



SURVIVING AND INNOVATING

Sanggahan dan Batasan Tanggung Jawab

PT Angkasa Pura I (Persero) yang selanjutnya disebut “Angkasa Pura I” dan/atau “Perseroan” menjalankan usaha di bidang kebandarudaraan, dan sejak tahun 1964 menerbitkan Laporan Tahunan. Laporan tahunan ini memuat pernyataan posisi keuangan dan hasil operasi, serta proyeksi, rencana, strategi, kebijakan, dan tujuan Perseroan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan peraturan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan.

Pernyataan-pernyataan prospektif dalam laporan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang serta lingkungan bisnis, dimana Perseroan menjalankan kegiatan usaha. Perseroan tidak menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil-hasil tertentu sesuai harapan.

Para pembaca Laporan Tahunan ini dapat menyampaikan pertanyaan atau tanggapan, atau meminta informasi lebih lanjut mengenai PT Angkasa Pura I (Persero) melalui:

Disclaimer

PT Angkasa Pura I (Persero), hereinafter referred to as “Angkasa Pura I” and/or the “Company” has been running business in the airport sector, and has published the Annual Report since 1964. This annual report contains statements of financial position and results of operations, as well as projections, plans, strategies, policies and objectives of the Company, considered as forward-looking statements in the implementation of applicable laws and regulations, except for historical matters. These statements have the prospect of risk, uncertainty and could result in actual developments being materially different from those reported.

Prospective statements in this report are based on various assumptions regarding current and future conditions as well as the business environment where the Company conducts business activities. 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 more information about PT Angkasa Pura I (Persero) through:

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SURVIVING AND INNOVATING

Pandemi COVID-19 yang mendunia menyebabkan menurunnya operasional penerbangan di seluruh 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.

Sebagai salah satu tulang punggung penerbangan nasional, Perseroan menekankan pada optimisme untuk melihat hal-hal positif dan peluang di masa sulit di sepanjang tahun pelaporan. Secara umum, situasi saat ini meningkatkan resiliensi perusahaan secara positif yang diwujudkan dalam penerapan protokol kesehatan baru, mengembangkan inovasi berbasis teknologi untuk meningkatkan efisiensi dan mencegah meluasnya virus COVID-19.

Bagi Perseroan, keberadaan teknologi sangat berguna untuk membantu penerapan physical distancing atau protokol kesehatan pencegahan penyebaran virus COVID-19 dalam masa adaptasi kebiasaan baru. Pengembangan inovasi berbasis teknologi juga menjadi andalan Angkasa Pura I untuk dapat survive di masa adaptasi kebiasaan baru dalam mendukung operasional, pelayanan, dan bisnis perusahaan.

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.

As the backbone of national aviation, the Company emphasizes optimism to see positive things and opportunities in difficult times throughout the reporting year. In general, the current situation positively enhances the company's resilience manifested in the implementation of new health protocols, developing technology-based innovations to increase efficiency and prevent the spread of the COVID-19.

For the Company, the existence of technology is particularly useful to help implement physical distancing or health protocols to prevent the spread of the COVID-19 during the new habit adaptation period. The development of technology-based innovation is also the Company's mainstay to survive in the new habit adaptation period in supporting the company's operations, services and business.

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KILAS KINERJA

*Overview of
Business Performance*





Rp

1,814

Miliar
Billion

Pendapatan Aeronautika
Aeronautical Revenue



Rp

1,805

Miliar
Billion

Pendapatan Nonaeronautika
Non-Aeronautical Revenue



Rp

(2,328)

Miliar
Billion

Laba Tahun Berjalan
Net Income for The Year



Rp

42,576

triliun
trillion

Total Aset
Total Asset



13,60

Juta ton
million tons

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



13,62

juta pax
million pax

**Pelayanan Jasa Penumpang Pesawat
Udara (PJP2U)**
Aircraft Passenger Services (PJP2U)

KEUNGGULAN KAMI

Company Excellence



01



Perusahaan Pelopor Pengelolaan Bandar Udara secara Komersial di Indonesia Pioneer Company in Commercial Airport Management in Indonesia

Sejalan dengan visinya menjadi pengelola bandara kelas dunia, PT Angkasa Pura I (Persero) melakukan berbagai inovasi dan berhasil meraih pencapaian serta penghargaan bagi bandara yang dikelola, antara lain:

- Sembilan penghargaan tingkat internasional dalam Airport Service Quality (ASQ) Award
- The Best Financial Performance of Indonesia Best BUMN Award 2020: Virtual Customer Service for Passenger Convenience
- Tiga penghargaan dalam BUMN Branding and Marketing Award 2020
- Dua penghargaan dalam TOP CSR Awards 2020; serta penghargaan lainnya

In line with its vision of becoming a world-class airport operator, PT Angkasa Pura I (Persero) has made various innovations and has succeeded in achieving achievements and awards for the managed airports, including:

- *Nine international awards at the Airport Service Quality (ASQ) Award*
- *The Best Financial Performance of Indonesia at BUMN Award 2020: Virtual Customer Service for Passenger Convenience*
- *Three awards at BUMN Branding and Marketing Award 2020*
- *Two awards at the 2020 TOP CSR Awards; and other awards*

02



Pengelola Bandar Udara Utama yang Berada di Pusat Bisnis dan Pariwisata Indonesia *Management of Main Airports in Indonesia's Central Business and Tourism*

PT Angkasa Pura I (Persero) mengelola bandara-bandara yang berkolaborasi strategis di pusat bisnis, antara lain Surabaya dan Makassar, serta kawasan pariwisata seperti Bali, Yogyakarta, Lombok, dan Manado.

PT Angkasa Pura I (Persero) manages strategically located airports in business centers, including Surabaya and Makassar, and tourism areas, such as Bali, Yogyakarta, Lombok, and Manado.





03



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

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

Komitmen Perseroan dalam menerapkan teknologi informasi dan komunikasi kelas dunia dirumuskan dalam strategi teknologi informasi yang meliputi:

- Operation Excellence**
 Strategi ini diwujudkan melalui penerapan *Airport Operation Control System* (AOCS) di seluruh bandara. Guna mendukung implementasinya, Angkasa Pura I melakukan berbagai inovasi, antara lain *Airport Operation Control Center*, *Customer Service Online*, *Boarding Pass Scanner*, *Optimalisasian X-Ray Automated Tray Return System* (ATRS), *Layanan Office Collaboration Platform* (OCP), *Tata Naskah Dokumen Elektronik* (TNDE), aplikasi *Learning Management System* (LMS), *Great Day*, serta integrasi data menggunakan *Enterprise Service Bus*.
- Revenue Safeguarding**
 Pada strategi ini, Angkasa Pura I memaksimalkan manfaat ICT yang berhubungan dengan jasa layanan, antara lain pada *Passenger Service Charge on Ticket System* (POTS) dan *parking system*. Sejalan dengan peningkatan pelayanan, Perseroan menambahkan fasilitas layanan Wi-fi gratis dengan *bandwidth* hingga 100 MB *per access point* dan peluncuran *mobile apps* yang dapat diunduh di *App Store* dan *Google Playstore* melalui personalisasi layanan.
- Penguatan Fondasi Enterprise Resourcing Planning (ERP)**
 Fondasi ERP Angkasa Pura I diwujudkan melalui integrasi sistem keuangan antara Entitas Anak dengan Induk untuk menghasilkan Laporan Keuangan Konsolidasi yang akurat dan tepat waktu dengan pengembangan SAP (BPS dan *Enterprise Asset Management*), serta *integrasi legacy application* dengan ERP platform menggunakan *service-bus*.
- Penguatan Fondasi ICT**
 Angkasa Pura I telah menerapkan standardisasi infrastruktur ICT (LAN, WAN, *communication*, *wi-fi*, dan *server*), *ICT governance*, dan pemenuhan sumber daya manusia terkait sertifikasi, *training*, dan jumlah personel yang dibutuhkan untuk menguatkan fondasi ICT.

The Company is highly committed to adopt world-class information and communication technology implemented through the strategies, including:

- Operation excellence**
This strategy is realized through the implementation of the Airport Operation Control System (AOCS) in all airports. To support its implementation, Angkasa Pura I has made various innovations, including Airport Operation Control Center, Online Customer Service, Boarding Pass Scanner, Optimization of X-Ray Automated Tray Return System (ATRS), Office Collaboration Platform (OCP) Services, Management of Electronic Document (TNDE), Learning Management System (LMS) app, Great Day, and data integration using the Enterprise Service Bus.
- Revenue safeguarding**
In this strategy, Angkasa Pura I maximizes the benefits of ICT relating to the services, including the Passenger Service Charge on Ticket System (POTS) and Parking System. In line with service improvements, the Company had provided a free Wi-fi service facility with a bandwidth of up to 100 MB per access point and launched mobile apps available on Apple App Store and Google Playstore through personalized service.
- Enterprise Resourcing Planning (ERP) enhancement**
The Company's ERP enhancement is realized through the financial system integration among the subsidiaries and parent company to produce accurate and punctual Consolidated Financial Report, SAP development (BPS and Enterprise Asset Management), and the integration of Legacy Application with the ERP Platform via service-bus.
- ICT enhancement**
Angkasa Pura I has implemented ICT infrastructure standardization (LAN, WAN, Communication, Wi-Fi, and Servers), ICT governance, and Human Resources fulfillment related to certification, training, and the number of personnel needed to enhance ICT.

04



Komitmen yang Tinggi terhadap Implementasi Safety, Security, & Service through Compliance (3S1C)

High Commitment to The Implementation of Safety, Security, and Service Through Compliance (3S1C)

Implementasi 3S1C di Angkasa Pura I dilaksanakan dengan tujuan terselenggaranya kepatuhan pelayanan yang andal dengan mengutamakan faktor keselamatan, kenyamanan, dan kelancaran, serta sesuai dengan hak dan kewajibannya. Penerapan 3S1C saat ini telah mencapai *beyond regulation*, karena telah diterapkan sesuai dengan standar internasional.

Hasil dari implementasi 3S1C antara lain dengan terlihat dari pencapaian skor *Airport Service Quality* (ASQ) dengan rata-rata skor di atas 4,67 pada 13 bandara per tahun 2020. Selain itu, skor *Customer Satisfaction Index* (CSI) pada 14 bandara mencapai rata-rata skor di atas 4,60.

Sebagai penguat implementasi 3S1C, Angkasa Pura I juga telah memiliki beberapa sertifikasi dalam penyediaan *operational excellence* dan *service excellence*, antara lain ISO 14001:2015, ISO 9001:2015, *Airport Excellence in Safety*, OHSAS 18001:2007, dan ISO 31000.

Implementasi 3S1C melibatkan beberapa bagian manajemen dengan tanggung jawab masing-masing antara lain:

- Risk Management
- Legal & Compliance
- Airport Planning and Environment
- Airport Security
- Airport Safety
- Airport Facilities Management
- Airport Equipment Management
- Airports Services and Hospitality

The implementation of 3S1C at Angkasa Pura I aims to maintain existing service compliance by prioritizing safety, comfort and smoothness in accordance with their rights and obligations. Currently, the 3S1C implementation has reached beyond regulation, because it has been implemented in accordance with international standards.

The 3S1C implementation was proven by the attainment of Airport Service Quality (ASQ) score that reached above 4.67 score for 13 airports in 2020. In addition, the Customer Satisfaction Index (CSI) score reached above 4.60 score for 14 airports.

To strengthen the 3S1C implementation, Angkasa Pura I also secured a number of certifications in providing operational excellence and service excellence, including ISO 14001: 2015, ISO 9001: 2015, Airport Excellence in Safety, OHSAS 18001: 2007, and ISO 31000.

The implementation of 3S1C involved a number of management divisions with their respective duty and responsibilities, including:

- Risk Management
- Legal & Compliance
- Airport Planning and Environment
- Airport Security
- Airport Safety
- Airport Facilities Management
- Airport Equipment Management
- Airports Services and Hospitality





05



Memberikan Kontribusi Positif bagi Masyarakat dan Lingkungan Hidup *Make a Positive Contribution to Society and Environment*

Angkasa Pura I konsisten melakukan Program Kemitraan dan Bina Lingkungan (PKBL) di dalam maupun luar wilayah bandara. Perseroan juga melengkapi dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) untuk seluruh area operasi, serta melakukan pelaporan pengelolaan lingkungan hidup. Kegiatan tersebut menjadi salah satu *Key Performance Indicator* (KPI) pada masing-masing bandara. Selain itu, Perseroan juga menerapkan konsep *green corporation* yang ditandai dengan diperolehnya sertifikasi sistem manajemen lingkungan berbasis ISO 14001:2015, di beberapa bandara, sertifikasi *green building* untuk Bandar Udara Internasional Yogyakarta - Kulon Progo pada tahap *final assessment* dan Bandar Udara Internasional Jenderal Ahmad Yani - Semarang pada tahap *design recognition*, serta melakukan inventarisasi jejak karbon di bandar udara secara berkala.

Angkasa Pura I regularly conducted Partnership and Community Development Program (PKBL) inside and outside the airport area. The Company also submitted the Environmental Impact Analysis (AMDAL) report for all operating areas, and reports on environmental management. These programs are one of the Key Performance Indicators (KPI) for all airports. In addition, the Company also implemented the green corporation concept proven by the implementation of environmental management system certification based on ISO 14001: 2015 at several airports, green building certification for Yogyakarta International Airport - Kulon Progo at the final assessment phase and Jenderal Ahmad Yani International Airport – Semarang at the design recognition phase, and periodically conducted an inventory of carbon footprints at the airport.

IKHTISAR DATA KEUANGAN PENTING

Overview of Important Financial Data

Ikhtisar Keuangan

Financial Summary

Laporan Posisi Keuangan Konsolidasian (Dalam Juta Rp)

Consolidated Financial Position Statement (in Million Rupiah)

Uraian	2020	2019	2018	2017	2016	Description
ASET						ASSETS
ASET LANCAR						CURRENT ASSETS
Kas dan Setara Kas	1,470,030	5,510,904	3,149,114	4,146,086	4,896,215	Cash and Cash Equivalents
Investasi Jangka Pendek	96,115	665,862	478,107	407,156	295,241	Short-term Investment
Piutang Usaha - Bersih	576,387	527,767	419,575	520,295	482,770	Accounts Receivable - Net
Piutang Lain-Lain	22,585	80,344	39,712	19,053	12,445	Other Receivables
Persediaan	25,559	69,404	84,808	68,668	40,617	Inventories
Uang Muka dan Biaya Dibayar Dimuka	46,465	139,960	159,381	72,003	63,696	Advances and Prepaid Expenses
Pendapatan Yang Masih Harus Diterima	358,456	291,022	298,444	225,606	201,227	Accrued Income
Pajak Dibayar Dimuka	1,278,468	840,958	367,865	105,569	82,242	Prepaid Taxes
Aset Lancar Lain-Lain	8,990	64,277	28,267	13,396	10,249	Other Current Assets
Jumlah Aset Lancar	3,883,057	8,190,498	5,115,606	5,557,832	6,084,701	Total Current Assets
ASET TIDAK LANCAR						NON-CURRENT ASSETS
Estimasi Tagihan Pajak	273,077	112,711	-	-	-	Estimated Tax Bill
Aset Pajak Tangguhan	623,257	48,495	41,157	83,863	302	Deferred tax assets
Uang Muka dan Biaya Dibayar Dimuka Jangka Panjang	-	12,665	34,322	52,741	78,217	Advances and Long-Term Prepaid Expenses
Investasi Jangka Panjang	101,264	109,819	100,662	86,642	96,129	Long-Term Investment
Properti Investasi	102,233	128,888	127,873	247,036	200,785	Investment Property
Aset Tetap	36,919,784	34,127,911	26,138,785	18,627,786	17,155,509	Fixed Assets
Aset Tidak Berwujud	132,360	43,466	42,322	48,998	44,244	Intangible Assets
Aset Hak Guna	530,457	-	-	-	-	Right-of-Use Assets
Aset Tidak Lancar Lainnya	11,358	12,097	7,074	6,227	6,358	Other Non-Current Assets
Jumlah Aset Tidak Lancar	38,693,788	34,596,053	26,493,309	19,154,808	17,582,245	Total Non-Current Assets
JUMLAH ASET	42,576,845	42,786,551	31,608,916	24,732,641	23,666,946	TOTAL ASSETS
LIABILITAS						LIABILITY
Liabilitas Jangka Pendek						Current Liability
Beban Akrua	1,104,794	1,322,288	1,412,040	1,379,558	879,355	Accrued Expenses
Utang Usaha	193,454	314,867	689,341	250,777	1,591,610	Trade Payables

Uraian	2020	2019	2018	2017	2016	Description
Pendapatan Diterima Dimuka	104,972	128,332,	147,263	97,658	87,481	Unearned Revenue
Utang Pajak	291,380	425,502	393,236	267,746	138,441	Tax Payables
Bagian Jangka Pendek Pinjaman Jangka Panjang	1,297,597	538,976	941,998	644,220	749,480	Short-term Part of Long-Term Debt
Jumlah Liabilitas Jangka Pendek	4,766,653	6,180,789	7,614,990	2,639,959	3,446,367	Total Current Liabilities
LIABILITAS JANGKA PANJANG						NON-CURRENT LIABILITY
Utang Bank Jangka Panjang	20,729,080	16,724,208	5,385,997	3,665,694	4,304,115	Long-term Bank Loans
Utang Obligasi dan Sukuk Ijarah	2,106,092	2,994,896	2,993,701	2,992,475	2,991,310	Bonds Payable and Sukuk Ijarah
Liabilitas Sewa	394,083	-	-	-	-	Lease Liability
Utang Jangka Panjang Lainnya	404,200	388,9711	170,529	174,905	197,636	Other Long-term debt
Liabilitas Imbalan Kerja Karyawan	820,703	437,293	302,395	549,244	329,980	Post-Employment Benefits Liability
Liabilitas pajak tangguhan	-	79,886	89,080	-	-	Deferred Tax Liabilities
Jumlah Liabilitas Jangka Panjang	24,454,158	20,625,255	8,941,701	7,382,318	7,797,657	Total Non-Current Liability
JUMLAH LIABILITAS	29,220,811	26,806,043	16,556,691	11,650,349	11,669,449	TOTAL LIABILITIES
EKUITAS						EQUITY
MODAL SAHAM	6,414,412	6,414,412	6,414,412	6,414,412	6,414,412	Share Capital
Penyertaan Modal Negara (PMN)	22,963	22,963	22,963	255,097	255,097	State Equity Participation
Nilai Buku Aset tetap kenavigasian dari Penyertaan Modal Negara (PMN)	(37,005)	(37,005)	(37,005)	(269,138)	(269,138)	Book Value of Fixed Assets Navigation From State Equity Participation
Akumulasi Penyusutan Aset tetap Kenavigasian dari BPYPDS	408,394	408,394	408,394	408,394	408,394	Accumulated Depreciation of Fixed Assets Navigation From BPYBDS
SALDO LABA						RETAINED EARNING
Dicadangkan	9,225,382	7,774,022	6,228,618	5,093,757	4,080,412	Unappropriated
Belum Dicadangkan	(2,293,711)	1,451,360	2,007,018	1,418,577	1,158,800	Unappropriated
Kepentingan Non Pengendali	4,542	5,498	4,863	6,298	2,395	Non-Controlling Interests
JUMLAH EKUITAS	13,356,034	15,980,508	15,052,225	13,401,461	11,997,497	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS	42,576,845	42,786,551	31,608,916	31,608,917	25,051,810	TOTAL LIABILITIES AND EQUITIES

Laporan Laba Rugi dan Penghasilan Komprehensif Lainnya (Dalam Juta Rp)

Income and Other Comprehensive Income Statements (in Million Rupiah)

Uraian	2020	2019	2018	2017	2016	Description
PENDAPATAN USAHA						OPERATING REVENUES
Pendapatan Aeronautika	1,814,044	4,975,936	5,113,648	4,525,855	3,612,288	Revenues of Aeronautics
Pendapatan Non Aeronautika	1,805,065	3,655,610	3,407,439	2,668,492	2,525,984	Revenues of Non-Aeronautics
Total Pendapatan Usaha	3,619,110	8,631,546	8,521,087	7,194,347	6,138,272	Total Operating Revenues
Beban Operasional	5,340,583	5,937,866	5,762,646	5,206,917	4,488,862	Operational Expenses
Laba Usaha	(1,721,473)	2,725,162	2,916,795	1,974,492	1,649,409	Operating Profit
Pendapatan (Beban) Non Operasional	(1,106,529)	(670,896)	(93,733)	(81,489)	(14,557)	Non-Operating Income (Expenses)
Laba Sebelum Taksiran Pajak Penghasilan	(2,906,377)	2,022,784	2,694,934	1,789,497	1,508,853	Income Before The Estimation Of Income Tax
Pajak Penghasilan	(577,953)	570,557	689,016	369,144	349,276	Income Tax
Laba (Rugi) Tahun Berjalan	(2,328,423)	1,452,227	2,005,918	1,420,353	1,115,977	Current Year Income
PENDAPATAN (BEBAN) KOMPREHENSIF LAIN						OTHER COMPREHENSIVE INCOME
Laba (Rugi) Belum Terealisasi Investasi Efek	2,303	12,293	(2,770)	18,377	16,128	Unrealized Profit (Loss) on Securities Investment
Laba (Rugi) Aktuarial dari Program Imbalan Paksa Kerja	(274,034)	(80,524)	(66,783)	110,824	(38,790)	Actuarial Profit (Loss) on Post Employment Benefits
Laba (Rugi) Komprehensif Entitas Asosiasi	(1,463)	(2,466)	(1,551)	2,261	Actuarial Profit (Loss) on Associated Entities
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	(2,601,619)	1,381,530	1,934,254	1,547,292	1,136,916	TOTAL CURRENT YEAR COMPREHENSIVE PROFIT
LABA (RUGI) TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA						CURRENT YEAR PROFIT ATTRIBUTABLE TO
Pemilik Entitas Induk	(2,327,509)	1,451,360	2,007,018	1,418,577	1,158,800	Owner of the Parent Entity
Kepentingan Non Pengendali	(914)	867	(1,100)	1,776	777	Non-Controlling Interests
LABA (RUGI) KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN KEPADA						COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO
Pemilik Entitas Induk	(2,600,702)	1,380,673	1,934,914	1,545,517	1,136,139	Owner of the Parent Entity
Kepentingan Non Pengendali	(917)	857	(1,100)	1,776	777	Non-Controlling Interests
Laba Per Saham Dasar (angka penuh)	(362,856)	226,265	312,892	221,155	181,000	Basic Earnings Per Share (Full Number)

Laporan Arus Kas Konsolidasian (Dalam Juta Rp)

Consolidated Cash Flows (in Million Rupiah)

Uraian	2020	2019	2018	2017	2016	Description
Arus Kas dari Aktivitas Operasi	(3,888,924)	1,569,463	3,028,461	1,479,078	2,061,396	Cash Flows Obtained From Operating Activities
Arus Kas dari Aktivitas Investasi	(3,804,023)	(9,795,788)	(5,852,267)	(1,712,941)	(3,710,543)	Cash Flows Obtained From Investment Activities
Arus Kas dari Aktivitas Pendanaan	3,656,067	10,561,617	1,773,067	(481,794)	4,811,652	Cash Flows Obtained From Funding Activities
Dampak Bersih Perubahan Nilai Tukar atas Kas dan Setara Kas	(3,993)	26,499	53,767	(34,472)	(12,562)	Net Effect of Exchange Rates on Cash and Cash Equivalents
Penurunan Bersih Kas dan Setara Kas	(4,040,873)	2,361,790	(996,972)	(750,129)	3,162,504	Net Reduction of Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun	5,510,904	3,149,114	4,146,086	4,896,215	1,746,272	Cash and Cash Equivalents at the Beginning of the Year
Kas dan Setara Kas Akhir Tahun	1,470,030	5,510,904	3,149,114	4,146,086	4,896,215	Cash and Cash Equivalents at the End of the Year

Rasio Keuangan Angka Pura I dalam Tiga Tahun Terakhir

Financial Ratio of PT Angkasa Pura I in the Last Three Years

Uraian	2020	2019	2018	Description
RENTABILITAS				RENTABILITY
Rasio Laba (Rugi) Terhadap Jumlah Aset	(3.72%)	2.80%	8.10%	Profit to Asset Ratio
Rasio Laba (Rugi) Terhadap Ekuitas	(17.43%)	9.09%	13.33%	Profit to Equity Ratio
Rasio Laba (Rugi) Terhadap Pendapatan	(75.45%)	23.45%	32.30%	Profit to Income Ratio
Rasio Laba (Rugi) Operasi Terhadap Pendapatan	(47.57%)	31.57%	34.23%	Operating Profit to Income Ratio
LIKUIDITAS				LIQUIDITY
Rasio Lancar	-65.34%	132.52%	67.18%	Current Ratio
Rasio Kas	-58.32%	99.93%	41.35%	Cash Ratio
SOLVABILITAS				SOLVABILITY
Rasio Hutang Terhadap Aset	5.98%	62.65%	52.38%	Debt to Asset Ratio
Rasio Hutang Terhadap Modal	51.04%	167.74%	109.99%	Debt to Capital Ratio
Rasio Hutang Terhadap Aset Tetap	0.59%	78.48%	63.34%	Debt to Fixed Asset Ratio

Informasi Saham dan Obligasi

Share Price and Bonds Information

Informasi Saham

Sejak berdirinya hingga akhir tahun 2020, PT Angkasa Pura I (Persero) belum menerbitkan saham, sehingga tidak memiliki status perusahaan terbuka, serta tidak melakukan pencatatan saham di bursa efek. Berkenaan dengan hal tersebut, pada Laporan Tahunan ini tidak diungkapkan data dan informasi dua tahun buku terakhir mengenai jumlah harga saham, kapitalisasi pasar, harga saham tertinggi, harga saham terendah, harga saham penutupan, maupun volume perdagangan pada bursa efek.

Demikian pula, tidak ada aksi korporasi terkait saham yang dilakukan selama periode pelaporan. Tidak ada aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), pembagian dividen saham, saham bonus, serta perubahan nilai nominal saham. Tidak ada pula, informasi mengenai penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*).

Kronologi Penerbitan Saham

Saham PT Angkasa Pura I (Persero) 100% dimiliki oleh Pemerintah Republik Indonesia dengan jumlah saham ditempatkan dan disetor penuh sebesar Rp6.414.412.000.000,00 atau sebanyak 6.414.412 saham. Perseroan tidak melakukan *Initial Public Offering* (IPO). Dengan demikian, tidak ada kronologi penerbitan saham di Bursa Efek Indonesia yang dilakukan oleh Angkasa Pura I.

Informasi Obligasi

Pada 22 November 2016, PT Angkasa Pura I (Persero) menerbitkan obligasi untuk jangka waktu 5, 7, dan 10 tahun. Per Desember 2020, obligasi yang masih beredar di masyarakat yang tercatat di Bursa Efek Indonesia. Wali amanat untuk obligasi yang diterbitkan adalah PT Bank Mega Tbk. Selama periode pelaporan, tidak ada aksi obligasi konversi.

Shares Information

Since its establishment until the end of 2020, PT Angkasa Pura I (Persero) has not issued shares, thus the Company does not hold a public company status and has not listed any of their shares on the stock exchange. In this regard, this Annual Report does not disclose data and information in the last two financial years regarding the total price shares, market capitalization, highest share price, lowest stock price, closing stock price, and trading volume on the stock exchange.

Likewise, there were no corporate actions related to shares carried out by PT Angkasa Pura I (Persero) during the reporting period, such as stock split, reverse stock, stock dividend, bonus shares and changes in the nominal value of shares. In addition, there were no information regarding suspension and/or delisting of shares.

Chronological Issuance of Shares

The shares of PT Angkasa Pura I (Persero) are 100% owned by the Government of the Republic of Indonesia with the total issued and paid-up shares amounting to Rp6,414,412,000,000.00 or 6,414,412 shares. The Company does not conduct an Initial Public Offering (IPO). Thus, there is no chronology of the issuance of shares on the Indonesia Stock Exchange by Angkasa Pura I.

Bonds Information

On 22 November 2016, PT Angkasa Pura I (Persero) issued bonds for a period of five, seven, and ten years. As of December 2020, the outstanding bonds were listed on the Indonesia Stock Exchange. The Company appointed PT Bank Mega Tbk. as the trustee for the issued bonds. During the reporting period, there were no convertible bond actions.

Obligasi PT Angkasa Pura I (Persero) yang Masih Beredar per 31 Desember 2020

PT Angkasa Pura I (Persero) Outstanding Bonds as of December 31, 2020

Tanggal Pencatatan di Bursa Efek <i>Listing Date on the Stock Exchange</i>	Jangka Waktu <i>Tenure</i>	Jumlah (Rp miliar) <i>Total Bonds (Rp billion)</i>	Jatuh Tempo <i>Maturity Date</i>	Tingkat Suku Bunga <i>Interest Rate</i>	Status Pembayaran <i>Payment Status</i>	Peringkat Rank		
						2018	2019	2020
Obligasi I Angkasa Pura I Tahun 2016 Seri A Bond I Angkasa Pura I Year 2016 A Series								
23 November 2016 <i>November 23, 2016</i>	5 Tahun <i>5 Years</i>	622	22 November 2021 <i>November 22, 2021</i>	8,10%	Belum lunas <i>Not yet paid off</i>	idAAA	idAAA	idAAA
Obligasi I Angkasa Pura I Tahun 2016 Seri B Bond I Angkasa Pura I Year 2016 B Series								
23 November 2016 <i>November 23, 2016</i>	7 Tahun <i>7 Years</i>	389	22 November 2023 <i>November 22, 2023</i>	8,40%	Belum lunas <i>Not yet paid off</i>	idAAA	idAAA	idAAA
Obligasi I Angkasa Pura I Tahun 2016 Seri C Bond I Angkasa Pura I Year 2016 C Series								
23 November 2016 <i>November 23, 2016</i>	10 Tahun <i>10 Years</i>	1,489	22 November 2026 <i>November 22, 2026</i>	8,55%	Belum lunas <i>Not yet paid off</i>	idAAA	idAAA	idAAA

Informasi Sukuk Sukuk Information

Pada 22 November 2016, Angkasa Pura I menerbitkan sukuk dengan jangka waktu 5, 7, dan 10 tahun. Jumlah sukuk yang beredar di masyarakat per Desember 2020 sebesar Rp500 miliar. PT Bank Mega Tbk merupakan wali amanat untuk seluruh sukuk yang beredar.

On 22 November 2016, Angkasa Pura I issued sukuk with tenors of five, seven and ten years. A total sukuk circulating in the community as of December 2020 was Rp500 billion. PT Bank Mega Tbk is the trustee for all circulating sukuk.

Sukuk PT Angkasa Pura I (Persero) yang Masih Beredar per 31 Desember 2020

PT Angkasa Pura I (Persero) Outstanding Sukuk as of December 31, 2020

Tanggal Pencatatan di Bursa Efek <i>Listing Date on the Stock Exchange</i>	Jangka Waktu <i>Tenure</i>	Jumlah (Rp miliar) <i>Total Bonds (Rp billion)</i>	Jatuh Tempo <i>Maturity Date</i>	Cicilan Imbalan Ijarah Per Tahun (Rp juta) <i>Interest Rate (Rp million)</i>	Status Pembayaran <i>Payment Status</i>	Peringkat Rank		
						2018	2019	2020
Sukuk Ijarah Seri A Sukuk Ijarah A Series								
23 November 2016 <i>November 23, 2016</i>	5 Tahun <i>5 Years</i>	268	22 November 2021 <i>November 22, 2021</i>	21.708	Belum lunas <i>Not yet paid off</i>	idAAA(sy)	idAAA(sy)	idAAA(sy)
Sukuk Ijarah Seri B Sukuk Ijarah B Series								
23 November 2016 <i>November 23, 2016</i>	7 Tahun <i>7 Years</i>	55	22 November 2023 <i>November 22, 2023</i>	4.620	Belum lunas <i>Not yet paid off</i>	idAAA	idAAA	idAAA
Sukuk Ijarah Seri C Sukuk Ijarah C Series								
23 November 2016 <i>November 23, 2016</i>	10 Tahun <i>10 Years</i>	177	22 November 2026 <i>November 22, 2026</i>	15.133	Belum lunas <i>Not yet paid off</i>	idAAA	idAAA	idAAA

LAPORAN DEWAN KOMISARIS

Report of the Board of Commissioners



“

Di tengah-tengah pandemi, Kami menyesuaikan langkah-langkah positif melalui penyesuaian strategi bisnis, inovasi-inovasi demi kembali menyongsong kinerja yang positif. Perseroan tetap berupaya menjaga dan menawarkan keunggulan, keamanan, dan kenyamanan bandar udara.

“In the midst of pandemic, the Company has adjusted positive measures through business strategies, innovations in order to increase positive performance. The Company continues to strive to maintain and offer airport excellence, safety and comfort.”

Pemangku kepentingan yang terhormat,

Fokus kami pada tahun 2020 adalah mengawasi dan mendukung Direksi dan seluruh Insan Angkasa Pura I untuk dapat beroperasi dengan penuh kehati-hatian, sehingga mampu bertahan di tengah iklim industry yang penuh ketidakpastian akibat pandemi COVID-19. Kami harus memastikan bahwa Perseroan akan kembali bangkit dari masa sulit di tahun 2021. Kami percaya, dalam suatu tantangan akan juga menghadirkan suatu peluang yang signifikan. Dengan semangat inilah kami terus berupaya mengambil tindakan strategis untuk mengamankan bisnis dalam jangka pendek, sambil menyusun langkah-langkah baru untuk kembali bangkit dan menjadi lebih kompetitif di masa depan.

Dewan Komisaris sangat mengapresiasi kepemimpinan Direksi dan juga kerja keras seluruh Insan Angkasa Pura I yang telah memberikan kontribusi luar biasa di sepanjang tahun 2020. Melalui laporan tahunan ini, perkenankan kami menyampaikan pandangan atas kinerja Angkasa Pura I di tahun 2020, baik dari sisi kinerja operasional, keuangan, maupun tata kelola perusahaan yang baik (*good corporate governance/GCG*).

Penilaian terhadap Pengelolaan Perusahaan dan Kinerja Direksi

Kami, Dewan Komisaris memandang bahwa Direksi telah menjalankan tugas dan tanggung jawabnya dengan baik dalam menjalankan Perseroan di tengah periode sulit imbas pandemic COVID-19 di tahun 2020. Kami mengapresiasi berbagai strategi, kebijakan, dan langkah-langkah cepat dan terukur yang telah diambil, untuk membawa Perseroan mampu bertahan dan memberikan pelayanan jasa terbaik. Kami memahami, bahwa situasi pandemi COVID-19 telah berdampak signifikan khususnya bagi industri aviasi baik global maupun nasional.

Meskipun harus mengalami kerugian sebesar Rp2,32 triliun, namun demikian kami menilai bahwa kebijakan-kebijakan yang dijalankan oleh Direksi sudah membawa Perseroan untuk mampu *survive* dalam menghadapi tantangan, melalui langkah-langkah efisiensi, pengembangan inovasi, dan optimasi operasional nonaeronautika ketika *traffic* penumpang sempat menurun tajam. Pendapatan dari segmen aeronautika dan nonaeronautika sama-sama mengalami penurunan, namun masih berada di atas target RKAP Revisi tahun 2020.

Pengembangan inovasi berbasis teknologi sangat membantu pemulihan operasional di seluruh bandara yang dikelola Angkasa Pura I. Perseroan juga menerapkan inovasi-inovasi yang bertujuan untuk mendukung kelangsungan bisnis di masa adaptasi kebiasaan baru baik terkait operasional, keamanan, pelayanan, hingga pelaksanaan protokol kesehatan COVID-19. Dewan Komisaris menilai strategi ini sangat tepat untuk menghadapi perubahan akibat dampak pandemi COVID-19.

Dear Respected Stakeholders

In 2020, the Board of Commissioners focused to supervise and support the Board of Directors and all personnel of Angkasa Pura I to be able to operate prudently in order to survive in the midst of an industrial uncertainty due to the COVID-19 pandemic. We must ensure that the Company will rebound from difficult times in 2021. We believe that the Company can turn challenges into opportunities. It is the spirit that we must strive to take strategic actions in order to secure the business in the short term, while devising new measures to rebound and be more competitive in the future.

The Board of Commissioners highly appreciated the leadership of the Board of Directors and also the hard work of all Angkasa Pura I personnel who have made extraordinary contributions throughout 2020. Through this annual report, let us convey our overview on the performance of Angkasa Pura I in 2020, both in terms of operational performance, financial performance, and good corporate governance (GCG).

Assessment of Company Management and Performance of the Board of Directors

We, the Board of Commissioners, see that the Board of Directors has carried out its duties and responsibilities properly in running the Company in the midst of the difficult period due to the impact of the COVID-19 pandemic in 2020. We appreciated the Board of Directors for various strategies, policies, and quick and measurable actions that have been taken, to bring the Company to survive and provide the best services. We understand that the COVID-19 pandemic situation has had a significant impact, especially for the aviation industry, both global and national.

Despite suffering a loss of Rp2.32 trillion, we consider that the policies implemented by the Board of Directors have brought the Company to be able to survive in the face of challenges, through efficiency measures, development of innovation, and optimization of non-aeronautical operations when passenger traffic fell sharply. Both aeronautical and non-aeronautical revenues decreased, but remained above the Revised RKAP 2020 target.

The development of technology-based innovations was particularly helpful for operational recovery in all airports managed by Angkasa Pura I. The company also implemented innovations that aimed to support business continuity in the adaptation of new habits period related to operations, security, services, and implementation of the COVID-19 health protocols. The Board of Commissioners considered these strategies to be highly appropriate for dealing with changes due to the impact of the COVID-19 pandemic.

Pengawasan terhadap Implementasi Strategi Perseroan

Di level korporat, manajemen telah melakukan penyesuaian strategi bisnis dan menyusun peta jalan baru untuk melalui tantangan di tahun 2020 hingga 2024. Dengan tema korporat tahun 2020 yaitu 'Surviving & Innovating through COVID-19', Angkasa Pura I fokus untuk mengelola arus kas dan memperkuat posisi keuangan, menyesuaikan operasional perusahaan dengan kondisi penurunan *traffic*, serta mengatur kembali sistem keamanan dan keselamatan, kesehatan, kerja (K3) beserta implementasinya untuk menghadapi masa adaptasi kebiasaan baru.

Untuk mencapai tujuan-tujuan yang telah dipetakan di tahun 2020, Angkasa Pura I telah menerapkan strategi jangka pendek maupun panjang serta program-program strategis. Kami mengawasi Direksi dengan ketat mengenai penerapan strategi di tahun 2020, karena situasi selama pandemi COVID-19 memanglah perlu perhatian lebih untuk dikelola, mengingat dampak yang ditimbulkan tidak hanya pada aspek ekonomi, namun aspek sosial dan lingkungan. Kami menilai bahwa, langkah yang diambil Direksi dan manajemen sudah tepat dan secara bertahap menunjukkan hasil yang baik, yang ditandai dengan pertumbuhan *traffic* hingga akhir tahun 2020. Namun demikian, perbaikan secara terus menerus tetap perlu dilakukan untuk mencapai hasil yang maksimal.

Mengacu pada Surat Keputusan Menteri Badan Usaha Milik Negara No.100/MBU/2002, kinerja Perseroan memperoleh predikat 'Sehat' kategori A. Hal ini didukung oleh pencapaian tingkat profitabilitas yang berada di atas target RKAP Revisi. Meskipun harus mengalami penurunan yang signifikan, Angkasa Pura I tetap memberikan *service excellence* sesuai standar keselamatan, keamanan dan kenyamanan bagi pengguna jasa. Berdasarkan *customer satisfaction index* (CSI), tingkat pelayanan terminal memperoleh nilai 4,70 dari skala 5. Hal ini menunjukkan bahwa upaya-upaya Perseroan untuk tetap memberikan pelayanan yang *excellence* telah terlaksana dengan baik meski dibatasi oleh kondisi pandemi COVID-19.

Pandangan atas Prospek Usaha ke Depan

Secara umum terjadi pertumbuhan negatif pergerakan pesawat, penumpang, dan kargo di tahun 2020 akibat dampak pandemi COVID-19. Di samping itu, adanya perubahan perilaku masyarakat juga menjadi perhatian kami untuk memahami bahwa jasa penerbangan harus selalu mengedepankan protokol kesehatan yang berlaku, baik sebelum berada dalam pesawat hingga saat tiba di destinasi tujuan masing-masing. Tentunya hal ini masih akan berdampak pada kinerja segmen aeronautika dan nonaeronautika di bisnis kebandarudaraan untuk beberapa tahun ke depan.

Supervision of the Company's Strategy Implementation

At the corporate level, the management has adjusted business strategies and drawn up a new road map to overcome the challenges in 2020 to 2024. With the corporate theme for 2020 of 'Surviving & Innovating through COVID-19', Angkasa Pura I focused on managing cash flow and strengthening financial position, adjusting company operations facing the issue of reduced traffic, as well as reorganizing occupational health and safety (OHS) system and its implementation to face the adaptation of new habits period.

To achieve the goals in 2020, Angkasa Pura I has implemented short and long-term strategies and strategic programs. We closely supervised the Board of Directors on the implementation of corporate strategy in 2020. During the COVID-19 pandemic, the strategy implementation required more attention, given that the pandemic has impact not only on economic aspect, but also social and environmental aspects. We considered that the measures taken by the Board of Directors and management has been right on target and has gradually shown a good result, marked by traffic growth until the end of 2020. However, continuous improvement is necessary to achieve maximum results.

Referring to the Decree of the Minister of State-Owned Enterprises No. 100/MBU/2002, the Company's performance was in Category of A 'Healthy'. This was supported by the achievement of profit rate above the Revised RKAP target. Despite experiencing a significant decline, Angkasa Pura I provided service excellence according to safety, security and comfort standards for service users. Based on the Customer Satisfaction Index (CSI), the terminal service level scored 4.70 on a scale of 5. This indicated that the Company's efforts to continue to provide excellence service have been carried out properly, despite limitations due to the COVID-19 pandemic.

Views on Future Business Prospect

In general, the Company recorded negative growth in aircraft, passenger and cargo movements in 2020 due to the impact of the COVID-19 pandemic. In addition, changes in people's behavior are of our concern to understand that aviation services must always prioritize applicable health protocols, both before boarding a plane until arriving at their respective destinations. It will have impact on the performance of aeronautical and non-aeronautical segments in the airport business for the next few years.

Angkasa Pura I menyadari dinamika yang terjadi di industri aviasi harus dikelola dengan baik. Untuk itu, Perseroan mengembangkan inovasi untuk mendukung operasional dan pelayanan. Di sisi lain, Perseroan juga tetap melakukan perluasan bisnis dengan melakukan investasi dan kerja sama dengan mitra strategis baik di level domestik maupun internasional. Kami melihat bahwa prospek usaha masih memiliki peluang untuk dikelola dan dimaksimalkan. Hal ini juga yang memperkuat optimisme kami dalam mendukung langkah Pemerintah untuk memperkuat jaringan bisnis penerbangan Indonesia.

Pandangan atas Penerapan Tata Kelola Perusahaan

Selama tahun 2020, Dewan Komisaris telah menjalankan pengawasan dan memberikan arahan, nasihat, dan rekomendasi kepada Direksi dan manajemen dalam menerapkan tata kelola perusahaan yang baik (GCG) sesuai dengan regulasi yang berlaku. Sebagai Badan Usaha Milik Negara (BUMN) yang patuh, Angkasa Pura I melakukan penilaian GCG.

Untuk meningkatkan kualitas tata kelola perusahaan, Angkasa Pura I melakukan penilaian penerapan GCG secara mandiri. Namun untuk tahun 2020, Angkasa Pura I melakukan evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan dari pelaksanaan dan penerapan GCG periode tahun 2018 sesuai dengan PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Adapun progress hasil *assessment* GCG yang terakhir kali dilaksanakan Angkasa Pura I adalah *assessment* GCG periode tahun 2018 yang dilaksanakan di tahun 2019 yaitu sebesar 91,58 atau lebih tinggi dari *assessment* GCG periode tahun 2017 yang dilaksanakan pada tahun 2018 yaitu 91,34.

Dari hasil penilaian GCG, telah terbukti bahwa penerapan GCG di lingkungan Angkasa Pura I telah berjalan dengan baik. Namun demikian, kami terus mendorong Direksi dan manajemen untuk mempertahankan dan meningkatkan kinerja GCG agar lebih baik lagi ke depannya.

Pandangan atas Penerapan/Pengelolaan Whistle Blowing System

Guna menghindari kecurangan, korupsi, maupun tindakan di luar etika lainnya, Angkasa Pura I menerapkan sistem pengaduan pelanggaran atau *whistleblowing system* (WBS). Hadirnya WBS ini merupakan suatu komitmen dan upaya dalam penerapan GCG. Dewan Komisaris dibantu oleh Komite Resiko Usaha dan GCG serta Direksi untuk mengawasi efektivitas penerapan WBS. Seluruh pengaduan yang masuk melalui website www.wbs.ap1.co.id dilaporkan kepada Direktur Utama setiap semester. Hingga akhir tahun 2020, tidak ada pengaduan melalui WBS yang bersifat signifikan untuk ditindaklanjuti dalam tiga tahun terakhir.

Angkasa Pura I realizes that the current dynamics of the aviation industry must be managed properly. For this reason, the Company developed innovations to support operations and services. On the other hand, the Company also continued to expand its business by investing and cooperating with strategic partners both at domestic and international levels. We see that the business prospect has the opportunity to be managed and improved. This also strengthens our optimism in supporting the Government's measures to strengthen Indonesia's aviation business network.

Views on the Implementation of Corporate Governance

During 2020, the Board of Commissioners has carried out supervision and provided directions, advices and recommendations to the Board of Directors and management in the implementation of good corporate governance (GCG) in accordance with prevailing regulations. As a compliant State Owned Enterprise (BUMN), Angkasa Pura I conducted GCG assessment.

To improve the quality of corporate governance, PT Angkasa Pura I (Persero) implemented GCG assessment independently. However, in 2020, PT Angkasa Pura I (Persero) evaluated the assessment results and follow up on recommendations for the improvement and implementation of GCG in 2018 period in accordance with the Regulation of the Minister of SOE No. PER-01/MBU/2011 concerning Good Corporate Governance Implementation in State Owned Enterprises. The Company's GCG score in 2019 was 91.58 or higher than the GCG assessment score in 2018 of 91.34.

From the GCG assessment score, this indicated that the Company has implemented GCG well. Nevertheless, we continue to encourage the Board of Directors and management to maintain and improve the performance of GCG in the future.

Views on Implementation/Management of Whistle Blowing System

In order to prevent fraud, corruption, or other unethical behaviors, Angkasa Pura I implemented Whistleblowing System (WBS). Implementation of WBS is an attempt of the Company to carry out Good Corporate Governance. The Board of Commissioners is assisted by the Business Risk and GCG Committee and the Board of Directors to oversee the effectiveness of WBS implementation. All complaints submitted through the website www.wbs.ap1.co.id are reported to the President Director every semester. As of the end of 2020, no complaints were received through WBS that required following up in the last three years.

Pemberian Nasihat kepada Direksi

Tugas utama Dewan Komisaris salah satunya adalah melakukan pengawasan dan memberikan nasihat kepada Direksi untuk memastikan bahwa perusahaan telah dijalankan dengan baik, patuh pada regulasi, dan mencapai kinerja yang ditargetkan. Sepanjang tahun 2020, kami telah memberikan nasihat dan rekomendasi kepada Direksi melalui diskusi maupun rapat bersama. Setidaknya rapat dilakukan minimal satu kali dalam sebulan dengan agenda yang telah ditentukan.

Di tahun 2020, Dewan Komisaris dan Direksi telah bertemu dalam rapat gabungan sebanyak 12 (dua belas) kali. Selain melakukan diskusi langsung dalam rapat, Dewan Komisaris juga telah menyampaikan nasihat melalui tanggapan tertulis. Tanggapan tertulis diberikan dalam rangka merespon usulan-usulan Direksi terhadap aksi korporasi yang perlu persetujuan Dewan Komisaris maupun perlu rekomendasi/arahan yang selanjutnya sebagai bahan pertimbangan yang selanjutnya diproses untuk memperoleh persetujuan Pemegang Saham, sesuai dengan kewenangan Dewan Komisaris dengan berdasarkan ketentuan Perundang-undangan yang berlaku. Beberapa topik pembahasan antara lain terkait strategi bisnis dalam menghadapi situasi pandemi COVID-19, kebijakan-kebijakan baru, tingkat pelayanan bandara, evaluasi kinerja, serta penerapan GCG. Dewan Komisaris sangat menghargai tindak lanjut yang baik oleh Direksi atas keputusan dan rekomendasi yang telah diberikan.

Penilaian Kinerja Komite di bawah Dewan Komisaris

Dewan Komisaris dibantu oleh Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi. Dewan Komisaris menilai ketiga komite di bawahnya telah melaksanakan tugas dan tanggung jawab sesuai dengan fungsinya dan peraturan yang berlaku. Di tahun 2020, Komite Audit telah memastikan terselenggaranya pengendalian internal dan secara efektif membantu Dewan Komisaris dalam pengawasan atas pelaksanaan fungsi audit internal dan eksternal, implementasi tata kelola perusahaan dan kepatuhan terhadap peraturan perundang-undangan yang berlaku. Komite Risiko Usaha & GCG telah membantu Dewan Komisaris dalam mengawasi pengelolaan risiko usaha dan implementasi GCG di sepanjang tahun 2020. Komite Nominasi dan Remunerasi telah membantu Dewan Komisaris dalam menjalankan proses nominasi dan remunerasi di tahun 2020.

Perubahan Komposisi Anggota Dewan Komisaris

Perubahan komposisi anggota Dewan Komisaris terjadi atas wewenang dari Kementerian BUMN selaku Rapat Umum Pemegang Saham untuk mendukung kelangsungan usaha PT Angkasa Pura I (Persero). Perubahan yang terjadi di tahun 2020, terlaksana berdasarkan Keputusan Menteri BUMN

Advisory Duty to the Board of Directors

The main duty of the Board of Commissioners is to supervise and provide advice to the Board of Directors to ensure that the company run well, complies with regulations, and achieves the targeted performance. Throughout 2020, we have provided advices and recommendations to the Board of Directors through discussions and joint meetings. The meeting is held at least once every month to discuss a predetermined agenda.

In 2020, the Board of Commissioners held 12 (twelve) joint meetings with the Board of Directors. In addition to conducting direct discussions in meetings, the Board of Commissioners has provided advices through written responses. Written responses are given in order to respond to the Directors' proposals for corporate actions that require the approval of the Board of Commissioners or need recommendations/directions to be further processed for consideration and subsequently processed to obtain Shareholders' approval, in accordance with the authority of the Board of Commissioners based on the provisions of prevailing laws and regulations. Some of the topics discussed included business strategies in dealing with the COVID-19 pandemic, new policies, airport service levels, performance evaluation, and GCG implementation. The Board of Commissioners highly appreciated the good follow-up by the Board of Directors on the decisions and recommendations that have been given.

Performance Appraisal of Committees under the Board of Commissioner

The Board of Commissioners is assisted by Audit Committee, Business Risk and GCG Committee, as well as Nomination and Remuneration Committee. The Board of Commissioners assesses that these three committees have carried out their duties and responsibilities in accordance with their functions and applicable regulations. In 2020, the Audit Committee has ensured the implementation of internal controls and has effectively assisted the Board of Commissioners in overseeing the implementation of the internal and external audit functions, implementation of corporate governance, and compliance with prevailing laws and regulations. The Business Risk & GCG Committee has assisted the Board of Commissioners in overseeing business risk management and GCG implementation throughout 2020. Nomination and Remuneration Committee has assisted the Board of Commissioner in performing nomination and remuneration process in 2020.

Changes in the Composition of Members of the Board of Commissioners

The change in the composition of the members of the Board of Commissioners occurred under the authority of the Ministry of SOE as the General Meeting of Shareholders to support the business continuity of PT Angkasa Pura I (Persero). In 2020, changes in the composition were carried out based on the

Nomor SK-210/MBU/07/2018 tanggal 19 Juli 2018 dan SK-85/MBU/03/2020 tanggal 20 Maret 2020 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris serta Penetapan Komisaris Independen PT Angkasa Pura I (Persero).

Decree of the Minister of SOEs No. SK-210/MBU/07/2018 dated 19 July 2018 and SK-85/MBU/03/2020 dated 20 March 2020 concerning Dismissal and Appointment of Members of the Board of Commissioners and Appointment of Independent Commissioner of PT Angkasa Pura I (Persero).

Komisaris Utama
President Commissioner
Djoko Sasono

Komisaris Independen
Commissioner Independent
Erwan Agus Purwanto

Komisaris Independen
Commissioner Independent
Tri Budi Satriyo

Komisaris Independen
Commissioner Independent
Irfan Wahid

Komisaris
Commissioner
Wempi Saputra

Komisaris
Commissioner
Danang Parikesit

Komisaris
Commissioner
Wihana Kirana Jaya

Penutup

Kami, Dewan Komisaris menyampaikan apresiasi sebesar-besarnya kepada anggota Direksi, jajaran manajemen, karyawan, dan seluruh mitra kerja yang telah berkontribusi secara maksimal selama tahun 2020 untuk mendukung kelangsungan bisnis & usaha Angkasa Pura I. Kami juga mengucapkan terima kasih pada Pemerintah Republik Indonesia, khususnya Kementerian BUMN selaku Pemegang Saham Utama dan Pengendali, atas arahan dan kepercayaan yang diberikan kepada Angkasa Pura I.

Meskipun menghadapi situasi yang sulit, namun kami akan terus melihat ke depan dan optimis menyambut kembali pertumbuhan usaha Perseroan. Kami juga mengucapkan terima kasih kepada para penumpang dan pengguna jasa penerbangan dan bandara yang telah berkerja sama dengan baik dengan mematuhi protokol kesehatan COVID-19 selama menggunakan jasa bandara. Tak lupa kami sampaikan apresiasi kami kepada masyarakat luas dan pemangku kepentingan lainnya atas dukungan yang nyata pada Angkasa Pura I sepanjang tahun 2020.

Akhir kata, kami mengajak seluruh pemangku kepentingan untuk tetap menjaga kesehatan, tetap berdaya guna, dan tetap optimis menghadapi perubahan-perubahan di masa mendatang.

Closing

We, the Board of Commissioners, would like to express our highest appreciation to the members of the Board of Directors, management, employees, and all work partners for their highest contributions during 2020 to support the efforts & business continuity of Angkasa Pura I. We also thank the Government of the Republic of Indonesia, especially the Ministry of SOEs as the Main and Controlling Shareholder, for the direction and trust given to Angkasa Pura I.

Despite facing a difficult situation, we will continue to look forward and are optimistic about welcoming the Company's business growth. We also express our gratitude to passengers and service users for their cooperation by complying to the COVID-19 preventive health protocols while using airport services. Let us convey our appreciation to the wider community and other stakeholders for their support for Angkasa Pura I throughout 2020.

Lastly, we encourage all stakeholders to maintain health, remain productive and optimistic about future changes.

Jakarta, 21 Mei May 2021



Djoko Sasono
Komisaris Utama

President Commissioner
PT Angkasa Pura I (Persero)

LAPORAN DIREKSI

Report of the Board of Directors



“

Di tengah pandemi COVID-19, keberadaan teknologi sangat berguna untuk membantu penerapan physical distancing atau protokol kesehatan pencegahan penyebaran virus dalam masa adaptasi kebiasaan baru. Penggunaan teknologi merupakan syarat mutlak yang harus diimplementasi pada setiap proses pelayanan karena berubahnya perilaku masyarakat. Langkah yang diambil Perseroan dalam mengadopsi teknologi merupakan upaya mewujudkan kepemimpinan teknologi yang dilakukan Angkasa Pura I dalam menghadapi perubahan.

“In the midst of the COVID-19 pandemic, technology is very useful to assist implementation physical distancing or health protocols to prevent the spread of the virus during adaptation period new habit. The use of technology is an absolute requirement that must be implemented on every service process due to changing people’s behavior. Steps taken by the Company in adopting technology is an effort to realize technological leadership Angkasa Pura I did in the face of change.”

Para Pemangku Kepentingan yang terhormat,

Pandemi COVID-19 telah membawa dampak yang belum pernah terjadi sebelumnya dalam sejarah industri penerbangan, di mana sektor industri aviasi mengalami keterpurukan akibat kebijakan *lockdown* dan pembatasan perjalanan di berbagai negara di seluruh dunia. Kebijakan berpengaruh terhadap menurun drastisnya permintaan perjalanan udara maskapai penerbangan. Menghadapi hal tersebut, Angkasa Pura I harus menyesuaikan strategi untuk bertahan dan menjaga keberlanjutan bisnis melalui pemeliharaan keandalan peralatan, menyesuaikan kegiatan operasional dan pelayanan bandara dengan memperhatikan protokol kesehatan. Selain itu, Perseroan juga menyiapkan strategi untuk bangkit (*rebound*) dengan mengembangkan inovasi untuk mendukung penguatan bisnis dan perluasan portofolio bisnis sembari tetap optimis menyambut peluang di masa adaptasi kebiasaan baru.

Tinjauan Makro Ekonomi dan Industri Aviasi

Tahun 2020 diwarnai dengan kondisi perekonomian global yang terdampak pandemi COVID-19. Sejumlah negara harus melakukan pembatasan mobilitas orang hingga *lockdown* yang berdampak pada penurunan ekonomi global. Hal ini kembali memicu tensi geopolitik Amerika Serikat (AS)–Tiongkok. Namun demikian, di pertengahan 2020 beberapa negara telah menunjukkan keberhasilan dalam mengendalikan penyebaran virus COVID-19, salah satunya adalah Tiongkok yang perekonomiannya mulai memperlihatkan indikasi pemulihan. Hal ini berdampak positif karena kerja sama dan kinerja ekspor negara-negara produsen dari Asia Tenggara juga mulai menunjukkan pemulihan. Di sisi lain, momen Pemilihan Umum Presiden AS menyebabkan banyak pelaku usaha berhati-hati dan mengambil sikap “*wait and see*”, karena menunggu kebijakan yang akan datang serta implikasinya terhadap perdagangan dan arus modal.

Di dalam negeri, sejak COVID-19 mulai menyebar pada Maret 2020, Pemerintah berkolaborasi dengan berbagai pihak untuk menjalankan langkah-langkah strategis demi menghentikan penularan virus. Di samping itu, Indonesia juga diramaikan dengan disahkannya Omnibus Law dan UU Cipta Kerja serta pergantian sejumlah Menteri. Dari sisi ekonomi, Indonesia tetap harus menghadapi resesi. Tercatat pada kuartal III dan IV-2020, Indonesia mengalami resesi sebesar 3,49% dan 2,03%. Kementerian Keuangan menetapkan kebijakan fiskal dengan meningkatkan batas defisit Anggaran Pendapatan dan Belanja Negara (APBN) dari batas 3% yang diamanatkan dalam Undang-Undang (UU) Keuangan Negara menjadi 6,34% terhadap Produk Domestik Bruto (PDB). Pemerintah terus berusaha menjaga stabilitas ekonomi dan keuangan.

Dear Respected Stakeholders,

The COVID-19 pandemic has had an unprecedented impact in the history of the aviation industry, the aviation industry sector has suffered a downturn due to lockdown policies and travel restrictions in various countries across the globe. The policy has caused drastic decline in demand for air travel. To deal with the issue, Angkasa Pura I must adjust its strategy to survive and maintain business sustainability through maintaining reliability of equipment, adjusting operational activities and airport services with due regard to health protocols. In addition, the Company has prepared strategies to rebound by developing innovations to support business strengthening and business portfolio expansion while remaining optimistic in welcoming opportunities in the adaptation of new habit period.

Macro Economy and Aviation Industry Overview

2020 was marked by the global economic condition affected by the COVID-19 pandemic. A number of countries have had to limit people's mobility through lockdown impacting on the global economic downturn. This has fueled an increase in geopolitical tensions between the US and China. However, in mid-2020 several countries have shown success in controlling the spread of COVID-19, including China, whose economy has been starting to show signs of recovery. It has a positive impact as the cooperation and export performance of producing countries from Southeast Asia have also begun to show recovery. On the other hand, during the US Presidential Election, many business actors tend to be cautious and take a “wait and see” attitude, as they waited for upcoming policies and their implications for trade and capital flows.

On the domestic front, since COVID-19 began to spread in March 2020, the Government has collaborated with various parties to carry out strategic measures to stop the virus transmission. In addition, Indonesia's condition was also highlighted by the passing of the Omnibus Law on Job Creation as well as the replacement of a number of Ministers. From an economic standpoint, Indonesia had to face a recession. It was recorded that in the third and fourth quarters of 2020, Indonesia experienced a recession of 3.49% and 2.03%, respectively. The Ministry of Finance established fiscal policy by increasing the State Budget (APBN) deficit limit from 3% mandated in the State Finance Law to 6.34% of Gross Domestic Product (GDP). The government continues to strive to maintain economic and financial stability.

Seluruh pelaku usaha harus mengambil langkah strategis untuk dapat bertahan di tengah tekanan pandemi COVID-19 dan bahkan bangkit dari kondisi ini, tak terkecuali industri aviasi. International Air Transport Association (IATA) telah memperkirakan jumlah kerugian industri aviasi dunia selama pandemi COVID-19 mencapai USD118,5 miliar. International Civil Aviation Organization (ICAO) menyebutkan bahwa pendapatan kilometer terbang per penumpang (RPKs) di seluruh dunia turun 94% dibandingkan dengan tahun sebelumnya.

Pada akhir 2020, kinerja perekonomian global telah menunjukkan perbaikan, seiring dengan perbaikan ekonomi domestik yang terus berangsur pulih secara bertahap. Angkasa Pura I mengambil respon positif selama masa pandemi COVID-19, tetap beroperasi dengan memperhatikan protokol kesehatan seiring upaya mencari peluang untuk kembali meningkatkan kinerja operasional dan keuangan, meskipun Perseroan memperketat pembatasan penerbangan internasional sesuai dengan arahan Pemerintah. Upaya ini dilakukan demi mencegah penyebaran virus COVID-19. Perseroan juga tetap dapat menjaga standar pelayanan jasa bandara meski dihadapkan pada situasi yang kurang kondusif dan kurang menguntungkan.

Analisis Kinerja Perusahaan Dibandingkan Target

Pandemi COVID-19 berdampak signifikan terhadap kinerja operasional dan keuangan Perseroan pada tahun 2020. Secara keseluruhan, kinerja lalu lintas angkutan udara tahun 2020 mengalami penurunan dibandingkan dengan tahun 2019. Lalu lintas pesawat menurun 38,79% dari 707.202 pergerakan pesawat pada 2019 menjadi 432.864 pergerakan pesawat pada 2020. Begitu juga dengan lalu lintas penumpang yang menurun sebesar 59,88% dari 81.533.000 pergerakan penumpang pada 2019 menjadi 32.711.000 pergerakan penumpang pada 2020. Berbeda dengan lalu lintas pesawat dan penumpang, lalu lintas kargo justru mengalami pertumbuhan walau tipis, yaitu sebesar 2,09% dari 427.135 ton pada 2019 menjadi 436.039 ton pada 2020. Namun demikian, melalui berbagai upaya, kebijakan, dan strategi yang dijalankan, Perseroan dapat menjaga kinerja di kategori 'Sehat'.

Setali tiga uang dengan lalu lintas angkutan udara, kinerja keuangan konsolidasian Angkasa Pura I dan Anak Perusahaan pada tahun 2020 juga mengalami penurunan. Perseroan harus mencatat kerugian sebesar Rp2,32 triliun. Secara keseluruhan pendapatan yang dibukukan sebesar Rp3,75 triliun, atau turun 58,52% dari pendapatan tahun 2019 yang sebesar Rp9,04 triliun dan 10,34% di atas RKAP Revisi yaitu Rp3,4 triliun. Dari operasional jasa aeronautika dan nonaeronautika, Perseroan mencatat pendapatan aeronautika sebesar Rp1,81 triliun atau 8,17% di atas RKAP Revisi yaitu Rp1,68 triliun, sedangkan pendapatan nonaeronautika sebesar Rp1,81 triliun atau 10,01%

All business actors must take strategic measures to survive amid pandemic pressure and rebound from the current condition, including the aviation industry. The International Air Transport Association (IATA) has estimated that the global aviation industry has lost USD118.5 billion during the COVID-19 pandemic. The International Civil Aviation Organization (ICAO) stated that Revenue Passenger Kilometers (RPK) worldwide fell 94% compared to the previous year.

At the end of 2020, the global economic performance has shown improvement in line with the improvement in the domestic economy which continues to recover gradually. Angkasa Pura I took a positive response during the COVID-19 pandemic by continuing to operate with due observance of health protocols as it sought opportunities to improve operational and financial performance. In addition, the Company tightened restrictions on international flights in accordance with the Government directives. This effort was made to prevent the spread of the COVID-19. Despite facing inconducive and unfavorable situation, the Company has been able to maintain airport services standards.

Analysis of Corporate Performance Against Target

The COVID-19 pandemic has a significant impact on the Company's operational and financial performance in 2020. Overall, the performance of air traffic in 2020 decreased compared to 2019. Aircraft traffic decreased by 38.79% from 707,202 aircraft movements in 2019 to 432,864 aircraft movements in 2020. Likewise, passenger traffic decreased by 59.88% from 81,533,000 passenger movements in 2019 to 32,711,000 passenger movements in 2020. In contrast to aircraft and passenger traffic, cargo traffic slightly increased by 2.09% from 427,135 tons in 2019 to 436,039 tons in 2020. Nevertheless, through various efforts, policies and strategies, the Company was able to maintain performance in the 'Healthy' category.

Similar to air traffic, the consolidated financial performance of Angkasa Pura I and its Subsidiaries in 2020 decreased. The company recorded a loss of Rp2.32 trillion. Overall, the revenue recorded was Rp3.75 trillion, or decreased by 58.52% from the revenue in 2019 of Rp9.04 trillion or 10.34% above the Revised RKAP of Rp3.4 trillion. From aeronautical and non-aeronautical services operations, the Company recorded aeronautical revenue of Rp1.81 trillion or 8.17% above the Revised RKAP of Rp1.68 trillion, while non-aeronautical revenue was Rp1.81 trillion or 10.01% above the Revised RKAP Semester II of Rp1.64

di atas RKAP Revisi Semester II yaitu Rp1,64 triliun. Meskipun demikian, Perseroan melihat potensi lalu lintas penerbangan yang meningkat perlahan setelah diterapkannya masa adaptasi kebiasaan baru. Hal tersebut semakin memupuk keyakinan dan optimisme bahwa sektor aviasi akan bangkit dengan segera.

Kendala yang Dihadapi dan Program Kerja Strategis

Kinerja keuangan Perseroan cukup baik karena mampu bertahan di tengah ketidakpastian akibat pandemi COVID-19. Walaupun mengalami kerugian, namun capaian pendapatan masih berada di atas RKAP Revisi yang telah mempertimbangkan skenario terburuk kondisi finansial Perseroan.

Dampak penurunan lalu lintas penerbangan otomatis berdampak ke pendapatan operasi. Oleh sebab itu, Perseroan mengupayakan alternatif untuk meningkatkan pendapatan nonaeronautika dan melakukan efisiensi biaya. Perseroan mengelola kendala dan tantangan yang ada dengan sebaik mungkin. Salah satunya dengan cara menciptakan inovasi layanan dan perluasan portofolio bisnis. Pada tahun 2020, PT Angkasa Pura I (Persero) telah merancang program-program strategis untuk menghadapi tantangan pandemi COVID-19 dan tantangan bisnis lainnya yang dihadapi.

Berbagai program penting dan strategis yang signifikan mempengaruhi penyusunan RKAP Tahun 2020, yaitu:

1. PT Angkasa Pura I (Persero) turut serta dalam mewujudkan visi Presiden Joko Widodo dalam 5 tahun ke depan melalui:
 - Pembangunan Infrastruktur guna mendukung tercapainya program nasional pengembangan 5 destinasi super prioritas;
 - Pengembangan sumber daya manusia melalui program-program untuk meningkatkan kompetensi.
2. Dalam rangka mendukung program 5 destinasi super prioritas, PT Angkasa Pura I (Persero) yang menjadi pengelola Bandara Adisutjipto Yogyakarta, Bandara Internasional Yogyakarta di Kulon Progo, Bandara Lombok Praya, dan Bandara Sam Ratulangi Manado, mendukung terwujudnya program strategis berikut:
 - Peningkatan jumlah lalu lintas penumpang pesawat udara melalui *destination marketing*, pengembangan rute, dan peningkatan frekuensi maskapai;
 - Meningkatkan sistem transportasi multimoda;
 - Membangun fasilitas terminal kargo; dan
 - Pembangunan *Rapid Exit Taxiway* di seluruh bandara yang potensial.
3. Dalam rangka mendukung program pengembangan sumber daya manusia, PT Angkasa Pura I (Persero) mengalokasikan anggaran dana sebesar Rp121 miliar untuk Program Pengembangan Sumber Daya Manusia di tahun 2020 atau 6,9% dari total anggaran Biaya Pegawai. Adapun program untuk meningkatkan kompetensi sumber daya manusia antara lain:

trillion. Nonetheless, the Company sees the potential for aviation traffic to slowly increase after the implementation of adaptation to new habits period. This has further fostered confidence and optimism that the aviation sector will soon rebound.

Constraints Faced and Strategic Work Program

PT Angkasa Pura I (Persero) indicated good financial performance because the Company has been able to withstand the uncertainties caused by the COVID-19 pandemic. Despite experiencing losses, the Company's revenue was above the Revised RKAP which has considered the worst-case scenario of the Company's financial condition.

A decrease in air traffic has an impact on operating revenues. Therefore, the Company has sought alternatives to increase non-aeronautical revenue and improve cost efficiency. The company tried its best to overcome existing obstacles and challenges, including through service innovations and business portfolio expansion. In 2020, PT Angkasa Pura I (Persero) has designed strategic programs to face the challenges of COVID-19 pandemic and other business challenges.

The Company's important and strategic programs have significantly affected the preparation of RKAP 2020, including:

1. *PT Angkasa Pura I (Persero) took a part in realizing President Joko Widodo's vision in the next 5 years through:*
 - *Infrastructure development to support achievement of the national program for the development of 5 super priority tourist destinations;*
 - *Human resource development through programs to improve competence.*
2. *In order to support the 5 super priority tourist destinations program, PT Angkasa Pura I (Persero) as the operator of Adisutjipto Airport in Yogyakarta, Yogyakarta International Airport in Kulon Progo, Lombok Airport in Praya, and Sam Ratulangi Airport in Manado, supports the realization of the following strategic programs:*
 - *Increase total air passenger traffic through destination marketing, route development, and increase frequency of airlines;*
 - *Improve multimodal transport system;*
 - *Construct cargo terminal facilities; and*
 - *Construct Rapid Exit Taxiway at all potential airports.*
3. *In order to support human capital development program, PT Angkasa Pura I (Persero) allocated a budget of Rp121 billion for the Human Capital Development Program in 2020 or 6.9% of the total Employee Cost budget. The programs to improve human capital competence include:*

- Infrastruktur Teknologi Informasi dan Komunikasi;
- Perubahan Konten Kurikulum;
- Sertifikasi Kompetensi;
- Kolaborasi Industri; dan
- Semangat Kewirausahaan.

Prospek Usaha

Saat ini, bahkan sekitar 3 hingga 5 tahun ke depan, masyarakat yang menggunakan jasa penerbangan sudah semakin paham dan taat dalam menerapkan protokol kesehatan yang berlaku baik sebelum, saat berada dalam pesawat, serta ketika telah berada di destinasi tujuan masing-masing. Dari sisi aeronautika, Perseroan melakukan kolaborasi dan menjalankan program-program menarik bagi pengguna jasa, salah satunya program rute pariwisata domestik. Pengembangan layanan dan inovasi baru dipersiapkan untuk mencapai proyeksi pertumbuhan lalu lintas penerbangan pada tahun 2021. Seiring dengan pertumbuhan lalu lintas penerbangan pada masa transisi adaptasi kebiasaan baru, PT Angkasa Pura I (Persero) akan mengawal lebih ketat sinkronisasi prosedur kesehatan dan operasional bandara.

Di sisi lain, PT Angkasa Pura I (Persero) juga melakukan perluasan portofolio bisnis dengan melakukan investasi dan kerja sama dengan mitra strategis. Peluang investasi di sektor kebandarudaraan di antaranya yaitu dengan menjadi mitra strategis pengelolaan dan pengembangan Bandara Lombok Praya, bekerja sama dengan mitra global untuk menangkap peluang ekspansi pengelolaan bandara di dalam dan luar negeri, dan menerbitkan obligasi untuk pengembangan bandara. Perseroan mendukung langkah Pemerintah untuk membuka peluang investasi dan pengelolaan bandara kepada semua pihak, baik swasta dalam negeri maupun luar negeri, yang berguna untuk memperkuat jaringan bisnis penerbangan Indonesia.

Kerja sama strategis pengembangan dan pengelolaan Bandara Lombok Praya, merupakan upaya Angkasa Pura I untuk menjadikan bandara tersebut menuju bandara kelas dunia melalui peningkatan fasilitas dan kualitas layanan serta mengembangkan konsep *airport city* yang diharapkan dapat meningkatkan pendapatan dari bisnis nonaeronautika. Selain membuka peluang menjadi mitra strategis pengelolaan dan pengembangan Bandara Lombok Praya, PT Angkasa Pura I (Persero) juga bekerja sama dengan mitra global Incheon International Airport Corporation (IIAC) untuk memperluas peluang ekspansi pengelolaan bandara, baik di dalam negeri dan di luar negeri. Hal ini menunjukkan bahwa Angkasa Pura I senantiasa berupaya meningkatkan nilai aset dan jaringan pengelolaan bandara, mengoptimalkan ekosistem investasi, dan menunjukkan kemandirian finansial.

- *Information and Communication Technology Infrastructure;*
- *Changes in Curriculum Content;*
- *Competency Certification;*
- *Industrial Collaboration; and*
- *Entrepreneurial Spirit.*

Business prospect

At present or in the next 3 to 5 years, passengers using aviation services will increase awareness and comply to implement health protocols before departure, while on the plane, and at their respective destinations. In terms of aeronautical services, the Company collaborated and provided attractive programs for service users, including the domestic tourism route program. The development of new services and innovations has been prepared to achieve the projected growth of air traffic in 2021. Along with the growth of air traffic during the transition to the adaptation of new habit period, PT Angkasa Pura I (Persero) will improve synchronization of airport health and operational procedures.

On the other hand, PT Angkasa Pura I (Persero) expanded its business portfolio by investing and collaborating with strategic partners. Investment opportunities in the airport sector include becoming a strategic partner in the management and development of Lombok Airport in Praya, working with global partners to seize expansion opportunities for airport management at home and abroad, and issuing bonds for airport development. The Company supports the Government's measures to open investment opportunities and airport management to all parties, both domestic and foreign private companies, to strengthen Indonesia's aviation business network.

The strategic cooperation in the development and management of Lombok Airport in Praya is the Company's effort to become a world-class airport by improving facilities and service quality as well as developing the concept of an airport city. The endeavor is expected to increase revenue from the non-aeronautical business. In addition to opening up opportunities to become a strategic partner in the management and development of Lombok Airport in Praya, PT Angkasa Pura I (Persero) collaborated with global partner, Incheon International Airport Corporation (IIAC), to expand opportunities for airport management expansion both at home and abroad. This indicated that the Company strives to increase the asset value and airport management network, optimize the investment ecosystem, and demonstrate financial independence.

Penerapan Tata Kelola Perusahaan yang Baik

PT Angkasa Pura I (Persero) secara konsisten menerapkan prinsip tata kelola perusahaan yang baik atau *Good Corporate Governance* (GCG) sesuai dengan regulasi yang berlaku. Pada tahun 2020, komitmen Perseroan dalam penerapan GCG, khususnya terkait keterbukaan informasi publik, mendapatkan apresiasi sebagai “BUMN Informatif” dalam Anugerah Keterbukaan Informasi Publik dari Komisi Informasi Pusat.

Untuk meningkatkan kualitas tata kelola perusahaan, PT Angkasa Pura I (Persero) melakukan penilaian penerapan GCG secara mandiri. Namun untuk tahun 2020, PT Angkasa Pura I (Persero) melakukan evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan dari pelaksanaan dan penerapan GCG periode tahun 2018 sesuai dengan PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Adapun progress hasil *assessment* GCG yang terakhir kali dilaksanakan Perseroan adalah *assessment* GCG periode tahun 2018 yang dilaksanakan di tahun 2019, yaitu sebesar 91,58 atau lebih tinggi dari *assessment* GCG periode tahun 2017 yang dilaksanakan pada tahun 2018 yaitu 91,34.

Perubahan Komposisi Direksi

Terdapat perubahan dan penambahan jabatan Direktur dalam komposisi Direksi. Dengan adanya Direktur Kepatuhan, Aset, dan Pengadaan, maka komposisi Direksi yang sebelumnya berjumlah 7 orang menjadi 8 orang. Alasan perubahan komposisi Direksi tersebut merupakan keputusan dari Kementerian BUMN selaku Rapat Umum Pemegang Saham untuk meningkatkan kinerja PT Angkasa Pura I (Persero). Kami mengucapkan terima kasih kepada Direktur yang menjabat sebelumnya, dan menyambut Direktur baru yang telah melaksanakan tugas dan tanggung jawabnya dengan baik untuk Angkasa Pura I. Susunan Direksi per 31 Desember 2020 yaitu sebagai berikut:

Direktur Utama
President Director
Faik Fahmi

Direktur Keuangan
Finance Director
Andy S. Bratamihardja

Direktur Pemasaran dan Pelayanan
Marketing and Services Director
Devy Suradji

Direktur Operasi
Director of Operations
Wendo Asrul Rose

Direktur Teknik
Technical Director
Lukman F. Laisa

Direktur Sumber Daya Manusia dan Umum
Human Capital and General Affairs Director
M. Arifin Firdaus

Direktur Pengembangan Usaha
Business Development Director
Dendi T. Danianto

Direktur Kepatuhan, Aset, dan Pengadaan
Compliance, Assets, and Procurement
Director
Israwadi

Implementation of Good Corporate Governance

PT Angkasa Pura I (Persero) consistently applies the principles of good corporate governance (GCG) in accordance with prevailing regulations. In 2020, the Company's commitment in implementing GCG, especially regarding public information disclosure, received appreciation as an “Informative SOE” in the Public Information Openness Award from the Central Information Commission.

To improve the quality of corporate governance, PT Angkasa Pura I (Persero) implemented GCG assessment independently. However, in 2020, PT Angkasa Pura I (Persero) evaluated the assessment results and follow up on recommendations for the improvement and implementation of GCG in 2018 period in accordance with the Regulation of the Minister of SOE No. PER-01/MBU/2011 concerning Good Corporate Governance Implementation in State Owned Enterprises. The Company's GCG score in 2019 was 91.58 or higher than the GCG score in 2018 of 91.34.

Changes in the Composition of Board of Directors

There have been changes and an additional Director in the composition of the Board of Directors. With the presence of the Director of Compliance, Assets and Procurement, the composition of the Board of Directors changed from 7 to 8 Directors. The reason for the change in the composition of the Board of Directors was a decision from the Ministry of SOE as the General Meeting of Shareholders to improve the performance of PT Angkasa Pura I (Persero). We would like to thank the Director previously serving the Company and welcome the new Director who has carried out his duties and responsibilities properly for Angkasa Pura I. The composition of the Board of Directors as of 31 December 2020 is as follows:

Penutup

Kami sangat mengapresiasi seluruh karyawan dan mitra Angkasa Pura I atas kinerja dan kerja sama yang baik sehingga kita bersama dapat melalui tahun 2020 yang penuh tantangan ini. Rasa terima kasih juga kami sampaikan kepada Dewan Komisaris dan Pemerintah Republik Indonesia sebagai pemangku kepentingan utama dan pengendali, yang dalam hal ini diwakili oleh Kementerian BUMN, atas nasihat, dukungan, dan arahnya kepada Direksi Angkasa Pura I.

Kami memiliki keyakinan bahwa PT Angkasa Pura I (Persero) dapat terus berkembang dan mampu melalui semua tantangan ke depannya. Kami juga percaya bahwa dengan kolaborasi dan kerja sama yang baik dengan segenap pemangku kepentingan, tentunya Perseroan akan dapat segera bangkit dari masa sulit dan memperkuat komitmen untuk memberikan layanan terbaik bagi pengguna jasa transportasi udara dan memberikan dampak positif yang signifikan bagi pemangku kepentingan lainnya guna mendorong pertumbuhan perekonomian nasional.

Closing

The Board of Directors would like to express its appreciation to all employees and partners of PT Angkasa Pura I (Persero) for their good performance and cooperation, so that we can get through the challenging 2020. We also would like to extend our sincere gratitude to the Board of Commissioners and the Government of the Republic of Indonesia as the Main and Controlling Stakeholder, represented by the Ministry of SOEs, for their advice, support and direction provided to the Directors of PT Angkasa Pura I (Persero).

We have the confidence that PT Angkasa Pura I (Persero) can continue to develop and be able to go through all the challenges going forward. We also believe that with good collaboration and cooperation with all stakeholders, the Company will soon be able to rebound from difficult times, strengthen its commitment to provide the best service for air transportation service users, and provide a significant positive impact to other stakeholders in order to encourage national economic growth.

Jakarta, 21 Mei May 2021

Faik Fahmi

Direktur Utama

President Director

PT Angkasa Pura I (Persero)

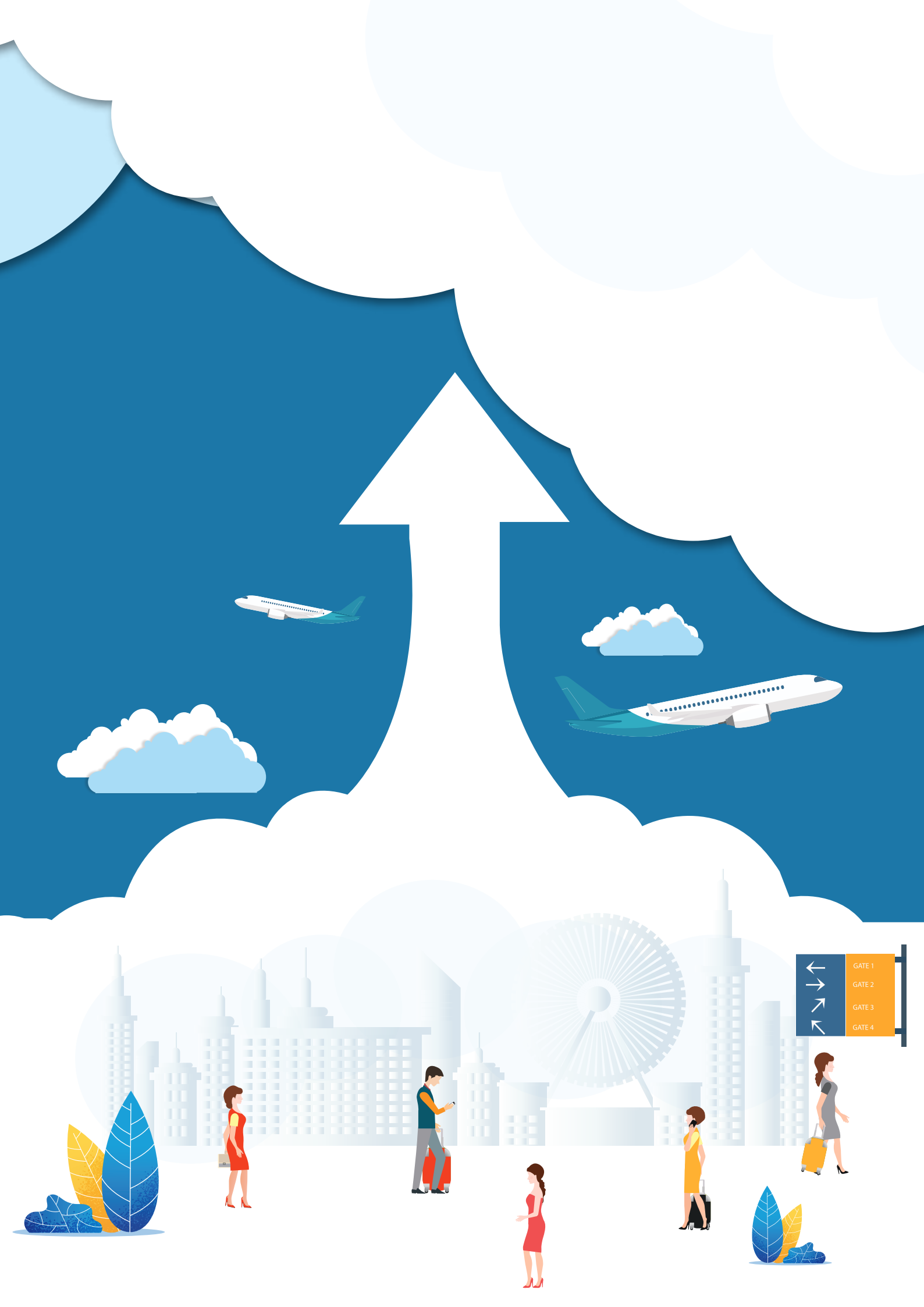
PROFIL

PT ANGKASA PURA I (PERSERO)

Profile of PT Angkasa Pura I (Persero)

“Di tengah-tengah pandemi, kami menyesuaikan langkah-langkah positif melalui penyesuaian strategi bisnis, inovasi-inovasi demi kembali menyongsong kinerja yang positif. Perseroan tetap berupaya menjaga dan menawarkan keunggulan, keamanan, dan kenyamanan bandar udara.”

“In the middle of the pandemic, we have adjusted positive measures through business strategies adjustment, innovations in order to improve work performance. The Company continues to strive to maintain and offer airport excellence, security and comfort.”



←	GATE 1
→	GATE 2
↗	GATE 3
↖	GATE 4

Profil Singkat Brief Profile

Nama Perusahaan | *Company Name*
PT Angkasa Pura I (Persero)

Perubahan Nama | *Name Changes*

- Perusahaan Negara (PN) Angkasa Pura Kemayoran, tahun 1962
- Perusahaan Negara (PN) Angkasa Pura, tahun 1965
- Perusahaan Umum (Perum) Angkasa Pura I, tahun 1986
- Perseroan Terbatas (PT) Angkasa Pura I (Persero), tahun 1992

Bidang Usaha | *Business Line*

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

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

Dasar Hukum Pendirian | *Basis of Establishment*
PP Nomor 5 tahun 1992

Modal Dasar | *Authorized Capital*
Rp12,000,000,000,000

Modal Ditempatkan | *Paid Up Capital*
Rp6,414,412,000,000

Status dan Kepemilikan | *Status and Ownership*

Badan Usaha Milik Negara,
100% milik Negara Republik
Indonesia
State-Owned Enterprise,
100% owned by the
Republic of Indonesia



Tanggal Pencatatan Obligasi di Bursa Efek Indonesia

Date of Bond Listing at the Indonesia Stock Exchange

23 November 2016, sesuai Pengumuman Pencatatan Obligasi I Angkasa Pura I Tahun 2016 dan Sukuk Ijarah I Tahun 2016 PT. Angkasa Pura I (Persero) dengan No. Peng-P-00950/BEI.PP2/11-2016 tanggal 22 November 2016
November 23, 2016, in accordance with Listing of PT Angkasa Pura I (Persero) Bond I 2016 and Sukuk Ijarah I 2016 under Announcement No. Peng-P-00950/BEI.PP2/11-2016 dated November 22, 2016

Kode Obligasi | *Bond Code*
APAI

Laman | *Website*
www.ap1.co.id

Jumlah Pegawai | *Number of Employees*
3.334 orang, per 31 Desember 2020
3,334 persons, per December 31, 2020

Kantor Pusat | *Head Office*

Kota Baru Bandar Kemayoran Blok B 12 Kav. 2
Jakarta, 10610
Telepon : 62-21 6541961
Faksimili : 62-21 6541513, 6541514
E-mail : humas@ap1.co.id

Data Jaringan Kantor | *Office Network Data*

- 1 Kantor Pusat *Head Office*
- 15 Bandara yang dikelola *Managed Airports*
- 3 Kantor Proyek *Project Offices*
- 5 Entitas Anak *Subsidiaries*

Entitas Anak | *Subsidiaries*

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

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/angkaspuraairports

Contact Center Bandara 172
Tel: 172
E-mail : cc172@ap1.co.id
Twitter : @angkaspura172
Facebook : Angkasa Pura 172

Brand Perusahaan Company Brand

Simbol tersebut juga sarat akan makna “senyuman” yang melambangkan keramahan pelayanan yang manusiawi yang merupakan kebanggaan PT Angkasa Pura I (Persero). Aksentuasi dua tangan yang saling “inter-locking” 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 inter-locking 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 yang ada di atas tulisan Angkasa Pura Airports 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 principles of honor in serving and professionalism in the sense of “together stronger”.



Riwayat Singkat Perusahaan *A Brief History of the Company*



PT Angkasa Pura I (Persero) memulai kegiatan operasional awal dengan nama Perusahaan Negara (PN) Angkasa Pura Kemayoran yang didirikan pada 20 Februari 1962 dan diresmikan berdasarkan PP No. 33 tahun 1962. Sebagai pelopor pengusaha kebandarudaraan komersial di Indonesia, PN Angkasa Pura Kemayoran memiliki tugas dan tanggung jawab dalam mengelola Bandara Kemayoran Jakarta, yang merupakan Bandar Udara Internasional pertama di Indonesia.

Setelah dua tahun penuh menjalankan kegiatan pengelolaan Bandara Kemayoran Jakarta, tepat pada tanggal 20 Februari 1964, PN Angkasa Pura Kemayoran mengambil alih seluruh aset dan operasional Bandara Kemayoran Jakarta dari Kementerian Perhubungan. Peralihan aset dari Kementerian Perhubungan yang terjadi pada tanggal 20 Februari, yang kemudian diperingati sebagai hari jadi Perseroan. Komitmen PN Angkasa Pura Kemayoran dalam meningkatkan cakupan kerja dan membuka peluang untuk mengelola bandar udara di seluruh Indonesia ditandai dengan perubahan nama Perusahaan. Dengan dasar hukum PP No. 21 tahun 1965, terhitung sejak tanggal 17 Mei 1965 Nama PN Angkasa Pura Kemayoran kemudian diubah menjadi Perusahaan Negara (PN) Angkasa Pura. PN Angkasa Pura kian merentangkan sayap kegiatan operasional dengan mengelola bandara di kota-kota besar di Indonesia secara bertahap seperti Denpasar, Medan, Surabaya, Balikpapan, dan Ujung Pandang.

PT Angkasa Pura I (Persero) started its initial operational activities under the name Perusahaan Negara (PN) Angkasa Pura Kemayoran which was established on February 20, 1962 and inaugurated based on the Government Regulation No. 33 of 1962. As the pioneer of commercial airport business in Indonesia, the duties and responsibilities of PN Angkasa Pura Kemayoran was to manage Kemayoran Airport, Jakarta, which was the first international airport in Indonesia.

After managing the operations of Kemayoran Airport Jakarta for two years, since February 20, 1964, PN Angkasa Pura Kemayoran officially took over all assets and operations of Kemayoran Airport Jakarta from the Ministry of Transportation. The Company transferred all assets from the Ministry of Transportation on February 20, 1964, which was then commemorated as the date of the Company's establishment. PN Angkasa Pura Kemayoran was highly committed to expand 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 Perusahaan Negara (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.

Guna memperluas cakupan kerja pengelolaan bandar udara di Indonesia, berdasarkan PP No. 37 tahun 1974 ditetapkan bahwa status badan hukum PN Angkasa Pura diubah menjadi Perusahaan Umum (Perum). Di tahun 1985, Bandar Udara Internasional Kemayoran berhenti beroperasi. 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 Angkasa Pura I melalui PP No.25 tahun 1986.

Di tahun 1992, berdasarkan PP No. 5 Tahun 1992 dan dilanjutkan dengan Akta Notaris Muhani Salim, S.H. tanggal 3 Januari 1993, Perum Perum Angkasa Pura I berubah menjadi Perseroan 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 Indonesia No.2914/1993. Nama PT Angkasa Pura I (Persero) berlanjut hingga saat ini.

Setelah menjadi Perseroan Terbatas, Angkasa Pura I mengalami beberapa kali perubahan akta dan anggaran dasar, yaitu:

1. Perubahan pada tahun 2012, berdasarkan Pernyataan Keputusan Rapat dan Keputusan Para Pemegang Saham yang diambil di luar rapat PT Angkasa Pura I (Persero), 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 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 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.

In order to expand the scope of work for airport management in Indonesia, 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, which was 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 Angkasa Pura I based on the Government Regulation No. 25 of 1986.

In 1992, 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 Perum Angkasa Pura I was changed to "Perusahaan Terbatas (PT)" (a Listed Company) whose all shares are owned by the Republic of Indonesia. The name change to PT Angkasa Pura I (Persero) was approved by the Minister of Justice on April 24, 1993 as stipulated in the 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. The Company has never made any changes and remains using the name of PT Angkasa Pura I (Persero).

After changing its status into a limited liability company, Angkasa Pura I made several changes to the deed and Articles of Association, including:

1. *Amendment in 2012, based on Statement of Meeting Resolution and Shareholders' Resolution taken outside the meeting of PT Angkasa Pura I (Persero), 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 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 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.*

2. 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 dengan tahun buku 2011 sejumlah 300.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) sehingga seluruhnya menjadi Rp300.000.000, yang diambil bagian oleh Negara Republik Indonesia, sehingga modal ditempatkan dan disetor menjadi sebesar Rp3.488.245.000.
3. 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 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.

Hingga saat ini, PT Angkasa Pura I (Persero) diberikan kepercayaan penuh oleh Pemerintah Republik Indonesia dalam mengelola 15 Bandara, 3 Kantor Proyek, dan 5 Anak Perusahaan yang tersebar di berbagai provinsi di kawasan tengah dan timur Indonesia.

2. *Amendment in 2013, based on Deed No. 02 dated January 16, 2013 of Notary Nanda Fauz Iwan, S.H., M.Kn. which has been stored in the Legal Entity Administration System database of the Ministry of Law and Human Rights of the Republic of Indonesia under Decree No. AHUAH.01.10-02672 dated January 31, 2013, concerning:*
 - *Increase in paid-in capital taken from the capitalization of a portion of the Company's reserves up to Financial Year 2011 of 300,000 shares with par value of Rp1,000,000 (full amount), thus amounting to Rp300,000,000 from the portion of the Republic of Indonesia, so that the issued and paid up capital amounted to Rp3,488,245,000.*
3. *Amendment in 2015, changes to the Company's Articles of Association as set forth in Deed No. 11 dated September 22, 2015 of Notary Julius Purnawan, S.H., M.Si, and approved by the Ministry of Law and Human Rights of the Republic of Indonesia under the Decree No.AHU.AH. 01.03- 0972301 on October 15, 2015, concerning:*
 - *Increase in issued and paid-up capital of Rp6,414,412,000 or 6,414,412 shares, by adding to the Republic of Indonesia's capital investment amounting to Rp2,926,166,060 in accordance with the Government Regulation No.8 of 2014 and from a capital reserve of Rp940.*

PT Angkasa Pura I (Persero) has been entrusted by the Government of the Republic of Indonesia to manage 15 Airports, 3 Project Offices, and 5 Subsidiaries spreading across various provinces in the Central and Eastern regions of Indonesia.

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 of 1962 concerning Establishment of Perusahaan Negara (PN) Angkasa Pura Kemayoran, its 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 PT Angkasa Pura I (Persero), 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 establishment of the Company, 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 of 1965 concerning Amendment and Supplement to the Government Regulation No. 33 of 1962 regulates the name change from PN Angkasa Pura Kemayoran into Perusahaan Negara (PN) Angkasa Pura with a view to opening up opportunities to manage other airports in Indonesia.

1974

24 Oktober October 24

PP No. 37 tahun 1974 mengubah status badan hukum PN Angkasa Pura berubah menjadi Perusahaan Umum (Perum). *Based on the Government Regulation No. 37 of 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 west regions of Indonesia.

1992

4 Februari February 4

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

Based on the Government Regulation No. 5 of 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

2014

14 Februari February 14

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

22 Maret March 22

Pengoperasian terminal baru Bandara Internasional Sepinggan, Balikpapan.
Operation of the new terminal at SAMS Sepinggan International Airport, Balikpapan.

17 Juni June 17

Groundbreaking pengembangan Bandara Internasional Ahmad Yani, Semarang.
Groundbreaking for development of Jenderal Ahmad Yani International Airport, Semarang.

15 September September 15

Peresmian Bandara Internasional Sultan Aji Muhammad Sulaiman Sepinggan, Balikpapan dan Terminal 2 Bandara Internasional Juanda, Surabaya oleh Presiden RI.
Inauguration of SAMS Sepinggan International Airport, Balikpapan and Terminal 2 (T2) at Juanda International Airport, Surabaya by the President of the Republic of Indonesia.

17 September September 19

Pengoperasian terminal domestik baru Bandara Internasional I Gusti Ngurah Rai, Bali.
Operation of the new domestic terminal at I Gusti Ngurah Rai International Airport, Bali.

19 Desember December 19

Peresmian Bandara Internasional I Gusti Ngurah Rai Denpasar, Bali oleh Menteri Perhubungan RI.
Inauguration of I Gusti Ngurah Rai International Airport Denpasar, Bali by the Minister of Transportation of the Republic of Indonesia.

2013

2 Januari January 2

Implementasi Tahap Pertama Proyek Enterprise Resource Planning (ERP).
Implementation of Phase I of the Enterprise Resource Planning (ERP) Project.

4 Januari January 4

Pendirian SBU Commercial Ngurah Rai 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.

6 Januari January 6

Pengalihan tugas pengelolaan terkait navigasi ke Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Perum-LPPNPI) berdasarkan PP Nomor 77 Tahun 2012.
Transfer of navigation-related management duties to Public Company of the Indonesian Aviation Navigation Service (Perum-LPPNPI) based on the Government Regulation No. 77 of 2012.

7 April April 7

Pengoperasian kembali Bandara Selaparang untuk sekolah penerbangan.
Re-operation of Selaparang Airport for aviation school.

12 September September 12

Pengoperasian terminal internasional baru Bandara Internasional I Gusti Ngurah Rai Denpasar, Bali.
Operation of the new international terminal at I Gusti Ngurah Rai International Airport Denpasar, Bali.

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 the 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 RI.
Groundbreaking of construction of the Yogyakarta International Airport in Kulon Progo by the Indonesian President.

8 April April 8

Groundbreaking pembangunan Kereta Api Bandara Adi Soemarmo di Boyolali, Jawa Tengah, oleh Presiden RI
Groundbreaking of the construction of the Adi Soemarmo Airport Railway in Boyolali, Central Java by the President of the Republic of Indonesia.



2012

6 Januari January 6

Pembentukan Angkasa Pura Hotels, Angkasa Pura Properti dan Angkasa Pura Logistics sebagai entitas anak AP I
Establishment of Angkasa Pura Hotels, Angkasa Pura Property, and Angkasa Pura Logistics as subsidiaries of PT Angkasa Pura I.

9 Februari February 9

Pembentukan Anak Perusahaan Angkasa Pura Suport.
Establishment of the subsidiary of Angkasa Pura Suport.

20 Februari February 20

Peluncuran identitas perusahaan (*corporate identity*) berupa visi, misi, dan nilai-nilai serta *hymne*, mars, dan seragam baru Angkasa Pura I.
PT Angkasa Pura I (Persero) launched its corporate identity through vision, mission, values, hymn, and uniforms.



2011

20 Oktober October 20

Peresmian Bandara Internasional Lombok (BIL) oleh Presiden RI.
Inauguration of Lombok International Airport by the President of the Republic of Indonesia.

1 Desember December 1

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

30 Desember December 30

Logo baru PT Angkasa Pura I (Persero) sebagai salah satu identitas perusahaan (*corporate identity*) resmi diluncurkan.
PT Angkasa Pura I (Persero) officially launched its new logo as a corporate identity.



2008

22 September September 22

Peresmian Bandara Sultan Hasanuddin oleh Presiden RI.
Inauguration of Sultan Hasanuddin Airport, Makassar by the President of the Republic of Indonesia.



2018

11 Februari February 11

Seremonial *topping off* Terminal Baru Bandara Internasional Jenderal Ahmad Yani Semarang, Jawa Tengah.
Topping off ceremony of the new terminal at Jenderal Ahmad Yani International Airport, Semarang, Central Java.

7 Juni June 7

Presiden RI meresmikan terminal baru Bandara Internasional Jenderal Ahmad Yani, Semarang.
Inauguration of the new terminal at Jenderal Ahmad Yani International Airport, Semarang by the President of the Republic of Indonesia.



2019

6 Mei May 6

Bandara Internasional Yogyakarta di Kulon Progo mulai beroperasi.
Yogyakarta International Airport in Kulon Progo commenced operations.

18 Desember December 18

Peresmian Terminal baru Bandara Syamsuddin Noor Banjarmasin oleh Presiden RI.
Inauguration of New Terminal at Syamsuddin Noor Airport, Banjarmasin by the President of the Republic of Indonesia



2020

28 Agustus August 28

Peresmian Bandara Internasional Yogyakarta di Kulon Progo oleh Presiden RI
Inauguration of Yogyakarta International Airport in Kulon Progo by the President of the Republic of Indonesia.

Penghargaan Awards

PENGHARGAAN TINGKAT INTERNASIONAL INTERNATIONAL AWARDS

9 Maret March 2020



Bandara SAMS Sepinggang Balikpapan meraih 4 penghargaan pada kategori bandara dengan trafik penumpang 5-15 Juta Orang per Tahun untuk kategori:

- Best Airport by Size in Asia Pacific
- Best Environment & Ambience by size
- Best Customer Service
- Best Infrastructure & Facilitation

Acara:
Airport Service Quality (ASQ) Awards 2019
Penyelenggara:
Airport Council International

SAMS Sepinggang Airport, Balikpapan won 4 awards in the category airport with 5-15 million passengers per year in the categories:

- Best Airport by Size in Asia Pacific
- Best Environment & Ambience by size
- Best Customer Service
- Best Infrastructure & Facilitation

Event:
Airport Service Quality (ASQ) Awards 2019
Organizer:
Airport Council International

9 Maret March 2020



Bandara I Gusti Ngurah Rai Bali meraih 3 penghargaan pada kategori bandara dengan trafik penumpang 5-15 juta orang per tahun untuk kategori:

- Best Airport by size in Asia Pacific
- Best Infrastructure & Facilitation
- Best Customer Service

Acara:
Airport Service Quality (ASQ) Awards 2019
Penyelenggara:
Airport Council International

I Gusti Ngurah Rai Airport, Bali won 3 awards in the category of the Best Airport with 5-15 million passengers per year in the categories:

- Best Airport by size in Asia Pacific
- Best Infrastructure & Facilitation
- Best Customer Service

Event:
Airport Service Quality (ASQ) Awards 2019
Organizer:
Airport Council International

9 Maret March 2020



Bandara Sultan Hasanuddin Makassar meraih 2 penghargaan pada kategori bandara dengan trafik penumpang 5-15 Juta Orang per Tahun untuk kategori:

- Best Airport by size in Asia Pacific
- Best Infrastructure & Facilitation

Acara:
Airport Service Quality (ASQ) Awards 2019
Penyelenggara:
Airport Council International

Sultan Hasanuddin Airport, Makassar won 2 awards in the category of airport with 5-15 million passengers per year in the categories:

- Best Airport by size in Asia Pacific
- Best Infrastructure & Facilitation

Event:
Airport Service Quality (ASQ) Awards 2019
Organizer:
Airport Council International

15 Oktober October 2020



Bandara I Gusti Ngurah Rai Bali meraih Sertifikat Inisiasi Koridor Sehat atau Safe Corridor Initiative (SCI)

Acara:
Pemeriksaan Penerapan Protokol Kesehatan dan Keamanan Penanganan Pandemi

Penyelenggara:
Incheon International Airport Corporation (IIAC)

I Gusti Ngurah Rai Airport, Bali received Certificate of Safe Corridor Initiative (SCI)

Event:
Examination of the Implementation of Health and Safety Protocols and Safety for Pandemic Handling

Event:
Incheon International Airport Corporation (IIAC)

PENGHARGAAN TINGKAT NASIONAL
NATIONAL AWARDS

7 Februari February 2020



Silver Winner The Best State-Owned Enterprise Inhouse Magazine (Angkasa Pura Magazine)

Acara:
Indonesia Inhouse Magazine Award (InMA) 2020
Penyelenggara:
Serikat Perusahaan Pers (SPS)

Silver Winner The Best State-Owned Enterprise Inhouse Magazine (Angkasa Pura Magazine)

Event:
Indonesia Inhouse Magazine Award (InMA) 2020
Organizer:
Serikat Perusahaan Pers (SPS)

29 Juli July 2020



TOP CSR Awards 2020 "Bintang 4" (PT Angkasa Pura I (Persero))

Acara:
TOP CSR Awards 2020
Penyelenggara:
Majalah TOP Business

TOP CSR Awards 2020 "4 Stars" (PT Angkasa Pura I (Persero))

Event:
TOP CSR Awards 2020
Organizer:
TOP Business Magazine

29 Juli July 2020



TOP Leader on CSR Commitment 2020 (Faik Fahmi – President Director of PT Angkasa Pura I (Persero))

Acara:
TOP CSR Awards 2020
Penyelenggara:
Majalah TOP Business

TOP Leader on CSR Commitment 2020 (Faik Fahmi – President Director of PT Angkasa Pura I (Persero))

Event:
TOP CSR Awards 2020
Organizer:
TOP Business Magazine

24 September September 2020



Angkasa Pura I meraih Best PKBL for Indonesia CSRXPKBL Award kategori "Transportation and Warehouse with Outstanding Program in Local Tourism Development Initiatives"

Acara:
Indonesia CSRXPKBL Award
Penyelenggara:
Warta Ekonomi

Angkasa Pura I won Best PKBL for Indonesia CSRXPKBL Award 2020 in the category "Transportation and Warehouse with Outstanding Program in Local Tourism Development Initiatives"

Event:
Indonesia CSRXPKBL Award 2020
Organizer:
Warta Ekonomi Magazine

Penghargaan Awards



Selama Tahun 2020 During 2020

Tiga Belas Bandara Angkasa Pura I Raih Bendera Emas SMK3

Thirteen Angkasa Pura I Airports Received Gold Flag of OHSMS

Penyelenggara:
Kementerian Ketenagakerjaan Republik Indonesia

Organizer:
Ministry of Manpower of the Republic of Indonesia

28 September September 2020



Angkasa Pura I meraih Gold Winner 2nd RRI iEconomics BUMN Brand Award 2020 "Millennial Choice" pada kategori "Customer Satisfaction, Social Economy Contribution"

Angkasa Pura I Won the Gold Winner of 2nd RRI iEconomics BUMN Brand Award 2020 "Millennial Choice" in the category "Customer Satisfaction, Social Economy Contribution"

Acara:
BUMN Brand Award 2020
Penyelenggara:
RRI and The iEconomics

Event:
BUMN Brand Award 2020
Organizer:
RRI and The iEconomics

8 Oktober October 2020



Angkasa Pura Airports - Transportation and Logistics In-House Team of the Year

Angkasa Pura Airports – Transportation and Logistics In-House Team of the Year

Acara:
The 7th Annual Asian Business Legal (ALB) – Indonesia Law Awards 2020
Penyelenggara:
Thomson Reuters

Event:
The 7th Annual Asian Business Legal (ALB) – Indonesia Law Awards 2020
Organizer:
Thomson Reuters

4 November November 2020



Branding Award "Branding the Innovation"

Branding Award "Branding the Innovation"

Acara:
BUMN Branding and Marketing Award 2020
Penyelenggara:
BUMN

Event:
BUMN Branding and Marketing Award 2020
Organizer:
BUMN

Penghargaan Awards

4 November November 2020



Marketing Award “Creative Competition Strategy”

Acara:
BUMN Branding and Marketing Award 2020
Penyelenggara:
BUMN

Marketing Award “Creative Competition Strategy”

Event:
BUMN Branding and Marketing Award 2020
Organizer:
BUMN

4 November November 2020



The Best CMO “Marketing Leadership”

Devy Suradji – Direktur Pemasaran dan Pelayanan AP 1
Acara:
BUMN Branding and Marketing Award 2020
Penyelenggara:
BUMN

The Best CMO “Marketing Leadership”

Devy Suradji – Marketing and Service Director of Angkasa Pura 1
Event:
BUMN Branding and Marketing Award 2020
Organizer:
BUMN

20 November November 2020



Bandara SAMS Sepinggan Balikpapan meraih penghargaan sebagai Bandara Sehat 2020

Penyelenggara:
Kementerian Kesehatan Republik Indonesia

SAMS Sepinggan Airport, Balikpapan Won ‘Healthy Airport Award 2020’

Organizer:
Ministry of Health of the Republic of Indonesia

20 November November 2020



Bandara Jenderal Ahmad Yani Semarang meraih penghargaan sebagai Bandara Sehat 2020

Penyelenggara:
Kementerian Kesehatan Republik Indonesia

Jenderal Ahmad Yani Airport, Semarang Won ‘Healthy Airport Award 2020’

Organizer:
Ministry of Health of the Republic of Indonesia

Penghargaan Awards

20 November November 2020



Bandara Lombok meraih penghargaan sebagai Bandara Sehat 2020

Lombok Airport, Praya Won 'Healthy Airport Award 2020'

Acara:

Event:

Penyelenggara:
Kementerian Kesehatan Republik Indonesia

Organizer:
Ministry of Health of the Republic of Indonesia

25 November November 2020



PT Angkasa Pura I sebagai BUMN Informatif

PT Angkasa Pura I as An Informative SOE

Acara:
Anugerah Keterbukaan Informasi Publik
Penyelenggara:
Komisi Informasi Pusat

Event:
Public Information Openness Award
Organizer:
Central Information Commission

27 November November 2020



PT Angkasa Pura I (Persero) – The Best Financial Performance of Indonesia Best BUMN Award 2020: Virtual Customer Service for Passenger Convenience

PT Angkasa Pura I (Persero) – The Best Financial Performance of Indonesia Best BUMN Award 2020: Virtual Customer Service for Passenger Convenience

Acara:
BUMN Award 2020
Penyelenggara:
Warta Ekonomi

Event:
BUMN Award 2020
Organizer:
Warta Ekonomi Magazine

18 Desember December 2020



Ibu Devy W Suradji sebagai Iconomics Indonesia Top 40 PR Persons Award 2020

Devy W Suradji as Iconomics Indonesia Top 40 PR Persons Award 2020

Acara:
Webinar Indonesia PR Landscape – Penghargaan Iconomics Indonesia Top 40 PR Persons Award 2020

Event:
Webinar Indonesia PR Landscape – Iconomics Indonesia Top 40 PR Persons Award 2020

Penyelenggara:
Iconimics Research and Consulting

Organizer:
Iconimics Research and Consulting

Peristiwa Penting di Tahun 2020 Significant Events in 2020

13 Januari 2020
January 2020

Penandatanganan perjanjian Konsorsium AP 1 – IIAC - WIKA
The signing of a consortium agreement by AP 1 President Director, IIAC President & CEO and WIKA President Director



31 Januari 2020
January 2020

Kunjungan Kerja Presiden RI ke Yogyakarta International Airport (YIA)
Working visit of the President of the Republic of Indonesia to Yogyakarta International Airport (YIA)



11 Februari 2020
February 2020

Penandatanganan Kontrak Pengembangan LOP antara AP 1 dengan Nindya Karya
The signing of the LOP Development Contract between AP 1 and Nindya Karya



20 Maret 2020
March 2020

Pergantian Komisaris
A change in the composition of commissioners



4 Juni 2020
June 2020

Inaugural Flight Air Freighter Angkasa Pura Logistik
Inaugural Flight Air Freighter of Angkasa Pura Logistik



1 Juli 2020
July 2020

PKB Serikat Kerja
The signing of Collective Labor Agreement (PKB) with Labor Unions



28 Agustus 2020
August 2020

Peresmian Bandara Internasional Yogyakarta
Inauguration of Yogyakarta International Airport



10 September 2020
September 2020

Angkasa Pura I bekerja sama dengan Incheon International Airport Corporation untuk penerapan pedoman Inisiasi Koridor Sehat
Angkasa Pura I collaborates with Incheon International Airport Corporation to implement Safe Corridor Initiative Guidelines



Peristiwa Penting di Tahun 2020 Significant Events in 2020

15 Oktober 2020
October 2020

Bandara I Gusti Ngurah Rai Bali Raih Sertifikat Inisiasi Koridor Sehat dari Incheon International Airport Cooperation
I Gusti Ngurah Rai Airport - Bali Receives Certificate of Safe Corridor Initiative from Incheon International Airport Corporation



7 Desember 2020
December 2020

Pengangkatan 2 Direksi baru yaitu Wendo Asrul Rose sebagai Direktur Operasi dan Mohammad Arifin Firdaus sebagai Direktur SDM dan Umum
The appointment of 2 new Directors, Wendo Asrul Rose as Operations Director and Mohammad Arifin Firdaus as Human Capital and General Affairs Director



28 Oktober 2020
October 2020

Konser Virtual Sumpah Pemuda di Bandara Internasional Yogyakarta menjadikan konser ini sebagai konser virtual pertama yang digelar di bandara Indonesia
Youth Pledge Virtual Concert at Yogyakarta International Airport as the first virtual concert held at an Indonesian airport.



17 Desember 2020
December 2020

Penyediaan layanan *Rapid Test Antigen* dan *PCR Swab* di beberapa Bandara guna mendukung penerapan perjalanan udara sehat
Provision of Rapid Antigen Test and PCR Swab Test Services at several airports to support the implementation of healthy air travel





Visi, Misi, dan Budaya Perusahaan Vision, Mission, and Corporate Culture

Visi dan misi PT Angkasa Pura I (Persero) tertuang dalam Rencana Jangka Panjang Perseroan (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 Perseroan melakukan penyesuaian terhadap sasaran strategis, strategi, serta target Perseroan yang kemudian dituangkan dalam RJPP Tahun 2020-2024 dengan tidak mengubah Visi dan Misi yang telah disusun sebelumnya.

PT Angkasa Pura I (Persero) juga telah menetapkan budaya perusahaan yaitu "SATU", yang berasal dari kata Sinergi, Adaptif, Terpercaya, dan Unggul. Selain itu, agar seluruh insan Angkasa Pura I dapat memahami visi, misi dan budaya dengan mudah, maka ditetapkan moto atau tagline "Go Beyond".

The vision and mission of PT Angkasa Pura I (Persero) is contained in the Company's Long Term Plan (RJPP) 2019-2023 which was 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.

PT Angkasa Pura I (Persero) built a corporate culture of "SATU", which stands for Synergy, Adaptive, Trustworthy, and Unparalleled. In addition, the Company set a motto or tagline "Go Beyond" to facilitate all personnel of Angkasa Pura I in understanding the Company's vision, mission and culture.

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 »

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.

Nilai-nilai budaya PT Angkasa Pura I (Persero) dirumuskan dalam kata "AKHLAK" berdasarkan Surat Keputusan Direksi Nomor KEP.DU.172/HK.01.01/2020 tentang Nilai-Nilai Utama (Core Values) di PT Angkasa Pura I (Persero). Perumusan AKHLAK tersebut dilaksanakan berdasarkan Surat Edaran Menteri BUMN Nomor SE-7/MBU/07/2020 tentang Nilai-Nilai Utama (Core Values) Sumber Daya Manusia Badan Usaha Milik Negara tanggal 1 Juli 2020.

The cultural values of PT Angkasa Pura I (Persero) are formulated in the word "AKHLAK" based on Decree of the Board of Directors No.KEP.DU.172/HK.01.01/2020 concerning Core Values in PT Angkasa Pura I (Persero). The formulation of AKHLAK values was carried out based on the Circular of the Minister of State-Owned Enterprises No. SE-7/MBU/07/2020 concerning Core Values of Human Resources of State-Owned Enterprises dated July 1, 2020.

Nilai-nilai utama perusahaan atau *core values* adalah prinsip dasar yang harus dimiliki oleh seluruh insan Angkasa Pura I dan menjadi acuan dalam berperilaku. Panduan Perilaku Nilai-Nilai Utama Perusahaan adalah pedoman penerapan nilai-nilai utama perusahaan bagi insan Angkasa Pura I dalam perilaku keorganisasian.

Core values are the basic principles that must be owned by all personnel of Angkasa Pura I and become a reference in behavior. The Code of Conduct for the Company's Core Values is a guideline for the implementation of the Company's core values for Angkasa Pura I personnel in organizational behavior.

Nilai-nilai Perusahaan yaitu AKHLAK, merupakan singkatan dan mempunyai arti sebagai berikut :

The Company's values, AKHLAK is an acronym for:

1 AMANAH
TRUSTWORTHY

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

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

Amanah (Trustworthy) means hold fast the trust given, with the behavioral guidelines as follows:

- a. Keep promises and commitments.
- b. Responsible for the tasks, decisions, and actions performed.
- c. Uphold moral and ethical values.

2 KOMPETEN
COMPETENT

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

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

Kompeten (Competent) means continue to learn and develop capabilities, with the behavioral guidelines as follows:

- a. Improve self-competence to respond to ever-changing challenges.
- b. Help others learn.
- c. Complete tasks of the highest quality.

3 HARMONIS
HARMONIOUS

Harmonis adalah saling peduli dan menghargai perbedaan.

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

Harmonis (Harmonious) means mutual care and respect for differences.

- a. Respect everyone regardless of their background.
- b. Like to help others.
- c. Build a conducive work environment.

4 LOYAL
LOYAL

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

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

Loyal (Loyal) means dedicated to and prioritizing the interests of the nation and state, with the behavioral guidelines as follows:

- a. Maintain reputation of employees, the Board of Directors, SOE, and the State.
- b. Willing to sacrifice to achieve greater goals.
- c. Obey to the Board of Directors as long as it is not against the law and ethics.

5 ADAPTIF
ADAPTIVE

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

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

Adaptif (Adaptive) means continue to innovate and be enthusiastic in moving or facing change, with the behavioral guidelines as follows:

- a. Quickly adjust to be better.
- b. Make improvements continuously by keeping up technological advancements.
- c. Be proactive.

6 KOLABORATIF
COLLABORATIVE

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

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

Kolaboratif (Collaborative) means build synergistic cooperation, with the behavioral guidelines as follows:

- a. Provide opportunities for various parties to contribute.
- b. Be open in working together to generate added value.
- c. Mobilize the utilization of various resources for common goals.

Kegiatan Usaha Business Activities

Kegiatan Usaha Menurut Anggaran Dasar Business Activities According to the Articles of Association

Berdasarkan Pernyataan Keputusan Pemegang Saham Diluar Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT. Angkasa Pura I yang tertuang dalam Akta Nomor 35 tanggal 15 Agustus 2008, dijelaskan pada Pasal 3 tentang Maksud dan Tujuan serta Kegiatan Usaha, Angkasa Pura I melakukan usaha di bidang jasa kebandarudaraan pelayanan lalu lintas penerbangan, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Dengan diterbitkannya Peraturan Pemerintah Nomor 77 Tahun 2012 tentang Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI), maka PT Angkasa Pura I (Persero) tidak lagi melakukan usaha jasa pelayanan penerbangan. Pada tanggal 16 Januari 2013 berdasarkan Nota Kesepahaman No. HK.201/1/10/DRJU-2013; KEP.15/OM.02.03/2013; MOU.04.07.01/00/02/2013/001;032/DU/II/2013 tanggal 12 Februari 2013, dipertegas kembali pembagian bidang usaha jasa pelayanan penerbangan yang sepenuhnya beralih ke LPPNPI.

Kegiatan usaha utama sesuai dengan Anggaran Dasar yaitu, sebagai berikut:

1. Kegiatan usaha aeronautika non-ATS (kebandaraan):
 - 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 jasa pelayanan yang secara langsung menunjang kegiatan penerbangan yang meliputi penyediaan hanggar, pesawat 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, pelayanan penyediaan dan pendistribusian bahan bakar pesawat udara.

Based on the Deed of Resolution of the Shareholders Outside the General Meeting of Shareholders of PT. Angkasa Pura I No. 35 dated August 15, 2008, as stated in Article 3 concerning Purpose and Objectives as well as Business Activities, the business line of Angkasa Pura I is to provide airport services, aviation traffic services, and optimize the utilization of the Company's resources to produce goods and/or services of high quality and strong competitiveness to obtain/pursue profits in order to increase the value of the Company by implementing the principles of a Limited Liability Company.

With the issuance of Government Regulation No. 77 of 2012 concerning the Public Company of Indonesian Aviation Navigation Service Providers (LPPNPI), PT Angkasa Pura I (Persero) no longer carries out the aviation service business. On January 16, 2013 based on the Memorandum of Understanding No. HK.201/1/10/DRJU-2013; KEP.15/OM.02.03/2013; MOU.04.07.01/00/02/2013/001; 032/DU/II/2013 dated February 12, 2013, the division of the aviation service business sector has been reaffirmed which has completely shifted to the LPPNPI. The main business lines in accordance with the Articles of Association are as follows:

Non-ATS Aeronautics (Airport-Related):

1. Non-ATS Aeronautics (Airport-Related):
 - 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 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.

- 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.
 - 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*, agribisnis *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. Kegiatan usaha nonaeronautika (nonbandara):
- Penyediaan lahan untuk pembangunan, lapangan, dan kawasan industri serta gedung/bangunan yang berhubungan dengan kelancaran angkutan udara.
 - Penyediaan, pengusaha dan pengembangan fasilitas elektronika, listrik, air, dan instalasi limbah buangan.
 - Penyediaan jasa konsultasi, pendidikan, dan pelatihan yang berkaitan dengan kebandarudaraan.
- *Provision of services that directly or indirectly support airport activities, including accommodation/ hotel provision services, shop provision services, provision of restaurant and bar (cafe), vehicle placement/parking services, general maintenance services (cleaning service and maintenance of buildings and offices at airports), services for providing automatic flight departure reporting.*
 - *Other airport activity support services, including sales of vehicle fuel and lubricants at airports, freight transport services, services for passengers at arrival and departure terminals, postal services, telecommunication services, playground and recreation services, travel 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, space provision services, vending machines, waste management services, health services, industrial estate provision services, other services that directly or indirectly support airport activities.*
2. *Non-Aeronautics (Non-Airport):*
- *Provision of land for construction, fields and industrial estates and building/structure to ensure smooth air traffic.*
 - *Provision, operation and development of electronic, electricity, water and waste treatment facilities.*
 - *Provision of consulting, education and training services related to airport.*

Segmen Usaha Business Segments

Jenis segmen usaha atau segmen operasi PT Angkasa Pura I (Persero) dibagi menjadi dua jenis, yang terdiri dari:

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

Adapun produk dan layanan yang diberikan 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 bandara.
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. **Baggage Handling System dan Hold Baggage Screening (HBS dan HBS)**, merupakan layanan yang diberikan kepada perusahaan angkutan udara atau operator pesawat udara sehubungan dengan sistem pengelolaan bagasi penumpang, antara lain sistem *conveyor* untuk mengangkut bagasi penumpang setelah proses *check-in* dan pengangkutan bagasi ke area penumpukan siap angkut ke pesawat udara (*baggage make up area*), serta pengangkutan barang penumpang kedatangan ke area pengambilan bagasi (*baggage claim*). Selain itu, layanan ini juga menyediakan fasilitas *Hold Baggage Screening*, yaitu suatu sistem pemeriksaan keamanan bagasi dengan mesin *x-ray* yang terintegrasi langsung dengan *Baggage Handling System*.
6. **Konsesi atas Jasa Penggunaan Fasilitas Bandara**, yaitu hak penggunaan fasilitas bandara kepada pihak ketiga terkait kegiatan usaha yang dilakukan di bandara. Konsesi 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*.

There are two types of business segments of PT Angkasa Pura I (Persero), namely:

- *Product and service segments provided to companies, especially air freight companies and other business partners;*
- *Product and service segments provided directly to consumers, especially aircraft passengers and their relatives*

The products and services of Angkasa Pura I are described in details as follows:

1. **Aircraft Landing, Parking and Hangar Services (PJP4U)**, the product of Aircraft Landing is provided for aircraft landing on the airport. PJP4U is also provided for parking aircraft in the open areas of the airport area and for parking aircraft in the hangars.
2. **Airport Passenger Services (PJP2U)**, Aircraft Passenger Services are provided for every passenger both at departure and arrival terminals 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 to airlines or aircraft operators for their use of airport facilities, specifically related to passenger check-in process.
5. **Baggage Handling System and Hold Baggage Screening (HBS and HBS)**, these services are provided to airlines or aircraft operators for their use of the Baggage Handling System, which is a conveyor system to transport passenger baggage after the check-in process, then the baggage is transported to the baggage make up area, as well as the transportation of baggage for arriving passengers to the baggage claim area. In addition, this service provides Hold Baggage Screening facilities, a baggage screening system using *x-ray* machines directly integrated with the Baggage Handling System.
6. **Concession for Airport Facility Usage Services**, concession is the service provided for the right of using airport facilities by third parties related concerning 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 *In-flight Catering*.

Wilayah Operasional Operational Areas



Hingga akhir tahun pelaporan 2020, PT Angkasa Pura I (Persero) telah mengelola 15 bandara dan 5 entitas anak, serta 3 proyek yang tersebar di kota-kota besar di sebagian wilayah Barat, Tengah, dan Timur Indonesia, yaitu:

As of end of the 2020 reporting year, PT Angkasa Pura I (Persero) has managed 15 airports, 5 subsidiaries and 3 development projects spreading across major cities in the Western, Central and Eastern parts of Indonesia, as follows:

- Bandar udara
Airports

- Bandar Udara I Gusti Ngurah Rai-Bali
I Gusti Ngurah Rai Airport - Bali
- Bandar Udara Juanda-Surabaya
Juanda Airport - Surabaya
- Bandar Udara Sultan Hasanuddin-Makassar
Sultan Hasanuddin Airport - Makassar
- Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan-Balikpapan
Sultan Aji Muhammad Sulaiman Sepinggan Airport - Balikpapan
- Bandar Udara Frans Kaisiepo-Biak
Frans Kaisiepo Airport - Biak
- Bandar Udara Sam Ratulangi-Manado
Sam Ratulangi Airport - Manado
- Bandar Udara Syamsudin Noor-Banjarmasin
Syamsudin Noor Airport - Banjarmasin
- Bandar Udara Jenderal Ahmad Yani-Semarang
Jenderal Ahmad Yani Airport - Semarang
- Bandar Udara Adisutjipto-Yogyakarta
Adisutjipto Airport - Yogyakarta
- Bandar Udara Adi Soemarmo-Surakarta
Adi Soemarmo Airport - Surakarta
- Bandar Udara Internasional Lombok-Lombok Tengah
Lombok International Airport - Central Lombok
- Bandar Udara Pattimura-Ambon
Pattimura Airport - Ambon

- Bandar Udara El Tari-Kupang
El Tari Airport - Kupang
- Bandar Udara Internasional Yogyakarta-Kulon Progo
Yogyakarta International Airport - Kulon Progo
- Bandar Udara Sentani - Jayapura
Sentani Airport - Jayapura

- Proyek:

- Development Project:*

- Proyek Pembangunan Bandara Internasional Yogyakarta - Kulon Progo
Yogyakarta International Airport Development Project - Kulon Progo
- Proyek Pengembangan Bandara Jenderal Ahmad Yani - Semarang
Syamsudin Noor Airport Development Project - Banjarmasin
- Proyek Pengembangan Bandara Syamsudin Noor - Banjarmasin
Sultan Hasanuddin Airport Development Project - Makassar

- Anak perusahaan:

- Subsidiaries:*

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

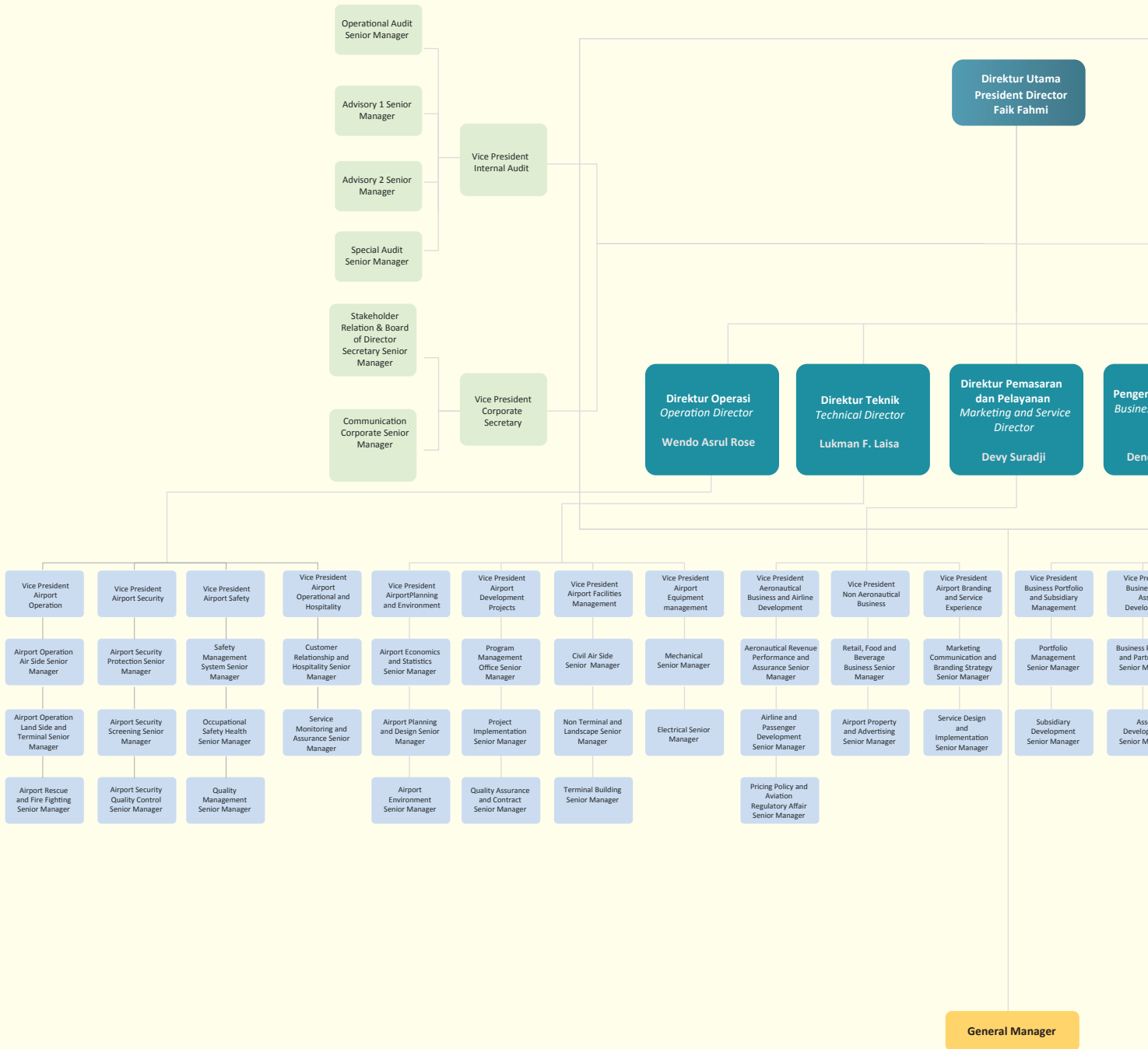
Struktur Organisasi Organizational Structure

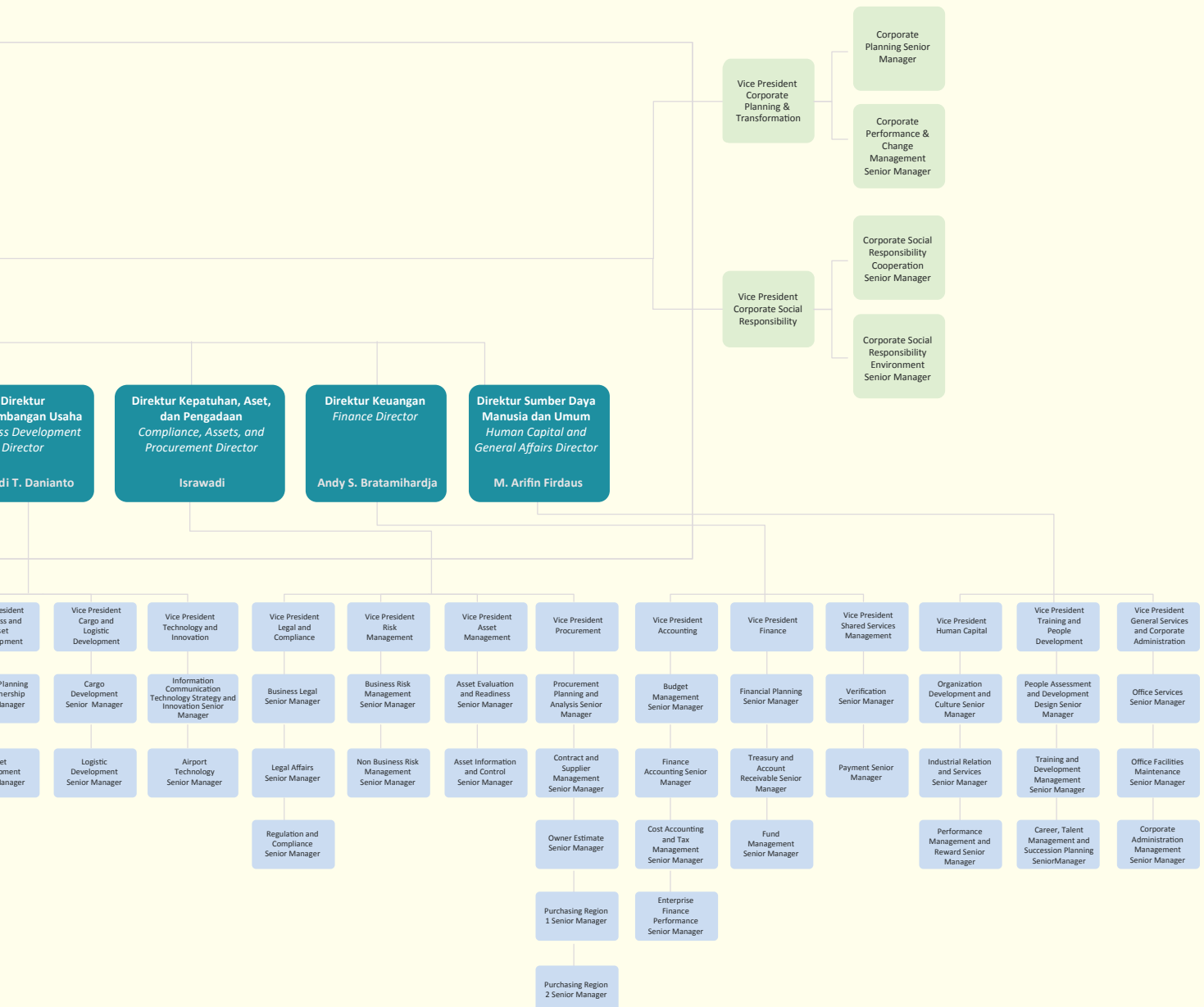
Tinjauan Operasional
Operational Performance Review

Profil Perusahaan
Company Profile

Laporan Manajemen
Management Report

Kinerja Keuangan Penting
Financial Information Highlights





Analisa & Pembahasan Manajemen
Management Discussion and Analysis

Tata Kelola Perusahaan
Corporate Governance

Tanggung Jawab Sosial dan Lingkungan Perusahaan
Corporate Social and Environmental Responsibility

Laporan Keuangan
Financial Statements

Profil Dewan Komisaris Profile of Board of Commissioners



Komisaris Utama President Commissioner		Djoko Sasono
Tempat dan Tanggal Lahir Place and Date of Birth	Kediri, 25 September 1963	Kediri, 25 September 1963
Usia/Umur Age	57 tahun per Desember 2020	57 years old per December 2020
Kewarganegaraan Citizenship	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta, Indonesia	Jakarta, Indonesia

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana (S1), Teknik Planologi, Institut Teknologi Bandung, 1987 Master (S2), 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 	<ul style="list-style-type: none"> Bachelor of Planology Engineering from ITB, 1987 Master of Transportation Planning and Engineering from The University of Leeds, United Kingdom, 1994 Doctor in Transportation Planning and Policy (Urban Engineering) from The University of Tokyo, Japan, 2002
Pelatihan/Sertifikasi Training/Certification	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.	This information can be found on page 128 in the training table in this annual report
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Perencana Muda (2002-2003) Kabid Program dan Evaluasi, Puslitban Manajemen Transportasi Multimoda-Badan Litbang (2003-2005) Direktur Perencanaan Tata Ruang dan Lingkungan, Kedeputan Bidang Perencanaan dan Pemrograman Badan Pelaksanaan BRR NAD-NIAS (2005-2006) Wakil Deputi Bidang Pembangunan Infrastruktur II (2006) Wakil Deputi Bidang Infrastruktur Lingkungan dan Pemeliharaan Wakil Deputi Bidang Perumahan dan Pemukiman Bapel BRR NAD-NIAS (2007-2008) Perumus Kebijakan Trans. Multimoda (2008-2009) Kepala Pusat Data dan Informasi (2009-2012) Direktur Bina Sistem Transportasi Perkotaan (2012-2015) Direktur Jenderal Perhubungan Darat (2015-2016) Penyusun Dokumen Perencanaan dan Program (2016) Staf ahli Bidang Logistik, Multimoda dan Keselamatan Perhubungan (2016) Kepala Badan Pengembangan SDM Perhubungan (2017-2018) Sekretaris Jenderal Kementerian Perhubungan (2018-Sekarang). 	<ul style="list-style-type: none"> Junior Planner (2002-2003) Head of Program and Evaluation Division, Research and Development Center for Multimodal Transportation Management – Research and Development Agency (2003-2005) Director of Spatial Planning and Environment, Deputy for Planning and Programming Division of the Executive Agency of Rehabilitation and Reconstruction Agency for Aceh and Nias/BRR NAD-NIAS (2005-2006) Vice Deputy for Infrastructure Development II (2006) Vice Deputy for Environmental Infrastructure and Maintenance Vice Deputy for Housing and Settlement, the Executive Agency of Rehabilitation and Reconstruction Agency for Aceh and Nias/ BRR NAD-NIAS (2007-2008) Drafting Team for Multimodal Transport (2008-2009) Head of Center for Data and Information (2009-2012) Director of Urban Transportation System Development (2012-2015) Director General of Land Transportation (2015) Drafting Team for Planning & Program Document (2016) Expert Staff of Logistics, Multimodal Transportation & Transportation Safety (2016) Head of Transportation Human Resources Development Agency (2017-2018) Secretary General of the Ministry of Transportation (2018-present).
Dasar Hukum Pengangkatan Legal Basis of Appointment	Diangkat sebagai Komisaris Utama Perseroan 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 Act of the Minister of State-Owned Enterprises No. SK-210/MBU/07/2018 dated 19 July 2018, until 19 July 2023
Jabatan Rangkap Concurrent Position	Tidak memiliki rangkap jabatan di Angkasa Pura I, maupun perusahaan atau lembaga lain	Not holding a concurrent position in PT Angkasa Pura I, or in another company or institution
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.	The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders
Kepemilikan Saham Angkasa Pura Shares Ownership of PT Angkasa Pura	Tidak ada kepemilikan saham pada Angkasa Pura I	Has no shares of ownership in PT Angkasa Pura I
Periode Jabatan Term of Office	19 Juli 2018 – 19 Juli 2023 (Periode Pertama)	19 July 2018 – 19 July 2023 (First Term)



Komisaris Commissioner		Tri Budi Satriyo
Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Blora, 12 Desember tahun 1961	<i>Blora, 12 December 1961</i>
Usia/Umur <i>Age</i>	59 tahun per Desember 2020	<i>59 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> • Sarjana (S1), Administrasi Negara, Universitas Terbuka Madiun, 1997 • Master (S2), Manajemen, Universitas IMMI, 2010 	<ul style="list-style-type: none"> • <i>Bachelor in State Administration from Madiun Open University, 1997</i> • <i>Master of Management from IMMI University, 2010</i>
Pelatihan/Sertifikasi <i>Training/Certification</i>	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.	<i>This information can be found on page 128 in the training table in this annual report</i>
Pengalaman Kerja <i>Work Experience</i>	TNI AU dari Tahun 1984 sampai dengan sekarang	<i>Indonesian Air Force from 1984 to the present</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Diangkat sebagai Komisaris Perseroan 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	<i>Appointed as Commissioner of the Company since 19 July 2018, based on the Decree of the Minister of State-Owned Enterprises No. SK-210/MBU/07/2018 dated 16 January 2018, until 19 July 2023</i>
Jabatan Rangkap <i>Concurrent Position</i>	Independen	<i>Independent</i>
Hubungan Afiliasi <i>Affiliate Relationship</i>	Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.	<i>The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders</i>
Kepemilikan Saham Angkasa Pura <i>Shares Ownership of PT Angkasa Pura</i>	Tidak ada kepemilikan saham pada Angkasa Pura I	<i>Has no shares of ownership in PT Angkasa Pura I</i>
Periode Jabatan <i>Term of Office</i>	19 Juli 2018 – 19 Juli 2023 (Periode Pertama)	<i>19 July 2018 – 19 July 2023 (First Term)</i>



Komisaris Commissioner	Danang Parikesit	
Tempat dan Tanggal Lahir Place and Date of Birth	Yogyakarta, 03 Juni 1965	Yogyakarta, 3 June 1965
Usia/Umur Age	56 tahun per Desember 2021	56 years old per December 2021
Kewarganegaraan Citizenship	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Yogyakarta, Indonesia	Yogyakarta, Indonesia

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana (S1), Teknik Sipil, Universitas Gadjah Mada (UGM), Yogyakarta, 1988 M.Sc. (Eng), University of Leeds, Inggris, 1990 Dr-Tech, Summa Cum Laude, Vienna University of Technology, Austria, 1996 	<ul style="list-style-type: none"> Bachelor of Civil Engineering from Gadjah Mada University (UGM), Yogyakarta, 1988 M.Sc. (Eng), University of Leeds, UK, 1990 Dr-Tech, Summa Cum Laude, Vienna University of Technology, Austria, 1996
Pelatihan/Sertifikasi Training/Certification	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.	This information can be found on page 128 in the training table in this annual report
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Merupakan dosen (sejak 1990) dan Guru besar Fakultas Teknik (sejak 2006) Universitas Gadjah Mada. Bertugas sebagai Kepala Pusat Studi Pariwisata UGM (1997-2011), dan Kepala Pusat Studi Transportasi dan Logistik UGM (2003-2005). Merupakan Kepala LP/LPPM UGM (2004-2012) Sekretaris Tim Teknis Nasional Rehabilitasi dan Rekonstruksi Pasca Bencana Gempa Bumi DIY dan Jawa Tengah (2006-2008) Staf Khusus Menteri Pekerjaan Umum pada tahun (2010-2014) Anggota Tim Transisi Jokowi-JK, Kedeputan Infrastruktur, Koordinator bidang Transportasi (2014) Anggota Board dari The Indonesia Infrastructure Initiative (IndII), Kemenko Perekonomian/Bappenas/AusAID (2009-2017) Wakil Ketua/Anggota Tim Oversight Committee proyek LRT Jabodebek dan LRT Palembang (2015-2017) Ahli Transportasi dan ke-PU-an, Tim Percepatan Pembangunan Proyek Prioritas Provinsi DIY (TP5DIY) (2017-2019) Kepala Badan Pengatur Jalan Tol, Kementerian PUPR (Februari 2019- saat ini) 	<ul style="list-style-type: none"> A lecturer (since 1990) and Professor of Faculty of Engineering (since 2006) from Gadjah Mada University. The incumbent served as Head of Center for Tourism Study, UGM (1997-2011), and Head of Center for Transportation and Logistics Study, UGM (2003-2005), as well as Head of LP/LPPM UGM (2004-2012) Secretary of the National Technical Team for Rehabilitation and Reconstruction of the DIY and Central Java Earthquakes (2006-2008) Special Staff of the Minister of Public Works and Housing (2010-2014) Member of the Jokowi-JK Transition Team, Deputy for Infrastructure, Transportation Coordinator (2014) Board Member of The Indonesia Infrastructure Initiative (IndII), Coordinating Ministry for Economic Affairs/Bappenas/AusAID (2009-2017) Vice Chairman/Member of Oversight Committee for the LRT Jabodebek dan LRT Palembang projects (2015-2017) Transportation and Public Works Expert, DIY Province Priority Project Development Acceleration Team (TP5DIY) (2017-2019) Head of Toll Road Regulatory Agency, the Ministry of Public Works and Housing (February 2019- present)
Dasar Hukum Pengangkatan Legal Basis of Appointment	Diangkat sebagai Komisaris PT Angkasa Pura I (Persero) 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 RUPS lebih lanjut	Appointed as Commissioner of the Company on 20 March 2020. The first legal basis of appointment was the Decree of the Minister of State-Owned Enterprises in the General Meeting of Shareholders No. SK-85/MBU/03/2020, until there is further GMS resolution
Jabatan Rangkap Concurrent Position	Kepala Badan Pengatur Jalan Tol, Kementerian PUPR (Februari 2019- saat ini)	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 does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders
Kepemilikan Saham Angkasa Pura Shares Ownership of PT Angkasa Pura	Tidak ada kepemilikan saham pada Angkasa Pura I	Has no shares of ownership in PT Angkasa Pura I
Periode Jabatan Term of Office	20 Maret 2020 – sekarang (Periode Pertama)	20 March 2020 – present (First Term)



Komisaris Commissioner	Wempi Saputra	
Tempat dan Tanggal Lahir Place and Date of Birth	Palembang, 12 Maret 1974	Palembang, 12 March 1974
Usia/Umur Age	47 tahun per Desember 2021	47 years per December 2021
Kewarganegaraan Citizenship	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Bogor, Indonesia	Bogor, Indonesia

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Diploma III (D3), Kepabeanaan dan Cukai, Sekolah Tinggi Akuntansi Negara, 1995 Sarjana Ekonomi (S1), Fakultas Ekonomi Universitas Indonesia, 1999 Master (S2), Keuangan Publik, National Graduate Institute for Policy Studies, Jepang, 2003 Doktor (S3), Economics, Universitas Nagoya, Jepang, 2012 	<ul style="list-style-type: none"> Diploma III (D3) Program of Customs and Excise, State College of Accountancy, 1995 Bachelor of Economics from Faculty of Economics, University of Indonesia, 1999 Master of Public Finance, National Graduate Institute for Policy Studies, Japan, 2003 Doctorate of Economics, Nagoya University, Japan, 2012
Pelatihan/Sertifikasi Training/Certification	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.	This information can be found on page 128 in the training table in this annual report
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Pemeriksa Bea dan Cukai, Kantor Pusat Direktorat Jenderal Bea dan Cukai (Desember 1995 - Maret 1999). Kepala Seksi Manifes; Supervisor High Container Inspection Systems; Pemeriksa Bea dan Cukai pada Kantor Pelayanan dan Pengawasan Bea dan Cukai Tanjung Priok II (April 1999 - Maret 2005). Tugas Belajar ke Luar Negeri (April 2005 - April 2009). Kepala Bagian Organisasi dan Tata Laksana, Sekretariat Direktorat Jenderal Bea dan Cukai (Mei 2009 - Desember 2010). Kepala Pangkalan Sarana Operasi Bea dan Cukai Tanjung Priok, Direktorat Jenderal Bea dan Cukai (Januari 2011 - April 2012). Kepala Bidang Analisis dan Harmonisasi Kebijakan Penerimaan dan Pembiayaan Negara, Pusat Analisis dan Harmonisasi Kebijakan, Sekretariat Jenderal, Kementerian Keuangan (Mei 2012 - Agustus 2014). Chief Change Management Officers II, Central Transformation Office (CTO), Sekretariat Jenderal, Kementerian Keuangan (September 2014 - Agustus 2017). Kepala Pusat Analisis dan Harmonisasi Kebijakan (Chief of Staff Menteri Keuangan), Sekretariat Jenderal, Kementerian Keuangan (Agustus 2017 - sekarang). 	<ul style="list-style-type: none"> Customs and Excise Inspector, Head Office of the Directorate General of Customs and Excise (December 1995 - March 1999). Head of Manifest Section; Supervisor of High Container Inspection Systems; Customs and Excise Inspector at the Tanjung Priok II Customs and Excise Supervision and Service Office (April 1999 - March 2005). Study Task Abroad (April 2005 - April 2009). Head of Organization and Administration Division, Secretariat of the Directorate General of Customs and Excise (May 2009 - December 2010). Head of the Tanjung Priok Customs and Excise Operational Facility Base, Directorate General of Customs and Excise (January 2011 - April 2012). Head of Policy Analysis and Harmonization of State Revenue and Financing, Center for Policy Analysis and Harmonization, Secretariat General, Ministry of Finance (May 2012 - August 2014). Chief Change Management Officers II, Central Transformation Office (CTO), Secretariat General, Ministry of Finance (September 2014 - August 2017). Head of the Center for Policy Analysis and Harmonization (Chief of Staff of the Minister of Finance), Secretariat General, Ministry of Finance (August 2017 - present).
Dasar Hukum Pengangkatan Legal Basis of Appointment	Diangkat sebagai Komisaris Perseroan sejak 20 Maret 2020, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 hingga ada keputusan RUPS lebih lanjut	Appointed as Commissioner of the Company on 20 March 2020, based on the Decree of the Minister of State-Owned Enterprises No. SK-85/MBU/03/2020 dated 20 March 2020, until there is further GMS resolution
Jabatan Rangkap Concurrent Position	Kepala Pusat Analisis dan Harmonisasi Kebijakan (Chief of Staff Menteri Keuangan), Sekretariat Jenderal, Kementerian Keuangan (Agustus 2017 - sekarang)	Head of the Center for Policy Analysis and Harmonization (Chief of Staff of the Minister of Finance), Secretariat General, Ministry of Finance (August 2017 - present)
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.	The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders
Kepemilikan Saham Angkasa Pura Shares Ownership of PT Angkasa Pura	Tidak ada kepemilikan saham pada Angkasa Pura I	Has no shares of ownership in PT Angkasa Pura I
Periode Jabatan Term of Office	20 Maret 2020 – sekarang (Periode Pertama)	20 March 2020 – present (First Term)



Komisaris Commissioner	Wihana Kirana Jaya	
Tempat dan Tanggal Lahir Place and Date of Birth	Yogyakarta, 15 Desember 1958	Yogyakarta, 15 December 1958
Usia/Umur Age	63 tahun per Desember 2021	63 years old per December 2021
Kewarganegaraan Citizenship	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Yogyakarta, Indonesia	Yogyakarta, Indonesia

Riwayat Pendidikan
Educational Background

- Sarjana (S1), Fakultas Ekonomi Universitas Gadjah Mada, 1983
- S2 Uang, Bank dan Keuangan, Departemen Ekonomi, Universitas Birmingham, Inggris, 1990
- S3 Ekonomi Departemen Ekonomi, Universitas Monash, Melbourne, 2008
- Profesor, Bidang Ilmu Ekonomi, Universitas Gadjah Mada, 2010
- Bachelor of Economics from Faculty of Economics, Gadjah Mada University, 1983
- Master of Money, Banking and Finance, Department of Economics, University of Birmingham, UK, 1990
- Doctoral Degree in Economics, Department of Economics, Monash University, Melbourne, 2008
- Professor in Economics, Gadjah Mada University, 2010

Pelatihan/Sertifikasi
Training/Certification

Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini. *This information can be found on page 128 in the training table in this annual report*

Pengalaman Kerja
Work Experience

- Kepala Pelatihan Manajemen Sektor Ekonomis Strategis, PUOD, Depdagri (1994-1996)
- Wakil Direktur program Magister Ekonomika Pembangunan (1996-1999)
- Wakil Direktur Pusat Studi Ekonomi dan Kebijakan Publik (2006-2007)
- Tim Asistensi Keuangan Daerah, Kementerian Dalam Negeri (2008-2009)
- Direktur Pusat Studi Ekonomi dan Kebijakan Publik (PSEKP) UGM
- Konsultan Kerjasama Antar Daerah, USAID (2008-2009)
- Konsultan Desentralisasi Bank Pembangunan Asia (2009-2010)
- Konsultan Keuangan Daerah, Bank Dunia (2010-2011)
- Konsultan AIPEG, AUSAID, Konsultan Desentralisasi Kewenangan, DSF, Bank Dunia (2011)
- Tim Asistensi Desentralisasi Fiskal, dan Tim Pengarah Kursus Keuangan Daerah, Kementerian Keuangan (2010-2013)
- Wakil Dekan bidang Mahasiswa, Alumni, Kerjasama dan Pengembangan Usaha, Fakultas Ekonomika dan Bisnis, UGM (2009-2012)
- Tim optimalisasi Penerimaan Negara, kemenkeu, Narasumber Menteri Keuangan Desentralisasi Fiskal, Kemenkeu (2012-2015)
- Dekan FEB UGM, pertama di Indonesia memperoleh akreditasi sekolah bisnis dunia AACSB dan menjadi asesor pertama dari Indonesia AACSB di Curtin School of Business (2013-2016)
- Komisaris Independen AXA Mandiri (2015)
- Staf Khusus Menteri Perhubungan Bidang Ekonomi dan Investasi Transportasi (2016-sekarang)
- Komisaris PT Pelindo IV (2017-2020)
- Advisor dalam ERIA Research Project dengan tema Indonesia Maritime Policy and Progress: An Analytical Review (2018)
- Head of Strategic Economic Sector Management Training, PUOD, Ministry of Home Affairs (1994-1996)
- Deputy Director of Master of Development Economics Program (1996-1999)
- Deputy Director of the Center for Economic Studies and Public Policy (2006-2007)
- Regional Financial Assistance Team, Ministry of Home Affairs (2008-2009)
- Director of the Center for Economic Studies and Public Policy, UGM (PSEKP)
- Inter-Regional Cooperation Consultant, USAID (2008-2009)
- Asian Development Bank Decentralization Consultant (2009-2010)
- Regional Financial Consultant, World Bank (2010-2011)
- Consultant of AIPEG, AUSAID, Decentralization of Authority Consultant, DSF, World Bank (2011)
- Fiscal Decentralization Assistance Team, and Regional Finance Course Steering Team, Ministry of Finance (2010-2013)
- Deputy Dean for Students, Alumni, Cooperation and Business Development, Faculty of Economics and Business, UGM (2009-2012)
- State Revenue Optimization Team, Ministry of Finance, Resource of the Minister of Finance on Fiscal Decentralization, Ministry of Finance (2012-2015)
- Dean of Faculty of Economics and Business, UGM, first in Indonesia to obtain AACSB world business school accreditation and become the first assessor from Indonesia AACSB at Curtin School of Business (2013-2016)
- Independent Commissioner of AXA Mandiri (2015)
- Special Staff of the Minister of Transportation for the Economy and Transportation Investment (2016-present)
- Commissioner of PT Pelindo IV (2017-2020)
- Advisor for ERIA Research Project with the theme Indonesia Maritime Policy and Progress: An Analytical Review (2018)

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Diangkat sebagai Komisaris Perseroan sejak 20 Maret 2020, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 hingga ada keputusan RUPS lebih lanjut *Appointed as Commissioner of the Company on 20 March 2020, based on the Decree of the Minister of State-Owned Enterprises No. SK-85/MBU/03/2020 dated 20 March 2020, until there is further GMS resolution*

Jabatan Rangkap
Concurrent Position

Staf Khusus Menteri Perhubungan Bidang Ekonomi dan Investasi Transportasi (2016-sekarang) *Special Staff of the Minister of Transportation for the Economy and Transportation Investment (2016-present)*

Hubungan Afiliasi
Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali. *The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders*

Kepemilikan Saham Angkasa Pura
Shares Ownership of PT Angkasa Pura

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

Periode Jabatan
Term of Office

20 Maret 2020 – sekarang (Periode Pertama) *20 March 2020 – present (First Term)*



Komisaris Commissioner	Irfan Wahid	
Tempat dan Tanggal Lahir Place and Date of Birth	Jakarta, 25 Februari 1969	Jakarta, 25 February 1969
Usia/Umur Age	52 tahun per Desember 2021	52 years old per December 2021
Kewarganegaraan Citizenship	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta, Indonesia	Jakarta, Indonesia

Riwayat Pendidikan Educational Background	Menyelesaikan pendidikan S1 di Institut Kesenian Jakarta dan The Art Institute of Seattle di Amerika Serikat	Completed his bachelor's degree at the Jakarta Institute for the Arts and The Art Institute of Seattle in the United States
Pelatihan/Sertifikasi Training/Certification	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.	This information can be found on page 128 in the training table in this annual report
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> • Anggota Komite Ekonomi Industri Nasional sebagai Ketua Pokja Industri Kreatif (2016) • Senior Advisor di PT. Gojek Indonesia (2018) • Penasihat Khusus Menteri Koordinator Kemaritiman dan Investasi Bidang Kepariwisata (2019) • Konsultan Tourism Branding beberapa Pemerintah Daerah • Anggota Dewan Penasehat di Kamar Dagang dan Industri Indonesia (KADIN Indonesia) membidangi UMKM, Pariwisata dan Ekonomi Kreatif • Anggota dewan pakar di Ikatan Cendekiawan Muslim Indonesia (ICMI) • Senior advisor di Muslimat NU Masyarakat Ekonomi Syariah (MES), dan Wakil Pengasuh Pesantren Tebuireng 	<ul style="list-style-type: none"> • Member of National Committee for the Economy and Industry as the Head of the Creative Industry Working Group (2016) • Senior Advisor at PT. Gojek Indonesia (2018) • Special Advisor to the Coordinating Minister for Maritime Affairs and Investment in the Tourism Sector (2019) • Tourism Branding Consultant of several Local Governments • Member of the Advisory Board at the Indonesian Chamber of Commerce and Industry (KADIN Indonesia) in charge of MSMEs, Tourism and Creative Economy • Member of Expert Board at the Indonesian Association of Muslim Intellectuals (ICMI) • Senior advisor at Muslimat NU Sharia Economic Community (MES), and Deputy Leader of Pesantren Tebuireng
Dasar Hukum Pengangkatan Legal Basis of Appointment	Diangkat sebagai Komisaris Perseroan sejak 20 Maret 2020, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 hingga ada keputusan RUPS lebih lanjut	Appointed as Commissioner of the Company on 20 March 2020, based on the Decree of the Minister of State-Owned Enterprises No. SK-85/MBU/03/2020 dated 20 March 2020, until there is further GMS resolution
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 does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders
Kepemilikan Saham Angkasa Pura Shares Ownership of PT Angkasa Pura	Tidak ada kepemilikan saham pada Angkasa Pura I	Has no shares of ownership in PT Angkasa Pura I
Periode Jabatan Term of Office	20 Maret 2020 – sekarang (Periode Pertama)	20 March 2020 – present (First Term)



Komisaris <i>Commissioner</i>	Erwan Agus Purwanto	
Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Klaten, 2 Agustus 1968	Klaten, 2 August 1968
Usia/Umur <i>Age</i>	53 tahun per Desember 2021	53 years old per December 2021
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	Indonesian Citizen
Domisili <i>Domicile</i>	Sleman, Indonesia	Sleman, Indonesia

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Sarjana (S1), Jurusan Ilmu Administrasi Negara Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada, 1992 Master (S2), Magister Administrasi Publik, Program Pasca Sarjana, Universitas Gadjah Mada, 1997 Doktor (S3), Amsterdam School for Social Science Research, Faculty of social and behavioural science Universitas Van Amsterdam, 2004 	<ul style="list-style-type: none"> <i>Bachelor degree in Public Administration, Department of Public Administration, Faculty of Social and Political Sciences, Gadjah Mada University, 1992</i> <i>Master of Public Administration, Postgraduate Program, Gadjah Mada University, 1997</i> <i>Doctorate, Amsterdam School for Social Science Research, Faculty of Social and Behavioral Science, University of Van Amsterdam, 2004</i>
Pelatihan/Sertifikasi <i>Training/Certification</i>	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.	<i>This information can be found on page 128 in the training table in this annual report</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Asisten Peneliti Pusat Studi Kependudukan UGM (1993-1995) Asisten Peneliti Magister Administrasi Publik UGM (1995-1997) Dosen Jurusan Manajemen dan Kebijakan Publik (tahun 1998-sekarang) Sekretaris program studi Magister Administrasi Publik, FISIPOL-UGM (tahun 2006-2012) Ketua program studi S2 dan S3 Manajemen dan Kebijakan Publik, FISIPOL UGM (tahun 2010-2012) Anggota Senat Akademik FISIPOL UGM (tahun 2010-2019) Anggota Dewan Pertimbangan Penelitian, Universitas Gadjah Mada, perwakilan dari FISIPOL UGM (tahun 2005-2007). Post Doctoral research fellow KITLV/Royal Netherlands Institute of Southeast Asian and Caribbean Studies, Leiden University (tahun 2009) Koordinator Tim Penyusunan Renstra UGM 2012-2017 (2012) Visiting senior research fellow, University of Agder, Norway (2016) Anggota Tim Seleksi Komisi Pemilihan Umum (KPU) dan Badan Pengawas Pemilu (Bawaslu) Republik Indonesia (2016) Panelis Debat Presiden dengan topik: Ideologi, Politik dan governance, pertahanan, dan urusan internasional (2019) Guru Besar dalam Bidang Kebijakan Publik, FISIPOL-UGM (2019) 	<ul style="list-style-type: none"> <i>Research Assistant at the Center for Population Studies, UGM (1993-1995)</i> <i>Research Assistant for Master of Public Administration at UGM (1995-1997)</i> <i>Lecturer in the Department of Management and Public Policy (1998-present)</i> <i>Secretary of the Master of Public Administration Study Program, FISIPOL-UGM (2006-2012)</i> <i>Head of the Master and Doctoral Program in Management and Public Policy, FISIPOL UGM (2010-2012)</i> <i>Member of Academic Senate, Faculty of Social and Political Science, UGM (2010-2019)</i> <i>Member of the Research Advisory Council, Gadjah Mada University, representative from Faculty of Social and Political Science, UGM (2005-2007).</i> <i>Post Doctoral research fellow KITLV/Royal Netherlands Institute of Southeast Asian and Caribbean Studies, Leiden University (2009)</i> <i>The 2012-2017 UGM Strategic Planning Team Coordinator (2012)</i> <i>Visiting senior research fellow, University of Agder, Norway (2016)</i> <i>Member of the Selection Team for the General Election Commission (KPU) and the Election Supervisory Board (Bawaslu) of the Republic of Indonesia (2016)</i> <i>Panelist for Presidential Debate with the topics: Ideology, Politics and governance, defense, and international affairs (2019)</i> <i>Professor in Public Policy, Faculty of Social and Political Science, UGM (2019)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Diangkat sebagai Komisaris Perseroan sejak 20 Maret 2020, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 hingga ada keputusan RUPS lebih lanjut	<i>Appointed as Commissioner of the Company on 20 March 2020, based on the Decree of the Minister of State-Owned Enterprises No. SK-85/MBU/03/2020 dated 20 March 2020, until there is further GMS resolution</i>
Jabatan Rangkap <i>Concurrent Position</i>	Guru Besar dalam Bidang Kebijakan Publik, FISIPOL-UGM (2019)	<i>Professor in Public Policy, Faculty of Social and Political Science, UGM (2019)</i>
Hubungan Afiliasi <i>Affiliate Relationship</i>	Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.	<i>The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders</i>
Kepemilikan Saham Angkasa Pura <i>Shares Ownership of PT Angkasa Pura</i>	Tidak ada kepemilikan saham pada Angkasa Pura I	<i>Has no shares of ownership in PT Angkasa Pura I</i>
Periode Jabatan <i>Term of Office</i>	20 Maret 2020 – sekarang (Periode Pertama)	<i>20 March 2020 – present (First Term)</i>

Profil Direksi

Profile of Board of Directors



Direktur Utama President Director		Faik Fahmi
Tempat dan Tanggal Lahir Place and Date of Birth	Purbalingga, 12 Desember 1967	Purbalingga, 12 December 1967
Usia/Umur Age	53 tahun per Desember 2020	53 years old per December 2020
Kewarganegaraan Citizenship	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta, Indonesia	Jakarta, Indonesia

Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana (S1), Ekonomi bidang Manajemen, Fakultas Ekonomi Universitas Gadjah Mada, Yogyakarta, 1993 Magister (S2), Magister Manajemen, Universitas Bina Nusantara, 2020 	<ul style="list-style-type: none"> Bachelor in Economic Management of Faculty of Economic Management from Gadjah Mada University, Yogyakarta, 1993 Master of Management of Magister of Management Program, Bina Nusantara University, 2020
Pelatihan/Sertifikasi Training/Certification	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini..	This information can be found on page 128 in the training table in this annual report
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> Direktur Utama Garuda Orient Holiday Japan, LTD (Januari 2010-April 2012) VP for Region Japan, Korea, China & USA (Membawahi 9 cabang) (Juli 2008-April 2012) Direktur Layanan PT Garuda Indonesia (Persero) Tbk (April 2012-Desember 2014) Direktur Komersial & Pengembangan Usaha PT Angkasa Pura II (Persero) (Januari 2015-11 September 2016) Direktur Pelabuhan PT ASDP Indonesia Ferry (Persero) (12 September 2016-21 Desember 2016) Direktur Utama PT ASDP Indonesia Ferry (Persero) (21 Desember 2016-22 Desember 2017) 	<ul style="list-style-type: none"> President Director of Garuda Orient Holiday Japan, LTD (January 2010 -April 2012) VP for Region Japan, Korea, China & USA (in charge of 9 branches) (July 2008 - April 2012) Director of Service at PT Garuda Indonesia (Persero) Tbk (April 2012-December 2014) Director of Commercial and Business Development at PT Angkasa Pura II (Persero) (January 2015-11 September 2016) Port Director at PT ASDP Indonesia Ferry (Persero) (12 September 2016-21 December 2016) President Director at PT ASDP Indonesia Ferry (Persero) (21 December 2016-22 December 2017)
Dasar Hukum Pengangkatan Legal Basis of Appointment	Diangkat sebagai Direktur Utama Perseroan sejak 22 Desember 2017, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-289/MBU/12/2017 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Direksi Perusahaan Perseroan (Persero), tanggal 22 Desember 2017, hingga keputusan RUPS lebih lanjut.	Appointed as President Director of the Company on 22 December 2017, based on the Decree of the Minister of State-Owned Enterprises No. SK-289/MBU/12/2017 concerning Dismissal and Appointment of Members of the Board of Directors of the Company, dated 22 December 2017, until there is a further GMS resolution
Jabatan Rangkap Concurrent Position	Selain menjabat sebagai Direktur Utama di PT Angkasa Pura I (Persero), saat ini beliau menjabat sebagai Komisaris Utama di PT Angkasa Pura Suport sejak 29 Desember 2017	Other than serving as the President Director of PT Angkasa Pura I (Persero), the incumbent is also holding the position of President Commissioner at PT Angkasa Pura Suport since 29 December 2017
Hubungan Afiliasi Affiliate Relationship	Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.	The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders
Kepemilikan Saham Angkasa Pura Shares Ownership of PT Angkasa Pura	Tidak ada kepemilikan saham pada Angkasa Pura I	Has no shares of ownership in PT Angkasa Pura I
Periode Jabatan Term of Office	22 Desember 2017 – sekarang (Periode Pertama).	22 December 2017 – present (First Term)



Direktur Pemasaran dan Pelayanan

Marketing and Services Director

Devy W.A. Suradji

Tempat dan Tanggal Lahir Jakarta, 9 April 1970
Place and Date of Birth Jakarta, 9 April 1970

Usia/Umur Age 50 tahun per Desember 2020
50 years old per Desember 2020

Kewarganegaraan Warga Negara Indonesia
Citizenship Indonesia Citizen

Domisili Domicile Jakarta, Indonesia
Jakarta, Indonesia

Riwayat Pendidikan *Educational Background*

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

Pelatihan/Sertifikasi *Training/Certification*

Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini. *This information can be found on page 128 in the training table in this annual report*

Pengalaman Kerja *Work Experience*

- General Manager Competency Management PT Surveyor Indonesia sejak (1996–2004)
- Managing Director Indonesia Friday Concepts Sdn. Bhd. (2005–2007)
- *Chief Consultant* di Tricon Group Indonesia (2007–2009)
- *Marketing and Communication Director* WWF Indonesia (2009–2016)
- Staf Khusus Menteri BUMN (2017)
- Komisaris PT Telkom Indonesia (Persero) Tbk (2017)
- *General Manager of Management Competency at PT Surveyor Indonesia (1996–2004)*
- *Managing Director of Indonesia Friday Concepts Sdn. Bhd. (2005–2007)*
- *Chief Consultant at Tricon Group Indonesia (2007–2009)*
- *Marketing and Communication Director of WWF Indonesia (2009–2016)*
- *Special Staff to the Minister of State-Owned Enterprises (2017)*
- *Commissioner at PT Telkom Indonesia (Persero) Tbk (2017)*

Dasar Hukum Pengangkatan *Legal Basis of Appointment*

Diangkat sebagai Direktur Pemasaran dan Pelayanan PT Angkasa Pura I (Persero) berdasarkan SK Menteri Negara BUMN No. SK-289/MBU/12/2017 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Direksi Perusahaan Perseroan (Persero) PT Angkasa Pura I Tanggal 22 Desember 2017, hingga ada keputusan RUPS lebih lanjut *Appointed as Marketing and Services Director of PT Angkasa Pura I (Persero) based on the Decree of the Minister of State-Owned Enterprises No. SK-289/MBU/12/2017 concerning Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I (Persero) dated 22 December 2017, until there is a further GMS resolution*

Jabatan Rangkap *Concurrent Position*

Selain menjabat sebagai Direktur Pemasaran dan Pelayanan PT Angkasa Pura I (Persero), saat ini Beliau 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 (Persero), the incumbent is also holding the position as President Commissioner of PT Angkasa Pura Hotel since 13 October 2020*

Hubungan Afiliasi *Affiliate Relationship*

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali. *The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders.*

Kepemilikan Saham Angkasa Pura *Shares Ownership of PT Angkasa Pura*

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

Periode Jabatan *Term of Office*

22 Desember 2017 – sekarang (Periode Pertama) *22 December 2017 – present (First Term)*

**Direktur Operasi**

Operation Director

Wendo Asrul Rose

Tempat dan Tanggal Lahir Padang, 29 Desember 1970 *Padang, 29 December 1970*
Place and Date of Birth

Usia/Umur Age 50 tahun per Desember 2020 *50 years old per December 2020*

Kewarganegaraan Warga Negara Indonesia *Indonesia Citizen*
Citizenship

Domisili Domicile Jakarta *Jakarta*

Riwayat Pendidikan <i>Educational Background</i>	Sarjana Teknik (S1), Teknik Mesin, Institut Sains dan Teknologi Nasional Jakarta, 1995	<i>Bachelor of Engineering in Mechanical Engineering from National Institute of Science and Technology, Jakarta, 1995</i>
Pelatihan/Sertifikasi <i>Training/Certification</i>	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.	<i>This information can be found on page 128 in the training table in this annual report</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> • Kepala Dinas Mekanikal dan Teknik Air PT Angkasa Pura I (Persero) Bandar Udara Juanda Surabaya (2003-2004) • Asisten Deputi Direktur Teknik Perencanaan PT Angkasa Pura I (Persero) (2004-2009) • Deputi Direktur Teknik Pengawasan PT Angkasa Pura I (Persero) (2009-2011) • Pimpinan Proyek Pengembangan Bandara Internasional Sepinggan PT Angkasa Pura I (Persero) (2011-2013). • <i>General Manager</i> Bandara Internasional Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan PT Angkasa Pura I (Persero) (2013-2015). • Direktur Operasi PT Angkasa Pura I (Persero) (2015-2020) • Pelaksana tugas Direktur Utama periode 20 November 2017 – 21 Desember 2017 berdasarkan Surat Keputusan Dewan Komisaris No.5/DK.AP.I/2017 	<ul style="list-style-type: none"> • <i>Department Head of Mechanics and Engineering at PT Angkasa Pura I (Persero) (2003-2004)</i> • <i>Assistant Deputy Director of Engineering and Planning at PT Angkasa Pura I (Persero) (2004-2009)</i> • <i>Deputy Director of Supervisory Engineering at PT Angkasa Pura I (Persero) (2009-2011)</i> • <i>Head of Sepinggan International Airport Development Project of PT Angkasa Pura I (Persero) (2011-2013).</i> • <i>General Manager of Sultan Aji Muhammad Sulaiman Sepinggan International Airport - Balikpapan of PT Angkasa Pura I (Persero) (2013-2015).</i> • <i>Operation Director of PT Angkasa Pura I (Persero) (2015-2020)</i> • <i>Acting President Director for the period of 20 November 2017 - 21 December 2017 based on the Decree of the Board of Commissioners No.5/DK.AP.I/2017</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Diangkat sebagai Direktur Operasi Perseroan 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	<i>Appointed as Operation Director of the Company based on the Decree of the Minister of State-Owned Enterprises in the General Meeting of Shareholders No. SK-386/MBU/12/2020 dated 1 December 2020, until there is a further GMS resolution</i>
Jabatan Rangkap <i>Concurrent Position</i>	Selain menjabat sebagai Direktur Operasi di PT Angkasa Pura I (Persero), saat ini menjabat sebagai Komisaris di PT Gapura Angkasa sejak 28 Agustus 2017	<i>Other than serving as Operation Director of PT Angkasa Pura I (Persero), the incumbent is also holding the position as Commissioner at PT Gapura Angkasa since 28 August 2017</i>
Hubungan Afiliasi <i>Affiliate Relationship</i>	Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	<i>The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders</i>
Kepemilikan Saham Angkasa Pura <i>Shares Ownership of PT Angkasa Pura</i>	Tidak ada kepemilikan saham pada Angkasa Pura I	<i>Has no shares of ownership in PT Angkasa Pura I</i>
Periode Jabatan <i>Term of Office</i>	1 Desember 2020 – sekarang	<i>1 December 2020 – present</i>



Direktur Teknik

Technical Director

Lukman F. Laisa

Tempat dan Tanggal Lahir / *Place and Date of Birth* Gorontalo, 6 Maret 1968 / *Gorontalo, 6 March 1968*

Usia/Umur / *Age* 52 tahun per Desember 2020 / *52 years old per December 2020*

Kewarganegaraan / *Citizenship* Warga Negara Indonesia / *Indonesian Citizen*

Domisili / *Domicile* Jakarta, Indonesia / *Jakarta, Indonesia*

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*

Pelatihan/Sertifikasi / *Training/Certification* Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini. / *This information can be found on page 128 in the training table in this annual report*

Pengalaman Kerja / *Work Experience*

- Staf Subdit Landasan Direktorat Teknik Bandar Udara, Kementerian Perhubungan (1993-2002)
- Kepala Seksi Pekerjaan Sipil Proyek Konstruksi Bandara Padang Baru, Kementerian Perhubungan (2002-2005)
- Staf Fasilitas Sisi Udara Direktorat Bandar Udara, Kementerian Perhubungan (2006)
- Kepala Seksi Program dan Standarisasi Prasarana Bandar Udara Direktorat Bandar Udara, Kementerian Perhubungan (2010-2013)
- Kepala Bidang P2B Kantor Otoritas Bandara Wilayah III Surabaya, Kementerian Perhubungan (2014-2015)
- Kepala Bagian Perencanaan Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan (2014-2015)
- Kepala Bandar Udara Wamena Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan (2015)
- Direktur Teknik Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan (2015- 2017)
- *Staff of Runway Sub-Directorate of Airport Engineering Directorate in the Ministry of Transportation (1993-2002)*
- *Section Head of Civil Works for Padang Baru Construction Project in the Ministry of Transportation (2002-2005)*
- *Staff of Airside Facilities of Airport Directorate in the Ministry of Transportation (2006)*
- *Section Head of the Airport Infrastructure Program and Standardization of Airport Directorate in the Ministry of Transportation (2010-2013)*
- *Section Head of P2B of the Surabaya Region III Airport Authority Office in the Ministry of Transportation (2014-2015)*
- *Section Head of Planning of Directorate General of Civil Aviation in the Ministry of Transportation (2014-2015)*
- *Head of Wamena Airport of Directorate General of Civil Aviation in the Ministry of Transportation (2015)*
- *Technical Director of the Public Company of Air Navigation Service Provider Agency (2015-2017)*

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, hingga ada keputusan RUPS lebih lanjut / *Appointed as Technical Affairs Director based on the Decree of the Minister of State-Owned Enterprises in the General Meeting of Shareholders No. SK-53/MBU/03/2018 dated 5 March 2018, until there is a further GMS resolution*

Jabatan Rangkap / *Concurrent Position* Selain menjabat sebagai Direktur Utama di PT Angkasa Pura I (Persero), beliau juga menjabat sebagai anggota Dewan Komisaris Jasamarga Bali Tol sejak tanggal 20 Juni 2020. / *Other than serving as Technical Affairs Director of PT Angkasa Pura I (Persero), the incumbent is also holding the position as Commissioner at Jasamarga Bali Tol since 20 June 2020*

Hubungan Afiliasi / *Affiliate Relationship* Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya. / *The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners*

Kepemilikan Saham Angkasa Pura / *Shares Ownership of PT Angkasa Pura* Tidak ada kepemilikan saham pada Angkasa Pura I / *Has no shares of ownership in PT Angkasa Pura I*

Periode Jabatan / *Term of Office* 5 Maret 2018 – sekarang (Periode Pertama). / *5 March 2018 – present (First Term)*

**Direktur Pengembangan Usaha***Business Development Director***Dendi T. Danianto**

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Bogor, 5 Februari 1972	<i>Bogor, 5 February 1972</i>
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Usia/Umur <i>Age</i>	48 tahun per Desember 2020	<i>48 years old per December 2020</i>
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Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
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Domisili <i>Domicile</i>	Bintaro, Tangerang Selatan	<i>Bintaro, Tangerang Selatan</i>
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Riwayat Pendidikan <i>Educational Background</i>	Bachelor of Business Administration (BBA), Banking & Finance, Philippine School of Business Administration Manila, Filipina 1994	<i>Bachelor of Business Administration (BBA), Banking & Finance, Philippine School of Business Administration Manila, Philippine, 1994</i>
Pelatihan/Sertifikasi <i>Training/Certification</i>	Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.	<i>This information can be found on page 128 in the training table in this annual report</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> • <i>Brand Promotion Executive</i> Disney Consumer Product Indonesia (1996-1998) • <i>Regional Marketing Manager</i> Philip Morris Indonesia (1998-2004) • <i>Country Branding Leader</i> GE Money Indonesia (2004-2007) • <i>Head of Corporate & Product Marketing</i> PT Bank Central Asia Tbk (2007-2010) • <i>Vice President Digital Media Business</i> PT Telkom Indonesia (Persero) Tbk (2011-2015) • <i>Vice President Integrated Marketing Communications</i> PT Pertamina (Persero) (2015-2018) • <i>Vice Secretary General</i> INASGOC (Indonesia Asian Games Organising Committee) (2017-2018) • <i>Chief Executive Officer</i> Jendela Teknologi Indonesia (2019-2020) 	<ul style="list-style-type: none"> • <i>Brand Promotion Executive at</i> Disney Consumer Product Indonesia (1996-1998) • <i>Regional Marketing Manager at</i> Philip Morris Indonesia (1998-2004) • <i>Country Branding Leader at</i> GE Money Indonesia (2004-2007) • <i>Head of Corporate & Product Marketing at</i> PT Bank Central Asia Tbk (2007-2010) • <i>Vice President Digital Media Business at</i> PT Telkom Indonesia (Persero) Tbk (2011-2015) • <i>Vice President Integrated Marketing Communications at</i> PT Pertamina (Persero) (2015-2018) • <i>Vice Secretary General at</i> INASGOC (Indonesia Asian Games Organising Committee) (2017-2018) • <i>Chief Executive Officer at</i> Jendela Teknologi Indonesia (2019-2020)
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	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, hingga ada keputusan RUPS lebih lanjut	<i>Appointed as Business Development Director based on the Decree of the Minister of State-Owned Enterprises in the General Meeting of Shareholders No. SK-74/MBU/03/2020 dated 13 March 2020, until there is a further GMS resolution</i>
Jabatan Rangkap <i>Concurrent Position</i>	Selain menjabat sebagai Direktur Pengembangan Usaha di PT Angkasa Pura I (Persero), saat ini juga menjabat sebagai Komisaris Utama di PT Angkasa Pura Properti sejak tanggal 13 Oktober 2020.	<i>Other than serving as Business Development Director of PT Angkasa Pura I (Persero), the incumbent is also holding the position as President Commissioner at PT Angkasa Pura Properti since 13 October 2020</i>
Hubungan Afiliasi <i>Affiliate Relationship</i>	Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali	<i>The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders</i>
Kepemilikan Saham Angkasa Pura <i>Shares Ownership of PT Angkasa Pura</i>	Tidak ada kepemilikan saham pada Angkasa Pura I	<i>Has no shares of ownership in PT Angkasa Pura I</i>
Periode Jabatan <i>Term of Office</i>	13 Maret 2020 – sekarang (Periode Pertama)	<i>13 March 2020 – present (First Term)</i>



Direktur Keuangan

Finance Director

Andy S. Bratamihardja

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Bandung, 6 April 1971	Bandung, 6 April 1971
Usia/Umur <i>Age</i>	49 tahun per Desember 2020	49 years old per December 2020
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	Indonesian Citizen
Domisili <i>Domicile</i>	Jakarta, Indonesia	Jakarta, Indonesia

Riwayat Pendidikan

Educational Background

- Sarjana (S1), *Management Science*, University of California, San Diego, 1994
- *Master of Science* (S2), Finance, George Washington University, Amerika Serikat, 1995
- *Bachelor of Management Science* from University of California, San Diego, 1994
- *Master of Finance* from The George Washington University, United States, 1995

Pelatihan/Sertifikasi

Training/Certification

Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini. *This information can be found on page 128 in the training table in this annual report*

Pengalaman Kerja

Work Experience

- Direktur Investment Banking PT ABN AMRO Asia Securities Indonesia (200-2008)
- Direktur Keuangan PT Trisurya Lintas Energy, Trisurya Group (2008-2010)
- Direktur Merger & Akuisisi Regional PT CIMB Securities Indonesia (2010-2015)
- Direktur Utama PT Roschild Indonesia (2015-2017)
- SEVP Investment Banking PT Mandiri Sekuritas (2017-2018)
- Direktur Investment Banking PT Mandiri Sekuritas (2018-2020)
- *Director of Investment Banking at PT ABN AMRO Asia Securities Indonesia (200-2008)*
- *Finance Director at PT Trisurya Lintas Energy, Trisurya Group (2008-2010)*
- *Director of Merger & Acquisition Regional at PT CIMB Securities Indonesia (2010-2015)*
- *President Director at PT Rothschild Indonesia (2015-2017)*
- *SEVP of Investment Banking at PT Mandiri Sekuritas (2017-2018)*
- *Director of Investment Banking at PT Mandiri Sekuritas (2018-2020)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Keuangan berdasarkan SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-74/MBU/03/2020 tanggal 13 Maret 2020, hingga ada keputusan RUPS lebih lanjut. *Appointed as Finance Director based on the Decree of the Minister of State-Owned Enterprises in the General Meeting of Shareholders No. SK-74/MBU/03/2020 dated 13 March 2020, until there is a further GMS resolution*

Jabatan Rangkap

Concurrent Position

Selain menjabat sebagai Direktur Keuangan di PT Angkasa Pura I (Persero), saat ini beliau menjabat sebagai Komisaris Utama di PT Angkasa Pura Logistik sejak 28 September 2020. *Other than serving as Finance Director of PT Angkasa Pura I (Persero), the incumbent is also holding the position as President Commissioner at PT Angkasa Pura Logistik since 28 September 2020*

Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali. *The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders*

Kepemilikan Saham Angkasa Pura

Shares Ownership of PT Angkasa Pura

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

Periode Jabatan

Term of Office

13 Maret 2020 – sekarang (Periode Pertama) *13 March 2020 – present (First Term)*

**Direktur Kepatuhan, Aset, dan Pengadaan***Compliance, Assets, and Procurement Director***Israwadi**

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Medan, 23 Agustus 1971	Medan, 23 August 1971
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Usia/Umur <i>Age</i>	49 tahun per Desember 2020	49 years per December 2020
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Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	Indonesian Citizen
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Domisili <i>Domicile</i>	Jakarta, Indonesia	Jakarta, Indonesia
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Riwayat Pendidikan
Educational Background

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

Pelatihan/Sertifikasi
Training/Certification

Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini. *This information can be found on page 128 in the training table in this annual report*

Pengalaman Kerja
Work Experience

- Staf Biro Tata Usaha BUMN Bagian Perum, Sekretariat Jenderal, Departemen Perhubungan (1996-1998)
- Dosen Fakultas Teknik Industri Universitas Trisakti (1997-2009)
- Staf Perencanaan, Pengembangan, dan Kerjasama Luar Negeri, SubDit. Perencanaan, Informasi, dan Pengembangan PT Angkasa Pura I (Persero) (1998-2003)
- Anggota tetap Tim Privatisasi PT Angkasa Pura I (Persero) (2003-2004)
- Analis Anggaran & PKBL, Deputi Direktur Anggaran & PKBL PT Angkasa Pura I (Persero) (2004-2006)
- Analis Perbendaharaan, Deputi Perbendaharaan PT Angkasa Pura I (Persero) (2006-2008)
- Asisten Sekretaris Perusahaan bid. Pengelolaan Dana, Deputi Direktorat Perbendaharaan PT Angkasa Pura I (Persero) (2008-2010)
- Staf Khusus Direksi PT Angkasa Pura I (Persero) (2011-2012)
- Direktur Keuangan dan Administrasi PT Angkasa Pura Properti (2012-2013)
- Direktur Keuangan, Personalia & Administrasi PT Angkasa Pura Hotel (2013-2016)
- Komisaris PT Angkasa Pura Retail (Persero) (2015-2016)
- *Corporate Secretary* Angkasa Pura I (2016-2018)
- *Vice President Internal Audit* Angkasa Pura I (2018-2020)
- *Staff of State Owned Enterprise Administration Bureau, Public Company Division, Secretariat General, Ministry of Transportation (1996-1998)*
- *Lecturer at the Faculty of Industrial Engineering, Trisakti University (1997-2009)*
- *Staff of Planning, Development and International Cooperation, Sub-Directorate of Planning, Information, and Development of PT Angkasa Pura I (Persero) (1998-2003)*
- *Permanent member of Privatization Team at PT Angkasa Pura I (Persero) (2003-2004)*
- *Budget Analyst & PKBL, Deputy Director of Budget & PKBL of PT Angkasa Pura I (Persero) (2004-2006)*
- *Treasury Analyst, Deputy Treasury of PT Angkasa Pura I (Persero) (2006-2008)*
- *Assistant Corporate Secretary in Fund Management, Deputy Directorate of Treasury, PT Angkasa Pura I (Persero) (2008-2010)*
- *Special Staff of the Board of Directors of PT Angkasa Pura I (Persero) (2011-2012)*
- *Director of Finance and Administration of PT Angkasa Pura Properti (2012-2013)*
- *Director of Finance, Personnel & Administration of PT Angkasa Pura Hotel (2013-2016)*
- *Commissioner of PT Angkasa Pura Retail (Persero) (2015-2016)*
- *Corporate Secretary at Angkasa Pura I (2016-2018)*
- *Vice President Internal Audit at Angkasa Pura I (2018-2020)*

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, hingga ada keputusan RUPS lebih lanjut *Appointed as Compliance, Assets, and Procurement Director based on the Decree of the Minister of State-Owned Enterprises in the General Meeting of Shareholders No. SK-74/MBU/03/2020 dated 13 March 2020, until there is a further GMS resolution*

Jabatan Rangkap
Concurrent Position

Selain menjabat sebagai Direktur Kepatuhan, Aset dan Pengadaan di PT Angkasa Pura I (Persero), beliau juga menjabat Pembina Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) sejak 28 Juli 2020. *Other than serving as Compliance, Assets, and Procurement Director of PT Angkasa Pura I (Persero), the incumbent is also holding the position as Supervisor of Employee Welfare Foundation Angkasa Pura I (YAKKAP I) since 28 July 2020*

Hubungan Afiliasi
Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali *The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders*

Kepemilikan Saham Angkasa Pura
Shares Ownership of PT Angkasa Pura

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

Periode Jabatan
Term of Office

13 Maret 2020 – sekarang (Periode Pertama) *13 March 2020 – present (First Term)*



Direktur Sumber Daya Manusia dan Umum

Human Capital and General Affairs Director

M. Arifin Firdaus

Tempat dan Tanggal Lahir Bandung, 11 Oktober 1968
Place and Date of Birth Bandung, 11 October 1968

Usia/Umur Age 52 tahun per Desember 2020
Age 52 years per December 2020

Kewarganegaraan Warga Negara Indonesia
Citizenship Indonesian Citizen

Domisili Domicile Jakarta, Indonesia
Domicile Jakarta, Indonesia

Riwayat Pendidikan
Educational Background

- Sarjana Hukum (S1), Hukum Internasional, Universitas Parahyangan, Bandung, 1991
- *Bachelor of Law in International Law from Parahyangan University, Bandung, 1991*

Pelatihan/Sertifikasi
Training/Certification

Informasi dapat dilihat di halaman 128 pada tabel pelatihan di laporan tahunan ini.
This information can be found on page 128 in the training table in this annual report

Pengalaman Kerja
Work Experience

- Customer Service Officer, PT. Bank Mandiri (Persero) Tbk. (1998 – 1999)
- AM Legal Advise, PT. Bank Mandiri (Persero) Tbk. (1999 – 2003)
- SRM Legal Advise, PT. Bank Mandiri (Persero) Tbk. (2003 – 2006)
- PS Legal 1. PT. Bank Mandiri (Persero) Tbk. (2006)
- DH Legal & Litigation, PT. Bank Mandiri (Persero) Tbk. (2006 – 2010)
- Group Head Legal, PT. Bank Mandiri (Persero) Tbk. (2010 – 2016)
- Group Head Corporate Banking VII, PT. Bank Mandiri (Persero) Tbk. (2016 – 2017)
- Group Head Institutional Banking, PT. Bank Mandiri (Persero) Tbk. (2017)
- Group Head Wholesale Credit Litigation, PT. Bank Mandiri (Persero) Tbk. (2017 – 2019)
- Group Head Legal, PT. Bank Mandiri (Persero) Tbk. (2019)
- Senior Executive Vice President Special Asset Management, PT. Bank Mandiri (Persero) Tbk. (2019 – 2020)
- *Customer Service Officer, PT. Bank Mandiri (Persero) Tbk. (1998 – 1999)*
- *AM Legal Advise, PT. Bank Mandiri (Persero) Tbk. (1999 – 2003)*
- *SRM Legal Advise, PT. Bank Mandiri (Persero) Tbk. (2003 – 2006)*
- *PS Legal 1. PT. Bank Mandiri (Persero) Tbk. (2006)*
- *DH Legal & Litigation, PT. Bank Mandiri (Persero) Tbk. (2006 – 2010)*
- *Group Head Legal, PT. Bank Mandiri (Persero) Tbk. (2010 – 2016)*
- *Group Head Corporate Banking VII, PT. Bank Mandiri (Persero) Tbk. (2016 – 2017)*
- *Group Head Institutional Banking, PT. Bank Mandiri (Persero) Tbk. (2017)*
- *Group Head Wholesale Credit Litigation, PT. Bank Mandiri (Persero) Tbk. (2017 – 2019)*
- *Group Head Legal, PT. Bank Mandiri (Persero) Tbk. (2019)*
- *Senior Executive Vice President Special Asset Management, PT. Bank Mandiri (Persero) Tbk. (2019 – 2020)*

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Diangkat sebagai Direktur Operasi Perseroan 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 based on the Decree of the Minister of State-Owned Enterprises in the General Meeting of Shareholders No. SK-386/MBU/12/2020 dated 1 December 2020, until there is a further GMS resolution

Jabatan Rangkap
Concurrent Position

Tidak memiliki jabatan rangkap
The Incumbent does not have multiple positions

Hubungan Afiliasi
Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali
The incumbent does not have any affiliate relationship to any other members in the Board of Directors or Board of Commissioners, nor Main and Controlling Shareholders

Kepemilikan Saham Angkasa Pura
Shares Ownership of PT Angkasa Pura

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

Periode Jabatan
Term of Office

01 Desember 2020 – Sekarang (Periode Pertama)
1 December 2020 – present (First Period)

Profil Pejabat Eksekutif

Profile of Executive Officer



Handy Heryudhitiawan

Vice President Corporate Secretary

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jakarta, 25 Agustus 1976	<i>Jakarta, 25 August 1976</i>
Usia/Umur <i>Age</i>	44 tahun per Desember 2020	<i>44 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi (S1), Manajemen Ekonomi Publik, Sekolah Tinggi Ilmu Administrasi, Lembaga Administrasi Negara, 2003
- Magister Manajemen (S2), Universitas Muslim Indonesia, Makassar, 2005
- *Bachelor of Economics in Public Economic Management from College of Administrative Sciences, State Administration Institute, 2003*
- *Master degree in Management from Indonesian Muslim University, Makassar, 2005*

Pengalaman Kerja

Work Experience

- General Manager Bandara Syamsudin Noor - Banjarmasin (2015 - 2017)
- General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan - Balikpapan (2017 - 2018)
- *General Manager of Syamsudin Noor Airport - Banjarmasin (2015 - 2017)*
- *General Manager of Sultan Aji Muhammad Sulaiman Sepinggan Airport - Balikpapan (2017 - 2018)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Corporate Secretary sejak 28 Agustus 2018 berdasarkan SK Direksi No. SKEP.1649/KP.07.03/2018

Serving as Vice President Corporate Secretary since 28 August 2018 based on the Board of Directors Decree No. SKEP.1649/KP.07.03/2018



Widya Wiedagdo

Vice President Internal Audit

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Ujung Pandang, 3 Juli 1971	<i>Ujung Pandang, 3 July 1971</i>
Usia/Umur <i>Age</i>	49 tahun per Desember 2020	<i>49 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

Sarjana Ekonomi (S1) Manajemen Universitas Pancasila, 1994

Bachelor of Economics in Management from Pancasila University, 1994

Pengalaman Kerja

Work Experience

- Proyek Enterprise Resource Planning Kantor Pusat AP I (2014 - 2016)
- Direktur Operasi & Pengembangan Bisnis PT Angkasa Pura Retail (2016 - 2017)
- PLT. Direktur Utama PT Angkasa Pura Retail (2017 - 2018)
- Vice President Compliance & Risk Management (2018 - Juli 2020)
- Risk Management Advisor (Juli 2020)
- Vice President Internal Audit (November 2020)
- *Enterprise Resource Planning Project of Angkasa Pura I Head Office (2014 - 2016)*
- *Director of Operations & Business Development of PT Angkasa Pura Retail (2016 - 2017)*
- *Acting President Director of PT Angkasa Pura Retail (2016 - 2018)*
- *Vice President Compliance and Risk Management (2018 - July 2020)*
- *Risk Management Advisor (July 2020)*
- *Vice President Internal Audit (November 2020)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Internal Audit sejak 13 November 2020 berdasarkan SK Direksi No. SKEP.DU.1740/KP.07.03/2020

Serving as Vice President Internal Audit since 13 November 2020 based on the Board of Directors Decree No. SKEP.DU.1740/KP.07.03/2020

Vice President Internal Audit diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris.
The Vice President Internal Audit is appointed and dismissed by the President Director with the approval of the Board of Commissioners.



I Wayan Sutawijaya

Vice President Legal and Compliance

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jembrana, Bali, 4 Maret 1967	<i>Jembrana, Bali, 4 March 1967</i>
Usia/Umur <i>Age</i>	53 tahun per Desember 2020	<i>53 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> • Sarjana Hukum (S1), Universitas 17 Agustus 1945, Semarang, 1995 • Magister Manajemen (S2), STIE Mitra Indonesia, Yogyakarta, 2002 	<ul style="list-style-type: none"> • <i>Bachelor of Law from 17 August 1945 University, Semarang, 1995</i> • <i>Master degree of Management from STIE Mitra Indonesia, Yogyakarta, 2002</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> • Head of Procurement (2013 - 2015) • Head of Legal & Compliance (2015 - 2018) • Vice President Legal & Compliance (2018 - Sekarang) 	<ul style="list-style-type: none"> • <i>Head of Procurement (2013 - 2015)</i> • <i>Head of Legal & Compliance (2015 - 2018)</i> • <i>Vice President Legal & Compliance (2018 - Present)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Legal & Compliance sejak 16 Juli 2018 berdasarkan SK Direksi No. SKEP.1130/KP.07.03/2018	<i>Serving as Vice President Legal & Compliance since 16 July 2018 based on the Board of Directors Decree No. SKEP.1130/KP.07.03/2018</i>



Doni Asriyado

PTS Vice President Corporate Planning & Transformation

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jakarta, 20 Maret 1984	<i>Jakarta, 20 March 1984</i>
Usia/Umur <i>Age</i>	36 tahun per Desember 2020	<i>36 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> • Sarjana Teknik Informatika (S1), Universitas Budi Luhur, lulus tahun 2006 • Magister Manajemen Strategik (S2), Universitas Indonesia, lulus tahun 2012 	<ul style="list-style-type: none"> • <i>Bachelor of Informatics Engineering from Budi Luhur University, graduated in 2016</i> • <i>Master of Strategic Management from University of Indonesia, graduated in 2012</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> • Senior Manager Organization Development & Change Management (Agustus 2016 - Oktober 2019) • Transformation Management Office (Oktober 2019 - Juli 2020) • PTS. Vice President Corporate Planning and Transformation (2020 - Sekarang) 	<ul style="list-style-type: none"> • <i>Senior Manager Organization Development & Change Management (August 2016 – October 2019)</i> • <i>Transformation Management Office (October 2019 – July 2020)</i> • <i>Vice President Corporate Planning and Transformation Ad Interim (2020 - Present)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai PTS. Vice President Corporate Planning and Transformation sejak tanggal 16 Juli 2020 berdasarkan Surat Perintah Direksi Nomor: PRIN.DU.150/OM.07.03/2020	<i>Serving as Acting Vice President Corporate Planning & Transformation since 16 July 2020 based on the Board of Directors Decree No. PRIN.DU.150/OM.07.03/2020</i>



Toni Alam

Vice President Risk Management

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Tanjung Balai Karimun, 4 Maret 1968	<i>Tanjung Balai Karimun, 4 March 1968</i>
Usia/Umur <i>Age</i>	52 tahun per Desember 2020	<i>52 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Sarjana Teknik Sipil (S1), Universitas Indonesia, 1992 Magister Teknik Sipil - Manajemen Konstruksi (S2), Universitas Indonesia, 2011 	<ul style="list-style-type: none"> <i>Bachelor of Civil Engineering from University of Indonesia, 1992</i> <i>Master of Civil Engineering, Construction Management Department, University of Indonesia, 2011</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Wasbid Teknik, Internal Audit (2015 - 2016) Project Manager Proyek Pengembangan Bandara Internasional Ahmad Yani, Semarang (2016 - 2020) 	<ul style="list-style-type: none"> <i>Supervisor for Engineering, Internal Audit (2015-2016)</i> <i>Project Manager of Ahmad Yani International Airport Development Project, Semarang (2016 – 2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Risk Management sejak tanggal 1 Agustus 2020 berdasarkan Surat Perintah Direksi No.: SKEP.DU.999/KP.07.03/2020	<i>Serving as Vice President Risk Management since 1 August 2020 based on the Board of Directors Decree No. SKEP.DU.999/KP.07.03/2020</i>



Cecep Marga Sonjaya

Vice President Airport Operation

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Bandung, 3 Februari 1965	<i>Bandung, 3 February 1965</i>
Usia/Umur <i>Age</i>	55 tahun per Desember 2020	<i>55 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Sarjana Sains Terapan (S1) Universitas STPI tahun lulus 2000 Sarjana Ekonomi, (S1), Universitas Mahasaraswati, tahun lulus 2000 Magister Manajemen (S2), Universitas Sahid, tahun lulus 2009 	<ul style="list-style-type: none"> <i>Bachelor of Applied Science from STPI University, graduated in 2000</i> <i>Bachelor of Economics from Mahasaraswati University, graduated in 2000</i> <i>Master of Management from Sahid University, graduated in 2019</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Training and Development Group Head (tahun 2013 - 2016) General Manager UPG (tahun 2016 - 2018) 	<ul style="list-style-type: none"> <i>Training and Development Group Head (2013 - 2016)</i> <i>General Manager of UPG (2016 - 2018)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Airport Operation sejak tanggal 1 Maret 2019 berdasarkan Surat Perintah Direksi No SKEP.211/KP.07.03/2019	<i>Serving as Vice President Airport Operation since 1 March 2019 based on the Board of Directors Decree No SKEP.211/KP.07.03/2019</i>



Dony Subardono

Vice President Airport Security

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jakarta, 12 Juli 1976	Jakarta, 12 July 1976
Usia/Umur <i>Age</i>	44 Tahun per Desember 2020	44 years old per December 2020
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	Indonesian Citizen
Domisili <i>Domicile</i>	Daerah Istimewa Yogyakarta, Indonesia	Yogyakarta Special Region, Indonesia

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi (S1), STIE Mahardhika Surabaya, tahun lulus 2017
- Magister Management (S2), STIE Mahardhika Surabaya, tahun lulus 2020
- Magister Business Administration (S2), Universitas Gadjah Mada, (tahun 2020 - sekarang)
- Bachelor of Economics from STIE Mahardika, Surabaya, graduated in 2017
- Master of Management from STIE Mahardika, Surabaya, graduated in 2020
- Master of Business Administration from Gadjah Mada University (2020 – present)

Pengalaman Kerja

Work Experience

- Screening Check Point Security Section Head (1 Januari 2013 - 8 November 2013)
- Screening Check Point Department Head (8 November 2013 - 23 April 2015)
- Vice President Airport Security (23 April 2015 - sekarang)
- Screening Check Point Security Section Head (1 January 2013 - 8 November 2013)
- Screening Check Point Department Head (8 November 2013 - 23 April 2015)
- Vice President Airport Security (23 April 2015 - present)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Airport Security sejak tanggal 23 April 2015 berdasarkan Surat Perintah Direksi Nomor SKEP.702/KP.07.03/2015

Serving as Vice President Airport Security since 23 April 2015 based on the Board of Directors Decree No. SKEP.702/KP.07.03/2015



Salim

Vice President Airport Safety

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Kediri, 20 Juni 1976	Kediri, 20 June 1976
Usia/Umur <i>Age</i>	44 tahun per Desember 2020	44 years old per December 2020
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	Indonesian Citizen
Domisili <i>Domicile</i>	Jakarta, Indonesia	Jakarta, Indonesia

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi, (S1), Universitas Mahasaraswati, tahun lulus 2002
- Bachelor of Economics from Mahasaraswati University, graduated in 2002

Pengalaman Kerja

Work Experience

- Safety Management System Senior Manager – PST (tahun 2018 – 2019)
- Airport Planning, Safety Health Environment, Quality & Risk Management Senior Manager – Sub (tahun 2019 – 2020)
- Safety Management System Senior Manager – PST (2018 – 2019)
- Airport Planning, Safety Health Environment, Quality & Risk Management Senior Manager – Sub (2019 – 2020)

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Airport Safety sejak tanggal 11 Juni 2020 berdasarkan Surat Perintah Direksi No. SKEP. DU.665/KP.07.03/2020

Serving as Vice President Airport Safety since 11 June 2020 based on the Board of Directors Decree No. SKEP. DU.665/KP.07.03/2020

**Dadang Dian Hendiana***Vice President Airport Equipment Management*

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Ciamis, 10 Mei 1965	<i>Ciamis, 10 May 1965</i>
Usia/Umur <i>Age</i>	55 tahun per Desember 2020	<i>55 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	Sarjana Sains Terapan (S1), Politeknik Penerbangan Indonesia Curug, tahun lulus 2002	<i>Bachelor of Applied Science from Indonesian Aviation Polytechnic – Curug, graduated in 2002</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> • Airport Facilities Departement Head (tahun 2016 - 2017) • Project Manager Proyek Pengembangan Syamsudin Noor - Banjarmasin (tahun 2017 - 2019) 	<ul style="list-style-type: none"> • <i>Airport Facilities Department Head (2016 - 2017)</i> • <i>Project Manager of Syamsudin Noor Airport – Banjarmasin Development Project (2017 - 2019)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Airport Equipment Management sejak tanggal 31 Jan 2020 berdasarkan Surat Perintah Direksi No SKEP.71/KP.07.01/2020	<i>Serving as Vice President Airport Equipment Management since 31 January 2020 based on the Board of Directors Decree No SKEP.71/KP.07.01/2020</i>

**R. Sujiastono***Vice President Airport Facilities Management*

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Lahat, 15 April 1966	<i>Lahat, 15 April 1966</i>
Usia/Umur <i>Age</i>	54 tahun per Desember 2020	<i>54 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> • Sarjana Teknik Sipil (S1), Universitas Sriwijaya Palembang, tahun lulus 1990 • Magister PSP (S2), Ilmu Administrasi, Universitas Samratulangi Manado, tahun lulus 1999 	<ul style="list-style-type: none"> • <i>Bachelor of Engineering from Sriwijaya University, Palembang, graduated in 1990</i> • <i>Master of PSP from Sam Ratulangi University, Manado, graduated in 1999</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> • Project Manager Proyek Persiapan Pembangunan Bandara YIA (tahun 2015 - 2018) • Project Manager Airport Development (tahun 2018 - 2020) 	<ul style="list-style-type: none"> • <i>Project Manager of YIA Construction Preparation Project (2015 – 2018)</i> • <i>Project Manager Airport Development (2018 - 2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Airport Facilities Management sejak tanggal 21 Juli 2020 berdasarkan Surat Perintah Direksi No.SKEP.DU.895/KP.07.03/2020	<i>Serving as Vice President Airport Facilities Management since 21 July 2020 based on the Board of Directors Decree No.SKEP.DU.895/KP.07.03/2020</i>



Dwi Tedjowati

Vice President Airport Development Project

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Yogyakarta, 5 Maret 1965	<i>Yogyakarta, 5 March 1965</i>
Usia/Umur <i>Age</i>	56 tahun per Desember 2020	<i>56 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	Sarjana Teknik Sipil (S1), Universitas Indonesia, tahun lulus 1990	<i>Bachelor of Engineering from University of Indonesia, graduated in 1990</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Project Management Office Group (tahun 2013 - 2016) Vice President Airport Facilities and Maintenance (tahun 2016-2020) 	<ul style="list-style-type: none"> <i>Project Management Office Group (2013 - 2016)</i> <i>Vice President Airport Facilities and Maintenance (2016 - 2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Airport Development Project sejak tanggal 21 Juli 2020 berdasarkan Surat Perintah Direksi No.SKEP.DU.895/KP.07.03/2020	<i>Serving as Vice President Airport Development Project since 21 July 2020 based on the Board of Directors Decree No.SKEP.DU.895/KP.07.03/2020</i>



Rahadian D. Yogisworo

Vice President Aeronautical Business and Airline Development

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jombang, 18 Juli 1972	<i>Jombang, 18 July 1972</i>
Usia/Umur <i>Age</i>	48 tahun per Desember 2020	<i>48 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	Sarjana Ekonomi (S1), Universitas Universitas 17 Agustus Surabaya, 1996	<i>Bachelor of Economics from 17 August 1945 University, Surabaya, 1996</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Route Development and Marketing Department Head (2012 - 2016) Co. General Manager Commercial Bandara I Gusti Ngurah Rai Bali (2016 - 2019) 	<ul style="list-style-type: none"> <i>Route Development and Marketing Department Head (2012 - 2016)</i> <i>Co. General Manager Commercial of I Gusti Ngurah Rai Airport - Bali (2016 - 2019)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Aeronautical Business sejak tanggal 1 Maret 2019 berdasarkan SK Direksi No. SKEP.213/KP.07.03/2019	<i>Serving as Vice President Aeronautical Business since 1 March 2019 based on the Board of Directors Decree No. SKEP.213/KP.07.03/2019</i>



Ahmad Syaugi Shahab

Vice President Non Aeronautical Business

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Palembang, 04 September 1976	<i>Palembang, 04 September 1976</i>
Usia/Umur <i>Age</i>	44 tahun per Desember 2020	<i>44 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> • Sarjana Ekonomi Akuntansi (S1), Universitas UNIBA Balikpapan, tahun lulus 1999 • Magister Manajemen Strategy (S2), Universitas MercuBuana, tahun lulus 2006 	<ul style="list-style-type: none"> • <i>Bachelor of Accounting from UNIBA University, Balikpapan, graduated in 1999</i> • <i>Master of Management Strategy from Mercubuana University, graduated in 2006</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> • General Manager Sam Ratulangi Manado (tahun 2015) • Vice President Aeronautical Business (tahun 2015 - 2018) 	<ul style="list-style-type: none"> • <i>General Manager of Sam Ratulangi Airport - Manado (2015)</i> • <i>Vice President Aeronautical Business (2015 - 2018)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Non Aeronautical Business sejak tanggal 16 Juli 2018 berdasarkan Surat Perintah Direksi No SKEP.1130/KP.07.03/2018	<i>Serving as Vice President Non-Aeronautical Business since 16 July 2018 based on the Board of Directors Decree No. SKEP.1130/KP.07.03/2018</i>



Indah Preastuty

Vice President Airport Operational Service & Hospitality

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Sidoarjo, 28 November 1966	<i>Sidoarjo, 28 November 1966</i>
Usia/Umur <i>Age</i>	56 tahun per Desember 2020	<i>56 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> • Sarjana Teknik Arsitektur (S1), Universitas Brawijaya, tahun lulus 1991 • Magister Manajemen (S2), Universitas Sebelas Maret, tahun lulus 2010 	<ul style="list-style-type: none"> • <i>Bachelor of Architectural Engineering from Brawijaya University, graduated in 1999</i> • <i>Master of Management from Sebelas Maret University, graduated in 2010</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> • Co. General Manager Bandara Sultan Hasanuddin Makassar (tahun 2016 - 2018) • General Manager Bandara Syamsudin Noor Banjarmasin (tahun 2018 - 2020) 	<ul style="list-style-type: none"> • <i>Co. General Manager of Sultan Hasanuddin Airport – Makassar (2016 – 2018)</i> • <i>General Manager of Syamsudin Noor Airport – Banjarmasin (2018 – 2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Airport Operational Service and Hospitality sejak 16 Juli 2020 berdasarkan Surat Perintah Direksi No SKEP.DU.876/KP.07.03/2020	<i>Serving as Vice President Airport Operational Service and Hospitality since 16 July 2020 based on the Board of Directors Decree No. SKEP.DU.876/KP.07.03/2020</i>



Ramdan Pradarma

Vice President Business and Asset Development

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jakarta, 12 Januari 1965	<i>Jakarta, 12 January 1965</i>
Usia/Umur <i>Age</i>	55 tahun per Desember 2020	<i>55 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana Management Informatika (S1), Universitas Gunadarma, tahun lulus 1992
- Magister Teknologi Informasi (S2), Universitas Indonesia, tahun 2010
- *Bachelor of Informatics Management from Gunadarma University, graduated in 1992*
- *Master of Information Technology from University of Indonesia, 2010*

Pengalaman Kerja

Work Experience

- Vice President Airport Services (tahun 2016-2018)
- Vice President Corporate Planning & Transformation (tahun 2018- 2020)
- *Vice President Airport Services (2016-2018)*
- *Vice President Corporate Planning & Transformation (2018- 2020)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Business and Asset Development sejak tanggal 16 Juli 2018 berdasarkan SK Direksi No. SKEP.1130/KP.07.03/2018

Serving as Vice President Business and Asset since 16 July 2018 based on the Board of Directors Decree No. SKEP.1130/KP.07.03/2018



Bambang Arsanto

Vice President Business Portfolio and Subsidiary Management

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jakarta, 12 Januari 1977	<i>Jakarta, 12 January 1977</i>
Usia/Umur <i>Age</i>	43 tahun per Desember 2020	<i>43 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi (S1), Universitas Trisakti, tahun lulus 2020
- Magister Pasar Uang Pasar Modal (S2), Universitas Indonesia, tahun lulus 2006
- *Bachelor of Economics from Trisakti University, graduated in 2020*
- *Master of Capital Market and Money Market from University of Indonesia, 2006*

Pengalaman Kerja

Work Experience

- Affiliate and New Portfolio Senior Manager (tahun 2018 - 2019)
- Subsidiary Companies Senior Manager (tahun 2019)
- *Affiliate and New Portfolio Senior Manager (2018 - 2019)*
- *Subsidiary Companies Senior Manager (2019)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai PTS. Vice President Business Portfolio and Subsidiary Management sejak 7 Oktober 2019 berdasarkan Surat Perintah Direksi No PRIN.DP.492/OM.07.03/2019

Serving as Acting Vice President Business Portfolio and Subsidiary Management since 7 October 2019 based on the Board of Directors Decree No. PRIN.DP.492/OM.07.03/2019



Gilang Pramono Seto

Vice President Technology and Innovation

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Yogyakarta, 19 September 1965	<i>Yogyakarta, 19 September 1965</i>
Usia/Umur <i>Age</i>	55 tahun per Desember 2020	<i>55 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Sarjana Teknik Elektro (S1), Institut Teknologi Indonesia (ITI), tahun lulus 1993 GSM Engineer Alcatel Academy Germany, tahun lulus 1996 	<ul style="list-style-type: none"> <i>Bachelor of Electrical Engineering from Indonesian Institute of Technology (ITI), graduated in 1993</i> <i>GSM Engineer of Alcatel Academy, Germany, graduated in 1996</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Vice President Information Technology PT XL Axiata Indonesia Tbk (2011-2013) CEO & CO-Founder Alfamart Towers (tahun 2013-2020) 	<ul style="list-style-type: none"> <i>Vice President Information Technology of PT XL Axiata Indonesia Tbk (2011-2013)</i> <i>CEO & CO-Founder Alfamart Towers (2013-2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Technology and Innovation sejak tanggal 16 Juli 2020 berdasarkan Surat Perintah Direksi No SKEP.DU. 1326 / KP.07.03 / 2020	<i>Serving as Acting Vice President Technology and Innovation since 16 July 2020 based on the Board of Directors Decree No SKEP.DU.1326/KP.07.03/2020</i>



Sulistyowati Dewi

Vice President Accounting

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Magelang, 17 Januari 1969	<i>Magelang, 17 January 1969</i>
Usia/Umur <i>Age</i>	51 tahun per Desember 2020	<i>51 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Sarjana Ekonomi (S1), Universitas Gadjah Mada, 1993 Magister Strategic Management (S2), Universitas Airlangga, 2013 	<ul style="list-style-type: none"> <i>Bachelor of Economics from Gadjah Mada University, 1993</i> <i>Master of Strategic Management from Airlangga University, 2013</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Anggota Dewan Pengawas Yayasan Kesejahteraan Karyawan PT Angkasa Pura I (tahun 2015 - 2017) Accounting Group Head Kantor Pusat - Jakarta PT Angkasa Pura I (tahun 2015 - 2018) 	<ul style="list-style-type: none"> <i>Member of Supervisory Board of Employee Welfare Foundation of Angkasa Pura I (YAKKAP I) (2015 - 2017)</i> <i>Accounting Group Head at Head Office - Jakarta PT Angkasa Pura I (2015 - 2018)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Accounting sejak tanggal 16 Juli 2018 berdasarkan Surat Perintah Direksi No SKEP.1130/KP.07.03/2018	<i>Serving as Vice President Accounting since 16 July 2018 based on the Board of Directors Decree No. SKEP.1130/KP.07.03/2018</i>



Joel Siahaan

PTS. Vice President Finance

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Simalungun, 14 Maret 1976	<i>Simalungun, 14 March 1976</i>
Usia/Umur <i>Age</i>	44 tahun per Desember 2020	<i>44 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi (S1), Universitas Gajah Mada, tahun lulus 1999
- *Bachelor of Economics from Gadjah Mada University, graduated in 1999*
- Magister Sains Manajemen (S2), Universitas Indonesia, tahun lulus 2012
- *Master of Management Science from University of Indonesia, graduated in 2012*

Pengalaman Kerja

Work Experience

- Fund Management Senior Manager (13 September 2016 - 06 April 2020)
- *Fund Management Senior Manager (13 September 2016 - 6 April 2020)*
- Human Capital Support Expert Level III (06 April 2020 - 21 September 2020)
- *Human Capital Support Expert Level III (6 April 2020 - 21 September 2020)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai PTS. Vice President Finance sejak tanggal 21 September 2020 berdasarkan Surat Perintah Direksi No. PRIN.DP.212/OM.03.02/2020

Serving as Acting Vice President (Unit) Finance since 21 September 2020 based on the Board of Directors Decree No. PRIN.DP.212/OM.03.02/2020



Maya Damayanti

Vice President Procurement

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Palembang, 25 Mei 1971	<i>Palembang, 25 May 1971</i>
Usia/Umur <i>Age</i>	49 tahun per Desember 2020	<i>49 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana Teknik Sipil (S1), Universitas Indonesia, tahun lulus 1995
- *Bachelor of Civil Engineering from University of Indonesia, graduated in 1995*
- Magister Manajemen Keuangan (S2), Prasetiya Mulya Business School, tahun lulus 2010
- *Master of Financial Management from Prasetiya Mulya Business School, graduated in 2010*

Pengalaman Kerja

Work Experience

- Civil Airside Departement Head, Kantor Pusat (2013 - 2018)
- *Civil Airside Department Head, Head Office (2013 - 2018)*
- Airport Facilities Readiness Departement Head Bandara Juanda - Surabaya (2018 - 2019)
- *Airport Facilities Readiness Department Head at Juanda Airport - Surabaya (2018 - 2019)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Procurement sejak tanggal 1 April 2019, berdasarkan Surat Perintah Direksi No. SKEP.635/KP.07.01/2019

Serving as Vice President (Unit) Procurement since 1 April 2019 based on the Board of Directors Decree No. SKEP.635/KP.07.01/2019



Djoko Wahyono

Vice President Human Capital

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Semarang, 30 Agustus 1970	<i>Semarang, 30 August 1970</i>
Usia/Umur <i>Age</i>	50 tahun per Desember 2020	<i>50 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana Akuntansi (S1), STIE Dharma Putra, tahun lulus 2006.
- *Bachelor of Accounting, graduated in 2016*
- Magister of Science (S2), STIE Dharma Putra Semarang tahun 2010
- *Master of Science from STIE Dharma Putra Semarang, 2010*

Pengalaman Kerja

Work Experience

- Budget Management Departement Head (tahun 2014 - 2016)
- *Budget Management Department Head (2014 - 2016)*
- Human Capital Support Expert (tahun 2017 - 2018)
- *Human Capital Support Expert (2017 - 2018)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Human Capital sejak tanggal 16 Juli 2018 berdasarkan Surat Perintah Direksi No. SKEP.1955/KP.07.03/2018

Serving as Vice President Human Capital since 16 July 2018 based on the Board of Directors Decree No. SKEP.1955/KP.07.03/2018.



Imron Qodari

Vice President Training & People Development

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jakarta, 22 November 2020	<i>Jakarta, 22 November 2020</i>
Usia/Umur <i>Age</i>	50 tahun per Desember 2020	<i>50 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana Ekonomi (S1), IKOPIN Bandung, tahun lulus 1994
- *Bachelor of Economics from IKOPIN Bandung, graduated in 1994*
- Magister Management (S2), STIE Jakarta, tahun 2005
- *Master of Management from STIE Jakarta, 2005*

Pengalaman Kerja

Work Experience

- Organisation & Change Management Department Head (2012 - 2013)
- *Organisation & Change Management Department Head (2012 - 2013)*
- Vice President Human Capital (2014 - 2018)
- *Vice President Human Capital (2014 - 2018)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Training and People Development sejak tanggal 27 September 2018 berdasarkan Surat Perintah Direksi No SKEP.1956/KP.07.03/2018

Serving as Vice President Training and People Development since 27 September 2018 based on the Board of Directors Decree No. SKEP.1956/KP.07.03/2018



Rini Asriningsih

Vice President General Services and Corporate Administration

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Sleman, 19 Oktober 1966	<i>Sleman, 19 October 1966</i>
Usia/Umur <i>Age</i>	54 tahun per Desember 2020	<i>54 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana (S1) Jurusan Hukum Perdata, dari Universitas Gadjah Mada Yogyakarta, tahun lulus 1992
- *Bachelor's Degree in Civil Law from Gadjah Mada University, Yogyakarta (1992)*
- Magister (S2), Jurusan Hukum Bisnis, dari Universitas Padjajaran Bandung, tahun lulus 2006
- *Master's Degree in Business Law from Padjajaran University, Bandung (2006)*

Pengalaman Kerja

Work Experience

- Head of Procurement (Agustus 2016 – Agustus 2018)
- *Head of Procurement (August 2016 – August 2018)*
- Ketua Tim Pengalihan Bandara Baru (September 2018 – Maret 2019)
- *Chair of the New Airport Transfer Team (September 2018 – March 2019)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President General Services sejak 2 April 2019 berdasarkan SK Direksi No. SKEP.631/KP.07.03/2019

Serving as Vice President General Services since 2 April 2019 based on the Board of Directors Decree No. SKEP.631/KP.07.03/2019



Nur Sapto Winoto

Vice President Corporate Social Responsibility

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Klaten, 25 April 1968	<i>Klaten, 25 April 1968</i>
Usia/Umur <i>Age</i>	52 tahun per Desember 2020	<i>52 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan

Educational Background

- Sarjana (S1), jurusan Elektronika dan Instrumentasi, Universitas Gadjah Mada, tahun lulus 1992
- *Bachelor's Degree, Electronics and Instrumentation Program, Gadjah Mada University, 1992*
- Magister (S2), Administrasi Bisnis, Institut Teknologi Bandung, tahun lulus 1995
- *Master of Business Administration, Bandung Institute of Technology, 1995*

Pengalaman Kerja

Work Experience

- Training & Development Group Head (2016 - 2018)
- *Training & Development Group Head (2016 - 2018)*

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Menjabat sebagai Vice President Corporate Social Responsibility sejak 27 September 2018 berdasarkan SK Direksi No. SKEP.1957/KP.07.03/2018

Serving as Vice President Corporate Social Responsibility since 27 September 2018 based on the Board of Directors Decree No. SKEP.1957/KP.07.03/2018



Widodo
Vice President Airport Planning and Environment

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Medan, 29 Juni 1967	<i>Medan, 29 June 1967</i>
Usia/Umur <i>Age</i>	53 tahun per Desember 2020	<i>53 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	Sarjana Teknik Sipil (S1) Universitas Atma Jaya Yogyakarta, tahun lulus 1993	<i>Bachelor of Civil Engineering from Atma Jaya University, Yogyakarta, graduated in 1993</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Airport Facilities Readiness Group Head (1 Januari 2013-Agustus 2016) Project Management Office Group Head (September 2016 -Juli 2018) 	<ul style="list-style-type: none"> <i>Airport Facilities Readiness Group Head (1 January 2013-August 2016)</i> <i>Project Management Office Group Head (September 2016 – July 2018)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Airport Engineering sejak tanggal 16 Juli 2018 berdasarkan Surat Perintah Direksi No.SKEP.1130/KP.07.03/2018	<i>Serving as Vice President Airport Engineering since 16 July 2018 based on the Board of Directors Decree No. SKEP.1130/KP.07.03/2018</i>



Yudhaprana Sugarda
Vice President Airport Branding & Service Experience

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Jakarta, 23 Januari 1967	<i>Jakarta, 23 January 1967</i>
Usia/Umur <i>Age</i>	53 tahun per Desember 2020	<i>53 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Sarjana Arsitektur (S1), Universitas Katolik Parahyangan, tahun lulus 1991 Magister Airport Management (S2) Ecole Nationale de L'Aviation Civile (ENAC) France, tahun lulus 1996 	<ul style="list-style-type: none"> <i>Bachelor of Architecture from Parahyangan Catholic University, graduated in 1991</i> <i>Master of Airport Management from Ecole Nationale de L'Aviation Civile (ENAC) France, graduated in 1996</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Airport Planning Group Head (tahun 2016 - 2018) Vice President Airport Service & Hospitality (tahun 2018 - 2020) 	<ul style="list-style-type: none"> <i>Airport Planning Group Head (2016 - 2018)</i> <i>Vice President Airport Service & Hospitality (2018 - 2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Airport Branding and Service Experience sejak tanggal 16 Juli 2020 berdasarkan Surat Perintah Direksi No SKEP.DU.875/KP.07.03/2020	<i>Serving as Vice President (Unit) Airport Branding and Service Experience since 16 July 2020 based on the Board of Directors Decree No. SKEP.DU.875/KP.07.03/2020</i>



Rene van Joost
Vice President Cargo and Logistic Development

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Surabaya, 02 Desember 1970	<i>Surabaya, 2 December 1970</i>
Usia/Umur <i>Age</i>	50 tahun per Desember 2020	<i>50 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	Sarjana (S1), Universitas 17 Agustus 1945, tahun lulus 1995.	<i>Bachelor's Degree from 17 August 1945 University, graduated in 1995</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Cargo Expert to Director of Cargo and Business Development Garuda Indonesia (2019-2020) Senior Advisor PT Pos Logistik (Pos Indonesia Group) (2020) 	<ul style="list-style-type: none"> <i>Cargo Expert to Director of Cargo and Business Development Garuda Indonesia (2019-2020)</i> <i>Senior Advisor PT Pos Logistik (Pos Indonesia Group) (2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Cargo and Logistic Development sejak tanggal 4 Januari 2021 berdasarkan Surat Keputusan Direksi No SKEP.DU.01/KP.03.06/2021	<i>Serving as Vice President Cargo and Logistic Development since 4 January 2021 based on the Board of Directors Decree No. SKEP.DU.01/KP.03.06/2021</i>



Farid Indra Nugraha

Vice President Asset Management

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Balikpapan, 12 Maret 1970	<i>Balikpapan, 12 March 1970</i>
Usia/Umur <i>Age</i>	50 tahun per Desember 2020	<i>50 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Sarjana (S1) Ilmu Hukum, STHB (Sekolah Tinggi Hukum Bandung), tahun lulus 1993 Magister (S2) Magister Hukum, Universitas Airlangga, tahun lulus 2004 	<ul style="list-style-type: none"> <i>Bachelor of Law from Bandung School of Law (STHB), graduated in 1993</i> <i>Master of Law from Airlangga University, graduated in 2004</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Direktur Operasi, Marketing & Design PT Angkasa Pura Hotel (2015 - 2018) General Manager Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (2018 - 2020) 	<ul style="list-style-type: none"> <i>Director of Operation, Marketing & Design of PT Angkasa Pura Hotel (2015 – 2018)</i> <i>General Manager at Sultan Aji Muhammad Sulaiman Sepinggan Airport -Balikpapan (2018 - 2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Asset Management sejak tanggal 16 Juli 2020 berdasarkan Surat Keputusan Direksi No SKEP.DU.872/KP.07.03/2020	<i>Serving as Vice President Asset Management since 16 July 2020 based on the Board of Directors Decree No. SKEP.DU.872/KP.07.03/2020</i>



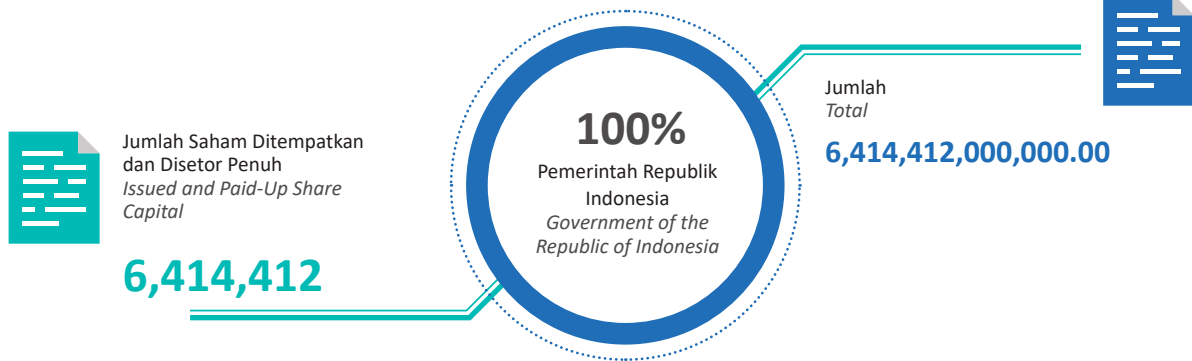
Dewa Putu Sudarma

Vice President Shared Service Management

Tempat dan Tanggal Lahir <i>Place and Date of Birth</i>	Negara, Bali, 20 Januari 1966	<i>Negara, Bali, 20 January 1966</i>
Usia/Umur <i>Age</i>	54 tahun per Desember 2020	<i>54 years old per December 2020</i>
Kewarganegaraan <i>Citizenship</i>	Warga Negara Indonesia	<i>Indonesian Citizen</i>
Domisili <i>Domicile</i>	Jakarta, Indonesia	<i>Jakarta, Indonesia</i>

Riwayat Pendidikan <i>Educational Background</i>	<ul style="list-style-type: none"> Sarjana (S1) Ekonomi Akuntansi, Sekolah Tinggi Ilmu Ekonomi PIONEER Manado, tahun lulus 1999 Magister (S2) Manajemen, Universitas Pembangunan Nasional Veteran Surabaya, tahun lulus 2009 	<ul style="list-style-type: none"> <i>Bachelor of Accounting from Economic Science High School (STIE) Pioneer, Manado, graduated in 1999</i> <i>Master of Management from Veteran National Development University of Surabaya, graduated in 2009</i>
Pengalaman Kerja <i>Work Experience</i>	<ul style="list-style-type: none"> Shared Service Department Head di Kantor Cabang Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (Juni 2015 - Juni 2018) Brand Manager PT Angkasa Pura Logistic (Juni 2018 - Juni 2020) 	<ul style="list-style-type: none"> <i>Shared Service Department Head at the Branch Office of Sultan Aji Muhammad Sulaiman Sepinggan Airport - Balikpapan (June 2015 - June 2018)</i> <i>Brand Manager of PT Angkasa Pura Logistic (June 2018 - June 2020)</i>
Dasar Hukum Pengangkatan <i>Legal Basis of Appointment</i>	Menjabat sebagai Vice President Shared Services Management sejak tanggal 16 Juli 2020 berdasarkan Surat Perintah Direksi No SKEP.DU.881/KP.07.03/2020	<i>Serving as Vice President Shared Services Management since 16 July 2020 based on the Board of Directors Decree No. SKEP.DU.881/KP.07.03/2020.</i>

Komposisi Pemegang Saham Shareholder Composition



PT Angkasa Pura I (Persero) merupakan Badan Usaha Milik Negara yang 100% sahamnya dimiliki oleh Negara Republik Indonesia. Dalam laporan ini, Perseroan tidak melaporkan informasi saham berikut ini:

- komposisi 20 pemegang saham terbesar;
- komposisi pemegang saham 5% atau lebih;
- komposisi pemegang saham masyarakat kurang dari 5% atau lebih;
- kepemilikan saham oleh Dewan Komisaris dan Direksi.

PT Angkasa Pura I (Persero) is a State-Owned Enterprise whose shares are 100% owned by the Republic of Indonesia. In this report, the Company does not report the following share information:

- *Composition of 20 largest shareholders;*
- *Composition of 5% or more shareholders;*
- *Composition of less than 5% community shareholders;*
- *Share ownership by Board of Commissioners and Directors*

Struktur Grup Perusahaan Company Group Structure



Sampai dengan akhir periode pelaporan tahun 2020, Pemerintah Indonesia merupakan Pemegang saham utama dan Pengendali PT Angkasa Pura I (Persero). Terdapat lima anak perusahaan dan dua lembaga dana pensiun yang dimiliki oleh Angkasa Pura I, serta terdapat dua perusahaan yang diinvestasikan oleh Angkasa Pura I dengan kepemilikan saham maksimal sepuluh persen. PT Angkasa Pura I (Persero) tidak memiliki Entitas Induk, Perusahaan Joint Venture, dan Special Purpose Vehicle (SPV).

As of end of the 2020 reporting period, the Government of the Republic of Indonesia is the Main and Controlling Shareholder of PT Angkasa Pura I (Persero). The Company owns five subsidiaries and two pension fund institutions, as well as investments in two companies with a maximum share ownership of ten percent. PT Angkasa Pura I (Persero) does not have a Parent Entity, Joint Venture Company, and Special Purpose Vehicle (SPV).

Entitas Anak, Entitas Asosiasi, dan Yayasan Subsidiaries, Associated Entities, and Foundations

Entitas Anak Subsidiaries

PT Angkasa Pura I (Persero) memiliki entitas anak yang beroperasi dalam berbagai bidang yang mendukung kegiatan operasional Angkasa Pura I meliputi transportasi, hotel, dan properti. Dengan dijalankannya bisnis yang relevan dengan kegiatan operasi Angkasa Pura I, Perseroan berharap dapat meningkatkan pendapatan bisnis dari sektor non-aeronautika dan dapat meningkatkan *Customer Satisfaction Index* (CSI). Pada akhir periode pelaporan tanggal 31 Desember 2020, Angkasa Pura I telah memiliki lima entitas anak.

PT Angkasa Pura I (Persero) has subsidiaries engaged in various fields to support the Company's operational activities, including transportation, hotels and property. By running the businesses relevant to the Company's operational activities, the Company expects to increase the non-aeronautical business revenue and increase Customer Satisfaction Index (CSI) score. At the end of the reporting period on December 31, 2020, Angkasa Pura I owned five subsidiaries.

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Subsidiaries of PT Angkasa Pura I (Persero) per 31 December 2020

Nama Name	Kegiatan Usaha Business Line	Kepemilikan Saham Share Ownership	Tahun Pendirian Year of Establishment	Status Operasi Operational Status	Jumlah Aset (dalam juta Rp) Total Assets (in million Rp)
PT Angkasa Pura Logistik	Transportasi Transportation	99.72%	2012	Beroperasi Operating	775,304
PT Angkasa Pura Hotel	Hotel Hotel	99.99%	2012	Beroperasi Operating	671,262
PT Angkasa Pura Properti	Properti Property	99.96%	2012	Beroperasi Operating	615,551
PT Angkasa Pura Suport	Jasa Service	99.81%	2012	Beroperasi Operating	1,332,875
PT Angkasa Pura Retail	Trading Trading	97.50%	2014	Beroperasi Operating	74,210

PT Angkasa Pura Logistik

PT Angkasa Pura Logistik merupakan entitas anak Angkasa Pura I yang bergerak di bidang pengelola jasa terkait (kargo dan pos), *warehousing*, *regulated agent*, dan logistik. Pendirian PT Angkasa Pura Logistik telah disetujui oleh Dewan Komisaris PT Angkasa Pura I (Persero) tertuang dalam Surat Keputusan Dewan Komisaris No. 194/DK.AP/2011. Kemudian, PT Angkasa Pura Logistik didirikan dengan Akta Pendirian Perusahaan No. 01 oleh Notaris Nanda Fauz Iwan S.H., M.Kn. tanggal 6 Januari 2012 yang telah disahkan melalui Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-03158.AH.01.01. tertanggal 18 Januari 2012 serta diumumkan dalam Berita Negara Republik Indonesia No. 32 tanggal 19 April 2013, Tambahan Berita Negara Republik Indonesia No. 10269 ("Akta Pendirian PT Angkasa Pura Persero").

PT Angkasa Pura Logistik

PT Angkasa Pura Logistik is a subsidiary of Angkasa Pura I engaged in managing related services (cargo and post), warehousing, regulated agents, and logistics. The establishment of PT Angkasa Pura Logistik has been approved by the Board of Commissioners of PT Angkasa Pura I (Persero) as set forth in the Decree of the Board of Commissioners No. 194/DK.AP/2011. 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 Decree of the Minister of Law and Human Rights No. AHU-03158.AH.01.01. dated 18 January 2012 and has been published in the State Gazette of the Republic of Indonesia No. 32 dated 19 April 2013, Supplement to the State Gazette of the Republic of Indonesia No. 10269 ("Deed of Establishment of PT Angkasa Pura Logistik").

Perubahan anggaran dasar terakhir pada PT Angkasa Pura Logistik berdasarkan pada Akta Pernyataan Keputusan Para Pemegang Saham No. 08 tanggal 18 Juli 2018, dengan Notaris Nanda Fauz Iwan, S.H., M.Kn. yang telah memperoleh persetujuan Kementerian Hukum dan Hak Asasi Manusia berdasarkan Keputusan No. AHU-AH.01.03-0223815 tanggal 19 Juli 2018.

The latest amendment to the articles of association of PT Angkasa Pura Logistik was based on the Deed of Resolutions of the Shareholders No. 08 dated 18 July 2018, 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. AHU-AH.01.03-0223815 dated 19 July 2018.

VISI VISSION

Menjadi perusahaan jasa logistik nasional terpadu dan terpercaya di Indonesia.
To become an integrated and reliable national logistics services company in Indonesia

MISI MISSION

- Menyediakan jasa logistik terpadu yang solutif, profesional, dan inovatif untuk kepuasan konsumen.
 - Meningkatkan kapabilitas, membangun kapasitas, dan kesejahteraan karyawan.
 - Mengembangkan sinergi dengan mitra usaha.
 - Memaksimalkan nilai bagi pemegang saham dan pemangku kepentingan lainnya.
 - Memberi kontribusi yang positif kepada masyarakat dan lingkungan.
- *To provide integrated logistics services that are solutive, professional and innovative for customer satisfaction.*
 - *To improve the capability, build employee capacity, and prosperity.*
 - *To develop synergy with business partners.*
 - *To maximize values for shareholders and other stakeholders.*
 - *To make a positive contribution to society and the environment.*

Komposisi Kepemilikan Saham PT Angkasa Pura Logistik Per 31 Desember 2020

Shareholding Composition of PT Angkasa Pura Logistik per 31 December 2020

Pemegang Saham <i>Shareholder</i>	Penyertaan Modal <i>Capital Investment</i>	Lembar Saham <i>Stock Unit</i>	Persentase <i>Percentage</i>
PT Angkasa Pura I (Persero)	Rp180,750,000,000.00	180,750	99.72%
Pusat Koperasi Karyawan PT Angkasa Pura I (Persero) <i>Employee Cooperative Center of PT Angkasa Pura I (Persero)</i>	Rp500,000,000.00	500	0.28%

Dewan Komisaris dan Direksi PT Angkasa Pura Logistik terdiri atas:

The Composition of the Board of Commissioners and Board of Directors of PT Angkasa Pura Logistics is as follows:

Komisaris Utama <i>President Commissioner</i> Andy Saleh Bratamihardja	Komisaris <i>Commissioner</i> Dody Ruswandi	Komisaris <i>Commissioner</i> M. Kholid Syeirazi	Direktur Utama <i>President Director</i> Danny P. Thaharsyah
Direktur Operasi <i>Operation Director</i> Akhmad Munir	Direktur Keuangan dan Administrasi <i>Finance and Administration Director</i> Ridwan Moeis	Plt. Direktur Pengembangan Usaha <i>Ad Interim of Business Development Director</i> Danny P. Thaharsyah	

PT Angkasa Pura Hotel

PT Angkasa Pura Hotel merupakan entitas anak Angkasa Pura I yang bergerak di bidang usaha perhotelan, lounge, Food & Beverage Retail, inflight catering, dan services. Pendirian PT Angkasa Pura Hotel telah disetujui oleh Dewan Komisaris PT Angkasa Pura I (Persero) tertuang dalam Surat Keputusan Dewan Komisaris No. 192/DK.API/2011 tanggal 15 Desember 2011. Dasar pendirian PT Angkasa Pura Hotel

PT Angkasa Pura Hotel

PT Angkasa Pura Hotel is a subsidiary of Angkasa Pura I engaged in the business of hotel operations lounge, Food & Beverage Retail, inflight catering, and services. PT Angkasa Pura Hotel was established upon the approval of the Board of Commissioners of PT Angkasa Pura I (Persero) as stated in the Decree of the Board of Commissioners No. 192/DK.API/2011 dated 15 December 2011. PT Angkasa Pura Hotel was established based on the

yaitu Akta Pendirian Perusahaan No. 03 oleh Notaris Nanda Fauz Iwan, S.H., M.Kn. tanggal 6 Januari 2012 dan mendapat pengesahan hukum dari Kementerian Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-03688.AH.01.01 tanggal 20 Januari 2012. Perubahan anggaran dasar terakhir pada PT Angkasa Pura Hotel berdasarkan pada Akta Pernyataan Keputusan Para Pemegang Saham No. 12 tanggal 10 November 2020, dengan Notaris Nanda Fauz Iwan, S.H., M.Kn. yang telah memperoleh persetujuan Kementerian Hukum dan Hak Asasi Manusia berdasarkan Keputusan No. AHU-AH.01.03-0405971 tanggal 10 November 2020.

Company Establishment Deed No. 03 by Notary Nanda Fauz Iwan, S.H., M.Kn. dated January 6, 2012 and has been ratified by the Minister of Law and Human Rights through the Decree No. AHU-03688.AH.01.01 dated January 20, 2012. PT Angkasa Pura Hotel underwent the latest amendment to the Articles of Association based on the Deed of Shareholders Decree No. 12 dated 10 November 2020 by Notary Nanda Fauz Iwan, S.H., M.Kn. and has been ratified by the Minister of Law and Human Rights based on Decree No. AHU-AH.01.03-0405971 dated 10 November 2020.

VISI VISSION

Menjadi Perusahaan Hospitality terbaik di Indonesia.
To Become the Best Hospitality Company in Indonesia.

MISI MISSION

- | | |
|---|--|
| <p>A. Memberikan Pengalaman Pelanggan yang Aman, Mudah dan Nyaman</p> <p>1) Aman</p> <ul style="list-style-type: none"> • Memastikan Keamanan dan keselamatan semua tamu dan staf; • Memastikan tingkat pengembalian investasi yang stabil dalam bisnis. <p>2) Mudah</p> <ul style="list-style-type: none"> • Membantu semua tamu dengan cara terbaik dalam memanfaatkan waktu perjalanan mereka; • Membantu induk perusahaan mencapai prestasi tertinggi di industri bandara. <p>3) Nyaman</p> <ul style="list-style-type: none"> • Meningkatkan kualitas pengalaman perjalanan. <p>B. Menciptakan Value untuk para Stakeholders</p> <ul style="list-style-type: none"> • Customer • Government • Stakeholders • Employee | <p>A. Providing a Safe, Easy and Comfortable Customer Experience</p> <p>1) Safe</p> <ul style="list-style-type: none"> • Ensuring the safety and security of all guests and staff. • Ensuring a stable rate of return on investment in business. <p>2) Easy</p> <ul style="list-style-type: none"> • Assisting all guests in the best possible way to make the best use of their travel time. • Assisting the parent company to achieve the highest achievements in the airport industry. <p>3) Comfortable</p> <ul style="list-style-type: none"> • Improve quality of travel experience. <p>B. Creating Value for Stakeholders</p> <ul style="list-style-type: none"> • Customer • Government • Stakeholders • Employee |
|---|--|

Komposisi Kepemilikan Saham PT Angkasa Pura Hotel per 31 Desember 2020

Shareholding Composition of PT Angkasa Pura Hotel per 31 December 2020

Pemegang Saham <i>Shareholder</i>	Penyertaan Modal <i>Capital Investment</i>	Lembar Saham <i>Stock Unit</i>	Persentase <i>Percentage</i>
PT Angkasa Pura I (Persero)	Rp649,864,000,000.00	649,864	99.99%
Pusat Koperasi Karyawan PT Angkasa Pura I (Persero) <i>Employee Cooperative Center of PT Angkasa Pura I (Persero)</i>	Rp40,000,000.00	40	0.01%

Susunan Dewan Komisaris dan Direksi PT Angkasa Pura Hotel terdiri atas:

The Composition of the Board of Commissioners and Board of Directors of PT Angkasa Pura Hotel is as follows:

Komisaris Utama <i>President Commissioner</i> Devy Suradji	Komisaris <i>Commissioner</i> Rudyandi Praditya	Komisaris <i>Commissioner</i> Najih Prastiyo	Komisaris <i>Commissioner</i> Leonardy Putra Negara Siregar
Direktur Utama <i>President Director</i> Bendady Hindom Pramono	Plt. Direktur Keuangan, Personalia dan Administrasi <i>Ad Interim of Finance, Personnel and Administration Director</i> Riko Hendrawan	Pts. Direktur Desain, Operasi dan Marketing <i>Finance, Personnel and Administration Director</i> Bendady Hindom Pramono	

PT Angkasa Pura Properti

PT Angkasa Pura Properti merupakan entitas anak Angkasa Pura I yang bergerak di bidang usaha properti dan kontraktor. Pendirian PT Angkasa Pura Properti telah disetujui oleh Dewan Komisaris PT Angkasa Pura I (Persero) 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 dengan Notaris Nanda Fauz Iwan, S.H., M.Kn. dan mendapat pengesahan hukum dari Kementerian Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-03704.AH.01.01 tanggal 20 Januari 2012. Perubahan anggaran dasar terakhir pada PT Angkasa Pura Properti berdasarkan pada Akta Pernyataan Keputusan Para Pemegang Saham No. 20 tanggal 27 Oktober 2020, dengan Notaris Nanda Fauz Iwan, S.H., M.Kn. dan mendapat pengesahan hukum dari Kementerian Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-AH.01.03-0402212 tanggal 27 Oktober 2020.

PT Angkasa Pura Properti

PT Angkasa Pura Properti is a subsidiary of Angkasa Pura I engaged in the property and contractors. PT Angkasa Pura Properti was established based on the approval of the Board of Commissioners of PT Angkasa Pura I (Persero) as stated in the Decree of the Board of Commissioners No. 193/DK.API/2011 dated 15 December 2011. PT Angkasa Pura Properti was established based on the Company Establishment Deed No. 02 dated January 6, 2012 by Notary Nanda Fauz Iwan, S.H., M.Kn. and has been ratified by the Minister of Law and Human Rights through Decree No. AHU-03704.AH.01.01 dated January 20, 2012. PT Angkasa Pura Properti underwent the latest amendment to the Articles of Association based on the Deed of Shareholders Decree No. 20 dated 27 October 2020 by Notary Nanda Fauz Iwan, S.H., M.Kn. and has been ratified by the Minister of Law and Human Rights through Decree No. AHU-AH.01.03-0402212 dated 27 October 2020.

VISI VISSION

Menjadi pengembang properti terpercaya untuk kawasan bandara dan sekitar di Indonesia. Secara Khusus PT Angkasa Pura Properti merupakan *Airport City Developer*.
To become a trusted property developer for airport area and its surroundings in Indonesia. Particularly, PT Angkasa Pura Properti is an Airport City Developer.

MISI MISSION

- Mengembangkan lahan-lahan yang dimiliki Perusahaan Induk sesuai potensi dan tren pasar dengan memperhatikan aspek lingkungan dan pelayanan kepada konsumen.
 - Memberikan nilai tambah kepada pemegang saham.
 - Melakukan sinergi yang profesional dengan rekan bisnis.
 - Membangun SDM yang berkompeten serta memiliki integritas, kreativitas, dan nilai-nilai positif.
 - Mewujudkan hubungan yang harmonis dengan pihak-pihak yang berkepentingan (*stakeholder*).
 - Mengembangkan jasa properti dan industri pendukung lainnya.
- *To develop the land owned by the Holding Company according to the market potential and trend by taking into account environmental aspects and services to consumers.*
 - *To provide added value to shareholders.*
 - *To conduct a professional synergy with business associates.*
 - *To build competent human capital having integrity, creativity, and positive values.*
 - *To achieve a harmonious relationship with the stakeholders.*
 - *To develop property services and other supporting industries.*

Komposisi Kepemilikan Saham PT Angkasa Pura Properti per 31 Desember 2020

Shareholding Composition of PT Angkasa Pura Properti per 31 December 2020

Pemegang Saham <i>Shareholder</i>	Penyertaan Modal <i>Capital Investment</i>	Lembar Saham <i>Stock Unit</i>	Persentase <i>Percentage</i>
PT Angkasa Pura I (Persero)	Rp167,940,000,000.00	167,940	99.96%
Pusat Koperasi Karyawan PT Angkasa Pura I (Persero) <i>Employee Cooperative Center of PT Angkasa Pura I (Persero)</i>	Rp60,000,000.00	60	0.04%

Susunan Dewan Komisaris dan Direksi PT Angkasa Pura Properti terdiri atas:

The Composition of the Board of Commissioners and Board of Directors of PT Angkasa Pura Properti is as follows:

Komisaris Utama <i>President Commissioner</i> Dendi T. Danianto	Komisaris <i>Commissioner</i> Iskandar	Komisaris <i>Commissioner</i> Ermawan Wibisono
Direktur Utama <i>President Director</i> Pikri Ilham Kurniansyah	Direktur Keuangan & Administrasi <i>Finance & Administration Director</i> Ristyanto Eko Wibowo	Direktur Teknik <i>Technical Director</i> Andiko Surya Widjaya
Plt. Direktur Pengembangan Usaha <i>Ad Interim of Business Development Director</i> Pikri Ilham Kurniansyah		

PT Angkasa Pura Suport

PT Angkasa Pura Suport merupakan entitas anak Angkasa Pura I yang bergerak di bidang *facility management* berbasis IT dengan pengelolaan parkir, pengadaan dan sewa peralatan, provider ICT, dan services. PT Angkasa Pura Suport didirikan berdasarkan persetujuan Dewan Komisaris PT Angkasa Pura I (Persero) No. 17/DK.API/2012 tanggal 31 Januari 2012. Dasar Pendirian PT Angkasa Pura Suport yaitu Akta Pendirian Perusahaan No. 03 tanggal 9 Februari 2012 oleh Notaris Nanda Fauz Iwan, S.H., M.Kn. dan mendapat pengesahan hukum dari Kementerian Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-08735.AH.01.01 tanggal 20 Februari 2012. Perubahan anggaran dasar terakhir pada PT Angkasa Pura Suport berdasarkan pada Akta Pernyataan Keputusan Para Pemegang Saham No. 06 tanggal 7 Oktober 2020, dengan Notaris Nanda Fauz Iwan, S.H., M.Kn. dan mendapat pengesahan hukum dari Kementerian Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-AH.01.03-0395527 tanggal 7 Oktober 2020.

PT Angkasa Pura Suport

PT Angkasa Pura Suport is a subsidiary of Angkasa Pura I engaged in IT-based facility management and parking management, equipment procurement and rental, ICT provider, and services. PT Angkasa Pura Suport was established based on the approval of the Board of Commissioners of PT Angkasa Pura I (Persero) No. 17/DK.API/2012 dated 31 January 2012. Establishment of the subsidiary was stipulated in the Company Establishment Deed No. 03 dated 9 February 2012 by Notary Nanda Fauz Iwan, S.H., M.Kn. and has been ratified by the Minister of Law and Human Rights through Decree No. AHU-08735.AH.01.01 dated February 20, 2012. PT Angkasa Pura Suport underwent the latest amendment to Articles of Association based on the Deed of Shareholders Decree No. 6 dated 7 October 2020 by Notary Nanda Fauz Iwan, S.H., M.Kn. and has been ratified by the Minister of Law and Human Rights through Decree No. AHU-AH.01.03-0395527 dated 7 October 2020.

VISI VISSION

Menjadi perusahaan kelas dunia dengan layanan terintegrasi berbasis IT dalam industri aviasi dan infrastruktur
To become a world-class company with integrated IT-based services in the aviation and infrastructure industry

MISI MISSION

- Menyediakan layanan unggul dan tepercaya untuk kepuasan pelanggan.
- Menciptakan nilai tambah bagi karyawan, pemegang saham dan mitra strategis.
- Memberikan kontribusi positif terhadap lingkungan, masyarakat dan pemangku kepentingan utama lainnya.
- To provide superior and trusted services for customer satisfaction.
- To create added value for employees, shareholders and strategic partners.
- To make a positive contribution to the environment, society and other key stakeholders.

Komposisi Kepemilikan Saham PT Angkasa Pura Suport Per 31 Desember 2020

Shareholding Composition of PT Angkasa Pura Suport per 31 December 2020

Pemegang Saham <i>Shareholder</i>	Penyertaan Modal <i>Capital Investment</i>	Lembar Saham <i>Stock Unit</i>	Persentase <i>Percentage</i>
PT Angkasa Pura I (Persero)	Rp250,000,000,000.00	250,000	99.81%
Pusat Koperasi Karyawan PT Angkasa Pura I (Persero) <i>Employee Cooperative Center of PT Angkasa Pura I (Persero)</i>	Rp480,000,000.00	480	0.19%

Susunan komposisi pemegang saham PT Angkasa Pura Suport per 31 Desember 2020 terdiri atas:

Komisaris Utama President Commissioner Faik Fahmi	Komisaris Commissioner Andi Rivai	Komisaris Commissioner Moh. Winarno	Komisaris Commissioner Agit Atrianto
Direktur Utama President Director Desy Sulistyorini	Plt. Direktur Keuangan dan SDM Ad Interim of Finance and Human Resources Director Eppy Dhanianto Wibowo	PLT Direktur Komersial dan Teknik Ad Interim of Commercial and Technical Director Desy Sulistyorini	

The composition of the Board of Commissioners and Board of Directors of PT Angkasa Pura Suport per 31 December 2020 is as follows:

PT Angkasa Pura Retail

PT Angkasa Pura Retail merupakan entitas anak 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 (Persero) tertuang dalam Surat Keputusan Dewan Komisaris No. 48/DK.API/2014. Kemudian, PT Angkasa Pura Retail didirikan dengan Akta Pendirian Perusahaan No. 11 oleh Notaris Nanda Fauz Iwan S.H., M.Kn. tanggal 23 September 2014 dan mendapat pengesahan hukum dari Kementerian Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-26401.40.10.2014 tertanggal 24 September 2014. Perubahan anggaran dasar terakhir pada PT Angkasa Pura Retail berdasarkan pada Akta Pernyataan Keputusan Para Pemegang Saham No. 02 tanggal 4 November 2020, dengan Notaris Nanda Fauz Iwan, S.H., M.Kn. yang telah memperoleh persetujuan Kementerian Hukum dan Hak Asasi Manusia berdasarkan Keputusan No. AHU-AH.01.03-0405893 tanggal 10 November 2020.

PT Angkasa Pura Retail

PT Angkasa Pura Retail is a subsidiary of Angkasa Pura I engaged in commerce and marketing at airports. PT Angkasa Pura Retail was established based on the approval of the Board of Commissioners of PT Angkasa Pura I (Persero) as stated in the Decree of the Board of Commissioners No. 48/DK.API/2014. Establishment of PT Angkasa Pura Retail was stipulated in the Company Establishment Deed No. 11 by Notary Nanda Fauz Iwan S.H., M.Kn. dated 23 September 2014 and has been ratified by the Minister of Law and Human Rights through Decree No. AHU-26401.40.10.2014 dated 24 September 2014. PT Angkasa Pura Retail underwent the latest amendment to the Articles of Association based on the Deed of Shareholders Decree No. 02 dated 4 November 2020 by Notary Nanda Fauz Iwan, S.H., M.Kn. and has been ratified by Minister of Law and Human Rights based on Decree No. AHU-AH.01.03-0405893 dated 10 November 2020.

VISI VISSION

Menjadi perusahaan retail terkemuka yang berwawasan global dengan budaya Indonesia.
Becoming a leading retail company with a global perspective with Indonesian culture.

MISI MISSION

- Meningkatkan pendapatan nonaeronautika dengan mengembangkan lini bisnis travel, retail, F&B, dan services.
- Membangun organisasi berdasarkan nilai perusahaan.
- Membangun & mengembangkan jaringan kerjasama global.
- Memberikan nilai tambah untuk para stakeholder secara pendapatan dan kualitas pelayanan.
- Berperan mengembangkan usaha mikro kecil dan menengah.
- To increase non-aeronautical revenue by developing travel, retail, F&B, and service business lines.
- To build an organization based on company values.
- To build & develop a global cooperation network.
- To provide added value for stakeholders in terms of income and service quality.
- To take part on developing micro, small and medium enterprises.

Komposisi Kepemilikan Saham PT Angkasa Pura Retail Per 31 Desember 2020

Shareholding Composition of PT Angkasa Pura Retail per 31 December 2020

Pemegang Saham Shareholder	Penyertaan Modal Capital Investment	Lembar Saham Stock Unit	Persentase Percentage
PT Angkasa Pura I (Persero)	Rp48,750,000,000.00	48,750	97.50%
PT Angkasa Pura Hotel	Rp1,250,000,000.00	1,250	2.50%

Susunan Dewan Komisaris dan Direksi PT Angkasa Pura Retail terdiri atas:

The Composition of the Board of Commissioners and Board of Directors of PT Angkasa Pura Retail is as follows:

Komisaris Utama <i>President Commissioner</i> Adi Nugroho	Komisaris <i>Commissioner</i> Danny P. Thaharsyah	Komisaris <i>Commissioner</i> Atje Muhammad Darjan
Direktur Utama <i>President Director</i> Edyana Paramitasari	Direktur Pengembangan Usaha dan Pemasaran <i>Business Development & Marketing Director</i> Trofficiendy Suroso	Direktur Keuangan, SDM dan Administrasi <i>Finance, HR & Administration Director</i> Umar Supriyadi

Entitas Asosiasi *Associated Entity*

PT Angkasa Pura I (Persero) memiliki dua entitas asosiasi yang bidang usahanya dapat mendukung kegiatan bisnis bandara. Adapun entitas asosiasi tersebut dijelaskan melalui tabel berikut:

PT Angkasa Pura I (Persero) currently has two associated entities engaged in airport-related business operations as follows:

Nama <i>Associated Entity</i>	Bidang Usaha <i>Business Field</i>	Kepemilikan Saham <i>Shareholding</i>	Tahun Pendirian <i>Year of Establishment</i>	Status Operasi <i>Operational Status</i>	Jumlah Aset (Rp miliar) <i>Total Assets (billion Rupiah)</i>	Domisili <i>Domicile</i>
PT Gapura Angkasa	Ground Handling	7.76%	1998	Beroperasi <i>Operating</i>	1,441	Cengkareng*
PT Jasa Marga Bali Tol	Pengusaha Jalan Tol <i>Highway</i>	6.31%	2011	Beroperasi <i>Operating</i>	59,635	Bali

*) merupakan domisili kantor cabang pergudangan di Bandara Soekarno Hatta, sedangkan untuk jumlah kantor tempat PT Gapura Angkasa beroperasi ada di 41 bandara (31 kantor cabang dan 10 kantor perwakilan) yang tersebar di seluruh wilayah Indonesia.
Cengkareng is the domicile of the branch office of warehousing at Soekarno Hatta Airport, while PT Gapura Angkasa operates in 41 airports (31 branch offices and 10 representative offices) spreading throughout Indonesia

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 (Persero) dan PT Angkasa Pura II (Persero). Adapun bentuk pelayanan yang diberikan meliputi kargo dan pergudangan, penanganan penumpang dan bagasi, operasi penerbangan dan *service pesawat udara*, 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 Airlines (Persero), PT Angkasa Pura I (Persero), dan PT Angkasa Pura II (Persero).

PT Gapura Angkasa

PT Gapura Angkasa is a company engaged in independent ground handling services and other services to support operational performance both at PT Angkasa Pura I (Persero) and PT Angkasa Pura II (Persero). The Company provides services, such as cargo and warehousing, handling of passengers and baggage, flight operation and aircraft services, as well as other business activities required by airlines in Indonesia. PT Gapura Angkasa is a joint-venture company that was established by three State-Owned Enterprises, namely PT Garuda Indonesia Airlines (Persero), PT Angkasa Pura I (Persero), and PT Angkasa Pura II (Persero).

Pelayanan jasa yang ditawarkan oleh PT Gapura Angkasa hingga saat ini, yaitu:

Currently, PT Gapura Angkasa provides the following services:

<i>Representation and Accommodation;</i> <i>Representation and Accommodation;</i>	<i>Load Control, communication and Departure Control System (DCS);</i> <i>Load Control, communication and Departure Control System (DCS);</i>	<i>Unit Load Device (ULD) Control;</i> <i>Unit Load Device (ULD) Control;</i>
<i>Passenger and Baggage;</i> <i>Passenger and Baggage;</i>	<i>Cargo and Post Office Mail;</i> <i>Cargo and Post Office Mail;</i>	<i>Ramp Service;</i> <i>Ramp Service;</i>
<i>Aircraft Servicing;</i> <i>Aircraft Servicing;</i>	<i>Fuel and Oil;</i> <i>Fuel and Oil;</i>	<i>Aircraft Maintenance;</i> <i>Aircraft Maintenance;</i>

<i>Flight Operation and Crew Administration; Flight Operation and Crew Administration;</i>	<i>Surface Transport; Surface Transport;</i>	<i>Catering Service; Catering Service;</i>
<i>Supervision and Administration; Supervision and Administration;</i>	<i>Airport Security; Airport Security;</i>	<i>Warehousing and Logistic; Warehousing and Logistic;</i>
<i>Ground Handling Consultant; dan Ground Handling Consultant; and</i>	<i>Pendidikan dan Pelatihan serta Penyediaan Tenaga Ahli Ground Handling. Education and Training as well as Provision of Ground Handling Experts</i>	

PT Jasa Marga Bali Tol (JMBT)

Pada tanggal 21 Oktober 2020 telah dilaksanakan Rapat Umum Pemegang Saham Luar Biasa (RUPS LB), dalam rapat tersebut para pemegang saham membahas terkait peningkatan modal dasar dan tambahan setoran modal yang mengakibatkan perubahan komposisi pemegang saham PT Jasa Marga Bali Tol. Dalam rapat tersebut PT Angkasa Pura I (Persero) tidak turut serta dalam penambahan setoran modal sehingga menyebabkan persentase kepemilikan Saham PT Angkasa Pura I (Persero) terdilusi dari 8% menjadi 6,31%. Berdasarkan persetujuan menteri BUMN dalam Surat Keputusan No. S-549/MBU/2011 tanggal 25 Oktober 2011, PT Angkasa Pura I (Persero) berpartisipasi dalam konsorsium investasi pembangunan jalan tol Nusa Dua – Bandara I Gusti Ngurah Rai – Benoa di Bali. Investasi tersebut dilakukan dalam bentuk penyertaan saham pada PT Jasa Marga Bali Tol dengan Akta Penyertaan Keputusan Rapat PT Jasa Marga Bali Tol No. 01 tanggal 11 Desember 2013 yang dibuat di hadapan Notaris Paulina Siti Suprimulyanti Endah Putri. Penyertaan Angkasa Pura I (Persero) yaitu sebesar 8%, dengan 59.635 lembar saham atau Rp59.635.000, dan tambahan modal disetor lainnya sebesar Rp14.908.400.

Yayasan Foundation

Angkasa Pura I berupaya menjamin kesejahteraan bagi seluruh pegawainya. Untuk memaksimalkan jaminan kesejahteraan tersebut, Angkasa Pura I memiliki dua yayasan, yaitu:

PT Jasa Marga Bali Tol (JMBT)

Based on the approval of the Decree of the Minister of State-Owned Enterprises No. S-549/MBU/2011 dated 25 October 2011, PT Angkasa Pura I (Persero) 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 Jasa Marga Bali Tol in accordance with the Deed of Resolutions of PT Jasa Marga Bali Tol No. 01 dated 11 December 2013 drawn up before Notary Paulina Siti Suprimulyanti Endah Putri. PT Angkasa Pura I (Persero) owns 8% or 59,635 shares or equal to Rp59,635,000 and other additional paid-in capital of Rp14,908,400.

Angkasa Pura I seeks to ensure the welfare of all employees. Angkasa Pura I has two foundations aimed to guarantee employee welfare, namely:

Nama Name	Bidang Usaha Business Field	Kepemilikan Saham Shareholding	Tahun Pendirian Year of Establishment	Status Operasi Operational Status	Jumlah Aset (Rp miliar) Total Assets (billion Rupiah)	Domisili Domicile
Dana Pensiun Angkasa Pura I (DAPENRA) <i>Pension Fund of Angkasa Pura I (DAPENRA)</i>	Dana Pensiun	100%	1998	Beroperasi <i>Operating</i>	1,162,968	Jakarta
Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) <i>Employee Welfare Foundation Angkasa Pura I (YAKKAP I)</i>	Yayasan Kesejahteraan Karyawan Angkasa Pura I <i>Employee Welfare Foundation</i>	100%	2003	Beroperasi <i>Operating</i>	881,171	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 (Persero) 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 guna memberikan imbalan pascakerja dan sebagai bentuk tanggung jawab sosial perusahaan untuk menjamin kesejahteraan bagi seluruh pegawai purnakarya.

Susunan Dewan Pengawas Dana Pensiun Angkasa Pura I (DAPENRA) per 31 Desember 2020 adalah sebagai berikut:

<p>Ketua <i>Chairman</i> Novrihandri (Wakil dari Pemberi Kerja) <i>Representative of Employer</i></p>	<p>Anggota <i>Member</i> Adi Nugroho (Wakil dari Pemberi Kerja) <i>Representative of Employer</i></p>	<p>Anggota <i>Member</i> M. Syarif Luturlean (Wakil dari Peserta Pensiunan) <i>Representative of Retired Participant</i></p>	<p>Anggota <i>Member</i> Milda (Wakil dari Peserta Aktif) <i>Representative of Active Participant</i></p>
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Susunan Pengurus DAPENRA adalah sebagai berikut:

<p>Direktur Utama <i>President Director</i> Safrizal</p>	<p>Direktur Kepesertaan dan Keuangan <i>Memberships and Finance Director</i> Supoyo</p>
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Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I)

Yayasan Kesejahteraan Pegawai Angkasa Pura I (YAKKAP I) didirikan oleh PT Angkasa Pura I (Persero) pada tahun 2003 dengan modal dasar Rp82.464.967.976. Pendirian Yayasan dituangkan dalam Anggaran Dasar Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) yang didirikan berdasarkan Akta Notaris Milly Karmila Sareal Nomor 2 tanggal 6 Mei 2003 jo 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, pengawas, dan pengurus YAKKAP I per akhir tahun 2020 adalah sebagai berikut:

<p>Pembina <i>Constructor</i> Adi Nugroho (Direktur SDM dan Umum) diganti oleh Israwadi (Direktur Kepatuhan, Aset & Pengadaan) <i>Adi Nugroho (Human Capital and General Affairs Director) replaced by Israwadi (Compliance, Assets, and Procurement Director)</i></p>	<p>Pengawas <i>Supervisor</i> Djoko Wahyono</p>	<p>Pengawas <i>Supervisor</i> Eppy Dhanianto diganti I Wayan Sutawijaya</p>	<p>Pengawas <i>Supervisor</i> Wiedya Wiedagdo diganti Ahmad Syaugi Syahab</p>
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Dana Pensiun Angkasa Pura Airports (DAPENRA)

Pension Fund of Angkasa Pura I (DAPENRA) was established on 6 October 1998 based on the Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.1156/KU.60/1998 and ratified to operate on 15 November 1999 based on the Decree of the Minister of Finance 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 Supervisory Board of Pension Fund of Angkasa Pura I (DAPENRA) per 31 December 2020 is as follows:

The Composition of DAPENRA is as follows:

Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I)

Employee Welfare Foundation Angkasa Pura I (YAKKAP I) was established by PT Angkasa Pura I (Persero) in 2003 with an authorized capital of Rp 82,464,967,976. The establishment of the Foundation was set forth in the Articles of Association of Employee Welfare Foundation Angkasa Pura I (YAKKAP I). YAKKAP I was established based on the Notarial Deed by Milly Karmila Sareal Number 2 dated 6 May 2003 in conjunction with the Deed of Revision Number 2 dated 2 September 2003 that has been announced in the State Gazette of the Republic of Indonesia Number 89 dated 7 November 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 Trustee, Supervisors, and Administrators of YAKKAP I as of end 2020 is as follows:

<p>Pengurus <i>Administrator</i></p>		
<p>Ketua <i>Chairman</i> Siti Chadijah Oktoviana</p>	<p>Sekretaris <i>Secretary</i> Tris Gunarso</p>	<p>Bendahara <i>Treasurer</i> Wisnu Darmojo</p>

Nama dan Alamat Lembaga dan/atau Profesi Penunjang

Name and Address of Supporting Agency/Profession

Peran Role	Nama Lembaga Name of Agency	Jasa Yang Diberikan Services Provided
Informasi Perdagangan dan Pencatatan Saham/ Obligasi <i>Trading and Stock/ Bond Listing Information</i>	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 <i>Securities trading services</i>
Penjamin Pelaksana Emisi <i>Underwriter</i>	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 <i>Securities marketing and sales services</i>
	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 <i>Securities marketing and sales services</i>
	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 <i>Securities marketing and sales services</i>
	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 <i>Securities marketing and sales services</i>
Kantor Akuntan Publik <i>Public Accountant Office</i>	Kantor Akuntan Publik <i>Public Accountant Office</i> 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:	Jasa audit atas laporan keuangan AP I tahun 2019 dan 2020 dengan <i>fee</i> yang dibayarkan: 2019: Rp2.597.430.000 2020: Rp2.835.041.000 Audit service on financial statement of AP I for 2019 and 2020 with fees paid in: 2019: Rp2,597,430,000 2020: Rp2,835,041,000

Peran Role	Nama Lembaga Name of Agency	Jasa Yang Diberikan Services Provided
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 <i>rating</i> penilaian terhadap perusahaan <i>Provide rating assessment to the Company</i>
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 <i>Custodian for security transaction within the Capital Market</i>
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 perwaliananatan, pengakuan utang dan perjanjian penjaminan emisi efek, serta akta-akta pengubahannya <i>Draw up deeds, including trusteeship agreements, debt acknowledgement and securities underwriting agreements, as well as deeds of amendment</i>
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 <i>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</i>
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 <i>Legal consultation services on the issuance of securities emission</i>

Sertifikasi Certifications

Sertifikat Bandar Udara (SBU) Airport Certificate (SBU)

Lembaga Pemberi Sertifikasi Awarding Entity	Direktorat Jenderal Perhubungan Kementerian Perhubungan Republik Indonesia <i>Directorate General of Civil Aviation of the Ministry of Transportation of the Republic of Indonesia</i>	
Ruang Lingkup Scope	Sertifikat Bandar Udara <i>Airport Certificate</i>	
Penerima Awardee	Nama Bandara Name of the Airport	Tanggal Berlaku Effective Date
	Bandar Udara Internasional Lombok <i>Lombok International Airport</i>	10 Agustus 2016 – 30 September 2021 <i>10 August 2016 – 30 September 2021</i>
	Bandar Udara Internasional El Tari Kupang <i>El Tari International Airport – Kupang</i>	11 September 2020 - 30 Juli 2025 <i>11 September 2020 - 30 July 2025</i>
	Bandar Udara Internasional I Gusti Ngurah Rai Bali <i>I Gusti Ngurah Rai International Airport – Bali</i>	5 Juni 2020 - 30 Juli 2025 <i>5 June 2020 - 30 July 2025</i>
	Bandar Udara Internasional Adisutjipto Yogyakarta <i>Adisutjipto International Airport – Yogyakarta</i>	16 Oktober - 30 Juli 2025 <i>16 October - 30 July 2025</i>
	Bandar Udara Internasional Sultan Hasanuddin Makassar <i>Sultan Hasanuddin International Airport – Makassar</i>	7 Juli 2020 - 7 Juli 2025 <i>7 July 2020 - 7 July 2025</i>
	Bandar Udara Internasional Juanda Surabaya <i>Juanda International Airport – Surabaya</i>	22 Juni 2020 - 30 Juli 2025 <i>22 June 2020 - 30 July 2025</i>
	Bandar Udara Internasional Sam Ratulangi Manado <i>Sam Ratulangi International Airport – Manado</i>	18 Desember 2015 - 30 Juli 2020* <i>18 December 2015 - 30 July 2020</i>
	Bandar Udara Internasional Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan <i>Sultan Aji Muhammad Sulaiman Sepinggan Airport – Balikpapan</i>	10 Agustus 2020 - 30 Juli 2025 <i>10 August 2020 - 30 July 2025</i>
	Bandar Udara Internasional Pattimura Ambon <i>Pattimura International Airport – Ambon</i>	21 September 2020 - 31 Oktober 2025 <i>22 October 2015 - 30 July 2020</i>
	Bandar Udara Syamsudin Noor Banjarmasin <i>Syamsudin Noor Airport – Banjarmasin</i>	31 Agustus 2015 - 30 Juli 2020* <i>31 August 2015 - 30 July 2020</i>
	Bandar Udara Internasional Adi Soemarmo Solo <i>Adi Soemarmo International Airport – Solo</i>	5 Oktober 2015 - 30 Juli 2020* <i>5 October 2015 - 30 July 2020</i>
	Bandar Udara Internasional Jenderal Ahmad Yani Semarang <i>Jenderal Ahmad Yani International Airport – Semarang</i>	10 Juli 2020 - 2 September 2025 <i>10 July 2020 - 2 September 2025</i>
	Bandar Udara Internasional Frans Kaisiepo Biak <i>Frans Kaisiepo International Airport – Biak</i>	4 Maret 2016 - 30 Juli 2020* <i>4 March 2016 - 30 July 2020</i>
	Bandar Udara Sentani <i>Sentani Airport</i>	10 Februari 2020 - 10 Februari 2025 <i>10 February 2020 - 10 February 2025</i>
	Bandar Udara Internasional Yogyakarta <i>Yogyakarta International Airport</i>	26 April 2019 - 26 April 2024 <i>26 April 2019 - 26 April 2024</i>

Catatan:

*Dalam proses penerbitan masa berlaku yang baru

**In the process of issuing new validity periods*

Sertifikasi ISO 9001:2015 ISO 9001:2015 Certification

Lembaga Pemberi Sertifikasi Awarding Entity	Lloyd's Register	
Penerima Awardee	Nama Bandara Name of the Airport	Tanggal Berlaku Effective Date
	Bandar Udara Internasional Juanda Surabaya <i>Juanda International Airport – Surabaya</i>	1 November 2018 - 31 Oktober 2021 <i>1 November 2018 - 31 October 2021</i>
	Airport Passenger Services (PJP2U)	
Lembaga Pemberi Sertifikasi Awarding Entity	TUV Rheinland	
Penerima Awardee	Nama Bandara Name of the Airport	Tanggal Berlaku Effective Date
	Bandar Udara Internasional I Gusti Ngurah Rai Bali <i>I Gusti Ngurah Rai International Airport – Bali</i>	<ul style="list-style-type: none"> • 30 Januari 2019 - 29 Januari 2022 • 30 January 2019 - 29 January 2022
	<ul style="list-style-type: none"> • Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) • Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara (PJP4U) • Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) • Airport Passenger Services (PJP2U) • Aircraft Landing, Parking, and Hanggar Services (PJP4U) • Aircraft Cargo and Postal Services (PJKP2U) 	
	Bandar Udara Internasional Juanda Surabaya <i>Juanda International Airport – Surabaya</i>	<ul style="list-style-type: none"> • 8 Desember 2017 - 7 Desember 2020 • 19 Desember 2018 – 18 Desember 2021 • 8 December 2017 - 7 December 2020 • 19 December 2018 – 18 December 2021
	<ul style="list-style-type: none"> • Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara (PJP4U) • Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) • Aircraft Landing, Parking, and Hanggar Services (PJP4U) • Aircraft Cargo and Postal Services (PJKP2U) 	
	Bandar Udara Internasional Sultan Hasanuddin Makassar <i>Sultan Hasanuddin International Airport – Makassar</i>	<ul style="list-style-type: none"> • 27 Februari 2020 – 26 Februari 2023 • 27 February 2020 – 26 February 2023
	<ul style="list-style-type: none"> • Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) • Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) • Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) • Airport Passenger Services (PJP2U) • Aircraft Landing, Parking, and Hanggar Services (PJP4U) • Aircraft Cargo and Postal Services (PJKP2U) 	
	Bandar Udara Internasional Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan <i>Sultan Aji Muhammad Sulaiman Sepinggan International Airport – Balikpapan</i>	<ul style="list-style-type: none"> • 10 November 2017- 9 November 2020 • 10 November 2017- 9 November 2020
	<ul style="list-style-type: none"> • Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) • Pelayanan Jasa Pendaratan • Penempatan dan Penyimpanan Pesawat Udara (PJP4U) • Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) • Airport Passenger Services (PJP2U) • Aircraft Landing, Parking, and Hanggar Services (PJP4U) • Aircraft Cargo and Postal Services (PJKP2U) 	
	Bandar Udara Internasional Adisutjipto Yogyakarta <i>Adisutjipto International Airport – Yogyakarta</i>	<ul style="list-style-type: none"> • 17 Januari 2018 - 16 Januari 2021 • 22 Oktober 2017 - 21 Oktober 2020 • 8 Januari 2019 - 7 Januari 2022 • 17 January 2018 - 16 January 2021 • 22 October 2017 - 21 October 2020 • 8 January 2019 - 7 January 2022
	<ul style="list-style-type: none"> • Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) • Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U) • Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) • Airport Passenger Services (PJP2U) • Aircraft Landing, Parking, and Hanggar Services (PJP4U) • Aircraft Cargo and Postal Services (PJKP2U) 	
	Bandar Udara Internasional Adi Soemarmo Solo <i>Adi Soemarmo International Airport – Solo</i>	<ul style="list-style-type: none"> • 30 November 2017 - 29 November 2020 • 30 November 2017 - 29 November 2020 • 9 Januari 2019 - 8 Januari 2022 • 30 November 2017 - 29 November 2020 • 30 November 2017 - 29 November 2020 • 9 Januari 2019 - 8 Januari 2022
	<ul style="list-style-type: none"> • Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara (PJP4U) • Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) • Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) • Aircraft Landing, Parking, and Hanggar Services (PJP4U) • Airport Passenger Services (PJP2U) • Aircraft Cargo and Postal Services (PJKP2U) 	

Penerima Awardee	Nama Bandara Name of the Airport	Tanggal Berlaku Effective Date
Bandar Udara Internasional Jenderal Ahmad Yani Semarang <i>Jenderal Ahmad Yani International Airport – Semarang</i>	<ul style="list-style-type: none"> Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara (PJP4U) Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) <i>Aircraft Landing, Parking, and Hanggar Services (PJP4U)</i> <i>Airport Passenger Services (PJP2U)</i> <i>Aircraft Cargo and Postal Services (PJKP2U)</i> 	<ul style="list-style-type: none"> 12 Desember 2017 - 11 Desember 2020 12 Desember 2017 - 11 Desember 2020 12 Juni 2019 - 11 Juni 2022 <i>12 December 2017 - 11 December 2020</i> <i>12 December 2017 - 11 December 2020</i> <i>12 June 2019 - 11 June 2022</i>
Bandara Internasional Syamsudin Noor Banjarmasin <i>Syamsudin Noor International Airport – Banjarmasin</i>	<ul style="list-style-type: none"> Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara (PJP4U) Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) <i>Airport Passenger Services (PJP2U)</i> <i>Aircraft Landing, Parking, and Hanggar Services (PJP4U)</i> <i>Aircraft Cargo and Postal Services (PJKP2U)</i> 	<ul style="list-style-type: none"> 15 Oktober 2019 - 14 Oktober 2022 <i>15 October 2019 - 14 October 2022</i>
Bandar Udara Internasional Lombok <i>Lombok International Airport</i>	<ul style="list-style-type: none"> Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) <i>Airport Passenger Services (PJP2U)</i> <i>Aircraft Landing, Parking, and Hanggar Services (PJP4U)</i> <i>Aircraft Cargo and Postal Services (PJKP2U)</i> 	<ul style="list-style-type: none"> 20 Januari 2020 – 19 Januari 2023 <i>20 January 2020 – 19 January 2023</i>
Bandara Internasional Sam Ratulangi Manado <i>Sam Ratulangi International Airport – Manado</i>	<ul style="list-style-type: none"> Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) <i>Airport Passenger Services (PJP2U)</i> <i>Aircraft Cargo and Postal Services (PJKP2U)</i> <i>Aircraft Landing, Parking, and Hanggar Services (PJP4U)</i> 	<ul style="list-style-type: none"> 28 Oktober 2019 - 27 Oktober 2022 <i>28 October 2019 - 27 October 2022</i>
Bandar Udara Internasional Pattimura Ambon <i>Pattimura International Airport – Ambon</i>	<ul style="list-style-type: none"> Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) <i>Aircraft Landing, Parking, and Hanggar Services (PJP4U)</i> <i>Aircraft Cargo and Postal Services (PJKP2U)</i> <i>Airport Passenger Services (PJP2U)</i> 	<ul style="list-style-type: none"> 20 Desember 2017 - 19 Desember 2020 <i>20 December 2017 - 19 December 2020</i>
Bandar Udara Internasional El Tari Kupang <i>El Tari International Airport Kupang</i>	<ul style="list-style-type: none"> Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) <i>Provision of Aircraft Landing, Parking, and Hanggar Services (PJP4U)</i> <i>Airport Passenger Services (PJP2U)</i> <i>Provision of Aircraft Landing, Parking, and Hanggar Services (PJP4U)</i> 	<ul style="list-style-type: none"> 6 Desember 2018 - 5 Desember 2021 27 Desember 2017 - 26 Desember 2020 6 Desember 2018 - 5 Desember 2021 27 Desember 2017 - 26 Desember 2020
Bandar Udara Internasional Frans Kaisiepo Biak <i>Frans Kaisiepo International Airport – Biak</i>	<i>Provision of Aircraft Landing, Parking, Passenger and Air-Postal & Cargo Services</i>	<ul style="list-style-type: none"> 7 Januari 2019 - 5 Januari 2021 <i>7 January 2019 - 5 January 2021</i>

Sertifikasi OHSAS 18001:2007 OHSAS 18001:2007 Certification

Lembaga Pemberi Sertifikasi <i>Awarding Entity</i>	Sucofindo International Certification Services	
Ruang Lingkup <i>Scope</i>	Jasa Kebandarudaraan <i>Airport Services</i>	
Penerima <i>Awardee</i>	Nama Bandara <i>Name of the Airport</i>	Tanggal Berlaku <i>Effective Date</i>
	Bandar Udara Internasional I Gusti Ngurah Rai Bali <i>I Gusti Ngurah Rai International Airport – Bali</i>	02 Januari 2018 – 01 Januari 2021 <i>02 January 2018 – 01 January 2021</i>
	Bandar Udara Internasional Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan <i>Sultan Aji Muhammad Sulaiman Sepinggang International Airport – Balikpapan</i>	02 Januari 2018 – 01 Januari 2021 <i>02 January 2018 – 01 January 2021</i>
	Bandar Udara Internasional Adi Soemarmo Solo <i>Adi Soemarmo International Airport - Solo</i>	02 Januari 2018 – 01 Januari 2021 <i>02 January 2018 – 01 January 2021</i>

Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Bendera Emas Certificate of Occupational Health and Safety Management System (OHSMS) Gold Flag

Lembaga Pemberi Sertifikasi <i>Awarding Entity</i>	Kementerian Tenaga Kerja Republik Indonesia <i>The Ministry of Manpower of the Republic of Indonesia</i>	
Ruang Lingkup <i>Scope</i>	Pengelola Bandara <i>Airport Operator</i>	
Penerima <i>Awardee</i>	Nama Bandara <i>Name of the Airport</i>	Tanggal Berlaku <i>Effective Date</i>
	Bandar Udara Internasional Jenderal Ahmad Yani Semarang <i>Jenderal Ahmad Yani International Airport – Semarang</i>	14 Juli 2017-14 Juli 2020 <i>14 July 2017-14 July 2020</i>
	Bandar Udara Internasional Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan <i>Sultan Aji Muhammad Sulaiman Sepinggang International Airport – Balikpapan</i>	30 Juli 2018- 30 Juli 2021 <i>30 July 2018- 30 July 2021</i>
	Bandar Udara Internasional I Gusti Ngurah Rai Bali <i>I Gusti Ngurah Rai International Airport – Bali</i>	30 Juli 2018- 30 Juli 2021 <i>30 July 2018- 30 July 2021</i>
	Bandar Udara Internasional Adi Soemarmo Surakarta <i>Adi Soemarmo International Airport – Surakarta</i>	30 Juli 2018- 30 Juli 2021 <i>30 July 2018- 30 July 2021</i>
	Bandar Udara Syamsudin Noor Banjarmasin <i>Syamsudin Noor Airport – Banjarmasin</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>
	Bandar Udara Internasional Juanda Surabaya <i>Juanda International Airport – Surabaya</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>
	Bandar Udara Internasional Sultan Hasanudin Makassar <i>Sultan Hasanudin International Airport – Makassar</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>
	Bandar Udara Internasional Adisutjipto Yogyakarta <i>Adisutjipto International Airport – Yogyakarta</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>
	Bandar Udara Internasional Sam Ratulangi Manado <i>Sam Ratulangi International Airport – Manado</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>
	Bandar Udara Internasional Lombok <i>Lombok International Airport</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>
	Bandar Udara Frans Kaisiepo Biak <i>Frans Kaisiepo Airport – Biak</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>
	Bandar Udara El Tari Kupang <i>El Tari Airport – Kupang</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>
	Bandar Udara Pattimura Ambon <i>Pattimura Airport - Ambon</i>	29 Maret 2019 - 29 Maret 2022 <i>29 March 2019 - 29 March 2022</i>

Profil Sumber Daya Manusia

Profile of Human Capital

Sebagai aset penting dalam keberlanjutan bisnis, PT Angkasa Pura I (Persero) memastikan untuk merekrut sumber daya manusia (SDM) terbaik dengan mengedepankan prinsip keterbukaan, kesetaraan, dan kewajaran. Strategi rekrutmen disesuaikan berdasarkan kebutuhan perusahaan dan memaksimalkan sumber daya manusia yang berasal dari masyarakat lokal dan nasional.

As an important asset in business sustainability, PT Angkasa Pura I (Persero) seeks to recruit the best talent by promoting the principles of openness, equality and fairness. The recruitment strategy shall also be aligned with the needs of the company and take into account the availability of local or national workforce.

Komposisi Karyawan Angkasa Pura I Berdasarkan Level Organisasi

Employee Composition of PT Angkasa Pura I By Organizational Level

Kelas Jabatan Class of Position	2020			2019			2018		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
1	1	0	1	1	0	1	2	0	2
2	5	1	6	6	1	7	8	1	9
3	36	5	41	33	5	38	37	4	41
4	10	0	10	8	0	8	7	0	7
5	68	13	81	66	9	75	55	9	64
6	123	18	141	119	22	141	124	19	143
7	21	10	31	21	8	29	13	6	19
8	299	64	363	317	59	376	307	65	372
9	41	16	57	42	16	58	53	14	67
10	73	95	168	66	70	136	47	58	105
11	555	252	807	562	269	831	560	268	828
12	440	138	578	438	135	573	487	151	638
13	399	118	517	406	126	532	373	116	489
14	182	56	238	161	50	211	141	42	183
15	217	63	280	254	71	325	314	79	393
Honorar (Direksi dan Komisaris) Part Timers (Director and Commissioner)	14	1	15	12	2	14	12	2	14
Jumlah Total	2,484	850	3,334	2,512	843	3,355	2,540	834	3,374

Komposisi Karyawan Angkasa Pura I Berdasarkan Tingkat Pendidikan

Employee Composition of PT Angkasa Pura I By Education Level

Pendidikan Education Level	2020			2019			2018		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
S3 Doctorate	0	1	1	2	1	3	2	0	2
S2 Master	47	22	69	64	32	96	70	33	103
Sarjana Bachelor	745	390	1,135	690	359	1,049	706	362	1,068
D1 - D4 Associate's Degree	588	203	791	572	206	778	530	188	718
SD – SMA Elementary - High School	1,105	233	1,338	1,184	245	1,429	1,232	251	1,483
Jumlah Total	2,484	850	3,334	2,512	843	3,355	2,540	834	3,374

Komposisi Karyawan Angkasa Pura I Berdasarkan Status Kepegawaian

Employee Composition of PT Angkasa Pura I By Employment Status

Status Kepegawaian Employment Status	2020			2019			2018		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Pegawai Perusahaan Permanent Employee	2,333	806	3,139	2,311	752	3,063	2,270	740	3,010
PNS Diperbantukan Second Civil Servant	38	1	39	42	1	43	44	1	45
ABRI Ditugaskan Assigned Military Personnel	6	0	6	6	0	6	6	0	6
Honorar Part Timers	14	1	15	12	2	14	12	2	14
Calon Pegawai Candidate	93	42	135	141	88	229	208	91	299
Jumlah Total	2,484	850	3,334	2,515	843	3,355	2,540	834	3,374

Komposisi Karyawan Angkasa Pura I Berdasarkan Rentang Usia

Employee Composition of PT Angkasa Pura I By Age Group

Rentang Usia Age Group	2020			2019			2018		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
>56	4	0	4	2	1	3	1	1	2
51-56	265	58	323	302	50	352	332	52	384
46-50	254	74	328	248	68	316	244	62	306
41-45	285	81	366	289	88	377	296	88	384
36-40	353	104	457	297	107	404	280	100	380
31-35	550	173	723	519	124	643	470	114	584

Rentang Usia Age Group	2020			2019			2018		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
26-30	548	270	818	524	284	808	552	267	819
21-25	225	90	315	331	121	452	354	142	496
<20	0	0	0	0	0	0	11	8	19
Jumlah Total	2,484	850	3,334	2,512	843	3,355	2,540	834	3,374

Komposisi Karyawan Angkasa Pura I Berdasarkan Masa Kerja

Employee Composition of PT Angkasa Pura I By Working Period

Masa Kerja Working Period	2020			2019			2018		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
>30	109	4	113	17	1	18	31	8	39
26-30	148	54	202	265	52	317	260	33	293
21-25	411	114	525	369	113	482	398	135	533
16-20	81	14	95	138	26	164	184	31	215
11-15	472	134	606	490	140	630	318	109	427
6-10	507	234	741	394	120	514	437	105	542
0-5	756	296	1,052	839	391	1,230	910	415	1,325
Jumlah Total	2,484	850	3,334	2,512	843	3,355	2,538	836	3,374

Komposisi Karyawan berdasarkan Wilayah Kerja

Employee Composition By Work Area

Wilayah Kerja Work Area	2020	2019	2018
Kantor Pusat Head Office	581	512	479
Bandara I Gusti Ngurah Rai – Bali I Gusti Ngurah Rai Airport – Bali	578	611	641
Bandara Juanda – Surabaya Juanda Airport – Surabaya	355	375	388
Bandara Sultan Hasanuddin – Makassar Sultan Hasanuddin Airport – Makassar	234	249	258
Bandara SAMS Sepinggan – Balikpapan Sepinggan Airport – Balikpapan	225	243	288
Bandara Frans Kaisiepo – Biak Frans Kaisiepo Airport – Biak	57	65	91
Bandara Sam Ratulangi – Manado Sam Ratulangi Airport – Manado	138	153	169
Bandara Adisutjipto – Yogyakarta Adisutjipto Airport – Yogyakarta	56	251	170
Bandara Internasional Yogyakarta – Kulon Progo Yogyakarta International Airport – Kulon Progo	200		
Bandara Adi Soemarmo – Solo Adi Soemarmo Airport – Solo	108	113	112
Bandara Syamsudin Noor – Banjarmasin Syamsudin Noor Airport – Banjarmasin	136	149	156
Bandara Jenderal Ahmad Yani – Semarang Jenderal Ahmad Yani Airport – Semarang	171	177	148

Wilayah Kerja Work Area	2020	2019	2018
Bandara Lombok – Praya <i>Lombok Airport – Praya</i>	175	188	192
Bandara Pattimura – Ambon <i>Pattimura Airport – Ambon</i>	89	93	118
Bandara El Tari – Kupang <i>El Tari Airport – Kupang</i>	101	108	114
Bandara Sentani – Jayapura <i>Sentani Airport – Jayapura</i>	77	-	-
Proyek Pengembangan Bandara Internasional Jenderal Ahmad Yani <i>Jenderal Ahmad Yani International Airport Development Project</i>	0	13	18
Proyek Pengembangan Bandara Internasional Yogyakarta <i>Yogyakarta International Airport Development Project</i>	20	23	16
Proyek Pengembangan Bandara Internasional Syamsudin Noor <i>Syamsudin Noor International Airport Development Project</i>	16	21	16
Proyek Pengembangan Bandara Sultan Hasanuddin Makassar <i>Sultan Hasanuddin Airport – Makassar Development Project</i>	17	11	0
Jumlah Total	3,334	3,355	3,374

Akses Informasi dan Informasi di Website Perusahaan *Access to Information and Data on the Company's Website*

Seluruh informasi terkait PT Angkasa Pura I (Persero) dapat diakses oleh para pemangku kepentingan melalui laman perusahaan www.ap1.co.id. Disajikan dalam Bahasa Indonesia dan Bahasa Inggris, pengunjung dapat memperoleh informasi penting tentang peristiwa dan operasional bandara, informasi mengenai pertemuan dengan *stakeholder* dan berbagai berita menarik yang disajikan dalam buletin “Angkasapura”.

Para pemangku kepentingan dapat mengakses Laporan Tahunan untuk memantau kinerja tahunan Angkasa Pura I melalui situs *web* Angkasa Pura I. Lebih jauh lagi, *website* PT Angkasa Pura I (Persero) menyajikan informasi mengenai pemegang saham, isi Kode Etik, informasi mengenai RUPS, struktur grup perusahaan, analisis kinerja keuangan, laporan keuangan 5 (lima) tahun terakhir, profil Dewan Komisaris dan Direksi, serta Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal.

Selain *website* PT Angkasa Pura I (Persero), setiap bandara yang dikelola oleh PT Angkasa Pura I (Persero) 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 *customer*. 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 Angkasa Pura I.

Stakeholders may access information on PT Angkasa Pura I (Persero) through the company's website at www.ap1.co.id, which is available in Indonesian and English. Visitors can find the latest news on events and airport operations, including information about stakeholder meetings. Visitors may also wish to see various interesting news presented in the “Angkasapura” bulletin.

Stakeholders may also access the Annual Report to monitor the Company's annual performance through the Company website. Furthermore, the website presents information on shareholders, Code of Conduct, General Meetings of Shareholders, company group structure financial performance analysis, financial statements for the last 5 (five) years, profiles of the Board of Commissioners and Board of Directors, and Charter of the Board of Commissioners, Board of Directors, Committees and Internal Audit Unit.

Besides the PT Angkasa Pura I (Persero) website, every airport managed by the Company has its own website. Information presented on the website of each airport includes airline arrival and departure schedules, both domestic and international, location plan and available services for customers. The website is updated on a periodic basis, so that visitors can obtain information on changes that occur during their travel through airports managed by PT Angkasa Pura I (Persero).

Nama dan Alamat Kantor Pusat, Entitas Anak, Entitas Asosiasi, Yayasan, dan Kantor Cabang

Head Office Name and Address, Subsidiaries, Associates, Foundations, and Branch Offices

KANTOR PUSAT	Kota Baru Bandar Kemayoran
<i>HEAD OFFICE</i>	Blok B 12 Kav. 2 Jakarta, 10610
	Telepon/ <i>Phone</i> : 62-21 6541961
	Fax : 62-21 6541513, 6541514
	E-mail : humas@ap1.co.id

ENTITAS ANAK

SUBSIDIARIES

PT Angkasa Pura Hotel

Gedung Sainath Tower Lt. 10
Jl. Selangit Blok B-9 No.7 Gunung Sahari Selatan,
Kemayoran, Jakarta Pusat, 10610 Indonesia
Tel/*Phone* : (+62) (21) 26051829
Fax : (+62) (21) 26051830
E-mail : info@aph.co.id
<https://aph.co.id/>

PT Angkasa Pura Properti

Gedung Sainath Tower Lt. 10
Jl. Selangit Blok B-9 No.7 Gunung Sahari Selatan, Kemayoran
Jakarta Pusat, 10610 Indonesia
Tel/*Phone* : (+62) (21) 26051919
Fax : (+62) (21) 26051920
E-mail : humas@aproperti.co.id
<https://www.aproperti.co.id/>

PT Angkasa Pura Hotel

Gedung Sainath Tower Lt. 10
Jl. Selangit Blok B-9 No.7 Gunung Sahari Selatan,
Kemayoran, Jakarta Pusat, 10610 Indonesia
Tel/*Phone* : (+62) (21) 26051829
Fax : (+62) (21) 26051830
E-mail : info@aph.co.id
<https://aph.co.id/>

PT Angkasa Pura Suport

Gedung Sainath Tower Lt. 11
Jl. Selangit Blok B-9 No.7 Gunung Sahari Selatan,
Kemayoran Jakarta Pusat, 10610 Indonesia
Tel/*Phone* : (+62) (21) 26051930
Fax : (+62) (21) 26051931
<https://apsupports.com/>

PT Angkasa Pura Logistik

Gedung Datascrip Lt. 5 & 6
Jl. Selaparang Blok B.15 Kav.9 Gunung Sahari Selatan,
Kemayoran Jakarta Pusat, 10610 Indonesia
Tel/*Phone* : (+62) (21) 65866491
E-mail : admin@angkasapuralogistik.com
<http://www.aplog.co/>

ENTITAS ASOSIASI ASSOCIATES

PT Gapura Angkasa

Gd. Dapenra Lt. 1 & 2
Jl. Angkasa Blok B-12, Kav.8 Gunung Sahari Selatan, kemayoran
Jakarta Pusat 10610 Indonesia
Tel/Phone : (+62) (21) 6545410
Fax : -
E-mail : marketing@gapura.co.id

PT Jasa Marga Bali Tol

Kantor Operasional:
Jalan Raya Pelabuhan Benoa No. 15
Pasanggaran, Denpasar, Bali
Tel/Phone : (+62) (361) 725326
Fax : (+62) (361) 725326
E-mail : jasmargabali@perusahaan.com
www.jasamarga@perusahaan.com

YAYASAN FOUNDATIONS

Yayasan Dana Pensiun Angkasa Pura I (Dapenra)

Gedung Dapenra Lt. VI Blok B 12 Kavling No. 8
Gunung Sahari Selatan, Kemayoran, Jakarta Pusat, 10610
Tel/Phone : (+62) (21) 65867867
Fax : (+62) (21) 65867868
E-mail : info@dapenra.co.id
<https://www.dapenra.co.id/>

Yayasan Kesejahteraan Karyawan Angkasa Pura (Yakkap)

Gedung Dapenra Lt. III Blok B 12 Kavling No. 8
Gunung Sahari Selatan, Kemayoran
Jakarta Pusat, 10610
Tel/Phone : (+62) (21) 6546642
www.yakkap.co.id www.yakkap.or.id

KANTOR CABANG BRANCH OFFICE

Bandar Udara Internasional I Gusti Ngurah Rai – Bali

I Gusti Ngurah Rai International Airport - Bali
Gedung Wisti Sabha Lt. III
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Bandar Udara Internasional Juanda - Surabaya

Juanda International Airport - Surabaya
Jl. Ir. Haji Juanda Sedati, Sidoarjo
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Bandar Udara Internasional Sultan Hasanuddin – Makassar

Sultan Hasanuddin International Airport - Makassar
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Bandar Udara Internasional Jenderal Ahmad Yani - Semarang

Jenderal Ahmad Yani International Airport - Semarang
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Bandar Udara Internasional El Tari – Kupang

El Tari International Airport - Kupang
Jl. Adi Sucipto Terminal B, Kupang
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Bandar Udara Internasional Pattimura – Ambon

Pattimura International Airport - Ambon
 Jl. Dr. Leimena - Laha, Ambon
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Bandar Udara Internasional Adi Soemarmo – Surakarta

Adi Soemarmo International Airport - Surakarta
 (Jl. Bandara Adi Sumarmo) Jl. Cendrawasih, Ngemplak
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 Tel/Phone : (0271) 780400
 Fax : (0271) 780715
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Bandar Udara Internasional Frans Kaisiepo – Biak

Frans Kaisiepo International Airport - Biak
 Jl. M Yamin, Biak Kota Biak Numfor, Biak
 Papua, 98111 Indonesia
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**Bandar Udara Internasional Sultan Aji Muhammad Sulaiman
Sepinggan - Balikpapan**

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Bandar Udara Internasional Lombok - Lombok Tengah

Lombok International Airport - Lombok Tengah
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 Fax : (+62) (370) 6157010
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Bandar Udara Internasional Syamsudin Noor – Banjarmasin

Syamsudin Noor International Airport - Banjarmasin
 Jl. Angkasa Landasan Ulin Utara Landasan Ulin, Banjar Baru
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 Fax : (+62) (511) 4705251
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Bandar Udara Internasional Adisutjipto – Yogyakarta

Adisutjipto International Airport - Yogyakarta
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Bandar Udara Internasional Yogyakarta - Kulon Progo

Yogyakarta International Airport – Kulon Progo
 Jalan Raya Wates Km. 42 Kulon Progo, DIY
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Bandar Udara Internasional Sentani – Jayapura

Sentani International Airport - Jayapura
 Jalan PLN Sentani Kel. Sentani Kota,
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TINJAUAN OPERASIONAL

Performance Highlights

“Secara berkala, Angkasa Pura I terus meningkatkan kualitas sistem pengelolaan bandara dengan mengundang praktisi/praktisi terkemuka dunia melalui kegiatan Airport Excellence (APEX) in Safety dan Airport Excellence (APEX) in Security. Implementasi 3S1C saat ini telah dilakukan melampaui ketentuan yang disyaratkan regulasi (beyond regulation).”

“Periodically, Angkasa Pura I has initiated a program to improve the quality of airport management system by inviting world-leading practitioners through the Airport Excellence (APEX) in Safety and Airport Excellence (APEX) in Security programs. The current implementation of 3S1C was carried out beyond regulation.”



Keamanan dan Perlindungan Security and Safety



Keselamatan dan perlindungan untuk kegiatan layanan penerbangan, serta pengguna layanan bandara menjadi prioritas utama dalam kegiatan usaha di Angkasa Pura I. Dengan demikian, Perseroan telah menjalankan kegiatan usaha yang sejalan dengan visi perusahaan yaitu menjadi pengelola bandar udara kelas dunia. Penerapan *Safety, Security, and Service through Compliance (3S1C)* yang telah sesuai dengan penerapan Undang-undang No. 1 Tahun 2009 tentang Penerbangan.

Sebagai upaya memperkuat keselamatan, keamanan, dan kenyamanan seluruh pengguna jasa, Perseroan telah menyetarakan pelayanan melalui berbagai kebijakan tentang keamanan dan perlindungan serta sertifikasi dalam berbagai bidang. Beberapa sertifikasi yang dimiliki Perseroan antara lain:

- Sistem Manajemen Lingkungan (ISO 14001:2015)
- Manajemen Mutu (ISO 9001:2015);
- Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sesuai PP 50 tahun 2012;
- Manajemen Risiko (ISO 31000).

Secara berkala, Angkasa Pura I terus meningkatkan kualitas sistem pengelolaan bandara dengan mengundang praktisi-praktisi terkemuka dunia melalui kegiatan Airport Excellence (APEX) in Safety dan Airport Excellence (APEX) in Security. Implementasi 3S1C saat ini telah dilakukan melampaui ketentuan yang disyaratkan regulasi (*beyond regulation*).

PT Angkasa Pura I (Persero) conducts its business operations by prioritizing safety and security of aviation services and airport service users. Thus, the Company conducts business operations in accordance with the Company's vision of becoming a world-class airport operator. In this regard, the Company implements Safety, Security, and Service through Compliance (3S1C) in accordance with Law No. 1 of 2009 concerning Aviation.

In an effort to strengthen safety, security and comfort of all service users, the Company has equalized services through various policies on security and safety as well as certification in various fields. The Company received various certifications, including:

- *Environmental Management System (ISO 14001:2015);*
- *Quality Management (ISO 9001:2015);*
- *Occupational Health and Safety Management System (OHSMS) in accordance with the Government Regulation No. 50 of 2012;*
- *Risk Management (ISO 31000).*

Periodically, Angkasa Pura I has initiated a program to improve the quality of airport management system by inviting world-leading practitioners through the Airport Excellence (APEX) in Safety and Airport Excellence (APEX) in Security programs. The current implementation of 3S1C was carried out beyond regulation.

Secara komprehensif, Angkasa Pura I menjalankan 3S1C mulai dari pintu gerbang dan tempat parkir, hingga tempat umum yang ada di bandara, dengan melibatkan beberapa fungsi manajemen, dengan tugas dan fungsi sebagai berikut:

1. Risk Management

Bertugas untuk memastikan pengelolaan risiko bisnis perusahaan terkait unit kerja pada Direktorat Operasi, Teknik, Pemasaran dan Pelayanan, serta Pengembangan Usaha melalui identifikasi, penentuan profil, *register* risiko (*risk register*), penilaian serta mitigasi atas potensi risiko di perusahaan guna mendukung proses bisnis perusahaan berlangsung dengan tingkat risiko yang dapat diterima berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan.

2. Airport Planning and Environment

Bertanggung jawab untuk memastikan pembinaan seluruh aspek perencanaan bandar udara guna menyelaraskan tujuan dan sasaran strategis perusahaan ke dalam perencanaan pengembangan bandar udara dan pengelolaan lingkungan berdasarkan kebijakan dan peraturan yang telah ditetapkan oleh regulator serta melaksanakan kepatuhan sesuai dengan peraturan Perundang-undangan dan peraturan internal perusahaan.

3. Airport Security

Berfungsi untuk memastikan pengelolaan kegiatan perlindungan keamanan (*security protection*) di bandar udara dapat beroperasi dengan selamat, aman, nyaman, efisien, dan patuh kepada regulasi sesuai dengan standar aturan nasional dan internasional berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan.

4. Airport Safety Group

Bertanggung jawab untuk memastikan pembinaan seluruh aspek sistem manajemen keselamatan dan mutu, 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 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.

5. Airport Service and Hospitality

Bertugas untuk memastikan pembinaan pelayanan (*service*) bandar udara terkait dengan proses interaksi pengguna jasa bandar udara (*customer relationship management*), dan pemantauan dan jaminan pelayanan (*service monitoring and assurance*) dalam proses operasi bandar udara guna

Angkasa Pura I implemented 3S1C in a comprehensive manner starting from the gateway and parking lot to public areas in the airports and involved several management functions, with the following duties and functions:

1. Risk Management

Risk management is tasked to ensure the effectiveness of management of the Company's business risk related to work units of the Directorate of Operations, Engineering, Marketing and Services, and Business Development through identification, profiling, risk register, assessment and mitigation of potential risks in the company to support business processes. The management function also ensures that the Company runs the business with an acceptable level of risk in accordance with the Company Work Plan and Budget (RKAP) and carries out compliance in accordance with the laws and regulations and the Company's internal regulations.

2. Airport Planning and Environment

Airport Planning and Environment is responsible to ensure the effectiveness of all aspects of airport planning in order to align the company's strategic objectives and targets with airport development planning and environmental management based on policies and regulations set by regulators and to comply with laws and regulations and the Company's internal regulations.

3. Airport Security

Airport Security is responsible to ensure that the management of security protection activities at airports operates in safe, secure, comfortable and efficient manners and in compliance with regulations in accordance with national and international regulatory standards based on the Company Work Plan and Budget (RKAP) and carries out compliance in accordance with the laws and regulations and the Company's internal regulations.

4. Airport Safety Group

Airport Safety Group is responsible to ensure the effectiveness of all aspects of safety and quality management system, in order to ensure that the airports managed by the company operate in secure, healthy, safe, smooth, comfortable, and efficient manners in accordance with service standards and comply with applicable regulations based on Safety, Security, Service and Compliance (3S + 1C) and the Company Work Plan and Budget (RKAP), and carry out compliance in accordance with the laws and regulations and the Company's internal regulations.

5. Airport Service and Hospitality

Airport Operational Service and Hospitality is tasked to ensure airport service quality related to customer relationship management, and service monitoring and service assurance in the airport operation process in order to achieve an increase in the Customer Satisfaction Index (CSI)

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.

6. Airport Facilities Management

Bertugas untuk 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.

7. Airport Equipment Management

Bertugas untuk memastikan pengelolaan seluruh aspek peralatan (*equipment*) yang berhubungan dengan mesin di 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.

Kinerja penerapan 3S1C yang baik oleh Angkasa Pura I dapat dilihat dari pencapaian skor *Airport Service Quality* (ASQ) dengan rata-rata nilai di 4,67 pada 13 bandara yang dinilai oleh lembaga ACI. Selain itu, skor *Corporate Satisfaction Index* (CSI) yang dinilai oleh lembaga INACA pada 15 bandara pada tahun 2020 mencapai rata-rata 4,60.

score for all airports and based on the Company Work Plan and Budget (RKAP) and carries out compliance in accordance with the laws and regulations and the Company's internal regulations.

6. Airport Facilities Management

Airport Facilities Management is responsible for the development 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 Work Plan and Budget (RKAP) and to carry out compliance in accordance with the laws and regulations and the Company's internal regulations.

7. Airport Equipment Management

Airport Equipment Management is responsible for the management of all aspects of equipment related to machines at airports to ensure the readiness of all airport equipment to operate in a safe, comfortable and efficient manner based on the Work Plan and Company Budget (RKAP) and carries out compliance in accordance with the laws and regulations and the Company's internal regulations.

Angkasa Pura I has a good performance in implementing 3S1C that can be seen from the achievement of Airport Service Quality (ASQ) scores with an average score of 4.67 at 13 airports, as assessed by Airports Council International (ACI). In addition, the Company achieved an average score of 4.60 based on the Customer Satisfaction Index (CSI) assessed by the Indonesia National Air Carriers Association (INACA) at 15 airports in 2020.

Hasil Survei Tahun 2020

Results of Survey in 2020

Indikator Pencapaian Achievement Indicator	2020	2019	2018
Airport Service Quality (ASQ)	4.67	4.48	4.55
Customer Satisfaction Index (CSI)	4.60	4.53	4.40

PT Angkasa Pura I (Persero) tidak mengalami insiden, kecelakaan kerja, pelanggaran kode etik, maupun pelanggaran lainnya sepanjang tahun 2020 yang signifikan.

PT Angkasa Pura I (Persero) did not experience any significant incidents, work accidents, code of conduct violations, or other violations throughout 2020.

Layanan Unggul Service Excellence

PT Angkasa Pura I (Persero) menerapkan sistem *Information and Communication Technology* (ICT) sebagai bentuk komitmen dalam memberikan pelayanan kebandaraan yang bertaraf internasional. Penerapan sistem ICT juga diterapkan Angkasa Pura I sebagai alat penegak protokol kesehatan dalam seluruh kegiatan operasional, layanan, dan bisnis perusahaan di masa pandemi. Hal ini telah sejalan dengan arahan dari Menteri BUMN yang menghimbau perusahaan BUMN memanfaatkan teknologi digital dalam menerapkan protokol kesehatan di tengah pandemi COVID-19. Menghadapi masa pandemi COVID-19 yang terjadi sejak pertengahan Maret 2020, beberapa penerapan teknologi yang diterapkan dalam masa adaptasi kebiasaan baru meliputi:

1. Airport Operation Control Center (AOCC)

AOCC merupakan sebuah pusat komando dan kontrol operasional bandara yang telah diterapkan Angkasa Pura I sejak 2 Maret 2018. Hingga saat ini AOCC telah diterapkan di seluruh Bandara PT Angkasa Pura I (Persero). AOCC menjadi pusat komunikasi dan koordinasi seluruh pemangku kepentingan dalam mengimplementasikan *Airport Collaborative Decision Making* (A-CDM), meningkatkan kinerja operasional guna mengoptimalkan *airport resource*, dan alat ukur tingkat kualitas dan layanan yang dapat diakses secara *real time*.

Di masa adaptasi kebiasaan baru, AOCC menjalankan fungsi pengawasan dalam penerapan protokol kesehatan guna mencegah penyebaran COVID-19. Melalui AOCC seluruh pemangku kepentingan dapat memastikan bahwa penerapan *physical distancing*, penggunaan masker, dan standar protokol kesehatan lain telah dilaksanakan di seluruh area bandara yang dikelola Angkasa Pura I.

2. Customer Service Online

Customer Service Online merupakan bentuk upaya pelayanan Angkasa Pura I kepada seluruh *customer* guna meminimalisir interaksi secara langsung antara *customer* dan petugas *customer service*. Dengan memanfaatkan teknologi *teleconference*, layanan informasi bandara tetap dapat diberikan secara maksimal oleh petugas *customer service* tanpa harus berhadapan langsung dengan pengguna layanan bandara. *Customer* dapat mendatangi monitor yang tersebar di seluruh area bandara untuk memperoleh berbagai informasi yang dibutuhkan secara virtual dari petugas *customer service* yang ditempatkan di Airport Operation Control Center (AOCC). Dengan diterapkannya *Customer Service Online*, Angkasa Pura I berharap dapat meminimalisir penyebaran COVID-19 di seluruh area bandara.

PT Angkasa Pura I (Persero) is committed to providing excellence international airport services. In this regard, the Company has adopted Information and Communication Technology (ICT) system. The ICT adoption is also a means to enforce the health protocols in all operational activities, services, and company businesses during the pandemic. This is in line with the direction of the Minister of SOEs to urge SOEs to use digital technology in implementing health protocols in the midst of the COVID-19 pandemic. During the COVID-19 pandemic that has occurred since mid-March 2020, several technologies have been applied during the adaptation period of new habits, including:

1. Airport Operation Control Center (AOCC)

Angkasa Pura I has implemented Airport Operation Control Center (AOCC) since March 2, 2018. Currently, AOCC has been implemented at all PT Angkasa Pura I (Persero) Airports. AOCC is the center of communication and coordination for all stakeholders in implementing Airport Collaborative Decision Making (A-CDM), improving operational performance to optimize airport resources, and measuring quality and service levels that can be accessed in real time.

During the adaptation period of new habits, AOCC has carried out a supervisory function in implementing health protocols to prevent the spread of COVID-19. Through AOCC, all stakeholders can ensure that physical distancing, face mask use, and other health protocol standards have been implemented in all areas of the airports managed by Angkasa Pura I.

2. Customer Service Online

Customer Service Online is the Company service to all customers in order to minimize direct interaction between customers and customer service officers. By utilizing teleconferencing technology, the customer service officers are able to provide airport information services optimally and avoid direct contact with airport service users. Customers may visit monitors scattered throughout the airport area to get virtually any information needed from customer service officers stationed at the Airport Operation Control Center (AOCC). With the implementation of Customer Service Online, Angkasa Pura I expects to reduce the spread of COVID-19 in all airport areas.

3. **Menyediakan *Thermal Scanner* di Pintu Kedatangan**
Guna menekan angka penyebaran COVID-19 di Indonesia khususnya yang disebabkan oleh mobilitas pengguna layanan penerbangan, PT Angkasa Pura I menjalin kerja sama dengan Kantor Kesehatan Pelabuhan (KKP) Kementerian Kesehatan dalam pengadaan *thermal scanner* di pintu kedatangan. *Thermal scanner* beroperasi dengan cara memeriksa suhu tubuh dan detak jantung seluruh penumpang di pintu masuk. Apabila terdapat penumpang yang memiliki suhu tubuh mencapai 38°, penumpang tersebut akan ditangani oleh Tim KKP untuk melakukan pemeriksaan lebih lanjut.
4. ***Boarding Pass Scanner***
Fasilitas *boarding pass scanner* ditujukan untuk memberikan kemudahan bagi penumpang untuk dapat memindai *boarding pass* tanpa harus mengantri di tempat *scanning manual*. Meskipun baru diterapkan di Bandara I Gusti Ngurah Rai Bali, fasilitas ini diharapkan dapat mengurangi kontak fisik antara penumpang dan petugas di bandara sehingga dapat meminimalisir penularan COVID-19.
5. **Optimalisasian *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.
6. **Layanan Otomasi Perkantoran *Office Collaboration Platform (OCP)***
Layanan *Office Collaboration Platform (OCP)* menggunakan fasilitas dari Google Suite yang memiliki fitur yaitu: *Video Conference, E-mail, Milis Group, Pembuatan Jadwal meeting, calendar event, file storage & sharing*, kolaborasi dokumen dengan rekan kerja dan unit, survei pegawai, *chatting* dan *group chat*. Dengan berbagai fitur yang ada 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.
7. **Pemanfaatan Aplikasi Tata Naskah Dokumen Elektronik (TNDE)**
Dalam mengurangi kontak antar pegawai di lingkungan kerja, Angkasa Pura I memanfaatkan layanan Aplikasi Tata Naskah Dokumen Elektronik (TNDE) dalam proses pengiriman dan disposisi dokumen persuratan perusahaan. Upaya 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.

3. ***Provision of a Thermal Scanner at the Arrival Gate***
In order to reduce the spread of COVID-19 in Indonesia, especially those caused by the mobility of airport service users, PT Angkasa Pura I collaborated with the Port Health Office (KKP) of the Ministry of Health in procuring thermal scanners at the arrival gate. Thermal scanner detects body temperature and heart rate of all passengers at the arrival gate. If a passenger is detected with a body temperature of more than or equal to 38°C, then the passenger will be handled by the KKP Team to carry out further measures.
4. ***Boarding Pass Scanner***
Boarding pass scanner facility aims to facilitate passengers in scanning their boarding pass without having to queue at the manual scanning site. Even though it has only been implemented at I Gusti Ngurah Rai Airport in Bali, this facility is expected to reduce physical contact between passengers and officers at the airport to prevent the transmission of COVID-19.
5. ***Optimization of X-Ray Automated Tray Return System (X-Ray ATRS)***
X-Ray ATRS installed at the Screening Check Point is expected to speed up the process of inspecting goods of prospective passengers so as to reduce physical contact between airport security officers and passengers as an effort to reduce the risk of COVID-19 exposure in the airport environment.
6. ***Office Collaboration Platform (OCP) Office Automation Service***
Office Collaboration Platform (OCP) service uses a facility from Google Suite. OCP features include: Video Conference, E-mail, Mailing List Group, Composition of 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) facilitate employees to complete their works anywhere and anytime, to coordinate, to communicate within the organization, and to interact with internal and external organizational resources by avoiding direct contact so as to reduce the risk of COVID-19 exposure in the work environment .
7. ***Utilization of Tata Naskah Dokumen Elektronik (TNDE) App***
In reducing contact among employees in the work environment, Angkasa Pura I utilizes Tata Naskah Dokumen Elektronik (TNDE) app to send and dispose of company documents. Angkasa Pura I endeavors to implement physical distancing in reducing the risk of spreading COVID-19 in the work environment. In addition, Tata Naskah Document Elektronik (TNDE) app has various benefits, including reducing paper usage costs.

8. **Penggunaan Aplikasi *Learning Management System (LMS)***
Untuk mengurangi kegiatan pelatihan secara tatap muka selama pandemi COVID-19, Angkasa Pura I memanfaatkan Aplikasi *Learning Management System (LMS)* sehingga seluruh personil Angkasa Pura I dapat meningkatkan kompetensi, kemampuan dan pengetahuan secara mandiri dan bisa diakses kapan saja, maupun dimana saja.
9. **Implementasi Aplikasi *Great Day***
Aplikasi *Great Day* merupakan aplikasi berbasis *mobile apps* yang memudahkan Angkasa Pura I dalam mengelola sumber daya manusia seperti pencatatan kehadiran, pengajuan cuti, dan penghitungan gaji. Selama pandemi COVID-19, pegawai Angkasa Pura I direkomendasikan menggunakan aplikasi *Great Day* untuk meminimalisir risiko penyebaran COVID-19 terutama saat pencatatan kehadiran saat bekerja di era New Normal.
10. **Integrasi data menggunakan *Enterprise Service Bus***
Enterprise Service Bus (ESB) telah menghubungkan data-data dari 5 sistem aplikasi pendapatan (PJP2U, PJP4U, Parkir, POSS & PJKP2U) yang terdapat di 13 bandara dan Kantor Pusat dapat saling terhubung terintegrasi dengan sistem lainnya baik internal maupun eksternal secara *realtime online*. Dengan ESB, Angkasa Pura I dengan mudah memberikan *supply data* secara *realtime online* turut serta menyukseskan Program Pemulihan Ekonomi Nasional yang digagas oleh Kementerian BUMN.

Inovasi dan Kewirausahaan *Innovation and Entrepreneurship*

Angkasa Pura I berinovasi untuk meningkatkan kualitas layanan kebandaraan guna mengoptimalkan efektivitas dan efisiensi proses bisnis. Inovasi yang Angkasa Pura I lakukan yaitu:

1. ***Science Corner Bandara Internasional Yogyakarta***
PT Angkasa Pura I (Persero) Kantor Cabang Bandara Internasional Yogyakarta bekerja sama dengan Taman Pintar Yogyakarta menghadirkan *Science Corner* di area ruang tunggu Bandara Internasional Yogyakarta. *Science Corner* adalah sebagai 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.

8. ***Utilization of Learning Management System (LMS) App***
To reduce face-to-face training activities during the COVID-19 pandemic, Angkasa Pura I utilizes the Learning Management System (LMS) app for all Angkasa Pura I personnel in order to increase competence, ability and knowledge independently. Moreover, the app can be accessed anytime and anywhere.
9. ***Implementation of Great Day App***
Angkasa Pura I utilizes Great Day mobile app to facilitate in managing human resources such as attendance record, leave request, and salary calculation. During the COVID-19 pandemic, Angkasa Pura I employees are recommended to use Great Day app to reduce the risk of spreading COVID-19, especially when recording attendance while working in the New Normal era.
10. ***Data Integration Using Enterprise Service Bus***
Enterprise Service Bus (ESB) has connected data from 5 revenue application systems (PJP2U, PJP4U, Parking, POSS & PJKP2U) in 13 airports and the Head Office that can be integrated with other systems both internally and externally in real-time online. ESB facilitates Angkasa Pura I to provide real-time online data supply and contribute to the success of the National Economic Recovery Program initiated by the Ministry of SOEs.

Angkasa Pura I has carried out innovations to improve the quality of airport services in order to optimize the effectiveness and efficiency of business processes, as follows:

1. ***Science Corner at Yogyakarta International Airport***
Yogyakarta International Airport Branch Office of PT Angkasa Pura I (Persero) in collaboration with Taman Pintar Yogyakarta presents a Science Corner in the waiting area of Yogyakarta International Airport. Science Corner is an icon of Taman Pintar which combines Reading Corner and Family Corner concepts by strengthening aspects of science education through digital interactive props and equipped with an e-library. Science Corner can be a customer experience for service users who wish to continue their journey through Yogyakarta International Airport.

Pengerjaan *Science Corner* ini dimulai pada tanggal 3 – 7 Agustus 2020 dan diresmikan pada Senin, 10 Agustus 2020 oleh Walikota Yogyakarta Haryadi Suyuti, Wakil Bupati Kulon Progo Fajar Gegana, dan General Manager YIA Agus Pandu Purnama. Inisiasi ini selaras dengan misi Angkasa Pura I untuk menjadikan bandara yang mengoptimalkan teknologi digital. Dengan hadirnya *Science Corner* di YIA, Angkasa Pura I bermaksud mengenalkan Yogyakarta sebagai Kota Pendidikan kepada pengguna jasa bandara.

The construction of Science Corner began on August 3-7, 2020 and was inaugurated on Monday, August 10, 2020 by Yogyakarta Mayor Haryadi Suyuti, Deputy Regent of Kulon Progo Fajar Gegana, and General Manager of YIA Agus Pandu Purnama. This initiative is in line with Angkasa Pura I's mission to build an airport that optimizes digital technology. With the presence of the Science Corner at Yogyakarta International Airport, Angkasa Pura I intends to introduce Yogyakarta as a City of Education to airport service users.

Science Corner YIA hadir dengan empat area, yaitu:

- Bagian depan pintu masuk (*entrance*) yang dilengkapi dengan monitor *touch-screen* berisi profil dan informasi digital;
- Bagian kedua merupakan area *science*, dimana terdapat 4 alat peraga seperti *magic floor*; peraga harpa tak berdawai; peraga uji konsentrasi; dan peraga cincin loncat;
- Bagian ketiga, pengguna jasa bandara dapat menemukan *reading corner* yang dilengkapi dengan perangkat komputer berisi *e-library* dan varian buku yang dapat dibaca di area membaca;
- Bagian keempat, pengguna jasa bandara yang mengajak serta anak-anak, dapat memanfaatkan *playground* sehingga anak dapat melengkapi belajarnya dengan bermain.

Science Corner at Yogyakarta International Airport is located in four areas, as follows:

- *The front entrance is equipped with a touch-screen monitor containing digital profiles and information;*
- *The second section is a science area with 4 displays such as magic floor; harp with no strings display; concentration test display; and jump ring display;*
- *The third section, airport service users may find a reading corner equipped with a computer device containing e-library and books to be read in the reading area;*
- *The fourth section, airport service users with children may use playgrounds so that children can learn through play.*

2. **Tourism Information Center**

Berkolaborasi dengan Kementerian Pariwisata, Angkasa Pura I menghadirkan layanan *Tourist Information Center* (TIC) di terminal bandara. Konter 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.

2. **Tourism Information Center**

In collaboration with the Ministry of Tourism, Angkasa Pura I presents Tourist Information Center (TIC) service at the airport terminal. TIC counter is located in the arrival terminal area of all airports with various promotional means in the form of leaflets, tourist location maps, and monitor screens containing tourism information. This service is provided to promote various tourist destinations, culinary, accommodation and transportation both at passenger destination location and other well-known tourist destinations.

3. **Ruang Multisensori (Multisensory Room)**

Fasilitas ini disediakan untuk memberi rasa aman dan nyaman bagi penumpang dengan *rotocol rotoc* pada saat menunggu waktu *boarding*. Ruang *rotocolory* dirancang untuk memacu berbagai indera ruang ini didukung dengan berbagai fasilitas yaitu matras, lantunan *rotocolo* musik, bola *gymnastic*, dan lampu LED warna-warni. Ruang *rotocolory* terdiri dari dua tipe ruangan yaitu *white room* dan *black room* yang memiliki fungsi berbeda bagi penggunaannya. *Multisensory* merupakan fasilitas bandara yang pertama di Indonesia dan Asia.

3. **Multisensory Room**

This facility aims to provide a sense of security and comfort for passengers while waiting for boarding time. Multi-sensory room was designed to stimulate various senses through various supporting facilities, such as mattresses, instrumental music, gym balls, and colorful LED lights. Multisensory room has two functions by turning it into a white and a black room. This is the first multi-sensory room in Indonesia and 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*. Hingga tahun 2020, telah tersedia di 6 bandara PT Angkasa Pura I (Persero).

5. **Buku Panduan**

Menindaklanjuti telah tersedianya ruang multisensori dan ruang tunggu penumpang berkebutuhan khusus, unit kerja Airport Services & Hospitality menerbitkan beberapa panduan berbasis *e-book*, yaitu:

- Panduan Pelayanan Penumpang Berkebutuhan khusus Spektrum Autisme di Bandar Udara;
- Panduan Pelayanan Penumpang Berkebutuhan Khusus di Bandar Udara;
- Panduan Pengalaman Penumpang di Bandar Udara PT Angkasa Pura I (Persero).

Pengesahan buku panduan tersebut bersamaan dengan peresmian ruang multisensori dan SNS *Holding Room* yang dilaksanakan di Bandar Udara Internasional Jenderal Ahmad Yani Semarang dengan peruntukan sebagai berikut:

- Buku Panduan Penumpang berkebutuhan khusus dan spektrum autisme ditujukan untuk petugas bandara;
- Panduan Pengalaman Penumpang di Bandara PT Angkasa Pura I (Persero) ditujukan untuk pengguna jasa bandara yang dapat diakses melalui website www.ap1.co.id

6. **Live Chat**

Live Chat merupakan layanan pesan secara *online* dan *live* menggunakan fitur otomatis yang terkoneksi dengan petugas. Kini pengguna jasa dapat berinteraksi dengan penyedia layanan dengan mudah dan *real time*. Fasilitas *Live Chat* dapat diakses melalui website www.ap1.co.id dan website di wilayah kerja PT Angkasa Pura I (Persero).

4. **Special Needs Services Holding Room**

Special Needs Services Holding Room is provided in the terminal check-in area. This facility was specifically designed to provide sense of calm and comfort while waiting for the check-in process or boarding time. As of 2020, the facility is available at 6 airports of PT Angkasa Pura I (Persero).

5. **Guidelines**

Following up on the availability of multisensory rooms and special needs services holding room, the Airport Services & Hospitality unit has published several online guidelines, namely:

- *Guidelines for Special Need Services for Children with Autism at the Airport,*
- *Guidelines for Special Need Services at the Airport, and*
- *Guidelines for Passenger Experience at PT Angkasa Pura I (Persero) Airports.*

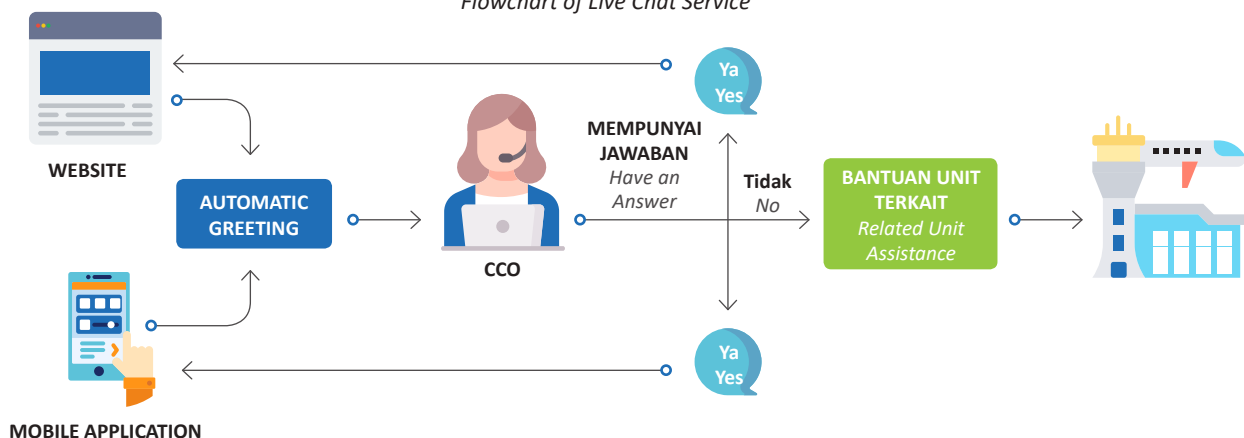
Ratification of the guidelines coincided with the inauguration of the multisensory room and SNS Holding Room which was held at Jenderal Ahmad Yani International Airport in Semarang and designated for the following uses:

- *Guidelines for Special Need Services for Children with Autism is addressed to airport officials;*
- *Guidelines for Passenger Experience at PT Angkasa Pura I (Persero) Airports is addressed to airport service users that can be accessed via website www.ap1.co.id.*

6. **Live Chat**

Live Chat is an online and live message service using an automatic feature connected directly to the airport officials. Currently, service users can easily interact with service providers in real time. Live Chat facility can be accessed through the website www.ap1.co.id and website in the working area of PT Angkasa Pura I (Persero).

Alur Pelayanan Live Chat
Flowchart of Live Chat Service



7. Lost and Found System

Lost and Found System merupakan fasilitas layanan yang disediakan dalam rangka meningkatkan pelayanan dan kepuasan pengguna jasa bandara, dengan objektif sebagai berikut:

- Meningkatkan kemudahan bagi pengguna jasa menyampaikan suara pelanggan terkait ketinggalan dan/atau kehilangan barang di bandara;
- Meningkatkan kemudahan bagi pengguna jasa untuk mengetahui informasi barang-barang yang tertinggal dan/atau ditemukan di bandara;
- Meningkatkan kinerja dan integrasi pelaporan Suara Pelanggan khususnya pelaporan dan/atau temuan barang tertinggal dan/atau hilang di bandara.
- Penyediaan fasilitas layanan ini diselenggarakan dengan berkolaborasi dengan unit kerja Airport Security dan Information Technology sebagai penyedia sistem/aplikasi.

8. X-ray Automated Tray Return System (X-ray ATRS)

PT Angkasa Pura I (Persero) meresmikan fasilitas *X-ray Automated Tray Return System (X-ray ATRS)* pada 5 September 2019 di Bandara I Gusti Ngurah Rai Bali. 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 antrean dan berbagai keuntungan lainnya, yaitu mempercepat proses pemeriksaan barang dan calon penumpang. Jika X-ray konvensional rata-rata hanya mampu memeriksa 155 tray per jam dengan maksimal barang yang mampu diperiksa saat *peak hour* mencapai 235 tray, 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.

9. Boarding Pass Scanner (Flap Barrier)

Saat ini terdapat 12 unit *Boarding Pass Scanner (Flap Barrier)* yang terletak di terminal keberangkatan internasional Bandara I Gusti Ngurah Rai Bali. 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, maupun masih dalam bentuk *soft file* dalam *smartphone*.

7. Lost and Found System

Lost and Found System is a service provided to improve services and satisfaction of airport service users, with the following objectives:

- To facilitate service users in sharing their voice of customer related to lost and/or found items at the airport;
- To facilitate service users in finding out information on lost and/or found items at the airport;
- To improve performance and integration of Voice of Customer reporting, specifically reporting on lost and/or found items at the airport.
- This service is provided in collaboration with the Airport Security and Information Technology unit as the system/application provider.

8. X-ray Automated Tray Return System (X-ray ATRS)

PT Angkasa Pura I (Persero) inaugurated the *X-ray Automated Tray Return System (X-ray ATRS)* on 5 September 2019 at I Gusti Ngurah Rai Airport, Bali. 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, namely speeding up the process of inspecting goods and potential passengers. If conventional X-rays 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 capability during peak hours of 410 trays per hour. The use of X-Ray ATRS is the first in Indonesia and is a form of the company's commitment to improve sustainable airport services.

9. Boarding Pass Scanner (Flap Barrier)

There are currently 12 *Boarding Pass Scanners (Flap Barrier)* located at the international departure terminal of I Gusti Ngurah Rai Airport, Bali. This facility aims to facilitate passengers in scanning their boarding pass automatically without having to queue at the manual scanning site. This facility can be used by passengers carrying printed or mobile boarding passes.

Pengembangan Sumber Daya Manusia

Human Resources Development

Kebijakan Pengembangan Kompetensi

Competency Development Policy

Pengembangan kompetensi manajemen dan karyawan merupakan hal yang penting untuk menunjang kelangsungan bisnis. PT Angkasa Pura I (Persero) memastikan seluruh karyawan memperoleh kesempatan yang setara dalam meningkatkan pengetahuan, kemampuan, dan keahlian sesuai dengan minat karyawan serta kebutuhan perusahaan. Aturan terkait pengembangan karyawan ini dirangkum dalam 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 (Persero).

PT Angkasa Pura I (Persero) telah memberikan wadah untuk pengembangan kompetensi manajemen dan karyawan melalui kegiatan pendidikan dan/atau pelatihan yang diselenggarakan secara internal maupun eksternal. Angkasa Pura I berupaya maksimal dalam memutus mata rantai penyebaran COVID-19 dengan mendukung penerapan protokol kesehatan di masa adaptasi kebiasaan baru. Untuk itu, berbagai pelatihan dan pengembangan kompetensi karyawan dilaksanakan dengan memanfaatkan berbagai aplikasi *meeting multi-platform* guna memaksimalkan keikutsertaan karyawan Angkasa Pura I dalam mengembangkan kompetensinya.

Hingga akhir periode pelaporan tanggal 31 Desember 2020, Angkasa Pura I telah menyelenggarakan 153 kegiatan pendidikan dan pelatihan yang diikuti oleh 3.282 peserta, baik dari pihak manajemen maupun karyawan. Jumlah peserta tersebut menurun dari 3.490 peserta pada tahun 2019 yang dipicu oleh adanya pandemi COVID-19. Hal tersebut mengakibatkan perubahan rencana pelatihan yang semula direncanakan dilaksanakan secara *inclass* berubah menjadi *online*. Perubahan metode pembelajaran tersebut mengakibatkan banyak peserta yang berada di daerah timur khususnya para pegawai yang baru bergabung di Bandara Sentani mengalami kesulitan perihalan jaringan internet. Selain perubahan metode pembelajaran, penurunan jumlah peserta pelatihan dipengaruhi oleh faktor pegawai yang tidak mengikuti pelatihan selama tahun 2020 yang disebabkan karena pegawai tengah melakukan cuti diluar tanggungan dan memasuki masa pensiun.

The development of management and employee competencies is important to support business continuity. PT Angkasa Pura I (Persero) ensures that all employees have equal opportunities in increasing their knowledge, abilities and expertise according to employee interests and the company needs. The regulations related to employee development are summarized in the Decree of the Board of Directors of PT Angkasa Pura I (Persero) Number: KEP.167/KP.04/2019 concerning Scheme of Employee Training and Development at PT Angkasa Pura I (Persero).

PT Angkasa Pura I (Persero) facilitated the development of management and employee competencies through educational and/or training activities held internally and externally. Angkasa Pura I has performed its best to break the chain of spreading COVID-19 by supporting the implementation of health protocols during the adaptation period of new habits. For this reason, trainings and employee competency development has been carried out by utilizing multi-platform meeting applications to increase the participation of Angkasa Pura I employees in developing their competencies.

Until the end of the reporting period on December 31, 2020, Angkasa Pura I had organized 153 educational and training activities attended by 3,282 participants, both from management and employees. The number of participants decreased from 3,490 participants in 2019 to 3,282 participants in 2020 due to the COVID-19 pandemic. This resulted in a change in the training method from classroom to online learning. As a result of a change in learning method, several participants in the eastern area, especially employees who had just joined Sentani Airport, were unable to attend online training due to internet connection issues. In addition to changes in learning method, the decrease in the number of training participants was because the employees did not participate in training during 2020 as they were taking unpaid leave and had retired.

Pengembangan Kompetensi berdasarkan Level Jabatan Competency Development By Position Level

Perseroan membagi jumlah peserta pendidikan dan/atau pelatihan pada tahun 2020 berdasarkan jenis dan program pelatihan, tujuan pelatihan, serta level jabatan peserta pelatihan yang dirangkum dalam tabel berikut.

Terdapat banyak penyesuaian penyelenggaraan pelatihan di tahun 2020 terkait masa pandemi. Pelatihan dilakukan secara *online* baik melalui kegiatan *webinar* maupun *e-learning* menggunakan *Learning Management System (LMS) Training and People Development*. Kendala dan keterbatasan yang dihadapi dalam penyelenggaraan pelatihan secara *online* antara lain adalah terkendalanya PIC dalam melakukan *monitoring* keaktifan para peserta sehingga PIC harus bekerja sama dengan para pic di kantor cabang dan membuat aturan pelaksanaan *online learning* yang harus dipatuhi selama pelaksanaan pelatihan. Di sisi lain, terdapat kendala gangguan eksternal yang berasal dari lingkungan sekitar peserta dan gangguan jaringan yang dapat mengganggu efektivitas pembelajaran.

The Company divides the number of education and/or training participants in 2020 by the type and training program, training objectives, as well as position level of the training participants summarized in the following table.

There have been many adjustments in the implementation of training in 2020 due to the pandemic. The training was conducted online both through webinars and e-learning using the Learning Management System (LMS) Training and People Development. Several constraints and limitations in organizing online training include external disturbance. Although the person in charge had collaborated with branch office employees to make regulations to monitor the participants activeness in the implementation of online learning during the training, several participants experienced disturbance coming from the surrounding environment and internet connection issues hindering the learning effectiveness.

Pengembangan Kompetensi Angkasa Pura I Berdasarkan Level Jabatan Tahun 2020

Competency Development of Angkasa Pura I Based on Position Level in 2020

Level Level	Jenis Pelatihan Type Training	Program Pelatihan Training Program
Direksi	-	-
Vice President	Pengayaan Dalam Negeri <i>Domestic Enrichment</i>	<ol style="list-style-type: none"> <i>Workshop</i> Optimalisasi Human Capital Management Melalui Talent Management Pelatihan <i>Effective Interview & FGD Developing Interview Guide</i> <i>Online Learning</i> Mengelola Kecemasan di Situasi Pandemi <i>Online Training Creative Thinking to Innovation</i> Bimbingan Teknis <i>Assessment Kompetensi Standar Kementerian BUMN</i> <i>Online Learning : Bekerja dan Berkarya Extraordinary</i> Pelatihan Implementer SNI ISO 37001:2016 Sistem Manajemen dan Internal Auditor Sistem Anti Penyuapan (SMAP) Diklat <i>Online Sertifikasi Training of Trainer BNSP</i> Pelatihan ISO 9004:2018 & <i>Total Quality Management</i>
		<ol style="list-style-type: none"> <i>Workshop on Optimizing Human Capital Management Through Talent Management</i> <i>Training on Effective Interview & FGD Developing Interview Guide</i> <i>Online Learning on Managing Anxiety during the Pandemic.</i> <i>Online Training on Creative Thinking to Innovation</i> <i>Technical Guidance on Standard Competency Assessment of the Ministry of SOEs</i> <i>Online Learning: Extraordinary Work and Create</i> <i>SNI ISO 37001:2016 Anti-bribery Management Systems Internal Auditor Training Course</i> <i>Online Training on Training of Trainer Certification by BNSP</i> <i>ISO 9004:2018 & Total Quality Management Training Course</i>

Level Level	Jenis Pelatihan Type Training	Program Pelatihan Training Program	Program Pelatihan Training Program
General Manager	Pengayaan <i>Enrichment</i>	<ol style="list-style-type: none"> 1. <i>Online Learning</i> Mengelola Kecemasan di Situasi Pandemi 2. <i>Online Training Creative Thinking to Innovation</i> 3. <i>Online Learning</i> : Produktif di Masa Pandemi 4. <i>Webinar : Becoming Effective Leader</i> 5. <i>Webinar</i> : Hukum Udara Indonesia 	<ol style="list-style-type: none"> 1. <i>Online Learning on Managing Anxiety During the Pandemic</i> 2. <i>Online Training on Creative Thinking to Innovation</i> 3. <i>Online Learning: Being Productive During the Pandemic</i> 4. <i>Webinar : Becoming Effective Leader</i> 5. <i>Webinar : Indonesian Aviation Law</i>
Senior Manager	Pengayaan Dalam Negeri <i>Domestic Enrichment</i>	<ol style="list-style-type: none"> 1. Workshop Optimalisasi Human Capital Management Melalui Talent Management 2. Pelatihan Training Need Analysis 3. Focus Group Discussion Customer Service and Hospitality Guideline Establishment Tahun 2020 4. GSTC Sustainable Tourism Training and Certification 5. Pelatihan Keuangan untuk Manajer Non Keuangan 6. Pelatihan Effective Interview & FGD 7. Developing Interview Guide Pelatihan Online APLIX Dasar-Dasar 8. Pengadaan Barang atau Jasa Online Training Human Resource Business 9. Partnership (HRBP) Online Learning APLIX Manajemen Perubahan 10. Online Learning Mengelola Kecemasan di Situasi Pandemi 11. Impactful Online Training Design 12. Distance Learning Human Capital Policy & Strategy 13. Online Workshop Talent Management 14. Online Training Creative Thinking to Innovation 15. Bimbingan Teknis Assessment Kompetensi Standar Kementerian BUMN 16. Online Pembekalan Manajemen Kompetensi dan Pengembangan Talenta 17. Online Learning: Produktif di Masa Pandemi 18. Online Learning: Bekerja dan Berkarya Extraordinary 19. Webinar: Becoming Effective Leader 20. Webinar: Hukum Udara Indonesia 21. Pelatihan Implementer SNI ISO 37001:2016 Sistem Manajemen dan Internal Auditor Sistem Anti Penyuapan (SMAP) 22. Online Learning Certified Human Resources Professional Batch 56 23. Online Learning Webinar Recruiting, Interview, and Selecting Employees 24. Digital Business Transformation Online Course 25. Live Training Webinar "Financial Aspect on Feasibility Study" 26. Pelatihan ISO 9004:2018 & Total Quality Management 	<ol style="list-style-type: none"> 1. <i>Workshop on Optimizing Human Capital Management Through Talent Management</i> 2. <i>Training Program on Training Need Analysis</i> 3. <i>Focus Group Discussion on Customer Service and Hospitality Guideline Establishment in 2020</i> 4. <i>GSTC Sustainable Tourism Training and Certification</i> 5. <i>Financial Training for Non-Financial Manager</i> 6. <i>Training on Effective Interview & FGD Developing Interview Guide</i> 7. <i>Online Training on APLIX Basics of Procurement of Goods and Services</i> 8. <i>Online Training on Human Resource Business Partnership (HRBP)</i> 9. <i>Online Learning on APLIX Change Management</i> 10. <i>Online Learning on Managing Anxiety During the Pandemic</i> 11. <i>Impactful Online Training Design</i> 12. <i>Distance Learning on Human Capital Policy & Strategy</i> 13. <i>Online Workshop on Talent Management</i> 14. <i>Online Training on Creative Thinking to Innovation</i> 15. <i>Technical Guidance on Standard Competency Assessment of the Ministry of SOEs</i> 16. <i>Online Training on Competency Management and Talent Development</i> 17. <i>Online Learning: Being Productive During the Pandemic</i> 18. <i>Online Learning: Extraordinary Work and Create</i> 19. <i>Webinar : Becoming Effective Leader</i> 20. <i>Webinar : Indonesian Aviation Law</i> 21. <i>SNI ISO 37001:2016 Anti-bribery Management Systems Internal Auditor Training Course</i> 22. <i>Online Learning Certified Human Resources Professional Batch 56</i> 23. <i>Online Learning Webinar Recruiting, Interview, and Selecting Employees</i> 24. <i>Digital Business Transformation Online Course</i> 25. <i>Live Training Webinar "Financial Aspect on Feasibility Study"</i> 26. <i>ISO 9004:2018 & Total Quality Management Training Course</i>
	Pengayaan Luar Negeri <i>Enrichment Aboard</i>	Pembekalan Calon Peserta Magang (<i>Internship</i>) di Terminal 4 Kuwait International Airport	<i>Training of Prospective Internships at Terminal 4 Kuwait International Airport</i>
	Purnabakti <i>Retirement</i>	Pelatihan Pra Purnabakti	<i>Pre-Retirement Training</i>
	Manajerial <i>Managerial</i>	<ol style="list-style-type: none"> 1. Presentasi Laporan Project Assignment Diklat Senior Airport Management Batch I 2. Presentasi Laporan Project Assignment Diklat Senior Airport Management Batch II 	<ol style="list-style-type: none"> 1. <i>Presentation of Project Assignment Report for Senior Airport Management Training Batch I</i> 2. <i>Presentation of Project Assignment Report for Senior Airport Management Training Batch II</i>

Level Level	Jenis Pelatihan Type Training	Program Pelatihan Training Program
Project Secretary	Pengayaan <i>Enrichment</i>	<ol style="list-style-type: none"> 1. Pelatihan Online APLIX Dasar-Dasar PengadaanBarang atau Jasa 2. Presentasi Laporan Project Assignment Diklat Senior Airport Management Batch II 3. Online Learning APLIX Manajemen Perubahan 4. Online Training Creative Thinking to Innovation 5. Pelatihan Online APLIX Keuangan untuk Manajer Non Keuangan 6. Bimbingan Teknis Kompetensi Standar Kementerian BUMN
Specialist	Pengayaan Dalam Negeri <i>Domestic Enrichment</i>	<ol style="list-style-type: none"> 1. GSTC Sustainable Tourism Training and Certification 2. Online Learning APLIX Manajemen Perubahan 3. Online Training Creative Thinking to Innovation 4. Webinar: Becoming Effective Leader 5. Bimbingan Teknis Kompetensi Standar Kementerian BUMN 6. Pelatihan Online APLIX Keuangan untuk Manajer Non Keuangan
Manager	Pengayaan <i>Enrichment</i>	<ol style="list-style-type: none"> 1. Focus Group Discussion Customer Service andHospitality Guideline Establishment Tahun 2020 2. Pelatihan Online APLIX Dasar-Dasar PengadaanBarang atau Jasa 3. Online Training Human Resource BusinessPartnership (HRBP) 4. Online Learning APLIX Manajemen Perubahan 5. Distance Learning Human Capital Policy & Strategy 6. Online Workshop Talent Management 7. Online Training Creative Thinking to Innovation 8. Pelatihan Online APLIX Keuangan untuk Manajer Non Keuangan 9. Online Learning: Bekerja dan Berkarya Extraordinary 10. Pelatihan Greenship Associates Tahun 2020 11. Webinar: Happy Worker Happy Mom 12. Webnar: Hukum Udara Indonesia 13. Online Learning Interpretasi KPKU Batch I dan Batch II Tahun 2020 14. Innovation Strategy Training Batch I – V Tahun 2020 15. Pelatihan Online Airport Safety InvestigationTahun 2020 16. Pelatihan dan Sertifikasi Online Ahli Keselamatan dan Kesehatan Kerja (K3) Umum Tahun 2020 17. Digital Business Transformation Online Course 18. Pelatihan ISO 9004:2018 & Total Quality Management
	Pengayaan Luar Negeri <i>Enrichment Aboard</i>	Pembekalan Calon Peserta Magang (<i>Internship</i>) di Terminal 4 Kuwait International Airport <i>Training of Prospective Internship at Terminal 4 Kuwait International Airport</i>
	Purnabakti <i>Retirement</i>	Pelatihan Pra Purnabakti <i>Pre-Retirement Training</i>
	Regulasi Wajib <i>Mandatory Regulation</i>	<ol style="list-style-type: none"> 1. Diklat Refreshing Course Online Personel Senior PKP-PK 2. Diklat Refreshing Course Online Personel Salvage 3. Pelatihan Sertifikasi Instruktur Keamanan Penerbangan Batch I dan Batch II Tahun 2020

Level Level	Jenis Pelatihan Type Training	Program Pelatihan Training Program	
Contract Specialist	Pengayaan Dalam Negeri Domestic Enrichment	<i>Online Training Creative Thinking to Innovation</i>	<i>Online Training Creative Thinking to Innovation</i>
Airport Duty Manager	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> 1. Online Learning APLIX Manajemen Perubahan 2. Online Training Creative Thinking to Innovation 3. Pelatihan Online APLIX Keuangan untuk Manajer Non Keuangan 4. Bimbingan Teknis Kompetensi Standar Kementerian BUMN 5. Innovation Strategy Training Batch I – V Tahun 2020 	<ol style="list-style-type: none"> 1. <i>Online Learning on APLIX Change Management</i> 2. <i>Online Training on Creative Thinking to Innovation</i> 3. <i>Online Training on APLIX Finance for the Non-Financial Manager</i> 4. <i>Technical Guidance on Standard Competency of the Ministry of SOEs</i> 5. <i>Innovation Strategy Training Batch I – V 2020</i>
	Manajerial Managerial	Presentasi Laporan Project Assignment Diklat Senior Airport Management Batch I	<i>Presentation of Project Assignment Report of Senior Airport Management Training Batch I</i>
	Regulasi Wajib Mandatory Regulation	Pelatihan Sertifikasi Instruktur Keamanan Penerbangan Batch I dan Batch II Tahun 2020	<i>Aviation Security Instructor Certification Training Batch I and Batch II 2020</i>
Auditor	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> 1. Pendidikan dan Pelatihan Sertifikasi Qualified Internal Audit Tingkat Dasar 2. Online Learning APLIX Manajemen Perubahan 3. Online Training Creative Thinking to Innovation 4. Pelatihan ISO 9004:2018 & Total Quality Management 	<ol style="list-style-type: none"> 1. <i>Basic Level Qualified Internal Audit Certification Education and Training</i> 2. <i>Online Learning on APLIX Change Management</i> 3. <i>Online Training Creative Thinking to Innovation</i> 4. <i>ISO 9004:2018 & Total Quality Management Training Course</i>
Corporate Expert Level I	Pengayaan Dalam Negeri Domestic Enrichment	<i>Online Training Creative Thinking to Innovation</i>	<i>Online Training Creative Thinking to Innovation</i>
Corporate Expert Level II	Pengayaan Dalam Negeri Domestic Enrichment	<i>Online Training Creative Thinking to Innovation</i>	<i>Online Training Creative Thinking to Innovation</i>
Corporate Expert Level III	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> 1. Focus Group Discussion Customer Service and Hospitality Guideline Establishment Tahun 2020 2. GSTC Sustainable Tourism Training and Certification 3. Pelatihan Online APLIX Dasar-Dasar Pengadaan Barang atau Jasa 4. Online Learning APLIX Manajemen Perubahan 5. Online Training Creative Thinking to Innovation 6. Bimbingan Teknis Assessment Kompetensi Standar Kementerian BUMN 7. Pelatihan Online APLIX Keuangan untuk Non Manajer Keuangan 8. Distance Learning: Critical Thinking 9. Online Learning: Bekerja dan Berkarya Extraordinary 10. Webinar: Becoming Effective Leader 11. Pelatihan Implementer SNI ISO 37001:2016 Sistem Manajemen dan Internal Auditor Sistem Anti Penyuapan (SMAP) 	<ol style="list-style-type: none"> 1. <i>Focus Group Discussion on Customer Service and Hospitality Guideline Establishment in 2020</i> 2. <i>GSTC Sustainable Tourism Training and Certification</i> 3. <i>Online Training on APLIX Basics of Procurement of Goods and Services</i> 4. <i>Online Learning on APLIX Change Management</i> 5. <i>Online Training on Creative Thinking to Innovation</i> 6. <i>Technical Guidance on Standard Competency Assessment of the Ministry of SOEs</i> 7. <i>Online Training on APLIX Finance for the Non-Financial Manager</i> 8. <i>Distance Learning: Critical Thinking</i> 9. <i>Online Learning: Extraordinary Work and Create</i> 10. <i>Webinar: Becoming Effective Leader</i> 11. <i>SNI ISO 37001:2016 Anti-bribery Management Systems Internal Auditor Training Course</i>
	Pengayaan Luar Negeri Enrichment Aboard	Pembekalan Calon Peserta Magang (<i>Internship</i>) di Terminal 4 Kuwait International Airport	<i>Training of Prospective Internship at Terminal 4 Kuwait International Airport</i>
	Manajerial Managerial	<ol style="list-style-type: none"> 1. Presentasi Laporan Project Assignment Diklat Senior Airport Management Batch I 2. Presentasi Laporan Project Assignment Diklat Senior Airport Management Batch II 	<ol style="list-style-type: none"> 1. <i>Presentation of Project Assignment Report of Senior Airport Management Training Batch I</i> 2. <i>Presentation of Project Assignment Report of Senior Airport Management Training Batch II</i>

Level Level	Jenis Pelatihan Type Training	Program Pelatihan Training Program
Corporate Expert Level IV	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> 1. Pelatihan Training Need Analysis 2. Bimbingan Teknis Pembuatan SOP Pengadaan Barang 3. Workshop Konselor Pendamping 4. Pelatihan Online APLIX Dasar-Dasar PengadaanBarang atau Jasa 5. Online Learning APLIX Manajemen Perubahan 6. Distance Learning Human Capital Policy &Strategy 7. Online Workshop Talent Management 8. Online Training Creative Thinking to Innovation 9. Pelatihan Online APLIX Keuangan untuk Manajer Non Keuangan 10. Online Pembekalan Manajemen Kompetensi dan Pengembangan Talenta 11. Distance Learning : Critical Thinking 12. Webinar: Happy Worker Happy Mom 13. Webinar : Hukum Udara Indonesia 14. Pelatihan Implementer SNI ISO 37001:2016 Sistem Manajemen dan Internal Auditor Sistem Anti Penyuapan (SMAP) 15. Diklat Online Sertifikasi Training of TrainerBNSP 16. Innovation Strategy Training Batch I – V Tahun2020 17. The Amazing Trace 2020 18. Pelatihan ISO 9004:2018 & Total Quality Management
	Pengayaan Luar Negeri Enrichment Aboard	<ol style="list-style-type: none"> 1. Pelatihan Diploma IATA Sesi IV – Airport Strategic Management with Business Simulation 2. Pembekalan Calon Peserta Magang (Internship) di Terminal 4 Kuwait International Airport
	Regulasi Wajib Mandatory Regulation	Pelatihan Sertifikasi Instruktur Keamanan Penerbangan Batch I Tahun 2020 <i>Aviation Safety Instructor Certification Batch I 2020</i>
Human Capital Corporate Support	Pengayaan Enrichment	<ol style="list-style-type: none"> 1. Pelatihan Training Need Analysis 2. Online Workshop Talent Management 3. Online Training Creative Thinking to Innovation 4. Pelatihan Implementer SNI ISO 37001:2016 Sistem Manajemen dan Internal Auditor Sistem Anti Penyuapan (SMAP)
Human Capital Support Expert	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> 1. Online Learning APLIX Manajemen Perubahan 2. Online Training Creative Thinking to Innovation 3. Bimbingan Teknis Assessment KompetensiStandar Kementerian BUMN 4. Online Pembekalan Manajemen Kompetensi dan Pengembangan Talenta 5. Online Learning: Produktif di Masa Pandemi 6. Digital Business Transformation Online Course
	Purnabakti Retirement	Pelatihan Pra Purnabakti <i>Pre-Retirement Training</i>
	Pengayaan Luar Negeri Enrichment Aboard	Pelatihan Diploma IATA Sesi IV – Airport Strategic Management with Business Simulation <i>IATA Diploma Training Session IV – Airport Strategic Management with Business Simulation</i>
Corporate Doctor		

Level Level	Jenis Pelatihan Type Training	Program Pelatihan Training Program	
P4DP Specialist	Pengayaan Dalam Negeri Domestic Enrichment	<i>Online Training Creative Thinking to Innovation</i>	
Analyst	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> 1. Online Training Human Resource Business Partnership (HRBP) 2. Online Learning APLIX Manajemen Perubahan 3. Online Workshop Talent Management 4. Online Training Creative Thinking to Innovation 5. Online Pembekalan Manajemen Kompetensi dan Pengembangan Talenta 6. Webinar: Happy Worker Happy Mom 7. Diklat Online Sertifikasi Training of Trainer BNSP 8. Pelatihan ISO 9004:2018 & Total Quality Management 	<ol style="list-style-type: none"> 1. <i>Online Training on Human Resource Business Partnership (HRBP)</i> 2. <i>Online Learning on APLIX Change Management</i> 3. <i>Online Workshop on Talent Management</i> 4. <i>Online Training on Creative Thinking to Innovation</i> 5. <i>Online Training on Competency Management and Talent Development</i> 6. <i>Webinar: Happy Worker Happy Mom</i> 7. <i>Online Training on Training of Trainer Certification by BNSP</i> 8. <i>ISO 9004:2018 & Total Quality Management Training Course</i>
	Pengayaan Luar Negeri Enrichment Aboard	Pelatihan Airport Commercial Airport Human Resources Management <i>Airport Commercial Airport Human Resources Management Training</i>	
Team Leader	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> 1. Pelatihan Basic Safety Management System Batch I dan II Tahun 2020 2. Online Learning APLIX Manajemen Perubahan 3. Online Training Creative Thinking to Innovation 4. Online Learning: Bekerja dan Berkarya Extraordinary 5. Innovation Strategy Training Batch I – V Tahun 2020 	<ol style="list-style-type: none"> 1. <i>Basic Safety Management System Training Batch I and II 2020</i> 2. <i>Online Learning on APLIX Change Management</i> 3. <i>Online Training on Creative Thinking to Innovation</i> 4. <i>Online Learning : Extraordinary Work and Create</i> 5. <i>Innovation Strategy Training Batch I – V 2020</i>
	Pengayaan Luar Negeri Enrichment Aboard	Pelatihan Airport Customer Satisfaction <i>Airport Customer Satisfaction Training</i>	
	Purnabakti Retirement	Pelatihan Pra Purnabakti <i>Pre-Retirement Training</i>	
Squad Leader	Regulasi Wajib Mandatory Regulation	<ol style="list-style-type: none"> 1. 1. Diklat Refreshing Course Online Personel Senior PKP-PK 2. 2. Diklat Refreshing Course Online Personel Salvage 3. Diklat Refreshing Course Online Personel Senior Avsec 4. Pelatihan Sertifikasi Instruktur Keamanan Penerbangan Batch I dan II Tahun 2020 	<ol style="list-style-type: none"> 1. <i>Refreshing Online Course for Senior Personnel of Airport Rescue and Fire Fighting (PKP-PK)</i> 2. <i>Refreshing Online Course for Salvage Personnel</i> 3. <i>Refreshing Online Course for Avsec Senior Personnel</i> 4. <i>Aviation Security Instructor Certification Training Batch I and II 2020</i>
	Pengayaan Enrichment	<ol style="list-style-type: none"> 1. 1. Pelatihan Basic Safety Management System Batch I dan II Tahun 2020 2. Online Training Creative Thinking to Innovation 3. Online Learning: Bekerja dan Berkarya Extraordinary 4. Innovation Strategy Training Batch I dan Batch II Tahun 2020 	<ol style="list-style-type: none"> 1. <i>Basic Safety Management System Training Batch I and II 2020</i> 2. <i>Online Training on Creative Thinking to Innovation</i> 3. <i>Online Learning: Extraordinary Work and Create</i> 4. <i>Innovation Strategy Training Batch I and Batch II 2020</i>
Squad Leader	Regulasi Wajib Mandatory Regulation	<ol style="list-style-type: none"> 1. Diklat Refreshing Course Online Personel Senior PKP-PK 2. Diklat Refreshing Course Online Personel Salvage 3. Ujian Recurrent Online Personel Senior PKP-PK 4. Diklat Refreshing Course Online Personel Junior Avsec 5. Diklat Refreshing Course Online Personel Senior Avsec 6. Kegiatan Ujian Lisensi Personel Pengamanan Penerbangan Kualifikasi Junior Avsec 7. Kegiatan Ujian Lisensi Personel Pengamanan Penerbangan Kualifikasi Senior Avsec 	<ol style="list-style-type: none"> 1. <i>Refreshing Online Course for Senior Personnel of Airport Rescue and Fire Fighting (PKP-PK)</i> 2. <i>Refreshing Online Course for Salvage Personnel</i> 3. <i>Online Recurrent Exam for Senior Personnel of Airport Rescue and Fire Fighting (PKP-PK)</i> 4. <i>Refreshing Online Course for Avsec Junior Personnel</i> 5. <i>Refreshing Online Course for Avsec Senior Personnel</i> 6. <i>License Exam of Avsec Junior Aviation Security Personnel</i> 7. <i>License Exam of Avsec Senior Aviation Security Personnel</i>

Level Level	Jenis Pelatihan Type Training	Program Pelatihan Training Program	
Coordinator	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> Pelatihan Basic Safety Management System Batch I dan II Tahun 2020 Online Learning APLIX Manajemen Perubahan Online Training Creative Thinking to Innovation Online Learning: Bekerja dan Berkarya Extraordinary Innovation Strategy Training Batch I – V Tahun 2020 	<ol style="list-style-type: none"> Basic Safety Management System Training Batch I and II 2020 Online Learning on APLIX Change Management Online Training on Creative Thinking to Innovation Online Learning : Extraordinary Work and Create Innovation Strategy Training Batch I – V 2020
	Regulasi Wajib Mandatory Regulation	<ol style="list-style-type: none"> Pelatihan Sertifikasi Instruktur Keamanan Penerbangan Batch I Kegiatan Ujian Lisensi Personel Pengamanan Penerbangan Kualifikasi Senior Avsec 	<ol style="list-style-type: none"> Aviation Security Instructor Certification Training Batch I License Exam of Avsec Senior Aviation Security Personnel
Engineer	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> Online Training Creative Thinking to Innovation Online Learning Interpretasi KPKU Batch I dan Batch II Tahun 2020 	<ol style="list-style-type: none"> Online Training on Creative Thinking to Innovation Online Learning on Interpretation of Excellent Performance Evaluation Criteria (KPKU) Batch I and Batch II 2020
Technician	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> Pelatihan Basic Safety Management System Batch I dan II Tahun 2020 Online Learning APLIX Manajemen Perubahan Online Training Creative Thinking to Innovation Online Learning: Bekerja dan Berkarya Extraordinary Pelatihan Greenship Associates Tahun 2020 Webinar: Happy Worker Happy Mom Innovation Strategy Training Batch I – V Tahun 2020 Online Learning Interpretasi KPKU Batch I dan Batch II Tahun 2020 	<ol style="list-style-type: none"> Basic Safety Management System Training Batch I and II 2020 Online Learning on APLIX Change Management Online Training on Creative Thinking to Innovation Online Learning: Extraordinary Work and Create Greenship Associates Training 2020 Webinar: Happy Worker Happy Mom Innovation Strategy Training Batch I – V 2020 Online Learning on Interpretation of Excellent Performance Evaluation Criteria (KPKU) Batch I and Batch II 2020
	Regulasi Wajib Mandatory Regulation	Diklat Technical Competency and Certification Fasilitas Sisi Udara dan Fasilitas Sisi Darat Tingkat Terampil Tahun 2020	Training on Technical Competency and Certification of Skilled Level Airside Facilities and Landside Facilities in 2020
	Diklat Dasar Basic Training	Pelatihan Online Orientasi Tipe B dan C Tahun 2020	Online Training on Orientation Type B and C 2020
Officer	Pengayaan Dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> Workshop Optimalisasi Human Capital Management Melalui Talent Management Pelatihan Training Need Analysis Bimbingan Teknis Pembuatan SOP PengadaanBarang Focus Group Discussion Customer Service and Hospitality Guideline Establishment Tahun 2020 Pelatihan Penyusunan Spesifikasi, Harga Perkiraan Sendiri (Owner Estimate/OE) Workshop Konselor Pendamping Pelatihan Basic Safety Management System Batch I dan II Tahun 2020 Pelatihan Pra Purnabakti Pelatihan Effective Interview & FGD Developing Interview Guide Pelatihan Online APLIX Dasar-Dasar Pengadaan Barang atau Jasa Online Training Human Resource Business Partnership (HRBP) Online Learning APLIX Manajemen Perubahan Impactful Online Training Design Distance Learning Human Capital Policy & Strategy Online Workshop Talent Management Online Training Creative Thinking to Innovation Online Pembekalan Manajemen Kompetensi dan Pengembangan Talenta 	<ol style="list-style-type: none"> Workshop on Optimizing Human Capital Management Through Talent Management Training Program on Training Need Analysis Technical Guidance on SOP Preparation for Procurement of Goods Focus Group Discussion on Customer Service and Hospitality Guideline Establishment 2020 Training on Preparation of Specifications, Owner Estimate (OE) Assistant Counselor Workshop Basic Safety Management System Training Batch I and II 2020 Pre-Retirement Training Training on Effective Interview & FGD Developing Interview Guide Online Training on APLIX Basics of Procurement of Goods and Services Online Training on Human Resource Business Partnership (HRBP) Online Learning on APLIX Change Management Impactful Online Training Design Distance Learning on Human Capital Policy & Strategy Online Workshop on Talent Management Online Training on Creative Thinking to Innovation Online Training on Competency Management and Talent Development

Level Level	Jenis Pelatihan Type Training	Program Pelatihan Training Program
		<ol style="list-style-type: none"> 18. Online Training Data Analysis and Visualization 19. Online Learning Laporan Keuangan Konsolidasi 20. Online Learning: Bekerja dan Berkarya Extraordinary 21. Pelatihan Greenship Associates Tahun 2020 22. Webinar: Happy Worker Happy Mom 23. Webinar: Hukum Udara Indonesia 24. Pelatihan Implementer SNI ISO 37001:2016 Sistem Manajemen dan Internal Auditor Sistem Anti Penyipuan (SMAP) 25. Online Learning Certified Human Resources Professional Batch 56 26. Online Learning Webinar Recruiting, Interview, and Selecting Employees 27. Diklat Online Sertifikasi Training of Trainer BNSP 28. Online Learning Interpretasi KPKU Batch I dan Batch II Tahun 2020 29. Innovation Strategy Training Batch I – V Tahun 2020 30. Pelatihan Online APLIX Pemasaran Efektif diEra Digital 31. Pelatihan Online Airport Safety Investigation Tahun 2020 32. Pelatihan dan Sertifikasi Online Ahli Keselamatan dan Kesehatan Kerja (K3) Umum Tahun 2020 33. Live Training Webinar “Financial Aspect on Feasibility Study” 34. Pelatihan ISO 9004:2018 & Total Quality Management
		<ol style="list-style-type: none"> 18. Online Training on Data Analysis and Visualization 19. Online Learning on Consolidated Financial Statements 20. Online Learning : Extraordinary Work and Create 21. Greenship Associates Training 2020 22. Webinar: Happy Worker Happy Mom 23. Webinar: Indonesian Aviation Law 24. SNI ISO 37001:2016 Anti-bribery Management Systems (ABMS) Internal Auditor Training Course 25. Online Learning on Certified Human Resources Professional Batch 56 26. Online Learning Webinar Recruiting, Interview, and Selecting Employees 27. Online Training on Training of Trainer Certification by BNSP 28. Online Learning on Interpretation of Excellent Performance Evaluation Criteria (KPKU) Batch I and Batch II 2020 29. Innovation Strategy Training Batch I – V 2020 30. Online Training on APLIX Effective Marketing in the Digital Era 31. Online Training on Airport Safety Investigation 2020 32. Online Training and Certification of General Occupational Health and Safety (OHS) Experts 2020 33. Live Training Webinar “Financial Aspect on Feasibility Study” 34. ISO 9004:2018 & Total Quality Management Training Course
	Pengayaan luar negeri <i>Enrichment aboard</i>	<ol style="list-style-type: none"> 1. Pelatihan Airport Customer Satisfaction 2. Pelatihan Airport Commercial 3. Airport Human Resources Management 4. Pelatihan Airport Finance 5. Pelatihan Diploma IATA Sesi IV – Airport Strategic Management With Business Simulation
	Diklat Dasar <i>Basic Training</i>	<p>Pelatihan Online Orientasi Tipe B dan C Tahun 2020</p> <p>Online Training on Orientation Type B and C 2020</p>
	Teknis Bidang <i>Technical Field</i>	<p>Pelatihan <i>Airport Officer Management</i></p> <p>Airport Officer Management Training</p>
	Regulasi Wajib <i>Mandatory Regulation</i>	<ol style="list-style-type: none"> 1. Diklat Senior PKP-PK Tahun 2020 2. Diklat Refreshing Course Online Personel Senior PKP-PK 3. Diklat Refreshing Course Online Personel Junior PKP-PK 4. Diklat Refreshing Course Online Personel Basic PKP-PK 5. Diklat Refreshing Course Online Personel Salvage 6. Diklat Refreshing Course Online Personel Basic Avsec 7. Diklat Refreshing Course Online Personel Junior Avsec 8. Diklat Refreshing Course Online Personel Senior Avsec 9. Pelatihan Sertifikasi Instruktur Keamanan Penerbangan Batch II Tahun 2020 10. Kegiatan Ujian Lisensi Personel Pengamanan Penerbangan Kualifikasi Basic Avsec 11. Kegiatan Ujian Lisensi Personel Pengamanan Penerbangan Kualifikasi Junior Avsec 12. Kegiatan Ujian Lisensi Personel Pengamanan Penerbangan Kualifikasi Senior Avsec
Sales Executive	Pengayaan <i>Enrichment</i>	<ol style="list-style-type: none"> 1. Online Learning APLIX Manajemen Perubahan 2. Online Training Creative Thinking to Innovation
		<ol style="list-style-type: none"> 1. Online Learning on APLIX Change Management 2. Online Training Creative Thinking to Innovation

Analisa & Pembahasan Manajemen
Management Discussion and Analysis

Tata Kelola Perusahaan
Corporate Governance

Tanggung Jawab Sosial
dan Lingkungan Perusahaan
Corporate Social and Environmental
Responsibility

Laporan Keuangan
Financial Statements

Pengembangan Kompetensi Dewan Komisaris *Competency Development of the Board of Commissioners*

Sepanjang tahun 2020, telah terdapat 1 orang anggota Dewan Komisaris Angkasa Pura I yang meningkatkan kompetensinya melalui aspek pengembangan usaha dan peningkatan kompetensi sumber daya manusia.

Throughout 2020, there has been 1 member of the Board Commissioner of Angkasa Pura I who increased his competence in the aspect of business development and increasing resource competence human capital.

Pendidikan dan/atau Pelatihan Anggota Dewan Komisaris

Education and/or Training of the Members of the Board of Commissioners

Nama <i>Name</i>	Jabatan <i>Position</i>	Materi Pengembangan Kompetensi/Pelatihan <i>Competency Development Material/ Training</i>	Waktu dan Tempat Pelaksanaan <i>Time and Place of Implementation</i>	Penyelenggara <i>Organizer</i>
Harry Z. Soeratin	Dewan Komisaris <i>Commissioner</i>	Seminar Great Business Through Great People Seminar Great Business Through Great People	Jakarta, 5 Februari 2020 <i>Jakarta, February 5 2020</i>	CLDI

Pengembangan Kompetensi Direksi *Competency Development of the Board of Directors*

Pengembangan kompetensi Direksi Angkasa Pura I juga diwujudkan dengan mengikuti berbagai pelatihan dan pengembangan kompetensi. Namun, di tahun 2020 tidak ada pelatihan yang ditujukan bagi Anggota Direksi.

Competency Development of the Board of the Directors of Angkasa Pura I should be realized by participating in various trainings or events. However, there were no trainings intended to the Members of the Board of Directors throughout 2020.

Pengembangan Kompetensi Komite di Bawah Dewan Komisaris *Competency Development of Committees under the Board of Commissioners*

Pengembangan kompetensi Komite yang berada di bawah Dewan Komisaris bertujuan untuk memelihara dan meningkatkan kemampuan pengawasan para Komite. Namun di tahun 2020 tidak terdapat pelatihan yang ditujukan untuk Komite Audit, Komite Risiko Usaha dan GCG serta Komite Nominasi dan Remunerasi.

Competency Development of Committees under the Board of Commissioners aims to maintain and improve the supervisory capabilities of the Committees. However, there were no trainings intended to the Audit Committee, Business Risk and GCG Committee, and Nomination and Remuneration Committee throughout 2020.

Pengembangan Kompetensi Sekretaris Perusahaan, Internal Audit, dan Manajemen Risiko *Competency Development of Corporate Secretary, Internal Audit, and Risk Management Units*

Sebagai organ penunjang pelaksana GCG, Angkasa Pura I berupaya mendorong fungsi Sekretaris Perusahaan, Internal Audit, dan Manajemen Risiko dalam mengembangkan pengetahuan, kemampuan dan keahliannya. Seluruh pelatihan ini diberikan sejalan dengan perkembangan risiko tata kelola dan upaya memaksimalkan penerapan prinsip GCG di lingkungan perusahaan. Sedikitnya empat kegiatan pendidikan dan/atau pelatihan telah diikuti organ penunjang perusahaan sepanjang tahun pelaporan. Tema kegiatan pengembangan kompetensi yang diikuti antara lain mengenai Pemasaran Efektif di Era Digital dan Audit Tingkat Dasar.

As a supporting organ for GCG implementation, Angkasa Pura I encourages Corporate Secretary, Internal Audit and Risk Management units to upgrade their knowledge, skills and expertise. Several trainings were provided in accordance with development of governance risks and efforts to support the implementation of GCG principles within the company. No less than four education and/or training programs were attended by the company's supporting organs during the reporting year. The themes for competency development programs attended by the supporting organs included Effective Marketing in the Digital Era and Basic Level Audit.

Pendidikan dan/atau Pelatihan Sekretaris Perusahaan*Education and/or Training of Corporate Secretary*

Materi Pengembangan Kompetensi/Pelatihan <i>Competency Development Material/Training</i>	Waktu dan Tempat Pelaksanaan <i>Time and Place of Implementation</i>	Penyelenggara <i>Organizer</i>
Pardika Dewi Retno S		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 November 2020 <i>November 11-22 2020</i>	Indonesia X
Yeni Mujiatin		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 November 2020 <i>November 11-22 2020</i>	Indonesia X
Nurul Fatkhiyah		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 November 2020 <i>November 11-22 2020</i>	Indonesia X
Angga Dwiputra G		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 November 2020 <i>November 11-22 2020</i>	Indonesia X
Sherly Yunita		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 November 2020 <i>November 11-22 2020</i>	Indonesia X
Norma Zuraida L		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 November 2020 <i>November 11-22 2020</i>	Indonesia X
Ahmad Denoan R.		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 November 2020 <i>November 11-22 2020</i>	Indonesia X
Rafiqoh Isnaeni		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 November 2020 <i>November 11-22 2020</i>	Indonesia X

Pendidikan dan/atau Pelatihan Internal Audit*Education and/or Training of Internal Audit*

Materi Pengembangan Kompetensi/Pelatihan <i>Competency Development Material/Training</i>	Waktu dan Tempat Pelaksanaan <i>Time and Place of Implementation</i>	Penyelenggara <i>Organizer</i>
Rony Setioko Ujang Hendra		
Pendidikan dan Pelatihan Sertifikasi Qualified Internal Audit Tingkat Dasar <i>Education and Training of Qualified Internal Audit Certification Basic Level</i>	8 – 18 Januari 2020 <i>8-18 January 2020</i>	Yayasan Pendidikan Internal Audit <i>Education Foundation of Internal Audit (YPIA)</i>
Edwin Khristian Rosdewi		
Pendidikan dan Pelatihan Sertifikasi Qualified Internal Audit Tingkat Dasar <i>Education and Training of Qualified Internal Audit Certification Basic Level</i>	2 – 14 November 2020	Yayasan Pendidikan Internal Audit <i>Education Foundation of Internal Audit (YPIA)</i>
Widya Wiedagdo		
Online Workshop Audit Internal Standar Audit & Kode Etik Profesi <i>Online Workshop on Internal Audit Standards for Auditing & Professional Code of Ethics</i>	3 – 4 September 2020	Yayasan Pendidikan Internal Audit <i>Education Foundation of Internal Audit (YPIA)</i>

Realisasi Biaya Pengembangan Kompetensi *Realization of Competency Development Costs*

Dari sisi keuangan, realisasi biaya pelatihan pengembangan kompetensi manajemen dan karyawan tahun 2020 menurun sebesar 60% dibandingkan tahun sebelumnya, dari Rp42,37 miliar menjadi Rp15,66 miliar. Penurunan biaya pengembangan kompetensi karyawan dipengaruhi oleh adanya PSBB di beberapa lokasi di Indonesia. Situasi pandemi COVID-19 mengakibatkan penyelenggaraan pelatihan maupun sosialisasi dilaksanakan secara *online*. Disamping itu, selama tahun 2020 Angkasa Pura I berupaya untuk melakukan penekanan biaya guna menjaga kestabilan bisnis mengingat sektor industri aviasi sedang menurun.

In terms of finances, the realization of costs for training and competency development of management and employees in 2020 decreased by 60% compared to the previous year, from Rp42.37 million to Rp16,92 million. The decrease in employee competency development costs was affected by the implementation of Large-Scale Social Restrictions (PSBB) in several locations in Indonesia. During the COVID-19 Pandemic, training and socialization were held virtually. In addition, throughout 2020, Angkasa Pura I strives to reduce costs in order to maintain business stability, considering that the aviation industry sector has been coping with declines in demand.

Biaya Pengembangan Kompetensi Angkasa Pura I (Dalam Ribu Rupiah)

Competency Development Costs of PT Angkasa Pura I (In Thousand Rupiah)

Uraian Description	2020	2019	2018
Biaya Pendidikan dan/atau Pelatihan Education and/or Training Costs	15,661,831	42,371,568	40,681,955

Evaluasi Pelaksanaan Pengembangan Kompetensi Karyawan *Evaluation of Employee Competency Development Implementation*

Dalam mengukur efektivitas sistem pelatihan pengembangan kompetensi, Angkasa Pura I (Persero) melakukan berbagai evaluasi terhadap peserta pelatihan, instruktur, modul pelatihan, metode pelatihan, fasilitas, dan penyelenggara pelatihan. Evaluasi penyelenggaraan pelatihan dilakukan dengan mengisi kuisisioner yang diberikan kepada peserta menggunakan pendekatan skala likert.

PT Angkasa Pura I (Persero) has a mechanism to measure the effectiveness of the competency development training system. The mechanism is to evaluate training of participants, instructors, training modules, training methods, facilities, and training providers. Evaluation is conducted by filling the questionnaire given to the participants using Likert Scale approach.

Pada tahun 2020, indeks kepuasan peserta dari hasil rekap kuisisioner evaluasi pelaksanaan pelatihan karyawan PT Angkasa Pura I (Persero) sepanjang tahun 2019 dapat dilihat sebagai berikut:

The results of the questionnaire recapitulation on the evaluation of employee training implementation during 2020 are listed in the participant satisfaction index as follows:

Unsur Penilaian Assessment Element	Indeks Kepuasan Satisfaction Index	Skala Likert Likert Scale	Kategori Category
Instruktur Instructor	4.5	1-5	Puas Satisfied
Modul Module	4.5	1-5	Puas Satisfied
Metode Training Training Method	4.7	1-5	Puas Satisfied
Fasilitas Facilities	4.6	1-5	Puas Satisfied
Penyelenggara Organizer	4.5	1-5	Puas Satisfied

Kesetaraan dalam Program Pendidikan dan Pelatihan

Sebagai penunjang kegiatan operasional perusahaan, seluruh pegawai diberikan kesempatan yang setara dalam mengikuti program pendidikan dan pelatihan. Sedikitnya 153 program pelatihan dan pendidikan diikuti oleh peserta dari berbagai tingkatan mulai dari Direksi hingga pegawai di tahun 2020. Program pelatihan dan pendidikan bagi pegawai tersebut dilaksanakan dengan realisasi biaya sebesar Rp15,66 miliar.

Equality in Education and Training Programs

To support the company's operational activities, all employees are given equal opportunities to participate in education and training programs. No less than 153 training and education programs were attended by participants from various levels ranging from the Board of Directors to employees in 2020. Total expenditure of the employees training and education programs was Rp15.66 million.

Tinjauan Kinerja Operasional Operational Performance Review

Sasaran Strategis dan Strategi Perseroan Strategic Target and Company Strategy

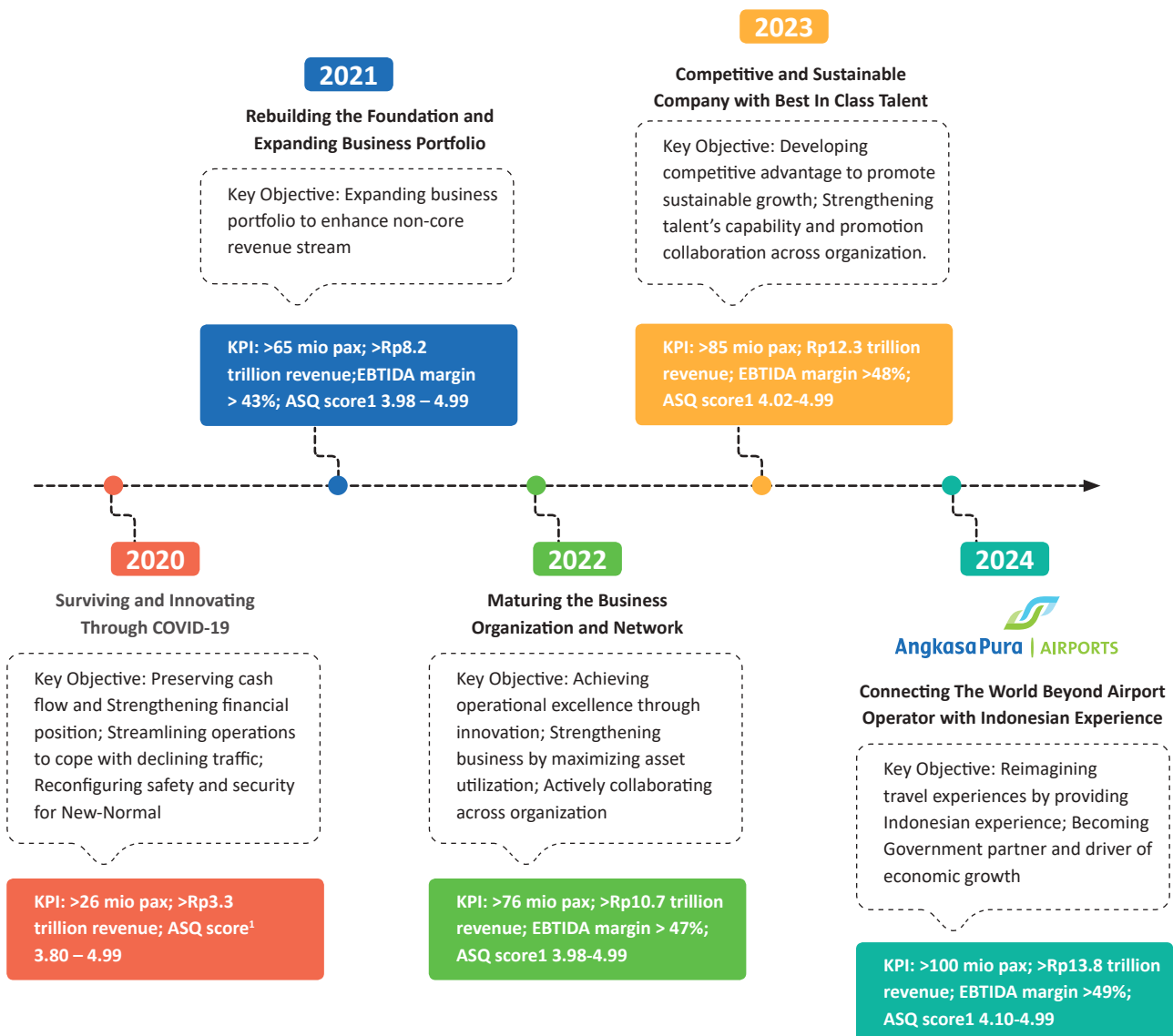
Sasaran Strategis

Sepanjang tahun 2020, Angkasa Pura I menghadapi penurunan di segmen operasional, akibat dari adanya pandemi COVID-19. Perseroan mengambil langkah strategi dengan menyesuaikan rencana jangka panjang perusahaan 2020-2024. Pada rencana jangka panjang ini, Angkasa Pura I mengupayakan strategi untuk dapat bertahan di kala pandemi melalui pengembangan inovasi-inovasi baru, sembari optimis untuk menyambut recovery pasca pandemi.

Strategic Target

Throughout 2020, Angkasa Pura I experienced a decline in the operational segment, as a result of the COVID-19 pandemic. The company took strategic steps by making an adjustment to the Long-Term Corporate Plan (RJPP) 2020-2024. Based on the adjustment of RJPP, Angkasa Pura I sought a strategy to survive during a pandemic through the development of new innovations, while being optimistic about welcoming post-pandemic recovery.

Rencana Jangka Panjang Perusahaan Tahun 2020-2024 Long-Term Corporate Plan 2020-2024



Strategi bisnis Perseroan di tahun 2020 adalah bertahan dan terus berinovasi selama masa pandemi.

Tujuan yang ingin dicapai melalui strategi ini yaitu:

1. Mempertahankan arus kas dan memperkuat posisi keuangan;
2. Memperkuat operasi untuk menghadapi penurunan *traffic* di masa pandemi;
3. Mengatur ulang penerapan keselamatan dan keamanan untuk menyambut era *new-normal*.

Selain penyesuaian pada rencana jangka panjang perusahaan, Angkasa Pura I tetap menerapkan strategi bisnis di industri kebandarudaraan.

The Company's business strategy in 2020 is surviving and innovating through COVID-19.

The Company endeavors to achieve the following strategy objectives:

1. *Maintain cash flow and strengthen financial position;*
2. *Strengthening operations to deal with reduction of air traffic during the pandemic;*
3. *Reorganizing safety and security practices to welcome the new-normal era.*

In addition to the adjustments to the Long-Term Corporate Plan, Angkasa Pura I continues to implement a business strategy in the airport industry.



Menjadi penghubung dunia yang lebih dari sekadar operator bandar udara dengan keunggulan layanan yang menampilkan keramah-tamahan khas Indonesia
Connecting the World Beyond Airport Operator with Indonesian Experience



Winning strategy



Strategic Initiative

Winning Strategy:

1. *Service Excellence And Compliance*

Perseroan tetap optimis dan fokus untuk menjadikan Angkasa Pura I sebagai perusahaan yang memberikan layanan secara *excellent* kepada pelanggan, yang di antaranya perusahaan penerbangan, penumpang, dan konsisioner. Strategi Perseroan dalam meningkatkan kualitas pelayanan dan kepatuhan atas regulasi yang berlaku adalah dengan meningkatkan *service excellence & compliance*. Inisiatif yang digunakan Perseroan dalam mendukung strategi *service excellence & compliance*, yaitu *service level improvement*, *effective internal Service Level Agreement (SLA)*, dan kepatuhan pada peraturan kebandarudaraan.

Winning Strategy:

1. *Service Excellence And Compliance*

The company remains optimistic and focused on making PT Angkasa Pura I a company which provides excellent service to customers, including airlines, passengers and concessionaires. The Company's strategy to improve service quality and compliance with applicable regulations is to improve Service Excellence and Compliance strategy. The strategic initiatives performed by the Company to support the Service Excellence & Compliance Strategy include Service Level Improvement, Effective Internal Service Level Agreement (SLA), and Airport Regulation Compliance.

Customer Satisfaction Index (CSI) merupakan tolok ukur yang digunakan Angkasa Pura I untuk mengukur pencapaian sasaran. Perseroan menggunakan CSI untuk melihat/mengacu pada tolok ukur kinerja layanan yang digunakan oleh seluruh pelaku usaha pada industri kebandarudaraan, serta memperhatikan aspirasi dari pemangku kepentingan.

2. Revenue Enhancement

Angkasa Pura I mempunyai *revenue enhancement* untuk meningkatkan pendapatan. Strategi ini tidak hanya fokus pada besaran kuantitatif pendapatan, namun juga pada komposisi pendapatan. Peningkatan komposisi pendapatan dilakukan melalui pendapatan non-aeronautika, yaitu pendapatan yang berasal dari sumber-sumber yang dapat diandalkan dan dapat menjamin keberlangsungan penguatan Perseroan dalam jangka panjang. Inisiatif strategis yang dilakukan Perseroan dalam mendukung strategi *revenue enhancement* terdiri dari *non-aero revenue* dan memaksimalkan profit, memaksimalkan profitabilitas Entitas Anak, dan pengembangan bisnis baru yang menguntungkan.

3. Cost And Risk Management

Strategi *cost & risk management* dilakukan dengan cara berinvestasi secara selektif dan *prudent* dengan berfokus pada efisiensi biaya, manajemen risiko, serta pelaksanaan yang sesuai dengan prinsip-prinsip pengelolaan perusahaan kelas dunia dan GCG. Inisiatif strategis yang dilakukan Perseroan untuk mendukung strategi ini, antara lain *cost effectiveness & efficiency improvement, robust funding strategy*, dan *effective enterprise risk management*.

4. Socioeconomically Responsible Green Corporation

Angkasa Pura I berinisiatif dan berkomitmen untuk menerapkan prinsip-prinsip ramah lingkungan (*eco-green*) dan memberikan manfaat yang optimal bagi masyarakat sekitar. Untuk menerapkan komitmen tersebut, Perseroan menggunakan strategi *socioeconomically responsible green corporation*, dengan inisiatif strategis berupa penerapan "*eco-airport*", program tanggung jawab sosial dan lingkungan yang efektif, dan "*green-corporation*".

Key Enablers:

1. High Performing Culture

Dalam membentuk budaya organisasi yang memiliki keunggulan, Angkasa Pura I menerapkan inisiatif strategis yang dilakukan berupa: *high performing culture, effective performance management system*, dan *effective performance based incentive system*.

The Customer Satisfaction Index (CSI) is a benchmark used by the Company to measure the achievement of targets. CSI is used by referring to the service performance benchmarks used by all business actors in the airport industry, and taking into account the aspirations of the Company's shareholders.

2. Revenue Enhancement

PT Angkasa Pura I (Persero) has adopted *Revenue Enhancement* strategy to increase revenues by not only focusing on quantitative amount of revenue, but also on revenue composition. *Revenue composition enhancement* is achieved through non-aeronautical revenue, which is the amount of revenue from reliable sources which can ensure the continuation of the strengthening of the Company in long term. Strategic initiatives performed by the company to support *Revenue Enhancement* strategy include *Non-Aero Revenue and Profitability Maximization, Subsidiaries Profitability Maximization, and New Profitable Business Development*.

3. Cost And Risk Management

Cost and Risk Management Strategy is the strategy of *PT Angkasa Pura I (Persero)* in investing selectively and prudently by focusing on cost efficiency, risk management, and implementation in accordance with principles of *World Class Company Management and Good Corporate Governance*. The strategic initiatives performed by the company to support *Cost and Risk Management* strategy include *Cost Effectiveness and Efficiency Improvement, Robust Funding Strategy, and Effective Enterprise Risk Management*.

4. Socioeconomically Responsible Green Corporation

PT Angkasa Pura I (Persero) has taken the initiative and is committed to implementing environmentally friendly principles (*EcoGreen*) and providing optimum benefits for the surrounding community. To implement this commitment, the Company has adopted the *Socioeconomically Responsible Green Corporation* strategy. The strategic initiatives performed by the company include "*Eco-Airport*" *Concept Implementation, Effective Corporate Social Responsibilities (CSR) Program, and "Green Corporation" Concept Implementation*.

Key Enablers:

1. High Performing Culture

In creating an excellent organizational culture, *PT Angkasa Pura I (Persero)* implemented strategic initiatives, such as: *high performing culture, effective performance management system, and effective performance based incentive system*.

- 2. Effective Leadership**
Perkembangan bisnis yang semakin dinamis, menuntut pengelolaan sumber daya manusia yang dinamis juga. Oleh sebab itu, Angkasa Pura I menggunakan *effective leadership*, dengan inisiatif strategis berupa *leadership effectiveness enhancement* dalam mendorong efektivitas kepemimpinan.
- 3. Customer Centric Organization**
Angkasa Pura I menerapkan *Customer Centric Organization* dalam mendorong organisasi menjadi berfokus pada pelanggan, dengan inisiatif strategis berupa *business process reengineering, lean & customer centric organization* dan *effective parenting model establishment*.
- 4. World Class ICT & Management System**
Angkasa Pura I menerapkan *world-class ICT and management system* guna mewujudkan ICT kelas dunia. Inisiatif yang dilakukan Perseroan yaitu menerapkan *world-class management system, effective management system, parenting policy development, dan holding company system development*.
- 5. Competent Human Capital**
Dalam mengelola sumber daya manusia, Angkasa Pura I menggunakan strategi *competent human capital*, dengan inisiatif berupa *effective people development program* dan *world-class talent management system*.

- 2. Effective Leadership**
The increasingly dynamic business development demands dynamic management of human resources. Therefore, PT Angkasa Pura I (Persero) implemented Effective Leadership by initiating Leadership Effectiveness Enhancement in encouraging leadership effectiveness.
- 3. Customer Centric Organization**
PT Angkasa Pura I (Persero) implemented Customer Centric Organization strategy to encourage the organization to be customer-focused by initiating Business Process Reengineering, Lean and Customer Centric Organization and Effective Parenting Model Establishment
- 4. World Class ICT & Management System**
PT Angkasa Pura I (Persero) implemented World Class ICT and Management System to realize world-class ICT consisting of initiatives of world class management system implementation (for example HC Management), effective management system, parenting policy development, and holding company system development.
- 5. Competent Human Capital**
In managing Human Capital, PT Angkasa Pura I (Persero) employed Competent Human Capital strategy by initiating the Effective People Development Program and the World Class Talent Management System.

Fasilitas dan Alat produksi Production Equipment and Facility

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.

PT Angkasa Pura I (Persero) has production equipment facilities which include runways, aprons, aviobridges, passenger terminals, cargo warehouses, and parking lots at all airports managed by the Company to provide services.

Data Alat Produksi Utama Angkasa Pura I Per 31 Desember 2020

Main Production Equipment Data of PT Angkasa Pura I per 31 December 2020

Uraian Description	Terminal						
	Runway	Apron	Runway	Internasional International	Runway	VIP	Runway
	m x m	Parking Stand (m2)	m x m	Luas (m3) dan Kapasitas (pax/tahun) Area (m2) and Capacity (pax/year)			
Bandara I Gusti Ngurah Rai Bali (DPS) <i>I Gusti Ngurah Rai Airport -Bali (DPS)</i>	3,000m x 45m	Bandara I Gusti Ngurah Rai Bali (DPS) <i>I Gusti Ngurah Rai Airport -Bali (DPS)</i>	3,000m x 45m	Bandara I Gusti Ngurah Rai Bali (DPS) <i>I Gusti Ngurah Rai Airport -Bali (DPS)</i>	3,000m x 45m	Bandara I Gusti Ngurah Rai Bali (DPS) <i>I Gusti Ngurah Rai Airport -Bali (DPS)</i>	3,000m x 45m
Bandara Juanda Surabaya (SUB) <i>Juanda Airport -Surabaya (SUB)</i>	3,000m x 45m	Bandara Juanda Surabaya (SUB) <i>Juanda Airport -Surabaya (SUB)</i>	3,000m x 45m	Bandara Juanda Surabaya (SUB) <i>Juanda Airport -Surabaya (SUB)</i>	3,000m x 45m	Bandara Juanda Surabaya (SUB) <i>Juanda Airport -Surabaya (SUB)</i>	3,000m x 45m
Bandara Sultan Hasanuddin Makassar (UPG) <i>Sultan Hasanuddin Airport -Makassar (UPG)</i>	RW 03L-21 3,202m x 45m	Bandara Sultan Hasanuddin Makassar (UPG) <i>Sultan Hasanuddin Airport -Makassar (UPG)</i>	RW 03L-21 3,202m x 45m	Bandara Sultan Hasanuddin Makassar (UPG) <i>Sultan Hasanuddin Airport -Makassar (UPG)</i>	RW 03L-21 3,202m x 45m	Bandara Sultan Hasanuddin Makassar (UPG) <i>Sultan Hasanuddin Airport -Makassar (UPG)</i>	RW 03L-21 3,202m x 45m
	RW 13-31 2,500m x 45m		RW 13-31 2,500m x 45m		RW 13-31 2,500m x 45m		RW 13-31 2,500m x 45m

Uraian Description	Terminal						
	Runway	Apron	Runway	Internasional International	Runway	VIP	Runway
	m x m	Parking Stand (m2)	m x m	Luas (m3) dan Kapasitas (pax/tahun) Area (m2) and Capacity (pax/year)			
Bandara SAMS Sepinggan Balikpapan (BPN) SAMS Sepinggan Airport - Balikpapan (BPN)	2,500m x 45m	Bandara SAMS Sepinggan Balikpapan (BPN) SAMS Sepinggan Airport - Balikpapan (BPN)	2,500m x 45m	Bandara SAMS Sepinggan Balikpapan (BPN) SAMS Sepinggan Airport - Balikpapan (BPN)	2,500m x 45m	Bandara SAMS Sepinggan Balikpapan (BPN) SAMS Sepinggan Airport - Balikpapan (BPN)	2,500m x 45m
Bandara Adisutjipto Yogyakarta (JOG) Adisutjipto Airport - Yogyakarta (JOG)	2,200m x 45m	Bandara Adisutjipto Yogyakarta (JOG) Adisutjipto Airport - Yogyakarta (JOG)	2,200m x 45m	Bandara Adisutjipto Yogyakarta (JOG) Adisutjipto Airport - Yogyakarta (JOG)	2,200m x 45m	Bandara Adisutjipto Yogyakarta (JOG) Adisutjipto Airport - Yogyakarta (JOG)	2,200m x 45m
Bandara Syamsudin Noor Banjarmasin (BDJ) Syamsudin Noor Airport - Banjarmasin (BDJ)	2,500m x 45m	Bandara Syamsudin Noor Banjarmasin (BDJ) Syamsudin Noor Airport - Banjarmasin (BDJ)	2,500m x 45m	Bandara Syamsudin Noor Banjarmasin (BDJ) Syamsudin Noor Airport - Banjarmasin (BDJ)	2,500m x 45m	Bandara Syamsudin Noor Banjarmasin (BDJ) Syamsudin Noor Airport - Banjarmasin (BDJ)	2,500m x 45m
Bandara Jenderal Ahmad Yani Semarang (SRG) Jenderal Ahmad Yani Airport - Semarang (SRG)	2,560m x 45m	Bandara Jenderal Ahmad Yani Semarang (SRG) Jenderal Ahmad Yani Airport - Semarang (SRG)	2,560m x 45m	Bandara Jenderal Ahmad Yani Semarang (SRG) Jenderal Ahmad Yani Airport - Semarang (SRG)	2,560m x 45m	Bandara Jenderal Ahmad Yani Semarang (SRG) Jenderal Ahmad Yani Airport - Semarang (SRG)	2,560m x 45m
Bandara Internasional Lombok (LOP) Lombok International Airport (LOP)	2,750m x 45m	Bandara Internasional Lombok (LOP) Lombok International Airport (LOP)	2,750m x 45m	Bandara Internasional Lombok (LOP) Lombok International Airport (LOP)	2,750m x 45m	Bandara Internasional Lombok (LOP) Lombok International Airport (LOP)	2,750m x 45m
Bandara Sam Ratulangi Manado (MDC) Sam Ratulangi Airport - Manado (MDC)	2,650m x 45m	Bandara Sam Ratulangi Manado (MDC) Sam Ratulangi Airport - Manado (MDC)	2,650m x 45m	Bandara Sam Ratulangi Manado (MDC) Sam Ratulangi Airport - Manado (MDC)	2,650m x 45m	Bandara Sam Ratulangi Manado (MDC) Sam Ratulangi Airport - Manado (MDC)	2,650m x 45m
Bandara Adi Soemarmo Solo (SOC) Adi Soemarmo Airport - Solo (SOC)	2,600m x 45m	Bandara Adi Soemarmo Solo (SOC) Adi Soemarmo Airport - Solo (SOC)	2,600m x 45m	Bandara Adi Soemarmo Solo (SOC) Adi Soemarmo Airport - Solo (SOC)	2,600m x 45m	Bandara Adi Soemarmo Solo (SOC) Adi Soemarmo Airport - Solo (SOC)	2,600m x 45m
Bandara Pattimura Ambon (AMQ) Pattimura Airport - Ambon (AMQ)	2,500m x 45m	Bandara Pattimura Ambon (AMQ) Pattimura Airport - Ambon (AMQ)	2,500m x 45m	Bandara Pattimura Ambon (AMQ) Pattimura Airport - Ambon (AMQ)	2,500m x 45m	Bandara Pattimura Ambon (AMQ) Pattimura Airport - Ambon (AMQ)	2,500m x 45m
Bandara El Tari Kupang (KOE) El Tari Airport - Kupang (KOE)	2,500m x 45m	Bandara El Tari Kupang (KOE) El Tari Airport - Kupang (KOE)	2,500m x 45m	Bandara El Tari Kupang (KOE) El Tari Airport - Kupang (KOE)	2,500m x 45m	Bandara El Tari Kupang (KOE) El Tari Airport - Kupang (KOE)	2,500m x 45m
Bandara Frans Kaisiepo Biak (BIK) Frans Kaisiepo Airport - Biak (BIK)	3,570m x 45m	Bandara Frans Kaisiepo Biak (BIK) Frans Kaisiepo Airport - Biak (BIK)	3,570m x 45m	Bandara Frans Kaisiepo Biak (BIK) Frans Kaisiepo Airport - Biak (BIK)	3,570m x 45m	Bandara Frans Kaisiepo Biak (BIK) Frans Kaisiepo Airport - Biak (BIK)	3,570m x 45m
Bandara Internasional Yogyakarta (YIA) Yogyakarta International Airport (YIA)	3,250m x 45m	Bandara Internasional Yogyakarta (YIA) Yogyakarta International Airport (YIA)	3,250m x 45m	Bandara Internasional Yogyakarta (YIA) Yogyakarta International Airport (YIA)	3,250m x 45m	Bandara Internasional Yogyakarta (YIA) Yogyakarta International Airport (YIA)	3,250m x 45m

Aspek Pemasaran Marketing Aspect

Ruang lingkup pemasaran Angkasa Pura I diatur berdasarkan PP Nomor 25 Tahun 1987 tanggal 19 Mei 1987, meliputi di Indonesia bagian tengah dan timur. Penetapan harga pada segmen aeronautika mengacu pada Peraturan Menteri Perhubungan Nomor PM. 36 Tahun 2014, tentang penetapan tarif atas layanan jasa kebandarudaraan yang meliputi PJP4U, PJP2U, *aviobridge*, *counter*, serta PJKP2U. Pada aspek harga, Perseroan perlu mendapatkan rekomendasi dari Menteri Perhubungan. Dengan adanya peraturan tersebut, maka konsep pemasaran Angkasa Pura I tidak dapat disamakan dengan strategi pemasaran perusahaan lain pada umumnya.

Strategi Pemasaran Marketing Strategy

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. Strategi pemasaran PT Angkasa Pura I (Persero) pada 2020 adalah sebagai berikut:

1. Dari sisi layanan Aeronautika, PT Angkasa Pura I (Persero) pada situasi pandemi COVID-19 senantiasa berkomunikasi dengan mitra maskapai penerbangan guna mengetahui kondisi operasional dan strategi maskapai selama kondisi pandemi. PT Angkasa Pura I (Persero) juga mengikuti *event routes* yang pada tahun 2020 diadakan secara *online*. Pada *event* ini PT Angkasa Pura I (Persero) melakukan komunikasi dan diskusi dengan maskapai penerbangan internasional untuk mempromosikan potensi bandara dan destinasi. Sehingga maskapai penerbangan internasional dapat mempertimbangkan pengembangan rute ke Indonesia khususnya pasca pandemi COVID-19 berakhir.
2. Pada sisi Non Aeronautika, PT Angkasa Pura I (Persero) pada situasi pandemi COVID-19 memberikan beberapa kebijakan antara lain melakukan seleksi dengan menawarkan ruang *idle* kepada mitra usaha baru yang bukan merupakan mitra usaha eksisting di gerai yang sama, dan adanya pemberian mekanisme kontribusi pembagian pendapatan secara *tier* bertingkat sesuai dengan jumlah penumpang dan pemberlakuan pembayaran sewa secara bulanan yang dulunya tahunan.

The marketing aspect of PT Angkasa Pura I (Persero) is regulated based on Government Regulation No. 25 of 1987 dated May 19, 1987 that the Company has been granted the authority to manage airports in Central and Eastern Indonesia. The pricing in the aeronautical segment refers to the Minister of Transportation Regulation No. PM. 36 of 2014, the determination of tariffs for airport services which include PJP4U, PJP2U, Aviobridge, Counters, and PJKP2U require a prior recommendation from the Minister of Transportation. With these regulations, PT Angkasa Pura I (Persero)'s marketing concept cannot be compared to the marketing strategies of other companies in general.

The Company has a Directorate of Marketing and Services that is responsible for promotional and marketing activities, which emphasizes service quality and customer experience, both for aeronautical and non-aeronautical services. During 2020, the marketing strategy of PT Angkasa Pura I was focused on:

1. *In terms of aeronautical services, during the Covid-19 Pandemic, PT Angkasa Pura I (Persero) has communicated with airline partners to find out about the operational conditions and airline strategies during the pandemic. PT Angkasa Pura I (Persero) also attended at the virtual Routes event 2020. During the event, the Company communicated and discussed with international airlines to promote the potential of airports and destinations, so that international airlines can consider developing routes to Indonesia, especially after the COVID-19 pandemic ends.*
2. *In terms of non-aeronautical services, during the Covid-19 Pandemic, PT Angkasa Pura I (Persero) has provided several policies, including conducting selection by offering idle space to new non-existing business partners at the same outlet, and providing mechanisms of income sharing contributions on a tiered basis according to the number of passengers as well as applying monthly rental payments which were formerly annual.*

Kegiatan Promosi

Kolaborasi antara Perseroan dengan pemerintah dan pelaku usaha di industri pariwisata dilakukan untuk memasarkan *attraction, amenities, dan accessibilities* tujuan wisata. Namun demikian, kegiatan promosi ini terkendala pandemi COVID-19, sehingga Perseroan melakukan penyesuaian sebagai berikut:

Dari sisi layanan Aeronautika, kegiatan promosi dilakukan melalui *event routes* yang pada tahun 2020 dilakukan secara *online*. Pada *event* ini PT Angkasa Pura I (Persero) melakukan *expose* potensi bandara dan destinasi pada sejumlah maskapai penerbangan internasional. Selain melakukan *expose*, PT Angkasa Pura I (Persero) juga menggali informasi mengenai aspirasi dan rencana strategis maskapai penerbangan terkait pengembangan rute pasca pandemi COVID-19 berakhir. Hal ini sangat penting bagi PT Angkasa Pura I (Persero) guna menyiapkan strategi promosi yang tepat pasca pandemi COVID-19 berakhir.

Dari sisi layanan Non Aeronautika, kegiatan promosi dilakukan melalui penggunaan aset/infrastruktur eksisting untuk gerai yang telah diseleksi, melakukan penjualan *advertising* per titik langsung kepada pemilik *brand* yang tidak memiliki izin usaha periklanan, yang diharapkan dapat memberikan tambahan pendapatan kepada PT Angkasa Pura I (Persero).

Penambahan Rute dan Insentif *Landing Fee*

Pada tahun 2020, kebijakan insentif *landing fee* yang diberikan kepada *airline* yang membuka rute baru masih diterapkan. Kebijakan insentif *landing fee* diharapkan dapat membantu pengembangan rute baru sehingga berdampak positif bagi peningkatan *traffic* penumpang pengguna jasa bandar udara. Insentif *landing fee* yang diberikan kepada *airline* berupa potongan harga dari total biaya Pelayanan Jasa Pendaratan untuk penerbangan dalam negeri dan luar negeri selama 12 bulan sebesar 100%. Selain itu, Angkasa Pura I juga memberikan insentif untuk penambahan frekuensi.

Promotional Activities

PT Angkasa Pura I (Persero) collaborated with the Government and business actors in the tourism industry to market attraction, amenities and accessibilities of tourist destinations. However, the promotional activities faced several constraints due to the COVID-19 Pandemic, thus the Company made the following adjustments:

In terms of aeronautical services, the Company performed promotional activities through the virtual Routes event 2020. During the event, PT Angkasa Pura I (Persero) exposed the potential of airports and destinations to a number of international airlines. In addition to expose the potential of airports and destinations, the Company also gathered information about the aspirations and strategic plans of airlines related to route development after the COVID-19 pandemic ends. This is highly important for PT Angkasa Pura I (Persero) to prepare the right promotion strategy after the COVID-19 pandemic ends.

In terms of non-aeronautical services, promotional activities are carried out through the use of existing assets/infrastructure for selected outlets and direct point-to-point advertising sales to brand owners with no advertising business license, which is expected to provide additional income to PT Angkasa Pura I (Persero).

Additional Routes and Landing Fee Incentives

In 2020, PT Angkasa Pura I (Persero) continued to provide landing fee incentive policies to airlines opening new routes. The incentive was expected to support the development of new routes to have a positive impact on increasing passenger traffic using airport services. The landing fee incentive for airlines was discount from total Landing Service cost for domestic and international flights for 12 (twelve) months in the amount of 100%. In addition, the Company also provided incentives for additional frequency.

Proyeksi Aspek Pemasaran PT Angkasa Pura I (Persero) Tahun 2021

Projected Marketing Aspects of PT Angkasa Pura I (Persero) in 2021t

Uraian Description	Proyeksi 2021 Projection 2021
Segmen Aeronautika Aeronautical Segment	
PJP4U	264,107,997
PJP2U	1.534,987,928
Extend and Advance	3,368,244
Pemakaian Aviobridge Aviobridge Usage	92,103,350
Pemakaian Counter Counter Usage	46,368,359
Baggage Handling System	0

Uraian Description	Proyeksi 2021 Projection 2021
Segmen Nonaeronautika Non-Aeronautical Segment	
Sewa-Sewa Rents	627,615,437
Konsesi Concession	681,599,085
Parkir dan Pas Bandara Parking and Airport Pass	247,854,834
Utilitas Utility	66,880,849
Reklame Billboard	18,253,570
Event & Promotion	6,848,616
Jasa terkait Kargo dan Pos Cargo and Postal Service	21,682,324
Maintenance & Services Fee	1,757,207
Trading dan Bagi Hasil Trading and Profit Sharing	88,000,000

*data dalam ribuan
*data in the thousands

Realisasi Pemasaran Realisasi Pemasaran



Perbandingan Target dan Realisasi Pemasaran

Secara umum, PT Angkasa Pura I (Persero) berhasil bangkit dari penurunan kinerja yang sempat dialami selama kondisi pandemic COVID-19. Kinerja perlahan tumbuh, hingga pada akhir 2020, Perseroan dapat mempertahankan kinerja positif diatas target yang ditetapkan oleh *shareholder*. Segmen aeronautika secara keseluruhan berada di 8,39% dari target 1,68T, sedangkan segmen nonaeronautika mencapai 7,45% dari target Rp1,22 triliun.

Comparison Between Marketing Target and Realization

In general, PT Angkasa Pura I (Persero) managed to rise of the decline in performance that was experienced during the condition the COVID-19 pandemic. Performance slowly grew, until it was the end of 2020, the Company can maintain a positive performance above the target set by shareholders. Segment aeronautics as a whole was at 8.39% of the target 1.68T, while the non-aeronautical segment reached 7.45% of target of IDR 1.22 trillion.

Perbandingan Target dan Realisasi Pemasaran

Comparison Between Marketing Target and Realization

Uraian Description	Realisasi 2020 Realization 2020	Target 2020	% Pencapaian Achievement %
Segmen Aeronautika Aeronautical Segment			
PJP4U	373,495,626	362,418,664	3.06%
PJP2U	1,169,647,685	1,064,393,133	9.89%
<i>Extend and Advance</i>	7,891,580	3,852,689	104.83%
<i>Pemakaian Aviobridge Aviobridge Usage</i>	94,401,323	84,638,421	11.53%
<i>Pemakaian Counter Counter Usage</i>	44,196,046	41,130,290	7.45%
<i>Baggage Handling System</i>	Rp 0	Rp 0	-
Segmen Nonaeronautika Non-Aeronautical Segment			
<i>Sewa-Sewa Rents</i>	456,203,653	382,646,464	19.22%
<i>Konsesi Concession</i>	482,619,451	504,725,178	-4.38%
<i>Parkir, Peron, dan Pas Parking, Platform and Pass</i>	154,980,521	134,304,728	15.39%
<i>Utilitas Utility</i>	70,245,541	57,419,346	22.34%
<i>Reklame Billboard</i>	17,958,503	19,978,481	-10.11%
<i>Event & Promotion</i>	16,043,324	15,056,293	6.56%
<i>Lounge</i>	857,428	645,355	32.86%
<i>Jasa terkait Kargo dan Pos Cargo and Postal Service</i>	18,695,337	13,607,990	37.39%
<i>Maintenance and Service Fee</i>	4,608,809	9,046,571	-49.05%

*data dalam ribuan

*data in the thousands

Analisis Pencapaian Target Pemasaran

Strategi utama PT Angkasa Pura I (Persero) dalam mencapai target pemasaran dan meningkatkan pendapatan bandara yaitu melalui pelayanan yang optimal bagi pengguna jasa bandara. Selama masa pandemi COVID-19, aspek keselamatan dan keamanan berdampak besar pada strategi pemasaran karena akan meningkatkan kepercayaan masyarakat untuk menggunakan jasa Bandar udara. Pengalaman positif penumpang (*passenger experience*) di bandara harus ditingkatkan, terutama terkait penanganan kesehatan selama masa pandemi COVID-19.

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Marketing Target Achievement Analysis

The main strategy of PT Angkasa Pura I (Persero) to achieve marketing targets and increase airport revenue is through optimal service for airport service users. During the COVID-19 pandemic, safety and security aspects have a major impact on marketing strategies to increase public confidence in using airport services. The Company endeavors to improve passenger experience at the airport, especially in relation to the implementation of health protocols during the COVID-19 pandemic.

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Peningkatan pelayanan dengan memanfaatkan teknologi informasi dan digitalisasi juga mendukung tercapainya target pemasaran dan peningkatan pendapatan bandara. Kebutuhan pengguna jasa bandara atas kecepatan akses, peningkatan efisiensi waktu, serta kemudahan diwujudkan dengan peningkatan layanan secara digital dan jaringan.

Selain itu, Perseroan senantiasa mendukung peningkatan trafik penumpang dan pesawat udara melalui pembukaan rute baru oleh maskapai dengan memberikan insentif berupa *landing fee*. PT Angkasa Pura I (Persero) secara aktif bersinergi dan berkolaborasi dengan pemangku kepentingan di sektor pariwisata pusat dan daerah melalui penyelenggaraan *Collaborative Destination Development (CDD)* untuk meningkatkan potensi & infrastruktur pariwisata di 13 bandara yang dikelola.

Guna percepatan *recovery traffic* yang terpuruk pada tahun 2020, PT Angkasa Pura I (Persero) secara intensif melaksanakan komunikasi dengan *airlines* dan *stakeholder* terkait untuk memastikan adanya keselarasan strategi percepatan *recovery*. PT Angkasa Pura I (Persero) juga senantiasa tetap mendukung pembukaan rute baru oleh maskapai melalui program insentif *landing fee*.

Selama tahun 2020, PT Angkasa Pura I (Persero) tidak terlalu terpuruk dan cukup optimis seiring dengan lalu lintas udara yang meningkat secara bertahap meski cukup lambat. Ratarata mobilitas penumpang per bulan yaitu 2.725.924 penumpang. Seluruh bandara yang dikelola PT Angkasa Pura I (Persero) mengangkut 1.230.448 penumpang dengan rata-rata penumpang yang diangkut per hari adalah 102.541 penumpang di 15 bandara. Indonesia sangat diuntungkan oleh penerbangan domestik. Faktor domestik adalah faktor yang menguntungkan yang diharap jadi tumpuan ke depan. Kuncinya pastikan protokol kesehatan di bandara dilaksanakan secara baik sehingga menimbulkan rasa aman bagi penumpang.

Selama tahun 2020, PT Angkasa Pura I (Persero) mengalami penurunan *traffic* baik penumpang maupun pergerakan pesawat sehubungan dengan situasi pandemi COVID-19 yang berdampak pada penutupan *border* Internasional khususnya untuk pariwisata dan juga pembatasan pergerakan perjalanan udara domestik di sejumlah daerah. Hingga akhir 2020 *traffic* penumpang di PT Angkasa Pura I (Persero) didominasi oleh penerbangan domestik. Sehubungan dengan masih ditutupnya *traffic* internasional, maka optimalisasi penumpang domestik menjadi tumpuan ke depan dalam proses *recovery*.

The Company utilizes information technology and digitization to improve services and support the achievement of marketing targets, as well as increase airport revenues. The improvement of digital and network services allows the company to scale up speed, increase time efficiency, and improve convenience to meet the needs of airport service users.

In addition, the Company continues to support increased passenger and aircraft traffic by opening new routes by airlines by providing incentives in the form of landing fees. PT Angkasa Pura I (Persero) actively synergizes and collaborates with stakeholders in the central and regional tourism sector through the implementation of Collaborative Destination Development (CDD) to increase tourism potential & infrastructure at 13 managed airports.

In order to accelerate the traffic slump recovery in 2020, PT Angkasa Pura I (Persero) has intensively communicated with airlines and related stakeholders to ensure alignment of strategies to accelerate recovery. The Company also continued to support the opening of new routes by airlines through a landing fee incentive program.

Despite traffic slump in 2020, PT Angkasa Pura I (Persero) was optimistic that air traffic will increase gradually. The average passenger movements per month was 2,725,924 passengers. All airports managed by PT Angkasa Pura I (Persero) transported 1,230,448 passengers with an average of 102,541 passengers per day at 15 airports. Indonesia greatly benefits from domestic flights. Domestic passengers are favorable factors expected to increase in the future. The key is to ensure that the health protocols at the airport are implemented properly so as to create a sense of security for passengers.

During 2020, PT Angkasa Pura I (Persero) experienced a decrease in traffic for both passengers and aircraft movements due to the Covid-19 pandemic impacting on the closure of international borders, especially for tourism and also restrictions on the movement of domestic air travel in a number of areas. As of the end of 2020, domestic flight dominated passenger traffic at PT Angkasa Pura I (Persero). Due to the closure of international traffic, optimization of domestic passengers will be the focus for the future in the recovery process.

Airport Service Quality

Dalam rangka mengukur kinerja produk dan layanan bandara, Angkasa Pura I menggunakan metode penilaian *Customer Satisfaction Index* (CSI). Pengukuran CSI di 2020 dilakukan di 15 bandar udara. Selain menggunakan pendekatan CSI, Angkasa Pura I juga ikut serta dalam penilaian Airport Service Quality (ASQ) oleh Airports Council International (ACI). Pada tahun 2020 terdapat 13 bandar udara Angkasa Pura I yang dinilai oleh ACI.

Pada masa pandemi COVID-19, terdapat perubahan metode pengambilan kuesioner untuk survei pengukuran ASQ di mana sebelumnya kuesioner ditentukan berdasarkan *sample plan* untuk masing-masing *flight number* dan jumlah yang dibagikan kepada penumpang. Perubahan metode ini dimulai pada periode survei pengukuran ASQ kuartal tiga tahun 2020 di mana tidak terbatas pada *flight number*, namun kuesioner tetap ditentukan jumlahnya di kuartal tiga dan empat tahun 2020 disesuaikan dengan kondisi penurunan jumlah penumpang yang menggunakan transportasi udara. Para *fieldwork agent* yang bertugas membagikan kuesioner diharuskan menggunakan APD lengkap sesuai prosedur yang dipersyaratkan oleh ACI. Sedangkan pengukuran CSI pada tahun 2020 selain di Bandara Adisutjipto Yogyakarta, Bandara Internasional Lombok, dan Bandara Sam Ratulangi Manado pembagian kuesioner tetap dilaksanakan secara tatap muka sesuai dengan protokol kesehatan dengan menggunakan APD lengkap, namun penilaian observasi oleh INACA dilaksanakan secara online melalui sambungan video conference.

Pangsa Pasar Market Share

Pangsa pasar industri bandar udara dibagi menjadi tiga faktor, yaitu pergerakan penumpang, lalu lintas pesawat, dan pergerakan kargo. Persentase pasar terbesar di tahun 2020 yaitu pada pergerakan lalu lintas pesawat yang tercatat sebesar 51,29%. Jumlah ini menurun dari tahun lalu karena adanya pandemi yang terpaksa membatasi kegiatan aviasi.

Airport Service Quality

In order to measure performance of airport products and services, Angkasa Pura I used Customer Satisfaction Index (CSI) assessment method. The Company carried out CSI measurements at 15 airports. In addition to using the CSI approach, Angkasa Pura I also attended the Airport Service Quality (ASQ) assessment by the Airports Council International (ACI). In 2020, 13 Angkasa Pura I airports were assessed by ACI.

During the COVID-19 pandemic, the Company changed the questionnaire method of ASQ survey, the questionnaire was previously determined based on sample plan for each flight number and total questionnaire distributed to passengers. The method change began in the period of ASQ survey in the third quarter of 2020, where it was not limited to flight numbers, but total questionnaires was still determined in the third and fourth quarters of 2020, adjusted for condition of decreasing total passengers using air transportation. Fieldwork agents in charge of distributing questionnaires were required to use complete PPE according to the procedures required by ACI. Meanwhile for CSI measurement in 2020, except for JOG, LOP and MDC airports, the questionnaires were distributed face-to-face according to the health protocols using complete PPE, but the observation assessment of by INACA was carried out virtually via a video conference.

The market share in the airport industry in Indonesia can be divided into three factors, namely passenger movements, aircraft traffic and cargo movements. The largest market percentage in 2020 is the movement of aircraft traffic which was recorded at 51.29%. The number decreased compared to the previous year as travel restrictions have come into force due to COVID-19 Pandemic.

Pasar Industri Bandar Udara di Indonesia dalam Tiga Tahun Terakhir

Airport Industry Market in Indonesia in the Last Three Years

Uraian <i>Description</i>	Pertumbuhan 2020 (%) <i>Growth 2020 (%)</i>	2020	2019	2018
Berdasarkan pergerakan penumpang <i>Based on Passenger Movements</i>	0.80	47.70	40.21	41.44
Berdasarkan lalu lintas pesawat <i>Based on Aircraft Traffic</i>	4.72	51.29	35.61	37.49
Berdasarkan pergerakan kargo <i>Based on Cargo Movements</i>	5.48	37.95	24.26	25.77

ANALISIS DAN PEMBAHASAN MANAJEMEN TERHADAP KINERJA PERUSAHAAN

Management Discussion and Analysis on Company Performance

“Meskipun sektor aviasi menurun di awal tahun, Perseroan tetap melihat potensi pada peningkatan angka perjalanan setelah diterapkannya masa adaptasi kebiasaan baru, yang semakin memupuk keyakinan dan optimisme bahwa sektor aviasi akan bangkit dengan segera.”

“Even though the aviation sector has declined at the beginning of the year, the Company still sees the potential of an increase in the number of trips, after new adaptation adoption which fosters confidence and optimism that believe the aviation sector will rise soon.”

✈️ Departures ↗️
👤 ♿



TINJAUAN MAKRO DAN INDUSTRI

Macroeconomic and Industry Overview



Analisis Politik dan Ekonomi

Political and Economic Analysis

Tahun 2020 merupakan tahun yang penuh tantangan baik di Indonesia maupun dunia akibat pandemi COVID-19 yang mewabah sejak awal tahun 2020. Per Desember 2020 telah tercatat sedikitnya 88 juta kasus di seluruh dunia yang tentunya mempengaruhi kondisi perekonomian global. Banyak negara-negara di belahan dunia yang menerapkan sistem *lockdown*, sehingga hal ini berdampak besar bagi beberapa sektor industri karena terbatasnya akses distribusi dan pemasaran. Sementara itu di Indonesia, tahun 2020 diramaikan dengan disahkannya Omnibus Law dan UU Cipta Kerja serta pergantian sejumlah Menteri yang berlangsung dengan terkendali. Selain itu, pemerintah Indonesia menerapkan sistem Pembatasan Sosial Berskala Besar (PSBB) di hampir seluruh wilayah di Indonesia guna mengatasi pandemi COVID-19.

Kondisi ekonomi di tahun 2020 ditandai dengan melambatnya pertumbuhan ekonomi tidak hanya di Indonesia namun juga di seluruh dunia akibat adanya karantina wilayah, *physical distancing*, dan pengurangan operasional sejumlah sektor usaha guna memutus mata rantai penyebaran COVID-19. Nilai tukar mata uang rupiah terhadap USD sempat melemah hingga 6,59% terhadap dollar Amerika Serikat pada kuartal ke-2 tahun 2020. Adapun kurs transaksi di Bank Indonesia berkisar antara Rp14.125 hingga Rp13.856. Untuk dapat bertahan dalam kondisi tersebut, banyak pelaku usaha yang mengubah strategi bisnis mereka, tak terkecuali sektor aviasi yang terdampak signifikan.

2020 has been a challenging year, both in Indonesia and across the globe due to the COVID-19 pandemic which has spread since the beginning of 2020. As of December 2020, at least 88 million cases were recorded worldwide affecting global economic conditions. Many countries around the world have enforced lockdowns resulting in a major impact on several industrial sectors due to limited access to distribution and marketing. Meanwhile in Indonesia, 2020 was marked by the passing of the Omnibus Law on Job Creation Law and the changes of a number of Ministers under control. In addition, the Indonesian government has implemented a Large-Scale Social Restriction (PSBB) system in almost all regions in Indonesia to deal with the COVID-19 pandemic.

Economic conditions in 2020 are marked by slowing economic growth not only in Indonesia but also throughout the world due to regional quarantine, physical distancing, and reduced operations of a number of business sectors in order to break the chain of the spread of COVID-19. The Rupiah exchange rate against had weakened by 6.59% against the US dollar in the second quarter of 2020. Meanwhile, the transaction rates at Bank Indonesia ranged from Rp14,125 to Rp13,856. In order to survive during this condition, many business actors have changed their business strategies, including the aviation sector which was significantly affected.

Analisis Industri Industry Analysis

Kondisi Industri Penerbangan Global

Berdasarkan analisis International Civil Aviation Organization (ICAO), Pandemi COVID-19 menyebabkan volume lalu lintas penerbangan global di tahun 2020 menurun drastis dibandingkan dengan tahun 2019. Penurunan penumpang internasional Bandara Global di Asia Pasifik pada tahun 2020 diprediksikan mencapai 56%-75%. International Air Transport Association (IATA) dan ICF International (ICF) memiliki perkiraan yang optimis bahwa penerbangan akan mulai pulih pada tahun 2022, sementara S&P dan InterVISTAS memprediksi penerbangan akan mulai pulih di tahun 2024. Dalam skala nasional, arus trafik penumpang domestik dan internasional telah mengalami penurunan sampai dengan 90%, di mana imbas langsung dirasakan oleh sektor pariwisata yang mengalami penurunan drastis jumlah wisatawan mancanegara dan domestik.

Persepsi terhadap Indonesia sebagai salah satu negara yang masih berisiko tinggi untuk dikunjungi juga akan berdampak dalam jangka menengah, di mana konsep 'travel bubble' telah dicanangkan oleh beberapa negara untuk mendorong mobilitas yang terbatas pada negara-negara yang memiliki risiko rendah. Adapun segmen yang relatif tidak terdampak oleh pandemi adalah segmen kargo udara. Segmen ini juga memiliki tingkat pertumbuhan historis yang sehat. Ke depannya, dapat dicermati bahwa kondisi geografis Indonesia, pertumbuhan jangka panjang segmen kelas menengah di Indonesia, meningkatnya tren konsumsi *e-commerce*, serta peningkatan ekspektasi konsumen menjadi alasan utama diperlukannya peningkatan kapasitas dan kualitas suplai kargo udara. Dalam pertumbuhan historis trafik kargo udara, Indonesia juga masih tertinggal jika dibandingkan dengan negara-negara Asia Tenggara lainnya, di mana Indonesia memiliki trafik kargo udara per PDB yang paling rendah. Pada posisi pertama ditempati oleh Thailand dengan 5,3 Juta Ton-Km kargo per 1 Triliun USD PDB, sedangkan Indonesia hanya memiliki 1,1 Juta Ton-Km kargo udara per 1 Triliun USD PDB. Kondisi ini dapat dikaitkan salah satunya dengan minimnya penyedia jasa kargo terintegrasi yang memiliki skala bisnis dan cakupan distribusi luas.

Kondisi Industri Penerbangan Indonesia

Industri penerbangan dalam negeri juga menghadapi pukulan besar selama pandemi COVID-19. Adanya penerapan PSBB, penurunan perekonomian masyarakat, dan isolasi sejumlah daerah menjadi faktor penyebab lesunya industri penerbangan nasional. Meskipun mengalami penurunan *demand* besar-besaran pada transportasi penumpang, sektor aviasi masih tertolong dengan adanya pertumbuhan positif pada transportasi kargo dan pelayanan angkutan udara *charter*.

Condition of Global Aviation Industry

Based on the analysis of the International Civil Aviation Organization (ICAO), The COVID-19 pandemic is causing traffic volume global aviation in 2020 decreased drastically in comparison with 2019. Decrease in international passengers Global Airport in Asia Pacific in 2020 is predicted reaches 56% -75%. International Air Transport Association (IATA) and ICF International (ICF) have such estimates optimistic that aviation will begin to recover in 2022, while S&P and InterVISTAS predict flights will begin to recover in 2024. On a national scale, current domestic and international passenger traffic has experienced a decrease of up to 90%, where the impact is direct felt by the declining tourism sector drastic number of foreign and domestic tourists.

Perception of Indonesia as a country that is still a high risk of being visited will also have an impact in the medium term, where the 'travel bubble' concept has been launched by several countries to encourage mobility which is limited to low risk countries. There is a segment relatively unaffected by the pandemic is the air cargo segment. This segment also has levels healthy historical growth. In the future, it can be observed that the geographical conditions of Indonesia, the term growth the length of the middle class segment in Indonesia, increasing e-commerce consumption trends, as well as rising expectations consumers are the main reason for the need for improvement capacity and quality of air cargo supply. In growth historically air cargo traffic, Indonesia is also still behind if compared to other Southeast Asian countries, in where Indonesia has the most air cargo traffic per GDP low. In the first position is occupied by Thailand with 5.3 Million Ton-Km of cargo per 1 Trillion USD GDP, while for Indonesia only has 1.1 Million Ton-Km of air cargo per 1 Trillion USD GDP. This condition can be attributed one of them to its lack an integrated cargo service provider that has a business scale and wide distribution coverage.

Condition of Indonesian Aviation Industry

Domestic aviation industry has been hit hard during the COVID-19 pandemic. PSBB implementation, decline in the community's economy, and isolation of a number of areas have contributed to the sluggishness of national aviation industry. Despite experiencing a massive decline in passenger transport demand, the aviation sector still benefits from positive growth in cargo transportation and air charter services.

Pada periode April hingga Mei 2020 industri penerbangan telah mencapai titik terendah karena pemberlakuan PSBB. Industri penerbangan sudah mulai menunjukkan geliat karena dorongan *demand* menjelang hari raya Idul Fitri. Pergerakan penumpang dan pesawat mulai menunjukkan pemulihan yang signifikan pada kuartal ke-3. Pertumbuhan ini tidak terlepas dari upaya pemerintah bersama seluruh ekosistem di industri penerbangan dalam menjalankan strategi untuk dapat mengembalikan produktivitas melalui satu aturan yang dikenal protokol kesehatan baru di dalam bandara maupun di dalam pesawat. Pemerintah juga telah melakukan revisi tingkat okupansi penumpang menjadi sebesar 70 persen dan memberikan subsidi pada beberapa bandar udara. Dengan melihat sejumlah strategi yang dijalankan untuk mendukung pemulihan di sektor aviasi, INACA optimistis jumlah penumpang pesawat bisa meningkat di semester II/2020.

In the period from April to May 2020, the airline industry has reached its lowest point due to the implementation of PSBB. The aviation industry has slowly begun to move up due to the boost in demand ahead of the Idul Fitri holiday. Passenger and aircraft movements started to show a significant recovery in the third quarter. This growth is inseparable from the efforts of the government together with all ecosystems in the aviation industry in implementing strategies to restore productivity through a rule known as the new health protocols at the airports and on plane. The government has also revised passenger occupancy rate to 70 percent and provided subsidies at several airports. By looking at a number of strategies being implemented to support recovery in the aviation sector, INACA is optimistic that the number of aircraft passengers can increase in the second semester of 2020.

Perkembangan Industri Kebandarudaraan di Wilayah PT Angkasa Pura I (Persero)

Development of Airport Industry in PT Angkasa Pura I (Persero) Area

Tahun 2020, secara keseluruhan diproyeksikan dengan pertumbuhan yang negatif jika dibandingkan dengan tahun 2019. Penurunan jumlah pergerakan penumpang mencapai -59,88% hingga -38,79% selama tahun 2020. Meskipun demikian, Perseroan melihat potensi terus meningkatnya angka perjalanan setelah diterapkannya masa adaptasi kebiasaan baru, yang semakin memupuk keyakinan dan optimisme bahwa sektor aviasi akan bangkit dengan segera.

Overall, the Company projected negative growth in air transport traffic in 2020 as compared to 2019. The decline in air transport traffic reached -59.88 % and -38.79% in 2020. Nevertheless, the Company sees the potential to continue to increase passenger traffic after the implementation of new habit adaptation period, fostering confidence and optimism that the aviation sector will recover soon.

Pergerakan Lalu Lintas Angkutan Udara

Air Transportation Traffic

Uraian Description	Satuan Unit	Pertumbuhan 2020 Growth in 2020	2020	2019	2018
Pesawat Aircraft	MV	-38.79%	432,864	707,202	828,672
Penumpang Passenger	Pax	-59.88%	32,711,088	81,532,700	96,652,313
Kargo Cargo	Kg	2.09%	436,048,954	427,135,421	457,749,380

Pergerakan Pesawat

Jumlah pergerakan pesawat domestik mengalami penurunan sebesar 35,81% di tahun 2020 dari sebesar 570.734 pesawat pada 2019 menjadi 366.333 pesawat pada tahun 2020. Sementara itu, jumlah pergerakan pesawat internasional sebesar 24.022 pesawat, lebih sedikit 76,35% dibanding tahun 2019 yang mencapai 101.577 pesawat.

Aircraft Movements

Total domestic aircraft movements decreased by 35.81% in 2020 from 570,734 aircrafts in 2019 to 366,333 aircrafts in 2020. Meanwhile, total international aircraft movements was 24,022 aircrafts or decreased by 76.35% compared to 2019 of 101,577 aircrafts.

Lebih jauh lagi, jumlah total pergerakan pesawat Pesawat lokal/militer direalisasikan sebesar 42.509 pergerakan pesawat, atau meningkat sebanyak 7.598 jika dibanding tahun 2019 yang mencapai 34.911 pesawat. Secara agregat total pada akhir periode pelaporan pergerakan pesawat menurun sebesar 38,79%, meskipun jumlah demand perlahan mulai tumbuh sejak awal pandemi melanda. Dampak pandemi COVID-19 telah menimbulkan dinamika baru bagi industri kebandarudaraan sehingga mempengaruhi kinerja Angkasa Pura I.

Furthermore, total realized local/military aircraft movements in 2020 was 42,509 aircrafts or increased by 7,598 compared to 2019 of 34,911 aircrafts. In aggregate, total aircraft movements at the end of the reporting period decreased by 38.79%, although the demand has slowly begun to grow since the beginning of the pandemic. The impact of the COVID-19 pandemic has created new dynamics for the airport industry, thus affecting the performance of Angkasa Pura I.

Pergerakan Pesawat Domestik, Internasional dan Lokal/Militer

Domestic, International and Local/Military Aircraft Movements

Keterangan Description	Pertumbuhan 2020 Growth in 2020	2020	2019	2018
Pergerakan pesawat domestik Domestic aircraft movements	-35.81%	366,333	570,734	684,960
Pergerakan pesawat internasional International aircraft movements	-76.35%	24,022	101,577	100,703
Pergerakan pesawat lokal/militer Local/military aircraft movements	21.76%	42,509	34,911	43,009
Total	-38.79%	432,864	707,222	792,672

Pergerakan Penumpang

Jumlah penumpang domestik yang tercatat per 31 Desember 2020 sebanyak 26.787.189 penumpang. Pencapaian tersebut menurun 54,67% jika dibandingkan dengan tahun 2019 yang tercatat sebanyak 59.089.896 penumpang. Di sisi lain, jumlah penumpang internasional mencapai 3.287.554 penumpang, menurun 81,66% dari tahun 2019 yang tercatat sebesar 17.925.091 penumpang.

Passenger Movements

As of 31 December 2020, total realized domestic passengers was 26,787,189 pax or decreased by 54.67% compared to 2019 of 59,089,896 pax. On the other hand, total realized international passengers was 3,287,554 pax or decreased by 81.66% compared to 2019 of 17,925,091 pax.

Diharapkan pergerakan penumpang di tahun depan akan kembali meningkatkan seiring dengan penyesuaian ke masa transisi menyambut era *new normal*. Angkasa Pura I tetap memastikan seluruh bandar udara yang dikelola konsisten menerapkan protokol kesehatan secara ketat, agar bandara menjadi tempat yang aman dan higienis. Dengan demikian, kepercayaan masyarakat untuk melakukan perjalanan udara dapat meningkatkan kembali industri penerbangan.

It is expected that passenger movements in the next year will increase along with the adjustment to the transition period to welcome the new normal era. Angkasa Pura I continues to ensure that all managed airports consistently apply strict health protocols, so that the airport becomes a safe and hygienic place. Thus, the public's confidence in air travel will increase so as to increase aircraft traffic.

Pergerakan Penumpang Domestik, Internasional dan Transit

Domestic, International and Transit Passenger Movements

Keterangan Description	Pertumbuhan (2019-2020) Growth (2019-2020)	2020	2019	2018
Pergerakan penumpang domestik Domestic passenger movements	-54.67%	26,787,189	59,089,896	74,505,616
Pergerakan penumpang internasional International passenger movements	-81.66%	3,287,554	17,925,091	16,375,076
Pergerakan penumpang transit Transit passenger movements	-41.64%	2,636,345	4,517,713	5,771,621
Total	-59.88%	32,711,088	81,532,700	96,652,313

Pergerakan Kargo

Sepanjang periode pelaporan, terdapat penurunan sebesar 28,94% terhadap pergerakan kargo domestik atau sebesar 393.502.619 kg pada tahun 2020 dari sebelumnya 305.186.561 kg. Pergerakan kargo internasional mencapai 42.546.335 kg, atau lebih rendah dibanding tahun 2019 yang mencapai 121.948.860 kg. Total kinerja pergerakan kargo yang terealisasi mengalami kenaikan sebesar 2,09%. Meskipun demikian, pergerakan kargo sempat menolong sektor aviasi pada awal pandemi COVID-19 mewabah, karena merosotnya pergerakan penumpang saat itu.

Cargo Movements

During the reporting period, total realized domestic cargo movements in 2020 decreased by 28.94% or 393,502,619 kg compared to the previous year of 305,186,561 kg. On the other hand, total realized international cargo movements was 42,546,335 kg or lower than that in 2019 of 121,948,860 kg. Total realized cargo movement performance decreased by 2.09%. Nevertheless, cargo movements have helped the aviation sector at the beginning of the COVID-19 pandemic, due to the decline in passenger movements.

Pergerakan Kargo Domestik dan Internasional

Domestic and International Cargo Movements

Keterangan Description	Pertumbuhan 2020 Growth in 2020	2020	2019	2018
Pergerakan kargo domestik Domestic cargo movements	28.94%	393,502,619	305,186,561	387,272,253
Pergerakan kargo internasional International cargo movements	-65.11%	42,546,335	121,948,860	70,477,27
Total	2.09%	436,048,954	427,135,421	457,749,380

KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

Dalam menjalankan usahanya, Angkasa Pura I mempunyai dua segmen utama yaitu jasa aeronautika (kebandarudaraan) dan nonaeronautika (nonkebandarudaraan).

In running its business, Angkasa Pura I has two main segments, namely aeronautical (airport) and non-aeronautical (non-airport) services.

Segmen Usaha Jasa Aeronautika Aeronautical Service Business Segment

Segmen usaha kebandarudaraan menyediakan pelayanan jasa, yang terdiri dari:

- Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U);
- Pelayanan Jasa Penumpang Pesawat Udara (PJP2U);
- Extend and advance;
- Pelayanan jasa garbarata (*aviobridge*);
- Pemakaian *check-in counter*;
- *Baggage handling system*.

Aeronautical business segment provides services, including:

- *Aircraft Landing, Parking and Hangar Services (PJP4U)*;
- *Passenger Service Charge (PJP2U)*;
- *Extend and Advance*;
- *Garbarata Service (Aviobridge)*;
- *Counter Check-In Usage*;
- *Baggage Handling System*.

Kinerja Pelayanan Jasa Aeronautika

Aeronautical Services Performance

Keterangan Description	Satuan Unit	Pertumbuhan 2020 Growth in 2020	2020	2019	2018
Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) <i>Aircraft Landing, Parking and Hangar Services (PJP4U)</i>	Ton	-46%	13,603,398	25,016,634	28,681,347
Domestik <i>Domestic</i>	Ton	-34%	11,979,211	18,204,152	21,971,121
Internasional <i>International</i>	Ton	-76%	1,624,187	6,812,482	6,710,226
Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) <i>Passenger Service Charge (PJP2U)</i>	Pax	-62%	13,625,441	35,755,591	42,349,974
Domestik <i>Domestic</i>	Pax	-56%	11,983,632	26,938,294	34,032,778
Internasional <i>International</i>	Pax	-81%	1,641,809	8,817,297	8,317,196
Extend and Advance	Hr	-21%	5,276	6,680	16,359
Domestik <i>Domestic</i>	Hr	-18%	5,112	6,247	14,701
Internasional <i>International</i>	Hr	-62%	164	433	1,659
Pemakaian Aviobridge <i>Use of Aviobridge</i>	Ton	-50%	14,265,804	28,302,004	30,253,959
Domestik <i>Domestic</i>	Ton	-33%	11,756,689	17,488,015	19,655,806
Internasional <i>International</i>	Ton	-77%	2,509,115	10,813,989	10,598,153
Pemakaian Counter <i>Use of Counter</i>	Pax	-62%	13,613,140	35,640,003	42,242,630
Domestik <i>Domestic</i>	Pax	-56%	11,970,808	26,933,352	34,026,851
Internasional <i>International</i>	Pax	-81%	1,642,332	8,706,651	8,215,779

Pandemi COVID-19 menjadi faktor utama yang menyebabkan penurunan angka pengguna jasa penerbangan baik domestik dan internasional. Kebijakan Pemerintah untuk melakukan *physical distancing* dan pelarangan masuk sementara bagi warga negara asing berdampak pada trafik penerbangan. Hal ini mengakibatkan tidak terbangnya armada maskapai sehingga terdapat kebutuhan untuk parkir pesawat dalam waktu panjang. Terkait hal tersebut, Perseroan menginformasikan kapasitas dan ketersediaan parkir pesawat dalam jangka waktu panjang (*longstay*) di 15 bandarannya. Menyikapi kondisi ini, Angkasa Pura I telah melakukan penyesuaian operasional terhadap 15 bandara kelolaan.

Strategi Angkasa Pura I dalam mengelola segmen aeronautika adalah melalui optimalisasi penggunaan area, fasilitas, dan pengaturan *shift* dinas petugas bandara. Penyesuaian ini dilakukan untuk mendukung penerapan kebijakan *physical distancing* dan protokol kesehatan terkait pencegahan penyebaran COVID-19 agar dapat diterapkan secara optimal pada jam operasional.

The COVID-19 pandemic is the main factor causing a decline in the number of domestic and international flight service users. The government's policy to carry out physical distancing and temporary prohibitions of entry for all foreign nationals has an impact on flight traffic. As a result, airline fleet have been grounded and long-term (long stay) aircraft parking was needed. In this regard, the Company informed the capacity and availability of long-term aircraft parking in its 15 airports. In response, Angkasa Pura I has made operational adjustments to 15 managed airports.

Angkasa Pura I's strategy in managing the aeronautics segment is through optimizing the use of areas, facilities, and setting the airport staff's service shifts. This adjustment was made to support the implementation of physical distancing policies and health protocols related to the prevention of the spread of COVID-19 so that it can be optimally implemented during operational hours.

Angkasa Pura I juga melakukan efisiensi operasional bandara di tengah penurunan trafik penumpang yang cukup tajam, dengan cara mengurangi waktu operasional sebagian besar bandara dan pengurangan penggunaan utilitas. Hal ini merupakan bentuk *corrective action* dari sisi bisnis dalam menyikapi situasi krisis atau pandemi seperti saat ini, dengan tetap memperhatikan aspek keselamatan, keamanan, pelayanan, dan kepatuhan terhadap peraturan.

Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U)

Produksi PJP4U per 31 Desember 2020 tercatat dengan nilai 13.603.398 ton, atau mengalami penurunan sebesar 46% dari tahun 2019 yang mencapai 25.016.634 ton. Angka produksi PJP4U domestik mengalami penurunan sebesar 11.979.211 ton, turun 34% atau setara dengan 6.224.941 ton dibanding tahun sebelumnya yang tercatat dengan nilai 18.204.152 ton. Sementara produksi PJP4U internasional mencatatkan nilai sebesar 1.624.187 ton, turun 76% atau setara dengan 5.188.295 ton dibanding tahun 2019 yang mencapai 6.812.482 ton.

Pelayanan Jasa Penumpang Pesawat Udara (PJP2U)

Pada 31 Desember 2020, produksi PJP2U tercatat sebesar 13.625.441 penumpang atau menurun sebesar 22.130.150 penumpang yang setara dengan 62% dibanding tahun 2019 yang mencapai 35.755.591 penumpang. Produksi PJP2U domestik tercatat sebesar 11.983.632 penumpang mengalami penurunan 56% atau 14.954.662 penumpang dari tahun 2019 dengan capaian 26.938.294 penumpang. Produksi PJP2U internasional tercatat sebesar 1.641.809 penumpang atau menurun 81% yang setara dengan 7.175.488 penumpang dibanding tahun 2019 yang mencapai 8.817.297 penumpang.

Extend and Advance

Permohonan perpanjangan waktu jam operasi (*extend/advance*) wajib diajukan secara tertulis kepada *General Manager* dengan tembusan *Airport Duty Manager* yang diajukan sedikitnya dua jam sebelum jam operasional bandara yang bersangkutan berakhir. Penggunaan bandar udara di luar jam operasi ini dikenakan biaya tambahan yang dibebankan kepada perusahaan angkutan udara ataupun operator pesawat udara.

Perpanjangan waktu jam operasional di tahun 2020 sebesar 5.276 jam secara keseluruhan mengalami penurunan sebesar 1.404 jam atau setara dengan 21% dibanding tahun 2019 yang mencapai 6.680 jam. Pada penerbangan domestik, perpanjangan waktu jam operasi tercatat 5.112 jam turun 18% yang mencapai 6.247 jam pada tahun 2019. Di sisi lain, penerbangan internasional mencatatkan perpanjangan waktu jam operasi dengan angka 164 jam lebih rendah dibanding tahun 2019 yang mencapai 433 jam.

Angkasa Pura I also carried out airport operational efficiency amid a sharp reduction in passenger traffic by reducing operating time of most airports and reducing utility usage. This is a form of corrective action from a business point of view in responding to the current crisis or pandemic with due observance of safety, security, service aspects and compliance with regulations.

Aircraft Landing, Parking and Hangar Services (PJP4U)

As of 31 December 2020, PJP4U production was 13,603,398 tons or decreased by 46% compared to 2019 of 25,016,634 tons. Domestic PJP4U production was 11,979,211 tons, decreased by 6,224,941 tons or 34% compared to the previous year of 18,204,152 tons. On the other hand, international PJP4U production was 1,624,187 tons, decreased by 76% or 5,188,295 tons compared to 2019 of 6,812,482 tons.

Passenger Service Charge (PJP2U)

As of 31 December 2020, PJP2U production was 13,625,441 pax, decreased by 22,130,150 pax or 62% compared to 2019 of 35,755,591 pax. Domestic PJP2U production was 11,983,632 pax, decreased 56% or 14,954,662 pax compared to 2019 of 26,938,294 pax. International PJP2U production was 1,641,809 pax, decreased by 81% or 7,175,488 pax compared to 2019 of 8,817,297 pax.

Extend and Advance

Air Transportation Company or Aircraft Operator is required to submit application in writing to General Manager with copy for Airport Duty Manager for extension of airport operating time (extend/advance) at least 2 (two) hours before the end of the relevant airport operating time. Airport usage service outside operating time is subject to additional fees borne by Air Transportation Company or Aircraft Operator.

Overall, extension of operating time in 2020 was 5,276 hours decreased by 1,404 hours or 21% compared to 2019 of 6,680 hours. Extension of domestic operating time was 5,112 hours, decreased by 18% compared to 2019 of 6,247 hours. On the other hand, Extension of international operating time was 164 hours, 62% lower than 2019 of 433 hours.

Pemakaian Check-In Counter

Penggunaan check-in counter di tahun 2020 tercatat sebesar 13.613.140 penumpang yang mengalami penurunan sebesar 62% yang setara dengan 22.026.863 penumpang lebih rendah dibanding tahun 2019 yang dibukukan sebesar 35.640.003 penumpang.

Pemanfaatan counter domestik dibukukan sebesar 11.970.808 penumpang, menurun 56% atau 14.962.544 penumpang dibanding tahun 2019 yang tercatat mencapai 26.933.352 penumpang. Sementara penggunaan counter internasional tercatat sebesar 1.642.332 penumpang, mengalami penurunan sebesar 81% yang setara dengan 7.064.319 penumpang dibanding tahun sebelumnya sebesar 8.706.651 penumpang.

Pemakaian Aviobridge

Pemakaian *aviobridge* sepanjang tahun 2020 dibukukan dengan total penggunaan sebesar 14.265.804 ton, dengan demikian terjadi penurunan sebesar 50% yang setara dengan 14.036.200 ton jika dibanding dengan tahun sebelumnya yang mencapai 28.302.5004 ton. Penggunaan *aviobridge* domestik per 31 Desember 2020 dibukukan sebesar 11.756.689 ton, menurun 56% atau 5.731.326 ton dibanding tahun sebelumnya yang mencapai 17.488.015 ton. Demikian juga dengan penggunaan *aviobridge* internasional yang dicatatkan sebesar 2.509.115 ton yang mengalami penurunan sebesar 77% atau 8.304.874 ton dari sebelumnya 10.813.989 ton di tahun 2019.

Baggage Handling System

Sebagai upaya menjaga keamanan dan kenyamanan penumpang, Angkasa Pura I menerapkan *Baggage Handling System* (BHS) untuk mengangkut bagasi penumpang pada kedatangan dan keberangkatan. BHS memanfaatkan *conveyor* yang terintegrasi dengan sistem pemeriksaan bagasi dengan mesin *x-ray* (*Hold Baggage Screening*) guna menjaga keamanan bagasi, dan otomatis pada saat pemeriksaan serta sortir tujuan bagasi.

Untuk saat ini *Baggage Handling System* secara komponen produksi sudah tergabung dengan layanan penumpang, sehingga tidak ada catatan tersendiri dan langsung menjadi salah satu komponen dari PJP2U.

Check-In Counter Usage

In 2020, the Company recorded check-in counter usage at 13,613,140 pax, decreased by 62% or 22,026,863 pax lower than in 2019 which was recorded at 35,640,003 pax.

Domestic counter usage was recorded at 11,970,808 pax, decreased 56% or 14,962,544 pax compared to 2019 which was recorded at 26,933,352 pax. On the other hand, international counter usage was recorded at 1,642,332 pax, decreased by 81% or 7,064,319 pax compared to the previous year of 8,706,651 pax.

Aviobridge Usage

Aviobridge usage in 2020 was recorded at 14,265,804 tons, decreased by 50% or 14,036,200 tons compared to the previous year of 28,302,5004 tons. As of 31 December 2020, domestic aviobridge usage was recorded at 11,756,689 tons, decreased by 56% or 5,731,326 tons compared to the previous year of 17,488,015 tons. Further, international aviobridge usage was recorded at 2,509,115 tons, decreased by 77% or 8,304,874 tons compared to 2019 of 10,813,989 tons.

Baggage Handling System

In an effort to maintain passenger safety and comfort, Angkasa Pura I has installed Baggage Handling System (BHS) to transport arriving and departing passengers' baggage. BHS facility is a conveyor system integrated with Hold Baggage Screening which is a baggage check by x-ray machine to automatically determine the security status of baggage during checking and sorting of baggage destinations.

For now the Baggage Handling System is a component production is combined with passenger service, so that there is no separate note and immediately becomes one of the components of Passenger Service Charge (PJP2U).

Kapasitas Produksi/Jasa Aeronautika

Aeronautical Production/Service Capacity

Kapasitas layanan aeronautika selama tahun 2020 dikelola sesuai dengan kondisi pandemi COVID-19. Terjadi penurunan kapasitas yang signifikan dari tahun lalu. Meskipun demikian, Angkasa Pura I optimis perjalanan udara di masa mendatang tetap diminati masyarakat.

During 2020, the capacity of aeronautical services has been managed in accordance with the conditions of the COVID-19 pandemic. There was a significant reduction in the capacity compared to the previous year. Nevertheless, the Company remains optimistic that in the future, air travel demand will increase.

Kapasitas Pelayanan Jasa Aeronautika

Capacity of Aeronautical Services

Uraian Description	Satuan Unit	Pertumbuhan Growth	Kapasitas 2020 Capacity 2020	Kapasitas 2019 Capacity 2019
Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) <i>Aircraft Landing, Parking and Hangar Services (PJP4U)</i>	Ton	-46%	13,603,398	25,016,634
Domestik <i>Domestic</i>	Ton	-34%	11,979,211	18,204,152
Internasional <i>International</i>	Ton	-76%	1,624,187	6,812,482
Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) <i>Passenger Service Charge (PJP2U)</i>	Pax	-62%	13,625,441	35,755,591
Domestik <i>Domestic</i>	Pax	-56%	11,983,632	26,938,294
Internasional <i>International</i>	Pax	-81%	1,641,809	8,817,297
Extend and Advance	Hr	-21%	5,276	6,680
Domestik <i>Domestic</i>	Hr	-18%	5,112	6,247
Internasional <i>International</i>	Hr	-62%	164	433
Pemakaian Aviobridge <i>Use of Aviobridge</i>	Ton	-50%	14,265,804	28,302,004
Domestik <i>Domestic</i>	Ton	-33%	11,756,689	17,488,015
Internasional <i>International</i>	Ton	-77%	2,509,115	10,813,989
Pemakaian Counter <i>Use of Counter</i>	Pax	-62%	13,613,140	35,640,003
Domestik <i>Domestic</i>	Pax	-56%	11,970,808	26,933,352
Internasional <i>International</i>	Pax	-81%	1,642,332	8,706,651

Penjualan/Pendapatan Usaha Aeronautika

Sales/Revenue of Aeronautical Service

Total penjualan/pendapatan usaha per akhir 2020 tercatat Rp1.814 miliar, turun 63,54% dari tahun lalu. Penurunan kinerja operasional yang cukup signifikan di tahun 2020 disebabkan karena penurunan jumlah pengguna bandara akibat pandemi COVID-19 yang mewabah sejak kuartal 1 tahun 2020. Pandemi COVID-19 secara langsung berdampak pada penutupan *border* internasional yang terjadi hingga akhir tahun finansial 2020 dan juga penurunan *traffic* domestik sehubungan pembatasan pergerakan di tiap daerah dan pelarangan aktivitas, *event* serta berkurangnya aktivitas dinas.

As of the end of 2020, the Company recorded total sales/operating revenues of Rp1,814 billion, decreased by 63.54% compared to the previous year. The significant decline in operational performance in 2020 was due to a decrease in the number of airport users as a result of the coronavirus outbreak since the first quarter of 2020. The coronavirus outbreak has resulted in international border closure until the end of the financial year 2020. On the other hand, domestic traffic also decreased due to restrictions on movement in each region and prohibition of events as well as reduced official activities.

Penjualan/Pendapatan Usaha dari Jasa Aeronautika

Sales/Revenue of Aeronautical Service

Uraian Description	Pertumbuhan 2020 Growth 2020	2020 (Ribu Rp) (in thousand Rupiah)	2019 (Ribu Rp) (in thousand Rupiah)	2018 (Ribu Rp) (in thousand Rupiah)
Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) <i>Aircraft Landing, Parking and Hangar Services (PJP4U)</i>	-57.29%	381,387,207	892,877,554	720,128,251
Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) <i>Passenger Service Charge (PJP2U)</i>	-66.91%	1,169,647,685	3,534,959,602	3,849,746,920
Pemakaian <i>Aviobridge</i> <i>Aviobridge Usage</i>	-59.50%	94,401,323	233,100,869	178,501,862
Pemakaian <i>Counter</i> dan <i>Conveyor</i> <i>Counter and Conveyor Usage</i>	-70.51%	44,196,046	149,868,725	135,002,277
Pemakaian <i>Baggage Handling System</i> (BHS) <i>Baggage Handling System (BHS) Usage</i>	-100.00%	0	5,280	9,796,840
PJKP2U (Pelayanan jasa Kargo dan Pos Pesawat Udara) <i>Aircraft Cargo and Postal Services (PJKP2U)</i>	-24.66%	124,412,093	165,124,057	220,472,195
Jumlah Penjualan / Pendapatan <i>Total Sales/Revenues</i>	-63.54%	1,814,044,354	4,975,936,088	5,113,648,346

Segmen Usaha Jasa Nonaeronautika Non-Aeronautical Service Business Segment

Segmen usaha nonaeronautika di Angkasa Pura I terdiri dari:

- Sewa-sewa, yaitu: sewa ruang, sewa tanah, sewa tempat, sewa hanggar, dan lain-lain;
- Konsesi terhadap usaha-usaha di bandara;
- Parkir dan pas bandara;
- Utilitas (pemakaian listrik, air, telepon, dan internet services);
- Sewa tempat reklame;
- Event and promotion*;
- Lounge*;
- Maintenance and service fee*.

Layanan nonaeronautika Angkasa Pura I selama tahun 2020 mengalami dinamikan kinerja yang beragam. Jasa yang meningkat antara lain *event & promotion*, *maintenance and service fee*, jasa gudang *cargo out* - domestik, dan jasa gudang *cargo in* - domestik. Sementara itu, jasa lainnya seperti sewa, konsesi, parkir, utilitas dan reklame menurun. Peningkatan pada Jasa Gudang *Cargo Out* dan *In* Domestik dipengaruhi oleh meningkatnya penjualan layanan *e-commerce*.

Non-aeronautical business segment of Angkasa Pura I consists of:

- Rents, namely room rental, land rental, rent, and hangar rental, etc;*
- Concession on businesses at airport;*
- Parking and airport pass;*
- Utility (electricity, water, phone and internet services);*
- Billboard space rental;*
- Event and promotion;*
- Lounge;*
- Maintenance and service fees;*

The Company's non-aeronautical services performance in 2020 recorded different growth. Several services experiencing positive growth include events & promotion, maintenance and service fees, out-domestic warehouse services, and warehouse services cargo in- domestic. Meanwhile, other services such as rental, concessions, parking, utilities and advertising are down. Enhancement on Out and In Domestic Cargo Warehouse Services are influenced by increasing sales of e-commerce services.

Kinerja Pelayanan Jasa Non Aeronautika*Performance of Non-Aeronautical Service*

Uraian Description	Satuan Unit	Pertumbuhan Growth	2020	2019	2018
Sewa Rents	m ² xbulan m ² xmonth	-1.3%	9,360,847	9,488,436	7,490,291
Konsensi Concession	Rp/000	-67%	8,482,499,126	26,023,806,416	27,881,233,723
Parkir Mobil Car Parking	Lembar Ticket	-55%	12,589,469	28,264,917	33,371,374
Parkir Motor Motorcycle Parking	Lembar Ticket	-36%	6,671,961	10,455,258	11,232,860
Pas Bandara Airport Pass	Lembar Ticket	-9%	45,927	50,597	113,496
Pemakaian Listrik Electricity Usage	Kwh	-38%	27,227,364	43,807,615	52,675,053
Pemakaian Air Water Use	m3	-44%	348,144	626,363	525,845
Pemakaian Telepon Telephone Use	PwtxBln PwtXmonth	-21%	14,472	18,423	20,702
Layanan Data Data Service	KiloByte	-4%	1,180	1,228	994
Sewa Tempat Reklame Billboard Space Rental	m2xbulan m ² xmonth	-71%	22,362	76,674	12,087
Event and Promotion Event and Promotion	EA	9%	10,888	9,971	3,679
Lounge Lounge	Pax	-90%	19,126	197,788	295,891
Konsesi General Aviation Terminal (GAT) General Aviation Terminal (GAT) Concession	Rp/000	0%	0	0	0
Maintenance and Service Fee	EA	15%	6,284	5,474	13,711
Total Jasa Gudang Cargo Total Cargo Warehouse Services	Kg	-7%	84,736,709	91,179,716	86,754,808
Jasa Gudang Cargo Out-Domestic Out-Domestic Cargo Warehouse Service	Kg	20%	17,938,736	14,964,611	9,001,475
Jasa Gudang Cargo Out-International Out-International Cargo Warehouse Service	Kg	-48%	9,752,264	18,831,844	8,471,092
Jasa Gudang Cargo Inc- Domestic Inc-Domestic Cargo Warehouse Service	Kg	4%	22,990,813	22,089,108	10,073
Jasa Gudang Cargo Inc- International Inc-International Cargo Warehouse Service	Kg	-4%	34,054,896	35,294,152	59,210,067

Sewa

Layanan sewa turun sebesar 127.589 atau 1,3% yang tercatat sebesar 9.360.847 m² setelah di tahun sebelumnya berada di angka 9.488.436 m². Penyebab berkurang jumlah layanan sewa dikarenakan beberapa perjanjian sewa ruang berakhir dan adanya tender area komersial.

Konsesi

Pendapatan konsesi diperoleh Angkasa Pura I dari hak penggunaan fasilitas bandar udara untuk melaksanakan kegiatan usaha. Adapun jenis usaha yang dijalankan antara lain dalam bidang *food and beverage, retail, services*, Ekspansi Muatan Pesawat Udara (EMPU), *regulated agent (RA), ground handling*, serta *in-flight catering* di bandar udara. Hingga akhir periode pelaporan tahun 2020 produksi konsesi direalisasikan sebesar Rp8,48 miliar. Di tahun 2019 produksi konsesi sebesar Rp26,02 miliar, yang berarti terdapat penurunan sebesar 67% atau Rp17,54 miliar.

Rents

Rental services increased/decreased by 127,589 or 1.3% which was recorded at 9,360,847m² compared to the previous year which was recorded at 9,488,436 m². The reason for the decrease in the number of rental services was due to some expired space lease agreements and there is a commercial area tender.

Concession

The Company receives concession revenues from companies operating in airports, such as *Food and Beverage, Retail, Services, and Aircraft Cargo Expedition (EMPU), Regulated Agent (RA), Ground Handling, and In-Flight Catering Companies*. As of the end of the reporting period in 2020, realization of concession production was Rp8.48 billion. Concession production in 2019 was Rp26,023,806,416 thousand, meaning that the concession production decreased by 67% or Rp17.54 billion.

Parkir Mobil dan Motor

Fasilitas parkir mobil dan motor difungsikan untuk memaksimalkan layanan penitipan kendaraan bagi seluruh pengguna bandara. Penggunaan layanan parkir motor di tahun 2020 mencapai 6.671.961 unit. Setelah di tahun sebelumnya mencapai 10.455.258 unit, turun 36% atau 3.783.297 unit. Di sisi lain, parkir mobil mengalami penurunan sebesar 55% atau 12.589.469 unit dari 28.264.917 di tahun 2019.

Pas Bandara

Selama tahun periode pelaporan, total pas bandara dibukukan sebesar 45.927 lembar. Penurunan pas bandara di tahun 2020 disebabkan karena operasional bandara yang berkurang terutama area Internasional. Jika dibandingkan dengan jumlah pas bandara yang sebesar 50.597 lembar di tahun 2019, artinya layanan pas bandara menurun sebesar 9% atau 4.670 lembar di tahun 2020.

Sewa Tempat Reklame

Kinerja sewa tempat reklame tahun 2020 mengalami penurunan sebesar 71% atau 54.312m², dari 76.674 m² tahun 2019 menjadi 22.362m² tahun 2020. Penyebab utama penurunan pertumbuhan pada layanan ini akibat pandemi COVID-19 beberapa mitra reklame memilih mengakhiri perjanjian kerja sama disebabkan berkurangnya pemasukan reklame selama pandemi COVID-19.

Layanan Data

Layanan data di bandara Angkasa Pura I berfungsi untuk memberikan kenyamanan pengguna jasa transportasi penerbangan. Sepanjang tahun 2020 layanan pemakaian data sebesar 1.180 EA mengalami penurunan sebesar 4% atau 48 EA, dibanding tahun 2019 yang mencapai 1.228 EA.

Lounge

Penggunaan lounge mengalami pertumbuhan negatif sebesar 90% jika dibandingkan dengan tahun 2019 yang dibukukan sebesar 197.788 penumpang. Pengguna lounge di tahun 2020 tercatat sebesar 19.126 penumpang.

Warehousing

Layanan gudang kargo di tahun 2020 berhasil mencapai 84.736.709 kg. Setelah tahun sebelumnya mencapai 91.179.716 kg yang berarti layanan gudang kargo sepanjang periode pelaporan mengalami penurunan sebesar 7% atau 6.443.007 kg. Penurunan tersebut disebabkan karena berkurangnya volume penerbangan Internasional.

Car and Motorcycle Parking

Car and motorcycle parking facilities are used to optimize vehicle storage services for all airport users. motorcycle parking service in 2020 was recorded at 6,671,961 units, increased by 36% or 3,783,297 units compared to the previous year of 10,455,258 units. On the other hand, car parking service decreased by 55% or 12,589,469 units compared to 2019 of 28,264,917 units.

Airport Pass

During the reporting period, total airport pass was recorded at 45,927 passes. The decrease in the number of airport passes in 2020 was due to reduced airport operations especially the international area. Compared to the number of airport passes in 2019 of 50,597 passes, meaning that airport pass services decreased by 9% or 4,670 passes in 2020.

Billboard Rental Space

Performance of billboard rental space in 2020 increased/ decreased by 71% or 54,312 m², from 76.674 m² in 2019 to 22.362 m² in 2020. The reason was mainly due to decreased growth in the service because some of the advertising partners chose to terminate the employment agreement the same due to reduced advertising revenue during the COVID-19 pandemic.

Data Service

PT Angkasa Pura I (Persero) provides data service at airports in order to improve convenience of flight service users. Throughout 2020, the data service usage was 1,180 EA, decreased by 4% or 48 EA compared to 2019 of 1,228 EA.

Lounge

Lounge usage experienced negative growth of 90% compared to 2019 which was recorded at 197,788 pax. Lounge users in 2020 were recorded at 19,126 pax.

Warehousing

Cargo warehouse service in 2020 was 84,736,709 kg. Cargo warehouse services throughout the reporting period decreased by 7% or 6,443,007 kg compared to the previous year of 91,179,716 kg. The decrease was due to reduced volume of international flights.

Kapasitas Produksi/Jasa Non Aeronautika Non-Aeronautical Production/Service Capacity

Pengelolaan pada produktivitas nonaeronautika tetap dilaksanakan meski sektor aviasi mengalami penurunan yang signifikan selama masa pandemi COVID-19. Kapasitas layanan nonaeronautika menurun seiring dengan penyesuaian kinerja operasional kebandarudaraan selama tahun 2020.

The Company continues to manage non-aeronautical productivity despite a significant decline in the aviation sector during the COVID-19 pandemic. The capacity of non-aeronautical services decreased along with adjustments to airport operational performance during 2020.

Kapasitas Pelayanan Jasa Non Aeronautika

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Uraian Description	Satuan Unit	Pertumbuhan Growth	Kapasitas 2020 Capacity 2020	Kapasitas 2019 Capacity 2019
Sewa Rents	m ² xbulan m ² xmonth	-11%	8,453,891	9,488,436
Konsensi Concession	Rp/000	-66%	8,839,188	26,334,753
Parkir Mobil Car Parking	Lembar Ticket	-55%	12,718,696	28,263,548
Parkir Motor Motorcycle Parking	Lembar Ticket	-36%	6,655,071	10,455,258
Pas Bandara Airport Pass	Lembar Ticket	-10%	45,544	50,597
Pemakaian Listrik Electricity Usage	Kwh	-45%	24,076,250	43,805,615
Pemakaian Air Water Use	m ³	-66%	212,103	626,363
Pemakaian Telepon Telephone Use	Pwtxbulan Pwtxmonth	-39%	11,197	18,480
Layanan Data Data Service	KiloByte	-3%	1,190	1,228
Sewa Tempat Reklame Billboard Space Rental	m ² xbulan m ² xmonth	-39%	46,978	76,674
Event and Promotion Event and Promotion	EA	-69%	3,048	9,971
Lounge Lounge	Pax	-92%	16,026	197,788
Konsesi General Aviation Terminal (GAT) General Aviation Terminal (GAT) Concession	Rp/000	0%	0	0
Maintenance and Service Fee	EA	-26%	4,074	5,474
Total Jasa Gudang Cargo Total Cargo Warehouse Services	Kg	-32%	62,430,305	91,179,716
Jasa Gudang Cargo Out-Domestic Out-Domestic Cargo Warehouse Service	Kg	-35%	9,674,864	14,964,611
Jasa Gudang Cargo Out-International Out-International Cargo Warehouse Service	Kg	-47%	9,925,577	18,831,844
Jasa Gudang Cargo Inc- Domestic Inc-Domestic Cargo Warehouse Service	Kg	-30%	15,531,372	22,089,108
Jasa Gudang Cargo Inc- International Inc-International Cargo Warehouse Service	Kg	-23%	27,298,491	35,294,152

Penjualan/Pendapatan Usaha Non Aeronautika Sales/Revenues of Non-Aeronautical Services

Dampak dari pandemi COVID-19 menyebabkan pendapatan nonaeronautika pada tahun 2020 menurun 50,62% dibandingkan tahun lalu. Angkasa Pura I mencatat total pendapatan nonaeronautika sebesar Rp1.805 miliar. Kontribusi terbesar pada usaha non aeronautika ada pada pendapatan sewa, konsesi dan pergudangan & logistik, yang dipengaruhi oleh meningkatnya pemakaian jasa pergudangan dan logistik yang menyebabkan pendapatan Tahun 2020 Pergudangan dan Logistik lebih besar dibandingkan Tahun 2019.

Impact of the COVID-19 pandemic has caused non-aeronautical revenue in 2020 to decline by 50.62% compared to the previous year. Angkasa Pura I recorded total non-aeronautical revenue of Rp1,805 billion. The biggest contribution to non-aeronautical business was rent income, concessions and warehousing & logistics, which was affected by increased use of warehousing and logistics services which causes the 2020 Warehousing and Logistics is greater than in 2019.

Penjualan/Pendapatan Usaha dari Jasa Non Aeronautika

Sales/Revenues of Non-Aeronautical Services

Uraian Description	Pertumbuhan (%) Growth (%)	2020 (Ribu Rp) (in thousand Rupiah)	2019 (Ribu Rp) (in thousand Rupiah)	2018 (Ribu Rp) (in thousand Rupiah)
Pemakaian Sarana Nonaeronautika Non-Aeronautical Facilities Usage	-42.43%	242,092,954	420,492,455	447,436,647
Pendapatan Sewa <i>Rental Revenue</i>	-30.27%	531,013,659	761,535,330	696,473,431
Pemakaian Ruang Tunggu Waiting Room Usage	-49.60%	69,696,101	138,296,643	211,332,198
Pendapatan Konsesi <i>Concession Revenue</i>	-74.98%	427,189,152	1,707,521,693	1,554,211,200
Event dan Promosi <i>Event and Promotion</i>	-59.07%	15,404,448	37,636,364	31,267,755
Pergudangan dan Logistik Maintenance and Service Fee	10.47%	326,884,293	295,897,412	229,173,525
Jasa Pemeliharaan dan Perbaikan Jasa Pemeliharaan dan Perbaikan	-0.04%	88,718,478	88,756,461	82,402,681
Jasa Lainnya <i>Other Services</i>	-49.35%	104,066,046	205,473,157	155,141,527
Jumlah Pendapatan Nonaeronautika Total Non-Aeronautical Service Revenue	-50.62%	1,805,065,131	3,655,609,514	3,407,438,964

Profitabilitas Segmen Usaha Jasa Aeronautika dan Non Aeronautika Profitability of Aeronautical and Non-Aeronautical Services Business Segments

Dari penjualan jasa aeronautika dan nonaeronautika selama tahun 2020, Angkasa Pura I mampu membukukan pendapatan usaha segmen aeronautika sebesar Rp1.814 miliar. Pendapatan usaha segmen aeronautika tahun 2020 turun 63,54% jika dibandingkan dengan laba tahun lalu, karena menurunnya total pendapatan akibat pandemi COVID-19. Merosotnya pergerakan penumpang dan pembatasan masuknya warga negara asing ke Indonesia menjadi penyebab terbesar menurunnya pendapatan. Di sisi lain, laba usaha segmen nonaeronautika sebesar Rp1.805 miliar atau menurun 50,62% jika dibandingkan dengan laba tahun lalu.

From the sales of aeronautical and non-aeronautical services during 2020, the Company recorded an operating loss in aeronautical segment of Rp721.6 billion. Operating profit of aeronautical segment in 2020 decreased by 150.44% compared to profit in the previous year due to the decline in total revenue affected by the COVID-19 pandemic. The decline in passenger movement and restrictions on entry of foreign nationals into Indonesia are the biggest causes of the decline in income. On the other hand, the operating profit of non-aeronautical segment was Rp1,805 billion or decreased 50.62% compared to profit in the previous year.

TINJAUAN KEUANGAN

Financial Review

Audit terhadap Laporan Keuangan Konsolidasian PT Angkasa Pura I (Persero) dilakukan oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro dan Surja untuk tanggal-tanggal yang berakhir pada 31 Desember 2020 dan 31 Desember 2019. Pihak KAP memberikan opini “wajar” berdasarkan hasil audit terhadap hal yang material, posisi keuangan PT Angkasa Pura I (Persero) dan Entitas Anak, serta hasil usaha, perubahan ekuitas, dan arus kas konsolidasian untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019.

The Public Accounting Firm (KAP) of Purwanto, Sungkoro and Surja has audited the Company's Consolidated Financial Statements for the years that ended on 31 December 2020 and 2019. Based on the audit outcomes, the firm has provided fair opinion in all material matters, consolidated financial position of PT Angkasa Pura I (Persero) and its subsidiaries as well as business revenue, equity change and consolidated cash flows for the years that ended on 31 December 2020 and 2019.

Kinerja Keuangan

Financial Performance

Kinerja keuangan Perseroan terdiri atas kinerja Laporan Posisi Keuangan Konsolidasian, Laporan Laba Rugi dan Penghasilan Komprehensif serta Laporan Arus Kas Konsolidasian disajikan sebagai berikut.

The Company's financial performance consists of Consolidated Statement of Financial Position, Income and Comprehensive Income Statement and Consolidated Cash Flow Statement presented as follows.

Laporan Posisi Keuangan Konsolidasian (Dalam Ribu Rp)

Consolidated Statement of Financial Position (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018	Description
	(Rp)	%				
ASET						ASSETS
Aset Lancar						Current Assets
Kas dan Setara Kas	(4,040,873,315)	-73.33%	1,470,030,277	5,510,903,592	3,149,113,800	Cash and Cash Equivalent
Investasi Jangka Pendek	(569,746,828)	-85.57%	96,115,484	665,862,312	478,106,781	Short-Term Investment
Piutang Usaha - Bersih						Trade Receivables – Net
Pihak Ketiga	(70,234,331)	-18.04%	319,079,676	389,314,007	419,575,180	Third Party
Pihak Berelasi	118,854,505	85.84%	257,307,625	138,453,120	90,37,042	Related Party
Piutang Lain-Lain	(57,758,818)	-71.89%	22,585,373	80,344,191	39,711,686	Other Receivables
Persediaan	(43,844,851)	-63.17%	25,559,175	69,404,026	84,807,820	Inventories
Uang Muka dan Biaya Dibayar Dimuka	(93,494,692)	-66.80%	46,464,933	139,959,625	159,380,727	Advance Payment and Prepaid Expenses
Pendapatan Yang Masih Harus Diterima	67,433,408	23.17%	358,455,846	291,022,438	298,444,329	Accrued Revenue
Pajak Dibayar Dimuka	437,510,375	52.03%	1,278,468,179	840,957,804	367,865,228	Prepaid Tax
Aset Lancar Lain-Lain	(55,286,762)	-86.01%	8,990,363	64,277,125	28,266,819	Other Current Assets
Jumlah Aset Lancar	(4,307,441,309)	-52.59%	3,883,056,931	8,190,498,240	5,115,606,412	Total Current Assets
Aset Tidak Lancar						Non-Current Assets
Estimasi Tagihan Pajak	160,365,772	142.28%	273,076,863	112,711,091	0,00	Estimated Tax Bill
Aset Pajak Tangguhan	574,761,951	1185.20%	623,256,849	48,494,898	41,157,172	Deffered Tax Assets
Uang Muka dan Biaya Dibayar Dimuka Jangka Panjang	(12,665,215)	-100%	-	12,665,215	34,321,854	Advances and Long-Term Prepaid Expenses

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018	Description
	(Rp)	%				
Investasi Jangka Panjang	(8,555,370)	-7.79%	101,263,815	109,819,185	100,662,312	Long-Term Investment
Properti Investasi	(26,655,656)	-20.68%	102,232,519	128,888,175	127,872,733	Investment property
Aset Tetap	2,791,872,626	8.18%	36,919,783,546	34,127,910,920	26,138,784,667	Fixed assets
Aset Tidak Berwujud	88,892,907	204.51%	132,359,383	43,466,476	42,322,384	Intangible assets
Aset Hak Guna	530,456,864	100%	530,456,864	-	-	Right of Use Assets
Aset Tidak Lancar Lainnya	(738,818)	-6.11%	11,358,081	12,096,899	8,187,547	Other non-current assets
Jumlah Aset Tidak Lancar	4,097,735,061	11.84%	38,693,787,920	34,596,052,859	26,493,309,209	Total Non-Current Assets
JUMLAH ASET	(209,706,248)	-0.49%	42,576,844,851	42,786,551,099	31,608,915,621	TOTAL ASSETS
LIABILITAS						LIABILITIES
Liabilitas Jangka Pendek						Short Term Liability
Beban Akrua	(217,494,328)	-16.45%	1,104,793,706	1,322,288,034	1,412,039,543	Accrued Expenses
Utang Usaha:						Account Payable:
Pihak Ketiga	(62,733,155)	-24.60%	192,314,145	255,047,300	587,622,158	Third Party
Pihak Berelasi	(58,679,595)	-98.09%	1,140,488	59,820,083	101,718,709	Related Party
Pendapatan Diterima Dimuka	(23,360,226)	-18.20%	104,972,050	128,332,276	147,262,859	Prepaid Income
Utang Pajak	(134,122,396)	-31.52%	291,379,819	425,502,215	393,235,617	Tax Payables
Utang Bank Jangka Pendek	(47,515,869)	-30.07%	110,494,801	158,010,670	105,631,070	Short-Term Bank Loans
Bagian Jangka Pendek Pinjaman Jangka Panjang	632,531,216	117.36%	1,171,507,053	538,975,837	941,998,089	Current Portion of Long-Term Debt
Utang Lain-lain	(1,628,851,243)	-49.47%	1,663,960,893	3,292,812,136	3,925,481,505	Other Payables
Liabilitas sewa	126,090,063	100%	126,090,063	-	-	Lease Liabilities
Jumlah Liabilitas Jangka Pendek	(1,414,135,533)	-22.88%	4,766,653,018	6,180,788,551	7,614,989,550	Total Short Term Liability
Liabilitas Jangka Panjang						Non-Current Liability
Utang Bank Jangka Panjang	4,004,871,727	23.95%	20,729,079,934	16,724,208,207	5,385,996,924	Long-term bank loans
Utang Obligasi dan Sukuk Ijarah	(888,804,506)	-29.68%	2,106,091,817	2,994,896,323	2,993,700,828	Bonds payable and Sukuk Ijarah
Liabilitas Sewa	394,082,670	100%	394,082,670	-	-	Lease Liability
Utang Jangka Panjang Lainnya	15,228,795	3.92%	404,200,256	388,971,461	170,528,854	Other long-term debt
Liabilitas Imbalan Kerja Karyawan	383,409,699	87.68%	820,702,905	437,293,206	302,394,975	Employee Benefits Liability
Liabilitas pajak tangguhan	(79,885,504)	-100%	-	79,885,504	89,079,821	Deferred Tax Liability
Jumlah Liabilitas Jangka Panjang	3,828,902,881	18.56%	24,454,157,582	20,625,254,701	8,941,701,402	Total Long-Term Liability
JUMLAH LIABILITAS	2,414,767,348	9.01%	29,220,810,600	26,806,043,252	16,556,690,952	TOTAL LIABILITIES

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018	Description
	(Rp)	%				
EKUITAS			EQUITY			
Modal Saham	-	0%	6,414,412,000	6,414,412,000	6,414,412,000	Share Capital
Tambahan Modal Disetor	7,835,784	91.23%	16,424,662	8,588,878	0	Additional Paid in Capital
Penyertaan Modal Negara (PMN)	-	0%	22,963,207	22,963,207	22,963,207	State Equity Participation (PMN)
Nilai Buku Aset tetap kenavigasian dari Penyertaan Modal Negara (PMN)	-	0%	(37,004,793)	(37,004,793)	(37,004,793)	Book Value of Fixed Asset Navigation from State Equity Participation (PMN)
Akumulasi Penyusutan Aset tetap Kenavigasian dari BPYPDS	-	0.00%	408,393,524	408,393,524	408,393,524	Accumulated Depreciation of Fixed Asset Navigation from BPYPDS
Penghasilan Komprehensif Lain	(337,642,524)	498.54%	(405,368,220)	-67,725,696	2,960,722	Other Comprehensive Income
Saldo Laba:						Retained Earnings:
Dicadangkan	1,451,359,978	18.67%	9,225,382,339	7,774,022,361	6,228,618,258	Appropriated
Belum Dicadangkan	(3,745,070,480)	-258.04%	(2,293,710,502)	1,451,359,978	2,007,018,315	Unappropriated
Jumlah Ekuitas Yang Diatribusikan Ke:						Total Equity Attributable to:
Pemilik Entitas Induk	(2,623,517,242)	-16.42%	13,351,492,217	15,975,009,459	15,047,361,233	Owner of Parent Entity
Kepentingan Non Pengendali	(956,354)	-17.39%	4,542,034	5,498,388	4,863,436	Non-Controlling Interest
JUMLAH EKUITAS	(2,624,473,596)	-16.42%	13,356,034,251	15,980,507,847	15,052,224,669	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS	(209,706,248)	-0.49%	42,576,844,851	42,786,551,099	31,608,915,621	TOTAL LIABILITIES AND EQUITY

ASET ASSETS

Aset yang dimiliki Angkasa Pura I terdiri atas 9,12% aset lancar dan 90,88% aset tidak lancar. Besarnya persentase aset tidak lancar dibandingkan aset lancar karena jumlah aset tetap perusahaan berupa alat produksi dan aset tetap lainnya mencapai 88% dari seluruh total aset akibat dari ekspansi dari perusahaan dalam bentuk pengembangan dan pembangunan Bandara. Total aset Angkasa Pura I per akhir tahun 2020 tercatat sebesar Rp42.576 miliar, atau turun 0,49% jika dibandingkan total aset tahun lalu yang sebesar Rp42.786 miliar. Penurunan total aset di tahun 2020 disebabkan oleh penurunan nilai aset tetap berupa terminal di Bandara Semarang (terminal lama), Balikpapan (terminal lama) dan Eks-Bandara Selaparang karena sudah tidak dimanfaatkan untuk operasional perusahaan.

Assets owned by Angkasa Pura I consisted of 9.12% current assets and 90.88% non-current assets. The percentage of non-current assets was higher compared to the percentage of current assets because the company's fixed assets in the form of production equipment and other fixed assets account for 88% of total assets as a result of the company's expansion through airport development and construction. As of the end of 2020, the Company's total assets was recorded at Rp 42,576 billion, or decreased by 0.49% compared to total assets in the previous year of Rp42,786 billion. The decline in total assets in 2020 was due to a decrease in fixed assets value as terminal at Semarang Airport (old terminal), Balikpapan (old terminal) and Ex-Selaparang Airport were not in operations.

Aset (Rp Ribu)*Assets (in thousand Rupiah)*

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Aset Lancar <i>Current Asset</i>	(4,307,441,309)	-52.59%	3,883,056,931	8,190,498,240	5,115,606,412
Aset Tidak Lancar <i>Non-Current Asset</i>	4,097,735,061	11.84%	38,693,787,920	34,596,052,859	26,493,309,209
Jumlah Aset <i>Total Assets</i>	(209,706,248)	-0.49%	42,576,844,851	42,786,551,099	31,608,915,621

Aset Lancar

Aset lancar Angkasa Pura I mengalami penurunan sebesar Rp4.307 miliar atau sebesar 52,59% dari tahun 2019. Penurunan tersebut disebabkan karena penurunan penerimaan pendapatan akibat dari pandemi COVID-19.

Current Asset

The Company's current assets decreased by Rp 4,307 billion or 52.59% compared to 2019. The decrease was due to a decrease in revenue as a result of the COVID-19 pandemic.

Aset Lancar (Rp Ribu)*Current Assets (in thousand Rupiah)*

Uraian	Pertumbuhan 2020 Growth 2020		2020	2019	2018	Description
	Rp	%				
Kas dan Setara Kas	(4,040,873,315)	-73.33%	1,470,030,277	5,510,903,592	3,149,113,800	Cash and Cash Equivalent
Investasi Jangka Pendek	(569,746,828)	-85.57%	96,115,484	665,862,312	478,106,781	Short-Term Investment
Piutang Usaha:						Trade Receivables:
Pihak Ketiga	(70,234,331)	-18.04%	319,079,676	389,314,007	419,575,180	Third Party
Pihak Berelasi	118,854,505	85.84%	257,307,625	138,453,120	90,337,042	Related Party
Piutang Lain-Lain	(57,758,818)	-71.89%	22,585,373	80,344,191	39,711,686	Other Receivables
Persediaan	(43,844,851)	-63.17%	25,559,175	69,404,026	84,807,820	Inventories
Uang Muka dan Beban Dibayar Dimuka	(93,494,692)	-66.80%	46,464,933	139,959,625	159,380,727	Advance Payment and Prepaid Expenses
Pendapatan yang Masih Harus Diterima	67,433,408	23.17%	358,455,846	291,022,438	298,444,329	Accrued Revenue
Pajak Dibayar Dimuka	437,510,375	52.03%	1,278,468,179	840,957,804	367,865,228	Prepaid Tax
Aset Lancar Lain-Lain	(55,286,762)	-86.01%	8,990,363	64,277,125	28,266,819	Other Current Assets
Jumlah Aset Lancar	(4,307,441,309)	-52.59%	3,883,056,931	8,190,498,240	5,115,606,412	Total Current Assets

Kas dan Setara Kas

Terdapat penurunan kas setara kas pada tahun 2020 sebesar Rp1.470 miliar atau setara dengan 73,33% menjadi Rp1.470 miliar jika dibandingkan dengan tahun 2019 yang dibukukan sebesar Rp5.511 miliar. Penurunan tersebut disebabkan oleh penurunan penerimaan kas yang sebagian besar dipengaruhi oleh kondisi makro ekonomi atas pandemi COVID-19.

Cash and Cash Equivalents

In 2020, cash and cash equivalent was Rp1,470 billion, decreased by Rp4,040 billion or 73.33% compared to 2019 of Rp5,511 billion. The decrease was due to a decrease in cash receipts largely influenced by macroeconomic conditions during the COVID-19 Pandemic.

Kas dan setara Kas (Rp Ribu)

Cash and Cash Equivalents (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Kas Cash	60,148	3.76%	1,658,928	1,598,780	1,885,406
Bank	206,270,037	20.88%	1,194,133,849	987,863,812	879,996,194
Deposito Deposit	(4,247,203,500)	-93.93%	274,237,500	4,521,441,000	2,267,232,200
Total	(4,040,873,315)	-73.33%	1,470,030,277	5,510,903,592	3,149,113,800

Investasi Jangka Pendek

Investasi jangka pendek Angkasa Pura I mengalami penurunan 85,57% di tahun 2020 atau tercatat sebesar Rp96,12 miliar. Beberapa faktor yang menyebabkan penurunan tersebut yaitu akibat pengaruh pandemi COVID-19 terhadap likuiditas perusahaan, sehingga pencairan investasi digunakan untuk pembayaran kewajiban kepada pihak eksternal.

Short-Term Investment

In 2020, the Company recorded short-term investment of Rp96.12 billion, decreased by 85.57% or Rp549.75 billion. The decrease was mainly due to several factors, such as the influence of the COVID-19 pandemic on company liquidity resulting in the investment disbursement used for payment of obligations to external parties.

Investasi Jangka Pendek (Rp Ribu)

Short-Term Investment (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Deposito Berjangka > 3 Bulan Term Deposits > 3 Months	(264,839,700)	-100%	-	264,839,700	-
Obligasi – tersedia untuk dijual Bonds – available for sale	702,623	3.08%	23,493,015	22,790,392	19,156,044
Reksadana Mutual Funds	(305,609,751)	-80.80%	72,622,469	378,232,220	458,950,737
Total	(569,746,828)	-85.57%	96,115,484	665,862,312	478,106,781

Piutang Usaha-Bersih

Di tahun 2020 piutang usaha bersih Angkasa Pura I tercatat sebesar Rp576,39 miliar. Jika dibandingkan dengan catatan piutang usaha bersih tahun lalu, nilai tersebut naik 9,21% setara dengan Rp48,62 miliar. Kondisi tersebut disebabkan oleh penurunan kemampuan pembayaran atas pelanggan berelasi, khususnya yang bergerak pada bidang aeronautika karena dampak dari pandemi COVID-19.

Net Trade Receivables

In 2020, the Company's net trade receivables were Rp576.39 billion. The net trade receivables increased by 9.21% or Rp48.62 billion compared to previous year. This was caused by a decrease in the ability to pay for related customers, especially those engaged in the aeronautical sector due to the impact of the COVID-19 pandemic.

Piutang Usaha-Bersih (Rp Ribu)

Net Trade Receivables (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pihak Ketiga Third Party	(70,234,331)	-18.04%	319,079,676	389,314,007	419,575,180
Pihak Berelasi Related Party	118,854,505	85.84%	257,307,625	138,453,120	90,337,042
Total Piutang Usaha Total Trade Receivables	48,620,174	9.21%	576,387,301	527,767,127	509,912,222

Piutang Lain-Lain Bersih

Penurunan piutang lain-lain bersih mencapai 71,89% atau Rp57,76 miliar yang mencapai Rp22,59 miliar jika dibandingkan dengan tahun 2019 yang mencapai Rp80,34 miliar. Penurunan tersebut disebabkan karena pelunasan atas transaksi pelepasan gedung kargo dan pembayaran atas sewa tanah di Bali.

Piutang Lain-Lain Bersih (Rp Ribu)

Other Net Receivables (in Thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pihak ketiga <i>Third party</i>	(56,524,172)	-67.30%	27,466,759	83,990,931	43,363,358
Penyisihan kerugian penurunan nilai <i>Impairment loss allowance</i>	(1,234,646)	33.86%	(4,881,386)	(3,646,740)	(3,651,672)
Total Piutang Lain-Lain, Bersih <i>Total Other Net Receivables</i>	(57,758,818)	-71.89%	22,585,373	80,344,191	39,711,686

Persediaan

Persediaan mengalami penurunan sebesar Rp43.845 juta atau 63,17%, sehingga tercatat Rp25,56 miliar pada tahun 2020 dari sebelumnya Rp69,4 miliar pada tahun 2019. Penurunan terjadi karena strategi efisiensi atas penggunaan sumber daya sebagai dampak atas pandemi COVID-19.

Persediaan (Rp Ribu)

Inventories (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Suku Cadang Pemeliharaan <i>Maintenance spare parts</i>	(11,580,100)	-67.34%	5,615,157	17,195,257	42,264,931
Persediaan alat kantor dan percetakan <i>Office and printing supplies</i>	(16,140,107)	-53.33%	14,124,480	30,264,587	33,832,717
Persediaan barang dagang <i>Merchandise inventory</i>	(15,978,997)	-87.44%	2,295,765	18,274,762	5,941,208
Persediaan bahan bakar <i>Fuel inventory</i>	444,527	18.17%	2,890,818	2,446,291	2,472,880
Persediaan hotel dan lounge <i>Hotel and lounge supplies</i>	754,240	59.86%	2,014,285	1,260,045	1,861,512
Total	(42,500,437)	-61.20%	26,940,505	69,440,942	86,373,248
Penyisihan penurunan nilai <i>Impairment allowance</i>	(1,344,414)	3641.82%	(1,381,330)	(36,916)	(1,565,428)
Total	(43,844,851)	-63.17%	25,559,175	69,404,026	84,807,820

Other Net Receivables

In 2020, the Company's net trade receivables were Rp576.39 billion. The net trade receivables increased by 9.21% or Rp48.62 billion compared to previous year. This was caused by a decrease in the ability to pay for related customers, especially those engaged in the aeronautical sector due to the impact of the COVID-19 pandemic.

Inventories

Inventories decreased by Rp43,845 billion or 63.17%, it was recorded at Rp25.56 billion in 2020 from Rp69.4 billion in 2019. The decrease was due to the strategy of efficiency over the use of resources as a result of the COVID-19 pandemic.

Uang Muka dan Beban Dibayar Dimuka

Penurunan uang muka dan beban dibayar di muka terjadi karena strategi efisiensi atas dampak pandemi COVID-19. Adapun penurunan uang muka dan beban dibayar dimuka lebih besar 66,80% atau Rp93,49 miliar dari tahun 2019 sebesar Rp139,96 miliar menjadi Rp46,46 miliar di tahun 2020.

Advance Payment and Prepaid Expense

The decrease in advance payment and prepaid expense occurred due to the strategy of efficiency over impact of the COVID-19 pandemic. The decrease in advance payment and prepaid expense was 66.80% or Rp93.49 billion lower than the previous year, from Rp139.96 billion in 2019 to Rp46.46 billion in 2020.

Uang Muka dan Beban Dibayar di Muka (Rp Ribu)

Advance Payment and Prepaid Expense (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Bagian Jangka Pendek Current Portion	(93,494,692)	-66.80%	46,464,933	139,959,625	159,380,727

Pendapatan yang Masih Harus Diterima

Pandemi COVID-19 berdampak signifikan pada industri kebandarudaraan menjadi faktor terjadinya peningkatan pendapatannya yang masih harus diterima di tahun 2020. Pendapatan yang masih harus diterima sebagian besar merupakan transaksi dengan maskapai atas pendapatan perolehan passenger service charge. Pandemi COVID-19 menyebabkan penurunan kemampuan pembayaran dari beberapa maskapai, hal ini dapat dilihat dari beberapa maskapai yang melakukan restrukturisasi, salah satunya adalah Garuda Group, Air Asia, dan Lion Group. Adapun secara keseluruhan pendapatan yang masih harus diterima selama tahun 2020 mencapai Rp358,46 miliar lebih tinggi dibanding tahun 2019 atau sebesar 23,17% yang setara dengan Rp67,43 miliar.

Accrued Revenue

The COVID-19 pandemic had a significant impact on the airport industry and caused an increase in accrued revenue in 2020. The accrued revenue largely derived from transactions with airlines for passenger service charges. The COVID-19 pandemic has caused a decline in the payment ability of several airlines, this can be seen from several airlines that underwent restructuring, including Garuda Group, Air Asia and Lion Group. Overall, total accrued revenue in 2020 was Rp358.46 billion, which was 23.17% or Rp67.43 billion higher than accrued revenues in 2019.

Pendapatan yang Masih Harus Diterima (Rp Ribu)

Accrued Revenue (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Aeronautika Aeronautical Service	169,349,295	129.08%	300,547,851	131,198,556	191,618,705
Nonaeronautika Non-Aeronautical Service	(61,220,729)	-40.06%	91,617,776	152,838,505	191,618,71
Lainnya Others	1,335,987	19.13%	8,321,364	6,985,377	5,441,340
Penyisihan kerugian penurunan nilai Impairment allowance	(42,031,145)	100%	(42,031,145)	-	-
Total	67,433,408	23.17%	358,455,846	291,022,438	298,444,329

Pajak Dibayar Dimuka

Pajak dibayar dimuka tahun 2020 mencapai Rp1.278 miliar. Angka ini naik 52,03% atau Rp427,51 miliar jika dibandingkan dengan pajak dibayar dimuka tahun lalu yang sebesar Rp840,96 miliar. Faktor penyebab kenaikan yaitu nilai pajak atas pembayaran kepada vendor lebih besar dan tidak diimbangi dengan penerimaan atas pendapatan dari customer akibat pandemi COVID-19.

Pajak Dibayar di Muka (Rp Ribu)

Prepaid Tax (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Perusahaan Company					
PPN Masukan VAT Input	358,326,688	56.79%	989,340,544	631,013,856	226,983,245
Entitas Anak Subsidiaries					
PPN Masukan VAT Input	74,822,461	35.64%	284,766,409	209,943,948	136,434,386
PPh pasal 28 Income Tax Article 28	4,361,226	100%	4,361,226	-	4,447,597
Total	437,510,375	52.03%	1,278,468,179	840,957,804	367,865,228

Aset Lancar Lainnya

Aset lancar lainnya mengalami penurunan sebesar Rp55,29 miliar atau 86,01%, dari Rp64,28 miliar pada tahun 2019 menjadi Rp8,99 miliar pada tahun 2020. Penurunan jumlah aset lancar lainnya berasal dari pencairan atas jaminan pelaksanaan proyek.

Aset Lancar Lainnya (Rp Ribu)

Other Current Assets (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Aset Lancar Lain-Lain Other Current Assets	(55,286,762)	-86.01%	8,990,363	64,277,125	28,266,819

Aset Tidak Lancar

Jumlah aset tidak lancar yang dibukukan pada tahun 2020 sebesar Rp38,69 triliun, meningkat sebesar Rp4,10 triliun atau 11,84% dari tahun 2019 sebesar Rp34,60 triliun. Pertumbuhan aset tidak lancar PT Angkasa Pura I (Persero) didominasi oleh adanya pertumbuhan aset tetap yang tumbuh sebesar Rp2,79 triliun atau 8,18%, terdiri dari:

- Pertumbuhan aset tetap tanah sebesar Rp679,60 miliar;
- Pertumbuhan aset tetap bangunan lapangan sebesar Rp3.924 miliar;
- Pertumbuhan gedung-gedung sebesar Rp4.486 miliar;
- Pertumbuhan peralatan sebesar Rp1.606 miliar;
- Pertumbuhan kendaraan sebesar Rp163,09 miliar; dan
- Pertumbuhan instalasi sebesar Rp1.165 miliar.

Prepaid Tax

Prepaid Taxes in 2020 was Rp1,278 billion, increased by 52.03% or Rp437.51 billion compared to prepaid taxes in the previous year of Rp840.96 billion. The increase was mainly due to greater tax value on payments to vendors that was not balanced with revenue from customers due to the COVID-19 pandemic.

Other Current Assets

Other current assets decreased by Rp55.29 billion or 86.01%, from Rp64.28 billion in 2019 to Rp8.99 billion in 2020. The decrease in total other current assets was from disbursement of project implementation assurance.

Non-Current Assets

Total non-current assets recorded in 2020 was Rp38.69 trillion, increased by Rp4.10 trillion or 11.84% from Rp34.60 trillion recorded in 2019. The growth of non-current assets of PT Angkasa Pura I (Persero) was dominated by the growth of fixed assets by Rp2.79 trillion or 8.18%, consisting of:

- Growth of land fixed assets of Rp679.60 billion;
- Growth of field structures fixed assets of Rp3,924 billion;
- Growth of buildings of Rp4,486 billion;
- Growth of equipment of Rp1,606 billion;
- Growth of vehicle Rp 163.09 billion; and
- Growth of installation of Rp1,165 billion.

Aset Tidak Lancar Lainnya (Rp Ribu)

Non-Current Assets (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Estimasi Tagihan Pajak Estimated Tax Bill	160,365,772	142.28%	273,076,863	112,711,091	-
Aset Pajak Tangguhan Deferred Tax Assets	574,761,951	1185.20%	623,256,849	48,494,898	41,157,172
Uang Muka dan Biaya Dibayar Dimuka Jangka Panjang Long-Term Advance Payment and Prepaid Expenses	(12,665,215)	-100%	-	12,665,215	34,321,854
Investasi Jangka Panjang Long-Term Investment	(8,555,370)	-7.79%	101,263,815	109,819,185	100,662,312
Properti Investasi, Bersih Property Investment, Net	(26,655,656)	-20.68%	102,232,519	128,888,175	127,872,733
Aset Tetap Fixed Assets	2,791,872,626	8.18%	36,919,783,546	34,127,910,920	26,138,784,667
Aset Tidak Berwujud Intangible Assets	88,892,907	204.51%	132,359,383	43,466,476	42,322,384
Aset Hak Guna Right of Use Assets	530,456,864	100%	530,456,864	-	-
Aset Tidak Lancar Lainnya Other Non-Current Assets	(738,818)	-6.11%	11,358,081	12,096,899	8,187,547
Jumlah Aset Tidak Lancar Total Non-Current Assets	4,097,735,061	11.84%	38,693,787,920	34,596,052,859	26,493,309,209

Estimasi Tagihan Pajak

Estimasi tagihan pajak untuk tahun 2020 sebesar Rp273,08 miliar. Angka ini meningkat 142,28% jika dibandingkan dengan estimasi tagihan pajak tahun 2019 yang sebesar Rp112,71 miliar. Hal ini disebabkan karena pada tahun 2020 perusahaan mengalami kerugian sehingga tidak dikenakan pajak terutang.

Estimated Tax Bill

The estimated tax bill for 2020 was Rp273.08 billion, increased by 142.28% compared to the estimated tax bill for 2019 of Rp 112.71 billion. This was because the Company suffered a loss in 2020, so that the Company was not subject to tax payable.

Estimasi Tagihan Pajak (Rp Ribu)

Estimated Tax Bill (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Perusahaan Company	103,591,308	104.62%	202,609,803	99,018,495	-
Entitas Anak Subsidiaries	56,774,464	414.64%	70,467,060	13,692,596	-
Total	160,365,772	142.28%	273,076,863	112,711,091	-

Aset Pajak Tangguhan

Aset pajak tangguhan mengalami peningkatan sebesar Rp574,76 miliar atau 1.185,20%, dari Rp48,49 miliar pada tahun 2019 menjadi Rp623,26 miliar pada tahun 2020. Hal ini disebabkan karena pada tahun 2020 perusahaan mengalami kerugian sehingga perusahaan mencatat manfaat atas aset pajak tangguhan.

Deffered Tax Assets

Deffered tax assets increased by Rp574.76 billion or 1,185.20%, from Rp. 48.49 billion in 2019 to Rp623.26 billion in 2020. This was because the Company suffered a loss in 2020, so that the Company recorded the benefits of deferred tax assets.

Aset Pajak Tangguhan (Rp Ribu)

Deffered Tax Assets (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Perusahaan Company	546,705,371	100%	546,705,371	-	-
Entitas Anak Subsidiaries	28,056,580	57.85%	76,551,478	48,494,898	41,157,712
Total	574,761,951	1185.20%	623,256,849	48,494,898	41,157,712

Uang Muka dan Biaya Dibayar Dimuka Jangka Panjang

Penurunan uang muka dan biaya dibayar dimuka jangka panjang berkorelasi dengan penurunan uang muka jangka pendek. Uang muka dan biaya dibayar dimuka mengalami penurunan sebesar Rp12,67 miliar atau 100%, dari senilai Rp12,67 miliar pada tahun 2019 menjadi tidak mencatat uang muka dan biaya dibayar dimuka jangka panjang pada tahun 2020.

Long-Term Advance Payment and Prepaid Expenses

A decrease in long-term advances and prepaid expenses correlates with a decrease in short-term advances. Long term advance payment and prepaid expenses decreased by Rp12.67 billion or 100%, from Rp12.67 billion in 2019 to recording no long-term advance payment and prepaid expenses in 2020.

Uang Muka dan Biaya Dibayar Dimuka Jangka Panjang (Rp Ribu)

Long-Term Advance Payment and Prepaid Expenses (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Uang Muka dan Beban Dibayar di Muka Advance Payment and Prepaid Expenses	(106,159,907)	-69.56%	46,464,933	152,624,840	193,702,581
Bagian Jangka Pendek Current Portion	93,494,692	-66.80%	(46,464,933)	(139,959,625)	(159,380,727)
Bagian Jangka Panjang Non-Current Portion	(12,665,215)	-100%	-	12,665,215	34,321,854

Investasi Jangka Panjang

Investasi jangka panjang mengalami penurunan sebesar Rp8,56 miliar atau 7,79%, dari senilai Rp109,82 miliar pada tahun 2019 menjadi Rp101,26 miliar pada tahun 2020. Faktor yang menyebabkan turunnya investasi jangka panjang pada tahun 2020 akibat kerugian yang dialami oleh entitas asosiasi, di mana kerugian tersebut mempengaruhi nilai investasi perusahaan.

Long-Term Investment

Long-term investment decreased by Rp8.56 billion or 7.79%, from Rp109.82 billion in 2019 to Rp101.26 billion in 2020. The decrease in long-term investment in 2020 was due to losses suffered by associate entities, and the loss affected the Company's investment value.

Investasi Jangka Panjang (Rp Ribu)

Long-Term Investment (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Obligasi Bonds	1,664,558	6.57%	27,011,858	25,347,300	13,361,105
Penyertaan Saham pada Entitas Asosiasi Equity Participation in Associated Entities	(10,219,929)	-12.10%	74,251,956	84,471,885	87,301,207
Kerjasama Operasi	-	-	-	-	-
Total	(8,555,370)	-7.79%	101,263,815	109,819,185	100,662,312

Properti Investasi-Bersih

Properti investasi mengalami penurunan nilai bersih sebesar Rp26,66 miliar atau 20,68%, dari senilai Rp128,89 miliar pada tahun 2019 menjadi Rp102,23 miliar pada tahun 2020.

Investment Property-Net

Investment property, net decreased by Rp26.66 billion or 20.68%, from Rp128.89 billion in 2019 to Rp102.23 billion in 2020.

Properti Investasi-Bersih (Rp Ribu)

Investment Property-Net (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Biaya Perolehan Acquisition Cost					
Tanah Land	187,528	0.67%	28,303,058	28,115,530	23,179,060
Bangunan/Lapangan Buildings/Fields	-	0%	143,044,788	143,044,788	143,044,788
Akumulasi Penyusutan dan Penurunan Nilai Accumulated Depreciation and Impairment Value					
Bangunan/Lapangan Buildings/Fields	26,843,184	63.50%	69,115,327	42,272,143	38,351,115
Nilai Buku Book Value	(26,655,656)	-20.68%	102,232,519	128,888,175	127,872,733

Aset Tetap

Angkasa Pura I mencatat aset tetap yang naik sebesar Rp2.792 miliar atau 8,18%, dari senilai Rp34.127 miliar pada tahun 2019 menjadi sebesar Rp36.920 miliar pada tahun 2020. Peningkatan tersebut akibat dari adanya penyelesaian beberapa proyek pengembangan di beberapa bandara seperti pengembangan Bandara Sultan Hasanuddin Makassar, pembangunan Kantor Administrasi Bandara I Gusti Ngurah Rai - Bali, pembangunan Bandara Internasional Yogyakarta - Kulon Progo dan Pengembangan Terminal Juanda Surabaya.

Fixed Assets

PT Angkasa Pura I (Persero) recorded an increase in fixed assets by Rp2,792 billion or 8.18%, from Rp34,127 billion in 2019 to Rp36,920 billion in 2020. The increase was due to the completion of several development projects at several airports, such as development of Sultan Hasanuddin Airport in Makassar, construction of I Gusti Ngurah Rai Airport Administration Office, construction of New Yogyakarta Airport and Development of Juanda Airport Terminal in Surabaya.

Aset Tetap (Rp Ribu)

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Biaya Perolehan <i>Acquisition Cost</i>					
Tanah <i>Land</i>	679,603,336	10.88%	6,924,713,269	6,245,109,933	6,250,665,974
Bangunan (lapangan) <i>Structures (fields)</i>	3,924,324,076	49.00%	11,932,780,102	8,008,456,026	6,825,257,730
Gedung-Gedung <i>Buildings</i>	4,486,095,237	61.78%	11,747,340,661	7,261,245,424	6,476,956,030
Alat Perhubungan Udara <i>Aviation Equipment</i>	-	0%	16,638,040	16,638,040	28,418,419
Kendaraan <i>Vehicle</i>	136,091,764	23.88%	705,992,650	569,900,886	497,988,153
Instalasi <i>Installations</i>	1,165,328,645	81.60%	2,593,435,423	1,428,106,778	1,265,710,341
Peralatan <i>Equipment</i>	1,605,587,025	25.29%	7,954,523,758	6,348,936,733	5,472,474,876
Aset dalam Konstruksi <i>Assets under Construction</i>	(7,811,600,987)	-64.99%	4,207,381,265	12,018,982,252	6,054,579,392
Total	4,185,429,096	9.99%	46,082,805,168	41,897,376,072	32,872,050,915
Akumulasi Penyusutan dan Penurunan Nilai <i>Accumulated Depreciation and Impairment Value</i>	1,393,556,470	17.94%	9,163,021,622	7,769,465,152	6,733,266,248
Nilai Buku <i>Book Value</i>	2,791,872,626	8.18%	36,919,783,546	34,127,910,920	26,138,784,667

Aset Tak Berwujud

Aset tak berwujud di tahun 2020 sebesar Rp132,36 miliar mengalami peningkatan sebesar Rp88,89 miliar atau 204,51% dari sebelumnya di tahun 2019 sebesar Rp43,47 miliar. Aset tak berwujud mencakup biaya instalasi, implementasi, dan jasa konsultasi pendukung perangkat lunak ERP. Aset tak berwujud selama tahun 2020 dan 2019 memiliki beban amortisasi yang dibebankan kepada beban operasional bandara.

Intangible Assets

Intangible assets in 2020 were Rp78.48 billion, increased by Rp23.45 billion or 42.60% compared to the previous year of Rp43.47 billion. Intangible assets include installation cost, implementation and consultation fee of ERP Software support. Amortization expense of the Intangible assets during 2020 and 2019 were charged to the airport operating expenses.

Aset Tetap Tak Berwujud (Rp Ribu)

Intangible Assets (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Biaya Perolehan <i>Acquisition Cost</i>					
Perangkat lunak <i>Software</i>					
Perusahaan <i>Company</i>	109,251,475	126.18%	195,833,231	86,581,756	80,327,704
Entitas Anak <i>Subsidiaries</i>	3,087,322	25.90%	15,005,411	11,918,089	6,450,799
Total	112,338,797	114.05%	210,838,642	98,499,845	86,778,503

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Akumulasi Amortisasi dan Penurunan Nilai Accumulated Amortization and Impairment Value					
Perangkat lunak					
Perusahaan Company	18,576,360	34.96%	71,718,168	53,141,808	43,462,260
Entitas Anak Subsidiaries	4,869,530	257.43%	6,761,091	1,891,561	993,859
Total	23,445,890	42.60%	78,479,259	55,033,369	44,456,119
Total Aset Tak Berwujud, Bersih Total Intangible Assets, Net	88,892,907	204.51%	132,359,383	43,466,476	42,322,384

Aset Tidak Lancar Lainnya

Pada tahun 2020 aset tidak lancar lainnya tercatat sebesar Rp11,36 miliar, mengalami penurunan sebesar Rp738,82 juta atau 6,11%. Aset tidak lancar lainnya sebagian besar terdiri dari pengakuan atas aset hotel dari anak perusahaan PT Angkasa Pura I (Persero).

Other Non-Current Assets

In 2020, other non-current assets were recorded at Rp11.36 billion, decreased by Rp738.82 million or 6.11%. Other non-current assets mainly consisted of recognition of hotel assets from subsidiaries of PT Angkasa Pura I (Persero).

Aset Tidak Lancar Lainnya (Rp Ribu)

Other Non-Current Assets (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Aset Tidak Lancar Lainnya Other Non-Current Assets	(738,818)	-6.11%	11,358,081	12,096,899	8,187,547

Liabilitas Liabilities

Peningkatan liabilitas disebabkan karena adanya peningkatan liabilitas jangka panjang atas penerimaan pinjaman bank. Liabilitas pada tahun 2020 dibukukan sebesar Rp29,22 triliun lebih tinggi 9,01% dibanding tahun 2019 yang tercatat sebesar Rp26,81 triliun.

The increase in liabilities was due to an increase in non-current liabilities on receipt of bank loans. In 2020, liabilities were recorded at Rp29.22 trillion or 9.01% higher than liabilities in 2019 of Rp26.81 trillion.

Liabilitas (Rp Ribu)

Liability (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Liabilitas Jangka Pendek Current Liability	(1,414,135,533)	-22.88%	4,766,653,018	6,180,788,551	7,614,989,550
Liabilitas Jangka Panjang Non-Current Liability	3,828,902,881	18.56%	24,454,157,582	20,625,254,701	8,941,701,402
Jumlah Liabilitas Total Liability	2,414,767,348	9.01%	29,220,810,600	26,806,043,252	16,556,690,952

Liabilitas Jangka Pendek

Tahun 2020, liabilitas jangka pendek Angkasa Pura I mengalami penurunan 22,88% atau Rp1.414 miliar yang dicatatkan sebesar Rp4.767 miliar dibandingkan dengan tahun 2019 yang tercatat sebesar Rp6.181 miliar. Penurunan tersebut sebagian besar berasal dari pembayaran proyek pengembangan bandara.

Current Liability

The Company's current liability in 2020 was recorded at Rp4,767 billion, decreased by 22.88% or Rp1,414 billion compared to 2019 which was recorded at Rp6,181 billion. The decrease largely came from payments for airport development projects.

Liabilitas Jangka Pendek (Rp Ribu)

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Utang Usaha Trade Payables	(120,996,256)	-38.43%	193,871,127	314,867,383	689,340,867
Utang Lain-lain Other Payables	(1,628,851,243)	-49.47%	1,663,960,893	3,292,812,136	3,925,481,505
Pendapatan Diterima Dimuka Prepaid Income	(23,360,226)	-18.20%	104,972,050	128,332,276	147,262,859
Beban Akrua Accrued Expenses	(217,910,823)	-16.48%	1,104,377,211	1,322,288,034	1,412,039,543
Utang Pajak Tax Payables	(134,122,396)	-31.52%	291,379,819	425,502,215	393,235,617
Utang Bank Jangka Pendek Short-Term Bank Loan	(47,515,869)	-30.07%	110,494,801	158,010,670	105,631,070
Bagian Jangka Pendek Pinjaman Jangka Panjang Current Portion of Long- Term Loan	632,531,216	117.36%	1,171,507,053	538,975,837	941,998,089
Liabilitas Sewa	126.090.063	100,00%	126.090.063	-	-
Jumlah Liabilitas Jangka Pendek Total Current Liabilities	(1,414,135,533)	-22.88%	4,766,653,018	6,180,788,551	7,614,989,550

Utang Usaha

Utang usaha Angkasa Pura I menurun 38,56% dari tahun lalu. Dengan demikian, per akhir tahun 2020, utang usaha dibukukan Rp193,45 miliar. Penurunan utang usaha disebabkan oleh pelunasan atas utang pembangunan proyek Bandara Internasional Yogyakarta - Kulon Progo dan Terminal Baru Bandara Syamsudin Noor Banjarmasin.

Trade Payables

The Company's trade payables decreased by 38.56% compared to the previous year. As of end of 2020, trade payables were recorded at Rp193.45 billion. The decrease in trade payables was due to the repayment of debt for the construction of Yogyakarta International Airport - Kulon Progo and New Terminal of Syamsuddin Noor Airport - Banjarmasin projects.

Utang Usaha Angkasa Pura I dalam Tiga Tahun Terakhir (Rp Ribu)

Trade Payables of PT Angkasa Pura I (Persero) in the Last Three Years (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pihak Ketiga Third Party	(62,733,155)	-24.60%	192,314,145	255,047,300	587,622,158
Pihak Berelasi Related Party	(58,679,595)	-98.09%	1,140,488	59,820,083	101,718,709
Utang Usaha Trade Payables	(121,412,750)	-38.56%	193,454,633	314,867,383	689,340,867

Utang Lain-Lain

Utang lain-lain mengalami penurunan sebesar Rp1.629 miliar atau 49,47%, dari senilai Rp3,29 triliun pada tahun 2019 menjadi sebesar Rp1,66 triliun pada tahun 2020. Penurunan tersebut berasal dari pembayaran atas pekerjaan investasi yang terealisasi pada tahun 2020.

Other Payables

Other payables decreased by Rp1,629 billion or 49.47%, from Rp3.29 trillion in 2019 to Rp1.66 trillion in 2020. The decrease came from payments for investment work realized in 2020.

Utang Lain-Lain (Rp Ribu)

Other Payables (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Perolehan Aset Tetap Acquisition of Fixed Assets	(1,527,255,569)	-52.86%	1,361,920,847	2,889,176,416	3,353,959,490
Jaminan Pelanggan Customer Guarantee	(62,266,626)	-25.55%	181,461,709	243,728,335	370,562,781
Imbalan Kerja Tantiem Tantiem Work Incentive	(75,000,000)	-100%	-	75,000,000	100,000,000
Titipan Debitur Debtor's Deposit	57,293,921	256.18%	79,658,214	22,364,293	31,186,620
Jaminan Vendor Vendor Guarantee	(12,114,884)	-60.47%	7,918,056	20,032,940	30,488,095
Titipan Pengelola Manager's Deposit	(14,015,388)	-73.46%	(3,343,040)	19,078,496	23,549,240
Titipan BMKG dan DJU BMKG and DJU's Deposits	164,006	1.30%	12,807,091	12,643,085	13,143,560
Utang Iuran Contribution	(3,343,040)	-46.55%	3,838,551	7,181,591	2,283,336
Titipan/utang Lain-lain Deposits/ Other Payables	7,686,337	213.10%	11,293,317	3,606,980	308,383
Total	(1,628,851,243)	-49.47%	1,663,960,893	3,292,812,136	3,925,481,505

Pendapatan Diterima Dimuka

Pendapatan diterima dimuka pada tahun 2020 sebesar Rp104,97 miliar, yang berarti mengalami penurunan sebesar Rp23,36 miliar atau 18,20%, dari senilai Rp128,33 miliar pada tahun 2019. Hal ini terjadi akibat penurunan pendapatan sewa ruang akibat tidak beroperasinya beberapa customer yang merupakan dampak dari pandemi COVID-19.

Prepaid Income

Prepaid income in 2020 was Rp104.97 billion, decreased by Rp23.36 billion or 18.20% compared to 2019 of Rp128.33 billion. This was due to a decrease in space rental income due to the non-operation of several commercial spaces as a result of the COVID-19 pandemic.

Pendapatan Diterima Dimuka (Rp Ribu)

Prepaid Income (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pendapatan Domestik Domestic Income	(23,391,315)	-18.26%	104,683,868	128,075,183	146,917,375
Pendapatan Internasional International Income	31,089	12.09%	288,182	257,093	345,484
Total	(23,360,226)	-18.20%	104,972,050	128,332,276	147,262,859

Beban Akruwal

Beban Akruwal mengalami penurunan sebesar Rp217,49 miliar atau 16,45% dari senilai Rp1,32 triliun di tahun 2019 menjadi sebesar Rp1,10 triliun pada tahun 2020. Turunnya beban akruwal sebagian besar disebabkan oleh penurunan beban pegawai dan pelayanan bandara atas kewajiban konsesi kebandarudaraan.

Accrued Expenses

Accrued expenses decreased by Rp217.49 billion or 16.45%, from Rp1.32 trillion in 2019 to Rp1.10 trillion in 2020. The decrease in accrued expenses was largely due to a decrease in personnel expenses and airport services for airport concession obligations.

Beban Akruwal (Rp Ribu)

Accrued Expenses (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pegawai Employee	(258,652,534)	-59.75%	174,216,660	432,869,194	475,027,902
Pelayanan Bandara Airport services	20,024,538	5.68%	372,352,272	352,327,734	445,297,485
Umum General	(5,393,652)	-2.31%	227,863,887	233,257,539	274,799,531
Pemeliharaan Maintenance	5,523,044	6.88%	85,812,916	80,289,872	45,358,322
Sewa Rent	1,011,827	1.52%	67,401,357	66,389,530	44,831,264
Bunga Interest	35,406,615	76.02%	81,982,864	46,576,249	39,180,139
Utilitas Utility	(7,358,654)	-20.60%	28,368,104	35,726,758	27,201,707
Pajak Tax	(8,937,474)	-31.13%	19,775,896	28,713,370	20,094,551
Persediaan Supply	7,215,379	35.23%	27,695,485	20,480,106	12,960,479
Lain-Lain Others	(6,333,417)	-24.68%	19,324,265	25,657,682	27,288,163
Total	(217,494,328)	-16.45%	1,104,793,706	1,322,288,034	1,412,039,543

Utang Pajak

Terdapat penurunan utang pajak dengan nilai Rp134,12 miliar atau 31,52% dari Rp425,50 miliar di tahun 2019 menjadi sebesar Rp291,38 miliar di tahun 2020. Penurunan utang pajak berasal dari penurunan atas pajak pertambahan nilai (PPN) keluaran dan masukan di mana volume cash in dan cash out menurun akibat pandemi COVID-19.

Tax Payables

Tax payables decreased by Rp134.12 billion or 31.52%, from Rp425.50 billion in 2019 to Rp291.38 billion in 2020. The decrease in tax payable was due to a decrease in output and input value added tax (VAT) as the volume of cash in and cash out decreased as a result of the COVID-19 pandemic.

Utang Pajak (Rp Ribu)

Tax Payables (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Perusahaan Company					
PPN Masukan Input VAT	(40,114,620)	-26.83%	109,392,396	149,507,016	146,625,340
PPN Keluaran Output VAT	(53,166,542)	-58.41%	37,861,896	91,028,438	82,383,245
PPh Pasal 4 (2) Income Tax Article 4 (2)	(44,993,845)	-67.89%	21,279,748	66,273,593	37,900,041

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
PPh Pasal 25 Income Tax Article 25	(16,558,482)	-100%	-	16,558,482	15,356,191
PPh Pasal 21 Income Tax Article 21	14,937,854	201.53%	22,350,096	7,412,242	21,614,793
PPh Pasal 23 Income Tax Article 23	(516,628)	-14.01%	3,171,460	3,688,088	3,442,568
PPh Pasal 22 Income Tax Article 22	(907,751)	-79.09%	240,016	1,147,767	389,065
PPh Pasal 29 Income Tax Article 29	-	-	-	-	363,867
Entitas Anak Subsidiaries					
PPN Keluaran Output VAT	7,348,652	9.60%	83,868,275	76,519,623	51,980,117
PPh Pasal 25 Income Tax Article 25	(4,875,814)	-100%	-	4,875,814	21,256,161
PPh Pasal 23 Income Tax Article 23	(152,038)	-3.60%	4,068,666	4,220,704	1,155,068
PPh Pasal 21 Income Tax Article 21	3,182,392	150.50%	5,296,971	2,114,579	1,631,341
PPh Pasal 4 (2) Income Tax Article 4 (2)	(72,439)	-7.13%	943,756	1,016,195	1,427,679
PPh Pasal 29 Income Tax Article 29	-	-	-	-	5,233,947
Pajak Lainnya Other Tax	1,766,865	155.03%	2,906,539	1,139,674	2,476,194
Total	(134,122,396)	-31.52%	291,379,819	425,502,215	393,235,617

Utang Bank Jangka Pendek

Utang Bank Jangka Pendek mengalami penurunan sebesar Rp47,52 miliar atau 30,07%, dari senilai Rp158,01 miliar pada tahun 2019 menjadi sebesar Rp110,50 miliar pada tahun 2020. Penurunan tersebut terjadi karena adanya realisasi pembayaran pokok pinjaman selama tahun 2020.

Short-Term Bank Loan

Short-Term Bank Loan decreased by Rp47.52 billion or 30.07%, from Rp158.01 billion in 2019 to Rp110.50 billion in 2020. The decrease was due to the realization of loan principal payments during 2020.

Utang Bank Jangka Pendek (Rp Ribu)

Short-Term Bank Loans (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	(98,570,000)	-91.89%	8,700,000	107,270,000	43,200,000
PT Bank Negara Indonesia (Persero) Tbk	13,499,999	51.08%	39,931,069	26,431,070	26,431,070
PT Bank Syariah Mandiri	(4,309,600)	-17.73%	20,000,000	24,309,600	36,000,000
PT Bank Mandiri (Persero) Tbk	26,863,732	100%	26,863,732	-	-
PT Sarana Multi Infrastruktur (Persero)	15,000,000	100%	15,000,000	-	-
Total	(47,515,869)	-30.07%	110,494,801	158,010,670	105,631,070

Bagian Jangka Pendek Pinjaman Jangka Panjang

Bagian Bank dari utang bank jatuh tempo mengalami peningkatan sebesar Rp632,53 miliar atau 117,36%, dari senilai Rp538,98 miliar pada tahun 2019 menjadi sebesar Rp1.172 miliar pada tahun 2020.

Liabilitas Jangka Panjang

Pada tahun 2020 liabilitas jangka panjang mencapai Rp24,45 triliun, mengalami peningkatan sebesar Rp3,83 triliun atau 18,56% dibandingkan dengan tahun 2019 yang dibukukan sebesar Rp 20,62 triliun. Peningkatan liabilitas jangka panjang dipengaruhi oleh adanya penambahan pendanaan untuk proyek pengembangan Terminal penumpang di Bandara Sultan Hasanuddin - Makassar dan Bandara Juanda - Surabaya.

Liabilitas Jangka Panjang dalam Tiga Tahun Terakhir (Rp Ribu)

Non-Current Liability in the Last Three Years (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Utang Bank Jangka Panjang Long-Term Bank Loan	4,004,871,727	23.95%	20,729,079,934	16,724,208,207	5,385,996,924
Utang Obligasi dan Sukuk Ijarah Bonds and Sukuk Ijarah Debts	(888,804,506)	-29.68%	2,106,091,817	2,994,896,323	2,993,700,828
Liabilitas Sewa Lease Liability	394,082,670	100%	394,082,670	-	-
Utang Jangka Panjang Lainnya Other Long-Term Debt	15,228,795	3.92%	404,200,256	388,971,461	170,528,854
Liabilitas Imbalan Kerja Karyawan Employee Benefit Liability	383,409,699	87.68%	820,702,905	437,293,206	302,394,975
Liabilitas Pajak Tangguhan Deferred Tax Liability	(79,885,504)	-100%	-	79,885,504	89,079,821
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	3,828,902,881	18.56%	24,454,157,582	20,625,254,701	8,941,701,402

Utang Bank Jangka Panjang

Terdapat peningkatan dalam utang bank jangka panjang sebesar Rp4.005 miliar atau 23,95% dari tahun 2019 yang dibukukan sebesar Rp16.724 miliar, menjadi Rp20.729 miliar pada tahun 2020. Peningkatan tersebut disebabkan karena adanya penambahan pendanaan untuk proyek pengembangan Bandara Sultan Hasanuddin - Makassar dan Bandara Juanda - Surabaya.

Current Portion of Long-Term Loan

The bank portion from overdue bank loan increased by Rp632.53 billion or 117.36 %, from Rp538.98 billion in 2019 to Rp1,172 billion in 2020.

Non-Current Liability

Non-current liability in 2020 was Rp24.45 trillion, increased by Rp3.83 trillion or 18.56% compared to 2019 of Rp20.62 trillion. The increase in non-current liability was influenced by additional funding for passengers terminal in Sultan Hasanuddin Makassar Airport and Juanda Airport Surabaya development projects.

Long-Term Bank Loan

Long-term bank loan increased by Rp4,005 billion or 23.95%, from Rp 16,724 billion in 2019 to Rp20,729 billion in 2020. The increase was due to additional funding for airport development projects in Sultan Hasanuddin Makassar Airport and Juanda Airport - Surabaya.

Utang Bank Jangka Panjang (Rp Ribu)

Long-Term Bank Loans (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Perusahaan Company	3,551,445,185	20.85%	20,584,044,413	17,032,599,228	6,275,509,527
Entitas Anak Subsidiaries	207,599,642	75.21%	483,636,405	276,036,763	62,275,201
Biaya Pinjaman yang Belum Diamortisasi Unamortized Loan Cost	(11,641,884)	25.61%	(57,093,831)	(45,451,947)	(9,789,715)
Dikurangi: Bagian Jangka Pendek Utang Bank Jangka Panjang Subtracted by: Current Portion of Long-Term Bank Loans	257,468,784	-47.77%	(281,507,053)	(538,975,837)	(941,998,089)
Bagian Jangka Panjang Non-Current Portion	4,004,871,727	23.95%	20,729,079,934	16,724,208,207	5,385,996,924

Utang Obligasi dan Sukuk Ijarah

Utang obligasi dan sukuk ijarah menggambarkan pertumbuhan positif sebesar Rp1,20 miliar atau 0,04%, dari senilai Rp2.994 miliar pada tahun 2019 menjadi sebesar Rp2.996 miliar pada tahun 2020. Hal tersebut karena adanya perubahan klasifikasi dari jangka panjang ke jangka pendek sebagai bagian jatuh tempo pada tahun 2020.

Bond and Sukuk Ijarah Debts

Bond and sukuk ijarah debts represented a positive growth of Rp1.20 billion or 0.04%, from Rp2,994 billion in 2019 to Rp2,996 billion in 2020. This is due to a change in the classification from long term to short term as part of maturity in 2020.

Utang Obligasi dan Sukuk Ijarah (Rp Ribu)

Bonds and Sukuk Ijarah Debts (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Utang Obligasi Bond Debt	-	0%	2,500,000,000	2,500,000,000	2,500,000,000
Utang Sukuk Ijarah Sukuk Ijarah Debt	-	0%	500,000,000	500,000,000	500,000,000
Biaya Pinjaman yang belum Diamortisasi Unamortized Loan Costs	1,195,494	-23.42%	(3,908,183)	(5,103,677)	(6,299,172)
Total	1,195,494	0.04%	2,996,091,817	2,994,896,323	2,993,700,828

Utang Jangka Panjang Lainnya

Utang jangka panjang lainnya mengalami kenaikan sebesar Rp15,23 miliar atau 3,92% dari Rp388,97 miliar di tahun 2019 menjadi Rp404,20 miliar pada 2020. Peningkatan tersebut disebabkan karena adanya peningkatan pada jaminan pelaksanaan pelanggan.

Other Long-Term Debt

Other long-term debt increased by Rp15.23 billion or 3.92%, from Rp388.97 billion in 2019 to Rp404.20 billion in 2020. The increase was due to an increase in customer execution assurance.

Utang Jangka Panjang Lainnya (Rp Ribu)

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pendapatan Diterima Dimuka Prepaid Income	(5,057,562)	-5.01%	95,913,549	100,971,111	106,042,529
Utang kepada KSO Jineng Debt to KSO Jineng	9,074,921	100%	9,074,921	-	-
Jaminan Pelanggan Customer Guarantee	10,447,641	3.67%	294,894,412	284,446,771	58,686,328
Jaminan Usaha Pemasok Supplier Business Guarantee	54,205	2.11%	2,625,548	2,571,343	3,746,528
Lainnya Others	709,590	72.24%	1,691,826	982,236	2,053,469
Total	15,228,795	3.92%	404,200,256	388,971,461	170,528,854

Liabilitas Imbalan Kerja Karyawan

Di tahun 2020 liabilitas imbalan kerja karyawan mencapai Rp820,70 miliar, yang meningkat sebesar Rp383,41 miliar atau 87,68% jika dibandingkan dengan tahun 2019 sebesar Rp437,29 miliar. Peningkatan tersebut dipengaruhi oleh adanya peningkatan pada dana pensiun sebesar Rp271,12 miliar dan kesehatan pensiun sebesar Rp72,50 miliar.

Employee Benefit Liability

Employee benefit liability in 2020 was Rp820.70 billion, increased by Rp383.41 billion or 87.68% compared to 2019 of Rp437.29 billion. The increase was influenced by an increase in pension funds of Rp271.12 billion and pension health of Rp72.50 billion.

Liabilitas Imbalan Kerja Karyawan (Rp Ribu)

Employee Benefits Liability (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Perusahaan Company					
Tunjangan Hari Tua Annuity	30,496,048	38.19%	110,342,553	79,846,505	-
Tunjangan Perumahan Housing Allowance	(2,138,233)	-9.50%	20,375,493	22,513,726	20,713,486
Penghargaan Pengabdian Achievement Award	1,130,416	5.03%	23,612,467	22,482,051	12,667,287
Kesehatan Pensiun Retirement Health Benefit	72,503,300	124.62%	130,684,520	58,181,220	-
Dana Pensiun Pension Fund	271,121,932	118.05%	500,791,030	229,669,098	252,845,361
Sub Total	373,113,463	90.41%	785,806,063	412,692,600	286,226,134
Entitas Anak Subsidiaries	10,296,236	41.85%	34,896,842	24,600,606	16,168,841
Total	383,409,699	87.68%	820,702,905	437,293,206	302,394,975

Liabilitas Pajak Tangguhan

Liabilitas pajak tangguhan mengalami penurunan sebesar Rp79,89 miliar atau 100%, dari sebelumnya Rp79,89 miliar pada tahun 2019 menjadi tidak memiliki liabilitas pajak tangguhan pada tahun 2020. Hal ini disebabkan karena pada tahun 2020 perusahaan mengalami kerugian sehingga perusahaan mencatat manfaat atas aset pajak tangguhan.

Deferred Tax Liability

Deferred tax liability decreased by Rp79.89 billion or 100%, from Rp79.89 billion in 2019 to recording no deferred tax liability in 2020. This was because the company suffered a loss in 2020, so that the Company recorded the benefits of deferred tax assets.

Liabilitas Pajak Tangguhan (Rp Ribu)

Deferred Tax Liability (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Perusahaan Company	(68,729,872)	-100%	-	68,729,872	85,652,386
Entitas Anak Subsidiaries	(11,155,632)	-100%	-	11,155,632	3,427,437
Total	(79,885,504)	-100%	-	79,885,504	89,079,821

EKUITAS Equity

Ekuitas Perseroan pada tahun 2020 mencapai Rp13.356 miliar, mengalami penurunan sebesar 16,42% dibandingkan tahun 2019 sebesar Rp15.980 miliar. Penurunan tersebut terutama disebabkan karena pada tahun 2020 perusahaan mengalami kerugian dan berdampak pada saldo laba/rugi tahun berjalan sebesar Rp2.293 miliar karena pandemi COVID-19.

The Company's equity in 2020 was recorded at Rp13,356 billion, decreased by 16.42% compared to 2019 of Rp15,980 billion. The decrease was mainly due to the company suffered losses in 2020 that had an impact on the current year's profit/loss balance of Rp2.29 trillion as a result of the COVID-19 pandemic.

Ekuitas (Rp Ribu)

Equity (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Modal Saham Share Capital	-	0%	6,414,412,000	6,414,412,000	6,414,412,000
Tambahan Modal Disetor Additional Paid-Up Capital	7,835,784	91.23%	16,424,662	8,588,878	-
Penyertaan Modal Negara (PMN) State Equity Participation	-	0%	22,963,207	22,963,207	22,963,207
Nilai Buku Aset Tetap Kenavigasian dari Penyertaan Modal Negara (PMN) Book Value of Fixed Assets Navigation from State Equity Participation	-	0%	(37,004,793)	(37,004,793)	(37,004,793)
Akumulasi Penyusutan Aset tetap Kenavigasian dari BPYPDS Accumulated Depreciation of Fixed Assets Navigation from BPYPDS	-	0.00%	408,393,524	408,393,524	408,393,524
Penghasilan Komprehensif Lain Other Comprehensive Income	(337,642,524)	498.54%	(405,368,220)	(67,725,696)	2,960,722

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Saldo Laba: Retained Earnings:					
Dicadangkan Appropriated	1,451,359,978	18.67%	9,225,382,339	7,774,022,361	6,228,618,258
Belum Dicadangkan Unappropriated	(3,745,070,480)	-258.04%	(2,293,710,502)	1,451,359,978	2,007,018,315
Penghasilan Komprehensif Lain Total Equity Attributable to:	-337.642.524	498,54%	-405.368.220	(67,725,696)	2,690,722
Jumlah Ekuitas yang Diatribusikan ke: Total Equity Attributable to:					
Pemilik Entitas Induk Owner of Parent Entity	(2,623,517,242)	-16.42%	13,351,492,217	15,975,009,459	15,047,361,233
Kepentingan Non Pengendali Non-Controlling Interest	(956,354)	-17.39%	4,542,034	5,498,388	4,863,436
Total Ekuitas Total Equity	(2,624,473,596)	-16.42%	13,356,034,251	15,980,507,847	15,052,224,669

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.

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 thousand or 6,414,412 shares.

Penyertaan Modal Negara

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 Rp232,13 miliar untuk dijadikan penambahan Penyertaan Modal Negara (PMN) Republik Indonesia ke dalam modal Perusahaan Umum LPPNPI.

State Equity Participation

Based on the Government Regulation No. 46 of 2018 dated 27 September 2018, the Company experienced a deduction in State Equity Participation (PMN) of the Republic of Indonesia with a book value of Rp232.13 billion to be added to the State Equity Participation (PMN) of the Republic of Indonesia into the capital of Public Company of LPPNPI.

Penyertaan Modal Negara (Rp Ribu)

State Equity Participation (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Saldo Awal Opening Balance	(232,133,499)	-91%	22,963,207	255,096,706	255,096,706
Pengurangan Deduction	232,133,499	-100%	-	(232,133,499)	(232,133,499)
Total	-	0%	22,963,207	22,963,207	22,963,207

Pengalihan Aset Tetap Kenavigasian

Salah satu komponen ekuitas Angkasa Pura I adalah saldo pengalihan aset tetap kenavigasian. Nilai pegalihan aset tetap kenavigasian per akhir 2020 tidak berubah dari tahun lalu yaitu sebesar Rp408 miliar. Selama tahun 2020, tidak ada penambahan maupun pengurangan saldo akun ini.

Transfer of Fixed Assets Navigation

The account balance of fixed assets navigation transfer is one of the Company's equity components. As of the end of 2020, the value of fixed assets navigation transfer did not change compared to the previous year of Rp408 billion. During 2020, there was no increase or decrease in the account balance.

Pengalihan Aset Tetap Kenavigasian (Rp Ribu)

Transfer of Fixed Assets Navigation (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Nilai Buku Aset Tetap Kenavigasian Book Value of Fixed Assets Navigation	-	0%	(269,138,292)	(269,138,292)	(269,138,292)
Koreksi Penyerahan Aset Corrections of Transfer of Asset	-	0%	232,133,499	232,133,499	232,133,499
Saldo Akhir Nilai Buku Aset Kenavigasian pada Struktur Modal Ending Balance of Book Value of Navigating Asset on Capital Structure	-	0%	(37,004,793)	(37,004,793)	(37,004,793)
Akumulasi Penyusutan Aset Tetap Kenavigasian Accumulated Depreciation of Fixed Assets Navigation	-	0%	408,393,524	408,393,524	408,393,524

Saldo Laba

Saldo laba Perseroan tahun 2020 tercatat Rp6.932 miliar, menurun Rp2.294 miliar atau 24,86% jika dibanding dengan tahun 2019 sebesar Rp9.225 miliar.

Retained Earnings

The Company's retained earnings in 2020 was recorded at Rp6,932 billion, decreased by Rp2,294 billion or 24.86% compared to 2019 of Rp9,225 billion.

Saldo Laba (Rp Ribu)

Retained Earnings (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Saldo Laba Retained Earnings					
Dicadangkan Appropriated	1,451,359,978	18.67%	9,225,382,339	7,774,022,361	6,228,618,258
Belum Dicadangkan Unappropriated	(3,778,869,208)	-260.37%	(2,327,509,230)	1,451,359,978	2,007,018,315
Total	(2,293,710,502)	-24.86%	6,931,671,837	9,225,382,339	8,235,636,573

Penghasilan Komprehensif Lain

Penghasilan komprehensif lain tahun 2020 mencapai Rp(405,37) miliar, mengalami penurunan Rp337,64 miliar atau 498,54% jika dibanding tahun 2019 sebesar Rp(67,72) miliar.

Other Comprehensive Income

Other comprehensive income in 2020 was Rp (405.37) billion, decreased by Rp337.64 billion or 498.54% compared to 2019 of Rp(67.72) billion.

Ekuitas yang Diatribusikan ke Pemilik Entitas Induk

Ekuitas yang diatribusikan ke pemilik entitas induk di tahun 2020 sebesar Rp13.351 miliar menurun sebesar Rp2.624 miliar atau 16,42% dari Rp15.975 miliar di tahun 2019.

Equity Attributable to Owner of Parent Entity

Equity attributable to owners of the parent company in 2020 was Rp13,351 billion, decreased by Rp2,624 billion or 16.42% from Rp15,975 billion in 2019.

Kepentingan Nonpengendali

Kepentingan nonpengendali tahun 2020 dibukukan sebesar Rp4,54 miliar mengalami penurunan 17,39% atau Rp956,35 juta dibandingkan tahun 2019 sebesar Rp5,50 miliar.

Non-Controlling Interest

Non-controlling interests in 2020 were recorded at Rp4.54 billion, decreased by 17.39% or Rp956.35 million compared to 2019 of Rp5.50 billion.

Kepentingan Nonpengendali (Rp Ribu)

Non-Controlling Interests (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
PT Angkasa Pura Logistik	403,748	10.51%	4,244,271	3,840,523	3,485,904
PT Angkasa Pura Suport	(236,199)	-18.19%	1,062,112	1,298,311	1,261,563
PT Angkasa Pura Properti	(165,629)	-215.81%	(88,880)	76,749	75,986
PT Angkasa Pura Hotel	(958,273)	-338.85%	(675,469)	282,804	39,983
Total	(956,354)	-17.39%	4,542,034	5,498,388	4,863,436

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian Consolidated Statement Of Income and Other Comprehensive Income

Labarugi dan Penghasilan Komprehensif Lainnya (Rp Ribu)

Consolidated Statement of Income and Other Comprehensive Income (in thousand Rupiah)

Uraian	Pertumbuhan 2020 Growth 2020		2020	2019	2018	Description
	(Rp)	%				
PENDAPATAN USAHA						OPERATING REVENUES
Pendapatan Aeronautika	(3,161,891,734)	-63.54%	1,814,044,354	4,975,936,088	5,113,648,346	Aeronautical Income
Pendapatan Nonaeronautika	(1,850,544,383)	-50.62%	1,805,065,131	3,655,609,514	3,407,438,964	Non-Aeronautical Income
TOTAL	(5,012,436,117)	-58.07%	3,619,109,485	8,631,545,602	8,521,087,310	Total
Beban Operasional Bandara	37,795,049	1.15%	3,317,982,073	3,280,187,024	3,152,001,063	Airport Operating Expenses
Beban Pegawai	(394,137,372)	-24.78%	1,196,529,960	1,590,667,332	1,553,875,958	Employee Expenses
Beban Umum dan Administrasi	(279,195,849)	-27.10%	751,156,369	1,030,352,218	1,020,434,219	General and Administration Expenses

Uraian	Pertumbuhan 2020 Growth 2020		2020	2019	2018	Description
	(Rp)	%				
Beban Pemasaran	(17,249,346)	-58.19%	12,391,527	29,640,873	36,335,286	Marketing Expenses
Penghasilan Lain-Lain	1,694,881	1.33%	128,951,939	127,257,058	219,204,309	Other Income
Beban Lain-lain	88,681,632	86.27%	191,474,690	102,793,058	60,850,370	Other Expenses
LABA USAHA	(4,446,635,350)	-163.17%	(1,721,473,195)	2,725,162,155	2,916,794,696	OPERATING PROFIT
Penghasilan Keuangan	(27,203,627)	-13.72%	171,122,917	198,326,544	168,849,128	Financial Income
Beban Keuangan	390,335,847	45.37%	1,250,605,781	860,269,934	265,134,161	Financial Expenses
Bagian Laba Entitas Asosiasi	18,093,813	202.12%	27,045,950	8,952,137	2,552,006	Share in Profit of Associated Entity
LABA SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN	(4,882,268,637)	-237.66%	(2,828,002,009)	2,054,266,628	2,823,061,696	PROFIT BEFORE FINAL INCOME TAX AND CORPORATE INCOME TAX
Beban Pajak Final	(31,356,873)	-28.58%	78,374,510	109,731,383	128,127,639	Final Tax Expenses
LABA SEBELUM PAJAK PENGHASILAN BADAN	(4,850,911,764)	-249.46%	(2,906,376,519)	1,944,535,245	2,694,934,057	PROFIT BEFORE CORPORATE INCOME TAX
BEBAN PAJAK PENGHASILAN BADAN, BERSIH	85,645,296	17.40%	577,953,375	492,308,079	689,015,898	CORPORATE INCOME TAX EXPENSES, NET
LABA TAHUN BERJALAN	85,645,296	17.40%	577,953,375	492,308,079	689,015,898	PROFIT OF CURRENT YEAR
PENGHASILAN KOMPREHENSIF LAIN	(3,780,650,310)	-260.33%	(2,328,423,144)	1,452,227,166	2,005,918,159	OTHER COMPREHENSIVE INCOME
Pos yang Akan Direklasifikasikan ke Laba Rugi	<i>Items that will be Reclassified to Profit or Loss</i>					
Perubahan Nilai Wajar Aset Keuangan Tersedia Untuk Dijual	(9,991,376)	-81.27%	2,302,086	12,293,462	(2,769,906)	Changes in Fair Value of Financial Assets Available for Sale
Pos yang Tidak Akan Direklasifikasikan ke Laba Rugi	<i>Items that will not be Reclassified to Profit or Loss</i>					
Rugi Komprehensif Entitas Asosiasi			(1,463,257)	(2,466,064)	(1,551,197)	Comprehensive Loss of Associated Entity
Laba (rugi) Aktuarial Imbalan Kerja	1,002,807	-40.66%	(274,034,206)	(80,524,121)	(66,782,929)	Profit (Loss) of Actuarial Employee Benefits
PENGHASILAN (RUGI) KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK	(193,510,085)	240.31%	(273,195,377)	(70,696,723)	(71,104,028)	OTHER COMPREHENSIVE INCOME (LOSS) OF CURRENT YEAR AFTER TAX
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	(202,498,654)	286.43%	(2,601,618,522)	1,381,530,443	1,934,253,769	TOTAL COMPREHENSIVE INCOME OF CURRENT YEAR

Uraian	Pertumbuhan 2020 Growth 2020		2020	2019	2018	Description
	(Rp)	%				
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada:			<i>Profit of Current Year Attributable to:</i>			
Pemilik Entitas Induk	(3,778,869,208)	-260.37%	(2,327,509,230)	1,451,359,978	2,007,018,315	Owners of Parent Entity
Kepentingan Nonpengendali	(1,781,102)	-205.39%	(913,914)	867,188	(1,100,156)	Non-Controlling Interests
Total	(3,780,650,310)	-260.33%	(2,328,423,144)	1,452,227,166	2,005,918,159	Total
Total Penghasilan (rugi) Komprehensif Tahun Berjalan yang Dapat Diatribusikan Kepada:			<i>Total Comprehensive Income (Loss) of Current Year Attributable to:</i>			
Pemilik Entitas Induk	(3,981,375,187)	-288.36%	(2,600,701,727)	1,380,673,460	1,934,914,287	Owners of Parent Entity
Kepentingan Nonpengendali	(1,773,778)	-206.98%	(916,795)	856,983	(1,100,156)	Non-Controlling Interests
Total	(3,983,148,965)	-288.31%	(2,601,618,522)	1,381,530,443	1,933,814,131	Total
Laba Per Saham Dasar (angka penuh)	(589,121)	-260.37%	(362,856)	226,265	312,892	<i>Profit Per Basic Share (full amount)</i>
Laba Per Saham Dilusian (angka penuh)	(587,020)	-260.37%	(361,562)	225,458	303,655	<i>Profit Per Diluted Share (full amount)</i>

Pendapatan Usaha

Realisasi pendapatan usaha di tahun 2020 mengalami penurunan dengan nilai yang tercatat sebesar Rp3.619 miliar jika dibandingkan dengan pendapatan usaha pada tahun 2019 yaitu Rp8.632 miliar. Secara performa jumlah pendapatan tersebut berada di atas RKAP sebesar 8,17% atau setara dengan Rp 136,99 miliar. Tercapainya realisasi pendapatan usaha diakibatkan oleh diterbitkannya beberapa peraturan yang berdampak pada berangsur pulihnya penerbangan domestik. Selain itu, juga dipengaruhi dengan terealisasinya penyesuaian tarif PJP2U domestik di Bandara Internasional Yogyakarta - Kulon Progo, bandara Syamsudin Noor - Banjarmasin, dan Bandara Adi Soemarmo Solo.

Pendapatan aeronautika harus mengalami penurunan 63,54% dari tahun lalu yang sebesar Rp4.975 miliar menjadi Rp1.814 miliar di 2020. Penurunan ini dipengaruhi oleh pandemi COVID-19 yang mengakibatkan adanya pembatasan pergerakan masyarakat dengan moda transportasi udara. Pandemi juga berdampak pada pendapatan nonaeronautika. Per akhir 2020, pendapatan nonaeronautika tercatat Rp1.805 miliar, atau turun 50,62% jika dibandingkan perolehan tahun 2019 yang sebesar Rp3.655 miliar.

Operating Revenues

Realization of operating income in 2020 was Rp3,619 billion, the figure decreased compared to operating income in 2019 of Rp8,632 billion. In terms of performance, total revenue was above the RKAP of 8.17% or Rp136.99 billion. Realization of operating revenue target has been achieved due to the issuance of several regulations which had an impact on the gradual recovery of domestic flights. In addition, it was also influenced by the realization of domestic PJP2U tariff adjustment at Yogyakarta International Airport in Kulon Progo, Syamsudin Noor Airport in Banjarmasin, and Adi Soemarmo Airport in Solo.

Aeronautical revenue decreased by 63.54% compared to the previous year, from Rp4,975 billion in 2019 to Rp1,814 billion in 2020. The decrease was due to the COVID-19 pandemic which resulted in restrictions on people movement using air transportation modes. The pandemic also had an impact on non-aeronautical income. As of the end of 2020, non-aeronautical revenue was recorded at Rp1,805 billion, or decreased by 50.62% compared to non-aeronautical revenue in 2019 of Rp3,655 billion.

Pendapatan Usaha (Rp Ribu)

Operating Revenues (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pendapatan Aeronautika Aeronautical Income	(3,161,891,734)	-63.54%	1,814,044,354	4,975,936,088	5,113,648,346
Pendapatan Non Aeronautika Non-Aeronautical Income	(1,850,544,383)	-50.62%	1,805,065,131	3,655,609,514	3,407,438,964
Jumlah Pendapatan Usaha <i>Total Operating Revenues</i>	(5,012,436,117)	-58.07%	3,619,109,485	8,631,545,602	8,521,087,310

Beban Usaha

Penurunan beban usaha sepanjang tahun 2020 sebesar Rp565,8 miliar atau 9,58%, dari Rp5.906 miliar di 2019 menjadi Rp5.341 miliar di 2020. Penurunan tersebut berasal dari penurunan beban operasional bandara karena tidak terealisasinya pekerjaan perbaikan permukaan landasan, pengecatan markah runway, rubber deposit di Bandara Sultan Hasanuddin Makassar, kondisi apron di Bandara SAMS Sepinggan Balikpapan yang masih baik sehingga tidak diperlukan perbaikan dan program pemeliharaan yang bersifat *corrective*, serta penerapan *cost leadership* dalam upaya efisiensi biaya.

Operating Expenses

Operating expenses in 2020 decreased by Rp565.8 billion or 9.58%, from Rp5,906 billion in 2019 to Rp5,341 billion in 2020. The decrease came from a decrease in airport operating expenses due to unrealized repair work on runway surface, painting of runway markings, rubber deposits at Sultan Hasanuddin Airport in Makassar, good condition of Apron at SAMS Sepinggan Airport in Balikpapan that did not require corrective repairs and maintenance programs, and implementation of cost leadership in cost efficiency efforts.

Beban Usaha (Rp Ribu)

Operating Expenses (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Beban Operasional Bandara Airport Operating Expenses	37,795,049	1.15%	3,317,982,073	3,280,187,024	3,152,001,063
Beban Pegawai Employee Expenses	(394,137,372)	-24.78%	1,196,529,960	1,590,667,332	1,553,875,958
Beban Umum dan Administrasi General and Administration Expenses	(279,195,849)	-27.10%	751,156,369	1,030,352,218	1,020,434,219
Beban Pemasaran Marketing Expenses	(17,249,346)	-58.19%	12,391,527	29,640,873	36,335,286
Beban (Penghasilan) Lain-lain Other (Income) Expenses	86,986,751	-355.57%	62,522,751	(24,464,000)	(158,353,939)
Jumlah Beban Usaha <i>Total Operating Expenses</i>	(565,800,767)	-9.58%	5,340,582,680	5,906,383,447	5,604,292,614

Laba Usaha

Laba usaha mengalami penurunan sebesar Rp4.447 miliar dari Rp2.725 miliar di 2019 menjadi (Rp1.721) miliar pada 2020. Penurunan tersebut diakibatkan adanya pandemi COVID-19 yang menyebabkan turunnya pergerakan penumpang, serta tidak beroperasinya penerbangan internasional hampir di seluruh bandara PT Angkasa Pura I (Persero).

Operating Profit

Operating profit decreased by Rp4,447 billion from Rp2,725 billion in 2019 to (Rp1,721) billion in 2020. The decrease was due to a decrease in passenger movements and non-operation of international flights in almost all PT Angkasa Pura I (Persero) airports as a result of the COVID-19 pandemic.

Laba Usaha (Rp Ribu)

Operating Profit (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pendapatan Usaha Operating Revenues	(5,012,436,117)	-58.07%	3,619,109,485	8,631,545,602	8,521,087,310
Beban Usaha Operating Expenses	(565,800,767)	-9.58%	5,340,582,680	5,906,383,447	5,604,292,614
Laba Usaha Operating Profit	(4,446,635,350)	-163.17%	(1,721,473,195)	2,725,162,155	2,916,794,696

Penghasilan Keuangan

Penghasilan keuangan Angkasa Pura I tahun 2020 tercatat sebesar Rp171,12 miliar, menurun Rp27,20 miliar atau 13,72% dibandingkan tahun 2019 sebesar Rp198,32 miliar. Penurunan tersebut berasal dari pencairan deposito dan reksa dana yang mengakibatkan berkurangnya pendapatan instrumen keuangan di tahun 2020.

Financial Income

The financial income of PT Angkasa Pura I (Persero) in 2020 was recorded at Rp171.12 billion, decreased by Rp27.20 billion or 13.72% compared to Rp198.32 billion in 2019. The decrease came from the disbursement of deposits and mutual funds resulting in reduced income for financial instruments in 2020.

Penghasilan Keuangan (Rp Ribu)

Financial Income (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Bunga Deposito Deposit Interest	(22,144,350)	-13.85%	137,778,273	159,922,623	136,014,317
Jasa Giro Giro Service	(7,522,532)	-35.33%	13,769,417	21,291,949	21,921,859
Bunga Obligasi dan Reksa Dana Bond and Mutual Fund Interest	2,463,255	14.39%	19,575,227	17,111,972	10,912,952
Total	(27,203,627)	-13.72%	171,122,917	198,326,544	168,849,128

Beban Keuangan

Beban keuangan tahun 2020 sebesar Rp1.251 miliar meningkat Rp390,34 miliar atau 45,37% dibandingkan tahun 2019 sebesar Rp860,26 miliar. Hal ini disebabkan oleh realisasi bunga pinjaman atas proyek pembangunan bandara yang naik cukup signifikan pada tahun 2020 karena beberapa proyek pembangunan bandara selesai selama tahun 2020. Selain itu, peningkatan beban keuangan juga disebabkan beban bunga atas sewa dampak dari penerapan PSAK 73.

Financial Expenses

The financial expenses in 2020 was Rp1,251 billion, increased by 390.34 billion or 45.37% compared to 2019 of Rp860.26 billion. This was due to a significant increase in the realization of loan interest on airport construction projects in 2020 because several airport construction projects were completed in 2020. In addition, the increase in financial costs was due to interest expense on leases as a result of the implementation of PSAK 73.

Beban Keuangan (Rp Ribu)

Financial Expenses (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Bunga Pinjaman Bank dan Obligasi Interest of Bank Loan and Bonds	359,461,979	41.94%	1,216,469,156	857,007,177	262,568,530
Beban Bunga Sewa Interest Expenses on Lease	29,645,182	100%	29,645,182	-	-
Beban Administrasi bank Bank Administrative Expenses	1,228,686	37.66%	4,491,443	3,262,757	2,565,631
Total	390,335,847	45.37%	1,250,605,781	860,269,934	265,134,161

Bagian Laba Entitas Asosiasi

Bagian laba entitas asosiasi tahun 2020 sebesar Rp(17,97) miliar, menurun Rp9,02 miliar dibandingkan tahun 2019 sebesar Rp(8,95) miliar. Penurunan tersebut disebabkan karena turunnya performa dari entitas tersebut akibat dari pandemi COVID-19.

Share in Profit of Associated Entities

The share in profit of associated entities in 2020 was Rp(17.97) billion, decreased by Rp9.02 billion compared to 2019 of Rp(8.95) billion. The decrease was due to the decrease in the performance of associated entities as a result of the COVID-19 pandemic.

Bagian Laba Entitas Asosiasi (Rp Ribu)

Share in Profit of Associated Entities (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
PT Gapura Angkasa	(8,527,484)	505.44%	(10,214,611)	(1,687,127)	6,747,571
PT Jasa Marga Bali Tol	(491,409)	6.76%	(7,756,419)	(7,265,010)	(4,195,565)
Total	(9,018,893)	100,75%	(17,971,030)	(8,952,137)	2,552,006

Labu Sebelum Pajak Final dan Pajak Penghasilan Badan

Tahun 2020 rugi sebelum pajak final dan pajak penghasilan badan tercatat sebesar Rp2.828 miliar. Turun sebesar Rp4.882 miliar atau 237,66% dibandingkan dengan tahun 2019 sebesar Rp2.054 miliar. Penurunan tersebut sejalan dengan penurunan laba usaha.

Profit Before Final Tax and Corporate Income Tax

Loss before final tax and corporate income tax in 2020 was recorded at Rp2,828 billion, decreased by Rp435.63 billion or 64.93% compared to 2019 of Rp2,054 billion. The decrease was in line with the decrease in operating profit.

Laba Sebelum Pajak Final dan Pajak Penghasilan Badan (Rp Ribu)*Profit Before Final Tax and Corporate Income Tax (in thousand Rupiah)*

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Laba Usaha Operating Profit	(4,446,635,350)	-163.17%	(1,721,473,195)	2,725,162,155	2,916,794,696
Pendapatan (Beban) Nonusaha Non-Operating Income (Expenses)	(435,633,287)	64.93%	(1,106,528,814)	(670,895,527)	(93,733,027)
Laba Sebelum Pajak Penghasilan Profit (Loss) Before Income Tax	(4,882,268,637)	-237.66%	(2,828,002,009)	2,054,266,628	2,823,061,669

Beban Pajak Penghasilan Badan, Bersih

Manfaat pajak penghasilan badan bersih tahun 2020 sebesar Rp577,95 miliar, menurun 217,40% dibandingkan tahun 2019 sebesar Rp492,30 miliar. Penurunan tersebut sejalan dengan penurunan laba sebelum pajak penghasilan.

Corporate Income Tax Expense, Net

Net corporate income tax benefits in 2020 was Rp577.95 billion, decreased by 217.40% compared to 2019 of Rp492.30 billion. The decrease was in line with the decrease in profit before income tax.

Beban Pajak Penghasilan Badan, Bersih (Rp Ribu)*Corporate Income Tax Expense, Net (in thousand Rupiah)*

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pajak Kini Current Tax	(482,279,914)	-100%	-	482,279,914	534,786,962
Pajak Tanggahan Deferred Tax	(587,981,540)	-5863.30%	(577,953,375)	10,028,165	154,228,936
Beban Pajak Penghasilan Badan, Bersih Corporate Income Tax Expense (Benefit), Net	(1,070,261,454)	-217.40%	(577,953,375)	492,308,079	689,015,898

Laba Tahun Berjalan

Laba tahun berjalan mengalami penurunan sebesar Rp3.780 miliar atau 260,33%, dari Rp1.452 miliar di 2019 menjadi rugi Rp2.328 miliar di 2020. Penurunan ini disebabkan oleh adanya pandemi COVID-19 di Indonesia yang menyebabkan turunnya pergerakan penumpang, sehingga berdampak pada penurunan laba tahun berjalan.

Current Year Profit

Current year profit decreased by Rp3,780 billion or 260.33%, from Rp1,452 billion in 2019 to a loss of Rp2,328 billion in 2020. The decrease was caused by the COVID-19 pandemic in Indonesia causing a decrease in passenger movements, resulting in a decrease in the current year's profit.

Laba Tahun Berjalan (Rp Ribu)*Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020*

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	(4,882,268,637)	-237.66%	(2,828,002,009)	2,054,266,628	2,823,061,669
Beban Pajak Final Final Tax Expense	(31,356,873)	-28.58%	78,374,510	109,731,383	128,127,612
Beban Pajak Penghasilan Badan, Bersih Corporate Income Tax Expense, Net	(1,070,261,454)	-217.40%	(577,953,375)	492,308,079	689,015,898
Laba tahun Berjalan Current Year Profit	(3,780,650,310)	-260.33%	(2,328,423,144)	1,452,227,166	2,005,918,159

Laba Tahun Berjalan yang Dapat Diatribusikan

Laba (rugi) tahun berjalan yang dapat diatribusikan di tahun 2020 dibukukan sebesar Rp(2.328) miliar atau mengalami penurunan sebesar Rp3.781 miliar yang setara dengan 260,33% jika dibandingkan dengan tahun 2019 yaitu Rp1.451 miliar.

Current Year Attributable Profit

Current year attributable profit in 2020 was recorded at Rp(2,328) billion, decreased by Rp3,781 billion or 260.33% compared to 2019 of Rp1,451 trillion.

Laba Tahun Berjalan yang dapat Diatribusikan (Rp Ribu)

Current Year Attributable Profit (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Laba tahun berjalan yang diatribusikan kepada Pemilik Entitas Induk Current year profit attributable to Owners of Parent Entity	(3,778,869,208)	(260,37%)	(2,327,509,230)	1,451,359,978	2,007,018,315
Laba tahun berjalan yang diatribusikan Kepentingan Non Pengendali Current year profit attributable to Non-Controlling Interest	(1,781,102)	-205.39%	(913,914)	867,188	(1,100,156)
Jumlah Total	(3,780,650,310)	-260.33%	(2,328,423,144)	1,452,227,166	2,005,918,159

Penghasilan (Rugi) Komprehensif Lain Tahun Berjalan Setelah Pajak

Penghasilan (rugi) komperensif lain tahun berjalan setelah pajak mengalami penurunan sebesar Rp202,50 miliar atau menurun 286,43% dari kerugian komprehensif sebesar Rp70,70 miliar pada tahun 2019 menjadi Rp273,20 miliar pada tahun 2020.

Other Comprehensive Income (Loss) in Current Year After Taxes

Other comprehensive income (loss) in current year after taxes decreased by Rp202.50 million or 286.43%, from comprehensive loss of Rp70.70 billion in 2019 to Rp273.20 billion in 2020.

Penghasilan (Rugi) Komprehensif (Rp Ribu)

Other Comprehensive Income (Loss) (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pos-Pos yang Akan Direklasifikasi ke Laba Rugi 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	(9,991,376)	-81.27%	2,302,086	12,293,462	(2,769,906)
Pos-Pos yang Tidak Akan Direklasifikasi ke Laba Rugi Items that will not be Reclassified to Profit or Loss					
Rugi Komprehensif Entitas Asosiasi Comprehensive Loss of Associated Entities	1,002,807	-40.66%	(1,463,257)	(2,466,064)	(1,551,197)
Laba (rugi) Aktuarial Imbalan Kerja Actuarial Profit (loss) for Employee Benefits	(193,510,085)	240.31%	(274,034,206)	(80,524,121)	(66,782,925)
Penghasilan (Rugi) Komprehensif Lain Tahun Berjalan Setelah Pajak Other Comprehensive Income (Loss) in Current Year After Taxes	(202,498,654)	286.43%	(273,195,377)	(70,696,723)	(71,104,028)

Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan

Terdapat penurunan terhadap total penghasilan komprehensif tahun berjalan yang dapat diatribusikan sebesar Rp3.983 miliar atau 288,31%. Di tahun 2019 penghasilan komprehensif tahun berjalan yang dapat diatribusikan mencapai Rp1.381 miliar, sementara di tahun 2020 rugi Rp2.602 miliar.

Current Year Attributable Comprehensive Income

Total current year attributable comprehensive income decreased by Rp3,983 billion or 288.31%. Current year attributable comprehensive income in 2019 was Rp1,381 billion. Meanwhile in 2020, the Company experienced the current year comprehensive loss of Rp2,602 billion.

Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan (Rp Ribu)

Current Year Attributable Comprehensive Income (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pemilik Entitas Induk Owners of Parent Entity	(3,745,070,480)	-258.04%	(2,293,710,502)	1,451,359,978	1,935,914,287
Kepentingan Non Pengendali Non-Controlling Interest	(1,781,102)	-205.39%	(913,914)	867,188	(1,100,156)
Jumlah Total	(3,780,650,310)	-260.33%	(2,328,423,144)	1,452,227,166	2,005,918,159

Laba Bersih Per Saham Dasar

Laba (rugi) bersih per saham dasar tercatat sebesar (Rp362.856) perakhir 2020. Hal tersebut menandakan bahwa laba bersih per saham dasar mengalami penurunan sebesar Rp589.121 atau 260,37% dibandingkan dengan tahun 2019 yang mencapai Rp226.265.

Basic Earnings Per Share

As of the end of 2020, basic net loss per share was recorded at Rp362,856. This indicates that basic earnings per share decreased by Rp589,121 or 260.37% compared to 2019 of Rp226,265.

Laba Bersih Per Saham Dasar

Basic Earnings Per Share (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Laba Bersih Per Saham Dasar Basic Earnings Per Share	(589,121)	-260.37%	(362,856)	226,265	312,892

Laba Bersih Per Saham Dilusian

Total laba bersih per saham dilusian mengalami penurunan sebesar Rp587.020 atau 260,37% dari Rp225.458 di 2019 menjadi rugi Rp361.562 di 2020 sejalan dengan penurunan laba tahun berjalan.

Diluted Earnings Per Share

Total diluted earnings per share decreased by Rp587,020 or 260.37%, from Rp225,458 in 2019 to a loss of Rp361,562 in 2020. The decrease was in line with the decrease in the currency year earnings.

Laba Bersih Per Saham Dilusian

Diluted Earnings Per Share (in thousand Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Laba Bersih Per Saham Dilusian Diluted Earnings Per Share	(587,020)	-260.37%	(361,562)	225,458	303,655

Laporan Arus Kas Konsolidasian

Consolidated Cash Flow Statement

Laporan arus kas Angkasa Pura I menggambarkan pertumbuhan yang negatif dengan capaian Rp4.041 miliar pada tahun 2020. Pertumbuhan negatif tersebut disebabkan oleh arus kas negatif dari aktivitas operasi yang merupakan bagian dari dampak pandemi COVID-19. Pertumbuhan negatif arus kas dari aktivitas operasi di tahun 2020 mencapai -348% dibandingkan tahun 2019. Hal tersebut disebabkan oleh penurunan penerimaan dari pelanggan yang sangat signifikan karena adanya pembatasan mobilitas masyarakat, sehingga berdampak pada penurunan traffic (penumpang, pesawat dan kargo), sedangkan biaya operasional bandara tetap harus dijalankan. Selain itu, juga terdapat arus kas negatif dari aktivitas investasi. Pada tahun 2020, arus kas dari aktivitas investasi mengalami pertumbuhan negatif sebesar -61% disebabkan oleh penurunan arus kas untuk investasi dalam aset tetap.

Cash flow statement of PT Angkasa Pura I (Persero) indicated negative growth of Rp4,041 billion in 2020. This negative growth was due to negative cash flow from operating activities as part of the impact of the COVID-19 pandemic. The negative growth in cash flow from operating activities in 2020 was -348% compared to 2019. This was due to a highly significant decrease in revenue from customers due to restrictions on community mobility resulting in a decrease in traffic (passengers, aircrafts and cargos), while operational costs of airport remained fixed. In addition, the Company recorded negative cash flows from investing activities. In 2020, cash flow from investing activities experienced negative growth of -61% due to a decrease in cash flow for investment in fixed assets.

Laporan Arus Kas Konsolidasian (Rp Ribu)

Consolidated Cash Flow Statement (in thousand of Rupiah)

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	(5,458,386,301)	-348.79%	(3,888,923,779)	1,569,462,522	3,028,460,823
Arus Kas dari Aktivitas Investasi Cash Flow from Investment Activities	5,991,765,182	-61.17%	(3,804,023,312)	(9,795,788,494)	(5,852,266,973)
Arus Kas dari Aktivitas Pendanaan Cash Flow from Funding Activities	(6,905,549,632)	-65.38%	3,656,067,017	10,561,616,649	1,773,066,956
Dampak Bersih Perubahan Nilai Tukar atas Kas dan Setara Kas Net Impact of Changes in Exchange Rates on Cash and Cash Equivalents	(30,492,356)	-115.07%	(3,993,241)	26,499,115	53,767,028
Penurunan Bersih Kas dan Setara Kas Decreasing Net Cash and Cash Equivalents	(6,402,663,107)	-271.09%	(4,040,873,315)	2,361,789,792	(996,972,166)
Kas dan Setara Kas Awal Tahun Early Year Cash and Cash Equivalents	2,361,789,792	75.00%	5,510,903,592	3,149,113,800	4,146,085,966
Kas dan Setara Kas Akhir Tahun Year-End Cash and Cash Equivalents	(4,040,873,315)	-73.33%	1,470,030,277	5,510,903,592	3,149,113,800

Arus Kas dari Aktivitas Operasi

Total arus kas dari aktivitas operasi dicatatkan Perseroan sebesar Rp3.889 miliar pada tahun 2020. Dengan demikian, total arus kas dari aktivitas operasi menunjukkan angka penurunan sebesar Rp5,44 triliun atau -351% jika dibandingkan dengan tahun 2019 yang dibukukan sebesar Rp1.569 miliar. Penyebab turunnya total arus kas dari aktivitas operasi adalah penurunan arus kas penerimaan dari pelanggan sebesar Rp5.088 miliar atau sebesar -60% sebagai dampak pandemi COVID-19. Sedangkan arus kas pembayaran biaya operasional kepada pemasok dan pembayaran beban bunga mengalami peningkatan masing-masing sebesar 11% dan 44% dibandingkan tahun 2019.

Cash Flow From Operating Activities

The Company recorded total cash flow from operating activities of Rp3,889 billion in 2020. Thus, total cash flow from operating activities indicated a decrease of Rp5.44 trillion or -351% compared to 2019 which was recorded at Rp1.569 billion. The decrease in total cash flow from operating activities was due to a decrease in cash flow received from customers by Rp5.09 trillion or -60% as a result of the COVID-19 pandemic. Meanwhile, cash flow for payment of operational costs to suppliers and payment of interest expenses increased by 11% and 44%, respectively compared to 2019.

Kas Bersih yang diperoleh dari Aktivitas Operasi (Rp Ribu)

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Penerimaan dari pelanggan Receipts from customers	(5,087,892,737)	-59.91%	3,404,554,885	8,492,447,622	8,384,535,713
Pembayaran Kas Kepada Pemasok, Kontraktor, Pihak Ketiga Lainnya dan Karyawan Cash payments to Suppliers, Contractors, Other Third Parties and Employees	546,361,821	10.61%	(5,694,079,436)	(5,147,717,615)	(4,347,293,407)
Pembayaran Beban Bunga Payment of interest expense	(382,964,725)	43.85%	(1,256,317,690)	(873,352,965)	(262,568,530)
Pendapatan Bunga Interest Income	(27,203,627)	-13.72%	171,122,917	198,326,544	168,849,132
Pembayaran Pajak Tax Payment	554,554,205	-51.89%	(514,204,455)	(1,100,241,064)	(915,062,085)
Kas Bersih Yang Diperoleh Dari Aktivitas Operasi Net Cash Obtained From Operating Activities	(5,438,195,870)	-351.02%	(3,888,923,779)	1,569,462,522	3,028,460,823

Arus Kas untuk Aktivitas Investasi

Arus kas bersih yang dimanfaatkan sebagai aktivitas investasi tercatat sebesar Rp3.804 miliar pada 2020. Mengalami penurunan sebesar Rp5.992 miliar atau 61,17% jika dibandingkan dengan tahun 2019 yang dicatatkan sebesar Rp9.795 miliar. Terdapat penurunan investasi yang dilakukan Angkasa Pura I di tahun 2020. Di tahun 2020 investasi direalisasikan berdasarkan skala prioritas serta menyesuaikan dengan kemampuan pendanaan Perusahaan di masa pandemi COVID-19. Selain itu, untuk memenuhi kebutuhan investasi dan operasional Perusahaan, pada tahun 2020, Perusahaan lebih banyak melakukan pencairan beberapa investasi baik di investasi reksadana maupun deposito dibandingkan pengeluaran untuk Investasi, sehingga terdapat pertumbuhan negatif dari pengeluaran untuk investasi jangka pendek sebesar -403%.

Cash Flow for Investment Activities

PT Angkasa Pura I (Persero) recorded net cash flows for investment activities of Rp3,804 billion in 2020. The figure decreased by Rp5,992 billion or 61.17% compared to 2019 which was recorded at Rp9,795 billion. The Company recorded a decrease in investment in 2020. In 2020, investment was realized based on a priority scale and adjusted to the Company's funding capacity during the COVID-19 pandemic. In addition, to meet the investment and operational needs of the Company in 2020, the Company made more disbursements of several investments, both in Mutual Funds and Deposits compared to expenditures on investments, resulting in a negative growth of expenditures for short-term investments of -403%.

Arus Kas untuk Aktivitas Investasi (Rp Ribu)*Cash Flow For Investment Activities (in thousand Rupiah)*

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Pengeluaran untuk Investasi Jangka Pendek <i>Expenditure for Short-Term Investments</i>	757,502,359	-403.45%	569,746,828	(187,755,531)	(71,000,806)
Pengeluaran untuk Investasi Jangka Panjang <i>Expenditure for Long-Term Investments</i>	20,541,564	-171.38%	8,555,370	(11,986,194)	(13,361,105)
Penambahan Aset Tetap <i>Addition of Fixed Assets</i>	5,213,721,259	-54.33%	(4,382,325,510)	(9,596,046,769)	(5,767,905,062)
Penambahan Aset Lain-Lain <i>Addition of Other Assets</i>	-	-	-	-	-
Kas Bersih yang Digunakan untuk Aktivitas Investasi <i>Net Cash Used for Investment Activities</i>	5,991,765,182	-61.17%	(3,804,023,312)	(9,795,788,494)	(5,852,266,973)

Arus Kas dari Aktivitas Pendanaan

Arus kas dari aktivitas pendanaan yang diperoleh Angkasa Pura I sepanjang tahun 2020 mencapai Rp3.656 miliar yang mengalami penurunan jika dibandingkan dengan tahun 2019 sebesar Rp10.562 miliar. Adapun penurunan yang terjadi antara tahun 2019 hingga 2020 sebesar Rp6.906 miliar atau setara dengan -65%. Penurunan yang paling signifikan adalah arus kas penerimaan pinjaman jangka panjang sebesar -62% dibandingkan tahun 2019 yang sejalan dengan penurunan arus kas pengeluaran untuk investasi aset tetap pada aktivitas investasi. Selain itu, terdapat penurunan dari arus kas pembayaran dividen sebesar -88% yang disebabkan oleh tidak adanya pembagian dividen kepada pemegang saham Perusahaan induk.

Cash Flow From Funding Activities

PT Angkasa Pura I (Persero) obtained cash flows from funding activities of Rp3.66 trillion. The figure experienced a decrease compared to 2019 of Rp10.56 trillion. The decrease from 2019 to 2020 was Rp6.90 trillion or -65%. The most significant decrease was cash flow of long-term loan receipts of -62% compared to 2019, which was in line with a decrease in cash flow of fixed asset investment expenditures in investing activities. In addition, the Company recorded a decrease in cash flow of dividend payments of -88% due to the absence of dividend distribution to the shareholders of the parent company.

Arus Kas dari Aktivitas Pendanaan (Rp Ribu)*Cash Flow from Funding Activities (in thousand Rupiah)*

Uraian Description	Pertumbuhan 2020 Growth 2020		2020	2019	2018
	(Rp)	%			
Penerimaan Pinjaman Jangka Panjang <i>Long-Term Loan Receipt</i>	(7,357,504,702)	-62.41%	4,430,576,015	11,788,080,717	2,746,981,235
Pembayaran Pinjaman Jangka Panjang <i>Payment for Long-Term Loan</i>	45,802,801	-5.99%	(719,047,055)	(764,849,856)	(690,198,279)
Pembayaran Dividen <i>Dividend Payment</i>	461,614,212	-100%	-	(461,614,212)	(283,716,000)
Pembayaran Liabilitas Sewa <i>Lease Liability Payment</i>	(55,461,943)	100%	(55,461,943)	-	-
Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan <i>Net Cash Obtained (Used) From Funding Activities</i>	(6,905,549,632)	-65.38%	3,656,067,017	10,561,616,649	1,773,066,956

Tingkat Kesehatan Soundness Level

Penilaian tingkat kesehatan Angkasa Pura I pada tahun 2020 yaitu Sehat kategori "A" dengan pencapaian nilai sebesar 66,00. Pencapaian Tingkat Kesehatan Perusahaan didukung oleh berbagai realisasi kinerja sepanjang tahun 2020, yang diukur berdasarkan tiga aspek utama, yaitu:

1. Kinerja Aspek Keuangan
Kinerja aspek keuangan Angkasa Pura I mencapai skor 18,00 memenuhi target yang ditetapkan yakni sebesar 18,00. Pencapaian kinerja aspek keuangan tersebut tercermin dari pencapaian Laba (Rugi) dan Neraca Perusahaan.
2. Kinerja Aspek Operasional
Berdasarkan Surat Keputusan Menteri BUMN No. KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara, Angkasa Pura I diberikan kebebasan untuk menentukan indikator yang dinilai, jumlah indikator, dan penilaian indikator untuk Aspek Operasional. Berdasarkan Surat dari Menteri Badan Usaha Milik Negara Nomor: S-1114/MBU/12/2020 Tanggal 01 Desember 2020 Perihal Persetujuan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Angkasa Pura I (Persero) Tahun 2020, indikator aspek operasional Angkasa Pura I yaitu *Customer Satisfaction Index* (CSI), tingkat pelayanan yang terdiri dari Pemeriksaan *Security* di Terminal dan Fasilitas Umum serta Pengembangan Fasilitas dan Investasi. Pencapaian Kinerja Aspek Operasional Angkasa Pura I mencapai skor 34,00 berada di bawah target yang ditetapkan yakni sebesar 35,00.
3. Kinerja Aspek Administrasi
Kinerja Aspek Administrasi Angkasa Pura I mencapai skor 14,00 memenuhi target yang ditetapkan sebesar 14,00. Indikator Aspek Administrasi meliputi ketepatan laporan perhitungan tahunan, rancangan anggaran, laporan periodik dan kinerja PUKK (Pembinaan Usaha Kecil dan Koperasi).

PT Angkasa Pura I (Persero)'s soundness level in 2020 fell into the category "A" with a score of 66.00. The Company can obtained a good soundness level because it is supported by various realizations of performance throughout 2020, which was measured based on 3 (three) main aspects, as follows:

1. *Financial Performance*
The performance of the financial aspects of Angkasa Pura I reached a score of 18.00 meet the set target of 18.00. The performance achievement in the financial aspect is reflected in the achievement of Profit (Loss) and the Company's Balance Sheet.
2. *Operational Performance*
Based on the Decree of the Minister of BUMN No. KEP-100 /MBU / 2002 dated 4 June 2002 concerning Level AssessmentHealth of State Owned Enterprises, Angkasa Pura I given the freedom to determine which indicators assessed, the number of indicators, and the assessment of the indicators for Operational Aspects. Based on a letter from the Minister of the Agency State Owned Enterprises Number: S-1114 / MBU / 12/2020 Dated 01 December 2020 Regarding Approval of Plan Revisions Work and Corporate Budget (RKAP) of PT Angkasa Pura I (Persero) Year 2020, an indicator of the operational aspects of Angkasa Pura I is the Customer Satisfaction Index (CSI), level services consisting of Security Check in Terminal and Public Facilities and Facility Development and Investation. Achievement of Aerospace Operational Aspects Performance Pura I reached a score of 34.00 which is below the target is determined which is equal to 35.00.
3. *Administrative Performance*
Performance of the Administrative Aspects of Angkasa Pura I achieved a score 14.00 meets the target set at 14.00. Administrative Aspect indicators include the accuracy of the report annual calculations, draft budgets, periodic reports and the performance of PUKK (Small Business Development and Cooperatives).

Tingkat Kesehatan PT Angkasa Pura I (Persero) tahun 2020

Soundness Level of PT Angkasa Pura I (Persero) in 2020

	Indikator Indicator	Bobot Weight	Nilai 2020 2020 Value		Skor 2020 2020 Score	
			RKAP	Realisasi Realization	RKAP	Realisasi Realization
A. Aspek keuangan <i>Financial Aspect</i>						
1.	Imbalan kepada pemegang saham (ROE) <i>Return on Equity (ROE) of shareholders</i>	15	-52.60	-20.59	1.00	1.00
2.	Imbalan investasi (ROI) <i>Return on Investment (ROI)</i>	10	-1.99	-0.90	0.00	0.00
3.	Rasio Kas <i>Cash Ratio</i>	3	60.48	32.86	3.00	2.50
4.	Rasio Lancar <i>Current Ratio</i>	4	98.57	81.46	1.50	0.00
5.	<i>Collection Periods</i>	4	50	57	4.00	4.00
6.	Perputaran Persediaan <i>Inventory Turnover</i>	4	7	3	4.00	4.00
7.	Perputaran Total Aset <i>Total Asset Turnover</i>	4	10.72	9.68	0.50	0.50
8.	Rasio Modal Sendiri <i>Own Equity Ratio</i>	6	29.43	31.37	4.00	6.00
Jumlah aspek keuangan <i>Total</i>		50			18.00	18.00
B. Aspek operasional <i>Operational Aspect</i>						
1.	Customer Satisfaction Index (CSI)	15	4.30	4.70	15.00	15.00
2.	Tingkat Pelayanan <i>Service Level</i>					
a. Pemeriksaan Security di Terminal <i>Security Check in Terminal</i>						
i. Kondisi Normal <i>Normal Condition</i>		2.5	00:03:00	00:00:27	2.50	2.50
ii. Kondisi Khusus <i>Special Condition</i>		2.5	00:08:00	00:01:24	2.50	2.50
b. Fasilitas Umum <i>Public Facility</i>						
i. Kebersihan Bandara <i>Toilet Cleanliness</i>		2.5	4.59	4.74	2.50	2.50
3.	Tingkat Kesejukan Ruangan <i>Tingkat Kesejukan Ruangan</i>	2.5	95.00	95.00	2.50	2.50
4. Pengembangan Fasilitas dan Investasi <i>Facility Development and Investment</i>						
a. Pencapaian tingkat daya serap program <i>Achievement Rate of Absorptive Capacity of the Program</i>		5	100.00	91.33	5.00	4.00
b. Pencapaian fisik investasi <i>Physical achievement of investment</i>		5	60.00	90.86	5.00	5.00
Jumlah aspek operasional <i>Total</i>		35			35.00	34.00

Indikator Indicator	Bobot Weight	Nilai 2020 2020 Value		Skor 2020 2020 Score	
		RKAP	Realisasi Realization	RKAP	Realisasi Realization
C. Aspek administrasi <i>Administrative Aspect</i>					
1. Laporan perhitungan tahunan 2019 <i>2019 Annual Calculation Statement</i>	3	28/02/2020	29/02/2020	3.00	3.00
2. Rancangan RKAP 2021 <i>Design of RKAP 2021</i>	3	31/10/2020	14/10/2020*	3.00	3.00
3. Laporan periodik <i>Periodic Statement</i>	3	1 Bulan setelah periode	1 Bulan setelah periode	3.00	3.00
4. Kinerja PUKK <i>Performance of PUKK</i>					
a. Efektivitas penyaluran dana <i>Effectiveness of fund disbursement</i>	3	100.00	98.57	3.00	3.00
b. Tingkat kolektibilitas penyaluran <i>Collectibility level of distribution</i>	3	60.00	62.42	2.00	2.00
Jumlah aspek administrasi <i>Total</i>	15			14.00	14.00
Jumlah A + B + C <i>Total</i>	100			67.00	66.00
	KATEGORI <i>Category</i>			SEHAT (A) <i>Healthy (A)</i>	SEHAT (A) <i>Healthy (A)</i>

Catatan*): Merupakan tanggal penyampaian usulan RKAP Tahun 2021 PT Angkasa Pura I (Persero) sesuai dengan surat PT Angkasa Pura I (Persero) No. API.6516/KU.01.01/2020/DU-B kepada Menteri Badan Usaha Milik Negara tanggal 14 Oktober 2020.

Catatan*): Merupakan tanggal penyampaian usulan RKAP Tahun 2021 PT Angkasa Pura I (Persero) sesuai dengan surat PT Angkasa Pura I (Persero) No. API.6516/KU.01.01/2020/DU-B kepada Menteri Badan Usaha Milik Negara tanggal 14 Oktober 2020.

Rasio Keuangan Financial Ratio

Angkasa Pura I mencatat penurunan untuk beberapa kinerja keuangan di tahun 2020. Rasio lancar berada di angka 67,18% yang artinya aset lancar yang dimiliki Perusahaan hanya mampu melunasi 67,18% dari total kewajiban lancar yang akan jatuh tempo. Rasio laba terhadap aset berada di angka -5,47%, menandakan pada tahun 2020, aset yang beroperasi tidak memberikan laba ekonomik akibat dari kondisi pandemi COVID-19. Selain itu, Angkasa Pura I perlu mewaspadai naiknya rasio hutang terhadap aset dan terhadap modal yang disebabkan karena adanya risiko peningkatan biaya pinjaman untuk membiayai pembangunan aset Perusahaan tersebut.

Angkasa Pura I recorded a decline in several financial performances in 2020. Current ratio was at 67.18%, meaning that the Company's current assets are only able to pay off 67.18% of total current liabilities that are due. Profit to assets ratio was at -5.47%, indicating that in 2020, operating assets did not generate economic profit due to the impact of COVID-19 pandemic. In addition, Angkasa Pura I needs to be aware of an increase in debt to assets ratio and debt to capital ratio due to the risk of rising borrowing costs to finance the development of the Company's assets.

Rasio Keuangan Angkasa Pura I dalam Tiga Tahun Terakhir*Financial Ratio of PT Angkasa Pura I (Persero) in the Last Three Years*

Uraian Description	Pertumbuhan 2020 Growth in 2020	2020	2019	2018
RENTABILITAS RENTABILITY				
Rasio Laba Operasi Operating Profit Ratio	-78.94%	-47.57%	31.57%	34.23%
Laba Terhadap Aset Profit to Assets	-8.86%	-5.47%	3.39%	6.35%
Rasio Operasi Operating Ratio	-216.28%	-147.57%	68.71%	67.63%
LIKUIDITAS LIQUIDITY				
Rasio Lancar Current Ratio	-65.34%	67.18%	132.52%	67.18%
Rasio Kas Cash Ratio	-58.32%	30.84%	99.93%	47.63%
SOLVABILITAS SOLVENCY				
Rasio Hutang Terhadap Aset Debt to Assets Ratio	5.98%	68.63%	62.65%	52.38%
Rasio Hutang Terhadap Modal Debt to Equity Ratio	51.04%	218.78%	167.74%	109.99%
Rasio Hutang Terhadap Aset Tetap Debt to Fixed Assets Ratio	0.59%	79.14%	78.55%	63.34%

Kemampuan Membayar Utang dan Kolektibilitas Piutang
*Ability to Pay Debt and Collectibility of Receivables***Kemampuan Membayar Utang Jangka Pendek**

Dalam melunasi kewajiban jangka pendek, Perseroan masih memiliki kemampuan yang cukup dalam membayar kewajiban lancarnya. Kondisi likuiditas di tahun 2020 cukup dalam menghadapi dinamika karena sektor aviasi yang sempat lesu. Namun, rasio lancar per akhir 2020, mengalami penurunan sebesar -65,34% dibandingkan dengan tahun 2019. Penurunan rasio lancar dipengaruhi oleh peningkatan utang lancar yang cukup signifikan, karena terdapat utang obligasi dan sukuk yang akan jatuh tempo di tahun 2021 sebesar Rp890 miliar. Di sisi lain, penurunan rasio lancar juga disebabkan karena adanya tambahan liabilitas sewa jangka pendek sebesar Rp126 miliar sebagai dampak dari Implementasi PSAK 73 di tahun 2020. Sedangkan rasio kas tercatat 30,84% yang mencerminkan tingkat kecukupan kas perusahaan untuk melunasi utang yang jatuh tempo menurun sebesar -58,32% dibandingkan tahun 2019.

Ability to Pay Short-Term Debt

The Company has adequate ability to pay its short-term debt, meaning that the Company can pay its current liabilities. Liquidity conditions in 2020 were sufficient to deal with dynamics due to the sluggish aviation sector. However, as of the end of 2020, current ratio decreased by -65.34% compared to 2019. The decrease in the current ratio was influenced by a significant increase in current debt, because bonds and sukuk debt will be due in 2021 of Rp890 billion. On the other hand, the decrease in current ratio was also due to additional short-term lease liabilities of Rp126 billion as a result of the implementation of PSAK 73 in 2020. Meanwhile, the cash ratio was recorded at 30.84%, reflecting that the level of the Company's cash adequacy to pay off debts that are due decreased by -58.32% compared to 2019.

Tabel Likuiditas Angka Pura I dalam Tiga Tahun Terakhir*Liquidity of PT Angkasa Pura I (Persero) in the Last Three Years*

Uraian Description	Pertumbuhan 2020 (%) Growth in 2020 (%)	2020	2019	2018
Rasio Kas Cash Ratio	-58.32%	30.84%	99.93	47.63
Rasio Lancar Current Ratio	-65.34%	67.18%	132.52	67.18

Kemampuan Membayar Utang Jangka Panjang

Pengukuran rasio solvabilitas menunjukkan hasil bahwa Angkasa Pura I memiliki kemampuan untuk melunasi seluruh hutangnya pada tahun 2020 terjaga dalam batas aman. Rasio utang terhadap aset pada tahun 2020 mengalami peningkatan sebesar 5,98%, serta rasio hutang terhadap aset tetap mengalami pertumbuhan positif sebesar 0,59%. Secara menyeluruh, Perseroan masih mampu memenuhi kewajiban terhadap aset yang dimiliki, baik dari aset tetap maupun seluruh aset perusahaan. Rasio hutang terhadap modal pada tahun 2020 mengalami peningkatan mencapai 51,04% akibat dari penarikan pinjaman bank jangka panjang sebesar Rp4 triliun di tahun 2020. Selain itu, pada tahun 2020, Perusahaan mengalami kerugian sebesar Rp2,33 triliun sehingga mengurangi saldo laba pada Ekuitas Perusahaan.

Ability to Pay Long-Term Debt

Based on the measurement of the solvency ratio, the Company's ability to pay all its debts in 2020 was maintained within safe limits. The debt to assets ratio in 2020 increased by 5.98%, while the debt to fixed assets ratio experienced positive growth of 0.59%. Overall, the Company was able to fulfill its obligations with the assets owned, both in terms of fixed assets and the entire assets of the Company. Furthermore, the debt to equity ratio in 2020 increased by 51.04% as a result of the withdrawal of long-term bank loans of Rp4 trillion in 2020. In addition, the Company suffered a loss of Rp2.33 trillion in 2020, thereby reducing the retained earnings in the Company's Equity.

Tabel Solvabilitas Angka Pura I dalam Tiga Tahun Terakhir*Solvency of PT Angkasa Pura I (Persero) in the Last Three Years*

Uraian Description	Pertumbuhan 2020 (%) Growth in 2020 (%)	2020	2019	2018
Rasio Utang Terhadap Aset Debt to Assets Ratio	5.98%	68.63	62.65	52.38
Rasio Utang Terhadap Modal Debt to Equity Ratio	51.04%	218.78	167.74	109.99
Rasio Utang Terhadap Aset Tetap Debt to Fixed Assets Ratio	0.59%	79.14	78.54	63.34

Kemampuan Membayar Utang dari Efek-Efek yang Diterbitkan

Angkasa Pura I memperoleh peringkat "AAA" pada Obligasi dan Sukuk Ijarah mendapat peringkat "AAAasy" dari PT Pemeringkat Efek Indonesia (PEFINDO). Dengan diperolehnya kedua peringkat tersebut menjadi indikator kemungkinan pembayaran tepat waktu terhadap jumlah pokok dan bunga/cicilan imbalan.

Ability to Pay Debt From Issued Securities

The Bond I Angkasa Pura I is currently rated "AAA" while Sukuk Ijarah is rated "AAAasy" by PT Pemeringkat Efek Indonesia (PEFINDO). These ratings indicate the possibility of timely payment of the principal amount and interest/installments of the benefit.

Tabel Peringkat Efek-efek yang Diterbitkan Angkasa Pura I dalam Tiga Tahun Terakhir*Ratings of Securities Issued by PT Angkasa Pura I (Persero) in the Last Three Years*

No	Keterangan Description	Peringkat Rating		
		2020	2019	2018
1	Obligasi I Angkasa Pura I Bond I Angkasa Pura I	AAA oleh Pefindo AAA by Pefindo	AAA oleh Pefindo AAA by Pefindo	AAA oleh Pefindo AAA by Pefindo
2	Sukuk Ijarah	AAAasy oleh Pefindo AAAasy by Pefindo	AAAasy oleh Pefindo AAAasy by Pefindo	AAAasy oleh Pefindo AAAasy by Pefindo

Kolektibilitas Piutang Collectability of Payable

Berdasarkan pengukuran tingkat kolektibilitas Perseroan tahun 2020, terdapat penurunan jika dibanding dengan tahun 2019. Dalam periode pelaporan, kolektibilitas piutang selama tahun 2020 mencapai 54 hari atau mengalami perlambatan 34 hari jika dibanding kolektibilitas pada tahun 2019.

The measurement result of the Company's collectability rate in 2020 indicated an increase/decrease compared to 2019. In the reporting period, the collectability of payable in 2020 was 34 day slower than the collectability in 2019.

Tabel Kolektibilitas Piutang Angkasa Pura I dalam Tiga Tahun Terakhir

Collectability of Payable of PT Angkasa Pura I (Persero) in the Last Three Years

Uraian Description	Pertumbuhan 2020 (%) Growth in 2020 (%)	2020	2019	2018
Kolektibilitas Piutang Collectability of Payable	170%	54 hari days	20 hari days	21 hari days

STRUKTUR MODAL Capital Structure

Kebijakan Manajemen dan Dasar Pemilihan Kebijakan Manajemen atas Struktur Modal

Management Policy and Basis of Management Policy Selection on Capital Structure

Strategi pengembangan bandara yang dilakukan Angkasa Pura I sebagai upaya untuk mendukung program "Pengembangan 5 (lima) Destinasi Pariwisata Super Prioritas" yakni Bandara Adisutjipto Yogyakarta, Bandara Internasional Yogyakarta - Kulon Progo, Bandara Internasional Lombok Praya, Bandara Sam Ratulangi Manado, dan Bandara Sultan Hasanuddin Makassar sangat mempengaruhi kebijakan manajemen terhadap struktur modal Perseroan. Jumlah liabilitas Angkasa Pura I di tahun 2020 mencapai Rp29.221 miliar, angka ini lebih besar jika dibandingkan dengan jumlah ekuitas yang dibukukan sebesar Rp13.156 miliar.

As an effort to support "the Development of 5 (five) Super Priority Tourist Destinations" program, the management policy on capital structure of PT Angkasa Pura I (Persero) has been strongly influenced by the airport development strategy that is currently being implemented at several new airports, namely Adisutjipto Airport in Yogyakarta, Yogyakarta International Airport, Lombok International Airport in Praya, Sam Ratulangi Airport in Manado and Sultan Hasanuddin Airport in Makassar. Total liabilities of Angkasa Pura I in 2020 was Rp29.22 trillion, this figure was greater than total equity recorded at Rp13.35 trillion.

Rincian Struktur Modal Details of Capital Structure

Struktur modal Angkasa Pura I di tahun 2020 terdiri dari 68,63% liabilitas dan 31,37% ekuitas. Komposisi ini mengalami perubahan jika dibanding dengan tahun 2019. Peningkatan nilai liabilitas disebabkan karena penarikan pinjaman Sindikasi BCA Mandiri sebesar Rp1,8 triliun dan pinjaman Sindikasi Bank Pembangunan Daerah sebesar Rp2,1 triliun. Sedangkan nilai ekuitas mengalami penurunan karena pada tahun 2020 Perusahaan mengalami kerugian sebesar Rp2,3 triliun.

The Company's capital structure in 2020 comprised of 68.63% liabilities and 31.37% equity. This composition changed compared to 2019. The increase in liabilities was due to the withdrawal of the BCA Mandiri Syndicated loan amounting to Rp1.8 trillion and the Regional Development Bank Syndicated loan amounting to Rp2.1 trillion. Meanwhile, the value of equity decreased because in 2020 the Company suffered a loss of Rp2.3 trillion.

Struktur Modal Angkasa Pura I dalam Tiga Tahun Terakhir*Capital Structure of PT Angkasa Pura I (Persero) in the Last Three Years*

Uraian Description	Struktur Modal (Rp Ribu) Capital Structure (in thousand Rupiah)			Persentase dari Total Modal Percentage of Total Capital		
	2020	2019	2018	2020	2019	2018
Liabilitas Jangka Pendek Current Liabilities	4,766,653,018	6,180,788,551	7,614,989,550	11.20%	8.88%	24.09%
Liabilitas Jangka Panjang Non-Current Liabilities	24,454,157,582	20,625,254,701	8,941,701,402	57.44%	29.64%	28.29%
Total Liabilitas Total Liabilities	29,220,810,600	26,806,043,252	16,556,690,952	68.63%	38.52%	52.38%
Ekuitas Equity	13,356,034,251	15,980,507,847	15,052,224,669	31.37%	22.96%	47.62%
Total Liabilitas dan Ekuitas <i>Total Liabilities and Equity</i>	42,576,844,851	42,786,551,099	31,608,915,621	100%	100%	100%

IKATAN MATERIAL TERKAIT INVESTASI BARANG MODAL DAN REALISASINYA**Material Bond for Capital Goods Investment and Its Realization****Nama Pihak Yang Melakukan Ikatan****Name of Parties to Commitment**

Dalam melakukan pengembangan dan peningkatan kualitas infrastruktur dan fasilitas di bandara, Angkasa Pura I melakukan ikatan investasi barang modal. Selama tahun 2020 data ikatan investasi barang modal diuraikan dalam tabel berikut.

PT Angkasa Pura I (Persero) was committed to investing in capital goods with the main objective of developing and improving the quality of infrastructure and facilities at airports. During 2020, data on the Company's commitment for investing in capital goods is described in the following table.

Ikatan Investasi Barang Modal Kantor Pusat Tahun 2020*Head Office Capital Goods Investment Commitments in 2020*

Jenis Ikatan Type of Commitment	Vendor/ Pelaksana Program Vendor/ Executor of Program
PELAYANAN SERVICE	
Integrasi Aplikasi Legacy <i>Integration of Legacy Application</i>	PT Juke Solusi Teknologi
Pengembangan Aplikasi Siopskom Tahap 2 <i>Siopskom Application Development Phase 2</i>	PT Inalix
Sistem Pemantauan CCTV 13 Bandara <i>CCTV Monitoring System at 13 airports</i>	PT Angkasa Pura Suport
Penambahan Lisensi SAP ERP <i>Addition of SAP ERP License</i>	PT Metrasys
Perluasan Gate 6A-6B Terminal Internasional Bandar Udara I Gusti Ngurah Rai Bali <i>Expansion of Gate 6A-6B in International Terminal of I Gusti Ngurah Rai Airport – Bali</i>	PT Angkasa Pura Properti
Pengadaan dan Pemasangan 3 Unit Garbarata di Terminal Domestik Bandara I Gusti Ngurah Rai - Denpasar <i>Procurement and Installation of 3 Unit of Aviobridge at The Domestic Terminal of I Gusti Ngurah Rai Airport – Denpasar</i>	PT Bukaka Teknik Utama
Pekerjaan Pembangunan Gedung Parkir Motor Bertingkat di Bandar Udara Internasional I Gusti Ngurah Rai - Denpasar <i>Work on The Construction of a Multi-Storey Motorbike Parking Building at I Gusti Ngurah Rai International Airport – Denpasar</i>	PT Puri Mas Agung
Pengadaan Passenger Movement System (PMS) di Bandara Internasional Yogyakarta <i>Procurement of Passenger Movement System (PMS) at Yogyakarta International Airport</i>	PT Angkasa Pura Properti

Jenis Ikatan Type of Commitment	Vendor/ Pelaksana Program Vendor/ Executor of Program
Penataan Akses Masuk Bandara dan Perluasan Parkir Bandara Adi Soemarmo - Solo <i>Arrangement of Airport Entry Access and Parking Expansion at Adi Soemarmo Airport – Solo</i>	PT Puri Sakti Perkasa dan PT Geo Sarana Guna
Penggantian Karpet Ruang Tunggu Keberangkatan <i>Replacement of Carpet in Departure Waiting Room</i>	PT Sejahtera Buana Raya
Pengadaan dan Penggantian Sistem Pendingin Udara Di Terminal Bandar Udara Frans Kaisiepo - Biak <i>Procurement and Replacement of Air Conditioning System in the Terminal of Frans Kaisiepo Airport – Biak</i>	PT Angkasa Pura Properti
Pengadaan dan Pemasangan Chiller <i>Procurement and Installation of Chiller</i>	PT Rasindo Tata Laksana
Pengadaan Garbata di Bandara Internasional Yogyakarta - Kulon Progo <i>Procurement of Aviobridge at Yogyakarta International Airport - Kulon Progo</i>	PT Angkasa Pura Properti
Pengadaan Passenger Movement System (PMS) di Bandara Syamsudin Noor - Banjarmasin <i>Procurement of Passenger Movement System (PMS) at Syamsudin Noor Airport - Banjarmasin</i>	PT Angkasa Pura Properti
Pengadaan Garbata di Bandara Syamsudin Noor - Banjarmasin <i>Procurement of Aviobridge at Syamsudin Noor Airport - Banjarmasin</i>	PT Angkasa Pura Properti
Pengadaan Garbata di Bandara Jenderal Ahmad Yani - Semarang <i>Procurement of Aviobridge at Ahmad Yani Airport - Semarang</i>	PT Angkasa Pura Properti
Penataan Pengunjung Bandara Dan Area Parkir; (Pembuatan Gedung Anjungan Pengunjung, Pelataran Parkir Motor, Parkir Minibus Dan Parkir Roda 4 Wisata) – di Bandara Zainuddin Abdul Majid Lombok <i>Arrangement of Airport Visitors and Parking Areas; (Construction of the Visitor Pavilion Building, Motorcycle Parking Lot, Minibus Parking and 4-Wheeled Tourist Vehicles Parking) - at Zainuddin Abdul Majid Airport, Lombok</i>	PT Tetramega Satria

Nilai Ikatan Material Investasi Barang Modal Value of Material Commitments in Capital Goods Investment

Ikatan investasi barang dan modal pada tahun 2020 direalisasikan sebanyak 158 program atau 91,33% dengan nilai kontrak mencapai Rp5.109 miliar dan daya serap fisik hingga 90,86%. Semua transaksi dalam mata uang Rupiah, oleh karena itu tidak ada tindakan yang kami ambil oleh Perusahaan untuk memitigasi risiko mata uang asing. Sumber dana yang digunakan untuk memenuhi komitmen material berasal dari pinjaman kepada pihak eksternal. Dalam memenuhi ikatan material, sumber dana yang digunakan berasal dari pinjaman kepada pihak eksternal.

The realization of the Company's commitment for investing in capital goods in 2020 was 158 programs or 91.33%, with a contract value of Rp5,109 trillion and physical absorption of 90.86%. All transactions were denominated in Rupiah, therefore no measures we taken by the Company to mitigate against foreign currency risks. Sources of funds used to fulfill the material commitments are derived from loans to external parties.

Ikatan Investasi Barang Modal Tahun 2020 (Rp)

Capital Goods Investment Commitments in 2020 (Rp)

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 <i>Operational</i>	1,490,772,265,697	1,350,838,043,564	90.61%
Pengembangan <i>Development</i>	3,617,850,935,219	3,290,779,662,336	90.96%
Total Investasi <i>Total Investment</i>	5,108,623,200,917	4,641,617,705,900	90.86%

Realisasi Investasi Barang Modal

Realization of Investment of Capital Goods

Jenis dan Nilai Investasi Barang Modal

Investasi barang modal yang direalisasikan pada tahun 2020 mencapai Rp4,64 triliun, sehingga terdapat penurunan sebesar Rp4,94 triliun jika dibandingkan dengan tahun 2019. Hal ini disebabkan karena adanya pembatasan atas program investasi pada tahun 2020.

Type and Value of Investment of Capital Goods

Realization of capital goods investment in the form of fixed assets in 2020 was Rp4.64 trillion, decreased by Rp4.94 trillion compared to 2019. This was due to restrictions on the investment program in 2020.

Realisasi Nilai Investasi Barang Modal dalam Tiga Tahun Terakhir (Rp)

Capital Goods Investment Realization in the Last Three Years (Rp)

Jenis dan Tujuan Investasi Types and Objectives of Investment	2020	2019	2018
Operasional Operational	1,350,838,044	1,388,838,798	1,202,287,642
Pengembangan Development	3,290,779,662	8,191,912,866	7,842,592,915
Total Investasi Total Investment	4,641,617,706	9,580,751,664	9,044,880,557

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, ATAU RESTRUKTURISASI

Material Information on Investment, Expansion, Divestment, Acquisition, or Debt and Capital Restructuring

Sepanjang tahun 2020 terdapat kegiatan investasi dan ekspansi yang dilaksanakan Angkasa Pura I. Namun pada periode pelaporan Angkasa Pura tidak memiliki kegiatan divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, serta transaksi afiliasi.

PT Angkasa Pura I (Persero) conducted investment and expansion activities throughout 2020. However, in the reporting period, the Company did not carry out divestment, merger, acquisition, debt/capital restructuring and affiliate transactions.

Investasi

Investment

Angkasa Pura I melakukan investasi yang terbagi menjadi dua jenis yaitu investasi jangka pendek dan investasi jangka panjang. Perseroan berinvestasi pada beragam instrumen keuangan yang meliputi deposito, reksadana, obligasi, dan penyertaan saham.

The Company made short-term and long-term investments in various financial instruments, such as deposit, mutual fund, bond and equity participation

Investasi Angkasa Pura I dalam Tiga Tahun Terakhir (Rp Ribu)*Investments of PT Angkasa Pura I (Persero) in the Last Three Years (in thousand Rupiah)*

Uraian Description	2020	2019	2018
Investasi Jangka Pendek <i>Short-Term Investment</i>			
Deposito Berjangka > 3 Bulan <i>Term Deposit > 3 Months</i>	-	264,839,700	-
Obligasi – tersedia untuk dijual <i>Bonds – available for sale</i>	23,493,015	22,790,392	19,156,044
Reksadana <i>Mutual Fund</i>	72,622,469	378,232,220	458,950,737
Total Investasi Jangka Pendek <i>Total Short-Term Investment</i>	96,115,484	665,862,312	478,106,781
Investasi Jangka Panjang <i>Long-Term Investment</i>			
Obligasi <i>Bonds</i>	27,011,858	25,347,300	13,361,105
Penyertaan Saham pada Entitas Asosiasi <i>Capital Participation in Associated Entities</i>	74,251,956	84,471,885	87,301,207
Kerjasama Operasi <i>Joint Operation</i>	-	-	-
Total Investasi Jangka Panjang <i>Total Long-Term Investment</i>	101,263,815	109,819,185	100,662,312

Ekspansi
Expansion

Kebijakan dan kegiatan ekspansi terus dilaksanakan Angkasa Pura I melalui program pengembangan 2 bandara yaitu Bandara Syamsudin Noor – Banjarmasin dan Bandara Sultan Hasanuddin - Makassar, serta pembangunan Bandara Internasional Yogyakarta - Kulonprogo. Dalam rangka pengembangan dan pembangunan bandar udara tersebut, Direksi menerbitkan keputusan untuk membentuk organisasi dan tata kerja sebagai berikut:

1. Sesuai dengan Keputusan Direksi PT Angkasa Pura I (Persero) nomor KEP,176/OM,01,01/2014 tanggal 15 Desember 2014 telah dibentuk organisasi dan Tata Kerja Proyek Pengembangan Bandar Udara Syamsudin Noor Banjarmasin;
2. Sesuai dengan Keputusan Direksi PT Angkasa Pura I (Persero) nomor KEP,182/OM,01,01/2014 tanggal 30 Desember 2014 atas perubahan Keputusan Direksi PT Angkasa Pura I (Persero) nomor KEP,108/OM,01,01/2014 tanggal 26 Agustus 2014 telah dibentuk organisasi dan Tata Kerja Proyek Persiapan Pembangunan Bandar Udara Internasional Yogyakarta - Kulon Progo;
3. Sesuai dengan Keputusan Direksi PT Angkasa Pura I (Persero) nomor KEP,95/OM,01,01/2019 tanggal 12 April 2019 telah dibentuk organisasi dan Tata Kerja Proyek Pengembangan Bandar Udara Sultan Hasanuddin – Makassar.

PT Angkasa Pura I (Persero) continued its policy and expansion activities through the development programs of 2 airports, namely Syamsudin Noor Airport - Banjarmasin, and Sultan Hasanuddin - Makassar, as well as development of the Yogyakarta International Airport - Kulonprogo. In the framework of development and construction of the airports, the Board of Directors issued a decree to establish organization and working procedures, as follows:

1. *In accordance with the Decree of the Board of Directors of No. KEP.176/OM.01.01/2014 dated December 15, 2014, the organization and Working Procedures of Syamsudin Noor Airport – Banjarmasin Development Project have been established;*
2. *In accordance with the Decree of the Board of Directors No. KEP.182/OM.01.01/2014 dated December 30, 2014, on changes to the Decree of the Board of Directors PT Angkasa Pura I (Persero) No. KEP.108/OM.01.01/2014 dated August 26, 2014, the organization and Working Procedures of Yogyakarta International Airport - Kulon Progo Development Project have been established;*
3. *In accordance with the Decree of the Board of Directors No. KEP.95/OM.01.01/2019 dated April 12, 2019, the Organization and Working Procedures of Sultan Hasanuddin Airport Development Project - Makassar have been established.*

PENCAPAIAN TARGET DAN TARGET KE DEPAN

Achievement of Targets and Future Targets

Pencapaian Target 2020

Target Achievement in 2020

Pencapaian Target Kinerja Pelayanan Jasa Aeronautika (Produksi) Tahun 2020

Performance Target Achievement of Aeronautical Services (Production) in 2020

Uraian Description	Satuan Unit	Realisasi 2020 Realization in 2020	RKAP 2020	Pencapaian Achievement
Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) <i>Aircraft Landing, Parking and Hangar Services (PJP4U)</i>	Ton			
PJP4U Domestic Domestic PJP4U	Ton	11,979,211	9,845,418	21.67%
PJP4U International International PJP4U	Ton	1,624,187	1,630,997	-0.42%
Pelayanan Extended Fee Extended Fee Service	Hari Day			
Pelayanan Extended Fee Domestic Domestic Extended Fee Service	Hari Day	5,112	2,446	108.99%
Pelayanan Extended Fee Internasional International Extended Fee Service	Hari Day	164	61	168.85%
Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) <i>Passenger Service Charge (PJP2U)</i>	Hr			
PJP2U Domestic Domestic PJP2U	Hr	11,983,632	10,543,057	13.66%
PJP2U International International PJP2U	Hr	1,641,809	1,676,795	-2.09%
Aviobridge	Ton			
Avio Bridge Domestic Domestic Aviobridge	Ton	11,756,689	9,855,018	19.30%
Avio Bridge International International Aviobridge	Ton	2,509,115	2,580,659	-2.77%
Counter	Pax			
Counter Domestic Domestic Counter	Pax	11,970,808	10,542,596	13.55%
Counter International International Counter	Pax	1,642,332	1,676,829	-2.06%
PJKP2U	Kg			
PJKP2U Out Domestic Out Domestic PJKP2U	Kg	204,146,513	209,094,369	-2.37%
PJKP2U Out Internasional Out International PJKP2U	Kg	29,905,315	26,250,324	13.92%
PJKP2U Inc Domestic Inc Domestic PJKP2U	Kg	128,113,667	118,482,082	8.13%
PJKP2U Inc Internasional Inc International PJKP2U	Kg	14,801,059	14,503,719	2.05%

Pencapaian Target Kinerja Pelayanan Jasa Nonaeronautika (Produksi) Tahun 2020

Performance Target Achievements of Non-Aeronautical Services (Production) in 2020

Uraian Description	Satuan Unit	Realisasi 2020 Realization in 2020	RKAP 2020	Pencapaian Achievement
Sewa -Sewa Rents	m²xbln m²xmonth			
Sewa Ruang Space Rent	m ² xbln m ² xmonth	1,043,300	885,712	17.79%
Sewa Tanah Land Rent	m ² xbln m ² xmonth	6,828,391	5,980,145	14.18%
Sewa Tempat Place Rent	m ² xbln m ² xmonth	32,934	18,740	75.74%
Sewa Tempat Antena Antenna Space Rent	m ² xbln m ² xmonth	15,693	10,988	42.82%
Sewa Cold Storage Cold Storage Rent	m ² xbln m ² xmonth	16,953	7,714	119.76%
Sewa Gedung Building Rent	m ² xbln m ² xmonth	-	-	0 %
Penyerahan Penggunaan Tanah Submission of Land Use	m ² xbln m ² xmonth	1,423,576	1,550,592	-8.19%
Penyerahan Penggunaan Bangunan Submission of Building Use	m ² xbln m ² xmonth	12	-	0%
Konsesi Concession				
Konsesi - Duty Free Concession – Duty Free	Rp/000	236,407,612	247,578,882	-4.51%
Konsesi - Food dan Beverages Concession – Food dan Beverages	Rp/000	374,021,948	524,964,089	-28.75%
Konsesi - Retail Concession – Retail	Rp/000	267,576,100	344,340,675	-22.29%
Konsesi - Services Concession – Services	Rp/000	474,076,244	516,190,066	-8.16%
Konsesi - Ground Handling Concession – Ground Handling	Rp/000	413,173,020	326,464,205	26.56%
Konsesi - Catering Concession – Catering	Rp/000	166,712,336	190,158,357	-12.33%
Konsesi - FTC Concession – FTC	Ltr	5,563,903,868	5,890,668,103	-5.55%
Konsesi - CIP Lounge Concession – CIP Lounge	Rp/000	74,134,031	97,933,298	-24.30%
Konsesi - Cargo Concession – Cargo	Rp/000	212,297,094	117,348,331	80.91%
Konsesi - Others Concession – Others	Rp/000	53,070,027	30,604,140	73.41%
Konsesi - GAT Concession – GAT	Rp/000	16,752,082	5,151,390	225.20%
Konsesi - Line Maintenance Concession – Line Maintenance	Rp/000	580,878,794	444,040,006	30.82%
Konsesi - Advertising Concession – Advertising	Rp/000	49,495,970	103,747,027	-52.29%
Parkir Mobil Car Parking	Lbr Ticket	12,589,469	12,718,696	-1.02%
Parkir Motor Motorcycle Parking	Lbr Ticket	6,671,961	6,655,071	0.25%
Peron dan Waving Gallery Platform and Waving Gallery	Lbr Ticket	-	-	0%
Pas Bandara Airport Pass	Lbr Ticket	45,927	45,544	0.84%

Uraian Description	Satuan Unit	Realisasi 2020 Realization in 2020	RKAP 2020	Pencapaian Achievement
Utilitas Utility				
Pemakaian Listrik <i>Electricity Usage</i>	Kwh	27,227,364	24,076,250	13.09%
Pemakaian Air <i>Water Usage</i>	m ³	348,144	212,103	64.14%
Pemakaian Telepon <i>Telephone Usage</i>	PwtxBln	14,472	11,197	29.25%
Layanan Data <i>Data Service</i>	EA	1,180	1,190	-0.80%
Reklame Billboard				
Sewa Tempat Reklame <i>Indoor Billboard Space Rental</i>	m ² xbln m ² xmonth	13,250	33,705	-60.69%
Sewa Tempat Reklame <i>Outdoor Billboard Space Rental</i>	m ² xbln m ² xmonth	9,112	13,273	-31.35%
Event dan Promotion Event and Promotion				
Event dan Promotion <i>Event and Promotion</i>	EA	10,888	3,048	257.20%
Lounge				
CIP Lounge <i>Domestic CIP Lounge</i>	Pax	19,126	16,026	19.34%
Jasa Gudang Cargo Cargo Warehouse Service				
Jasa Gudang Cargo <i>Out-Domestic Cargo Warehouse Service</i>	Kg	17,938,736	9,674,864	85.42%
Jasa Gudang Cargo <i>Out-International Cargo Warehouse Service</i>	Kg	9,752,264	9,925,577	-1.75%
Jasa Gudang Cargo <i>Inc-Domestic Cargo Warehouse Service</i>	Kg	22,990,813	15,531,372	48.03%
Jasa Gudang Cargo <i>Inc-International</i>	Kg	34,054,896	27,298,491	24.75%
Maintenance dan Services Fee Maintenance and Services Fee				
Maintenance dan Services Fee <i>Maintenance and Services Fee</i>	EA	6,284	4,074	54.25%

Pencapaian Target Kinerja Keuangan Tahun 2020 (Rp Ribu)

Financial Performance Target Achievement in 2020 (in thousand Rupiah)

Uraian Description	Realisasi 2020 Realization in 2020	RKAP 2020	Pencapaian Achievement
Aset <i>Asset</i>	42,576,844,851	42,360,730,237	0.51%
Aset Lancar <i>Current Asset</i>	3,883,056,932	3,511,856,269	10.57%
Aset Tidak Lancar <i>Non-Current Asset</i>	38,693,787,920	38,848,873,968	-0.40%
Liabilitas <i>Liabilities</i>	29,220,810,597	29,893,902,767	-2.25%
Liabilitas Jangka Pendek <i>Current Liabilities</i>	4,766,653,019	3,562,814,761	33.79%
Liabilitas Jangka Panjang <i>Non-Current Liabilities</i>	24,454,157,578	26,331,088,006	-7.13%

Uraian Description	Realisasi 2020 Realization in 2020	RKAP 2020	Pencapaian Achievement
Ekuitas Equity	13,356,034,254	12,466,827,470	7.13%
Pendapatan Operasi Operating Income	3,748,061,423	3,396,784,719	10.34%
Beban Operasi Operating Expenses	5,478,248,375	5,331,511,658	2.75%
Laba Operasi Operating Profit	(1,730,186,952)	(1,934,726,939)	-10.57%
Pendapatan Non Operasi Non-Operating Income	171,122,917	143,063,061	19.61%
Beban Non Operasi Non-Operating Expenses	1,241,822,510	1,583,948,167	-21.60%
Laba Non Operasi Non-Operating Profit	(1,097,745,543)	(1,441,359,062)	-23.84%
Laba sebelum Pajak Profit Before Tax	(2,827,932,495)	(3,376,086,002)	-16.24%
Beban Pajak Kini dan Tangguhan Current and Deferred Tax Expense	(499,509,350)	104,839,418	-5983,50%
Laba Bersih Tahun Berjalan Current Year Net Profit	(2,328,423,145)	(3,480,925,420)	-33.11%

Proyeksi 2021 Projection 2021

Sesuai dengan surat Menteri Badan Usaha Milik Negara Nomor: S-949/MBU/10.2020 tanggal 23 Oktober 2020 tentang Aspirasi Pemegang Saham/Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2021, Angkasa Pura I menyusun proyeksi kinerja Perseroan tahun 2021 dengan mengacu pada asumsi-asumsi dasar Penyusunan APBN. Analisis kondisi makro kemudian menjadi landasan Angkasa Pura I untuk menetapkan asumsi ekonomi mikro pada konteks kegiatan usaha Perseroan, seperti PJP4U, PHJP2U dan faktor ekonomi Perseroan lainnya.

In accordance with the Letter of the Minister of State-Owned Enterprises No. S-949/MBU/10.2020 dated 23 October 2020 concerning Aspiration of Shareholders/Capital Owners for the Preparation of Company Work Plan and Budget 2020, PT Angkasa Pura I (Persero) has prepared a projection of the Company's performance in 2021 with reference to the basic assumptions in the Preparation of State Budget. Further, analysis of macro conditions was the company's foundation in establishing microeconomic assumptions in the context of the Company's business activities, such as PJP4U, PHJP2U and other economic factors.

Asumsi Ekonomi Makro Penyusunan APBN Tahun 2021

Macroeconomic Assumptions for Preparation of State Budget (APBN) 2021

4.3 - 5.1%
Pertumbuhan Ekonomi
Economic Growth

3.0%
Tingkat Inflasi
Inflation Rate

**Rp14,600.00/
USD**
Nilai Tukar Mata Uang
Currency Exchange Rate

7.9%
Suku Bunga Surat
Perbendaharaan Negara (SPN)
Interest Rate of Treasury Bills
(SPN)

Asumsi Ekonomi Mikro*Microeconomic Assumptions*

Recovery Trafik 49,8%
dibandingkan tahun 2019
*Traffic Recovery was at 49.8%
compared to 2019*

Recovery Paying Pax 47,8%
dibandingkan tahun 2019
*Paying Tax Recovery was at 47.8%
compared to 2019*

Kenaikan Tarif PJP2U
3 Bandara
An increase in PJP2U Tariffs at 3 Airports

Proyeksi Kinerja Pelayanan Jasa Aeronautika Tahun 2021*Projected Performance of Aeronautical Services for 2021*

Uraian <i>Description</i>	Satuan <i>Unit</i>	Proyeksi 2021 <i>Projection 2021</i>
Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) <i>Aircraft Landing, Parking and Hangar Services (PJP4U)</i>	Ton	18,304,190
<i>PJP4U Domestik Domestic PJP4U</i>	Ton	17,109,101
<i>PJP4U Internasional International PJP4U</i>	Ton	1,195,089
Pelayanan <i>Extended Fee</i> Extended and Advance	Hari	2,874
<i>Pelayanan Extended Fee Domestik Domestic Extended Fee Service</i>	Hari	2,874
<i>Pelayanan Extended Fee Internasional International Extended Fee Service</i>	Hari	-
Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) <i>Passenger Service Charge (PJP2U)</i>	Hr	17,104,042
<i>PJP2U Domestik Domestic PJP2U</i>	Hr	16,189,443
<i>PJP2U Internasional International PJP2U</i>	Hr	914,599
Aviobridge	Ton	18,245,583
<i>Avio Bridge Domestik Domestic Avio Bridge</i>	Ton	16,402,026
<i>Avio Bridge Internasional International Avio Bridge</i>	Ton	1,843,557
Counter	Pax	17,119,266
<i>Counter Domestik Domestic Counter</i>	Pax	16,189,029
<i>Counter Internasional International Counter</i>	Pax	930,237
Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) <i>Aircraft Cargo and Postal Services (PJKP2U)</i>	Kg	361,590,268
<i>PJKP2U Out Domestik Out Domestic PJKP2U</i>	Kg	193,424,968
<i>PJKP2U Out Internasional Out Internasional PJKP2U</i>	Kg	27,458,418
<i>PJKP2U Inc Domestik Inc Domestic PJKP2U</i>	Kg	124,129,001
<i>PJKP2U Inc Internasional Inc Internasional PJKP2U</i>	Kg	16,577,881

Proyeksi Kinerja Pelayanan Jasa Nonaeronautika Tahun 2021

Projected Performance of Non-Aeronautical Services for 2021

Uraian Description	Satuan Unit	Proyeksi 2021 Projection 2021
Sewa-Sewa Rents	m²xbln <i>m²xmonth</i>	
Sewa Ruang <i>Space Rent</i>	m²xbln <i>m²xmonth</i>	1,300,782
Sewa Tanah <i>Land Rent</i>	m²xbln <i>m²xmonth</i>	6,412,358
Sewa Tempat <i>Place Rent</i>	m²xbln <i>m²xmonth</i>	28,824
Sewa Tempat Antena <i>Antenna Space Rent</i>	m²xbln <i>m²xmonth</i>	16,214
Sewa Cold Storage <i>Cold Storage Rent</i>	m²xbln <i>m²xmonth</i>	0
Sewa Gedung <i>Building Rent</i>	m²xbln <i>m²xmonth</i>	0
Penyerahan Penggunaan Tanah <i>Submission of Land Use</i>	m²xbln <i>m²xmonth</i>	1,550,592
Penyerahan Penggunaan Bangunan <i>Submission of Building Use</i>	m²xbln <i>m²xmonth</i>	0
Konsesi Concession		
Konsesi - <i>Duty Free Concession – Duty Free</i>	Rp/000	246,686,910
Konsesi - <i>Food dan Beverages Concession – Food dan Beverages</i>	Rp/000	817,868,486
Konsesi - <i>Retail Concession – Retail</i>	Rp/000	725,903,409
Konsesi - <i>Services Concession – Services</i>	Rp/000	1,056,192,814
Konsesi - <i>Ground Handling Concession – Ground Handling</i>	Rp/000	377,617,087
Konsesi - <i>Catering Concession – Catering</i>	Rp/000	572,155,483
Konsesi - <i>FTC Concession – FTC</i>	Rp/000	5,866,960,365
Konsesi - <i>CIP Lounge Concession – CIP Lounge</i>	Rp/000	135,826,857
Konsesi - <i>Cargo Concession – Cargo</i>	Rp/000	198,098,323
Konsesi - <i>Others Concession – Others</i>	Rp/000	121,806,749
Konsesi - <i>GAT Concession – GAT</i>	Rp/000	81,296,183
Konsesi - <i>Line Maintenance Concession – Line Maintenance</i>	Rp/000	531,280,278
Konsesi - <i>Advertising Concession – Advertising</i>	Rp/000	2,426,909,414
Parkir dan Pas Bandara		
Parkir Mobil <i>Car Parking</i>	Lbr <i>Ticket</i>	21,729,511
Parkir Motor <i>Motorcycle Parking</i>	Lbr <i>Ticket</i>	8,901,457
Peron dan <i>Waving Gallery Platform and Waving Gallery</i>	Lbr <i>Ticket</i>	0
Pas Bandara <i>Airport Pass</i>	Lbr <i>Ticket</i>	41,460

Uraian Description	Satuan Unit	Proyeksi 2021 Projection 2021
Utilitas Utility		
Pemakaian Listrik <i>Electricity Usage</i>	Kwh	21,824,201
Pemakaian Air <i>Water Usage</i>	m ³	4,359,338
Pemakaian Telepon <i>Telephone Usage</i>	PwtxBln	15,462
Layanan Data <i>Data Service</i>	EA	1,894
Reklame Billboard		
Sewa Tempat Reklame <i>Indoor Indoor Billboard Space Rental</i>	M2xBln	22,771
Sewa Tempat Reklame <i>Outdoor Outdoor Billboard Space Rental</i>	M2xBln	17,363
Event dan Promotion Event and Promotion		
Event dan Promotion <i>Event and Promotion</i>	EA	1,702
Lounge		
CIP Lounge Domestic <i>Domestic CIP Lounge</i>	Pax	0
CIP Lounge International	Pax	0
Executive Lounge Domestic	Pax	0
Executive Lounge International	Pax	0
Jasa Gudang Cargo Cargo Warehouse Service		
Jasa Gudang Cargo <i>Out-Domestic Out-Domestic Cargo Warehouse Service</i>	Kg	748,991,533
Jasa Gudang Cargo <i>Out-International Out-International Cargo Warehouse Service</i>	Kg	59,215,904
Jasa Gudang Cargo <i>Inc-Domestic Inc-Domestic Cargo Warehouse Service</i>	Kg	636,208,241
Jasa Gudang Cargo <i>Inc-International</i>	Kg	196,164,920
Maintenance dan Services Fee Maintenance and Services Fee		
Maintenance dan Services Fee <i>Maintenance and Services Fee</i>	EA	481

Proyeksi Kinerja Keuangan Tahun 2021

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Uraian Description	Proyeksi 2021 Projection 2021
Aset Asset	49,949,579,466
Aset Lancar <i>Current Asset</i>	5,368,627,638
Aset Tidak Lancar <i>Non-Current Asset</i>	44,580,951,828
Liabilitas <i>Liabilities</i>	39,926,357,418

Uraian Description	Proyeksi 2021 Projection 2021
Liabilitas Jangka Pendek Current Liabilities	5,202,219,927
Liabilitas Jangka Panjang Non-Current Liabilities	34,724,137,491
Ekuitas Equity	10,023,222,048
Pendapatan Operasi Operating Income	4,959,495,922
Beban Operasi Operating Expenses	6,202,069,539
Laba Operasi Operating Profit	(1,242,573,618)
Pendapatan Non Operasi Non-Operating Income	138,161,259
Beban Non Operasi Non-Operating Expenses	1,768,783,920
Laba Non Operasi Non-Operating Profit	(1,630,622,661)
Laba sebelum Pajak Profit Before Tax	(2,873,196,279)
Beban Pajak Kini dan Tangguhan Current and Deferred Tax Expense	123,718,159
Laba Bersih Tahun Berjalan Current Year Net Profit	(2,996,914,438)

Proyeksi Pemasaran Marketing Projection

Angkasa Pura I mencatat terjadinya pertumbuhan negatif penumpang hingga 59,88% pada akhir tahun 2020, setelah pada periode awal Oktober lalu hingga libur panjang akhir pekan bisa mencapai pertumbuhan sekitar 29%. Biasanya masyarakat cenderung memilih rute internasional di akhir tahun, namun adanya kondisi pandemi COVID-19 telah mengubah pola tersebut menjadi lebih banyak masyarakat yang mengambil rute pariwisata domestik.

Sementara, untuk tahun 2021 Angkasa Pura I memproyeksikan kinerja penerbangan akan membaik. Diperkirakan jumlah hari efektif yang digunakan untuk bepergian akan semakin meningkat seiring dengan transisi menuju new normal. Oleh karena itu, Angkasa Pura I akan mengawal lebih ketat sinkronisasi prosedur kesehatan dan operasional bandara dijalankan sesuai dengan animo masyarakat.

Guna menyambut proyeksi baik ini, Perseroan juga mengedepankan penanganan COVID-19 yang lebih baik lagi dari masing-masing bandar udara. Selain hari besar, proyeksi lonjakan juga diprediksi pada beberapa hari libur lainnya yang terutama tanggal yang berdekatan dengan akhir pekan ini.

Angkasa Pura I noted a negative growth passengers up to 59.88% by the end of 2020, after on the period from early October to the long weekend can achieve a growth of about 29%, usually the community tend to choose international routes later in the year, however the condition of the COVID-19 pandemic has changed the pattern it becomes more and more people who take the route domestic tourism.

Meanwhile, for 2021 Angkasa Pura I is projecting flight performance will improve. Estimated number of days the effectiveness used for traveling will increase along with the transition to the new normal. Therefore, Angkasa Pura I will closely guard the synchronization of procedures health and airport operations are carried out accordingly public interest.

To welcome this good projection, the Company too prioritizing better handling of COVID-19 from each airport. Apart from the big day, projections a spike is also predicted on some of its other holidays especially the date adjacent to this weekend.

ANALISIS TENTANG INFORMASI KEUANGAN YANG TELAH DILAPORKAN YANG MENGANDUNG KEJADIAN YANG SIFATNYA LUAR BIASA DAN JARANG TERJADI

Analysis of Reported Financial Information Containing Extraordinary and Rare Events

Berdasarkan analisis International Civil Aviation Organization (ICAO), Pandemi COVID-19 menyebabkan volume lalu lintas penerbangan global di tahun 2020 menurun drastis dibandingkan dengan tahun 2019. Berbanding lurus dengan industri penerbangan internasional, industri penerbangan dalam negeri juga menghadapi pukulan besar selama pandemi COVID-19. Adanya penerapan PSBB, penurunan perekonomian masyarakat, dan isolasi sejumlah daerah menjadi faktor penyebab lesunya industri penerbangan nasional. Kondisi pandemi COVID-19 masuk dalam kategori kejadian luar biasa yang jarang terjadi pada periode pelaporan sebelumnya dan berdampak signifikan bagi keuangan Angkasa Pura I. Dampak signifikan tersebut seluruhnya telah diungkapkan dalam rangkaian informasi mulai dari tinjauan dan kinerja keuangan Perseroan yang tersaji dalam Bab Analisis dan Pembahasan Manajemen terhadap Kinerja Keuangan.

Based on the analysis of the International Civil Aviation Organization (ICAO), the COVID-19 pandemic caused the global passenger traffic to drop dramatically in 2020 compared to 2019. In line with the international aviation industry, the domestic aviation industry has been hit hard by the COVID-19 pandemic. Implementation of Large-Scale Social Restrictions (PSBB), decline in community's income, and isolation of a number of areas have contributed to the sluggishness of the national aviation industry. The COVID-19 pandemic condition is included in the category of extraordinary and rare events in the previous reporting period and had a significant impact on the financial performance of Angkasa Pura I. All of these significant impacts have been disclosed in a series of information on the Company's financial review and performance presented in the Chapter of Discussion and Analysis of Management on Financial Performance.

INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN

Material Information and Facts After Date of Accounting Statements

Angkasa Pura I tidak mencatat adanya informasi dan fakta material setelah tanggal laporan akuntan untuk periode kinerja tahun 2020.

Angkasa Pura I did not record any material information and facts after date of accounting statement in the 2020 performance period.

KEBIJAKAN DIVIDEN DAN PROGRAM KEPEMILIKAN SAHAM

Policies, Announcement and Payment of Dividends

Kebijakan Dividen *Dividend Policy*

Setiap tahun, Perseroan 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 Angkasa Pura I dilakukan dengan kebijakan pertimbangan profitabilitas dan ekspansi usaha, serta penyisihan laba sesuai kebutuhan operasional dan pengembangan usaha Perseroan.

PT Angkasa Pura I (Persero) pays dividends annually based on the resolution of the General Meeting of Shareholders (GMS). Dividend payment shall be made no later than one month after the GMS in the Management Accountability Meeting in the current year. The policy of dividends distribution applied by the Company is to consider profitability and business expansion, as well as provision of profits according to the Company's operational needs and business development.

Pengalokasian laba untuk dividen dan cadangan Perseroan tahun 2020 berasal dari kinerja Perseroan tahun 2019 yang telah ditentukan berdasarkan hasil Rapat Umum Pemegang Saham Tahunan. Pengukuran laba untuk dividen diungkapkan melalui Risalah Rapat Umum Pemegang Saham (RUPS) PT Angkasa Pura I (Persero) No. AP.I.4342/KU.01.03/2020-DU-B.

The reduction in profit allocated for the Company's dividends and reserves in 2020 derived from the Company's performance in 2019 was determined based on the results of the Annual General Meeting of Shareholders stated in the Minutes of the General Meeting of Shareholders (GMS) of PT Angkasa Pura I (Persero) No. AP.I.4342/KU.01.03/2020-DU-B.

Pengumuman dan Pembayaran Dividen Announcement and Payment of Dividend

Rapat Umum Pemegang Saham (RUPS) PT Angkasa Pura I (Persero) tanggal 2 Juli 2020 menetapkan seluruh laba bersih konsolidasian Perseroan tahun buku 2019 yang diatribusikan kepada pemilik entitas induk dialokasikan sebagai cadangan laba dan tidak ada pembagian dividen. Dengan demikian, tidak ada kewajiban pembayaran dividen yang tertunda.

Sementara itu, untuk tahun buku 2020, Angkasa Pura I mengalami kerugian akibat penurunan trafik penumpang dan pesawat akibat pembatasan mobilitas masyarakat dalam upaya mengurangi penyebaran virus COVID-19. Oleh karena itu, Angkasa Pura I tidak berencana untuk melakukan pembagian dividen kembali.

General Meeting of Shareholders (GMS) of PT Angkasa Pura I (Persero) on July 2, 2020 resolved that all of the Company's consolidated net earnings for the financial year 2019 attributed to the owners of the parent entity shall be allocated as a reserved fund and no dividend shall be distributed. Therefore, there are no deferred dividend payment obligations.

Meanwhile, for the 2020 financial year, Angkasa Pura I suffered a loss due to a decrease in passenger and aircraft traffic as a result of restrictions on community mobility in an effort to reduce the spread of the COVID-19. Therefore, the Company decided to suspend the dividend payments.

Pengumuman dan Pembayaran Dividen

Dividend Announcement and Payment

Tahun Buku Financial Year	Pembagian Dividen (Rp juta) Distribution of Dividends (in million Rupiah)	Laba Usaha (Rp juta) Operating Profit (in million Rupiah)	Dividen per Lembar saham (Rp Ribu) Dividend Per Share (in thousand Rupiah)	Dividen Payout Ratio Payout Ratio	Dasar Pembagian Basis for Distribution	Tanggal Pengumuman Announcement Date	Tanggal Pembayaran Payout Date
2019	-	1,451,359	-	-	Risalah RUPS Nomor: 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 2 July 2020	-
2018	461,614	2,007,018	71.97	23%	Risalah RUPS Nomor: 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 20 May 2019	20 Juni 2019 19 Juli 2019 20 Agustus 2019 20 September 2019 20 June 2019 19 July 2019 20 August 2019 20 September 2019
2017	283,716	1,418,577	44.23	20%	Risalah RUPS Nomor: AP.I.2559/KU.01.03/2018/ DU-B Minutes of GMS No. AP.I.2559/KU.01.03/2018/ DU-B	24 April 2018	22 Mei 2018 21 Juni 2018 24 Juli 2018 23 Agustus 2018 24 September 2018 22 May 2018 21 June 2018 24 July 2018 23 August 2018 24 September 2018

Program Kepemilikan Saham Stock Ownership Program

Angkasa Pura I hingga 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.

Currently, PT Angkasa Pura I (Persero) does not have an employee and/or management stock ownership program (Employee Stock Ownership Plan/ESOP and 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.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Realization of the Use of Proceeds From Public Offering

Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum (LRPD) dilaporkan Angkasa Pura I secara berkala setiap enam bulan dengan tanggal laporan 30 Juni dan 31 Desember. Secara umum, realisasi penggunaan dana hasil penawaran umum dari Obligasi dan Sukuk Ijarah Angkasa Pura I digunakan sesuai dengan rencana, yaitu untuk pengembangan lima bandar udara dan investasi rutin bandar udara.

PT Angkasa Pura I (Persero) submits Report on the Realization of the Use of Proceeds from Public Offering (LRPD) periodically every six months per June 30 and December 31. In general, the realization of the use of proceeds from Public Offering of Bonds and Sukuk Ijarah was used in accordance with the plan, namely for the development of five airports and routine airport investments.

Ringkasan Realisasi Penggunaan Dana Hasil Penawaran Umum

Summary of Realization of the Use of Proceeds from Public Offering

Uraian Description	Tanggal, Bulan, dan Tahun Date, Month and Year	Jumlah (Rp) Total (Rp)
Penawaran Umum (Obligasi dan Sukuk Ijarah) <i>Public Offering (Bonds and Sukuk Ijarah)</i>		
Jumlah Hasil Penawaran Umum <i>Total public offering proceeds</i>	10 November 2016	3,000,000,000,000
Biaya Penawaran Umum <i>Public offering fee</i>		8,789,785,708
Hasil Bersih <i>Net Proceeds</i>		2,991,210,214,292
Rencana Penggunaan Dana <i>Planned Use of Proceeds</i>		
Pendanaan 5 Proyek Pengembangan Bandar Udara <i>Funding for 5 (five) Airport Development Projects</i>		2,243,407,660,719
Pendanaan Investasi Rutin <i>Funding for Regular Investments</i>		747,802,553,573
Total Rencana Penggunaan Dana <i>Total Planned Use of Proceed</i>		2,991,210,214,292
Realisasi Penggunaan Dana <i>Actual Use of Proceeds</i>		
Pendanaan 5 Proyek Pengembangan Bandar Udara <i>Funding for five Airport Development Projects</i>	2016	474,000,000,000
	2017	1,348,621,902,001
	2018	626,515,340,865
	2019	31,319,020,243
		2,480,456,263,109
Total Pendanaan 5 Proyek Pengembangan Bandar Udara <i>Total Funding for 5 (five) Airport Development Projects</i>		
Pendanaan Investasi Rutin <i>Funding for Regular Investment</i>	2016	0
	2017	510,542,716,153
	2018	211,235,030
	2019	0
Total Pendanaan Investasi Rutin <i>Total Funding for Regular Investment</i>		510,753,951,183
Total Realisasi Penggunaan Dana <i>Total Actual Use of Proceeds</i>		2,991,210,214,292
Sisa Dana Hasil Penawaran Umum <i>Remaining Balance of Proceeds from Public Offering</i>	Per 31 Desember 2020 <i>Per 31 December 2020</i>	0

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

Transaction of Conflict of Interest and/or Affiliate Transaction

Dalam menerapkan tata kelola yang baik, Angkasa Pura I secara konsisten mengidentifikasi berbagai transaksi antara perusahaan dan berbagai pihak yang berelasi dengan Perseroan. Adapun pihak-pihak yang teridentifikasi berelasi dengan Angkasa Pura I dapat dilihat melalui tabel berikut.

In the context of implementing good governance, the Company consistently identifies various transactions between the Company and various parties related to the Company. The parties identified as related to Angkasa Pura I can be seen in the following table.

Pihak Berelasi Angkasa Pura I Berdasarkan Hubungan Kepemilikan dan/atau Kepengurusan*Parties Related to PT Angkasa Pura I (Persero) Based on Ownership and/or Management Relationship*

No	Pihak Berelasi Related Parties	Sifat Hubungan Berelasi Nature of Relationship
1.	Pemegang saham Shareholder	Pemerintah Republik Indonesia <i>Government of the Republic of Indonesia</i>
2.	Entitas yang berelasi dengan Pemerintah Entities Related to Government	PT Bank Mandiri (Persero) Tbk.
		PT Bank Rakyat Indonesia (Persero) Tbk.
		PT Bank Negara Indonesia 1946 (Persero) Tbk.
		PT Bank Tabungan Negara
		PT Bank Syariah Mandiri
		PT Bank BRI Syariah
		PT Bank BNI Syariah
		PT Garuda Indonesia (Persero), Tbk.
		PT Pertamina (Persero)
		PT Perusahaan Listrik Negara (Persero)
		PT Telekomunikasi Indonesia (Persero) Tbk
		PT Asuransi Jasa Indonesia (Persero)
		Perusahaan Umum (Perum) Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI)
		PT Sarana Multi Infrastruktur (Persero)
		Indonesia Infrastructure Finance
Perusahaan Badan Usaha Milik Negara (BUMN) lainnya <i>Other State-Owned Enterprises (BUMN)</i>		
Perusahaan Badan Usaha Milik Daerah (BUMD) lainnya <i>Other Regional-Owned Enterprises (BUMD)</i>		
3.	Entitas Anak Subsidiaries	PT Angkasa Pura Suport
		PT Angkasa Pura Hotel
		PT Angkasa Pura Logistik
		PT Angkasa Pura Properti
		PT Angkasa Pura Retail
4.	Entitas Asosiasi Associated Entities	PT Jasa Marga Bali penyertaan saham <i>PT Jasa Marga Bali (investment in shares)</i>
		PT Gapura Angkasa penyertaan saham <i>PT Gapura Angkasa (investment in shares)</i>
5.	Entitas Imbalan Pascakerja Post-Employment Benefit Entities	Dana Pensiun Angkasa Pura/Angkasa Pura Pension Fund
6.	Personel, Manajemen Kunci Personnel, Key Management	Dewan Direksi <i>Board of Directors</i>
		Komisaris <i>Board of Commissioners</i>

Tidak terdapat transaksi dengan pihak berafiliasi yang mengandung benturan kepentingan selama tahun 2020. Rincian akun dan transaksi dengan pihak berelasi dapat dilihat dalam tabel berikut.

During 2020, there were no transactions with affiliated parties that involved conflict of interest. The details of accounts and transactions with related parties can be seen in the following table.

Transaksi dengan Pihak Berelasi Angka Pura I dalam Tiga Tahun Terakhir (Rp Ribu)*Transaction with Related Party of PT Angkasa Pura I (Persero) in the Last Three Years (in thousand Rupiah)*

Uraian Description	2020	2019	2018
Aset <i>Asset</i>			
Kas dan setara kas <i>Cash and cash equivalent</i>	1,402,727,417	2,439,450,313	1,843,411,485
Investasi dalam efek jangka pendek <i>Investment in short-term securities</i>	23,493,015	157,630,092	62,030,398
Piutang usaha <i>Trade receivables</i>	257,307,625	138,453,120	90,334,042
Piutang lain lain <i>Other receivables</i>	-	-	-
Piutang jangka panjang <i>Non-current receivables</i>	-	-	-
Investasi jangka panjang <i>Long-term investment</i>	91,099,815	99,749,084	100,662,312
Jumlah Total	1,774,627,872	2,835,282,609	2,096,438,237
Persentase dari total aset <i>Percentage of total assets</i>	4.17%	6.63%	6.63%
Liabilitas <i>Liabilities</i>			
Utang usaha <i>Trade payables</i>	1,140,488	59,820,083	101,718,709
Utang Bank dan Pinjaman Sindikasi <i>Bank Loans and Syndicated Loans</i>	15,424,511,246	14,918,352,118	5,537,983,907
Utang lancar lain lain <i>Other current debt</i>	74,249,710	99,967,076	1,371,998,743
Ekuitas <i>Equity</i>			
Penyertaan Modal Negara <i>State Equity Participation</i>	22,963,207	22,963,207	22,963,207
Jumlah Total	21,914,313,444	21,492,551,277	7,034,664,566
Persentase dari total liabilitas dan Ekuitas <i>Percentage of total liabilities and equity</i>	36.46%	35.29%	22.26%

Liabilitas Kontinjensi
Contingent Liabilities

Hingga 31 Desember 2020, tidak ada perkara penting yang sedang dihadapi oleh Perseroan, Dewan Komisaris, Direksi, atau Entitas Anak. Meski demikian, beberapa perkara penting tahun-tahun sebelumnya yang masih perlu ditindaklanjuti, yaitu:

a) **PT Bank Negara Indonesia Syariah (BNI Syariah)**

Perseroan menerima gugatan perdata dari BNI Syariah dengan nilai gugatan sebesar Rp85.334.939 terkait pembayaran kepada PT Slipi Raya Utama yang tidak melalui rekening BNI Syariah sehubungan dengan pekerjaan pembangunan terminal penumpang dan fasilitas penunjangnya di Bandara Internasional Lombok.

Berdasarkan Putusan No. 315/PDT/2015/PTDKI.jo.No.556/PDT.G/2013/PN. JKT.PST dan Putusan Nomor 315/PDT/2015/PT DKI, Pengadilan Negeri Jakarta Pusat dan Pengadilan Tinggi Jakarta mengabulkan gugatan dari BNI Syariah dan menghukum Perseroan untuk melaksanakan prestasinya sebesar Rp2.491.890. Atas putusan tersebut, Perseroan mengajukan permohonan kasasi tanggal 26 Januari 2016.

As of December 31, 2020, there were no important cases being faced by the Company, the Board of Commissioners, the Board of Directors, or Subsidiaries. However, several important cases from previous years that required following up are as follows:

a) **PT Bank Negara Indonesia Syariah (BNI Syariah)**

The Company had to face a civil lawsuit from BNI Syariah with a claim value of Rp 85,334,939 related to payments to PT Slipi Raya Utama that did not go through BNI Syariah account in connection with the construction of passenger terminal and supporting facilities at Lombok International Airport.

Based on Verdict No. 315/PDT/2015/PTDKI. jo.No.556/PDT.G/2013/PN.JKT.PST and Verdict No. 315/PDT/2015/PT DKI, the Central Jakarta District Court and the Jakarta High Court granted the motion of BNI Syariah and ordered the Company to pay a penalty of Rp 2,491,890. Based on this verdict, the Company filed an appeal on January 26, 2016.

Pada tanggal 31 Desember 2017, Perseroan telah membukukan pencadangan biaya sebesar Rp87.826.828 pada akun beban akrual.

Pada tahun 2018, Perseroan menerima Putusan Mahkamah Agung Nomor 1461 K/Pdt/2017 tanggal 27 September 2017 dimana Perseroan dihukum untuk melaksanakan prestasinya sebesar Rp2.491.890. Atas hal tersebut, pada tanggal 31 Desember 2018, Perseroan telah membukukan pendapatan sebesar Rp85.334.939 pada akun penghasilan lain-lain.

b) PT Sepinggang Sarana Utama (SSU)

PT Sepinggang Sarana Utama (SSU) mengajukan permohonan arbitrase kepada Badan Arbitrase Nasional Indonesia (BANI) di mana SSU menyatakan bahwa Perseroan telah melakukan tindakan ingkar janji atas perjanjian kerja sama pembangunan dan pengusahaan hotel transit di Bandar Udara SAMS Sepinggang Balikpapan. Pada tanggal 5 Juli 2018, Perseroan menerima Putusan Perkara No. 982/X/ARB-BANI/2017 dari BANI di mana Perseroan diperintahkan untuk membayar ganti rugi atas investasi yang sudah dilakukan SSU dan mengembalikan uang jaminan kesungguhan kepada SSU masing-masing sebesar Rp104.793.567 dan Rp3.750.000.

Perseroan menyampaikan surat permohonan kepada Ketua Pengadilan Jakarta Pusat yang diterima Pengadilan Negeri Jakarta Pusat pada tanggal 23 Oktober 2018 yang menyatakan antara lain:

1. Putusan arbitrase melanggar ketertiban umum karena mengabaikan laporan hasil audit investigatif Badan Pengawas Keuangan dan Pembangunan.
2. Berdasarkan risalah rapat tanggal 16 Agustus 2018 dengan SSU, SSU tidak keberatan apabila ganti rugi dihitung dengan kewajiban-kewajibannya.
3. SSU setuju nilai ganti rugi dikurangi dengan pembayaran atas koridor penghubung.
4. SSU masih memiliki kewajiban pembayaran sewa tanah dan konsesi kepada termohon eksekusi.
5. SSU berkewajiban menyerahkan tanah milik Perseroan dan hotel transit menjadi milik Perseroan.

Perseroan menyampaikan surat permohonan kembali kepada Ketua Pengadilan Jakarta Pusat yang diterima Pengadilan Negeri Jakarta Pusat pada tanggal 6 November 2018 yang menyatakan antara lain:

1. SSU setuju nilai ganti rugi dikurangi dengan pembayaran atas bangunan koridor penghubung yang menjadi bagian dari hotel transit.
2. SSU masih memiliki kewajiban pembayaran sewa tanah dan konsesi kepada termohon eksekusi.
3. Perlu dilakukan penilaian ulang atas nilai aset hotel tersebut

As of December 31, 2017, the Company booked a provision of Rp 87,826,828 in the accrual expense account.

In 2018, the Company received the Supreme Court Verdict No. 1461 K/Pdt/2017 dated September 27, 2017 where the Company was ordered to pay a penalty of Rp 2,491,890. For this reason, as of December 31, 2018, the Company posted revenues of Rp 885,334,939 in the other income account.

b) PT Sepinggang Sarana Utama (SSU)

PT Sepinggang Sarana Utama (SSU) submitted a request for arbitration to the Indonesian National Arbitration Board (BANI) where the SSU stated that the Company had broken its commitment on a cooperation agreement for the construction and operation of transit hotel at SAMS Sepinggang Airport in Balikpapan. On July 5, 2018, the Company received the Case Verdict No. 982/X/ARB-BANI/2017 from BANI where the Company was ordered to pay compensation for investment made by SSU and reimburse the earnest money deposit to SSU amounting to Rp 104,793,567 and Rp 3,750,000, respectively.

The Company submitted an appeal to Central Jakarta District Court on October 23, 2018, which stated the following:

1. *The arbitration award violated public order because it disregarded the report on the results of investigative audit of the Financial and Development Supervisory Board (BPKP).*
2. *Based on the minutes of the meeting held on August 16, 2018 with the SSU, SSU did not object if compensation was calculated with its obligations.*
3. *SSU had agreed that the compensation sum was to be reduced by payment of the connecting corridor.*
4. *SSU continued to be responsible for paying the land rent and concession to the respondent.*
5. *SSU was obliged to surrender the Company's land and transit hotel to the Company*

The Company again submitted an appeal to the Central Jakarta District Court on November 6, 2018, which stated that:

1. *SSU had agreed that the compensation sum was to be reduced by payment of the connecting corridor building as part of the transit hotel.*
2. *SSU continued to be responsible for paying land rent and concession to the respondent.*
3. *It was necessary to reassess the hotel valuation.*

Pada tanggal 15 Mei 2019, Perseroan dan SSU menandatangani surat perdamaian di mana SSU sepakat untuk menyerahkan tanah berikut bangunan hotel ke Perseroan dan Perseroan membayar sebesar Rp86,7 miliar. Pada tanggal 16 Mei 2019, Perseroan telah melakukan pembayaran sejumlah tersebut kepada SSU.

On May 15, 2019, the Company and SSU signed an agreement in which SSU agreed to hand over the land and hotel building to the Company in return for a payment of Rp 86.7 billion. On May 16, 2019, the Company paid such amount to SSU.

c) 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 m² dan nilai gugatan sebesar Rp10 juta per m² atau sebesar Rp335 miliar. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan Menteri BUMN Republik Indonesia.

c) Lawsuit filed by Paulus Wuwungan

The company received a civil lawsuit filed by Paulus Wuwungan through the Manado District Court on May 28, 2019 in connection with two plots of land in Douna Sekolah, Manado with a total land area of 33,500 m² and a claim value of Rp10 million per m² or Rp335 billion. The other defendant were the Minister of Transportation of the Republic of Indonesia and the Minister of State-Owned Enterprises of the Republic of 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 juta per m² atau sebesar Rp33,5 miliar.

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 Enterprises of the Republic of Indonesia were required to jointly pay compensation for land of Rp1 million per m² or Rp33.5 billion.

Pada tanggal 13 Agustus 2020, Perusahaan mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, proses banding tersebut masih berjalan.

On August 13, 2020, the Company submitted an appeal to the Manado High Court. As of the completion date of the consolidated financial statements, the appeal process is still ongoing.

d) 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 m² yang terletak di Desa Mapanget Barat, Manado dengan nilai gugatan sebesar Rp64,1 miliar. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan turut tergugat adalah Menteri Keuangan Republik Indonesia dan Menteri BUMN Republik Indonesia.

d) Lawsuit filed by Maria Nellie Awuy

The company received a civil lawsuit filed by Maria Nellie Awuy Sumakul through the Manado District Court on November 18, 2016 in connection with a land area of 26,880 m² located in West Mapanget Village, Manado with a claim value of Rp64.1 billion. The other defendants were the Minister of Transportation, the Minister of Finance, and the Minister of State-Owned Enterprises of the Republic of Indonesia.

Berdasarkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018, sebagian gugatan dikabulkan dan Perusahaan diharuskan melakukan pembayaran ganti kerugian atas tanah sebesar Rp17,2 miliar dan uang paksa sebesar Rp1 juta per hari jika lalai melaksanakan putusan.

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 of Rp17.2 billion and dwangsom of Rp1 million per day if the Company failed to implement the decision.

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.

On October 19, 2018, the Company submitted an appeal to the Manado High Court. On December 17, 2019, the Manado High Court's decision strengthened the Manado District Court's decision dated July 31, 2018.

Pada tanggal 12 Februari 2020, Perusahaan mengajukan permohonan kasasi kepada Mahkamah Agung Republik Indonesia. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, proses kasasi tersebut masih berjalan.

On February 12, 2020, the Company submitted an appeal for cassation to the Supreme Court of the Republic of Indonesia. As of the completion date of the consolidated financial statements, the cassation process is still ongoing.

Perubahan Kebijakan Akuntansi Changes in Accounting Policies

Selama tahun 2020, Angkasa Pura I melakukan penyesuaian kebijakan akuntansi. Adapun perubahan yang berlaku dapat dilihat melalui tabel berikut.

In 2020, PT Angkasa Pura I (Persero) made adjustments in accounting policies. The applicable changes which can be seen in the following table.

Perubahan Kebijakan Akuntansi yang Dimulai pada dan Setelah Tanggal 1 Januari 2020

Changes in Accounting Policies Beginning on and After January 1, 2020

No.	Standar Akuntansi Accounting Standard	Adopsi atas IFRS/IAS Adoption of IFRS/IAS	Ringkasan Perubahan Summary of Changes	Dampak terhadap Angka Pura I Impact on Angkasa Pura I
1	PSAK 71 : Instrumen Keuangan PSAK 71: Financial Instrument	IFRS 9	PSAK ini mengatur klasifikasi dan pengukuran instrumen keuangan berdasarkan karakteristik dari arus kas kontraktual dan model bisnis entitas; metode kerugian kredit ekspektasi untuk penurunan nilai yang menghasilkan informasi yang lebih tepat waktu, relevan dan dimengerti oleh pemakai laporan keuangan; akuntansi untuk lindung nilai yang merefleksikan manajemen risiko entitas lebih baik dengan memperkenalkan persyaratan yang lebih umum berdasarkan pertimbangan manajemen. PSAK 71 prescribes the classification and measurement of financial instruments based on the characteristics of the contractual cash flows and the entity's business model; the expected credit loss method for impairment that results in more timely, relevant and understandable information to users of financial statements; accounting for hedges that better reflect the entity's risk management by introducing more general terms based on management's consideration.	Perbedaan yang timbul dari penerapan PSAK 71 "Instrumen Keuangan" telah dibebankan ke saldo laba pada tanggal 1 Januari 2020 sebesar Rp33,8 miliar. The difference arising from the implementation of PSAK 71 "Financial Instruments" was charged to retained earnings as of January 1, 2020 of Rp33.8 billion.
2	PSAK 72 : Pendapatan dari Kontrak dengan Pelanggan PSAK 72: Revenue from Contracts with Customers	IFRS 15	PSAK ini adalah standar tunggal untuk pengakuan pendapatan yang merupakan hasil dari joint project yang sukses antara International Accounting Standards Board ("IASB") dan Financial Accounting Standards Board ("FASB"), mengatur model pengakuan pendapatan dari kontrak dengan pelanggan, sehingga entitas diharapkan dapat melakukan analisis sebelum mengakui pendapatan. PSAK 72 is a single standard for revenue recognition that is the result of a successful joint project between the International Accounting Standards Board ("IASB") and the Financial Accounting Standards Board ("FASB"), specifying the revenue recognition model from contracts with customers, so that entities are expected to be able to perform analysis before recognizing revenue.	Tidak terdapat dampak yg material atas penerapan standar baru ini terhadap laporan keuangan konsolidasian. No material effect was found from the adoption of this new standard on the consolidated financial statements.
3	PSAK 73 : Sewa PSAK 73 : Leases	IFRS 16	PSAK ini menetapkan prinsip pengakuan, pengukuran, penyajian, dan pengungkapan atas sewa dengan memperkenalkan model akuntansi tunggal dengan mensyaratkan untuk mengakui aset hak-guna (right-of-use assets) dan liabilitas sewa, Terdapat 2 (dua) pengecualian opsional dalam pengakuan aset dan liabilitas sewa, yakni untuk: (i) sewa jangka-pendek dan (ii) sewa yang aset dasarnya (underlying assets) bernilai rendah. PSAK 73 establishes the principles for recognizing, measuring, presenting, and disclosing leases by introducing a single accounting model which requires the recognition of right-of-use assets and lease liabilities. There are 2 (two) optional exceptions in the recognition of assets and lease liabilities, namely for: (i) short-term leases and (ii) leases with low underlying assets.	Untuk PSAK 73 "Sewa", Kelompok Usaha telah mencatat aset hak-guna dan liabilitas sewa pada tanggal 1 Januari 2020 sebesar Rp218,6 miliar. For PSAK 73 "Leases", the Business Group recorded the right-of-use assets and lease liabilities as of January 1, 2020 of Rp218.6 billion.
4	Amendemen PSAK 1 dan PSAK 25: Definisi Material Amendment to PSAK 1 and PSAK 25: Definition of Material	-	Amendemen ini mengklarifikasi definisi materi dengan tujuan menyelaraskan definisi yang digunakan dalam kerangka kerja konseptual dan beberapa PSAK terkait, Selain itu, juga memberikan panduan yang lebih jelas mengenai definisi material dalam konteks pengurangan pengungkapan yang berlebihan karena perubahan ambang batas definisi material. The amendment clarifies the definition of material with the aim of harmonizing the definitions used in the conceptual framework and several related PSAKs. In addition, it also provides clearer guidance regarding the definition of material in the context of reducing excessive disclosure due to changes in the threshold of definition of material.	Dampak atas penerapan standar baru dan penyesuaian atau amendemen ini tidak material terhadap laporan keuangan konsolidasian. The impact of adoption of the new standard and adjustment or amendment was not material on the consolidated financial statements.

Dampak Standar Akuntansi Keuangan Baru dan Revisi (PSAK) Impact of New and Revised Financial Accounting Standards (PSAK)

Perseroan telah menganalisis penerapan standar akuntansi tersebut di atas. Dampak yang material terhadap laporan keuangan telah dibukukan efektif per 1 Januari 2020. Berikut adalah dampak dari penerapan PSAK 71 dan PSAK 73 terhadap laporan posisi keuangan konsolidasian:

The Company analyzed the implementation of the aforementioned accounting standards. The material effect on the financial statements has been recorded effective as of January 1, 2020. The following are the effects of the implementation of PSAK 71 and PSAK 73 on the consolidated financial statement position:

Dalam Ribuan Rupiah
(in thousand rupiah)

Uraian Description	Saldo sebelum penerapan PSAK 71 Balance Before the Application of PSAK 71	Klasifikasi dan pengukuran Classification and Measurement	Kerugian kredit ekspektasian Expected Credit Loss	Saldo setelah penerapan PSAK 71 Balance After the Application of PSAK 71
Piutang Usaha Trade receivables	527,767,127	-	(20,767,522)	506,999,605
Pendapatan yang Masih Harus Dibayar Accrued revenue	291,022,438	-	(9,883,778)	281,138,660
Saldo Laba Retained Earnings	9,225,382,339	64,450,028	(30,651,300)	9,259,181,067
Rugi Komprehensif Lain Other Comprehensive Loss	(67,725,696)	(64,450,028)	-	(132,175,724)

Dalam Ribuan Rupiah
(in thousand rupiah)

Uraian Description	Saldo sebelum penerapan PSAK 73 Balance Before the Application of PSAK 73	Penyesuaian PSAK 73 Adjustment PSAK 73	Saldo setelah penerapan PSAK 73 Balance After the Application of PSAK 73
Biaya Dibayar Dimuka dan Uang Muka – Bagian Lancar Prepaid Expenses and Advances – Current Portion	583,165	(583,165)	-
Aset Hak Guna – Neto Right of Use Assets	-	218,604,674	218,604,674
Liabilitas Sewa Lease Liabilities	-	(218,604,674)	(218,604,674)

INFORMASI KELANGSUNGAN USAHA

Information on Business Continuity

Perubahan Ketentuan Peraturan Perundang-Undangan Amendment to Provision of Laws and Regulations

Pada tahun 2020, terdapat ketentuan peraturan Perundang-undangan yang berpengaruh terhadap kegiatan usaha Angkasa Pura I, yaitu:

In 2020, there were amendments to provisions of laws and regulations that impacted on the business activities of PT Angkasa Pura I (Persero), as follows:

No.	Instansi Institution	Nomor Regulation Number	Perihal Subject	Dampak Impact
1	Kementerian Keuangan Ministry of Finance	128/ PMK.010/2019	Pemberian Pengurangan Penghasilan Bruto atas Penyelenggaraan Kegiatan Praktik Kerja, Pemagangan dan/atau Pembelajaran Dalam Rangka Pembinaan dan Pengembangan Sumber Daya Manusia Berbasis Kompetensi Tertentu <i>Provision of Gross Income Reduction for Implementing Work Practices, Internship and/or Learning Activities in the Framework of Developing Human Resources Based on Specific Competencies</i>	Angkasa Pura I meningkatkan pengembangan SDM berbasis Kompetensi dan Pemagangan Pegawai, penetapan ketentuannya berada di Unit Training and Development. <i>Angkasa Pura I has enhanced HR development based on competencies and internship of employees, determined by the Training and Development unit.</i>
2	Kementerian BUMN Ministry of State-Owned Enterprises	PER-01/ MBU/2019	Perubahan Keempat 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 <i>Fourth Amendment to Minister of State-Owned Enterprises Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Board Directors, Board of Commissioners, and the Supervisory Board of State-Owned Enterprises</i>	Terkait perubahan peraturan tersebut berdampak pada kenaikan Gaji dan Tantiem Direktur yang membidangi Sumber Daya Manusia dan Umum. <i>Amendment to the regulation has resulted in the increase in the salary and bonus of the Director in charge of Human Resources and General Affairs.</i>
3	Direktorat Jenderal Pajak Kementerian Keuangan Directorate General of Taxes Ministry of Finance	PER-05/PJ/2019	Badan/Lembaga yang dibentuk atau disahkan oleh Pemerintah yang ditetapkan sebagai Penerima Zakat atau Sumbangan Keagamaan yang Sifatnya Wajib yang dapat dikurangkan dari Penghasilan Bruto <i>Agency/ Institution established or authorized by the Government and designated as Recipient of Zakat or Mandatory Religious Contributions that can be deducted from Gross Income</i>	Saat ini pemotongan Zakat Profesi pegawai sebesar 2,5% dari penghasilan ditransfer ke rekening Badan Amil Zakat Nasional. <i>Currently, the deduction of Zakat for employees by 2.5% of income is transferred to the account of the National Zakat Agency</i>
4	Kementerian Perhubungan Ministry of Transportation	166	Tatanan Kebandarudaraan Nasional <i>National Airport Order</i>	<ul style="list-style-type: none"> a. Peningkatan status Bandar Udara dari Domestik menjadi Internasional; b. Penentuan standar peranan, fungsi dan klasifikasi Bandar Udara; c. Pemenuhan Sertifikat Bandar Udara pada setiap Bandar Udara; d. Turut serta berperan aktif dalam mendukung Kebijakan ASEAN <i>Open Sky</i> dengan pengaturan <i>slot time</i> pesawat udara dalam memaksimalkan potensi peningkatan pergerakan pesawat, penumpang dan kargo. <ul style="list-style-type: none"> a. <i>Enhancement of Airport status from Domestic to International;</i> b. <i>Determination of role, function and classification standards of airports;</i> c. <i>Fulfillment of Airport Certificate for all airports;</i> d. <i>Active participation in supporting the ASEAN Open Sky Policy by regulating aircraft slot times in maximizing the potential for increased aircraft, passenger and cargo movements.</i>

Hal-Hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha *Matters That Potentially Have A Significant Impact on Business Continuity*

Selama tahun 2020 terdapat hal-hal yang berpotensi signifikan mempengaruhi kelangsungan usaha PT Angkasa Pura I (Persero), adapun hal-hal tersebut adalah:

- Penerbitan Peraturan Menteri Perhubungan Nomor PM 18 Tahun 2020 tentang Pengendalian Transportasi Dalam Rangka Pencegahan Penyebaran *Corona Virus Disease* 2019 (COVID-19) sebagaimana telah diubah dengan PM 41 Tahun 2020, berpengaruh dengan operasional Bandar Udara, secara tidak langsung membatasi *traffic* penumpang dan pergerakan pesawat. Hal tersebut menurunkan pendapatan/*revenue* Perusahaan.
- Penerbitan Peraturan Menteri Perhubungan Nomor PM 51 Tahun 2020 tentang Keamanan Penerbangan Nasional serta Keputusan Menteri Perhubungan Nomor KM 211 Tahun 2020 tentang Program Keamanan Penerbangan Nasional, berpengaruh dengan operasional Bandar Udara, mengingat perlu dilakukan penyesuaian terhadap Program Keamanan di seluruh Bandar Udara yang dikelola Perusahaan.
- Penerbitan Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor P.4/Menlhk/Setjen/Kum.1/1/2020 dan P.12/Menlhk/Setjen/PLB.3/5/2020 berpengaruh dengan operasional Bandar Udara dalam penanganan Limbah Bahan Berbahaya dan Beracun.

During 2020 there are matters of potential significance affect the business continuity of PT Angkasa Pura I (Persero), as for these things are:

- Issuance of Minister of Transportation Regulation Number PM 18 of 2020 concerning Internal Transportation Control Prevention of the Spread of Corona Virus Disease 2019 (COVID-19) as amended by PM 41 Years 2020, influences airport operations, indirectly limit passenger traffic and aircraft movement. This reduces income/ Company revenue.*
- Issuance of Minister of Transportation Regulation Number PM 51 2020 on National Aviation Security as well Decree of the Minister of Transportation Number KM 211 Year 2020 on the National Aviation Security Program, influential with airport operations, considering adjustments need to be made to the Security Program in all airports managed by the Company.*
- Issuance of Regulation of the Minister of Environment and Forestry Number P.4 / Menlhk / Setjen / Kum.1 / 1/2020 and P.12 / Menlhk / Setjen / PLB.3 / 5/2020 have an effect on Airport operations in handling Material Waste Dangerous and Toxic.*

PENGUNGKAPAN PAJAK *Tax Disclosure*

Publikasi Pembayaran Pajak *Publication of Tax Payments*

Sebagai perwujudan tata kelola Perseroan yang baik, PT Angkasa Pura I secara rutin mengelola hak dan kewajiban perpajakan sesuai dengan peraturan yang berlaku.

As a manifestation of good corporate governance, PT Angkasa Pura I routinely manages its taxation rights and obligations in accordance with applicable regulations.

Pembayaran Pajak dalam Tiga Tahun Terakhir (Rp Ribu)

Tax Payments in the Last Three Years (in thousand Rupiah)

Uraian Pajak <i>Description</i>	2020	2019	2018
PPh Pasal 21 <i>Income Tax Article 21</i>	160,305,715	198,882,750	162,789,707
PPh Pasal 22 <i>Income Tax Article 22</i>	4,054,014	5,641,914	4,523,965
PPh Pasal 23 dan PPh Pasal 26 <i>Income Tax Article 23 and 26</i>	23,007,979	28,491,494	26,348,212
PPh Pasal 4 Ayat 2 <i>Income Tax Article 4 Paragraph 2</i>	132,471,002	248,509,945	132,485,016
PPh Badan <i>Corporate Income Tax</i>	0	485,287,229	432,540,331
Pajak Pertambahan Nilai (1111) <i>Value Added Tax (1111)</i>	269,213,266	621,337,506	646,830,078

Uraian Pajak Description	2020	2019	2018
Pajak Pertambahan Nilai Wajib Pungut (1107) Mandatory Value Added Tax (1107)	690,311,114	1,040,720,298	698,144,910
SWPD3D/BNN dan Beban Pajak Lain-lain SWPD3D/BNN and Other Tax Expenses	184,850,874	157,830,977	166,345,493
Pajak Bumi dan Bangunan dan Pajak Daerah Lainnya Land and Building Tax and Other Regional Taxes	140,090,263	180,369,880	139,173,979
Total	1,604,304,228	2,967,071,993	2,409,181,695

Kepatuhan Pembayaran dan Sengketa Pajak Payment Compliance and Tax Dispute

Angkasa Pura I telah menjalankan kewajiban perpajakan sesuai ketentuan yang berlaku. Dengan demikian, tidak terdapat ketidakpatuhan Perseroan dalam hal kewajiban membayar pajak. Angkasa Pura I juga tidak memiliki sengketa pajak per 31 Desember 2020.

PT Angkasa Pura I (Persero) performed its tax obligations in accordance with applicable regulations. Thus, there were no compliance issues in terms of tax payments. In addition, as of December 31, 2020, the Company was not involved in tax disputes.

Dasar Perpajakan Taxation Basis

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 2020. Adapun penyesuaian perhitungan perpajakan selama 2020 diungkapkan dalam tabel berikut.

PT Angkasa Pura I (Persero) refers to applicable tax provisions and carries out fiscal reconciliation in fulfilling taxation provisions. The taxable income following reconciliation becomes the basis for filling out the 2020 Annual Corporate Tax Return. In 2020, several adjustments were made to the tax calculation as described in the following table.

Data Rekonsiliasi Fiskal untuk Perpajakan (Rp Ribu)

Fiscal Reconciliation Data for Taxation (in thousand Rupiah)

Uraian Description	2020	2019	2018
Laba sebelum pajak penghasilan Badan menurut laporan laba Rugi dan penghasilan komprehensif konsolidasian Profit Before Corporate Incomes Tax in Consolidated Statement of Profit or Loss and Comprehensive Income	(2,906,376,519)	1,944,535,245	2,694,934,057
Beban Pajak Tax Expenses (Benefits)	(765,998,880)	492,308,079	689,015,898
Aset Pajak Tangguhan Deferred Tax Assets	623,256,849	48,494,898	41,157,712
Liabilitas Pajak Tangguhan Deferred Tax Liabilities	-	79,885,504	89,079,821

KINERJA ENTITAS ANAK Performance of Subsidiaries

Hingga akhir periode pelaporan tahun 2020, Perseroan telah memiliki lima entitas anak yang telah dijelaskan pada bagian profil dalam Laporan Tahunan ini. Kinerja entitas anak dapat dilihat melalui penjelasan berikut.

As of end of the 2020 reporting period, the Company 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

Pada tahun 2020, PT Angkasa Pura Suport membukukan pendapatan usaha sebesar Rp1.101 miliar, menurun sebesar 27,8% atau Rp423,5 miliar jika dibandingkan dengan tahun 2019 yang berhasil dicatat sebesar Rp1.525 miliar. Penurunan pendapatan disebabkan oleh *downsizing business* yang dilakukan oleh PT Angkasa Pura I (Persero) dan tertundanya beberapa program pengadaan akibat pandemi COVID-19. Rugi usaha tahun 2020 tercatat sebesar Rp78,5 miliar, mengalami pertumbuhan negatif sebesar Rp244,6 miliar atau 147,3% dari tahun 2019 yang berhasil mencatat laba sebesar Rp166 miliar. Semetara itu, rugi bersih di tahun 2020 sebesar Rp105,5 miliar, lebih rendah 171,4% jika dibandingkan dengan tahun 2019 yang berhasil mencatat laba sebesar Rp147,8 miliar. Secara keseluruhan, kinerja PT Angkasa Pura Suport sudah mencapai hasil yang cukup baik di tengah pandemi COVID-19. Untuk mendukung kinerja operasional, PT Angkasa Pura Suport memiliki aset senilai Rp1,3 triliun, lebih kecil 4,4% dari aset tahun 2019 yaitu Rp1,4 triliun.

In 2020, PT Angkasa Pura Suport posted operating revenues of Rp1.1 trillion, decreased by 27.8% or Rp423.5 billion compared to 2019 which was recorded at Rp1.5 trillion. The decrease in operating revenue was due the downsizing business performed by PT Angkasa Pura I (Persero) and the delay in several procurement programs as a result of the COVID-19 pandemic. Operating losses in 2020 were recorded at Rp78.5 billion, experiencing negative growth of Rp244.6 billion or 147.3% compared to 2019 which recorded operating profit of Rp166 billion. Meanwhile, the net loss in 2020 was Rp 105.5 billion, 171.4% or Rp253.3 billion lower compared to 2019 which recorded net profit of Rp147.8 billion. Overall, PT Angkasa Pura Suport had good performance amid the COVID-19 pandemic. To support operational performance, PT Angkasa Pura Suport had assets worth Rp1.3 trillion, 4.4% lower than the assets in 2019 of Rp1.4 trillion.

Kinerja Keuangan PT Angkasa Pura Suport (Rp Juta)

Financial Performance of PT Angkasa Pura Suport (in million Rupiah)

Uraian Description	Pertumbuhan 2020 Growth in 2020		2020	2019	2018
	Rp	%			
Aset <i>Assets</i>	(61,113)	-4.38%	1,332,875	1,393,988	1,018,677
Liabilitas <i>Liabilities</i>	63,202	8.87%	776,020	712,818	411,053
Ekuitas <i>Equity</i>	(124,315)	-18.25%	556,855	681,170	607,624
Pendapatan Usaha <i>Operating Revenue</i>	(423,520)	-27.78%	1,101,202	1,524,722	1,239,285
Beban Usaha <i>Operating Expense</i>	(178,955)	-13.17%	1,179,739	1,358,694	1,069,544
Laba Usaha <i>Operating Profit</i>	(244,565)	-147.30%	(78,537)	166,028	169,741
Pendapatan Non Usaha <i>Non-Operating Revenue</i>	3,549	140.43%	6,075	2,527	24,187
Beban Non Usaha <i>Non-Operating Expenses</i>	12,297	59.33%	33,022	20,726	16,473
Laba Non Usaha <i>Non-Operating Profit</i>	(8,748)	48.07%	(26,947)	(18,199)	7,714
Total Pendapatan <i>Total Revenue</i>	(419,971)	-27.50%	1,107,278	1,527,249	1,263,472
Total Beban <i>Total Expenses</i>	(166,658)	-12.08%	1,212,762	1,379,420	1,086,017
Laba Bersih <i>Net Profit</i>	(253,313)	-171.36%	(105,484)	147,829	177,455
Beban Pajak Kini dan Tangguhan <i>Current and Deferred Tax Expense</i>	1,210	100%	1,210	45,070	24,722
Laba (Rugi) Setelah Pajak <i>After-Tax Profit (Loss)</i>	(50,194)	-108.68%	(5,124)	102,760	152,733
<i>Cash Ratio</i>			22.50%	159.71%	35.18%
<i>Current Ratio</i>			111.76%	21.78%	192.75%
<i>Test Acid Ratio</i>			51.56%	44.51%	70.06%
<i>Return on Asset</i>			-7.62%	7.37%	14.99%
<i>Return on Equity</i>			-18.24%	15.09%	25.14%

PT Angkasa Pura Logistik

PT Angkasa Pura Logistik mencatatkan pendapatan usaha di tahun 2020 sebesar Rp378,6 miliar, turun 1,9% atau Rp7,4 miliar jika dibandingkan dengan tahun 2019 yang berhasil dicatat sebesar Rp386 miliar. Penurunan pendapatan disebabkan oleh adanya larangan penerbangan untuk maskapai komersial rute-rute tertentu sejak bulan April sampai Mei 2020 dan penerbangan dari dan ke RRC oleh Kementerian Perhubungan yang memengaruhi penurunan produksi kargo. Sementara dari sisi laba rugi usaha, tercatat pertumbuhan negatif sebesar 228,2% atau Rp 84,5 miliar, dari laba sebesar Rp 37 miliar di tahun 2019 menjadi rugi sebesar Rp47,4 miliar di tahun 2020. Rugi bersih dicatatkan sebesar Rp57,2 miliar pada periode pelaporan tahun 2020 turun sebesar Rp95,2 miliar atau 250,3% dibanding tahun 2019 yang berhasil mencatat laba sebesar Rp38,1 miliar. Jika dilihat dari sisi neraca keuangan, aset yang dimiliki PT Angkasa Pura Logistik mengalami kenaikan sebesar 155,9% atau Rp472,4 miliar dari sebelumnya sebesar Rp302,9 miliar di tahun 2019 menjadi sebesar Rp775,3 miliar pada 2020.

PT Angkasa Pura Logistik recorded operating revenues in 2020 of Rp378.6 billion, decreased by 1.9% or Rp 7.4 billion compared to 2019 which was recorded at Rp386 billion. The decline in revenue was due to the ban on commercial flights on certain routes from April to May 2020 and ban on flights to and from China by the Ministry of Transportation which affected the decline in cargo production. Meanwhile, operating profit or loss experienced a negative growth of 228.2% or Rp84.5 billion, from operating profit of Rp37 billion in 2019 to operating loss of Rp47.4 billion in 2020. Net loss was recorded at Rp57.2 billion in the 2020 reporting period, decreased by Rp95.2 billion or 250.3% compared to 2019 which recorded a profit of Rp38.1 billion. In terms of financial balance, the assets owned by PT Angkasa Pura Logistik increased by 155.9% or Rp472.4 billion, from Rp.302.9 billion in 2019 to Rp775.3 billion in 2020.

Kinerja Keuangan PT Angkasa Pura Logistik (Rp Juta)

Financial Performance of PT Angkasa Pura Logistik (in million Rupiah)

Uraian Description	Pertumbuhan 2020 Growth in 2020		2020	2019	2018
	Rp	%			
Aset Assets	472,375	155.94%	775,304	302,928	247,877
Liabilitas Liabilities	373,820	337.07%	484,722	110,902	73,582
Ekuitas Equity	98,556	51.32%	290,582	192,026	174,295
Pendapatan Usaha Operating Revenue	(7,414)	-1.92%	378,588	386,003	359,094
Beban Usaha Operating Expense	77,045	22.08%	426,033	348,988	291,586
Laba Usaha Operating Profit	(84,459)	-228.18%	(47,445)	37,014	67,508
Pendapatan Non Usaha Non-Operating Revenue	167	14.56%	1,316	1,149	7,225
Beban Non Usaha Non-Operating Expenses	10,951	9654.69%	11,064	113	1,002
Laba Non Usaha Non-Operating Profit	(10,783)	-1041.34%	(9,748)	1,036	6,223
Total Pendapatan Total Revenue	(7,247)	-1.87%	379,905	387,152	366,319
Total Beban Total Expenses	87,996	25.21%	437,098	349,102	292,588
Laba Bersih Net Profit	(95,243)	-250.31%	(57,193)	38,050	73,731
Beban Pajak Final (4 ayat 2 dan 23) Final Tax Expense (Article 4 Paragraphs 2 and 23)	242	39.56%	854	612	360
Beban Pajak Kini dan Tangguhan Current and Deferred Tax Expense	(24,236)	-212.23%	(12,816)	11,420	18,184
Laba (Rugi) Setelah Pajak After-Tax Profit (Loss)	(71,249)	-273.84%	(45,230)	26,018	55,187
Cash Ratio			80.02%	141.53%	107.51%
Current Ratio			128.30%	19.60%	268.01%
Test Acid Ratio			99.11%	181.53%	165.75%
Return on Asset			-5.83%	8.59%	22.26%
Return on Equity			-15.57%	13.55%	31.66%

PT Angkasa Pura Properti

PT Angkasa Pura Properti mencatatkan pendapatan usaha di tahun 2020 sebesar Rp281,9 miliar. Pendapatan usaha ini mengalami kenaikan sebesar Rp38,8% miliar atau 16% jika dibanding dengan tahun 2019 yang mencapai Rp243,2 miliar. Kenaikan pendapatan disebabkan oleh terealisasinya 50 pekerjaan *carry over* tahun 2019, serta terealisasinya beberapa pekerjaan di luar RKAP 2020 seperti renovasi halte Transjakarta. Laba usaha yang berhasil dicatatkan di tahun 2020 mencapai Rp21,3 miliar atau lebih tinggi 36,1% atau Rp5,7 miliar dibanding laba usaha pada tahun 2019 yaitu sebesar Rp15,7 miliar. Laba bersih yang tercatat di tahun 2020 sebesar Rp23,8 miliar, naik sebesar 120,9% atau Rp13 miliar dibanding pada 2019 sebesar Rp10,8 miliar. Adapun total aset yang dimiliki PT Angkasa Pura Properti tercatat naik 14,5% atau Rp78,2 miliar dari Rp537,4 miliar di tahun 2019 menjadi Rp615,6 miliar pada 2020.

PT Angkasa Pura Properti recorded operating revenues in 2020 of Rp281.9 billion. Operating revenue increased by Rp38.8% billion or 16% compared to Rp 243.2 billion in 2019. The increase in operating revenue was due to the realization of 50 carry-over jobs in 2019 and the realization of several jobs outside the 2020 RKAP, such as renovation of Transjakarta bus stops. In addition, operating profit in 2020 was Rp21.3 billion, increased by 36.1% or Rp5.7 billion compared to operating profit in 2019 of Rp15.7 billion. Net profit in 2020 was Rp23.8 billion, increased by 120.9% or Rp13 billion compared to 2019 of Rp10.8 billion. Total assets owned by PT Angkasa Pura Properti increased by 14.5% or Rp78.2 billion, from Rp537.4 billion in 2019 to Rp615.6 billion in 2020.

Kinerja Keuangan PT Angkasa Pura Properti (Rp Juta)

Financial Performance of PT Angkasa Pura Properti (in million Rupiah)

Uraian Description	Pertumbuhan 2020 Growth in 2020		2020	2019	2018
	Rp	%			
Aset Assets	78,155	14.54%	615,551	537,396	485,595
Liabilitas Liabilities	84,642	25.42%	417,666	333,024	277,630
Ekuitas Equity	(6,486)	-3.17%	197,885	204,371	207,964
Pendapatan Usaha Operating Revenue	38,782	15.95%	281,986	243,204	449,320
Beban Usaha Operating Expense	33,128	14.56%	260,663	227,534	407,072
Laba Usaha Operating Profit	5,653	36.08%	21,323	15,670	42,248
Pendapatan Non Usaha Non-Operating Revenue	21,089	895.57%	23,443	2,355	1,588
Beban Non Usaha Non-Operating Expenses	13,697	189.34%	20,931	7,234	2,963
Laba Non Usaha Non-Operating Profit	7,392	-151.50%	2,513	(4,879)	(1,375)
Total Pendapatan Total Revenue	59,870	24.38%	305,429	245,559	450,908
Total Beban Total Expenses	46,825	19.95%	281,594	234,768	410,035
Laba Bersih Net Profit	13,045	120.90%	23,836	10,790	40,873
Beban Pajak Final (4 ayat 2 dan 23) Final Tax Expense (Article 4 Paragraphs 2 and 23)	(637)	0.00%	8,960	9,598	14,517
Beban Pajak Kini dan Tangguhan Current and Deferred Tax Expense	(811)	-100.00%	(811)	717	71,000
Laba (Rugi) Setelah Pajak After-Tax Profit (Loss)	13,776	721.32%	15,686	1,910	26,427
Cash Ratio			35.08%	123.04%	29.20%
Current Ratio			293.25%	16.79%	142.73%
Test Acid Ratio			199.54%	47.05%	56.41%
Return on Asset			2.55%	0.36%	5.44%
Return on Equity			7.93%	0.93%	12.71%

PT Angkasa Pura Hotel

Pendapatan usaha PT Angkasa Pura Hotel mengalami pertumbuhan negatif 62,8% atau Rp255,8 miliar dari Rp407,1 miliar pada tahun 2019 menjadi Rp151,3 miliar pada tahun 2020. Penurunan pendapatan disebabkan oleh penurunan produksi hampir di seluruh lini bisnis PT Angkasa Pura Hotel akibat pandemi COVID-19. Laba usaha perusahaan mengalami penurunan sebesar 629,1% atau Rp75,1 miliar dari laba sebesar Rp11,9 miliar di tahun 2019 menjadi rugi sebesar Rp63,2 miliar pada 2020. Sementara laba bersih di tahun 2020 dibukukan lebih rendah sebesar 550,4% atau Rp80,9 miliar dari laba sebesar Rp14,7 miliar pada tahun 2019 menjadi rugi sebesar Rp66,2 miliar di tahun 2020. PT Angkasa Pura Hotel mencatatkan aset yang dimiliki sebesar Rp671,3 miliar turun Rp67,6 miliar atau 9,1% dari tahun 2019 sebesar Rp738,8 miliar.

Operating revenue of PT Angkasa Pura Hotel experienced a negative growth of 62.8% or Rp255.8 billion, from Rp407.1 billion in 2019 to Rp151.3 billion in 2020. The decline in operating revenue was due to decreased production in almost all of PT Angkasa Pura Hotel's business lines as a result of the COVID-19 pandemic. The Company's operating profit decreased by 629.1% or Rp75.1 billion from a profit of Rp11.9 billion in 2019 to a loss of Rp63.2 billion in 2020. Meanwhile, net profit in 2020 decreased by 550.4% or Rp80.9 billion, from a profit of Rp14.7 billion in 2019 to a loss of Rp66.2 billion in 2020. Total assets owned by PT Angkasa Pura Hotel was Rp671.3 billion, decreased by Rp67.6 billion or 9.1% compared to 2019 of Rp738.8 billion.

Kinerja Keuangan PT Angkasa Pura Hotel (Rp Juta)

Financial Performance of PT Angkasa Pura Hotel (in million rupiah)

Uraian Description	Pertumbuhan 2020 Growth in 2020		2020	2019	2018
	Rp	%			
Aset Assets	(67,555)	-9.14%	671,262	738,817	728,225
Liabilitas Liabilities	(13,957)	-16.71%	69,582	83,539	78,488
Ekuitas Equity	(53,598)	-8.18%	601,680	655,278	649,737
Pendapatan Usaha Operating Revenue	(255,811)	-62.84%	151,297	407,109	395,495
Beban Usaha Operating Expense	(180,667)	-45.72%	214,496	395,163	366,779
Laba Usaha Operating Profit	(75,144)	-629.07%	(63,199)	11,945	28,716
Pendapatan Non Usaha Non-Operating Revenue	3,026	73.66%	7,134	4,108	3,908
Beban Non Usaha Non-Operating Expenses	8,733	640.98%	10,095	1,362	5,215
Laba Non Usaha Non-Operating Profit	(5,707)	-207.88%	(2,962)	2,745	1,307
Total Pendapatan Total Revenue	(252,785)	-61.47%	158,431	411,216	399,403
Total Beban Total Expenses	(171,934)	-43.36%	224,592	396,526	371,994
Laba Bersih Net Profit	(80,851)	-550.36%	(66,161)	14,691	27,409
Beban Pajak Final (4 ayat 2 dan 23) Final Tax Expense (Article 4 Paragraphs 2 and 23)	(6)	0.00%	3	8	65
Beban Pajak Kini dan Tangguhan Current and Deferred Tax Expense	(21,121)	-407.43%	(15,937)	5,184	11,175
Laba (Rugi) Setelah Pajak After-Tax Profit (Loss)	(59,725)	-628.79%	(50,227)	9,498	16,169
Cash Ratio			107.28%	313.85%	150.45%
Current Ratio			184.21%	191.60%	273.44%
Test Acid Ratio			154.71%	325.53%	224.17%
Return on Asset			-7.48%	1.29%	2.22%
Return on Equity			-8.35%	1.45%	2.49%

PT Angkasa Pura Retail

Kinerja keuangan PT Angkasa Pura Retail dicatatkan melalui pendapatan usaha sebesar Rp37,4 miliar di tahun 2020, turun 64,9% atau Rp68,9 miliar jika dibandingkan dengan pendapatan usaha pada tahun 2019 dengan capaian Rp106,3 miliar. Penurunan pendapatan terjadi seiring dengan penurunan trafik penumpang di bandara dan mundurnya beberapa mitra usaha akibat pandemi COVID-19. Adapun rugi usaha di tahun 2020 yaitu Rp36,1 miliar, lebih rendah 596,9% atau Rp43,3 miliar dibanding tahun 2019 sebesar Rp7,3 miliar. Rugi bersih yang dicatat di tahun 2020 sebesar Rp27,8 miliar, mengalami penurunan 411,2% atau Rp36,7 miliar dibanding pada tahun 2019 yang mencapai Rp8,9 miliar.

In terms of financial performance, PT Angkasa Pura Retail recorded operating revenues of Rp37.4 billion in 2020, decreased by 64.9% or Rp68.9 billion compared to operating revenues in 2019 of Rp106.3 billion. The decline in operating revenue was in line with the decrease in passenger traffic at the airports and the withdrawal of several business partners due to the COVID-19 pandemic. Operating loss in 2020 was Rp36.1 billion, decreased by 596.9% or Rp43.3 billion compared to 2019 of Rp7.3 billion. Net loss in 2020 was Rp27.8 billion, decreased by 411.2% or Rp36.7 billion compared to 2019 of Rp8.9 billion.

Kinerja Keuangan PT Angkasa Pura Retail (Rp Juta)

Financial Performance of PT Angkasa Pura Retail (in million Rupiah)

Uraian Description	Pertumbuhan 2020 Growth in 2020		2020	2019	2018
	Rp	%			
Aset Assets	(16,016)	-18%	74,210	90,226	81,064
Liabilitas Liabilities	21,211	69.46%	51,747	30,535	26,944
Ekuitas Equity	(37,227)	-62.37%	22,464	59,691	54,12
Pendapatan Usaha Operating Revenue	(68,943)	-64.85%	37,369	106,312	89,797
Beban Usaha Operating Expense	(25,611)	-25.86%	73,442	99,053	59,79
Laba Usaha Operating Profit	(43,332)	-596.92%	(36,073)	7,259	30,007
Pendapatan Non Usaha Non-Operating Revenue	8,760	499.10%	10,515	1,755	6,972
Beban Non Usaha Non-Operating Expenses	2,160	2,638.94%	2,242	82	2,059
Laba Non Usaha Non-Operating Profit	6,600	394.42%	8,273	1,673	4,913
Total Pendapatan Total Revenue	(60,183)	-55.69%	47,884	108,067	96,769
Total Beban Total Expenses	(23,451)	-23.66%	75,684	99,135	61,849
Laba Bersih Net Profit	(36,732)	-411.22%	(27,800)	8,933	34,92
Beban Pajak Final (4 ayat 2 dan 23) Final Tax Expense (Article 4 Paragraphs 2 and 23)	1,014	0.00%	1,977	963	4,965
Beban Pajak Kini dan Tangguhan Current and Deferred Tax Expense	(7,930)	-401.48%	(5,955)	1,975	16,648
Laba (Rugi) Setelah Pajak After-Tax Profit (Loss)	(29,816)	-497.38%	(23,822)	5,995	13,307
Cash Ratio			52.94%	264.35%	191.12%
Current Ratio			100.55%	130.13%	259.33%
Test Acid Ratio			85.31%	450.76%	219.04%
Return on Asset			-32.10%	6.64%	16.42%
Return on Equity			-106.04%	10.04%	24.59%

TATA KELOLA PERUSAHAAN

Corporate Governance

“Tata kelola perusahaan yang baik adalah fondasi dalam mengelola kegiatan operasional perusahaan. Guna menjaga kelangsungan bisnis, Perseroan senantiasa melengkapi organ tata kelola perusahaan dengan sumber daya manusia yang kompeten, berintegritas tinggi, dan bertanggung jawab.”

“Good corporate governance is the foundation in managing the company’s operational activities. In order to maintain business continuity, the Company always equips its corporate governance organs with competent, high integrity and responsible human resources.”



KERANGKA DAN STRUKTUR TATA KELOLA

Governance Framework and Structure



Dasar Kebijakan Penerapan GCG

Policy Basis for GCG Implementation

Tata kelola perusahaan yang baik atau *Good Corporate Governance* (GCG) diterapkan PT Angkasa Pura I (Persero) sebagai bentuk perlindungan jangka panjang bagi seluruh pemangku kepentingan dan meningkatkan nilai bagi para pemegang saham. Penerapan GCG sedikitnya telah mengacu pada empat pedoman bisnis terbaik antara lain Pedoman GCG Indonesia, prinsip-prinsip tata kelola untuk perusahaan milik negara, ASEAN Corporate Governance Scorecard (ACGS), dan Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Tata Kelola Perusahaan Terbuka.

Sebagai upaya dalam membangun budaya perusahaan yang mendukung prinsip penerapan GCG, Angkasa Pura I telah memiliki pedoman internal yang mengatur perilaku, fungsi, dan tugas seluruh organ perusahaan dalam melaksanakan GCG. Pedoman tersebut yaitu:

PT Angkasa Pura I (Persero) implements good corporate governance (GCG) principles as a long-term protection for all stakeholders and to increase value for shareholders. GCG implementation within the Company refers to at least four best business guidelines, including the Indonesian GCG Manual, governance principles for State-Owned Enterprises, ASEAN Corporate Governance Scorecard (ACGS), and Financial Services Authority (OJK) Circular No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Companies.

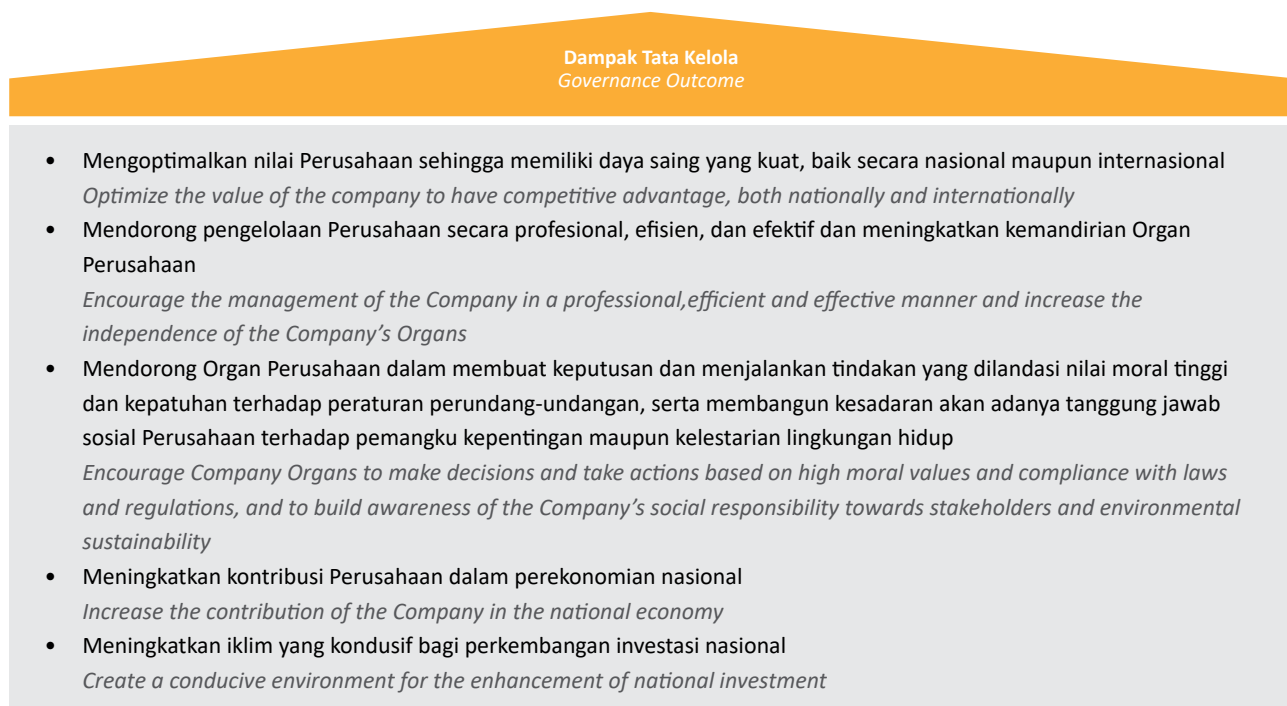
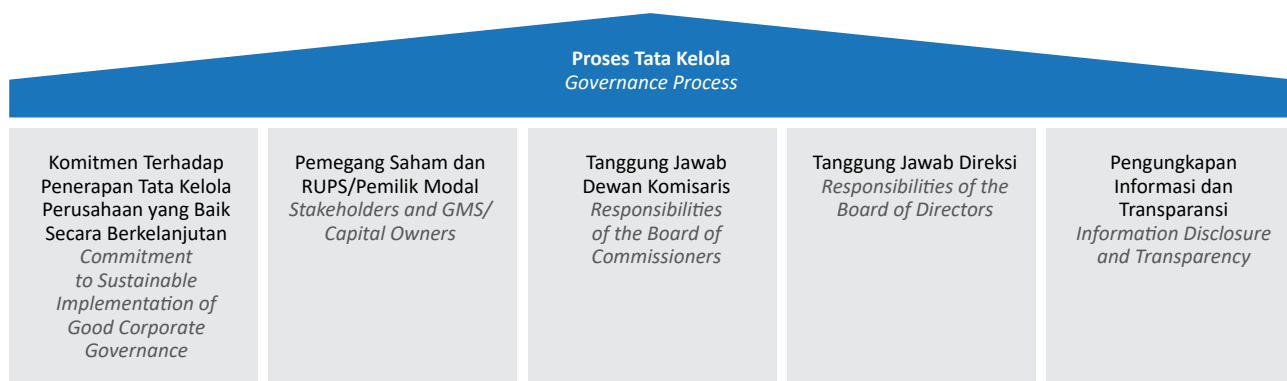
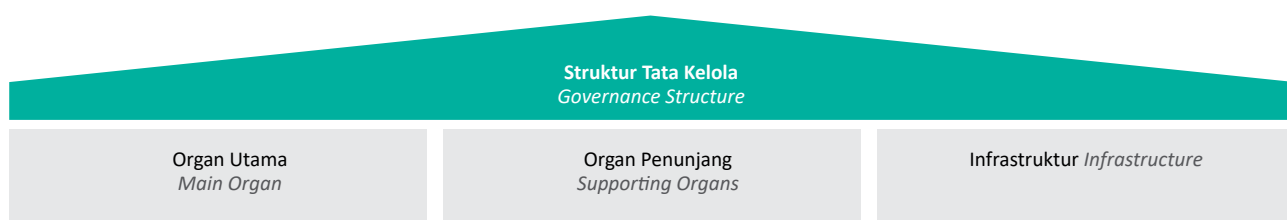
As an effort to build a corporate culture that supports GCG implementation principles, the Company has internal guidelines to regulate behavior, functions and tasks of the company's organs in implementing GCG, as follows:

Pedoman Corporate Governance (Code of 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; Audit Committee Charter
Piagam Internal Audit; Internal Audit Charter	Perjanjian Kerja Bersama 2017-2019; Collective Labor Agreement 2017-2019	Pedoman Pengendalian Gratifikasi; Anti-Corruption Guidelines	Pedoman Whistleblowing System; Whistleblowing System Guidelines
Pedoman Manajemen Risiko; Risk Management Guidelines	Pedoman Tata Kelola Teknologi Informasi; Information Technology Governance Guidelines	Pedoman Kepatuhan; Compliance Guidelines	Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN); Report of State Official Assets (LHKPN) Guidelines
Kebijakan-kebijakan lainnya dan <i>Standard Operating Procedure</i> (SOP) Perusahaan. Other policies and <i>Standard Operating Procedures</i> (SOP) of the Company.			

Kerangka Penerapan GCG GCG Implementation Framework

Kerangka penerapan GCG dibangun oleh Organ Utama Perusahaan yang terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Dalam pelaksanaannya, kerangka penerapan GCG didukung oleh seluruh karyawan di dalam perusahaan. Di bawah pengawasan mekanisme yang saling berkaitan agar penerapan tata kelola yang konsisten dan efektif dapat terlaksana dengan baik di seluruh kegiatan operasional perusahaan.

GCG implementation framework was established by the Company's Main Organs, consisting of General Meeting of Shareholders (GMS), Board of Commissioners and Board of Directors. In its implementation, GCG implementation framework is supported by all employees in the company under the supervision of interrelated mechanisms so that consistent and effective governance implementation can be carried out properly throughout the Company's operational activities.



Kerangka Penerapan GCG GCG Structure and Mechanism

Organ Utama, Organ Penunjang, dan infrastruktur perusahaan merupakan faktor penting yang mendukung penerapan GCG di lingkungan PT Angkasa Pura I (Persero). Sesuai dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, struktur tata kelola di Angkasa Pura I terdiri atas:

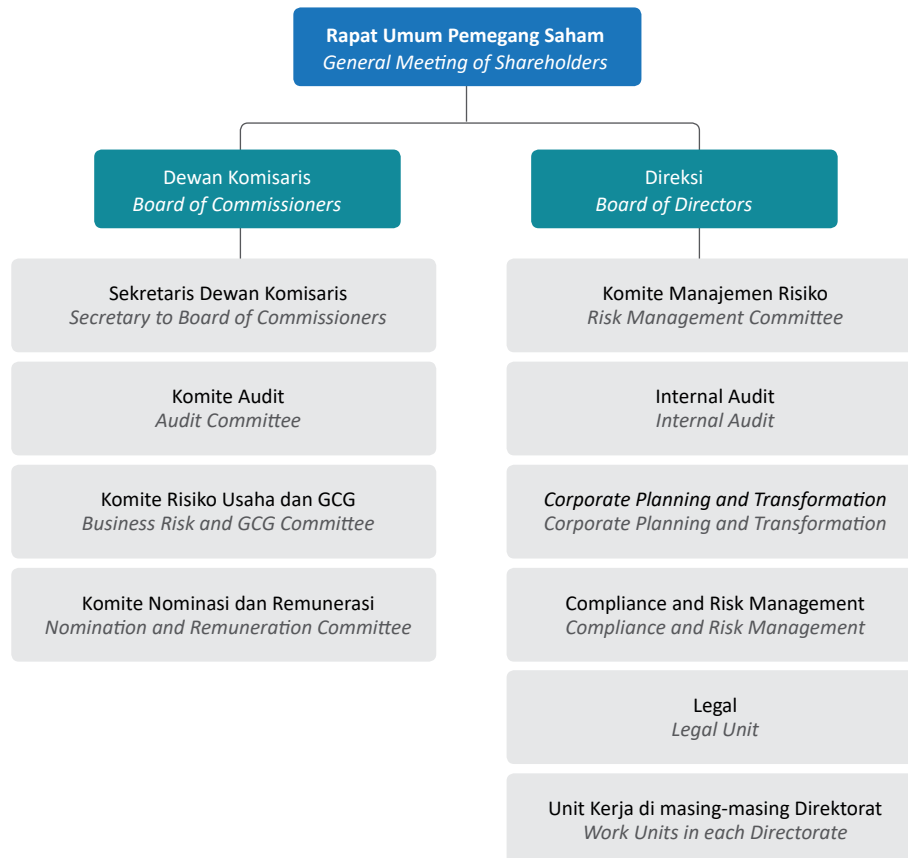
1. Rapat Umum Pemegang Saham (RUPS) sebagai organ tertinggi perusahaan;
2. Dewan Komisaris yang bertindak atas nama pemegang saham, berwenang untuk mengawasi dan memantau kinerja Dewan Direksi;
3. Direksi selaku pemimpin perusahaan yang memiliki tanggung jawab dalam memimpin perusahaan, mengelola karyawan, dan melaporkan kinerja perusahaan kepada pemegang saham dalam RUPS.

Angkasa Pura I membentuk berbagai prinsip, regulasi, dan pedoman sebagai acuan dalam melaksanakan GCG yang sejalan dengan arahan RUPS. Dalam pelaksanaan GCG, Direksi tidak mampu bekerja sendiri tanpa dukungan dari berbagai organ penunjang pelaksana GCG yang mencakup *Vice President Corporate Secretary, Vice Corporate Planning and Transformation, Vice President Corporate Social Responsibility, dan Vice President Internal Audit.*

Main Organs, Supporting Organs, and company infrastructure are important factors to support GCG implementation within PT Angkasa Pura I (Persero). In accordance with Law No. 40 of 2007 concerning Limited Liability Companies, the governance structure at Angkasa Pura I consists of:

1. *General Meeting of Shareholders (GMS) as the Company's Main Organ;*
2. *Board of Commissioners acting on behalf of the shareholders, has the authority to supervise and monitor performance of Board of Directors;*
3. *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.*

Angkasa Pura I has set principles, regulations, and guidelines as a reference in implementing GCG in accordance with the direction of GMS. In implementing GCG, the Board of Directors is unable to work alone without the support of various supporting organs for implementing GCG including the Vice President Corporate Secretary, Vice Corporate Planning and Transformation, Vice President Corporate Social Responsibility, Vice President Internal Audit.



RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) memiliki berbagai wewenang untuk menentukan keputusan terkait bisnis dan kegiatan operasional Perseroan. Wewenang dalam RUPS mencakup persetujuan penerbitan laporan keuangan dan laporan tahunan, menentukan jumlah remunerasi Direksi dan Komisaris, melaksanakan penunjukan auditor independen, pembayaran dividen dan pembagian keuntungan, perubahan anggaran dasar, dan pendelegasian wewenang kepada Dewan Komisaris dan Direksi untuk menindaklanjuti hal-hal yang dibahas dan disetujui dalam Rapat Umum Pemegang Saham Tahunan (RUPST).

Sejalan dengan Peraturan OJK No. 32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Publik, Angkasa Pura I melaksanakan Rapat Umum Pemegang Saham Tahunan (RUPST) setiap tahunnya. Rapat Umum Pemegang Saham Tahunan (RUPST) terdiri dari RUPS pembahasan Rencana dan Anggaran Kerja Perusahaan (RUPS RAKP), RUPS persetujuan laporan tahunan dan pengesahan laporan keuangan perusahaan, dan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB), jika diperlukan.

Pelaksanaan RUPS RKAP untuk Tahun Buku 2020 dan Realisasinya

Implementation of GMS on Company Work Plan and Budget for The Financial Year 2020 and Its Realization

RUPS RKAP Angkasa Pura I untuk Tahun Buku 2020 telah dilaksanakan pada tanggal 23 Januari tahun 2020 di Kantor Kementerian BUMN Ruang Rapat Lt. 9, Jalan Medan Merdeka Selatan No. 13, Jakarta Pusat. Undangan RUPS tentang Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2020 telah disampaikan kepada Pemegang Saham melalui surat No.API.520/KU.01.03/2020/DU-B tanggal 22 Januari 2020. Seluruh anggota Dewan Komisaris dan Direksi menghadiri RUPS RAKP untuk Tahun Buku 2020. Hasil keputusan RUPS disampaikan kepada Pemegang Saham melalui situs www.fis.bumn.go.id pada tanggal 27 Februari 2021. Risalah RUPS juga telah dimuat di *website* Perseroan (www.ap1.co.id).

The General Meeting of Shareholders (GMS) has special authorities to determine decisions related to the Company's business and operational activities. The authorities in the GMS are to approve the issuance of Financial Statement and Annual Report, to determine the remuneration of the Board of Directors and Board of Commissioners, to appoint an independent auditor, to establish calculations on Company profit to be allocated as dividends, to amend the Articles of Association, and to delegate authority to the Board of Commissioners and Board of Directors to follow up on matters discussed and approved at Annual General Meeting of Shareholders (AGMS).

In accordance with Financial Services Authority (OJK) Regulation No. 32/POJK.04/2014 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies, PT Angkasa Pura I (Persero) holds the Annual General Meeting of Shareholders (AGMS) every year. The Annual General Meeting of Shareholders (AGMS) consists of GMS for discussion of the Company Work Plan and Budget (RUPS RAKP), GMS for approval of Annual Report and ratification of the Company's financial statements, and Extraordinary General Meeting of Shareholders (EGMS), if necessary.

The GMS on PT Angkasa Pura I (Persero) Work Plan and Budget (RKAP) for the Financial Year 2020 was held on January 23, 2020 at the Office of the Ministry of State Owned Enterprises, 9th Floor Meeting Room, Jalan Medan Merdeka Selatan No. 13, Central Jakarta. The invitation to the GMS on the 2020 Company Work Plan and Budget (RKAP) has been submitted to the Shareholders through letter No.API.520/KU.01.03/2020/DU-B dated January 22, 2020. All members of the Board of Commissioners and Board of Directors attended the GMS on Company Work Plan and Budget for the Financial Year 2020. The resolutions from the GMS have been informed to Shareholders through the website www.fis.bumn.go.id on 27 February 2021. The GMS Minutes have also been posted on the Company's website (www.ap1.co.id).

Keputusan RUPS RKAP untuk Tahun Buku 2020

Resolutions during GMS on Company Work Plan and Budget for the Financial Year 2020

Agenda Pertama Agenda Item I	
Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020 Ratification of the Company Work Plan and Budget (RKAP) for the Financial Year 2020	
Keputusan Resolution	
Mengesahkan Rencana Kerja dan Anggaran Perusahaan Tahun 2020 dengan pokok-pokok sebagai berikut: To ratify the Company Work Plan and Budget 2020, as per the following:	
a. Laporan Posisi Keuangan Konsolidasian <i>Consolidated Financial Statement</i>	
Aset <i>Assets</i>	
Aset Lancar <i>Current Assets</i>	Rp 5,404,723 juta/million
Aset Tidak Lancar <i>Non-Current Assets</i>	Rp 41,052,070 juta/million
Jumlah Aset Total Assets	Rp 46,456,792 juta/million
Liabilitas dan Ekuitas <i>Liabilities and Equity</i>	
Liabilitas Jangka Pendek <i>Current Liabilities</i>	Rp 5,196,201 juta/million
Liabilitas Jangka Panjang <i>Non-Current Liabilities</i>	Rp 25,422,558 juta/million
Ekuitas <i>Equity</i>	Rp 15,838,033 juta/million
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	Rp 46,456,792 juta/million
b. Laporan Laba Rugi Konsolidasian <i>Consolidated Profit and Loss Statement</i>	
Pendapatan Operasi <i>Operating Income</i>	Rp 11,329,255 juta/million
Beban Operasi <i>Operating Expense</i>	Rp 7,886,968 juta/million
Lab a (Rugi) Usaha Business Profit (Loss)	Rp 3,442,287 juta/million
Pendapatan (Beban) Lain-Lain <i>Other Income (Expenses)</i>	Rp (1,453,324) juta/million
Lab a (Rugi) Sebelum Pajak Profit (Loss) Before Tax	Rp 1,989,063 juta/million
Pajak Penghasilan <i>Income Tax</i>	Rp 587,415 juta/million
Lab a (Rugi) Bersih Tahun Berjalan Net Profit (Loss) of Current Year	Rp 1,401,648 juta/million
c. Investasi <i>Investment</i>	
Operasional <i>Operational</i>	Rp 3,677,308 juta/million
Pengembangan <i>Development</i>	Rp 6,510,173 juta/million
Total	Rp 10,187,481 juta/million
d. Sumber Daya Manusia <i>Human Resources</i>	
Pegawai Organik <i>Organic Employees</i>	3,847 Orang/ Persons
Pegawai Outsourcing <i>Outsourcing Employees</i>	5,619 Orang/ Persons
Jumlah Total	9,466 Orang/ Persons
e. Tingkat Kesehatan Perusahaan <i>Corporate Soundness Level</i>	
Target tingkat kesehatan RKAP tahun 2020 sesuai perhitungan berdasarkan Keputusan Menteri BUMN Nomor KEP-100/MBU/2002 ditargetkan skor 91 atau Kategori Sehat AA The targeted soundness level score of the Company Work Plan & Budget 2020 as per calculations stated in Minister of SOE Decree No. KEP-100/MBU/2002 is 91.0 or Category of AA (Healthy)	
f. RKA Dewan Komisaris <i>The Work Plan and Budget of the Board of Commissioners</i>	
Mengesahkan Rencana Kerja dan Anggaran Dewan Komisaris sebagaimana yang tertera di dalam Buku RKAP Tahun 2020 PT Angkasa Pura I (Persero) To ratify the Work Plan and Budget of the Board of Commissioners as stated in the Company Work Plan and Budget 2020 Book of PT Angkasa Pura I (Persero)	

Agenda Kedua Agenda Item 2	
Pengesahan Rencana Kerja dan Anggaran Program Kemitraan dan Bina Lingkungan (RKA-PKBL) Tahun 2020 <i>Ratification of the Work Plan and Budget for the Partnership and Community Development Program (RKA-PKBL) 2020</i>	
Keputusan Resolutions	
a. Program Kemitraan <i>Partnership Program</i>	
Dana Tersedia <i>Available Funds</i>	
Saldo Awal <i>Opening Balance</i>	Rp 0 juta/million
Alokasi Penyisihan Laba yang Diterima <i>Allowance of Profit Received</i>	Rp 0 juta/million
Pengembalian Pokok Pinjaman <i>Return of Loan Principal</i>	Rp 25,170 juta/million
Penerimaan Lainnya <i>Other Income</i>	Rp 2,447 juta/million
Jumlah Dana Tersedia <i>Total Available Funds</i>	Rp 27,617 juta/million
Penggunaan Dana <i>Disbursement of Funds</i>	
Pinjaman <i>Loan</i>	Rp 23,542 juta/million
Hibah BUMN Khusus <i>Special SOE Grant</i>	Rp 2,000 juta/million
Hibah Pembinaan <i>Coaching Grant</i>	Rp 2,075 juta/million
Jumlah Penyaluran Dana <i>Total Fund Disbursement</i>	Rp 27,617 juta/million
Saldo Dana per 31 Desember 2020 <i>Balance per December 2020</i>	Rp 0 juta/million
b. Program Bina Lingkungan <i>Community Development Program</i>	
Dana Tersedia <i>Available Funds</i>	
Saldo Awal <i>Opening Balance</i>	Rp 0 juta/million
Alokasi Beban Perusahaan <i>Allocation of Company Expenses</i>	Rp 36,660 juta/million
Jasa Giro & Bunga Deposito <i>Giro & Deposit Interest Services</i>	Rp 0 juta/million
Jumlah Dana Tersedia <i>Total Available Funds</i>	Rp 36,660 juta/million
Penyaluran Dana <i>Disbursement of Funds</i>	
Bantuan Korban Bencana Alam <i>Victims of natural disasters assistance</i>	Rp 1,220 juta/million
Bantuan Pendidikan dan/atau Pelatihan <i>Education and/or training assistance</i>	Rp 10,654 juta/million
Bantuan Peningkatan Kesehatan <i>Health improvement assistance</i>	Rp 5,406 juta/million
Bantuan Pengembangan Prasarana dan/atau Sarana Umum <i>Development of infrastructure and/or public facilities assistance</i>	Rp 6,450 juta/million
Bantuan Sarana Ibadah <i>Religious facilities assistance</i>	Rp 4,216 juta/million
Bantuan Pelestarian Alam <i>nature conservation assistance</i>	Rp 1,290 juta/million
Bantuan Sosial Masyarakat dalam Rangka Pengentasan Kemiskinan <i>Social assistance for alleviation of poverty</i>	Rp 7,423 juta/million
Jumlah Penyaluran Dana <i>Total Fund Disbursed</i>	Rp 36,660 juta/million
Saldo Dana per 31 Desember 2020 <i>Balance per December 2020</i>	Rp - juta/million

Agenda Ketiga
Agenda Item 3

Persetujuan dan Pengesahan Kontrak Manajemen (Key Performance Indicators) antara Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2020

Approval and Ratification of the Management Contract (Key Performance Indicators) between the Board of Directors and Board of Commissioners with Shareholders for 2020

Keputusan

Menyetujui dan mengesahkan *Key Performance Indicators* (KPI) yang tertuang dalam Kontrak Manajemen Tahun 2020 antara Direksi dan Dewan Komisaris PT Angkasa Pura I (Persero) dengan Pemegang Saham PT Angkasa Pura I (Persero), yang telah mengacu pada Kriteria Penilaian Kinerja Unggul (KPKU) dan surat Menteri BUMN Nomor: S-574/MBU/08/2019 Tanggal 30 Agustus 2019 perihal Aspirasi Pemegang Saham/Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2020.

Resolutions

To approve and ratify the *Key Performance Indicators* as specified in the Management Contract between PT Angkasa Pura I (Persero) Board of Directors and Board of Commissioners with Shareholders for 2020, which refers to the Assessment Criteria for Performance Excellence (KPKU) and Minister of SOE Decree No. S-574/MBU/08/2019 dated August 30, 2019 concerning Aspirations of Shareholders/Capital Owners for Compilation of the Company Work Plan and Budget for the Financial Year 2020.

Agenda Keempat
Agenda Item 4

Persetujuan dan Pengesahan Kontrak Manajemen (Key Performance Indicators) antara Dewan Komisaris dengan Pemegang Saham Tahun 2020

Approval and Ratification of the Management Contract (Key Performance Indicators) between the Board of Commissioners and Shareholders for 2019

Keputusan

Menyetujui dan mengesahkan *Key Performance Indicators* (KPI) Tahun 2020 antara Dewan Komisaris PT Angkasa Pura I (Persero) dengan Pemegang Saham PT Angkasa Pura I (Persero) yang telah mengacu pada Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 jo. PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

Resolutions

To approve and ratify the *Key Performance Indicators* Contract for 2020 between the Board of Commissioners and Shareholders of PT Angkasa Pura I (Persero), which refers to Minister of SOE Regulation No. PER-01/MBU/2011 jo. No. PER-09/MBU/2012 concerning Amendment to Minister of SOE Regulation No. PER-01/MBU/2011 concerning the Implementation of *Good Corporate Governance* (GCG) Principles in SOEs.

Agenda Kelima
Agenda Item 5

Persetujuan Penetapan Indikator Aspek Operasional untuk Perhitungan Tingkat Kesehatan
Approval of Determination of Operational Aspect Indicators for Soundness Level Assessment

Keputusan

Menyetujui dan mengesahkan Penetapan Indikator Aspek Operasional untuk Penilaian Tingkat Kesehatan Tahun 2020 PT Angkasa Pura I (Persero) sebagaimana usulan dari Dewan Komisaris PT Angkasa Pura I (Persero) dalam surat Nomor: 82.DK.AP.I/2019 tanggal 27 November 2019 perihal Tanggapan Dewan Komisaris atas Laporan Usulan Rencana Kerja dan Anggaran Perusahaan PT Angkasa Pura I (Persero) Tahun 2020.

Resolution

To Approve and ratify the Determination of Operational Aspect Indicators for assessing the Soundness Level of PT Angkasa Pura I (Persero) in 2020, as proposed by the Board of Commissioners of PT Angkasa Pura I (Persero) Decree Number: 82.DK.AP.I/2019 dated 27 November 2019 concerning Response of the Board of Commissioners to the Proposed Work Plan and Budget Report of PT Angkasa Pura I (Persero) for 2020.

Agenda Keenam
Agenda Item 6Penerbitan Obligasi/Sukuk dan/atau Pinjaman Bank/Nonbank
Issuance of Bonds/Sukuk and/or Bank/Non-Bank Loans

<p>Keputusan Menyetujui penerbitan obligasi/sukuk dan/atau pinjaman bank/nonbank sebesar Rp13 triliun dengan ketentuan, yaitu:</p> <ol style="list-style-type: none"> Menaati seluruh peraturan dan ketentuan hukum yang berlaku berkaitan dengan penerbitan obligasi/sukuk dan/atau pinjaman bank/nonbank serta memperhatikan prinsip-prinsip tata kelola perusahaan yang baik (<i>good corporate governance</i>); Pelaksanaannya dilakukan secara hati-hati (<i>prudent</i>) dan melakukan mitigasi risiko terhadap semua risiko yang berpotensi muncul mulai dari aspek legal, aspek operasional, dan aspek keuangan perusahaan; Direksi agar memperhatikan surat Dewan Komisaris Nomor: 83/DK.AP.1/2019 tanggal 3 Desember 2019 perihal Tanggapan Dewan Komisaris atas Usulan Rencana Pendanaan Eksternal Tahun 2020; Penerbitan obligasi/sukuk dan/atau pinjaman bank/nonbank agar dilakukan dengan memperhatikan pemilihan <i>timing</i> dan tenor yang sesuai dengan kebutuhan pendanaan; Dewan Komisaris agar melakukan pengawasan, evaluasi, dan <i>monitoring</i> secara berkala atas pelaksanaan penerbitan obligasi/sukuk dan pinjaman bank/nonbank tersebut memperhatikan nilainya sangat material bagi perusahaan; Persetujuan penerbitan obligasi/sukuk dan/atau pinjaman bank/nonbank tersebut diberikan untuk jangka waktu 1 (satu) tahun terhitung sejak tanggal keputusan RUPS ini. 	<p>Resolution <i>To approve the Issuance of Bonds/Sukuk and/or Bank/Non-Bank Loans amounting to Rp 13 trillion, under the following provisions:</i></p> <ol style="list-style-type: none"> <i>Comply with all applicable regulations and provisions on issuance of bonds/sukuk and bank/non-bank loans, and with due regard to the principles of good corporate governance;</i> <i>The plan execution should be carried out in a prudent manner, and to mitigate any potential risks with respect to the legal, operational and financial aspects of the company.</i> <i>The Board of Directors shall take into account the decree of the Board of Commissioners No. 83/DK.AP.1/2019 dated December 3, 2019 concerning Response of the Board of Commissioners to the Proposed External Funding Plan 2020;</i> <i>Issuance of bonds/sukuk and/or bank/non-bank loans shall take into account the factors of timing and tenor with respect to funding requirements;</i> <i>The Board of Commissioners shall supervise, evaluate and monitor the issuance of bonds/sukuk and Bank/Non-Bank loans on a regular basis, considering that its value is highly material for the company</i> <i>Approval for the issuance of bonds/sukuk and/or Bank/Non-Bank loans is for a period of 1 (one) year from the date of GMS resolutions.</i>
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Agenda Ketujuh
Agenda Item 7Persetujuan Pelimpahan Kewenangan
Approval for Delegation of Authority

<p>Keputusan Menyetujui pelimpahan kewenangan kepada:</p> <ol style="list-style-type: none"> Direksi untuk melakukan perubahan dan relokasi anggaran program/kegiatan dalam satu kelompok investasi dengan nilai maksimum 10% dari total nilai investasi tahun 2020 pada kelompok investasi tersebut, dan; Dewan Komisaris untuk melakukan persetujuan perubahan penambahan penghapusan antar kelompok investasi dengan nilai maksimum 10% dari total investasi tahun 2020 tanpa merubah nilai total investasi dan ketentuan ini berlaku sampai dengan adanya perubahan keputusan. 	<p>Resolution <i>To approve the delegation of authority to:</i></p> <ol style="list-style-type: none"> <i>Board of Directors to make changes and reallocate program/activity budgets within an investment group to a maximum of 10% of the total investment value in 2020, and;</i> <i>Board of Commissioners to approve changes with respect to addition/removal of programs/activities between investment groups to a maximum of 10% of total investment in 2020 without changing the total investment value and this provision is valid until there is a change in GMS resolution.</i>
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Arahan RUPS RKAP untuk Tahun Buku 2020 dan Tindak Lanjutnya

Directives from GMS on Company Work Plan and Budget for the Financial Year 2020 and Its Follow-Ups

No.	Arahan Direction	Tindak Lanjut Follow-Up
1.	<p>Buku RKAP, RKA-PKBL, Kontrak Manajemen (<i>Key Performance Indicators</i>) antara Direksi dan Dewan Komisaris dengan Pemegang Saham, dan Kontrak Manajemen (<i>Key Performance Indicators</i>) antara Dewan Komisaris dengan Pemegang Saham yang telah disetujui dan disahkan Rapat Umum Pemegang Saham (RUPS) serta saran rekomendasi Dewan Komisaris dalam surat tanggapan Dewan Komisaris Nomor: 82.DK.AP.1/2019 tanggal 27 November 2019, merupakan bagian yang tidak terpisahkan dari Risalah Keputusan RUPS ini dan menjadi pedoman bagi Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2020 serta sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris.</p> <p><i>The Company Work Plan and Budget (RKAP), Partnership and Community Development Program Work Plan and Budget (RKA-PKBL), Management Contract (Key Performance Indicators) between the Board of Directors, the Board of Commissioners and Shareholders, and Management Contracts (Key Performance Indicators) between the Board of Commissioners and Shareholders that have been approved and ratified by the General Meeting of Shareholders (GMS) as well as suggestions and recommendations of the Board of Commissioners in the response letter of the Board of Commissioners Number: 82.DK.AP.1/2019 dated November 27, 2019, are an integral part of the Minutes of GMS Resolutions and serve as guidelines for the Board of Directors in carrying out the work programs and achieving performance targets in 2020, and a means of monitoring and supervision for the Board of Commissioners.</i></p>	<p>Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2020 berpedoman kepada Buku RKAP, RKA-PKBL, Kontrak Manajemen (<i>Key Performance Indicators</i>) antara Direksi dan Dewan Komisaris dengan Pemegang Saham, dan Kontrak Manajemen (<i>Key Performance Indicators</i>) antara Dewan Komisaris dengan Pemegang Saham yang telah disetujui dan disahkan Rapat Umum Pemegang Saham (RUPS) serta saran rekomendasi Dewan Komisaris dalam surat tanggapan Dewan Komisaris Nomor: 82.DK.AP.1/2019 tanggal 27 November 2019 dan melaporkan secara berkala kepada pemegang saham dengan tepat waktu.</p> <p><i>In implementing work programs and performance targets for 2020, the Board of Directors was guided by the Company Work Plan and Budget (RKAP), Partnership and Community Development Program Work Plan and Budget (RKA-PKBL), Management Contract (Key Performance Indicator) between the Board of Directors, the Board of Commissioners and Shareholders, and Management Contract (Key Performance Indicators) between the Board of Commissioners and Shareholders that have been approved and ratified by the General Meeting of Shareholders (GMS) as well as suggestions and recommendations of the Board of Commissioners in the response letter of the Board of Commissioners No. 82.DK.AP.1/2019 dated November 27, 2019 and reported periodically to shareholders in a timely manner.</i></p>
2.	<p>Direksi dengan pengawasan Dewan Komisaris diminta untuk:</p> <p><i>Under the Board of Commissioners' supervision, the Board of Directors is tasked to:</i></p>	
a.	<p>Memastikan bahwa target pendapatan pada RKAP Tahun 2020 merupakan batas minimal yang harus diupayakan melalui program <i>cost leadership</i> dan strategi keuangan yang <i>sustainable</i>.</p> <p><i>Ensure that the revenue target in the 2020 RKAP is the minimum limit that shall be pursued through a cost leadership program and a sustainable financial strategy.</i></p>	<p>Terkait target biaya maksimal dalam RKAP telah diatur dalam pedoman anggaran internal perusahaan bahwa jika terdapat pelaksanaan program kerja yang tidak dianggarkan hanya dapat dilakukan dengan metode pergeseran anggaran antar program kerja tanpa ada penambahan anggaran. Pada tahun 2020 PT Angkasa Pura I (Persero) sudah melakukan penghematan di semua aspek pengeluaran salah satunya dengan pengurangan operasional bandara dan pelaksanaan program berdasarkan skala prioritas.</p> <p><i>The maximum cost target in the Company Work Plan and Budget (RKAP) has been regulated in the Company's internal budget guidelines. If the work program has not been listed in the budget, the company shall shift the budget between work programs without any additional budget. In 2020, PT Angkasa Pura I (Persero) has made savings in all aspects of expenditure, such as reducing airport operations and implementing programs based on priority scale.</i></p>
b.	<p>Mendukung dan berperan aktif dalam pelaksanaan Program Prioritas Nasional terkait dengan Kawasan Strategis Pariwisata Nasional melalui Program 5 Bali Baru, khususnya untuk Destinasi Borobudur Yogyakarta, Likupang Manado, dan Mandalika Lombok.</p> <p><i>Support and play an active role in the implementation of the National Priority Program related to the National Tourism Strategic Area through the New Bali 5 Program, especially for the Borobudur Yogyakarta, Likupang Manado, and Mandalika Lombok Destinations.</i></p>	<p>Melaksanakan pemasaran bandara & destinasi kepada maskapai penerbangan melalui event Routes. Memperkenalkan potensi rute dan daerah guna menstimulasi maskapai dalam melakukan pembukaan rute baru ke destinasi tersebut.</p> <p><i>Carried out airports & destinations marketing to airlines at the Routes event and introduced potential routes and areas to stimulate Airlines in opening new routes to these destinations.</i></p>

No.	Arahan Direction	Tindak Lanjut Follow-Up
c.	<p>Memastikan perusahaan agar lebih optimal, inovatif, dan agresif dalam pengembangan bisnis khususnya untuk meningkatkan pertumbuhan pendapatan nonaeronautika, terutama pada segmen-segmen usaha melalui intensifikasi dan diversifikasi usaha maupun <i>pricing</i>, melakukan <i>digital monetizing</i>, optimalisasi sumber daya perusahaan termasuk anak perusahaan, menciptakan segmen usaha baru secara anorganik dan memperluas sinergi antar BUMN.</p> <p><i>Ensure that the company is more optimal, innovative, and aggressive in business development, particularly to increase non-aero revenue growth and business segments through business intensification, diversification and pricing, carry out digital monetizing, optimize company resources including subsidiaries, create new business segments inorganically and expand the synergy between SOEs.</i></p>	<p>Direksi dengan pengawasan Dewan Komisaris, melaksanakan seleksi mitra usaha di Beberapa Bandara seperti : Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Internasional Yogyakarta Kulon Progo, Bandara Adi Soemarmo Solo, Bandara Sultan Hasanuddin Makassar, Bandara Jenderal Ahmad Yani Semarang, Bandara Pattimura Ambon, Bandar El Tari Kupang, serta reklame Bandara I Gusti Ngurah Rai Bali dan Bandara Internasional Yogyakarta Kulon Progo, melakukan penyesuaian tarif Bandara I Gusti Ngurah Rai Bali, Bandara Sam Ratulangi Manado, dan Bandara Pattimura Ambon bertujuan untuk meningkatkan pertumbuhan pendapatan nonaeronautika, selain itu, PT Angkasa Pura I (Persero) juga melaksanakan program UMKM bekerja sama dengan anak perusahaan yaitu PT Angkasa Pura Retail. Sebagai bentuk sinergi BUMN, PT Angkasa Pura I (Persero) bekerja sama dengan Sarinah dalam pembangunan gerai serta kerja sama dengan Dekranasda serta Pemda setempat.</p> <p>PT Angkasa Pura I (Persero) melalui anak perusahaan telah melakukan intensifikasi dan diversifikasi usaha terutama di luar bandara untuk meningkatkan kontribusi pendapatan nonaeronautika, diantaranya PT Angkasa Pura Suport dengan layanan kebersihan premium melalui website dan mobile apps panggilanja.com, PT Angkasa Pura Properti sebagai mitra pengembangan airport city di YIA dan pelaksanaan pekerjaan jasa kontruksi diluar PT Angkasa Pura I (Persero). Selain itu, PT Angkasa Pura Logistik mengembangkan bisnis logistik pada first mile dan last mile dari supply chain logistik seperti air freighter dan Courier Express Parcel (CEP). Sementara itu, anak perusahaan lainnya yaitu PT Angkasa Pura Hotel menyediakan layanan Premium Airport Special Service (PASS), dan PT Angkasa Pura Retail bekerja sama dengan Brizola untuk Duty Paid.</p> <p><i>The Board of Directors under the supervision of the Board of Commissioners, carried out a selection of business partners at several airports, such as: I Gusti Ngurah Rai Airport - Bali, Juanda Airport - Surabaya, Yogyakarta International Airport, Adi Soemarmo Airport - Solo, Sultan Hasanuddin Airport - Makassar, Jenderal Ahmad Yani Airport - Semarang, Pattimura Airport - Ambon, El Tari Airport - Kupang, and billboards for I Gusti Ngurah Rai Airport - Bali and Yogyakarta International Airport, and made tariff adjustments for I Gusti Ngurah Rai Airport - Bali, Sam Ratulangi Airport - Manado, and Pattimura Airport - Ambon to increase non-aero revenue. In addition, PT Angkasa Pura I (Persero) implemented SME programs in collaboration with the subsidiary, PT Angkasa Pura Retail. As a form of SOE synergy, PT Angkasa Pura I (Persero) collaborated with Sarinah in building outlets, Dekranasda and the local government.</i></p> <p><i>PT Angkasa Pura I (Persero) through its subsidiaries has intensified and diversified its business, especially outside the airport to increase the contribution to non-aero revenue, including PT Angkasa Pura Suport with premium cleaning services through the website and mobile apps panggilanja.com, PT Angkasa Pura Properti as an airport city development partner at YIA and the implementation of construction services outside PT Angkasa Pura I (Persero). In addition, PT Angkasa Pura Logistik developed logistics business in the first and last miles of the logistics supply chain, such as Air Freighter and Courier Express Parcel (CEP). Meanwhile, another subsidiary, PT Angkasa Pura Hotel provided Premium Airport Special Service (PASS), and PT Angkasa Pura Retail collaborated with Brizola for Duty Paid.</i></p>
d.	<p>Memperhatikan kinerja beberapa bandara yang masih merugi, perusahaan agar segera melakukan evaluasi dan perbaikan secara menyeluruh baik operasional maupun finansial agar tidak menjadi beban induk perusahaan. Untuk penugasan bandara baru, agar dibuatkan perencanaan yang lebih konkret dengan melibatkan pemangku kepentingan sehingga kapasitas bandara lebih optimal, memberikan kontribusi bagi perusahaan dan mampu meningkatkan perekonomian daerah.</p> <p><i>Take into account the performance of several airports suffering losses, the company shall immediately carry out a comprehensive evaluation and improvement both operationally and financially so that they do not become a burden to the parent company. For the assignment of new airport, a more concrete planning shall be made by involving stakeholders so that new airport can increase its capacity, contributes to the Company and is able to improve the regional economy.</i></p>	<p>Evaluasi teknis dan operasional dilaksanakan di seluruh bandara sehingga mampu memberikan kontribusi perusahaan dalam menghemat anggaran dengan melaksanakan program penghematan energi dan evaluasi kontrak pemeliharaan dengan mengedepankan prinsip efektif dan efisien.</p> <p>Terkait dengan evaluasi dan perbaikan kinerja keuangan bandara yang masih rugi antara lain diupayakan dengan cara perubahan struktur organisasi di cabang yang masih merugi sehingga terdapat penghematan biaya kepegawaian yang menjadi salah satu komponen terbesar dari keseluruhan biaya operasional cabang.</p> <p><i>Technical and operational evaluations were carried out at all airports so that they can contribute to the company in saving budget through the implementation of energy saving program and maintenance contract evaluation by prioritizing the principles of effectiveness and efficiency. In relation to evaluation and improvement of the airport's financial performance, which suffered a loss, the company made several efforts, such as changing the organizational structure of the losing branches in order to save on staffing costs as one of the largest components in the overall branch operating costs.</i></p>

No.	Arahan Direction	Tindak Lanjut Follow-Up
e.	<p>Melakukan evaluasi terhadap kompetensi manajemen maupun bisnis model anak perusahaan dalam rangka penyehatan anak perusahaan melalui peningkatan pendapatan serta utilisasi sumber daya dengan optimal dan <i>cost efficiency</i>. Anak perusahaan diharapkan dapat meningkatkan <i>value</i> dan berkontribusi pada grup perusahaan sesuai <i>Shareholder Aspirations</i>, yaitu anak perusahaan BUMN harus mampu meningkatkan nilai BUMN dan atau kegiatan bisnisnya untuk menunjang kinerja induk sehingga tidak menjadi beban induk perusahaan.</p> <p><i>Evaluate the management competence and business model of subsidiaries in the context of restructuring the subsidiaries by increasing revenue and optimal resource utilization as well as cost efficiency. Subsidiaries are expected to increase value and contribute to the company group according to Shareholder Aspirations, that SOE subsidiaries must be able to increase the value of SOEs and/or their business activities to support the parent company's performance so that they do not become a burden to the parent company.</i></p>	<p>Pada tahun 2020, saat pendapatan PT Angkasa Pura I (Persero) menurun karena terdampak oleh pandemi COVID-19, anak perusahaan telah memberikan kontribusi pada pendapatan Angkasa Pura I Group 30,5% dari total pendapatan Angkasa Pura I Group. Salain itu, Anak Perusahaan telah mendukung kelancaran operasional serta kegiatan di bandara-bandara yang dikelola oleh PT Angkasa Pura I (Persero) antara lain penyediaan fasilitas penunjang di bandara oleh PT Angkasa Pura Suport, maintenance oleh PT Angkasa Pura Properti, pelayanan kepada pengguna jasa bandara oleh PT Angkasa Pura Retail dan PT Angkasa Pura Hotel dan pengelolaan terminal kargo oleh PT Angkasa Pura Logistik.</p> <p><i>In 2020, PT Angkasa Pura I (Persero)'s revenue declined due to the impact of the COVID-19 pandemic, the subsidiaries contributed 30.5% to total revenue of AP I Group. In addition, the subsidiaries supported the smooth operation and activities at airports managed by PT Angkasa Pura I (Persero), including the procurement of supporting facilities at the airports by PT Angkasa Pura Suport, maintenance by PT Angkasa Pura Properti, services to airport service users by PT Angkasa Pura Retail and PT Angkasa Pura Hotel and management of cargo terminal by PT Angkasa Pura Logistik.</i></p>
f.	<p>Meningkatkan optimalisasi khususnya pada 3 bandara yang menjadi Program Strategis Nasional diantaranya: Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, dan Bandara Syamsudin Noor Banjarmasin, melalui pengoperasian yang andal sehingga dapat memberikan kontribusi yang positif kepada perusahaan.</p> <p><i>Increase optimization, especially at 3 (three) airports included in the National Strategic Programs, namely: Yogyakarta International Airport, Jenderal Ahmad Yani Airport - Semarang, and Syamsudin Noor Airport - Banjarmasin, through reliable operations so that the airports can make a positive contribution to the company.</i></p>	<p>Dalam rangka mengatasi issue lack of capacity di beberapa Bandara serta sebagai bentuk upaya meningkatkan pelayanan kepada para pengguna jasa Bandara, PT Angkasa Pura I (Persero) telah melakukan pengembangan di beberapa Bandara diantaranya Bandara Internasional Yogyakarta, Bandara Internasional Jenderal Ahmad Yani Semarang, serta Bandara Syamsudin Noor Banjarmasin. Atas pengembangan Bandara tersebut guna memperoleh pendapatan sebagai bentuk upaya pengembalian nilai investasi dan kontribusi finansial bagi perusahaan, PT Angkasa Pura I (Persero) berupaya untuk mengoptimalkan melalui seleksi mitra komersial untuk memperoleh tenant yang dapat memberikan kontribusi finansial secara optimal bagi perusahaan. Serta adanya upaya pemanfaatan atas lahan-lahan dalam Bandara untuk pengembangan kegiatan usaha baru seperti rencana pengembangan konsep Airport City di Bandara Internasional Yogyakarta di mana direncanakan akan dikerjasamakan dengan Anak Perusahaan melalui seleksi mitra pendanaan/investor. Salah satu upaya yang telah dilakukan untuk pencarian calon mitra pendanaan/investor yaitu berupa pre market sounding yang dilaksanakan melalui Video Conference pada tanggal 26 November 2020 dengan beberapa partisipan dari perusahaan Pengelola jasa keuangan dan jasa konstruksi baik BUMN maupun swasta.</p> <p><i>In order to overcome the issue of lack of capacity at several airports and as an effort to improve services to airport service users, PT Angkasa Pura I (Persero) has carried out developments at several airports, including Yogyakarta International Airport, Jenderal Ahmad Yani International Airport - Semarang, and Syamsudin Airport Noor - Banjarmasin. In order to increase revenue as a form of return on investment and financial contribution, PT Angkasa Pura I (Persero) strived to maximize revenue through the selection of commercial partners to obtain tenants that can provide optimal financial contribution to the company. In addition, the Company utilized land within the airport for the development of new business activities, such as the plan to adopt the Airport City concept at Yogyakarta International Airport in collaboration with the subsidiaries through the selection of funding partners/investors. One of the efforts that has been made to find potential funding partners/ investors was in the form of a pre-market sounding carried out through a Video Conference on November 26, 2020 with several participants from financial services and construction service management companies, both SOE and private.</i></p>
g.	<p>Meningkatkan kompetensi, kapabilitas, dan kapasitas SDM perusahaan maupun anak perusahaan sehingga mampu mendukung peningkatan kapasitas perusahaan dalam mendukung implementasi Program Holding Aviasi dan atau <i>Indonesia Tourism Ecosystem</i> (ITE) serta mampu mewujudkan kearifan lokal dan identitas setiap bandara, termasuk meningkatkan <i>customer experience</i> antara lain berupa tingkat keamanan pelayanan dan kenyamanan bandara.</p> <p><i>Increase competence, capability and capacity of human resources of the company and its subsidiaries, so that they are able to support the company's increasing capacity to support the implementation of the Aviation Holding Program and/or Indonesia Tourism Ecosystem (ITE) as well as be able to realize the local wisdom and identity of each airport, including improving customer experience, among others in the form of service security and airport comfort levels.</i></p>	<p>PT Angkasa Pura I (Persero) telah berupaya meningkatkan kompetensi, kapabilitas, dan kapasitas SDM perusahaan maupun anak perusahaan sehingga mampu mendukung implementasi Program Holding Aviasi dan/atau Indonesia Tourism Ecosystem (ITE) serta mampu mewujudkan kearifan lokal dan identitas setiap bandara, termasuk meningkatkan customer experience antara lain berupa tingkat keamanan pelayanan dan kenyamanan bandara.</p> <p><i>PT Angkasa Pura I (Persero) has made efforts to improve competence, capability and capacity of human capital of the Company and its subsidiaries, so that they are able to support the implementation of Aviation Holding Program and/or Indonesia Tourism Ecosystem (ITE) and are able to realize the local wisdom and identity of respective airport, including improving customer experience, especially in terms of level of service security and airport comfort.</i></p>

No.	Arahan Direction	Tindak Lanjut Follow-Up
3.	<p>Direksi dan Dewan Komisaris agar segera melakukan langkah-langkah strategis untuk pelaksanaan Program Pengembangan Anak Perusahaan khususnya yang akan memperoleh tambahan setoran modal dari perusahaan sebagaimana program investasi tahun 2020 termasuk mempersiapkan:</p> <ul style="list-style-type: none"> • Kajian Kelayakan Tambahan Modal pada Anak Perusahaan; • Pakta Integritas Direksi; • Tanggapan Tertulis Dewan Komisaris. <p><i>Board of Directors and Board of Commissioners shall immediately take strategic measures for the implementation of the Development Program for Subsidiaries, especially those that will receive additional capital deposits from the company through the 2020 investment program, including to prepare:</i></p> <ul style="list-style-type: none"> • <i>Feasibility Study on Additional Capital in Subsidiaries;</i> • <i>Board of Directors Integrity Pact;</i> • <i>Written Response of the Board of Commissioners.</i> 	<p>Kajian kelayakan, pakta integritas Direksi dan tanggapan Dewan Komisaris terkait penambahan setoran modal kepada anak perusahaan telah dipenuhi dan disampaikan kepada Menteri BUMN selaku pemegang saham PT Angkasa Pura I (Persero). Pemegang Saham PT Angkasa Pura I (Persero) telah menyetujui penambahan modal disetor kepada PT Angkasa Pura Logistik dan selanjutnya persetujuan peningkatan modal dasar dan penambahan modal disetor kepada PT Angkasa Pura Logistik tersebut ditetapkan dalam Keputusan Pemegang Saham Diluar RUPS Nomor: RUPS/APL.05/KB.05/2020 dan 040/PUSKOP-UM/XII/2020 yaitu peningkatan modal dasar menjadi Rp725 miliar dan penambahan modal disetor sebesar Rp250 miliar yang diperuntukkan untuk pengembangan SBU Express, SBU Freight Forwarder, SBU Air Freight, dan SBU Warehouse.</p> <p><i>Feasibility Study, Board of Directors Integrity Pact and Written Response of the Board of Commissioners regarding additional paid-in capital to subsidiaries have been fulfilled and submitted to the Minister of SOE as shareholder of PT Angkasa Pura I (Persero). The shareholder of PT Angkasa Pura I (Persero) approved the additional paid-in capital to PT Angkasa Pura Logistik and subsequently the approval for the increase in authorized capital and additional paid-in capital to PT Angkasa Pura Logistik was stipulated in the Shareholder Decree Outside the GMS No. RUPS/APL.05/KB.05/2020 and 040/PUSKOP-UM/XII/2020, namely an increase in authorized capital of Rp725 billion and additional paid-in capital of Rp250 billion intended for the development of SBU Express, SBU Freight Forwarder, SBU Air Freight and SBU Warehouse.</i></p>
4.	<p>Direksi dan Dewan Komisaris diminta untuk mengantisipasi kemungkinan timbulnya risiko investasi dan menjaga ketepatan waktu penyelesaian seluruh program investasi tahun 2020, khusus untuk investasi program pengembangan terlebih dahulu agar dilengkapi dengan kajian kelayakan yang memadai, pakta integritas serta mendapatkan rekomendasi Dewan Komisaris.</p> <p><i>Board of Directors and Board of Commissioners are requested to anticipate the possibility of investment risks and to maintain the punctuality of the completion of all investment programs in 2020, specifically for investment development programs so that the investment programs are equipped with adequate feasibility study, integrity pact and obtaining recommendations from the Board of Commissioners.</i></p>	<p>Direksi dan Dewan Komisaris berupaya untuk memastikan tercapainya Realisasi RKA 2020 bidang Airport Equipment khususnya bidang mechanical dan electrical sebesar 100% di tahun 2020. Terkait mengantisipasi kemungkinan timbulnya risiko investasi, telah dilakukan pemetaan risiko melalui penyusunan dokumen profil risiko dan pelaksanaan pemantauan risiko secara berkala oleh unit yang membidangi risiko. Direksi dan Dewan Komisaris juga melaksanakan monitoring progress realisasi program investasi 2020 secara rutin untuk menjaga ketepatan waktu penyelesaian program investasi tahun 2020. PT Angkasa Pura I (Persero) juga telah melakukan evaluasi investasi dan pencapaian progress pada proyek - proyek yang sedang dijalankan, sebagai berikut:</p> <ol style="list-style-type: none"> 1. Melakukan perubahan RKA efisiensi tahun 2020 untuk proyek PPIJOG, PPUPG, PPBDJ, PPSRG, diantaranya (Reff. ND.534/TK.10/2020-B 22 April 2020): <ul style="list-style-type: none"> • Penyesuaian total nilai anggaran konstruksi PPIJOG dari Rp7,9 triliun menjadi Rp7,1 triliun (termasuk infrastruktur, hotel) dengan nilai tambah pekerjaan tidak lebih dari 17%; • Penyesuaian pencapaian progress PPUPG paket 1 (terminal) dari 70% menjadi 56% dan paket 2 (Apron) Desember 2020 100%; • Penyesuaian PPSRG sebesar Rp23 miliar; • Nilai anggaran PPIJOG ICT 2020 menjadi Rp83 miliar. 2. Pencapaian progress proyek PPIJOG, PPUPG telah tercapai sesuai dengan perubahan efisiensi tahun 2020 yaitu: <ul style="list-style-type: none"> • PPIJOG 100% pada November 2020, dan PPUPG paket 1 progress 56% pada Desember 2020; • Melakukan perubahan RKA untuk mengakomodasi KPI pembayaran retensi 5% dilakukan pada saat 6 sampai 12 bulan (Reff. ND.DTD.1115/KU.01.04/2020-B tanggal 9 Oktober 2020). <p><i>The Board of Directors and the Board of Commissioners strived to ensure 100% realization of the 2020 Work Plan and Budget (RKA) on Airport Equipment, especially in Mechanical and Electrical sector by 2020. To anticipate possible investment risks, risk mapping has been carried out through the preparation of risk profile documents and implementation of risk monitoring regularly by the Risk Management Unit. Further, the Board of Directors and the Board of Commissioners regularly monitored realization progress of investment program 2020 to maintain timely completion of the program. In addition, PT Angkasa Pura I (Persero) evaluated investment and progress achievement of ongoing projects, as follows:</i></p> <ol style="list-style-type: none"> 1. <i>Changing the efficiency of the 2020 RKA for Adisutjipto Airport, Sultan Hasanuddin Airport, Syamsudin Noor Airport, Ahmad Yani Airport Development Projects, including (Reff.ND.534/TK.10/2020-B dated April 22, 2020):</i> <ul style="list-style-type: none"> • <i>Adjusting total value of construction budget of Adisutjipto Airport Development Project from Rp7.9 trillion to Rp7.1 trillion (including infrastructure, hotels) with a value added work of no more than 17%;</i> • <i>Adjusting progress achievement of Sultan Hasanuddin Airport Development Project package 1 (terminal) from 70% to 56% and package 2 (Apron) in December 2020 of 100%;</i> • <i>Adjusting budget of Ahmad Yani Airport Development Project into Rp23 billion;</i> • <i>Adjusting budget of Adisutjipto Development Project ICT 2020 into Rp Rp83 billion.</i> 2. <i>Progress achievement of Adisutjipto Airport Development Project and Sultan Hasanuddin Airport Development Project has been achieved in accordance with changes in efficiency in 2020, namely:</i> <ul style="list-style-type: none"> • <i>Adisutjipto Airport Development Project with 100% progress achievement in November 2020, and Sultan Hasanuddin Airport Development Project package 1 with 56% progress achievement in December 2020;</i> • <i>Changing the Work Plan and Budget (RKA) to accommodate KPI of 5% retention payment from 6 to 12 months (Reff.ND.DTD.1115/KU.01.04/2020-B dated October 9, 2020).</i>

No.	Arahan Direction	Tindak Lanjut Follow-Up
5.	<p>Dalam rangka Program Kemitraan dan Bina Lingkungan (PKBL), maka perlu diperhatikan hal-hal sebagai berikut: <i>In the framework of the Partnership and Community Development Program (PKBL), the following issues need to be considered:</i></p>	
a.	<p>Menyampaikan laporan berkala secara tepat waktu sesuai batas waktu yang ditentukan dalam Peraturan Menteri BUMN Nomor: PER-08/MBU/2013 tanggal 10 September 2013 sebagaimana telah diubah terakhir dengan Peraturan Menteri BUMN Nomor: PER-02/MBU/07/2017 tentang PLBL. <i>To submit timely periodic reports before the deadline as specified in Minister of SOE Regulation No. PER-08/MBU/2013 dated September 10, 2013 and amended under Minister of SOE Regulation No. PER-02/MBU/7/2017 concerning Partnership and Community Development Program.</i></p>	<p>Laporan realisasi program PKBL dan CSR dilaporkan tepat waktu pada portal PKBL Kementerian BUMN yaitu dilaporkan maksimal akhir bulan berikutnya setiap triwulan, kecuali laporan tahunan audited yang dilaporkan maksimal pada bulan April pada tahun berikutnya sesuai dengan KEP 100/MBU/2002. <i>The report on the realization of PKBL and CSR programs has been inputted into PKBL portal of the Ministry of SOE in a timely manner. The report shall be submitted at the end of the following month every quarter, except for the audited annual report that shall be reported no later than April in the following year in accordance with KEP 100/MBU/2002.</i></p>
b.	<p>Memperhatikan seluruh arahan sebagaimana rlsalah Rapat Pembahasan RKA-PKBL Tahun 2020 Nomor: RIS-17/D7.MBU.3/11/2019 tanggal 13 November 2019. <i>Take into account all directives as referred to in the Minutes of Meeting Discussion of RKA-PKBL 2020 No. RIS-17 / D7.MBU.3/11/2019 dated November 13, 2019.</i></p>	<p>Seluruh arahan pada RUPS RKA tahun 2020 telah ditindaklanjuti sesuai dengan prosedur yang berlaku di Unit CSR. hal-hal yang telah dilaksanakan antara lain:</p> <ul style="list-style-type: none"> • Melaksanakan monitoring dan juga reschedule/reconditioning kepada para mitra binaan yang memiliki status piutang macet; • Melaksanakan program-program yang bersifat berkelanjutan sesuai dengan tujuan dari SDG's; • Penggunaan virtual account untuk pembayaran angsuran para mitra binaan untuk mengurangi angsuran tidak teridentifikasi, dan untuk angsuran tidak teridentifikasi dari mitra binaan lama telah dilaksanakan rekonsiliasi dan juga konfirmasi baik kepada mitra binaan dan juga bank; • Evaluasi kembali ats perencanaan dana PKBL dan CSR agar seluruh program unggulan, inisiatif dan program mandatory dapat terlaksana dengan baik; • Memberikan bantuan pelatihan dan promosi bagi para mitra binaan khususnya untuk membantu kapasitas para mitra binaan dalam hal branding, packaging dan juga e-commerce; • Melaporkan laporan PKBL dan CSR secara tepat waktu pada portal PKBL Kementerian BUMN. <p><i>All directives of the 2020 GMS on Work Plan and Budget have been followed up in accordance with the applicable procedures in the CSR Unit. The Company has implemented the following activities:</i></p> <ul style="list-style-type: none"> • Carry out monitoring and rescheduling/reconditioning to fostered partners with bad debts status ; • Implement sustainable programs in accordance with the SDGs; • Use Virtual Accounts for installment payments of fostered partners to reduce unidentified installments. The Company has carried out reconciliation and confirmation to both fostered partners and bank for unidentified installments; • Re-evaluate the planning of PKBL and CSR funds, so that all flagship programs, initiatives and mandatory programs can be implemented well; • Provide training assistance and promotion for fostered partners, particularly to improve the capacity of assisted partners in terms of branding, packaging and e-commerce; • Input PKBL and CSR reports in a timely manner into PKBL portal of the Ministry of SOEs.

RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2019 dan Realisasinya

General Meeting of Shareholders to Approve the Annual Report and Ratify the Company's Financial Statements for Financial Year 2019 and Its Realization

Pada tanggal 2 Juli 2020 PT Angkasa Pura I (Persero) telah menyelenggarakan RUPS dengan agenda utama Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perusahaan Tahun Buku 2020, yang diselenggarakan melalui *Zoom Meeting*. Seluruh Pemegang Saham telah menerima Undangan RUPS tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perusahaan Tahun Buku 2020 melalui surat No. AP.1.4303/KU.01.03/2020/DU pada tanggal 30 Juni 2020. Seluruh anggota Dewan Komisaris dan Direksi menghadiri RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perusahaan untuk Tahun Buku 2020. Seluruh hasil keputusan dalam RUPS disampaikan kepada Pemegang Saham situs www.fis.bumn.go.id pada tanggal 19 Maret 2021. Risalah RUPS juga telah dimuat di *website* Perseroan (www.ap1.co.id).

On July 2, 2020, PT Angkasa Pura I (Persero) held a GMS with the main agenda for Approval of the Annual Report and Ratification of the Company's Financial Statements for Financial Year 2020 through the *Zoom Meeting*. All Shareholders have received the GMS Invitation regarding Approval of the Annual Report and Ratification of the Company's Financial Statements for Financial Year 2020 through letter No. AP.1.4303/KU.01.03/2020/DU on June 30, 2020. All members of the Board of Commissioners and Board of Directors attended the GMS to Approve of the Annual Report and Ratify the Company's Financial Statements for Financial Year 2020. GMS resolutions were submitted to Shareholders through the website www.fis.bumn.go.id on.... 2021. the GMS Minutes were posted on the Company's website (www.ap1.co.id).

Keputusan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perusahaan untuk Tahun Buku 2019 dan Realisasinya

Resolutions of General Meeting of Shareholders to Approve the Annual Report and Ratify the Company's Financial Statements for Financial Year 2019 and Its Realization

Agenda Pertama Agenda Item 1	
<p>Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2019 serta Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2019 <i>Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements for Financial Year 2019 and the Supervisory Report of the Board of Commissioners for Financial Year 2019</i></p>	
<p>Keputusan Menyetujui Laporan Tahun Buku 2019 termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2019 yang diaudit oleh KAP Purwantono, Sungkoro & Surja (Ernst & Young) sesuai laporannya Nomor: 00148/2.1032/AU.1/06/0697-2/1/II/2020 tanggal 28 Februari 2020 dengan pendapat "wajar dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31 Desember 2019 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan.</p>	<p>Resolution <i>To Approve the Annual Report for Financial Year 2019, including the Supervisory Report of Board of Commissioners and ratify the Company's Consolidated Financial Statements for Financial Year 2019 as audited by KAP Purwantono, Sungkoro & Surja (Ernst & Young) according to the report No. 00148/2.1032/AU.1/06/0697 -2 /1/II/2020 dated February 28, 2020 with the opinion that the consolidated financial statements present fairly, in all material respects, as well as provide release and discharge full responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervision actions performed in and for the Financial Year ended on December 31, 2019 as long as they are not criminal acts and are reflected in the Company's report books.</i></p>

Laporan Laba/Rugi
Profit/Loss Profit

Uraian Description	Rp Miliar Billion
Pendapatan Aeronautika <i>Aeronautical Revenue</i>	4,976
Pendapatan Nonaeronautika <i>Non-Aeronautical Revenue</i>	3,656
Total Pendapatan Operasi <i>Total Operating Revenue</i>	8,632
Beban Operasi <i>Operating Expenses</i>	5,931
Laba Operasi <i>Operating Profit</i>	2,701
Laba Non Operasi <i>Non-Operating Profit</i>	(638)
Laba Bersih <i>Net Profit</i>	2,063
Pajak Penghasilan, Bagian Entitas Asosiasi & KNP <i>Income Tax, Associated Entities & KNP Share</i>	(612)
Laba Tahun Berjalan <i>Current Year Profit</i>	1,451

Laporan Posisi Keuangan
Statement of Financial Position

Uraian Description	Rp Miliar Billion
Aset Lancar <i>Current Assets</i>	8,191
Aset Tidak Lancar <i>Non-Current Assets</i>	34,596
Total Aset <i>Total Assets</i>	42,787
Liabilitas Lancar <i>Current Liabilities</i>	6,181
Liabilitas Tidak Lancar <i>Non-Current Liabilities</i>	20,625
Ekuitas <i>Equity</i>	15,981
Liabilitas dan Ekuitas <i>Liabilities and Equity</i>	42,787

Tingkat Kinerja Perusahaan
Company's Level of Performance

Uraian Description	Realisasi 2019 Realization in 2019
Skor KPI <i>KPI Score</i>	90.35
Tingkat Kesehatan <i>Soundness Level</i>	90.50 (Sehat "AA" <i>Healthy "AA"</i>)

Agenda Kedua Agenda Item 2

Persetujuan dan Pengesahan Laporan Program Kemitraan dan Bina Lingkungan Perseroan Tahun Buku 2019 *Approval and Ratification of the Company's Partnership and Community Development Program Report for Financial Year 2019*

<p>Keputusan Menyetujui dan mengesahkan Laporan Tahunan PKBL Tahun Buku 2019 termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan yang telah diaudit oleh KAP Purwanto, Sungkoro & Surja (Ernst & Young) sesuai laporannya Nomor: 00143/2.1032/AU.2/06/0697-2/11/2020 tanggal 28 Februari 2020 dengan pendapat "wajar dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan PKBL Tahun Buku 2019, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin di dalam laporan tersebut.</p>	<p>Resolution <i>To approve and ratify the Annual Report on Partnership and Community Development Program for Financial Year 2019, including the Financial Statement of the Partnership and Community Development Program as audited by KAP Purwanto, Sungkoro & Surja (Ernst & Young) according to the report No. 00143/2,1032/au.2/06/0697-2/11/2020 dated February 28, 2020 with the opinion that the financial statements present fairly, in all material respects, and provide release and discharge full responsibility (Volledig Acquit et de charge) to the Board of Directors and Board of Commissioners of the Company for the actions of PKBL Management and Supervision for Financial Year 2019, as long as the act is not a crime and is reflected in the report.</i></p>
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Agenda Ketiga Agenda Item 3

Penetapan Penggunaan Laba Bersih Konsolidasian Perseroan Tahun Buku 2019 *Determination of Use of Company's Consolidated Net Profit for Financial Year 2019*

<p>Keputusan Menetapkan penggunaan Laba Bersih Konsolidasian Perseroan Tahun Buku 2019 yang dapat diatribusikan kepada Pemilik Entitas Induk sebesar Rp1.451.359.978.068,- sebagai cadangan.</p>	<p>Resolution <i>To determine the use of the Company's Consolidated Net Profit for Financial Year 2019 which can be attributed to the owner of the parent entity in the amount of Rp1,451,359,978,068, - as a reserve.</i></p>
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Agenda Keempat Agenda Item 4

Penetapan Gaji/Honorarium Berikut Fasilitas dan Tunjangan Lainnya untuk Direksi dan Dewan Komisaris untuk Tahun Buku 2020 serta Tantiem untuk Direksi dan Dewan Komisaris untuk Tahun Buku 2019 *Determination of Salary/Honorarium, and other Facilities and Allowances for Board of Directors and Board of Commissioners for Financial Year 2020 and Bonus for Financial Year 2019*

<p>Keputusan Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 serta tantiem untuk Direksi dan Dewan Komisaris atas kinerja Tahun Buku 2019, akan ditetapkan secara tersendiri.</p>	<p>Resolution <i>Determination of Salary/Honorarium, and other Facilities and Allowances for Board of Directors and Board of Commissioners for Financial Year 2020 and Bonus for Financial Year 2019 shall be determined separately.</i></p>
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Agenda Kelima Agenda Item 5

Penetapan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Program Bina Lingkungan Tahun Buku 2020 *Appointment of Public Accounting Firm (KAP) to Audit the Company's Consolidated Financial Statement and Financial Report of the Partnership and Community Development Program for Financial Year 2020*

<p>Keputusan</p> <ol style="list-style-type: none"> Menetapkan kembali KAP Purwanto, Sungkoro & Surja (Ernst & Young) sebagai auditor yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Perseroan Tahun Buku 2020; Melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit dan persyaratan penunjukan lainnya yang wajar bagi KAP tersebut. 	<p>Resolution</p> <ol style="list-style-type: none"> <i>To re-appoint the Public Accounting Firm Purwanto, Sungkoro & Surja (Ernst & Young) as the auditor to audit the Company's Consolidated Financial Statements and the Financial Statements of the Partnership and Community Development Program for Financial Year 2020;</i> <i>Delegate authority to the Board of Commissioners to determine the appropriate fees for audit services and other appointment requirements for the Public Accounting Firm.</i>
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Arahan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perusahaan untuk Tahun Buku 2019 dan Tindak Lanjutnya

Directives of GMS to Approve the Annual Report and Ratify the Company's Financial Statements for Financial Year 2019 and Its Follow-Up

No.	Arahan Directives	Tindak Lanjut Follow-Ups
1.	<p>Buku RKAP, RKA-PKBL, RKA Dewan Komisaris dan KPI (<i>Key Performance Indicator</i>) Dewan Komisaris tahun 2018 yang telah disetujui dan disahkan Rapat Umum Pemegang Saham (RUPS) serta saran dan rekomendasi Dewan Komisaris dalam pelaksanaan RKAP Tahun 2018 sebagaimana disampaikan Surat Tanggapan Dewan Komisaris Nomor 76/DK.AP.1/2018 tanggal 18 Desember 2018 merupakan bagian yang tidak terpisahkan dari Risalah Keputusan RUPS ini dan menjadi pedoman bagi Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2018 serta sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris.</p> <p><i>The Company Work Plan & Budget (RKAP), Partnership and Community Development Program Work Plan & Budget (RKA-PKBL), Board of Commissioners Work Plan & Budget and Board of Commissioners' KPI for 2018 which have been approved and ratified by the GMS, as well as suggestions and recommendations of the Board of Commissioners in executing the Company Work Plan & Budget for the Financial Year 2018 as stated in the Board of Commissioners' Response Letter No. 76/DK.AP.1/2018 dated December 18, 2018, are an integral part of the Minutes of the GMS Resolutions and serve as guidelines for the Board of Directors in carrying out the work program and achieving performance targets in 2018, and a means of monitoring and supervision for the Board of Commissioners</i></p>	<p>Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2019 berpedoman kepada Buku RKAP, RKA-PKBL, RKA Dewan Komisaris dan KPI (<i>Key Performance Indicator</i>) Dewan Komisaris tahun 2018 yang telah disetujui dan disahkan Rapat Umum Pemegang Saham (RUPS) serta saran dan rekomendasi Dewan Komisaris dalam pelaksanaan RKAP Tahun 2018 sebagaimana disampaikan Surat Tanggapan Dewan Komisaris Nomor 76/DK.AP.1/2018 tanggal 18 Desember 2018 dan melaporkan secara berkala kepada pemegang saham dengan tepat waktu.</p> <p><i>In implementing work programs and performance targets for 2019, the Board of Directors was guided by RKAP, RKA-PKBL, RKA of Board of Commissioners and KPI (Key Performance Indicator) of the Board of Commissioners in 2018 which has been approved and ratified by the General Meeting of Shareholders (GMS) as well as suggestions and recommendations of the Board of Commissioners in the implementation of the 2018 RKAP as submitted by the Board of Commissioners Response Letter No. 76/DK.AP.1/2018 dated December 18, 2018 and reported periodically to shareholders in a timely manner.</i></p>
2.	<p>Direksi dengan pengawasan Dewan Komisaris diminta untuk</p> <p><i>Under the Board of Commissioners' supervision, the Board of Directors is tasked to:</i></p>	
a.	<p>Melakukan <i>cascading & deployment</i> target-target RKAP dan KPI Korporat ke pejabat/ karyawan tingkat bawah, seluruh wilayah, cabang, dan unit kerja, termasuk anak perusahaan.</p> <p><i>Cascade & deploy the Company's RKAP and KPI targets down to lower level officials/employees, regional offices, branches and work units, including subsidiaries.</i></p>	<p>Direksi telah mempersiapkan <i>cascading</i> dan <i>deployment</i> target RKAP dan Korporat sesuai arahan RUPS.</p> <p><i>The Board of Directors has prepared cascading and deployment of RKAP and Corporate targets according to the direction of the GMS.</i></p>
b.	<p>Melaksanakan RKAP secara efektif dengan biaya efisien, bekerja dengan sungguh-sungguh dan mengupayakan yang terbaik dalam mencapai target-target RKAP demi memajukan perusahaan, sesuai dengan ketentuan peraturan perundang-undangan, serta memperhatikan prinsip-prinsip GCG dan profesionalisme.</p> <p><i>Implement the Company Work Plan & Budget in an effective and cost efficient manner; to work earnestly and do the best in achieving established targets to advance the company in accordance with the prevailing laws and regulations, as well as pay due regard to the principles of GCG and professionalism.</i></p>	<p>Melakukan <i>early warning</i> terhadap realisasi RKAP agar target-target dalam RKAP dapat tercapai.</p> <p><i>Conduct an early warning for the realization of the RKAP so that the targets in the RKAP can be achieved.</i></p>
c.	<p>Melakukan sinergi BUMN sesuai dengan target RKAP serta aktif berperan serta mendukung kebijakan konsolidasi BUMN, dengan tetap memperhatikan prinsip-prinsip GCG dan manajemen risiko.</p> <p><i>Conduct a synergy with other SOEs to achieve RKAP targets and actively support the policy of SOE consolidation, with due regard to the principles of GCG and risk management.</i></p>	<p>Telah melakukan sinergi BUMN sesuai dengan target RKAP serta aktif berperan serta mendukung kebijakan konsolidasi BUMN, dengan tetap memperhatikan prinsip-prinsip GCG dan manajemen risiko.</p> <p><i>Have conducted a synergy with other SOEs following the RKAP targets and actively participated in supporting the SOE consolidation policy with due regard to the principles of GCG and risk management.</i></p>

No.	Arahan Directives	Tindak Lanjut Follow-Ups
d.	<p>Nilai anggaran investasi yang cukup besar perlu menjadi perhatian dan harus diupayakan pencapaiannya dalam rangka mendukung peningkatan kinerja perusahaan, kualitas pelayanan kepada para pengguna bandara, keselamatan dan keamanan penerbangan, serta Proyek Strategis Nasional. Pelaksanaan program investasi agar didukung dengan perencanaan dan persiapan yang lebih matang sehingga risiko kegagalan dapat dihindari.</p> <p><i>Pay attention to the large investment involved, and conduct efforts towards its achievement to deliver improvements in company performance, service quality to airport users, aviation safety and security, and the National Strategic Project. The implementation of investment program requires more careful planning and preparation so that the risk of failures can be minimized.</i></p>	<p>Walaupun terjadi penurunan traffic diakibatkan kenaikan tiket pesawat, namun Angkasa Pura I tetap berkomitmen pada dukungan pembangunan nasional dan Proyek Strategis Nasional.</p> <p><i>Even though there was a decrease in traffic due to an increase in airplane tickets, PT Angkasa Pura I (Persero) remained committed to support the National Development and National Strategic Projects.</i></p> <p>Angkasa Pura I juga menerapkan kebijakan strategis terkait investasi sebagai berikut:</p> <ul style="list-style-type: none"> • <i>Cost and risk management</i>, yaitu melakukan investasi secara selektif dengan berfokus pada efisiensi biaya, manajemen risiko, dan melaksanakannya dengan prinsip-prinsip pengelolaan perseroan kelas dunia dan tata kelola perusahaan yang baik dan benar. • Menetapkan standar biaya operasional sehingga dapat meningkatkan efisiensi dalam proses pelelangan pekerjaan. • Reengineering infrastruktur jaringan data Angkasa Pura I yang dimaksudkan sebagai pemutakhiran jaringan di bandara dalam rangka mendukung operasional bisnis dan sebagai infrastruktur utama pendukung bisnis digital monetizing di bandara (saat ini sedang dalam tahap persiapan pengadaan). • <i>Predictive analytics</i> yang bertujuan untuk meningkatkan kemampuan pengambilan keputusan di <i>level top management</i>, sudah dalam tahap <i>user requirement gathering</i> melalui <i>event design thinking</i> yang dilaksanakan di Bali tanggal 3 Maret 2020. • AOCS sebagai fasilitas pendukung ACDM (<i>Airport Collaborative Decision Making</i>) dalam proses oprasional bandara (saat ini sedang dalam tahap penyusunan dokumen pengadaan setelah dilaksanakan proses standardisasi oleh konsultan perencana AOCS). <p><i>PT Angkasa Pura I (Persero) also implemented strategic policies related to investment as follows:</i></p> <ul style="list-style-type: none"> • <i>Cost and Risk Management strategy is the strategy in investing selectively by focusing on cost efficiency, risk management, and implementation by the principles of World Class Company Management and Good Corporate Governance.</i> • <i>Standards for operating costs have been established so as to improve efficiency in the process of work tenders.</i> • <i>Reengineering of Angkasa Pura I Data Network Infrastructure, intended as a network upgrade at the airport to support business operations and as the central infrastructure supporting the digital monetizing business at the airport, is currently in the preparatory stages of procurement.</i> • <i>Predictive Analytics aimed to improve decision-making capabilities at the top management level was already in the stage of user requirement gathering through the design thinking event held in Bali on 03/03/2020.</i> • <i>AOCS as an ACDM (Airport Collaborative Decision Making) supporting facility in the Airport operational process, which is currently in the preparation stage of procurement documents after a standardization process has been carried out by AOCS planning consultants.</i> <p>Pengoperasian Bandara Internasional Yogyakarta, terminal baru Bandara Internasional Syamsudin Noor, kendaraan <i>foam tender</i> tipe 1 PKP-PK di lima bandara, overlay (Bandara Internasional Syamsudin Noor), dimulainya pembangunan terminal baru Bandara Internasional Sultan Hasanuddin, dan 11 Bandara Intenasional Juanda, serta ditandatangani KPBU-PKS Bandara Internasional Sentani.</p> <p><i>Operation of YIA, BDJ, PKP-PK Foam Tender Type 1 vehicles at five airports, Overlay MDC, KOE, BDI, Commencement of construction of UPG, T1 SUB and signed by Sentani KPBU-PKS.</i></p>

No.	Arahan Directives	Tindak Lanjut Follow-Ups
e.	<p>Dalam rangka mendukung operasional dan pengembangan perusahaan, Direksi agar terus meningkatkan kualitas SDM yang profesional serta menerapkan mekanisme reward & punishment secara objektif dan sistem remunerasi berbasis kinerja yang dapat memacu produktivitas karyawan.</p> <p><i>In an attempt to support the company's operations and development, the Board of Directors is requested to continue to improve the quality of professional human resources and implement objective reward & punishment mechanisms and performancebased remuneration systems that can boost employee productivity.</i></p>	<ul style="list-style-type: none"> • Sistem remunerasi telah menganut pola 3P, yaitu Pay for Person, Pay for Position, dan Pay for Performance sebagaimana telah diatur dalam Keputusan Direksi Nomor: KEP.193/KP/10/2017/DU tanggal 1 November 2017. Pay for Person diberikan dalam bentuk gaji dasar, Pay for Position diberikan dalam bentuk tunjangan jabatan, dan Pay for Performance diberikan dalam bentuk insentif merit/kerja. • Mekanisme pemberian reward sudah dilakukan secara objektif dengan dilakukannya pemberian bonus kepada pegawai tahun 2018 dan 2019 dengan memperhitungkan perolehan capaian Performance Management System (PMS) pegawai dan KPI masing-masing lokasi kerja. • Mekanisme pemberian punishment juga telah dilakukan secara objektif dengan menerapkan aturan disiplin pegawai yang terdapat pada Keputusan Direksi Nomor: KEP.81/KP.14/2018/DU tentang Disiplin Pegawai dan Perjanjian Kerja Bersama (PKB) Pasal 98 sampai dengan Pasal 138. • <i>The Remuneration System has adopted the 3P pattern, namely, Pay for Person, Pay for Position, and Pay for Performance as stipulated in the Decree of the Board of Directors Number: KEP.193 / KP.10 / 2017/DU dated November 1, 2017. Pay for Person is provided in the form of Basic salary, Pay for Position is provided in the form of Position Allowance, Transport/Mobility Allowance, and Pay for Performance is provided in the form of Merit/Performance Incentives.</i> • <i>The reward mechanism has been carried out objectively by providing bonuses to employees in 2018 and 2019 by taking into account the achievement of Performance Management System (PMS) achievements of respective employee and KPI of respective workplace.</i> • <i>The punishment mechanism has also been carried out objectively by applying the Employee Discipline rules contained in the Decree of the Board of Directors Number: KEP.81/KP.14/2018/DU regarding Employee Discipline and Collective Labor Agreement (CLA) Article 98 to Article 138.</i>
f.	<p>Meningkatkan koordinasi dengan instansi terkait dalam rangka mempercepat penyelesaian permasalahan terkait aset perusahaan, termasuk pengalihan aset kenavigasian kepada Perum LPPNPI.</p> <p><i>Improve coordination with related agencies to expedite the resolution of problems regarding company assets, including the transfer of navigational assets to Perum LPPNPI</i></p>	<p>Pengalihan Alat Kenavigasian - BPYBDS: Harmonisasi RPP: telah dilaksanakan rapat klarifikasi RPP penambahan PMN RI ke dalam modal Perum LPPNPI pada tanggal 6 Maret 2020 di Kementerian Sekretariat Negara yang dipimpin oleh Deputi Bidang Hukum dan Perundang-undangan, dengan hasil rapat bahwa RPP akan dikembalikan kepada Kementerian Keuangan untuk dilakukan evaluasi kembali atas perbedaan nilai hasil review BPKP dan nilai BAST PMN untuk Bandara Juanda Surabaya.</p> <p><i>Transfer of Navigational Equipment - BPYBDS: Government Regulation Draft (RPP) Harmonization: Government Regulation Draft (RPP) Clarification meeting was held on the Addition of State Capital Investment of the Republic of Indonesia into the Capital of Perum LPPNPI on March 6, 2020 at the Ministry of State Secretariat chaired by the Deputy for Legal Affairs and Legislation, with the results of the meeting that the RPP shall be returned to the Ministry of Finance to be re-evaluated for the difference in the value of BPKP review result and the value of BAST PMN for Juanda Airport - Surabaya.</i></p>
g.	<p>Terus melakukan pengawasan dan pembinaan anak perusahaan serta menjalankan mekanisme subsidiary governance yang baik, sehingga dapat meningkatkan nilai perusahaan kan serta memberikan kontribusi optimal dan/ atau kegiatan bisnisnya menunjang kinerja perusahaan induk.</p> <p><i>Continue to supervise and develop subsidiary and implement good subsidiary governance mechanisms, so as to increase company value and for their operations to contribute to the parent company's performance.</i></p>	<p>Untuk meningkatkan value creation anak perusahaan, Angkasa Pura I telah melakukan pembinaan kepada anak perusahaan melalui arahan-arahan strategis sesuai dengan arahan pengembangan jangka panjang perusahaan dalam rangka pencapaian target dan peningkatan kinerja baik secara finansial maupun operasional, melakukan analisis terhadap kinerja anak perusahaan dan memberikan saran serta panduan langkah-langkah perbaikan untuk meningkatkan performa usaha.</p> <p><i>To increase the value creation of the Subsidiary, PT Angkasa Pura I (Persero) has guided the Subsidiary through strategic directives in accordance with the long-term development direction of the company to achieve targets and improve performance both financially and operationally, has conducted an analysis on the performance of the Subsidiary and has provided suggestions and guidelines for corrective actions to improve business performance.</i></p>

No.	Arahan Directives	Tindak Lanjut Follow-Ups
3.	<p>Dalam rangka pengembangan bisnis dan peningkatan nilai perusahaan, agar: <i>In an attempt to develop business and improve the company value, the company shall:</i></p>	
a.	<p>Melakukan pengembangan bisnis pengelolaan bandara yang diselenggarakan melalui penunjukan Pemerintah atau tender pengelolaan yang dilakukan baik di dalam maupun di luar negeri <i>Conduct business development on airport management either through Government appointment or tender process, both at home and abroad</i></p>	<ol style="list-style-type: none"> 1. Per tanggal 1 Januari 2020 Angkasa Pura I telah resmi mengelola Bandara Sentani Jayapura melalui skema kerja sama pemanfaatan BMN dengan Kementerian Perhubungan RI. Adapun saat ini Angkasa Pura I sedang fokus melaksanakan pengalihan operasional bandara dan pengelolaan usaha eksisting serta merealisasikan kewajiban investasi sebelum mengembangkan bisnis nonorganik lainnya. 2. Angkasa Pura I telah memenuhi kualifikasi sebagai peserta dalam proses seleksi KPBU Hang Nadim Batam. Dalam seleksi tersebut, Angkasa Pura I berkonsorsium dengan Incheon International Airport Corporation dan PT Wijaya Karya (Persero). Saat ini proses seleksi KPBU dalam tahap RFP. 3. Pada tanggal 13 Januari 2020 telah ditandatangani perjanjian kerja sama antara Angkasa Pura I dengan Incheon International Airport Corporation (IIAC) tentang penempatan SDM di Terminal 4 Bandara Kuwait. Kerja sama ini adalah Angkasa Pura I akan menempatkan beberapa pegawainya untuk mengelola Bandara Kuwait bersama IIAC. SDM yang akan ditempatkan adalah dari bidang security, operasional, dan komersial. <p><i>1. As of January 1, 2020, PT Angkasa Pura I (Persero) has officially managed the Sentani Airport in Jayapura through a collaborative scheme to utilize state-owned goods (BMN) with the Indonesian Ministry of Transportation. As for now, PT Angkasa Pura I is focusing on carrying out the transfer of airport operations, managing existing businesses and realizing investment obligations before developing other non-organic businesses.</i></p> <p><i>2. PT Angkasa Pura I (Persero) has qualified as a participant in the KPBU selection process of Hang Nadim Airport - Batam. During the selection, PT Angkasa Pura I (Persero) has collaborated with Incheon International Airport Corporation and PT Wijaya Karya (Persero) by signing a consortium agreement. The KPBU selection process is currently in the RFP stage.</i></p> <p><i>3. On January 13, 2020, a Cooperation Agreement was signed between PT Angkasa Pura I (Persero) (AP1) and Incheon International Airport Corporation (IIAC) concerning the Placement of AP1 Human Resources in Terminal 4 of Kuwait Airport. This cooperation requires AP1 to place several of its employees to manage Kuwait Airport together with IIAC. HR will be placed in the security sector, operational sector and commercial sector.</i></p>
b.	<p>Melakukan kerja sama global dan/atau <i>strategic partnership investment participation</i>. <i>Enter into global cooperation and/or strategic investment partnerships</i></p>	<p>Angkasa Pura I akan segera menjalankan proses seleksi mitra strategis pengembangan dan pengelolaan Bandara Internasional Lombok. Saat ini Angkasa Pura I telah menyelesaikan feasibility study dan dokumen seleksi, serta telah memperoleh tanggapan tertulis Dewan Komisaris dan dukungan pemegang saham untuk menjalankan proses seleksi tersebut.</p> <p><i>PT Angkasa Pura I (Persero) will immediately carry out a selection process for the strategic partners for development and management of the Lombok International Airport - Praya. Currently, PT Angkasa Pura I (Persero) has completed a feasibility study and selection document and has received a written response from the Board of Commissioners and shareholder support to carry out the selection process.</i></p>

No.	Arahan Directives	Tindak Lanjut Follow-Ups
c.	<p>Melakukan pengembangan bisnis nonorganik di bidang usaha yang potensial dengan tetap menerapkan prinsip kehati-hatian dan manajemen risiko.</p> <p><i>Conduct non-organic business development in potential business fields by applying the principles of prudence and risk management.</i></p>	<p>Saat ini Angkasa Pura I telah berupaya melakukan pengembangan bisnis melalui kerjasama pemanfaatan lahan-lahan/aset idle sebagai upaya untuk menciptakan bisnis baru (new business) melalui kajian-kajian yang komprehensif serta memperhatikan prinsip kehati-hatian dan manajemen risiko sehingga diharapkan dapat menciptakan bisnis yang potensial dan feasible sehingga dapat memberikan nilai tambah bagi perusahaan. Adapun rencana kerja sama pemanfaatan atas lahan/aset idle yang saat ini sedang diupayakan di antaranya:</p> <p><i>Currently, PT Angkasa Pura I has strived to develop business through cooperation in the utilization of idle lands/assets in an effort to create new business through comprehensive studies and take into account the principles of prudence and risk management so that it is expected to create potential and feasible business so as to provide added value to the company. The cooperation plan on the utilization for idle lands/assets that are currently being pursued includes:</i></p> <ol style="list-style-type: none"> 1. Rencana kerja sama pemanfaatan lahan di Sunset Road Bali seluas 16.385 m², untuk pengembangan LRT integrated area; 2. Rencana kerja sama pemanfaatan lahan Teluk Kelan Bali untuk pengembangan cottage dan premium factory outlet; 3. Rencana kerja sama pemanfaatan bekas terminal lama dan bekas hotel bandara di Balikpapan untuk pengembangan bisnis airport hotel dan MICE yang terintegrasi; 4. Rencana kerja sama pemanfaatan bekas terminal Bandara Selaparang di Mataram, berupa pengembangan bisnis one stop entertainment & recreation indoor and outdoor dengan bentuk promosi sebagai Selaparang Aero Xperience; 5. Rencana kerja sama pemanfaatan lahan airport city Bandara Internasional Yogyakarta di Kulon Progo, berupa pengembangan MICE, hotel, retail, perkantoran, logistik, dan residensial; 6. Rencana kerja sama pemanfaatan lahan Demangan dan Babarsari di Yogyakarta; 7. Rencana kerja sama pemanfaatan lahan Cendrawasih di Banjarmasin; 8. Rencana kerjasama pemanfaatan lahan Semabung di Surabaya berupa pengembangan area gudang Pusat Logistik Berikat (PLB). <ol style="list-style-type: none"> 1. <i>Cooperation Plan for the land utilization of Sunset Road Bali with an area of 16,385 m² for the development of the LRT Integrated area;</i> 2. <i>Cooperation Plan for the land utilization of Kelan bay Bali for the development of cottages and premium Factory Outlet;</i> 3. <i>Cooperation Plan for the utilization of Ex-Old Terminal and Ex-Airport Hotel Balikpapan for the development of the integrated Airport Hotel and MICE business;</i> 4. <i>Cooperation Plan for the utilization of Ex Old Terminal of Selaparang Airport in Mataram in the form of One Stop Entertainment & Recreation Indoor & Outdoor business development with a form of promotion as Selaparang AERO Xperience;</i> 5. <i>Cooperation Plan for the land utilization of Airport City YIA in the form of MICE, Hotel, Retail, Offices, Logistics, Residential development;</i> 6. <i>Cooperation Plan for the land utilization of Demangan and Babarsari Yogyakarta;</i> 7. <i>Cooperation Plan for the land utilization of Cendrawasih Banjarmasin;</i> 8. <i>Cooperation Plan for the land utilization of Semabung Surabaya in the form of development of Bonded Logistic Center (PLB) Warehouse Area.</i> <p>Saat ini PT Angkasa Pura I telah merencanakan kerja sama pengembangan komersial dan operasional pada Bandar Udara I Gusti Ngurah Rai Bali (Fase II). Proses saat ini, telah dilakukan finalisasi kajian kelayakan, yang tentunya dalam pembuatan kajian telah memperhatikan prinsip kehati-hatian dan manajemen risiko sehingga diharapkan dapat menciptakan bisnis yang potensial dan feasible sehingga dapat memberikan nilai tambah bagi perusahaan. Paralel dengan hal tersebut, telah disiapkan pula rancangan dokumen seleksi untuk mencari mitra strategis. Adapun rencana kerja sama ini adalah PT Angkasa Pura I dibantu mitra strategis melakukan pengembangan komersial dan operasional melalui Bandara I Gusti Ngurah Rai Bali.</p> <p><i>PT Angkasa Pura I (Persero) has planned commercial and operational development cooperation at I Gusti Ngurah Rai Airport - Bali (Bali Phase II). The current progress indicates that the feasibility study has been finalized by taking account the principles of prudence and risk management so that it is expected to create potential and feasible business to provide added value to the company. In line with this, a selection document draft has been prepared to look for strategic partners. The cooperation plan states that AP I is assisted by strategic partners to carry out commercial and operational development through I Gusti Ngurah Rai Airport, Bali.</i></p>

No.	Arahan Directives	Tindak Lanjut Follow-Ups
d.	<p>Melakukan penataan portofolio bisnis anak perusahaan dan/ atau perusahaan terafiliasi untuk menjalankan bisnis yang lebih terintegrasi dan prospektif. <i>Structure the business portfolio of subsidiaries and/or Affiliated Companies to run more integrated and profitable businesses.</i></p>	<p>Untuk meningkatkan value creation anak perusahaan, PT Angkasa Pura I telah melakukan pembinaan kepada Anak Perusahaan melalui arahanarah strategis sesuai dengan arah pengembangan jangka panjang perusahaan dalam rangka pencapaian target dan peningkatan kinerja baik secara finansial maupun operasional, melakukan analisis terhadap kinerja anak perusahaan dan memberikan saran serta panduan langkahlangkah perbaikan untuk meningkatkan performa usaha. <i>To increase the value creation of the subsidiaries, PT Angkasa Pura I (Persero) has a strategic directives in accordance with the long-term development direction of the company in order to achieve targets and improve performance both financially and operationally, has conducted an analysis on the performance of the subsidiaries and has provided suggestions and guidance on corrective actions to improve business performance.</i></p>
4.	<p>Dalam rangka pengelolaan fungsi-fungsi talent management dengan sistematika yang lebih baik, memastikan ketersediaan dan kesiapan talent untuk sustainable growth dari BUMN, menjaga akuntabilitas dan transparansi dalam pemilihan calon Direksi BUMN, serta meningkatkan daya tarik BUMN dalam mempertahankan dan/atau mengembangkan talent terbaik yang ada di BUMN, Direksi diminta dukungan dan komitmen dalam: <i>In an attempt to better manage systematic talent management functions, ensure availability and readiness of talents for Sustainable Growth of SOEs, maintain accountability and transparency in the selection of candidates for SOE Directors, and increase the attractiveness of SOEs in retaining and/or developing the best existing talents, the Board of Directors is tasked to support and commit to:</i></p>	
a.	<p>Menyelenggarakan talent management system sekaligus menyiapkan talent perusahaan menjadi talent pool di Kementerian BUMN. <i>Organize the talent management system while preparing company talent to be part of the Ministry of SOEs talent pool.</i></p>	<ul style="list-style-type: none"> • Angkasa Pura I telah memiliki Keputusan Direksi tentang pola karir pegawai yang di dalamnya mengatur tentang pola pergerakan karir pegawai, persyaratan jabatan, succession planning, dan talent mobility; • Kebijakan tersebut akan diintegrasikan dengan sistem informasi yang mengadopsi prinsip GCG (transparansi, akuntabel, responsibility, independency, dan fairness) yang memudahkan pegawai untuk dapat mengatur pola karirnya selama menjadi pegawai perusahaan; • Dalam penyiapan talent perusahaan, Angkasa Pura I telah melakukan asesmen kompetensi berjenjang sesuai dengan level jabatannya yang mengacu pada kamus kompetensi Kementerian BUMN dan Perusahaan dengan menggunakan salah satu Lembaga asesmen yang direkomendasikan oleh Kementerian BUMN. • <i>Angkasa Pura I has a Board of Directors Decree on Employee Career Patterns which regulates employee career development patterns, job requirements, succession planning, and talent mobility;</i> • <i>The policy shall be integrated with information systems that adopt the principles of GCG (Transparency, Accountability, Responsibility, Independence and Fairness) to facilitate employees in managing their career patterns while serving as Company Employees;</i> • <i>In preparing the Company's talent, Angkasa Pura I has conducted a tiered competency assessment in accordance with the level of position that refers to the competency dictionary of the Ministry of SOEs and the Company by using one of the Assessment Institutions recommended by the Ministry of SOEs.</i>
b.	<p>Menyediakan talent pool di setiap BUMN minimal sebesar 20%. <i>Prepare talent pool in respective SOE of at least 20%.</i></p>	<p>Pada tahun 2019, Angkasa Pura I telah mendaftarkan calon suksesor BOD1 sebanyak 28% atau 14 orang dari total pegawai organik yang menempati posisi Dewan Direksi-1 di perusahaan, yaitu 50 orang. <i>In 2019, AP1 registered 28% prospective BOD-1 or 14 out of 50 total organic employees occupying BOD-1 positions in the Company.</i></p>
c.	<p>Menyiapkan kandidat calon Direksi dari pejabat satu tingkat di bawah Direksi (BOD-1) sejumlah 3 suksesor per posisi Direksi. <i>Prepare candidates for Board of Directors (BOD-1) of 3 candidates per BOD position.</i></p>	<p>Pada tahun 2019, Angkasa Pura I telah mendaftarkan calon suksesor Direksi dari pejabat satu level di bawah Direksi (BOD-1) sebanyak 3 orang. <i>In 2019, AP1 registered 3 candidates for the Board of Directors successors from officials one level below the Board of Directors (BOD-1).</i></p>

No.	Arahan Directives	Tindak Lanjut Follow-Ups
5.	<p>Sesuai dengan Peraturan Menteri BUMN No. PER-01/MBU/06/2017 tanggal 19 Juni 2017 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN, Tantiem/Insentif Kinerja merupakan beban biaya yang harus dianggarkan secara spesifik dalam RKAP tahun 2019 dan realisasinya berdasarkan pencapaian target kinerja tahun 2019 yang diputuskan dalam RUPS tahunan.</p> <p><i>In accordance with Minister of SOE Regulation No. PER-01/MBU/06/2017 dated June 19, 2017 concerning Guidelines for Determination of Remuneration of Board of Directors, Board of Commissioners and SOE Supervisory Board, Bonuses/Performance Incentives are costs that must be specifically budgeted in the Company Work Plan & Budget 2019 and its realization is subject to achievement of 2019 performance targets as decided in the annual GMS.</i></p>	<p>Telah dianggarkan dalam RKAP tahun 2019 sesuai dengan arahan RUPS, untuk realisasi penghasilan Direksi dan Komisaris berdasarkan Surat Menteri BUMN Nomor : S-4 52/MBU/D5/05/2019 tanggal 31 Mei 2019.</p> <p><i>Has been budgeted in the 2019 RKAP in accordance with GMS directives, for the realization of income of the Board of Directors and Board of Commissioners based on the Letter of the Minister of State Owned Enterprises No. S-452/MBU/D5/05/2019 dated May 31, 2019.</i></p>
6.	<p>Dalam rangka program kemitraan BUMN dengan usaha kecil dan bina lingkungan (PKBL) maka perlu diperhatikan hal-hal sebagai berikut:</p> <p><i>In the framework of the partnership and community development program of SOE with small businesses, the following issues need to be considered:</i></p>	
a.	<p>Menyampaikan laporan berkala secara tepat waktu sesuai batas waktu yang ditentukan dalam Peraturan Menteri Negara BUMN Nomor:PER-09/MBU/07/2015 tanggal 3 Juli 2015 sebagaimana telah diubah terakhir dengan Peraturan Menteri BUMN Nomor:PER-02/MBU/7/2017 tanggal 5 Juli 2017 tentang PKBL</p> <p><i>To submit timely periodic reports before the deadline as specified in Minister of SOE Regulation No. PER09/MBU/07/2015 dated July 3, 2015 and amended under Minister of SOE Regulation No. PER-02/MBU/7/2017 July 5, 2017 concerning Partnership and Community Development Program.</i></p>	<p>Angkasa Pura I telah menyampaikan laporan berkala secara tepat waktu sesuai Peraturan Menteri BUMN Nomor:PER-09/MBU/07/2015 pada tanggal 3 Juli 2015</p> <p><i>PT Angkasa Pura I (Persero) has submitted periodic reports in a timely manner according to Minister of SOE Regulation Number: PER-09/MBU/07/2015 on July 3, 2015</i></p>
b.	<p>Dalam rangka pelaksanaan PKBL agar memperhatikan RKA PKBL Tahun 2019 Angkasa Pura I.</p> <p><i>The implementation of the Partnership and Community Development Program shall adhere to the PT Angkasa Pura I (Persero) Partnership and Community Development Program Work Plan & Budget (RKA-PKBL) 2019</i></p>	<p>Dalam pelaksanaan program PKBL tahun 2019 Angkasa Pura I telah merealisasikan program tersebut sesuai dengan RKA PKBL tahun 2019.</p> <p><i>In the implementation of the 2019 PKBL program, PT Angkasa Pura I (Persero) has realized the program in accordance with RKA PKBL 2019.</i></p>
7.	<p>Terhadap hasil temuan pemeriksaan auditor (BPK, BPKP, KAP, dan SPI) yang belum tuntas, Direksi agar memprioritaskan dan mendorong penyelesaiannya dengan target waktu dan penanggung jawab yang jelas. Fungsi dan peran SPI agar lebih dioptimalkan untuk membantu penyelesaian temuan, serta mendeteksi dan mencegah pelanggaran lebih dini.</p> <p><i>On the unresolved findings of auditors (BPK, BPKP, KAP, and SPI), the Board of Directors is requested to prioritize and encourage resolution by establishing clear timelines and responsible persons. The function and role of the SPI shall be optimized to assist in resolving the findings, and to detect and prevent violations early in the process.</i></p>	<ul style="list-style-type: none"> ● KAP Atas pengendalian internal dan atas kepatuhan terhadap peraturan perundang-undangan diselesaikan pada tahun yang sama pada saat pelaksanaan Audit KAP ● BPK Atas temuan rekomendasi BPK yang belum selesai saat ini masih dalam proses penyelesaian tindak lanjut mengingat upaya penyelesaian melibatkan keputusan pihak eksternal (TNI AL, Ditjen Binamarga, dan pihak maskapai internasional) ● Tindak lanjut Temuan SPI Atas rekomendasi SPI, kantor cabang melakukan pemutakhiran tindak lanjut setiap bulan dengan mengirimkan setiap tanggal 5 dan selanjutnya dilakukan verifikasi oleh masing-masing Auditor. ● KAP: <i>Internal Control and compliance with the Laws and Regulations have been completed in the same year at the time of the KAP Audit.</i> ● BPK: <i>BPK have not been completed the audit and is currently in the process of follow-up completion, considering that the settlement efforts involve the decisions of external parties (TNI AL, DG Binamarga and International Airlines)</i> ● Follow up of SPI Findings: <i>Based on the recommendation of SPI, the Branch Office updates the follow-up by submitting financial statement every 5th of the month followed by verification by respective Auditor.</i> <p>Untuk saat ini sudah dilaksanakan fungsi dan peran SPI sebagai “consultant audit” yang dapat memberikan nilai tambah dan meningkatkan proses tata kelola organisasi.</p> <p><i>At present, the function and role of the Internal Audit Unit (SPI) as consultant audit have been carried out to provide added value and improve the organization governance processes.</i></p>

Pelaksanaan RUPS RKAP untuk Tahun Buku 2019 dan Realisasinya

Implementation of GMS on Company Work Plan and Budget for the Financial Year 2019 and Its Realization

RUPS RKAP untuk Tahun Buku 2019 telah dilaksanakan di Kantor Kementerian BUMN Ruang Rapat Lt. 9, Jalan Medan Merdeka Selatan No. 13 Jakarta Pusat pada tanggal 10 Januari 2019. Undangan RUPS tentang Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2019 disampaikan pada Pemegang Saham melalui surat No. A.P.I.134/K.U.01.03/2019DU-B tanggal 9 Januari 2019. Seluruh anggota Dewan komisaris dan Direksi menghadiri RUPS RAKP untuk tahun 2019. Pemegang Saham dapat melihat Hasil keputusan RUPS melalui situs www.fis.bumn.go.id pada tanggal 1 Februari 2018. Risalah RUPS juga telah dimuat di *website* Perseroan (www.ap1.co.id).

The GMS on Company Work Plan and Budget (RUPS RKAP) for the Financial Year 2019 was held on January 10, 2019 at the Office of the Ministry of State Owned Enterprises, 9th Floor Meeting Room, Jalan Medan Merdeka Selatan No. 13 Central Jakarta. The GMS invitation regarding the 2019 Corporate Work Plan and Budget (RKAP) was circulated to Shareholders through letter No. API134/KU01.03/2019DU-B dated January 9, 2019. All members of the Board of Commissioners and Board of Directors attended the GMS. The GMS resolutions have been informed to Shareholders through the website www.fis.bumn.go.id on February 1, 2018. In addition, the GMS Minutes have also been posted on the Company's website (www.ap1.co.id).

Keputusan RUPS RKAP Tahun 2019

Resolutions During GMS on Company Work Plan and Budget for the Financial Year 2019

Agenda Pertama	
Agenda Item 1	
Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019	
<i>Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019</i>	
Keputusan Resolution	
Mengesahkan Rencana Kerja dan Anggaran Perusahaan Tahun 2019, dengan pokok-pokok sebagai berikut: <i>To ratify the Company Work Plan and Budget 2019, as per the following:</i>	
a.	Laporan Posisi Keuangan Konsolidasian <i>Consolidated Financial Statement</i>
	Aset <i>Assets</i>
	Aset Lancar <i>Current Assets</i> Rp 4,804,994 juta /million
	Aset Tidak Lancar <i>Non-Current Assets</i> Rp 39,458,734 juta/million
	Jumlah Aset Total Assets Rp 44,263,728 juta/million
	Liabilitas dan Ekuitas <i>Liabilities and Equity</i>
	Liabilitas Jangka Pendek <i>Current Liabilities</i> Rp 3,330,904 juta/million
	Liabilitas Jangka Panjang <i>Non-Current Liabilities</i> Rp 24,106,450 juta/million
	Ekuitas <i>Equity</i> Rp 16,826,374 juta/million
	Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity Rp 44,263,728 juta/million
b.	Laporan Laba Rugi Konsolidasian <i>Consolidated Profit and Loss Statement</i>
	Pendapatan Operasi <i>Operating Income</i> Rp 9,997,620 juta/million
	Beban Operasi <i>Operating Expense</i> Rp 7,028,255 juta/million
	Lab a (Rugi) Usaha Business Profit (Loss) Rp 3,969,365 juta/million
	Pendapatan (Beban) Lain-Lain <i>Other Income (Expenses)</i> Rp (428,499) juta/million
	Lab a (Rugi) Sebelum Pajak Profit (Loss) Before Tax Rp 2,543,998 juta/million
	Pajak Penghasilan <i>Income Tax</i> Rp 528,766 juta/million
	Lab a (Rugi) Bersih Tahun Berjalan Net Profit (Loss) of Current Year Rp 2,015,232 juta/million
	Kepentingan Non Pengendali Rp (4,030) juta/million
	Lab a (Rugi) Bersih Diatribusikan ke Entitas Induk Net Profit (Loss) of Current Year Rp 2,011,201 juta/million
c.	Investasi <i>Investment</i>
	Operasional <i>Operational</i> Rp 3,554,343 juta/million
	Pengembangan <i>Development</i> Rp 13,971,822 juta/million
	Total Rp 17,526,165 juta/million

d.	Sumber Daya Manusia <i>Human Resources</i>	
	Pegawai Organik <i>Organic Employees</i>	3,697 Orang/ <i>Persons</i>
	Pegawai <i>Outsourcing</i> <i>Outsourcing Employees</i>	6,105 Orang/ <i>Persons</i>
	Jumlah Total	9,802 Orang/<i>Persons</i>
e.	Tingkat Kesehatan Perusahaan <i>Corporate Soundness Level</i>	
	Target tingkat kesehatan RKAP tahun 2019 sesuai perhitungan berdasarkan Keputusan Menteri BUMN Nomor KEP-100/MBU/2002 ditargetkan skor 92,0 atau Kategori Sehat AA	
	<i>The targeted soundness level score of the Company Work Plan & Budget 2019 as per calculations stated in Minister of SOE Decree No. KEP-100/MBU/2002 is 92.0 or Category of AA (Healthy)</i>	
f.	RKA Dewan Komisaris Tahun 2019 sebagaimana yang tertera dalam buku RKAP Tahun 2019	
	<i>The Board of Commissioners' Work Plan & Budget 2019 is as stated in the Company Work Plan & Budget 2019 book</i>	

Status: Terealisasi/ Status: Realized

Agenda Kedua
Agenda Item 2

Pengesahan Rencana Kerja dan Anggaran Program Kemitraan dan Bina Lingkungan (RKA-PKBL) Tahun 2020
Ratification of the 2020 Partnership and Community Development Program Work Plan and Budget (RKA-PKBL)

Keputusan Resolutions

a.	Program Kemitraan <i>Partnership Program</i>	
	Dana Tersedia <i>Available Funds</i>	
	Saldo Awal <i>Opening Balance</i>	Rp 0 juta
	Alokasi Penyisihan Laba yang Diterima <i>Allowance of Profit Received</i>	Rp 0 juta
	Pengembalian Pokok Pinjaman <i>Return of Loan Principal</i>	Rp 25,170 juta
	Penerimaan Lainnya <i>Other Income</i>	Rp 2,447 juta
	Jumlah Dana Tersedia Total Available Funds	Rp 27,617 juta
	Penggunaan Dana <i>Disbursement of Funds</i>	
	Penyaluran Pinjaman ke Mitra Binaan <i>Disbursement of Loan to Assisted Partners</i>	Rp 23,542 juta
	Hibah Pembinaan <i>Coaching Grant</i>	Rp 2,075 juta
	Penyaluran BUMN Khusus <i>Disbursement of Special SOE Fund</i>	Rp 2,000 juta
	Jumlah Penyaluran Dana Total Fund Disbursed	Rp 27,617 juta
	Saldo Akhir Closing Balance	Rp 0 juta
b.	Program Bina Lingkungan <i>Community Development Program</i>	
	Dana Tersedia <i>Available Funds</i>	
	Saldo Awal <i>Opening Balance</i>	Rp 0 juta
	Penerimaan Lain <i>Other Income</i>	Rp 0 juta
	Tambahan dari BUMN Pembina <i>Additional Support from Mentoring SOE</i>	Rp 39,660 juta
	Jumlah Dana Tersedia Total Available Funds	Rp 39,660 juta
	Penyaluran Dana <i>Disbursement of Funds</i>	
	Penyaluran Dana Bina Lingkungan <i>Community Development Fund Disbursement</i>	Rp 39,660 juta
	Saldo Akhir Closing Balance	Rp - juta

Status: Terealisasi/ Status: Realized

Agenda Ketiga
Agenda Item 3

Persetujuan dan Pengesahan Kontrak Manajemen (Key Performance Indicators) antara Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2019
Approval and Ratification of the Management Contract (Key Performance Indicators) between Board of Directors and Board of Commissioners with Shareholders for 2019

Keputusan Menyetujui dan mengesahkan Kontrak Manajemen (Key Performance Indicators) antara Direksi dan Dewan Komisaris PT Angkasa Pura I (Persero) dengan Pemegang Saham PT Angkasa Pura I (Persero) Tahun 2019 yang mengacu pada Kriteria Penilaian Kinerja Unggul (KPKU) dan Surat Menteri BUMN Nomor: S-564/MBU/08/2018 tanggal 30 Agustus 2018 perihal Penyampaian Aspirasi Pemegang Saham/Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2019. Status: Terealisasi	Resolution <i>To approve and ratify the Management Contract (Key Performance Indicators) between the PT Angkasa Pura I (Persero) Board of Directors and Board of Commissioners with Shareholders for 2019, which refers to the Assessment Criteria for Performance Excellence (KPKU) and Minister of SOE Decree No. S-564/MBU/08/2018 dated August 30, 2018 concerning Submission of Shareholders/Capital Owners' Aspirations for Compilation of the Company Work Plan and Budget for the Financial Year 2019.</i> Status: Realized
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Agenda Keempat Agenda Item 4

Persetujuan dan Pengesahan *Key Performance Indicators* antara Dewan Komisaris dengan Pemegang Saham Tahun 2019 *Approval and Ratification of Key Performance Indicators between the Board of Commissioners and Shareholders for 2019*

<p>Keputusan Menyetujui dan mengesahkan kontrak <i>Key Performance Indicators</i> (KPI) antara Dewan Komisaris dengan Pemegang Saham tahun 2019 yang mengacu pada Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 jo. Nomor PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Prinsip-Prinsip Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>) pada BUMN.</p>	<p><i>Resolution</i> <i>To approve and ratify the Key Performance Indicators Contract for 2019 between the Board of Commissioners and Shareholders, which refers to Minister of SOE Regulation No. PER-01/MBU/2011 jo. No. PER-09/MBU/2012 dated July 6, 2012 concerning Amendment to Minister of SOE Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance (GCG) in SOEs.</i></p>
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Agenda Kelima Agenda Item 5

Penetapan Indikator Aspek Operasional Tahun 2017 *Determination of Operational Aspect Indicators for 2017*

<p>Keputusan Menyetujui dan mengesahkan penetapan indikator Aspek Operasional untuk Penilaian Tingkat Kesehatan Tahun 2019 PT Angkasa Pura I (Persero) yang merupakan usulan dari Dewan Komisaris.</p>	<p><i>Resolution</i> <i>To approve and ratify the determined Operational Aspect Indicators for assessing the Soundness Level of PT Angkasa Pura I (Persero) in 2019, as proposed by the Board of Commissioners.</i></p>
<p>Status: Terealisasi</p>	<p><i>Status: Realized</i></p>

Agenda Keenam Agenda Item 6

Penyetujuan Penerbitan Obligasi/Sukuk dan/atau Pinjaman Bank/Nonbank *Approval for the Issuance of Bonds/Sukuk and/or Bank/Non-Bank Loans*

<p>Keputusan Menyetujui penerbitan obligasi/sukuk dan/atau pinjaman bank/nonbank sebesar Rp13 triliun dengan ketentuan, yaitu:</p> <ol style="list-style-type: none"> Menaati seluruh peraturan dan ketentuan hukum yang berlaku berkaitan dengan penerbitan obligasi/sukuk dan pinjaman bank/nonbank serta memperhatikan prinsip-prinsip tata kelola perusahaan yang baik (<i>good corporate governance</i>); Pelaksanaannya dilakukan secara hati-hati (<i>prudent</i>) dan melakukan mitigasi risiko yang berpotensi muncul mulai dari aspek legal, aspek operasional, dan aspek keuangan perusahaan; Penerbitan obligasi/sukuk agar dilakukan dengan memperhatikan pemilihan waktu dan tenor yang sesuai dengan kebutuhan pendanaan; Dewan Komisaris agar melakukan pengawasan, evaluasi, dan <i>monitoring</i> secara berkala atas pelaksanaan penerbitan obligasi/sukuk dan pinjaman bank/nonbank tersebut memperhatikan nilainya sangat material bagi perusahaan; Persetujuan penerbitan obligasi/sukuk dan/atau pinjaman bank/nonbank tersebut diberikan untuk jangka waktu 1 (satu) tahun terhitung sejak tanggal keputusan RUPS ini. <p>Status: Terealisasi</p>	<p><i>Resolution</i> <i>To approve the Issuance of Bonds/Sukuk and/or Bank/Non-Bank Loans amounting to Rp 13 trillion, under the following provisions:</i></p> <ol style="list-style-type: none"> <i>Comply with all applicable regulations and provisions on issuance of bonds/sukuk and bank/non-bank loans, and with due regard to the principles of good corporate governance;</i> <i>The plan execution should be carried out in a prudent manner, and to mitigate any potential risks with respect to the legal, operational and financial aspects of the company.</i> <i>Issuance of bonds/sukuk should consider the factors of timing and tenor with respect to funding requirements;</i> <i>The Board of Commissioners is requested to supervise, evaluate and monitor the issuance of bonds/sukuk and Bank/Non-Bank loans on a regular basis, considering that its value is highly material for the company;</i> <i>Approval for the issuance of bonds/sukuk and Bank/Non-Bank loans is for a period of 1 (one) year from the date of resolution.</i> <p><i>Status: Realized</i></p>
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Agenda Ketujuh Agenda Item 7

Persetujuan Pelimpahan Kewenangan *Approval for Delegation of Authority*

<p>Keputusan Menyetujui pelimpahan kewenangan kepada:</p> <ol style="list-style-type: none"> Direksi untuk melakukan perubahan dan relokasi anggaran program/kegiatan dalam satu kelompok investasi dengan nilai maksimum 10% dari total nilai investasi tahun 2020 pada kelompok investasi tersebut, dan; Dewan Komisaris untuk melakukan persetujuan perubahan penambahan penghapusan antar kelompok investasi dengan nilai maksimum 10% dari total investasi tahun 2020 tanpa merubah nilai total investasi dan ketentuan ini berlaku sampai dengan adanya perubahan keputusan. <p>Status: Terealisasi</p>	<p><i>Resolution</i> <i>To approve the delegation of authority to:</i></p> <ol style="list-style-type: none"> <i>Board of Directors to make changes and reallocate program/activity budgets within an investment group to a maximum of 10% of the total investment value in 2019, and;</i> <i>Board of Commissioners to approve changes with respect to addition/removal of programs/activities between investment groups to a maximum of 10% of total investment in 2019 without changing the total investment value and this provision is valid until there is a change of decision.</i> <p><i>Status: Realized</i></p>
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Arahan RUPS RKAP Tahun 2019 dan Tindak Lanjutnya

Directives from GMS on Company Work Plan and Budget for the Financial Year 2019 and Its Follow-Ups

1.	Arahan Directive	Buku RKAP, RKA-PKBL, RKA Dewan Komisaris dan KPI (<i>Key Performance Indicator</i>) Dewan Komisaris tahun 2018 yang telah disetujui dan disahkan Rapat Umum Pemegang Saham (RUPS) serta saran dan rekomendasi Dewan Komisaris dalam pelaksanaan RKAP Tahun 2018 sebagaimana disampaikan Surat Tanggapan Dewan Komisaris Nomor 76/DK.AP.1/2018 tanggal 18 Desember 2018 merupakan bagian yang tidak terpisahkan dari Risalah Keputusan RUPS ini dan menjadi pedoman bagi Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2018 serta sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. <i>Book of The Company Work Plan and Budget (RKAP), Partnership and Community Development Program Work Plan and Budget (RKA-PKBL), Board of Commissioners' Work Plan and Budget and Board of Commissioners' KPI (Key Performance Indicator) for 2018 which have been approved and ratified by the General Meeting of Shareholders (GMS), as well as suggestions and recommendations from the Board of Commissioners in executing the Company Work Plan and Budget for the Financial Year 2018 as stated in the Board of Commissioners' Response Letter of No. 76/DK.AP.1/2018 dated December 18, 2018 are an integral part of the Minutes of the GMS Resolutions and serve as guidelines for the Board of Directors in carrying out the work program and achieving performance targets in 2018, and a means of monitoring and supervision for the Board of Commissioners.</i>
	Tindak Lanjut Follow-Up	Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2019 berpedoman kepada Buku RKAP, RKA-PKBL, RKA Dewan Komisaris dan KPI (<i>Key Performance Indicator</i>) Dewan Komisaris tahun 2018 yang telah disetujui dan disahkan Rapat Umum Pemegang Saham (RUPS) serta saran dan rekomendasi Dewan Komisaris dalam pelaksanaan RKAP Tahun 2018 sebagaimana disampaikan Surat Tanggapan Dewan Komisaris Nomor 76/DK.AP.1/2018 tanggal 18 Desember 2018 dan melaporkan secara berkala kepada pemegang saham dengan tepat waktu. <i>In implementing work programs and performance targets for 2019, the Board of Directors was guided by RKAP, RKA-PKBL, RKA of Board of Commissioners and KPI (Key Performance Indicator) of the Board of Commissioners in 2018 which has been approved and ratified by the General Meeting of Shareholders (GMS) as well as suggestions and recommendations of the Board of Commissioners in the implementation of the 2018 RKAP as submitted by the Board of Commissioners Response Letter No. 76/DK.AP.1/2018 dated December 18, 2018 and reported periodically to shareholders in a timely manner.</i>
2.	Direksi dengan pengawasan Dewan Komisaris diminta untuk Under the Board of Commissioners' supervision, the Board of Directors is tasked to:	
a.	Arahan Directive	Melakukan <i>cascading & deployment</i> target-target RKAP dan KPI Korporat ke pejabat/ karyawan tingkat bawah, seluruh wilayah, cabang, dan unit kerja, termasuk anak perusahaan. <i>Cascade & deploy the Company's RKAP and KPI targets down to lower level officials/ employees, regional offices, branches and work units, including subsidiaries</i>
	Tindak Lanjut Follow-Up	Direksi telah mempersiapkan <i>cascading</i> dan <i>deployment</i> target RKAP dan Korporat sesuai arahan RUPS. <i>The Board of Directors has prepared cascading and deployment of RKAP and Corporate targets according to the direction of the GMS.</i>
b.	Arahan Directive	Melaksanakan RKAP secara efektif dengan biaya efisien, bekerja dengan sungguh-sungguh dan mengupayakan yang terbaik dalam mencapai target-target RKAP demi memajukan perusahaan, sesuai dengan ketentuan peraturan perundang-undangan, serta memperhatikan prinsip-prinsip GCG dan profesionalisme. <i>Implement the Company Work Plan & Budget in an effective and cost efficient manner; to work earnestly and do the best in achieving established targets to advance the company in accordance with the prevailing laws and regulations, as well as pay due regard to the principles of GCG and professionalism.</i>
	Tindak Lanjut Follow-Up	Melakukan <i>early warning</i> terhadap realisasi RKAP agar target-target dalam RKAP dapat tercapai. <i>Conduct an early warning for the realization of the RKAP so that the targets in the RKAP can be achieved.</i>
c.	Arahan Directive	Melakukan sinergi BUMN sesuai dengan target RKAP serta aktif berperan serta mendukung kebijakan konsolidasi BUMN, dengan tetap memperhatikan prinsip-prinsip GCG dan manajemen risiko. <i>Conduct a synergy with other SOEs to achieve RKAP targets and actively support the policy of SOE consolidation, with due regard to the principles of GCG and risk management.</i>
	Tindak Lanjut Follow-Up	Telah melakukan sinergi BUMN sesuai dengan target RKAP serta aktif berperan serta mendukung kebijakan konsolidasi BUMN, dengan tetap memperhatikan prinsip-prinsip GCG dan manajemen risiko. <i>Have conducted a synergy with other SOEs following the RKAP targets and actively participated in supporting the SOE consolidation policy with due regard to the principles of GCG and risk management.</i>

d.	<p>Arahan Directive</p>	<p>Nilai anggaran investasi yang cukup besar perlu menjadi perhatian dan harus diupayakan pencapaiannya dalam rangka mendukung peningkatan kinerja perusahaan, kualitas pelayanan kepada para pengguna bandara, keselamatan dan keamanan penerbangan, serta Proyek Strategis Nasional. Pelaksanaan program investasi agar didukung dengan perencanaan dan persiapan yang lebih matang sehingga risiko kegagalan dapat dihindari.</p> <p><i>Pay attention to the large investment involved, and conduct efforts towards its achievement to deliver improvements in company performance, service quality to airport users, aviation safety and security, and the National Strategic Project. The implementation of investment program requires more careful planning and preparation so that the risk of failures can be reduced.</i></p>	
	<p>Tindak Lanjut Follow-Up</p>	<p>Walaupun terjadi penurunan <i>traffic</i> diakibatkan kenaikan tiket pesawat, namun Angkasa Pura I tetap berkomitmen pada dukungan pembangunan nasional dan Proyek Strategis Nasional.</p> <p>Angkasa Pura I juga menerapkan kebijakan strategis terkait investasi sebagai berikut:</p> <ul style="list-style-type: none"> • <i>Cost and risk management</i>, yaitu melakukan investasi secara selektif dengan berfokus pada efisiensi biaya, manajemen risiko, dan melaksanakannya dengan prinsip-prinsip pengelolaan perseroan kelas dunia dan tata kelola perusahaan yang baik dan benar. • Menetapkan standar biaya operasional sehingga dapat meningkatkan efisiensi dalam proses pelelangan pekerjaan. • <i>Reengineering</i> infrastruktur jaringan data Angkasa Pura I yang dimaksudkan sebagai pemutakhiran jaringan di bandara dalam rangka mendukung operasional bisnis dan sebagai infrastruktur utama pendukung bisnis <i>digital monetizing</i> di bandara (saat ini sedang dalam tahap persiapan pengadaan). • <i>Predictive analytics</i> yang bertujuan untuk meningkatkan kemampuan pengambilan keputusan di level <i>top management</i>, sudah dalam tahap <i>user requirement gathering</i> melalui <i>event design thinking</i> yang dilaksanakan di Bali tanggal 3 Maret 2020. • AOCs sebagai fasilitas pendukung ACDM (<i>Airport Collaborative Decision Making</i>) dalam proses operasional bandara (saat ini sedang dalam tahap penyusunan dokumen pengadaan setelah dilaksanakan proses standarisasi oleh konsultan perencana AOCs). <p>Pengoperasian Bandara Internasional Yogyakarta Kulon Progo, terminal baru Bandara Internasional Syamsudin Noor Banjarmasin, kendaraan <i>foam tender</i> tipe 1 PKP-PK di lima bandara, <i>overlay</i> (Bandara Internasional Syamsudin Noor Banjarmasin), dimulainya pembangunan terminal baru Bandara Internasional Sultan Hasanuddin Makassar, dan 11 Bandara Internasional Juanda Surabaya, serta ditandatangani KPBU-PKS Bandara Internasional Sentani Jayapura.</p>	<p><i>Even though there was a decrease in traffic due to an increase in airplane tickets, PT Angkasa Pura I (Persero) remained committed to support the National Development and National Strategic Projects.</i></p> <p><i>PT Angkasa Pura I (Persero) also implemented strategic policies related to investments as follows:</i></p> <ul style="list-style-type: none"> • <i>Cost and Risk Management strategy is the strategy in investing selectively by focusing on cost efficiency, risk management, and implementation by the principles of World Class Company Management and Good Corporate Governance.</i> • <i>Standards for operating costs have been established so as to improve efficiency in the process of work tenders.</i> • <i>Reengineering of Angkasa Pura I Data Network Infrastructure, intended as a network upgrade at the airport to support business operations and as the central infrastructure supporting the digital monetizing business at the airport, is currently in the preparatory stages of procurement.</i> • <i>Predictive Analytics aimed to improve decision-making capabilities at the top management level was already in the stage of user requirement gathering through the design thinking event held in Bali on March 3, 2020.</i> • <i>AOCs as an ACDM (Airport Collaborative Decision Making) supporting facility in the Airport operational process, which is currently in the preparation stage of procurement documents after a standardization process has been carried out by AOCs planning consultants</i> <p><i>Operation of Yogyakarta International Airport, new Syamsudin Noor International Airport terminal, PKP-PK Foam Tender Type 1 vehicles at five airports, overlay Syamsudin Noor International Airport, commencement of construction of Sultan Hasanuddin International Airport, and Juanda International Airport new terminals, and signed by KPBU-PKS of Sentani International Airport.</i></p>

e.	<p>Arahan Directive</p>	<p>Dalam rangka mendukung operasional dan pengembangan perusahaan, Direksi agar terus meningkatkan kualitas SDM yang profesional serta menerapkan mekanisme <i>reward & punishment</i> secara objektif dan sistem remunerasi berbasis kinerja yang dapat memacu produktivitas karyawan. <i>In an attempt to support the company's operations and development, the Board of Directors is requested to continue to improve the quality of professional human resources and implement objective reward & punishment mechanisms and performance based remuneration systems that can boost employee productivity.</i></p>
	<p>Tindak Lanjut Follow-Up</p>	<ul style="list-style-type: none"> Sistem remunerasi telah menganut pola 3P, yaitu <i>Pay for Person</i>, <i>Pay for Position</i>, dan <i>Pay for Performance</i> sebagaimana telah diatur dalam Keputusan Direksi Nomor: KEP.193/KP.10/2017/DU tanggal 1 November 2017. <i>Pay for Person</i> diberikan dalam bentuk gaji dasar, <i>Pay for Position</i> diberikan dalam bentuk tunjangan jabatan, dan <i>Pay for Performance</i> diberikan dalam bentuk insentif merit/kerja. Mekanisme pemberian <i>reward</i> sudah dilakukan secara objektif dengan dilakukannya pemberian bonus kepada pegawai tahun 2018 dan 2019 dengan memperhitungkan perolehan capaian <i>Performance Management System</i> (PMS) pegawai dan KPI masing-masing lokasi kerja. Mekanisme pemberian <i>punishment</i> juga telah dilakukan secara objektif dengan menerapkan aturan disiplin pegawai yang terdapat pada Keputusan Direksi Nomor: KEP.81/KP.14/2018/DU tentang Disiplin Pegawai dan Perjanjian Kerja Bersama (PKB) Pasal 98 sampai dengan Pasal 138. <i>The Remuneration System has adopted the 3P pattern, namely, Pay for Person, Pay for Position, and Pay for Performance as stipulated in the Decree of the Board of Directors Number: KEP.193/KP.10/2017/DU dated November 1, 2017. Pay for Person is provided in the form of Basic salary, Pay for Position is provided in the form of Position Allowance, and Pay for Performance is provided in the form of Merit/Performance Incentives.</i> <i>The reward mechanism has been carried out objectively by providing bonuses to employees in 2018 and 2019 by taking into account the Performance Management System (PMS) achievements of respective employee and KPI of respective workplace.</i> <i>The punishment mechanism has also been carried out objectively by applying the Employee Discipline rules contained in the Decree of the Board of Directors No. KEP.81/KP.14/2018/DU concerning Employee Discipline and Collective Labor Agreement (CLA) Article 98 to Article 138.</i>
f.	<p>Arahan Directive</p>	<p>Meningkatkan koordinasi dengan instansi terkait dalam rangka mempercepat penyelesaian permasalahan terkait aset perusahaan, termasuk pengalihan aset kenavigasian kepada Perum LPPNPI. <i>Improve coordination with related agencies to expedite the resolution of problems regarding company assets, including the transfer of navigational assets to Perum LPPNPI.</i></p>
	<p>Tindak Lanjut Follow-Up</p>	<p>Pengalihan Alat Kenavigasian - BPYBDS: Harmonisasi RPP: telah dilaksanakan rapat klarifikasi RPP penambahan PMN RI ke dalam modal Perum LPPNPI pada tanggal 6 Maret 2020 di Kementerian Sekretariat Negara yang dipimpin oleh Deputi Bidang Hukum dan Perundang-undangan, dengan hasil rapat bahwa RPP akan dikembalikan kepada Kementerian Keuangan untuk dilakukan evaluasi kembali atas perbedaan nilai hasil <i>review</i> BPKP dan nilai BAST PMN untuk Bandara Juanda Surabaya. <i>Transfer of Navigational Equipment - BPYBDS: Government Regulation Draft (RPP) Harmonization: Government Regulation Draft (RPP) Clarification meeting was held on the Addition of State Capital Investment of the Republic of Indonesia into the Capital of Perum LPPNPI on March 6, 2020 at the Ministry of State Secretariat chaired by the Deputy for Legal Affairs and Legislation, with the results of the meeting that the RPP shall be returned to the Ministry of Finance to be re-evaluated for the difference in the value of BPKP review result and the value of BAST PMN for Juanda Airport - Surabaya.</i></p>
g.	<p>Arahan Directive</p>	<p>Terus melakukan pengawasan dan pembinaan anak perusahaan serta menjalankan mekanisme <i>subsidiary governance</i> yang baik, sehingga dapat meningkatkan nilai perusahaan kan serta memberikan kontribusi optimal dan/atau kegiatan bisnisnya menunjang kinerja perusahaan induk. <i>Continue to supervise and develop subsidiaries and implement good governance mechanisms at the subsidiaries, so as to increase company value and for their operations to contribute to the parent company's performance.</i></p>
	<p>Tindak Lanjut Follow-Up</p>	<p>Untuk meningkatkan <i>value creation</i> anak perusahaan, Angkasa Pura I telah melakukan pembinaan kepada anak perusahaan melalui arahan-arahan strategis sesuai dengan arahan pengembangan jangka panjang perusahaan dalam rangka pencapaian target dan peningkatan kinerja baik secara finansial maupun operasional, melakukan analisis terhadap kinerja anak perusahaan dan memberikan saran serta panduan langkah-langkah perbaikan untuk meningkatkan performa usaha. <i>To increase the value creation of the Subsidiaries, PT Angkasa Pura I (Persero) has guided the Subsidiaries through strategic directives in accordance with the long-term development direction of the company to achieve targets and improve performance both financially and operationally, has conducted an analysis on the performance of the Subsidiaries and has provided suggestions and guidelines for corrective actions to improve business performance.</i></p>
3.	<p>Dalam rangka pengembangan bisnis dan peningkatan nilai perusahaan, agar: <i>In an attempt to develop business and improve the company value, the company shall:</i></p>	
a.	<p>Arahan Directive</p>	<p>Melakukan pengembangan bisnis pengelolaan bandara yang diselenggarakan melalui penunjukan Pemerintah atau tender pengelolaan yang dilakukan baik di dalam maupun di luar negeri <i>Conduct business development on airport management either through Government appointment or tender process, both at home and abroad</i></p>

<p>Tindak Lanjut <i>Follow-Up</i></p>	<ol style="list-style-type: none"> 1. Per tanggal 1 Januari 2020 Angkasa Pura I telah resmi mengelola Bandara Sentani Jayapura melalui skema kerja sama pemanfaatan BMN dengan Kementerian Perhubungan RI. Adapun saat ini Angkasa Pura I sedang fokus melaksanakan pengalihan operasional bandara dan pengelolaan usaha eksisting serta merealisasikan kewajiban investasi sebelum mengembangkan bisnis non-organik lainnya. 2. Angkasa Pura I telah memenuhi kualifikasi sebagai peserta dalam proses seleksi KPBU Hang Nadim Batam. Dalam seleksi tersebut, Angkasa Pura I berkonsorsium dengan Incheon International Airport Corporation dan PT Wijaya Karya (Persero). Saat ini proses seleksi KPBU dalam tahap RFP. 3. Pada tanggal 13 Januari 2020 telah ditandatangani perjanjian kerja sama antara Angkasa Pura I dengan Incheon International Airport Corporation (IIAC) tentang penempatan SDM di Terminal 4 Bandara Kuwait. Kerja sama ini adalah Angkasa Pura I akan menempatkan beberapa pegawainya untuk mengelola Bandara Kuwait bersama IIAC. SDM yang akan ditempatkan adalah dari bidang <i>security</i>, operasional, dan komersial. <p>1. <i>As of January 1, 2020, PT Angkasa Pura I (Persero) has officially managed the Sentani Airport in Jayapura through a collaborative scheme to utilize state-owned goods (BMN) with the Indonesian Ministry of Transportation. As for now, PT Angkasa Pura I is focusing on carrying out the transfer of airport operations, managing existing businesses and realizing investment obligations before developing other non-organic businesses.</i></p> <p>2. <i>PT Angkasa Pura I (Persero) has qualified as a participant in the KPBU selection process of Hang Nadim Airport - Batam. During the selection, PT Angkasa Pura I (Persero) has collaborated with Incheon International Airport Corporation and PT Wijaya Karya (Persero) by signing a consortium agreement. The KPBU selection process is currently in the RFP stage.</i></p> <p>3. <i>On January 13, 2020, PT Angkasa Pura I (Persero) (AP1) and Incheon International Airport Corporation (IIAC) signed a Cooperation Agreement concerning the Placement of AP1 Human Resources in Terminal 4 of Kuwait Airport. This collaboration requires AP1 to place several of its employees to manage Kuwait Airport together with IIAC. The human resources will be placed in the security sector, operational sector and commercial sector</i></p>
<p>b. Arahan <i>Directive</i></p>	<p>Melakukan kerja sama global dan/atau <i>strategic partnership investment participation</i>. <i>Enter into global cooperation and/or strategic partnership investment participation.</i></p>
<p>Tindak Lanjut <i>Follow-Up</i></p>	<p>Angkasa Pura I akan segera menjalankan proses seleksi mitra strategis pengembangan dan pengelolaan Bandara Lombok. Saat ini Angkasa Pura I telah menyelesaikan <i>feasibility study</i> dan dokumen seleksi, serta telah memperoleh tanggapan tertulis Dewan Komisaris dan dukungan pemegang saham untuk menjalankan proses seleksi tersebut.</p> <p><i>PT Angkasa Pura I (Persero) will soon carry out a selection process for the strategic partners for development and management of Lombok International Airport - Praya. Currently, PT Angkasa Pura I (Persero) has completed a feasibility study and selection document and has received a written response from the Board of Commissioners and shareholder support to carry out the selection process.</i></p>
<p>c. Arahan <i>Directive</i></p>	<p>Melakukan pengembangan bisnis nonorganik di bidang usaha yang potensial dengan tetap menerapkan prinsip kehati-hatian dan manajemen risiko. <i>Conduct non-organic business development in potential business lines by applying the principles of prudence and risk management.</i></p>

<p>Tindak Lanjut <i>Follow-Up</i></p>	<p>Saat ini Perusahaan telah berupaya melakukan pengembangan bisnis melalui kerja sama pemanfaatan lahan-lahan/ aset <i>idle</i> sebagai upaya untuk menciptakan bisnis baru (<i>new business</i>) melalui kajian-kajian yang komprehensif serta memperhatikan prinsip kehati-hatian dan manajemen risiko sehingga diharapkan dapat menciptakan bisnis yang potensial dan <i>feasible</i> sehingga dapat memberikan nilai tambah bagi perusahaan. Adapun rencana kerja sama pemanfaatan atas lahan/aset <i>idle</i> yang saat ini sedang diupayakan diantaranya:</p> <ol style="list-style-type: none"> 1. Rencana kerja sama pemanfaatan lahan di Sunset Road Bali seluas 16.385 m², untuk pengembangan LRT <i>integrated area</i>; 2. Rencana kerja sama pemanfaatan lahan Teluk Kelan Bali untuk pengembangan <i>cottage</i> dan <i>premium factory outlet</i>; 3. Rencana kerja sama pemanfaatan bekas terminal lama dan bekas hotel bandara di Balikpapan untuk pengembangan bisnis <i>airport hotel</i> dan MICE yang terintegrasi; 4. Rencana kerja sama pemanfaatan bekas terminal Bandara Selaparang di Mataram, berupa pengembangan bisnis <i>one stop entertainment & recreation indoor and outdoor</i> dengan bentuk promosi sebagai Selaparang Aero Xperience; 5. Rencana kerja sama pemanfaatan lahan <i>airport city</i> Bandara Internasional Yogyakarta di Kulon Progo, berupa pengembangan MICE, hotel, retail, perkantoran, logistik, dan residensial; 6. Rencana kerja sama pemanfaatan lahan Demangan dan Babarsari di Yogyakarta; 7. Rencana kerja sama pemanfaatan lahan Cendrawasih di Banjarmasin; 8. Rencana kerja sama pemanfaatan lahan Semabung di Surabaya berupa pengembangan area gudang Pusat Logistik Berikat (PLB). <p>Saat ini PT Angkasa Pura I (Persero) telah merencanakan kerja sama pengembangan komersial dan operasional pada Bandar Udara I Gusti Ngurah Rai Bali (Fase II). Progres saat ini, telah dilakukan finalisasi kajian kelayakan, yang tentunya dalam pembuatan kajian telah memperhatikan prinsip kehati-hatian dan manajemen risiko sehingga diharapkan dapat menciptakan bisnis yang potensial dan <i>feasible</i> sehingga dapat memberikan nilai tambah bagi perusahaan. Paralel dengan hal tersebut, telah disiapkan pula rancangan dokumen seleksi untuk mencari mitra strategis. Adapun rencana kerja sama ini adalah PT Angkasa Pura I (Persero) dibantu mitra strategis melakukan pengembangan komersial dan operasional melalui Bandara I Gusti Ngurah Rai Bali.</p> <p><i>Currently, PT Angkasa Pura I has strived to develop business through cooperation in the utilization of idle lands/assets in an effort to create new business through comprehensive studies and take into account the principles of prudence and risk management so that it is expected to create potential and feasible business so as to provide added value to the company. The cooperation plan on the utilization of idle lands/assets that are currently being pursued includes:</i></p> <ol style="list-style-type: none"> 1. <i>Cooperation Plan for the land utilization of Sunset Road Bali with an area of 16,385 m² for the development of the LRT Integrated area;</i> 2. <i>Cooperation Plan for the land utilization of Kelan bay Bali for the development of cottages and premium Factory Outlet;</i> 3. <i>Cooperation Plan for the utilization of Ex-Old Terminal and Ex-Airport Hotel in Balikpapan for the development of the integrated Airport Hotel and MICE business;</i> 4. <i>Cooperation Plan for the utilization of Ex Old Terminal of Selaparang Airport in Mataram in the form of One Stop Entertainment & Recreation Indoor & Outdoor business development with a form of promotion as Selaparang AERO Xperience;</i> 5. <i>Cooperation Plan for the land utilization of Airport City at Yogyakarta International Airport in Kulon Progo in the form of MICE, Hotel, Retail, Offices, Logistics, and Residential developments;</i> 6. <i>Cooperation Plan for the land utilization of Demangan and Babarsari in Yogyakarta;</i> 7. <i>Cooperation Plan for the land utilization of Cendrawasih in Banjarmasin;</i> 8. <i>Cooperation Plan for the land utilization of Semabung in Surabaya in the form of development of Bonded Logistic Center (PLB) Warehouse Area.</i> <p><i>PT Angkasa Pura I (Persero) has planned commercial and operational development cooperation at I Gusti Ngurah Rai Airport - Bali (Phase II). The current progress indicates that the feasibility study has been finalized by taking account the principles of prudence and risk management so that it is expected to create potential and feasible business to provide added value to the company. In line with this, a selection document draft has been prepared to look for strategic partners. The cooperation plan states that AP I is assisted by strategic partners to carry out commercial and operational development through I Gusti Ngurah Rai Airport, Bali.</i></p>
<p>d. Arahan <i>Directive</i></p>	<p>Melakukan penataan portofolio bisnis anak perusahaan dan/ atau perusahaan terafiliasi untuk menjalankan bisnis yang lebih terintegrasi dan prospektif.</p> <p><i>Structure the business portfolio of subsidiaries and/or Affiliated Companies to run more integrated and profitable businesses.</i></p>
<p>Tindak Lanjut <i>Follow-Up</i></p>	<p>Untuk meningkatkan <i>value creation</i> anak perusahaan, PT Angkasa Pura I (Persero) telah melakukan pembinaan kepada Anak Perusahaan melalui arahan-arahan strategis sesuai dengan arah pengembangan jangka panjang perusahaan dalam rangka pencapaian target dan peningkatan kinerja baik secara finansial maupun operasional, melakukan analisis terhadap kinerja anak perusahaan dan memberikan saran serta panduan langkah-langkah perbaikan untuk meningkatkan performa usaha.</p> <p><i>To increase the value creation of the subsidiaries, PT Angkasa Pura I (Persero) has a strategic directives in accordance with the long-term development direction of the company in order to achieve targets and improve performance both financially and operationally, has conducted an analysis on the performance of the subsidiaries and has provided suggestions and guidance on corrective actions to improve business performance.</i></p>

3.		<p>Dalam rangka pengelolaan fungsi-fungsi talent management dengan sistematika yang lebih baik, memastikan ketersediaan dan kesiapan talent untuk sustainable growth dari BUMN, menjaga akuntabilitas dan transparansi dalam pemilihan calon Direksi BUMN, serta meningkatkan daya tarik BUMN dalam mempertahankan dan/atau mengembangkan talent terbaik yang ada di BUMN, Direksi diminta dukungan dan komitmen dalam:</p> <p><i>In an attempt to better manage systematic talent management functions, ensure availability and readiness of talents for Sustainable Growth of SOEs, maintain accountability and transparency in the selection of candidates for SOE Directors, and increase the attractiveness of SOEs in retaining and/or developing the best existing talents, the Board of Directors is tasked to support and commit to:</i></p>
a.	Arahan Directive	<p>Menyelenggarakan <i>talent management system</i> sekaligus menyiapkan <i>talent</i> perusahaan menjadi <i>talent pool</i> di Kementerian BUMN.</p> <p><i>Organize the talent management system while preparing company talent to be part of the Ministry of SOEs talent pool.</i></p>
	Tindak Lanjut Follow-Up	<ul style="list-style-type: none"> • Angkasa Pura I telah memiliki Keputusan Direksi tentang pola karir pegawai yang di dalamnya mengatur tentang pola pergerakan karir pegawai, persyaratan jabatan, <i>succession planning</i>, dan <i>talent mobility</i>. • Kebijakan tersebut akan diintegrasikan dengan sistem informasi yang mengadopsi prinsip GCG (transparansi, akuntabel, <i>responsibility</i>, <i>independency</i>, dan <i>fairness</i>) yang memudahkan pegawai untuk dapat mengatur pola karirnya selama menjadi pegawai perusahaan. • Dalam penyiapan <i>talent</i> perusahaan, Angkasa Pura I telah melakukan asesmen kompetensi berjenjang sesuai dengan level jabatannya yang mengacu pada kamus kompetensi Kementerian BUMN dan Perusahaan dengan menggunakan salah satu Lembaga asesmen yang direkomendasikan oleh Kementerian BUMN. • <i>Angkasa Pura I has a Board of Directors Decree on Employee Career Patterns which regulates employee career development patterns, job requirements, succession planning, and talent mobility.</i> • <i>The policy shall be integrated with information systems that adopt the principles of GCG (Transparency, Accountability, Responsibility, Independence and Fairness) to facilitate employees in managing their career patterns while serving as Company Employees.</i> • <i>In preparing the Company's talent, Angkasa Pura I has conducted a tiered competency assessment in accordance with the level of position that refers to the competency dictionary of the Ministry of SOEs and the Company by using one of the Assessment Institutions recommended by the Ministry of SOEs.</i>
b.	Arahan Directive	<p>Menyediakan <i>talent pool</i> di setiap BUMN minimal sebesar 20%.</p> <p><i>Prepare talent pool in respective SOE of at least 20%.</i></p>
	Tindak Lanjut Follow-Up	<p>Pada tahun 2019, Angkasa Pura I telah mendaftarkan calon suksesor BOD1 sebanyak 28% atau 14 orang dari total pegawai organik yang menempati posisi Dewan Direksi-1 di perusahaan, yaitu 50 orang.</p> <p><i>In 2019, Angkasa Pura I registered 28% prospective BOD-1 or 14 out of 50 total organic employees occupying BOD-1 positions in the Company.</i></p>
c.	Arahan Directive	<p>Menyiapkan kandidat calon Direksi dari pejabat satu tingkat di bawah Direksi (BOD-1) sejumlah 3 suksesor per posisi Direksi.</p> <p><i>Prepare candidates for Board of Directors from officials one level below Board of Directors (BOD-1) of 3 candidates per BOD position.</i></p>
	Tindak Lanjut Follow-Up	<p>Pada tahun 2019, Angkasa Pura I telah mendaftarkan calon suksesor Direksi dari pejabat satu level di bawah Direksi (BOD-1) sebanyak 3 orang.</p> <p><i>In 2019, Angkasa Pura I registered 3 candidates for the Board of Directors from officials one level below the Board of Directors (BOD-1).</i></p>
5.	Arahan Directive	<p>Sesuai dengan Peraturan Menteri BUMN No. PER-01/MBU/06/2017 tanggal 19 Juni 2017 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN, Tantiem/Insentif Kinerja merupakan beban biaya yang harus dianggarkan secara spesifik dalam RKAP tahun 2019 dan realisasinya berdasarkan pencapaian target kinerja tahun 2019 yang diputuskan dalam RUPS tahunan.</p> <p><i>In accordance with Minister of SOE Regulation No. PER-01/MBU/06/2017 dated June 19, 2017 concerning Guidelines for Determination of Remuneration of Board of Directors, Board of Commissioners and SOE Supervisory Board, Bonus/ Performance Incentives are costs that must be specifically budgeted in the Company Work Plan & Budget 2019 and its realization is subject to achievement of 2019 performance targets as decided in the annual GMS.</i></p>
	Tindak Lanjut Follow-Up	<p>Telah dianggarkan dalam RKAP tahun 2019 sesuai dengan arahan RUPS, untuk realisasi penghasilan Direksi dan Komisaris berdasarkan Surat Menteri BUMN Nomor : S-4 52/MBU/D5/05/2019 tanggal 31 Mei 2019.</p> <p><i>Has been budgeted in the 2019 RKAP in accordance with GMS directives, for the realization of income of the Board of Directors and Board of Commissioners based on the Letter of the Minister of State Owned Enterprises No. S-4 52/MBU/D5/05/2019 dated May 31, 2019.</i></p>
6.		<p>Dalam rangka program kemitraan BUMN dengan usaha kecil dan bina lingkungan (PKBL) maka perlu diperhatikan hal-hal sebagai berikut:</p> <p><i>In the framework of the partnership and community development program of SOE with small businesses, the following issues need to be considered:</i></p>
a.	Arahan Directive	<p>Menyampaikan laporan berkala secara tepat waktu sesuai batas waktu yang ditentukan dalam Peraturan Menteri Negara BUMN Nomor:PER-09/MBU/07/2015 tanggal 3 Juli 2015 sebagaimana telah diubah terakhir dengan Peraturan Menteri BUMN Nomor:PER-02/MBU/7/2017 tanggal 5 Juli 2017 tentang PKBL</p> <p><i>To submit timely periodic reports before the deadline as specified in Minister of SOE Regulation No. PER-09/MBU/07/2015 dated July 3, 2015 and amended under Minister of SOE Regulation No. PER-02/MBU/7/2017 on July 5, 2017 concerning Partnership and Community Development Program.</i></p>
	Tindak Lanjut Follow-Up	<p>Angkasa Pura I telah menyampaikan laporan berkala secara tepat waktu sesuai Peraturan Menteri BUMN Nomor:PER-09/MBU/07/2015 pada tanggal 3 Juli 2015</p> <p><i>PT Angkasa Pura I (Persero) has submitted periodic reports in a timely manner according to Minister of SOE Regulation No. PER-09/MBU/07/2015 dated July 3, 2015</i></p>

b.	Arahan Directive	Dalam rangka pelaksanaan PKBL agar memperhatikan RKA PKBL Tahun 2019. <i>The implementation of the Partnership and Community Development Program shall adhere to the PT Angkasa Pura I (Persero) Partnership and Community Development Program Work Plan & Budget (RKA-PKBL) 2019.</i>
	Tindak Lanjut Follow-Up	Dalam pelaksanaan program PKBL tahun 2019 Angkasa Pura I telah merealisasikan program tersebut sesuai dengan RKA PKBL tahun 2019. <i>In the implementation of the 2019 PKBL program, PT Angkasa Pura I (Persero) has realized the program in accordance with RKA PKBL 2019.</i>
7.	Arahan Directive	Terhadap hasil temuan pemeriksaan auditor (BPK, BPKP, KAP, dan SPI) yang belum tuntas, Direksi agar memprioritaskan dan mendorong penyelesaiannya dengan target waktu dan penanggung jawab yang jelas. Fungsi dan peran SPI agar lebih dioptimalkan untuk membantu penyelesaian temuan, serta mendeteksi dan mencegah pelanggaran lebih dini. <i>On the unresolved findings of auditors (BPK, BPKP, KAP, and SPI), the Board of Directors is requested to prioritize and encourage resolution by establishing clear timelines and responsible persons. The function and role of the SPI shall be optimized to assist in resolving the findings, and to detect and prevent violations early in the process.</i>
	Tindak Lanjut Follow-Up	<ul style="list-style-type: none"> • KAP Atas pengendalian internal dan atas kepatuhan terhadap peraturan perundang-undangan diselesaikan pada tahun yang sama pada saat pelaksanaan Audit KAP • BPK Atas temuan rekomendasi BPK yang belum selesai saat ini masih dalam proses penyelesaian tindak lanjut mengingat upaya penyelesaian melibatkan keputusan pihak eksternal (TNI AL, Ditjen Binamarga, dan pihak maskapai internasional) • Tindak lanjut Temuan SPI Atas rekomendasi SPI, kantor cabang melakukan pemutakhiran tindak lanjut setiap bulan dengan mengirimkan setiap tanggal 5 dan selanjutnya dilakukan verifikasi oleh masing-masing Auditor. • KAP <i>Internal Control and compliance with the Laws and Regulations have been completed in the same year at the time of the KAP Audit.</i> • BPK <i>BPK have not been completed the audit and is currently in the process of follow-up completion, considering that the settlement efforts involve the decisions of external parties (TNI AL, DG Binamarga and International Airlines)</i> • Follow up of SPI Findings <i>Based on the recommendation of SPI, the Branch Office updates the follow-up by submitting financial statement every 5th of the month followed by verification by respective Auditor.</i> <p><i>At present, the function and role of the Internal Audit Unit (SPI) as consultant audit have been carried out to provide added value and improve the organization governance processes.</i></p>

RUPS RKAP untuk Tahun Buku 2018 dan Realisasinya GMS on Company Work Plan and Budget for Financial Year 2018 and Its Realization

Pada tanggal 10 Januari 2018, RUPS RKAP untuk Tahun Buku 2018 telah dilaksanakan di Kantor Kementerian BUMN Ruang Rapat Lt. 9, Jalan Medan Merdeka Selatan No. 13 Jakarta Pusat. Undangan RUPS tentang Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2018 disampaikan pada Pemegang Saham melalui surat No. AP.I.95/KU.01.03/2018 tanggal 8 Januari 2018. Seluruh anggota Dewan komisaris dan Direksi menghadiri RUPS RAKP untuk tahun 2018. Pemegang Saham dapat melihat Hasil keputusan RUPS melalui situs www.fis.bumn.go.id pada tanggal 1 Februari 2018. Risalah RUPS juga telah dimuat di *website* Perseroan (www.ap1.co.id).

On January 10, 2018, the GMS on Company Work Plan & Budget for FY 2018 was held at the Ministry of SOEs, 9th Floor Meeting Room, Jalan Medan Merdeka Selatan No. 13 Central Jakarta. In this context, invitation to attend the GMS was circulated to Shareholders through letter No. AP.I.95/KU.01.03/2018 dated January 8, 2018. All members of the Board of Commissioners and Board of Directors attended the GMS for 2018. Shareholders were able to see the outcomes of GMS resolutions on the website www.fis.bumn.go.id beginning February 1, 2018. The GMS minutes were also posted on the Company website (www.ap1.co.id).

Keputusan RUPS RKAP Tahun 2018

Resolutions from GMS on Company Work Plan & Budget FY 2018

Agenda Pertama
Agenda Item 1Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2018.
*Ratification of the Company Work Plan and Budget (RKAP) for FY 2018.***Keputusan/ Resolutions**

Mengesahkan RKAP Tahun 2018 dengan pokok-pokok sebagai berikut:

a. Laporan Posisi Keuangan Konsolidasian

Laporan Posisi Keuangan Konsolidasian PT Angkasa Pura I (Persero) tahun 2018 ditargetkan Total Aset sebesar Rp38.712.753 juta atau meningkat 55,4% dari prognosa tahun 2017, dengan rincian sebagai berikut:

*To approve the Company Work Plan & Budget 2018 as per the following points:***a. Consolidated Financial Statement***The PT Angkasa Pura I (Persero) Consolidated Financial Statement for FY 2018 was targeted to have Total Assets amounting to Rp 38,712,753 million or an increase of 55.4% from the 2017 prognosis, with details as follows:*

Aset/ Assets	
Aset Lancar/ Current Assets	Rp 3,889,066 juta million
Aset Tidak Lancar/ Non-Current Assets	Rp 34,823,687 juta million
Jumlah Aset/ Total Assets	Rp 38,712,753 juta million
Liabilitas dan Ekuitas <i>Liabilities and Equity</i>	
Liabilitas Jangka Pendek <i>Current Liabilities</i>	Rp 2,880,142 juta million
Liabilitas Jangka Panjang <i>Non-Current Liabilities</i>	Rp 21,464,765 juta million
Ekuitas/ Equity	Rp 14,367,846 juta million
Total Liabilitas dan Ekuitas <i>Total Liabilities and Equity</i>	Rp 38,712,753 juta million

Agenda Pertama
Agenda Item 1**b. Laporan Laba Rugi Konsolidasian/ Consolidated Profit and Loss Statement**

Laba Rugi Konsolidasian PT Angkasa Pura I (Persero) tahun 2018 ditargetkan Laba yang Dapat Diatribusikan sebesar Rp1.565.180 juta atau meningkat 19,1% dari prognosa tahun 2017, dengan rincian perhitungan sebagai berikut:

The Consolidated Profit and Loss of PT Angkasa Pura I (Persero) for FY 2018 targeted Attributable Profit of Rp 1,565,180 million or an increase of 19.1% of the 2017 prognosis, as per the following detailed calculations:

Pendapatan Usaha/ Revenue	Rp 8,560,498 juta
Beban Operasi/ Operating Expenses	Rp (6,188,761) juta
Laba (Rugi) Usaha/ Business Profit (Loss)	Rp 2,371,737 juta
Pendapatan (Beban) Lain-lain/ Other Income (Expenses)	Rp (296,712) juta
Bagian Laba Entitas Asosiasi/ Share in Profit of Associates	Rp (3,500) juta
Laba (Rugi) Sebelum Pajak/ Profit (Loss) Before Tax	Rp 2,071,525 juta
Pajak Penghasilan/ Income Tax	Rp (504,193) juta
Laba (Rugi) Bersih Tahun Berjalan/ Net Profit (Loss) of Current Year	Rp 1,567,332 juta
Kepentingan Non Pengendali/ Non-Controlling Interest	Rp (2,152) juta
Laba (Rugi) yang Dapat Diatribusikan/ Attributable Profit (Loss)	Rp 1,565,180 juta

c. Investasi/ Investment	
1. Operasional/ Operational	Rp 3,959,961 juta
2. Pengembangan/ Development	Rp 14,841,814 juta
Total	Rp 18,801,775 juta

d. Sumber Daya Manusia/ Human Resources	
Pegawai Organik/ Core Employees	: 3.531 orang/ persons
Pegawai Outsourcing / Outsourced Employees	: 5,643 orang/ persons
Jumlah/ Total	: 9,174 orang/ persons

e. Tingkat Kesehatan Perusahaan / Corporate Financial Health Index

Target tingkat kesehatan RKAP tahun 2018 sesuai perhitungan berdasarkan Keputusan Menteri BUMN Nomor KEP-100/MBU/2002 ditargetkan skor 92 atau Kategori Sehat AA.

The targeted financial health score of the Company Work Plan & Budget 2018 as per calculations stated in Minister of SOE Decree No. KEP-100/MBU/2002 is 92.0 or Category of AA (Healthy)

f. RKA Dewan Komisaris

Mengesahkan Rencana Kerja dan Anggaran Dewan Komisaris sebagaimana yang tertera di dalam Buku RKAP Tahun 2018 PT Angkasa Pura I (Persero).

To Approve the Board of Commissioners' Work Plan & Budget as stated in the Company Work Plan & Budget 2018 book of PT Angkasa Pura I (Persero).

Status: Terealisasi Status: Realized

Agenda Kedua
Agenda Item 2

Pengesahan Rencana Kerja dan Anggaran Program Kemitraan dan Bina Lingkungan (RKA-PKBL) Tahun 2018.
Ratification of the Work Plan and Budget for the Partnership and Community Development Program (RKA-PKBL) for FY 2018.

Keputusan/ Resolution

Mengesahkan Rencana Kerja dan Anggaran Program Kemitraan dan Bina Lingkungan Tahun 2018, sebagai berikut:
To approve the 2018 Partnership and Community Development Program Work Plan and Budget, as follows:

a. Program Kemitraan / Partnership Program	
Dana Tersedia/ Available Funds	
Saldo Awal/ Opening Balance	Rp 0 juta
Pengembalian Pinjaman Mitra Binaan/ Loan Repayments by Assisted Partners	Rp 26,098 juta
Pendapatan Jasa Administrasi Pinjaman/ Revenue from Loan Administration	Rp 4,836 juta
Pendapatan Lain / Other Revenue	Rp 81 juta
Penerimaan Lain / Other Income	Rp 0 juta
Alokasi Beban BUMN Pembina/ Expenses Allocation of Mentoring SOE	Rp 0 juta
Jumlah Jasa Tersedia/ Total of Available Services	Rp 31,016 juta
Penyaluran Dana dan Biaya Operasional/ Disbursement of Funds and Operational Costs	
Penyaluran Pinjaman kepada Mitra Binaan/ Loan Disbursement to Assisted Partners	Rp 27,031 juta
Penyaluran melalui BUMN Pembina Lain/ Disbursement through other Mentoring SOEs	Rp 0 juta
Penyaluran Dana Pembinaan MB (Hibah)/ Disbursement of MB Development Fund (Grant)	Rp 3,984 juta
Jumlah Penyaluran Dana dan Biaya Operasional / Total Disbursement of Funds and Operational Costs	Rp 31,016 juta
Saldo Dana per 31 Desember/ Fund Balance per 31 December	Rp 0 juta
b. Program Bina Lingkungan/ Community Development Program	
Dana Tersedia/ Available Funds	
Saldo Awal/ Opening Balance	Rp 0 juta
Alokasi Beban Perusahaan/ Expenses Allocation of the Company	Rp 34,764 juta
Jumlah Dana Tersedia/ Total Available Funds	Rp 34,764 juta
Penyaluran Dana/ Disbursement of Funds	
Penyaluran Dana Bina Lingkungan/ Disbursement of Community Development Funds	Rp 34,764 juta
Saldo Dana per 31 Desember/ Fund Balance per 31 December	Rp 0 juta
Status: Terealisasi/ Status: Realized	

Agenda Ketiga Agenda Item 3

Persetujuan dan Pengesahan Kontrak Manajemen (*Key Performance Indicator*) antara Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2018.
Approval and Ratification of the Management Contract (Key Performance Indicator) between the Board of Directors and the Board of Commissioners with Shareholders for 2018.

Keputusan/ Resolution

Menyetujui dan mengesahkan *Key Performance Indicator* (KPI) yang tertuang dalam Kontrak Manajemen Tahun 2018 antara Direksi dan Dewan Komisaris PT Angkasa Pura I (Persero) dengan Pemegang Saham PT Angkasa Pura I (Persero), yang telah mengacu pada Kriteria Penilaian Kinerja Unggul (KPKU) dan surat Menteri BUMN Nomor S-487/MBU/08/2017 tanggal 31 Agustus 2017 perihal Penyampaian Aspirasi Pemegang Saham/ Pemilik Modal untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2018.

To approve and ratify the Management Contract (Key Performance Indicators) between the PT Angkasa Pura I (Persero) Board of Directors and Board of Commissioners with Shareholders for 2019, which refers to the Assessment Criteria for Performance Excellence (KPKU) and Minister of SOE Letter No. S-487/MBU/08/2017 dated August 31, 2017 concerning Submission of Shareholders/Owners' Aspirations for Compilation of the Company Work Plan and Budget FY 2018.

Status: Terealisasi *Status: Realized*

Agenda Keempat Agenda Item 4

Persetujuan dan Pengesahan Kontrak Manajemen (*Key Performance Indicator*) antara Dewan Komisaris dengan Pemegang Saham Tahun 2018.
Approval and Ratification of Management Contract on Key Performance Indicators between the Board of Commissioners and Shareholders for 2018.

Keputusan Resolution

Menyetujui dan mengesahkan *Key Performance Indicator* (KPI) Tahun 2018 antara Dewan Komisaris PT Angkasa Pura I (Persero) dengan Pemegang Saham PT Angkasa Pura I (Persero) yang telah mengacu pada Peraturan Menteri BUMN Nomor PER-01/MBU/2011 jo. PER-01/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

To approve and ratify the Key Performance Indicators for 2018 between the Board of Commissioners and Shareholders, which refers to the Minister of SOE Regulation No. PER-01/MBU/2011 jo. No. PER-09/MBU/2012 dated July 6, 2012 concerning Amendment to Minister of SOE Regulation No. PER-01/MBU/2011 concerning Application of Good Corporate Governance Principles at SOEs.

Status: Terealisasi *Status: Realized*

Agenda Kelima Agenda Item 5

Persetujuan Penetapan Indikator Aspek Operasional untuk Perhitungan Tingkat Kesehatan Tahun 2018.
Determination of Operational Aspect Indicators for Calculating Financial Health Index for 2019.

Keputusan Resolution

Menyetujui dan mengesahkan Penerapan Indikator Aspek Operasional untuk Penilaian Tingkat Kesehatan Tahun 2018 PT Angkasa Pura I (Persero) yang merupakan usulan dari Dewan Komisaris.

To approve and ratify the determined Operational Aspect Indicators for assessing the Financial Health Index of PT Angkasa Pura I (Persero) for 2019, as proposed by the Board of Commissioners

Status: Terealisasi *Status: Realized*

Agenda Keenam
Agenda Item 6

Penerbitan Obligasi dan/atau Pinjaman Bank/Non Bank Sebesar Rp13,5 triliun.
Issuance of Bonds and/or Bank/Non-Bank Loans worth Rp 13.5 trillion.

Keputusan Resolution

Menyetujui Penerbitan Obligasi dan/atau Pinjaman Bank/Non-Bank sebesar Rp13,5 triliun dengan ketentuan, yaitu:

- a. Mentaati seluruh peraturan dan ketentuan hukum yang berlaku berkaitan dengan penerbitan obligasi dan pinjaman Bank/Non-Bank serta memperhatikan prinsip-prinsip tata kelola perusahaan yang baik (GCG).
- b. Pelaksanaan dilakukan secara hati-hati/*prudent* dan melakukan mitigasi risiko terhadap semua risiko yang berpotensi muncul mulai dari aspek legal, aspek operasional, dan aspek keuangan Perusahaan.
- c. Penerbitan Obligasi agar dilakukan dengan memperhatikan pemilihan *timing* dan *tenor* yang tepat serta memperhitungkan potensi risiko yang ada, terutama risiko gagal bayar (*default risk*).
- d. Dewan Komisaris agar melakukan pengawasan, evaluasi, dan *monitoring* secara berkala atas pelaksanaan penerbitan Obligasi dan pinjaman Bank/Non-Bank tersebut memperhatikan nilainya sangat material bagi Perusahaan.
- e. Persetujuan penerbitan Obligasi dan pinjaman Bank/Non-Bank tersebut diberikan untuk jangka waktu 1 (satu) tahun terhitung sejak keputusan ini.

To approve the Issuance of Bonds and/or Bank/Non-Bank Loans amounting to Rp 13.5 trillion, under the following provisions:

- a. *Comply with all applicable regulations and provisions on issuance of bonds and Bank/Non-Bank loans, and with due regard to the principles of Good Corporate Governance.*
- b. *The plan's execution should be carried out in a prudent manner, and to mitigate any potential risks with respect to the legal, operational and financial aspects of the company.*
- c. *Issuance of bonds should consider the factors of appropriate timing and tenor as well as taking into account potential risks, especially default risk.*
- d. *The Board of Commissioners should supervise, evaluate and monitor the issuance of bonds and Bank/Non-Bank loans on a regular basis, considering that its value is highly material for the Company.*
- e. *Approval for the issuance of bonds and Bank/Non-Bank loans is for a period of 1 (one) year from the date of resolution.*

Status: Terealisasi *Status: Realized*

Agenda Ketujuh
Agenda Item 7

Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk melakukan perubahan dan relokasi anggaran antar program/kegiatan termasuk perubahan penambahan/penghapusan program/kegiatan investasi tahun 2018 dengan nilai total maksimum 10% dari total investasi tanpa merubah nilai total investasi.

Approval of delegation of authority to the Board of Commissioners to make changes and reallocate program/activity budgets including changes with respect to addition/removal of investment programs/activities to a maximum of 10% of total investment in 2018 without changing the total investment value.

Keputusan/ Resolution

Menyetujui pelimpahan kewenangan kepada:

- a. Direksi untuk melakukan perubahan dan relokasi anggaran antar program/kegiatan investasi dengan nilai maksimum 10%.
- b. Dewan Komisaris untuk melakukan persetujuan perubahan penambahan/penghapusan program/kegiatan investasi dengan nilai maksimum 10% dari total investasi tahun 2018 tanpa merubah nilai total investasi.

To approve the delegation of authority to:

- a. *Board of Directors to make changes and reallocate budgets between investment program/activity to a maximum of 10%.*
- b. *Board of Commissioners to approve changes with respect to addition/removal of programs/ activities between investment groups to a maximum of 10% of total investment in 2018 without changing the total investment value.*

Status: Terealisasi *Status: Realized*

Arahan RUPS RKAP Tahun 2018 dan Tindak Lanjutnya

Directives from GMS on Company Work Plan and Budget FY 2018 and Follow-Ups

No	Arahan Directive	Tindak Lanjut Follow-Up
1.	<p>Buku RKAP, RKA-PKBL, RKA Dewan Komisaris dan KPI Dewan Komisaris tahun 2018 yang telah disetujui dan disahkan RUPS serta saran dan rekomendasi Dewan Komisaris dalam pelaksanaan RKAP Tahun 2018, sebagaimana disampaikan Surat Tanggapan Dewan Komisaris Nomor 01/DK.AP.I/2008 tanggal 8 Januari 2018, merupakan bagian yang tidak terpisahkan dari Risalah Keputusan RUPS ini dan menjadi pedoman bagi Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2018 serta sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris.</p> <p><i>The Company Work Plan & Budget(RKAP), Partnership and Community Development Program Work Plan & Budget (RKA-PKBL), Board of Commissioners Work Plan & Budget and Board of Commissioners' KPIs for 2018 which have been approved and ratified by the GMS, as well as suggestions and recommendations of the Board of Commissioners in executing the Company Work Plan & Budget FY 2018 as stated in the Board of Commissioners' Response Note No. 01/DK.AP.1/2018 dated January 8, 2018, are an integral part of the Minutes of the GMS Resolutions and serve as guidelines for the Board of Directors in carrying out the work program and achieving performance targets in 2018, and a means of monitoring and supervision for the Board of Commissioners.</i></p>	<p>Buku RKAP, RKA-PKBL, RKA Dewan Komisaris dan KPI Dewan Komisaris tahun 2018 yang telah disetujui dan disahkan RUPS serta saran dan rekomendasi Dewan Komisaris dalam pelaksanaan RKAP Tahun 2018, sebagaimana disampaikan Surat Tanggapan Dewan Komisaris Nomor 01/DK.AP.I/2008 tanggal 8 Januari 2018, merupakan bagian yang tidak terpisahkan dari Risalah Keputusan RUPS ini dan menjadi pedoman bagi Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2018 serta sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris.</p> <p><i>The Company Work Plan & Budget(RKAP), Partnership and Community Development Program Work Plan & Budget (RKA-PKBL), Board of Commissioners Work Plan & Budget and Board of Commissioners' KPIs for 2018 which have been approved and ratified by the GMS, as well as suggestions and recommendations of the Board of Commissioners in executing the Company Work Plan & Budget FY 2018 as stated in the Board of Commissioners' Response Note No. 01/DK.AP.1/2018 dated January 8, 2018, are an integral part of the Minutes of the GMS Resolutions and serve as guidelines for the Board of Directors in carrying out the work program and performance targets in 2018, and a means of monitoring and supervision for the Board of Commissioners.</i></p>
2.	<p>Direksi dengan pengawasan Dewan Komisaris diminta untuk:</p> <p><i>Under the Board of Commissioners' supervision, the Board of Directors is tasked to:</i></p> <p>a. Melakukan sinergi antar BUMN yang direalisasikan sesuai target dengan tetap memperhatikan prinsip-prinsip GCG. <i>Develop synergies between SOEs as targeted with due regard to GCG principles.</i></p> <p>b. Nilai investasi yang cukup besar perlu menjadi perhatian dan harus diupayakan pencapaiannya dalam rangka mendukung peningkatan kinerja Perusahaan, peningkatan pelayanan kepada para pengguna bandara, keselamatan dan keamanan penerbangan, serta Program Proyek Strategis Nasional. <i>Pay attention to the large investment involved, and conduct efforts to achieve this to deliver improvements in company performance, service quality at airports, aviation safety and security, and the National Strategic Projects Program.</i></p> <p>c. Mempersiapkan kebutuhan kompetensi SDM sesuai dengan arah pengembangan Perusahaan ke depan. <i>Prepare HR competency requirements in accordance with the direction and future development of the Company.</i></p>	<p>a. Direksi PT Angkasa Pura I (Persero) telah senantiasa mengupayakan sinergi antar BUMN yang direalisasikan sesuai target dengan menjunjung tinggi prinsip GCG. <i>The Board of Directors of PT Angkasa Pura I (Persero) has always strived to develop synergies between SOEs as targeted and by upholding GCG principles.</i></p> <p>b. Direksi PT Angkasa Pura I (Persero) telah memperhatikan realisasi penggunaan investasi untuk mendukung peningkatan kinerja Perusahaan, peningkatan pelayanan kepada para pengguna bandara, keselamatan dan keamanan penerbangan, serta Program Proyek Strategis Nasional. <i>The Board of Directors of PT Angkasa Pura I (Persero) have paid attention to the realized investment to improve the Company's performance, improve services at airports and aviation safety and security, and support the National Strategic Projects Program.</i></p> <p>c. Direksi PT Angkasa Pura I (Persero) telah mempersiapkan kebutuhan kompetensi SDM sesuai dengan arah pengembangan Perusahaan ke depan. <i>The Board of Directors of PT Angkasa Pura I (Persero) has prepared HR competency requirements in accordance with the direction and future development of the Company.</i></p>

No	Arahan Directive	Tindak Lanjut Follow-Up
	<p>d. Meningkatkan koordinasi dengan instansi terkait dalam rangka penyelesaian atas permasalahan aset Perusahaan. <i>Improve coordination with related agencies to resolve issues concerning Company assets.</i></p> <p>e. Terus melakukan pengawasan dan pembinaan Anak Perusahaan, agar setiap aksi korporasi yang dilakukan dapat meningkatkan kinerja Perusahaan dan memberikan kontribusi yang optimal bagi PT Angkasa Pura I (Persero). <i>Continue to supervise and develop the subsidiaries, so that corporate actions can improve the Company's performance and provide optimal contribution to PT Angkasa Pura I (Persero).</i></p>	<p>d. Direksi dengan pengawasan Dewan Komisaris telah melaksanakan peningkatan koordinasi dengan instansi terkait dalam rangka penyelesaian atas permasalahan aset Perusahaan, yaitu: <i>Under the Board of Commissioners' supervision, the Board of Directors has increased coordination with related agencies to resolve outstanding issues on Company assets, namely:</i></p> <ul style="list-style-type: none"> - Bandara Juanda Surabaya: Direktur SDM dan Umum memaparkan secara singkat permasalahan aset tanah di Bandara Juanda-Surabaya kepada Kementerian ATR/BPN dan Kementerian BUMN dalam rapat koordinasi dengan Pejabat Kementerian ATR/BPN Wilayah Jawa Timur terkait Penyelesaian Aset Bermasalah BUMN di Wilayah Jawa Timur pada tanggal 21 Desember 2018 sesuai undangan Kementerian BUMN Nomor Und-39/07.MBU.4/12/2018, yang telah ditindaklanjuti dengan penyampaian surat kepada Dirjen Pengadaan Tanah ATR Nomor AP.I.626/HK.08.08/2019/DP-B tanggal 23 Januari 2019 terkait penyampaian data dukung berupa Keputusan Menteri Keuangan RI Nomor 592/KM.6/2015 tentang Penetapan Status Penggunaan Barang Milik Negara pada Kementerian Pertahanan. - Perum LPPNPI: telah dilaksanakan rapat pembahasan terkait penguasaan tarif sewa tanah dan ruangan kepada Perum LPPNPI, PT Angkasa Pura I (Persero) yang diwakili oleh Direktur Pelayanan dan Pemasaran bersama Kementerian BUMN, Perum LPPNPI dan PT Angkasa Pura II (Persero). Terus melakukan pengawasan dan pembinaan Anak Perusahaan, agar setiap aksi korporasi yang dilakukan dapat meningkatkan kinerja Perusahaan dan memberikan kontribusi yang optimal bagi PT Angkasa Pura I (Persero). • <i>Juanda Airport Surabaya: The Human Resources and General Affairs Director briefly explained the land dispute at Juanda Airport to the Ministry of Agrarian Affairs and Spatial Planning/ National Land Agency and the Ministry of SOEs in a coordination meeting with Ministry officials of East Java Region related to Settlement of Troubled Assets in East Java. The meeting took place on December 21, 2018 as per Ministry of SOEs Invitation No. Und-39/07.MBU.4/12/2018, and followed up by notifying the Director General of Land Acquisition under Letter No. AP.I.626/HK.08.08/2019/ DP-B dated January 23, 2019 related to submission of supporting data in the form of Minister of Finance Decree No. 592/ KM.6/2015 concerning Determination of the Use Status of State-Owned Assets at the Ministry of Defense.</i> • <i>Perum LPPNPI: a meeting was held to discuss the leasing of land and space rent to Perum LPPNPI. PT Angkasa Pura I (Persero) was represented by the Director of Services and Marketing and met representatives of the Ministry of SOEs, Perum LPPNPI and PT Angkasa Pura II (Persero). The Company continues to supervise and develop its subsidiaries, so that corporate actions can improve Company performance and contribute to its development.</i>
3.	<p>Dalam rangka pengelolaan fungsi-fungsi <i>talent management</i> dengan sistematis yang lebih baik, memastikan ketersediaan dan kesiapan <i>talent</i> untuk <i>Sustainable Growth</i> dari BUMN, menjaga akuntabilitas dan transparansi dalam pemilihan calon Direksi BUMN, serta meningkatkan daya tarik BUMN dalam mempertahankan dan/atau mengembangkan <i>talent</i> terbaik yang ada di BUMN, Direksi diminta dukungan dan komitmen untuk:</p> <ol style="list-style-type: none"> a. Menyelenggarakan <i>talent management system</i> sekaligus menyiapkan <i>talent</i> Perusahaan menjadi <i>talent pool</i> di Kementerian BUMN. b. Menyediakan <i>talent pool</i> di setiap BUMN minimal 20%. c. Menyediakan kandidat calon Direksi dari BOD-1 sejumlah 3 suksesor per posisi BOD. <p><i>In order to systematize talent management, ensure availability and readiness of talents for Sustainable Growth of SOEs, maintain accountability and transparency in the selection of candidates for SOE Directors, and increase the attractiveness of SOEs in retaining and/or developing the best available talent, the Board of Directors is tasked to support and commit to:</i></p> <ol style="list-style-type: none"> a. <i>Organize a talent management system while preparing the Company's talent to be part of the SOEs Ministry talent pool.</i> b. <i>Prepare talent pool in each SOE of at least 20%.</i> c. <i>Prepare candidates for Board of Directors from officials one level below (BOD-1), at 3 nominees per BOD position.</i> 	<ol style="list-style-type: none"> a. PT Angkasa Pura I (Persero) telah melaksanakan fungsi <i>talent management system</i> untuk masuk ke dalam <i>talent pool</i> Kementerian BUMN dan menyediakan kandidat calon Direksi. b. Telah mendaftarkan 7 (tujuh) Direksi PT Angkasa Pura I (Persero) atau seluruh Direksi ke dalam <i>talent pool</i> di Kementerian BUMN. c. Menyediakan kandidat calon Direksi dari BOD-1 dengan jumlah keseluruhan yaitu 56 orang dan jumlah terdaftar 17 orang atau 30%. Adapun jumlah dengan minimal 2,83 adalah sejumlah 6 orang. Jumlah yang belum terdaftar adalah 39 orang. Adapun 11% telah memenuhi syarat. <ol style="list-style-type: none"> a. <i>PT Angkasa Pura I (Persero) has performed its talent management system and contributed to Ministry of SOE's talent pool and prepared Board of Directors' candidates.</i> b. <i>7 (seven) Directors of PT Angkasa Pura I (Persero) or all Board of Directors' members have been registered in the Ministry of SOE's talent pool.</i> c. <i>Candidates for Board of Directors from BOD-1 level have been prepared, i.e., from 56 candidates 17 have been registered or 30%. A total of 6 candidates have the minimum score of 2.83. 39 candidates remain unregistered, while 11% have met the requirements.</i>

No	Arahan Directive	Tindak Lanjut Follow-Up
4.	<p>Tantiem/Insentif Kinerja merupakan beban biaya yang harus dianggarkan secara spesifik dalam RKAP tahun 2018 dan realisasinya berdasarkan pencapaian target kinerja tahun 2018 yang diputuskan dalam RUPS Tahunan.</p> <p><i>Performance bonuses/incentives represent a cost that must be specifically budgeted in the Company Work Plan & Budget 2018 and its realization is subject to achievement of 2018 performance targets as decided in the Annual GMS.</i></p>	<p>Telah dianggarkan sesuai dengan arahan RUPS.</p> <p><i>Budgeted as per GMS directive.</i></p>
5.	<p>Dalam rangka program kemitraan BUMN dengan usaha kecil dan bina lingkungan (PKBL), maka perlu diperhatikan hal-hal sebagai berikut:</p> <p>a. Direksi diminta untuk menetapkan SOP pelaksanaan PKBL yang telah disesuaikan dengan Peraturan Menteri BUMN Nomor PER-02/MBU/07/2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN Nomor PER-09/MBU/07/2015 tentang PKBL BUMN.</p> <p>b. Dalam rangka pelaksanaan PKBL agar memperhatikan telaah RKA PKBL Tahun 2018 PT Angkasa Pura I (Persero).</p> <p><i>In the framework of the SOE partnership and community development program with small businesses, the following issues need to be considered:</i></p> <p>a. <i>The Board of Directors should determine the SOP for executing the Partnership and Community Development Program to adhere to Minister of SOEs Regulation No. PER-02/MBU/07/2017 concerning Second Amendment to Minister of SOEs Regulation No. PER-09/MBU/07/2015 concerning Partnership and Community Development Program at SOEs.</i></p> <p>b. <i>In the context of implementing the stated program, attention must be paid to the study of PT Angkasa Pura I (Persero) Partnership and Community Development Program Work Plan & Budget (RKA PKBL) 2018.</i></p>	<p>SOP untuk menyesuaikan Peraturan tersebut adalah sebagai berikut:</p> <p>a. Surat Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.239/KU.12/2017 tanggal 20 Desember 2017 perihal Perubahan atas Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.103/KU.12/2017 tentang Pedoman Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I (Persero).</p> <p>b. Seluruh pelaksanaan kegiatan PKBL telah sesuai dengan telaah RKA 2018 kecuali dalam pencapaian kolektibilitas di mana target dalam telaah adalah 80% dan realisasi kolektibilitas tahun 2018 adalah sebesar 74,54%.</p> <p><i>The SOP for adjusting to the SOE Regulation is as follows:</i></p> <p>a. <i>PT Angkasa Pura I (Persero) Board of Directors Decree No. KEP.239/KU.12/2017 dated December 20, 2017 concerning Amendment to PT Angkasa Pura I (Persero) Board of Directors Decree No. KEP.103/KU.12/2017 concerning Guidelines for Partnership and Community Development Program of PT Angkasa Pura I (Persero).</i></p> <p>b. <i>All activities of the Partnership and Community Development Program have been in accordance with the study of Work Plan and Budget 2018, except on collectibility achievement where the actual collectibility in 2018 was 74.54% as against a target of 80% stated in the study.</i></p>
6.	<p>Temuan, catatan dan saran Dewan Komisaris, Auditor Internal maupun Auditor Eksternal atas Laporan Keuangan tahun sebelumnya agar ditindaklanjuti secara tuntas oleh Direksi dalam tahun 2018.</p> <p><i>The findings, notes and recommendations of the Board of Commissioners, Internal Auditors and External Auditors of the previous year's Financial Statements should be followed up thoroughly by the Board of Directors in 2018.</i></p>	<p>Temuan, catatan dan saran Dewan Komisaris, Auditor Internal maupun Auditor Eksternal atas Laporan Keuangan tahun sebelumnya telah ditindaklanjuti secara tuntas oleh Direksi dan telah disampaikan kepada BPK untuk mendapatkan ketetapan.</p> <p><i>The findings, notes and recommendations of the Board of Commissioners, Internal Auditors and External Auditors of the previous year's Financial Statements were followed up by the Board of Directors and submitted to the State Audit Board (BPK) for approval.</i></p>

DEWAN KOMISARIS *Board of Commissioners*

Berdasarkan *Board Manual* GCG Perseroan, Dewan Komisaris berfungsi mengawasi secara umum dan/atau khusus berdasarkan Anggaran Dasar, dan memberikan arahan kepada Direksi dalam mengelola perusahaan. Komisaris juga memiliki tugas untuk memantau efektivitas praktik GCG. Apabila diperlukan, Dewan Komisaris berhak untuk melakukan berbagai penyesuaian berdasarkan kebutuhan perusahaan. Dalam melaksanakan tugasnya, Dewan Komisaris bertanggung jawab terhadap Pemegang Saham.

Angkasa Pura I memastikan bahwa setiap anggota Dewan Komisaris memiliki integritas yang tinggi, pengetahuan, kemampuan, dan komitmen untuk memenuhi tugas, fungsi dan tanggung jawabnya secara efektif, tepat, dan cepat. Dewan Komisaris harus mampu bertindak secara independen, tidak memiliki benturan kepentingan (*conflict of interest*), baik antar anggota maupun dengan anggota Direksi, yang dapat mengganggu pelaksanaan tugas.

Based on the Company's Board Manual on GCG, the Board of Commissioners is responsible to perform the duties of supervision in general and/or specifically based on the Articles of Association, and provide direction to the Board of Directors in managing the company. Board of Commissioners also has a duty to monitor the effectiveness of GCG practices. If necessary, the Board of Commissioners has the right to make various adjustments based on the company's needs. In carrying out its duties, the Board of Commissioners is responsible to Shareholders.

Angkasa Pura I ensures that all members of the Board of Commissioners possess high integrity, knowledge, ability, and commitment to fulfill their duties, functions and responsibilities effectively, precisely and quickly. The Board of Commissioners must be able to act independently, have no conflict of interest, either between members or members of the Board of Directors, which can interfere with the performance of their duties.

Board Charter Dewan Komisaris *Board Charter of Board of Commissioners*

Dewan Komisaris melaksanakan tugas berdasarkan pedoman dari *Board Charter/Board Manual* yang telah memuat prinsip-prinsip GCG. Adapun hal-hal yang diatur dalam *Board Charter* Dewan Komisaris adalah sebagai berikut:

The Board of Commissioners carries out its duties based on the guidelines from the Board Charter/Board Manual which contains GCG principles. The Board Charter of the Board of Commissioners regulates the following matters:



Kriteria Anggota Dewan Komisaris

Criteria for Board of Commissioners Membership

Berdasarkan Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Charter/Board Manual*), pemilihan dan pengangkatan Dewan Komisaris Perusahaan dilakukan melalui beberapa pemenuhan kriteria antara lain:

- a. Persyaratan formal bagi Dewan Komisaris, yaitu:
 1. Orang perseorangan;
 2. Cakap melakukan perbuatan hukum;
 3. Tidak pernah dinyatakan pailit dalam waktu 5 tahun sebelum pencalonan;
 4. Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris atau Dewan Pengawas yang dinyatakan menyebabkan suatu perusahaan lain dinyatakan pailit dalam kurun waktu 5 tahun sebelum pencalonan;
 5. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 tahun sebelum pencalonan.

- b. Persyaratan material bagi Direksi Perusahaan adalah memiliki unsur-unsur kepribadian, yaitu:
 1. Integritas;
 2. Dedikasi;
 3. Memahami masalah-masalah manajemen Perusahaan yang berkaitan dengan salah satu fungsi manajemen;
 4. Memiliki pengetahuan yang memadai di bidang usaha Perusahaan di mana yang bersangkutan dicalonkan;
 5. Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.

- c. Persyaratan lain, yaitu:
 1. Bukan pengurus partai politik dan/atau calon anggota legislatif dan/atau anggota legislatif;
 2. Bukan calon kelapa atau wakil kepala daerah dan/atau kepala atau wakil kepala daerah;
 3. Tidak menjabat sebagai anggota Dewan Komsiaris pada Perusahaan selama 2 kali masa jabatan secara berturut-turut;
 4. Sehat jasmani dan rohani (tidak menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Dewan Komisaris), yang dibuktikan dengan surat keterangan sehat dari Dokter;
 5. Bagi bakal calon dari Kementerian teknis atau instansi pemerintah lain, harus berdasarkan surat usulan dari instansi yang bersangkutan.

Members of Board of Commissioners of PT Angkasa Pura I (Persero) are selected and appointed based on the criteria stated in the Work Procedures of Board of Directors and Board of Commissioners (Board Charter/Board Manual), as follows:

- a. *Formal criteria for the Board of Commissioners are:*
 1. *Individual;*
 2. *Competent in taking legal actions;*
 3. *Not been declared bankrupt in the period of 5 (five) years prior to their appointment;*
 4. *Was never a member of Board of Directors or Board of Commissioners found responsible for causing a Company to go bankrupt in the period of 5 (five) years prior to his appointment;*
 5. *Have never been convicted of committing a crime that caused state loss and/or related to the financial sector in the period of 5 (five) years prior to his appointment.*

- b. *Material criteria for the Board of Commissioners are having the following traits:*
 1. *Integrity;*
 2. *Dedication;*
 3. *Understand the Company's management issues related to one of the management functions;*
 4. *Have sufficient knowledge in the company business line where the person concerned is nominated;*
 5. *Committed to devote sufficient time to perform their duties.*

- c. *Other criteria are:*
 1. *Not a functionary of a political party and/or legislative candidate and/or legislative member;*
 2. *Not a candidate for Head/Deputy Head of Region and/or Head/Deputy Head of Region;*
 3. *Not serving as a member of the Company's Board of Commissioners for 2 consecutive terms of office;*
 4. *Having a good physical and mental health (not suffering from any disease that can hinder the implementation of duties as a member of the Board of Commissioners), as evidenced by a health certificate from a doctor;*
 5. *For a prospective candidate from the Technical Ministry or other government agency, it shall be based on a letter of recommendation from the agency concerned.*

Tugas dan Tanggung Jawab Dewan Komisaris

Duties and Responsibilities of the Board of Commissioners

Dewan Komisaris memiliki beberapa tugas pokok meliputi hal-hal berikut:

1. Dewan Komisaris bertanggung jawab melakukan pengawasan atas kebijakan pengurusan dan jalannya pengurusan Perusahaan yang dilaksanakan oleh Direksi.
2. Dewan Komisaris menjalankan tanggung jawab dengan prinsip-prinsip sebagai berikut:
 - a) Dalam melakukan pengawasan, Dewan Komisaris akan selalu mematuhi anggaran dasar dan peraturan perundang-undangan yang berlaku;
 - b) Pengawasan dilakukan oleh Dewan Komisaris terhadap pengelolaan Perusahaan oleh Direksi;
 - c) Pengawasan, nasihat, dan arahan yang diberikan Dewan Komisaris dilaksanakan dalam mekanisme rapat dan/atau diberikan secara tertulis;
 - d) Dalam melakukan pengawasan, Dewan Komisaris bertindak sebagai majelis (bersifat kolegial) dan tidak dapat bertindak sendiri-sendiri;
 - e) Pengawasan tidak boleh berubah menjadi pelaksanaan tugas-tugas eksekutif, kecuali dalam hal Perusahaan tidak memiliki Direksi;
 - f) Pengawasan dilakukan tidak hanya sekedar menyetujui atau tidak menyetujui terhadap tindakan-tindakan yang memerlukan persetujuan Dewan Komisaris, tetapi pengawasan dilakukan secara proaktif, mencakup semua aspek bisnis Perusahaan;
 - g) 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 diantara 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 intern.
7. Mengkaji pemanfaatan teknologi informasi.
8. Mengkaji komposisi jabatan Direksi dan Dewan Komisaris, proses nominasi Direksi, serta kebijakan evaluasi kinerja Direksi dan Dewan Komisaris.

The main duties of the Board of Commissioners include the following:

1. *To supervise the management policies and the Company's management as conducted by the Board of Directors.*
2. *To carry out its responsibilities according to the following principles.*
 - a. *In conducting supervision, the Board of Commissioners shall comply with the Articles of Association and the prevailing laws and regulations.*
 - b. *The Board of Commissioners shall carry out supervision on the management of the Company as conducted by the Board of Directors.*
 - c. *The Board of Commissioners shall carry out supervision, provide advice and direction in a meeting mechanism and/or given in writing.*
 - d. *In conducting supervision, the Board of Commissioners acts as an assembly (collegial in nature) and cannot act independently.*
 - e. *Supervision may not change into the implementation of executive duties, except in the event that the Company does not have a Board of Directors.*
 - f. *Supervision shall be carried out not only to approve or disapprove actions that require the approval of the Board of Commissioners, but shall be carried out proactively, covering all aspects of the Company's business.*
 - g. *The Board of Commissioners may use independent professional services and/or form a committee to assist in the implementation of the duties of the Board of Commissioners.*
3. *To prepare Work Plan and Performance Target periodically and prepare the division of duties among members of the Board of Commissioners according to the expertise and experience of each member of the Board of Commissioners.*
4. *To supervise and provide advice to the Board of Directors on the Company's management policies as conducted by the Board of Directors, including the implementation of the Company's development plan, RJPP, and RKAP.*
5. *To monitor the compliance of the Board of Directors or to prevailing laws and regulations.*
6. *To supervise the effectiveness of the implementation of risk management and internal control.*
7. *To review the use of information technology.*
8. *To review the composition of the Board of Directors and the Board of Commissioners, the nomination process for the Board of Directors, as well as the performance evaluation policies for the Board of Directors and the Board of Commissioners.*

9. Mengkaji kebijakan remunerasi Direksi dan Dewan Komisaris, serta kesesuaian remunerasi dengan kinerja Direksi dan Dewan Komisaris.
 10. Memantau dan mengevaluasi kinerja Perusahaan.
 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 kepada RUPS.
9. *To review the remuneration policy for the Board of Directors and the Board of Commissioners, as well as the suitability of remuneration with the performance of the Board of Directors and the Board of Commissioners.*
 10. *To monitor and evaluate the Company's performance.*
 11. *To hold regular meetings to discuss the results of supervision implementation over the management of the Company as conducted by the Board of Directors.*
 12. *If for any reason, the Company does not have a member of the Board of Directors, then the Board of Commissioners is temporarily obliged to perform the work of the Board of Directors, and shall request to hold an Extraordinary GMS to fill the vacancy of the Board of Directors 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. *To carry out the Company interests by taking into account the interests of the shareholders.*
 15. *To propose external auditor to be ratified at the GMS and monitor the implementation of the external auditor assignment.*
 16. *To 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. *To monitor the effectiveness of the Company's GCG practices, among others by holding regular meetings with the Board of Directors to discuss, plan, and carry out evaluations of GCG implementation.*
 18. *To be accountable for the implementation of its duties to the GMS.*

Wewenang dan Hak Dewan Komisaris

Authorities and Rights of the Board of Commissioners

Dalam menunjang pelaksanaan tugasnya, Dewan Komisaris memiliki hak dan wewenang dalam Perusahaan yang mencakup:

1. Dewan Komisaris berwenang untuk menyetujui atau menolak secara tertulis rencana Direksi dalam hal:
 - a) Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek;
 - b) 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;

The Board of Commissioners has authorities and rights related to the implementation of its duties, as follows:

1. *The Board of Commissioners has an authority to approve or reject the Board of Directors' plan in terms of:*
 - a. *Putting up fixed assets as collateral for short-term credit withdrawals.*
 - b. *Establishing partnerships with business entities or other parties in the form of licensing cooperation, management contracts, asset leasing, Joint Operations (KSO), Build Operate Transfer (BOT), Build Own Transfer (BOWT), and Build Transfer Operate (BTO) with a certain value or time period determined by the GMS.*

- c) 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;
 - d) Menghapuskan dari pembukuan piutang macet dan persediaan barang mati;
 - e) Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 tahun;
 - f) Menetapkan struktur organisasi sampai dengan satu tingkat di bawah Direksi.
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.
 5. Menunjuk anggota Direksi yang ada untuk menjalankan tugas anggota Direksi yang lowong dengan kekuasaan dan wewenang yang sama disamping tetap menjalankan tugas utamanya.
 6. Meminta penjelasan tentang segala hal yang ditanyakan kepada Direksi dan Direksi wajib memberikan penjelasan.
 7. Menjalankan kewenangan lain yang diberikan oleh pemegang saham melalui RUPS.
 8. Mengadakan pengawasan atas pengurusan anak perusahaan dan perusahaan patungan.
 9. Menyetujui nama pejabat yang diangkat sebagai kepala atau pimpinan unit kerja *Internal Audit* dan *Corporate Secretary*.
- c. *Receiving or providing medium/long term loans, except loans (debt or receivables) arising from business transactions and loans granted to subsidiaries provided that they report their loans to the Board of Commissioners.*
 - d. *Removing bad debts and inventory from the books.*
 - e. *Releasing movable fixed assets with an economic lifespan that is normally applicable in the industry up to 5 (five) years.*
 - f. *Establishing the organizational structure of 1 (one) level below the Board of Directors*
2. *Enter the buildings and yards or other places that are used or controlled by the company and having the right to check books, proof letters, inventory of goods, checking and matching the state of cash for verification and other purposes, other securities and finding out all the actions that have been carried out by the Board of Directors.*
 3. *Propose prospective company Board of Directors originating from officials of one level under the Board of Directors or officials who have special achievements.*
 4. *By the majority vote, temporarily dismiss one or several members of the Board of Directors, if acting contrary to the Articles of Association or neglecting their obligations or an urgent reason for the company in accordance with applicable provisions.*
 5. *Appoint the existing members of the Board of Directors to carry out the duties of vacant members of the Board of Directors with the same power and authority in addition to remain carrying out their main tasks.*
 6. *Request an explanation of all the things asked to the Board of Directors and the Board of Directors shall provide an explanation.*
 7. *Run another authority given by shareholders through the GMS.*
 8. *Supervise the management of subsidiaries and joint ventures.*
 9. *Approve the name of the official appointed as the head or leader of the Internal Audit and Corporate Secretary work unit.*

Etika Jabatan Dewan Komisaris *Code of Conduct of the Board of Commissioners*

Selanjutnya, dalam menjalankan tugas, Dewan Komisaris wajib memenuhi etika jabatan sebagai berikut:

1. 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.

In carrying out its duties, the Board of Commissioners must always adhere to the following code of conducts of the position:

1. *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.*

2. Anggota Dewan Komisaris wajib melaporkan kepada Sekretaris Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan tersebut dan Perusahaan lain termasuk setiap perubahannya.
3. 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.
4. 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.
 - 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
 - Memperbaharui surat pernyataan tidak memiliki benturan kepentingan secara berkala/pada setiap awal tahun.

2. *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 thereof.*
3. *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.*
4. *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.*
 - *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/ at the beginning of every year.*

Mekanisme Pengunduran Diri dan Pemberhentian Dewan Komisaris

Mechanism for Resignation and Dismissal of Members of Board of Commissioners

Berdasarkan Peraturan Menteri BUMN No.PER-02/MBU/02/2015, 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; atau
- Mengundurkan diri.

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.

Members of the Board of Commissioners may resign and/or be dismissed for various reasons before the expiration of term of office, as stated in Minister of SOE Regulation No. PER-02/MBU/02/2015. The reasons for the dismissal of members of the Board of Commissioners may include:

- *Inability to perform the duties as required;*
- *Committing violations against the Articles of Association and/or prevailing legislation;*
- *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 actually inspire respect as members of the Board of Commissioners and the SOE Supervisory Board;*
- *Found to be guilty by a court decision that has permanent legal force; or*
- *Resignation.*

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. For example, 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.*

Proses Nominasi dan Pemilihan Dewan Komisaris

Nomination and Election Process of Board of Commissioners

Dewan Komisaris diangkat oleh RUPS melalui proses nominasi dan pemilihan yang transparan. Pemegang saham berwenang untuk memilih Dewan Komisaris yang memiliki keahlian, integritas, kejujuran, kepemimpinan, pengalaman, perilaku baik, dan dedikasi untuk Perusahaan melalui rangkaian proses berikut:

1. Menentukan kriteria penilaian umum calon anggota Dewan Komisaris.
2. Membentuk tim seleksi calon anggota Dewan Komisaris.
3. Mengangkat anggota Dewan Komisaris, termasuk mengangkat Komisaris Utama.

The GMS through a transparent nomination and election process appoints the Board of Commissioners. Shareholders are authorized to elect members who have expertise, integrity, honesty, leadership skills, experience, good behavior, and dedication to the Company through the following series of processes:

1. Determine general evaluation criteria for prospective members of the Board of Commissioners.
2. Form a selection team to nominate candidates for the Board of Commissioners.
3. Appoint members of the Board of Commissioners, including the President Commissioner.

Komposisi dan Dasar Pengangkatan Dewan Komisaris

Composition and Basis of Appointment of the Board of Commissioners

Pengangkatan Dewan Komisaris PT Angkasa Pura I (Persero) dilaksanakan sesuai dengan ketentuan dalam Undang-Undang No.19 Tahun 2003 tentang BUMN dan Peraturan Menteri BUMN No. PER-01/MBU/2011. Seluruh anggota Dewan Komisaris terpilih telah memenuhi kriteria dan syarat yang telah ditentukan dalam *fit and proper test* berdasarkan peraturan perundang-undangan, anggaran dasar, kebijakan GCG, dan ketentuan lainnya.

PT Angkasa Pura I (Persero) appoints the Board of Commissioners based on provisions contained in Law No. 19 of 2003 concerning State-Owned Enterprises and Minister of SOE Regulation No. PER-01/MBU/2011. All elected members had fulfilled the criteria and conditions specified in the fit and proper test in accordance with applicable laws and regulations, Articles of Association, GCG policies, and other provisions.

Komposisi Dewan Komisaris Periode 1 Januari - 20 Maret 2020

Composition of Board of Commissioners in the Period of January 1 – March 20, 2020

Nama <i>Name</i>	Jabatan <i>Position</i>	Pelaksana <i>Executor</i>	Dasar Pengangkatan <i>Basis of Appointment</i>	Tanggal Efektif <i>Effective Date</i>
Djoko Sasono	Komisaris Utama <i>President Commissioner</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK.210/MBU/07/2018	19 Juli 2018 <i>19 July 2018</i>
Tri Budi Satriyo	Komisaris Independen <i>Independent Commissioner</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK.210/MBU/07/2018	19 Juli 2018 <i>19 July 2018</i>
Anandy Wati	Komisaris Independen <i>Independent Commissioner</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK.210/MBU/07/2018	19 Juli 2018 <i>19 July 2018</i>
Harry Z. Soeratin	Komisaris <i>Commissioner</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK.210/MBU/07/2018	19 Juli 2018 <i>19 July 2018</i>
Suprasetyo	Komisaris <i>Commissioner</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK.210/MBU/07/2018	19 Juli 2018 <i>19 July 2018</i>
Ali Mochtar Ngabalin	Komisaris <i>Commissioner</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK.210/MBU/07/2018	19 Juli 2018 <i>19 July 2018</i>

Pada 20 Maret 2020, Kementerian BUMN mengeluarkan Surat Keputusan Nomor SK-85/MBU/03/2020 yang menyebabkan perubahan komposisi Dewan Komisaris Angkasa Pura I.

On March 20, 2020, the Ministry of SOEs issued a letter Decree Number SK-85 / MBU / 03/2020 which caused changes in the composition of the Board of Commissioners of Angkasa Pura I.

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 State-Owned Enterprises	SK.210/MBU/07/2018	19 Juli 2018
Tri Budi Satriyo	Komisaris Commissioner	Kementerian BUMN Ministry of State-Owned Enterprises	SK.210/MBU/07/2018	19 Juli 2018
Irfan Wahid	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of State-Owned Enterprises	SK-85/MBU/03/2020	20 Maret 2020
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of State-Owned Enterprises	SK-85/MBU/03/2020	20 Maret 2020
Danang Parikesit	Komisaris Commissioner	Kementerian BUMN Ministry of State-Owned Enterprises	SK-85/MBU/03/2020	20 Maret 2020
Wempi Saputra	Komisaris Commissioner	Kementerian BUMN Ministry of State-Owned Enterprises	SK-85/MBU/03/2020	20 Maret 2020
Wihana Kirana Jaya	Komisaris Commissioner	Kementerian BUMN Ministry of State-Owned Enterprises	SK-85/MBU/03/2020	20 Maret 2020

Program Orientasi bagi Anggota Dewan Komisaris Baru Orientation Program for Newly Appointed Members of Board of Commissioners

Dalam upaya untuk memahami kegiatan dan kondisi Perusahaan, anggota Dewan Komisaris Baru di Angkasa Pura I wajib mengikuti orientasi. Berdasarkan *Board Manual* Perusahaan, program orientasi dilaksanakan oleh Sekretaris Perusahaan maupun pihak lain yang melaksanakan fungsi sama. Di tahun 2020, program orientasi dilaksanakan pada tanggal 9 April 2020 berdasarkan Surat Sekretariat Dewan Komisaris Nomor 49/Sek.Dekom/2020 tanggal 30 Maret 2020 tentang Program Pengenalan Anggota Dewan Komisaris Baru.

At PT Angkasa Pura I (Persero), newly appointed members of board of commissioners must attend the orientation program to understand the activities and conditions of the Company. Based on the Company's Board Manual, this program was held by the Corporate Secretary along with other parties carrying out similar functions. In 2020, the orientation program was conducted on April 9, 2020 based on the Letter of the Secretariat of the Board of Commissioners No. 49/Sek.Dekom/2020 dated March 30, 2020 concerning the Program to Introduce New Members of the Board of Commissioners.

Program orientasi Dewan Komisaris dilaksanakan dengan pemberian materi terkait prinsip GCG, gambaran umum Perusahaan, kewenangan yang didelegasikan kepada anggota, dan tugas serta tanggung jawab Direksi dan Dewan Komisaris. Sekretaris Perusahaan juga menyiapkan jadwal pertemuan antara anggota baru dengan Direksi, Direktur Utama, serta Komisaris Utama Perusahaan guna memaparkan materi presentasi dan memberikan sesi tanya jawab bagi anggota Komisaris Baru. Program orientasi menjadi jembatan bagi anggota Dewan Komisaris baru untuk lebih mengenal perusahaan melalui berbagai kunjungan ke unit kerja, kantor cabang, dan proyek Perusahaan.

In the implementation of the orientation program, the newly appointed members of board of commissioners receive instruction on GCG principles, a general description of the Company, delegated authority to members, and the duties and responsibilities of the Board of Directors and the Board of Commissioners. In addition, the Corporate Secretary also prepares a schedule of meetings between new members and the Board of Directors, President Director and President Commissioner of the Company to hear on various presentations. New members can submit written questions on the presentations. The orientation program also facilitates new members to know the Company better through various visits to work units, branch offices, and Company projects.

Pembidangan Tugas Pengawasan Dewan Komisaris

Job Description of the Board of Commissioners

Nama Name	Jabatan Position	Bidang Tugas Job Description
Djoko Sasono	Komisaris Utama <i>President Commissioner</i>	Komisaris Utama bertugas melakukan koordinasi dengan segenap anggota Dewan Komisaris maupun perangkat Dewan Komisaris berkaitan dengan tugas dan wewenang Dewan Komisaris pada fungsi <i>Internal Audit, Corporate Secretary, Corporate Planning and Transformation, Corporate Social Responsibility (CSR), Airport Facilities Management, Airport Equipment Management, Airport Planning & Environment dan Airport Development Project</i> . Beliau juga merangkap peran sebagai Wakil Ketua I Komite Audit. <i>President Commissioner 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, Corporate Planning and Transformation, Corporate Social Responsibility (CSR), Airport Facilities Management, Airport Equipment Management, Airport Planning & Environment dan Airport Development Project. He also concurrently serves as Deputy Chair I of the Audit Committee.</i>
Erwan Agus Purwanto	Komisaris Independen <i>Independent Commissioner</i>	Anggota Dewan Komisaris Independen bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang Sumber Daya Manusia meliputi fungsi pada <i>Human Capital, Training and Development, General Services & Corporate Administration</i> dan merangkap sebagai Ketua Komite Risiko Audit. <i>Member of the Board of Independent Commissioners is tasked with handling activities related to the duties and authorities of the Board of Commissioners on Human Resources Management, covering Human Capital, Training and Development, General Services & Corporate Administration. He also concurrently serves as Chair of the Audit Committee.</i>
Tri Budi Satriyo	Komisaris <i>Commissioner</i>	Anggota Dewan Komisaris bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang operasi meliputi fungsi pada <i>Airport Operation, Airport Security, Airport Safety, serta Operational Service & Hospitality</i> dan merangkap sebagai Ketua Komite Risiko Usaha dan GCG. <i>Member of the Board of Commissioners is tasked with handling activities related to the duties and authorities of the Board of Commissioners on operations, including the function of Airport Operation, Airport Security, Airport Safety, and Operational Service & Hospitality. He concurrently serves as Chair of the Business Risk and GCG Committee.</i>
Wempi Saputra	Komisaris <i>Commissioner</i>	Anggota Dewan Komisaris bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang keuangan meliputi fungsi pada <i>Shared Service Management, Accounting, dan Finance</i> serta merangkap sebagai Wakil Ketua II Komite Risiko Audit. <i>Member of the Board of Commissioners is tasked with handling activities related to the duties and authorities of the Board of Commissioners in the financial sector covering the function of Shared Service Management, Accounting, and Finance. He concurrently serves as Deputy Chair II of the Audit Committee.</i>
Irfan Wahid	Komisaris <i>Commissioner</i>	Anggota Dewan Komisaris bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang marketing meliputi fungsi pada <i>Aeronautical Business, Non Aeronautical Business, dan Airport Branding & Service Experience</i> serta merangkap sebagai Wakil Ketua I Komite Risiko Usaha dan GCG. <i>Member of the Board of Commissioners is tasked with handling activities related to the duties and authorities of the Board of Commissioners on marketing covering Aeronautical Business, Non-Aeronautical Business, and Airport Branding & Service Experience. He concurrently serves as Deputy Chair I of the Business Risk and GCG Committee.</i>
Danang Parikesit	Komisaris <i>Commissioner</i>	Anggota Dewan Komisaris bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang pengembangan usaha meliputi fungsi pada <i>Business Portfolio & Subsidiary Management, Business & Asset Development, Technology & Innovation dan Cargo & Logistic Development</i> serta merangkap sebagai Wakil Ketua II Komite Risiko Usaha dan GCG <i>Member of the Board of Commissioners is tasked with handling activities related to the duties and authorities of the Board of Commissioners on business development covering Business Portfolio & Subsidiary Management, Business & Asset Development, Technology & Innovation and Cargo & Logistic Development. He concurrently serves as Deputy Chair II of the Business Risk and GCG Committee.</i>
Wihana Kirana Jaya	Komisaris <i>Commissioner</i>	Anggota Dewan Komisaris bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang Kepatuhan, Aset dan Pengadaan meliputi fungsi pada <i>Asset Management, Legal & Compliance, Risk Management, dan Procurement</i> serta merangkap sebagai Wakil Ketua III Komite Risiko Usaha dan GCG. <i>Member of the Board of Commissioners is tasked with handling activities related to the duties and authorities of the Board of Commissioners on Compliance, Assets and Procurement covering Asset Management, Legal & Compliance, Risk Management, and Procurement. He concurrently serves as Deputy Chair III of the Business Risk and GCG Committee.</i>

Kebijakan Rangkap Jabatan Dewan Komisaris

Policy on Concurrent Positions of Members of Board of Commissioners

Kebijakan rangkap jabatan Dewan Komisaris telah diatur dalam *Board Manual*, Dewan Komisaris tidak dapat merangkap jabatan berikut:

- Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, atau Badan Usaha Milik Swasta.
- Jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan, pengurus partai politik dan/atau calon/anggota legislatif dan/atau calon Kepala Daerah/Wakil Kepala Daerah.
- Jabatan lain yang dapat menimbulkan benturan kepentingan.

As stated in the *Board Manual*, members of the Board of Commissioners may not hold the following concurrent positions:

- As members of the Board of Directors of State-Owned Enterprises, Region-Owned Enterprises, or Private Enterprises.
- Other positions in accordance with the prevailing laws and regulations, as functionaries of political parties and/or legislative candidates/members and/or candidates for Head/Deputy Head of Region.
- Other positions that may cause a conflict of interest

Rangkap Jabatan Dewan Komisaris Angkasa Pura I Tahun 2020

Concurrent Positions of Board of Commissioners of PT Angkasa Pura I (Persero) in 2020

Nama <i>Name</i>	Jabatan pada Angkasa Pura I <i>Position in PT Angkasa Pura I (Persero)</i>	Rangkap Jabatan pada Angkasa Pura I <i>Concurrent Position in PT Angkasa Pura I (Persero)</i>	Rangkap Jabatan pada Perusahaan/ Instansi Lain <i>Concurrent Position in Other Company/Organization</i>	Nama Perusahaan/ Instansi Lain <i>Name of Other Company/ Organization</i>
Djoko Sasono	Komisaris Utama <i>President Commissioner</i>	Wakil Ketua I Komite Audit <i>Deputy Chair I of Audit Committee</i>	Sekjen	Kementerian Perhubungan <i>Ministry of Transportation</i>
Tri Budi Satriyo	Komisaris Independen <i>Independent Commissioner</i>	Ketua Komite Risiko Usaha dan GCG <i>Chair of Business Risk and GCG Committee</i>	-	-
Irfan Wahid	Komisaris Independen <i>Independent Commissioner</i>	Wakil Ketua I Komite Risiko Usaha dan GCG <i>Deputy Chair I of Business Risk and GCG Committee</i>	-	-
Erwan Agus Purwanto	Komisaris Independen <i>Independent Commissioner</i>	Ketua Komite Audit <i>Chair of Audit Committee</i>	Guru Besar dalam Bidang Kebijakan Publik, FISIPOL Universitas Gadjah Mada <i>Professor in Public Policy, Faculty of Social and Political Sciences, Gadjah Mada University</i>	UGM
Danang Parikesit	Komisaris <i>Commissioner</i>	Wakil Ketua II Komite Risiko Usaha dan GCG <i>Chair of Business Risk and GCG Committee</i>	Kepala Badan Pengatur Jalan Tol (BPJT) <i>Head of Toll Road Authority (BPJT)</i>	BPJT
Wempi Saputra	Komisaris <i>Commissioner</i>	Wakil Ketua II Komite Audit <i>Deputy Chair II of Audit Committee</i>	Kepala Pusat Analisis dan Harmonisasi Kebijakan (Pushaka), Kementerian Keuangan <i>Head of The Center for Policy Harmonization and Analysis (Pushaka), Ministry of Finance</i>	Kementerian Keuangan <i>Ministry of Finance</i>
Wihana Kirana Jaya	Komisaris <i>Commissioner</i>	Wakil Ketua III Komite Risiko Usaha dan GCG <i>Deputy Chair III of Business Risk and GCG Committee</i>	Staf Khusus Menteri Perhubungan Bidang Ekonomi dan Investasi Transportasi <i>Special Staff to the Minister of Economic Affairs and Transportation Investment</i>	Kementerian Perhubungan <i>Ministry of Transportation</i>

Komisaris Independen dan Pernyataan Tentang Independensi Independent Commissioners and Statement of Independence

Hingga akhir periode pelaporan jumlah anggota Dewan Komisaris Angkasa Pura I per 31 Desember 2020 mencapai tujuh orang, yang dua diantaranya merupakan Dewan Komisaris Independen. Pada tanggal 20 Maret 2020, telah ditetapkan perubahan anggota Dewan Komisaris dan penetapan Komisaris Independen PT Angkasa Pura I (Persero) melalui Keputusan Menteri BUMN No. SK-85/MBU/03/2020 Tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris, serta Pengangkatan Dewan Komisaris Independen Perusahaan Perseroan (Persero) PT Angkasa Pura I. Keputusan Menteri BUMN No. SK-85/MBU/03/2020 tersebut menetapkan Erwan Agus Purwanto dan Irfan Wahid sebagai Komisaris Independen.

Komisaris Independen Perseroan telah memenuhi kriteria yang ditetapkan berdasarkan Peraturan Menteri BUMN No. PER-01/MBU/2011, yaitu:

As of end of the reporting period, the number of members of the Board of Commissioners of Angkasa Pura I as of 31 December 2020 reached seven people, two of which were Independent Commissioners. On March 20, 2020, there was a change in the members of Board of Commissioners and appointment of an Independent Commissioner of PT Angkasa Pura I (Persero) through Decree of the Minister of SOEs No. SK-85/MBU/03/2020 concerning the Dismissal and Appointment of Members of the Board of Commissioners, as well as Appointment of Independent Board of Commissioners of PT Angkasa Pura I (Persero). Decree of the Minister of SOEs No. The SK-85/MBU/03/2020 appointed Erwan Agus Purwanto and Irfan Wahid as Independent Commissioners.

The Company's Independent Commissioners have fulfilled the criteria set out in the Minister of SOEs Regulation No. PER-01/MBU/2011, as follows:

Kriteria Komisaris Independen sesuai PER-01/MBU/2011 Criteria of Independent Commissioner According to PER-01/MBU/2011	Komisaris Independen Independent Commissioner	
	Erwan Agus Purwanto	Irfan Wahid
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. Has no financial, management, share ownership and/or family relationship with other members of the Board of Commissioners, members of the Board of Directors and/or Controlling Shareholders or relationship with the SOE concerned, which may affect their ability to act independently.	√	√

Selain berdasarkan Peraturan Menteri, Komisaris Independen juga harus memenuhi kriteria berdasarkan *Board Manual* yang mencakup:

In addition to being based on the Ministerial Regulation, the Independent Commissioner must also meet the criteria based on *Board Manual*, including:

Kriteria Komisaris Independen Berdasarkan Board Manual Criteria of Independent Commissioner Based on Board Manual	Komisaris Independen Independent Commissioner	
	Erwan Agus Purwanto	Irfan Wahid
Tidak menjabat sebagai Direksi di Perusahaan yang terafiliasi dengan Perusahaan. Not serving as Director in a company affiliated with PT Angkasa Pura I (Persero).	√	√
Tidak bekerja pada pemerintah termasuk departemen, lembaga dan kemiliteran dalam kurun waktu tiga tahun terakhir. Not working for the government, including departments, institutions, and military for the past 3 (three) years.	√	√
Tidak bekerja di Perusahaan atau afiliasinya dalam kurun waktu tiga tahun terakhir. Not working for the Company or its affiliates for the past 3 (three) years.	√	√
Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung, dengan Perusahaan atau Perusahaan yang menyediakan jasa dan produk kepada Perusahaan dan afiliasinya. Not having financial links, either directly and indirectly, with the Company or companies that provide services and products to PT Angkasa Pura I (Persero) and its affiliates.	√	√
Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Dewan Komisaris untuk bertindak atau berpikir secara bebas di lingkup Perusahaan. Free from business interests or activities or other relationships that can hinder or interfere with the ability of Board of Commissioners to act or think freely within the Company.	√	√

Surat Pernyataan Independensi Statement of Independence

Komisaris Independen PT Angkasa Pura I (Persero) telah membuat Surat Pernyataan Independensi. Sepanjang tahun 2020, telah dilaksanakan penandatanganan Surat Pernyataan Independensi oleh Erwan Agus Purwanto dan Irfan Wahid selaku Komisaris Independen berdasarkan Keputusan Menteri BUMN Nomor SK-210/MBU/07/2018.

Independent Commissioners of PT Angkasa Pura I (Persero) have made a Statement of Independence. Throughout 2020, Erwan Agus Purwanto and Irfan Wahid signed a Statement of Independence as Independent Commissioners based on Decree of the Minister of SOEs No. SK-210/MBU/07/2018.



Keputusan, Rekomendasi, dan Pelaksanaan Tugas Dewan Komisaris

Decisions, Recommendations and Execution of Duties of the Board of Commissioners

Dewan Komisaris mengeluarkan beberapa keputusan dan rekomendasi yang dituangkan dalam Surat Keputusan sesuai dengan wewenang dan tanggung jawabnya, antara lain:

The Board of Commissioners has issued a number of decisions and recommendations contained in decrees in accordance with its authority and responsibilities, which include the following:

NO	Nomor Surat Decree Number	Perihal Subject
01/DK.AP.I/2020	Ijin Cuti Tahunan Direksi PT Angkasa Pura I (Persero)	Annual Leave Permit for Board of Directors of PT Angkasa Pura I (Persero)
04/DK.AP.I/2020	Penghapusan Aktiva Tetap Tidak Produktif Umur Ekonomis s.d. 5 tahun Milik PT Angkasa Pura I (Persero) – Kantor Pusat	Write-off of Non-Productive Fixed Assets with Economic Life up to 5 years Owned by PT Angkasa Pura I (Persero) - Head Office
05/DK.AP.I/2020	Penghapusan Aktiva Tetap Tidak Produktif Umur Ekonomis di atas 5 tahun Milik PT Angkasa Pura I (Persero) – Kantor Pusat	Write-off of Non-Productive Fixed Assets with Economic Life Over 5 years Owned by PT Angkasa Pura I (Persero) - Head Office
06/DK.AP.I/2020	Kerjasama 5 (Lima) Tahun Pengelolaan Layanan Penguat Sinyal (IBCS) di Bandara Adi Soemarmo (SOC) dan Bandara Syamsudin Noor (BDJ)	5 (Five) Years Collaboration of Signal Amplifier Service Management (IBCS) at Adi Soemarmo Airport (SOC) and Syamsudin Noor Airport (BDJ)
07/DK.AP.I/2020	Kerjasama 5 (lima) Tahun Pengelolaan Hotel Capsule di Bandara I Gusti Ngurah Rai - Bali (DPS)	5 (Five) Years Collaboration of Management of Capsule Hotel at I Gusti Ngurah Rai Airport - Bali (DPS)
12/DK.AP.I/2020	Tanggapan atas Rencana Penambahan Modal Anak Perusahaan PT Angkasa Pura I (Persero)	Response to the Plan to Increase Capital of the Subsidiaries of PT Angkasa Pura I (Persero)
15/DK.AP.I/2020	Persetujuan Struktur Organisasi Kantor Pusat PT Angkasa Pura I (Persero)	Approval of the Organizational Structure of the Head Office of PT Angkasa Pura I (Persero)
17/DK.AP.I/2020	Upaya-upaya dalam Rangka Antisipasi dan Perbaikan Kinerja Perusahaan Akibat Pandemi COVID-19	Efforts to Anticipate and Improve Company Performance Due to the COVID-19 Pandemic
22/DK.AP.I/2020	Tanggapan Dewan Komisaris atas Laporan Tahunan Tahun Buku 2019 PT Angkasa Pura I (Persero)	Response of the Board of Commissioners to the 2019 Annual Report of PT Angkasa Pura I (Persero)
23/DK.AP.I/2020	Tanggapan Dewan Komisaris atas Laporan Kinerja Triwulan I Tahun 2020 dan Laporan Terjadinya Penurunan Kinerja PT Angkasa Pura I (Persero)	Response of the Board of Commissioners to the 2020 Quarter I Performance Report and Report on a Decline in the Performance of PT Angkasa Pura I (Persero)
25/DK.AP.I/2020	Usulan Vice President Internal Audit PT Angkasa Pura I (Persero)	Proposal by the Vice President for Internal Audit of PT Angkasa Pura I (Persero)
30/DK.AP.I/2020	Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah yang Terkena Dampak Pengadaan Tanah untuk Pembangunan Jalan By Pass BIL-Mandalika yang dilakukan dengan cara Ganti Rugi	Write-off and Transfer of Fixed Assets in the form of Land Affected by Land Acquisition for the Construction of ByPass Road BIL-Mandalika Carried Out Through Compensation.
31/DK.AP.I/2020	Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah 502m ² di Selaparang yang dilakukan dengan cara Ganti Rugi	Write-off and Transfer of Fixed Assets in the form of 502m ² Land in Selaparang Carried Out Through Compensation.
32/DK.AP.I/2020	Kerja sama Pembangunan dan Pengelolaan Hotel di Bandar Udara Internasional Syamsudin Noor - Banjarmasin	Cooperation of Hotel Development and Management at Syamsudin Noor International Airport – Banjarmasin.
33/DK.AP.I/2020	Kerja sama Pembangunan dan Pengelolaan Hotel di Terminal Bandar Udara Internasional Yogyakarta - Kulon Progo	Cooperation of Hotel Development and Management in Terminal of Yogyakarta International Airport – Kulonprogo
34/DK.AP.I/2020	Usulan Dewan Komisaris Anak Perusahaan	Recommendations from the Board of Commissioners on Subsidiaries
35/DK.AP.I/2020	Tindak lanjut Surat Menteri BUMN hal Talent & Succession Management Direksi BUMN	Follow-up to the Letter of the Minister of SOEs concerning Talent & Succession Management of the Board of Directors of SOE
39/DK.AP.I/2020	Penyampaian Kerangka Acuan Kerja dan Rincian Anggaran Biaya Jasa Kantor Akuntan Publik untuk mengaudit Laporan Keuangan PT Angkasa Pura I (Persero) Tahun Buku 2020	Submission of Terms of Reference and Details of Budget for Public Accounting Firm Services to audit Financial Statements of PT Angkasa Pura I (Persero) for the Financial Year 2020

NO	Nomor Surat Decree Number	Perihal Subject
42/DK.AP.I/2020	Kerja sama dengan Jangka Waktu 5 (lima) tahun Seleksi Mitra Usaha Tahap III di Bandar Udara Internasional Juanda– Surabaya	5 (five) Years Collaboration of Business Partner Selection Phase III at Juanda International Airport – Surabaya
43/DK.AP.I/2020	Kerja sama dengan Jangka Waktu 5 (lima) tahun Seleksi Mitra Usaha Komersial Pengelolaan Reklame di Bandar Udara Internasional Surabaya	5 (five) Years Collaboration of Commercial Business Partners Selection for Advertising Management at Surabaya International Airport
44/DK.AP.I/2020	Kerja sama dengan Jangka Waktu 5 (lima) tahun Seleksi Mitra Usaha Komersial Pengelolaan Reklame di Bandar Udara Internasional Yogyakarta – Kulon Progo	5 (five) Years Collaboration of Commercial Business Partners Selection for Advertising Management at Yogyakarta International Airport - Kulon Progo
45/DK.AP.I/2020	Persetujuan Izin Cuti Tahunan Direksi PT Angkasa Pura I (Persero)	Approval of Annual Leave Permit for the Board of Directors of PT Angkasa Pura I (Persero)
46/DK.AP.I/2020	Tanggapan Dewan Komisaris atas Usulan Revisi RKAP Tahun 2020 PT Angkasa Pura I (Persero)	Response of the Board of Commissioners to the Proposed Revision of the 2020 RKAP of PT Angkasa Pura I (Persero)
47/DK.AP.I/2020	Persetujuan Vice President Internal Audit PT Angkasa Pura I (Persero)	Approval of the Vice President Internal Audit of PT Angkasa Pura I (Persero)

Penilaian Kinerja Dewan Komisaris Performance Evaluation of Board of Commissioners

Kinerja Dewan Komisaris dinilai oleh Pemegang Saham melalui mekanisme Kontrak Manajemen Dewan Komisaris dengan Pemegang Saham pada saat RUPS. Aspek penilaian mengacu pada Undang-Undang, Anggaran Dasar, dan Amanat Pemegang Saham. Terdapat enam aspek yang menjadi penilaian kinerja Dewan Komisaris berdasarkan *Key Performance Indicator* (KPI) Dewan Komisaris, antara lain:

1. Keuangan dan Pasar;
2. Fokus Pelanggan;
3. Efektivitas Produk dan Proses;
4. Fokus Tenaga Kerja;
5. Kepemimpinan, Tata Kelola, dan Tanggung Jawab Masyarakat; serta
6. *Agent of Development*.

The performance of the Board of Commissioners is evaluated by Shareholders through the mechanism of Board of Commissioners' Management Contract with Shareholders at the GMS. The assessment is based on the prevailing laws and regulations, Articles of Association, and the mandate of Shareholders. The performance evaluation of the Board of Commissioners is based on the six aspect of Key Performance Indicator (KPI) of the Board of Commissioners, including:

1. *Finance and Markets;*
2. *Customer Focus;*
3. *Effectiveness of Products and Processes;*
4. *Workforce Focus;*
5. *Leadership, Governance and Social Responsibility; and*
6. *Agent of Development.*

Penilaian Kinerja Dewan Komisaris Berdasarkan KPI Performance Evaluation of the Board of Commissioners based on KPI

Penilaian *Key Performance Indicator* (KPI) Dewan Komisaris PT Angkasa Pura I Tahun 2020

Key Performance Indicator (KPI) Evaluation of Board of Commissioners of PT Angkasa Pura I in 2020

Key Performance Indicator	Skor Capaian Achievement Score	
	Bobot Weight	Skor Score
Pengawasan dan Pengarahan <i>Supervision and Direction</i>	60	60
Pelaporan <i>Reporting</i>	30	30
Dinamis/lainnya <i>Dynamic/others</i>	10	10
Bobot Weight	100	100

Penilaian Kinerja Dewan Komisaris Berdasarkan GCG Assessment

Kinerja Dewan Komisaris juga dinilai melalui GCG *assessment*. Pelaksanaan penilaian mengacu pada Keputusan Sekretaris Kementerian BUMN No. 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. Dalam proses penilaian kinerja Dewan Komisaris, PT Angkasa Pura I (Persero) memberikan wewenang kepada pihak eksternal yakni PT Sierra Bisnis Konsulting yang secara independen memberikan penilaian kinerja Dewan Komisaris.

Berdasarkan GCG *assessment*, kriteria penilaian kinerja Dewan Komisaris mencakup:

- Pelaksanaan program pelatihan/pembelajaran Dewan Komisaris;
- Pembagian tugas dan penetapan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris;
- Pemberian persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi;
- Pemberian arahan kepada Direksi atas implementasi rencana dan kebijakan Perusahaan;
- Pelaksanaan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan Perusahaan;
- Pelaksanaan pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan/Perusahaan Patungan;
- Peran dalam pencalonan anggota Direksi, penilaian kinerja Direksi (individu dan kelompok), serta pengusulan tantiem/insentif kinerja Direksi;
- Pelaksanaan tindakan terhadap potensi benturan kepentingan yang menyangkut Dewan Komisaris;
- Pemantauan penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik;
- Penyelenggaraan rapat Dewan Komisaris dan tingkat kehadirannya dalam rapat tersebut;
- Terdapatnya Sekretaris Dewan Komisaris yang mendukung pelaksanaan tugas kesekretariatan Dewan Komisaris;
- Terdapatnya Komite Dewan Komisaris yang efektif.

Berdasarkan 12 kriteria penilaian tersebut, sepanjang tahun 2020 kinerja Dewan Komisaris Angkasa Pura I memperoleh skor 34,14 dengan capaian predikat “sangat baik”.

Performance Evaluation of Board of Commissioners Based on GCG Assessment

The performance evaluation of the Board of Commissioners is also evaluated through GCG *assessment*. The implementation of evaluation refers to the Secretary of Ministry of SOEs Decree No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Assessment and Evaluation Indicators/Parameters for the Implementation of Good Corporate Governance in SOEs. In the process of evaluating the performance of the Board of Commissioners, PT Angkasa Pura I (Persero) grants authority to an external party, namely PT Sierra Bisnis Konsulting, which independently provides performance evaluation of the Board of Commissioners.

The criteria for the performance evaluation of the Board of Commissioners based on GCG *assessment* are as follows:

- Implementing training/learning programs of the Board of Commissioners;
- Dividing tasks and determining factors required to support the execution of duties of the Board of Commissioners;
- Granting approval for the draft RJPP and RKAP submitted by the Board of Directors;
- Providing guidance to the Board of Directors on the implementation of the Company's plans and policies;
- Conducting supervision on the Board of Directors on the implementation of the Company's plans and policies;
- Conducting supervision on the implementation of management policies of subsidiaries/joint ventures;
- Playing a role in nominating members of the Board of Directors, evaluating the performance of the Board of Directors (individuals and groups), and proposing bonuses/incentives for their performance;
- Taking actions against potential conflicts of interest concerning the Board of Commissioners;
- Monitoring the implementation of Good Corporate Governance principles;
- Organizing meetings of the Board of Commissioners and the attendance level at the meetings;
- The presence of a Secretary to support the implementation of secretarial tasks of Board of Commissioners;
- The Presence of an effective Board of Commissioners Committee.

Based on the 12 evaluation criteria above, the performance of Board of Commissioners of PT Angkasa Pura I (Persero) in 2020 obtained a score of 34.14 and rating of “very good”.

Penilaian Kinerja Komite di Bawah Dewan Komisaris dan Dasar Penilaiannya

Performance Evaluation of Committees Under the Board of Commissioners and Basis of Assessment

Dewan Komisaris dibantu oleh Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi. Oleh karena itu, Dewan Komisaris memiliki hak untuk menilai kinerja komite-komite tersebut. Di tahun 2020, Dewan Komisaris menilai bahwa seluruh komite telah melaksanakan tugas dan tanggung jawab dengan cukup efektif.

Pada tahun 2020, Komite Audit telah menjalankan tugasnya melalui kegiatan berikut:

1. Menyelenggarakan 16 kali rapat Komite Audit;
2. Melaksanakan penilaian kegiatan serta hasil audit yang dilaksanakan Sistem Pengendalian Internal (SPI);
3. Memberikan rekomendasi penyempurnaan SPI dan pelaksanaannya;
4. Melaksanakan penilaian atas prosedur evaluasi terhadap segala informasi yang dikeluarkan Perusahaan.

Komite Risiko Usaha dan GCG telah merealisasikan tugasnya selama tahun 2020 dalam kegiatan berikut:

1. Menyelenggarakan 21 kali rapat Komite Risiko Usaha dan GCG;
2. Melaksanakan pemantauan, kajian, dan rekomendasi atas penerapan manajemen risiko;
3. Melakukan kegiatan monitoring, evaluasi, dan pelaporan atas penerapan GCG Perusahaan;
4. Melakukan pendampingan audit laporan keuangan tahun buku 2019.

Kinerja Komite Nominasi dan Remunerasi sepanjang tahun 2020 diwujudkan melalui kegiatan berikut:

1. Menetapkan kebijakan Dewan Komisaris mengenai pengusulan remunerasi Direksi;
2. Menyusun rencana Dewan Komisaris melakukan penelaahan atas pengusulan remunerasi Direksi.

The Board of Commissioners is supported by the Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee. Therefore, the Board of Commissioners has the right to evaluate the performance of these committees. In 2020, the Board of Commissioners considered that the committees have been effective in carrying out their duties and responsibilities.

During 2020, the Audit Committee performed its duties through the following activities:

1. *Held 16 Audit Committee meetings;*
2. *Assessed the activities and results of audits carried out by the Internal Control System (SPI);*
3. *Provided recommendations for improving the SPI and its implementation;*
4. *Evaluated the procedures for all information released by the Company.*

Further, during 2020 the Business Risk and GCG Committee carried out its duties through the following activities:

1. *Organized 21 Business Risk and GCG Committee meetings;*
2. *Conducted monitoring, review, and made recommendations on the implementation of risk management;*
3. *Conducted monitoring, evaluation, and reporting activities on the Company's GCG implementation;*
4. *Assisted in auditing financial statements for Financial Year 2019.*

During 2020, the Nomination and Remuneration Committee had carried out the following activities:

1. *Established a policy of Board of Commissioners on the remuneration proposal of the Board of Directors;*
2. *Developed Board of Commissioners plan to review the proposed remuneration of the Board of Directors.*

DIREKSI

Board of Directors

Direksi merupakan organ perusahaan yang secara kolektif bertanggung jawab pada manajemen Perseroan. Direksi memiliki kewajiban untuk mengelola bisnis dengan memperhatikan keseimbangan antara kegiatan Perusahaan dan kepentingan *stakeholder*. Wewenang yang dimiliki Direksi diantaranya adalah untuk merumuskan strategi operasional dan bisnis Perseroan, rencana jangka panjang, serta rencana tahunan sesuai visi, misi dan nilai-nilai perusahaan.

The Board of Directors is a corporate organ collectively responsible for the management of the Company. The Board of Directors has an obligation to manage the business by taking into account the balance between the Company's activities and the interests of stakeholders. Among other things, the authority of the Board of Directors is to formulate the Company's operational and business strategies, long-term plan, and annual plan according to the Company's vision, mission and values.

Board Charter Direksi

Board Charter of The Board of Directors

Direksi berpedoman pada *Board Charter/Board Manual* Direksi dalam memimpin Perusahaan. *Board Charter/Board Manual* Direksi berisi tentang:

- Persyaratan dan Komposisi Direksi;
- Tanggung Jawab Direksi;
- Tugas dan Kewajiban Direksi;
- Wewenang Direksi;
- Hak-Hak Direksi;
- Independensi Direksi;
- Etika Jabatan;
- Penetapan Kebijakan Pengurusan Perusahaan oleh Direksi;
- Pendelegasian Wewenang di Antara Anggota Direksi Perusahaan;
- Pembagian Tugas Direksi;
- Rapat Direksi;
- Hubungan dengan Anak Perusahaan dan Perusahaan Patungan;
- Sekretaris Perusahaan;
- Satuan Pengawas Intern;
- Tim Direksi/Penggunaan Saran Profesional.

The Board of Directors has a Board Charter/Board Manual that serves as guidelines for carrying out its duties. The Board Charter/Board Manual of the Board of Directors contains:

- *Requirements and Composition of Board of Directors;*
- *Responsibilities of the Board of Directors;*
- *Duties and Obligations of the Board of Directors;*
- *Authority of the Board of Directors;*
- *Rights of the Board of Directors;*
- *Independence of the Board of Directors;*
- *Code of Conduct;*
- *Determination of Company Management Policies by the Board of Directors;*
- *Delegation of Authority Among Members of the Board of Directors;*
- *Distribution of Duties of the Board of Directors;*
- *Meetings of the Board of Directors;*
- *Relationships with Subsidiaries and Joint Ventures;*
- *Company Secretary;*
- *Internal Supervisory Unit;*
- *Team of Board Directors/Use of Professional Advice.*

Kriteria Direksi

Criteria for Board of Directors

Penetapan anggota Direksi PT Angkasa Pura I (Persero) dilakukan berdasarkan kriteria yang tercantum dalam Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Charter/Board Manual*), kriteria tersebut yaitu:

- a. Persyaratan formal bagi Direksi Perusahaan yang dapat diangkat adalah orang perorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 tahun sebelum pengangkatan pernah mengalami salah satu dari kondisi berikut:

All members of the Board of Directors of PT Angkasa Pura I (Persero) are appointed in accordance with the criteria listed in the Work Procedures of the Board of Directors and Board of Commissioners (Board Charter/Board Manual), including the following:

- a. *Formal criteria for the Company's Board of Directors to be appointed are individuals who are competent in taking legal actions, except that within 5 years prior to the appointment, they have experienced one of the following conditions:*

- 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.

- *Declared bankrupt;*
- *Was a member of Board of Directors or Board of Commissioners or Supervisory Board found responsible for causing a State Owned Enterprise (SOE) and/or other company to go bankrupt;*
- *Convicted of committing a crime that caused losses to the State Finance, State Owned Enterprises (SOE), other companies and/or related to the financial sector.*

b. Persyaratan material bagi Direksi Perusahaan adalah memiliki unsur-unsur kepribadian, yaitu:

- Keahlian;
- Integritas;
- Kepemimpinan;
- Pengalaman;
- Jujur;
- Perilaku yang baik;
- Dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan.

b. *Material criteria for the Company's Board of Directors are to have the following traits:*

- *Expertise;*
- *Integrity;*
- *Leadership;*
- *Experience;*
- *Honestly;*
- *Good behavior;*
- *High dedication to advancing and developing the Company.*

c. 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 2 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.

c. *Other criteria include:*

- *Not a functionary of a political party and/or legislative candidate and/or legislative member;*
- *Not a candidate for the Head/Deputy Head of Region and/or Head/Deputy Head of Region;*
- *Not serving as the Company's Board of Directors for 2 consecutive terms of office;*
- *Having dedication and provide full time to perform their duties;*
- *Having a good physical and mental health (not suffering from any disease that can hinder the implementation of duties as a Board of Directors), as evidenced by a health certificate from a doctor.*

Tugas dan Tanggung Jawab Direksi *Duties and Responsibilities of the Board of Directors*

Direksi memegang tugas dan tanggung jawab antara lain:

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.

The duties and responsibilities of the Board of Directors are as follows:

1. *Board of Directors is fully responsible for the Company management for the interests and objectives of the Company, and is responsible for achieving the objectives and targets of the Company's performance;*
2. *To comply with the provisions and ensure that all Company activities are in accordance with the applicable laws and regulations, Articles of Association and GMS resolutions;*
3. *To lead and manage the Company in accordance with the Company's purposes and objectives and always strive to improve the efficiency and effectiveness of the Company.*

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| <ol style="list-style-type: none"> 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 GCG secara konsisten. | <ol style="list-style-type: none"> 4. <i>To control, maintain, and manage the Company's assets.</i> 5. <i>To perform all actions related to the management and ownership as well as bind the Company with other parties, with certain restrictions.</i> 6. <i>To prepare the organizational structure and work procedures of the Company.</i> 7. <i>To organize and store a Special Register in accordance with the prevailing laws and regulations.</i> 8. <i>To provide information and explanation on all matters required by the Board of Commissioners.</i> 9. <i>To implement GCG in a consistent manner.</i> |
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Wewenang dan Hak Direksi

Authority and Rights of the Board of Directors

Wewenang dan hak Direksi dalam melaksanakan tugasnya mencakup:

1. Menerima gaji berikut fasilitas dan/atau tunjangan lainnya, termasuk santunan purna jabatan yang jumlahnya ditetapkan oleh RUPS.
2. Menerima insentif atas prestasi kerjanya yang besarnya ditetapkan oleh RUPS apabila Perusahaan mencapai tingkat keuntungan.
3. Menetapkan kebijakan terkait dengan kepengurusan dan operasional Perusahaan.
4. 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.
5. 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.
6. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi para pegawai Perseroan 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.
7. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan kepegawaian Perseroan dan peraturan perundang-undangan yang berlaku.
8. 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

Related to the performance of its duties, the Board of Directors has the authorities and the rights to:

1. *Receive salary and other benefits/ facilities, including post-employment allowance of the amount determined by the GMS.*
2. *Receive incentives for work performance, the amount of which is determined by the GMS if the Company reaches a profit level.*
3. *Establish policies related to the Company's management and operations.*
4. *Arrange the transfer of authority of the Board of Directors to one or several members of the Board of Directors to make decisions on behalf of the Board of Directors or represent the Company inside and outside the courts.*
5. *Arrange the transfer of authority of the Board of Directors to one or several employees of the Company, either individually or jointly or to other people, to represent the Company inside and outside the courts.*
6. *Regulate the provisions on corporate employment, including the determination of salaries, pensions or old age benefits and other income for employees based on prevailing laws and regulations. The GMS must approve in advance the determination of salaries, pensions or old age benefits and other income for employees that exceed the obligations set in the prevailing laws and regulations.*
7. *Appoint and dismiss employees based on the corporate employment regulations and applicable laws and regulations.*
8. *Perform other actions regarding the management and ownership of the Company's assets, with other parties and/ or other parties with the Company, as well as represent the Company inside and outside the courts for all matters and*

pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS.

9. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan dan pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain, 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 Keputusan RUPS.
10. Kewenangan lainnya dengan persetujuan Dewan Komisaris dan/atau RUPS.

events, in accordance with restrictions stated in prevailing laws and regulations, Articles of Association and/or GMS Resolutions.

9. *Perform other actions regarding the management and ownership of the Company's assets, bind the Company with other parties, as well as represent the Company inside and outside the courts for all matters and events, in accordance with restrictions stated in prevailing laws and regulations, Articles of Association and/or GMS Resolutions.*
10. *Other authorities with the approval of the Board of Commissioners and/or GMS.*

Etika Jabatan Direksi

Code of Conduct of the Board of Directors

Direksi wajib menaati etika jabatan dalam mengemban tugas dan tanggung jawabnya, antara lain:

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.
2. Anggota Direksi wajib mengungkapkan kepemilikan sahamnya dan/atau keluarganya pada perusahaan lain di dalam Daftar Khusus.

The Board of Directors must carry out their duties and responsibilities based on the code of conduct of the position, as follows:

1. *Members of the Board of Directors are prohibited from performing actions that may give rise to conflict of interest and take personal benefits, either directly or indirectly from making decisions and/or Company activities, other than legitimate income.*
2. *Members of the Board of Directors must disclose their and/or their family members' ownership of shares of other companies on the Special Register.*

Mekanisme Pengunduran Diri dan Pemberhentian Direksi

Mechanism for Resignation and Dismissal of Members of Board of Directors

Sesuai dengan peraturan dalam *Board Manual* PT Angkasa Pura I (Persero), mekanisme pengunduran diri dan pemberhentian Direksi 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:
 - a. Masa jabatan berakhir.
 - b. Mengundurkan diri sesuai ketentuan yang berlaku.
 - c. Tidak lagi memenuhi persyaratan peraturan perundang-undangan yang berlaku.
 - d. Meninggal dunia.
 - e. Diberhentikan berdasarkan keputusan RUPS.

In accordance with provisions in the Board Manual of PT Angkasa Pura I (Persero), the mechanism of resignation and dismissal of members of the Board of Directors includes the following:

1. *The term of office of members of the Board of Directors is 5 (five) years without prejudice to the right of the GMS to dismiss at any time.*
2. *After the term of office expires, the GMS may reappoint members of Board of Directors for 1 (one) subsequent term of office.*
3. *The position of members of the Board of Directors will end in the event of:*
 - a. *Expiry of the term of office.*
 - b. *Resignation in accordance with applicable regulations.*
 - c. *No longer meeting the requirements of applicable laws and regulations.*
 - d. *Death.*
 - e. *Dismissal based on GMS resolution.*

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.
 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.
4. *The GMS may dismiss a member of the Board of Directors at any time before the term expires by stating the reasons for termination.*
 5. *The Board of Commissioners reserves the right to temporarily dismiss one or more members of the Board of Directors if they act contrary to the Articles of Association or neglect their obligations or in case of an urgent requirement for the Company.*
 6. *The temporary dismissal must be notified in writing to the relevant persons along with the reasons for the action.*
 7. *Within 30 (thirty) days following the temporary dismissal, the Board of Commissioners is required to call a GMS which will decide whether the relevant members will be permanently dismissed or returned to their position, by first giving them an opportunity to mount a defense.*
 8. *If the GMS is not held within a period of 30 (thirty) days, the temporary dismissal shall be declared void and the dismissed members of the Board of Directors shall carry out their duties with the same power and authority*
 9. *Members of the Board of Directors have the right to resign from their positions by giving written notice of their intentions to the Company, with a copy provided to Shareholders, the Board of Commissioners and other members of the Board of Directors no later than 30 (thirty) days prior to the resignation date and effective from the date the request is approved by the GMS. However, if there is no decision from the GMS then the terms of relevant members will end on the requested date or with the passage of 30 (thirty) days from the date the letter of request for resignation is received without requiring the approval of the GMS.*
 10. *Members of the Board of Directors who have resigned must account for their actions should it not have been reported to the GMS.*

Masa Jabatan Direksi

Term of Office of the Board of Directors

Dalam satu periode jabatan, anggota Direksi memiliki masa jabatan selama lima tahun dan dapat menjabat kembali untuk satu periode jabatan berikutnya setelah diangkat oleh RUPS. Namun, RUPS juga berhak untuk memberhentikan anggota Direksi sewaktu-waktu karena alasan tertentu.

Members of the Board of Directors have a term of office of 5 (five) years in one period. After the term of office has ended, members of the Board of Directors may be reappointed by the GMS for 1 (one) subsequent term of office. Nevertheless, the GMS has the right to dismiss members at any time under specific reasons.

Komposisi dan Dasar Pengangkatan Direksi

Composition and Basis of Appointment of the Board of Directors

Pemilihan anggota Direksi dilaksanakan dengan pemenuhan kriteria dan syarat dalam uji kepatutan dan kelayakan (*fit and proper test*) sesuai peraturan perundang-undangan, Anggaran Dasar, kebijakan GCG, dan ketentuan lainnya. Penentuan komposisi dan pengangkatan Direksi PT Angkasa Pura I (Persero) telah disesuaikan dengan kebutuhan dan strategi bisnis Perusahaan.

Currently, all elected members of the Board of Directors have fulfilled the criteria and conditions specified in the fit and proper test in accordance with applicable laws and regulations, Articles of Association, GCG policies, and other provisions. Determination of the composition and appointment of PT Angkasa Pura I (Persero) Board of Directors is adjusted to needs and business strategies of the Company.

Perubahan Komposisi Direksi Periode 1 Januari - 13 Maret 2020

Change in the Composition of the Board of Directors for the Period of January 1 – March 13, 2020

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 No. SK-289/MBU/12/2017 Minister of SOEs Decree No. SK-289/MBU/12/2017	22 Desember 2017 22 December 2017
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN No. SK-289/MBU/12/2017 Minister of SOEs Decree No. SK-289/MBU/12/2017	22 Desember 2017 22 December 2017
Wendo Asrul Rose	Direktur Operasi Operation Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-222/MBU/II/2015 Minister of SOEs Decree as GMS No. SK-222/MBU/II/2015	9 November 2015 9 November 2015
Lukman F. Laisa	Direktur Teknik Technical Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-53/MBU/03/2018 Minister of SOEs Decree as GMS No. SK-53/MBU/03/2018	5 Maret 2018 5 March 2018
Adi Nugroho	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-222/MBU/II/2015 tanggal Minister of SOEs Decree as GMS No. SK-222/MBU/II/2015	9 November 2015 9 November 2015
Sardjono Jhony Tjitrokusumo	Direktur Pengembangan Usaha Business Development Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-155/MBU/08/2017 Minister of SOEs Decree as GMS No. SK-155/MBU/08/2017	11 Agustus 2017 11 August 2017
Novrihandri	Direktur Keuangan Finance Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-222/MBU/II/2015 Minister of SOEs Decree as GMS No. SK-222/MBU/II/2015	9 November 2015 9 November 2015

Pada 13 Maret 2020, Kementerian BUMN menetapkan perubahan komposisi Direksi Angkasa Pura I berdasarkan Surat Keputusan Nomor SK - 74/MBU/03/2020.

On March 13, 2020, the Ministry of SOEs determined a change in the composition of the Board of Directors of PT Angkasa Pura I (Persero) based on Decree No. SK-74/MBU/03/2020.

Komposisi Direksi Periode 13 Maret - 9 November 2020*Composition of the Board of Directors for the Period of March 13 - November 9, 2020*

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Faik Fahmi	Direktur Utama <i>President Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN No. SK-289/MBU/12/2017 <i>Minister of SOEs Decree No. SK-289/MBU/12/2017</i>	22 Desember 2017 <i>22 December 2017</i>
Devy Suradji	Direktur Pemasaran dan Pelayanan <i>Marketing and Services Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN No. SK-289/MBU/12/2017 <i>Minister of SOEs Decree No. SK-289/MBU/12/2017</i>	22 Desember 2017 <i>22 December 2017</i>
Wendo Asrul Rose	Direktur Operasi <i>Operation Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-222/MBU/II/2015 <i>Minister of SOEs Decree as GMS No. SK-222/MBU/II/2015</i>	9 November 2015 <i>9 November 2015</i>
Lukman F. Laisa	Direktur Teknik <i>Technical Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-53/MBU/03/2018 <i>Minister of SOEs Decree as GMS No. SK-53/MBU/03/2018</i>	5 Maret 2018 <i>5 March 2018</i>
Adi Nugroho	Direktur Sumber Daya Manusia dan Umum <i>Human Capital and General Affairs Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-222/MBU/II/2015 tanggal <i>Minister of SOEs Decree as GMS No. SK-222/MBU/II/2015</i>	9 November 2015 <i>9 November 2015</i>
Dendi T. Dianto	Direktur Pengembangan Usaha <i>Business Development Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK - 74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK - 74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>
Andy S. Bratamihardja	Direktur Keuangan <i>Finance Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK - 74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK - 74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan <i>Compliance, Assets, and Procurement Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK - 74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK - 74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>

Pada 9 November 2020, terdapat penetapan pelaksana tugas Direksi berdasarkan keputusan Dewan Komisaris Nomor KEP.09/DK.AP.I/2020 tentang Penunjukan Sementara Pelaksana Tugas Anggota Direksi Perusahaan Perseroan (Persero) PT Angkasa Pura.

On 9 November 2020, the Acting Members of Board of Directors were appointed based on the Board of Commissioners' Decree No. KEP.09/DK.AP.I/2020 concerning Temporary Appointment of Acting Members of the Board of Directors of PT Angkasa Pura I (Persero).

Komposisi Direksi Periode 9 November – 1 Desember 2020*Composition of the Board of Directors for the Period of November 9 – December 1, 2020*

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Faik Fahmi	Direktur Utama <i>President Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN No. SK-289/MBU/12/2017 <i>Minister of SOEs Decree No. SK-289/MBU/12/2017</i>	22 Desember 2017 <i>22 December 2017</i>
Devy Suradji	Direktur Pemasaran dan Pelayanan <i>Marketing and Services Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN No. SK-289/MBU/12/2017 <i>Minister of SOEs Decree No. SK-289/MBU/12/2017</i>	22 Desember 2017 <i>22 December 2017</i>

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Lukman F. Laisa	Direktur Teknik <i>Technical Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-53/MBU/03/2018 <i>Minister of SOEs Decree as GMS No. SK-53/MBU/03/2018</i>	5 Maret 2018 <i>5 March 2018</i>
	Pelaksana Tugas Direktur Operasi <i>Ad interim of Operation Director</i>	Dewan Komisaris <i>Board of Commissioner</i>	Keputusan Dewan Komisaris Nomor KEP.09/DK.API/2020 <i>Board of Commissioner Decree No. KEP.09/DK.API/2020</i>	9 November 2020 <i>9 November 2020</i>
Dendi T. Danianto	Direktur Pengembangan Usaha <i>Business Development Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK - 74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK-74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>
Andy S. Bratamihardja	Direktur Keuangan <i>Finance Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK - 74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK-74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan <i>Compliance, Assets, and Procurement Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK - 74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK-74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>
	Pelaksana Tugas Direktur Sumber Daya Manusia dan Umum <i>Ad Interim of Human Capital and General Affairs Director</i>	Dewan Komisaris <i>Board of Commissioner</i>	Keputusan Dewan Komisaris Nomor KEP.09/DK.API/2020 <i>Board of Commissioner Decree No. KEP.09/DK.API/2020</i>	9 November 2020 <i>9 November 2020</i>

Pada 1 Desember 2020, Kementerian BUMN menetapkan perubahan komposisi Direksi PT Angkasa Pura I (Persero) berdasarkan Surat Keputusan No. SK-386/MBU/12/2020

On December 1, 2020, the Ministry of SOEs stipulated a change in the composition of the Board of Directors of PT Angkasa Pura I (Persero) based on Decree No. SK-386/MBU/12/2020.

Komposisi Direksi Periode 1 – 31 Desember 2020

Composition of the Board of Directors for the Period of December 1 – 31, 2020

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Faik Fahmi	Direktur Utama <i>President Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN No. SK-289/MBU/12/2017 <i>Minister of SOEs Decree No. SK-289/MBU/12/2017</i>	22 Desember 2017 <i>22 December 2017</i>
Devy Suradji	Direktur Pemasaran dan Pelayanan <i>Marketing and Services Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN No. SK-289/MBU/12/2017 <i>Minister of SOEs Decree No. SK-289/MBU/12/2017</i>	22 Desember 2017 <i>22 December 2017</i>
Wendo Asrul Rose	Direktur Operasi <i>Operation Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham Nomor SK-386/MBU/12/2020 <i>Minister of SOEs Decree as GMS No. SK-386/MBU/12/2020</i>	1 Desember 2020 <i>1 December 2020</i>
Lukman F. Laisa	Direktur Teknik <i>Technical Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-53/MBU/03/2018 <i>Minister of SOEs Decree as GMS No. SK-53/MBU/03/2018</i>	5 Maret 2018 <i>5 March 2018</i>
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum <i>Human Capital and General Affairs Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham Nomor SK-386/MBU/12/2020 <i>Minister of SOEs Decree as GMS No. SK-386/MBU/12/2020</i>	1 Desember 2020 <i>1 December 2020</i>

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Dendi T. Danianto	Direktur Pengembangan Usaha <i>Business Development Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham SK-74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK-74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>
Andy S. Bratamihardja	Direktur Keuangan <i>Finance Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham SK-74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK-74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan <i>Compliance, Assets, and Procurement Director</i>	Kementerian BUMN <i>Ministry of State-Owned Enterprises</i>	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham SK-74/MBU/03/2020 <i>Minister of SOEs Decree as GMS No. SK-74/MBU/03/2020</i>	13 Maret 2020 <i>13 March 2020</i>

Program Orientasi Direksi Baru *Orientation Program For New Directors*

Anggota Direksi baru di Angkasa Pura I wajib mengikuti orientasi yang dilaksanakan oleh Sekretaris Perusahaan pada 1 Desember 2020. Dalam pelaksanaan program orientasi, Direksi diharapkan mampu meningkatkan pemahamannya mengenai prinsip-prinsip GCG, gambaran umum perusahaan, kewenangan yang didelegasikan kepada anggota, tugas dan tanggung jawab Direksi, hubungan kerja dengan Dewan Komisaris, serta hal-hal yang tidak diperbolehkan dilakukan oleh anggota Direksi.

New members of Board of Directors at Angkasa Pura I were required to attend the orientation conducted by Corporate Secretary on December 1, 2020. The orientation program allows new Directors to enhance their understanding on GCG principles, the general overview of the company, delegated authority to members, duties and responsibilities of the Board of Directors, working relations with the Board of Commissioners, and matters prohibited for members of the Board of Directors.

Ruang Lingkup Pekerjaan dan Tanggung Jawab Anggota Direksi *Scope of Work and Responsibilities of Members of the Board of Directors*

Pembagian ruang lingkup pekerjaan dan tanggung jawab anggota Direksi diatur dalam Surat Keputusan Direksi No. KEP. DU.86/OM.01.01/2020 tanggal 30 Juni 2020 tentang Organisasi dan Tata Kerja Kantor Pusat PT Angkasa Pura I (Persero). Rincian pembagian tugas dan tanggung jawab anggota Direksi adalah sebagai berikut.

The division of scope of work and responsibilities of members of Board of Directors are regulated under Board of Directors Decree No. KEP.DU.86/OM.01.01/2020 dated 30 June 2020 concerning Organization and Work Procedures at the Head Office of PT Angkasa Pura I (Persero). Details of the division of duties and responsibilities of members of the Board of Directors are as follows.

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities
Faik Fahmi	Direktur Utama <i>President Director</i>	Memastikan penyelenggaraan fungsi pengurusan/pengelolaan oleh para anggota Direksi sesuai tugas pokok Perseroan melalui penetapan kebijakan yang dilakukan oleh Direktur dan pengendalian pelaksanaan tugas <i>internal audit, corporate secretary, corporate planning and transformation</i> serta <i>corporate social responsibility</i> guna mendukung pencapaian visi dan misi perusahaan sesuai dengan anggaran dasar dan kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS). <i>To ensure the execution of management functions by members of the Board of Directors in accordance with the main duties of the Company. This is achieved by determining the policies to be carried out by Directors and controlling the implementation of internal audit, corporate secretary, corporate planning and transformation as well as social responsibility to support the achievement of the company's vision and mission in accordance with the Articles of Association and policies determined by the GMS.</i>
Andy S. Bratamihardja	Direktur Keuangan <i>Finance Director</i>	Memastikan tercapainya peningkatan <i>Customer Satisfaction Index (CSI)</i> , peningkatan pendapatan aeronautika dan nonaeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang keuangan <i>accounting, finance, dan shared services management</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP). <i>To ensure an increase in the Customer Satisfaction Index (CSI) score, increase in aeronautical and non-aeronautical business revenue and contribute to the environment through the establishment of policies and strategies on finance, accounting, and shared service management to support the achievement of the company's vision and mission based on the Company Work Plan and Budget (RKAP).</i>

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities
Devy Suradji	Direktur Pemasaran dan Pelayanan <i>Director of Marketing and Services</i>	<p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan nonaeronautika, serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>aeronautical business and airline development, non aeronautical business, dan airport branding and service experience</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p><i>To ensure an increase in the Customer Satisfaction Index (CSI) score, increase in aeronautical and non-aeronautical business revenue, and contribute to the environment through the establishment of policies and strategies on aeronautical business and airline development, non aeronautical business, and airport branding and service experience to support the achievement of the company's vision and mission based on the Company Work Plan and Budget (RKAP).</i></p>
Wendo Asrul Rose	Direktur Operasi <i>Operation Director</i>	<p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan nonaeronautika, serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>airport operation, airport security, airport safety, dan airport operational service and hospitality</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p><i>To ensure an increase in the Customer Satisfaction Index (CSI) score, increase in aeronautical and non-aeronautical business revenue, and contribute to the environment through the establishment of policies and strategies on airport operation, airport security, airport safety, and airport operational service as well as hospitality to support the achievement of the company's vision and mission based on the Company's Work Plan and Budget (RKAP).</i></p>
Lukman F. Laisa	Direktur Teknik <i>Technical Director</i>	<p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan nonaeronautika, serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>airport planning and environment, airport development projects, airport facilities management, dan airport equipment management</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p><i>To ensure an increase in the Customer Satisfaction Index (CSI) score, increase in aeronautical and non-aeronautical business revenue, and contribute to the environment through the establishment of policies and strategies on airport planning and environment, airport development projects, airport facilities management, and airport equipment management to support the achievement of the company's vision and mission based on the Company Work Plan and Budget (RKAP).</i></p>
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum <i>Human Capital and General Affairs Director</i>	<p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan nonaeronautika, serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>human capital, training and development, dan general services and corporate administration</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p><i>To ensure an increase in the Customer Satisfaction Index (CSI) score, increase in aeronautical and non-aeronautical business revenues, and contribute to the environment through the establishment of policies and strategies on human capital, training and development, and general services as well as corporate administration to support the achievement of company's vision and mission based on the Company Work Plan and Budget (RKAP).</i></p>
Dendi T. Danianto	Direktur Pengembangan Usaha <i>Business Development Director</i>	<p>Memastikan terciptanya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan nonaeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>business portfolio and subsidiary management, business and asset development, cargo and logistic development, dan technology and innovation</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p><i>To ensure an increase in the Customer Satisfaction Index (CSI) score, increase in aeronautical and non-aeronautical business revenue, and contribute to the environment through the establishment of policies and strategies on business portfolio and subsidiary management, business and asset development, cargo and logistic development, and technology and innovation to support the achievement of the company's vision and mission based on the Company Work Plan and Budget (RKAP).</i></p>
Irawadi	Direktur Kepatuhan, Aset dan Pengadaan <i>Compliance, Assets, and Procurement Director</i>	<p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan nonaeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>legal and compliance, risk management, asset management, dan procurement</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p><i>To ensure an increase in the Customer Satisfaction Index (CSI) score, increase in aeronautical and non-aeronautical business revenue, and contribute to the environment through the establishment of policies and strategies on legal and compliance, risk management, asset management, and procurement to support the achievement of the company's vision and mission based on the Company Work Plan and Budget (RKAP).</i></p>

Kebijakan Rangkap Jabatan Direksi

Policy on Concurrent Position of the Board of Directors

Sesuai dengan Peraturan Menteri BUMN No. PER-01/MBU/2012 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi BUMN, Angkasa Pura I memastikan bahwa seluruh Direksi tidak memiliki rangkap jabatan yang melanggar peraturan. Untuk itu, Perusahaan secara berkala memperbarui daftar rangkap jabatan dari anggota Direksi Perusahaan yang sedang menjabat.

In accordance with Minister of SOE Regulation No. PER-01/MBU/2012 concerning Requirements and Procedures for Appointment and Dismissal of SOE Directors, PT Angkasa Pura I (Persero) ensures that all Board of Directors do not have concurrent positions that violates the regulations. To that end, the Company periodically updates the list of concurrent positions of members of the Board of Directors.

Rangkap Jabatan Direksi

Concurrent Position of the Board of Directors

Nama Name	Jabatan pada Angkasa Pura I Position in PT Angkasa Pura I (Persero)	Rangkap Jabatan pada Angkasa Pura I Concurrent Position in PT Angkasa Pura I (Persero)	Rangkap Jabatan pada Perusahaan/Instansi Lain Concurrent Position in Other Companies/ Organizations	Nama Perusahaan/ Instansi Lain Name of Other Company/Organization
Faik Fahmi	Direktur Utama President Director	Tidak ada N/A	Komisaris Utama President Commissioner	PT Angkasa Pura Suport
Wendo Asrul Rose	Direktur Operasi Operation Director	Tidak ada N/A	Komisaris Commissioner	PT Gapura Angkasa
Andy S. Bratamihardja	Direktur Keuangan Finance Director	Tidak ada N/A	Komisaris Utama President Commissioner	PT Angkasa Pura Logistik
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Tidak ada N/A	Tidak ada N/A	Tidak ada N/A
Lukman F. Laisa	Direktur Teknik Technical Director	Tidak ada N/A	Komisaris Commissioner	Jasamarga Bali Tol
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	Tidak ada N/A	Komisaris Utama President Commissioner	PT Angkasa Pura Hotel
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	Tidak ada N/A	Komisaris Utama President Commissioner	PT Angkasa Pura Properti
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan Compliance, Assets, and Procurement Director	Tidak ada N/A	Pembina Trustee	YAKKAP I

Keputusan dan Pelaksanaan Tugas Direksi

Decisions and Implementation of Duties of The Board of Directors

Selama periode pelaporan tahun 2020, Direksi telah melaksanakan tugas dan tanggung jawab dengan baik yang direalisasikan melalui berbagai keputusan strategis, antara lain:

1. Penetapan nilai-nilai budaya baru PT Angkasa Pura I (Persero), yaitu AKHLAK;
2. Penyusunan perencanaan Perusahaan dan perumusan Rencana Jangka Panjang Perusahaan;
3. Pemenuhan target kinerja Perusahaan berdasarkan aspek keuangan, operasional, dan administrasi;

During 2020, the Board of Directors has carried out its duties and responsibilities by making various strategic decisions as follows:

1. *Establishing new cultural values of PT Angkasa Pura I;*
2. *Conducting corporate planning and formulation of the Company Long-Term Plan;*
3. *Fulfilling the Company's performance targets based on financial, operational and administrative aspects;*

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| <ol style="list-style-type: none"> 4. Pengembangan usaha Perusahaan, antara lain melalui pengembangan Bandara Sultan Hasanuddin Makassar, Bandara Syamsudin Noor Banjarmasin, dan Bandara Internasional Yogyakarta Kulon Progo; 5. Perumusan corrective action dan langkah revenue enhancement untuk menghadapi penurunan trafik yang diakibatkan oleh pandemi COVID-19; 6. Penyelenggaraan Rapat Direksi, menghadiri Rapat Gabungan dengan Dewan Komisaris, dan RUPS; 7. Pengawasan dan perbaikan proses bisnis internal, termasuk menindaklanjuti temuan Internal Audit dan auditor eksternal; 8. Penyelesaian permasalahan Perusahaan, khususnya permasalahan hukum yang sedang dihadapi Perusahaan; 9. Pengawasan kinerja dan permasalahan Anak Perusahaan; 10. Pelaksanaan tugas lainnya terkait kepengurusan perusahaan; 11. Sepanjang tahun 2020, Direksi telah mengeluarkan kebijakan-kebijakan untuk menghadapi kondisi tahun 2020, diantaranya kebijakan terkait protokol kesehatan, tata waktu kerja, pemasaran, dan lain-lain. | <ol style="list-style-type: none"> 4. <i>Developing the Company's business, among others through the development of Sultan Hasanuddin Airport in Makassar, Syamsudin Noora Airport in Banjarmasin, and Yogyakarta International Airport;</i> 5. <i>Formulating corrective actions and revenue enhancement measures to deal with a decline in traffic caused by the COVID-19 Pandemic;</i> 6. <i>Organizing Board of Directors Meetings, attending Joint Meetings with the Board of Commissioners, and GMS;</i> 7. <i>Supervising and improving internal business processes, including following up on the findings of Internal Audit and external auditors;</i> 8. <i>Resolving Company problems, especially legal issues being faced by the Company;</i> 9. <i>Supervising the performance and problems of Subsidiaries;</i> 10. <i>Implementing other tasks related to Company management;</i> 11. <i>Throughout 2020, the Board of Directors issued policies to deal with the 2020 conditions, including policies related to health protocols, working timeframes, marketing, and others.</i> |
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Penilaian Kinerja Direksi

Performance Evaluation of Board of Directors

Secara berkala kinerja Direksi dinilai oleh Pemegang Saham dan pihak independen guna meningkatkan efektivitas, kapabilitas, dan keberhasilan kinerja Direksi. Penilaian kinerja Direksi diukur berdasarkan *Key Performance Indicator* (KPI) dan pendekatan GCG *assessment*.

Penilaian Kinerja Direksi Berdasarkan KPI

Kriteria Penilaian Kinerja Direksi mengacu pada Salinan 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 dan berdasarkan Surat dari Menteri Badan Usaha Milik Negara Nomor: S-1114/MBU/12/2020 Tanggal 01 Desember 2020 Perihal Persetujuan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Angkasa Pura I (Persero) Tahun 2020.

Penilaian kinerja Direksi dilakukan pada saat menyampaikan pertanggungjawaban kinerja periode 2020 dalam RUPS, penilaian ini dilakukan oleh Pemegang Saham. Hasil penilaian kinerja Direksi berdasarkan KPI ditunjukkan dalam tabel berikut:

The performance of Board of Directors is periodically evaluated by Shareholders and independent parties in order to increase the effectiveness, capability and success of the performance of Board of Directors. The performance evaluation of Board of Directors is measured based on the Key Performance Indicator (KPI) and the GCG assessment approach.

Performance Evaluation of The Board of Directors Based on KPIs

Performance Assessment Criteria of the Board of Directors refers to the copy of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-11/MBU/11/2020 concerning Management Contract and Annual Management Contract for the Board of Directors of State-Owned Enterprises as stipulated by the Minister for State-Owned Enterprises on 12 November 2020 and promulgated on 23 November 2020 and based on the Letter of the Minister of State-Owned Enterprises No. S-1114/MBU/12/2020 dated 1 December 2020 concerning the Approval of Revised Company's Work Plan and Budget (RKAP) of PT Angkasa Pura I (Persero) in 2020.

The performance of the Board of Directors was assessed by shareholders at the GMS at the time when the Board of Directors submitted the accountability report for its performance in 2020. The results of the performance evaluation based on the 2020 KPIs are shown in the following table.

Penilaian Key Performance Indicator (KPI) Direksi Angkasa Pura I Tahun 2020*Performance Evaluation of the Board of Directors Based on Key Performance Indicators (KPI) of PT Angkasa Pura I (Persero) in 2020*

Key Performance Indicator	Skor Capaian Achievement Score	
	Bobot weight	Skor Score
A. Nilai Ekonomi dan Sosial untuk Indonesia <i>Economic and Social Value for Indonesia</i>	30.00	31.83
B. Inovasi Model Bisnis <i>Business Model Innovations</i>	30.00	31.22
C. Kepemimpinan Teknologi <i>Technology Leadership</i>	10.00	10.50
D. Pengembangan Investasi <i>Investment Development</i>	10.00	10.50
E. Pengembangan Talenta <i>Talent Development</i>	20.00	20.38
Bobot Weight	100.00	104.43

Penilaian Kinerja Direksi Berdasarkan GCG Assessment

Kinerja Direksi juga dinilai berdasarkan GCG *assessment* yang dilaksanakan oleh pihak eksternal. Angkasa Pura I menjalin kerja sama dengan PT Sierra Bisnis Konsulting sebagai pihak independen. Kriteria penilaian beracuan pada peraturan dalam Keputusan Sekretaris Kementerian BUMN No. 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. Berdasarkan GCG *assessment* terdapat beberapa kriteria penilaian yang meliputi:

1. Pelaksanaan program pelatihan/pembelajaran Direksi;
2. Pembagian tugas/fungsi, wewenang, dan tanggung jawab Direksi yang jelas;
3. Penyusunan perencanaan perusahaan;
4. Pemenuhan target kinerja perusahaan;
5. Pelaksanaan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan perusahaan;
6. Pelaksanaan pengurusan perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan Anggaran Dasar;
7. Pelaksanaan hubungan yang bernilai tambah bagi perusahaan dan pemangku kepentingan;
8. Memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi;
9. Pelaksanaan keterbukaan informasi dan komunikasi, serta penyampaian informasi kepada Dewan Komisaris dan Pemegang Saham secara tepat waktu;
10. Penyelenggaraan rapat Direksi dan kehadiran pada rapat Dewan Komisaris;
11. Penyelenggaraan pengawasan intern yang berkualitas dan efektif;
12. Penyelenggaraan fungsi Sekretaris Perusahaan yang berkualitas dan efektif;
13. Penyelenggaraan RUPS Tahunan dan RUPS lainnya sesuai peraturan perundang-undangan.

Performance Evaluation of Board of Directors Based on GCG Assessment

The performance of the Board of Directors is also evaluated based on GCG assessment conducted by an external party. Angkasa Pura I collaborates with PT Sierra Bisnis Consulting as an independent party. The assessment criteria are based on the regulations in the Secretary of Ministry of SOE Decree No. SK-16/S.MBU/2012 dated 6 June 2012 concerning Assessment and Evaluation Indicators/Parameters for the Implementation of Good Corporate Governance in SOEs.

The evaluation criteria based on GCG assessment include:

1. *Implementation of training/learning programs for the Board of Directors;*
2. *Clear division of duties/ functions, authorities and responsibilities of the Board of Directors;*
3. *Preparation of corporate plans;*
4. *Fulfillment of the company performance targets;*
5. *Implementation of operational and financial control on the implementation of company plans and policies;*
6. *Implementation of the company management in accordance with the applicable laws and regulations and the Articles of Association;*
7. *Implementation of value-added relationships for the company and stakeholders;*
8. *Monitoring and management of potential conflicts of interest of members of the Board of Directors and management under the Board of Directors;*
9. *Implementation of information and communication disclosure, and the delivery of information to the Board of Commissioners and Shareholders in a timely manner;*
10. *Holding of Board of Directors meetings and attendance at Board of Commissioners meetings;*
11. *Execution of quality and effective internal supervision;*
12. *Execution of quality and effective Corporate Secretary functions;*
13. *Holding the Annual GMS and other GMS in accordance with the prevailing laws and regulations.*

Berdasarkan 13 kriteria penilaian tersebut, kinerja Direksi di tahun 2020 memperoleh skor 33,60 dengan capaian 95,99% dan predikat sangat baik. Pencapaian tersebut, meningkat dari tahun penilaian sebelumnya karena Direksi telah melakukan peningkatan pada kriteria sebagai berikut pembagian tugas/fungsi, wewenang dan tanggung secara jelas, telah menyusun perencanaan perusahaan, melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan perusahaan.

Based on the 13 evaluation criteria, the performance of the Board of Directors in 2020 obtained a score of 33.60 with 95.99% achievement and the predicate of 'very good'. This achievement indicated an increase from the previous year as the Board of Directors has made improvements the criteria as follows: had clear division of duties/functions, authorities and responsibilities, prepared corporate plans, and implemented operational and financial controls on the execution of company plans and policies.

Penilaian Kinerja Komite di Bawah Direksi, Unit Internal Audit, Unit Compliance & Risk Management, dan Unit Kerja Lainnya

Performance Evaluation of Committees Under the Board of Directors, Vice President Internal Audit, Compliance & Risk Management Unit, and Other Work Units

Direksi dibantu oleh Komite Manajemen Risiko, Unit Internal Audit, dan Unit *Compliance & Risk Management* dalam menjalankan tugasnya. Selama tahun 2020, Direksi menilai Komite Manajemen Risiko telah melaksanakan tugasnya dengan baik. Komite Manajemen Risiko telah membantu Direksi dalam menyusun Rencana Jangka Panjang Perusahaan Tahun 2020-2024, mengawal transformasi perusahaan dan juga monitoring capaian KPI Kolegial, KPI Direksi dan KPI seluruh Kantor Cabang PT Angkasa Pura I (Persero). Direksi juga didukung oleh Unit Internal Audit yang telah melaksanakan tugas dengan baik di tahun 2020 dengan menindaklanjuti 124 rekomendasi atas 194 total rekomendasi pemeriksaan selama periode pelaporan. Selain itu, *Unit Compliance & Risk Management* membantu pelaksanaan tugas Direksi melalui penerapan sistem penilaian tingkat maturitas manajemen. Perolehan nilai tingkat maturitas manajemen risiko Perusahaan yang diukur tahun 2019 mencapai nilai 3,37 dari skala 5, sedangkan nilai tingkat maturitas manajemen risiko Perusahaan tahun 2020 masih dalam proses penilaian. Secara garis besar, hasil penilaian KPI Perusahaan mencapai angka 104,43 dari target 100 yang menandakan bahwa seluruh jajaran manajemen Perusahaan telah mencapai hasil kinerja yang baik.

In carrying out its duties, the Board of Directors is assisted by Risk Management Committee, Internal Audit Unit, and Compliance & Risk Management Unit. In 2020, the Board of Directors considered that Risk Management Committee carried out its duties appropriately. The Risk Management Committee has assisted the Board of Directors in compile the Company Long-Term Plan for 2020-2024, overseeing the company's transformation and also monitoring achievements of Collegiate KPIs, KPIs of Directors and KPIs of all Branch Offices PT Angkasa Pura I (Persero). The Board of Directors assisted by the Internal Audit Unit has carried out its duties well in 2020 by following up on 124 recommendations out of 194 total audit recommendations during the reporting period. In addition, the Compliance & Risk Management Unit assisted the Board of Directors through the implementation of a management maturity assessment system. In 2019, the Company's risk management maturity level achieved a score of 3.37 from a scale of 5, whereas the Company's risk management maturity level in 2020 was being assessed. In general, the Company's KPI assessment achieved a score of 104.43 from the target of 100, indicating that all levels of the Company's management have recorded good performance.

Rapat Dewan Komisaris dan Direksi

Meetings of the Board of Commissioners and the Board of Directors

Rapat Internal Dewan Komisaris

Rapat Dewan Komisaris dilaksanakan sekurang-kurangnya satu kali dalam satu bulan. Rapat Dewan Komisaris terdiri dari rapat internal antara anggota Dewan Komisaris maupun rapat dengan Direksi. Di tahun 2020, Dewan Komisaris mengikuti rapat internal sebanyak 10 kali, dan rapat gabungan antara Dewan Komisaris dengan Direksi sebanyak 9 kali.

Internal Meetings of the Board of Commissioners

Meeting of the Board of Commissioners is held at least once a month. Meetings of the Board of Commissioners consist of internal meetings between members and meetings with the Board of Directors. In 2020, the Board of Commissioners held 10 internal meetings, and 9 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

Name	Jabatan Position	Jumlah Rapat Total Meetings*	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance*
Djoko Sasono	Komisaris Utama <i>President Commissioner</i>	10	10	100%
Tri Budi Satriyo	Komisaris <i>Commissioner</i>	10	10	100%
Danang Parikesit	Komisaris <i>Commissioner</i>	8	8	100%
Wempi Saputra	Komisaris <i>Commissioner</i>	8	8	100%
Wihana Kirana Jaya	Komisaris <i>Commissioner</i>	8	8	100%
Irfan Wahid	Komisaris Independen <i>Independent Commissioner</i>	8	8	100%
Erwan Agus Purwanto	Komisaris Independen <i>Independent Commissioner</i>	8	8	100%

Keterangan *): Terhitung sejak bergabung menjadi Dewan Komisaris PT Angkasa Pura I (Persero)
Note *): As of joining the Board of Commissioners of PT Angkasa Pura I (Persero)

Agenda Rapat Internal Dewan Komisaris

Agenda of Internal Meetings of Board of Commissioners

No.	Tanggal Rapat Date	Agenda/Pembahasan Agenda Items
1	30 Januari 2020 30 January 2020	<ol style="list-style-type: none"> Pembahasan Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Tidak Produktif PT Angkasa Pura I (Persero); Pembahasan Kerjasama dengan Jangka Waktu 5 Tahun PT Angkasa Pura I (Persero); Pembahasan Persetujuan Pemilihan Lembaga Pengelolaan Program Pensiun Iuran Pasti; Pembahasan Usulan Penyertaan Modal Kepada Anak Perusahaan; Lain-lain.
2	26 Februari 2020 26 February 2020	<ol style="list-style-type: none"> Pembahasan Laporan Keuangan Konsolidasian Tahun 2019 <i>audited</i> PT Angkasa Pura I (Persero); Pembahasan Penambahan Modal Anak Perusahaan PT Angkasa Pura I (Persero); Lain-lain.
3	26 Maret 2020 26 March 2020	<ol style="list-style-type: none"> Pengenalan Dewan Komisaris; Perubahan Susunan Keanggotaan Komite; Pembidangan Dewan Komisaris; Pembahasan Usulan Perubahan Struktur Organisasi Perusahaan; Pembahasan Rencana Pengelolaan Airport Hotel di Bandara Internasional Yogyakarta - Kulon Progo; Lain-lain.
4	22 April 2020 12 May 2020	<ol style="list-style-type: none"> Pembahasan Laporan Tahunan Tahun 2019; Pembahasan Laporan Triwulan I Tahun 2020; Pembahasan Pembentukan Komite Nominasi dan Remunerasi; Lain-lain.

No.	Tanggal Rapat Date	Agenda/Pembahasan Agenda Items	
5	12 Mei 2020 12 May 2020	1. Pembahasan Kerjasama 5 Tahun PT Angkasa Pura I (Persero); 2. Lain-lain.	1. Discussion on 5-Years Cooperation Agreement of PT Angkasa Pura I (Persero); 2. Others.
6	20 Mei 2020 20 May 2020	1. Pembahasan Usulan Calon Vice President Internal Audit; 2. Lain-lain.	1. Discussion on the Proposed Candidates for Vice President Internal Audit; 2. Others
7	30 Juni 2020 30 June 2020	1. Pembahasan Update Kinerja Hingga Bulan Mei 2020; 2. Lain-lain.	1. Discussion on Performance Updates Until May 2020; 2. Others.
8	28 Juli 2020 28 July 2020	1. Pembahasan Revisi RKAP Tahun 2020; 2. Pembahasan Usulan Komisaris Anak Perusahaan; 3. Pembahasan Usulan Calon Vice President Internal Audit; 4. Pembahasan Usulan Penghapusbukuan Aset; 5. Lain-lain.	1. Discussion on the Revised RKAP 2020; 2. Discussion on the Proposed Candidates for Commissioners of the Subsidiary; 3. Discussion on the Proposed Candidates for Vice President Internal Audit; 4. Discussion on the Proposed Asset Write-Off; 5. Others.
9	02 September 2020 02 September 2020	Pembahasan Kinerja PT Angkasa Pura I (Persero) s.d Juli 2020	Discussion on the Performance of PT Angkasa Pura I (Persero) until July 2020
10.	29 September 2020 29 September 2020	1. Pembahasan Evaluasi Kinerja s.d bulan Agustus 2020; 2. Lain-lain.	1. Discussion on Performance Evaluation until August 2020; 2. Others.

Rapat Internal Direksi

Rapat Direksi PT Angkasa Pura I (Persero) dilaksanakan sekurang-kurangnya satu kali dalam satu bulan. Selain menghadiri Rapat Direksi bulanan, terdapat agenda Rapat Rutin Internal Direksi yang dilaksanakan setiap hari Selasa, serta rapat dengan *General Manager, Group Head*, Direksi Anak Perusahaan, dan hadir dalam Rapat Gabungan Dewan Komisaris dan Direksi.

Internal Meetings of the Board of Directors

Meeting of the Board of Directors of PT Angkasa Pura I (Persero) is held at least once a month. In addition to attending the monthly Meeting of Board of Directors, the Board of Directors also holds Internal Routine Meeting once a week on Tuesday, as well as meetings with General Manager, Group Heads, Directors of Subsidiaries, and attend Joint Meetings of the Board of Commissioners and Board of Directors.

Frekuensi dan Tingkat Kehadiran Anggota Direksi dalam Rapat Internal

Frequency and Attendance Rate of Members of Board of Directors in Internal Meeting

Name	Jabatan Position	Jumlah Rapat Total Meetings*	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance*
Faik Fahmi	Direktur Utama <i>President Director</i>	48	47	97.91%
Wendo Asrul Rose	Direktur Operasi <i>Operation Director</i>	40	37	92.50%
Lukman F. Laisa	PLT. Direktur Operasi (Rapat Direksi 41 tanggal 10 November – Rapat Direksi 44 tanggal 8 Desember) <i>Acting Director of Operations (the 41st Board of Directors Meeting on 10 November – the 44th Board of Directors Meeting on 8 December)</i>	4	4	100%
Wendo Asrul Rose	Direktur Operasi Mulai rapat Direksi ke – 41 tanggal 10 November 2020 <i>Director of Operations attended the 41st Board of Directors Meeting on 10 November 2020</i>	4	4	100%
Novrihandri	Direktur Keuangan <i>Finance Director</i>	7	7	100%
Andy S. Bratamihardja	Direktur Keuangan – Mulai rapat Direksi ke – 8 tanggal 15 Maret 2021 (menggantikan Novrihandri) <i>Director of Finance – attended the 8th Board of Directors Meeting on 15 March 2021 (replacing Novrihandri)</i>	41	41	100%

Name	Jabatan Position	Jumlah Rapat Total Meetings*	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance*
Adi Nugroho	Direktur Sumber Daya Manusia dan Umum <i>Human Capital and General Affairs Director</i>	40	39	97.50%
Israwadi	PLT. Direktur Sumber Daya Manusia dan Umum (Rapat Direksi 41 tanggal 10 November – Rapat Direksi 44 tanggal 8 Desember) <i>Acting Director of Human Capital and General Affairs (the 41st Board of Directors on 10 November – the 44th Board of Directors Meeting on 8 December)</i>	4	4	100%
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum (mulai menjabat 1 Desember 2020 menggantikan Adi Nugroho) <i>Director of Human Capital and General Affairs (serving since 1 December 2020 replacing Adi Nugroho)</i>	4	4	100%
Sardjono Jhony Tjitrokusumo	Direktur Pengembangan Usaha <i>Business Development Director</i>	7	5	71.43%
Dendi T. Danianto	Direktur Pengembangan Usaha Mulai rapat Direksi ke – 8 tanggal 15 Maret 2021 (mulai menjabat 1 Desember 2020 menggantikan Sardjono Jhony Tjitrokusumo) <i>Director of Business Development attended the 8th Board of Directors Meeting on 15 Maret 2021 (serving since 1 December 2020 replacing Sardjono Jhony Tjitrokusumo)</i>	41	41	100%
Devy Suradji	Direktur Pemasaran dan Pelayanan <i>Marketing and Services Director</i>	48	47	97.92%
Lukman F. Laisa	Direktur Teknik <i>Technical Director</i>	48	45	93.75%
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan - Mulai rapat Direksi ke – 8 tanggal 15 Maret 2021 <i>Director of Compliance, Assets and Procurement – attended the 8th Board of Directors Meeting on 15 March 2021</i>	41	41	100%

Agenda Rapat Internal Direksi

Board of Directors Internal Meeting Agenda

No.	Tanggal Rapat Date	Agenda/Pembahasan	
1	6 Januari 2020 <i>January 6, 2020</i>	<ul style="list-style-type: none"> - Pembahasan Bandara DJJ serta Pengarahan Langsung kepada GM. DJJ - Usulan RKAP 2020 - Penyerahan Kontrak Terminal MDC ke PT Adhi Karya - Update Ringkas Pengembangan Bandara DPS, UPG, SUB, AMQ dan KOE 	<ul style="list-style-type: none"> - Discussion on DJJ Airport and Direct Directive to GM of DJJ - Proposed RKAP 2020 - Submission of MDC Terminal Contract to PT Adhi Karya - Brief Update on DPS, UPG, SUB, AMQ and KOE Airports Development
2	15 Januari 2020 <i>January 15, 2020</i>	<ul style="list-style-type: none"> - Realisasi RKAP sampai dengan Desember 2019 (Unaudited) - Capaian KPI sampai dengan Desember 2019 - Update Kunjungan Bandara Sentani 	<ul style="list-style-type: none"> - Realization of RKAP until December 2019 (Unaudited) - KPI achievement until December 2019 - Update on Sentani Airport Visit
3	22 Januari 2020 <i>January 22, 2020</i>	<ul style="list-style-type: none"> - Rencana Kerja Sama Pemanfaatan Lahan Sunset Road Bali melalui Pengembangan Integrated Transportation System oleh Nindya Karya (Persero) dan Investor dari Korea Overseas Infrastructure Urban Development Corporation - Perolehan Nilai KPI tahun 2019 - Laporan Kinerja Dapenra - Strategi Komunikasi YIA 	<ul style="list-style-type: none"> - Cooperation Plan on Land Use for Sunset Road Bali through Integrated Transportation System Development by Nindya Karya (Persero) and Investor from Korea Overseas Infrastructure Urban Development Corporation - KPI Score in 2019 - Dapenra Performance Report - YIA Communication Strategy
4	4 Februari 2020 <i>February 4, 2020</i>	<ul style="list-style-type: none"> - Update pelaksanaan Transformasi oleh konsultan Korn Ferry - Penunjukkan Salah Satu Direksi sebagai Penanggung Jawab dalam Penerapan dan Pemantauan GCG - Permasalahan APP di Jineng Hotel - Penentuan Material Proyek Pengembangan Bandara UPG - Pekerjaan Tambah Terminal T1 Surabaya - Presentasi TBS oleh APL 	<ul style="list-style-type: none"> - Update on Transformation implementation by Korn Ferry consultant - Appointment of a Member of Board Directors as Person in Charge of GCG Implementation and Monitoring - APP issue at Jineng Hotel - Determination of UPG Airport Development Project Materials - Work on Additional Terminal T1 Surabaya - Presentation on TBS by APL

No.	Tanggal Rapat Date	Agenda/Pembahasan	
5	11 Februari 2020 February 11, 2020	<ul style="list-style-type: none"> - Penandatanganan Kontrak Pekerjaan Bandara Lombok dengan Nindya Karya - Konsep Paparan Rapat Kerja dengan Wakil Menteri BUMN II dan Komisi VI DPR RI 	<ul style="list-style-type: none"> - <i>The signing of Work Contract between Lombok Airport and Nindya Karya</i> - <i>Work Meeting Presentation Concept with Deputy Minister of SOE II and Commission VI of the DPR RI</i>
6	3 Maret 2020 March 3, 2020	Pembahasan <i>Revenue Enhancement Initiative and Cost Leadership</i> (Tindak Lanjut Rapat Pimpinan)	<i>Discussion on Revenue Enhancement Initiative and Cost Leadership (Follow-up to Leadership Meetings)</i>
7	10 Maret 2020 March 10, 2020	<ul style="list-style-type: none"> - Proyeksi dan Stress Test Dampak COVID-19 Tahun 2020 - Strategic Planning AP I dan konsep Struktur Organisasi Baru 	<ul style="list-style-type: none"> - <i>Projection and Stress Test for the Impact of COVID-19 in 2020</i> - <i>AP I's Strategic Planning and the concept of New Organizational Structure</i>
8	16 Maret 2020 March 16, 2020	<ul style="list-style-type: none"> - Strategi Planning AP I Dan Konsep Struktur Organisasi Baru - Kebijakan Korporasi Terkait Virus Corona 	<ul style="list-style-type: none"> - <i>AP I's Strategic Planning and the concept of New Organizational Structure</i> - <i>Corporate Policies Regarding Corona Virus</i>
9	23 Maret 2020 March 23, 2020	<ul style="list-style-type: none"> - Persiapan Operasi Bandara YIA - Update Kebijakan Korporasi terkait COVID-19 - Laporan Kinerja Keuangan Perusahaan - Lain-lain (Perubahan Nomenklatur Pekerjaan) 	<ul style="list-style-type: none"> - <i>YIA Airport Operations Preparation</i> - <i>Update on Corporate Policy regarding COVID-19</i> - <i>Company Financial Performance Report</i> - <i>Others (Change of Job Nomenclature)</i>
10	31 Maret 2020 March 31, 2020	<ul style="list-style-type: none"> - Pengarahan Wakil Menteri BUMN II - Update Kebijakan Korporasi dan Rencana Kedepan terkait Penanganan Virus COVID-19 	<ul style="list-style-type: none"> - <i>Directives by the Deputy Minister of SOE II</i> - <i>Update on Corporate Policies and Future Plan related to the COVID-19 Handling</i>
11	7 April 2020 April 7, 2020	<ul style="list-style-type: none"> - Pembahasan Realisasi Triwulan 1 RKAP Tahun 2020 - Update Tindaklanjuti Revenue Enhancement and Cost Leadership - Finalisasi Penentuan Pejabat BoD-1 (Kantor Pusat, Kantor Cabang dan Anak Perusahaan) 	<ul style="list-style-type: none"> - <i>Discussion on Realization of the First Quarter RKAP 2020</i> - <i>Update on Follow-up of Revenue Enhancement and Cost Leadership</i> - <i>Finalization of Appointment of BoD-1 (Head Office, Branch Offices and Subsidiaries)</i>
12	13 April 2020 April 13, 2020	<ul style="list-style-type: none"> - Tanda Tangan Elektronik dalam periode PSBB - Update Kerja Sama Pembangunan Bandara Kediri 	<ul style="list-style-type: none"> - <i>Electronic Signature within the Large-Scale Social Restrictions (PSBB) period</i> - <i>Update on Cooperation in the Development of Kediri Airport</i>
13	22 April 2020 April 22, 2020	<ul style="list-style-type: none"> - Pembahasan Terkait Talent Committee (Tindak Lanjut Arahan Kementerian BUMN) - Remunerasi dan Tantiem 2019 Untuk BoC/BoD Sebagai Usulan Ke Komisaris - Tindaklanjuti Arahan Menteri Perhubungan Terkait Pengoperasian Pesawat Jet Di Bandara JOG - Tindaklanjuti Arahan Menhub Terkait Pelaksanaan Proyek Pengembangan Bandara di AP I - Progress Report Detail Dampak COVID-19 Terhadap Cost Leadership dan Revenue Enhancement (Tindaklanjuti Pertemuan Senin, 20 April 2020) - Pembahasan Bahan Presentasi Ke BoC 	<ul style="list-style-type: none"> - <i>Discussion Related to the Talent Committee (Follow-up to the Directives of the Ministry of SOEs)</i> - <i>Remuneration and Bonus in 2019 for BoC/BoD as Recommendation to the Commissioner</i> - <i>Follow-up on the Directive of the Minister of Transportation Regarding operation of jet aircrafts at JOG airport</i> - <i>Follow up of the Directive of the Ministry of Transportation Regarding the Implementation of Airport Development Projects in AP I</i> - <i>Detailed Progress Report on the Impact of COVID-19 on Cost Leadership and Revenue Enhancement (Follow-up on the Meeting on Monday, April 20, 2020)</i> - <i>Discussion on Presentation Materials to the BoC</i>
14	29 April 2020 April 29, 2020	<ul style="list-style-type: none"> - Kick Off Meeting ISO 37001, Sistem Manajemen Anti Penyuapan - Update Dampak Pm 25/2020 Kemenhub Terhadap Operasional dan Keuangan - Usulan Efisiensi Oleh Cabang-Cabang Berdasarkan Surat Direktur Utama Nomor AP.1.2821/OB.01/2020/DU-B 	<ul style="list-style-type: none"> - <i>Kick Off Meeting on ISO 37001 Anti-Bribery Management System</i> - <i>Update on the Impact of Regulation of the Ministry of Transportation No. 25 of 2020 on Operations and Finance</i> - <i>Proposed Efficiency by the Branches Based on the Letter of President Director No. AP.1.2821/OB.01/2020/DU-B</i>
15	5 Mei 2020 May 5, 2020	<ul style="list-style-type: none"> - Kick Off Meeting Revisi Proyeksi Keuangan RJPP Tahun 2019 – 2023 Pasca COVID-19 - Cost Leadership – Tindaklanjuti Efisiensi Atas Surat Direktur Utama Nomor AP.1.2821/OB.01/2020/DU-B <ul style="list-style-type: none"> - Direktorat SDM dan Umum - Direktorat Keuangan 	<ul style="list-style-type: none"> - <i>Kick Off Meeting on Revised RJPP Financial Projection for 2019 - 2023 Post COVID-19</i> - <i>Cost Leadership – Follow-Up on Efficiency Based on the Letter of the President Director No. AP.1.2821/OB.01/2020/DU-B</i> <ul style="list-style-type: none"> - <i>Directorate of Human Resources and General Affairs</i> - <i>Directorate of Finance</i>
16	13 Mei 2020 May 13, 2020	Video Conference Paparan Kinerja Anak Usaha s.d April 2020 dan Sinergi Menghadapi COVID-19 : <ul style="list-style-type: none"> - Angkasa Pura Properti - Angkasa Pura Hotel - Angkasa Pura Retail - Angkasa Pura Logistik - Angkasa Pura Support 	<i>Video Conference on Presentation of Subsidiary Performance until April 2020 and Synergy in Facing COVID-19:</i> <ul style="list-style-type: none"> - <i>Angkasa Pura Property</i> - <i>Angkasa Pura Hotel</i> - <i>Angkasa Pura Retail</i> - <i>Angkasa Pura Logistics</i> - <i>Angkasa Pura Support</i>

No.	Tanggal Rapat Date	Agenda/Pembahasan	
17	19 Mei 2020 May 19, 2020	<ul style="list-style-type: none"> - Paparan Technology Architecture - Paparan Sentralisasi Procurement - Perkenalan dan Ramah Tamah Dengan Komisaris Baru Anak Perusahaan 	<ul style="list-style-type: none"> - <i>Presentation of Technology Architecture</i> - <i>Presentation of Procurement Centralization</i> - <i>Introduction and Gathering with New Commissioners of Subsidiaries</i>
18	27 Mei 2020 May 27, 2020	<ul style="list-style-type: none"> - Halal Bihalal BoD - Update New Normal - Update Cost Leadership - Penjelasan Mengenai Notional Pooling oleh Bank Mandiri 	<ul style="list-style-type: none"> - <i>Halal Bihalal Gathering of BoD</i> - <i>Update on New Normal</i> - <i>Update on Cost Leadership</i> - <i>Explanation on Notional Pooling by Bank Mandiri</i>
19	2 Juni 2020 June 2, 2020	<ul style="list-style-type: none"> - Laporan Progress Struktur Organisasi Yang Baru Beserta Pejabatnya (Kantor Pusat dan Kantor Cabang) - Suksesor Calon Vice President Information Technology 	<ul style="list-style-type: none"> - <i>Report on the Progress of New Organizational Structure and Its Officials (Head Office and Branch Offices)</i> - <i>Successor of Vice President of Information Technology</i>
20	9 Juni 2020 June 9, 2020	<ul style="list-style-type: none"> - Paparan Kinerja Keuangan hingga Mei 2020 - Cost Leadership Kebijakan Human Capital - Penjelasan Terkait Program Beasiswa D3 - Konsep Terkait Aplikasi Travelation - Update Rebound Strategy 	<ul style="list-style-type: none"> - <i>Presentation on Financial Performance until May 2020</i> - <i>Cost Leadership of Human Capital Policies</i> - <i>Presentation on the Diploma III Scholarship Program</i> - <i>Concepts related to Travelation Application</i> - <i>Update on Rebound Strategy</i>
21	16 Juni 2020 June 16, 2020	<ul style="list-style-type: none"> - Paparan Basic Design Bandara DPS - Paparan Studi Bandara Jawa Timur Baru - Update Rencana Pergantian Direksi Anak Usaha - Update Operasi Bandara Pasca SE-13/PJ/2020 tentang Panduan Pelaksanaan Tugas Selama Masa Pencegahan Penyebaran COVID-19 	<ul style="list-style-type: none"> - <i>Presentation on Basic Design of DPS Airport</i> - <i>Presentation on Study of New East Java Airport</i> - <i>Update on Subsidiary Director Change Plan</i> - <i>Update on Airport Operations Post Circulating Letter No. SE-13/PJ/2020 concerning Guidelines for the Implementation of Tasks During the Prevention of the Spread of COVID-19</i>
22	23 Juni 2020 June 23, 2020	<ul style="list-style-type: none"> - Video Conference Direksi AP I terkait Update Operasi Bandara Pasca SE-13/PJ/2020 tentang Panduan Pelaksanaan Tugas Selama Masa Pencegahan Penyebaran COVID-19 dan Laporan Keuangan AP I sampai dengan Mei 2020 - Update Rencana Pergantian Direksi Anak Usaha - Wawancara Calon Direktur Anak Usaha 	<ul style="list-style-type: none"> - <i>Video Conference of the Board of Directors of AP I regarding Update on Airport Operations Post Circulating Letter No. SE-1/PJ/2020 concerning Guidelines for the Implementation of Tasks During the Prevention of the Spread of COVID-19 and AP I's Financial Statements until May 2020.</i> - <i>Update on Subsidiary Director Change Plan</i> - <i>Interview with the Subsidiary Director Candidate</i>
23	30 Juni 2020 June 30, 2020	<ul style="list-style-type: none"> - Persiapan Rapat bersama BoC <ul style="list-style-type: none"> - Update Kinerja Keuangan s.d Mei 2020 dan Rencana Pengajuan Revisi RKAP 2020 - Operasi dan layanan Bandara AP I di masa new normal - Update terkait holding BUMN Aviati - Update Digital Health Passport - Update pelaksanaan pekerjaan revisi Keuangan RJPP 2019 - 2023 	<ul style="list-style-type: none"> - <i>Preparation of Meeting with the BoC</i> <ul style="list-style-type: none"> - <i>Update on Financial Performance until May 2020 and Plan for Submission of Revised RKAP 2020</i> - <i>Airport operations and services of AP I in the new normal period</i> - <i>Update on Aviation SOE holding</i> - <i>Update on Digital Health Passport</i> - <i>Update on the implementation of work on the revised RJPP Financial 2019 - 2023</i>
24	7 Juli 2020 July 7, 2020	<ul style="list-style-type: none"> - Paparan Direktur Utama APS terkait Rencana Kerja APS - Paparan Direktur Utama APP terkait Rencana Kerja APP - Pembahasan Penyesuaian RJPP AP I tahun 2019 - 2023 - Paparan Kinerja Keuangan sampai Juni 2020 dan Rencana Corrective Action selanjutnya - Penempatan counter rapid test di Bandara - Keputusan BoD untuk Direksi Anak Perusahaan 	<ul style="list-style-type: none"> - <i>Presentation of President Director of APS regarding the APS Work Plan</i> - <i>Presentation of President Director of APS regarding the APP Work Plan</i> - <i>Discussion on Adjustment of RJPP of AP I for 2019 – 2023</i> - <i>Presentation of Financial Performance until June 2020 and subsequent Corrective Action Plan</i> - <i>Placement of counter for rapid tests at the airports</i> - <i>Decree of BoD for the Directors of the Subsidiaries</i>
25	14 Juli 2020 July 14, 2020	<ul style="list-style-type: none"> - Realisasi Kinerja Keuangan Konsolidasi s.d. Juni 2020 - Video Conference Direksi Pt Angkasa Pura I (Persero) Dengan Kantor Cabang, Agenda : <ul style="list-style-type: none"> - Kinerja Operasional Dan Keuangan Hingga Juni 2020 - Pencapaian Program Corrective Action Yang Telah Dicanangkan. - Arahan Direksi 	<ul style="list-style-type: none"> - <i>Realization of Consolidated Financial Performance until June 2020</i> - <i>Video Conference of the Board of Directors of PT Angkasa Pura I (Persero) With Branch Offices, with the Agenda:</i> <ul style="list-style-type: none"> - <i>Operational and Financial Performance Until June 2020</i> - <i>Achievement of the Proposed Corrective Action Program.</i> - <i>Directives of the Board of Directors</i>

No.	Tanggal Rapat Date	Agenda/Pembahasan	
26	21 Juli 2020 July 21, 2020	<ul style="list-style-type: none"> - Update Program <i>Revenue Enhancement</i> - Finalisasi Proses Transformasi Perusahaan Oleh Konsultan (Korn Ferry) - Penyelarasan Enterprise Architecture - Implementasi Struktur Dan Organisasi Bandara Sedang dan Kecil - Koordinasi SP & AKA Kepada BoD, Sekaligus Informasi terkait Kebijakan <i>Corrective Action / Cost Leadership</i> Yang Telah Dilaksanakan - Presentasi 2 Calon Vice President Cargo dan Direksi Anak Perusahaan. 	<ul style="list-style-type: none"> - Update on <i>Revenue Enhancement Program</i> - Finalization of the Company Transformation Process by Consultant (Korn Ferry) - Alignment of Enterprise Architecture - Implementation of Medium and Small Airport Structure and Organization - Coordination of SP & AKA to BoD, as well as Information regarding <i>Corrective Action/Cost Leadership</i> Policies that Have Been Implemented - Presentation of 2 Candidates for Vice President Cargo and Directors of Subsidiaries.
27	28 Juli 2020 July 28, 2020	<ul style="list-style-type: none"> - Bahan Persiapan Rapat Bersama Dewan Komisaris Terkait Revisi RKAP Tahun 2020 - Rencana Pengumuman Seleksi Kerjasama Mitra Strategis Bandara Lombok - Financial Projection Dalam Revisi RJPP AP I Tahun 2019 – 2023 - Revisi KPI Tahun 2020 - Paparan Putusan MA Terkait Kasus AP I - BNI Syariah Atas Pembayaran (Standing Instruction) Pekerjaan Pembangunan Bandara LOP Tahun 2008 - Usulan Perubahan Batasan Pelimpahan Kewenangan Direksi dan Komisaris 	<ul style="list-style-type: none"> - Preparation for a Joint Meeting of the Board of Commissioners Regarding Revised RKAP 2020 - Plan for Announcement of Lombok Airport Strategic Partner Selection - Financial Projection in Revised RJPP of AP I 2019 – 2023 - Revised KPI 2020 - Presentation on Supreme Court's Verdict Related to the Case between AP I - BNI Syariah for Standing Instruction for LOP Airport Development Work in 2008 - Proposal to Change the Limitation on Delegation of Authority of Board of Directors and Board of Commissioners
28	11 Agustus 2020 August 11, 2020	<ul style="list-style-type: none"> - Kinerja Keuangan sampai dengan Juli 2020 - Safety Corridor Initiative (SCI) dengan Incheon - Update Mitra Strategis Bandara LOP - Paparan Rencana Pelaksanaan Pengembangan Bandara DPS - Struktur Organisasi Bandara DPS dan Bonus Karyawan Tahun 2019 	<ul style="list-style-type: none"> - Financial performance until July 2020 - Safety Corridor Initiative (SCI) with Incheon - Update on LOP Airport Strategic Partners - Presentation of DPS Airport Development Implementation Plan - DPS Airport Organization Structure and Employee Bonuses in 2019
29	18 Agustus 2020 August 18, 2020	<ul style="list-style-type: none"> - Pembahasan Revisi RKAP 2020 - Sosialisasi Aplikasi Smart Security System - Update Revisi RJPP Tahun 2019 - 2023 - Finansial - Update Program Rencana Implementasi Mendorong Kenaikan Trafik - Penyelesaian Service Agent dan Self Check in Kiosk - Wawancara Calon Vice President Information Technology 	<ul style="list-style-type: none"> - Discussion on Revised RKAP 2020 - Dissemination of Smart Security System Application - Update on Revised RJPP 2019 - 2023 – Financial - Update on Implementation Plan Program to Increase Traffic - Completion of Service Agent and Self Check in Kiosk - Interview with Vice President Information Technology
30	1 September 2020 September 1, 2020	<ul style="list-style-type: none"> - Tindak Lanjut Rencana Pengakhiran Kerja Sama Bangun Serah (BOT) Atas Lahan Sunset Road di Bali - Hasil Laporan Opini Kewajaran Nilai Transaksi Pembelian Garbarata di 3 (Tiga) Bandara (YIA, BDI dan SRG) - Penawaran Studi Korporasi dari Bechtel & Deloitte Kepada AP I (Gratis) 	<ul style="list-style-type: none"> - Follow-up on Plan for Termination of Cooperation of Build, Operate, and Transfer (BOT) on Sunset Road Land in Bali - Report Results on Fair Opinion of Value of Aviobridge Purchase Transaction at 3 (Three) Airports (YIA, BDI and SRG) - Offer for Corporate Study From Bechtel & Deloitte to AP I (Free)
31	8 September 2020 September 8, 2020	<ul style="list-style-type: none"> - Update Rencana Pengembangan Bandara DPS di Bali Utara - Update Laporan Karyawan Terkonfirmasi Positif COVID-19 dan Proses Penanganannya - Realisasi Kinerja Keuangan hingga Agustus 2020 Serta Contingency Plan yang perlu disiapkan - Penjelasan Struktur Kerjasama antara AP I - Gudang Garam dalam Pengelolaan Bandara Dhoho Kediri (pilihan dari alternatif yang diajukan) - Realisasi Kinerja Operasi Hingga Agustus 2020 dan Update Program Rencana Mendorong Kenaikan Trafik Serta Strategi Komunikasi yang di Implementasikan - Update Perkembangan Progress Proyek Bandara LOP (termasuk usulan waving gallery dan penataan parkir kendaraan) - Tindaklanjuti Rencana TNI AL Menutup Jalan Akses T1 - T2 Bandara SUB untuk Pembangunan Skuadron 700 UV 	<ul style="list-style-type: none"> - Update on DPS Airport Development Plan in North Bali - Update on Employee Tested Positive for COVID-19 Report and its Handling Process - Realization of Financial Performance until August 2020 and Contingency Plan to be Prepared - Explanation of the Cooperation Structure between AP1 - Gudang Garam in Management of Dhoho Airport in Kediri (option from the proposed alternatives) - Realization of Operational Performance Until August 2020 and Update on Program Plan to Increase Traffic and Communication Strategies to be Implemented - Update on the progress of LOP Airport Project (including proposed waving gallery and vehicle parking arrangement) - Follow up on Plan of the Indonesian Navy to close the access road of T1 - T2 of SUB Airport for the construction of the 700 UV Squadron

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32	15 September 2020 September 15, 2020	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 dan Adaptasi Penyesuaian Kerja Masa PSBB Jakarta - Laporan Singkat (Update) Tindak Lanjut Penertiban Rumah Dinas Rawa Sari Jakarta - Kebijakan Fungsi dan Tugas Shared Service Management Terkait dengan Perubahan Ordonatur Pembantu dan Kebendaharawan - Laporan Kinerja dan Pencapaian Cost Leadership Kantor Cabang - Usulan Aplikasi Smart Security System - Update Penjelasan Perubahan Rjpp 2020-2024 Bersama Konsultan PWC 	<ul style="list-style-type: none"> - Weekly Update on Employee Tested Positive for COVID-19 Report and Adaptation of Work Adjustments During the Large Scale Social Restrictions (PSBB) Period in Jakarta - Short Report (Update) on Follow-up to Control Rawa Sari Official Residence in Jakarta - Policy on Functions and Duties of Shared Service Management Related to Changes in Assistant Ordinance and Treasury - Report on Performance and Achievement of Cost Leadership at Branch Offices - Proposed Smart Security System Application - Update on Explanation of Changes in RJPP 2020-2024 with PWC Consultant
33	22 September 2020 September 22, 2020	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 - Usulan Kebijakan Human Capital Group Terkait dengan New PMS, Jabatan Fungsional dan Pola Insentif - Design Interior Pengembangan Bandara UPG. - Penjelasan Hasil Kunjungan Menteri Perhubungan ke Bandara LOP - Penjelasan Skenario RJPP Tahun 2021 - 2025 Yang Diminta Oleh Kementerian BUMN - Pembahasan Tindaklanjuti Surat GVK Yang Ditembuskan Kepada Menteri Koordinator Kemaritiman, Menteri BUMN dan Menteri Perhubungan Terkait Pembangunan Bandara Internasional Yogyakarta di Kulonprogo 	<ul style="list-style-type: none"> - Weekly Update on Employee Tested Positive for COVID-19 Report - Proposed Human Capital Group Policies Related to New PMS, Functional Positions and Incentive Patterns - UPG Airport Development Interior Design - Explanation on Result of the Minister of Transportation Visit to LOP Airport - Explanation on the RJPP 2021-2025 scenario as requested by the Ministry of SOE - Discussion on Follow-up of the Letter of GVK Copied to the Coordinating Minister for Maritime Affairs, the Minister of SOE and the Minister of Transportation Related to the Construction of Yogyakarta International Airport in Kulonprogo
34	29 September 2020 September 29, 2020	<ul style="list-style-type: none"> - Agenda lain – lain (tambahan) - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 - Penyampaian Revisi RJPP 2020 - 2024 Yang Akan Dibahas Bersama BoC - Laporan Peningkatan Kapasitas Wifi Kantor Pusat - Pembahasan Tindaklanjuti Surat GVK Yang Ditembuskan Kepada Menteri Koordinator Kemaritiman, Menteri BUMN dan Menteri Perhubungan terkait Proses Pembangunan Bandara YIA 	<ul style="list-style-type: none"> - Other (additional) agenda - Weekly Update on Employee Tested Positive for COVID-19 Report - Submission of the Revised RJPP 2020-2024 to be Discussed with the BoC - Report on Increase in Wifi Capacity at Headquarter - Discussion of Follow-up of Letter of GVK Copied to the Coordinating Minister for Maritime Affairs, the Minister of SOE and the Minister of Transportation related to YIA Airport Development Process
35	6 Oktober 2020 October 6, 2020	<ul style="list-style-type: none"> - Agenda lain - lain (tambahan) - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 - Kinerja Keuangan sampai dengan September 2020 - Penyampaian Laporan Pekerjaan People Transformation dari Korn Ferry - Update Beautifikasi Terminal LOP dan KOE. 	<ul style="list-style-type: none"> - Other (additional) agenda - Weekly Update on Employee Tested Positive for COVID-19 Report - Financial performance until September 2020 - Submission of People Transformation Job Report from Korn Ferry - Update on Beautification of LOP and KOE terminals.
36	8 Oktober 2020 October 8, 2020	<ul style="list-style-type: none"> - Penyampaian Revisi RJPP 2020 – 2024 - Realisasi Kinerja Keuangan PT. AP 1 s.d September 2020 - Realisasi Kinerja Keuangan Anak Perusahaan dan Kantor Cabang s.d September 2020 	<ul style="list-style-type: none"> - Submission of the Revised RJPP 2020-2024 - Realization of Financial Performance of PT Angkasa Pura I until September 2020 - Realization of Financial Performance of Subsidiaries and Branch Offices until September 2020
37	13 Oktober 2020 October 13, 2020	<ul style="list-style-type: none"> - Agenda tambahan (lain-lain) - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 - Pembahasan Enterprise Architecture - Update Implementasi Safe Corridor Initiatives (SCI) antara Incheon Airport dan Bandara DPS - Alternatif Pengembangan Bandar Udara I Gusti Ngurah Rai di Sumber Klampok, Bali Utara - Penyelesaian Kontrak Pekerjaan APS yang belum diselesaikan oleh AP I - Progres Pekerjaan Kantor Akuntan Publik sebagai Auditor Independen atas Laporan Keuangan PT AP I dan Audit Kepatuhan BPK RI dan Progress Pelaksanaan Audit Kepatuhan BPK – RI (14 September – 15 Desember 2020) 	<ul style="list-style-type: none"> - Other (additional) agenda - Weekly Update on Employee Tested Positive for COVID-19 Report - Discussion on Enterprise Architecture - Update on Implementation of Safe Corridor Initiatives (SCI) between Incheon Airport and DPS Airport - Alternative Development of I Gusti Ngurah Rai Airport in Sumber Klampok, North Bali - Completion of APS Work Contract that has not been completed by AP I - Work Progress of Public Accountant Firm as Independent Auditor on PT AP I Financial Statements and BPK RI Compliance Audit as well as BPK-RI Compliance Audit Implementation Progress (14 September - 15 December 2020)

No.	Tanggal Rapat Date	Agenda/Pembahasan	
38	20 Oktober 2020 <i>Oktober 20, 2020</i>	<ul style="list-style-type: none"> - Sosialisasi Holding BUMN Pariwisata dan Pendukung kepada Karyawan AP1 - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (termasuk Anak Perusahaan) - Update Rencana Pembangunan Bandara Bali Utara - Paparan Proyek Perluasan Terminal Bandara MDC - Penyelesaian Dokumen Kontrak AP1 dengan APS yang Belum terselesaikan - Tindak lanjut Surat GVK atas Pembangunan Bandara YIA, Hasil Pertemuan dengan Bapak Tommy Soetomo (Dirut AP1 Periode 2010 – 2015) 	<ul style="list-style-type: none"> - <i>Dissemination on Tourism and Support SOE Holding to AP1 Employees</i> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report (including Subsidiaries)</i> - <i>Update on North Bali Airport Development Plan</i> - <i>Presentation on MDC Airport Terminal Expansion Project</i> - <i>Completion of Unresolved Contract Documents of AP1 with APS</i> - <i>Follow up on the Letter of GVK on the construction of YIA Airport, the meeting results with Mr. Tommy Soetomo (AP1 President Director 2010 - 2015)</i>
39	27 Oktober 2020 <i>October 27, 2020</i>	<ul style="list-style-type: none"> - Pembahasan Rencana Perpanjangan Runway Di Bandara LOP - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (Termasuk Anak Perusahaan) - Review RKAP 2021 Yang Akan dibahas Bersama BoC - Update kerja sama Mitra Strategis LOP Setelah Aanwijzing - Update Rencana Pembangunan Bandara Baru Bali Utara - Update Revisi Desain Terminal LOP - Update Revisi Desain Terminal KOE 	<ul style="list-style-type: none"> - <i>Discussion on Runway Extension Plan at LOP Airport</i> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report (Including Subsidiaries)</i> - <i>Review of RKAP 2021 to be discussed with the BoC</i> - <i>Update on Cooperation with LOP Strategic Partners after Aanwijzing</i> - <i>Update on New Airport in North Bali Development Plan</i> - <i>Update on Revised LOP Terminal Design</i> - <i>Update on Revised KOE Terminal Design</i>
40	3 November 2020 <i>November 3, 2020</i>	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 - Finalisasi Pembahasan Alternatif Studi Basic Desain Atap Bandara I Gusti Ngurah Rai Oleh Konsultan Indulexco - Persiapan Bahan Paparan untuk Rapat Bersama dengan Lembaga Kebijakan Pengadaan Barang Jasa Pemerintah (LKPP) terkait Pembangunan Bali Utara. - Perpanjangan Runway Bandara LOP (Agenda Tambahan) 	<ul style="list-style-type: none"> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report</i> - <i>Finalization of Discussion on Alternative Basic Design Study of Roof for I Gusti Ngurah Rai Airport by Indulexco Consultant</i> - <i>Preparation of Presentation Materials for Joint Meetings with the National Public Procurement Agency (LKPP) related to North Bali Airport Development.</i> - <i>Extension of LOP Airport Runway (Additional Agenda)</i>
41	10 November 2020 <i>November 10, 2020</i>	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (Termasuk Anak Usaha) - Penandatanganan Kontrak Pekerjaan Peningkatan Daya Dukung Perkerasan Runway Eksisting Dan Perpanjangan Runway Serta Sarana Penunjangnya di Bandara LOP dengan PT. Utama Karya - Penjelasan Renovasi Terminal Bandara LOP - Seremonial Penyerahan Bantuan Beasiswa Perguruan Tinggi Bagi Putra Putri TNI dan Polri - Penjelasan Revisi KPI 2020 Hasil Dari Pembahasan Dengan Kementerian BUMN - Kinerja Keuangan Hingga Oktober 2020 - Update kerja sama Pengelolaan Bandara Dhoho dengan Gudang Garam 	<ul style="list-style-type: none"> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report (Including Subsidiaries)</i> - <i>Signing of Work Contract to Increase the Load Bearing Capacity of Existing Runway Pavement and Runway Extension as well as its Supporting Facilities at LOP Airport with PT Utama Karya</i> - <i>Explanation of LOP Airport Terminal Renovation</i> - <i>Ceremonial Handover of College Scholarship Assistance for Children of the TNI and Polri</i> - <i>Explanation of the Revised KPI 2020 Results from Discussion with the Ministry of SOEs</i> - <i>Financial Performance Until October 2020</i> - <i>Update on Management Cooperation between Dhoho Airport and Gudang Garam</i>
42	17 November 2020 <i>November 17, 2020</i>	<ul style="list-style-type: none"> - Video Conference Tema “Menjadi CEO Ber-AKHLAK” Oleh Menteri BUMN - Safe Corridor Initiatives (Incheon International Airport – I Gusti Ngurah Rai International Airport) - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (Termasuk Anak Usaha) - Penjelasan Mengenai Program Pengembangan Talenta Karyawan Dan Pembentukan Corporate University - Penjelasan Simulasi Pemberian Bonus Karyawan Tahun 2019 - Video Conference Dengan Kementerian BUMN Terkait Sosialisasi Aspirasi Pemegang Saham/Pemilik Modal Untuk Penyusunan Rencana Kerja Dan Anggaran Perusahaan Tahun 2021 	<ul style="list-style-type: none"> - <i>Video Conference with the theme of “Becoming CEO with AKHLAK” by the Minister of SOE</i> - <i>Safe Corridor Initiatives (Incheon International Airport - I Gusti Ngurah Rai International Airport)</i> - <i>Weekly Update on Employee Tested Positive for COVID-19 Report (Including Subsidiaries)</i> - <i>Explanation on Employee Talent Development Program and Establishment of a Corporate University</i> - <i>Explanation of Employee Bonus Grant Simulation in 2019</i> - <i>Video Conference with the Ministry of SOEs Regarding the Dissemination of Aspirations of Shareholders/Capital Owners for the Preparation of Company Work Plan and Budget 2021</i>
43	24 November 2020 <i>November 24, 2020</i>	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (Termasuk Anak Usaha) - Interview Langsung Calon GM. SUB (Kolonel Kicky Salvachdie) - Update Penjelasan Mengenai Program Pengembangan Talenta Karyawan - Pelantikan Virtual, General Manager, Vice President, Senior Manager AP I - Update Laporan Pelayanan CUCS - Update Holding Workstream 3 terkait dengan Struktur Organisasi 	<ul style="list-style-type: none"> - <i>Weekly Update of Employee Tested Positive for COVID-19 Report (Including Subsidiaries)</i> - <i>Direct Interview with GM Candidate of SUB (Colonel Kicky Salvachdie)</i> - <i>Update on Explanation Regarding Employee Talent Development Program</i> - <i>Virtual Inauguration, General Manager, Vice President, Senior Manager of AP I.</i> - <i>Update on CUCS Service Report</i> - <i>Update Holding Workstream 3 related to Organizational Structure</i>

No.	Tanggal Rapat Date	Agenda/Pembahasan	
44	2 Desember 2020 <i>December 2, 2020</i>	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (Termasuk Anak Usaha) - Penjelasan mengenai Rencana Pelaksanaan RUPU (Rapat Umum Pemegang Obligasi) & RUPSI (Rapat Umum Pemegang Sukuk Ijarah) - Tindak Lanjut Rencana Pembangunan Dan Sinkronisasi Terminal Existing Dalam Pelaksanaan Proyek Pengembangan Bandara Manado - Tindak Lanjut Rencana Pembangunan Bandara Baru di Jawa Timur - Pekerjaan Design and Build Pembuatan Artwork Interior Gedung Terminal Bandara BDJ - Update Lanjutan Penjelasan mengenai Pogram Pengembangan Talenta Karyawan (Executive Leader Programe untuk BoD-1) 	<ul style="list-style-type: none"> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report (Including Subsidiaries)</i> - <i>Explanation on RUPU Implementation Plan (General Meeting of Bondholders) & RUPSI (General Meeting of Sukuk Ijarah Holders)</i> - <i>Follow-up on Development Plan and Synchronization of Existing Terminals in Implementation of Manado Airport Development Project</i> - <i>Follow-up on Plan for New Airport Development in East Java</i> - <i>Design and Build Work to Create Interior Artwork for BDJ Airport Terminal Building</i> - <i>Continued Update of Explanation on Employee Talent Development Program (Executive Leader Program for BoD-1)</i>
45	8 Desember 2020 <i>December 8, 2020</i>	<ul style="list-style-type: none"> - Perkenalan Direktur Baru (DO dan DP) - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (termasuk Anak Usaha) - Update Kerjasama AP I dan Gudang Garam terkait Operasional Bandara Dhoho Kediri - Pembahasan Pekerjaan Design and Build Pembuatan Artwork Interior Gedung Terminal Bandara BDJ - Update Desain Harmonisasi Terminal Eksisting Bandara MDC - Update Hasil Route Conference 2020 	<ul style="list-style-type: none"> - <i>New Directors' Introduction (DO and DP)</i> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report (including Subsidiaries)</i> - <i>Update on Cooperation between AP I and Gudang Garam regarding Operations of Dhoho Airport – Kediri</i> - <i>Discussion on Design and Build Work to Create Interior Artwork for BDJ Airport Terminal Building</i> - <i>Update on Harmonization Design of Existing MDC Airport Terminal</i> - <i>Update on Results of Route Conference 2020</i>
46	15 Desember 2020 <i>December 15, 2020</i>	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (termasuk Anak Usaha) - Laporan Kinerja Keuangan Hingga Nopember 2020 - Update Progress Pekerjaan Enterprise Architecture 	<ul style="list-style-type: none"> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report (including Subsidiaries)</i> - <i>Financial Performance Report Until November 2020</i> - <i>Update on Enterprise Architecture Work Progress</i>
47	22 Desember 2020 <i>December 22, 2020</i>	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (termasuk Anak Usaha) - Penyampaian Hasil Audit Interim oleh KAP Purwanto Sungkoro dan Surja (KAP EY) hingga September 2020. - Interview Calon Direksi APS - Persetujuan Dokumen RFP Seleksi KPBU Batam - Inisiatif Strategik Direktorat 	<ul style="list-style-type: none"> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report (including Subsidiaries)</i> - <i>Submission of Interim Audit Results by KAP Purwanto Sungkoro and Surja (KAP EY) until September 2020</i> - <i>Interview with Director Candidates of APS</i> - <i>Approval of RFP Documents of KPBU Batam Selection</i> - <i>Directorate Strategic Initiatives</i>
48	28 Desember 2020 <i>December 28, 2020</i>	<ul style="list-style-type: none"> - Update Mingguan Laporan Karyawan Terkonfirmasi Positif COVID-19 (termasuk Anak Usaha) - Update Alternatif Bentuk Atap Study Basic Design Bandara DPS - Inisiatif Strategik Direktorat (DU, DT, DM, DO, DI) 	<ul style="list-style-type: none"> - <i>Weekly Update on Employees Tested Positive for COVID-19 Report (including Subsidiaries)</i> - <i>Update on Alternative Basic Design Study of Roof of DPS Airport</i> - <i>Directorate Strategic Initiatives (DU, DT, DM, DO, DI)</i>

Rapat Gabungan Dewan Komisaris dengan Direksi

Rapat gabungan antara Dewan Komisaris dan Direksi dilaksanakan guna membahas laporan-laporan berkala dari Direksi, membahas permasalahan Perusahaan, serta respon Komisaris untuk memberi tanggapan, catatan dan nasihat kepada Direksi. Rapat gabungan dilaksanakan paling sedikit satu kali dalam satu bulan. Komisaris Utama dapat mengundang Direktur Utama untuk menyelenggarakan rapat gabungan sekurang-kurangnya tujuh hari sebelum rapat diadakan.

Sepanjang tahun 2020, rapat gabungan Dewan Komisaris dan Direksi dilaksanakan sebanyak 12 kali. Seluruh agenda, tanggal, dan jumlah peserta rapat diuraikan dalam tabel berikut.

Joint Meetings Between Board of Commissioner and Board of Directors

A joint meeting between the Board of Commissioners and the Board of Directors is held to discuss periodic reports from the Board of Directors, Company issues, and the Commissioner's response to providing comments, notes and advice to the Board of Directors. Joint meeting is held at least once a month. The President Commissioner may invite the President Director to hold a joint meeting at least 7 (seven) days before the meeting is held.

Throughout 2020, joint meeting between Board of Commissioners and Board of Directors were held 12 times. The agenda, date, and number of meeting participants are described in the following table.

Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat Gabungan*Frequency and Attendance Rate of Members of Board of Commissioners in Joint Meeting*

Name	Jabatan Position	Jumlah Rapat Total Meetings*	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance*
Djoko Sasono	Komisaris Utama <i>President Commissioner</i>	12	12	100%
Tri Budi Satriyo	Komisaris <i>Commissioner</i>	12	12	100%
Danang Parikesit	Komisaris <i>Commissioner</i>	12	12	100%
Wempi Saputra	Komisaris <i>Commissioner</i>	12	12	100%
Wihana Kirana Jaya	Komisaris <i>Commissioner</i>	12	12	100%
Irfan Wahid	Komisaris Independen <i>Independent Commissioner</i>	12	12	100%
Erwan Agus Purwanto	Komisaris Independen <i>Independent Commissioner</i>	12	12	100%
Faik Fahmi	Direktur Utama <i>President Director</i>	12	12	100%
Devy Suradji	Direktur Pemasaran dan Pelayanan <i>Marketing and Services Director</i>	12	12	100%
Wendo Asrul Rose	Direktur Operasi <i>Operation Director</i>	12	12	100%
Adi Nugroho	Direktur Sumber Daya Manusia dan Umum <i>Human Capital and General Affairs Director</i>	12	12	100%
Lukman F. Laisa	Direktur Teknik <i>Technical Director</i>	12	12	100%
Dendi T. Danianto	Direktur Pengembangan Usaha <i>Finance Director</i>	12	12	100%
Andy S. Bratamihardja	Direktur Keuangan <i>Finance Director</i>	12	12	100%
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan <i>Compliance, Assets, and Procurement Director</i>	12	12	100%

Agenda Rapat Gabungan antara Dewan Komisaris dengan Direktur*Agenda of Joint Meeting between Board of Commissioner and Board of Director*

No.	Tanggal Rapat	Agenda/Pembahasan	
1	30 Januari 2020 <i>January 30, 2020</i>	1. Pembahasan Laporan Kinerja Keuangan Tahun 2019 PT Angkasa Pura I (Persero) Unaudit; 2. Lain-lain.	1. <i>Discussion on the Unaudited Financial Performance Report 2019 of PT Angkasa Pura I (Persero);</i> 2. <i>Others.</i>
2	26 Februari 2020 <i>February 26, 2020</i>	1. Pembahasan Laporan Keuangan Konsolidasi Tahun 2019 Audited PT Angkasa Pura I (Persero) dan Anak Perusahaan; 2. Lain-lain.	1. <i>1. Discussion on the Audited Consolidated Financial Statements 2019 of PT Angkasa Pura I (Persero) and Subsidiaries;</i> 2. <i>Others.</i>
3	30 Maret 2020 <i>March 30, 2020</i>	1. Update Pemindahan Bandara Adi Sutjipto Yogyakarta (JOG) ke Yogyakarta International Airport (YIA); 2. Mitigasi Dampak Pelarangan Perjalanan (Domestik) untuk Transportasi Udara; 3. Lain-lain.	1. <i>Update on the Transfer of Adi Sutjipto Airport - Yogyakarta (JOG) to Yogyakarta International Airport (YIA);</i> 2. <i>Impact Mitigation of Restricted Travel (Domestic) for Air Transport;</i> 3. <i>Others.</i>
4	22 April 2020 <i>April 22, 2020</i>	1. Pembahasan Laporan Tahunan Tahun 2019; 2. Pembahasan Laporan Triwulan I Tahun 2020; 3. Lain-lain.	1. <i>Discussion on the Annual Report 2019;</i> 2. <i>Discussion on the First Quarter Report in 2019;</i> 3. <i>Others.</i>
5	13 Mei 2020 <i>May 13, 2020</i>	1. Pembahasan Hal-hal yang Memerlukan Keputusan RUPS atas Laporan Tahunan PT Angkasa Pura I (Persero) Tahun Buku 2019; 2. Lain-lain.	1. <i>Discussion on Matters Requiring GMS Resolution on the Annual Report of PT Angkasa Pura I (Persero) for Financial Year 2019;</i> 2. <i>Others.</i>

No.	Tanggal Rapat	Agenda/Pembahasan	
6	30 Juni 2020 <i>June 30, 2020</i>	<ol style="list-style-type: none"> Update Kinerja hingga Bulan Mei 2020; Pembahasan Operasional Bandara Angkasa Pura I di Masa New Normal; Lain-lain. 	<ol style="list-style-type: none"> <i>Update on Performance Until May 2020;</i> <i>Discussion on the Operations of Angkasa Pura I Airports during the New Normal Period;</i> <i>Others.</i>
7	28 Juli 2020 <i>July 28, 2020</i>	<ol style="list-style-type: none"> Pembahasan Revisi RKAP Tahun 2020; Lain-lain. 	<ol style="list-style-type: none"> <i>Discussion on the Revised RKAP 2020;</i> <i>Others.</i>
8	02 September 2020 <i>September 2, 2020</i>	<ol style="list-style-type: none"> Pembahasan Kinerja s.d Juli 2020; Roadmap SDM; Protokol Pencegahan/Penanganan Covid Lingkup AP I. 	<ol style="list-style-type: none"> <i>Discussion on Performance until July 2020;</i> <i>Human Capital Roadmap;</i> <i>Protocols for the Prevention/Handling COVID-19 within Angkasa Pura I</i>
9	29 September 2020 <i>September 29, 2020</i>	Pembahasan Rencana Penyesuaian RJPP 2020-2024	<i>Discussion on RJPP 2020-2024 Adjustment Plan</i>
10	27 Oktober 2020 <i>October 27, 2020</i>	Pembahasan Usulan RKAP Tahun 2021 PT Angkasa Pura I (Persero)	<i>Discussion on the Proposed RKAP 2021 of PT Angkasa Pura I (Persero)</i>
11	26 November 2020 <i>November 26, 2020</i>	<ol style="list-style-type: none"> Pembahasan Kinerja s.d bulan Oktober 2020; Update Rencana Pembangunan Bandara di Bali Utara. 	<ol style="list-style-type: none"> <i>Discussion on Performance until October 2020;</i> <i>Update on Airport Development Plan in North Bali.</i>
12	22 Desember 2020 <i>December 22, 2020</i>	<ol style="list-style-type: none"> Penyampaian Audit Interim KAP; Lain-lain. 	<ol style="list-style-type: none"> <i>Submission of Public Accounting Firm (KAP) Interim Audit;</i> <i>Others.</i>

KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Diversity of Board of Commissioners and Board of Directors

Kebijakan Keberagaman Komposisi Dewan Komisaris dan Penerapannya

Policy on Composition Diversity of the Board of Commissioners and Its Implementation

Pemilihan Dewan Komisaris Angkasa Pura I dilakukan dengan mempertimbangkan kualitas dan kompetensi. Dewan Komisaris Angkasa Pura I memiliki latar belakang pendidikan, pengalaman, dan keahlian yang berbeda guna memenuhi kebutuhan Perusahaan. Di tahun 2020, seluruh anggota Dewan Komisaris bergender laki-laki. Meskipun demikian, Angkasa Pura I memastikan bahwa tidak adanya Dewan Komisaris perempuan bukan disebabkan adanya diskriminasi, namun karena jumlah perempuan yang berkiprah di industri kebandarudaraan lebih sedikit dibandingkan dengan laki-laki. Keberagaman Dewan Komisaris dan Direksi Angkasa Pura I telah mengacu pada Peraturan Menteri BUMN No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas BUMN.

The election of the Board of Commissioners of Angkasa Pura I was performed by considering quality and competence. Angkasa Pura I strives for the members of Board of Commissioners to have different educational backgrounds, experience and expertise in accordance with the needs of the Company. In 2020, all members of the Board of Commissioners were males. Nevertheless, Angkasa Pura I ensures that the absence of female Board of Commissioners is not due to discrimination, but rather the number of women taking part in the airport industry was less than that of men. The composition diversity of members of Board of Commissioners and Board of Directors of PT Angkasa Pura I (Persero) referred to the Minister of SOEs Regulation No. PER-02/MBU/02/2015 concerning Requirements and Procedures for the Appointment and Dismissal of Members of Board of Commissioners and Supervisory Board in SOEs.

Keberagaman Dewan Komisaris Angka Pura I

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

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	57	S3, Doktor Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Jepang, 2002 <i>Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Japan, 2002</i>	Tata ruang, infrastruktur, sistem transportasi, perhubungan darat, perencanaan dan pengembangan <i>Spatial planning, infrastructure, transportation systems, land transportation, planning and development</i>
Tri Budi Satriyo	Komisaris Commissioner	Laki-laki Male	59	S2, Magister Manajemen, Universitas IMMI, 2010 <i>Master of Management, IMMI University, 2010</i>	Tentara Nasional Indonesia Angkatan Udara, keamanan wilayah udara <i>Indonesian Air Force, airspace security</i>
Danang Parikesit	Komisaris Commissioner	Laki-laki Male	56	S3, Dr-Tech, Summa Cum Laude, Vienna Univ of Technology, Austria, 1996 <i>S3, Dr-Tech, Summa Cum Laude, Vienna Univ of Technology, Austria, 1996</i>	Dosen, rehabilitasi dan rekonstruksi pasca bencana, staf khusus Menteri PU, kedepujian infrastruktur <i>Lecturer, post-disaster rehabilitation and reconstruction, special staff to the Minister of Public Works, deputy of infrastructure</i>
Wempi Saputra	Komisaris Commissioner	Laki-laki Male	47	S3, Doctor of Economics, Department of Social and Economic System, Graduate School of Economics, Nagoya University, Jepang, 2012 <i>S3, Doctor of Economics, Department of Social and Economic System, Graduate School of Economics, Nagoya University, Jepang, 2012</i>	Bea dan Cukai, kebijakan penerimaan dan pembiayaan negara, Kepala Pusat Analisis dan Harmonisasi Kebijakan Kementerian Keuangan <i>Customs and Excise, state revenue and financing policies, Head of the Center for Policy Analysis and Harmonization of the Ministry of Finance</i>
Wihana Kirana Jaya	Komisaris Commissioner	Laki-laki Male	63	S3, Ekonomi Departemen Ekonomi, Universitas Monash, Melbourne, 2008 <i>Doctorate in Economics, Department of Economics, Monash University, Melbourne, 2008</i>	Manajemen ekonomis strategis, konsultan, wakil dekan, optimasi penerimaan negara <i>Strategic economic management, consultant, vice dean, optimization of state revenues</i>
Irfan Wahid	Komisaris Independen Independent Commissioner	Laki-laki Male	52	S2, The Art Institute of Seattle di Amerika Serikat <i>Master, The Art Institute of Seattle in the United States</i>	Ketua Pokja Industri Kreatif, Senior Advisor, KADIN Indonesia, ICMI <i>Chairman of the Creative Industry Working Group, Senior Advisor, the Indonesian Chamber of Commerce and Industry (KADIN Indonesia), ICMI</i>
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Laki-laki Male	53	S3, Amsterdam School for Social Science Research, Faculty of social and behavioural science, University of Amsterdam (lulus tahun 2004). <i>Doctorate, Amsterdam School for Social Science Research, Faculty of social and behavioural science, University of Amsterdam (graduated in 2004).</i>	Peneliti, Dosen, administrasi publik, manajemen kebijakan publik, dewan pertimbangan penelitian <i>Researcher, lecturer, public administration, public policy management, research consideration board</i>

Kebijakan Keberagaman Komposisi Direksi dan Penerapannya**Policy on Diversity in the Composition of the Board of Directors and Its Implementation**

Pemilihan, penetapan, dan pengangkatan Direksi Angka Pura I mengutamakan kapasitas dan kapabilitas serta etika perilaku individu. Kriteria tersebut telah sejalan dengan Peraturan Menteri BUMN No. PER-01/MBU/2012 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi BUMN. Keberagaman komposisi Direksi disesuaikan dengan kebutuhan strategi operasional, manajemen risiko, dan pengembangan usaha Perusahaan.

The selection, determination, and appointment of the Board of Directors of Angkasa Pura I prioritize the ability and expertise as well as the ethics of individual behavior. These criteria are in accordance with the Minister of SOE Regulation No. PER-01/MBU/2012 concerning Requirements and Procedures for Appointment and Dismissal of Members of Board of Directors in SOEs. The composition diversity of Board of Directors is adjusted to the needs of operational strategy, risk management and business development of the Company.

Meskipun telah mengedepankan prinsip keberagaman dalam komposisi Direksi, di tahun 2020 komposisi Direksi Angkasa Pura I terdiri dari 7 orang laki-laki dan 1 orang perempuan. Hal tersebut disebabkan karena jumlah profesional perempuan yang berkarir di industri kebandarudaraan lebih rendah dibandingkan dengan profesional laki-laki. Angkasa Pura I menjamin bahwa tidak terdapat kebijakan diskriminatif yang mengakibatkan komposisi Direksi diisi oleh mayoritas laki-laki, terpilihnya Direksi laki-laki di Perusahaan lebih disebabkan karena proses seleksi yang dilaksanakan secara profesional.

Despite prioritizing the principle of diversity in the composition of Board of Directors, in 2020, the composition of the Board of Directors of Angkasa Pura I consist of 7 male and 1 female. This was because the number of female professionals working in the airport industry was far lower than the male counterparts. PT Angkasa Pura I (Persero) ensures that there are no discriminatory policies resulting in the composition of the Board of Directors being filled by a majority of male, but is based on selection carried out in a professional manner.

Keberagaman Direksi Angkasa Pura I

Diversity of Members of the Board of Directors of PT Angkasa Pura I (Persero)

Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Faik Fahmi	Direktur Utama <i>President Director</i>	Laki-laki <i>Male</i>	53	Magister Bidang Manajemen <i>Master of Management</i>	Layanan penerbangan, komersial dan pengembangan bisnis, kegiatan usaha pelabuhan <i>Aviation services, commercial and business development, port business activities</i>
Devy W. Suradji	Direktur Pemasaran dan Pelayanan <i>Marketing and Services Director</i>	Perempuan <i>Female</i>	50	Master bidang Environmental Health Management <i>Master of Environmental Health Management</i>	Manajemen, pengembangan kompetensi, pemasaran, komunikasi, pengembangan bandara <i>Management, competency development, marketing, communications, airport development</i>
Wendo Asrul Rose	Direktur Operasi <i>Operation Director</i>	Laki-laki <i>Male</i>	50	Sarjana Teknik Mesin <i>Bachelor of Mechanical Engineering</i>	Bidang Kebandar Udara, Manajemen, Operasional, Perencanaan, Pengembangan dan Konstruksi, Pengawasan Bidang <i>Airport Management, Airport Operations, Airport Planning, Airport Development and Construction, Airport Supervision.</i>
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum <i>Human Capital and General Affairs Director</i>	Laki-laki <i>Male</i>	52	Sarjana Hukum Internasional <i>Bachelor of International Law</i>	Hukum Perbankan, <i>Compliance</i> , Restrukturisasi, <i>Corporate Action</i> <i>Banking Law, Compliance, Restructuring, Corporate Action</i>
Lukman F. Laisa	Direktur Teknik <i>Technical Director</i>	Laki-laki <i>Male</i>	52	Sarjana Teknik Sipil <i>Bachelor of Civil Engineering</i>	Teknik sipil, konstruksi bandara, perencanaan, perhubungan udara <i>Civil Engineering, Airport Construction, Planning, Air Transportation</i>
Dendi T. Danianto	Direktur Pengembangan Usaha <i>Business Development Director</i>	Laki-laki <i>Male</i>	48	Bachelor in Business Administration, majoring in Banking & Finance	Management, Marketing, Branding Communication & Promotion, Strategic Development, Technology, HR Management <i>Management, Marketing, Branding Communication & Promotion, Strategic Development, Technology, HR Management</i>
Andy S. Bratamihardja	Direktur Keuangan <i>Finance Director</i>	Laki-laki <i>Male</i>	49	Master Bidang Finance <i>Master of Finance</i>	Manajemen, Finance, Analisa Keuangan <i>Management, Finance, Financial Analysis</i>
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan <i>Compliance, Assets, and Procurement Director</i>	Laki-laki <i>Male</i>	49	Magister Bidang Manajemen Pemasaran <i>Master in Marketing Management</i>	Manajemen, Audit, pengembangan kompetensi SDM, hubungan masyarakat, Manajemen Aset, Pengelolaan Keuangan dan administrasi perusahaan, Kepatuhan/Hukum/Legal <i>Management, Auditing, Development, HR Competencies, Public Relations, Asset Management, Financial Management and Company Administration, Compliance/Law/Legal</i>

PENILAIAN PENERAPAN TATA KELOLA GCG Implementation

Kriteria Penilaian Assessment Criteria

Indikator penilaian GCG *assessment* diatur dalam Keputusan Sekretaris Kementerian BUMN No. 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:

1. Komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik secara berkelanjutan;
2. Pemegang Saham dan RUPS/Pemilik Modal;
3. Dewan Komisaris/Dewan Pengawas;
4. Direksi;
5. Pengungkapan informasi dan transparansi; dan
6. Aspek lainnya.

GCG assessment criteria or indicators are stipulated in the Secretary of Ministry of SOE Decree No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Assessment and Evaluation Indicators/Parameters for the Implementation of Good Corporate Governance in SOEs. The criteria and indicators include the following aspects:

1. *Commitment to the implementation of Good Corporate Governance on an ongoing basis;*
2. *Shareholders and GMS/Capital Owners;*
3. *Board of Commissioners/Supervisory Board;*
4. *Board of Directors;*
5. *Disclosure of information and transparency; and*
6. *Other aspects.*

Pihak yang Melakukan Penilaian Assessor

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 (dua) tahun, dan evaluasi (*review*) dilakukan pada tahun berikutnya yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan. PT Angkasa Pura I (Persero) sedang melaksanakan *Assesment* GCG Tahun 2020. Pada saat Laporan Tahunan 2020 ini dipublikasikan, belum terdapat hasil *Assesment* GCG Tahun 2020. Pada tahun 2019 telah dilakukan *Assesment* GCG oleh PT Sierra Bisnis Konsulting untuk tahun buku 2018, dan pada tahun 2020 PT Angkasa Pura I (Persero) melakukan evaluasi (*review*) atas hasil *assessment* tersebut.

Based on Article 44 paragraph (1) of the Minister of SOE Regulation No. PER - 01/MBU/2011 concerning the Implementation of Good Corporate Governance at State-Owned Enterprises, SOE is required to carry out a periodic assessment of GCG implementation every 2 (two) 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 (Persero) is implementing 2020 GCG Assessment. At the time of publication of the 2020 Annual Report, there were no results of the 2020 GCG Assessment. In 2019, PT Sierra Bisnis Konsulting conducted a GCG assessment for the financial year 2018, and PT Angkasa Pura I (Persero) conducted an evaluation (review) of the assessment results in 2020.

Hasil Penilaian GCG GCG Assessment Results

PT Angkasa Pura I (Persero) sedang melaksanakan *Assesment* GCG Tahun 2020. Pada saat Laporan Tahunan 2020 ini dipublikasikan, belum terdapat hasil *Assesment* GCG Tahun 2020. Sebagai indikator untuk terus meningkatkan penerapan GCG, Pengungkapan GCG *assessment* PT Angkasa Pura I (Persero) disajikan dalam lima tahun terakhir. Penilaian terhadap penerapan GCG yang dilakukan untuk tahun buku 2019 menunjukkan keberhasilan pencapaian pelaksanaan GCG dengan hasil memuaskan.

PT Angkasa Pura I (Persero) is implementing 2020 GCG Assessment. At the time of publication of the 2020 Annual Report, there were no results of the 2020 GCG Assessment. As an indicator to continue to improve GCG implementation, PT Angkasa Pura I (Persero)'s GCG assessment disclosure in the last five years is presented below. The assessment of GCG implementation for Financial Year 2019 indicated that PT Angkasa Pura I (Persero) has succeeded in increasing GCG implementation with satisfactory results.

Hasil GCG Assessment Angka Pura I Tahun 2016-2020

GCG Assessment Results of PT Angkasa Pura I (Persero) in 2016-2020

Tahun Pelaksanaan Assessment GCG GCG Assessment Year	Skor GCG Assessment GCG Assessment Score	Kategori Category	Pelaksana Assessor
2019	91.58	Sangat Baik Excellent	PT Sierra Bisnis Konsulting
2018	91.34	Sangat Baik Excellent	PT Sierra Bisnis Konsulting
2017	90.85	Sangat Baik Excellent	PT Bumi Pertiwi Mandiri
2016	90.83	Sangat Baik Excellent	PT Adikarya Gemilang Solusindo

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 (dua) tahun, dan evaluasi (*review*) dilakukan pada tahun berikutnya yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan. Dengan demikian, nilai *Assessment* GCG yang dilaksanakan pada tahun 2019 sebagaimana tersebut di atas digunakan sampai dengan pelaksanaan *Assessment* GCG periode berikutnya.

Secara lebih rinci, hasil penilaian setiap indikator pelaksanaan GCG adalah sebagai berikut.

Based on Article 44 paragraph (1) of the Minister of SOE Regulation No. PER - 01/MBU/2011 concerning the Implementation of Good Corporate Governance at State-Owned Enterprises, SOE is required to carry out a periodic assessment of GCG implementation every 2 (two) 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. In this regard, the GCG Assessment scores carried out in 2019 as mentioned above are used in the implementation of the GCG Assessment for the next period.

The results of GCG assessment for each indicator are presented in more detail as follows.

Hasil GCG Assessment PT Angkasa Pura I Tahun 2019

Results of GCG Assessment of PT Angkasa Pura I (Persero) in 2019

No.	Kriteria Criteria	Bobot Weight	Skor Score	Capaian (%) Achievement (%)
1.	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan <i>Commitment to Sustainable Implementation of Good Corporate Governance</i>	7	6.2	88.77
2.	Pemegang Saham dan RUPS/Pemilik Modal <i>Shareholders and GMS/Capital Owners</i>	9	8.02	89.11
3.	Dewan Komisaris <i>Board of Commissioners</i>	35	34.14	97.55
4.	Direksi <i>Board of Directors</i>	35	33.60	95.99
5.	Pengungkapan Informasi dan Transparansi <i>Disclosure of Information and Transparency</i>	9	7.11	79.03
6.	Aspek Lainnya <i>Other Aspects</i>	5	2.50	50.00
Skor Keseluruhan Total Score		100	81.58	91.58
Kualitas Penerapan GCG GCG Implementation Quality		Sangat Baik Excellent		

Rekomendasi dan Tindak Lanjut

Recommendations and Follow-Ups

Hasil yang baik dalam GCG *assessment* 2019 mendorong PT Angkasa Pura I (Persero) untuk terus berupaya menyempurnakan pelaksanaan GCG di Perusahaan. Oleh karena itu, rekomendasi yang diberikan dari penilai GCG untuk perbaikan manajemen diterima Angkasa Pura I untuk ditindaklanjuti.

Apart from the GCG assessment 2019 which has shown encouraging results, PT Angkasa Pura I (Persero) continues to strive to improve GCG implementation in the Company. In this regard, the Company has received and followed up on recommendations from the assessors in an effort to improve management processes.

Rekomendasi Hasil *Assessment* GCG dan Tindak lanjutnya

Recommendation of GCG Assessment Results and Its Follow-Ups

No.	Rekomendasi Recommendation	Tindak Lanjut Follow-Up
1.	Menunjuk salah satu anggota Direksi sebagai penanggung jawab dalam penerapan dan pemantauan GCG di lingkup Direksi dan manajemen. <i>Appoint a member of Board of Directors as the person responsible for implementing and monitoring GCG within the scope of the Board of Directors and management.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
2.	Menyusun pedoman dan/atau prosedur perihal pengendalian dan kerahasiaan informasi Perusahaan. <i>Prepare guidelines and/or procedures on control and confidentiality of Company information.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
3.	Menetapkan uraian tugas bagi anggota Direksi yang ditunjuk sebagai penanggung jawab dalam penerapan dan pemantauan GCG di lingkup Direksi dan manajemen. <i>Determine job descriptions for members of the Board of Directors who are responsible for implementing and monitoring GCG within the scope of the Board of Directors and management.</i>	Dalam proses <i>In the process</i>
4.	Menandatangani komitmen untuk mematuhi Pedoman Etika Perusahaan. <i>Sign commitments to comply with Guidelines on Company Code of Conduct.</i>	Dalam proses <i>In the process</i>
5.	Mengesahkan Pedoman Pengendalian Gratifikasi melalui keputusan bersama Dewan Komisaris dan Direksi. <i>Ratify the Guidelines for Gratification Control through joint decree of the Board of Commissioners and Board of Directors.</i>	Dalam proses <i>In the process</i>
6.	Menyusun Pedoman Pengendalian Internal. <i>Prepare Internal Control Guidelines.</i>	Dalam proses <i>In the process</i>
7.	Meningkatkan kepatuhan terhadap peraturan perundang-undangan yang berlaku dan meningkatkan budaya kepatuhan yang telah berjalan di Perusahaan. <i>Improve compliance with applicable laws and regulations and improve the culture of compliance in the Company</i>	Telah ditindaklanjuti <i>Has been followed up</i>
8.	Menyusun pedoman dan/atau prosedur pembinaan anak perusahaan. <i>Prepare guidelines and/or procedures for mentoring subsidiaries.</i>	Dalam proses <i>In the process</i>
9.	Melengkapi pedoman dan/atau prosedur untuk seluruh aktivitas utama yang berjalan di Perusahaan. <i>Complete guidelines and/or procedures for all the main business activities in the Company.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
10.	Melengkapi seluruh bandara kelolaan Perusahaan dengan sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). <i>Complete all of the Company's managed airports with Occupational Safety and Health Management System certification.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
11.	Melengkapi sertifikasi seluruh peralatan pada Kantor Cabang yang terkait dengan kesehatan dan keselamatan kerja. <i>Certify all equipment related to occupational health and safety at branch offices.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
12.	Menyusun dan/atau menyelaraskan RJPB bagi masing-masing bandara kelolaan Perusahaan dengan RJPP. <i>Prepare and/or align the Airports Long-Term Plan (RJPB) for respective Company's managed airports with the Long-Term Business Plan (RJPP).</i>	Telah ditindaklanjuti <i>Has been followed up</i>
13.	Menyusun pedoman, prosedur dan/atau instruksi kerja perihal penilaian kinerja atau KPI unit kerja dan individu. <i>Prepare guidelines, procedures and/or work instructions regarding performance evaluation or KPI of work units and individuals.</i>	Dalam proses <i>In the process</i>
14.	Mengisi jabatan-jabatan struktural di Kantor-kantor Cabang yang masih mengalami kekosongan. <i>Fill vacancies in structural positions in branch offices.</i>	Dalam proses <i>In the process</i>

No.	Rekomendasi Recommendation	Tindak Lanjut Follow-Up
15.	Melengkapi lisensi bagi seluruh pegawai di Kantor Cabang yang dalam pelaksanaan tugas dan tanggung jawab masing-masing mensyaratkan terpenuhinya kelengkapan lisensi dari instansi berwenang. <i>Complete licensing for all employees at branch offices requiring licenses from the competent authorities to carry out their respective duties and responsibilities.</i>	Dalam proses <i>In the process</i>
16.	Menyediakan sistem informasi yang menampung usulan secara mandiri perihal kebutuhan pendidikan dan pelatihan bagi setiap pegawai dalam memenuhi tanggung jawab dan tugas masing-masing. <i>Provide an information system that accommodates proposals independently regarding the requirement for education and training of employees in fulfilling their respective responsibilities and tasks.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
17.	Menetapkan secara formal melalui keputusan Direksi hasil perhitungan analisis beban kerja. <i>Formally determine the results of workload analysis calculations through Board of Directors Decree.</i>	Dalam proses <i>In the process</i>
18.	Menyediakan akses data bagi Unit Kerja Kantor Pusat dan Kantor Cabang perihal data pendidikan dan pelatihan yang harus diikuti oleh setiap pegawai, untuk memudahkan perencanaan pendidikan dan pelatihan. <i>Provide data access for Head Office and branch office work units concerning education and training data that shall be attended by all employees, to facilitate education and training planning.</i>	Dalam proses <i>In the process</i>
19.	Menginstruksikan kepada seluruh pegawai yang mengikuti pendidikan dan pelatihan baik di intern maupun ekstern Perusahaan untuk melaksanakan <i>transfer knowledge</i> di unit kerja masing-masing. <i>Instruct all employees who attended education and training both internally and externally to carry out knowledge transfer in their respective work units.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
20.	Menyusun dan mengadministrasikan dengan memadai memori serah terima jabatan dalam proses pergantian pejabat struktural. <i>Arrange and administer handover of a position satisfactorily in the process of changing structural officials.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
21.	Melengkapi seluruh aktivitas atau kegiatan inti Perusahaan dengan sistem teknologi informasi (sistem aplikasi) yang dibutuhkan. <i>Complement all of the Company's core activities or business with the required information technology systems (application systems).</i>	Telah ditindaklanjuti <i>Has been followed up</i>
22.	Menyusun daftar aset tetap atau menyediakan identifikasi dalam daftar aset tetap eksisting perihal peralatan di Kantor Cabang yang menurut peraturan perundang-undangan harus tersedia dalam kondisi baik, untuk memudahkan pemantauan keberadaan dan kondisinya masing-masing. <i>Compile a list of fixed assets or identify in the current list of fixed assets on equipment at branch offices which according to the laws and regulations must be in good running order, to facilitate monitoring of the availability and condition of each equipment.</i>	Dalam proses <i>In the process</i>
23.	Melaksanakan asesmen atau evaluasi efektivitas pengendalian internal tingkat korporat. <i>Conduct assessment or evaluation of the effectiveness of corporate internal control.</i>	Dalam proses <i>In the process</i>
24.	Menindaklanjuti seluruh temuan hasil audit SPI. <i>Follow up on all findings of SPI audit.</i>	Telah ditindaklanjuti <i>Has been followed up</i>
25.	Melaksanakan pengukuran penjaminan mutu SPI (mengevaluasi mutu dan kinerja SPI untuk dibandingkan dengan standar profesi dan praktik-praktik terbaik). <i>Conduct quality assurance measurements on SPI (evaluate the quality and performance of SPI to be compared with professional standards and best practices).</i>	Dalam proses <i>In the process</i>
26.	Menyelesaikan status tuntutan, sengketa atau permasalahan yang terkait dengan transaksi bisnis dengan pihak lain atau mitra kerja yang masih berlangsung. <i>Resolve ongoing claims, disputes or problems related to business transactions with other parties or partners.</i>	Dalam proses <i>In the process</i>

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remuneration Policy of the Board of Commissioners and Board of Directors

Kebijakan Remunerasi Dewan Komisaris dan Direksi berpedoman pada ketentuan Peraturan Menteri BUMN No. PER-06/MBU/06/2018 tanggal 4 Juni 2018 tentang Perubahan Ketiga atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN. Pemberian remunerasi juga mempertimbangkan beberapa aspek kinerja keuangan perusahaan, seperti kebutuhan likuiditas jangka pendek dan jangka panjang, kecukupan dan penguatan permodalan, dan aspek stabilitas keuangan. Kebijakan remunerasi juga ditentukan berdasarkan efektivitas manajemen risiko, serta potensi pendapatan di masa yang akan datang.

Remuneration policy of the Board of Commissioners and Board of Directors is realized with reference to the provisions of Minister of SOE Regulation No. PER-06/MBU/06/2018 dated June 4, 2018 concerning Third Amendment to Minister of SOE Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Board of Directors, Board of Commissioners, and Supervisory Board in SOEs. The remuneration policy also considers several aspects of the Company financial performance, such as short-term and long-term liquidity requirements, capital adequacy and strengthening, and financial stability. The remuneration policy is also determined based on the effectiveness of risk management, as well as potential revenue in the future.

Remunerasi Dewan Komisaris

Remuneration of the Board of Commissioners

Prosedur Pengusulan Sampai Penetapan Remunerasi Dewan Komisaris

Usulan remunerasi diajukan oleh Dewan Komisaris berdasarkan pertimbangan dari Komite Nominasi dan Remunerasi dengan mengikuti ketentuan Peraturan Menteri BUMN serta kesepakatan RUPS. Dalam mempertimbangkan pengusulan penetapan remunerasi Dewan Komisaris PT Angkasa Pura I dilakukan oleh Komite Nominasi dan Remunerasi.

Proposal and Determination of Remuneration Procedure of the Board of Commissioners

Generally, the remuneration rate is proposed by the Board of Commissioners based on considerations prepared by the Nomination and Remuneration Committee by adhering to the provisions of the Minister of SOE Regulation and instruction of the GMS. Currently, the considerations on proposal and determination of remuneration of the Board of Commissioners of PT Angkasa Pura I were prepared by Nomination and Remuneration Committee.

Indikator Penetapan Remunerasi Dewan Komisaris

Indikator penetapan remunerasi Dewan Komisaris berdasarkan Peraturan Menteri BUMN No. PER-06/MBU/06/2018 tanggal 4 Juni 2018, mencakup:

1. Faktor skala usaha;
2. Faktor kompleksitas usaha;
3. Tingkat inflasi;
4. Kondisi dan kemampuan keuangan Perusahaan; dan
5. Faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan Perundang-undangan.

Indicators for Determination of Remuneration of the Board of Commissioners

Based on Minister of SOE Regulation No. PER-06/MBU/06/2018 dated June 4, 2018, the indicators for determining remuneration of members of the Board of Commissioners are as follows:

1. *Business scale;*
2. *Business complexity;*
3. *Inflation rate;*
4. *Financial situation and capacity of the Company; and*
5. *Other relevant factors that do not conflict with applicable laws and regulations.*

Struktur Remunerasi Anggota Dewan Komisaris Remuneration Structure of Members of the Board of Commissioners

Struktur Penetapan Remunerasi

Remuneration Structure

No.	Jenis Penghasilan Income Type	Keputusan Determination	Keterangan Notes
1.	Honorarium <i>Honorarium</i>	Rp101.250.000/bulan (45% dari Direktur Utama). <i>Rp101,250,000/month (45% of President Director).</i>	a. Komisaris Utama: 100% b. Komisaris: 90% dari Komisaris Utama <i>a. President Commissioner: 100%</i> <i>b. Commissioner: 90% of President Commissioner</i>
2.	Tunjangan/ <i>Allowance</i>		
	Tunjangan Hari Raya <i>Religious Festivity Allowance</i>	Diberikan sebesar satu bulan Honorarium. <i>Provided as per one month of Honorarium</i>	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019. <i>As per PER-04/MBU/2014 and lastly amended under PER-01/MBU/05/2019.</i>
	Tunjangan Transportasi <i>Transportation Allowance</i>	Diberikan sebesar 20% dari Honorarium. <i>Provided as per 20% of Honorarium</i>	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019. <i>As per PER-04/MBU/2014 and lastly amended under PER-01/MBU/05/2019.</i>
	Asuransi Purna Jabatan <i>Pension Insurance</i>	Premi asuransi paling banyak 25% dari Honorarium. <i>Insurance premium to a maximum of 25% of Honorarium.</i>	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019. <i>As per PER-04/MBU/2014 and lastly amended under PER-01/MBU/05/2019.</i>
3.	Fasilitas/ <i>Facilities</i>		
	Fasilitas Kesehatan <i>Health Facilities</i>	Asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>). <i>Health insurance or medical reimbursement at cost.</i>	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019. <i>As per PER-04/MBU/2014 and lastly amended under PER-01/MBU/05/2019.</i>
	Fasilitas Bantuan Hukum <i>Legal Aid Facility</i>	Untuk pembiayaan jasa kantor pengacara / konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka, dan terdakwa di lembaga peradilan. <i>To pay for legal services which covers the investigative process if named as witness, suspect or defendant in a judicial case.</i>	Sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-01/MBU/05/2019. <i>As per PER-04/MBU/2014 and lastly amended under PER-01/MBU/05/2019.</i>
4.	Tantiem/Insentif Kinerja <i>Bonus/ Incentive</i>		
	Tantiem/Insentif Kinerja <i>Bonus/ Incentive</i>	Memberikan tantiem sebesar Rp48.000.000.000 untuk Direksi dan Dewan Komisaris. <i>To provide bonuses of Rp48,000,000,000 for the Board of Directors and Board of Commissioners.</i>	Komisaris Utama: 45% dari tantiem Direktur Utama. Komisaris: 90% dari tantiem Komisaris Utama. Dibagikan secara proporsional sesuai masa kerja aktif yang bersangkutan. Pajak atas tantiem ditanggung pribadi bukan Perusahaan. <i>President Commissioner: 45% of the bonus of the President Director. Commissioner: 90% of the bonus of the President Commissioner.</i> <i>Distributed proportionally as per the active work period in question. Taxes on bonuses are borne individually and not the Company.</i>
	<i>Long Term Incentive</i>	Tidak diberikan. <i>Not provided</i>	

Jumlah Nominal/Komponen Remunerasi Dewan Komisaris

Nominal Amount/Remuneration Component of Board of Commissioners

Remunerasi Dewan Komisaris Tahun 2020 (Dalam Rupiah)

Remuneration of the Board of Commissioners in 2020 (in Rupiah)

Nama Name	Jabatan Positions	Honor Honorarium	Tunjangan Kommunikasi Communications Allowance	Tunjangan Mobilitas Mobility Allowance	Tunjangan Hari Raya Religious Festivity Allowance	Tantiem Bonus	Total selama 1 Tahun Total for 1 Year
Djoko Sasono	Komisaris Utama President Commissioner	101,250,000	5,062,500	20,250,000	101,250,000	1,566,471,951	3,186,471,951
Tri Budi Satriyo	Komisaris Commissioner	91,125,000	4,556,250	18,225,000	91,125,000	1,416,889,343	2,874,889,343
Danang Parikesit	Komisaris Commissioner	91,125,000	4,556,250	18,225,000	91,125,000	0	1,458,000,000
Wempi Saputra	Komisaris Commissioner	91,125,000	4,556,250	18,225,000	91,125,000	0	1,458,000,000
Wihana Kirana Jaya	Komisaris Commissioner	91,125,000	4,556,250	18,225,000	91,125,000	0	1,458,000,000
Irfan Wahid	Komisaris Independen Independent Commissioner	91,125,000	4,556,250	18,225,000	91,125,000	0	1,458,000,000
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	91,125,000	4,556,250	18,225,000	91,125,000	0	1,458,000,000

Kebijakan Remunerasi Direksi

Remuneration Policy of The Board of Directors

Prosedur Penetapan Remunerasi

Penetapan Remunerasi bagi Direksi mengikuti ketentuan dalam Peraturan Menteri BUMN dan sesuai dengan kesepakatan RUPS. Usulan besaran remunerasi Direksi diajukan oleh Dewan Komisaris yang menjalankan Fungsi Nominasi dan dibantu oleh Komite Manajemen Risiko Usaha dan GCG. Pada umumnya, usulan remunerasi bagi Direksi diajukan oleh Dewan Komisaris berdasarkan pertimbangan yang dibuat oleh Komite Nominasi dan Remunerasi. Saat ini, PT Angkasa Pura I (Persero) tidak memiliki Komite Nominasi dan Remunerasi, sehingga pelaksanaan fungsi tersebut dilaksanakan oleh Komite Manajemen Risiko Usaha dan GCG. Dewan Komisaris PT Angkasa Pura I (Persero) meneruskan usulan remunerasi dari Komite Manajemen Risiko Usaha dan GCG kepada Pemegang Saham Utama dan Pengendali, untuk kemudian disahkan melalui mekanisme RUPS.

Procedure for Determination of Remuneration

Determination of Remuneration of Board of Directors adheres to the provisions of the Minister of SOE Regulation and the GMS instruction. The proposed amount of remuneration of the Board of Directors is submitted by the Board of Commissioners, which carries out the nomination function and is assisted by the Business Risk Management and GCG Committee. In general, the remuneration proposal of the Board of Directors is submitted by the Board of Commissioners based on the considerations prepared by the Nomination and Remuneration Committee. Currently, PT Angkasa Pura I (Persero) did not have a Nomination and Remuneration Committee and the Business Risk Management and GCG Committee carried out the implementation of this function. The Board of Commissioners of PT Angkasa Pura I (Persero) forwarded the remuneration proposal from the Business Risk Management and GCG Committee to the Main and Controlling Shareholders, to be ratified through the GMS mechanism.

Struktur Remunerasi Anggota Direksi Remuneration Structure of Board of Directors

Struktur Penetapan Remunerasi

Remuneration Structure

No.	Jenis Remunerasi/Fasilitas Remuneration Type/Facilities	Keterangan Notes
1.	Gaji Income	Direktur Utama sebesar 100%. <i>President Director: 100%</i>
		Direktur sebesar 90% dari gaji Direktur Utama. <i>Director: 90% of President Director</i>
2.	Tunjangan <i>Allowance</i>	
	Hari Raya Keagamaan <i>Religious Festivity Allowance</i>	Anggota Direksi diberikan tunjangan Hari Raya Keagamaan sebesar satu kali gaji setiap tahun. <i>Members of the Board of Directors are provided a religious festivity allowance of one salary amount each year.</i>
	Perumahan <i>Housing</i>	Anggota Direksi diberikan tunjangan perumahan sebesar 40% dari gaji dengan ketentuan maksimal sebesar Rp27.500.000. <i>Members of the Board of Directors are given a housing allowance of 40% of salary to a maximum of Rp 27,500,000.</i>
	Asuransi Purna Jabatan <i>Pension Insurance</i>	<ul style="list-style-type: none"> Diberikan selama menjabat. Premi yang ditanggung perusahaan adalah maksimal 25% dari gaji dalam 1 tahun. 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. Pemberian premi, iuran atau istilah lain yang relevan untuk asuransi purna jabatan sudah termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. <i>Provided for the term of office.</i> <i>Premiums are borne by the company to a maximum of 25% of salary in 1 year.</i> <i>Selection of pension insurance is determined by the individual member and coordinated by the unit that manages the facilities and benefits of the Board of Directors and Board of Commissioners.</i> <i>The premium, contribution or other relevant terms includes premium for accident and life insurance.</i>
3.	Fasilitas/ <i>Facilities</i>	
	Kendaraan <i>Conveyance</i>	<ul style="list-style-type: none"> Anggota Direksi hanya berhak atas satu fasilitas kendaraan dari Perseroan. Fasilitas kendaraan termasuk dengan biaya pemeliharaan dan operasional diberikan dengan memperhatikan kondisi keuangan Perseroan. Spesifikasi dan standar kendaraan ditetapkan oleh Menteri. Anggota Direksi yang tidak lagi menjabat wajib mengembalikan kendaraan dinas kepada Perseroan dalam jangka waktu paling lambat 30 hari setelah tidak menjabat. <i>Members of the Board of Directors are only entitled to one official vehicle each from the Company.</i> <i>Conveyance facility including maintenance and operational costs are provided with due regard to the Company's financial situation.</i> <i>Vehicle specifications and standards are determined by the Minister.</i> <i>Members who leave their positions must return official vehicles to the Company no later than 30 days after their departure.</i>
	Kesehatan <i>Health</i>	<ul style="list-style-type: none"> Fasilitas kesehatan diberikan dalam bentuk asuransi kesehatan atau penggantian biaya obat. 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. Fasilitas kesehatan diberikan berupa: <ul style="list-style-type: none"> » Rawat jalan dan obat. » Rawat inap dan obat. » <i>Medical check-up</i> dengan ketentuan satu kali setiap tahun dan dilakukan di dalam negeri. Apabila Dokter yang merawat memberikan rujukan untuk berobat ke luar negeri, fasilitas kesehatan diberikan secara penuh atau sebagian dengan memperhatikan kemampuan Perseroan. <i>Health facilities are provided in the form of health insurance or medical reimbursement.</i> <i>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 25 have married or have worked they are thus not entitled to receive health benefits.</i> <i>Health facilities are provided through:</i> <ul style="list-style-type: none"> » <i>Outpatient and medication services.</i> » <i>Inpatient and medication services.</i> » <i>Annual medical check-ups at domestic establishments.</i> <i>If the treating doctor provides a referral for treatment abroad, health benefits are provided in full or in part by taking into account the Company's capacity.</i>

No.	Jenis Remunerasi/Fasilitas Remuneration Type/ Facilities	Keterangan Notes
	Bantuan Hukum <i>Legal Aid</i>	<ul style="list-style-type: none"> 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 Perseroan. Fasilitas Bantuan Hukum diberikan dalam bentuk pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka dan terdakwa di lembaga peradilan. Jasa kantor pengacara atau konsultan hukum yang dapat dibebankan pembiayaannya adalah untuk satu kantor pengacara/konsultan hukum untuk satu kasus tertentu. Penunjukkan kantor pengacara/konsultan hukum dilakukan oleh Perseroan sesuai dengan ketentuan pengadaan Perseroan. <i>Legal assistance for members of the Board of Directors is provided in the event of an action taken for and on behalf of the position of Board of Directors with the intent and purpose and business of the Company.</i> <i>This facility is provided in the form of financing for legal services which includes the investigative process if named as witness, suspect and defendant in a court course.</i> <i>Payment for legal services can be made to one law office/ legal consultant for one specific case.</i> <i>The appointment of a law office/legal consultant is conducted by the Company as per current procurement provisions.</i>
	Fasilitas Perumahan <i>Official Residence</i>	<p>Dalam hal Perseroan menyediakan rumah jabatan Direksi maka yang bersangkutan wajib mempergunakan rumah tersebut sebagai fasilitas perumahan dan yang bersangkutan tidak diberikan tunjangan perumahan.</p> <p><i>In the event that the Company provides an official residence, the concerned must use the same and the housing allowance is not given.</i></p>

Indikator Penetapan Remunerasi Direksi

Berdasarkan Peraturan Menteri BUMN No. PER-06/MBU/06/2018 tanggal 4 Juni 2018, indikator penetapan Remunerasi Dewan Komisaris mencakup:

1. Faktor skala usaha;
2. Faktor kompleksitas usaha;
3. Tingkat inflasi;
4. Kondisi dan kemampuan keuangan Perusahaan; dan
5. Faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan.

Indicators for Determination of Remuneration of the Board of Directors

Based on Minister of SOE Regulation No. PER-06/MBU/06/2018 dated June 4, 2018, indicators for determination of remuneration of the Board of Directors include:

1. Business scale;
2. Business complexity;
3. Inflation rate;
4. Financial situation and capacity of the Company; and
5. Other relevant factors that do not conflict with applicable laws and regulations.

Jumlah Nominal/Komponen Remunerasi Direksi (Dalam Rupiah)

Nominal Amount/Remuneration Component of Board of Directors (in Rupiah)

Nama Name	Jabatan Position	Honor Income	Tunjangan Komunikasi Utility Allowance	Tunjangan Mobilitas Insurance Premium	Tunjangan Hari Raya Religious Festivity Allowance	Tantiem Bonus for 2019	Total selama 1 Tahun Total for 1 Year
Faik Fahmi	Direktur Utama <i>President Director</i>	225,000,000	27,500,000	56,250,000	225,000,000	3,394,703,832	7,324,703,832
Devy W. Suradji	Direktur Pemasaran dan Pelayanan <i>Marketing and Services Director</i>	191,250,000	27,500,000	47,812,500	191,250,000	2,896,095,140	6,286,095,140
Wendo Asrul Rose	Direktur Operasi <i>Operation Director</i>	191,250,000	27,500,000	47,812,500	191,250,000	2,896,095,140	6,286,095,140
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum <i>Human Capital and General Affairs Director</i>	202,500,000	27,500,000	50,625,000	202,500,000	3,062,298,038	6,632,298,038

Nama Name	Jabatan Position	Honor Income	Tunjangan Komunikasi Utility Allowance	Tunjangan Mobilitas Insurance Premium	Tunjangan Hari Raya Religious Festivity Allowance	Tantiem Bonus for 2019	Total selama 1 Tahun Total for 1 Year
Lukman F. Laisa	Direktur Teknik Technical Director	191,250,000	27,500,000	47,812,500	191,250,000	2,896,095,140	6,286,095,140
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	191,250,000	27,500,000	47,812,500	191,250,000	0	3,390,000,000
Andy S. Bratamihardja	Direktur Keuangan Finance Director	191,250,000	27,500,000	47,812,500	191,250,000	0	3,390,000,000
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan Compliance, Assets, and Procurement Director	191,250,000	27,500,000	47,812,500	191,250,000	0	3,390,000,000

PENGUNGKAPAN PEMEGANG SAHAM

Disclosure of Shareholders

Kepemilikan Saham Dewan Komisaris

Share Ownership of the Board of Commissioners

Dewan Komisaris memiliki kewajiban untuk mengungkapkan kepemilikan saham milik pribadi dan keluarganya di Perusahaan serta perusahaan lain beserta perubahannya kepada PT Angkasa Pura I (Persero). Pengungkapan ini sejalan dengan penerapan prinsip GCG serta menghindari benturan kepentingan Dewan Komisaris.

The Board of Commissioners is required to disclose the ownership of personal and family shares in the Company and in other companies and changes thereof to PT Angkasa Pura I (Persero). The disclosure is in line with the implementation of GCG principles and aims to avoid conflicts of interest of the Board of Commissioners.

Kepemilikan Saham Dewan Komisaris PT Angkasa Pura I (Persero) per 31 Desember 2020

Share Ownership of the Board of Commissioners of PT Angkasa Pura I (Persero) per 31 December 2020

Nama Name	Jabatan Position	Kepemilikan Saham Dewan Komisaris (dalam Lembar Saham) pada: Share Ownership of the Board of Commissioner (Total Shares) in:	
		PT Angkasa Pura I (Persero) PT Angkasa Pura I (Persero)	Perusahaan Lain Other Companies
Djoko Sasono	Komisaris Utama President Commissioner	-	-
Tri Budi Satriyo	Komisaris Commissioner	-	-
Danang Parikesit	Komisaris Commissioner	-	-
Wempi Saputra	Komisaris Commissioner	-	-
Wihana Kirana Jaya	Komisaris Commissioner	-	-
Irfan Wahid	Komisaris Independen Independent Commissioner	-	-
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	-	-

Kepemilikan Saham Direksi

Share Ownership of the Board of Directors

Anggota Direksi Angkasa Pura I juga memiliki kewajiban untuk mengungkapkan kepemilikan saham pribadi maupun keluarga di PT Angkasa Pura I (Persero) maupun perusahaan lain guna menghindari benturan kepentingan.

The Board of Commissioners is required to disclose the ownership of personal and family shares in the Company and in other companies and changes thereof to PT Angkasa Pura I (Persero). The disclosure is in line with the implementation of GCG principles and aims to avoid conflicts of interest of the Board of Commissioners.

Kepemilikan Saham Direksi PT Angkasa Pura I (Persero) per 31 Desember 2020

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Nama Name	Jabatan Position	Kepemilikan Saham Dewan Komisaris (dalam Lembar Saham) pada: Share Ownership of the Board of Commissioner (Total Shares) in:	
		PT Angkasa Pura I (Persero) PT Angkasa Pura I (Persero)	Perusahaan Lain Other Companies
Faik Fahmi	Direktur Utama President Director	-	PT Garuda Indonesia, Tbk
Devy W. Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	-	-
Wendo Asrul Rose	Direktur Operasi Operation Director	-	-
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	-	PT Garda Paksi Nusantara, PT Bank Mandiri (Persero) Tbk., PT Astra Internasional Tbk, PT Bukit Asam (Persero) Tbk., PT XL Axiata Tbk
Lukman F. Laisa	Direktur Teknik Technical Director	-	-
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	-	-
Andy S. Bratamihardja	Direktur Keuangan Finance Director	-	-
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan Compliance, Assets, and Procurement Director	-	-

HUBUNGAN AFILIASI

Affiliate Relationship

Berdasarkan regulasi Peraturan OJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, PT Angkasa Pura I (Persero) memiliki kewajiban untuk mengungkapkan hubungan afiliasi Dewan Komisaris dan Direksi dalam Laporan Tahunan. Hubungan afiliasi yang diungkapkan 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.

Dewan Komisaris PT Angkasa Pura I (Persero) tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Pengendali di sepanjang tahun 2020. Oleh karena itu, Dewan Komisaris dianggap mampu menjalankan tugas dan tanggung jawab secara independen tanpa adanya benturan kepentingan. Demikian pula, sepanjang tahun 2020 tidak terdapat anggota Direksi Angkasa Pura I yang memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, Dewan Komisaris, dan/atau Pemegang Saham Pengendali. PT Angkasa Pura I (Persero) menjamin seluruh anggota Direksi dapat melaksanakan tugas dan tanggung jawab secara independen tanpa adanya benturan kepentingan.

Based on Financial Services Authority (OJK) Regulation No. 42/POJK.04/2020 concerning Affiliated Party Transactions and Conflict of Interest Transactions, PT Angkasa Pura I (Persero) is required to disclose the affiliate relationship between the Board of Commissioners and Board of Directors in the Annual Report. The criteria for disclosure of affiliate relationships include:

- 1. Affiliate relationship between members of the Board of Directors and fellow 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 fellow members of the Board of Commissioners.*
- 5. Affiliate relationship between Main and/or Controlling Shareholders.*

During 2020, the Board of Commissioners of PT Angkasa Pura I (Persero) did not have affiliate relationship with fellow members of the Board of Commissioners, Board of Directors, or Controlling Shareholders. In this regard, the Board of Commissioners is considered capable of carrying out its duties and responsibilities independently without any conflict of interest. Likewise, throughout 2020, members of the Board of Directors of did not have affiliate relationship with fellow members of the Board of Directors, the Board of Commissioners, and/or Controlling Shareholders. PT Angkasa Pura I (Persero) ensures that all members of the Board of Directors are able to carry out their duties and responsibilities independently without any conflict of interest.

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		Direksi Directors		Pemegang Saham Pengendali Controlling Shareholders		Sesama Dewan Komisaris Fellow Board of Commissioners		Direksi 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	Ya Yes	Tidak No	
Djoko Sasono	Komisaris Utama President Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Tri Budi Satriyo	Komisaris Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Danang Parikesit	Komisaris Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Wempi Saputra	Komisaris Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Wihana Kirana Jaya	Komisaris Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Irfan Wahid	Komisaris Independen Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Faik Fahmi	Direktur Utama President Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Devy W. Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Wendo Asrul Rose	Direktur Operasi Operation Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Lukman F. Laisa	Direktur Teknik Technical Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Andy S. Bratamihardja	Direktur Keuangan Finance Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan Compliance, Assets, and Procurement Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	

DEWAN PENGAWAS SYARIAH *Shariah Supervisory Board*

PT Angkasa Pura I (Persero) 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.

PT Angkasa Pura I (Persero) is not engaged in the business of shariah financing and does not have a Shariah Supervisory Board. In this regard, the Annual Report does not present information on the names of Shariah Supervisory Board members and their duties and responsibilities, as well as the frequency of Shariah Supervisory Board in providing advices and requirements related to Shariah principles to the management.

SEKRETARIS DEWAN KOMISARIS *Secretary of the Board of Commissioners*

Profil dan Riwayat Hidup Singkat Sekretaris Dewan Komisaris *Profile and Brief Biography of the Secretary of the Board of Commissioners*

Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners

Warga Negara Indonesia, berdomisili di Depok
Indonesian Citizen, domiciled in Depok

Usia/Umur dan Tanggal Lahir:
Age and Date of Birth:

37 tahun, lahir di Klaten, 2 Agustus 1982. *37 years, born in Klaten, August 2, 1982.*

Dasar Pengangkatan:/ *Basis of Appointment*

M. Rosyid Ariansyah diangkat menjadi Sekretaris Dewan Komisaris berdasarkan Surat Keputusan Dewan Komisaris No. KEP-06/DK.API/2019 tanggal 1 November 2019
Appointed as the Secretary of the Board of Commissioners based on Board of Commissioners Decree No. KEP-06/DK.API/2019 dated November 1, 2019

Riwayat Pendidikan:/ *Educational Background:*

Sarjana Ekonomi, Universitas Indonesia, 2007
Bachelor of Economics, University of Indonesia, 2007

Riwayat Pekerjaan:/ *Job Experiences:*

- Kasubbag Tata Kelola Administrasi dan Keuangan, Kementerian BUMN
- Sekretaris Dewan Komisaris, PT Reasuransi Internasional Indonesia
- *Subdivision Head of Administration and Finance, Ministry of SOE*
- *Secretary of the Board of Commissioners, PT Reasuransi Internasional Indonesia*



M. Rosyid Ariansyah

Realisasi Pelaksanaan Kegiatan Sekretaris Dewan Komisaris *Realization of Execution of Duties by the Secretary of the Board of Commissioners*

Sepanjang tahun 2020 Sekretaris Dewan Komisaris telah melaksanakan tugas berikut:

1. Mempersiapkan 10 rapat internal dan 9 kali rapat gabungan Dewan Komisaris dan Direksi serta menyiapkan materi rapat;
2. Membuat risalah rapat Dewan Komisaris sesuai Anggaran Dasar Perusahaan;
3. Mengadministrasikan dokumen-dokumen Dewan Komisaris, antara lain surat masuk maupun surat keluar, serta risalah rapat maupun dokumen lainnya;

During 2020, the Secretary of the Board of Commissioners performed the following duties

1. *Prepared 10 internal meetings and 9 joint meetings between the Board of Commissioners and Board of Directors and prepared meeting materials.*
2. *Prepared minutes of the Board of Commissioners meetings in accordance with the Company's Articles of Association.*
3. *Administered the Board of Commissioners documents, including incoming and outgoing letters, minutes of meetings and other documents.*

4. Menyusun program rencana kerja dan anggaran Dewan Komisaris tahun 2020;
5. Menyusun laporan-laporan Dewan Komisaris tahun 2020;
6. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip GCG;
7. Menjadwalkan kerja Dewan Komisaris ke cabang-cabang Perusahaan;
8. Menyiapkan, mengendalikan, mengkoordinasi, dan melaporkan kegiatan Dewan Komisaris.

4. Arranged the Board of Commissioners work plan and budget program in 2020;
5. Prepared the Board of Commissioners reports 2020;
6. Ensured that the Board of Commissioners complied with prevailing laws and regulations and implemented GCG principles;
7. Scheduled the work visits of the Board of Commissioners to branch offices of the Company;
8. Prepared, administered, coordinated and reported on the activities of the Board of Commissioners.

KOMITE AUDIT

Audit Committee

Komite Audit bertugas untuk membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan kinerja Direksi dan memberi nasihat kepada Direksi. Komite Audit terdiri dari seorang Ketua dan seorang Wakil Ketua yang berasal dari anggota Dewan Komisaris, serta dibantu oleh dua anggota luar Perusahaan yang tidak berkaitan dengan manajemen, kepemilikan saham, maupun kegiatan usaha Perusahaan. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS.

Audit Committee has duties to assist the Board of Commissioners to carry out supervisory function of the performance and provide advice to the Board of Directors. The Audit Committee consists of a Chair, a Deputy Chair who is a member of the Board of Commissioners, and 2 (two) members from outside the Company who have no connections with management, share ownership, or business activities of the Company. Audit Committee members are appointed and dismissed by the Board of Commissioners and are reported to the GMS.

Dasar Pembentukan Komite Audit

Basis of Establishment of Audit Committee

Pembentukan Komite Audit di Angkasa Pura I mengacu pada peraturan berikut:

1. UU No. 19 Tahun 2003 tentang BUMN;
2. Peraturan Menteri BUMN No. PER-05/MBU/2006 tentang Komite Audit pada BUMN;
3. Peraturan Menteri Negara BUMN No. PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN;
4. Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris.

The Audit Committee at PT Angkasa Pura I (Persero) was formed on the basis of the following regulations:

1. Law No. 19 of 2003 concerning State-Owned Enterprises;
2. Minister of SOE Regulation No. PER-05/MBU/2006 concerning Audit Committees in SOEs;
3. Minister of SOE Regulation No. PER-09/MBU/2012 concerning Implementation of Good Corporate Governance in SOEs;
4. Minister of SOE Regulation No. PER-12/MBU/2012 concerning Supporting Organs of the Board of Commissioners.

Piagam Komite Audit

Audit Committee Charter

Piagam Komite Audit merupakan panduan bagi Komite Audit dalam melaksanakan tugas dan tanggung jawab secara terarah, efektif, dan efisien. Berisi tentang ketentuan yang harus ditaati dalam perumusan dan pelaksanaan kegiatan Komite Audit yang juga mengatur penyusunan dan penetapan rencana kerja serta penganggaran kegiatan Komite Audit setiap tahunnya. Piagam Komite Audit disetujui oleh Dewan Komisaris melalui Surat Keputusan Direksi No. KEP.51.I/FG.01/2017 tahun 2017 tentang Piagam Internal Audit (*Internal Audit Charter*).

The Audit Committee Charter is a guideline for the Audit Committee to perform its duties and responsibilities in a directed, effective and efficient manner. The Charter contains provisions that must be adhered to in the formulation and implementation of the Audit Committee activities. The Audit Committee Charter also regulates the preparation and determination of work plan and budget for the Audit Committee activities every year. The Audit Committee Charter was approved by the Board of Commissioners through Board of Directors Decree No. KEP.51.I/FG.01/2017 concerning the Internal Audit Charter.

Tugas dan Tanggung Jawab Komite Audit *Duties and Responsibilities of the Audit Committee*

Tugas dan tanggung jawab Komite Audit yang tertuang dalam Piagam Komite Audit yaitu:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal serta efektivitas pelaksanaan tugas auditor eksternal dan internal.
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Satuan Pengawasan Internal maupun auditor eksternal.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perusahaan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Komisaris serta tugas-tugas Komisaris lainnya.

Komite Audit memiliki kewajiban untuk menjaga kerahasiaan dokumen, data, dan informasi Perusahaan. Seluruh kinerja Komite Audit dipertanggungjawabkan langsung kepada Dewan Komisaris dalam bentuk laporan berkala (triwulanan dan tahunan) serta mempertanggungjawabkan tugas khusus dalam laporan pelaksanaan tugas.

Wewenang Komite Audit *Authority of the Audit Committee*

Komite Audit memiliki wewenang untuk mendapatkan informasi lengkap tentang karyawan, dana, aset, serta sumber daya Perusahaan. Selain itu, Komite Audit juga berwenang untuk meminta bantuan tenaga ahli dan/atau konsultan dalam rangka melengkapi kebutuhan Komite Audit untuk melaksanakan tugasnya. Komite Audit dapat bekerja sama dengan Internal Audit untuk memperoleh informasi-informasi yang dibutuhkan.

Struktur, Keanggotaan, dan Keahlian Komite Audit *Organizational Structure, Membership and Expertise of The Audit Committee*

Pada periode pelaporan tahun 2020, struktur Komite Audit PT Angkasa Pura I (Persero) terdiri atas seorang Ketua dan satu orang Wakil Ketua yang berasal dari Dewan Komisaris, serta dua orang anggota, yang memiliki kualifikasi pendidikan dan keahlian di bidang audit dan/atau akuntansi keuangan.

The duties and responsibilities of Audit Committee as stated in the Audit Committee Charter are as follows:

1. *Assist the Board of Commissioners to ensure the effectiveness of the internal control system and implementation of duties of external and internal auditors.*
2. *Assess the implementation of activities and audit outcomes carried out by the Internal Audit Unit and external auditors.*
3. *Provide recommendations on improving the management control system and its implementation.*
4. *Ensure satisfactory evaluation procedures for all information released by the Company.*
5. *Identify matters that require the attention of the Board of Commissioners as well as other duties of the Board of Commissioners.*

The Audit Committee has an obligation to maintain the confidentiality of Company documents, data and information. The performance of the Audit Committee is directly accountable to the Board of Commissioners in the form of periodic reports (quarterly and annual) and reports on the implementation of special duties.

The Audit Committee has certain authorities, including the authority to obtain complete information about employees, funds, assets, and the Company resources. In addition, the Audit Committee is also authorized to request the assistance of experts and/or consultants to accomplish its duties. The Audit Committee can cooperate with Vice President Internal Audit to obtain the required information.

In 2020, the structure of Audit Committee of PT Angkasa Pura I (Persero) consisted of 1 (one) Chair and 1 (one) Deputy Chair, from members of the Board of Commissioners, and 2 (two) members with educational qualification and expertise on audit and/or financial accounting.

Keanggotaan Komite Audit

Membership of the Audit Committee

Nama Name	Surat Keputusan Decree	Keahlian Expertise
Ketua Komite Audit <i>Chair of Audit Committee</i>		
Erwan Agus Purwanto	Keputusan Dewan Komisaris Nomor : KEP-02/DK.AP.I/2020, Tanggal 26 Maret 2020 <i>Board of Commissioners Decree No. KEP-02/DK.AP.I/2020, dated March 26, 2020</i>	-
Wakil Ketua Komite Audit <i>Deputy Chair of Audit Committee</i>		
Djoko Sasono	Keputusan Dewan Komisaris Nomor : KEP-02/DK.AP.I/2020, Tanggal 26 Maret 2020 <i>Board of Commissioners Decree No. KEP-02/DK.AP.I/2020, dated March 26, 2020</i>	-
Wempi Saputra	Keputusan Dewan Komisaris Nomor : KEP-02/DK.AP.I/2020, Tanggal 26 Maret 2020 <i>Board of Commissioners Decree No. KEP-02/DK.AP.I/2020, dated March 26, 2020</i>	-
Anggota Komite Audit <i>Member of Audit Committee</i>		
Suka Edi Prasetyo	Keputusan Dewan Komisaris Nomor : KEP-05/DK.AP.I/2019, Tanggal 01 Juli 2019 <i>Board of Commissioners Decree No. KEP-05/DK.AP.I/2019, dated July 1, 2019</i>	Akuntansi, Audit <i>Accounting, Auditing</i>
Prayudhi P. Kesuma	Keputusan Dewan Komisaris Nomor : KEP-08/DK.AP.I/2020, Tanggal 21 Oktober 2020 <i>Board of Commissioners Decree No. KEP-08/DK.AP.I/2020, dated October 21, 2020</i>	Akuntansi, Audit <i>Accounting, Auditing</i>

Profil dan Kualifikasi Komite Audit

Profile and Qualification of Audit Committee

Nama dan Jabatan Name	Profil Profile
Erwan Agus Purwanto (Ketua Komite) (Chair of Audit Committee)	<ul style="list-style-type: none"> Warga Negara Indonesia, umur 52 tahun, lahir di Klaten, 2 Agustus 1968. Menjabat Komisaris Independen PT Angkasa Pura I (Persero) pada tanggal 20 Maret 2020. Sebelum menjabat sebagai Anggota Dewan Komisaris PT Angkasa Pura I (Persero) merupakan Guru Besar dalam bidang kebijakan publik, FISIPOL Universitas Gadjah Mada. Lulus tahun 1992 dari Universitas Gadjah Mada di Yogyakarta, lalu memperoleh gelar Magister dari Universitas Gadjah Mada Tahun 1997, dan Program Doktor di Universitas Van Amsterdam tahun 2004. Dasar pengangkatan adalah Surat Keputusan Menteri Negara BUMN Nomor: SK-85/MBU/03/2020 tanggal 20 Maret 2020 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris serta penetapan Komisaris Independen Perseroan PT Angkasa Pura I (Persero).
	<ul style="list-style-type: none"> Indonesian citizen, 52 years old, born in Klaten, August 2, 1968. Serving as Independent Commissioner of PT Angkasa Pura I (Persero) since March 20, 2020. Prior to serving as a Member of the Board of Commissioners of PT Angkasa Pura I (Persero), the incumbent was a Professor in public policy, Faculty of Social and Political Science, Gadjah Mada University Graduated in 1992 from Gadjah Mada University in Yogyakarta, then obtained a Master degree from Gadjah Mada University in 1997, and a Doctoral Program at the University of Van Amsterdam in 2004. The basis of appointment is Decree of the Minister of SOE No. SK-85/MBU/03/2020 dated March 20, 2020 concerning Dismissal and Appointment of Members of the Board of Commissioners and Appointment of Independent Commissioner of PT Angkasa Pura I (Persero).

Nama dan Jabatan Name	Profil Profile
<p>Djoko Sasono (Wakil Ketua I) (Deputy Chair I)</p>	<ul style="list-style-type: none"> • Warga Negara Indonesia, umur 57 tahun, lahir di Kediri, 25 September 1963 • Menjabat Komisaris Utama PT Angkasa Pura I (Persero) pada tanggal 19 Juli 2019. • Sebelum menjabat sebagai Komisaris Utama PT Angkasa Pura I (Persero), sampai saat ini masih menjabat sebagai Sekretaris Jenderal Perhubungan Republik Indonesia. • Lulus Tahun 1987 dari Institut Teknologi Bandung, lalu 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. • Diangkat sebagai Komisaris Utama Perseroan PT Angkasa Pura I (Persero) sejak 19 Juli 2018 berdasarkan akta keputusan SK Menteri Negara BUMN No.SK-210/MBU/07/2018 tanggal 19 Juli 2018.
<p>Wempi Saputra (Wakil Ketua II) (Deputy Chair II)</p>	<ul style="list-style-type: none"> • Warga Negara Indonesia, umur 46 tahun, lahir di Palembang, 12 Maret 1974. • Sebelum menjabat sebagai anggota Dewan Komisaris di PT Angkasa Pura I (Persero), menjabat sebagai Kepala Pusat Analisis dan Harmonisasi Kebijakan (Pushaka) - Sekretariat Jenderal Kementerian Keuangan (2017) dan Chief Change Management Officer II Central Transformation Office (2014) Kementerian Keuangan. Berpengalaman sebagai Dewan Pengawas di Badan Aksesibilitas Telekomunikasi dan Informasi (BAKTI) Kementerian Kominfo dan Dewan Komisaris PT. Sarana Multigriya Finansial (Persero). • Pendidikan Diploma III di Sekolah Tinggi Akuntansi Negara (1995), Strata 1 (S1) di Fakultas Ekonomi Universitas Indonesia (1999), Magister (S2) di Jurusan Keuangan Publik National Graduate Institute for Policy Studies - Jepang (2003) dan Program Doctor of Economics (S3) di Universitas Nagoya - Jepang (2012). • Menjabat sebagai Komisaris di PT Angkasa Pura I (Persero) sejak 20 Maret 2020 berdasarkan Surat Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor SK-85/MBU/03/2020.
<p>Suka Edi Prasetyo (Anggota) (Member)</p>	<ul style="list-style-type: none"> • Warga Negara Indonesia, umur 35 tahun, lahir di Tulungagung, Jawa Timur pada tanggal 15 Januari 1985 • Memperoleh gelar Diploma III Akuntansi pada Sekolah Tinggi Akuntansi Negara Jakarta pada tahun 2006 dan Sarjana Ekonomi pada Universitas Indonesia pada tahun 2009. • Mengawali karir tahun 2006 di Kementerian BUMN dan saat ini menduduki Jabatan sebagai Kepala Sub Bidang Jasa Keuangan, Jasa Survei dan Konsultan I.
<p>Prayudhi P. Kesuma (Anggota) (Member)</p>	<ul style="list-style-type: none"> • Warga Negara Indonesia, umur 50 tahun, lahir di Palembang pada tanggal 21 September 1970. • Memperoleh gelar Sarjana Ekonomi Akuntansi Universitas Trisakti pada tahun 1996. • Sebelum menjadi anggota Komite Audit PT Angkasa Pura I (Persero) menjabat sebagai Senior Manager Internal Audit PT Indocement Tunggal Prakarsa Tbk.

Pelatihan Komite Audit

Audit Committee Training

Uraian pelatihan bagi Komite Audit sepanjang tahun 2020 dapat dilihat pada bagian Pendidikan dan Pelatihan Manajemen pada laporan ini.

Description of the Audit Committee Training throughout 2020 can be seen in the Education and Management Training section of this report.

Independensi Komite Audit

Independence of The Audit Committee

Seluruh Komite Audit menjalankan tugas dan tanggung jawab secara objektif, profesional, dan independen tanpa dipengaruhi hubungan afiliasi yang dimiliki anggota Komite Audit dengan Pemegang Saham, Dewan Komisaris, maupun Direksi.

The Audit Committee must carry out their duties and responsibilities in an objective, professional, and independent manner without being influenced by the affiliation relationship with Shareholders, Board of Commissioners, and Board of Directors.

Rapat Komite Audit

Audit Committee Meeting

Rapat Komite Audit terdiri dari Rapat Internal dan Rapat Gabungan dengan Internal Audit. Rapat diselenggarakan untuk membahas hal-hal yang berkaitan dengan rencana kerja dan pelaksanaan perkembangan Perseroan, pengendalian internal, tindak lanjut temuan hasil audit, dan hal terkait lainnya. Seluruh hasil pembahasan dalam rapat menjadi sumber informasi dan rujukan dalam pemberian saran kepada Dewan Komisaris.

Audit Committee Meeting consists of Internal Meetings and Joint Meetings with Vice President Internal Audit. Meetings are held to discuss matters relating to the work plan and its implementation, Company developments, internal control, follow-up on audit findings, and other related matters. The results of the discussions are important as sources of information and references in providing advice to the Board of Commissioners.

Frekuensi dan Tingkat Kehadiran Anggota Komite Audit dalam Rapat

Frequency and Attendance Rate of Audit Committee Members at Meetings

Peserta Rapat <i>Meetings Participants</i>	Jabatan <i>Position</i>	Jumlah Rapat <i>Total Meetings</i>	Jumlah Kehadiran <i>Total Attendance</i>	% Kehadiran <i>% Attendance</i>
Erwan Agus Purwanto	Ketua <i>Chair</i>	15	15	100%
Djoko Sasono	Wakil Ketua I <i>Deputy Chair I</i>	16	16	100%
Wempi Saputra	Wakil Ketua II <i>Deputy Chair II</i>	15	15	100%
Suka Edi Prasetyo	Anggota <i>Member</i>	16	16	100%
Prayudhi P. Kesuma	Anggota <i>Member</i>	5	5	100%

Agenda Rapat Komite Audit

Agenda Items of Audit Committee

No.	Tanggal Rapat Date	Agenda/Pembahasan Agenda Item	
1	14 Februari 2020 14 February 2020	<ol style="list-style-type: none"> Penghapusan Aktiva Tetap Tidak Produktif Umur Ekonomis s.d. 5 tahun Milik PT Angkasa Pura I (Persero) – Kantor Pusat; Penghapusan Aktiva Tetap Tidak Produktif Umur Ekonomis di atas 5 tahun Milik PT Angkasa Pura I (Persero) – Kantor Pusat. 	<ol style="list-style-type: none"> Write-off of Non-Productive Fixed Assets with Economic Life up to 5 years Owned by PT Angkasa Pura I (Persero) - Head Office; Write-off of Non-Productive Fixed Assets with Economical Life Over 5 years Owned by PT Angkasa Pura I (Persero) - Head Office.
2	13 Mei 2020 13 May 2020	Laporan Tahunan Tahun Buku 2019 PT Angkasa Pura I (Persero)	The Annual Report of Financial Year 2019 of PT Angkasa Pura I (Persero)
3	18 Mei 2020 18 May 2020	Laporan Kinerja Triwulan I Tahun 2020 dan Laporan Terjadinya Penurunan Kinerja PT Angkasa Pura I (Persero)	Performance in the first quarter 2020 and Report on Decreasing Performance of PT Angkasa Pura I (Persero)
4	23 Juni 2020 23 June 2020	<ol style="list-style-type: none"> Permohonan Persetujuan atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap dilakukan dengan cara ganti rugi berupa tanah 502 m² di Selaparang – Bandar Udara Internasional Lombok; Lain-lain. 	<ol style="list-style-type: none"> Application for Approval of the Proposed Write-off and Transfer of Fixed Assets shall be made through a Compensation in the form of 502 m² Land in Selaparang - Lombok International Airport; Others.
5	30 Juli 2020 30 July 2020	<ol style="list-style-type: none"> Pembahasan <i>Reimbursement</i> ke Lembaga Manajemen Aset Negara (LMAN); Peluang untuk mendapatkan Nation Interest Account (NIA) dari Lembaga Pemerintah Ekspor Indonesia (LPEI); Lain-lain. 	<ol style="list-style-type: none"> Discussion of Reimbursement to the State Asset Management Institute (LMAN); Chances to obtain the Nation Interest Account (NIA) from the Indonesian Export Financing Agency (LPEI); Others.
6	6 Agustus 2020 6 August 2020	Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah yang Terkena Dampak Pengadaan Tanah untuk Pembangunan Jalan By Pass BIL-Mandalika yang dilakukan dengan cara Ganti Rugi	Write-off and Transfer of Fixed Assets in the form of Land Affected by Land Acquisition for the Construction of Bypass Road BIL-Mandalika carried out by way of Compensation.
7	06 Agustus 2020 6 August 2020	Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah 502m ² di Selaparang yang dilakukan dengan cara ganti rugi	Write-off and transfer of assets Remains in the form of 502m ² of land in the Selaparang done by way of indemnity
8	19 Agustus 2020 19 August 2020	<ol style="list-style-type: none"> Pembahasan TOR/KAK dan RAB Pengadaan KAP Tahun 2020; Lain-lain. 	<ol style="list-style-type: none"> Discussion on TOR/KAK and RAB for KAP Procurement in 2020; Others.
9	15 September 2020 15 September 2020	<ol style="list-style-type: none"> Pembahasan TOR/KAK dan RAB Pengadaan KAP Tahun 2020; Lain-lain. 	<ol style="list-style-type: none"> Discussion on TOR / KAK and RAB for KAP Procurement in 2020; Others.
10	18 September 2020 18 September 2020	Pembahasan Temuan Audit Internal dan Usulan Kerangka Acuan Kerja dan RAB Pengadaan Jasa Kantor Akuntan Publik untuk mengaudit Laporan Keuangan PT Angkasa Pura I (Persero) Tahun Buku 2020	Discussion on Internal Audit Findings and Proposals Terms of Reference and RAB for Office Service Procurement Public Accountants to audit Financial Statements PT Angkasa Pura I (Persero) for the 2020 Book Year
11	14 Oktober 2020 14 October 2020	Revisi RKAP Tahun 2020 PT Angkasa Pura I (Persero)	Revised RKAP 2020 of PT Angkasa Pura I (Persero)
12	17 November 2020 17 November 2020	<ol style="list-style-type: none"> Pembahasan Program Kerja Komite Audit Tahun 2021; Pembahasan Aksi Korporasi; Lain-lain. 	<ol style="list-style-type: none"> Discussion on the Audit Committee Work Program for 2021; Discussion on Corporate Actions; Others.
13	18 November 2020 18 November 2020	Tanggapan Komite Audit atas rencana penghapusbukuan dan pemindahtanganan aset tetap berupa bangunan tempat tinggal dan gedung VHF-ER PT Angkasa Pura I (Persero)	Response of the Audit Committee to the plan for write-off and transfer of fixed assets in the form of Residential Building and VHF-ER Building of PT Angkasa Pura I (Persero)
14	19 November 2020 19 November 2020	Pemahaman Fungsi <i>Internal Control</i> dan <i>Risk Management</i> di Lingkungan PT Angkasa Pura I (Persero)	Understanding the Function of Internal Control and Risk Management within PT Angkasa Pura I (Persero)

15	7 Desember 2020 7 December 2020	1. Meeting koordinasi; 2. Pembahasan FMTL (Form Monitoring dan Tindak Lanjut); 3. Pembahasan Program Kerja Internal Audit; 4. Penghapusbukuan aset Bandara SRG; 5. Lain-lain (Pembahasan Bandar Udara Sentani).	1. Coordination meeting; 2. Discussion on FMTL (Form Monitoring and Follow Up); 3. Discussion on Internal audit Work Program; 4. Write-off of SRG Airport assets; 5. Others (Discussion on Sentani Airport).
16	29 Desember 2020 29 December 2020	Pembahasan Analisis Keuangan Tahun 2020 dan Forecast Tahun 2021	Discussion on Financial Analysis for 2020 and Forecast for 2021

Realisasi Kegiatan Komite Audit

Realization of the Audit Committee Activities

Komite Audit telah menjalankan tugas dengan baik di tahun 2020 dengan realisasi kegiatan sebagai berikut:

The Audit Committee has performed its duties well in 2020 by conducting the following activities:

1. Kajian di tahun 2020 yang terdiri dari :

1. During 2020, the Audit Committee has reviewed the following:

NO	Nomor Surat Letter Number	Kajian	Review
1	01/KA.DK.AP.I/2020	Kajian mengenai Permohonan Persetujuan Usulan Penghapusan Aktiva Tetap Tidak Produktif Umur Ekonomis s.d. 5 Tahun Milik PT Angkasa Pura I (Persero) Kantor Pusat	Review on Application for Approval of Proposed Write off of Non-Productive Fixed Assets with Economic Life up to 5 Years Owned by PT Angkasa Pura I (Persero) - Head Office.
2	02/KA.DK.AP.I/2020	Laporan Evaluasi Kantor Akuntan Publik (KAP)	Public Accounting Firm (KAP) Evaluation Report
3	03/KA.DK.AP.I/2020	Kajian mengenai Permohonan Persetujuan Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Tidak Produktif Umur Ekonomis di Atas 5 (lima) Tahun dengan Cara Lain Berupa Bangunan dan Gedung Beserta Fasilitasnya di Area Terminal Lama Bandar Udara Jenderal Ahmad Yani - Semarang	Review on Application for Approval of Proposed Write-off and Transfer of Non-Productive Fixed Assets with Economic Life Over 5 (five) Years by Other Means in the Form of Buildings and Structures along with its Facilities in the Old Terminal Area of Jenderal Ahmad Yani Airport – Semarang
4	04/KA.DK.AP.I/2020	Kajian mengenai Permohonan Persetujuan Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Tidak Produktif Umur Ekonomis di Atas 5 (lima) Tahun dengan Cara Lain Berupa Peralatan dan Instalasi di Area Terminal Lama Bandara Udara Jenderal Ahmad Yani - Semarang	Review on Application for Approval of Proposed Write-off and Transfer of Non-Productive Fixed Assets with Economic Life Over 5 (five) Years by Other Means in the Form of Equipment and Installation in the Old Terminal Area of Jenderal Ahmad Yani Airport – Semarang
5	05/KA.DK.AP.I/2020	Kajian mengenai Permohonan Persetujuan Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap yang Terdampak Perluasan Terminal Bandar Udara Internasional Sam Ratulangi - Manado	Review on Application for Approval of Proposed Write-off and Transfer of Fixed Assets Affected by the Expansion of Sam Ratulangi International Airport Terminal – Manado
6	06/KA.DK.AP.I/2020	Kajian mengenai Permohonan Persetujuan Usulan Penghapusbukuan Aktiva Tetap berupa Bangunan dan Gedung pada Bandar Udara Internasional Adisutjipto - Yogyakarta	Review on Application for Approval of Proposed Write-off of Fixed Assets in the form of Buildings and Structures at Adisutjipto International Airport – Yogyakarta
7	09/KA.DK.AP.I/2020	Rekomendasi Persetujuan Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Tanah yang Terkena Dampak Pengadaan Tanah untuk Pembangunan Jalan By Pass BILMandalika	Recommendation for Approval of Proposed Write-off and Transfer of Fixed Assets Affected by Land Acquisition for the Construction of Bypass Roads BIL-Mandalika
8	11/KA.DK.AP.I/2020	Rekomendasi Komite Audit atas Penunjukan Kantor Akuntan Publik Tahun Buku 2020	Recommendations of the Audit Committee for the Appointment of a Public Accounting Firm for the Financial Year 2020
9	13/KA.DK.AP.I/2020	Kajian mengenai Rencana penghapusbukuan dan pemindahtanganan aset tetap berupa Bangunan Tempat Tinggal dan Gedung VHF-ER PT Angkasa Pura I (Persero)	Review on the plan for write-off and transfer of fixed assets in the form of Residential Building and VHF-ER Building of PT Angkasa Pura I (Persero).

2. Rapat Sebanyak 16 Kali

The Audit Committee held 16 Meetings

KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE *Business Risk and Good Corporate Governance Committee*

Komite Risiko Usaha dan *Good Corporate Governance* (GCG) bertugas untuk membantu Dewan Komisaris dalam mengawasi kebijakan Direksi terkait pengelolaan risiko, potensi risiko usaha, dan GCG. Komite Risiko Usaha dan GCG diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan dalam RUPS. Komite Risiko Usaha dan GCG diketuai oleh salah satu anggota Dewan Komisaris.

The Business Risk and Good Corporate Governance (GCG) Committee is tasked to assist the Board of Commissioners in carrying out its duties to oversee the policies of Board of Directors related to risk management, potential business risks, and GCG. Members of the Business Risk and Good Corporate Governance Committee are appointed and dismissed by the Board of Commissioners and then reported to the GMS. A member of the Board of Commissioners serves as Chair of the Business Risk and Good Corporate Governance Committee.

Dasar Pembentukan Komite Risiko Usaha dan GCG *Basis of Establishment of Business Risk and GCG Committee*

Pembentukan Komite Risiko Usaha dan *Good Corporate Governance* Angkasa Pura I berlandaskan aturan berikut:

- a. UU No. 19 Tahun 2003 tentang BUMN.
- b. Peraturan Menteri BUMN No. PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN.
- c. Peraturan Menteri Negara BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris.

The Business Risk and Good Corporate Governance Committee of PT Angkasa Pura I (Persero) was established based on the following regulations:

- a. Law No. 19 of 2003 concerning State-Owned Enterprises
- b. Minister of SOE Regulation No. PER-09/MBU/2012 concerning Implementation of Good Corporate Governance in SOEs.
- c. Minister of SOE Regulation No. PER-12/MBU/2012 concerning Supporting Organs of the Board of Commissioners.

Piagam Komite Risiko Usaha dan GCG *Charter of the Business Risk and Good Corporate Governance Committee*

Tugas dan kewajiban Komite Risiko Usaha dan GCG dilaksanakan berdasarkan Piagam Komite Risiko dan *Good Corporate Governance* yang dikukuhkan berdasarkan Surat Keputusan Nomor KEP.01/DK.API/2020 tanggal 26 Maret 2020. Piagam tersebut berisi latar belakang, visi dan misi, serta tujuan pembentukan Komite, tugas dan tanggung jawab, wewenang dan mekanisme kerja, kode etik, pelaksanaan rapat Komite, pelaporan, serta anggaran kegiatan tahunan Komite.

The Business Risk and Good Corporate Governance Committee performs its duties and obligations based on the Charter of the Business Risk and Good Corporate Governance Committee installed based on Decree No. KEP.01/DK.API/2020 dated March 26, 2020. The Charter contains background, vision and mission, and objectives of the Committee's establishment, duties and responsibilities, authorities and work mechanisms, code of conduct, implementation of Committee meetings, reporting, and the Committee's annual program budget.

Tugas dan Tanggung Jawab Komite Risiko Usaha dan GCG

Duties and Responsibilities of the Business Risk and GCG Committee

A. Tugas Pokok Terkait Risiko Usaha:

1. Melakukan *review* dan memberikan rekomendasi atas efektivitas pelaksanaan manajemen risiko Perusahaan yang dilakukan oleh Unit *Risk Management and Compliance*, melalui pertemuan secara berkala maupun cara lainnya untuk membahas perkembangan dari tahapan-tahapan tugas dan tanggung jawab yang dilakukan oleh *Risk Management and Compliance Group*.
2. Melakukan *review* atas penilaian risiko oleh *Risk Management and Compliance Group* terhadap rencana investasi Perusahaan yang material.
3. Melakukan pengawasan atas kegiatan *Risk Management and Compliance Group* dalam memantau pelaksanaan mitigasi risiko oleh unit-unit kerja terkait.
4. Melakukan pengawasan atas pelaksanaan rekomendasi Komite Risiko Usaha oleh *Risk Management and Compliance Group*.
5. Melakukan analisis dan evaluasi atas usulan RKAP dan *review* tahunan atas RJPP yang diajukan oleh Direksi.
6. Melakukan penelaahan atas informasi risiko dan manajemen risiko Perusahaan dalam laporan-laporan yang akan dipublikasikan, melalui proses:
 - Diskusi bersama dengan manajemen.
 - *Review* atas *draft* dari laporan yang akan dipublikasikan.
7. Melakukan pembahasan atas risiko-risiko penting pada unit-unit di lingkungan Perusahaan, sesuai kebutuhan.
8. Dalam hal Direksi menganggap perlu menggunakan konsultan manajemen risiko independen untuk melakukan penelaahan kembali atas proses manajemen risiko yang telah diterapkan Perusahaan, maka tugas Komite Risiko Usaha dan GCG adalah:
 - Memberikan masukan tentang kriteria dan kompetensi konsultan.
 - Melakukan *monitoring* pekerjaan konsultan melalui *Risk Management and Compliance Group*.

B. Tugas Pokok Terkait *Good Corporate Governance*:

1. Memastikan kelengkapan dan validitas dari *Corporate Governance Policy (CGP)*, *Management Policy (MP)*, dan *Standard Operating Procedure (SOP)* sesuai dengan kegiatan Perusahaan.
2. Memastikan manajemen melaksanakan kegiatan usaha mengikuti ketentuan dalam CGP, MP, dan SOP.
3. Memastikan pengawasan telah dilakukan terhadap penerapan CGP, MP, dan SOP.

A. *Main Duties Related to Business Risk:*

1. *To review and provide recommendations on the effectiveness of the implementation of the company's risk management carried out by the Risk Management and Compliance Unit, through regular meetings and other means to discuss the development of stages of duties and responsibilities carried out by the Risk Management and Compliance Group.*
2. *To review the risk assessment conducted by Risk Management and Compliance Group on the Company's investment plans.*
3. *To oversee the activities of the Risk Management and Compliance Group in monitoring the implementation of risk mitigation by relevant work units.*
4. *To oversee the implementation of the Committee's recommendations by the Risk Management and Compliance Group.*
5. *To conduct an analysis and evaluation of the proposed RKAP and an annual review of RJPP submitted by the Board of Directors.*
6. *To review the Company's information on risk management in the reports to be published, through a process of:*
 - *Joint discussion with management.*
 - *Review of draft report to be published.*
7. *To conduct discussions on important risks of the units within the Company, as needed.*
8. *If the Board of Directors deems it necessary to use an independent risk management consultant to review the risk management processes of the Company, the Business Risk and GCG Committee has the duty to:*
 - *Provide inputs on consultant criteria and competencies.*
 - *Monitor the work of consultants through the Risk Management and Compliance Group.*

B. *Main Duties Related to Good Corporate Governance:*

1. *To ensure the completeness and validity of Corporate Governance Policy (CGP), Management Policy (MP), and Standard Operating Procedure (SOP) in accordance with the Company's activities.*
2. *To ensure that management carries out business activities in accordance with the provisions in CGP, MP, and SOP.*
3. *To ensure that supervision has been carried out on the implementation of CGP, MP, and SOP.*

4. Mengevaluasi kebijakan tentang GCG dan Standar Etika serta tindak lanjut hasil penilaian yang dilakukan oleh konsultan eksternal.
5. Melakukan penyelidikan dan verifikasi berdasarkan hasil temuan di lapangan berkaitan dengan pelanggaran etika dan pelanggaran praktik GCG yang terjadi di Perusahaan.
6. Mengevaluasi dan melakukan penyempurnaan terhadap pedoman-pedoman yang berkaitan dengan pelaksanaan GCG sekurang-kurangnya satu tahun sekali atau disesuaikan dengan kebutuhan Perusahaan.
7. Memberikan nasihat, masukan, dan rekomendasi kepada Direksi mengenai standar-standar praktik terbaik penerapan GCG di Perusahaan.
8. Membantu Direksi dalam merencanakan, melaksanakan, mengevaluasi, dan mengembangkan secara berkesinambungan penerapan Etika Kerja dan Bisnis serta praktik GCG di seluruh wilayah kerja Perusahaan.
9. Membantu tugas Direksi dalam pembinaan dan pengawasan efektivitas penerapan praktik GCG di Perusahaan sebagai upaya meningkatkan nilai Pemegang Saham, termasuk sosialisasi dan internalisasi.
10. Melakukan evaluasi terhadap efektivitas penerapan GCG oleh Organ Utama dan Organ Pendukung serta memberikan masukan penyempurnaan serta upaya-upaya pementapannya.
11. Menyusun mekanisme *reward and punishment* secara konsisten terkait penerapan praktik GCG di Perseroan.

Komite Risiko Usaha dan GCG juga dapat diberikan tugas khusus dengan ketentuan sebagai berikut:

1. Pemberian tugas khusus kepada Komite Risiko Usaha dan GCG oleh Dewan Komisaris dilakukan melalui perintah tertulis yang antara lain menerangkan:
 - Nama anggota Komite Risiko Usaha dan GCG yang diberi tugas
 - Sifat dan lingkup pekerjaan
 - Tujuan dan sasaran pekerjaan
 - Waktu penugasan
 - Hal-hal administratif yang berkaitan dengan tugas khusus dimaksud
2. Tugas khusus dapat mencakup tetapi tidak terbatas pada pemeriksaan terhadap dugaan adanya kesalahan dalam keputusan Rapat Direksi atau adanya penyimpangan dalam pelaksanaan dari suatu hasil keputusan Rapat Direksi yang terkait dengan tugas dan tanggung jawabnya.
3. Komite Risiko Usaha dan *Good Corporate Governance* harus menyampaikan laporan pelaksanaan tugas khusus dengan tingkat kerahasiaan maksimal secara terbatas hanya kepada anggota Komite Risiko Usaha dan *Good Corporate Governance* serta anggota Dewan Komisaris.

4. *To evaluate the policies regarding GCG and Ethical Standards as well as follow up on the results of assessments conducted by external consultants*
5. *To investigate and verify based on findings in the field relating to ethical violations and violations of GCG practices occurring in the Company.*
6. *To evaluate and improve the guidelines on GCG implementation of at least once a year or adjusted to the needs of the Company.*
7. *To provide advices, inputs, and recommendations to the Board of Directors regarding best practice standards for the implementation of GCG in the Company.*
8. *To assist the Board of Directors in planning, implementing, evaluating, and developing on an ongoing basis the Work and Business Ethics and GCG practices in all work areas of the Company.*
9. *To assist the Board of Directors in guiding and overseeing the effectiveness of GCG practices in the Company as an effort to increase Shareholder value, including dissemination and internalization*
10. *To evaluate the effectiveness of GCG implementation by the Main Organs and Supporting Organs and provide input on improvements and efforts to strengthen them.*
11. *To develop a mechanism of reward and punishment on a consistent basis in relation to the implementation of GCG practices in the Company.*

The Business Risk and Good Corporate Governance Committee may also be given specific duties under the following conditions:

1. *Assignment of special duties to the Business Risk and GCG Committee by the Board of Commissioners through written instructions which include the following information:*
 - *Name of the Business Risk and GCG Committee members assigned*
 - *Nature and scope of work*
 - *Goals and objectives of work*
 - *Time of assignment*
 - *Administrative matters related to the special duties*
2. *Special duties may include but are not limited to examining alleged irregularities in the decisions of the Board of Directors Meeting or irregularities in the execution of a decision of the Board of Directors Meeting related to their duties and responsibilities.*
3. *The Business Risk and Good Corporate Governance Committee must submit a report on the execution of special duties under extreme confidentiality and limited only to members of the Committee and the Board of Commissioners.*

Struktur, Keanggotaan, dan Keahlian Komite Risiko Usaha dan GCG

Organizational Structure, Membership, and Expertise of the Business Risk and Good Corporate Governance Committee

Susunan anggota Komite Risiko Usaha dan *Good Corporate Governance* PT Angkasa Pura I (Persero) disahkan melalui Keputusan Dewan Komisaris KEP.01/DK.AP.I/2020 tanggal 26 Maret 2020. Struktur Komite terdiri dari seorang ketua, dua orang wakil ketua, dan dua orang anggota. Secara rinci, susunan keanggotaan Komite Risiko Usaha dan *Good Corporate Governance* dapat dilihat pada tabel berikut.

The composition of Business Risk and Good Corporate Governance Committee of PT Angkasa Pura I (Persero) was ratified through the Board of Commissioners Decree KEP.01/DK.AP.I/2020 dated March 26, 2020. The Committee structure consists of a chair, two deputy chairs, and two members. Details of the membership structure of the Business Risk and Good Corporate Governance Committee can be seen in the following table.

Keanggotaan Komite Risiko Usaha dan GCG

Membership of Business Risk and Good Corporate Governance Committee

Jabatan <i>Position</i>	Nama <i>Name</i>	Surat Keputusan <i>Decree</i>	Keahlian <i>Expertise</i>
Ketua <i>Chair</i>	Tri Budi Satriyo	Keputusan Dewan Komisaris Nomor : KEP-03/DK.AP.I/2020 Tanggal 26 Maret 2020 <i>Board of Commissioners Decree No. KEP-03/DK.AP.I/2020 dated March 26, 2020</i>	-
Wakil Ketua I <i>Deputy Chair I</i>	Irfan Wahid	Keputusan Dewan Komisaris Nomor : KEP-03/DK.AP.I/2020 Tanggal 26 Maret 2020 <i>Board of Commissioners Decree No. KEP-03/DK.AP.I/2020 dated March 26, 2020</i>	-
Wakil Ketua II <i>Deputy Chair II</i>	Danang Parikesit	Keputusan Dewan Komisaris Nomor : KEP-03/DK.AP.I/2020 Tanggal 26 Maret 2020 <i>Board of Commissioners Decree No. KEP-03/DK.AP.I/2020 dated March 26, 2020</i>	-
Wakil Ketua III <i>Deputy Chair III</i>	Wihana Kirana Jaya	Keputusan Dewan Komisaris Nomor : KEP-03/DK.AP.I/2020 Tanggal 26 Maret 2020 <i>Board of Commissioners Decree No. KEP-03/DK.AP.I/2020 dated March 26, 2020</i>	-
Anggota <i>Member</i>	Budi Soleh	Keputusan Dewan Komisaris Nomor : KEP-04/DK.AP.I/2020 Tanggal 1 April 2020 <i>Board of Commissioners Decree No. KEP-04/DK.AP.I/2020 dated April 1, 2020</i>	-
	Andi Handoko	Keputusan Dewan Komisaris Nomor : KEP-07/DK.AP.I/2020 Tanggal 1 September 2020 <i>Board of Commissioners Decree No. KEP-07/DK.AP.I/2020 dated September 1, 2020</i>	-

Profil dan Kualifikasi Komite Risiko Usaha dan GCG

Profile and Qualification of the Business Risk and Good Corporate Governance Committee

Nama dan Jabatan <i>Name and Position</i>	Profil <i>Profile</i>
Tri Budi Satriyo Ketua <i>Chair</i>	<ul style="list-style-type: none"> Lahir di Blora pada tanggal 12 Desember 1961. Diangkat sebagai Komisaris PT Angkasa Pura I (Persero) sejak 19 Juli 2018 berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-210/MBU/07/2018.
Irfan Wahid Wakil Ketua I <i>Deputy Chair I</i>	<ul style="list-style-type: none"> Born in Blora, December 12, 1961. Appointed as Commissioner of PT Angkasa Pura I (Persero) since July 19, 2018 based on the Decree of the Minister of State-Owned Enterprises No. SK-210/MBU/07/2018.
Irfan Wahid Wakil Ketua I <i>Deputy Chair I</i>	<ul style="list-style-type: none"> Born in Jakarta 25 Februari 1969. Menjabat sebagai Komisaris di PT Angkasa Pura I (Persero) sejak 20 Maret 2020 berdasarkan Surat Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor SK-85/MBU/03/2020. Menyelesaikan pendidikan S1 di Institut Kesenian Jakarta dan <i>The Art Institute of Seattle</i> di Amerika Serikat. Sebelum menjabat sebagai anggota Dewan Komisaris di PT Angkasa Pura I (Persero), menjabat sebagai Ketua Pokja Industri Kreatif di Komite Ekonomi Industri Nasional (KEIN), Penasihat Khusus Menteri Koordinator Kemaritiman dan Investasi Bidang Kepariwisata, sekaligus Ketua Tim Quick Win 5 Destinasi Super Prioritas. Dalam bidang organisasi, ia saat ini tercatat sebagai Anggota Dewan Penasehat di Kamar Dagang dan Industri Indonesia (KADIN Indonesia), Anggota Dewan Pakar di Ikatan Cendekiawan Muslim Indonesia (ICMI), <i>Senior Advisor</i> di Muslimat NU, Masyarakat Ekonomi Syariah (MES), dan di Pesantren Tebuireng Jombang.
	<ul style="list-style-type: none"> Born in Jakarta, February 25, 1969. Serving as Commissioner at PT Angkasa Pura I (Persero) since March 20, 2020 based on the Decree of the Minister of State-Owned Enterprises No. SK-85/MBU/03/2020. Completed his bachelor's degree from the Jakarta Institute for the Arts and The Art Institute of Seattle in the United States. Prior to serving as a member of the Board of Commissioners at PT Angkasa Pura I (Persero), the incumbent served as the Head of the Creative Industry Working Group at the National Committee for the Economy and Industry (KEIN), Special Advisor to the Coordinating Minister for Maritime Affairs and Investment in the Tourism Sector, as well as Chair of the Quick Win 5 Super Priority Destinations Team. In the field of organization, he is currently listed as a Member of the Advisory Board at the Indonesian Chamber of Commerce and Industry (KADIN Indonesia), Member of Expert Board at the Indonesian Association of Muslim Intellectuals (ICMI), Senior Advisor at Muslimat NU, Sharia Economic Community (MES), and at Tebuireng Islamic Boarding School, Jombang.

Nama dan Jabatan Name and Position		Profil Profile
<p>Danang Parikesit Wakil Ketua II <i>Deputy Chair II</i></p>	<ul style="list-style-type: none"> Lahir di Yogyakarta 03 Juni 1965. Menjabat sebagai Komisaris di PT Angkasa Pura I (Persero) sejak 20 Maret 2020 berdasarkan Surat Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor SK-85/MBU/03/2020. Menyelesaikan pendidikan Strata 1 di Universitas Gadjah Mada (Teknik Sipil), pendidikan Magister Strata 2 di Universitas Leeds Inggris (Transportasi Teknik) dan pendidikan <i>Doctor</i> di Technische Universitat Wien Austria (Transportasi Teknik). Sebelum menjabat sebagai anggota Dewan Komisaris di PT Angkasa Pura I (Persero) ia menjabat sebagai Kepala Badan Pengatur Jalan Tol (BPJT), Ketua Masyarakat Transportasi Indonesia, Ketua Lembaga Penelitian dan Pengabdian pada Masyarakat UGM, <i>Chairman The International Forum for Rural Transport and Development London</i>, hingga Staf Ahli Khusus Menteri Pekerjaan Umum. 	<ul style="list-style-type: none"> Born in Yogyakarta, June 3, 1965. Serving as Commissioner at PT Angkasa Pura I (Persero) since March 20, 2020 based on the Decree of the Minister of State-Owned Enterprises No. SK-85/MBU/03/2020. Completed a bachelor's degree from Gadjah Mada University (Civil Engineering), a Master degree from the University of Leeds, UK (Transportation Engineering) and Doctorate from Technische Universitat Wien Austria (Engineering Transportation). Prior to serving as a member of the Board of Commissioners at PT Angkasa Pura I (Persero), the incumbent served as Head of Toll Road Regulatory Agency (BPJT), Chairman of the Indonesian Transportation Society, Head of LP/LPPM UGM, Chairman of The International Forum for Rural Transport and Development London, to the Special Staff of the Minister of Public Work and Housing.
<p>Wihana Kirana Jaya Wakil Ketua III <i>Deputy Chair III</i></p>	<ul style="list-style-type: none"> Lahir di Yogyakarta 15 Desember 1958. Menjabat sebagai Komisaris di PT Angkasa Pura I (Persero) sejak 20 Maret 2020 berdasarkan Surat Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor SK-85/MBU/03/2020. Menyelesaikan pendidikan S1 di Fakultas Ekonomi Universitas Gadjah Mada tahun 1983, Program (S2) <i>Master of Social Science</i> di Universitas Birmingham Inggris (1990) dan Pendidikan (S3) <i>Doctor of Philosophy</i> di Universitas Monash Australia (2008). Sebelum menjabat sebagai anggota Dewan Komisaris di PT Angkasa Pura I (Persero) ia menjabat sebagai Staf Khusus Menteri Perhubungan Bidang Ekonomi dan Investasi Transportasi, Anggota Dewan Komisaris di PT Pelabuhan Indonesia IV (Persero), Guru Besar Fakultas Ekonomi & Bisnis Universitas Gadjah Mada dan Dekan Fakultas Ekonomi & Bisnis Universitas Gadjah Mada. 	<ul style="list-style-type: none"> Born in Yogyakarta, December 15, 1958. Serving as Commissioner at PT Angkasa Pura I (Persero) since March 20, 2020 based on the Decree of the Minister of State-Owned Enterprises No. SK-85/MBU/03/2020. Completed his bachelor's degree from Faculty of Economics, Gadjah Mada University in 1983, Master of Social Science from University of Birmingham, UK (1990) and Doctoral Degree in Philosophy from Monash University, Australia (2008). Prior to serving as a member of the Board of Commissioners at PT Angkasa Pura I (Persero), the incumbent served as Special Staff to the Minister of Transportation for the Economy and Transportation Investment, Member of the Board of Commissioners at PT Pelabuhan Indonesia IV (Persero), Professor of Faculty of Economics & Business, Gadjah Mada University and Dean of Faculty of Economics & Business, Gadjah Mada University.
<p>Budi Soleh Anggota <i>Member</i></p>	<ul style="list-style-type: none"> Warga Negara Indonesia, umur 51 tahun, lahir di Jakarta, 15 Januari 1969. Menyelesaikan pendidikan perguruan tinggi Diploma IV Keuangan Spesialisasi Akuntansi STAN, Jakarta (1994-1997) dan Magister Manajemen STIE IPWIJA, Jakarta (2001-2003). Sebelum menjabat sebagai anggota Komite Risiko Usaha & GCG di PT Angkasa Pura I (Persero) ia menjabat sebagai Kepala Seksi Bimbingan Pengenaan PBB P3 (Perkebunan, Perhutanan, dan Pertambangan) Kantor Wilayah Direktorat Jenderal Pajak Kalimantan Timur (2013-2014) dan Kepala Sub-Bagian Umum pada Kantor Pelayanan Pajak Pratama Mempawah (2009-2013). 	<ul style="list-style-type: none"> Indonesian citizen, 51 years old, born in Jakarta, January 15, 1969. Completed Diploma IV of Finance, Accounting, STAN, Jakarta (1994-1997) and Master of Management STIE IPWIJA, Jakarta (2001-2003). Prior to serving as a member of the Business Risk & GCG Committee at PT Angkasa Pura I (Persero), the incumbent served as Head of the Section for Guidance on the Imposition of PBB P3 (Plantation, Forestry and Mining Regional Office of the Directorate General of Taxes of East Kalimantan (2013-2014) and Head of Sub -General Section at Tax Office (KPP) Pratama Mempawah (2009-2013).
<p>Andi Handoko Anggota <i>Member</i></p>	<ul style="list-style-type: none"> Warga Negara Indonesia, umur 50 tahun, lahir di Jakarta, 12 Juni 1970. Menyelesaikan pendidikan perguruan tinggi S1 di Sekolah Tinggi Akuntansi Negara (STAN), Jakarta Sebelum menjabat sebagai anggota Komite Risiko Usaha & GCG di PT Angkasa Pura I (Persero) ia menjabat sebagai Managing Consultant di Emerge Consulting Indonesia Corp (2019) dan Vice President Internal Audit Group head at PT BPUI (Persero) (2015-2019). 	<ul style="list-style-type: none"> Indonesian citizen, 50 years old, born in Jakarta, June 12, 1970. Completed Bachelor's Degree from the State College of Accountancy (STAN), Jakarta Prior to serving as a member of the Business Risk & GCG Committee at PT Angkasa Pura I (Persero), the incumbent served as Managing Consultant at Emerge Consulting Indonesia Corp (2019) and Vice President Internal Audit Group head at PT BPUI (Persero) (2015-2019).

Pelatihan Komite Risiko Usaha dan GCG Business Risk and GCG Committee Training

Uraian pelatihan bagi Komite Risiko Usaha dan GCG sepanjang tahun 2020 dapat dilihat pada bagian Pendidikan dan Pelatihan Manajemen pada laporan ini.

Description of the Business Risk and Good Corporate Governance Committee Training throughout 2020 can be seen in the Management Education and Training section of this report.

Independensi Komite Risiko Usaha dan GCG Independence of the Business Risk and GCG Committee

Angkasa Pura I memastikan Komite Risiko Usaha dan GCG dapat menjalankan tugas dan tanggung jawabnya secara obyektif, profesional, dan independen. Kinerja Komite Risiko Usaha dan GCG tidak dapat dipengaruhi oleh Pemegang Saham, Dewan Komisaris, dan Direksi.

PT Angkasa Pura I (Persero) ensures that the Business Risk and GCG Committee is able to carry out its duties and responsibilities in an objective, professional and independent manner. The performance of Business Risk and GCG Committee cannot be influenced by Shareholders, Board of Commissioners, and Board of Directors.

Rapat Komite Risiko Usaha dan GCG Business Risk and GCG Committee Meetings

Dalam menindaklanjuti status kinerja komite dan hal-hal yang perlu ditindaklanjuti terkait risiko usaha dan tata kelola, setiap tahunnya Komite Risiko Usaha dan GCG melaksanakan rapat secara berkala.

The Business Risk and GCG Committee holds regular meetings to discuss the status of the committee's performance and matters requiring follow up related to business risk and good corporate governance.

Frekuensi dan Tingkat Kehadiran Anggota Komite Risiko Usaha dan GCG

Frequency and Attendance Rate of Members of Business Risk and GCG Committee

Peserta Rapat Name	Jabatan Positions	Jumlah Rapat* Total Meeting*	Jumlah Kehadiran* Total Attendance*	% Kehadiran % Attendance
Tri Budi Satriyo	Ketua Chair	21	21	100%
Irfan Wahid	Wakil Ketua I Deputy Chair I	20	20	100%
Danang Parikesit	Wakil Ketua II Deputy Chair II	20	20	100%
Wihana Kirana Jaya	Wakil Ketua III Deputy Chair III	20	20	100%
Budi Soleh	Anggota Member	20	20	100%
Andi Handoko	Anggota Member	10	10	100%

Keterangan *): Terhitung sejak bergabung menjadi anggota Komite Risiko Usaha dan GCG PT Angkasa Pura I (Persero)
Note *): As of joining as a member of Business Risk and GCG Committee of PT Angkasa Pura I (Persero)

Agenda Rapat Komite Risiko Usaha dan GCG

Agenda Items of Business Risk and GCG Committee

No.	Tanggal Rapat Date	Agenda/Pembahasan Agenda Items
1	05 Februari 2020 February 5, 2020	<ul style="list-style-type: none"> Pembahasan Posisi Utang PT Angkasa Pura I (Persero) hingga Tahun 2019; Pembahasan Rencana Penarikan Utang PT Angkasa Pura I (Persero) Tahun 2020; Dan lain-lain.
2	16 April 2020 April 16, 2020	<ul style="list-style-type: none"> Permohonan Kerja Sama Pemanfaatan Lahan Babarsari Yogyakarta oleh PT Angkasa Pura Retail selama 5 Tahun; Permohonan Tanggapan Tertulis terkait Partisipasi PT Angkasa Pura I (Persero) dalam Proyek Kerjasama Pemerintah dengan Badan Usaha KPBU Bandara Hang Nadim Batam; Pembahasan Kerjasama dengan Jangka Waktu 5 Tahun Seleksi Mitra Usaha Komersial Pengelolaan Reklame di Bandara Juanda Surabaya.
3	21 April 2020 April 21, 2020	<ul style="list-style-type: none"> Rencana Pembangunan dan Pengelolaan Airport Hotel di Bandara Internasional Yogyakarta (YIA); Permohonan Tanggapan Atas Kerjasama BOT Hotel di Terminal Baru Bandara Syamsudin Noor Banjarmasin; Permohonan Persetujuan Kerja Sama dengan Jangka Waktu 5 Tahun Seleksi Mitra Usaha Tahap-III di Terminal 1 Bandara Juanda (SUB) Pemanfaatan 5 Tahun Ex-Hotel Hakaya dan Ex-Terminal Lama oleh Anak Perusahaan (APH) Pemanfaatan 5 Tahun Ex-Bandara Selaparang oleh Anak Perusahaan (APS); Kerja Sama 5 Tahun Reklame di Bandara Internasional Yogyakarta (YIA) Kerja Sama 5 Tahun Pemanfaatan Airside untuk Hanggar PT Lion Air; Kerja Sama 5 Tahun Seleksi Mitra Bandara I Gusti Ngurah Rai Bali; Lain-lain.
4	03 Juni 2020 June 03, 2020	<ul style="list-style-type: none"> Rencana Pembangunan dan Pengelolaan Airport Hotel di Bandara Internasional Yogyakarta Kulon Progo; Permohonan Tanggapan atas Kerjasama BOT Hotel di Terminal Baru Bandara Syamsudin Noor Banjarmasin; Permohonan Persetujuan Kerja Sama dengan Jangka Waktu 5 Tahun Seleksi Mitra Usaha Tahap III di Terminal 1 Bandara Juanda Surabaya; Kerja Sama 5 Tahun Reklame di Bandara Internasional Yogyakarta Kulon Progo; Kerja Sama 5 Tahun Pemanfaatan Airside untuk Hanggar PT Lion Air; Kerja Sama 5 Tahun Seleksi Mitra Bandara I Gusti Ngurah Rai Bali; Pemanfaatan 5 Tahun Ex-Hotel Hakaya dan Ex-Terminal Lama oleh PT Angkasa Pura Hotel; Pemanfaatan 5 Tahun Ex-Bandara Selaparang oleh PT Angkasa Pura Support; Permohonan Persetujuan Dewan Komisaris Tentang Kerjasama Pemanfaatan Lahan Babarsari Yogyakarta oleh PT Angkasa Pura Retail selama 5 Tahun.
5	17 Juni 2020 June 17, 2020	<ul style="list-style-type: none"> Rencana Pembangunan dan Pengelolaan Airport Hotel di Bandara Internasional Yogyakarta Kulon Progo; Kerja Sama 5 Tahun Reklame di Bandara Internasional Yogyakarta Kulon Progo; Dan lain-lain.

No.	Tanggal Rapat Date	Agenda/Pembahasan Agenda Items	
6	30 Juni 2020 June 30, 2020	<ul style="list-style-type: none"> Penyampaian Feasibility Study terkait Partisipasi PT AP I dalam Proyek KPBU Bandar Udara Hang Nadim - Batam; Dan lain-lain. 	<ul style="list-style-type: none"> Submission of Feasibility Study related to PT Angkasa Pura I's participation in Public Private Partnership (KPBU) Project at Hang Nadim Airport – Batam; And others.
7	14 Juli 2020 July 14, 2020	<ul style="list-style-type: none"> Kinerja Keuangan hingga Juni 2020; RKAP Revisi Tahun 2020; Lain-lain. 	<ul style="list-style-type: none"> Financial Performance until June 2020; Revised RKAP 2020; Others.
8	14 Juli 2020 July 14, 2020	<ul style="list-style-type: none"> Tindaklanjut Feasibility Study terkait Partisipasi PT AP I dalam Proyek KPBU Bandar Udara Hang Nadim - Batam; Lain-lain. 	<ul style="list-style-type: none"> Follow-Up on Feasibility Study related to PT Angkasa Pura I's participation in Public Private Partnership (KPBU) Project at Hang Nadim Airport – Batam; Others.
9	20 Juli 2020 July 20, 2020	<ul style="list-style-type: none"> Pembahasan Persetujuan Kerja Sama dengan Jangka Waktu 5 Tahun di Bandar Udara Internasional I Gusti Ngurah Rai Bali; Lain-lain. 	<ul style="list-style-type: none"> Discussion on 5-Year Cooperation Agreement at I Gusti Ngurah Rai International Airport – Bali; Others.
10.	21 Juli 2020 July 21, 2020	<ul style="list-style-type: none"> Kinerja Keuangan hingga Juni 2020; RKAP Revisi Tahun 2020; Dan Lain-lain. 	<ul style="list-style-type: none"> Financial Performance until June 2020; Revised RKAP 2020; And Others.
11.	28 Juli 2020 July 28, 2020	<ul style="list-style-type: none"> Pembahasan Persetujuan Pemilihan Lembaga Pengelolaan Program Pensiun Iuran Pasti (PPIP); Lain-lain. 	<ul style="list-style-type: none"> Discussion on Approval for the Selection of Defined Contribution Pension Plan (PPIP); Others
12.	29 September 2020 September 29, 2020	Pembahasan pending matters nonaeronautika: <ul style="list-style-type: none"> Seleksi Komersial Tahap III Bandara Internasional Juanda Surabaya; Seleksi Pengelola Reklame Bandara Internasional Juanda Surabaya; Seleksi Pengelola Reklame Bandara Internasional Yogyakarta Kulon Progo. 	Discussion on pending matters of Non-aeronautical: <ul style="list-style-type: none"> Selection of Commercial Business Partners Phase III at Juanda International Airport – Surabaya; Selection for Billboard Manager at Juanda International Airport – Surabaya; Selection for Billboard Manager at Yogyakarta International Airport – Surabaya;
13.	7 Oktober 2020 October 7, 2020	Opsi Struktur Kerja Sama Pengelolaan Lahan-Lahan Non Produktif PT Angkasa Pura I (Persero)	Options for Non-Productive Land Management Cooperation Structure of PT Angkasa Pura I (Persero)
14.	7 Oktober 2020 October 7, 2020	Pembahasan Kelebihan Bayar PPN Tahun 2019	Discussion on Overpayment of VAT in 2019
15.	21 Oktober 2020 October 21, 2020	<ul style="list-style-type: none"> Piutang PT Angkasa Pura I di Maskapai; Mitigasi Resiko dan Upaya Hukum Penagihan Piutang. 	<ul style="list-style-type: none"> Receivables of PT Angkasa Pura I on the airline; Risk Mitigation and Account Receivable Collection Legal Remedies
16.	21 Oktober 2020 October 21, 2020	<ul style="list-style-type: none"> Progress Tindak Lanjut Batam; Progress Lahan Babarsari; Progress Ex-Hakaya Bandara SAMS Sepinggan Balikpapan. 	<ul style="list-style-type: none"> Progress on Follow Up of Batam; Progress of Land in Babarsari; Progress of Ex-Hotel Hakaya of SAMS Sepinggan Airport – Balikpapan.
17.	13 November 2020 November 13, 2020	<ul style="list-style-type: none"> Permohonan persetujuan pemanfaatan lahan Semambung Surabaya; Update lahan Babarsari Yogyakarta; Update ex-Hakaya htl; Update area terminal lama Bandara SAMS Sepinggan Balikpapan. 	<ul style="list-style-type: none"> Application for Approval of Land Use in Semambung, Surabaya; Update on Land in Babarsari, Yogyakarta; Update on Ex-Hakaya Hotel; Update on old terminal area of SAMS Sepinggan Airport - Balikpapan.
18.	19 November 2020 November 19, 2020	Pemahaman Fungsi Internal Control dan Risk Management di Lingkungan PT Angkasa Pura I (Persero)	Understanding Internal Control and Risk Management Function within PT Angkasa Pura I (Persero)
19.	07 Desember 2020 December 07, 2020	<ul style="list-style-type: none"> Meeting koordinasi; Pembahasan FMTL (Form Monitoring dan Tindak Lanjut); Pembahasan Program Kerja Internal audit; Penghapusbukuan aset Bandara Jenderal Ahmad Yani Semarang; Lain-lain (Pembahasan Bandara Sentani). 	<ul style="list-style-type: none"> Coordination Meeting; Discussion on FMTL (Form Monitoring and Follow Up); Discussion on Internal Audit Work Program; Write-off of Assets at Jenderal Ahmad Yani Airport - Semarang; Others (Discussion on Sentani Airport).
20.	23 Desember 2020 December 23, 2020	Permohonan Persetujuan Kerja Sama dengan Jangka Waktu 5 (lima) Tahun di Bandara I Gusti Ngurah Rai Bali	Application for 5-Year Cooperation Agreement at I Gusti Ngurah Rai Airport – Bali
21.	29 Desember 2020 December 29, 2020	Pembahasan Analisa Keuangan Tahun 2020 dan Forecast Tahun 2021	Discussion on Financial Analysis for 2020 and Forecast for 2021

Realisasi Kegiatan Komite Risiko Usaha dan Good Corporate Governance *Realization of the Business Risk and GCG Committee Activities*

Realisasi kegiatan Komite Risiko Usaha dan GCG sepanjang 2020, yaitu:

1. Kajian

Kajian terdiri dari :

- Kajian dokumentasi mutu kerja Perusahaan yang terkait dengan Risiko Usaha & GCG;
- Kajian insidental sesuai arahan dan instruksi dari Dewan Komisaris;

Kajian Komite Risiko Usaha dan GCG tahun 2020 adalah sebagai berikut :

Realization of the Business Risk and GCG Committee activities throughout 2020 is as follows:

1. Review

The review consists of:

- *Review of Corporate's quality work documentation related to Business Risk and GCG;*
- *Incidental review based on directives and instructions from the Board of Commissioners;*

Review of the Business Risk and GCG Committee in 2020 is as follows:

NO	Nomor Surat Letter Number		Kajian Review
1	04/KRU.DK.AP.I/2020	Kajian mengenai Permohonan Persetujuan Kerja Sama 5 Tahun Capsule Hotel di Terminal Keberangkatan Internasional (Mezzanine) Bandara I Gusti Ngurah Rai Bali	<i>Review on Application for 5-Year Cooperation Agreement for Capsule Hotel in International Departure Terminal (Mezzanine) of I Gusti Ngurah Rai Airport – Bali.</i>
2	05/KRU.DK.AP.I/2020	Kajian mengenai Permohonan Penambahan Kerja Sama Usaha Pengelolaan Layanan Penguat Sinyal (IBCS) oleh PT Angkasa Pura Suport (APS) di Bandara Syamsudin Noor - Banjarmasin (BDJ) dan Bandara Adi Soemarmo Solo	<i>Review on Request for Additional Business Cooperation in Signal Amplifier Service Management (ISBC) by PT Angkasa Pura Suport (APS) at Syamsudin Noor Airport – Banjarmasin (BDJ) and Adi Soemarmo Airport – Solo.</i>
3	07/KRU.DK.AP.I/2020	Kajian mengenai Rencana Pengelolaan Airport Hotel di Bandara Internasional Yogyakarta Kulon Progo	<i>Review on Airport Hotel Management Plan at Yogyakarta International Airport – Kulonprogo.</i>
4	08/KRU.DK.AP.I/2020	Kajian mengenai Rencana Pengelolaan Airport Hotel di Terminal Baru Syamsudin Noor Banjarmasin	<i>Review on Airport Hotel Management Plan in the New Terminal of Syamsudin Noor Airport – Banjarmasin.</i>
5	09 /KRU.DK.AP.I/2020	Kajian mengenai Rencana Penyertaan Modal Kepada Anak Perusahaan	<i>Review on Equity Participation Plan to Subsidiaries</i>
6	12/KRU.DK.AP.I/2020	Kajian mengenai Rencana Pengelolaan Airport Hotel di Bandara Internasional Yogyakarta Kulon Progo	<i>Review on Airport Hotel Management Plan at Yogyakarta International Airport – Kulonprogo</i>
7	14/KRU.DK.AP.I/2020	Kajian mengenai Rencana Kerja Sama 5 (lima) Tahun Seleksi Mitra Usaha Tahap-III di Terminal 1 Bandara Juanda Surabaya	<i>Review on 5-Year Cooperation Plan for the Selection of Phase III Business Partners in Terminal 1 of Juanda Airport – Surabaya.</i>
8	15/KRU.DK.AP.I/2020	Kajian mengenai Rencana Kerja Sama 5 (lima) Tahun Pengelolaan Hotel Ex-Hakaya dan Ex-Terminal Lama Bandara SAMS Sepinggan Balikpapan	<i>Review on 5-Year Cooperation Plan for the Management of Ex-Hakaya Hotel and Ex-Old Terminal of SAMS Sepinggan Airport – Balikpapan.</i>
9	16/KRU.DK.AP.I/2020	Kajian mengenai Rencana Kerja Sama 5 (lima) Tahun Pengelolaan Ex-Bandara Selaparang Lombok (AMI)	<i>Review on 5-Year Cooperation Plan for the Management of Ex-Selaparang Airport - Lombok (AMI)</i>
10	18/KRU.DK.AP.I/2020	Kajian mengenai Kinerja PT Angkasa Pura I (Persero) Triwulan I Tahun 2020	<i>Review on Performance of PT Angkasa Pura I (Persero) in the first quarter of 2020</i>
11	31/KRU.DK.AP.I/2020	Kajian mengenai Rencana Kerja Sama 5 (lima) Tahun Pengelolaan Ex-Bandara Selaparang Lombok (AMI)	<i>Review on 5-Year Cooperation Plan for the Management of Ex-Selaparang Airport, Lombok (AMI)</i>
12	40/KRU.AP.I/2020	Kajian mengenai Surat Direksi AP1 No.AP1.6443/LB.02/2020/DU-B perihal Permohonan Tandatangani Pengesahan RJPP PT Angkasa Pura I (Persero) tahun 2020-2024	<i>Review on PT Angkasa Pura I Board of Directors Letter No.AP1.6443/LB.02/2020/DU-B concerning Request for Signing RJPP Ratification of PT Angkasa Pura I (Persero) for 2020-2024</i>

NO	Nomor Surat Letter Number		Kajian Review
13	41/KRU.AP.I/2020	Kajian mengenai Surat Direktur Utama PT Angkasa Pura I (Persero) No.AP.I.6641/KB.07/2020/DU-B perihal Permohonan Persetujuan Rencana Kerja Sama Pemanfaatan Lahan Semabung-Surabaya oleh PT Angkasa Pura Logistik	<i>Review on PT Angkasa Pura I (Persero) President Director Letter No.AP.I.6641/KB.07/2020/DU-B concerning Request for Cooperation Agreement on Land Use in Semabung-Surabaya by PT Angkasa Pura Logistics</i>
14	44/KRU.AP.I/2020	Kajian mengenai Surat Direksi AP1 No.AP1.6641/KB.07/2020/DU-B perihal Permohonan Persetujuan Rencana Kerjasama Pemanfaatan Lahan Semabung Surabaya Oleh PT Angkasa Pura Logistik	<i>Review on PT Angkasa Pura I Board of Directors Letter No.AP1.6641/KB.07/2020/DU-B concerning Request for Cooperation Plan Agreement on Land Use in Semabung Surabaya by PT Angkasa Pura Logistics</i>

- Rapat sebanyak 21 kali
Rapat terdiri dari :
 - Rapat *cross-function* dengan Unit Kerja terkait;
 - Rapat internal dengan Dewan Komisaris;
- Kunjungan kerja ke Unit Kerja/Cabang dan Proyek Pengembangan

Untuk mendapatkan evaluasi dan rekomendasi yang akurat terhadap beberapa hal yang perlu disampaikan kepada Dewan Komisaris, Komite melakukan *cross check* kepada unit kerja/cabang di bawah manajemen dan proyek-proyek pengembangan/pembangunan di lingkungan perusahaan.

Kunjungan kerja dilakukan untuk memastikan penilaian terhadap pemenuhan komponen kesesuaian dalam pedoman, SOP, ataupun tindak lanjut Mitigasi Risiko.

Dari hasil *cross check* ke unit kerja tersebut, jika ditemukan hal-hal yang harus menjadi perhatian/ditindaklanjuti oleh Unit Kerja, Komite akan memberikan rekomendasi dan usulan kepada Dewan Komisaris sebagai dasar pemantauan dan pemberian nasihat.

- The Committee held 21 meetings*
Meetings consist of:
 - Cross-function meetings with related Working Units;*
 - Internal meetings with the Board of Commissioners;*
- Working visit to Work Unit/Branch and Development Project.*

To obtain an accurate evaluation and recommendation on several matters that need to be submitted to the Board of Commissioners, the Committee cross-checks the work units/branches under management and development/construction projects within the Company.

Working visits are undertaken to ensure an assessment of fulfillment of components in accordance with guidelines, SOPs, or follow-up on Risk Mitigation.

From the results of cross check with work unit, if matters that need to be paid attention/followed up by the Work Unit are found, the Committee shall provide recommendations and suggestions to the Board of Commissioners as a basis for monitoring and providing advice.

Kunjungan Komite Risiko Usaha dan GCG tahun 2020 adalah sebagai berikut :

Work Visit of the Business Risk and GCG Committee in 2020 is as follows:

No.	Tanggal Rapat Meeting Date	Lokasi Location	Agenda
1	06-07 Januari 2020 <i>January 6-7, 2020</i>	Bandara Sultan Hasanuddin Makassar <i>Sultan Hasanuddin Airport – Makassar</i>	Kunjungan Kerja Dewan Komisaris PT Angkasa Pura I (Persero) beserta Anggota Komite Risiko Usaha & GCG dan Jajaran Manajemen ke Bandar Udara Internasional Hasanuddin Makassar. <i>Work Visit of the Board of Commissioners of PT Angkasa Pura I (Persero), Members of the Business Risk & GCG Committee and Management Board to Hasanuddin International Airport in Makassar.</i>
2	13-14 Januari 2020 <i>January 13-14, 2020</i>	Bandara Adisutjipto Yogyakarta <i>Adisutjipto Airport - Yogyakarta</i>	Kunjungan Kerja Dewan Komisaris PT Angkasa Pura I (Persero) beserta Anggota Komite Risiko Usaha & GCG ke Bandara Adisutjipto Yogyakarta. <i>Work Visit of the Board of Commissioners of PT Angkasa Pura I (Persero) and Members of the Business Risk & GCG Committee to Adisutjipto Airport in Yogyakarta.</i>
3	13 – 14 Februari 2020 <i>February 13 – 14, 2020</i>	Bandara Jenderal Ahmad Yani Semarang <i>Jenderal Ahmad Yani Airport – Semarang</i>	<ul style="list-style-type: none"> • Pembahasan Studi Kelayakan Rencana Penyertaan Modal kepada Anak Perusahaan; • Dan lain-lain. <ul style="list-style-type: none"> • <i>Discussion on Feasibility Study on Equity Participation Plan for Subsidiaries;</i> • <i>And others.</i>
4	17-20 Juni 2020 <i>June 17-20, 2020</i>	Bandara Adisutjipto Yogyakarta <i>Adisutjipto Airport -Yogyakarta</i>	<ul style="list-style-type: none"> • Permohonan Persetujuan Dewan Komisaris Tentang Kerjasama Pemanfaatan Lahan Babarsari Yogyakarta oleh PT Angkasa Pura Retail selama 5 Tahun. • Dan lain-lain. <ul style="list-style-type: none"> • <i>Request for Approval of the Board of Commissioners regarding Cooperation in the Utilization of Land in Babarsari Yogyakarta by PT Angkasa Pura Retail for 5 years.</i> • <i>And others.</i>
5	04 Agustus 2020 <i>August 4, 2020</i>	Bandara SAMS Sepinggan Balikpapan <i>SAMS Sepinggan Airport – Balikpapan</i>	<ul style="list-style-type: none"> • Profil Bandara SAMS Sepinggan Balikpapan; • Traffic, Pax, dan Cargo Bandara SAMS Sepinggan Balikpapan (RKAP & Realisasi) • Kinerja Keuangan Bandara SAMS Sepinggan Balikpapan Semester I dan Prognosa s.d Desember 2020; • Inisiatif, Inovasi, Upaya Management Bandara SAMS Balikpapan dalam Rangka Cost Leadership dan Revenue Enhancement; • Pemanfaatan 5 (Lima) Tahun Ex-Hotel Hakaya dan Ex-Bandara Lama Oleh PT Angkasa Pura Hotel (Persero); • Dan lain - Lain. <ul style="list-style-type: none"> • <i>Profile of SAMS Sepinggan Airport in Balikpapan;</i> • <i>Traffic, Pax, Cargo at SAMS Sepinggan Airport Balikpapan (RKAP & Realization);</i> • <i>Financial Performance of SAMS Sepinggan Airport - Balikpapan, Semester I and Prognosis until December 2020;</i> • <i>Initiatives, Innovations, Management Efforts at SAMS Sepinggan Airport – Balikpapan Related to Cost Leadership and Revenue Enhancement;</i> • <i>5-Years Utilization of Ex-Hotel Hakaya and Ex-Old Airport by PT Angkasa Pura Hotel (Persero);</i> • <i>And others.</i>
6	05-06 November 2020 <i>November 5-6, 2020</i>	Bandara I Gusti Ngurah Rai Bali <i>I Gusti Ngurah Rai Airport – Bali</i>	Penyampaian Rencana Monitoring Kerja Sama Sampai Dengan 5 (Lima) Tahun Seleksi Mitra Usaha Komersial Pengelola Reklame Bandar Udara Internasional I Gusti Ngurah Rai Bali dan Pembahasan. <i>Submission of 5-Year Cooperation Monitoring Plan for Selection of Commercial Business Partners for Billboard Management at I Gusti Ngurah Rai International Airport and Discussion.</i>
7	11-12 November 2020 <i>November 11-12, 2020</i>	Bandara Internasional Yogyakarta Kulon Progo <i>Yogyakarta International Airport - Kulon Progo</i>	Monitoring Rencana Kerja Sama Pengembangan Lahan Airport City YIA dan Konsep Rencana Agro Bisnis di Lahan Idle Angkasa Pura I dengan PT Angkasa Pura Properti. <i>Monitoring of Land Development Cooperation Plan of Airport City at YIA and Agro-Business Plan Concept on Idle Land Between Angkasa Pura I and PT Angkasa Pura Property.</i>
8	18 November 2020 <i>November 18, 2020</i>	Bandara Sultan Hasanuddin Makassar <i>Sultan Hasanuddin Airport – Makassar</i>	Monitoring Proyek Pengembangan Bandar Udara Internasional Sultan Hasanuddin Makassar. <i>Monitoring of Sultan Hasanuddin International Airport - Makassar Development Project.</i>
9	02 Desember 2020 <i>December 2, 2020</i>	Bandara Internasional Lombok Praya Lombok <i>International Airport</i>	Monitoring Bandar Udara Internasional Lombok Praya. <i>Monitoring of Lombok International Airport</i>

KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi dibentuk berdasarkan Keputusan Dewan Komisaris PT Angkasa Pura I (Persero) No.KEP.05/DK.AP.I/2020 tanggal 22 April 2020. Komite di bawah Dewan Komisaris ini secara garis besar memiliki tugas dan tanggung jawab dalam membantu proses nominasi dan penentuan remunerasi di Perseroan. 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.

Nomination and Remuneration Committee formed by the Board of Commissioners of PT Angkasa Pura I (Persero) decree No. KEP/05/DK/AP.I/2020 dated April 22, 2020. This committee under the Board of Commissioner generally performed a duties and responsibilities in handling nomination process and remuneration determination carried out by the Company. The establishment of this committee is refers to Minister Regulation of Stated Owned Entity's No. PER-12/MBU/2012 concerning Supporting Organ of the Board of Commissioner/the Board of Supervisory of Stated Owned Entity's.

Pedoman dan Dasar Pelaksanaan Fungsi Nominasi dan Remunerasi

Guidelines and Basis for Implementation of the Nomination and Remuneration Functions

Dewan Komisaris mendelegasikan pelaksanaan fungsi nominasi dan remunerasi kepada Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan Dewan Komisaris No. KEP.05/DK.AP.I/2020 tanggal 22 April 2020 tentang Pembentukan Komite Nominasi dan Remunerasi PT Angkasa Pura I (Persero). Fungsi 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.

The Board of Commissioners delegated the implementation of the nomination and remuneration functions to the Nomination and Remuneration Committee based on the Board of Commissioners Decree No. KEP.05/DK.AP.I/2020 dated November 22, 2020 concerning the Establishment of the Nomination and Remuneration Committee of PT Angkasa Pura I (Persero). The nomination and remuneration function is responsible for providing a recommendation regarding the composition and candidate of the Board of Directors and Commissioners members, competency development, remuneration structure and policy, and carried out appraisal of the Board of Directors and Commissioners performance.

Tugas terkait Nominasi Direksi

Duties Related to Nomination of Board of Directors

Dewan Komisaris memiliki tugas terkait nominasi Direksi, dalam melaksanakan tugasnya Dewan Komisaris dibantu oleh Komite Nominasi dan Remunerasi, tugas tersebut yaitu:

1. Menetapkan kebijakan dan kriteria seleksi bagi calon Direksi.
2. Melakukan telaah dan/atau penilaian/pemeriksaan terhadap calon-calon Direksi yang diusulkan oleh Direksi sebelum disampaikan ke Pemegang Saham.
3. Mengusulkan calon-calon anggota Direksi yang baru kepada RUPS.

The duties of the Board of Commissioners related to the nominations of Directors assisted by the Nomination and Remuneration Committee include:

1. *Establish policies and selection criteria for candidates for the Board of Directors.*
2. *Review and/or assess/examine candidates for the Board of Directors proposed by the Board of Directors before being submitted to the Shareholders.*
3. *Propose new candidates for the Board of Directors to the GMS.*

Tugas terkait Remunerasi Dewan Komisaris dan Direksi *Duties Related to Remuneration of the Board of Commissioners and Board of Directors*

Komite Nominasi dan Remunerasi memiliki tugas untuk membantu Dewan Komisaris dalam menentukan remunerasi bagi Dewan Komisaris dan Direksi, tugas tersebut meliputi :

1. Menetapkan kebijakan Dewan Komisaris mengenai pengusulan remunerasi Direksi.
2. Menyusun rencana Dewan Komisaris melakukan penelaahan atas pengusulan remunerasi Direksi.
3. Dewan Komisaris dapat mengusulkan kepada RUPS mengenai sistem pemberian uang jasa dan tunjangan purna jabatan bagi Dewan Komisaris.
4. Memberikan penjelasan lengkap kepada RUPS mengenai sistem pemberian uang jasa dan tunjangan bagi Dewan Komisaris, serta rincian uang jasa dan tunjangan purna jabatan yang diterima oleh Dewan Komisaris yang sedang menjabat.
5. Dewan Komisaris dapat mengusulkan kepada RUPS mengenai sistem penggajian, fasilitas, dan/atau pemberian tunjangan bagi Direksi.
6. Memberikan penjelasan lengkap kepada RUPS mengenai sistem penggajian, fasilitas, dan/atau pemberian tunjangan bagi Direksi, serta rincian gaji, fasilitas, dan/atau tunjangan yang diterima oleh Direksi yang sedang menjabat.
7. Dewan Komisaris dapat merekomendasikan kepada RUPS mengenai sistem kompensasi serta manfaat lainnya dalam hal pengurangan karyawan.

The Nomination and Remuneration Committee has duties to assist the Board of Commissioners in determining remuneration for the Board of Commissioners and Board of Directors, as follows:

1. *Stipulating the Board of Commissioners' policy regarding the proposed remuneration of the Board of Directors;*
2. *Preparing the plan of the Board of Commissioners to review the proposed remuneration of the Board of Directors;*
3. *The Board of Commissioners may propose to the General Meeting of Shareholders regarding the system of giving fees and post-retirement benefits to the Board of Commissioners;*
4. *Providing a complete explanation to the General Meeting of Shareholders regarding the system of giving fees and allowances for the Board of Commissioners, as well as details of fees and post-employment benefits received by the Board of Commissioners in office;*
5. *The Board of Commissioners may propose to the General Meeting of Shareholders regarding the system of remuneration, facilities, and/or granting benefits to the Board of Directors;*
6. *Providing a complete explanation to the General Meeting of Shareholders regarding the system of remuneration, facilities and/or granting of benefits to the Board of Directors, as well as details of remuneration, facilities and/or benefits received by the Board of Directors in office;*
7. *The Board of Commissioners may recommend to the General Meeting of Shareholders regarding the compensation system as well as other benefits in the case of employee reductions.*

Kebijakan Suksesi Direksi *Policy on Succession of Board of Directors*

Komite Nominasi dan Remunerasi mendukung kebijakan suksesi Direksi berdasarkan Peraturan Menteri BUMN No. PER-01/MBU/2012 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi BUMN, kebijakan suksesi Direksi mencakup:

1. Persyaratan calon anggota Direksi harus memenuhi persyaratan formal dan materiil, serta persyaratan lain yang ditetapkan.
2. Persiapan Uji Kelayakan dan Kepatutan (UKK) dan Evaluasi mencakup:
 - Penyusunan daftar anggota Direksi yang habis masa jabatannya;
 - Penjaringan bakal calon anggota Direksi; serta
 - Pembentukan tim untuk melakukan UKK dan evaluasi.

The Nomination and Remuneration Committee supports the Board of Directors succession process based on Minister of SOE Regulation No. PER-01/MBU/2012 concerning Requirements and Procedures for Appointment and Dismissal of Members of Board of Directors in SOEs. The policies of the Board of Directors succession includes:

1. *Requirement that the candidates of members of the Board of Directors must meet the formal and material criteria, as well as other stipulated requirements*
2. *Preparation of Fit and Proper Test (UKK) and Assessment which includes:*
 - *Compilation of the list of members of the Board of Directors whose terms of office are expired;*
 - *Selection of candidates of members of the Board of Directors; and*
 - *Formation of a team to conduct fit and proper test and evaluation.*

3. Proses UKK dan Evaluasi, yaitu:
 - UKK dilakukan oleh tim dan/atau lembaga profesional.
 - Hasil UKK dievaluasi oleh tim dan disampaikan kepada Menteri untuk mendapat keputusan.
4. Proses pengangkatan anggota Direksi, yaitu:
 - Menteri dapat melakukan wawancara terhadap hasil UKK dan evaluasi yang dilakukan oleh tim dan/atau lembaga profesional.
 - Menteri mengangkat calon anggota Direksi terpilih berdasarkan Keputusan Menteri/RUPS.

3. *Fit and Proper Test and Evaluation Process, namely:*
 - *Fit and proper test is conducted by the team and/or a professional institution.*
 - *Results of fit and proper test are evaluated by the team and submitted to the Minister for a decision.*
4. *Process of appointing members of the Board of Directors, namely:*
 - *The Minister may conduct an interview on the results of fit and proper test and evaluation conducted by the team and/or professional institution.*
 - *The Minister appoints the selected candidates of the Board of Directors based on Ministerial Decree/ GMS.*

Struktur, Keanggotaan, Independensi, dan Rapat Komite *Organizational Structure, Membership, Independence, and Meetings of the Committee*

Keanggotaan Komite Nominasi dan Remunerasi

Membership of Nomination and Remuneration Committee

Nama <i>Name</i>	Surat Keputusan <i>Decree</i>	Pendidikan Terakhir <i>Educational Background</i>
Djoko Sasono	KEP.06/DK.AP.I/2020	S3, Doktor <i>Transportation Planning and Policy (Urban Engineering)</i> , The University of Tokyo, Jepang, 2002 <i>Doctor in Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Japan, 2002</i>
Wempi Saputra	KEP.06/DK.AP.I/2020	S3, <i>Doctor of Economics, Department of Social and Economic System</i> , Graduate School of Economics, Nagoya University, Jepang, 2012 <i>Doctor of Economics, Department of Social and Economic System, Graduate School of Economics, Nagoya University, Japan, 2012</i>
Erwan Agus Purwanto	KEP.06/DK.AP.I/2020	S3, <i>Amsterdam School for Social Science Research, Faculty of Social and Behavioural Science</i> , University of Amsterdam (lulus tahun 2004). <i>Doctorate, Amsterdam School for Social Science Research, Faculty of social and behavioural science, University of Amsterdam (graduated in 2004).</i>
Tri Budi Satriyo	KEP.06/DK.AP.I/2020	S2, <i>Master Manajemen</i> , Universitas IMMI, 2010 <i>Master of Management, IMMI University, 2010</i>
Irfan Wahid	KEP.06/DK.AP.I/2020	S2, <i>The Art Institute of Seattle di Amerika Serikat</i> <i>Master, The Art Institute of Seattle in the United States</i>
Danang Parikesit	KEP.06/DK.AP.I/2020	S3, <i>Dr-Tech, Summa Cum Laude</i> , Vienna Univ of Technology, Austria, 1996 <i>S3, Dr-Tech, Summa Cum Laude, Vienna Univ of Technology, Austria, 1996</i>
Wihana Kirana Jaya	KEP.06/DK.AP.I/2020	S3, <i>Ekonomi Departemen Ekonomi</i> , Universitas Monash, Melbourne, 2008 <i>Doctorate in Economics, Department of Economics, Monash University, Melbourne, 2008</i>

Profil dan Kualifikasi Komite Nominasi dan Remunerasi

Profile and Qualification of Nomination and Remuneration Committee

Nama Name	Jabatan Position	Profil Profile
Djoko Sasono	Ketua merangkap Anggota <i>Chair concurrently serves as Member</i>	Komisaris Utama <i>President Commissioner</i>
Wempi Saputra	Sekretaris merangkap Anggota <i>Secretary concurrently serves as Member</i>	Komisaris <i>Commissioner</i>
Erwan Agus Purwanto	Anggota <i>Member</i>	Komisaris Independen <i>Independent Commissioner</i>
Tri Budi Satriyo	Anggota <i>Member</i>	Komisaris <i>Commissioner</i>
Irfan Wahid	Anggota <i>Member</i>	Komisaris Independen <i>Independent Commissioner</i>
Danang Parikesit	Anggota <i>Member</i>	Komisaris <i>Commissioner</i>
Wihana Kirana Jaya	Anggota <i>Member</i>	Komisaris <i>Commissioner</i>

Pelatihan Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Training

Selama tahun 2020, tidak terdapat pelatihan yang dikhususkan bagi Komite Nominasi dan Remunerasi.

During 2020, there will be no specific training for the Nomination and Remuneration Committee

Independensi Komite Nominasi dan Remunerasi

Independence of Nomination and Remuneration Committee

Seluruh Komite Nominasi dan Remunerasi menjalankan tugas dan tanggung jawab secara objektif, profesional, dan independen tanpa dipengaruhi hubungan afiliasi yang dimiliki anggota Komite Audit dengan Pemegang Saham, Dewan Komisaris, maupun Direksi.

The Nomination and Remuneration Committee carries out its duties and responsibilities in an objective, professional, and independent manner without being influenced by the affiliation relationship with members of Audit Committee, Shareholders, Board of Commissioners, and Board of Directors.

Rapat Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Meeting

Rapat Komite Nominasi dan Remunerasi untuk membahas fungsi Nominasi dan Remunerasi. Seluruh hasil pembahasan dalam rapat menjadi sumber informasi dan rujukan dalam pemberian saran kepada Dewan Komisaris.

Nomination and Remuneration Committee Meeting is held to discuss Nomination and Remuneration function. The results of the discussions in the meetings are important as sources of information and references in providing advice to the Board of Commissioners.

Frekuensi dan Tingkat Kehadiran Anggota Komite Nominasi dan Remunerasi dalam Rapat*Frequency and Attendance Rate of Members of Nomination and Remuneration Committee at Meeting*

Peserta Rapat <i>Meeting Participants</i>	Jabatan <i>Position</i>	Jumlah Rapat <i>Total Meeting</i>	Jumlah Kehadiran <i>Total Attendance</i>	% Kehadiran <i>% Attendance</i>
Djoko Sasono	Ketua merangkap Anggota <i>Chair concurrently serves as Member</i>	6	6	100%
Wempi Saputra	Sekretaris merangkap Anggota <i>Secretary concurrently serves as Member</i>	6	6	100%
Erwan Agus Purwanto	Anggota <i>Member</i>	6	6	100%
Tri Budi Satriyo	Anggota <i>Member</i>	6	6	100%
Irfan Wahid	Anggota <i>Member</i>	6	6	100%
Danang Parikesit	Anggota <i>Member</i>	6	6	100%
Wihana Kirana Jaya	Anggota <i>Member</i>	6	6	100%

Agenda Rapat Komite Nominasi dan Remunerasi*Meeting Agenda of Nomination and Remuneration Committee*

No.	Tanggal Rapat <i>Meeting Date</i>	Agenda/Pembahasan <i>Agenda/Discussion</i>
1	26 Maret 2020	<ol style="list-style-type: none"> Pengenalan Dewan Komisaris; Perubahan Susunan Keanggotaan Komite; Pembidangan Dewan Komisaris; Pembahasan Usulan Perubahan Struktur Organisasi Perusahaan; Lain-lain.
2	22 April 2020	<ol style="list-style-type: none"> Pembahasan Laporan Tahunan Tahun 2019; Pembahasan Laporan Triwulan I Tahun 2020; Pembahasan Pembentukan Komite Nominasi dan Remunerasi; Lain-lain.
3	20 Mei 2020	<ol style="list-style-type: none"> Pembahasan Usulan Calon Vice President Internal Audit; Lain-lain.
4	28 Juli 2020	<ol style="list-style-type: none"> Pembahasan Revisi RKAP Tahun 2020; Pembahasan Usulan Komisaris Anak Perusahaan; Pembahasan Usulan Calon Vice President Internal Audit; Pembahasan Usulan Penghapusbukuan Aset Lain-lain.
5	02 September 2020	<ol style="list-style-type: none"> Pembahasan Kinerja s.d Juli 2020; Roadmap SDM; Protokol Pencegahan/ Penanganan COVID-19 Lingkup Angkasa Pura I.
6	08 November 2020	<p>Pembahasan Tentang Penunjukan Sementara Pelaksana Tugas Anggota Direksi PT Angkasa Pura I (Persero)</p>

Realisasi Kegiatan Komite Nominasi dan Remunerasi *Realization of the Nomination and Remuneration Committee Activities*

Sepanjang tahun 2020, Komite Nominasi dan Remunerasi telah melaksanakan 6 kali rapat.

Throughout 2020, the Nomination and Remuneration Committee has carried out 6 times of meeting.

SEKRETARIS PERUSAHAAN *Corporate Secretary*

Sekretaris Perusahaan atau *Vice President Corporate Secretary* memiliki peran untuk mendukung kinerja Direksi. Tugas dan tanggung jawab Sekretaris Perusahaan antara lain menjalin komunikasi internal dan eksternal, mengelola hubungan investor, mengurus kesekretariatan pimpinan, serta memastikan kepatuhan PT Angkasa Pura I (Persero) terhadap peraturan perundang-undangan yang berlaku.

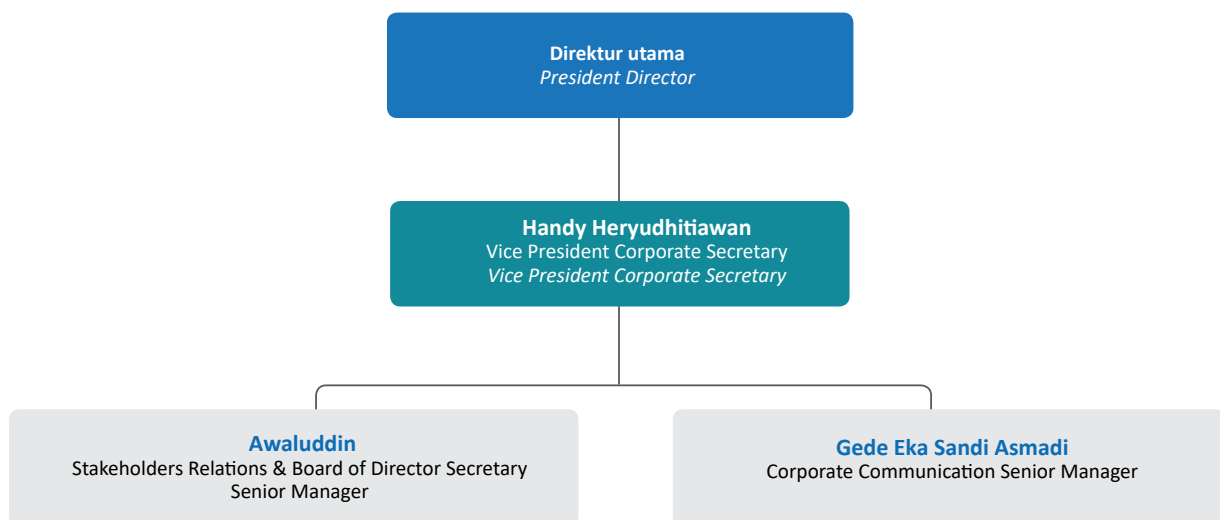
Vice President Corporate Secretary has a duty to support the performance of the Board of Directors. The duties and responsibilities of the Corporate Secretary are to establish internal and external communications, manage investor relations, manage the secretarial of the Company's leadership, and ensure that PT Angkasa Pura I (Persero) complies with applicable laws and regulations.

Struktur Sekretaris Perusahaan *Vice President Corporate Secretary Structure*

Struktur Sekretaris Perusahaan diatur berdasarkan Keputusan Direksi No. KEP.DU.86/OM.01.01/2020 tanggal 30 Juni 2020 tentang Organisasi dan Tata Kerja Kantor Pusat PT Angkasa Pura I (Persero). Terdapat dua unit yaitu *Corporate Communication* dan *Stakeholder Relations and Board of Director Secretary* yang dibawah oleh *Vice President Corporate Secretary*.

Structure of Vice President Corporate Secretary is regulated based on the Board of Directors Decree No. KEP.86/OM.01.01/2020 dated June 30, 2020 concerning the Organization and Work Procedures of PT Angkasa Pura I (Persero) Head Office. Vice President Corporate Secretary oversees 2 (two) units, namely Corporate Communication and Stakeholder Relations and Board of Directors Secretary.

Struktur Sekretaris Perusahaan PTAngkasa Pura I (Persero) *Structure of PT Angkasa Pura I (Persero) Corporate Secretary*



Uraian Tugas dan Tanggung Jawab Sekretaris Perusahaan

Description of Duties and Responsibilities of Vice President Corporate Secretary

Unit Sekretaris Perusahaan memiliki tugas dan tanggung jawab sebagai berikut:

1. Tugas *Vice President Corporate Secretary* yaitu memastikan pengelolaan seluruh aspek perencanaan strategis Perusahaan dan kegiatan transformasi serta pemantauan (*monitoring*) dan evaluasi kinerja Perusahaan guna memastikan keberlangsungan Perusahaan yang sesuai dengan aspirasi pemegang saham berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan Internal Perusahaan.
2. Tanggung jawab *Vice President Corporate Secretary* yaitu sebagai berikut:
 - Memastikan tersedianya 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 pengelolaan seluruh aspek indikator kinerja utama (*key performance indicator*) perusahaan;
 - Memastikan pengelolaan seluruh aspek transformasi Perusahaan;
 - Memastikan pengelolaan manajemen perubahan (*change management*) Perusahaan;
 - Memastikan pengelolaan aktivitas penyusunan perubahan atas Rencana Jangka Panjang Perusahaan (RJPP);
 - Memastikan tersedianya kebijakan, strategi, dan Standar Operasional Prosedur (SOP) bidang *corporate planning and transformation*.

Vice President Corporate Secretary has the following duties and responsibilities:

1. The duties of *Vice President Corporate Secretary* are to ensure the management of all aspects of the Company's strategic planning and transformation activities, monitor and evaluate the Company's performance to ensure the sustainability of the Company in accordance with the aspirations of shareholders based on the Company Work Plan and Budget (RKAP) and ensures compliance with laws and regulations and the internal regulations of the Company.
2. The responsibilities of *Vice President Corporate Secretary* are as follows:
 - To ensure the preparation of the Company Work Plan and Budget (RKAP);
 - To ensure achievements of the agreed management contracts;
 - To ensure its role as *people manager* within the work unit;
 - To ensure the management of competency development for work unit personnel;
 - To ensure active development of initiatives for innovation process and product, and support innovations from other work units;
 - To ensure that work unit activities are implemented in accordance with the established Work Plan and Budget (RKA);
 - To ensure that work unit activities are in accordance with and relevant to the management system applied by the Company;
 - To ensure that work unit activities are in accordance with the laws and regulations and internal regulations of the Company.
 - To ensure the management of all aspects of the Company's key performance indicators;
 - To ensure the management of all aspects of the Company's transformation;
 - To ensure the Company's change management;
 - To ensure the management of amendments to the Company's Long-Term Plan (RJPP);
 - To ensure the availability of policies, strategies and Standard Operating Procedures (SOPs) on corporate planning and transformation.

Profil dan Riwayat Hidup Singkat Sekretaris Perusahaan Profile and Brief Biography of Vice President Corporate Secretary

Vice President Corporate Secretary (Sekretaris Perusahaan)

Warga Negara Indonesia, berdomisili di
Makassar
Indonesian Citizen, domiciled in Depok

Usia/Umur dan Tanggal Lahir:
Age and Date of Birth:
44 tahun, lahir di Jakarta, 25 Agustus 1976.
44 years old, born in Jakarta, August 25, 1976.

Dasar Pengangkatan:/ *Basis of Appointment*

Handy Heryudhitiawan diangkat menjadi *Vice President Corporate Secretary* berdasarkan Surat Keputusan Direksi No. SKEP.1649/KP.07.03/2018 tanggal 28 Agustus 2018.
Handy Heryudhitiawan was appointed as Vice President Corporate Secretary based on Board of Directors Decree No. SKEP.1649/KP.07.03/2018 dated August 28, 2018.

Riwayat Pendidikan:/ *Educational Background:*

- Diploma, PLP Curug, 1997
- Sarjana, Manajemen Ekonomi Publik, Sekolah Tinggi Ilmu Administrasi Lembaga Administrasi Negara, 2003
- Magister Manajemen, Universitas Muslim Indonesia, Makassar, 2005
- *Diploma, PLP Curug, 1997*
- *Bachelor of Public Economy Management, College of Administrative Sciences, State Administration Institute, 2003*
- *Master in Management, Indonesian Muslim University, Makassar, 2005*

Riwayat Pekerjaan:/ *Job Experiences:*

- Pelaksana ATC *Junior* (1997 – 1999)
- Pelaksana ATC *Senior* (1999 – 2002)
- Pelaksana ATC Radar (2002 – 2009)
- *ATS Training Specialist* (2009 – 2011)
- Kepala Humas Proyek Pengembangan Bandara Sepinggan – Balikpapan pada (2011 – 2013)
- *Corporate Communication Department Head* PT Angkasa Pura I (Persero) pada (2013 – 2015)
- *General Manager* Bandara Syamsudin Noor - Banjarmasin pada (2015 – 2017)
- *General Manager* Bandara Sultan Aji Muhammad Sulaiman Sepinggan – Balikpapan (2017 – 2018)
- *ATC Junior Executive* (1997 - 1999)
- *ATC Senior Executive* (1999 - 2002)
- *ATC Radar Executive* (2002 - 2009)
- *ATS Training Specialist* (2009 - 2011)
- *Head of Public Relations for Sepinggan Airport Development Project – Balikpapan* (2011 - 2013)
- *Corporate Communication Department Head, PT Angkasa Pura I (Persero)* (2013 - 2015)
- *General Manager of Syamsudin Noor Airport – Banjarmasin* (2015 – 2017)
- *General Manager of Sultan Aji Muhammad Sulaiman Sepinggan Airport – Balikpapan* (2017 - 2018)



Handy Heryudhitiawan

Pengembangan Kompetensi Sekretaris Perusahaan

Competence Development of Vice President Corporate Secretary

Sepanjang tahun 2020, *Vice President Corporate Secretary* tidak mengikuti pelatihan. Namun demikian, Perusahaan mengikutsertakan personil di bawah *Vice President Corporate Secretary* ke beberapa pelatihan, diantaranya:

Throughout 2020, the Vice President Corporate Secretary did not attend any training. However, the Company has included personnel under the Vice President Corporate Secretary to attend several trainings, including:

Pengembangan Kompetensi Sekretaris

Secretarial Competency Development

Materi Pengembangan Kompetensi/Pelatihan <i>Competency Development Material/Training</i>	Waktu dan Tempat Pelaksanaan <i>Time and Place</i>	Penyelenggara <i>Organizer</i>
Pardika Dewi Retno S., Yeni Mujiatin, Nurul Fatkhayah, Angga Dwiputra G. , Sherly Yunita, Norma Zuraida L. , Ahmad Denonan R., Rafiqoh Isnaeni <i>Pardika Dewi Retno S., Yeni Mujiatin, Nurul Fatkhayah, Angga Dwiputra G. , Sherly Yunita, Norma Zuraida L. , Ahmad Denonan R., Rafiqoh Isnaeni</i>		
Pelatihan Online APLIX Pemasaran Efektif di Era Digital <i>Online Training on APLIX Effective Marketing in the Digital Era</i>	11 – 22 Nopember 2002 <i>11 – 22 November 2002</i>	Indonesia X <i>Indonesia X</i>

Realisasi Pelaksanaan Kegiatan Sekretaris Perusahaan

Realization of the Implementation of Vice President Corporate Secretary Activities

Sekretaris Perusahaan telah merealisasikan tugas dan tanggung jawabnya sepanjang tahun 2020, antara lain:

1. Pembinaan, Monitoring, dan Asistensi Pengelolaan Administrasi Perkantoran dan Kearsipan di Kantor Cabang dan Proyek Pengembangan Bandara di 14 bandara dan Kantor Pusat;
2. Pendampingan Kunjungan Kerja Direksi;
3. Penyelamatan dan pengamanan arsip vital perusahaan;
4. Pelaksanaan rapat Direksi;
5. Pengembangan SDM dan studi banding;
6. Meningkatkan komunikasi dan koordinasi Internal Perusahaan (antar unit/antar cabang);
7. Meningkatkan citra positif perusahaan, meningkatkan efektivitas komunikasi, keterbukaan informasi dan transparansi, menumbuhkan kepercayaan masyarakat/*stakeholder*;
8. Meningkatkan dan memperkuat hubungan dengan Media;
9. Meningkatkan dan memperkuat hubungan dengan mitra kerja/mitra usaha dan komunitas;
10. Meningkatkan dan memperkuat *brand image* korporat dan menumbuhkan kepercayaan masyarakat melalui pelaksanaan *event*.

During 2020, the Vice President Corporate Secretary performed the following duties and responsibilities:

1. *Counseled, monitored and assisted the management of office administration and archives at Branch Offices and Airport Development Projects at 14 airports and Head Office;*
2. *Accompanied the Board of Directors on work visits;*
3. *Secured and safeguarded the company's vital archives;*
4. *Organized Board of Directors meetings;*
5. *Developed HR and conducted comparative studies;*
6. *Enhanced communication and coordination within the Company (between units/between branches);*
7. *Enhanced corporate image, increased communications effectiveness, information disclosure and transparency, fostered public/stakeholder trust;*
8. *Improved and strengthened relationship with the Media;*
9. *Improved and strengthened relationships with work partners/business partners and the community;*
10. *Enhanced and strengthened the corporate brand image and fostered public trust through the implementation of various events.*

UNIT AUDIT INTERNAL

Internal Audit Unit

Unit Audit Internal Angkasa Pura I bekerja di bawah Direksi dengan tujuan untuk membantu Direktur Utama mengawasi efektivitas sistem pengendalian internal dan pelaksanaan GCG di PT Angkasa Pura I (Persero). Pelaksanaan tugas Unit Audit Internal dapat bersinergi dengan Komite Audit dan Komite Risiko Usaha dan Good Corporate Governance.

The Internal Audit Unit of PT Angkasa Pura I (Persero) works under the Board of Directors and is tasked to assist the President Director in overseeing the effectiveness of the internal control system and GCG implementation. Its duties are synergized with the functions of the Audit Committee and the Business Risk and Good Corporate Governance Committee.

Struktur Organisasi dan Kedudukan Unit Audit Internal

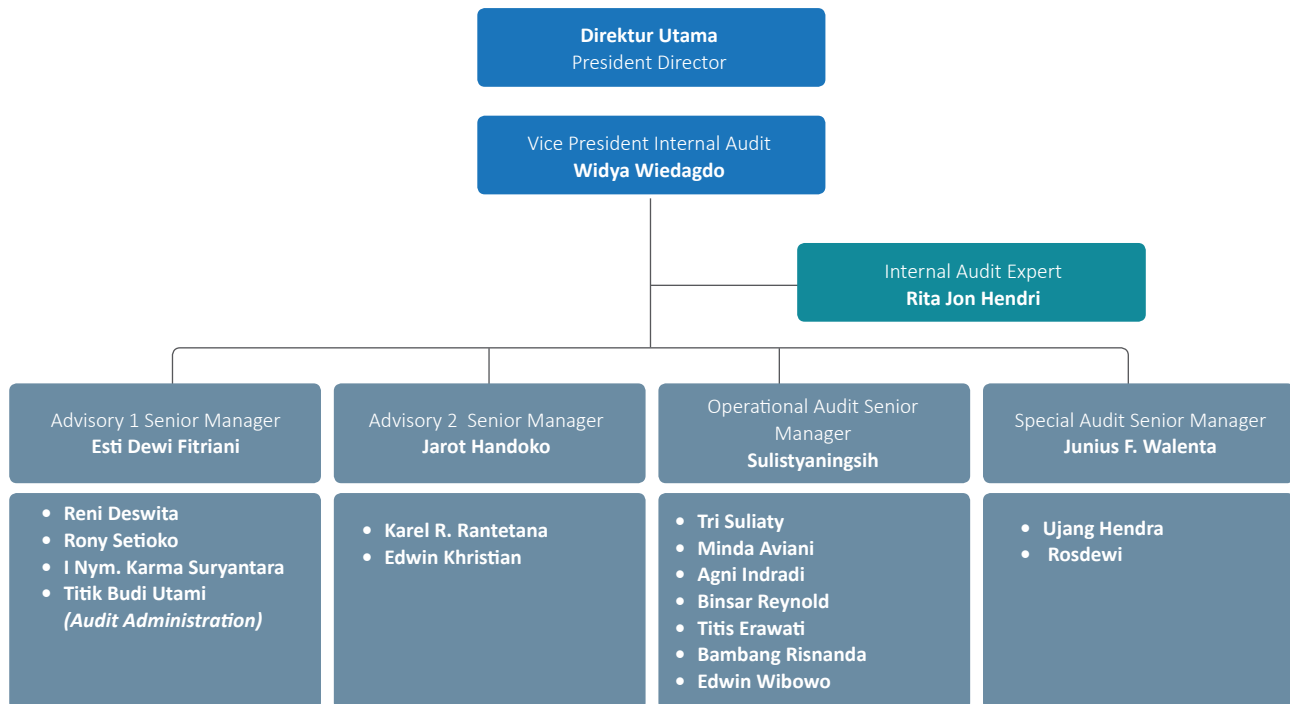
Organizational Structure and Position of Vice President Internal Audit

Pengangkatan dan pemberhentian Vice President Internal Audit dilakukan oleh Direktur Utama atas persetujuan Dewan Komisaris. Unit Audit Internal bertanggung jawab langsung kepada Direktur Utama dan dipimpin oleh Vice President Internal Audit. Pelaksanaan tugas Unit Audit Internal dibantu oleh empat departemen yaitu Advisory 1 Senior Manager, Advisory 2 Senior Manager, Operational Audit Senior Manager, dan Special Audit Senior Manager

The appointment and dismissal of the Vice President Internal Audit is performed by the President Director with the approval of the Board of Commissioners. The Internal Audit Unit is directly responsible to the President Director and is led by the Vice President Internal Audit. 4 (four) departments assist in carrying out the duties of the Internal Audit Unit, namely Advisory 1 Senior Manager, Advisory 2 Senior Manager, Operational Audit Senior Manager, and Special Audit Senior Manager.

Struktur Organisasi

Organization Structure



Piagam Unit Audit Internal dan Kode Etik Auditor

Internal Audit Charter and Code of Conduct of Auditors

Piagam *Internal Audit* merupakan sebuah pedoman kerja yang berisi panduan mengenai peran dan tanggung jawab serta dasar keberadaan dan pelaksanaan tugas-tugas pengawasan oleh Unit Audit Internal. Pembentukan Piagam *Internal Audit* telah disetujui dan disahkan oleh Dewan Komisaris sejak Januari 2014 berdasarkan Surat Keputusan Direksi PT Angkasa Pura I (Persero) Nomor No.KEP51.I/PG.01/2017 Tahun 2017.

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 memiliki Kode Etik Auditor yang memuat prinsip-prinsip yang wajib diterapkan, yaitu terdiri dari integritas, objektivitas, kerahasiaan, dan kompetensi.

Sistem Informasi Internal Audit

Internal Audit Information System

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 Charter is a work guidelines that includes a discussion on the roles and responsibilities of the Internal Audit Unit as well as the basis for its establishment and supervisory duties. The establishment of Internal Audit Charter has been approved and ratified by the Board of Commissioners since January 2014 based on Board of Directors Decree of PT Angkasa Pura I (Persero) No. KEP51.I/PG.01/2017.

The contents of the Internal Audit Charter include:

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: relationship of internal auditor with the auditee, external auditor, as well as with the Audit Committee and the Business Risk and Good Corporate Governance Committee.*
4. *Internal Auditor Quality Improvement*
5. *Quality Assurance.*
6. *Closing*

Furthermore, the Internal Auditor Unit has a Code of Conduct of Auditors to be used as reference in the implementation of its duties and responsibilities. The Code of Conduct covers the principles of integrity, objectivity, confidentiality, and competence.

The audits performed by the Vice President Internal Audit are supported by System Information Management Audit (SIMA), which allows automatic data recording of all operational activities. Data collected from SIMA is then processed to meet the needs of improving the quality of performance and increasing the role of Vice President Internal Audit in an effort to optimize Information and Technology General Control (ITGC).

Uraian Tugas dan Tanggung Jawab Unit *Internal Audit* *Duties and Responsibilities of Vice President Internal Audit*

Tugas dan Tanggung Jawab Unit *Internal Audit* yaitu:

1. Tugas *Vice President Internal Audit* adalah memastikan pengelolaan pengendalian intern 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 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;
 - 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.

Duties and responsibilities of the Vice President Internal Audit Unit are as follows:

1. *The duties of Vice President Internal Audit are to ensure the management of internal control and corporate governance processes through examination, 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 implementing compliance in accordance with laws and regulations. and the Company's internal regulations.*
2. *The responsibilities of Vice President Internal Audit are as follows:*
 - *To ensure the availability of the Company Work Plan and Budget (RKAP);*
 - *To ensure achievements of the agreed management contracts;*
 - *To ensure its role as people manager within the work unit;*
 - *To ensure the management of competency development for work unit personnel;*
 - *To ensure active development of initiatives for innovation process and product, and support innovations from other work units;*
 - *To ensure that work unit activities are implemented in accordance with the established Work Plan and Budget (RKA);*
 - *To ensure that work unit activities are in accordance with and relevant to the management system applied by the Company;*
 - *To ensure that work unit activities are in accordance with the laws and regulations and internal regulations of the Company;*
 - *To ensure the planning and implementation of improvements on audit findings in work units under its responsibility;*
 - *To ensure the management of implementation of periodic internal audit activities and consultation with all work units for special audit activities;*
 - *To ensure the management of implementation of assistance to the external audit process;*
 - *To ensure the availability of audit reports and follow-up on audit findings in a timely manner;*
 - *To ensure the availability of policies, strategies and Standard Operating Procedures (SOP) on internal audit.*

Kewenangan Unit Audit Internal

Authority of the Vice President Internal Audit

Unit *Internal Audit* berwenang untuk:

1. Mendapatkan akses data yang dibutuhkan;
2. Menetapkan rencana program kerja dan inisiatif baru serta anggaran di ruang lingkup unit kerjanya yang dapat mendukung pencapaian kinerja Perusahaan;
3. Menetapkan kebijakan/pedoman operasional di ruang lingkup unit kerjanya;
4. Mengambil keputusan dan langkah-langkah korektif di ruang lingkup unit kerjanya berdasarkan unit kerja dan prosedur yang berlaku;
5. Menyetujui *Distinct Job Profile* (DJP) di ruang lingkup unit kerjanya;
6. Menyetujui usulan perencanaan dan pengembangan sumber daya manusia di unit kerjanya;
7. Melakukan identifikasi kebutuhan kompetensi/sertifikasi, dukungan terhadap pelaksanaan pengembangan, hingga umpan baliknya;
8. Menetapkan program kerja dan inisiatif atas inovasi baru di satuan kerjanya dapat mendukung pencapaian kinerja Perusahaan;
9. Menyetujui pengenaan sanksi kepada personel di unit kerjanya sesuai dengan ketentuan yang berlaku di Perusahaan;
10. Menyetujui pelaksanaan rencana kerja di ruang lingkup unit kerjanya;
11. Menetapkan dan/atau menandatangani dokumentasi sistem manajemen yang menjadi ruang lingkup unit kerjanya;
12. Menetapkan informasi terkait kepatuhan implementasi sistem kepatuhan di unit kerjanya;
13. Memberikan informasi pendukung sebagai rekomendasi teguran dari unit kerja terkait kepada pihak eksternal (vendor, *tenant*, atau mitra kerja lainnya) jika memberikan jasa layanan yang tidak sesuai dengan kesepakatan atau melanggar kebijakan Perusahaan secara spesifik;
14. Memberikan teguran kepada pihak internal (unit kerja lainnya) jika terdapat pelanggaran atas peraturan yang dikelola atau dikeluarkan oleh unit kerjanya.

The Vice President Internal Audit Unit is authorized to:

1. *Obtain the required data access;*
2. *Determine work plans and new initiatives as well as budgets within the scope of work units to support the achievement of the Company's performance;*
3. *Establish policies/operational guidelines within the scope of the work unit;*
4. *Take decisions and corrective measures within the scope of the work unit based on the work unit and the applicable procedures;*
5. *Approve the Distinct Job Profile (DGT) within the scope of the work unit;*
6. *Approve proposed planning and human resource development in the work unit;*
7. *Identify competency/certification needs, support for development implementation, and provide feedback;*
8. *Establish work programs and initiatives for new innovations in the work unit to support the achievement of the Company's performance;*
9. *Approve the imposition of sanctions on personnel in the work unit in accordance with the applicable regulations in the Company;*
10. *Approve the implementation of work plans within the scope of the work unit;*
11. *To determine and/or sign the management system documentation within the scope of the work unit;*
12. *Determine information related to compliance with the compliance system implementation in the work unit;*
13. *Provide supporting information as a recommendation for a warning from the relevant work unit to external parties (vendors, tenants, or other work partners) if they provide services that are not in accordance with the agreement or violate specific Company policies;*
14. *Provide a warning to internal parties (other work units) if there is a violation of the regulations managed or issued by the work unit.*

Profil dan Riwayat Hidup Singkat Kepala Unit Internal Audit Profile and Brief Biography of The Head of Vice President Internal Audit

Kepala Unit Internal Audit Vice President Internal Audit

Warga Negara Indonesia, berdomisili di Jakarta
Indonesian Citizen, domiciled in Jakarta

Usia/Umur dan Tanggal Lahir:
49 tahun, lahir di Medan, 23 Agustus 1971
*Age and Date of Birth:
49 years old, born in Medan, August 23, 1971*

Dasar Pengangkatan: / Basis of Appointment

Israwadi diangkat menjadi Kepala Unit Internal Audit atau *Vice President Internal Audit* sejak 28 Agustus 2018 sampai dengan 12 Maret 2020 berdasarkan Surat Keputusan Direksi No. SKEP.1648/KP.07.03/2018.

Israwadi was appointed as Head of the Internal Audit Unit or Vice President Internal Audit on 28 August 2018 until 12 March 2020 based on Board of Directors Decree No. SKEP.1648/KP.07.03/2018

Riwayat Pendidikan: / Educational Background:

- Sarjana, Teknik Industri, Institut Teknologi Bandung, 1995
- Magister Manajemen, Marketing, Universitas Trisakti, 2005
- *Bachelor of Industrial Engineering, Bandung Institute of Technology (1995)*
- *Master in Marketing Management, Trisakti University (2005)*

Riwayat Pekerjaan: / Job Experiences:

- Direktur Keuangan, PT Angkasa Pura Hotel (2012-2016)
- *Corporate Secretary, PT Angkasa Pura I (Persero) (2016-2018)*
- *Finance Director, PT Angkasa Pura Hotel (2012-2016)*
- *Corporate Secretary, PT Angkasa Pura I (Persero) (2016-2018)*



Israwadi

Kepala Unit Internal Audit Vice President Internal Audit

Warga Negara Indonesia, berdomisili di Jakarta
Indonesian Citizen, domiciled in Jakarta

Usia 49 Tahun, riwayat pendidikan Sarjana Ekonomi (S1) Manajemen Universitas Pancasila tahun 1994.
49 years old, educational background Bachelor of Economic, Pancasila University, 1994

Riwayat Pekerjaan: / Job Experiences:

- Plt. Direktur Utama Angkasa Pura Retail (2016 – 2018)
- *Proyek Enterprise Resource Planning Kantor Pusat*
- *Vice President & Risk Management sejak 16 Juli 2018 berdasarkan SK Direksi No. SKEP 1130/KP.07.03/2018*
- *Vice President Internal Audit sejak 13 november 2020 berdasarkan Surat Keputusan Direksi No. SKEP.1740/KP.07.03/2020.*
- *Acting President Director of PT Angkasa Pura Retail (2016 - 2018)*
- *Enterprise Resource Planning Project of Angkasa Pura I Head Office (2014 - 2016)*
- *Vice President & Risk Management since July 16, 2018 based on Board of Directors Decree No. SKEP 1130/KP.07.03/2018*
- *Vice President Internal Audit since November 13, 2020 based on Board of Directors Decree No. SKEP.1740/KP.07.03/2020.*



Widya Wiedagdo

Jumlah dan Kualifikasi Anggota Unit Audit Internal

Number and Qualification of Internal Audit Unit Members

Sertifikasi Profesi Anggota Unit Audit Internal

Unit Audit Internal 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.

Hingga akhir periode pelaporan tahun 2020, terdapat 19 orang anggota Unit Internal Audit PT Angkasa Pura I (Persero) yang seluruhnya telah memiliki kualifikasi atau sertifikasi profesi dengan rincian sebagai berikut.

Kualifikasi Anggota Unit Internal Audit

Qualification of Members of Vice President Internal Audit

No.	Nama Name	Jabatan Position	Kualifikasi Qualification
1	Widya Wiedagdo	Vice President Internal Audit	Baru dilantik pada bulan November 2020 <i>Newly Appointed in November, 2020</i>
2	Jarot Handoko	Advisory 2 Senior Manager	Audit Internal Lanjut II, Audit Forensik Tingkat Menengah & Sertifikasi CRP, CPIA <i>Advanced Internal Audit II, Intermediate Forensic Audit, CRP & CPIA Certifications</i>
3	Junius F. Walenta	Special Audit Senior Manager	Audit Internal Lanjut I, Audit Forensik Tingkat Menengah & Sertifikasi CRP, CPIA <i>Advanced Internal Audit I, Intermediate Forensic Audit, CRP & CPIA Certifications</i>
4	Esti Dewi Fitriani	Advisory 1 Senior Manager	Audit Internal Tingkat Lanjut <i>Advanced Internal Audit</i>
5	Sulistyaningsih	Operational Audit Senior Manager	Audit Forensik Tingkat Dasar, Sertifikasi QIA, CRP <i>Basic Forensic Audit, QIA & CRP Certifications</i>
6	Rita	Internal Audit Expert	Bergabung Di Internal Audit 7 September 2020 <i>Joined the Internal Audit on September 7, 2020</i>
7	John Hendri	Internal Audit Expert	Sertifikasi QIA <i>QIA Certification</i>
8	Insan Kamil	Auditor	Audit Forensik Dasar Sertifikasi QIA & CRP <i>Basic Forensic Audit, QIA & CRP Certifications</i>
9	I Made Adi Susilayasa	Auditor	Audit Forensik Dasar, Sertifikasi QIA, CRP & CPIA <i>Basic Forensic Audit, QIA, CRP & CPIA Certifications</i>
10	Tri Suliati	Auditor	Audit Internal Dasar II & Sertifikasi CPIA <i>Basic Internal Audit II & CPIA Certification</i>
11	Karel Rianto Rantetana	Auditor	Audit Internal Tingkat Dasar & Sertifikasi CPIA <i>Basic Internal Audit & CPIA Certification</i>
12	Titis Erawati	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>
13	Reni Dewita	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>
14	Binsar Reynold	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>
15	Minda Afiani	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>
16	Agni Indradi	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>
17	Ujang Hendra	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>

Professional Certification for Members of the Internal Audit Unit

The internal Audit Unit of PT Angkasa Pura I (Persero) 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.

As of end of the 2020 reporting period, The Internal Audit Unit of PT Angkasa Pura I (Persero) currently has 19 members with professional qualifications or certifications as follows.

No.	Nama Name	Jabatan Position	Kualifikasi Qualification
18	Rony Setioko	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>
19	Edwin Khristian	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>
20	Rosdewi	Auditor	Audit Internal Tingkat Dasar <i>Basic Internal Audit</i>
21	I Nyoman Karma S.	Auditor	Bergabung di Internal Audit 13 November 2020 <i>Joined the Internal Audit on November 13, 2020</i>
22	Edwin Wibowo	Auditor	Bergabung di Internal Audit 13 November 2020 <i>Joined the Internal Audit on November 13, 2020</i>
23	Bambang Risnanda	Auditor	Bergabung di Internal Audit 13 November 2020 <i>Joined the Internal Audit on November 13, 2020</i>
24	Titik Budi Utami	Internal Audit Officer	Sertifikasi CRP & CPIA <i>CRP & CPIA Certifications</i>

Pendidikan dan Pelatihan Anggota Unit Internal Audit Tahun 2020

Dalam memaksimalkan kinerja Unit Internal Audit, PT Angkasa Pura I (Persero) memberikan kesempatan bagi anggota Unit Internal Audit untuk mengembangkan kompetensi. Pendidikan dan/atau pelatihan yang diikuti Internal Auditor sepanjang tahun 2020 disajikan dalam tabel berikut.

Education and Training of Vice President Internal Audit Members in 2020

In order to improve the performance of the Vice President Internal Audit Unit, PT Angkasa Pura I (Persero) provides an opportunity for members of Vice President Internal Audit to attend competency development activities. The education and/or training activities attended by the internal auditors throughout 2020 are presented in the following table.

Nama Pelatihan Training	Penyelenggara Organizer	Tanggal Pelaksanaan Date	Anggota Audit Internal yang Hadir Internal Audit Members Attended
<i>Workshop Risk Based Strategy (RBS)</i> <i>Workshop Risk Based Strategy (RBS)</i>	JSM Management Consultant	12 s.d 13 Maret 2020 <i>12 - 13 March 2020</i>	Israwardi
Diklat Sertifikasi QIA Tkt. Dasar – Jakarta <i>Basic QIA Certification Training – Jakarta</i>	YPIA	06 s.d 18 Januari 2020 <i>6 - 18 January 2020</i>	<ul style="list-style-type: none"> Rony Setioko Ujang Hendra
<i>Training Pelaksanaan Audit Forensik dan Pelaksanaan Kerugian Perusahaan</i> <i>Training on Implementation of Forensic Audit and Implementation of Company Losses</i>			
<i>Benchmark Whistle Blowing System</i> <i>Benchmark Whistle Blowing System</i>	PT Antam	05 Februari 2020	Binsar Reynold
<i>Workshop Internal Audit Considerations in Response to COVID-19 Navigating an Unprecedented Challenge</i> <i>Workshop Internal Audit Considerations in Response to COVID-19 Navigating an Unprecedented Challenge</i>			
Seminar "Tantangan Akuntabilitas Keuangan Negara di Masa Pandemi COVID-19" <i>Seminar "Challenge of State Financial Accountability during COVID-19 Pandemic"</i>			
<i>Workshop Audit Internal Standar Audit dan Kode Etik Profesi</i> <i>Internal Audit Workshop on Audit Standards and Professional Code of Conduct.</i>			
Diklat Sertifikasi QIA Tkt. Dasar – Jakarta <i>Basic QIA Certification Training – Jakarta</i>	YPIA	02 s.d 13 November 2020 <i>2 - 13 November 2020</i>	<ul style="list-style-type: none"> Edwin Khristian Rosdewi

Uraian Pelaksanaan Tugas Unit Internal Audit Tahun 2020

Description of Duties of the Vice President Internal Audit in 2020

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.

The Vice President Internal Audit carried out three work programs, namely implementation of operational audit at airport branch offices, accompaniment of external audits, and providing consultancy services to the Head Office and branch offices.

1. Pelaksanaan Audit Operasional pada Kantor Cabang Bandara

1. Implementation of Operational Audit at Airport Branch Offices

Audit Operasional

Implementation of Operational Audit at Airport Branch Offices

No.	Pelaksanaan Audit <i>Implementation of Audit</i>	Tanggal Audit <i>Date of Audit</i>	Nomor Surat Perintah <i>Order Number</i>
1.	Bandara Lombok-Praya <i>Lombok Airport - Praya</i>	03 s.d. 10 Februari 2020 <i>3 – 10 February 2020</i>	PRIN.DU.10/PG.01/2020
2.	Bandara Pattimura – Ambon <i>Pattimura Airport - Ambon</i>	10 s.d. 14 Februari 2020 <i>10 - 14 February 2020</i>	PRIN.DU.11/PG.01/2020
3.	Bandara Adi Soemarmo - Solo <i>Adi Soemarmo Airport - Solo</i>	02 s.d. 06 Maret 2020 <i>2 – 6 March 2020</i>	PRIN.DU.42/PG.01/2020
4.	Bandara Adisutjipto – Yogyakarta <i>Adisutjipto Airport - Yogyakarta</i>	12 s.d. 19 Maret 2020 <i>12 - 19 March 2020</i>	PRIN.DU.56/PG.01/2020
5.	Bandara El Tari – Kupang <i>El Tari Airport – Kupang</i>	09 s.d. 30 Maret 2020 <i>9 – 30 March 2020</i>	PRIN.DU.82/PG.01/2020
6.	Bandara A. Yani –Semarang <i>A. Yani Airport - Semarang</i>	26 Maret s.d. 20 April 2020 <i>26 March – 20 April 2020</i>	PRIN.DU.82/PG.01/2020
7.	Bandara Sultan Syamsuddin Noor- Banjarmasin <i>Sultan Syamsuddin Noor Airport – Banjarmasin</i>	07 s.d. 28 Agustus 2020 <i>7 – 28 August 2020</i>	PRIN.DU.156/PG.01/2020
8.	Bandara Sultan Hasanuddin – Makassar <i>Sultan Hasanuddin Airport – Makassar</i>	01 s.d. 11 Desember 2020 <i>1 – 11 December 2020</i>	PRIN.DU.261/PG.01/2020
9.	Bandara I Gusti Ngurah Rai-Bali <i>I Gusti Ngurah Rai Airport - Bali</i>	01 s.d. 11 Desember 2020 <i>1 – 11 December 2020</i>	PRIN.DU.260/PG.01/2020
10.	Bandara Juanda – Surabaya <i>Juanda Airport – Surabaya</i>	02 s.d. 24 Juli 2020 <i>2 – 24 July 2020</i>	PRIN.DU.126/PG.01/2020

2. Pendampingan Audit Eksternal
Pendampingan Audit Eksternal yang telah dilakukan antara lain:
 - a. Pendampingan Audit Laporan Keuangan Tahun 2020 bersama KAP Purwanto, Sungkoro & Surja
 - b. Pendampingan Audit BPK pada:
 - Bandar Udara Internasional Adisutjipto – Yogyakarta
 - Bandar Udara Internasional Yogyakarta – Kulon Progo
 - Bandar Udara Internasional Juanda – Surabaya
 - Bandar Udara Internasional Jenderal Ahmad Yani – Semarang
 - c. Pendampingan Audit Klaim BPKP
3. Memberikan jasa konsultasi kepada Unit Kerja Kantor Pusat dan Kantor Cabang:
 - a. Review Draft Berita Acara Penunjukan Konsultan Pendamping Proyek KPBU Bandara Batam;
 - b. Masukan Atas Proses Perpanjangan Mitra Usaha di Bandar Udara Internasional I Gusti Ngurah Rai – Bali;
 - c. Tindak Lanjut Hasil Audit Klaim BPKP Atas Pembangunan Terminal dan Sarana Penunjangnya (Paket 3) Kontrak Nomor: 003-AD/480000680/PL.02/2019 Tanggal 20 Maret 2019 Di Bandara Jenderal Ahmad Yani Semarang;
 - d. Masukan Atas Verifikasi Laporan Feasibility Study Bandara Bali Utara (DUI.047/KB.03/2020-B Tanggal 3 Februari 2020);
 - e. Evaluasi Atas Draft Berita Acara Kesepakatan Tentang Pengadaan Langsung Ke Anak Perusahaan Serta Kontrak Manajemen Kantor Cabang Dan Proyek Pengembangan PT Angkasa Pura I (Persero) Tahun 2020;
 - f. Pekerjaan Pengadaan Aplikasi Airport Billing System (ABS) YIA Pelaksanaan Pekerjaan Oleh PT. Amarta Karya;
 - g. Tanggapan KEP Direksi Tentang Pengadaan Barang/Jasa;
 - h. Laporan hasil Audit Klaim Dari BPKP Pada Pekerjaan Pembangunan Infrastruktur Bandara Baru di Kulon Progo;
 - i. Masukan terkait konsorsium dan konsep BA Kesepakatan pembayaran konsultan pendamping pengadaan KPBU Hang Nadim Batam;
 - j. Masukan Terkait Justifikasi Usulan Penyesuaian CSP YIA;
 - k. Masukan terkait rencana seleksi mitra usaha pengelola reklame DPS;
 - l. Tanggapan atas persetujuan HPS Pekerjaan Perluasan Terminal dan Fasilitas Penunjang Bandar Udara Internasional Manado;
 - m. Rekomendasi/advisory terkait penyusunan master plan IT;
2. *Accompaniment of External Audits*
Accompaniment of External Audit includes:
 - a. *Accompaniment on Financial Statements Audit in 2020 with the public accounting firm (KAP) of Purwanto, Sungkoro & Surja*
 - b. *Accompaniment on Audit by BPKP for:*
 - *Adisutjipto International Airport – Yogyakarta*
 - *Yogyakarta International Airport – Kulon Progo*
 - *Juanda International Airport – Surabaya*
 - *Jenderal Ahmad Yani International Airport – Semarang*
 - c. *Accompaniment on Claims Audit by BPKP*
3. *Provide consultancy services to work units of the Head Office and branch offices:*
 - a. *Review on Draft Minutes of Appointment of Assistant Consultant of KPBU Project at Hang Nadim Airport – Batam;*
 - b. *Input on the Extension Process of Business Partner at I Gusti Ngurah Rai International Airport – Bali;*
 - c. *Follow-up on Audit Results of BPKP Claims for the Terminal Construction and Supporting Facilities (Package 3) with Contract No. 003-AD/480000680/PL.02/2019 dated March 20, 2019 at Jenderal Ahmad Yani Airport -Semarang;*
 - d. *Input on the Verification of Feasibility Study Report of North Bali International Airport (DUI.047/KB.03/2020-B dated February 3, 2020);*
 - e. *Evaluation of Draft Minutes of Agreement concerning Direct Procurement to Subsidiaries and Branch Offices Management Contract and Development Project of PT Angkasa Pura I (Persero) in 2020;*
 - f. *Procurement Work of Airport Billing System (ABS) App at YIA carried out by PT. Amarta Karya;*
 - g. *Response to Board of Directors Decree concerning Procurement of Goods/Services;*
 - h. *Audit Report on Claims from BPKP on New Airport Infrastructure Development Work in Kulon Progo;*
 - i. *Input related to Consortium and BA concept of payment agreement for assistant consultant for procurement of KPBU at Hang Nadim Airport – Batam;*
 - j. *Input related to justification of the proposed adjustment of CSP at YIA;*
 - k. *Input related to the selection plan for business partners to manage advertisement at DPS;*
 - l. *Response to approval of HPS for Expansion of Terminal and Supporting Facilities Work at Manado International Airport;*
 - m. *Recommendations/advices related to the preparation of IT Master Plan;*

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| <ul style="list-style-type: none"> n. Usulan Pembatalan Pekerjaan Seamless Passenger System di Bandar Udara Internasional Yogyakarta; o. Penyampaian OFI Laporan KPKU Tahun 2019 (Feedback Report dan Action for Improvement KPKU); p. Masukan terkait penggunaan 4 (empat) ruangan oleh PT KAI di bangunan stasiun kereta api Bandara Adi Soemarmo Solo; q. Tanggapan Fungsi Internal Audit Pada Proyek Strategis Nasional DUI.252/TI.01/2020-B Tanggal 7 Juli 2020; r. Tindak Lanjut Satuan Pengawas Internal atas kejadian terlepasnya plafon ACP di Proyek Pengembangan Bandar Udara Internasional Syamsudin Noor Banjarmasin; s. Masukan Rapat Pembahasan Pola Kerja Sama Layanan Self Check in Kiosk; t. Permohonan Audit Klaim Atas Pekerjaan Pembangunan Gedung Terminal dan Fasilitas Penunjangnya (Paket 1) Bandara Syamsudin Noor Banjarmasin Oleh PP-WIKA Gedung KSO; u. Permohonan Audit Klaim Item Dispute Addendum VI Pekerjaan Pembangunan Infrastruktur Bandar Udara Baru di Kulon Progo AP I; v. Pelaksanaan Pengukuran Penjaminan Mutu (<i>Assesment Quality Assurance</i>) Internal Audit PT. Angkasa Pura I (Persero); w. Pekerjaan Jasa Kantor Akuntan Publik Sebagai Auditor Independen atas Laporan Keuangan PT Angkasa Pura I Persero untuk Tahun Buku Yang Berakhir pada Tanggal 31 Desember 2020; x. Pelaksanaan Pemdampingan Audit BPK RI. | <ul style="list-style-type: none"> n. <i>Proposed Cancellation of Seamless Passenger System Work at Yogyakarta International Airport;</i> o. <i>Submission of OFI of KPKU Report 2019 (Feedback Report and Action for Improvement KPKU);</i> p. <i>Input related to the use of 4 (four) rooms by PT KAI at train station building of Adi Soemarmo Airport – Solo;</i> q. <i>Response of Vice President Internal Audit Function in the National Strategic Project DUI.252/TI.01/2020-B dated July 7, 2020;</i> r. <i>Follow-up by Internal Audit Unit for the Collapsed ACP Ceiling in Syamsudin Noor International Airport – Banjarmasin Development Project;</i> s. <i>Input of Meeting on Discussion of Cooperation Patterns for Self Check in Kiosk Services;</i> t. <i>Request for Claim Audit for the Construction Work of Terminal Building and Its Supporting Facilities (Package 1) at Syamsudin Noor Airport – Banjarmasin by PP-WIKA Gedung KSO;</i> u. <i>Request for Claim Audit for Item Dispute Addendum IV of New Airport Infrastructure Development Work in Kulon Progo;</i> v. <i>Implementation of Quality Assurance Assessment of Internal Audit of PT. Angkasa Pura I (Persero);</i> w. <i>Public Accounting Firm Service Work as Independent Auditor of PT Angkasa Pura I (Persero)'s Financial Statements for the Financial Year Ended on December 31, 2020;</i> x. <i>Implementation of BPK RI Audit Assistance.</i> |
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Seluruh personel audit internal bertanggung jawab dan berkewajiban menindaklanjuti setiap temuan hasil *assurance* dan *consulting* melalui jalur koordinasi dan kerjasama antar fungsi terkait. Rekapitulasi tindak lanjut temuan *Internal Audit* tahun 2020 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. Recapitulation of the follow-up to the findings of Internal Audit in 2020 is as follows:

Temuan dan Tindak Lanjut Hasil Audit Tahun 2020

Findings and Follow-Up of Audit Results in 2020

Jumlah Temuan <i>Number of Findings</i>	Rekomendasi <i>Recommendations</i>	Saldo <i>Balance</i>	
		Temuan <i>Findings</i>	Rekomendasi <i>Recommendations</i>
42	116	23	63

KOMITE MANAJEMEN RISIKO

Risk Management Committee

Direksi dibantu oleh Komite Manajemen Risiko dalam melaksanakan pengendalian risiko, pengawasan atas kebijakan Perusahaan, dan optimalisasi fungsi manajemen risiko. Komite Manajemen Risiko dibentuk berdasarkan Surat Keputusan Direksi PT Angkasa Pura I (Persero) 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.192/PG.01/2020 tentang Perubahan 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).

The Risk Management Committee is tasked to assist the Board of Directors in controlling risk, overseeing Company policies, and optimizing the risk management function. Establishment of the Risk Management Committee is regulated under PT Angkasa Pura I (Persero) Board of Directors Decree No. SKEP.196/PG.01/2018 dated October 12, 2018 concerning the Establishment of the Risk Management Committee of PT Angkasa Pura I (Persero) which has been amended by the Board of Directors Decree No. SKEP.DU.192/PG.01/2020 concerning Amendments to the Board of Directors Decree of PT Angkasa Pura I (Persero) No. SKEP.196/PG.01/2018 concerning the Establishment of the Risk Management Committee of PT Angkasa Pura I (Persero).

Struktur dan Keanggotaan Komite Manajemen Risiko

Organizational Structure and Membership of the Risk Management Committee

Keanggotaan Komite Manajemen Risiko terdiri dari:

1. Ketua Komite, yang dipimpin oleh Direktur Keuangan;
2. Sekretaris Komite, yang dijabat oleh *Vice President Compliance and Risk Management*;
3. Anggota Komite, yang terdiri dari para Direktur yang ditunjuk dan pejabat satu tingkat di bawah Direksi di lingkungan Kantor Pusat.

Membership of the Risk Management Committee consists of:

1. *Committee Chair, led by the Finance Director;*
2. *Committee Secretary, held by the Vice President Compliance and Risk Management;*
3. *Committee members, consisting of appointed Directors and officials one level below the Board of Directors in the Head Office.*

Saat ini Komite Manajemen Risiko memiliki 33 anggota termasuk Ketua dan Sekretaris, dengan susunan pengurus sebagai berikut:

Currently, the Risk Management Committee has 33 members including the Chair and Secretary, with the following composition.

- A. Ketua
Direktur Kepatuhan, Aset dan Pengadaan
- B. Sekretaris
Vice President Compliance And Risk Management
- C. Anggota
 1. Direktur Operasi
 2. Direktur Teknik
 3. Direktur Pemasaran dan Pelayanan
 4. Direktur Pengembangan Usaha
 5. Direktur Keuangan
 6. Direktur Sumber Daya Manusia dan Umum
 7. *Vice President Internal Audit*
 8. *Vice President Corporate Secretary*
 9. *Vice President Corporate Planning and Transformation*
 10. *Vice President Corporate Social Responsibility*
 11. *Vice President Airport Operation*
 12. *Vice President Airport Security*
 13. *Vice President Airport Safety*
 14. *Vice President Airport Operational Service and Hospitality*
 15. *Vice President Airport Planning and Environment*

- A. *Chairman*
Compliance, Assets, and Procurement Director
- B. *Secretary*
Vice President Compliance And Risk Management
- C. *Members*
 1. *Operation Director*
 2. *Technical Director*
 3. *Marketing and Services Director*
 4. *Business Development Director*
 5. *Finance Director*
 6. *Human Capital and General Affairs Director*
 7. *Vice President Internal Audit*
 8. *Vice President Corporate Secretary*
 9. *Vice President Corporate Planning and Transformation*
 10. *Vice President Corporate Social Responsibility*
 11. *Vice President Airport Operation*
 12. *Vice President Airport Security*
 13. *Vice President Airport Safety*
 14. *Vice President Airport Operational Service and Hospitality*
 15. *Vice President Airport Planning and Environment*

16. *Vice President Airport Development Projects*
17. *Vice President Airport Facilities Management*
18. *Vice President Airport Equipment Management*
19. *Vice President Aeronautical Business and Airline Development*
20. *Vice President Non Aeronautical Business*
21. *Vice President Airport Branding and Service Experience*
22. *Vice President Business Portfolio and Subsidiary Management*
23. *Vice President Business and Asset Development*
24. *Vice President Cargo and Logistic Development*
25. *Vice President Technology and Innovation*
26. *Vice President Legal and Compliance*
27. *Vice President Asset Management*
28. *Vice President Procurement*
29. *Vice President Accounting*
30. *Vice President Finance*
31. *Vice President Shared Services Management*
32. *Vice President Human Capital*
33. *Vice President Training and People Development*
34. *Vice President General Services and Corporate Administration*

16. *Vice President Airport Development Projects*
17. *Vice President Airport Facilities Management*
18. *Vice President Airport Equipment Management*
19. *Vice President Aeronautical Business and Airline Development*
20. *Vice President Non Aeronautical Business*
21. *Vice President Airport Branding and Service Experience*
22. *Vice President Business Portfolio and Subsidiary Management*
23. *Vice President Business and Asset Development*
24. *Vice President Cargo and Logistic Development*
25. *Vice President Technology and Innovation*
26. *Vice President Legal and Compliance*
27. *Vice President Asset Management*
28. *Vice President Procurement*
29. *Vice President Accounting*
30. *Vice President Finance*
31. *Vice President Shared Services Management*
32. *Vice President Human Capital*
33. *Vice President Training and People Development*
34. *Vice President General Services and Corporate Administration*

Uraian Tugas dan Tanggung Jawab Komite Manajemen Risiko *Duties and Responsibilities of the Risk Management Committee*

Tugas dan tanggung jawab yang perlu dilaksanakan oleh Komite Manajemen Risiko meliputi:

1. Menetapkan kebijakan dan strategi manajemen risiko yang komprehensif secara tertulis.
 - Kebijakan tersebut meliputi penetapan *Risk Appetite* dan *Risk Tolerance*, baik risiko secara keseluruhan (*composite*), per jenis risiko, maupun per aktivitas fungsional.
 - 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.
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 Compliance and 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.

The duties and responsibilities to be performed by the Risk Management Committee are:

1. *To establish a comprehensive risk management policy and strategy in writing.*
 - *The policy includes determining Risk Appetite and Risk Tolerance, both composite risk, per type of risk, and per functional activity.*
 - *The risk management policy and strategy is set at least once a year or more frequently in the event of changes in factors that significantly affect the Company's business activity.*
2. *To be responsible for monitoring implementation of the risk management policy and the Company's exposure as a whole, including assessment and directions based on reports submitted by the Compliance and Risk Management Unit and the Vice President Internal Audit.*
3. *To evaluate the effectiveness of risk management implementation on a regular basis, including:*
 - *Methodology for implementing risk assessment.*
 - *Implementation of management information systems.*
 - *Accuracy of policies, procedures, and the determination of risk appetite and risk tolerance.*
4. *To conduct periodic reviews to anticipate changes in the situation, conditions and external and internal developments of the Company.*

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 Compliance and Risk Management*
 8. Mengembangkan budaya sadar risiko pada seluruh pegawai Perusahaan, melalui kegiatan komunikasi yang memadai kepada seluruh pegawai Perusahaan tentang pentingnya pengendalian internal yang efektif.
 9. Mengembangkan kompetensi sumber daya manusia yang terkait dengan manajemen risiko.
5. *To establish matters related to business decisions that deviate from normal procedures (irregularities).*
 6. *To monitor independence of the work unit in charge of the Head Office Risk Management function.*
 7. *To monitor the activities carried out by the Compliance and Risk Management Unit.*
 8. *To develop a risk awareness culture for all Company employees, through adequate communications to all employees regarding the importance of effective internal control.*
 9. *To develop human resource competencies related to risk management.*

Profil dan Riwayat Hidup Singkat Ketua Komite Manajemen Risiko

Profile and Brief Biography of the Chair of Risk Management Committee

Pada 2020, Ketua Komite Manajemen Risiko dijabat oleh Israwadi selaku Direktur Kepatuhan, Aset dan Pengadaan. Profil Ketua Komite Manajemen Risiko dapat dilihat pada bagian Profil Direksi di Laporan ini.

During 2020, the Risk Management Committee is chaired by Israwadi as Compliance, Assets, and Procurement Director. The profile of the Committee Chair can be seen in the Profile of Board of Directors section of this Report.

Uraian Pelaksanaan Kegiatan Komite Manajemen Risiko

Implementation of the Risk Management Committee Activities

Sepanjang tahun 2020, Komite Manajemen Risiko telah merealisasikan tugas dan tanggung jawabnya dengan efektif. Pada Kuartal ke-IV di Bulan November Tahun 2020, dilakukan pembahasan bersama seluruh jajaran BOD-1 yang dipimpin langsung oleh Komite Manajemen Risiko yang mengangkat topik utama “Dampak Pandemi COVID-19 Terhadap Kinerja Bisnis Perusahaan”. Pada rapat tersebut dilakukan agenda pembahasan antara lain :

During 2020, the Risk Management Committee realized its duties and responsibilities effectively. In the fourth quarter in November 2020, discussions were held with all levels of BOD-1 led directly by the Risk Management Committee with the main topic “The Impact of the COVID-19 Pandemic on the Company’s Business Performance”. The agenda or discussions at the meeting are:

- Pembahasan risiko—risiko dan *top risk* korporasi yang berdampak signifikan terhadap kinerja Perusahaan dan langkah mitigasinya;
 - Upaya peningkatan maturitas manajemen risiko dan *risk awareness* di Lingkungan Perusahaan;
 - Posisi kinerja keuangan Perusahaan dan langkah—langkah yang dilakukan Perusahaan dalam upaya penerapan *cost leadership* di lingkungan Perusahaan.
- *Discussion on corporate risks and top risks that have a significant impact on the Company’s performance and its mitigation measures;*
 - *Efforts to increase maturity of risk management and risk awareness within the Company;*
 - *The position of the Company’s financial performance and measures taken by the Company in an attempt to implement cost leadership within the Company.*

Pada pelaksanaan rapat, Ketua Komite memberikan arahan untuk tetap menjaga produktivitas Perusahaan selama masa pandemi. Setiap insan Perusahaan harus senantiasa melakukan perbaikan berkesinambungan (*continuous improvement*) terhadap proses bisnis dan pemanfaatan teknologi dalam menunjang kinerja Perusahaan. Melalui rapat Komite Manajemen Risiko yang saat ini rutin dilaksanakan, memberikan *benefit* bagi Perusahaan khususnya dalam hal penyampaian aliran informasi yang lebih cepat dan seragam, serta diperolehnya ide—ide maupun solusi yang berasal dari anggota Komite terkait isu—isu strategis yang tengah dihadapi oleh Perusahaan.

The Committee Chair provided directions at the meeting to maintain the Company’s productivity during the Pandemic. The Company’s employees shall always make continuous improvements to the business process and the use of technology to support the Company’s performance. The Risk Management Committee meeting currently held on a regular basis provides benefits for the Company, especially in delivering a faster and uniform flow of information, as well as obtaining ideas and solutions from Committee members regarding strategic issues currently being faced by the Company.

SISTEM MANAJEMEN RISIKO

Risk Management System

Sistem manajemen risiko yang diterapkan di Angkasa Pura I, telah berjalan efektif sehingga proses bisnis dapat terus berlangsung dengan tingkat risiko yang dapat diterima. Pelaksanaan manajemen risiko di Angkasa Pura I tertuang dalam Keputusan Direksi nomor KEP.77/ PG.01/2014 tentang Pedoman Manajemen Risiko Angkasa Pura I yang 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, pengomunikasian, 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.

Strategi Pengelolaan Risiko

Risk Management Strategy

PT Angkasa Pura I (Persero) menggunakan acuan ISO 31000 *Risk Management Standard* dalam penerapan manajemen risiko perusahaan. Proses manajemen risiko meliputi lima tahapan kegiatan sebagai berikut:

1. Komunikasi dan Konsultasi
Proses interaktif berupa tukar menukar informasi dan pendapat mengenai risiko dan pengelolaannya, konsultasi merupakan proses komunikasi antara Perusahaan dengan para pemangku kepentingan mengenai isu tertentu, terkait dengan pengambilan keputusan atau penentuan langkah tertentu dalam menangani risiko.
2. Menentukan Konteks
Merupakan langkah pemetaan kondisi lingkungan terkini sebagai sumber penyebab terjadinya risiko, baik itu lingkungan internal maupun lingkungan eksternal, dalam upaya pencapaian sasaran, terutama dalam rangka menetapkan kriteria risiko.

The risk management system implemented at Angkasa Pura I has been effective so that business processes can continue to operate with an acceptable level of risk. The implementation of risk management in the Company is stipulated in Board of Directors Decree No. KEP.77/PG.01/2014 concerning Risk Management Guidelines of PT Angkasa Pura I (Persero), which covers general risk management policies, roles and responsibilities, Risk Management processes, work procedures, work instructions, and Risk Management form.

The objectives of the Risk Management system are as follows:

1. *To map the distribution of authority and responsibilities of management.*
2. *To provide direction in the application of Risk Management from identification, measurement, determination of handling techniques, implementation of control activities, communications, to monitoring.*
3. *As a medium for the development, dissemination and improvement of risk management policies and other supporting regulations on risk management on a periodic basis.*
4. *As a guide for stakeholders in managing their business risks.*
5. *As a reference for Internal Audit in carrying out risk based audits.*

PT Angkasa Pura I (Persero) adopts ISO 31000 Risk Management Standard to implement the Company's risk management. The risk management process consists of five stages of activities as follows:

1. *Communication and Consultation*
Communication is an interactive process of exchanging information and opinions about risk and its management, while consultation is a process of communication between the Company and stakeholders regarding certain issues related to decision making or determining certain measures in managing risks.
2. *Establishing the Context*
This measure involves the mapping of current conditions as a source of risk, both internal and external, in the achievement of targets, especially in the context of setting the risk criteria.

3. Penilaian Risiko

a. Identifikasi Risiko

Identifikasi dilakukan secara teliti sehingga semua risiko yang relevan termasuk risiko-risiko yang berada di luar kendali Perusahaan, dapat dipastikan telah teridentifikasi.

b. Analisis Risiko

Analisis risiko meliputi penentuan besaran kemungkinan terjadinya risiko, besaran dampak kerugian, dengan memperhatikan sumber dan penyebab risiko serta pengendalian risiko yang sudah ada saat ini dan efektivitasnya.

c. Evaluasi Risiko

Evaluasi risiko dilakukan untuk menetapkan risiko yang memerlukan penanganan risiko berdasarkan skala prioritas.

4. Perlakuan Risiko

Perlakuan risiko dilakukan untuk menyeleksi satu atau lebih alternatif metode atau pendekatan yang digunakan untuk mengurangi eksposur. Pemilihan alternatif perlakuan risiko harus didasarkan atas analisis biaya perlakuan risiko dibandingkan dengan manfaat yang diperoleh pada berbagai aspek terkait.

5. Pemantauan dan Kaji Ulang

Pelaksanaan pemantauan meliputi pemantauan secara berkelanjutan oleh para pemilik risiko. Pengawasan pemantauan dilakukan oleh pimpinan pemilik risiko yang dilaksanakan secara berkala dan pihak ketiga melalui audit internal maupun eksternal yang dilaksanakan secara periodik. Sedangkan, kaji ulang merupakan peninjauan secara berkala terhadap efektivitas sistem manajemen risiko yang diberlakukan dan efektivitas pelaksanaan penanganan risiko untuk disempurnakan secara berkesinambungan.

3. Risk Assessment

a. Risk Identification

Risk identification is performed in a prudent manner, so that all relevant risks including those beyond the Company's control can be ascertained to have been identified.

b. Risk Analysis

Risk analysis includes determining the likelihood of occurrence of risk, the magnitude of impact of the loss by taking into account the sources and causes of risk as well as the control of existing risks and their effectiveness.

c. Risk Evaluation

Risk evaluation is carried out to determine risks that require risk treatment based on priority.

4. Risk Treatment

Risk treatment is performed to select one or more alternative methods or approaches used to reduce exposure. The selection of alternative risk treatments must be based on an analysis of the risk treatment costs compared to the benefits gained in various related aspects.

5. Monitoring and Review

Monitoring includes ongoing monitoring by risk owners. Oversight on monitoring is the responsibility of the superior of the risk owner, which is performed on a regular basis and through third parties involving periodic internal and external audits. Meanwhile, the review involves a periodic evaluation of the effectiveness of the risk management system put in place, and the effectiveness of the risk management process for improvement on an ongoing basis.

Profil Risiko dan Pengelolannya

Risk Profile and Management

Profil Risiko

Risk Profile

No.	Risiko Risk	Uraian Risiko Description of Risk	Upaya Pengelolannya Risk Management
1	Risiko Strategis Strategic Risk	<p>Berbagai ancaman/peluang yang berdampak terhadap berbagai sasaran strategis perusahaan, yang ditimbulkan oleh berbagai faktor yang bersifat mendukung maupun menghambat pelaksanaan program-program strategis perusahaan.</p> <p><i>The various threats/opportunities that affect the Company's strategic objectives, which may be caused by factors that either support or hinder the implementation of the Company's strategic programs.</i></p>	<p>Secara aktif memantau berbagai perubahan lingkungan bisnis, baik yang bersifat mendukung maupun menghambat ketercapaian sasaran strategis, untuk mendeteksi adanya ancaman berbahaya yang harus dimitigasi dan peluang bermanfaat yang perlu dieksploitasi. Tercapainya berbagai sasaran strategis tahun 2019 merupakan gambaran hasil pengelolaan risiko strategis.</p> <p><i>To actively monitor changes in the business environment, which either support or hinder the achievement of strategic objectives; to detect threats to be mitigated and opportunities to be exploited. The achievement of various strategic targets in 2020 is indicative of the outcomes of strategic risk management.</i></p>
2	Risiko Keuangan Financial Risk	<p>Berbagai ancaman/peluang yang berdampak terhadap berbagai sasaran pendapatan, sasaran biaya, maupun sasaran profitabilitas Perusahaan, yang ditimbulkan oleh berbagai faktor yang bersifat mendukung maupun menghambat kinerja keuangan.</p> <p><i>The various threats/opportunities that affect the revenue, cost and profitability targets of the Company, which may be caused by factors that either support or hinder the Company's financial performance</i></p>	<p>Perusahaan melakukan pengelolaan Risiko Keuangan dengan cara aktif mencatat dan memonitor berbagai indikator keuangan Perusahaan dan faktor-faktor yang mempengaruhi ketercapaian sasaran pendapatan, sasaran biaya, dan sasaran profitabilitas, guna mendeteksi adanya ancaman yang harus dimitigasi dan peluang bermanfaat untuk dieksploitasi. Hasil pengelolaan risiko keuangan tergambar dalam kinerja keuangan.</p> <p><i>The Company manages financial risk by vigorously recording and monitoring its various financial indicators and factors that affect the achievement of revenue, cost and profitability targets in order to detect threats to be mitigated and opportunities to be exploited. The outcomes of financial risk management are reflected in the Company's financial performance.</i></p>
3	Risiko Investasi Investment Risk	<p>Berbagai ancaman/peluang yang berdampak terhadap sasaran investasi perusahaan, yang ditimbulkan oleh berbagai faktor yang menghambat maupun menunjang pelaksanaan berbagai program investasi perusahaan.</p> <p><i>The various threats/opportunities that have an impact on the Company's investment targets, which may be caused by factors that either hinder or support the implementation of the Company's various investment programs.</i></p>	<p>Perusahaan melakukan pengelolaan Risiko Investasi dengan cara memonitor perubahan lingkungan yang bersifat menghambat maupun mendukung ketercapaian berbagai sasaran investasi Perusahaan, guna mendeteksi timbulnya ancaman bahaya yang harus dimitigasi dan peluang bermanfaat untuk dieksploitasi. Hasil pengelolaan Risiko Investasi tergambar dalam kinerja capaian berbagai sasaran Perusahaan di bidang investasi.</p> <p><i>The Company manages investment risk by monitoring changes in the business environment that either hinder or support the achievement of various investment objectives, in order to detect the emergence of threats to be mitigated and opportunities to be exploited. The outcomes of investment risk management are reflected in the Company's performance in achieving investment targets.</i></p>
4	Risiko Operasional Operational Risk	<p>Berbagai ancaman/peluang yang berdampak terhadap Sasaran Trafik dan Sasaran Produksi, yang ditimbulkan oleh berbagai faktor penghambat maupun faktor penunjang pelaksanaan berbagai program trafik dan produksi di setiap Cabang Bandara.</p> <p><i>The various threats/opportunities that have an impact on traffic and service delivery targets, which may be caused by factors that either hinder or support the implementation of traffic enhancement and service delivery programs at the respective airports.</i></p>	<p>Perusahaan melakukan pengelolaan risiko operasional dengan cara memantau perubahan lingkungan operasional, baik eksternal maupun internal, yang menghambat maupun mendukung ketercapaian sasaran trafik dan sasaran produksi, guna mendeteksi timbulnya ancaman bahaya yang harus dimitigasi dan peluang bermanfaat untuk dieksploitasi. Hasil pengelolaan risiko operasional tergambar dalam kinerja capaian sasaran trafik dan sasaran produksi.</p> <p><i>The Company manages operational risk by monitoring changes in the operational environment, both external and internal, which hinder or support the achievement of traffic and service delivery targets in order to detect the emergence of threats to be mitigated and opportunities to be exploited. The outcomes of operational risk management are reflected in the Company's performance in achieving traffic and service delivery targets.</i></p>

Penilaian Risiko Risk Assessment

Dalam penilaian risiko, Perseroan melakukan serangkaian proses pemantauan risiko yang dilakukan baik di lingkungan Kantor Pusat, Kantor Cabang, dan Entitas Anak. Per 19 November 2020, jumlah risiko aktif yang teridentifikasi sebanyak 2.738 risiko, terdiri dari 382 risiko Kantor Pusat, 2.278 risiko Kantor Cabang dan 78 risiko Proyek Pembangunan/ Pengembangan Bandara.

In terms of risk assessment, the Company performed a series of risk monitoring processes at the Head Office, Branch Offices and Subsidiaries. As of 19 November 2020, the total active risks identified was 2,738 risks, comprising of 382 risks at the Head Office, 2,278 risks at Branch Offices and 78 risks related to airport construction/development projects.

Review atas Manajemen Risiko Review of the Risk Management System

Angkasa Pura I melakukan kaji ulang (*review*) atas efektivitas penerapan sistem manajemen risiko secara berkesinambungan. Mekanisme *review* dilakukan melalui pengawasan Dewan Komisaris dan Direksi, kecukupan sistem informasi, dan kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko.

PT Angkasa Pura I (Persero) constantly reviews the effectiveness of implementation of the Risk Management System. The review mechanism involves supervision by the Board of Commissioners and Board of Directors, adequacy of the information system, and adequacy of the process of identification, measurement, monitoring, and risk control.

Pengawasan Dewan Komisaris Dan Direksi

Direksi dan Dewan Komisaris melalui Komite Risiko Usaha dan GCG melakukan Rapat dengan Unit *Compliance and Risk Management* secara berkala, dalam rangka melakukan pemantauan terhadap risiko di lingkungan perusahaan, serta upaya tindak lanjutnya. Unit *Compliance and Risk Management* melaporkan hasil pemantauan risiko di lingkungan perusahaan kepada Direksi dan Dewan Komisaris minimal dua kali dalam setahun.

Supervision of Board of Commissioners and Board of Directors

Through the Business Risk and GCG Committee, the Board of Directors and Board of Commissioners regularly hold meetings with the Compliance and Risk Management Unit in order to monitor the risks within the Company and undertake follow-up actions. The Compliance and Risk Management Unit reports the results of risk monitoring within the Company at least twice a year to the Board of Directors and Board of Commissioners.

Kecukupan Sistem Informasi Manajemen Risiko

Angkasa Pura I mengembangkan modul sistem manajemen risiko berbasis web 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 pembaharuan data informasi terkait dengan risiko yang dimiliki oleh unit kerjanya secara *real time* dan terdokumentasi. Adanya pengembangan sistem informasi manajemen risiko berbasis *online* ini, Dewan Direksi dapat ikut serta berperan aktif dalam proses pemantauan risiko perusahaan.

Adequacy of Risk Management Information System

PT Angkasa Pura I (Persero) developed a web-based module on risk management system to answer the company's needs for providing easily accessible data on risk in real time. This system aims to facilitate the Company's risk managers in monitoring and updating data related to risks owned by work units in real time and for easy documentation. 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.

Kecukupan Proses Identifikasi, Pengukuran, Pemantauan, Dan Pengendalian Risiko

Dewan 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.

Adequacy of Identification, Measurement, Monitoring, and Risk Control Processes

The Board of Directors through the Vice President internal audit performed checks, evaluations, reported 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 carried out to ensure that the adequacy of risk management process has been executed in accordance with the applicable guidelines and regulations.

Evaluasi Pelaksanaan Manajemen Risiko

Sejak 2014, Angkasa Pura I secara berkala melakukan evaluasi tahunan bersama dengan pihak eksternal untuk mengukur tingkat maturitas dalam implementasi manajemen risiko. Tujuannya, adalah untuk memperoleh gambaran penerapan Manajemen Risiko di Perusahaan dibandingkan dengan praktik-praktik terbaik dan mengidentifikasi penerapan manajemen risiko yang masih memerlukan penyempurnaan, sehingga dapat disusun rekomendasi guna penyempurnaan penerapan manajemen risiko di masa yang akan datang.

Pengukuran Maturitas Manajemen Risiko Perusahaan dilakukan secara berkala setiap dua tahun sekali. Kebijakan ini diambil sebagai bagian dari program *continuous improvement* Perusahaan. Sehingga apabila di tahun berjalan dilaksanakan penilaian maturitas, maka di tahun selanjutnya Perusahaan akan berfokus pada perbaikan berdasarkan hasil rekomendasi yang diberikan pada saat penilaian. Untuk Tahun 2020, hasil pengukuran maturitas menggunakan acuan penilaian di Tahun 2019 yaitu berada di skor 3,37 dari skala 5.

Evaluation of Risk Management Implementation

Starting in 2014, the Company has conducted an annual evaluation together with external parties to measure the level of maturity of risk management implementation. The maturity assessment aims to obtain an overview of risk management implementation in the Company compared to best practices and identify risk management implementation that requires improvements, such that recommendations can be made to enhance the implementation of risk management in the future.

Maturity Assessment of the Company's Risk Management is carried out periodically every two years. This policy is adopted as part of the Company's continuous improvement program. If a maturity assessment is carried out in the current year, then the Company will focus on improvements based on the results of the recommendations given during the assessment in the following year. In 2020, the results of maturity assessment using the assessment reference in 2019 achieved a score of 3.37 from a scale of 5.



SISTEM PENGENDALIAN INTERNAL

Internal Control System

Sistem Pengendalian Internal yang diterapkan oleh Angkasa Pura I merujuk pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 Pasal 26 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Pengendalian internal adalah suatu proses yang melibatkan Dewan Komisaris, manajemen, dan personil lain, yang dirancang untuk memberikan keyakinan memadai tercapainya efektivitas & efisiensi operasi dan keandalan pelaporan serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan Pengendalian Internal (*Internal Control*) pada 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.

PT Angkasa Pura I (Persero) adopts the Internal Control System with reference to Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011 Article 26 concerning Implementation of Good Corporate Governance in State-Owned Enterprises. Internal control is a process that involves the Board of Commissioners, management and other personnel, which is designed to provide adequate confidence in the effectiveness & efficiency of operations and the reliability of reporting as well as compliance with applicable laws and regulations. Implementation of Internal Control within the Company is through the concept of three lines of defense, as follows:

1. *The first line of control is with the frontline units, carried out by the operational unit as risk owner and executor of the business process,*
2. *The second line of control is with the support units that have direct control over the company's operations, such as financial control, security, risk management, quality control, inspection and compliance.*
3. *The third line of control is assurance over the control processes conducted by the first and second lines, which is performed by an independent unit within the company, namely the Vice President Internal Audit.*

Lingkungan Pengendalian

Control Environment

Lingkungan pengendalian merupakan faktor yang mempengaruhi keseluruhan perusahaan terutama berkaitan dengan etika bisnis dan GCG. Lingkungan pengendalian dibangun sebagai pondasi yang efektif untuk mendukung berjalannya komponen pengendalian internal di Angkasa Pura I. Lingkungan pengendalian ini memiliki unsur-unsur sebagai berikut:

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 personalnya 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 bertanggung jawab untuk memastikan bahwa manajemen memenuhi tanggung jawabnya untuk menetapkan dan mempertahankan internal kontrol, sedangkan Komite Audit bertanggung jawab untuk mengenali penolakan manajemen atas pengendalian atau

The control environment is a factor affecting the entire company, especially with regard to business ethics and GCG. The control environment is developed as an effective foundation to support the running of the internal control component in PT Angkasa Pura I (Persero). The control environment has the following elements:

1. **Integrity and ethical values**
The various means adopted by top-level management to emphasize the importance of integrity and ethical values among company personnel.
2. **Commitment and competence**
Awareness of management on the importance of intelligence, training and experience needed for employees to develop their potential.
3. **Director and Audit Committee**
Directors are responsible for ensuring that the management fulfills its responsibilities for establishing and maintaining internal control, while the Audit Committee is responsible for recognizing management's refusal to acknowledge control

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.

or fraud in the financial statements, and to follow up the matters appropriately.

4. *Management philosophy and operating style*
Management has a major role in providing a good control environment in the 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 responsibilities*
A written memorandum regarding policies, rules of the game, job descriptions, and so on.
7. *Employee policies and practices*
The ability to develop trustworthy employees with the required competencies in their respective fields.

Pengendalian Keuangan dan Operasional *Financial and Operational Control*

Pengendalian keuangan adalah tahap rencana keuangan yang diimplementasikan, yaitu menyangkut umpan balik dan proses penyesuaian yang diperlukan untuk menjamin bahwa rencana terlaksana atau untuk mengubah rencana yang ada sebagai tanggapan terhadap berbagai perubahan dalam lingkungan operasi. Sementara itu, pengendalian operasional adalah 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 adalah pembatasan individu yang dapat mengakses penggunaan aset, data dan 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 Perseroan 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:

Financial control is the stage where the financial plan is implemented and feedback is received, thereby requiring adjustment to ensure that the plan can be executed, or to change the existing plan in response to changes in the operating environment. On the other hand, operational control is the placement process so that operational activities are carried out in an effective and efficient manner. Operational and Financial Controls include:

1. *Physical control of assets*
The physical control of assets within the company is aimed at securing and protecting high-risk assets. This is important because negligence in safeguarding assets will result in theft, embezzlement and other forms of asset manipulation that will be detrimental to the company. Physical control of assets includes limiting individuals having access to assets, data and 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, this is conducted in the attempt to prevent irregularities and for management to anticipate undesirable problems from occurring in the future. The following are examples of separation of functions:

- a. Tidak seorangpun diperbolehkan mengendalikan seluruh aspek utama kejadian dan transaksi dari awal sampai akhir proses.
 - b. Kegiatan pemberian otorisasi, pemrosesan, pencatatan dan *review* harus dilaksanakan oleh pegawai (personil) yang berbeda.
 - c. 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
 - a. Pengendalian dilakukan untuk memastikan bahwa hanya kejadian dan transaksi valid yang dilakukan pencatatan sesuai dengan ketentuan.
 - b. Pengendalian dilakukan untuk memastikan bahwa seluruh kejadian dan transaksi telah diotorisasi dengan benar oleh pegawai yang diberikan tugas dan tanggung jawab.
 - c. 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 personil 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.
 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.
- a. *No one is allowed to control all the main aspects of events and transactions from beginning to the end of the process.*
 - b. *Different employees (personnel) must carry out the activities of authorizing, processing, recording and reviewing.*
 - c. *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*
 - a. *Control is performed to ensure that only valid events and transactions are recorded in accordance with existing provisions.*
 - b. *Control is performed to ensure that employees assigned with the specific duties and responsibilities have properly authorized all events and transactions.*
 - c. *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, who then 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.
 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

Suitability with COSO

Pengendalian internal yang dilaksanakan pada 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 SATU (Sinergi, Adaptif, Terpercaya dan Unggul), pemberlakuan GCG yang diatur dalam buku saku *code of conduct* yang telah disosialisasikan dan dibagikan kepada seluruh karyawan 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.
3. Aktivitas Pengendalian
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
Angkasa Pura I telah menyediakan informasi dan komunikasi melalui raker, rakor, 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
Kegiatan pemantauan sesuai prinsip COSO dilakukan melalui *performance check* oleh pembina teknis dan audit internal oleh audit oleh eksternal.

Internal Control processes at PT Angkasa Pura I (Persero) are in accordance with the internal control framework of the Committee of Sponsoring Organizations (COSO), which consist of the following 5 (five) components:

1. *Control Environment*
Through the culture of SATU (Synergistic, Adaptive, Trustworthy and Unparalleled), the implementation of Good Corporate Governance (GCG) is regulated in a code of conduct booklet that has been disseminated and distributed to all employees, and accompanied with the signing of the Integrity Pact.
2. *Risk Assessment*
PT Angkasa Pura I (Persero) has established a special unit to handle risk assessment, risk profiling and risk management. The risk owners register all risks and risk mitigation is planned as stated in the risk profile. Risk profile is used as a material by the Internal Audit to conduct risk based audits. Mitigation plans that require expenditures to be made and proposed in the Budget Work Plan (RKA) are based on the underlying risks
3. *Control Activities*
PT Angkasa Pura I (Persero) 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. In addition, physical control was performed on assets and records, as well as independent performance checks, both by Internal Audit and External Audit.
4. *Information and Communication*
PT Angkasa Pura I (Persero) has provided information and communication through work meetings, coordination meetings, dissemination activities, corporate email, corporate website, intranet, HCIS (Human Capital Information System), electronic library, and other media. During audits by the Internal Audit, information and communication was exchanged in phases between the auditor and auditee.
5. *Monitoring*
Monitoring activities according to COSO principles were carried out through performance checks by technical supervisors and internal audit as well as external audit bodies.

Evaluasi Pelaksanaan Sistem Pengendalian Internal *Evaluation of the Internal Control System*

Evaluasi 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 Sistem Pengendalian Internal secara menyeluruh dan pengawasan yang dilakukan untuk mendukung asersi Direksi tentang efektivitas Sistem Pengendalian Internal Perseroan yang diterapkan.

Hasil evaluasi disampaikan kepada manajemen untuk ditindaklanjuti dan dimonitor pelaksanaannya untuk memastikan Sistem Pengendalian Internal berjalan secara efektif. Berdasarkan evaluasi yang telah dilakukan selama tahun 2020, menunjukkan bahwa sistem pengendalian internal Angkasa Pura I sudah dapat berjalan secara efektif.

Evaluation of the effectiveness of the control system was performed through audits, both internally by the Internal Audit, and externally by an external Auditor. Management is responsible for the implementation of a reliable and effective Internal Control System and ensures that it has been embedded at every level of the organization's Internal Control System as a whole. Further, supervision is carried out to support the assertion of the Board of Directors on the effectiveness of the Company's Internal Control System.

The evaluation results are submitted to management for follow up and monitoring to ensure that the Internal Control System can run effectively. Based on evaluations conducted during 2020, the internal control system at PT Angkasa Pura I (Persero) is considered to have been effective.

AKUNTAN PUBLIK *Public Accountant*

Setiap tahunnya, PT Angkasa Pura I (Persero) melakukan pemeriksaan keuangan perusahaan dengan menggunakan jasa audit eksternal. Auditor eksternal tidak memiliki benturan kepentingan dengan Perseroan. Agar kegiatan audit dapat berjalan dengan baik, PT Angkasa Pura I (Persero) memfasilitasi pertemuan rutin antara KAP dengan Komite Audit dan Manajemen. Dengan demikian, diharapkan kinerja auditor eksternal dapat terlaksana sesuai dengan Standar Profesional Akuntan serta perjanjian kerja dan ruang lingkup audit serta target waktu yang telah ditetapkan.

PT Angkasa Pura I (Persero) conducts an annual financial audit of the company using external audit services. In this regard, the external auditors do not have a conflict of interest with the Company. During the audit process, PT Angkasa Pura I (Persero) facilitated regular meetings between the public accounting firm (KAP) and the Audit and Management Committee. As a result, audit activities run well in accordance with Professional Accounting Standards and work agreements and audit scope as well as the set timelines.

Penerapan Fungsi Audit Eksternal *Implementation of External Audit Function*

Kinerja PT Angkasa Pura I (Persero) 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 Audit Internal Perseroan.

Performance of PT Angkasa Pura I (Persero) was also audited by other external parties, namely the State Audit Board (BPK) and the National Audit and Development Board (BPKP). Public Accounting Firm (KAP) works in accordance with the agreed contract with the Company to audit the financial statements and key performance indicators (KPI) of the Company. On the other hand, BPK and BPKP carry out the function to audit the financial statements, KPIs, and internal audit performance of the Company.

Penunjukan Akuntan Publik *Appointment of Public Accountant*

Audit tahun buku 2020, dilaksanakan PT Angkasa Pura I (Persero) dengan menunjuk Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit. Penunjukan KAP untuk melakukan audit laporan keuangan tahunan PT Angkasa Pura I (Persero) periode tahun 2020 dilaksanakan dengan metode pelelangan yang diawasi oleh Komite Audit serta Unit Audit Internal.

To conduct the audit in Financial Year 2020, PT Angkasa Pura I (Persero) appointed the Public Accounting Firm (KAP) of Purwantono, Sungkoro & Surja through the Annual GMS based on recommendations from the Board of Commissioners and the Audit Committee. Appointment of the Public Accounting Firm to audit the annual financial statements of PT Angkasa Pura I (Persero) for 2020 was conducted through a tender process and overseen by the Audit Committee and the Internal Audit Unit.

Kantor Akuntan Publik, Nama Akuntan, dan Biaya Jasa Audit *Public Accounting Firm, Name of Accountant, and Audit Services Fees*

Pengungkapan daftar KAP, nama akuntan, dan biaya jasa yang dikeluarkan Perusahaan untuk akuntan selama lima tahun terakhir adalah sebagai berikut.

Disclosure on the list of Public Accounting Firms (KAP), name of accountants, and service fees incurred by the Company for the last 5 (five) years is as follows:

Daftar Kantor Akuntan Publik Periode 5 Tahun Terakhir

List of Public Accounting Firms for the Last 5 Years

Tahun Year	Kantor Akuntan Publik Public Accounting Firm	Periode KAP Period of KAP	Nama Akuntan (Partner Penanggung Jawab) Name of Accountant (Partner in Charge)	Periode KAP Period of KAP	Biaya Jasa Audit Audit Services Fee	Izin KAP Permit Permit of Public Accounting Firm Licence Number
2020	KAP Purwantono, Sungkoro & Surja		Moch. Dadang Syachruna		Rp2,835,041,000	KMK NO. 603/ KM.1/2015
2019	KAP Purwantono, Sungkoro & Surja	3 Periode	Moch. Dadang Syachruna	3 Periode	Rp2,597,430,000	KMK NO. 603/ KM.1/2015
2018	KAP Purwantono, Sungkoro & Surja		Moch. Dadang Syachruna		Rp2,962,294,500	KMK NO. 603/ KM.1/2015
2017	KAP Djoko, Sidik dan Indra	1 Periode	Indra Soesetiawan	1 Periode	Rp1,989,955,000	NIUKAP: 959/ KM.1/2014
2016	KAP Hadori Sugiarto Adi dan Rekan	3 Periode	Wijadi, Ak, CPA	3 Periode	Rp1,749,632,500	KEP-444/KM.1/2009

**) Biaya yang diberikan sudah termasuk biaya atas jasa lain yang diberikan akuntan.*

**) Price includes fees for other services provided by accountants.*

Jasa Lain yang Diberikan Akuntan Other Services Provided by Accountants

KAP juga memberikan jasa lain selain jasa audit laporan keuangan tahunan pada tahun buku terakhir, yaitu:

1. Laporan Auditor Independen atas Laporan Keuangan Program Kemitraan dan Bina Lingkungan (PKBL) PT Angkasa Pura I (Persero) untuk Tahun yang Berakhir Tanggal 31 Desember 2020;
2. Laporan Hasil Evaluasi Kinerja PT Angkasa Pura I (Persero) untuk Tahun yang Berakhir Tanggal 31 Desember 2020;
3. Laporan Auditor Independen atas *Key Performance Indicator* untuk Tahun yang Berakhir Tanggal 31 Desember 2020;
4. Laporan Hasil Evaluasi atas Kepatuhan terhadap Peraturan Perundang-undangan untuk Tahun yang Berakhir Tanggal 31 Desember 2020;
5. Laporan Hasil Evaluasi/ Telaahan terhadap kecukupan pengendalian internal yang diterapkan manajemen PT Angkasa Pura I (Persero) tahun buku 2020.

The appointed Public Accounting Firm (KAP) also provided other services in addition to the annual financial statement audit services in the last financial year, namely:

1. Independent Auditor Report on PT Angkasa Pura I (Persero) Partnership and Community Development Program (PKBL) Financial Report for the Year Ended on 31 December 2020;
2. Performance Evaluation Report of PT Angkasa Pura I (Persero) for the Year Ended on December 31, 2020;
3. Independent Auditor Report on Key Performance Indicators for the Year Ended on December 31, 2020;
4. Assessment Report on Compliance against the Laws and Regulations for the Year Ended on December 31, 2020;
5. Assessment/Study Reports on the adequacy of internal controls implemented by the management of PT Angkasa Pura I (Persero) for Financial Year 2020.

PERKARA PENTING Legal Proceedings

Perkara penting yang dihadapi oleh Angkasa Pura I, entitas anak, anggota Direksi, serta anggota Dewan Komisaris sepanjang tahun 2020 tercatat sebanyak 19 kasus. Adapun penjelasan jenis perkara yang telah selesai dan masih dalam proses penyelesaian dijelaskan dalam tabel berikut.

During 2020, PT Angkasa Pura I (Persero), subsidiaries, members of the Board of Directors, and members of the Board of Commissioners were faced with a total of 19 cases of legal proceedings. The closed and ongoing cases are described in the following table.

Perkara Hukum yang Dihadapi Perusahaan, Entitas Anak, Anggota Dewan Komisaris, dan Anggota Direksi Berdasarkan Tipe Perkara Hukum Tahun 2020

Legal Proceedings Faced by the Company, Subsidiaries, Members of the Board of Commissioners, and Members of the Board of Directors by Type of Case in 2020

No	Perkara Type of Case	Jumlah Perkara Number of Cases	
		Telah Selesai Closed	Dalam Proses Penyelesaian Ongoing
1	Pidana Criminal	-	8
2	Perdata Civil	5	4
3	KPPU The Commission for the Supervision of Business Competition (KPPU)	1	-
4	PHI Industrial Relations Court (PHI)	-	-
5	Lain-lain) Komisi Yudisial Others (Judicial Commission)	-	1
Total		6	13

Catatan Note:

Termasuk Perkara Persaingan Usaha dan Pendampingan Tim Pengawal Pengamanan Pembangunan Pemerintah Pusat (TP4P) dan Hubungan Industrial Including Business Competition Cases and Industrial Relations

Selanjutnya, beberapa perkara penting yang dihadapi pada tahun 2020 beserta status perkara dan pengaruhnya terhadap Perusahaan dijelaskan sebagai berikut.

Furthermore, several legal proceedings faced in 2020 along with the case status and its effect on the Company are described as follows.

Perkara Hukum yang Dihadapi Perusahaan, Entitas Anak, Anggota Dewan Komisaris, dan Anggota Direksi Tahun 2020

Legal Proceedings Faced by the Company, Subsidiaries, Members of the Board of Commissioners, and Members of the Board of Directors in 2020

No.	Pokok perkara <i>Merits of Case</i>	Status penyelesaian <i>Settlement Status</i>	Pengaruh terhadap perusahaan <i>Effect Against the Company</i>	Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan <i>Risks Faced by the Company and Nominal Value of Claims/Lawsuits</i>	Upaya manajemen <i>Management Efforts</i>	Sanksi Administrasi <i>Administrative Sanctions</i>
1	Perkara Gugatan Perdata Lalu Ramli, dkk (Sebagai Penggugat) dengan Nomor Register Perkara:39/Pdt.G/2018/PN.Pya berkaitan dengan Gugatan Tanah di Bandara LOP <i>Civil Lawsuit filed by Lalu Ramli et al (As Plaintiff) under Case Number 39/Pdt.G/2018/PN.Pya concerning Land Ownership Lawsuit at LOP Airport</i>	Berkekuatan Hukum Tetap/ Menang <i>Has permanent legal force/ won</i>	-	Rp3,360,000,000	Berkoordinasi Dengan Jaksa Pengacara Negara <i>Coordinate with State Attorney Prosecutor</i>	-
2	Perkara Gugatan Perdata Darmo Suwito (Sebagai Penggugat) dengan No Register Perkara: 01/Pdt.G/2020/PN.Wat <i>Civil Lawsuit filed by Darmo Suwito (As Plaintiff) under Case Number 01/Pdt.G/2020/PN.Wat</i>	Berkekuatan Hukum Tetap/ Menang <i>Has permanent legal force/ won</i>	-	Rp1,005,735,000	Berkoordinasi Dengan Jaksa Pengacara Negara <i>Coordinate with State Attorney Prosecutor</i>	-
3	Gugatan Perdata Hamni, atas kepemilikan lahan di Bandara Syamsudin Noor dengan No Register: 74/Pdt.G/2017/PN.Bdj <i>Civil Lawsuit filed by Hamni concerning land ownership at Syamsudin Noor Airport under Case Number 74/Pdt.G/2017/PN.Bdj</i>	Berkekuatan Hukum Tetap/ Menang <i>Has permanent legal force/ won</i>	-	Rp2,606,004,375	Berkoordinasi Dengan Jaksa Pengacara Negara <i>Coordinate with State Attorney Prosecutor</i>	-
4	Gugatan Perdata Victor Pangkali atas kepemilikan lahan di DJJ dengan Nomor Perkara : 26/Pdt.G/2020/PN.Jap <i>Civil Lawsuit filed by Victor Pangkali concerning land ownership at DJJ Airport under Case Number 26/Pdt.G/2020/PN.Jap</i>	Gugatan Dicaput <i>Has dropped the charge</i>	-	Ganti Rugi Lahan seluas 5,83 ha dan pembayaran sewa sebesar Rp9,000,000,000 <i>Compensation for land covering an area of 5.83 ha and rental payment of Rp9,000,000,000</i>	Berkoordinasi Dengan Jaksa Pengacara Negara <i>Coordinate with State Attorney Prosecutor</i>	-
5	Gugatan Perdata Merie Nelly Semakul atas kepemilikan lahan di bandara Sam Ratulangi Manado dengan Nomor Register Perkara: 465/Pdt.G/2016/PN.Mnd <i>Civil Lawsuit filed by Merie Nelly Semakul concerning land ownership at Sam Ratulangi Airport - Manado under Case Number 465/Pdt.G/2016/PN.Mnd</i>	Upaya Hukum Kasasi <i>Upaya Hukum Kasasi</i>	Risiko Manajemen Untuk Membayar sebesar nilai gugatan apabila gugatan penggugat diterima <i>Risk Management must pay the nominal value of claim if the plaintiff's claim is accepted</i>	Rp17,203,200,000	Melakukan Upaya Hukum biasa dan Luar Biasa <i>Look up ordinary and extra ordinary legal remedies</i>	-

No.	Pokok perkara	Status penyelesaian Settlement Status	Pengaruh terhadap perusahaan Effect Against the Company	Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan Risks Faced by the Company and Nominal Value of Claims/Lawsuits	Upaya manajemen Management Efforts	Sanksi Administrasi Administrative Sanctions
6	Gugatan Perdata Paulus Wuwungan atas kepemilikan lahan di bandara Sam Ratulangi Manado dengan Nomor Register Perkara: 252/Pdt.G/2019/Pn.Mnd <i>Civil Lawsuit filed by Paulus Wuwungan concerning land ownership at Sam Ratulangi Airport - Manado under Case Number 252/Pdt.G/2019/Pn.Mnd</i>	Upaya Hukum banding <i>Appeal Legal Remedy</i>	Risiko Manajemen Untuk Membayar sebesar nilai gugatan apabila gugatan penggugat diterima <i>Risk Management must pay the nominal value of claim if the plaintiff's claim is accepted</i>	Rp335,000,000,000	Melakukan Upaya Hukum biasa dan Luar Biasa <i>Look up ordinary and extra ordinary legal remedies</i>	-
7	Gugatan Perdata Sylvana Yunita, dkk atas kepemilikan lahan di bandara dengan nomor register Perkara: 123/Pdt.G/2020/Pn.Mnd <i>Civil Lawsuit filed by Sylvana Yunita et al concerning land ownership under Case Number 123/Pdt.G/2020/Pn.Mnd</i>	Peradilan Tk I	Risiko Manajemen Untuk Membayar sebesar nilai gugatan apabila gugatan penggugat diterima <i>Risk Management must pay the nominal value of claim if the plaintiff's claim is accepted</i>	Membayar Ganti Rugi sebesar Rp11,850,200,000 dan Biaya Sewa Sebesar Rp16,320,000,000 <i>Pay compensation of Rp11,850,200,000 and rental fee of Rp16,320,000,000</i>	Melakukan Upaya Hukum biasa dan Luar Biasa <i>Look up ordinary and extra ordinary legal remedies</i>	-
8	Perkara Ramlah binti Arfah Daeng Gading atas kepemilikan lahan di Bandara Sultan Hasanuddin dengan Nomor Register Perkara: 34/Pdt.G/2018/PN.Mrs <i>Civil Lawsuit filed by Ramlah binti Arfah Daeng Gading concerning land ownership at Sultan Hasanuddin Airport under Case Number 34/Pdt.G/2018/PN.Mrs</i>	Upaya Hukum Kasasi <i>Cassation Legal Remedy</i>	Risiko Manajemen Untuk Membayar sebesar nilai gugatan apabila pemohon kasasi diterima <i>Risk Management must pay the nominal value of claim if the petitioner of cassation's claim is accepted</i>			-
9	Gugatan Perdata PT Emax Fortune Internasional atas gugatan wanprestasi dengan Nomor Register Perkara: 228/Pdt.G/2019/PN.Bpp <i>Civil Lawsuit filed by PT Emax Fortune Internasional concerning default under Case Number 228/Pdt.G/2019/PN.Bpp</i>	Berkekuatan Hukum Tetap/ Menang <i>Has permanent legal force/ won</i>	-	Rp240,580,464	-Berkoordinasi Dengan Jaksa Pengacara Negara - melakukan permohonan sita eksekusi <i>- Coordinate with State Attorney Prosecutor - Request for collateral confiscation</i>	-
10	Laporan kepada Komisi Yudisial terkait Pelanggaran Kode Etik Hakim PN Manado <i>Report to the Judicial Commission regarding Code of Conduct Violations by the Manado District Court Judges</i>	sidang pleno Komisi Yudisial <i>Judicial Commission plenary session</i>	-	-	Menunjuk Konsultan Hukum <i>Appoint a Legal Consultant</i>	-

No.	Pokok perkara	Status penyelesaian Settlement Status	Pengaruh terhadap perusahaan Effect Against the Company	Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/ gugatan Risks Faced by the Company and Nominal Value of Claims/Lawsuits	Upaya manajemen Management Efforts	Sanksi Administrasi Administrative Sanctions
11	Penyelidikan dugaan tindak pidana korupsi oleh Polda Bali atas Pekerjaan Pemeliharaan/ Peralatan dan pengoperasian peralatan HVAC Periode Desember 2016 sampai dengan April 2018 yang dilaksanakan oleh PT Airkon Pratama <i>Investigation of alleged corruption by the Bali Regional Police on the maintenance work/equipment and operation of HVAC equipment for the period of December 2016 to April 2018 carried out by PT Airkon Pratama</i>	Proses Penyelidikan Under investigation process	-	Proses Penyelidikan lanjut ke Proses penyidikan dan potensi ditetapkannya tersangka Preliminary investigation process proceeds to full investigation and is potentially identified as suspect	Melakukan pendampingan hukum dan berkoordinasi dengan aparat penegak hukum setempat Provide legal assistance and coordinate with local law enforcement officials	-
12	Penyelidikan dugaan tindak pidana korupsi oleh Polda Bali atas Pekerjaan Pemeliharaan fasilitas lampu-lampu penerangan, stop kontak dan instalasi Terminal Internasional dan Domestik tahun 2016 dan tahun 2017 yang dilaksanakan oleh PT Adi <i>Investigation of alleged corruption by the Bali Regional Police on the maintenance work of lighting facilities, sockets and installations of International and Domestic Terminals in 2016 and 2017 carried out by PT Adi</i>	Proses Penyelidikan Under investigation process	-	Proses Penyelidikan lanjut ke Proses penyidikan dan potensi ditetapkannya tersangka Preliminary investigation process proceeds to full investigation and is potentially identified as suspect	Melakukan pendampingan hukum dan berkoordinasi dengan aparat penegak hukum setempat Provide legal assistance and coordinate with local law enforcement officials	-
13	Pemeriksaan/Penyelidikan dugaan tindak pidana korupsi oleh Polda Metro Jaya atas Pekerjaan Kanopi Lini 2 Terminal 2 Bandara Juanda Surabaya <i>Investigation of alleged corruption by Metro Jaya Regional Police on Canopy Line 2 Work in Terminal 2 of Juanda Airport Surabaya</i>	Proses Penyelidikan Under investigation process	-	Proses Penyelidikan lanjut ke Proses penyidikan dan potensi ditetapkannya tersangka Preliminary investigation process proceeds to full investigation and is potentially identified as suspect	Melakukan pendampingan hukum dan berkoordinasi dengan aparat penegak hukum setempat Provide legal assistance and coordinate with local law enforcement officials	-
14	Penyelidikan dugaan tindak pidana korupsi oleh Kejaksaan Negeri Sidoarjo atas Pekerjaan Overlay Taxiway Tahap III pada Bandara Juanda Surabaya yang dilaksanakan pada tahun 2017 yang dilaksanakan oleh PT Mustika Zidane Karya <i>Investigation of alleged corruption by the Sidoarjo District Attorney on Overlay Taxiway Phase III Work at Juanda Airport in Surabaya in 2017 by PT Mustika Zidane Karya</i>	Proses Penyelidikan Under investigation process	-	Proses Penyelidikan lanjut ke Proses penyidikan dan potensi ditetapkannya tersangka Preliminary investigation process proceeds to full investigation and is potentially identified as suspect	Melakukan pendampingan hukum dan berkoordinasi dengan aparat penegak hukum setempat Provide legal assistance and coordinate with local law enforcement officials	-

No.	Pokok perkara	Status penyelesaian Settlement Status	Pengaruh terhadap perusahaan Effect Against the Company	Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan Risks Faced by the Company and Nominal Value of Claims/Lawsuits	Upaya manajemen Management Efforts	Sanksi Administrasi Administrative Sanctions
15	Pemeriksaan/Penyelidikan dugaan tindak pidana korupsi oleh Polda Metro Jaya atas Pekerjaan Penggantian Penutup Lantai di Koridor Keberangkatan Terminal Internasional Bandara I Gusti Ngurah Rai Bali <i>Investigation of alleged corruption by Metro Jaya Regional Police on Floor Covering Replacement Work in the Departure Corridor of International Terminal at I Gusti Ngurah Rai Airport - Bali</i>	Proses Penyelidikan <i>Under investigation process</i>	-	Proses Penyelidikan lanjut ke Proses penyidikan dan potensi ditetapkannya tersangka <i>Preliminary investigation process proceeds to full investigation and is potentially identified as suspect</i>	Melakukan pendampingan hukum dan berkoordinasi dengan aparat hukum setempat <i>Provide legal assistance and coordinate with local law enforcement officials</i>	-
16	Pemeriksaan/Penyelidikan dugaan tindak pidana korupsi oleh Kejaksaan Negeri Sidoarjo atas Pekerjaan Kanopi Lini 2 Terminal 2 Bandara Juanda Surabaya yang dilaksanakan pada tahun 2016 oleh PT Angkasa Pura Properti <i>Investigation of alleged corruption by Sidoarjo District Attorney on Canopy Line 2 Work in Terminal 2 of Juanda Airport Surabaya</i>	Proses Penyelidikan <i>Under investigation process</i>	-	Proses Penyelidikan lanjut ke Proses penyidikan dan potensi ditetapkannya tersangka <i>Preliminary investigation process proceeds to full investigation and is potentially identified as suspect</i>	Melakukan pendampingan hukum dan berkoordinasi dengan aparat hukum setempat <i>Provide legal assistance and coordinate with local law enforcement officials</i>	-
17	Penyelidikan dugaan tindak pidana korupsi oleh Kejaksaan Negeri Sidoarjo atas Pekerjaan Perimeter Intruder Detection System (PIDS) pada Bandara Juanda Surabaya yang dilaksanakan pada tahun 2017 yang dilaksanakan oleh PT Angkasa Pura Suport. <i>Investigation of alleged corruption by Sidoarjo District Attorney for the Perimeter Intruder Detection System (PIDS) work at Juanda Airport in Surabaya carried out by PT Angkasa Pura Suport in 2017.</i>	Proses Penyelidikan <i>Under investigation process</i>	-	Proses Penyelidikan lanjut ke Proses penyidikan dan potensi ditetapkannya tersangka <i>Preliminary investigation process proceeds to full investigation and is potentially identified as suspect</i>	Melakukan pendampingan hukum dan berkoordinasi dengan aparat hukum setempat <i>Provide legal assistance and coordinate with local law enforcement officials</i>	-
18	Penelitian Inisiatif atas Dugaan Praktek Monopoli dan persaingan Usaha Tidak Sehat pada proses seleksi aplikasi pelayanan transportasi darat online di Bandara I Gusti Ngurah Rai Bali <i>Initiative Research on Alleged Monopolistic Practices and Unfair Business Competition in the selection process for online land transportation service app at I Gusti Ngurah Rai Airport - Bali</i>	gelar perkara <i>Case title</i>	-	-	Menunjuk Konsultan hukum <i>Appoint a Legal Consultant</i>	-
19	Penyelidikan dugaan tindak pidana korupsi oleh Komisi Pemberantasan Korupsi (KPK) atas Pekerjaan Paket 3 Project Pembangunan/Pengembangan Tahun 2011 Bandara I Gusti Ngurah Rai Bali <i>Investigation of alleged corruption by the Corruption Eradication Commission (KPK) on the Construction/Development Project Package 3 Work at I Gusti Ngurah Rai Airport, Bali in 2011.</i>	Proses Penyelidikan <i>Under investigation process</i>	-	Proses Penyelidikan lanjut ke Proses penyidikan dan potensi ditetapkannya tersangka <i>Preliminary investigation process proceeds to full investigation and is potentially identified as suspect</i>	Melakukan pendampingan hukum dan berkoordinasi dengan aparat penegak hukum setempat <i>Provide legal assistance and coordinate with local law enforcement officials</i>	-

Data di atas merupakan data perkara penting yang dihadapi PT Angkasa Pura I (Persero). Sedangkan untuk entitas anak, Dewan Komisaris, dan Direksi tidak memiliki perkara penting yang dihadapi selama tahun 2020.

The above data is data on legal proceedings faced by PT Angkasa Pura I (Persero). Meanwhile, the subsidiaries, the Board of Commissioners and the Board of Directors did not face legal proceedings during 2020.

SANKSI ADMINISTRATIF

Administrative Sanctions

Tidak terdapat sanksi administratif yang dikenakan kepada Angkasa Pura I, anggota Dewan Komisaris dan Direksi oleh otoritas terkait pasar modal, perbankan serta otoritas lainnya selama periode pelaporan tahun 2020.

During 2020, no administrative sanctions were imposed on PT Angkasa Pura I (Persero), members of the Board of Commissioners and Board of Directors by the authorities related to capital markets, banking and others.

KODE ETIK

Code of Conduct

PT Angkasa Pura I (Persero) senantiasa menjalankan kegiatan operasional berdasarkan pedoman perilaku atau kode etik Perusahaan sebagai panduan bagi setiap individu yang bekerja di lingkungan Angkasa Pura I. Kode etik ini mengatur perilaku individu tersebut sesuai dengan budaya Perusahaan dan sejalan dengan upaya pencapaian visi dan misi Perusahaan, termasuk dalam hal penerapan GCG.

PT Angkasa Pura I (Persero) always carries out operational activities based on the Company's code of conduct or code of ethics as guidelines for every individual working in the organization. The code has the objective of ensuring that individual behavior is consistent with the Company's culture and in line with efforts to achieve the Company's vision and mission statements, including in relation to GCG implementation.

Pokok-Pokok Kode Etik

Code of Conduct Subject Matter

Pedoman kode etik PT Angkasa Pura I (Persero) diatur dalam Keputusan Direksi No. KEP.43/OM.04/2014 tentang Pedoman Perilaku (*Code of Conduct*) PT Angkasa Pura I (Persero). Kode etik PT Angkasa Pura I (Persero) mengatur hal-hal yang meliputi:

The code of conduct guidelines for PT Angkasa Pura I (Persero) is regulated under Board of Directors Decree No. KEP.43/OM.04/2014 concerning Code of Conduct of PT Angkasa Pura I (Persero). The code of conduct regulates the subject matters as follows:

- Bab I** **Pendahuluan**
Memuat dasar pemikiran; sasaran Pedoman Etika Perusahaan; tujuan Pedoman Etika Perusahaan, tanggung jawab pegawai Perusahaan terhadap implementasi Pedoman Etika Perusahaan; dan tanggung jawab para pimpinan Perusahaan terhadap implementasi Pedoman Etika Perusahaan.
- Bab II** **Visi, Misi, Komitmen dan Budaya Kerja Perusahaan**
Memuat visi; misi; komitmen Perusahaan; dan budaya kerja Perusahaan.
- Bab III** **Pedoman Etika Kerja**
Memuat etika dan perilaku Komisaris, Direksi, dan pegawai; keselamatan, kesehatan serta lingkungan kerja; hak kekayaan intelektual; sistem teknologi informasi dan komunikasi; penyimpanan dokumen;

- Chapter I** **Introduction**
Contains rationale; the objective of code of conduct guidelines; purpose of the code of conduct, responsibilities of employees to uphold the code of conduct; and the responsibilities of leaders of the Company to uphold the code of conduct.
- Chapter II** **Vision, Mission, Commitment and Corporate Work Culture**
Contains the vision and mission statements; Company commitment; and the Company work culture.
- Chapter III** **Work Ethics**
Contains ethics and behavior of Commissioners, Directors and employees; occupational health and safety and work environment; intellectual property rights; information and communication

pencatatan dan pelaporan keuangan; pengamanan aktiva Perusahaan; kerahasiaan informasi; reputasi dan citra Perusahaan; benturan kepentingan; suap dan KKN; donasi, jamuan dan hadiah; biaya perjalanan dinas; dan kontribusi aktivitas politik.

- Bab IV Pedoman Etika Usaha**
Memuat kepatuhan terhadap hukum, peraturan dan kebijakan; hubungan Perusahaan dengan pelanggan, pemerintah, mitra kerja, pemasok, kreditur/investor, dan anak perusahaan/perusahaan patungan/perusahaan afiliasi; dan tanggung jawab sosial kepada masyarakat.
- Bab V Penerapan Pedoman Perilaku**
Memuat sosialisasi pedoman perilaku, arahan ringkas pelaksanaan pernyataan kepatuhan insan Perusahaan, saluran pengaduan masalah; dan sanksi terhadap pelanggaran pedoman perilaku.
- Bab VI Penutup**

technology systems; document storage; financial recording and reporting; securing Company assets; confidentiality of information; Company reputation and image; conflict of interest; bribery and corruption, collusion and nepotism; donations, meals and gifts; official travel expenses; and contributions to political activities.

- Chapter IV Business Ethics**
Contains compliance with laws, regulations and policies; Company relationship with customers, government, business partners, suppliers, creditors/investors, and subsidiaries/joint ventures/affiliated companies; and social responsibility to the community
- Chapter V Implementation of the Code of Conduct**
Contains dissemination of code of conduct, brief guidance for implementation of the compliance statement by the Company's personnel, channel for complaints; and sanctions for violating the code of conduct.
- Chapter VI Closing**

KEPATUHAN TERHADAP KODE ETIK *Compliance Against Code of Conduct*

PT Angkasa Pura I (Persero) memastikan bahwa kode etik yang ada dipatuhi dan dijalankan oleh seluruh Insan Perusahaan, termasuk anggota Dewan Komisaris, anggota Direksi, dan jajaran pegawai secara berkelanjutan. Seluruh Insan PT Angkasa Pura I (Persero) setiap tahunnya menandatangani pernyataan telah menerima, memahami, dan setuju untuk mematuhi Pedoman Etika Perusahaan (*Code of Conduct*). Demi mendukung tata kelola perusahaan yang baik, setiap pemasok yang akan bekerja sama dengan PT Angkasa Pura I (Persero) juga diwajibkan menandatangani Pakta Integritas sebagai salah satu syarat untuk mendaftarkan perusahaannya ke dalam sistem *Vendor Management System* (VMS) PT Angkasa Pura I (Persero).

PT Angkasa Pura I (Persero) ensures that the existing code of conduct is complied and adhered to by all Company Personnel, including members of the Board of Commissioners, members of the Board of Directors, and employees on an ongoing basis. Thus, all personnels of PT Angkasa Pura I (Persero) sign an annual statement that they have received, understood and agreed to comply with the Code of Conduct. In order to support good corporate governance, each supplier working with the Company is also required to sign an Integrity Pact as one of the conditions for registering the company in the PT Angkasa Pura I (Persero) Vendor Management System (VMS).

Penyebarluasan Kode Etik *Dissemination of the Code of Conduct*

Setiap insan Angkasa Pura I memperoleh pengetahuan terkait kode etik melalui program orientasi pegawai baru, pembagian buku saku pegawai, penyebaran informasi terkait Kode Etik perusahaan pada *website* internal, serta melalui kegiatan dan media lainnya yang dimiliki perusahaan. Dengan demikian, diharapkan seluruh insan Angkasa Pura I dapat memahami dan menerapkan kode etik perusahaan.

All personnel of the Company receive training on the code of conduct through the new employee orientation program, distribution of employee pocket books, dissemination of information related to the company's code of conduct on internal websites, as well as through other activities and media owned by the Company. Thus, it is expected that all personnel of the Company understand and implement the Company's code of conduct.

Upaya Penerapan dan Penegakan Kode Etik

Efforts to Implement and Enforce the Code of Conduct

Dugaan pelanggaran terhadap kode etik di Angkasa Pura I wajib dilaporkan kepada Direksi, Dewan Komisaris, maupun pimpinan unit kerja yang membidangi masalah personalia. Melalui mekanisme pelaporan dugaan pelanggaran, 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).

If there is a suspicion that the code of conduct has been violated, every individual in PT Angkasa Pura I (Persero) is required to report it to the Board of Directors, Board of Commissioners, or the head of work unit in charge of personnel matters. In the event that a report is made, PT Angkasa Pura I (Persero) is committed to protecting and guaranteeing the confidentiality of whistleblowers. 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 Sanctions for Violations of the Code of Conduct

Jenis Sanksi Pelanggaran Kode Etik di Angkasa Pura I

Types of Sanction for Violations of the Code of Conduct in PT Angkasa Pura I (Persero)

Tingkat Sanksi Level of Sanction	Jenis Sanksi Type of Sanction	
Disiplin Ringan <i>Minor Disciplinary Sanction</i>	<ul style="list-style-type: none"> • Peringatan/teguran lisan. • Peringatan/teguran tertulis. • Pernyataan tidak puas tertulis. • Penundaan kenaikan gaji berkala. 	<ul style="list-style-type: none"> • Verbal warning/reprimand. • Written warning/reprimand. • Written statement of dissatisfaction. • Deferred periodic salary increase.
Disiplin Sedang <i>Moderate Disciplinary Sanction</i>	<ul style="list-style-type: none"> • Penurunan gaji sebesar satu kali kenaikan gaji berkala untuk paling lama satu tahun. • Penurunan pangkat pada pangkat yang setingkat lebih rendah untuk paling lama satu tahun. • Penurunan kelas jabatan pada kelas jabatan setingkat lebih rendah untuk paling lama satu tahun. 	<ul style="list-style-type: none"> • Salary reduction equal to the amount of a periodic salary increase for a maximum of 1 (one) year. • Demoted to a rank a level lower for a maximum of 1 (one) year. • Demoted to a position class a level lower for a maximum of 1 (one) year.
Disiplin Berat <i>Severe Disciplinary Sanction</i>	<ul style="list-style-type: none"> • Pembebasan dari jabatan struktural dan tidak ditempatkan di jabatan struktural lainnya. • Penurunan pangkat pada pangkat dua tingkat lebih rendah atau lebih. • Penurunan kelas jabatan pada kelas jabatan dua tingkat atau lebih. • Pemberhentian dengan hormat tidak atas permintaan sendiri sebagai pegawai. • Pemberhentian tidak dengan hormat sebagai pegawai. 	<ul style="list-style-type: none"> • Dismissed from a structural position and excluded from any structural position. • Demoted to a rank 2 (two) levels lower or more. • Demoted to a position class 2 (two) levels lower or more. • Disrespectfully dismissed not at his/her own request as an employee. • Disrespectfully dismissed as an employee.

Pelanggaran Kode Etik Tahun 2020 Violations of the Code of Conduct in 2020

Selama tahun 2020, PT Angkasa Pura I (Persero) telah menindak 11 kasus pelanggaran atas kode etik. Bentuk sanksi yang diberikan disesuaikan dengan jenis pelanggarannya. Selama periode pelaporan, terdapat 0 kasus yang berakhir dengan pemecatan, 1 kasus ditindaklanjuti dengan penurunan kelas jabatan pada kelas jabatan 1 tingkat atau lebih, 2 kasus ditindaklanjuti dengan penurunan kelas jabatan pada kelas jabatan setingkat lebih rendah, 8 kasus ditindaklanjuti dengan surat peringatan.

During 2020, PT Angkasa Pura I (Persero) has dealt with 11 violations of the code of conduct. The imposed sanctions are adjusted to the type of violation. During the reporting period, there was 0 (zero) case that ended with dismissal, 1 (one) case was followed up with a demotion to a position class 1 (one) level lower or more, 2 (two) cases were followed up by demotion in a position class 1 (one) level lower, 8 cases were followed up by written warning/reprimand.

Pelanggaran Kode Etik Tahun 2020

Violations of the Code of Conduct in 2020

Sanksi Level of Sanction	Jumlah Pelanggaran Number of Violations	
	2020	2019
Disiplin Ringan <i>Minor Disciplinary Sanction</i>	8	3
Disiplin Sedang <i>Moderate Disciplinary Sanction</i>	2	1
Disiplin Berat <i>Severe Disciplinary Sanction</i>	1	13
Jumlah <i>Jumlah</i>	11	17

SISTEM PELAPORAN PELANGGARAN Whistleblowing System

Sistem Pelaporan Pelanggaran (*Whistleblowing System* atau WBS) PT Angkasa Pura I (Persero) diatur dalam Keputusan Direksi No. KEP.69/PG.01/2018. Sosialisasi WBS dilakukan melalui video infografis dengan tujuan agar timbul kesadaran terkait *Whistleblowing System* dan termotivasi untuk mencegah tindak kecurangan dalam Perusahaan. Penerapan WBS pada PT Angkasa Pura I bertujuan untuk:

1. Mewujudkan prinsip GCG.
2. Menghindari tindak kecurangan (*fraud*), pelanggaran hukum dan pelanggaran etika, serta pelanggaran lainnya, sebab *Whistleblowing System* mampu mendorong tingkat pendeteksian dan pelaporan potensi tindakan-tindakan pelanggaran.
3. Mengurangi risiko yang dihadapi PT Angkasa Pura I (Persero) akibat terjadinya segala bentuk pelanggaran.
4. Menyediakan mekanisme untuk menangani masalah pelanggaran secara internal, agar tidak menjadi masalah pelanggaran yang bersifat publik.

Whistleblowing System (WBS) of PT Angkasa Pura I (Persero) is set out in Board of Directors Decree No. KEP.69/PG.01/2018. Dissemination of WBS is carried out through infographic videos aimed at raising awareness about the Whistleblowing System and motivation to prevent fraud in the Company. The objectives of implementation of WBS in PT Angkasa Pura I are:

1. *To realize GCG principles.*
2. *To prevent fraud, unlawful acts, ethics violations and other violations, as the Whistleblowing System is able to enhance detection and reporting of potential violations.*
3. *To reduce the risks faced by PT Angkasa Pura I (Persero) from all forms of violations.*
4. *To provide a mechanism to deal with internal violations so as not to become a public violation issue.*

5. Mengungkapkan pelanggaran di PT Angkasa Pura I (Persero) yang tidak sesuai dengan standar etika dan hukum.
 6. Menciptakan iklim kerja yang kondusif dan menjadi sarana bagi pemangku kepentingan serta Insan PT Angkasa Pura I (Persero) untuk melaporkan hal-hal yang dapat menimbulkan kerugian Perusahaan, baik finansial maupun non-finansial, yang dapat merusak citra dan keberlangsungan usaha PT Angkasa Pura I (Persero).
5. *To disclose violations in PT Angkasa Pura I (Persero) that are not in accordance with ethical and legal standards.*
 6. *To create a conducive work climate and be a means for stakeholders and the Company personnel to report on issues that potentially cause losses to PT Angkasa Pura I (Persero), either financial and non-financial, which can damage the image and business continuity of the Company.*

Penyampaian Laporan Pelanggaran

Submission of Violation Reports

Seluruh insan Angkasa Pura I berhak memanfaatkan WBS tanpa memandang level jabatan dan diskriminasi gender. *Whistleblowing System* dapat diakses secara *online* atau menyerahkan *hardcopy* dokumen laporan atau barang bukti kepada

Whistleblowing System can be used by all personnel of PT Angkasa Pura I (Persero) regardless of position and gender. The whistleblowers can access WBS online or submit hard copies of report documents or evidence to:



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 clear information, evidence, or allegations. The report elements must include an explanation of the suspected violation, location of the violation, time of the violation, and the parties suspected of being involved in committing violations.

Akses WBS Online PT Angkasa Pura I

WBS Online Access of PT Angkasa Pura I



Penanganan Pengaduan Complaint Handling

Jenis-jenis 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.
5. Penggelapan aset Perusahaan.
6. Penerimaan, pemberian dan permintaan gratifikasi.
7. Pelanggaran etika dan perbuatan asusila.
8. Pembocoran rahasia Perusahaan.
9. Pemasaran.
10. Pencurian.
11. Penipuan.
12. Kecurangan.
13. Pelanggaran disiplin.
14. Benturan kepentingan.
15. Korupsi.
16. Kolusi
17. Nepotisme.

The types of complaints to be reported through WBS are:

1. Misusing of Company's facilities.
2. Threatening Behavior.
3. Embezzling the Company's money
4. Misusing one's position for personal or group interests or for other interests other than the Company's interests
5. Embezzling the Company's assets.
6. Accepting, giving, or asking for gratification
7. Committing ethics violations and engaging in disgraceful conduct
8. Leaking the Company's confidential information
9. Blackmailing
10. Stealing
11. Committing a fraud
12. Cheating
13. Committing a disciplinary violation
14. A conflict of interests
15. Corruption
16. Collusion
17. Nepotism.

Perlindungan bagi Pelapor *Whistleblower Protection*

Sesuai dengan Keputusan Direksi Nomor KEP.212/HK.01.01/2019, PT Angkasa Pura I (Persero) wajib memberikan perlindungan bagi pelapor dan pihak terlapor. Jaminan perlindungan diharapkan dapat mendorong keberanian untuk melaporkan dugaan pelanggaran di Perusahaan, sehingga WBS dapat bermanfaat secara efektif.

Bentuk perlindungan Angkasa Pura I bagi pelapor yaitu jaminan kerahasiaan identitas dan isi laporan, serta jaminan keamanan dari perlakuan yang mengancam atau merugikan. Pelapor dilindungi dari tindakan pemecatan yang tidak adil, penurunan jabatan atau pangkat, intimidasi, pelecehan, atau diskriminasi, serta dilindungi dari tindakan lain yang merugikan pribadi pelapor. Perlindungan bagi pelapor dilakukan dengan mengingat asas kerahasiaan antara pelapor dengan Perusahaan. Apabila pelapor membocorkan kerahasiaan terkait pelapor, terlapor, maupun informasi laporan, maka Perseroan tidak lagi berkewajiban untuk menjamin kerahasiaan dan perlindungan yang menjadi hak bagi pelapor.

Di sisi lain, pihak terlapor juga memperoleh jaminan atas kerahasiaan identitas selama dugaan pelanggaran belum terbukti. Pihak terlapor juga diberi kesempatan untuk melakukan pembelaan dan memberikan penjelasan atas bukti-bukti yang ditemukan.

Pihak yang Mengelola Pengaduan *Parties in Charge of the Management of Reports on the Whistleblowing System*

Whistleblowing System dikelola Tim Pengelola *Whistleblowing System* yang dibentuk oleh Direksi melalui Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.212/HK.01.01/2019, yang terdiri dari:

Tim Pengelola *Whistle Blowing System*

Whistle Blowing System Management Team

Susunan Anggota <i>Composition</i>	Kedudukan Dalam Tim <i>Position in Team</i>
Pengarah <i>Steering</i>	
Dewan Komisaris <i>Board of Commissioners</i>	Pengawas <i>Supervisor</i>
Direksi <i>Board of Directors</i>	Penanggung Jawab <i>Person in Charge</i>
Pelaksana <i>Executor</i>	
Vice President <i>Compliance and Risk Management</i>	Ketua <i>Chair</i>
<i>Compliance Senior Manager</i>	Wakil Ketua <i>Deputy Chair</i>
<i>Compliance Officer</i>	Administrator <i>Administrator</i>

PT Angkasa Pura I (Persero) ensures protection for whistleblowers and reported parties in accordance with Board of Directors Decree No. KEP.212/HK.01.01/2019. The warranty protection is expected to encourage whistleblowers to report suspected violations in the Company, so that the WBS can be an effective system.

The forms of the Company protection for whistleblowers include, among others, the guarantees of confidentiality of the identity and contents of the report, and security from threats or harmful behavior. Whistleblower is protected from unfair dismissal, demotion, intimidation, harassment or discrimination, and is protected from other actions that may harm the whistleblower. Protection for whistleblowers is provided by considering the principle of confidentiality between the whistleblower and the Company. If the whistleblower leaks confidentiality related to the whistleblower, reported party, and report content, then PT Angkasa Pura I (Persero) is no longer obliged to guarantee the confidentiality and protection that is the right of the whistleblower.

On the other hand, the reported party also obtains a guarantee for the confidentiality of identity as long as the suspected violation has not been proven. The reported party is given the opportunity to mount a defense and provide an explanation on the evidence found.

The Whistleblowing System is managed by the Whistleblowing System Management Team formed by the Board of Directors through PT Angkasa Pura I (Persero) Board of Directors Decree No. KEP.212/HK.01.01/ 2019, consisting of:

Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP) PT Angkasa Pura I (Persero) memiliki wewenang untuk memeriksa dan memutuskan sanksi pelanggaran, dengan kewenangan sebagai berikut:

1. Dugaan Pelanggaran oleh Pegawai PT Angkasa Pura I (Persero).

Penanganan laporan dugaan pelanggaran yang berkaitan dan/atau dilakukan oleh Pegawai Angkasa Pura I, termasuk Tim Pengelola *Whistleblowing System* yang mengelola WBS menjadi kewenangan Direktur Utama.

2. Dugaan Pelanggaran oleh Gugus Tugas, Pegawai Perjanjian Kerja Waktu Tertentu (PKWT), Pegawai Perjanjian Kerja Waktu Tidak Tertentu (PKWTT), dan Pegawai Outsourcing PT Angkasa Pura I (Persero).

Penanganan laporan dugaan pelanggaran yang berkaitan dan/atau dilakukan oleh Gugus Tugas, PKWT, PKWTT, dan Pegawai *Outsourcing* PT Angkasa Pura I (Persero) menjadi kewenangan Direktur Utama yang diteruskan kepada *Vice President Human Capital* agar dapat ditindaklanjuti sesuai dengan ketentuan terkait.

3. Dugaan Pelanggaran oleh Direksi dan/atau Dewan Komisaris.

Laporan dugaan pelanggaran yang berkaitan dan/atau dilakukan oleh Direksi dan/atau Dewan Komisaris, maka penanganannya disampaikan kepada Pemegang Saham/Kementerian BUMN. Laporan dugaan pelanggaran yang berkaitan dan/atau dilakukan oleh anggota Direksi dapat ditindaklanjuti oleh Dewan Komisaris sesuai kewenangannya, sesuai RUPS dan Anggaran Dasar Perusahaan.

4. Dugaan Pelanggaran oleh Organ Pendukung Dewan Komisaris.

Penanganan laporan dugaan pelanggaran yang berkaitan dan/atau dilakukan oleh Organ Pendukung Dewan Komisaris disesuaikan dengan ketentuan terkait.

The Committee for Supervision and Investigation of Employee Disciplinary Violations (P\$DP) of PT Angkasa Pura I (Persero) has the authority to investigate and decide on sanctions for violations, with the following authority:

1. Suspected Violations by Employees of PT Angkasa Pura I (Persero).

President Director has the authority to handle reports on suspected violations related to and/or committed by Angkasa Pura I Employees, including the Whistle Blowing System Management Team in charge of WBS management.

2. Suspected Violations by the Task Force, Employee Agreement for a Specific Period (PWKT), Employee Agreement for an Indefinite Period (PWKTT), and Outsourced Employees in PT Angkasa Pura I (Persero)

President Director has the authority to handle reports on suspected violations related to and/or committed by the Task Force, PKWT, PKWTT, and outsourced employees, which is then forwarded to the Human Capital Group Head to be followed up in accordance with relevant provisions.

3. Suspected Violations by the Board of Directors and/or Board of Commissioners

The handling of reports on suspected violations related to and/or committed by the Board of Directors and/or Board of Commissioners is submitted to shareholders/Ministry of SOEs. The Board of Commissioners in accordance with their authority, GMS and the Company Articles of Association, can follow up reports on suspected violations related to and/or committed by members of the Board of Directors.

4. Suspected Violations by Supporting Organs of the Board of Commissioners

Handling of reports on suspected violations related to and/or committed by the Supporting Organs of the Board of Commissioners is adjusted to the relevant provisions.

Hasil Penanganan Pengaduan Complaint Handling Outcomes

Pada tahun 2020, PT Angkasa Pura I (Persero) tidak menerima pengaduan baru melalui *Whistleblowing*. Tidak ada proses pengaduan yang terbawa dari tahun sebelumnya.

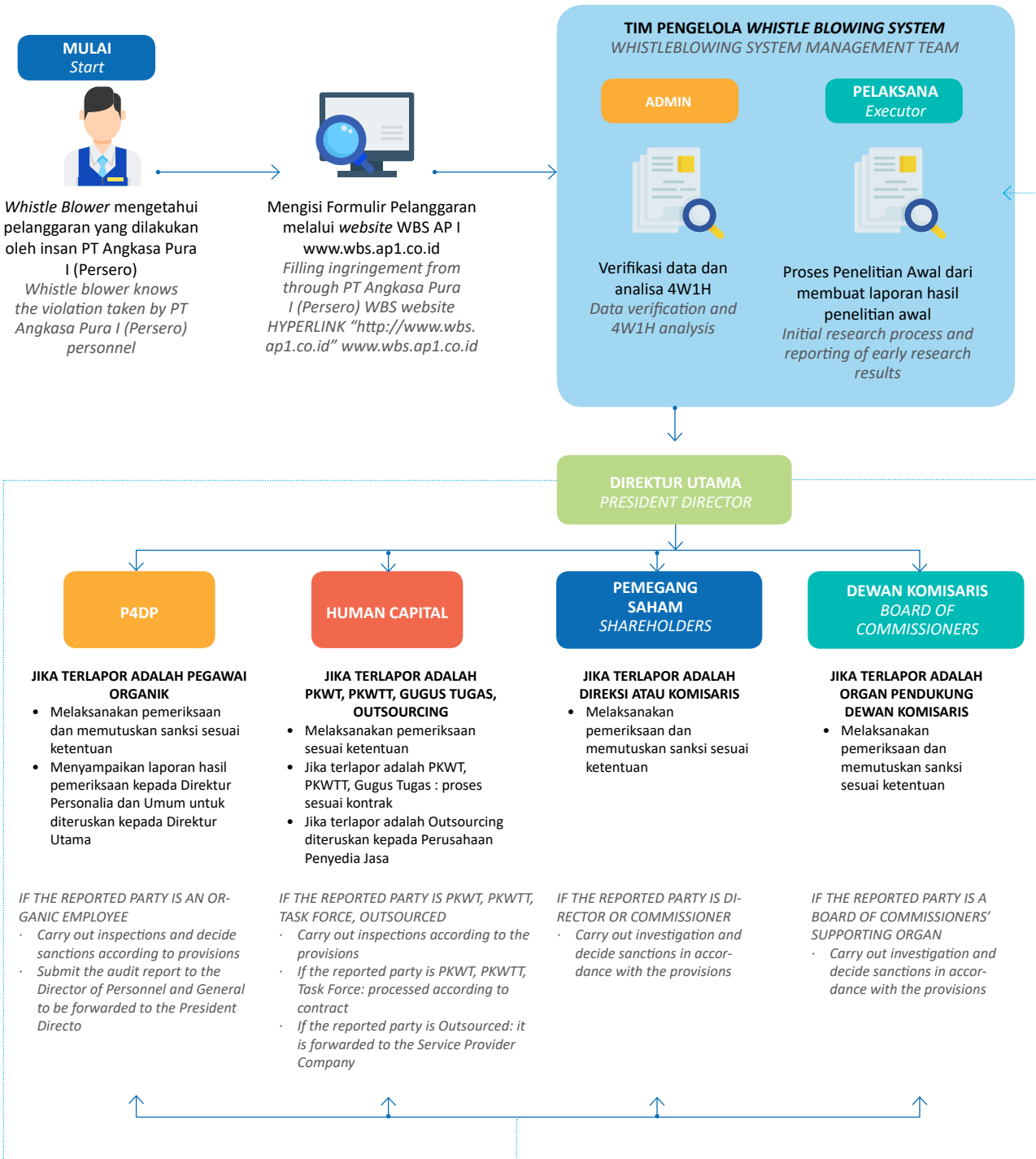
In 2020, PT Angkasa Pura I (Persero) did not receive any new complaints through the Whistleblowing System. Further, there were no complaints under process carried out from the previous year.

Pengaduan Melalui WBS Angkasa Pura I

Complaints through WBS of PT Angkasa Pura I (Persero)

Keterangan Description	2020	2019	2018
Jumlah pengaduan dari tahun lalu, per 31 Januari <i>Total complaints from last year, per January 31</i>	0	0	0
Pengaduan yang masuk pada tahun buku <i>Incoming complaints in the financial year</i>	0	0	0
Pengaduan yang diproses, sepanjang tahun: <ul style="list-style-type: none"> Pengaduan yang diproses dan selesai, per 31 Desember Pengaduan yang belum selesai diproses, per 31 Desember <i>Complaints processed throughout the year:</i> <ul style="list-style-type: none"> <i>Complaints processed and completed, per December 31</i> <i>Complaints not yet processed, per December 31</i> 	0	0	0
Jumlah pengaduan yang dilanjutkan tahun berikutnya <i>Total complaints continued in the following year</i>	0	0	0

Mekanisme Penanganan Pengaduan Complaint Handling Mechanism



PELAKSANAAN PENERAPAN ASPEK DAN PRINSIP TATA KELOLA PERUSAHAAN SESUAI KETENTUAN OJK

Implementation of Good Corporate Governance Principles and Aspects According to Financial Services Authority Guidelines

PT Angkasa Pura I (Persero) telah menerapkan 8 (delapan) prinsip pengelolaan Perusahaan sesuai Pedoman Tata Kelola Perusahaan Terbuka dari Otoritas Jasa Keuangan (OJK), sebagai berikut:

PT Angkasa Pura I (Persero) has implemented 8 (eight) principles of corporate management in accordance with the Guidelines on Governance of Limited Liability Companies by the Financial Services Authority (OJK), as follows:

Rekomendasi Recommendation	Implementasi Implementation	Status
Prinsip 1 Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS) <i>Principle 1 To Increase Value in Organizing the General Meeting of Shareholders (GMS)</i>		
1. Cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. <i>Method or procedure for voting technicalities, either open or closed, should prioritize independence and the interests of shareholders.</i>	PT Angkasa Pura I (Persero) telah memiliki prosedur teknis pengumpulan suara yang terdapat dalam tata tertib Rapat Umum Pemegang Saham. <i>PT Angkasa Pura I (Persero) has a technical procedure for collecting votes as stated in the rules of the General Meeting of Shareholders.</i>	Telah memenuhi <i>Complied</i>
2. Anggota Direksi dan Dewan Komisaris Hadir dalam RUPS Tahunan. <i>Members of the Board of Directors and Board of Commissioners should attend the Annual GMS.</i>	Seluruh Direksi dan Dewan Komisaris hadir dalam RUPS. <i>All members of the Board of Directors and Board of Commissioners attended the GMS.</i>	Telah memenuhi <i>Complied</i>
3. Ringkasan risalah RUPS tersedia dalam situs web paling sedikit 1 tahun. <i>Summaries of GMS minutes are available on the official website for at least one year.</i>	PT Angkasa Pura I (Persero) menyediakan Ringkasan Risalah RUPS dalam website Perseroan dalam tautan. https://ap1.co.id/id/hubungan-investor/rups . <i>PT Angkasa Pura I (Persero) has uploaded the Summary of GMS Minutes on the Company website at https://ap1.co.id/id/hubungan-investor/rups.</i>	Telah memenuhi <i>Complied</i>
Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor <i>Principle 2 To Improve the Communications Quality of Limited Liability Company with Shareholders or Investors</i>		
1. Memiliki kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor. <i>To have a communications policy as a Limited Liability Company with shareholders or investors.</i>	PT Angkasa Pura I (Persero) memiliki kebijakan komunikasi kepada Investor melalui investor gathering dan saat kegiatan site visit. <i>PT Angkasa Pura I (Persero) has a communications policy for Investors through investor gathering and site visit activities.</i>	Telah memenuhi <i>Complied</i>
2. Mengungkapkan kebijakan komunikasi Perusahaan Terbuka dalam situs web. <i>To disclose the communications policy at the Company website.</i>	Situs website PT Angkasa Pura I (Persero) memuat informasi yang bertujuan untuk meningkatkan partisipasi dan peran pemegang saham dalam rangka menjalin komunikasi yang baik. <i>The official website of PT Angkasa Pura I (Persero) contains information that aims to increase participation and the role of shareholders in establishing good communications.</i>	Telah memenuhi <i>Complied</i>
Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris <i>Principle 3 To Strengthen the Membership and Composition of the Board of Commissioners</i>		
1. Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan. <i>Determination of number of members of Board of Commissioners is with due consideration of company conditions.</i>	Berdasarkan Undang-undang No. 19 Tahun 2003 tentang BUMN dan Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 komposisi Dewan Komisaris, PT Angkasa Pura I (Persero) harus memungkinkan pengambilan keputusan yang efektif, tepat, dan cepat serta dapat bertindak secara independen. <i>Based on Law No. 19 of 2003 concerning SOEs and the Minister SOE Regulation No. PER-01/MBU/2011 concerning Composition of the Board of Commissioners, PT Angkasa Pura I (Persero) must allow effective, precise and fast decision making and to be able to act independently.</i>	Telah memenuhi <i>Complied</i>

Rekomendasi <i>Recommendation</i>	Implementasi <i>Implementation</i>	Status
<p>2. Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. <i>Determination of the composition of members of the Board of Commissioners takes into account the diversity of expertise, knowledge and experiences required.</i></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 (Persero). <i>Based on Shareholder policy, the Board of Commissioners has been chosen with due regard to the diversity of expertise, knowledge, experience and conditions, and the business complexity of PT Angkasa Pura I (Persero).</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris <i>Principle 4 To Improve the Quality of Duties and Responsibilities Performed by the Board of Commissioners</i></p>		
<p>1. Dewan Komisaris mempunyai kebijakan penilaian sendiri untuk menilai kinerja Dewan Komisaris. <i>The Board of Commissioners shall have a self-assessment policy to assess its own performance.</i></p>	<p>PT Angkasa Pura I (Persero) memiliki kebijakan penilaian kinerja Dewan Komisaris yang menjadi pedoman untuk menilai kinerja perusahaan. Penilaian kinerja Dewan Komisaris dapat dilihat dalam laporan tahunan ini. <i>PT Angkasa Pura I (Persero) has a policy of evaluating the performance of the Board of Commissioners, which serves as a guideline for evaluating company performance. The performance evaluation of the Board of Commissioners can be seen in this annual report.</i></p>	<p>Telah dijelaskan <i>Explained</i></p>
<p>2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan. <i>The self-assessment policy shall be disclosed in the Annual Report.</i></p>	<p>Kebijakan penilaian kinerja Dewan Komisaris PT Angkasa Pura I (Persero) telah dipublikasikan melalui Laporan Tahunan dan situs web PT Angkasa Pura I (Persero). <i>The performance evaluation policy of the Board of Commissioners of PT Angkasa Pura I (Persero) is published in the Annual Report and the company website.</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>3. Dewan Komisaris mempunyai kebijakan pengunduran diri apabila terlibat dalam kejahatan keuangan. <i>The Board of Commissioners must have a resignation policy in case of being involved in financial crimes.</i></p>	<p>Alasan dan tata cara pemberhentian Dewan Komisaris di PT Angkasa Pura I (Persero) dilaksanakan berdasarkan 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. 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 negara dan/atau dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap. <i>The rationale and procedures for dismissal of members of the Board of Commissioners of PT Angkasa Pura I (Persero) are based on the Minister of SOE Regulation No. PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board in SOEs. Based on these regulations, members of the Board of Commissioners may be dismissed at any time if the concerned are involved in actions detrimental to the SOE and/or the state and/or are found guilty based on a judicial verdict having permanent legal force.</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>4. Dewan Komisaris atau KNR menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. <i>The Board of Commissioners or KNR shall formulate a succession policy in the Nomination Process for members of the Board of Directors.</i></p>	<p>Dewan Komisaris PT Angkasa Pura I (Persero) telah menyusun kebijakan terkait nominasi dan remunerasi. <i>The Board of Commissioners of PT Angkasa Pura I (Persero) has prepared a policy related to nomination and remuneration.</i></p>	<p>Telah memenuhi <i>Complied</i></p>

Rekomendasi <i>Recommendation</i>	Implementasi <i>Implementation</i>	Status
<p>Prinsip 5 Memperkuat Keanggotaan dan Komposisi Direksi <i>Principle 5 To Strengthen the Membership and Composition of the Board of Directors</i></p>		
<p>1. Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan serta efektivitas dalam pengambilan keputusan. <i>Determination of the number of members of the Board of Directors shall consider the Company's conditions and its effectiveness in decision-making.</i></p>	<p>Penentuan jumlah Direksi Perseroan mengacu pada ketentuan Perundang-undangan yang berlaku dimana berdasarkan Pasal 2 ayat (1) dan ayat (2) Peraturan OJK No.33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, paling kurang terdiri dari 2 (dua) orang anggota Direksi, yang 1 (satu) diantaranya diangkat menjadi Direktur Utama. <i>The determination of the number of Company Directors is with reference to applicable laws and regulations based on Article 2 paragraph (1) and paragraph (2) of the Financial Services Authority (OJK) Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, consisting of at least 2 (two) members of the Board of Directors, of whom one among them is appointed as President Director.</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>2. Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. <i>Determination of the composition of members of the Board of Directors takes into account the diversity of expertise, knowledge and experiences required.</i></p>	<p>PT Angkasa Pura I (Persero) telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman komposisi Direksi sesuai dengan ketentuan keberagaman komposisi Direksi berdasarkan Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2012 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara Republik Indonesia. <i>PT Angkasa Pura I (Persero) has paid attention to the diversity of expertise, knowledge, and experience of the composition of Board of Directors in accordance with the provisions in the Minister of SOE Regulation No. PER-01/MBU/2012 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Directors in Indonesian State-owned Enterprises</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>3. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. <i>Members of the Board of Directors who are in charge of accounting or finance shall have expertise and/or knowledge in accounting.</i></p>	<p>Direksi yang membawahi bidang akuntansi atau keuangan dalam Perseroan adalah Direktur Keuangan 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. <i>Finance Director in charge of accounting or finance in the Company has sufficient knowledge and experience in accounting and finance as can be seen in the curriculum vitae of the director in the Profile of Board of Directors section.</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>Prinsip 6 Meningkatkan Pelaksanaan Tugas dan Tanggung Jawab Direksi <i>Principle 6 To Improve the Implementation of Duties and Responsibilities of Board of Directors</i></p>		
<p>1. Direksi mempunyai kebijakan penilaian sendiri untuk menilai kinerja Direksi. <i>The Board of Directors must have a self-assessment policy to assess its own performance.</i></p>	<p>Direksi telah memiliki kebijakan penilaian sendiri yang tercantum dalam bagian Penilaian Kinerja Dewan Komisaris dan Direksi. <i>The Board of Directors has a Self-Assessment policy listed in the Performance Evaluation of the Board of Commissioners and Board of Directors section.</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan. <i>The self-assessment policy shall be disclosed in the Annual Report.</i></p>	<p>Hasil penilaian sendiri Direksi diungkapkan dalam Laporan Tahunan Perseroan dalam bagian Tata Kelola Perusahaan. <i>The results of Self-Assessment of the Board of Directors are disclosed in the Company Annual Report in the Corporate Governance section.</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>3. Direksi mempunyai kebijakan pengunduran diri apabila terlibat kejahatan keuangan. <i>The Board of Directors shall have a policy of resignation in case of being involved in financial crimes.</i></p>	<p>Berdasarkan Anggaran Dasar PT Angkasa Pura I (Persero) jo. Peraturan OJK No.33/POJK.04/2014, setiap anggota Direksi yang tidak memenuhi syarat untuk menjadi anggota Direksi yang disebutkan dalam Anggaran Dasar dan Peraturan OJK No.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. <i>Based on the Articles of Association of PT Angkasa Pura I (Persero) jo. the Financial Services Authority (OJK) Regulation No. 33/POJK.04/2014, every member of the Board of Directors who does not meet the criteria to become a Director as stated in the Articles of Association and OJK Regulation, including those not involved in financial crimes, the concerned person's position as Director will be null and void.</i> <i>In the event of resignation of a member of the Board of Directors, a resolution will be made through the GMS.</i></p>	<p>Telah memenuhi <i>Complied</i></p>

Rekomendasi <i>Recommendation</i>	Implementasi <i>Implementation</i>	Status
Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan Melalui Partisipasi Pemangku Kepentingan <i>Principle 7 To Improve Corporate Governance Aspects Through Stakeholder Participation</i>		
1. Memiliki Kebijakan untuk mencegah terjadinya insider trading. <i>To have a policy to prevent Insider Trading.</i>	Saham PT Angkasa Pura I (Persero) dimiliki sepenuhnya oleh Pemerintah Republik Indonesia. PT Angkasa Pura I (Persero) belum menerbitkan saham sehingga bukan merupakan Perusahaan Terbuka dan tidak memiliki potensi adanya insider trading. <i>The shares of PT Angkasa Pura I (Persero) are wholly owned by the Government of the Republic of Indonesia. PT Angkasa Pura I (Persero) has not issued shares and so is not a Limited Company, and there is no potential for insider trading.</i>	Telah memenuhi <i>Complied</i>
2. Memiliki kebijakan anti korupsi dan anti fraud. <i>To have an Anti-Corruption and Anti-Fraud Policy.</i>	Dalam rangka implementasi prinsip Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>), PT Angkasa Pura I (Persero) memiliki beberapa kebijakan anti korupsi dan anti fraud, melalui pedoman etika perusahaan (<i>code of conduct</i>), <i>monitoring</i> atas laporan harta kekayaan pejabat negara (LHKPN), program pengendalian gratifikasi, serta sistem pelaporan pelanggaran (<i>whistleblowing system</i>). <i>In order to implement the principles of Good Corporate Governance, PT Angkasa Pura I (Persero) has several anticorruption and anti-fraud policies such as Code of Conduct, monitoring of State Officials' assets (LHKPN), anti-corruption program, and Whistleblowing System.</i>	Telah memenuhi <i>Complied</i>
3. Memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok dan vendor. <i>Has a Policy on Selection and Enhancing the Capability of Suppliers and Vendors.</i>	Salah satu prinsip di Pengadaan Barang/Jasa di PT Angkasa Pura I (Persero) merupakan transparan, sehingga semua ketentuan dan informasi, termasuk syarat administrasi, teknis, dan 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 electronic procurement (APPro) PT Angkasa Pura I (Persero), yaitu https://eproc.ap1.co.id , 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 (Persero) dan vendor tersebut telah secara aktif terdaftar dalam Vendor Management System (VMS), maka secara otomatis vendor tersebut dapat terundang. Hal tersebut agar PT Angkasa Pura I (Persero) dapat memperoleh barang/jasa yang diperlukan dengan harga kompetitif dan kualitas yang baik. <i>One of the principles in the Procurement of Goods/Services at PT Angkasa Pura I (Persero) is transparency, so that all provisions and information, including administrative, technical, and price requirements, procedures for evaluation, as well as procedures for determining the winner of Procurement are open for all interested providers. An example can be seen on the company's electronic procurement website, https://eproc.angkasapura1.co.id, where all vendors can see auction announcements. In addition, vendors who are qualified and classified in accordance with the work required are registered in the Vendor Management System (VMS), and automatically participate in open tenders. As a result, PT Angkasa Pura I (Persero) can obtain the goods/services needed at competitive prices and good quality.</i>	Telah memenuhi <i>Complied</i>
4. Memiliki kebijakan pemenuhan hak-hak kreditur. <i>To have a policy to fulfill the rights of creditors.</i>	Dalam rangka memenuhi kebutuhan pendanaan, PT Angkasa Pura I (Persero) telah meminjam kepada bank dan masyarakat melalui penerbitan Obligasi I dan Sukuk Ijarah I pada tahun 2016. Kewajiban-kewajiban yang timbul dari peminjaman tersebut telah dipenuhi melalui pembayaran pokok dan bunga pinjaman secara tepat waktu. <i>In order to fulfill funding requirements, PT Angkasa Pura I (Persero) has borrowed from banks and the public through the issuance of Bond I and Sukuk Ijarah I in 2016. The obligations arising from these loans have been fulfilled through principal payment and interest on loans on a timely basis.</i>	Telah memenuhi <i>Complied</i>

Rekomendasi <i>Recommendation</i>	Implementasi <i>Implementation</i>	Status
<p>5. Memiliki kebijakan sistem whistleblowing. <i>To have a policy on whistleblowing system.</i></p>	<p>PT Angkasa Pura I (Persero) telah memiliki sistem pelaporan pelanggaran (whistleblowing system) berfungsi sebagai sarana dalam pencegahan, pengungkapan pelanggaran atau tindak kecurangan dalam Perusahaan dan telah dituangkan pada Keputusan Direksi PT Angkasa Pura I (Persero) Nomor: KEP.69/PG.01/2018 tentang Pedoman Sistem Pelaporan Pelanggaran (Whistleblowing System) sebagaimana telah diubah dengan Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.212/HK.01.01/2019 tentang Perubahan Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.69/PG.01/2018 tentang Pedoman Sistem Pelaporan Pelanggaran (Whistleblowing System) PT Angkasa Pura I (Persero).</p> <p>Sistem pelaporan pelanggaran (whistleblowing system) dapat diakses melalui website www.wbs.ap1.co.id sehingga mempermudah pegawai maupun stakeholder PT Angkasa Pura I (Persero) dalam pelaporan dugaan pelanggaran yang terjadi.</p> <p><i>PT Angkasa Pura I (Persero) has a Whistleblowing System that serves as a means of preventing and divulging violations or fraud in the Company as outlined in the PT Angkasa Pura I (Persero) Board of Directors Decree No. KEP.69/PG.01/2018 concerning Guidelines for the Whistleblowing System. The Whistleblowing System as amended by PT Angkasa Pura I (Persero) Board of Directors Decree No. KEP.212/HK.01.01/2019 concerning Amendment to PT Angkasa Pura I (Persero) Board of Directors Decree No. KEP.69/PG.01/2018 concerning Guidelines for the Whistleblowing System in PT Angkasa Pura I (Persero).</i></p> <p><i>Whistleblowing System can be accessed through the website www.wbs.ap1.co.id to facilitate employees and stakeholders of PT Angkasa Pura I (Persero) in reporting suspected violations</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>6. Memiliki kebijakan pemberian insentif jangka panjang Direksi dan karyawan. <i>To have a policy for providing long-term incentives for Board of Directors and Employees.</i></p>	<p>PT Angkasa Pura I (Persero) memiliki kebijakan remunerasi berdasarkan Peraturan Menteri Badan Usaha Milik Negara. <i>PT Angkasa Pura I (Persero) has a remuneration policy based on the Minister of State-Owned Enterprises Regulation.</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>Prinsip 8 Meningkatkan Keterbukaan Informasi <i>Principle 8 To Enhance Information Disclosure</i></p>		
<p>1. Memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi. <i>To make greater use of information technology in addition to the website as a medium for information disclosure</i></p>	<p>PT Angkasa Pura I (Persero) juga aktif dalam berbagai sosial media sebagai media keterbukaan informasi dan promosi produk. Selain itu kita juga menggunakan sistem mailing list sebagai media keterbukaan informasi dan komunikasi kepada investor. <i>PT Angkasa Pura I (Persero) has been active in various social media as a platform for information disclosure and product promotion. In addition, the company uses mailing lists for information disclosure and communications to investors.</i></p>	<p>Telah memenuhi <i>Complied</i></p>
<p>2. Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan, paling sedikit 5% selain pemegang saham utama dan pengendali. <i>The Limited Liability Company Annual Report shall disclose the beneficiaries of the Company's share ownership, of at least 5% other than the Main and Controlling Shareholders</i></p>	<p>PT Angkasa Pura I (Persero) saat ini belum menerbitkan saham, sehingga Laporan Tahunan PT Angkasa Pura I (Persero) tidak perlu mengungkapkan informasi mengenai pemegang saham dimaksud. <i>PT Angkasa Pura I (Persero) currently has not issued shares, thus the company's Annual Report does not disclose information regarding such shareholders.</i></p>	<p>Telah memenuhi <i>Complied</i></p>





TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Corporate Social Responsibility

“Kami percaya bahwa dalam pelaksanaan kegiatan operasional dapat mempengaruhi masyarakat di sekitar wilayah operasional, untuk itu selain menjalankan tata kelola yang baik, kami juga melaksanakan tanggung jawab sosial dan lingkungan untuk tumbuh bersama masyarakat setempat.”

“We believe that the implementation of operational activities affects the communities around the operational area. In addition to implementing good corporate governance (GCG) practices, PT Angkasa Pural (Persero) also carries out its social and environmental responsibility to grow together with the local community.”



TATA KELOLA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN *Governance of Corporate Social and Environmental Responsibility*



Sebagai warga korporat yang baik (*good corporate citizenship*), melaksanakan tanggung jawab sosial lingkungan (TJSL) telah menjadi kewajiban bagi Angkasa Pura I (Persero). Kegiatan operasional yang berdekatan dengan masyarakat membuat Perseroan 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 (Persero) dilaksanakan oleh unit *Corporate Social Responsibility* (CSR) dengan melibatkan seluruh pekerja Angkasa Pura I dalam pelaksanaan TJSL. PT Angkasa Pura I (Persero) melaksanakan TJSL sesuai dengan UU No. 40 Tahun 2007 tentang Perseroan Terbatas dan PP No.47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan.

As good corporate citizenship, PT Angkasa Pura I (Persero) has an obligation to carry out its social and environmental responsibility (TJSL). As the operational activities are carried out in the vicinity of the community, the Company is committed to maintain mutual understanding with the local community and actively participate in providing a positive impact on the community around the operational area in accordance with applicable regulations.

In its realization, The Corporate Social Responsibility (CSR) unit manages the company's social and environmental responsibility activities by involving all levels of employees in the implementation of social and environmental responsibility in accordance with Law No. 40 of 2007 concerning Limited Liability Companies and Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility.

Komitmen Tanggung Jawab Sosial *Commitment to Social Responsibility*

Komitmen PT Angkasa Pura I (Persero) diwujudkan melalui berbagai kebijakan yang relevan dengan aspek TJSL mencakup:

- Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.32/M.01.01/2015 tanggal 24 Maret 2015 tentang Pedoman Penerapan Sistem Manajemen Lingkungan Bandar Udara di PT Angkasa Pura I (Persero).

The commitment of PT Angkasa Pura I (Persero) is manifested through various policies relevant to the social and environmental responsibility aspects, including:

- *Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP. 32/M.01.01/2015 dated 24 March 2015 concerning Guidelines for Implementing the Environmental Management System at PT Angkasa Pura I (Persero) Airports.*

- 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 (Persero).
- 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 (Persero).
- Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.238/KU.13/2018 tanggal 20 Desember 2018 tentang Pedoman Tanggung Jawab Sosial Perusahaan (CSR) di Lingkungan PT Angkasa Pura I (Persero).
- Keputusan Direksi No. KEP.121/KP.30/2004 tanggal 9 Desember 2004 tentang Fasilitas Pejabat, Perjalanan Dinas, dan Pemeliharaan Kesehatan Pegawai PT Angkasa Pura I (Persero).
- Keputusan Direksi No. KEP.DU.153/OM.02/2020 tanggal 10 September 2020 tentang Pedoman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Korporat.
- Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.103/KU.13/2017 tanggal 7 Agustus 2017 tentang Petunjuk Pelaksanaan Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I (Persero).
- Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.239/KU.12/2017 tanggal 20 Desember 2017 perihal Perubahan Atas Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.103/KU.12/2017 tentang Pedoman Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I (Persero).
- *Instruction of the Board of Directors No. INST.DU.04/HK.01.02/2018 dated 15 January 2018 concerning Measures for Reducing Greenhouse Gas (GHG) Emissions at PT Angkasa Pura I (Persero) Airports.*
- *Instruction of the Board of Directors No. INST.DU.18/HK.01.02/2018 dated April 10, 2018 concerning Management of Waste and Chemical Substances/Hazardous and Toxic Waste (B3) at PT Angkasa Pura I (Persero) Airports.*
- *Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.238/KU.13/2018 dated 20 December 2018 concerning Guidelines for Corporate Social Responsibility (CSR) within PT Angkasa Pura I (Persero).*
- *Decree of the Board of Directors No. KEP.121/KP.30/2004 dated 9 December 2004 concerning Official Facilities, Official Travel, and Health Care for Employees of PT Angkasa Pura I (Persero).*
- *Decree of the Board of Directors No. KEP.DU.153 / OM.02 / 2020 dated 10 September 2020 concerning Guidelines for the Corporate Safety and Health Management System (SMK3) of PT Angkasa Pura I (Persero).*
- *Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.103/KU.13/2017 dated 7 August 2017 concerning Guidelines for Implementing the Partnership and Community Development Program of PT Angkasa Pura I (Persero).*
- *Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.239/KU.12/2017 dated 20 December 2017 concerning Amendment to Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.103/KU.12/2017 concerning Guidelines for PT Angkasa Pura I (Persero) Partnership and Community Development Program.*

Metode dan Ruang Lingkup *Due Diligence* terhadap Dampak Sosial, Ekonomi, dan Lingkungan dari Aktivitas Perusahaan

Methods and Scope of Due Diligence on Social, Economic, and Environmental Impacts of Company Activities

Kegiatan tanggung jawab sosial dan lingkungan merupakan salah satu upaya Perseroan dalam menanggapi dampak ekonomi, sosial, dan lingkungan, sekaligus mendukung keberlanjutan bisnis perusahaan. Melalui kegiatan TJSL, Angkasa Pura I berharap dapat memberikan dampak positif terhadap masyarakat sekitar wilayah operasional dan mengurangi dampak negatif aktivitas kebandarudaraan kepada pemangku kepentingan. Secara berkala, Perseroan berupaya melakukan penilaian dampak kegiatan TJSL melalui survei *engagement* pegawai, survei kepuasan pelanggan, dan *focused group discussion* (FGD).

Social and environmental responsibility programs are one of the Company's efforts to respond to economic, social and environmental impacts, while at the same time supporting the sustainability of the company's business. Through the programs, Angkasa Pura I expects to deliver positive impacts on the community around the operational area and reduce the adverse effects of the Company's activities to stakeholders. Periodically, PT Angkasa Pura I (Persero) seeks to assess the impact of its social and environmental responsibility through Employee Engagement Survey, Customer Satisfaction Survey, and Focus Group Discussion (FGD).

Proses riset merupakan langkah awal yang dijalankan oleh Unit CSR dalam merumuskan program tanggung jawab sosial perusahaan. Dalam prosesnya, dilakukan pendekatan partisipatif yang menggunakan metode *hearing* dengan melibatkan seluruh pemangku kepentingan dalam FGD. Dengan terlaksananya FGD, Perseroan dapat memahami permasalahan yang ada dan menyelesaikan permasalahan tersebut melalui program-program TJSL yang relevan.

Pada proses riset awal ini, 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 norma budaya setempat.

In the initial research process, the Corporate Social Responsibility Unit formulates CSR programs. During the research process, the Company adopts a participatory approach using the hearing method by involving all stakeholders through a Focus Group Discussion. With the implementation of FGD, the Company understands the existing problems and resolves the problems through relevant CSR programs.

In this initial research process, the company also reviews the prevailing regulations and social norms to be the basis and main guide in developing corporate social responsibility programs. These regulations cover airport operations, environmental management, land rights, labor rights, gender equality, and local cultural norms.

Pemangku Kepentingan yang Terdampak atau Berpengaruh pada Dampak dari Kegiatan Perusahaan

Stakeholders Affected or Impacted by the Company's Activities

PT Angkasa Pura I (Persero) mengidentifikasi pemangku kepentingan berdasarkan *Stakeholder Engagement Standard* dari AA1000 versi tahun 2015, yakni sebagai 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.
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.

PT Angkasa Pura I (Persero) has identified its stakeholders based on AA1000 Stakeholder Engagement Standard version 2015 as follows:

1. *Dependency* – the stakeholders are identified if the Company has dependency upon individual or an organization, or vice versa.
2. *Responsibility* – the stakeholders are identified if the Company has responsibility of legal, commercial, or ethics towards individual or an organization.
3. *Tension* – the stakeholders are identified if individual or an organization needs the Company's significant attention relating to particular economic, social, or environment issue.
4. *Influence* – the stakeholders are identified if individual or an organization has influence to the Company or strategy or other stakeholders policy.
5. *Diverse Perspective* – the stakeholders are identified if individual or an organization has different perspective which may influence situation and encourage an unexistent action before to happen.
6. *Proximity* – the stakeholders are identified if individual or an organization has a geographical and operational proximity to the Company.

Berdasarkan pendekatan tersebut di atas, maka PT Angkasa Pura I (Persero) memetakan kepentingan dan aktor pemangku kepentingan sebagai berikut.

Based on the above approach, PT Angkasa Pura I (Persero) has mapped its interests and stakeholders as follows.

Identifikasi Pemangku Kepentingan

Stakeholders Identification

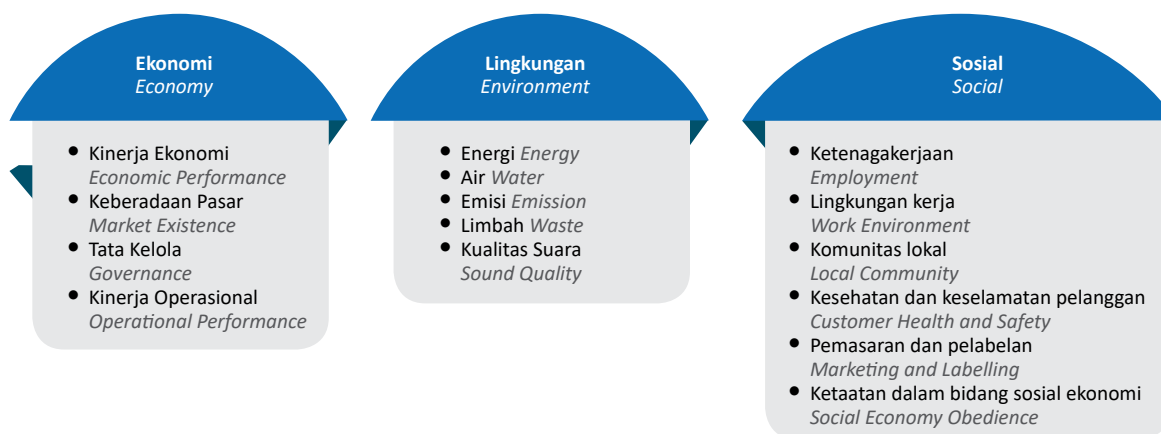
Pemangku Kepentingan Stakeholders	Basis Penetapan / Identifikasi Identification Basis	Metode Pelibatan dan frekuensi Involvement Method and Frequency	Topik/Masalah yang Muncul Emerged Topic/Issue
Pelanggan Customer	Dependency, Responsibility, Tension, Influence, Proximity	Website dan <i>frontline information</i> sesuai kebutuhan, tersedia setiap hari <i>Website and frontline information as needed, available everyday</i> Kunjungan langsung, sesuai kebutuhan, dapat dilakukan setiap saat dengan perencanaan <i>Direct visit, as needed, can be carried out at any time with planning</i> Layanan <i>call center</i> setahun sekali <i>Call center service, once a year</i> Survei kepuasan nasabah setahun sekali <i>Customer satisfaction survey, once a year</i>	<ul style="list-style-type: none"> • Informasi beragam produk dan jasa • Layanan pengaduan / keluhan dan solusi • <i>Information on various products and services</i> • <i>Complaint service and solution</i> <ul style="list-style-type: none"> • Mendapatkan kepuasan layanan • <i>Satisfaction over services received</i>
Pemegang Saham/ Pemerintah Shareholders/ Government	Dependency, Responsibility, Influence, Proximity	Pelaporan kinerja setiap kuartal <i>Performance Report, quarterly</i> RUPS: <ul style="list-style-type: none"> • RUPST RAKP • RUPST Evaluasi Kinerja Tahun Buku dan Penetapan Kinerja Keuangan GMS: <ul style="list-style-type: none"> • AGM on Company Work Plan & Budget • AGM on Fiscal Year Performance Evaluation and Determination of Financial Performance 	<ul style="list-style-type: none"> • Kinerja keuangan • Kinerja non-keuangan • Kinerja sepanjang tahun tentang tata kelola, kinerja keuangan, non-keuangan, dan lain-lain • <i>Financial performance</i> • <i>Non-financial performance</i> • <i>Year-round performance on governance, financial, non-financial performances and others.</i>
Regulator	Dependency, Responsibility, Tension, Influence, Diverse Perspective, Proximity	Rapat dengar pendapat sesuai kebutuhan, minimal satu tahun sekali <i>Hearing, as needed, at least once a year</i> Rapat koordinasi <i>Coordination Meeting</i>	<ul style="list-style-type: none"> • Pengurusan izin usaha dan regulasi • <i>Arrangement of business permit and regulation</i> <ul style="list-style-type: none"> • Koordinasi terkait tata kelola bandar udara dan lain-lain • <i>Coordination relating to airport governance, etc.</i>
Otoritas Jasa Keuangan (OJK) Financial Service Authority (OJK)	Dependency, Responsibility, Tension, Influence, Diverse Perspective, Proximity	Pelaporan pelaksanaan kepatuhan dan notifikasi pada OJK setiap saat, minimal setahun sekali saat pelaporan tahunan <i>Compliance reporting and notification to Financial Service Authority (OJK), any time, at least once a year through Annual Report.</i>	<ul style="list-style-type: none"> • Informasi tentang kepatuhan terhadap ketentuan perundang-undangan yang berlaku • <i>Information about compliance with applicable laws and regulations</i>
Kreditur Creditor	Dependency, Responsibility, Tension, Influence, Diverse Perspective, Proximity	<ul style="list-style-type: none"> • <i>Letter of Credit</i> • Perjanjian Akad Kredit • Sesuai kebutuhan, minimal setahun sekali melalui Laporan Tahunan • <i>Letter of Credit</i> • <i>Credit Agreement</i> • <i>as needed, at least once a year through Annual Report</i> 	<ul style="list-style-type: none"> • Sosialisasi kebijakan dan strategi yang berkaitan dengan kepegawaian • Kesetaraan kesempatan kerja dan jenjang karir • Pengembangan karir, pelatihan, dan lain-lain • Jaminan kesehatan dan keselamatan kerja • <i>Dissemination of policies and strategies relating to employment.</i> • <i>Equality of employment opportunity and career path</i> • <i>Career development, training, etc</i> • <i>Health and safety insurance</i>
Rekanan Partner	Dependency, Responsibility, Tension, Proximity	Kontrak kerja sesuai kebutuhan, minimal setahun sekali <i>Employment contract as needed, at least once a year</i>	<ul style="list-style-type: none"> • Proses pengadaan yang objektif • Kerja sama saling menguntungkan, transparan, dan adil • Penjelasan lingkup pekerjaan • Ketentuan tentang penagihan biaya pekerjaan • <i>Objective procurement process</i> • <i>Mutually beneficial, transparent and fair cooperation</i> • <i>Working scope explanation</i> • <i>Provision on working fee billing</i>

Pemangku Kepentingan Stakeholders	Basis Penetapan / Identifikasi Identification Basis	Metode Pelibatan dan frekuensi Involvement Method and Frequency	Topik/Masalah yang Muncul Emerged Topic/Issue
Masyarakat Community	Dependency, Responsibility, Tension, Influence, Diverse Perspective, Proximity	<ul style="list-style-type: none"> • Kerja sama strategis untuk menjalankan program-program CSR, baik di bidang ekonomi, sosial, maupun lingkungan • Pertemuan dengan berbagai organisasi sosial kemasyarakatan dan di lingkungan kampus • Sesuai kebutuhan, dapat dilakukan setiap saat, minimal setahun sekali • Strategic cooperation to perform CSR programs, both in the economic, social and environmental spheres. • Meeting with various social organizations and on campus • As needed, can be carried out at any time, at least once a year 	<ul style="list-style-type: none"> • Sosialisasi dan pelaksanaan program PKBL/CSR • Cara mengoptimalkan pencapaian program PKBL/CSR • Informasi tentang kegiatan perusahaan • Dissemination and implementation of PKBL/CSR • Optimizing the achievement of PKBL/CSR program • Information on company activities
Media	Tension, Influence, Diverse Perspective	<ul style="list-style-type: none"> • Press release • Press conference • Media gathering • Kunjungan ke kantor media • Sesuai kebutuhan, dapat dilakukan setiap saat, minimal setahun sekali • Press release • Press conference • Media gathering • Visit to media office • As needed, can be carried out at any time, at least once a year 	<ul style="list-style-type: none"> • Kinerja non-keuangan • Kinerja dan dampak dari kegiatan sosial dan lingkungan perusahaan • Informasi tentang kegiatan perusahaan • Informasi terbaru terkait usaha dan produk yang perlu diketahui publik • Non-financial performance • Performance and impact of the company's social and environmental activities • Information on company activities • Latest information on businesses and products that need to be known by the public

Isu-Isu Penting Sosial, Ekonomi, dan Lingkungan Terkait Dampak Kegiatan Perusahaan Important Social, Economic, And Environmental Issues Related To The Impact Of Company Activities

Berbagai isu penting terkait sosial, ekonomi, dan lingkungan dibahas dalam FGD yang dihadiri oleh pegawai PT Angkasa Pura I (Persero) dari berbagai divisi, pelanggan, pemasok/rekanan, media massa, dan sebagainya. Hasil survei dan FGD yang dilaksanakan pada 26 Oktober 2020 mengerucut pada beberapa topik material yang menjadi perhatian pemangku kepentingan, yaitu :

PT Angkasa Pura conducts survey and Forum Group Discussion (FGD) on important social, economic and environmental issues attended by the employees from various divisions, customers, suppliers/partners, mass media, and others. In 2020, the survey and FGD conducted on October 26, 2020 revealed various material topics that were of concern to stakeholders, namely:



Hasil dari identifikasi topik material tersebut digunakan sebagai dasar penentuan strategi dan program kerja PT Angkasa Pura I (Persero) untuk menangani isu-isu sosial, ekonomi, dan lingkungan di masa mendatang.

The results of identified material topics were used as the basis for determining the Company strategy and work program of PT Angkasa Pura I (Persero) in dealing with social, economic and environmental issues in the future.

Kinerja Tanggung Jawab Sosial dan Lingkungan Perusahaan yang Merupakan Kewajiban Maupun yang Melebihi Kewajiban

Social and Environmental Performance As Obligations and Exceeding Obligations

Program tanggung jawab sosial dan lingkungan di 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 PT Angkasa Pura I (Persero) sepanjang tahun 2020 adalah sebagai berikut:

PT Angkasa Pura I (Persero) has complied with the applicable regulations and voluntarily fulfilled the obligations relevant to the airport business by carrying out social and environmental responsibility programs. The social and environmental responsibility programs conducted by PT Angkasa Pura I (Persero) throughout 2020 are presented as follows:

Kegiatan Tanggung Jawab Sosial dan Lingkungan Angkasa Pura I Tahun 2020

Social and Environmental Responsibility Programs of PT Angkasa Pura I in 2020

Isu <i>Issues</i>	Kegiatan/Program <i>Activities/Programs</i>	Dasar Regulasi <i>Basis Regulations</i>
Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Merupakan Kewajiban <i>Social and Environmental Responsibility Activities which are Obligations</i>		
Lingkungan Hidup <i>Environment</i>	<ul style="list-style-type: none"> Diperolehnya Izin Lingkungan dari studi AMDAL pembangunan Bandar Udara Baru dan Pengembangan Bandar Udara <i>Monitoring</i> dan Pelaporan Lingkungan Hidup Bandar Udara dan Kantor Pusat <i>Obtaining an Environmental Permit from AMDAL study on the construction of New Airport and Airport Development</i> <i>Monitoring and Reporting of Airport and Head Office Environment</i> 	<ul style="list-style-type: none"> UU No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup Peraturan Pemerintah Nomor 27 Tahun 2012 tentang Izin Lingkungan Keputusan Menteri Lingkungan Hidup Nomor 45 Tahun 2005 Tentang Pedoman Penyusunan Laporan Pelaksanaan Rencana Pengelolaan Lingkungan Hidup (RKL) Dan Rencana Pemantauan Lingkungan Hidup (RPL). <i>Law No. 32 of 2009 concerning Environmental Protection and Management</i> <i>Government Regulation No. 27 of 2012 concerning Environmental Permits;</i> <i>Decree of the Minister of Environment No. 45 of 2005 concerning Guidelines for Formulation of Reports on the Realization of Environmental Management Plan (RKL) and Environmental Monitoring Plan (RPL).</i>
Keselamatan Kerja <i>Occupational Health and Safety</i>	<ul style="list-style-type: none"> Implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) 166 Kriteria di 13 cabang bandara PT Angkasa Pura I (Persero) Pelaksanaan pengawasan dan pengukuran kinerja keselamatan kerja di seluruh bandara PT Angkasa Pura I (Persero) Pembinaan K3 melalui program <i>safety briefing</i>, sosialisasi, dan pelatihan K3 <i>Implementation of Occupational Health and Safety Management System (OHSMS) with 166 Criteria at 13 PT Angkasa Pura I (Persero) airport branches</i> <i>Implementation of supervision and measurement of work safety performance at all airports of PT Angkasa Pura I (Persero)</i> <i>OHS guidance through safety briefings, socialization and OHS training programs.</i> 	<ul style="list-style-type: none"> Undang–Undang Nomor 1 tahun 1970 tentang Keselamatan Kerja Peraturan Pemerintah Nomor 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja <i>Law No. 1 of 1970 concerning Work Safety</i> <i>Government Regulation No 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems</i>
Keselamatan Bandara <i>Airport Safety</i>	<ul style="list-style-type: none"> Implementasi <i>Safety Management System</i> di seluruh bandara PT Angkasa Pura I (Persero) Penetapan <i>Safety Target</i> dan <i>Safety Performance Indicator</i> di seluruh bandara PT Angkasa Pura I (Persero) Pelaksanaan pengawasan dan pengukuran kinerja keselamatan bandara di seluruh bandara PT Angkasa Pura I (Persero) <i>Implementation of Safety Management System at all airports of PT Angkasa Pura I (Persero)</i> <i>Determination of Safety Targets and Safety Performance Indicators at all airports of PT Angkasa Pura I (Persero)</i> <i>Implementation of supervision and measurement of airport safety performance at all airports of PT Angkasa Pura I (Persero)</i> 	<ul style="list-style-type: none"> Undang – Undang Nomor 1 Tahun 2009 tentang Penerbangan 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>) <i>Law Number 1 of 2009 concerning Aviation</i> <i>Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 62 of 2017 concerning Civil Aviation Safety Regulations Part 19 concerning Safety Management System</i>

Isu Issues	Kegiatan/Program Activities/Programs	Dasar Regulasi Basis Regulations
Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Melebihi Kewajiban Social and Environmental Responsibility Programs Exceeding Obligation		
Lingkungan Environment	Pelestarian Alam <i>Nature Conservation</i> Sebagai bentuk tanggung jawab PT Angkasa Pura I (Persero) terhadap lingkungan, telah dilakukan suatu kajian habitat yang hasilnya digunakan untuk memitigasi dampak kegiatan operasi penerbangan dengan melakukan kerjasama dan sosialisasi kepada pemerintah daerah terkait untuk menyediakan habitat di luar wilayah bandara terutama untuk tumbuhan dan hewan endemis atau dilindungi. Salah satu contoh yang dilakukan adalah di Banjarmasin dan Surabaya dengan memanfaatkan hutan kota terdekat dan pemberdayaan masyarakat serta LSM. <i>A habitat study has been carried out as a form of PT Angkasa Pura I (Persero) responsibility for the environment. The results were used to mitigate the impact of flight operations by collaborating and socializing with relevant local governments to provide habitats outside the airport area, especially for endemic or protected plants and animals. One example was by utilizing the nearest urban forest and empowering communities and NGOs in Banjarmasin and Surabaya.</i>	
Kesehatan Health	Pelayanan Kesehatan Keliling <i>Mobile Health Services</i> Merupakan program PT Angkasa Pura I (Persero) untuk meningkatkan kesehatan ibu hamil dan menyusui dan anak-anak, termasuk bayi dan balita. Program ini dilaksanakan di kantor cabang dan meliputi kegiatan penyuluhan kesehatan, pengobatan gratis, dan pemberian makanan tambahan. <i>Mobile health service is a program of PT Angkasa Pura I (Persero) to improve the health of pregnant and lactating women, as well as children, including infants and toddlers. This program was carried out at the branch office and included health counselling activities, free medication, and supplementary feeding.</i>	
Pendidikan Education	Program Beasiswa Pendidikan Kebandarudaraan <i>Airport Education Scholarship Program</i> PT Angkasa Pura I (Persero) memberikan beasiswa penuh kepada 30 siswa terpilih untuk menjalani pendidikan jenjang Diploma III dengan konsentrasi pendidikan kebandarudaraan. Para peserta merupakan siswa/siswi lulusan SMA dan SMK yang direkomendasikan oleh sekolah masing-masing melalui Dinas Pendidikan setempat. <i>PT Angkasa Pura I (Persero) provided full scholarships to 30 selected students to undergo Diploma III education with a concentration in airport education. The participants were high school and vocational high school students who were recommended by their respective schools through the local Education Department.</i>	

Realisasi Dana Tanggung Jawab Sosial dan Lingkungan

Realization of Social Responsibility and Environmental Funds

Uraian Descriptions	2020	2019
CSR/PKBL CSR/PKBL	Rp56,706,450,654	Rp78,820,617,559
Dana Pelestarian Lingkungan Environmental Conservation Funds	Rp900,000,000	Rp5,600,000,000

OPERASI YANG ADIL

Fair Operating Practices

Komitmen dan Kebijakan

Commitment and Policy

Dalam menjalankan kegiatan operasi yang adil, Angkasa Pura I mengacu pada pedoman etika perusahaan (*Code of Conduct*) yang mengatur beberapa aspek antara lain anti-korupsi, persaingan sehat, kepatuhan hukum, dan pengaturan keterlibatan dalam aktivitas politik. Pada praktiknya pedoman etika perusahaan mengatur perilaku beretika berikut:

- Dalam hubungan Perusahaan dengan pegawai dan tenaga kerja di luar pegawai di Perusahaan, serta hubungan industrial, PT Angkasa Pura I (Persero) senantiasa menjaga dedikasi dan loyalitas sumber daya manusia sebagai aset penting Perusahaan. 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.
- Dalam hubungan Perusahaan dengan pengguna jasa, PT Angkasa Pura I (Persero) menerapkan prinsip terbuka dalam bersaing, integritas, transparan, adil, dan akuntabel untuk menciptakan hubungan yang saling menguntungkan.
- Dalam hubungan Perusahaan dengan Pemerintah, PT Angkasa Pura I (Persero) senantiasa mematuhi hukum dan peraturan perundang-undangan yang berlaku.
- Dalam hubungan Perusahaan dengan mitra usaha, PT Angkasa Pura I (Persero) senantiasa menghormati hak-hak mitra usaha dan mitra strategis, di samping menuntut kewajibannya.

PT Angkasa Pura I (Persero) has a Code of Conduct as the basis for the Company's commitments and policies in carrying out business activities under fair operating practices. The Code of Conduct includes several aspects, such as anti-corruption, fair competition, compliance with laws and regulations, and rules on involvement in political activities. In practice, the Corporate Code of Conduct regulates the following behaviors:

- In relationship among the Company and employees, external workers, and industries, PT Angkasa Pura I (Persero) strives to always maintain the dedication and loyalty of human resources as an important asset. The Company continuously supports the development of quality human resources to ensure the availability of competencies, skills, and excellence in accordance with the Company's vision, mission and long-term programs.*
- In relationship between the Company and service users, PT Angkasa Pura I (Persero) applies the principle of open competition, integrity, transparency, fairness and accountability to create mutually beneficial relationships.*
- In relationship between the Company and the Government, PT Angkasa Pura I (Persero) always complies with applicable laws and regulations.*
- In relationship between the Company and business partners, PT Angkasa Pura I (Persero) continually respects the rights of business and strategic partners, in addition to demanding the fulfillment of their obligations.*

Ruang Lingkup dan Pelaksanaan Kegiatan Pengelolaan Operasi yang Adil

Scope and Implementation of Fair Operating Practices

Dukungan dan tindakan pencegahan korupsi melalui:

- Penetapan kebijakan gratifikasi dan anti-korupsi;
- Sosialisasi dan implementasi *good corporate governance*, *code of conduct*, kebijakan gratifikasi, dan anti korupsi;
- Saluran mekanisme pelaporan gratifikasi dan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN);
- Aktif berperan pada kegiatan-kegiatan yang menyuarakan akan budaya anti-korupsi.

Support towards anti-corruption measures through:

- Establishment of gratification and anticorruption policies;*
- Dissemination and implementation of good corporate governance, code of conduct, gratification and anti-corruption policies;*
- Gratification reporting mechanism channel and submission of Report of State Official Assets (LHKPN);*
- Active role in activities that promote an anti-corruption culture.*

Persaingan yang jujur dan adil (*honest and fair competition*)

PT Angkasa Pura I (Persero) berkomitmen menciptakan iklim usaha yang sehat dan menjauhi berbagai bentuk kecurangan di dalam perusahaan. Komitmen ini telah sejalan dengan Undang-Undang Nomor 5 Tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat.

Honest and fair competition

PT Angkasa Pura I (Persero) is committed to adopting clean business practices and preventing fraud within the Company. The commitment is in accordance with Law No. 5 of 1999 concerning Prohibition of Monopolistic Practices and Unfair Business Competition.

Menghormati hak kekayaan intelektual.

PT Angkasa Pura I (Persero) juga berkomitmen untuk menghormati hasil olah pikir dan ide kreatif yang terdaftar menjadi hak kekayaan intelektual (HKI), seperti hak paten, hak cipta, dan lainnya, baik yang dibuat oleh karyawan PT Angkasa Pura I (Persero) maupun yang dibuat oleh pemangku kepentingan perusahaan. Seluruh pihak di Angkasa Pura I didorong untuk berpartisipasi aktif dalam melindungi hak kekayaan intelektual perusahaan. Sebagai bentuk apresiasi, Angkasa Pura I memberikan insentif kepada individu yang berkontribusi dalam penemuan yang memiliki manfaat ekonomis bagi Perusahaan.

Penghindaran terhadap perilaku pelanggaran hukum, terutama pengaruh politik (*responsible political involvement*).

Dalam menjalankan usaha, PT Angkasa Pura I (Persero) 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 Surat Keputusan KEP.111/OM.04/2019 dan KEP.03/DK.API/2019 tentang Pedoman Etika Perusahaan (*Code of Conduct*) PT Angkasa Pura I (Persero) yang mengatur hal-hal berikut:

- a. PT Angkasa Pura I (Persero) tidak akan dan tidak memperbolehkan seorang pun melakukan pemaksaan kepada orang lain yang dapat membatasi hak individu tersebut untuk menyalurkan aspirasi politiknya.
- b. PT Angkasa Pura I (Persero) 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.
- c. Tidak bertindak diskriminatif terhadap Insan PT Angkasa Pura I (Persero).
- d. Insan PT Angkasa Pura I (Persero) dilarang membawa, memperlihatkan, memasang, serta mengedarkan simbol, gambar, dan ornamen partai politik di lingkungan Perusahaan.
- e. Insan PT Angkasa Pura I (Persero) yang aktif dalam partai politik dan/atau menjadi calon legislatif partai politik dalam pemilu perlu mengundurkan diri.

Respect for Intellectual Property Rights

PT Angkasa Pura I (Persero) is also committed to respecting the outcomes of either of creative thoughts and ideas registered as intellectual property rights (IPR), such as patents, copyrights, and others, either those owned by the employees or stakeholders. In addition, the Company also encourages all parties to actively participate in protecting the company's intellectual property rights. As a form of appreciation, PT Angkasa Pura I (Persero) provides incentives to individuals who contribute to inventions that bring economic benefits for the Company.

Avoidance of unlawful behavior, especially responsible political involvement

In conducting its business, PT Angkasa Pura I (Persero) complies with the guidance of Circular Letter of the Ministry of State-Owned Enterprises No. SE-07/MBU/20/2015 concerning 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). In addition, this commitment is also specified in the Code of Conduct related to political activities. The Company's policies related to political activities are set out in a Decree KEP.111/OM.04/2019 and KEP.03/DK.API/2019 of Code of Conduct PT Angkasa Pura I (Persero) which regulates the following matters:

- a. *PT Angkasa Pura I (Persero) shall not allow anyone to force another person in a way that can limit the individual's right to channel their political aspirations.*
- b. *PT Angkasa Pura I (Persero) 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.*
- c. *PT Angkasa Pura I (Persero) is prohibited to discriminate between employees.*
- d. *PT Angkasa Pura I (Persero) personnels are prohibited from carrying, displaying, installing, and distributing political party symbols, images and ornaments within the Company.*
- e. *PT Angkasa Pura I (Persero) personnels who are actively involved in political parties and/or are legislative candidates of political parties in elections must resign from the company.*

Rencana Kegiatan Activity Plan

PT Angkasa Pura I (Persero) memahami dalam mencapai tujuan perusahaan diperlukan hubungan kerja yang harmonis, saling menghargai, saling bertanggung jawab, dan saling percaya antara insan Angkasa Pura I dan para pemangku kepentingan. Untuk itu, Perseroan memfasilitasi segala bentuk komunikasi dengan berbagai pemangku kepentingan, baik di internal maupun eksternal perusahaan.

Di internal perusahaan, sebagai bentuk forum komunikasi dua arah antara manajemen dengan seluruh karyawan dilakukan kegiatan *CEO Talks*. Selain menyampaikan kebijakan strategis arah perusahaan, manajemen juga berupaya 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.

Untuk menjaga hubungan kerja yang harmonis dengan mitra kerja, perusahaan juga memiliki serangkaian *tools*, 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.

PT Angkasa Pura I (Persero) always maintains harmonious working relationships, mutual respect, mutual responsibility, and mutual trust between Angkasa Pura I personnel and stakeholders to achieve the company's objectives. For this reason, the Company facilitates all forms of communication with both internal and external stakeholders.

Internally, as a form of a two-way communication forum between management and employees, the Company conducted CEO Talks event. In addition to conveying the company's strategic policy, the management also wished to hear on the aspirations of employees, either at the Head Office or branch offices through video conference. In addition, other communication channels can be used to maintain trust and mutual respect.

To maintain harmonious working relationship with work partners, the company has a series of tools, such as airline gathering for airline partners, tenant gathering for tenant partners at airports managed by the Company, and coffee morning with all partners at the airports to have a common understanding on the current developments, with the objective of addressing potential problems so that they can be handled fairly.

Dampak Kegiatan Pengelolaan Operasi yang Adil Impact of Implementation of Fair Operating Practices

Penerapan kegiatan operasi yang adil diharapkan dapat berdampak positif dalam menunjang kinerja pegawai di lingkungan internal perusahaan antara lain meningkatkan suasana kondusif, meningkatkan etos kerja perusahaan, dan mendorong perbaikan pengelolaan bisnis, dan meningkatkan reputasi perusahaan.

Capaian dan Penghargaan di bidang Operasi yang Adil

Selama tahun 2020, PT Angkasa Pura I (Persero) mendapatkan penghargaan "Gold Winner" Customer Satisfaction & Social Economy Contribution dalam ajang BUMN Brand Award 2020 yang diadakan oleh RRI dan Iconomics.

The implementation of fair operating practices in the Company is expected to have a positive impact in supporting employee performance in the company's internal environment, such as creating a conducive atmosphere, enhancing the work ethic, and encouraging improvements in the business management, as well as enhancing the company's reputation.

Achievements and Awards in the field of Fair Operating Practices

During 2020, PT Angkasa Pura I (Persero) was awarded the "Gold Winner" Customer Satisfaction & Social Economy Contribution in the BUMN Brand Award 2020 held by RRI and Iconomics.

PENERAPAN HAK ASASI MANUSIA (HAM) *Upholding Human Rights*

Komitmen dan Kebijakan *Commitment and Policy*

Perlindungan terhadap hak asasi manusia (HAM) merupakan bagian yang tak terpisahkan dari aktivitas bisnis dan operasional perusahaan. Angkasa Pura I menjunjung tinggi HAM dalam menjalin interaksi dengan para pemangku kepentingan, seluruh pegawai di lingkungan perusahaan, dan interaksi kepada masyarakat di wilayah kerja perusahaan.

Di lingkungan internal perusahaan, penegakan HAM direalisasikan dengan pemenuhan hak-hak dasar di lingkungan kerja yang diungkapkan dalam dokumen Perjanjian Kerja Bersama (PKB) yang disepakati antara Serikat Pegawai dan PT Angkasa Pura I (Persero).

Protection of human rights is an inseparable part of the company's business and operations in its interactions with stakeholders, employees within the company area, and the community in the company's work areas.

Within the company's internal environment, the Company upholds human rights by fulfilling basic rights in the work environment reflected in the Collective Labor Agreement (CLA) document that has been mutually agreed between the Labor Union and PT Angkasa Pura I (Persero).

Rencana Kegiatan *Activity Plan*

Perusahaan telah melaksanakan kegiatan tanggung jawab sosial dalam aspek HAM yang meliputi pelatihan untuk warga yang terdampak pembangunan bandara yaitu pelatihan Bahasa Inggris, profesi *security*, dan pelatihan kewirausahaan di Bandara Internasional Yogyakarta Kulon Progo dan pelatihan mekanikal di sekitar Bandara Jenderal Ahmad Yani Semarang.

The Company's has conducted social and environmental responsibility programs in human rights aspect, including training for residents affected by airport construction, namely English language training, security training, and entrepreneurship training at Yogyakarta International Airport and mechanical training around Jenderal Ahmad Yani Airport in Semarang.

Rumusan terhadap HAM *Formulation on Human Rights*

Secara berkala, Perseroan mengadakan dialog dengan karyawan guna mengidentifikasi berbagai aspek HAM yang berkaitan dengan hak dasar pegawai di tempat kerja. Dalam proses perekrutan tenaga kerja seluruh calon pegawai memiliki kesempatan yang sama tanpa memandang faktor suku, ras, agama, dan kondisi fisik yang beragam. Angkasa Pura I meyakini bahwa keberagaman pegawai menjadi fondasi perusahaan agar mampu bersikap adil, menolak tindak diskriminatif, dan melindungi hak seluruh pegawai secara berkelanjutan.

Periodically, PT Angkasa Pura I (Persero) holds a dialogue with employees to identify various human rights aspects related to basic rights of employees at work. During the recruitment, all prospective employees have the same opportunity regardless of ethnicity, race, religion, and physical condition. The Company believes that employees diversity is the Company's foundation to uphold fairness, anti-discrimination and human rights of all employees on a sustainable basis.

Lingkup dan Pelaksanaan *Scope and Implementation*

Kebebasan Berserikat

Perusahaan mendukung penuh keberadaan serikat pekerja sebagai wadah yang sah bagi pekerja dalam mengkomunikasikan segala hal yang berkaitan dengan hubungan kerja di Perusahaan. Angkasa Pura I memiliki serikat pekerja yaitu Serikat Pegawai dan Asosiasi Karyawan Angkasa Pura I.

Waktu Kerja, Upah Lembur dan Cuti

PT Angkasa Pura I (Persero) menghormati ketentuan waktu kerja dan upah lembur yang diatur oleh Perusahaan sebagai berikut:

- o Hari kerja PT Angkasa Pura I (Persero) adalah lima hari dalam seminggu.
- o Pelaksanaan jam kerja di PT Angkasa Pura I (Persero) yaitu:
 - Hari Senin sampai dengan Kamis: pukul 08.00 sampai dengan 16.30 waktu setempat;
 - Hari Jumat: pukul 08.00 sampai dengan 15.30 waktu setempat;
 - Waktu istirahat diatur secara internal di unit kerja masing-masing.
- o 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*.
- o Jumlah jam kerja *shift* bagi pegawai tidak boleh lebih dari 40 (empat puluh) jam seminggu dan selebihnya dihitung sebagai jam kerja lembur.
- o Pegawai yang melakukan kerja lembur berhak atas pembayaran kelebihan jam kerja.

Selain apresiasi Perusahaan atas waktu kerja dan upah lembur, Hak untuk mendapatkan izin cuti bagi pegawai juga merupakan salah satu hak yang dipenuhi oleh PT Angkasa Pura I (Persero) sesuai dengan perjanjian pegawai yang berlaku. Ketentuan cuti pegawai meliputi:

- o Pegawai yang telah bekerja sekurang-kurangnya 1 tahun secara terus menerus berhak atas cuti tahunan selama 12 hari kerja.
- o Pegawai yang telah bekerja sekurang-kurangnya 6 tahun atau kelipatannya secara terus menerus di PT Angkasa Pura I (Persero) berhak atas cuti besar yang lamanya 3 bulan kalender dengan persetujuan atasan.
- o Pegawai yang sakit lebih dari 2 hari kerja sampai dengan 14 hari kerja berhak memperoleh cuti sakit, dengan ketentuan pegawai tersebut harus memberitahu atasan langsung dengan melampirkan surat keterangan dokter.
- o Pegawai wanita berhak atas cuti bersalin selama 3 bulan kalender yang pelaksanaannya diserahkan kepada yang bersangkutan dengan melampirkan surat keterangan dokter.

Freedom of Association

PT Angkasa Pura I (Persero) fully supports the existence of labor union as a legal forum for workers to communicate all matters relating to work relations at the Company. The Company has two labor union organizations, namely Serikat Pekerja Angkasa Pura I (Angkasa Pura I Labor Union) and Asosiasi Karyawan Angkasa Pura I (Employee Association of Angkasa Pura I).

Working Hours, Overtime Pay and Leave

PT Angkasa Pura I (Persero) respects the following provisions on working hours and overtime pay as stipulated in the company's regulations:

- o *Working day of PT Angkasa Pura I (Persero) is 5 (five) days a week.*
- o *Working hours of PT Angkasa Pura I (Persero) are:*
 - *Monday to Thursday: 08:00 to 16:30 local time*
 - *Friday: 08:00 to 15:30 local time*
 - *Break times are set internally in respective work unit*
- o *In general, variations in the number of working days and working hours can be made possible, especially for employees working on operational activities and are set as shift work hours.*
- o *The number of shift work hours for employees must not exceed 40 (forty) hours a week, the remaining hours shall be deemed overtime hours*
- o *Employees who work overtime are entitled to payment for excess work hours.*

In addition to the Company's appreciation for working hours and overtime pay, employees have the right to paid leave in accordance with the applicable employee agreement. The provisions on employee leave are as follows:

- o *Employees who have worked for at least 1 (one) year continuously are entitled to annual leave for 12 (twelve) working days*
- o *Employees who have worked for at least 6 (six) years or its multiples continuously are entitled to an extended leave of 3 (three) calendar months with the approval of their superiors.*
- o *Employees who are sick for more than 2 (two) working days up to 14 (fourteen) working days are entitled to sick leave, provided that the employee must notify the superior directly by attaching a medical certificate.*
- o *Female employees are entitled to maternity leave for 3 (three) calendar months, whose realization is left to the concerned person by attaching a medical certificate.*

- o Pegawai 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.
- o Cuti karena alasan penting, antara lain:
 - Pegawai 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.
- o *Female employees who experience a miscarriage are entitled to rest leave for 45 (forty five) calendar days by submitting a medical certificate stating the concerned employee has suffered a miscarriage.*
- o *Leave for important reasons, including:*
 - *Marriage*
 - *Wife/husband, child/son-in-law, or parents/in-laws are critically ill or hospitalized.*
 - *Wife/husband, child/son-in-law, or parents/in-laws or siblings have passed away.*
 - *Wife of employee has given birth.*
 - *Experienced accident/natural disaster.*
 - *Religious worship trips.*

Dampak Kegiatan Impact of Activity

Pelaksanaan tanggung jawab sosial dan lingkungan perusahaan di bidang HAM pada tahun 2020 berdampak positif pada beberapa aspek yaitu:

1. Pelaksanaan pemeriksaan penumpang di bandara berlangsung dengan lancar karena proses pemeriksaan yang menjunjung prinsip apresiasi terhadap HAM dimana penumpang wanita diperiksa oleh petugas wanita, sedangkan penumpang pria diperiksa oleh penumpang pria;
2. Adanya proses rekrutmen pegawai yang bersifat transparan dimana setiap orang dapat melamar pekerjaan di PT Angkasa Pura I (Persero) melalui pengumuman yang dimunculkan dalam *website* www.ap1.co.id.

Penghormatan terhadap HAM berdampak positif pada PT Angkasa Pura I (Persero) dan para pemangku kepentingan dalam aspek potensi risiko yang dapat muncul dari pelanggaran HAM. Dengan pengelolaan risiko ini, Perseroan akan dapat menjaga citra perusahaan. Selain itu, penerapan penghargaan terhadap HAM juga dapat meningkatkan kepercayaan pemangku kepentingan.

Capaian dan Penghargaan di bidang Hak Asasi Manusia

Selama tahun 2020, PT Angkasa Pura I (Persero) tidak memiliki penghargaan di bidang Hak Asasi Manusia.

Implementation of the Company's CSR on human rights in 2020 had positive impacts on several aspects, as follows:

1. *The inspection of passengers at the airport takes place smoothly because of the upholding inspection process the principle of respect for human rights in which female passengers checked by female officers, while male passengers checked by male passengers;*
2. *There is a transparent employee recruitment process where everyone can apply for a job at PT Angkasa Pura I (Persero) through the announcement that appears on the website www.ap1.co.id.*

Respect for human rights had a positive impact on PT Angkasa Pura I (Persero) and stakeholders in aspects of the potential risks that could have arisen from human rights violations. With the risk management, the Company can maintain its corporate image. In addition, respect for human rights can also increase stakeholder trust.

Achievements and Awards in the field of Human Rights

During 2020, PT Angkasa Pura I (Persero) has no awards in the field of human rights.

LINGKUNGAN HIDUP

Environment



Komitmen dan Kebijakan

Commitment and Policy

Aspek lingkungan hidup merupakan salah satu pilar utama dalam TJSL. Perusahaan senantiasa berkomitmen dalam melakukan pengelolaan dan pemantauan lingkungan hidup untuk mencapai bandara yang ramah lingkungan (*eco/green airport*) termasuk dalam pengembangan bandara maupun kegiatan operasional bandara. PT Angkasa Pura I (Persero) memiliki berbagai kebijakan internal dalam kegiatan pengelolaan lingkungan dalam aktivitas kebandarudaraan, yaitu Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP103/KU.13/2017 tanggal 7 Agustus 2017 tentang Petunjuk Pelaksanaan Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I (Persero).

- a. Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.32/OM.01.01/2015 tanggal 24 Maret 2015 tentang Pedoman Penerapan Sistem Manajemen Lingkungan Bandar Udara di PT Angkasa Pura I (Persero).
- b. Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP103/KU.13/2017 tanggal 7 Agustus 2017 tentang Petunjuk Pelaksanaan Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I (Persero).
- c. 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 (Persero) serta

PT Angkasa Pura I (Persero) has made environmental aspect as the main pillars in the Company's CSR programs. The company is always committed to managing and monitoring the environment to become an eco/green airport, including in airport development and airport operational activities. The Company has internal environmental management policies for airport activities as regulated in the Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP103/KU.13/2017 dated 7 August 2017 concerning Guidelines for Implementation of the Partnership and Community Development Program of PT Angkasa Pura I (Persero).

- a. *Decree of the Board of Directors No. KEP.32/OM.01.01/2015 dated 24 March 2015 concerning Guidelines for Implementation of the Airport Environmental Management System at PT Angkasa Pura I (Persero).*
- b. *Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP103/KU.13/2017 dated 7 August 2017 concerning Guidelines for Implementation of the Partnership and Community Development Program of PT Angkasa Pura I (Persero).*
- c. *Instruction of the Board of Directors No. INST.DU.04/HK.01.02/2018 dated 15 January 2018 concerning Measures in Reducing Greenhouse Gas (GHG) Emissions at PT Angkasa Pura I (Persero) Airports; and*

- d. Instruksi Direksi Nomor INST.DU.18/HK.01.02/2018 tanggal 10 April 2018 tentang Pengelolaan Limbah dan Zat Kimia/ Limbah Berbahaya dan Beracun (B3) di Bandar Udara PT Angkasa Pura I (Persero).
- e. Pernyataan Kebijakan Lingkungan.

- d. *Instruction of the Board of Directors No. INST.DU.18/HK.01.02/2018 dated 10 April 2018 concerning Management of Hazardous, Toxic and Chemical Waste (B3) at PT Angkasa Pura I (Persero) Airports.*
- e. *Statement of Environmental Policy*

Dampak dan Risiko Lingkungan terkait Bisnis Perusahaan *Environmental Impacts and Risks Related to Company Business*

Perusahaan secara berkelanjutan telah memetakan beberapa aspek dan dampak lingkungan yang relevan dengan kegiatan bisnis kebandarudaraan. Kebisingan dari operasional penerbangan dan risiko pencemaran udara melalui penurunan kualitas udara ambien menjadi dampak lingkungan yang paling besar dirasakan masyarakat sekitar akibat aktivitas operasional bandara. Selain itu, dampak terbesar dalam proses pengembangan bandara adalah dampak akibat alih fungsi lahan dan kegiatan relokasi masyarakat. Dampak tersebut timbul akibat adanya pengembangan yang membutuhkan penambahan lahan. Pengembangan dan operasional bandara juga memiliki dampak positif terhadap lingkungan sekitar yaitu meningkatkan peluang usaha dan kesempatan kerja masyarakat untuk dapat berkontribusi di bandara.

Sebagai upaya penanggulangan dampak lingkungan tersebut, PT Angkasa Pura I (Persero) memiliki kebijakan terkait manajemen lingkungan yang mengatur mitigasi dampak, pengelolaan dan pemantauan dampak lingkungan dimulai dari pembuatan dokumen lingkungan yaitu AMDAL maupun Adendum ANDAL RKL-RPL, pengurusan izin lingkungan, pengurusan izin perlindungan dan pengelolaan lingkungan hidup (PPLH), melakukan sosialisasi dan atau konsultasi publik untuk meminta saran pendapat tanggapan warga terkait pengembangan bandara, melakukan *design* bandara yang ramah lingkungan, membuat persyaratan lingkungan kepada *stakeholder* khususnya kepada mitra usaha dan mitra kerja bandara, penyusunan prosedur lingkungan sesuai standar sistem manajemen lingkungan ISO 14001:2015 serta secara rutin memantau dampak lingkungan yang ada dan mengelola program-program lingkungan yang tepat guna dan tepat sasaran.

PT Angkasa Pura I (Persero) has continuously mapped several environmental aspects and impacts relevant to airport business activities. Noise from flight operations and risk of air pollution through a decrease in ambient air quality are the biggest environmental impacts felt by the surrounding community due to airport operational activities. In addition, the biggest impact in the airport development includes land use change and community relocation activities. This impact arises due to developments requiring extensive land. Airport development and operations also have a positive impact on the surrounding environment, such as increasing business opportunities and community employment opportunities to contribute at the airport.

As an effort to mitigate these environmental impacts, PT Angkasa Pura I (Persero) has policies related to environmental management that regulate impact mitigation, management and monitoring of environmental impacts starting from preparing Environmental Impact Analysis (AMDAL) and Addendum of AMDAL on Management and Environmental Monitoring (RKL-RPL) documents, obtaining environmental permits, obtaining Environmental Protection and Management (PPLH) permit, conducting outreach and/or public consultation to ask for suggestions from community responses regarding airport development, conducting environmentally friendly airport design, making environmental requirements for stakeholders, especially for business partners and airport partners, preparing environmental procedures according to standards of Environmental Management System ISO 14001: 2015 to regularly monitoring and managing the existing environmental impacts with appropriate and targeted environmental programs.

Rencana Kegiatan Activity Plan

Rencana kegiatan pengelolaan lingkungan bandar udara 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.

Kegiatan yang direncanakan antara lain pemenuhan perizinan lingkungan, pembuatan Laporan monitoring RKL RPL secara rutin, Program sertifikasi *green building* dengan rencana untuk mencapai predikat *Gold* untuk terminal baru Bandara Jenderal Ahmad Yani-Semarang dan Bandar Udara Internasional Yogyakarta – Kulon Progo, Program konservasi energi dan sumber daya alam, Identifikasi dan pemetaan gas rumah kaca (GRK) melalui formulir ACERT, Implementasi standar ISO 14001:2015 terkait lingkungan di Bandara I Gusti Ngurah Rai Bali dan Bandara Sultan Hasanuddin-Makassar, Program Kampanye lingkungan seperti *earth hours*, hari lingkungan hidup sedunia, hari habitat, dll, program habitat management untuk menjaga *biodiversity*, Program Bantuan Bina Lingkungan, Program bantuan edukasi pelatihan dan beasiswa pendidikan, Program bantuan kesehatan masyarakat, Program Penghijauan seperti penanaman pohon *mangrove* dan transplantasi terumbu karang di Bandara yang terletak di wilayah pesisir pantai seperti di Bali, Lombok, Semarang, Ambon dan Biak.

Strategi pengelolaan lingkungan hidup dalam program-program TJSI ini dilakukan untuk menjaga lingkungan di sekitar wilayah operasional bandara berdasarkan hasil *review* dan disesuaikan dengan kebutuhan pemangku kepentingan.

Pelaksanaan Kegiatan Implementation of Activities

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 yang telah menyesuaikan dengan komitmen dalam RKL-RPL serta aturan terkait *Eco-Airport* lainnya. Komitmen perusahaan dalam pengelolaan lingkungan hidup juga ditunjukkan dengan dibentuknya unit baru yaitu *Airport Environment* baik di Kantor Pusat maupun di Kantor Cabang.

Airport Environmental Management Activity Plan focuses on impact elements, including noise management, air quality management, water quality management, waste management, soil pollution prevention, energy and emission management, transportation impact management, socio-economic impact management and public health.

The planned programs included fulfillment of environmental permit, preparation of regular RKL RPL monitoring report, green building certification program with a plan to achieve Gold predicate for the new terminal of Jenderal Ahmad Yani Airport - Semarang and Yogyakarta International Airport - Kulon Progo, energy and Natural Resource Conservation Program, Greenhouse Gases (GHG) Identification and Mapping through ACERT form, implementation of ISO 14001: 2015 standards related to environment at I Gusti Ngurah Rai Airport in Bali and Sultan Hasanuddin Airport in Makassar, Environmental Campaign Programs such as earth hours, world Environment Day, Habitat Day, and so on, Habitat Management Program to protect biodiversity, Community Development Assistance Program, Educational Assistance Program and Educational Scholarship, Public Health Assistance Program, Reforestation Programs such as planting mangrove trees and transplanting coral reefs in coastal areas nearby airports such as Bali, Lombok, Semarang, Ambon and Biak.

Environmental management strategies in CSR programs are carried out to protect the environment around the airport operational areas based on the review and are adjusted to the needs of stakeholders.

Environmental Management and Monitoring programs have been carried out regularly and continuously both at the Head Office and Branch Offices as a form of compliance with the Environmental Permits. The programs have been carried out in accordance with the work program and Long Term Corporate Plan (RJPP) which have been adjusted to the commitments in the Environmental Management and Monitoring Plan (RKL-RPL) and other Eco-Airport related regulations. The company is committed to manage environment as shown by the establishment of a new unit, Airport Environment unit, both at the Head Office and Branch Offices.

Target dan Pencapaian Program Kerja Lingkungan Hidup Tahun 2020

Target and Achievement of the Environmental Work Program in 2020

No.	Sasaran Strategis Sasaran Strategis	Realisasi Realisasi
1	Peningkatan Kompetensi Pekerja dalam Bidang Lingkungan Bandara <i>Increased Worker Competence in the Airport Environment Sector</i>	<p>Di tahun 2020 ini telah dilakukan beberapa workshop dan bimtek terkait lingkungan antara lain Bimtek Pengelolaan Limbah B3 yang diselenggarakan kerjasama antara Angkasa Pura I dan KLHK yang dilakukan di triwulan I dan IV, Bimtek Proper yang dilaksanakan dengan bekerja sama dengan KLHK dan PSLH UGM di triwulan II dan III. Serta pelatihan terkait <i>green building</i> yaitu <i>GreenShip Associate</i> yang dilaksanakan di Triwulan III.</p> <p><i>In 2020, PT Angkasa Pura I (Persero) conducted several workshops and technical guidance related to environment, including Technical Guidance on B3 Waste Management held in collaboration between AP I and the Ministry of Environment and Forestry in the first quarter and fourth quarter, Technical Guidance on PROPER held in collaboration with the Ministry of Environment and Forestry and PSLH UGM in the second quarter and third quarter, as well as Green Building related training of GreenShip Associate held in the third Quarter.</i></p>
2	Pelestarian Lingkungan dan Promosi Praktik Bisnis Berkelanjutan <i>Nature Conservation and Promotion of Sustainable Business Practices</i>	<p>Untuk Pelestarian lingkungan di tahun 2020 ini telah dilakukan beberapa proyek penghijauan yang bekerja sama dengan instansi terkait seperti penanaman sekitar 200.000 pohon di Bandara Yogyakarta International Airport - Kulon Progo, transplantasi terumbu karang sebanyak lebih dari 300 paket rangka di Ambon, Biak, Lombok dan Bali.</p> <p><i>In terms of environmental preservation during 2020, the Company has carried out several greening projects in collaboration with related agencies, such as planting approximately 200,000 trees in the areas near Yogyakarta International Airport, transplanting more than 300 coral reefs in Ambon, Biak, Lombok and Bali.</i></p> <p>Sedangkan untuk promosi praktik bisnis berkelanjutan di Tahun 2020 ini kami melakukan pemantauan akan kebijakan kepada mitra usaha di bandara untuk menerapkan <i>no single use plastic</i> dan menggunakan plastik yang <i>biodegradable</i> atau <i>paper based</i>. Selain itu, dengan adanya pandemi COVID-19 ini kami menerapkan penghematan dalam penggunaan sumber daya alam seperti listrik, kertas dan air dengan dibantu oleh sistem IT yang mumpuni seperti sistem TNDE, HCIS, APro, dan lain-lain yang juga berdampak bagi kelangsungan bisnis perusahaan disamping nilai positif untuk lingkungan.</p> <p><i>As for the promotion of sustainable business practices during 2020, the Company has monitored policies for business partners to implement no single use plastic and use biodegradable or paper-based plastics at the airports. In addition, during the COVID-19 Pandemic, we have implemented savings in the use of natural resources such as electricity, paper and water, assisted by qualified IT systems such as TNDE system, HCIS, APro, and others which had an impact on the company's business continuity and created a positive value for the environment.</i></p> <p>Dari segi desain dan teknologi yang ramah lingkungan dan berkelanjutan, di Bandara Jenderal Ahmad Yani Semarang menerapkan program konservasi air yang disebut <i>water management</i> dimana air yang digunakan merupakan air olahan dari RO dan limbah yang dihasilkan digunakan kembali, dimana proyek ini selain bermanfaat bagi Bandara juga bermanfaat bagi masyarakat sekitar karena dapat mengurangi banjir akibat luapan air laut (rob).</p> <p><i>In terms of design and environmentally friendly and sustainable technology, the Company has implemented a water conservation program, water management at Jenderal Ahmad Yani Airport Semarang. The Company has treated used water and reused the waste. This project is not only beneficial for the airports, but also for the surrounding community to reduce flooding due to overflow of sea water.</i></p>
3	Perolehan Izin Lingkungan dari Studi AMDAL Pembangunan Bandara Baru dan Pengembangan Bandara <i>Obtaining an Environmental Permit from the AMDAL study on New Airport Construction and Airport Development</i>	<p>Dalam pengoperasian Bandara yang dikelola, PT Angkasa Pura I (Persero) telah memiliki izin lingkungan sebagai bentuk kepatuhan dan legalitas, namun dengan adanya pengembangan izin lingkungan tersebut dilakukan addendum dengan membuat dokumen AMDAL ataupun addendum ANDAL RKL RPL sesuai arahan dari Kementerian Lingkungan Hidup dan Kehutanan.</p> <p>Di Tahun 2020 kami berhasil memperoleh Izin Lingkungan yaitu :</p> <ol style="list-style-type: none"> 1. Izin Lingkungan Pengembangan Bandar Udara I Gusti Ngurah Rai- Bali. 2. Izin Lingkungan Pengembangan Bandar Udara Internasional Lombok Praya. 3. Izin Lingkungan Pengembangan Bandar Udara Adi Soemarmo Surakarta. 4. Izin Lingkungan Pengembangan Bandar Udara Sultan Hasanuddin Makassar. 5. Izin Lingkungan Pengembangan Bandar Udara Juanda – Surabaya. 6. Izin Lingkungan Pengembangan Bandar Udara Pattimura - Ambon. <p><i>PT Angkasa Pura I (Persero) has obtained an environmental permit for the operation of managed airports, as a form of compliance and legality. For the airport development, an addendum on environmental permits is made by making an AMDAL document or an ANDAL RKL RPL addendum according to the direction of the Ministry of Environment and Forestry.</i></p> <p><i>In 2020, the Company obtained the following Environmental Permits:</i></p> <ol style="list-style-type: none"> 1. <i>Environmental Permit for I Gusti Ngurah Rai Airport Development</i> 2. <i>Environmental Permit for Lombok International Airport Development</i> 3. <i>Environmental Permit for Adi Soemarmo Airport Development</i> 4. <i>Environmental Permit for Sultan Hasanuddin Airport Development</i> 5. <i>Environmental Permit for Juanda Airport - Surabaya Development</i> 6. <i>Environmental Permit for Pattimura Airport – Ambon Development</i>

No.	Sasaran Strategis Sasaran Strategis	Realisasi Realisasi
		<p>Selain itu untuk pengelolaan transportasi, di tahun 2020 ini kami berhasil memperoleh rekomendasi persetujuan hasil studi Andalalin dari Kementerian Perhubungan untuk bandara sebagai berikut :</p> <ol style="list-style-type: none"> 1. SK Andalalin Pengembangan Bandar Udara Sultan Hasanuddin Makassar. 2. SK Andalalin Pengembangan Bandar Udara Juanda – Surabaya 3. SK Andalalin Pengembangan Bandar Udara Sam Ratulangi – Manado 4. SK Andalalin Pengembangan Bandar Udara Pattimura - Ambon
		<p><i>In addition to transportation management, we obtained a recommendation for approval of Traffic Impact Analysis (Andalalin) study from the Ministry of Transportation for the airports as follows:</i></p> <ol style="list-style-type: none"> 1. <i>Andalalin Decree on Sultan Hasanuddin Airport Development</i> 2. <i>Andalalin Decree on Juanda Airport - Surabaya Development</i> 3. <i>Andalalin Decree on Sam Ratulangi Airport – Manado Development</i> 4. <i>Andalalin Decree on Pattimura Airport – Ambon Development</i>
4	Monitoring dan Pelaporan Lingkungan Hidup Bandara dan Kantor Pusat <i>Monitoring and Reporting on Environment at Airports and Head Office</i>	<p><i>Monitoring</i> Pengelolaan dan Pemantauan Lingkungan hidup sudah secara rutin dilakukan sesuai periode yang ditetapkan dalam Surat Keputusan Kelayakan Lingkungan Hidup berdasarkan dokumen lingkungan yang dimiliki. Pemantauan dampak lingkungan dilakukan berdasarkan standar dan metode yang berlaku dan menggunakan laboratorium yang terakreditasi atau dirujuk oleh instansi yang berwenang. Kami selalu memantau agar setiap kantor cabang kami telah melaporkan kegiatannya kepada Kantor Pusat dan Kementerian serta instansi terkait melalui sistem SIMPEL KLHK.</p>
		<p><i>The Company has regularly carried out Environmental Management and Monitoring according to the period stipulated in the Decree of Environmental Feasibility based on the environmental documents. Environmental impact monitoring has been carried out based on applicable standards and methods and using a laboratory accredited or referred to by the competent authority. We have monitored that all of our branch offices has reported its programs to the Head Office and the Ministry, as well as related agencies through SIMPEL KLHK system.</i></p>
5	Pengelolaan Gas Rumah Kaca <i>Greenhouse Gas Management</i>	<p>Gas rumah kaca (GRK) khususnya karbon dioksida sudah menjadi perhatian dari pemerintah baik nasional maupun internasional dimana GRK merupakan faktor yang berperan dalam timbulnya <i>climate change</i> efek seperti <i>global warming</i> dan lain-lain. Pengelolaan GRK saat ini baru dalam tahap identifikasi sumber dan pemetaan (<i>mapping</i>) GRK menggunakan formulir ACERT yang khusus digunakan untuk pemetaan GRK kegiatan Bandar Udara. Kedepannya kami akan membuat <i>baseline</i> untuk menentukan target reduksi karbon kami serta perhitungan karbon <i>offsetting</i> sebagai salah satu langkah kami dalam menghadapi <i>climate change</i> ini.</p>
		<p><i>Green House Gases (GHG), particularly carbon dioxide, have become a concern of both national and international governments. GHG plays a role in the emergence of climate change effects such as global warming and others. Currently, GHG management is only in the source identification phase and GHG mapping using the ACERT form specifically used for airport GHG mapping. In the future, we will create a baseline to determine our carbon reduction target and calculate carbon offsetting as one of our measures in facing the climate change.</i></p>
6	Persiapan PROPER LH <i>Preparation of PROPER LH</i>	<p>Sebagaimana RJPP perusahaan, sebagai bentuk komitmen terhadap lingkungan, saat ini kami dalam persiapan untuk mengikuti PROPER-LH dan memiliki target yaitu pencapaian PROPER Biru di 2021 – 2024 untuk 15 Bandara kami. Langkah yang telah kami lakukan adalah melakukan pelatihan melalui bimtek proper bekerja sama dengan instansi terkait, pelaksanaan Audit Internal Proper untuk melihat kesiapan serta koordinasi sistem penilaian proper khusus Bandar Udara.</p>
		<p><i>In accordance with the Long-Term Corporate Plan (RJPP), the Company is committed to protect the environment. We are currently in preparation for participating in PROPER-LH and have a target of achieving PROPER Blue in 2021 - 2024 for our 15 airports. We have taken measures, such as conducting training through technical guidance on PROPER in collaboration with related agencies, implementing Internal Audit on PROPER to determine the readiness and coordination of the airport-specific PROPER assessment system.</i></p>

Kegiatan Program Penghematan Kertas, Energi, dan Air

Pemanfaatan teknologi sebagai sarana komunikasi dan penerapan sistem tata naskah dinas elektronik, HCIS dan APpro merupakan upaya PT Angkasa Pura I (Persero) dalam melestarikan lingkungan hidup yang berkelanjutan di kegiatan operasional perusahaan.

Selain pemanfaatan teknologi dalam upaya mengurangi limbah kertas, Angkasa Pura I juga telah melakukan beberapa upaya penghematan energi, yang mencakup:

- Penggunaan sistem *Supervisory Control and Data Acquisition* (SCADA) untuk memonitor penggunaan listrik secara berkala di Bandara Jenderal Ahmad Yani Semarang;

Paper, Energy and Water Saving Program

PT Angkasa Pura I (Persero) has made efforts to preserve a sustainable environment in the company's operational activities, such as using technology as a means of communication, implementing Tata Naskah Dinas Elektronik system, using HCIS and APpro.

In addition to using technology to reduce paper waste, the Company has made efforts to save energy, including:

- *Use of the Supervisory Control And Data Acquisition (SCADA) system to monitor electricity usage periodically at Jenderal Ahmad Yani Airport in Semarang;*

- Penggunaan *Building Automation System* di Bandara;
- Penggunaan lampu dan monitor LED di bandara;
- Penggunaan Sistem Sensor pada eskalator dan lampu untuk menghemat listrik dan air;
- Mengurangi durasi penggunaan AC *standing* dan *centralized air conditioner* (AC) di terminal;
- Penggunaan *solar cell* untuk penerangan jalan di Bandara Syamsudin Noor Banjarmasin dan Bandara Jenderal Ahmad Yani-Semarang;
- Penerapan *Airport Operation Control System* (AOCC) yang dapat mengurangi penggunaan listrik;
- Bekerja sama dengan Airnav, *Airlines* dan Kementerian Perhubungan dalam penerapan *Continuous Decent Operations* (CDO) dan *Continuous Climb Operations* (CCO).

Dalam menjaga keseimbangan lingkungan, Perusahaan berupaya maksimal untuk melakukan efisiensi penggunaan air dan kegiatan konservasi air. Beberapa upaya konservasi air yang dilakukan, yaitu:

- Dalam kegiatan operasional Perusahaan tidak lagi memanfaatkan penggunaan air bawah tanah, khususnya air tanah dangkal dan menggantinya dengan sumber air dari jasa Perusahaan Daerah Air Minum (PDAM) dan atau dengan air daur ulang serta dari tangkapan air hujan (*rainwater harvesting*);
- Penggunaan teknologi *reverse water osmosis* di Bandara Jenderal Ahmad Yani Semarang dengan mendaur ulang air yang berasal dari air payau dan air hujan;
- Penggunaan keran air dengan sensor otomatis;
- Penggunaan *smart toilet*;
- Melakukan perawatan terhadap instalasi air secara rutin guna mencegah kebocoran;
- Penanaman pohon untuk memenuhi ruang terbuka hijau;
- Pembuatan ponding, sumur resapan dan lubang biopori;
- Melakukan kampanye penghematan air kepada seluruh karyawan

Kegiatan Program Pelestarian Alam

Sebagai upaya mewujudkan *Eco Airport*, Angkasa Pura I berupaya melaksanakan bisnis yang mengedepankan kelestarian alam. Di lingkungan bandara, Perseroan telah melaksanakan program pencegahan pencemaran lingkungan, *green building*, dan gerakan *reduce, reuse, recycle* (3R).

Guna mendukung program Pemerintah di bidang pelestarian alam sekitar wilayah operasional dan daerah-daerah penyangga lainnya, PT Angkasa Pura I (Persero) bekerja sama dengan Balai Besar Konservasi Sumber Daya Alam (BBKSDA) Papua dalam mengendalikan dan mengawasi peredaran tumbuhan dan satwa liar di Bandara Udara Kelas I Sentani. PT Angkasa Pura I (Persero) rutin mengikuti kampanye global *Earth Hour* yang merupakan inisiasi dari Komunitas *Earth Hour*. Namun, berbeda dengan

- *Use of Building Automation System at Airports;*
- *Use of LED lights at Airports;*
- *Use of escalators and lights with sensors to save electricity and water;*
- *Reducing the duration of Standing AC and centralized air conditioner (AC) in terminal buildings;*
- *Use of solar cells for street lighting at Syamsudin Noor Airport- Banjarmasin and Jenderal Ahmad Yani Airport in Semarang;*
- *Applying Airport Operation Control System (AOCC) to reduce electricity usage;*
- *Collaborating with Airnav, Airlines and the Ministry of Transportation in the implementation of Continuous Decent Operations (CDO) and Continuous Climb Operations (CCO)*

To maintain environmental balance, the Company has made the best efforts to carry out efficient water use and water conservation activities. The Company has taken several water conservation efforts as follows:

- *The Company no longer utilizes underground water in its operational activities, especially shallow ground water and replaces it with water sources from the Regional Water Supply Company (PDAM) and/or with recycled water as well as from rainwater harvesting;*
- *Use of reversed water osmosis technology at Jenderal Ahmad Yani Airport - Semarang by recycling brackish water and rainwater;*
- *Use of water taps with automatic sensors;*
- *Use of smart toilets;*
- *Performing regular maintenance on water installations to prevent leakage;*
- *Planting trees to fill green open spaces;*
- *Constructing foundations, infiltration wells and biopore holes;*
- *Conducting a campaign appealing to all employees to save water usage.*

Nature Conservation Program

As an effort to build an Eco Airport, Angkasa Pura I strives to carry out a business that promotes nature preservation. In the airport environment, the Company has implemented environmental pollution prevention program, GREEN BUILDING, and Reduce, Reuse, Recycle (3R) programs.

In order to support Government programs in natural conservation around operational areas and other buffer areas, PT Angkasa Pura I (Persero) collaborates with the Papua Agency for Conservation of Natural Resources (BBKSDA) in controlling and supervising the circulation of wild plants and animals at Sentani Airport Class I. PT Angkasa Pura I (Persero) regularly participates in the global Earth Hour campaign initiated by the Earth Hour Community. However, unlike the previous year, Angkasa Pura I

tahun sebelumnya, pada tahun ini Angkasa Pura I melaksanakan *Earth Hour* tanpa melibatkan banyak orang guna mengurangi potensi penyebaran COVID-19. Kegiatan *Earth Hour* di Bandara I Gusti Ngurah Rai Bali dilaksanakan pada 28 Maret 2020 dengan mematikan lampu penerangan dan peralatan elektronik di sejumlah titik strategis pada pukul 20.30 WITA hingga 21.30 WITA.

Tahun ini pun PT Angkasa Pura I (Persero) juga memperingati hari lingkungan hidup di tanggal 5 Juni 2020 dengan melakukan Jumat Bersih, penanaman pohon atau transplantasi terumbu karang serta himbauan kepada penumpang untuk mengurangi pemakaian plastik sekali pakai. Dan ditahun ini kami pertama kali mengadakan lomba foto untuk *World Habitat Day* guna mengajak pengguna jasa bandara lebih peduli kepada lingkungan dan ekosistem.

Pembuatan *green belt* atau penanaman pohon dan perawatannya di Bandara Internasional Yogyakarta - Kulon Progo dan di beberapa bandara lain masih terus dilakukan dalam menanggulangi dampak kebisingan dan emisi atau penurunan kualitas udara. Selama tahun 2020, Angkasa Pura I telah merealisasikan biaya pelestarian alam sebesar Rp6.787 miliar rupiah.

Dampak Kegiatan Impact of Activity

Dampak Kegiatan Program Penghematan BBM, Listrik, dan Air

Impact of Paper, Energy and Water Saving Program

Jenis Energi	Satuan	2020	2019	2018
BBM <i>Fuel</i>	Liter	822,430	996,792	2,189,552
Listrik <i>Electricity</i>	kWh	177,673,991	201,093,136	188,835,901
Emisi GRK <i>GHG emission</i>	Ton CO ₂ eq	107,182.30	216,783.04	217,603.76
Konsumsi Air <i>Water use</i>	m ³	2,266,734	4,725,588	4,771,618

Di tahun 2020 Angkasa Pura I telah melakukan upaya penghematan energi dengan memanfaatkan 3.443 unit lampu PJU (Penerangan Jalan Umum) solar cell di 15 bandara. Pemanfaatan *solar cell* tersebut menghemat 1.882,46 GJ Energi. Angkasa Pura I telah melaksanakan penghematan konsumsi air sebesar 2.458.854 m³ jika dibandingkan dengan tahun 2019.

Dampak Kegiatan Program Pelestarian Alam

Pelaksanaan kegiatan pelestarian alam diharapkan dapat mengurangi pemanasan global akibat perubahan iklim dan menjadi penggerak yang mendorong berbagai pihak untuk ikut serta dalam menjaga dan melestarikan alam. Pelestarian alam ini merupakan program wajib yang harus dilakukan perusahaan

held Earth Hour by involving a few people to reduce the potential for the spread of COVID-19 in 2020. The Earth Hour program at I Gusti Ngurah Rai Airport in Bali was held on March 28, 2020 by turning off lighting and electronic equipment at a number of strategic points from 20.30 WITA to 21.30 WITA.

This year, PT Angkasa Pura I (Persero) also commemorated the World Environment Day on June 5, 2020 by conducting Clean Friday, planting trees or transplanting coral reefs and appealing to passengers to reduce the use of single-use plastics. And this year, we held a photo competition for the first time for World Habitat Day to invite airport service users to care more about the environment and ecosystem.

The Company continues to create green belts or plant and maintain trees at Yogyakarta International Airport and several other airports in order to mitigate the impact of noise and emissions or a decrease in air quality. During 2020, Angkasa Pura I has realized the cost of preserving nature of Rp6,787 billion rupiah.

In 2020, Angkasa Pura I has made energy saving efforts by utilizing 3,443 units of PJU (Public Street Lighting) solar cells at 15 airports. Utilization of the solar cell saved 1,882.46 GJ of Energy. Angkasa Pura I has implemented water consumption savings of 2,458,854 m³ when compared to 2019.

Impact of Nature Conservation Program

Implementation of Nature Conservation Program is expected to reduce global warming due to climate change and become a driving force that encourages various parties to participate in protecting and preserving nature. The Company shall undertake Nature Conservation as a mandatory program to compensate

sebagai kompensasi terhadap dampak lingkungan yang dilakukan dari kegiatan operasionalnya. Program pelestarian lingkungan akan terus dikembangkan dan dilakukan secara berkelanjutan untuk mewujudkan bandara yang ramah lingkungan (*Eco Airport*) di seluruh bandara yang dikelola PT Angkasa Pura I (Persero).

for the environmental impacts of its operations. PT Angkasa Pura I (Persero) will continue to carry out nature conservation programs in a sustainable manner to make all managed airports to be environmentally friendly (*Eco Airport*).

Sertifikasi di Bidang Lingkungan Environmental Certification

Nama Sertifikasi Certification	Deskripsi Description	Lokasi Bandara Airport Location
<i>Airport Carbon Accreditation</i>	Sertifikasi yang diberikan oleh <i>Airport Council International</i> kepada bandara yang telah melakukan perhitungan, dan melakukan upaya dalam menurunkan jumlah emisi dan karbon yang dihasilkan oleh kegiatan operasional bandara. Saat ini kami masih dalam tahap melakukan pengisian formulir ACERT dan melakukan koordinasi dengan ACI dan Kementerian Perhubungan. <i>Airport Carbon Accreditation is a certification awarded by Airport Council International to airports that have calculated and made efforts to reduce emission and carbon generated by airport operations. Currently, we are still in the phase of filling out the ACERT form and coordinating with ACI and the Ministry of Transportation.</i>	Rencana pengajuan sertifikasi: <ul style="list-style-type: none"> Bandar Udara I Gusti Ngurah Rai Bali Bandar Udara Jenderal Ahmad Yani - Semarang <i>The airports in the certification process are:</i> <ul style="list-style-type: none"> I Gusti Ngurah Rai – Airport Bali Jenderal Ahmad Yani Airport - Semarang
Sertifikasi <i>Green Building</i>	Bangunan Bandara Udara PT Angkasa Pura I (Persero) diharapkan menjadi sebuah bangunan yang ramah lingkungan. Ramah lingkungan ini mengikuti tolok ukur bangunan gedung hijau bernama <i>GreenShip</i> . Kegiatan ini meliputi berbagai pekerjaan, antara lain perencanaan, desain, pembangunan pengoperasian dan pemeliharaan, pengadaan serta kegiatan lain yang diperlukan. Keberhasilan dalam mengikuti tolok ukur ini disahkan dalam sertifikat <i>GreenShip</i> untuk New Building yang diterbitkan oleh <i>Green Building Council Indonesia</i> (GBCI). Bila bangunan gedung sudah bersertifikat, maka pemilik memiliki legitimasi untuk menyebutnya sebagai <i>green building</i> . Di Tahun 2020 ini kami masih dalam tahap <i>workshop</i> dan penilaian hasil <i>assessment</i> . <i>PT Angkasa Pura I (Persero) airport building is expected to be a green performance building. This green performance adheres to the benchmark of a green building called GreenShip. The program includes various duties such as planning, design, construction, operation and maintenance, procurement, as well as other necessary programs. The success in adhering to this benchmark is legalized in GreenShip certificate, issued by Green Building Council Indonesia (GBCI). In case the building has earned such certification, the owner is legitimate to call it Green Building. During 2020, we are in the workshop and assessment phase.</i>	Rencana pengajuan sertifikasi: <ul style="list-style-type: none"> Bandar Udara Jenderal Ahmad Yani - Semarang Bandar Udara Internasional Yogyakarta, Kulon Progo – DIY Bandar Udara I Gusti Ngurah Rai -Denpasar Bali <i>The airports in the certification process are :</i> <ul style="list-style-type: none"> Jenderal Ahmad Yani Airport - Semarang Yogyakarta International Airport, Kulon Progo – DIY I Gusti Ngurah Rai Airport – Denpasar, Bali
Pengembangan dan Sertifikasi ISO 14001:2015 <i>Development and Certification of ISO 14001:2015</i>	ISO 14001 adalah standar yang disepakati secara internasional dalam menerapkan persyaratan untuk Sistem Manajemen Lingkungan (SML). Dengan menerapkan ISO 14001:2015 artinya perusahaan merencanakan pengendalian terhadap seluruh aktivitas perusahaan yang berpotensi merugikan lingkungan. Perusahaan/organisasi juga wajib untuk memahami seluruh aturan dan hukum mengenai lingkungan dan harus disertai komitmen dari manajemen perusahaan. Penerapan ISO Lingkungan ini juga memerlukan tahapan-tahapan yang sistematis. Tahapan tersebut berupa : <ol style="list-style-type: none"> Tahap perencanaan perubahan Tahap pelaksanaan Tahap pemantauan Tahapan tindak lanjut Dengan Sistem manajemen lingkungan dan sistem manajemen lain yang terintegrasi diharapkan bandara PT Angkasa Pura I (Persero) dapat memenuhi kriteria bandara yang ramah lingkungan/ <i>eco airport</i> . <i>ISO 14001 is an international standard in implementing the requirements for an Environmental Management System (EMS). By implementing ISO 14001 : 2015, it means that the company plans to control all company activities that have the potential to harm the environment. The Company/organization is also required to understand all rules and laws regarding the environment and shall be accompanied by a commitment from the company management. The implementation of ISO on Environment also requires systematic phases. These phases are in the form of:</i> <ol style="list-style-type: none"> Change planning phase Implementation phase Monitoring phase Follow-up phase <i>With an integrated environmental management system and other management systems, it is expected that PT Angkasa Pura I (Persero) airport can meet the criteria for an environmentally friendly airport/eco airport.</i>	Setup yang telah dilakukan : <ul style="list-style-type: none"> Bandara Sultan Hasanuddin –Makassar. Bandara I Gusti Ngurah Rai – Bali. Sertifikasi yang telah diperoleh : <ul style="list-style-type: none"> Bandara I Gusti Ngurah Rai – Bali (ISO 14001 :2004) <i>The airports in the process of being set up:</i> <ul style="list-style-type: none"> Sultan Hasanuddin Airport – Makassar. I Gusti Ngurah Rai Airport – Bali. <i>Obtained Certification:</i> <ul style="list-style-type: none"> I Gusti Ngurah Rai Airport – Bali (ISO 14001 :2004)

KETENAGAKERJAAN

Employment

Komitmen dan Kebijakan

Commitment and Policy



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, kesehatan dan keselamatan kerja, hubungan industrial, remunerasi, dan program pensiun. Komitmen Angkasa Pura I dalam menjamin keselamatan dan kesehatan kerja tercermin dalam berbagai keputusan internal, antara lain:

- Keputusan Direksi No. KEP.121/KP.30/2004 tanggal 9 Desember 2004 tentang Fasilitas Para Pejabat, Perjalanan Dinas, dan Pemeliharaan Kesehatan Pegawai PT Angkasa Pura I (Persero).
- Keputusan Direksi No. KEP.DU.153/OM.02/2020 tanggal 10 September 2020 tentang Pedoman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) PT Angkasa Pura I (Persero).

PT Angkasa Pura I (Persero) is committed to carrying out corporate social and environmental responsibility on employment, which covers various aspects such as gender equality and work opportunities, equality in education and training program, occupational health and safety, industrial relations, remuneration, and pension program. The Company's commitment to ensure occupational health and safety is reflected in various internal decisions, as follows:

- *Decree of the Board of Directors No. KEP.121/KP.30/2004 dated 9 December 2004 concerning Facilities for Officials, Official Travel, and Healthcare for Employees of PT Angkasa Pura I (Persero).*
- *Decree of the Board of Directors No. KEP.DU.153/OM.02/2020 10 September 2020 concerning Manual on Occupational Health and Safety Management System (OHSMS) of PT Angkasa Pura I (Persero).*

Perumusan Tanggung Jawab Sosial dan Lingkungan Bidang Ketenagakerjaan *Formulation of Corporate Social and Environmental Responsibility on Employment*

Perusahaan merumuskan berbagai program TJSL bidang ketenagakerjaan dengan melibatkan pemangku kepentingan terkait, melalui forum diskusi, survei, dan 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.

Sepanjang tahun 2020, isu-isu yang teridentifikasi oleh Angkasa Pura I yaitu isu kesehatan yang sedang melanda dunia saat ini adalah pandemi COVID-19 yang telah dinyatakan sebagai Darurat Kesehatan Masyarakat/Publik yang menjadi Kepedulian Internasional (PHEIC).

Pada masa adaptasi kebiasaan baru, masyarakat mulai melakukan kegiatan bepergian kembali termasuk menggunakan transportasi pesawat udara. Bandara sebagai tempat transit penumpang untuk melakukan perjalanan udara harus menerapkan serangkaian protokol kesehatan, guna meminimalkan risiko penyebaran virus bagi penumpang dan pekerja di bandara, serta menjaga kepercayaan dan keyakinan penumpang terhadap penggunaan pesawat udara yang aman di masa pandemi.

PT Angkasa Pura I (Persero) telah melakukan beberapa tindakan dilakukan di bandara sesuai dengan persyaratan protokol kesehatan yang dipersyaratkan oleh pemerintah. Tindakan tersebut antara lain:

a) *Physical Distancing*

Salah satu tindakan yang menjadi bagian dari *passenger journey* di bandara pada masa adaptasi kebiasaan baru adalah wajib menerapkan *physical distancing*. Terdapat sejumlah aturan jarak untuk *physical distancing* diantaranya adalah himbauan dari European Aviation Safety Agency (EASA) dan Airport Council International (ACI) sebesar 1,5 m, serta himbauan dari International Civil Aviation Organization (ICAO) dan World Health Organization (WHO) sebesar 1 meter.

b) *Pemeriksaan Suhu Tubuh*

Pemeriksaan suhu telah diterapkan di bandara dengan memasang kamera infra merah pada area kedatangan. Namun metode ini telah diidentifikasi oleh EASA sebagai tindakan yang memiliki biaya tinggi dengan efisiensi yang rendah, karena 75% penumpang yang terinfeksi tidak dapat terdeteksi melalui metode ini (contoh: penumpang tanpa gejala).

The formulation of the Company's social and environmental responsibility programs on employment is carried out by involving relevant stakeholders, through discussions, surveys or other forums. The stakeholder involvement aims to formulate initiatives or programs or discuss issues of concern to stakeholders, so that the Company can make effective and efficient decisions.

Throughout 2020, Angkasa Pura I identified several issues, such as the health issue of COVID-19 Pandemic currently sweeping the world, declared as a Public Health Emergency of International Concern (PHEIC).

During the adaptation period of new habits, people have began to travel again, including using aircrafts. As a transit point for passengers to travel by air, Airports must implement a series of health protocols, in order to reduce the risk of spreading the virus to passengers and workers at the airport, and maintain the trust and confidence of passengers in the use of safe aircraft during a pandemic.

PT Angkasa Pura I (Persero) has taken several measures at airports in accordance with the health protocol requirements required by the government. These measures include:

a) *Physical Distancing*

Passengers are required to implement physical distancing measure as a part of the passenger journey at the airport during the adaptation period of new habits. A number of distance rules for physical distancing includes an appeal from the EASA (European Aviation Safety Agency) and ACI (Airport Council International) of 1.5 m, as well as an appeal from the ICAO (International Civil Aviation Organization) and WHO (World Health Organization) of 1 meter.

b) *Body Temperature Check*

The Company has implemented body temperature checks at the airport by installing infrared cameras in the arrival areas. However, this method has been identified by EASA as a high cost measure with low efficiency, because 75% of infected passengers cannot be detected by this method (eg asymptomatic passengers).

c) *Health Alert Card (HAC)*

Pengisian *Health Alert Card (HAC)* pada awalnya dilakukan pada saat *check-in* secara manual menggunakan kertas, namun saat ini telah berkembang menjadi pengisian secara *online*. E-HAC tersebut berisi kode QR yang kemudian ditunjukkan oleh penumpang kepada petugas untuk dilakukan verifikasi pada saat tiba di bandara tujuan. Pengisian secara *online* memudahkan otoritas kesehatan setempat (Kantor Kesehatan Pelabuhan) untuk mendapatkan data secara elektronik dan mempersingkat waktu verifikasi sehingga penumpukan penumpang di area verifikasi dapat dihindari.

d) Tes PCR

Pada awal pandemi COVID-19, terdapat kebijakan pemerintah daerah setempat yang mempersyaratkan pengunjung dari luar untuk menunjukkan hasil tes PCR negatif sebelum memasuki wilayah tersebut. Sehingga di bandara sebagai salah satu pintu masuk wilayah akan memiliki penambahan kegiatan berupa verifikasi hasil tes PCR penumpang di area keberangkatan. PCR merupakan tes yang dianggap paling akurat hingga saat ini, sehingga pelaksanaan PCR dapat mengurangi risiko penularan, namun tidak menutup kemungkinan penumpang dapat tertular selama di perjalanan. Pemeriksaan hasil tes PCR dilakukan oleh petugas Kantor Kesehatan Pelabuhan pada area keberangkatan.

e) *Rapid Test*

Sesuai dengan protokol perjalanan udara, hingga saat ini *rapid test* masih menjadi persyaratan bagi penumpang yang akan bepergian menggunakan transportasi udara. *Rapid test* dapat memberikan hasil yang cepat dengan biaya yang lebih terjangkau, sehingga digunakan secara masif. Bahkan saat ini terdapat beberapa bandara yang sudah menyediakan fasilitas *rapid test* di bandara dengan harga yang terjangkau. Sama halnya dengan pemeriksaan hasil tes PCR, pemeriksaan *rapid test* juga dilakukan oleh petugas Kantor Kesehatan Pelabuhan pada area keberangkatan dan petugas maskapai pada area *check-in*.

c) *Health Alert Card (HAC)*

Initially, filling in the Health Alert Card (HAC) was carried out manually using paper at check-in counter, but it has developed into online filling. Electronic HAC contains a QR code to be shown by the passenger to the officer for verification upon arrival at the destination airport. E-HAC filling facilitates the local health authority (Port Health Office) to obtain data electronically and shortens the verification time so that passenger backlog in the verification area can be avoided.

d) *PCR Test*

At the early COVID-19 Pandemic, a local government policy requires passengers to show a negative PCR test result before entering the area. Thus, the airport as the gateway to the regions shall require additional procedure in the form of PCR test results verification of passengers in the departure area. PCR is the most accurate test to date, so that the implementation of PCR test can reduce the risk of Covid-19 transmission, but does not rule out the possibility that passengers can be infected during the trip. The examination of the PCR test results is carried out by the Port Health Office officers in the departure area.

e) *Rapid Test*

In accordance with the air travel protocol, to this day, Rapid test remains a requirement for passengers traveling using air transportation. Rapid test can provide fast results at a more affordable cost, so the test can be used massively. Even today, several airports have provided Rapid test facilities at the airport at affordable prices. Similar to PCR test results, Port Health Office officers carry out rapid test check in the departure area and airline officers carry out Rapid test check at the check-in area.

Perencanaan Kegiatan Tanggung Jawab Sosial di Bidang Ketenagakerjaan Activity Plan for Social Responsibility on Employment

Seluruh rencana kegiatan di bidang ketenagakerjaan disusun berdasarkan regulasi dan ketentuan yang berlaku, dengan mengedepankan aspek penghargaan atas hak pegawai, anti-diskriminasi, dan partisipasi perempuan. Program kegiatan tanggung jawab sosial dan lingkungan di bidang ketenagakerjaan tercantum dalam RKAP PT Angkasa Pura I (Persero), khususnya pada Program Kerja *Human Capital Group* dan *Training and Development Group*. Seluruh kegiatan TJSL ketenagakerjaan telah menjamin seluruh hak pegawai Angkasa Pura I baik saat penerimaan pegawai baru (rekrutmen), saat bekerja (pengembangan kompetensi dan penetapan remunerasi), hingga *retirement* pegawai.

Sebagai upaya menjamin kesehatan seluruh pegawai, Angkasa Pura I memberikan berbagai akses fasilitas kesehatan yang mencakup rawat jalan, rawat inap, dan pelayanan khusus. Pemberian fasilitas kesehatan diatur dalam Keputusan Direksi Nomor: KEP121/KP.30/2004 tanggal 9 Desember 2004, tentang Fasilitas Para Pejabat, Perjalanan Dinas dan Pemeliharaan Kesehatan Pegawai PT Angkasa Pura I (Persero). Demi menjaga hubungan baik dengan pegawai, secara rutin Perseroan menyelenggarakan rapat dengan serikat pekerja. Rapat-rapat tersebut membahas pemenuhan hak dan kewajiban karyawan ataupun perumusan sanksi disiplin jika terdapat pelanggaran disiplin oleh pegawai.

Pada tahun 2020, Angkasa Pura I mengalokasikan dana sebesar Rp16,92 miliar untuk program pendidikan dan pelatihan yang bertujuan untuk meningkatkan kompetensi karyawan pada berbagai tingkat jabatan.

All activity plans for social responsibility on employment are prepared based on applicable regulations and provisions by prioritizing aspects of respect for employee rights, anti-discrimination, and women's participation. Social and environmental responsibility programs on employment are listed in the Company Work Plan and Budget, particularly in the Human Capital Group and Training and Development Group. All activity plans on employment have guaranteed the rights of Angkasa Pura I employees from recruitment, while working (competency development and remuneration determination), to employee retirement.

In an effort to ensure the health of all employees, Angkasa Pura I provides various access to health facilities including outpatient care, inpatient care, and special services. The provision of health facilities is stipulated in the Decree of the Board of Directors Number: KEP121/KP.30/2004 dated 9 December 2004, concerning Facilities of Officials, Official Travel and Health Care for Employees of PT Angkasa Pura I (Persero). In order to maintain good relations with employees, the Company regularly holds meetings with labor union to discuss the employee rights and obligations or appropriate disciplinary sanctions in case of disciplinary violations by employee.

In 2020, PT Angkasa Pura I (Persero) allocated funds of Rp16.92 billion for education and training programs aimed at increasing employee competencies at various levels of position.

Uraian Pelaksanaan Kegiatan Tanggung Jawab Sosial di Bidang Ketenagakerjaan Description of The Implementation of Social Responsibility Programs on Employment

Kesehatan dan Keselamatan Kerja

Di bidang kesehatan pegawai, PT Angkasa Pura I (Persero) menjamin kesehatan pegawai dengan pemberian BPJS Kesehatan bagi seluruh pegawai, serta menyediakan berbagai pelayanan kesehatan seperti bantuan kacamata, pengobatan dan perawatan gigi, alat bantu dengar, dan protesa mata. Perseroan juga membekali seluruh pekerja dengan meningkatkan kesadaran terhadap keselamatan dan kesehatan kerja (K3) dengan memberikan pembinaan, penerapan, dan pemeliharaan K3. Selama tahun 2020, tidak terdapat kecelakaan kerja yang mengakibatkan *fatality*.

Occupational Health and Safety

*In relation to employee health, Angkasa Pura I (Persero) ensures the health of employees by providing BPJS Health for all employees, as well as providing various health services such as reading aids, dental treatment and care, hearing aids, and eye prostheses. The Company also strives to increase awareness of all employees on Occupational Health and Safety (OHS) by providing guidance, implementation and maintenance of OHS. During 2020, there were no work accidents that resulted in *fatality*.*

Jumlah Kecelakaan Kerja Pegawai Internal PT Angkasa Pura I (Persero) Tahun 2018-2020

Number of Work Accidents of Internal Employees of PT Angkasa Pura I (Persero) During 2018-2020

Keterangan	2020	2019	2018
Jumlah Kecelakaan Kerja Number of Work Accidents	0	0	0

Ket : *Kecelakaan Kerja yaitu Kecelakaan Kerja yang mengakibatkan Kasus Kematian
Note: *Work Accident is an accident causing fatality

Pengelolaan K3

Departemen *Occupational Safety Health* dalam Unit *Airport Safety Group* merupakan pengelola K3 di Kantor Pusat. Sementara di Kantor Cabang, pengelolaan K3 dibagi menjadi 3 jenis, yaitu:

OHS Management

OHS is managed by *Occupational Health and Safety Department* in *Airport Safety Group* in the head office. Meanwhile, OHS management in branch offices is divided into three, as follows:

Struktur Pengelolaan K3 Angkasa Pura I di Kantor Pusat dan Kantor Cabang

Organizational Structure of OHS Management of PT Angkasa Pura I (Persero) in the Head Office and Branch Offices

Kantor Pusat Head Office	Bandara Kelas Besar Large Class Airport	Bandara Kelas Menengah Large Class Airport	Bandara Kelas Kecil Small Class Airport
Vice President Airport Safety	Airport Safety, Risk, and Performance Management Senior Manager	Airport Safety, Risk, and Performance Management Senior Manager	<ul style="list-style-type: none"> Airport Safety, Risk, and Performance Management Manager* Airport Operation, Services, Security, & Safety Manager**
Occupational Safety and Health Senior Manager	Safety Management System & Occupational Safety and Health Manager	Safety Management System & Occupational Safety and Health Manager	
<ul style="list-style-type: none"> Occupational Safety Health Analyst Occupational Safety Health Officer 	<ul style="list-style-type: none"> Safety Management System Officer Occupational safety and health Officer 	<ul style="list-style-type: none"> Safety Management System Officer Occupational Safety and Health Officer 	<ul style="list-style-type: none"> Safety Management System and Occupational Safety Health Officer***

Keterangan Note:

*untuk bandara DJJ, SOC, KOE dan AMQ for DJJ, SOC, KOE and AMQ Airports

**untuk bandara BIK dan JOG for BIK and JOG Airports

***untuk bandara AMQ, KOE, BIK. for AMQ, KOE, BIK Airports

Kesetaraan Gender dan Kesempatan Kerja

Seluruh pegawai Angkasa Pura I memiliki kesempatan yang setara dalam proses rekrutmen kerja memandang perbedaan etnik, agama, ras, kelas, gender, maupun kondisi fisik. Proses pemilihan calon pegawai mengutamakan hasil seleksi dan evaluasi pada masa percobaan dan orientasi kerja.

Gender Equality and Work Opportunities

PT Angkasa Pura I (Persero) provides equal opportunities for all persons regardless of ethnicity, religion, race, class, gender, or physical condition to take part in recruitment program. Prospective employees are selected and appointed fairly based on the results of selection and evaluation during the probationary period and work orientation.

Pada akhir tahun 2020, komposisi karyawan Angkasa Pura I mencapai 3.334 pekerja, yang terdiri dari 2.484 laki-laki atau sebesar 74,51% karyawan dan 850 perempuan atau sebesar 25,49%. Jumlah laki-laki yang lebih besar dikarenakan minat yang lebih besar untuk bekerja di industri kebandarudaraan dibanding perempuan.

At the end of 2020, PT Angkasa Pura I (Persero) had a total employee composition of 3,334, consisting of 2,484 or 74.51% male employees and 850 or 25.49% female employees. The number of male employees was greater due to greater interest in men to work in the airport industry as compared to women.

Kesetaraan dalam Program Pendidikan dan Pelatihan

Sebagai penunjang kegiatan operasional perusahaan, seluruh pegawai diberikan kesempatan yang setara dalam mengikuti program pendidikan dan pelatihan. Sedikitnya 153 program pelatihan dan pendidikan diikuti oleh peserta dari berbagai tingkatan mulai dari Direksi hingga pegawai di tahun 2020. Program pelatihan dan pendidikan bagi pegawai tersebut dilaksanakan dengan realisasi biaya sebesar Rp15,66 miliar.

Hubungan Industrial

Perusahaan berkomitmen untuk memberikan dukungan kepada Serikat Pekerja Angkasa Pura I (SP) dan Asosiasi Karyawan Angkasa Pura I (AKA) sebagai perwakilan pegawai dalam hal ketenagakerjaan. PT Angkasa Pura I (Persero) rutin mengadakan rapat dengan serikat pekerja terkait hak dan kewajiban pegawai dan Perjanjian Kerja Bersama (PKB).

Remunerasi

Saat ini, seluruh pegawai Angkasa Pura I telah menerima remunerasi di atas standar upah minimum yang berlaku di wilayah Perusahaan. Dalam menentukan besaran remunerasi yang diterima, Perseroan mempertimbangkan keterampilan, kompetensi, dan integritas pegawai sesuai dengan peraturan perundang-undangan yang berlaku. Remunerasi yang diterima oleh pegawai PT Angkasa Pura I (Persero) mencakup:

- Penghasilan Bulanan, mencakup gaji pokok, tunjangan istri/suami, tunjangan anak, tunjangan pangan, insentif prestasi, tunjangan kemahalan, tunjangan *transport*, tunjangan jabatan, dan tunjangan mobilitas.
- Penghasilan Tahunan, mencakup bantuan sewa rumah, tunjangan cuti tahunan, tunjangan pendidikan anak sekolah, tunjangan hari raya, bonus, dan seragam dinas.
- Pemeliharaan Kesehatan, mencakup rawat jalan, rawat inap, dan pelayanan khusus.
- Penghasilan Sesuai Kondisi dan Waktu Tertentu.

Equality in Education and Training Programs

To support the company's operational activities, PT Angkasa Pura I (Persero) provides equal opportunities for all employees to take part in education and training programs. In 2020, No less than 153 training and education programs were attended by participants from the level of Board of Directors to employees with total expenditure for training purposes amounting to Rp15.66 billion.

Industrial Relations

PT Angkasa Pura I (Persero) is committed to providing support to 2 (two) labor union organizations, namely Serikat Pekerja Angkasa Pura I (SP/Angkasa Pura I Labor Union) and Asosiasi Karyawan Angkasa Pura I (AKA/Employee Association of Angkasa Pura I) as employee representatives in the employment affairs. The Company regularly holds meetings with the labor unions regarding the rights and obligations of employees and the Collective Labor Agreement (CLA).

Remuneration

At present, all employees of Angkasa Pura I have received remuneration above the minimum wage standard applicable in the Company's operating territories. The Company's remuneration policy takes into account the skills, competencies, and integrity of employees and is accordance with the prevailing laws and regulations. Remuneration received by employees of PT Angkasa Pura I (Persero) includes:

- Monthly income, including basic salary, spouse allowance, child support, food allowance, performance incentive, dearness allowance, transportation allowance, position allowance, and mobility allowance.
- Annual income, including house rent allowance, annual leave allowance, children education allowance, religious holiday allowance, bonuses, and official uniform.
- Health care, including outpatient, inpatient, and special services.
- Income based on certain conditions and occasions.

Perbandingan Gaji Tertinggi dan Terendah Angkasa Pura I Tahun 2020

Comparison Between Highest and Lowest Salaries at PT Angkasa Pura I (Persero) in 2020

Uraian Description	Nilai Tertinggi Highest Value	Nilai Terendah Lowest Value	Perbandingan Ratio
Dewan Komisaris <i>Board of Commissioners</i>	101,250,000	91,125,000	1.11:1
Direksi <i>Board of Directors</i>	225,000,000	191,250,000	1.17:1
Karyawan <i>Employees</i>			
Level I	67,922,445	37,039,279	1.83:1
Level II	35,331,663	28,298,752	1.25:1
Level III	24,965,841	20,242,930	1.23:1
Level IV	12,811,490	8,301,605	1.54:1

Program Pensiun

Program pelatihan pra purnabakti dikhususkan bagi pegawai untuk mempersiapkan masa pensiun. Perusahaan berupaya mempersiapkan pengetahuan dan wawasan pegawai pra pensiun melalui beragam pelatihan antara lain *spiritual emotion power*; kiat menghadapi status purnabakti, *healthy secret*, *entrepreneurship*, menciptakan keluarga harmonis pasca purna bakti, kunjungan usaha, dan resolusi/*personal action plan* bersama YAKKAP I.

Tidak hanya memberikan manfaat kepada pegawai yang memasuki usia pensiun, Angkasa Pura I juga menjamin keberlangsungan pegawai yang memasuki masa pensiun dengan memberikan beberapa manfaat berikut:

1. Manfaat Pensiun melalui Dana Pensiun Angkasa Pura I (DAPENRA) dan Dana Pensiun Lembaga Keuangan (DPLK) serta Jaminan Pensiun oleh BPJS Ketenagakerjaan;
2. Manfaat Tunjangan Hari Tua, yang pengelolaannya dilakukan oleh Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I);
3. Pemeliharaan Kesehatan Pensiun oleh YAKKAP I;
4. Manfaat Jaminan Hari Tua oleh BPJS Ketenagakerjaan.

Mekanisme Pengaduan Ketenagakerjaan

Mekanisme pengaduan ketenagakerjaan tercantum dalam Keputusan Direksi No. KEP.41/KP.14/2013 tentang Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP) PT Angkasa Pura I (Persero). Dalam hal terdapat keluhan dan penyampaian saran, pegawai Angkasa Pura I dapat melakukan hal-hal berikut:

1. Keluhan pegawai diminta untuk dibicarakan dengan atasan langsung terlebih dahulu;
2. Apabila tidak dapat terselesaikan, permasalahan dapat disampaikan kepada atasan dari atasan langsungnya;
3. Apabila belum dapat terselesaikan, maka pegawai dapat meneruskan kepada serikat pekerja;
4. Jika masih terdapat perbedaan, selanjutnya dapat ditempuh sesuai dengan peraturan perundang-undangan yang berlaku.

Pension Program

Pre-retirement training program is specifically intended for employees to prepare for retirement. The company seeks to prepare knowledge and insights of pre-retirement employees through a variety of trainings, including spiritual emotion power, tips for dealing with retirement status, healthy secret, entrepreneurship, creating a harmonious family post retirement, business visit, and resolution/personal action plans with YAKKAP I.

In addition to the retirement preparation program, PT Angkasa Pura I (Persero) provides the following facilities to retired employees:

1. *Pension Benefits through the Pension Fund of PT Angkasa Pura I (Persero) (DAPENRA), Financial Institution Pension Fund (DPLK) and Pension Assurance by BPJS Employment.*
2. *Old Age Benefits, managed by the Employee Welfare Foundation of PT Angkasa Pura I (Persero) (YAKKAP I).*
3. *Retirement Health Care by YAKKAP I.*
4. *Old Age Benefits by BPJS Employment.*

Complaint Mechanism on Employment

PT Angkasa Pura I (Persero) has a complaint mechanism on employment as listed in Decree of the Board of Directors No. KEP.41/KP.14/2013 concerning the Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP) of PT Angkasa Pura I (Persero). In case there are complaints and suggestions, employees may undertake the following:

1. *Employee complaints shall be first discussed with the direct superior.*
2. *If the complaint cannot be resolved, the matter can be submitted to the superior of the direct superior.*
3. *If the matter remains unresolved, the employee may report the matter to the Labor Union.*
4. *If the matter remains unresolved, the matter may be pursued in accordance with applicable laws and regulations.*

Capaian Tanggung Jawab Sosial di Bidang Ketenagakerjaan *Achievement of Corporate Social Responsibility on Employment*

Kesehatan dan Keselamatan Karyawan

Menjamin kesehatan dan keselamatan di tempat kerja, Perseroan menyediakan fasilitas klinik yang dapat dimanfaatkan oleh pegawai dalam mengatasi permasalahan kesehatan. Angkasa Pura I juga menjamin akses kesehatan bagi pegawai yang telah pensiun beserta keluarga berdasarkan kebijakan Perusahaan di bawah pengelolaan Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I). Fasilitas yang diterima mencakup:

1. Rawat jalan
PT Angkasa Pura I (Persero) mengganti seluruh biaya berobat bagi pegawai yang berobat ke dokter selain dokter yang disediakan oleh Perusahaan;
2. Rawat inap
PT Angkasa Pura I (Persero) 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 (Persero) menyediakan bantuan fasilitas kesehatan yang meliputi alat bantu baca, pengobatan dan perawatan gigi, alat bantu dengar, protesa anggota gerak, dan protesa mata.

Perusahaan memahami bahwa terdapat beragam potensi bahaya dan risiko K3 dalam industri kebandarudaraan. Berdasarkan pemetaan potensi bahaya dan risiko, gangguan pendengaran pegawai akibat kebisingan, tabrakan antara kendaraan personel bandara, dan risiko kebakaran menjadi risiko tertinggi yang dapat menghambat jalannya kegiatan usaha Perusahaan. Sebagai upaya perlindungan bagi setiap orang, aset Perusahaan, dan lingkungan sekitar, Angkasa Pura memiliki beragam kebijakan terkait penerapan K3 yang disosialisasikan secara berkala.

Kebijakan K3 yang dimiliki perusahaan mencakup upaya-upaya berikut:

- a. Mencegah terjadinya kecelakaan kerja dan penyakit akibat kerja serta kerusakan peralatan, properti, dan lingkungan kerja;
- b. 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 PT Angkasa Pura I (Persero);
- c. Mematuhi seluruh peraturan perundang-undangan dan persyaratan lainnya terkait K3 serta evaluasi terhadap kepatuhannya;
- d. Secara berkesinambungan melakukan pembinaan, penerapan, dan pemeliharaan K3 di lingkungan Perusahaan;

Employee Health and Safety

To ensure health and safety in the workplace, the Company provides health facilities to treat employees with health problems. Angkasa Pura I also ensures access to health for retired employees and their families based on Company policy under the management of the Employee Welfare Foundation of Angkasa Pura I (YAKKAP I). The health facilities include:

1. Outpatient care
The Company reimburses all medical costs for employees visiting doctors other than those provided by the Company.
2. Inpatient care
The Company provides inpatient facilities for employees and their families in accordance with the service class determined based on the position level.
3. Special services
The Company provides health facilities such as reading aids, dental care, hearing aids, prosthetic limbs, and eye prosthesis.

The company understands that potential hazards and OHS risks are often encountered in the airport industry. Based on the mapping of potential hazards and OHS risks, employee hearing loss due to noise, collisions between airport personnel vehicles, and fire risks are the highest risks that can hamper the Company's business activities. The Company has various policies to protect employees related to the implementation of OHS which are socialized regularly.

The OHS policy covers the following efforts:

- a. Prevent of workplace accidents, occupational diseases, and damage to equipment, property and work environment;
- b. Create a safe, healthy, and comfortable workplace environment for employees, customers, business partners, as well as other parties within the Company to support the achievement of the vision, mission, and OHS objectives of the Company;
- c. Comply with all laws and other requirements related to OHS and evaluate the compliance;
- d. Continuously provide guidance, application and maintenance of OHS within the Company;

- e. Memenuhi SDM yang kompeten, peralatan laik operasi, metode kerja dan lingkungan kerja yang aman, serta anggaran yang memadai guna mendukung terlaksananya program-program K3;
- f. Melakukan evaluasi terhadap pelaksanaan K3 guna terciptanya peningkatan K3 secara berkelanjutan dan kondisi K3 yang kondusif;
- g. Menetapkan dan menerapkan suatu proses untuk meningkatkan peran aktif pegawai melalui konsultasi dan partisipasi pegawai.

Khusus di tahun 2020, Perseroan juga menjamin kesehatan dan keselamatan seluruh pegawai di masa pandemi COVID-19. Beberapa kebijakan yang diterapkan antara lain memberikan sosialisasi protokol kesehatan COVID-19, menyediakan alat perlindungan diri (APD) bagi pegawai di bandara dan seluruh kantor operasional, menerapkan *social distancing*, memberlakukan kebijakan *work from home* (WFH), dan memberikan layanan *rapid test* serta *swab test* bagi pegawai yang memiliki indikasi gejala COVID-19.

Selanjutnya, PT Angkasa Pura I melihat bahwa kesehatan pegawai yang dikelola dengan baik dapat memberikan dampak positif terhadap produktivitas kerja pegawai. Peningkatan produktivitas pegawai di tahun 2020 dapat dilihat pada tabel berikut:

Tahun Year	Pendapatan Usaha (Dalam Ribuan Rp) Revenue (Rp)	Jumlah Pegawai Total Employees	Produktivitas (Rp) Productivity (Rp)
2020	3,619,109,485	3,334	1,085,515.74
2019	8,631,545,602	3,355	2,572,740,98
2018	8,521,087,000	3,370	2,528,512,46

Turnover Karyawan

Perusahaan menyadari bahwa pandemi COVID-19 telah mempengaruhi kegiatan di industri kebandarudaraan. Namun, Angkasa Pura I menjamin tidak terdapat pengurangan karyawan selama pandemi. Sehingga angka *turnover* karyawan dipastikan terjadi karena hal umum seperti pensiun, *resign*, meninggal, dan faktor lain. Sepanjang tahun 2020, angka *turnover* pegawai naik 0,47% dibandingkan dengan tahun sebelumnya, seperti yang disajikan pada tabel berikut.

- e. Fulfill competent human resources, operation worthy equipment, safe work methods and work environment, and adequate budget to support the implementation of OHS programs;
- f. Evaluate OHS implementation in order to create continuous improvement and conducive environment for OHS;
- g. Establish and implement a process to increase the active role of employees through employee consultation and participation.

In 2020, the Company also ensures health and safety of all employees during the COVID-19 Pandemic. Some of the policies implemented include socializing the COVID-19 health protocols, providing personal protective equipment (PPE) for employees at airports and all operational offices, implementing social distancing, enforcing work from home (WFH) policies, and providing rapid test and swab test services for employees with possible COVID-19 symptoms.

Furthermore, PT Angkasa Pura I (Persero) found that well-managed employee health had a positive impact on work productivity. Increased employee productivity in 2020 can be seen in the following table:

Employee Turnover

The company is well aware that the COVID-19 Pandemic has affected activities in the airport industry. However, Angkasa Pura I ensures that there will be no reduction in the number of employees during the pandemic. Thus, the employee turnover rate occurred due to common things such as retirement, resignation, death, and other factors. Throughout 2020, the employee turnover rate increased by 0.47% compared to the previous year, as shown in the following table.

Tingkat Turnover Karyawan Angkasa Pura I Tahun 2018-2020

Employee Turnover Rate of PT Angkasa Pura I (Persero) in 2018-2020

Keterangan	2020	2019	2018
Pensiun <i>Retired</i>	95	80	109
<i>Resign</i>	9	6	6
Meninggal <i>Death</i>	6	10	6
Lain-lain <i>Others</i>	3	2	0
Jumlah Karyawan Keluar <i>Number of Employees Leaving</i>	113	98	121
Jumlah Karyawan <i>Total Employees</i>	3,334	3,355	3,374
Tingkat Turnover <i>Turnover Rate</i>	3.39%	2.92%	3.59%

Berdasarkan hasil survei kepuasan pegawai, di tahun 2020 angka indeks kepuasan pegawai PT Angkasa Pura I (Persero) mencapai nilai 4,35 menurun dari tahun 2019 yang mencapai nilai 4,36.

Based on the results of employee satisfaction survey, the employee satisfaction index in 2020 achieved a score of 3.5 or an decrease from 2019 of 4.36.

Indeks Kepuasan Karyawan Angkasa Pura I

Employee Satisfaction Index of PT Angkasa Pura I

Keterangan <i>Description</i>	2020	2019	2018
Indeks Kepuasan Karyawan <i>Employee Satisfaction Index</i>	4.35	4.36	4.35

Sertifikasi dan Penghargaan Certifications and Awards

Berdasarkan Surat Kementerian Ketenagakerjaan RI Direktorat Jenderal Pembinaan Pengawasan Ketenagakerjaan dan Keselamatan dan Kesehatan Kerja Nomor : B.5/2732/AS.04.02/IX/2020 tentang Penyerahan Penghargaan K3 Tahun 2020, Bandara PT Angkasa Pura I (Persero) berhasil memperoleh penghargaan di bidang K3 pada tahun 2020 yaitu sebagai berikut :

- ZERO ACCIDENT AWARD (PENGHARGAAN NIHIL KECELAKAAN KERJA) di 5 Bandara yaitu Bandara I Gusti Ngurah Rai - Bali, Bandara Sultan Aji Muhammad Sulaiman Sepinggan - Balikpapan, Bandara Zainuddin Abdul Madjid - Lombok, Bandara Sultan Hasanuddin - Makassar, dan Bandara Sam Ratulangi - Manado;
- P2HIV/AIDS AWARD (PENGHARGAAN PROGRAM PENCEGAHAN HIV/AIDS DI TEMPAT KERJA) untuk Bandara I Gusti Ngurah Rai - Bali;
- SERTIFIKASI SISTEM MANAJEMEN KESELAMATAN DAN KESEHATAN KERJA (SMK3) di 13 Bandara.

Based on the Letter of the Ministry of Manpower of the Republic of Indonesia, the Directorate General of Labor Inspection and Occupational Safety and Health No. B.5/2732/AS.04.02/IX/2020 concerning the Hand Over of OHS Awards in 2020, PT Angkasa Pura I (Persero) Airport succeeded in obtaining awards on OHS in 2020 as follows:

- ZERO ACCIDENT AWARD at 5 airports include I Gusti Ngurah Rai International Airport – Bali, Sultan Aji Muhammad Sulaiman Sepinggan International Airport – Balikpapan, Zainuddin Abdul Madjid International Airport – Lombok, Sultan Hasanuddin International Airport – Makassar, Sam Ratulangi International Airport - Manado;
- Awards for HIV/AIDS Prevention and Control in the Workplace Program for I Gusti Ngurah Rai International Airport – Bali;
- OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT SYSTEM (SMK3) CERTIFICATE at 13 Airports.

KONSUMEN

Consumers



Perumusan Tanggung Jawab Sosial dan Lingkungan Bidang Konsumen *Formulation of Corporate Social and Environmental Responsibility on Consumers*

Kepuasan dan keselamatan konsumen menjadi komitmen Angkasa Pura I dalam memberikan pelayanan jasa. Demi menjaga standar kualitas pelayanan, Unit Airport Safety Group secara berkala melaksanakan kegiatan *Safety Management System*, *Occupational Safety and Health*, dan *Quality Management* demi mencapai *safety level* yang telah ditetapkan oleh peraturan dan standar yang berlaku.

Sistem Manajemen Keselamatan (*Safety Management System/ SMS*) di seluruh bandara yang dikelola Angkasa Pura I diatur dalam Surat Keputusan Direksi No. KEP.DU.154/OM.02/2020 tanggal 10 September 2020 tentang Pedoman Sistem Manajemen Keselamatan (*Safety Management System*) PT Angkasa Pura I (Persero). Perusahaan berupaya memastikan keselamatan operasi penerbangan agar risiko terhadap keselamatan penerbangan dapat ditekan pada level yang dapat ditoleransi dan meminimalkan risiko cedera bagi para penumpang di area bandara.

The Company is committed to ensuring customer satisfaction and safety in providing services. In order to maintain service quality standards, the Airport Safety Group Unit regularly carries out Safety Management System, Occupational Health and Safety, and Quality Management activities in order to achieve the safety level that has been determined by the applicable regulations and standards.

Safety Management System (SMS) at all airports managed by Angkasa Pura I is regulated in the Decree of the Board of Directors No. KEP.DU.154/OM.02/2020 dated 10 September 2020 concerning Guidelines for the Safety Management System of PT Angkasa Pura I (Persero). The Company seeks to ensure the safety of flight operations so that flight risks can be reduced to a tolerable level and reduce the risk of injury to passengers in the airport area.

Komitmen dan Kebijakan *Commitment and Policy*

PT Angkasa Pura I (Persero) kemudian menerapkan Sistem Manajemen Mutu ISO 9001:2015 sebagai pedoman dalam mengelola operasional bandara. Selain itu, PT Angkasa Pura I (Persero) juga memperhatikan pelaksanaan *safety, security, services, and compliance* (3S+1C) yang menjamin keselamatan operasi pesawat di bandara sesuai dengan UU No. 1 Tahun 2009 tentang Penerbangan.

Selanjutnya, sebagai pelaku industri pengelola bandara, PT Angkasa Pura I (Persero) mematuhi kewajiban untuk menerapkan Sistem Manajemen Keselamatan yang diatur dalam Keputusan Direksi No. KEP.DU.153/OM.02/2020 tanggal 10 September 2020 tentang Pedoman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Korporat PT Angkasa Pura I (Persero).

PT Angkasa Pura I (Persero) has implemented ISO 9001:2015 Quality Management System as a guideline in managing airport operations. In addition, the Company takes into account the implementation Of Safety, Security, Services, and Compliance (3S + 1C) which ensures the safety of aircraft operations at the airports in accordance with Law No. 1 of 2009 concerning Aviation.

Furthermore, as an airport operator, PT Angkasa Pura I (Persero) complies with the obligation to implement a Safety Management System as stipulated in the Decree of the Board of Directors No. KEP.DU.153/OM.02/2020 dated 10 September 2020 concerning Guidelines for the Corporate Safety and Health Management System (SMK3) of PT Angkasa Pura I (Persero).

Perencanaan Kegiatan Tanggung Jawab Sosial Bidang Konsumen *Activity Plan for Social Responsibility on Consumers*

Penerapan sistem keselamatan seluruh kegiatan penerbangan di Angkasa Pura I telah sesuai dengan standar nasional dan internasional serta panduan *Safety Management System* Bandara. Bagi pengguna jasa, Angkasa Pura I senantiasa berkomitmen dalam menyelesaikan segala bentuk pengaduan konsumen melalui *Service Level Agreement* (SLA) guna mencapai nilai kepuasan konsumen di atas 4,0 dari skala 1 sampai dengan 5.

PT Angkasa Pura I (Persero) has implemented a safety system for all flight activities in accordance with national and international standards as well as Airport Safety Management System guidelines. For service users, Angkasa Pura I is committed to resolving consumer complaints under Service Level Agreement (SLA) and achieving consumer satisfaction scores of above 4.0 on a scale of 1 to 5.

Biaya yang Dikeluarkan *Cost Realization*

Di tahun 2020, PT Angkasa Pura I (Persero) merealisasikan biaya untuk perlindungan konsumen sebesar Rp999.062.595

In 2020, PT Angkasa Pura I (Persero) realized consumer protection funds of Rp999,062,595

Uraian Pelaksanaan Kegiatan Tanggung Jawab Sosial di Bidang Konsumen *Description of The Implementation of Social Responsibility Programs on Consumers*

Keselamatan dan Kesehatan Kerja

Prioritas dalam aspek Keselamatan dan Kesehatan Kerja (K3) bertujuan untuk memberikan pelayanan terbaik dengan jaminan keamanan dan kenyamanan di seluruh area bandara. Selama tahun 2020 kegiatan berikut telah dilaksanakan untuk menunjang penerapan K3.

Occupational Health and Safety

Occupational Health and Safety (OHS) is the Company's priority aimed to provide the best service with guaranteed safety and comfort in all airport areas. During 2020, the Company has carried out the following programs to support OHS implementation.

Airport Safety Group

Peran dan Tanggung Jawab Airport Safety Group Angkasa Pura I Tahun 2020

Roles and Responsibilities of Airport Safety Group of PT Angkasa Pura I (Persero) in 2020

Pekerjaan Position	Misi Mission	Tanggung Jawab Utama Main Responsibility
Vice President Airport Safety	<p>Memastikan pembinaan seluruh aspek sistem manajemen keselamatan dan mutu, 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 yang berlaku dengan berlandaskan <i>safety, security, service and compliance</i> (3S+1C), dan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan</p> <p><i>To ensure the development of all aspects of the safety and quality management system, to ensure that the airports managed by the Company can operate in a secure, health, safe, smooth, comfortable and efficient manner in accordance with service standards and comply with applicable regulations based on safety, security, service and compliance (3S + 1C), and based on the Company Work Plan and Budget (RKAP) and to carry out compliance in accordance with laws and regulations and company internal regulations.</i></p>	<ul style="list-style-type: none"> • Memastikan tersedianya Rencana Kerja dan Anggaran Perusahaan (RKAP); • Memastikan tercapainya kontrak manajemen yang telah disepakati; • Memastikan perannya sebagai <i>people manager</i> pada unit kerjanya; • 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 terimplementasinya kegiatan Sistem Manajemen Keselamatan (SMS), Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) secara menyeluruh di Bandar udara yang dikelola perusahaan; • Memastikan terimplementasinya kegiatan Manajemen Mutu (QM) yang meliputi perencanaan, strategi, penetapan kebijakan dan standar mutu secara menyeluruh di Bandar udara yang dikelola perusahaan; • Memastikan tersedianya kebijakan, strategi dan Standar Operasional Prosedur (SOP) <i>safety management system</i>. • To Ensure the availability of the Company Work Plan and Budget (RKAP); • To ensure achievement of management contract that has been agreed upon; • To ensure his role as people manager in his work unit; • To ensure that the work unit's activities run in accordance with the established Work Plan and Budget (RKA); • To ensure that the implementation of work unit activities is appropriate and relevant to the management system implemented by the Company; • To ensure that the implementation of the work unit's activities is in accordance with laws and regulations and the Company's internal regulations; • To ensure the implementation of a comprehensive safety management system (SMS), occupational health and safety management system (OHSMS) activities at airports managed by the Company. • To ensure the comprehensive implementation of quality management (QM) activities, including planning, strategy, policy establishment and quality standards at airports managed by the Company • To ensure the availability of policies, strategies and standard operating procedures (SOPs) for safety management system.
Safety Management System Senior Manager	<p>Memastikan pengelolaan kegiatan <i>safety management system</i> di bandara yang efektif guna mendukung terjaganya tingkat keselamatan (keselamatan operasional) berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal Perusahaan.</p> <p><i>To ensure effective safety management system activities at airports to support the maintenance of the level of safety (operational safety) based on the Company's Work Plan and Budget (RKAP) and to carry out compliance in accordance with laws and regulations and the Company's internal regulations.</i></p>	<ol style="list-style-type: none"> 1. Memastikan tersedianya Rencana Kerja dan Anggaran Perusahaan (RKAP); 2. Memastikan tercapainya kontrak manajemen yang telah disepakati; 3. Memastikan perannya sebagai <i>people manager</i> pada unit kerjanya; 4. Memastikan kegiatan unit kerjanya berjalan sesuai dengan Rencana Kerja dan Anggaran (RKA) yang telah ditetapkan; 5. Memastikan pelaksanaan kegiatan unit kerjanya sesuai dan relevan dengan sistem manajemen yang diterapkan Perusahaan; 6. Memastikan kesesuaian pelaksanaan kegiatan unit kerjanya terhadap peraturan perundang-undangan dan peraturan internal Perusahaan; 7. Memastikan dilaksanakannya identifikasi, <i>assessment</i>, dan mitigasi risiko bidang penerbangan; 8. Memastikan tersedianya kebijakan, strategi dan Standar Operasional Prosedur (SOP) <i>safety management system</i>. <ol style="list-style-type: none"> 1. <i>To ensure the availability of the Company's Work Plan and Budget (RKAP);</i> 2. <i>To ensure achievement of management contract that has been agreed upon;</i> 3. <i>To ensuring his role as people manager in his work unit;</i> 4. <i>To ensure that the work unit's activities run in accordance with the established Work Plan and Budget (RKA);</i> 5. <i>To ensure that the implementation of work unit activities is appropriate and relevant to the management system implemented by the Company;</i> 6. <i>To ensure that the implementation of the work unit's activities is in accordance with laws and regulations and the Company's internal regulations;</i> 7. <i>To ensure the implementation of identification, assessment and risk mitigation in the aviation sector;</i> 8. <i>To ensure the availability of policies, strategies and Standard Operating Procedures (SOP) for the safety management system.</i>

Pekerjaan Position	Misi Mission	Tanggung Jawab Utama Main Responsibility
Occupational Safety Health Senior Manager	<p>Memastikan pengelolaan seluruh aspek sistem manajemen keselamatan dan kesehatan kerja (<i>occupational safety health management system</i>) 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 yang berlaku dengan berlandaskan <i>safety, security, service and compliance (3S+1C)</i> berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal Perusahaan.</p> <p><i>To ensure the management of all aspects of the occupational health and safety management system to ensure that the airports managed by the Company can operate in a secure, healthy, safe, smooth, comfortable and efficient manner in accordance with service standards and to comply with applicable regulations based on safety, security, service and compliance (3S + 1C) based on the Company Work Plan and Budget (RKAP) as well as to carry out compliance in accordance with laws and regulations and the Company's internal regulations.</i></p>	<ol style="list-style-type: none"> Memastikan tersedianya Rencana Kerja dan Anggaran Perusahaan (RKAP); Memastikan tercapainya kontrak manajemen yang telah disepakati; Memastikan perannya sebagai <i>people manager</i> pada unit kerjanya; 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 (<i>improvement</i>) atas temuan audit di unit kerja di bawah tanggung jawabnya; Memastikan terlaksananya kegiatan sistem manajemen keselamatan dan kesehatan kerja (<i>occupational safety health management system</i>) di bandar udara yang dikelola Perusahaan; Memastikan terlaksananya penyusunan kebijakan, strategi, dan standar operasional prosedur (SOP) bidang <i>occupational safety health</i>. <ol style="list-style-type: none"> <i>To ensure the availability of the Company's Work Plan and Budget (RKAP);</i> <i>To ensure the achievement of management contract that has been agreed upon;</i> <i>To ensure his role as people manager in his work unit;</i> <i>To ensure that the work unit's activities run in accordance with the established Work Plan and Budget (RKA);</i> <i>To ensure that the implementation of work unit activities is appropriate and relevant to the management system implemented by the Company;</i> <i>To ensure the implementation of the work unit's activities is in accordance with laws and regulations and the Company's internal regulations;</i> <i>To ensure planning and implementation of improvement on audit findings in the work unit under their responsibility;</i> <i>To ensure the implementation of the occupational health and safety management system activities at airports managed by the Company;</i> <i>To ensure the implementation of policies, strategies, and standard operating procedures (SOPs) on occupational health and safety</i>
Quality Management Senior Manager	<p>Memastikan pengelolaan sistem manajemen mutu (<i>quality management</i>) di Perusahaan guna memastikan penerapan manajemen mutu (<i>quality management</i>) di setiap aktivitas Perusahaan berjalan sesuai dengan standar layanan dan patuh terhadap peraturan yang berlaku dengan berlandaskan <i>safety, security, service and compliance (3S+1C)</i> berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal Perusahaan.</p> <p><i>To ensure quality management system in the Company to ensure that the implementation of quality management in all Company's activities runs in accordance with service standards and complies with applicable regulations based on safety, security, service and compliance (3S + 1C) based on Company Work Plan and Budget (RKAP) and to carry out compliance in accordance with laws and regulations and the Company's internal regulations.</i></p>	<ol style="list-style-type: none"> Memastikan tersedianya Rencana Kerja dan Anggaran Perusahaan (RKAP); Memastikan tercapainya kontrak manajemen yang telah disepakati; Memastikan perannya sebagai <i>people manager</i> pada unit kerjanya; Memastikan kegiatan unit kerjanya berjalan sesuai dengan Rencana Kerja dan Anggaran (RKA) yang telah ditetapkan; Memastikan pelaksanaan kegiatan unit kerja 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 (<i>improvement</i>) atas temuan audit di unit kerja di bawah tanggung jawabnya; Memastikan terlaksananya penyusunan kebijakan, strategi, dan standar operasional prosedur (SOP) bidang <i>Quality Management System</i>; Memastikan terlaksananya penerapan sistem manajemen mutu pada seluruh proses bisnis di lingkungan Perusahaan. <ol style="list-style-type: none"> <i>To ensure the availability of the Company's Work Plan and Budget (RKAP);</i> <i>To ensure the achievement of management contract that has been agreed upon;</i> <i>To ensure his role as people manager in his work unit;</i> <i>To ensure that the work unit's activities run in accordance with the established Work Plan and Budget (RKA);</i> <i>To ensure that the implementation of work unit activities is appropriate and relevant to the management system implemented by the Company;</i> <i>To ensure that the implementation of work unit's activities is in accordance with laws and regulations and the Company's internal regulations;</i> <i>To ensure planning and implementation of improvement on audit findings in the work unit under their responsibility;</i> <i>To ensure the implementation of policies, strategies, and standard operating procedures (SOPs) formulation on Quality Management System;</i> <i>To ensure the implementation of quality management system in all business processes within the Company.</i>

Kegiatan Keselamatan dan Kesehatan Kerja Angkasa Pura I

Occupational Health and Safety Programs of PT Angkasa Pura I

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
1.	<p>OSH Promotion:</p> <p>1. Bulan K3 Nasional;</p> <p>2. OSH Campaign.</p> <p><i>OSH Promotion:</i></p> <p>1. <i>National OHS Month;</i></p> <p>2. <i>OHS Campaign.</i></p>	<p>1. Untuk meningkatkan citra Perusahaan;</p> <p>2. Membangun kesadaran akan pentingnya K3 di lingkungan kerja PT Angkasa Pura I (Persero);</p> <p>3. Peningkatan penerapan K3 di lingkungan kerja bandara.</p> <p>1. <i>To improve the Company's image</i></p> <p>2. <i>To build awareness of the importance of OHS within PT Angkasa Pura I (Persero)</i></p> <p>3. <i>To increase the application of OHS in the airport work environment</i></p>	<p>Salah satu program <i>OSH Promotion</i> yaitu melalui Kegiatan “Angkasa Pura Airports Safety Weeks 2020” dalam rangka peringatan Bulan Keselamatan dan Kesehatan Kerja (K3) Nasional Tahun 2020, yang telah dilaksanakan pada bulan Januari – Februari 2020. Kegiatan ini bertujuan untuk meningkatkan kesadaran K3 di lingkungan kerja perusahaan serta sebagai bentuk peran aktif perusahaan dalam memperingati 50 tahun K3 di Indonesia. Rangkaian Kegiatan “Angkasa Pura Airports Safety Weeks 2020” antara lain meliputi:</p> <p>1 Sosialisasi K3 dengan Tema “<i>Mental Health in the Workplace: How to Deal with Stress & Anxiety</i>”, dilaksanakan pada tanggal 28 Januari 2020 dengan Narasumber dr. Jiemi Ardian, Sp.KJ;</p> <p>2 Donor Darah pada tanggal 29 Januari 2020, dengan total kantong darah yang terkumpul yaitu sebanyak 121 kantong;</p> <p>3 <i>Safety Videography Competition</i> dengan tema “Keselamatan dan Kesehatan Kerja di Lingkungan Kerja PT Angkasa Pura I (Persero)” yang dilaksanakan pada tanggal 23 Januari – 6 Februari 2020;</p> <p>4 <i>Safety Talk Show</i> dengan tema “<i>Be a Safety Agent, Be a Hero</i>” yang merupakan puncak rangkaian kegiatan dari “Angkasa Pura Airports Safety Weeks 2020”, dilaksanakan pada tanggal 11 Februari 2020 di Jakarta;</p> <p>5 Seremoni penyerahan Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Emas kepada 13 Bandara PT Angkasa Pura I (Persero), dilaksanakan pada acara <i>Safety Talk Show</i> pada tanggal 11 Februari 2020;</p> <p>6 <i>OSH Quiz</i> dengan Tema “<i>I am Safety Agent, I am Hero</i>” dilaksanakan pada acara <i>Safety Talk Show</i> pada tanggal 11 Februari 2020;</p> <p>7 <i>Photo Exhibition</i>, diselenggarakan sebagai bentuk apresiasi kepada seluruh pemenang <i>Safety Photography Competition</i> tahun 2019 dan 2018. Kegiatan ini diselenggarakan pada acara <i>Safety Talk Show</i> pada tanggal 11 Februari 2020.</p> <p><i>One of the OSH Promotion programs was “Angkasa Pura Airports Safety Weeks 2020” program in commemoration of the 2020 National Occupational Health and Safety (OHS) Month, held in January - February 2020. This program aims to increase OHS awareness within the company and is the company's active role in commemorating 50 years of OHS in Indonesia. The series of “Angkasa Pura Airports Safety Weeks 2020” programs include:</i></p> <p>1 <i>OHS socialization with the theme “Mental Health in the Workplace: How to Deal with Stress & Anxiety”, held on January 28, 2020 with a keynote speaker, dr. Jiemi Ardian, Sp.KJ;</i></p> <p>2 <i>Blood Donation held on January 29, 2020, with a total of 121 bags of blood;</i></p> <p>3 <i>Safety Videography Competition with the theme “Occupational Health and Safety in the Work Environment of PT Angkasa Pura I (Persero)” held on 23 January - 6 February 2020;</i></p> <p>4 <i>Safety Talk Show with the theme “Be a Safety Agent, Be a Hero” which is the highlight of a series of programs of “Angkasa Pura Airports Safety Weeks 2020”, held on February 11, 2020 in Jakarta;</i></p> <p>5 <i>Ceremony for the handover of Occupational Health and Safety Management System (OHSMS) Gold Certificate to 13 PT Angkasa Pura I (Persero) Airports, held at the Safety Talk Show on February 11, 2020;</i></p> <p>6 <i>OSH Quiz with the theme “I am Safety Agent, I am Hero” held at the Safety Talk Show on February 11, 2020;</i></p> <p>7 <i>Photo Exhibition, held as a form of appreciation to all the winners of the 2019 and 2018 Safety Photography Competition. This program was held at the Safety Talk Show on February 11, 2020.</i></p>

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
3.	Audit Internal SMK3 <i>Virtual</i> Tahun 2020 sesuai dengan PP 50 Tahun 2012 <i>Virtual OHSMS Internal Audit 2020 as regulated by Government Regulation No. 50 of 2012</i>	<p>a. Mengetahui tingkat penerapan/ implementasi dan konsistensi SMK3 di masing – masing kantor cabang;</p> <p>b. Menentukan tingkat pemenuhan terhadap Peraturan Pemerintah Nomor 50 tahun 2012 tentang SMK3.</p> <p>a. <i>To determine the level of OHSMS implementation and consistency in respective branch office.</i></p> <p>b. <i>To determine the level of compliance towards Government Regulation No. 50 of 2012 concerning OHSMS</i></p>	<p>Audit Internal SMK3 di 15 kantor cabang dilaksanakan oleh tim kantor pusat dengan hasil sebagai berikut :</p> <ol style="list-style-type: none"> 1. Bandara Pattimura Ambon capaian 96,38%; 2. Bandara Jenderal Ahmad Yani Semarang capaian 88,55%; 3. Bandara SAMS Sepinggan Balikpapan capaian 95,18%; 4. Bandara Sam Ratulangi Manado capaian 92,77%; 5. Bandara Adisutjipto Yogyakarta capaian 93,37%; 6. Bandara Sultan Hasanuddin Makassar capaian 91,56%; 7. Bandara Syamsudin Noor Banjarmasin capaian 96,98%; 8. Bandara El Tari Kupang capaian 91,57%; 9. Bandara Juanda Surabaya capaian 96,98%; 10. Bandara Lombok Praya capaian 92,77%; 11. Bandara Frans Kaisiepo Biak capaian 92,17%; 12. Bandara I Gusti Ngurah Rai Bali capaian 97,59%; 13. Bandara Adi Soemarmo Surakarta capaian 95,78%; 14. Bandara Sentani Jayapura capaian 87,5% <p><i>OHSMS Internal Audit at 15 branch offices was carried out by the head office team with the following results:</i></p> <ol style="list-style-type: none"> 1. <i>Pattimura International Airport - Ambon with achievement of 96.38%;</i> 2. <i>Jenderal Ahmad Yani International Airport - Semarang with achievement of 88.55%;</i> 3. <i>SAMS Sepinggan International Airport - Balikpapan with achievement of 95.18%;</i> 4. <i>Sam Ratulangi International Airport - Manado with achievement of 92.77%;</i> 5. <i>Adisutjipto International Airport - Yogyakarta with achievement of 93.37%;</i> 6. <i>Sultan Hasanuddin International Airport - Makassar with achievement of 91.56%;</i> 7. <i>Syamsudin Noor Airport - Banjarmasin with achievement of 96.98%;</i> 8. <i>El Tari International Airport - Kupang with achievement of 91.57%;</i> 9. <i>Juanda International Airport - Surabaya with achievement of 96.98%;</i> 10. <i>Lombok International Airport with achievement of 92.77%;</i> 11. <i>Frans Kaisiepo International Airport - Biak with achievement of 92.17%;</i> 12. <i>I Gusti Ngurah Rai Airport - Bali with achievement of 97.59%;</i> 13. <i>Adi Soemarmo International Airport - Surakarta with achievement of 95.78%;</i> 14. <i>Sentani Airport - Jayapura with achievement of 87.5%</i>
4.	Pelatihan Ahli K3 Umum (Sertifikasi Kemenaker RI) <i>General OHS Expert Training (Certification by the Ministry of Manpower of the Republic of Indonesia)</i>	<p>a Meningkatkan kompetensi pegawai dalam bidang K3;</p> <p>b Pemenuhan peraturan perundang-undangan yang berlaku.</p> <p>a. <i>To improve employee competence on OHS</i></p> <p>b. <i>To comply with applicable laws and regulations</i></p>	<p>Pelatihan dilaksanakan pada tanggal 30 November – 11 Desember 2020 dengan peserta dari Kantor Pusat dan Kantor Cabang melalui metode <i>online class</i>.</p> <p><i>The training was held on 30 November – 11 December 2020 with the participants from the Head Office and Branch Offices through online class method.</i></p>
5.	<i>Updating dan Sosialisasi Pedoman SMK3 Korporat menyesuaikan ISO 45001 : 2018 Updating and Socialization of Corporate OHSMS Guidelines according to ISO 45001: 2018</i>	<p>a Pemenuhan persyaratan ISO 45001:2018;</p> <p>b Penyamaan persepsi dan interpretasi terkait Pedoman SMK3 terbaru agar dapat dipahami dan diimplementasikan di seluruh kantor cabang.</p> <p>a. <i>To comply with ISO 45001: 2018 requirements;</i></p> <p>b. <i>To align perceptions and interpretations related to the latest OHSMS Guidelines to be understood and implemented in all branch offices.</i></p>	<p>Telah terbit Keputusan Direksi No. KEP.DU.153/OM.02/2020 tanggal 10 September 2020 tentang Pedoman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) PT Angkasa Pura I (Persero) berlaku terhitung mulai tanggal 10 September 2020 dan telah disosialisasikan pada tanggal 23 September 2020</p> <p><i>The Issuance of Board of Directors Decree No. KEP.DU.153/OM.02/2020 dated 10 September 2020 concerning Guidelines for Occupational Health and Safety Management System (OHSMS) of PT Angkasa Pura I (Persero) has been effective since September 10, 2020 and has been socialized on September 23, 2020</i></p>

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
6.	Setting-Up ISO 45001: 2018 <i>Occupational Health Safety Management System</i> di Kantor Pusat dan 4 (empat) kantor cabang (DPS, BPN, SRG, SOC) <i>Setting-Up ISO 45001: 2018 Occupational Health and Safety Management System in the Head Office and 4 (four) branch offices (DPS, BPN, SRG, SOC)</i>	<p>a. Peningkatan pemahaman personil dalam terkait ISO 45001:2018 <i>Occupational Health & Safety Management System;</i></p> <p>b. Pemenuhan klausul ISO 45001:2018.</p> <p>a. <i>To increase understanding of personnel related to ISO 45001: 2018 Occupational Health & Safety Management System;</i></p> <p>b. <i>To comply with clause of ISO 45001: 2018.</i></p>	<p>Kegiatan <i>Setting Up</i> ini dilaksanakan dengan tahapan kegiatan, antara lain:</p> <ol style="list-style-type: none"> 1) Pelaksanaan <i>Gap Analysis</i>; 2) SMK3 Awareness berdasarkan ISO 45001 : 2018 untuk para pegawai; 3) Bimbingan Teknis <i>Introduction & Interpretation of ISO 45001:2018</i>; 4) Bimbingan Teknis <i>Hazard Identification, Risk Assessment & Determining Control</i>; 5) Penyusunan & <i>Updating</i> dokumen SMK3 sesuai ISO 45001:2018; 6) Bimbingan Teknis Audit Internal SMK3 sesuai ISO 45001:2018; 7) Pelaksanaan Audit Internal SMK3 sesuai PP 50 Tahun 2012 & ISO 45001:2018. <p><i>The Setting Up program was carried out in several phases, including:</i></p> <ol style="list-style-type: none"> 1) <i>Implementation of Gap Analysis;</i> 2) <i>OHSMS Awareness based on ISO 45001: 2018 for employees;</i> 3) <i>Technical Guidance on Introduction & Interpretation of ISO 45001: 2018;</i> 4) <i>Technical Guidance on Hazard Identification, Risk Assessment & Determining Control;</i> 5) <i>Preparation & Updating of OHSMS documents according to ISO 45001: 2018;</i> 6) <i>Technical Guidance on OHSMS Internal Audit according to ISO 45001: 2018;</i> 7) <i>Implementation of OHSMS Internal Audit in accordance with Government Regulation No. 50 of 2012 & ISO 45001: 2018.</i>
8.	Sertifikasi Fasilitas dan Peralatan secara berkala <i>Periodic Facilities and Equipment Certification;</i>	Memastikan kesiapan fasilitas dan peralatan dalam kondisi baik dan layak pakai sesuai dengan peraturan perundang-undangan yang berlaku <i>To ensure that facilities and equipment are in good condition and fit for use in accordance with the prevailing laws and regulations.</i>	Fasilitas dan peralatan di seluruh bandara yang dikelola oleh PT Angkasa Pura I (Persero) telah tersertifikasi oleh Direktorat Jenderal Perhubungan Udara dan Dinas Ketenagakerjaan setempat. <i>Facilities and equipment at airports managed by PT Angkasa Pura I (Persero) have been certified by the Directorate General of Civil Aviation and the local Manpower Department.</i>
9.	Sertifikasi Personil sesuai bidang kerjanya; <i>Personnel Certification according to their line of work;</i>	<p>a. Bentuk kepatuhan terhadap peraturan perundang-undangan yang berlaku;</p> <p>b. Memastikan personil memenuhi kompetensi sesuai dengan bidang kerjanya.</p> <p>a. <i>To comply with applicable laws and regulations;</i></p> <p>b. <i>To ensure that personnel meet the competencies in accordance with their line of work.</i></p>	<p>Personil di seluruh Bandara yang dikelola oleh PT Angkasa Pura I (Persero) telah tersertifikasi oleh Direktorat Jenderal Perhubungan Udara dan Kementerian Ketenagakerjaan.</p> <p><i>Personnel at airports managed by PT Angkasa Pura I (Persero) have been certified by the Directorate General of Civil Aviation and the Ministry of Manpower.</i></p>
10.	Pengukuran kualitas lingkungan kerja & <i>Health Risk Assessment</i> <i>work environment quality measurement & Health Risk Assessment</i>	<p>a. Untuk mengetahui kualitas lingkungan kerja yang meliputi faktor fisik, kimia, biologi, ergonomi, dan psikologi dalam upaya pengendalian risiko kesehatan kerja di area kerja;</p> <p>b. Pemenuhan peraturan perundang-undangan terkait pengukuran lingkungan kerja.</p> <p>a. <i>To determine work environment quality, including physical, chemical, biological, ergonomic and psychological factors in an effort to control occupational health risks in the work area;</i></p> <p>b. <i>To comply laws and regulations related to work environment measurement.</i></p>	<p>Pengukuran lingkungan kerja telah dilaksanakan sesuai dengan peraturan perundang-undangan 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).</p> <p><i>Work environment measurement has been carried out in accordance with the prevailing laws and regulations. The results of work environment measurement are used to assess the level of occupational health risks and carry out efforts to control occupational health risks in work areas (office and airport areas).</i></p>
11.	Sosialisasi dan Seminar K3 bagi para stakeholder <i>OHS Dissemination and Seminar for stakeholders</i>	Meningkatkan kesadaran akan pentingnya Keselamatan dan Kesehatan Kerja (K3) di lingkungan kerja PT Angkasa Pura I (Persero). <i>To increase awareness on the importance of Occupational Health and Safety (OHS) in the work environment of PT Angkasa Pura I (Persero).</i>	Sosialisasi dan Seminar K3 bagi para <i>stakeholder</i> rutin dilaksanakan minimal satu tahun sekali di seluruh bandara yang dikelola oleh PT Angkasa Pura I (Persero). <i>OHS dissemination and seminar for stakeholders have been regularly held at least once a year at airports managed by PT Angkasa Pura I (Persero).</i>

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
12.	<i>Safety Briefing</i> untuk para Kontraktor, Vendor, Tenant and Stakeholder <i>Safety Briefing for Contractors, Vendors, Tenants and Stakeholders</i>	Meningkatkan kesadaran akan pentingnya Keselamatan dan Kesehatan Kerja (K3) dalam setiap pelaksanaan pekerjaan di wilayah sisi udara atau sisi darat. <i>To increase awareness on the importance of Occupational Health and Safety (OHS) in work implementation on airside or landside areas.</i>	<i>Safety Briefing</i> rutin dilakukan sebelum memulai pekerjaan dilaksanakan di sisi udara maupun sisi darat yang melibatkan Kontraktor, Vendor, <i>Tenant and Stakeholder.</i> <i>Safety Briefing has been regularly held before starting to work on airside and landside areas by involving Contractors, Vendors, Tenants and Stakeholders.</i>
14.	Kampanye dan Promosi K3 di Bandara; <i>OHS Campaign and Promotion at Airports;</i>	Meningkatkan pemahaman serta kesadaran bagi pengguna jasa akan pentingnya Keselamatan dan Kesehatan Kerja (K3) di lingkungan kerja khususnya di area terminal bandara. <i>To increase understanding and awareness of service users on the importance of Occupational Health and Safety (OHS) in the work environment, especially in airport terminal area.</i>	Kampanye dan Promosi K3 telah dilakukan di seluruh bandara yang dikelola oleh PT Angkasa Pura I (Persero) <i>OHS Campaign and Promotion have been carried out at all airports managed by PT Angkasa Pura I (Persero).</i>
15.	Pelatihan Penggunaan Alat Pemadam Api Ringan (APAR) bagi Mitra Kerja dan Mitra Usaha; <i>Training on Use of Fire Extinguishers (APAR) for Work Partners and Business Partners;</i>	<p>a. Untuk memastikan kesiapan personil Tim Tanggap Darurat PT Angkasa Pura I (Persero) dalam melakukan penanganan awal jika terjadi keadaan darurat kebakaran gedung;</p> <p>b. Untuk memberikan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat kebakaran gedung perkantoran kepada Mitra Usaha dan Mitra Kerja yang beraktivitas di wilayah bandara PT Angkasa Pura I (Persero).</p> <p>a. <i>To ensure the readiness of Emergency Response Team personnel of PT Angkasa Pura I (Persero) in carrying out initial handling in the event of building fire;</i></p> <p>b. <i>To provide knowledge and skills in overcoming office building fire to Business Partners and Work Partners who have a duty in the airport area of PT Angkasa Pura I (Persero).</i></p>	<p>Dampak positif dari pelaksanaan kegiatan Pelatihan Penggunaan Alat Pemadam Api Ringan (APAR) adalah :</p> <ol style="list-style-type: none"> 1) Mengetahui cara penggunaan APAR; 2) Meningkatkan kepedulian terhadap kondisi lingkungan kerja di gedung perkantoran; 3) Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat kebakaran gedung perkantoran 4) Pelaksanaan pelatihan penggunaan APAR rutin dilakukan minimal satu kali dalam setahun. <p><i>Positive impacts of the implementation of Training on Use of Fire Extinguishers (APAR) are:</i></p> <ol style="list-style-type: none"> a. <i>Knowing how to use APAR;</i> b. <i>Increasing awareness of the work environment condition in office buildings;</i> c. <i>Increasing knowledge and skills in dealing with fire emergencies in office buildings</i> d. <i>Training on Use of Fire Extinguishers has been regularly held at least once a year.</i>
16.	Simulasi Latihan Tanggap Darurat. <i>Emergency Response Exercise Simulation</i>	Untuk memastikan kesiapan personel Tim Tanggap Darurat kantor cabang PT Angkasa Pura I (Persero) dalam menghadapi dan menanggulangi keadaan darurat. <i>To ensure the readiness of Emergency Response Team personnel at PT Angkasa Pura I (Persero) branch offices in dealing with and overcoming emergencies.</i>	<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"> 1) Memahami konsep Perencanaan Tanggap Darurat (<i>Emergency Response Plan</i>) 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, dll); 4) Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat di lingkungan bandara. <p><i>Emergency response exercise has been regularly carried out by involving related units in the internal and external environment. Several things have become the focus of attention in implementing this exercise, including:</i></p> <ol style="list-style-type: none"> 1) <i>To understand the concept of Emergency Response Plan effectively so that control can be carried out quickly and precisely;</i> 2) <i>To Prevent confusion in dealing with emergency conditions (not nervous and panic);</i> 3) <i>To prevent greater losses (casualties, damage to facilities/equipment, etc.);</i> 4) <i>To Increase knowledge and skills in dealing with emergencies in the airport environment.</i>

Sistem Manajemen Keselamatan (Safety Management System)

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 aktifitas-aktifitas yang dilakukan oleh pihak lain di bandara.

Sistem Manajemen Keselamatan di PT Angkasa Pura I (Persero) dikelola melalui empat pilar kegiatan berikut:

1. *Safety Policy & Objective*
 - a. Komitmen keselamatan;
 - b. Kebijakan dan sasaran keselamatan;
 - c. Tanggung jawab dan wewenang;
 - d. Koordinasi rencana penanggulangan kondisi gawat darurat; dan
 - e. Dokumentasi pelaksanaan Sistem Manajemen Keselamatan.
2. *Safety Risk Management*
 - a. Identifikasi bahaya;
 - b. Penilaian dan mitigasi risiko.
3. *Safety Assurance*
 - a. Pengukuran dan monitoring kinerja keselamatan;
 - b. Manajemen perubahan;
 - c. Investigasi;
 - d. Peningkatan berkelanjutan terhadap Sistem Manajemen Keselamatan.
4. *Safety Promotion*
 - a. Pendidikan dan/atau pelatihan;
 - b. *Safety notice & bulletin*;
 - c. *Safety campaign*;
 - d. *Safety awareness*.

Safety Management System

Safety Management System includes organizational structure, responsibilities, procedures, processes and provisions implemented as safety policies. The system is a means to maintain compliance with regulations and standards, because Safety Management System includes some of the requirements of airport operation surveillance. This system allows airport administrator to carry out safety surveillance at the airport against suspicious activities carried out by other parties at the airport.

Administration of the Safety Management System at PT Angkasa Pura I (Persero) includes 4 (four) pillars of the following activities:

1. *Safety Policy & Objective*
 - a. *Safety commitment*;
 - b. *Safety policies and objectives*;
 - c. *Responsibility and authority*;
 - d. *Coordination of emergency management plan*; and
 - e. *Documentation of the implementation of the Safety Management System.*
2. *Safety Risk Management*
 - a. *Hazard identification*;
 - b. *Risk assessment and mitigation.*
3. *Safety Assurance*
 - a. *Measurement and monitoring of safety performance*;
 - b. *Change management*;
 - c. *Investigation*;
 - d. *Continuous improvement of the Safety Management System.*
4. *Safety Promotion*
 - a. *Education and/or training*;
 - b. *Safety notice & bulletin*;
 - c. *Safety campaign*;
 - d. *Safety awareness.*

Penerapan empat pilar Sistem Manajemen Keselamatan di atas diwujudkan melalui beberapa program kerja berikut.

The implementation of the four pillars of Safety Management System above is realized through the following work programs.

Kegiatan Sistem Manajemen Keselamatan PT Angkasa Pura I (Persero) Tahun 2020

Safety Management System Work Programs of PT Angkasa Pura I (Persero) in 2020

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
Safety Policy & Objectives			
a	<i>Safety Review dan Bimbingan Teknis Safety Management System Manual</i> <i>Safety Review and Technical Guidance on Safety Management System Manual</i>	Memastikan tercapainya standarisasi dan pembaharuan SMS Manual dalam persiapan perpanjangan Sertifikat Bandar Udara (SBU) di seluruh bandara yang dikelola oleh PT. Angkasa Pura I (Persero). <i>To ensure the achievement of standardization and renewal of SMS Manual in preparation for the Airport Certificate (SBU) extension at all airports managed by PT. Angkasa Pura I (Persero).</i>	<ul style="list-style-type: none"> Telah dilakukan penetapan <i>Safety Performance Indicator</i> PT Angkasa Pura I (Persero) tahun 2020 – 2021; Telah dilakukan penetapan <i>Safety Target</i> PT Angkasa Pura I (Persero) tahun 2020 – 2021. <i>PT Angkasa Pura I (Persero) Safety Performance Indicator 2020-2021 has been established;</i> <i>PT Angkasa Pura I (Persero) Safety Target 2020-2021 has been established.</i>
b	Pembaharuan dan Sosialisasi Keputusan Direksi tentang Pedoman Penerapan Sistem Manajemen Keselamatan (<i>Safety Management System</i>) <i>Update and Dissemination of Decree of the Board of Directors concerning Guidelines for the Implementation of a Safety Management System</i>	Memastikan tercapainya kesamaan bahasa dan pengertian dalam penerapan Sistem Manajemen Keselamatan (SMS) di PT Angkasa Pura I (Persero) serta pemenuhan terhadap kepatuhan peraturan perundang-undangan, sasaran keselamatan serta pencapaian visi misi perusahaan. <i>To ensure the achievement of common language and understanding in the implementation of Safety Management System (SMS) at PT Angkasa Pura I (Persero) as well as compliance with laws and regulations, safety objectives and achievement of the company's vision and mission.</i>	Telah terbit Keputusan Direksi No. KEP.DU.154/OM.02/2020 tanggal 10 September 2020 tentang Pedoman Sistem Manajemen Keselamatan (<i>Safety Management System</i>) PT Angkasa Pura I (Persero) dan telah dilaksanakan sosialisasi kepada 15 kantor cabang PT Angkasa Pura I (Persero). <i>Issuance of the Board of Directors Decree No. KEP.DU.154/OM.02/2020 dated 10 September 2020 concerning Guidelines for Safety Management System of PT Angkasa Pura I (Persero) and socialization has been carried out at 15 branch offices of PT Angkasa Pura I (Persero).</i>
c	Perumusan Penilaian Pencapaian Daftar Periksa Kepatuhan dan Efektivitas Pelaksanaan Sistem Manajemen Keselamatan (KP 622 Tahun 2015) <i>Formulation of Assessment of Compliance Checklist Achievement and Effectiveness of Safety Management Systems Implementation (KP 622 of 2015)</i>	Menyediakan kamus indikator dan <i>levelling</i> dalam menilai kepatuhan dan efektivitas pelaksanaan Sistem Manajemen Keselamatan sesuai dengan tools pada KP 622 Tahun 2015. <i>To provide a dictionary of indicators and leveling in assessing compliance and effectiveness of the implementation of the Safety Management System in accordance with the tools in KP 622 of 2015.</i>	Telah tersedia kamus indikator dan <i>levelling tools</i> KP 622 Tahun 2015 dan telah dilaksanakan sosialisasi kepada 15 kantor cabang PT Angkasa Pura I (Persero). <i>A dictionary of indicators and leveling based on tools in KP 622 of 2015 has been available and dissemination has been carried out at 15 branch offices of PT Angkasa Pura I (Persero).</i>
d	<i>Safety Action Group</i> (SAG)	Sebagai wadah pengambilan tindakan terkait permasalahan keselamatan di bandara <i>To provide a forum to take actions related to safety issues at the airports</i>	Telah terlaksana pertemuan <i>Safety Action Group</i> di kantor cabang PT Angkasa Pura I (Persero) dengan bahasan berbagai topik/isu keselamatan di masing-masing kantor cabang. <i>Safety Action Group meeting was held at the branch offices of PT Angkasa Pura I (Persero) with a discussion on various safety topics/issues at each branch office.</i>

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
Safety Risk Management			
a	<i>Hazard Identification Risk Assessment (HIRA)</i>	<p>Untuk mengetahui bahaya yang ada pada setiap pekerjaan dan menetapkan pengendalian yang diperlukan untuk mengurangi tingkat risiko keselamatan agar sesuai dengan kriteria keselamatan operasional</p> <p><i>To identify hazards in each work and establish control needed to reduce safety risk level in order to comply with operational safety criteria</i></p>	<ul style="list-style-type: none"> • Telah dilaksanakan <i>Hazard Identification Risk Assessment (HIRA)</i> pada operasional bandara baru seperti Yogyakarta International Airport; • Telah dilaksanakan inspeksi secara rutin oleh 15 kantor cabang PT Angkasa Pura I (Persero) sebagai bagian dari kegiatan identifikasi bahaya; • Telah dilaksanakan pelaporan mandatory dan voluntary melalui Integrated Management Safety Information System (IMSIS) ke DJU oleh 15 kantor cabang PT Angkasa Pura I (Persero); • Telah dilaksanakan pelaporan rutin 2 mingguan terkait pemetaan area pergerakan serta rekapitulasi <i>voluntary report</i> dan <i>feedback</i>; • Telah dilaksanakan penilaian risiko keselamatan secara rutin sesuai dengan matriks risiko perusahaan yang telah ditetapkan, guna pemetaan prioritas risiko. • <i>Hazard Identification Risk Assessment (HIRA)</i> has been implemented in the operations of new airport, such as Yogyakarta International Airport; • <i>Routine inspections have been carried out by 15 branch offices of PT Angkasa Pura I (Persero) as part of hazard identification activities;</i> • <i>Mandatory and voluntary reporting through IMSIS (Integrated Management Safety Information System) has been carried out to DJU by 15 branch offices of PT Angkasa Pura I (Persero);</i> • <i>Two weekly routine reports have been carried out related to mapping of movement areas as well as recapitulation of voluntary report and feedback;</i> • <i>Routine safety risk assessments have been carried out in accordance with the established company risk matrix, in order to map risk priorities</i>
Safety Assurance			
a	Latihan Penanggulangan Keadaan Darurat <i>Emergency Response Exercise (PKD)</i>	<p>Mengukur kemampuan personel dan peralatan setiap unit yang terlibat serta kepatuhan di dalam melaksanakan SOP dalam rangka kesiapan menanggulangi keadaan darurat menurut bidang tugasnya serta menguji dokumen/prosedur yang berlaku.</p> <p><i>To measure capability of personnel and equipment of each unit involved as well as compliance in implementing SOPs in the context of preparedness to deal with emergencies according to their duties and examining applicable documents/procedures.</i></p>	<p>Telah dilaksanakan latihan PKD di Kantor Cabang Bandara Syamsudin Noor Banjarmasin, serta <i>virtual table top exercise</i> di beberapa Kantor Cabang lainnya.</p> <p><i>Emergency Response Exercise (PKD) has been carried out at the Syamsudin Noor Airport Branch Office in Banjarmasin, as well as a virtual table top exercise at several other branch offices.</i></p>
b	Audit Internal Kantor Cabang <i>Internal Audit at Branch Offices</i>	<p>Memastikan proses dan prosedur dilaksanakan secara efektif untuk mencapai tujuan keselamatan yang telah ditetapkan dan untuk mengetahui sejauh mana implementasi SMS seluruh kegiatan operasional bandara.</p> <p><i>To ensure that processes and procedures are carried out effectively to achieve predetermined safety objectives and to find out the extent of the implementation of SMS throughout airport operational activities.</i></p>	<p>Telah dilaksanakan <i>self-assessment</i> oleh 15 kantor cabang PT Angkasa Pura I (Persero) sesuai dengan kamus dan level yang telah ditetapkan.</p> <p><i>Self-assessment has been carried out by 15 branch offices of PT Angkasa Pura I (Persero) in accordance with the dictionary and the level that has been set.</i></p>
c	Audit Internal Kantor Pusat <i>Internal Audit at the Head Office</i>	<p>Sebagai verifikasi dan monitoring hasil <i>self-assessment</i> yang telah dilakukan oleh kantor cabang terkait evaluasi kepatuhan dan efektivitas pelaksanaan Sistem Manajemen Keselamatan.</p> <p><i>To verify and monitor the results of self-assessments that have been carried out by branch offices related to evaluation of compliance and effectiveness of Safety Management System implementation.</i></p>	<p>Telah dilaksanakan audit internal oleh kantor pusat terhadap 15 kantor cabang PT Angkasa Pura I (Persero)</p> <p><i>Internal audit has been carried out by the head office to 15 branch offices of PT Angkasa Pura I (Persero)</i></p>

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
d	Audit Eksternal Kantor Cabang <i>External Audit at Branch Offices</i>	Merupakan pengukuran yang dilakukan kantor cabang kepada Badan Hukum Indonesia yang bergerak di kegiatan penunjang bandara, yang bertujuan untuk memastikan operasional bandara sesuai dengan peraturan yang berlaku. <i>External audit at branch offices is a measurement carried out by branch offices to Indonesian Legal Entities engaged in airport support activities aimed to ensure that airport operations are in accordance with applicable regulations.</i>	Telah dilaksanakan audit eksternal oleh beberapa kantor cabang PT Angkasa Pura I (Persero) kepada <i>stakeholder</i> bandara antara lain <i>ground handling</i> , penyedia jasa catering dan pelayanan pengisian bahan bakar. <i>External audits have been carried out by several branch offices of PT Angkasa Pura I (Persero) to airport stakeholders, including ground handling, catering service providers and refueling services.</i>
e	Investigasi <i>Investigation</i>	Merupakan kegiatan untuk mencari akar penyebab dan seberapa besar kontribusi perusahaan serta memberikan rekomendasi perbaikan terhadap kejadian serius (<i>serious incident</i>) dan/atau kecelakaan (<i>accident</i>) yang berdampak pada operasional bandara. <i>To investigate the root cause and to investigate the extent of company contribution, as well as to provide recommendations for improvements to serious incidents and/or accidents which have an impact on airport operations.</i>	Telah dilaksanakan investigasi pada kejadian serius (<i>serious incident</i>) dan/atau kecelakaan (<i>accident</i>) yang terjadi di kantor cabang PT Angkasa Pura I (Persero), baik pendampingan kepada KNKT maupun investigasi yang dilakukan secara internal. <i>An investigation has been carried out on serious incidents and/or accidents at the branch offices of PT Angkasa Pura I (Persero), either in the form of assistance to KNKT or internal investigation.</i>
f	Manajemen Perubahan <i>Change Management</i>	Merupakan identifikasi perubahan yang dapat mempengaruhi kinerja keselamatan operasi bandara, baik perubahan internal maupun eksternal serta melakukan pengelolaan bahaya dan risiko yang timbul dalam setiap proses perubahan secara konsisten. <i>To identify changes that may affect safety performance of airport operations, both internal and external changes as well as managing hazards and risks that may arise in each change process consistently.</i>	Telah dilaksanakan manajemen perubahan melalui : <ul style="list-style-type: none"> • <i>Safety Assessment</i> dan verifikasi pada saat pembukaan fasilitas baru (<i>apron, parking stand, terminal</i> dan lainnya) • Penyampaian rencana operasi bandara baru • Pembuatan kajian keselamatan fasilitas, pekerjaan di sisi udara atau operasional jenis pesawat baru • Simulasi penggunaan fasilitas baru <i>Change management has been implemented through:</i> <ul style="list-style-type: none"> • <i>Safety Assessment and verification at the opening of new facilities (apron, parking stand, terminal and others)</i> • <i>Submission of the new airport operation plan</i> • <i>Reviewing on facility safety, work on airside or operation of a new aircraft type</i> • <i>Simulation on the use of new facilities</i>
Safety Promotion			
a	Pendidikan dan Pelatihan <i>Education and Training</i>	Memastikan semua personil telah terdidik, terlatih dan berkompoten untuk melaksanakan tugasnya sejalan dengan syarat keselamatan dalam melaksanakan kegiatan operasional. <i>To ensure that all personnel are educated, trained and competent to carry out their duties in line with safety requirements in carrying out operational activities.</i>	Telah dilaksanakan pendidikan dan pelatihan di bidang keselamatan antara lain: <ul style="list-style-type: none"> • <i>E-Learning Basic Safety Management System Batch I dan II;</i> • <i>Workshop International Civil Aviation Organization (ICAO) "Runway Safety Go Team Mission";</i> • <i>Airport Safety Investigation;</i> • <i>Defensive Driving Training;</i> • <i>SMS & OSH Refreshing Course.</i> <i>Education and training has been carried out on safety, including:</i> <ul style="list-style-type: none"> • <i>E-Learning Basic Safety Management System Batch I and II;</i> • <i>Workshop International Civil Aviation Organization (ICAO) Runway Safety Go Team Mission;</i> • <i>Airport Safety Investigation;</i> • <i>Defensive Driving Training;</i> • <i>SMS & OSH Refreshing Course.</i>
b	<i>Safety Notice</i>	Diseminasi informasi terkait pembelajaran (<i>lesson learned</i>) dari hasil investigasi kejadian (<i>incident</i>) yang terjadi di internal/eksternal perusahaan. <i>Dissemination of information on lesson learned from the results of investigation of the company's internal/external incidents.</i>	Telah terbit beberapa <i>safety notice</i> antara lain : <ul style="list-style-type: none"> • Kecelakaan Personel Mekanik saat Proses <i>Pushback</i> Pesawat Udara; • Peningkatan Keselamatan pada Masa Adaptasi Kebiasaan Baru (<i>New Normal</i>); <i>Several safety notices have been issued, including:</i> <ul style="list-style-type: none"> • <i>Mechanical Personnel Accidents during Aircraft Pushback Process;</i> • <i>Increased Safety during the Adaptation Period of New Habits (New Normal);</i>

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
c	Runway Safety Team (RST)	<p>Merupakan kegiatan untuk identifikasi <i>hazard</i> di area pergerakan pesawat udara, serta dalam rangka meminimalisir dan memitigasi risiko keselamatan di area pergerakan pesawat udara. Pertemuan RST juga merupakan wadah bagi stakeholder terkait untuk mendapatkan solusi pencegahan kejadian serta penyusunan perencanaan guna tercapainya kinerja keselamatan.</p> <p><i>To identify hazards in aircraft movement area, to reduce and mitigate safety risks in the aircraft movement area. RST meeting is also a forum for relevant stakeholders to find solutions to prevent incidents and formulate plans to achieve safety performance.</i></p>	<ul style="list-style-type: none"> • Fasilitas <i>runway</i> di seluruh bandara yang dikelola oleh PT Angkasa Pura I (Persero) dalam kondisi baik dan siap operasional; • Telah dilaksanakan pertemuan <i>Runway Safety Team</i> (RST) secara rutin oleh kantor cabang PT Angkasa Pura I (Persero). • <i>Runway facilities at all airports managed by PT Angkasa Pura I (Persero) are in good condition and ready for operation;</i> • <i>Runway Safety Team (RST) meeting has been held on a regular basis by branch offices of PT Angkasa Pura I (Persero).</i>
d	Bird Strike Committee (BSC)	<p>Mengontrol/mengendalikan populasi satwa liar dan burung di sekitar bandara.</p> <p><i>To control wildlife and bird populations around the airport.</i></p>	<p>Bandara telah menyusun <i>Wildlife Hazard Management Plan</i> (WHMP) sebagai pedoman dalam menyusun rencana strategis dan melaksanakan program kerja untuk mencegah dan mengurangi populasi satwa liar dan burung di bandara. Telah dilaksanakan pertemuan <i>Bird Strike Committee</i> (BSC) secara rutin oleh kantor cabang PT Angkasa Pura I (Persero).</p> <p><i>The airport has developed a Wildlife Hazard Management Plan (WHMP) as a guideline in developing strategic plans and implementing work programs to prevent and reduce wildlife and bird population at the airport. The Bird Strike Committee (BSC) meeting has been held on a regular basis by the branch offices of PT Angkasa Pura I (Persero).</i></p>
e	Safety Campaign	<p>Meningkatkan kesadaran keselamatan dan mempengaruhi sikap seluruh personel dalam pelaksanaan operasional bandara.</p> <p><i>To increase safety awareness and influence the attitude of all personnel in carrying out airport operations.</i></p>	<p>Telah terlaksana <i>safety campaign</i> antara lain :</p> <ul style="list-style-type: none"> • Penyampaian himbauan bahaya layang-layang terhadap keselamatan penerbangan; • FOD <i>cleaning</i>; • <i>Safety & Health Campaign on The Road</i>; • <i>Safety promotion and safety awareness</i> kepada personel sisi udara. <p><i>The safety campaign has been carried out through</i></p> <ul style="list-style-type: none"> • <i>Warnings on the dangers of flying kites on aviation safety;</i> • <i>FOD cleaning;</i> • <i>Safety & Health Campaign on The Road;</i> • <i>Safety promotion and safety awareness to airside personnel.</i>
f	Safety Awareness	<p>Meningkatkan kesadaran terkait keselamatan dan kepatuhan terhadap peraturan melalui metode sosialisasi, <i>workshop</i> dan seminar.</p> <p><i>To increase awareness regarding safety and compliance with regulations through dissemination, workshop and seminar methods.</i></p>	<p>Telah terlaksana <i>safety awareness</i> antara lain :</p> <ul style="list-style-type: none"> • Pelaksanaan sosialisasi peraturan baru, Peraturan Direktur Jenderal Perhubungan Udara Nomor KP 85 Tahun 2016 tentang Persetujuan Exemption; • Sosialisasi MOWP; • Sosialisasi penertiban layang-layang, <i>drone</i> dan laser di Kawasan KKOP Bandara; • <i>Aerodrome Safety Awareness</i>; • <i>Sosialisasi Hazard Identification Risk Assessment and Risk Control</i> (HIRARC). <p><i>Safety awareness has been implemented through:</i></p> <ul style="list-style-type: none"> • <i>Dissemination of new regulations, Regulation of the Director General of Civil Aviation Number KP 85 of 2016 concerning Exemption Approval;</i> • <i>MOWP dissemination;</i> • <i>Dissemination to control flying kites, drones and lasers in KKOP Airport Area;</i> • <i>Aerodrome Safety Awareness;</i> • <i>Dissemination of Hazard Identification Risk Assessment and Risk Control (HIRARC).</i>

Sistem Manajemen Mutu (Quality Management System)

Menjaga mutu pelayanan merupakan salah satu bentuk tanggung jawab PT Angkasa Pura I (Persero) kepada pelanggan. Rangkaian proses yang diperlukan dalam menerapkan Sistem Manajemen Mutu, yaitu:

1. Menetapkan masukan yang diperlukan dan keluaran yang diharapkan dari proses;
2. Menetapkan urutan dan interaksi proses;
3. Menetapkan dan menerapkan kriteria, metode (termasuk pengukuran dan indikator kinerja terkait) yang diperlukan untuk memastikan operasi dan kendali proses yang efektif;
4. Menetapkan sumber daya yang diperlukan dan memastikan ketersediaannya;
5. Menunjuk penanggung jawab dan yang memiliki kewenangan untuk proses tersebut;
6. Menangani risiko dan peluang sesuai dengan persyaratan;
7. Mengevaluasi metode untuk memantau, mengukur, dan mengevaluasi proses guna memastikan tercapainya hasil yang diinginkan; dan
8. Meningkatkan proses dan sistem manajemen mutu.

Adapun program kerja terkait pelaksanaan Sistem Manajemen Mutu yang telah dilaksanakan PT Angkasa Pura I (Persero) sepanjang tahun 2020 adalah sebagai berikut.

Quality Management System

Maintaining the quality of service is a form the Company's responsibility to its customers. PT Angkasa Pura I (Persero) has a series of processes to implement a Quality Management System, namely:

1. Define required input and expected output of the process;
2. Establish sequence and interaction of processes;
3. Establish and apply criteria, methods (including measurements and related performance indicators) needed to ensure effective operation and process control;
4. Determine resources needed and ensure their availability;
5. Appoint a person-in-charge who has authority over the process;
6. Manage risks and opportunities according to requirements;
7. Evaluate methods for monitoring, measuring and evaluating processes to ensure desired results are achieved; and
8. Improve quality management processes and systems.

The work programs related to Quality Management System that have been implemented by PT Angkasa Pura I (Persero) throughout 2020 are as follows:

Program Kerja Sistem Manajemen Mutu PT Angkasa Pura I (Persero) Tahun 2020

Work Programs on Quality Management System of PT Angkasa Pura I (Persero) in 2020

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
1.	Program Rakor, Raker, dan FGD <i>Quality Management Coordination Meetings, Work Meeting, and Quality Management FGD</i>	Penyelarasan dan evaluasi Program kerja bidang <i>Quality Management</i> antara Kantor Pusat dan Kantor Cabang di Tahun 2020. <i>To align and evaluate work programs on Quality Management between the Head Office and Branch Offices in 2020.</i>	<ul style="list-style-type: none"> • Rapat Koordinasi Direktorat Operasi pada tanggal 23-26 Januari 2020; • Telah dilaksanakan video conference Proker Airport Safety dan 15 Kantor Cabang pada Bulan April 2020; • Telah dilaksanakan video conference bersama dengan unit Risk, Planning, dan 15 Kantor Cabang pada tanggal 30 September sampai dengan 1 Oktober 2020. • Operations Directorate Coordination Meeting was held on 23-26 January 2020; • Video Conference of Work Program on Airport Safety and 15 Branch Offices was held in April 2020; • Video Conference with Risk and Planning Unit and 15 Branch Offices was held from 30 September to 1 October 2020.
2.	Penilaian Mutu Pelaksanaan PKD <i>Quality Assessment of Emergency Response Exercise</i>	Untuk memastikan kegiatan Pelatihan Keadaan Darurat (PKD) telah dilaksanakan sesuai dengan peraturan yang berlaku. <i>To ensure that Emergency Response Exercise is carried out in accordance with applicable regulations.</i>	<ul style="list-style-type: none"> • Telah dibuat aplikasi Penilaian Mutu PKD (<i>Digital Assessment Emergency Exercise</i>) yang telah digunakan pada PKD BDI tahun 2020; • Bandara BDI telah melaksanakan PKD pada bulan Januari 2020. • An app for PKD Quality Assessment (<i>Digital Assessment Emergency Exercise</i>) has been created and has been used in the 2020 PKD BDI; • BDI Airport has carried out Emergency Response Exercise in January 2020.
3.	Program Sosialisasi dan Bimbingan Teknis (<i>Quality Promotion</i>) <i>Program for Dissemination and Technical Guidance (Quality Promotion)</i>	Berkesinambungan melakukan pembinaan penerapan, pemeliharaan dan evaluasi Sistem Manajemen Mutu ISO 9001:2015 yang berdasarkan <i>risk based thinking</i> di Lingkungan perusahaan (dokumentasi SMM). <i>To continuously foster implement, maintain and evaluate ISO 9001:2015 Quality Management System based on Risk Based Thinking in the company environment (QMS documentation).</i>	<p>• Telah dilaksanakan <i>Interpretation, Documentation, Audit Internal</i> ISO 9001:2015 di Bandara KOE tanggal 29-30 Juni 2020. <i>Interpretation, Documentation, and Internal Audit of ISO 9001: 2015 have been carried out at KOE Airport on 29-30 June 2020.</i></p>

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
4.	<p>Pengukuran implementasi Sistem Manajemen Mutu ISO 9001:2015</p> <p><i>Measurement of the implementation of ISO 9001: 2015 Quality Management System</i></p>	<p>Pemantauan, penilaian, dan mengevaluasi kinerja implementasi Sistem Manajemen Mutu ISO 9001:2015 di seluruh Kantor Cabang</p> <p><i>To monitor, assess, and evaluate the performance of the implementation of ISO 9001: 2015 Quality Management System in all Branch Offices</i></p>	<p>Sosialisasi dan pengisian Pengukuran implementasi Sistem Manajemen Mutu ISO 9001:2015 via digital kuisisioner/survei telah dilaksanakan pada bulan Januari 2020 dengan melibatkan seluruh unit kerja di masing-masing cabang (kecuali KOE, YIA, dan DJJ) dan hasil rekapitulasi 12 cabang (kecuali YIA & DJJ) berikut dengan penyusunan Infografis evaluasi proker QM telah dilaporkan kepada OD:</p> <ul style="list-style-type: none"> DPS (Tingkat Awareness SMM 74,8% dan Tingkat Kepedulian SMM 95,51%); SUB (Tingkat Awareness SMM 69,1% dan Tingkat Kepedulian SMM 91%); BPN (Tingkat Awareness SMM 84% dan Tingkat Kepedulian SMM 95,83%); UPG (Tingkat Awareness SMM 70,19% dan Tingkat Kepedulian SMM 96,77%); SRG (Tingkat Awareness SMM 82,85% dan Tingkat Kepedulian SMM 96,93%); JOG (Tingkat Awareness SMM 73,44% dan Tingkat Kepedulian SMM 95,56%); BDJ (Tingkat Awareness SMM 77,12% dan Tingkat Kepedulian SMM 89,53%); MDC (Tingkat Awareness SMM 85,65% dan Tingkat Kepedulian SMM 95,87%); LOP (Tingkat Awareness SMM 75,5% dan Tingkat Kepedulian SMM 93,75%); AMQ (Tingkat Awareness SMM 72,4% dan Tingkat Kepedulian SMM 93%); BIK (Tingkat Awareness SMM 70,37% dan Tingkat Kepedulian SMM 96,29%); SOC (Tingkat Awareness SMM 74,8% dan Tingkat Kepedulian SMM 92%). <p><i>Dissemination and filling of the ISO 9001: 2015 Quality Management System implementation measurement via digital questionnaire/survey was carried out in January 2020 by involving all work units in all branches (except KOE, YIA, and DJJ) and the recapitulation results of 12 branches (except YIA & DJJ) along with the preparation of QM workprogram evaluation infographic has been reported to OD:</i></p> <ul style="list-style-type: none"> <i>DPS (QMS Awareness Level of 74.8% and QMS Concern Level of 95.51%);</i> <i>SUB (QMS Awareness Level of 69.1% and QMS Concern Level of 91%);</i> <i>BPN (QMS Awareness Level of 84% and QMS Concern Level of 95.83%);</i> <i>UPG (QMS Awareness Level of 70.19% and QMS Concern Level of 96.77%);</i> <i>SRG (QMS Awareness Level of 82.85% and QMS Concern Level of 96.93%);</i> <i>JOG (QMS Awareness Level of 73.44% and QMS Concern Level of 95.56%);</i> <i>BDJ (QMS Awareness Level of 77.12% and QMS Concern Level of 89.53%);</i> <i>MDC (QMS Awareness Level of 85.65% and QMS Concern Level of 95.87%);</i> <i>LOP (QMS Awareness Level of 75.5% and QMS Concern Level of 93.75%);</i> <i>AMQ (QMS Awareness Level of 72.4% and QMS Concern Level of 93%);</i> <i>BIK (QMS Awareness Level of 70.37% and QMS Concern Level of 96.29%);</i> <i>SOC (QMS Awareness Level of 74.8% and QMS Concern Level of 92%).</i>
5.	<p>Pendampingan audit mutu internal Kantor Cabang secara Virtual</p> <p><i>Virtual Assistance of Internal Quality Audit at Branch Offices</i></p>	<p>Memastikan pelaksanaan audit mutu internal Kantor Cabang berjalan dengan baik selama masa pandemi.</p> <p><i>To ensure that the implementation of internal quality audit at Branch Offices runs well during the Pandemic.</i></p>	<p>Telah dilakukan audit mutu internal oleh Kantor Cabang:</p> <ul style="list-style-type: none"> DPS (Agustus-November 2020); BPN (24-31 Agustus 2020); UPG (9-10 September 2020); SRG (24-28 Agustus 2020); JOG (20-23 Juli 2020); BDJ (25 Juni-7 Juli 2020); MDC (31 Agustus 2020); LOP (11-14 Agustus 2020); AMQ (7-13 Agustus 2020); KOE (13-24 Juli 2020); BIK (1-8 Juli 2020). <p><i>Internal quality audit has been carried out by the following branch offices:</i></p> <ul style="list-style-type: none"> <i>DPS (August-November 2020);</i> <i>BPN (24-31 August 2020);</i> <i>UPG (9-10 September 2020);</i> <i>SRG (24-28 August 2020);</i> <i>JOG (20-23 July 2020);</i> <i>BDJ (25 June-7 July 2020);</i> <i>MDC (31 August 2020);</i> <i>LOP (11-14 August 2020);</i> <i>AMQ (7-13 August 2020);</i> <i>KOE (13-24 July 2020);</i> <i>BIK (1-8 July 2020).</i>
6	<p>Setting up Sistem Manajemen Mutu ISO 9001:2015 Kantor Pusat</p> <p><i>Setting up ISO 9001:2015 Quality Management System at the Head Office</i></p>	<p>Menerapkan dan mengembangkan implementasi Sistem Manajemen Mutu ISO 9001:2008 ke ISO 9001:2015 di Kantor Pusat.</p> <p><i>To implement and develop the implementation of ISO 9001: 2008 Quality Management System into ISO 9001: 2015 at the Head Office.</i></p>	<p>Telah dilakukan <i>setting up</i> (sosialisasi, dokumentasi, audit internal, dan evaluasi) ISO 9001:2015 di Kantor Pusat pada bulan September sampai dengan Desember 2020.</p> <p><i>ISO 9001: 2015 has been set up (dissemination, documentation, internal audit, and evaluation) at the Head Office from September to December 2020.</i></p>

No.	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
7	Setting up Sistem Manajemen Mutu ISO 9001:2015 YIA & DJJ <i>Setting up ISO 9001:2015 Quality Management System at YIA & DJJ</i>	Membangun dan menerapkan Sistem Manajemen Mutu ISO 9001:2015 di Kantor Cabang DJJ dan YIA. <i>Build and implement an ISO 9001: 2015 Quality Management System at DJJ and YIA Branch Offices</i>	Telah dilakukan <i>setting up</i> (sosialisasi, dokumentasi, audit internal, dan evaluasi) ISO 9001:2015 di YIA dan DJJ pada bulan September sampai dengan Desember 2020. <i>ISO 9001: 2015 has been set up (dissemination, documentation, internal audit, and evaluation) at YIA and DJJ from September to December 2020.</i>
8	Pengukuran maturity implementasi ISO 9001:2015 BPN, SUB, BDJ, dan AMQ <i>Maturity Assessment of ISO 9001: 2015 Implementation at BPN, SUB, BDJ, and AMQ</i>	Melakukan evaluasi efektivitas penerapan SMM ISO 9001:2015 di Kantor Cabang. <i>To evaluate the effectiveness of ISO 9001: 2015 Quality Management System Implementation at Branch Offices.</i>	Dilakukan pada 4 Kantor Cabang (direncanakan di akhir Bulan November 2020): • BPN • SUB • BDJ • AMQ <i>Maturity assessment was conducted at 4 Branch Offices (planned for the end of November 2020), namely:</i> • BPN • SUB • BDJ • AMQ

Kegiatan Sistem Manajemen Mutu untuk Kebandarudaraan

Penerapan sistem manajemen mutu dalam pengelolaan bandara di Angkasa Pura I telah menggunakan standar ISO 9001:2015. Dalam upaya menjamin mutu pelayanan di tahun 2020, diwujudkan melalui kegiatan berikut.

Quality Management System Activities for Airports

PT Angkasa Pura I (Persero) has implemented quality management system in airport management based on ISO 9001: 2015 standards. Several service quality assurance efforts have been carried out throughout 2020 through the following activities.

Kegiatan Sistem Manajemen Mutu untuk Kebandarudaraan Angkasa Pura I

Quality Management System Activities for Airports of PT Angkasa Pura I (Persero)

No	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes
1.	Sertifikasi Sistem Manajemen Mutu <i>Quality Management System Certification</i>	Untuk memberikan jaminan mutu layanan, meningkatkan citra Perusahaan dan menjaga kepercayaan Pelanggan kepada Perusahaan <i>To provide quality assurance services, enhance the Company's image and maintain customer trust in the company</i>	13 Kantor Cabang PT Angkasa Pura I (kecuali YIA & DJJ) telah mendapatkan sertifikasi ISO 9001:2015 pada bidang (PIP2U, PJP4U, dan PIKAP2U) <i>13 Branch Offices of PT Angkasa Pura I (Persero) have been certified on ISO 9001: 2015 in the scope of PIP2U (Passenger Service Charge), PJP4U (Aircraft Landing, Parking and Hangar Services), and PIKAP2U (Aircraft Cargo and Postal Services), except Yogyakarta International Airport and Sentani Airport.</i>
2.	Audit Mutu Internal <i>Audit Mutu Internal</i>	Memastikan Kantor Cabang telah menerapkan Sistem Manajemen Mutu dan memastikan kesiapan Kantor Cabang sebelum Audit Sertifikasi atau Audit Surveillance oleh Lembaga Sertifikasi <i>Memastikan Kantor Cabang telah menerapkan Sistem Manajemen Mutu dan memastikan kesiapan Kantor Cabang sebelum Audit Sertifikasi atau Audit Surveillance oleh Lembaga Sertifikasi</i>	Telah dilakukan audit mutu internal oleh Kantor Cabang: • DPS (Agustus-November 2020); • BPN (24-31 Agustus 2020); • UPG (9-10 September 2020); • SRG (24-28 Agustus 2020); • JOG (20-23 Juli 2020); • BDJ (25 Juni-7 Juli 2020); • MDC (31 Agustus 2020); • LOP (11-14 Agustus 2020); • AMQ (7-13 Agustus 2020); • KOE (13-24 Juli 2020); • BIK (1-8 Juli 2020) • SOC (7-13 Agustus 2020); • YIA (16-19 November 2020); • DJJ (20-23 November 2020). <i>The following airports have conducted an Internal Quality Audit:</i> • DPS (August-November 2020); • BPN (24-31 August 2020); • UPG (9-10 September 2020); • SRG (24-28 August 2020); • JOG (20-23 July 2020); • BDJ (25 June-7 July 2020); • MDC (31 August 2020); • LOP (11-14 August 2020); • AMQ (7-13 August 2020); • KOE (13-24 July 2020); • BIK (1-8 July 2020).
3.	2 nd Party Audit/ Audit kepada Vendor <i>2nd Party Audit/ Audit to Vendor</i>	Memastikan Mutu Layanan Bandara yang dilakukan pihak eksternal di Kantor Cabang PT Angkasa Pura I (Persero) sesuai dengan standar persyaratan yang diberikan oleh regulasi dan pengguna jasa bandara <i>To ensure that the Quality of Airport Services performed by external parties at PT Angkasa Pura I (Persero) Branch Offices is in accordance with the standard requirements provided by regulations and airport service users</i>	Telah dilakukan 2 nd Party Audit di Bandara: • BDJ 20-23 Oktober 2020; • AMQ 21-24 Juli 2020. <i>2nd Party Audit has been conducted at the following airports:</i> • BDJ 20-23 October 2020; • AMQ 21-24 July 2020.

No	Program Kerja Work Program	Sasaran Objectives	Hasil Outcomes	
4.	Rapat Tinjauan Manajemen <i>Management Review Meeting</i>	Memastikan isu-isu terkait Sistem Manajemen Mutu ISO 9001:2015 dibahas dan ditindaklanjuti sebelum pelaksanaan Audit Surveillance maupun Sertifikasi <i>To ensure that issues related to ISO 9001:2015 Quality Management System are discussed and followed up before execution of the Surveillance Audit and Certification Audit.</i>	Seluruh Kantor Cabang telah melakukan Rapat Tinjauan Manajemen secara rutin dan sebelum melakukan audit mutu eksternal: <ul style="list-style-type: none"> • DPS (Weekly); • SUB (15 Oktober 2020); • UPG (16 Oktober 2020); • BPN (2 September 2020); • SRG (14 Oktober 2020); • JOG (4 Februari 2020); • BDJ (24 Agustus 2020); • MDC (11 November 2020) • LOP (6 Januari 2020); • SOC (26 Oktober 2020) • AMQ (14 September 2020); • KOE (30 Juli 2020); • BIK (8 Juli 2020) 	<i>All airports have held a Management Review Meeting on a regular basis before conducting external quality audits:</i> <ul style="list-style-type: none"> • SUB (15 October 2020); • UPG (16 October 2020); • BPN (2 September 2020); • SRG (14 October 2020); • JOG (4 February 2020); • BDJ (24 August 2020); • MDC (11 November 2020) • LOP (6 January 2020); • SOC (26 October 2020); • AMQ (14 September 2020); • KOE (30 July 2020); • BIK (8 July 2020).
5.	Sosialisasi Sistem Manajemen Mutu ISO 9001:2015 <i>Dissemination of ISO 9001:2015 Quality Management System</i>	Meningkatkan kesadaran akan pentingnya penerapan Sistem Manajemen Mutu ISO 9001:2015 di lingkungan kerja PT Angkasa Pura I (Persero) <i>To raise awareness of the importance of implementing ISO 9001:2015 Quality Management System in the work environment of PT Angkasa Pura I (Persero)</i>	Kantor Cabang rutin melakukan sosialisasi ISO 9001:2015 kepada seluruh pegawai: <ul style="list-style-type: none"> • KOE 30 Juni 2020- 1 Juli 2020; • SOC 23 Juli 2020; • YIA 8-9 September 2020; • DJJ 8-9 September 2020. 	<i>The airports have disseminated ISO 9001:2015 to all employees:</i> <ul style="list-style-type: none"> • KOE 30 June 2020- 1 July 2020; • SOC 23 July 2020; • YIA 8-9 September 2020; • DJJ 8-9 September 2020.
6.	Pelatihan Audit Sistem Manajemen Mutu ISO 9001:2015 <i>ISO 9001:2015 Quality Management System Audit Training</i>	Meningkatkan pemahaman Tim ISO terkait Prinsip-Prinsip Pelaksanaan Audit Mutu sebelum melaksanakan Audit Mutu Internal <i>To improve the understanding of ISO Team related to the Principles of Quality Audit Implementation before carrying out Internal Quality Audits</i>	<ul style="list-style-type: none"> • In House Training UPG tgl 8-11 September 2020 • Pelatihan Audit Mutu Internal Bandara YIA & DJJ pada tanggal 27 Oktober 2020 dan 5 November 2020 • Pelatihan Audit Mutu Internal Bandara DJJ pada tanggal 27 Oktober 2020 dan 5 November 2020 	<ul style="list-style-type: none"> • <i>In House Training was held on 8-11 September 2020 at Sultan Hasanuddin International Airport;</i> • <i>Internal Quality Audit Training was held on 27 October 2020 and 5 November 2020 at Yogyakarta International Airport</i> • <i>Internal Quality Audit Training was held on 27 October 2020 and 5 November 2020 at Sentani Airport</i>

Layanan Pengaduan Konsumen

Menjamin kepuasan konsumen Perseroan menyediakan mekanisme layanan pengaduan. Selain untuk memfasilitasi pengaduan yang ada, layanan konsumen juga berguna bagi AP I dalam memahami kebutuhan pengguna jasa.

Pembentukan Contact Center 172

Pengguna jasa PT Angkasa Pura I (Persero) dapat menyampaikan pengaduan yang tersedia selama 24 jam dalam satu hari melalui:

Telepon	: 172
E-mail	: cc172@ap1.co.id
Twitter	: @angkasapura172
Facebook	: AngkasaPura 172

Contact center PT Angkasa Pura I (Persero) didukung oleh 25 orang SDM yang memiliki kecakapan pengetahuan kebandarudaraan, bisnis proses Perusahaan, dan kemampuan berkomunikasi sesuai dengan SOP dan SLA.

Consumer Complaints Services

PT Angkasa Pura I (Persero) provides multiple channels for submitting complaints as a mechanism to ensure public satisfaction. In addition to facilitate existing complaints, customer service also helps the Company to understand the needs of service users.

Establishment of Contact Center 172

Service users of PT Angkasa Pura I (Persero) can submit complaints that are available 24 hours a day through:

Telephone	: 172
E-mail	: cc172@ap1.co.id
Twitter	: @angkasapura172
Facebook	: AngkasaPura 172

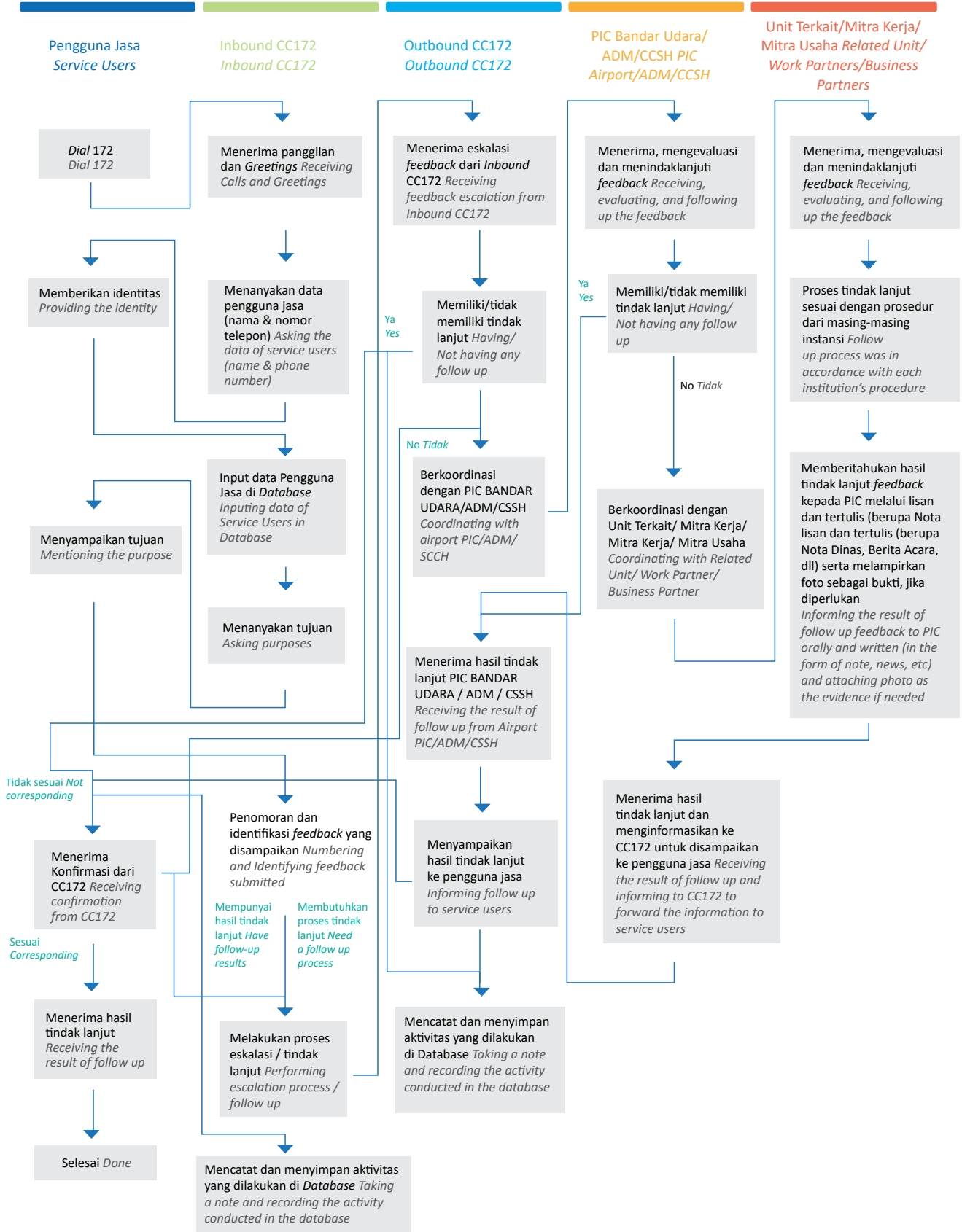
The contact center is supported by 25 personnels with knowledge on airport issues, the Company's business processes, and ability to communicate in accordance with SOPs and SLAs.

Proses kerja di *contact center* bandara PT Angkasa Pura I (Persero) adalah sebagai berikut.

The work-flow process of contact center 172 at the Company's airports is as follows:

Alur Pelayanan Feedback melalui Dial 172

Feedback Service Flow via Dial 172



Tinjauan Operasional
Operational Performance Review

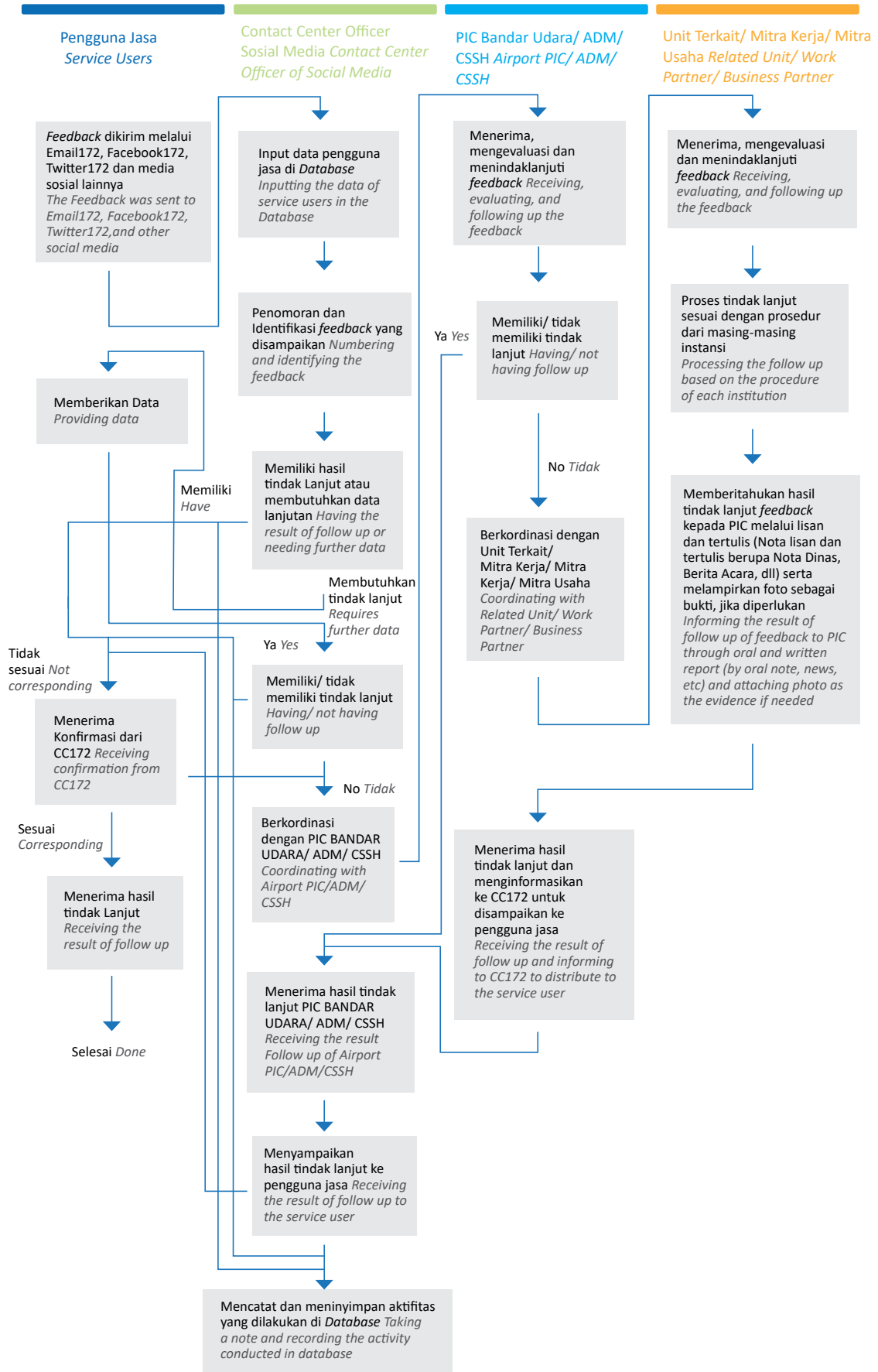
Profil Perusahaan
Company Profile

Laporan Manajemen
Management Report

Kinerja Keuangan Penting
Financial Information Highlights

Alur Pelayanan Feedback melalui Media Sosial

Feedback Service Flow via Social Media



Analisa & Pembahasan Manajemen
Management Discussion and Analysis

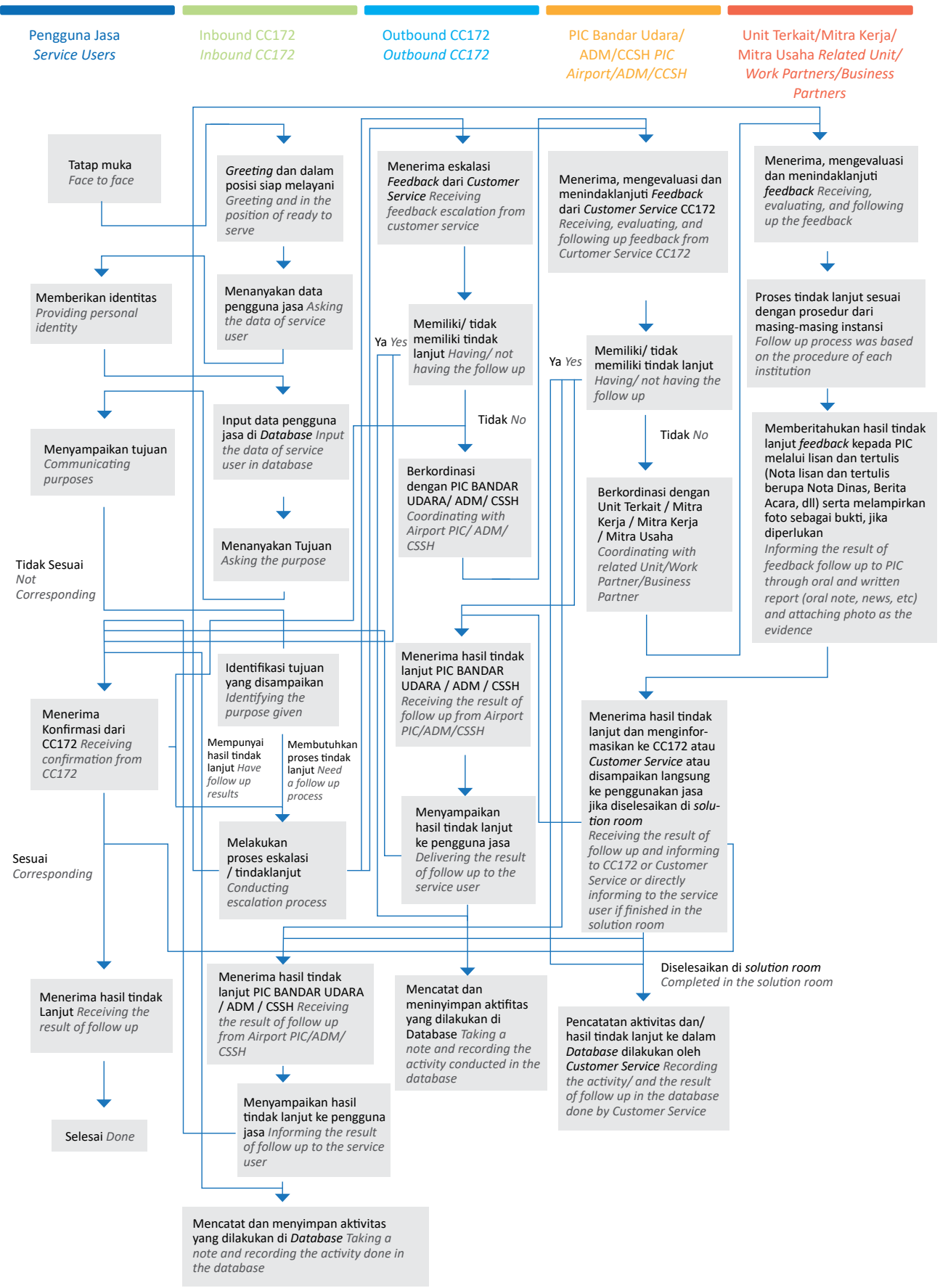
Tata Kelola Perusahaan
Corporate Governance

Tanggung Jawab Sosial
dan Lingkungan Perusahaan
Corporate Social and Environmental
Responsibility

Laporan Keuangan
Financial Statements

Alur Pelayanan Feedback melalui Customer Services

Feedback Service Flow via Customer Service



Tinjauan Operasional
Operational Performance Review

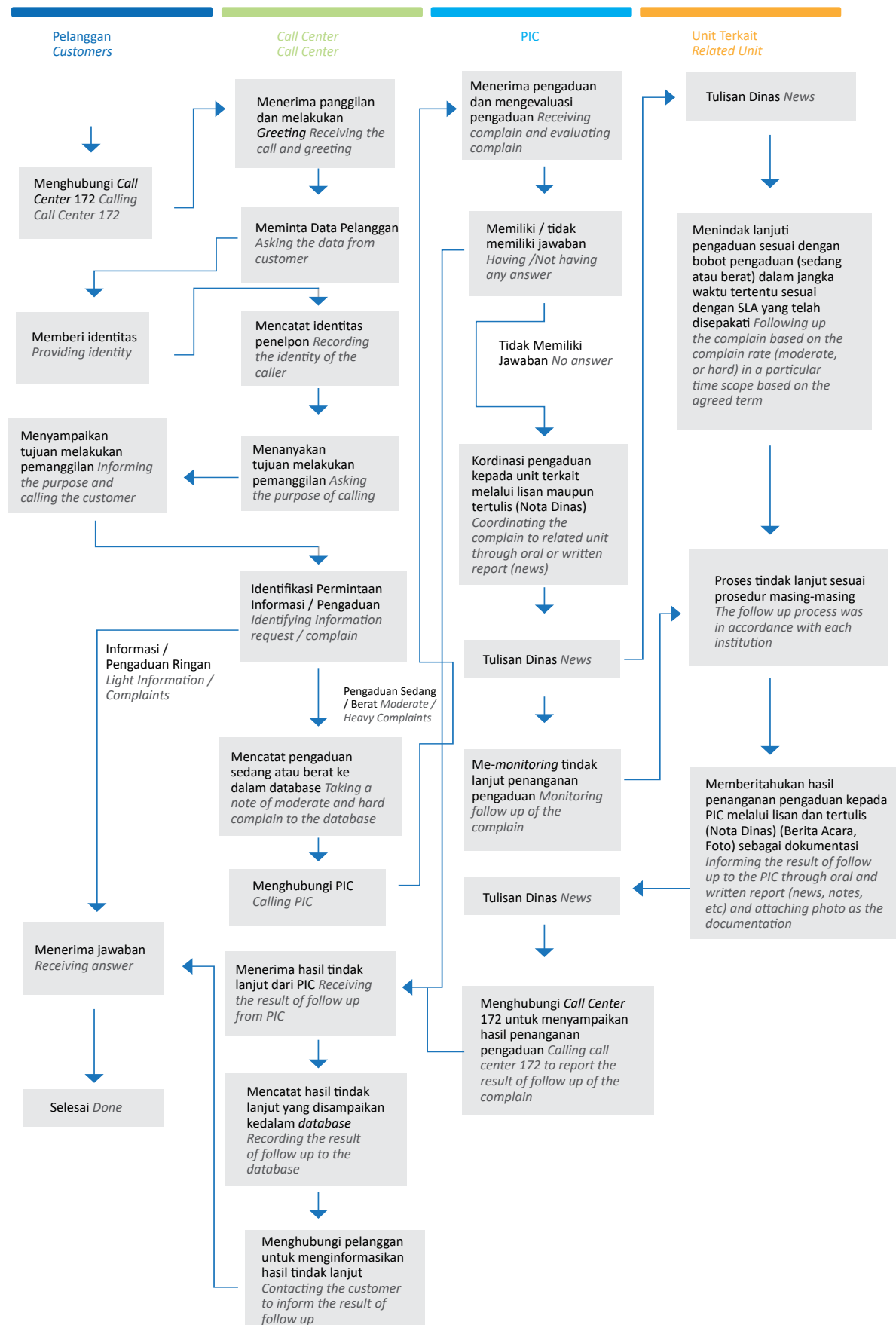
Profil Perusahaan
Company Profile

Laporan Manajemen
Management Report

Kinerja Keuangan Penting
Financial Information Highlights

Diagram Alur Call Center 172

Call Center 172 Flow Chart



Analisa & Pembahasan Manajemen
Management Discussion and Analysis

Tata Kelola Perusahaan
Corporate Governance

Tanggung Jawab Sosial
dan Lingkungan Perusahaan
Corporate Social and Environmental
Responsibility

Laporan Keuangan
Financial Statements

Tingkat Penyelesaian Pengaduan yang Diterima

Angkasa Pura I menerima berbagai bentuk pengaduan melalui berbagai media yaitu *e-mail*, akun Twitter, Facebook, *Customer Service*, *contact center* 172, Humas, dan kotak saran. Di tahun 2020 terdapat 267.893 pengaduan yang diterima dan jumlah pengaduan yang telah selesai mencapai 267.876 pengaduan atau 99,99% dari jumlah total pengaduan yang diterima.

Settlement Rate of Incoming Complaint

PT Angkasa Pura I (Persero) receives various forms of complaints filed through various channels, namely *E-mail*, Twitter, Facebook, *Customer Service*, *Contact Center 172*, *Public Relations*, and *Suggestion Boxes*. Throughout 2020, the Company recorded 267,893 incoming complaints and the number of settled complaints reached 267,876 or 99.99% of the total incoming complaints.

Jumlah Pengaduan Konsumen Tahun 2020

Number of Consumer Complaints in 2020

Deskripsi Description	Pengaduan Masuk Number of Incoming Complaints	Pengaduan Selesai Number of Settled Complaint	Persentase Penyelesaian Percentage of Settlements
Telepon <i>Telephone</i>	29,875	29,871	99.99%
<i>E-mail</i>	8,462	8,460	99.98%
Twitter	3,901	3,898	99.92%
Facebook	792	790	99.75%
Kotak Saran <i>Suggestion Boxes</i>	13	13	100%
<i>Customer Service</i>	162,989	162,989	100%
Media Selain 172 <i>Media Other Than Contact Center 172</i>	1,594	1,594	100%
Humas <i>Public Relations</i>	10,730	10,726	99.96%

Program Peningkatan Layanan bagi Konsumen

Selain menyediakan layanan sarana fasilitas bandara yang berbasis teknologi, PT Angkasa Pura I (Persero) juga menekankan pada layanan yang lebih humanis bagi pengguna jasa. Upaya tersebut diwujudkan melalui layanan *welcoming value* yang dilakukan oleh tenaga profesional dan menitikberatkan pada kegiatan tegur sapa kepada pengguna jasa untuk menciptakan suasana ramah di bandara. Selain *welcoming value*, tenaga-tenaga profesional tersebut juga bertugas untuk mempromosikan lokasi-lokasi pariwisata daerah serta memperkenalkan adat daerah melalui busana adat yang mereka gunakan selama bertugas.

Service Improvement Program for Consumers

In addition to providing technology-based airport facilities, *PT Angkasa Pura I (Persero)* also emphasizes more humanistic services for service users. This is realized through the *welcoming value service* delivered by professionals, and emphasizes greetings and salutations to consumers to create an atmosphere of hospitality at the airport. In addition to *welcoming value*, these professionals are also tasked with promoting regional tourism locations and introducing local customs through the traditional clothing they wear during duty.

Inovasi Pelayanan di Masa Pandemi

Angkasa Pura I telah memiliki beragam inovasi yang terus dikembangkan untuk memberikan pelayanan yang optimal guna memenuhi kepuasan pelanggan. Beberapa inovasi yang telah diterapkan antara lain tersedianya ruang rotocolory, ruang tunggu bagi penumpang berkebutuhan khusus, buku panduan pelanggan, layanan *live chat*, serta fasilitas *lost and found system*.

Service Innovations During the Pandemic

Angkasa Pura I has a variety of innovations being developed continuously to provide optimal service to meet customer satisfaction. Some of the innovations include the availability of a *Multi-sensory Room*, *Special Needs Services Holding Room*, *Customer Manual*, *Live Chat Service*, and *Lost and Found System facilities*.

Dalam rangka mengoptimalkan pelayanan di masa pandemi COVID-19, PT Angkasa Pura I (Persero) menjamin telah melaksanakan berbagai protokol kesehatan sesuai dengan

In order to optimize services during the COVID-19 Pandemic, *PT Angkasa Pura I (Persero)* ensures the implementation of health protocols in accordance with the *Safe Travels World Travels &*

protokol Safe Travels World Travels & Tourism Council (WTTC) serta ICAO Takeoff Guideline for Aviation. Sejak trimester awal 2020, Angkasa Pura I gencar melakukan berbagai inovasi yang berfokus pada keselamatan dan kesehatan petugas operasional serta pengguna bandara. Beberapa inovasi pelayanan tersebut antara lain:

a. Layanan *Rapid Test*

Menjalin kerja sama dengan klinik setempat dan di bawah koordinasi Kantor Kesehatan Pelabuhan (KKP), Angkasa Pura I menyediakan layanan *rapid test* di bandara. Dengan biaya 150 ribu rupiah, pengguna jasa bandara dapat melakukan *rapid test* yang hasilnya dapat diambil dalam waktu 30 menit setelah melakukan pengecekan. Layanan *rapid test* ini ditujukan untuk mempermudah konsumen yang belum melaksanakan *rapid test* karena berbagai faktor.

Seluruh konsumen dapat mengakses layanan ini di 11 bandara binaan Angkasa Pura I yaitu Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara SAMS Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Yogyakarta di Kulon Progo (YIA), Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, Bandara Syamsudin Noor Banjarmasin, Bandara Lombok Praya, Bandara El Tari Kupang, dan Bandara Sentani Jayapura.

b. *Airport Operations Control Center (AOCC)*

AOCC merupakan sebuah pusat komando dan kontrol operasional bandara yang mengakomodasi komunikasi dan koordinasi seluruh pemangku kepentingan dalam mengimplementasikan *Airport Collaborative Decision Making (A-CDM)*, meningkatkan kinerja operasional guna mengoptimalkan *airport resource*, dan alat ukur tingkat kualitas dan layanan yang dapat diakses secara *real time*.

AOCC menjalankan fungsi pengawasan dalam penerapan protokol kesehatan guna mencegah penyebaran COVID-19. Melalui AOCC seluruh pemangku kepentingan dapat memastikan bahwa penerapan *physical distancing*, penggunaan masker, dan standar protokol kesehatan lain telah dilaksanakan di seluruh area bandara yang dikelola Angkasa Pura I.

c. *Virtual Customer Service*

Memanfaatkan teknologi *teleconference*, *Virtual Customer Service* dihadirkan Angkasa Pura I guna meminimalisir interaksi antara customer dan petugas. Melalui *Visual Customer Service*, pelanggan dapat mengakses berbagai informasi yang dibutuhkan secara virtual dari petugas *customer service* yang ditempatkan di *Airport Operation Control Center (AOCC)*.

Tourism Council (WTTC) protocol and the ICAO Takeoff Guideline for Aviation. Since early March 2020, Angkasa Pura I has been aggressively carrying out various innovations focusing on the safety and health of operational officers and airport users. These service innovations include:

a. *Rapid Test Service*

PT Angkasa Pura I (Persero) provides rapid test services at the airport by collaborating with local clinics and under the coordination of the Port Health Office (KKP). Airport service users can undergo a rapid test for a fee of Rp150,000 and the results will be available within 30 minutes after checking. Rapid test service is intended to facilitate passengers who have not previously undergone a rapid test due to various factors.

All passengers can undergo rapid test service at 11 airports managed by PT Angkasa Pura I, 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, Syamsudin Noor Airport - Banjarmasin, Lombok Airport - Praya, El Tari Airport - Kupang, and Sentani Airport - Jayapura.

b. *Airport Operations Control Center (AOCC)*

AOCC is an airport operational command and control center to accommodate communication and coordination of all stakeholders in implementing Airport Collaborative Decision Making (A-CDM), improving operational performance to optimize airport resources, and measuring quality and service levels that can be accessed in real time.

AOCC has carried out a supervisory function in implementing health protocols to prevent the spread of COVID-19. Through AOCC all stakeholders can ensure that physical distancing, face mask use, and other health protocol standards have been implemented in all areas of the airports managed by AP I.

c. *Virtual Customer Service*

PT Angkasa Pura I (Persero) presents Virtual Customer Service by utilizing teleconferencing technology to reduce interaction between customers and officers. Through Visual Customer Service, customers may virtually access any information needed from customer service officers stationed at the Airport Operation Control Center (AOCC).

d. *Thermal Scanner*

Thermal scanner beroperasi dengan cara memeriksa suhu tubuh dan detak jantung seluruh penumpang di pintu masuk. Jika terdapat penumpang yang memiliki suhu tubuh mencapai 38 derajat celsius, penumpang tersebut akan ditangani oleh Tim Kantor Kesehatan Pelabuhan (KKP) untuk melakukan pemeriksaan lebih lanjut. Pengadaan *thermal scanner* ini merupakan bentuk kerja sama antara Angkasa Pura I dan Kantor Kesehatan Pelabuhan (KKP) sebagai langkah awal meminimalisir penyebaran COVID-19.

e. *Boarding Pass Scanner*

Menghindari antrian yang dapat menyebabkan kerumunan massa, Angkasa Pura I menghadirkan *boarding pass scanner* di Bandara I Gusti Ngurah Rai Bali. Fasilitas *boarding pass scanner* menjanjikan kemudahan akses bagi seluruh penumpang tanpa harus mengantri untuk *scanning boarding pass* secara manual.

f. Stempel "Safe Travels"

Stempel "Safe Travels" di Bandara merupakan bentuk komitmen Angkasa Pura I dalam memutuskan mata rantai penyebaran COVID-19 melalui penerapan protokol kesehatan di Bandara. Dikeluarkan oleh World Travels & Tourism Council (WWTC) yang diberikan kepada pelaku industri terpercaya dan memenuhi syarat global dalam menjalankan protokol kebiasaan normal baru di tengah pandemi. Angkasa Pura I merupakan perusahaan pengelola bandara pertama yang menerapkan penggunaan stiker ini pada masa kebiasaan normal baru setelah berkoordinasi dengan WWTC mengenai penerapan protokol kesehatan perusahaan sesuai dengan protokol Safe Travels dan ICAO Takeoff Guideline for Aviation.

Adapun protokol kesehatan yang dilaksanakan di Angkasa Pura I antara lain dengan memastikan seluruh petugas bandara telah menggunakan alat pelindung diri (APD) berupa kacamata, pelindung wajah (*face shield*), masker, sarung tangan, serta menyediakan cairan pembersih tangan di seluruh area terminal. Angkasa Pura I juga mewajibkan seluruh penumpang untuk menggunakan masker, mengukur suhu tubuh, dan menjaga jarak 1,5 meter dalam mengantri. Pembersihan menggunakan cairan desinfektan dilakukan secara berkala di setiap fasilitas bandara. Lebih jauh lagi, Angkasa Pura I menghimbau seluruh mitra usaha menyediakan alat pelindung diri bagi seluruh karyawan dan menyesuaikan ruang kerja sesuai panduan jarak fisik yang berlaku.

d. *Thermal Scanner*

Thermal scanner detects body temperature and heart rate of all passengers at the arrival gate. If a passenger is detected with a body temperature of more than or equal to 38°C, then the passenger will be handled by the Port Health Office (KKP) Team to carry out further measures. The procurement of thermal scanner is a form of collaboration between Angkasa Pura I and the Port Health Office (KKP) as a first measure to reduce the spread of COVID-19.

e. *Boarding Pass Scanner*

To avoid queues that may cause passenger backlog, Angkasa Pura I presents a boarding pass scanner at I Gusti Ngurah Rai Airport - Bali. Boarding pass scanner facility facilitates passengers in scanning their boarding pass without having to queue at the manual scanning site.

f. *Safe Travels Stamp*

PT Angkasa Pura I (Persero) is committed to breaking the chain of the spread of COVID-19 through the implementation of health protocols at the airport, including Safe Travels stamp at the airports. The World Travels & Tourism Council (WWTC) launched Safe Travels stamp to be awarded to trusted industrial actors who met global requirements in carrying out the New Normal Health Protocols in the midst of a Pandemic. PT Angkasa Pura I is the first airport management company to implement the use of this sticker during the adaptation of new habits after coordinating with WWTC regarding the implementation of the company health protocols in accordance with the Safe Travels protocol and ICAO Takeoff Guideline for Aviation.

Angkasa Pura I ensures the implementation of health protocols at its airports by requiring all airport officers to wear personal protective equipment (PPE) of glasses, face shields, masks, gloves and provide hand sanitizer in all terminal areas. In addition, the Company requires all passengers to wear masks, check body temperature, and maintain a distance of 1.5 meters in queuing. The Company also regularly clean and disinfect all airport facilities. Furthermore, Angkasa Pura I appealed to all business partners to provide personal protective equipment for all employees and adjust the workspace according to the applicable physical distance guidelines.

Sertifikasi Certifications

Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dapat dilihat pada halaman 97-100.

Occupational Health and Safety Management System Certificate (SMK3) can be seen on page 97-100.

Dampak Kuantitatif Quantitative Impacts

Setiap tahun PT Angkasa Pura I (Persero) melakukan penilaian melalui Survei *Customer Satisfaction Index* (CSI) yang dijalankan oleh lembaga independen yaitu Indonesia National Air Carrier Association (INACA). Survei CSI melibatkan beragam responden seperti penumpang, kru pesawat, *station manager airline*, mitra usaha konsesional, dan mitra usaha kargo. Survei CSI diukur menggunakan skala Likert 1 sampai 5 yang hasilnya dijelaskan dalam tabel berikut.

Annually, PT Angkasa Pura I (Persero) conducted customer satisfaction assessment through the Customer Satisfaction Index (CSI) Survey carried out by an independent national institution, namely Indonesia National Air Carrier Association (INACA). CSI survey involved a variety of respondents such as passengers, flight crew, airline station managers, concessionary business partners and cargo business partners. The CSI survey used a Likert scale of 1 to 5 and the survey results are shown in the following table.

Hasil Survei CSI Bandara PT Angkasa Pura I (Persero)

CSI Survey Results at PT Angkasa Pura I (Persero) Airports

Lokasi Location	Skor 2020 2020 Score	Skor 2019 2019 Score	Skor 2018 2018 Score
Bandara Sultan Aji Muhammad Sulaiman Sepinggan – Balikpapan <i>Sultan Aji Muhammad Sulaiman Sepinggan Airport – Balikpapan</i>	4.82	4.85	4.76
Bandara I Gusti Ngurah Rai – Denpasar <i>I Gusti Ngurah Rai Airport – Denpasar</i>	4.88	4.81	4.77
Bandara Sultan Hasanuddin – Makassar <i>Sultan Hasanuddin Airport – Makassar</i>	4.69	4.58	4.42
Bandara Sam Ratulangi – Manado <i>Sam Ratulangi Airport – Manado</i>	4.69	4.63	4.58
Bandara Syamsudin Noor – Banjarmasin <i>Syamsudin Noor Airport – Banjarmasin</i>	4.75	4.52	4.44
Bandara El Tari – Kupang <i>Kupang El Tari Airport Kupang</i>	4.62	4.50	4.38
Bandara Frans Kaisiepo - Biak <i>Frans Kaisiepo Airport - Biak</i>	4.39	4.42	4.22
Bandara Jenderal Ahmad Yani – Semarang <i>Jendral Ahmad Yani Airport – Semarang</i>	4.73	4.61	4.35
Bandara Lombok – Lombok Tengah <i>Lombok Airport – Central Lombok</i>	4.61	4.44	4.27
Bandara Pattimura – Ambon <i>Pattimura Airport – Ambon</i>	4.39	4.21	4.22
Bandara Juanda – Surabaya <i>Juanda Airport – Surabaya</i>	4.74	4.63	4.47
Bandara Adi Soemarmo – Boyolali, Surakarta <i>Adi Soemarmo Airport – Boyolali, Surakarta</i>	4.70	4.40	4.21
Bandara Adisutjipto – Yogyakarta <i>Adisutjipto Airport – Yogyakarta</i>	4.38	4.27	4.07
Bandara Sentani – Jayapura <i>Sentani Airport – Jayapura</i>	4.02	-	-

Angkasa Pura I juga melaksanakan Survei Airport Service Quality (ASQ) yang dilaksanakan oleh lembaga independen Airport Council International (ACI), terhadap 13 bandara. Secara umum, hasil survei ASQ tahun 2020 menunjukkan adanya peningkatan kualitas pelayanan bandara dibanding tahun sebelumnya.

PT Angkasa Pura I (Persero)'s service quality was assessed through Airport Service Quality (ASQ) survey conducted by an independent international institution namely Airport Council International (ACI) to 13 airports. In general, the results of ASQ Survey in 2020 indicated an increase in the quality of airport services compared to the previous year.

Hasil Survei ASQ Angkasa Pura I Tahun 2020

ASQ Survey Results at PT Angkasa Pura I (Persero) Airports in 2020

Lokasi Location	Skor 2020 2020 Score	Skor 2019 2019 Score	Skor 2018 2018 Score
Bandara Sultan Aji Muhammad Sulaiman Sepinggang, Balikpapan <i>Sultan Aji Muhammad Sulaiman Sepinggang Airport - Balikpapan</i>	4.89	4.97	4.93
Bandara I Gusti Ngurah Rai, Denpasar <i>Denpasar I Gusti Ngurah Rai Airport - Denpasar</i>	4.97	4.94	4.92
Bandara Sultan Hasanuddin, Makassar <i>Makassar Sultan Hasanuddin Airport - Makassar</i>	4.98	4.80	4.62
Bandara Sam Ratulangi, Manado <i>Sam Ratulangi Airport - Manado</i>	4.85	4.75	4.69
Bandara El Tari, Kupang <i>El Tari Airport - Kupang</i>	4.48	3.98	3.93
Bandara Lombok, Lombok Tengah <i>Lombok Airport - Central Lombok</i>	4.65	4.42	4.17
Bandara Adi Soemarmo, Boyolali, Surakarta <i>Adi Soemarmo Airport - Boyolali, Surakarta</i>	4.76	4.29	4.26
Bandara Juanda, Surabaya <i>Juanda Airport - Surabaya</i>	4.93	4.80	4.86
Bandara Ahmad Yani, Semarang <i>Ahmad Yani Airport - Semarang</i>	4.86	4.36	-
Bandara Pattimura, Ambon <i>Pattimura Airport - Ambon</i>	3.67	3.50	-
Bandara Syamsudin Noor, Banjarmasin	4.64		
Bandara Frans Kaisiepo, Biak	4.34		
Bandara Internasional Yogyakarta, Kulon Progo	4.71		

Hasil survei ASQ tahun 2020 menunjukkan skor 4,67 naik dari tahun 2019 yang mencapai skor 4,59 kenaikan ini disebabkan karena dilakukannya perbaikan fasilitas pelayanan dan pengembangan beberapa bandara PT Angkasa Pura I (Persero).

Dampak Quality Management pada Bidang Keselamatan

PT Angkasa Pura I (Persero) terus meningkatkan keselamatan bagi pengguna jasa dengan menerapkan Sistem Manajemen Mutu 9001:2015. Angkasa Pura I juga berkomitmen untuk terus melakukan sosialisasi dan pelatihan di bidang *quality management* guna meningkatkan kinerja pelayanan dan keselamatan bandara.

Salah satu keberhasilan dampak keselamatan di bidang *quality management* yaitu hasil Audit Mutu Internal (Ruang Lingkup Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U), dan Pelayanan Jasa Pos & Kargo Pesawat Udara (PJKP2U) menunjukkan angka yang positif setiap tahunnya, namun untuk hasil tidak kami publikasikan dalam laporan tahunan ini.

Hasil temuan Audit Mutu Internal dan Eksternal dari masing-masing bandara mengalami peningkatan dari tahun ke tahun yang disertai dengan peningkatan penyelesaian tindak lanjut atas hasil audit (temuan status *close*), hal ini dikarenakan:

1. Bertambahnya pengalaman auditor mutu internal perusahaan dalam melaksanakan audit mutu internal;
2. Semakin bertambahnya pemahaman setiap unit dalam penerapan sistem manajemen mutu ISO 9001:2015.

The results of ASQ survey in 2020 show a score ofindicating an increase/decrease compared to the survey results in 2019 which reached a score of 4.59, this increase/decrease was due to... ..

Impact of Quality Management on Safety

PT Angkasa Pura I (Persero) continues to improve safety of service users by implementing 9001: 2015 Quality Management System. The Company is also committed to conducting dissemination and training on quality management to improve service performance and airport safety.

The impact of quality management on safety can be seen in the results of the Internal Quality Audit (in the Scope of Passenger Service Charge (PJP2U), Aircraft Landing, Parking, and Hangar Services (PJP4U), and Aircraft Cargo and Postal Services (PJKP2U) which has gradually improved in the last few years. However, the Company does not publish the results of Internal Quality Audit in this annual report.

The findings of Internal and External Quality Audit from each airport have increased from year to year which is accompanied by an increase in the completion of the follow-up on the audit results (the audit is considered closed), this is because of:

1. *The increasing experience of the company's internal quality auditors in carrying out internal quality audits;*
2. *The increasing understanding of each unit in the implementation of ISO 9001: 2015 Quality Management System.*

PENGEMBANGAN SOSIAL KEMASYARAKATAN

Social and Community Development

Komitmen dan Kebijakan

Commitment and Policy

PT Angkasa Pura I (Persero) senantiasa menjaga hubungan yang harmonis dengan masyarakat sebagai pemangku kepentingan yang paling merasakan dampak positif dan negatif kegiatan operasional perusahaan. Untuk itu, Angkasa Pura I berkomitmen untuk mengelola dampak langsung dan tidak langsung perusahaan melalui inisiatif sosial dan kemasyarakatan Program Kemitraan dan Bina Lingkungan (PKBL) dan kegiatan Tanggung Jawab Sosial Lingkungan (TJSL). Perseroan juga melibatkan masyarakat setempat dalam rangkaian perencanaan, pelaksanaan, dan evaluasi kegiatan TJSL yang bertujuan agar program yang dibuat dapat tepat sasaran, transparan, dan dapat memberikan manfaat secara berkelanjutan.

Dalam pelaksanaannya, kegiatan pengembangan sosial dan masyarakat dilaksanakan berdasarkan pedoman berikut:

1. Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tanggal 3 Juli 2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN.
2. Peraturan Menteri BUMN No. PER-03/MBU/12/2016 tanggal 16 Desember 2016 tentang Perubahan atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN.
3. Peraturan Menteri BUMN No. PER-02/MBU/07/2017 tanggal 20 Juli 2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN.
4. Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.103/KU.13/2017 tanggal 7 Agustus 2017 tentang Petunjuk Pelaksanaan Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I (Persero).
5. Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.239/KU.12/2017 tanggal 20 Desember 2017 tentang Perubahan atas Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.103/KU.13/2017 tanggal 7 Agustus 2017 tentang Petunjuk Pelaksanaan Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I (Persero).
6. Surat Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.204/KU.13/2019 tanggal 23 Desember 2019 tentang Pedoman Tanggung Jawab Sosial Perusahaan (CSR) di Lingkungan PT Angkasa Pura I (Persero).

PT Angkasa Pura I (Persero) always maintains a harmonious relationship with the community as stakeholders since the company's operational activities may have a positive and negative impacts to the related community. For this reason, PT Angkasa Pura I (Persero) is committed to managing the company's direct and indirect impacts through social and community initiatives, the Partnership and Community Development Program (PKBL) and Corporate Social Responsibility (CSR) activities. The Company also involves the local community in a series of planning, implementation and evaluation of CSR activities with the aim of making the programs targeted, transparent, and able to provide sustainable benefits.

In its implementation, social and community development activities are carried out based on the following policies:

1. *Minister of State-Owned Enterprise Regulation No. PER-09/MBU/07/2015 dated 3 July 2015 concerning Partnership and Community Development Program of State-Owned Enterprise.*
2. *Minister of State-Owned Enterprise Regulation No. PER-03/MBU/12/2016 dated 16 December 2016 concerning Amendment to Minister of State-Owned Enterprise Regulation No. PER-09/MBU/07/2015 concerning Partnership and Community Development Program of State-Owned Enterprise.*
3. *Minister of State-Owned Enterprise Regulation No. PER-02/MBU/07/2017 dated 20 July 2017 concerning Second Amendment to Minister of State-Owned Enterprise Regulation No. PER-09/MBU/07/2015 concerning Partnership and Community Development Program of State-Owned Enterprise.*
4. *Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.103/KU.13/2017 dated 7 August 2017 concerning Guidelines for Implementing the Partnership and Community Development Program of PT Angkasa Pura I (Persero).*
5. *Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.239/KU.12/2017 dated 20 December 2017 concerning Amendment to Decree of the Board of Directors No. KEP.103/KU.13/2017 dated 7 August 2017 concerning Guidelines for Implementing the Partnership and Community Development Program of PT Angkasa Pura I (Persero).*
6. *Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.238/KU.13/2018 dated 20 December 2018 concerning Guidelines for Corporate Social Responsibility (CSR) within PT Angkasa Pura I (Persero).*

7. Surat Keputusan Direksi PT Angkasa Pura I (Persero) No KEP.205/KU.12/2019 tanggal 23 Desember 2019 tentang Pedoman Program Pelayanan Kesehatan Keliling PT Angkasa Pura I (Persero).
8. Peraturan Menteri BUMN No. PER-02/MBU/07/2020 tanggal 2 April 2020 tentang Perubahan Ketiga atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN.

7. Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.205/KU.12/2019 dated 23 Desember 2019 concerning Guidelines for Mobile Health Service Program within PT Angkasa Pura I (Persero).
8. Minister of State-Owned Enterprise Regulation No. PER-02/MBU/07/2020 dated 2 April 2020 concerning Third Amendment to Minister of State-Owned Enterprise Regulation No. PER-09/MBU/07/2015 concerning Partnership and Community Development Program of State-Owned Enterprise.

Perumusan Tanggung Jawab Sosial di Bidang Pengembangan Sosial dan Kemasyarakatan *Formulation of Corporate Social Responsibility on Social and Community Development*

Program Kemitraan dan Bina Lingkungan (PKBL) dilaksanakan dengan melibatkan masyarakat dan pemangku kepentingan terkait untuk merumuskan program Tanggung Jawab Sosial Lingkungan (TJSL) sesuai dengan arahan Kementerian BUMN dan kebutuhan masyarakat. Dalam proses perumusan program TJSL, dilakukan survei yang melibatkan pemangku kepentingan yaitu instansi terkait dan masyarakat. Dari hasil survei tersebut, tim manajemen kantor cabang program kerja melakukan evaluasi dan mengajukan persetujuan Direksi, setelah disetujui perusahaan akan memilih vendor yang sesuai untuk melaksanakan rangkaian program PKBL.

The Partnership and Community Development Program (PKBL) has been carried out by involving the community and related stakeholders to formulate CSR program in accordance with the direction of the Ministry of State-Owned Enterprises and community needs. In the process of formulating CSR programs, the Company conducted a survey involving relevant stakeholders, such as related agencies and the community. Based on the survey, the management team at the branch office of the work program area conducted an evaluation and proposed the programs to be approved by the Board of Directors. Upon the approval of the Board of Directors, the Company selected the appropriate vendor to conduct a series of Partnership and Community Development Programs.

Perencanaan Kegiatan Tanggung Jawab Sosial di Bidang Pengembangan Sosial dan Kemasyarakatan *Planning for Corporate Social Responsibility on Social and Community Development*

PT Angkasa Pura I (Persero) telah menetapkan target pelaksanaan PKBL berupa jumlah penerima manfaat pinjaman berikut pembinaan terhadapnya, serta daya serap program bantuan. Perseroan berupaya untuk membangun masyarakat mandiri dalam membangun sektor industri dan perdagangan guna meningkatkan taraf ekonomi bagi masyarakat sekitar wilayah operasional. Selama tahun 2020, tidak terdapat isu-isu dan risiko sosial yang terjadi antara perusahaan dan masyarakat.

PT Angkasa Pura I (Persero) has set targets of PKBL implementation, including the number of beneficiaries of loans, along with guidance for them, and the absorption of Assistance Program. The Company strives to build independent community in developing the industrial and trade sectors in order to improve the economic standard for the community around the operational area. During 2020, there are no social issues and risks that occur between the company and the community.

Dalam pelaksanaannya, Angkasa Pura I berharap manfaat dari PKBL dapat dirasakan baik pemangku kepentingan setempat, dinas terkait antara lain Dinas Pariwisata, Dinas Pendidikan dan Kebudayaan, mitra pelaksana, dan Perusahaan. Di sisi lain, PT Angkasa Pura I (Persero) mengalokasikan dana untuk kegiatan tanggung jawab Perusahaan di bidang sosial kemasyarakatan ke dalam tiga kategori, yakni beban program kemitraan,

In its implementation, Angkasa Pura I hopes to benefit from PKBL can be felt both by local stakeholders, related agencies, among others, the Office of Tourism, the Office of Education and Culture, implementing partners, and the Company. On the other hand, PT Angkasa Pura I (Persero) budgeted funds for activities corporate social responsibility into three categories, namely the burden of the partnership program, environmental development

beban program bina lingkungan, dan beban CSR. Dana untuk beban program kemitraan diperoleh dari dana revolving yang berkaitan dengan besarnya pengembalian kredit oleh para debitur, sedangkan dana untuk beban program bina lingkungan dan beban CSR diperoleh dari anggaran yang dialokasikan Perusahaan.

program burdens, and CSR burdens. Funds for the burden of the partnership program is obtained from the revolving fund related to the amount of credit repayments by the debtors, while the funds are used for community development programs and the CSR burden is obtained from the allocated budget Company.

Biaya Kegiatan PKBL dan CSR Tahun 2020

The costs of the Partnership and Community Development Program activities and CSR

Uraian Description	Anggaran 2020 (Rp) Budget 2020 (Rp)
Beban Program Kemitraan <i>Partnership Program Expenses</i>	18,653,210,228
Beban Program Bina Lingkungan <i>Community Development Program Expenses</i>	36,660,000,000
Beban CSR <i>CSR Expenses</i>	15,225,638,186
Total	70,538,848,414

Pelayanan Kesehatan Keliling

Program pelayanan kesehatan keliling merupakan bentuk pelayanan bidang kesehatan gratis untuk masyarakat di sekitar wilayah kerja dan desa yang minim fasilitas kesehatan. Program unggulan Angkasa Pura I ini telah dilaksanakan sejak tahun 2012 yang menargetkan ibu hamil, bayi dan balita serta pasien umum sebagai penerima manfaat. Program ini dilaksanakan di beberapa desa dengan melibatkan dinas kesehatan setempat. Selama tahun 2020, terdapat 1.485 ibu hamil, 10.481 bayi/balita, dan 4.621 pasien umum telah mendapatkan pelayanan dari program Pelayanan Kesehatan Keliling ini. Selain memberikan pengobatan gratis, program ini juga memberikan paket makanan tambahan bagi balita dan ibu hamil. Realisasi biaya kegiatan program Pelayanan Kesehatan Keliling selama tahun 2020 adalah sebesar Rp 3.382 miliar.

Mobile Health Service

Mobile health service offers free health service for residents around the work areas and villages suffering lack of health facilities. The flagship program of Angkasa Pura I has been implemented since 2012 targeting pregnant women, infants and toddlers as well as general patients as beneficiaries. The program has been implemented in several villages by involving the local health office. During 2020, a total of 1,485 pregnant women, 10,481 infants/toddlers, and 4,621 general patients have received health services from the Mobile Health Services program. In addition to providing free medical treatment, food packages were also distributed for toddlers and pregnant women. The realization costs incurred for the Mobile Health Service program in 2020 amounted to Rp3,382 billion.

Toilet Umum di Tempat Wisata

Dalam mewujudkan program pembangunan toilet umum di tempat wisata, Angkasa Pura I melibatkan Dinas Pariwisata setempat untuk memilih sasaran pembangunan. Faktor yang diperhatikan adalah lokasi wisata dengan kunjungan tinggi namun belum memiliki fasilitas toilet umum yang memadai. Program pembangunan toilet umum di tempat wisata yang telah dilaksanakan sepanjang tahun 2020 mencapai Rp350.000.000, Adapun toilet umum yang telah berhasil di bangun pada tahun 2020 antara lain:

Public Toilets at Tourist Destinations

To realize public toilet construction program at tourist destinations, PT Angkasa Pura I (Persero) coordinated with the local Tourism Department in the selection of tourist sites to be provided with public toilet facilities. The criteria include tourist sites with a relatively high number of visits but not having adequate toilet facilities. In addition to coordinating with local Tourist Department, the Company collaborated with its subsidiary, PT Angkasa Pura Property in constructing the public toilet in tourist attractions. Throughout 2020, the realization costs incurred for the construction program amounted to Rp 350,000,000. The Company has constructed several public toilets in 2020 as follows:

- Toilet di pantai Selong Belanak Lombok; dan
- Toilet di pantai Mawun Lombok.

- *Toilets on Selong Belanak beach, Lombok; and*
- *Toilets on Mawun beach, Lombok.*

Beasiswa Diploma III Prodi Kebandarudaraan

Di tahun 2020 Angkasa Pura I kembali memberikan kesempatan bagi 29 siswa terpilih untuk memperoleh beasiswa penuh dalam menjalani pendidikan jenjang Diploma III konsentrasi pendidikan kebandarudaraan. Untuk bisa ikut program beasiswa ini, seluruh calon siswa harus mengikuti tahapan seleksi baik seleksi administrasi, psikotes, kesehatan, dan wawancara. Peserta beasiswa merupakan siswa/siswi lulusan SMA dan SMK yang kurang mampu namun berprestasi dan berasal dari daerah disekitar wilayah kerja perusahaan.

Dalam pelaksanaannya PT Angkasa Pura I (Persero) bekerja sama dengan Universitas Mataram Lombok, lembaga kursus Bahasa Inggris English First untuk fasilitas perkuliahan. Selain memfasilitasi perkuliahan, PT Angkasa Pura I (Persero) juga menggandeng TNI untuk membina para siswa dalam hal kedisiplinan. Selama melaksanakan program ini, para siswa juga menerima fasilitas akomodasi di *training center* Selaparang, Lombok. Realisasi biaya atas program ini adalah sebesar Rp1,70 miliar

Perpustakaan Digital

Program Perpustakaan digital merupakan bentuk inisiatif PT Angkasa Pura I (Persero) dalam meningkatkan minat baca masyarakat sekaligus mengikuti perkembangan era digital. Program ini dilaksanakan dengan memberikan para pelajar dan masyarakat umum akses gratis ke berbagai jenis *e-book* meliputi bacaan umum, remaja, anak, sastra klasik, dan buku kurikulum untuk jenjang SD/MI, SMP, dan SMA. Perpustakaan digital juga menyediakan buku audio dan film edukasi. Selama tahun 2020 fasilitas perpustakaan digital telah dipasang di wilayah kantor Angkasa Pura I cabang Bandara Ahmad Yani Semarang yaitu di Dinas Arsip Perpustakaan Semarang, tepatnya mobil perpustakaan keliling.

Masyarakat yang ingin membaca mengakses *e-book* dan buku audio hanya perlu mendatangi tempat-tempat yang telah dipasang fasilitas perpustakaan digital dan dapat menyambungkan handphone/tablet/computer. Dalam program ini PT Angkasa Pura I (Persero) bekerja sama dengan Balai Pustaka sebagai pihak penyedia fasilitas dan konten *e-book*. Realisasi biaya untuk program ini di tahun 2020 adalah sebesar Rp75.000.000.

BUMN Untuk Indonesia

Sebelumnya program BUMN Untuk Indonesia lebih dikenal dengan nama BUMN Untuk Negeri PT Angkasa Pura I (Persero) aktif berpartisipasi untuk mendukung program BUMN untuk Indonesia. Pada tahun 2020. Total realisasi dana BUMN untuk Indonesia tahun 2020 adalah senilai Rp5,88 miliar dengan rincian sebagai berikut:

Diploma III Scholarship on a Concentration of Airports

In 2020, PT Angkasa Pura I (Persero) provided full scholarships to 29 selected students to undergo Diploma III education with a concentration of airports. To be eligible for the scholarship program, prospective students had to undergo the selection phases, including administrative, psychological test, health check, and interview. The participants were high school and vocational high school students who were recommended by their respective schools through the Local Education Department.

In its implementation, PT Angkasa Pura I (Persero) collaborated with University of Mataram Lombok, English First for English language training. In addition to providing scholarships, PT Angkasa Pura I (Persero) also cooperated with the Indonesian military (TNI) to foster a sense of discipline in students. During this program, students also received accommodation facility at Selaparang training center, Lombok. The realization costs incurred for this program amounted to Rp1.70 billion.

Digital Library

In keeping with the latest developments of the digital age, PT Angkasa Pura I (Persero) has taken the initiative to establish a Digital Library to increase public interest in reading. This program provides free access to a website containing e-books for general readers, youth, children and classical literature as well as curriculum books for primary, middle and high schools. In addition to e-books, audio books and educational films are also available. In 2020, digital library facilities were installed in areas around Ahmad Yani Airport – Semarang, namely the Office of Archives and Public Library in Semarang.

People who want to read e-books and listen to audio books only need to visit the areas installed with digital library facilities and may also connect their mobile phones/tablets/computers. PT Angkasa Pura I (Persero) collaborated with Balai Pustaka as the provider of e-book facilities and content for this program. The realization costs incurred for this program in 2020 amounted to Rp75.000.000.

BUMN Untuk Indonesia

The 'BUMN Untuk Indonesia' (BUMN for Indonesia) was previously known as BUMN Hadir Untuk Negeri' (BUMN Present for the Country). PT Angkasa Pura I (Persero) actively participated to support the BUMN Hadir untuk Indonesia program. The realization cost incurred for 'BUMN untuk Indonesia' in 2020 amounted to Rp5.88 billion with the following details:

- Bantuan elektrifikasi yang dilaksanakan pada tahun ini diperuntukan untuk 300 rumah yang berada di Lombok, daya pemasangan listrik yang dipasang adalah sebesar 450 Va setiap rumah, total biaya untuk bantuan ini adalah sebesar Rp249.960.000
 - Bantuan Beasiswa bagi siswa/i membutuhkan dan berprestasi, beasiswa yang diberikan berupa uang tunai dan perlengkapan sekolah kepada 1.405 siswa/i yang tersebar di sekitar wilayah kantor cabang PT Angkasa Pura I (Persero), dengan total biaya sebesar Rp 445.246.600
 - Bantuan untuk Anak Yatim Piatu , bantuan yang diberikan adalah berupa sembako, barang kebutuhan pokok, santunan dan perlengkapan sekolah, serta bantuan penunjang kebutuhan panti tempat mereka tinggal. Bantuan tersebut diberikan untuk 954 anak yatim piatu dan 13 panti asuhan dengan total biaya sebesar Rp 153.018.750
 - Bantuan Sembako Gratis, bantuan ini diberikan dalam rangka HUT PT Angkasa Pura I (Persero), Perayaan Bulan Ramadhan 1441 H dan juga sebagai aksi Perusahaan dalam membantu warga terdampak Pandemi COVID-19 untuk meringankan beban mereka. Total bantuan yang diberikan adalah sebesar Rp1.375.600.250
 - Bantuan dalam rangka Penanggulangan pandemi COVID-19, selama masa pandemi perusahaan terus aktif berpartisipasi membantu masyarakat, tenaga kesehatan dan instansi terkait untuk ikut membantu mengurangi beban mereka salah satunya dengan memberikan bantuan baik berupa set perlengkapan alat pelindung diri bagi tenaga kesehatan, sembako gratis bagi warga yang terdampak ekonominya akibat pandemi serta masker, hand sanitizer, sarung tangan dan desinfektan bagi masyarakat dan instansi lainnya. Total biaya untuk bantuan tersebut adalah sebesar Rp6.862.196.601
- In 2020, electrification assistance was intended for 300 houses in Lombok, the installed electricity power of 450 VA per house, the total cost for this assistance amounted to Rp249,960,000*
 - Scholarship assistance for high-achieving, low-income students, scholarships were given in the form of cash and school supplies to 1,405 students scattered around the branch office area of PT Angkasa Pura I (Persero), with a total cost amounting to Rp445,246,600*
 - Assistance for Orphans, the assistance provided was in the form of basic necessities, staple food packages, donations and school supplies, as well as assistance to support the orphanage needs where they live. The assistance was given to 954 orphans and 13 orphanages with a total cost amounting to Rp153,018,750*
 - Free staple food packages assistance, this assistance was given to celebrate PT Angkasa Pura I (Persero) Anniversary, the Fasting Month of Ramadan 1441H and also as the Company's action in helping residents affected by the COVID-19 Pandemic to alleviate their burdens. The total assistance amounted to Rp1,375,600,250*
 - Assistance for COVID-19 Pandemic Handling, during the Pandemic, the company has actively taken a part in helping the community, health workers and related agencies to help reduce their burden, one of which was by providing assistance in the form of a set of personal protective equipment for health workers, free staple food packages for residents affected by the economic crisis due to the pandemic as well as masks, hand sanitizers, gloves and disinfectant liquid for the community and other agencies. The total cost for this assistance amounted to Rp6,591,244,601*

Kegiatan Bantuan BUMN Untuk Indonesia

Kegiatan Bantuan BUMN Untuk Indonesia

Kegiatan Assistance	Realisasi Dana (Rp) Realization of Fund (Rp)
Elektrifikasi <i>Electrification</i>	249,960,000
Bantuan Sembako Gratis <i>Free Staple Food Packages Assistance</i>	1,375,600,250
Bantuan untuk Anak Yatim <i>Assistance for Orphans</i>	153,018,750
Beasiswa <i>Scholarship</i>	445,246,600
Bantuan d.r Penanggulangan Covid-19 <i>Assistance for COVID-19 Handling</i>	6,862,196,601
Bantuan toilet di tempat wisata <i>Toilets at Tourist Attraction Assistance</i>	350,000,000
Total Bantuan	9,436,022,201

HIBAH KEPADA BUMN KHUSUS

Hibah kepada BUMN Khusus merupakan kerjasama antara BUMN Pembina dengan BUMN yang telah ditunjuk oleh Kementerian BUMN dimana BUMN tersebut bergerak dalam bidang jasa keuangan yang khusus didirikan untuk pengembangan dan pemberdayaan perekonomian rakyat, program ini bertujuan untuk mempercepat dan meningkatkan profesionalisme dalam pengembangan dan pemberdayaan ekonomi mikro dan kecil.

Pada tahun 2020 hibah pembinaan khusus belum dapat dilaksanakan dikarenakan dana program kemitraan PT Angkasa Pura I (Persero) difokuskan untuk mengembangkan usaha para UMKM yang terdampak pandemi khususnya UMKM yang berada disekitar wilayah kerja PT Angkasa Pura I (Persero). Namun pada tahun 2019, PT Angkasa Pura merealisasikan program Hibah kepada BUMN Khusus yang bekerjasama dengan PT PNM, dimana dana hibah sebesar Rp 2.000.000.000,- diberikan kepada PT PNM untuk dapat digunakan sebagai biaya pengembangan UMKM dan juga penyaluran pinjaman lunak kepada mitra usaha Mekar PNM yang berjumlah 856 mitra yang berada di Bali, Surabaya dan Balikpapan.

GRANT TO SPECIAL SOE

Grant to Special SOE is a collaboration between the Fostering SOE and SOEs appointed by the Ministry of SOEs. The SOE is engaged in financial services specifically established for the development and empowerment of the people's economy, this program aims to accelerate and increase professionalism in the development and empowerment of micro and small enterprises.

In 2020, special coaching grant could not be implemented because PT Angkasa Pura I (Persero) partnership program funds were focused on developing SMEs affected by the pandemic, especially the ones around the work area of PT Angkasa Pura I (Persero). However, in 2019, PT Angkasa Pura realized the Grant program for Special SOE in collaboration with PT PNM, the Company disbursed grant of Rp2,000,000,000, - to PT PNM to be used as SME development fund and distributed soft loans to 865 fostered partners of PNM Mekar in Bali, Surabaya and Balikpapan.

Penyaluran Hibah Kepada BUMN Khusus

Penyaluran Hibah Kepada BUMN Khusus

No	Keterangan	2020	2019
1	PT PNM	0	2.000.000.000
Total		0	2.000.000.000

Uraian Pelaksanaan Kegiatan Tanggung Jawab Sosial Bidang Pengembangan Sosial dan Kemasyarakatan

Description of the Implementation of Corporate Social Responsibility Activities on Social and Community Development

Struktur Pengelola Program Kemitraan dan Bina Lingkungan

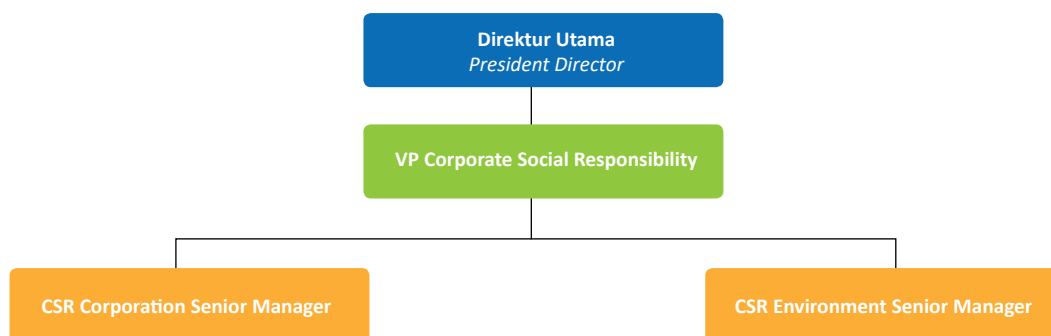
Pelaksanaan dan pengelolaan dana PKBL di Kantor Pusat berada di bawah tanggung jawab *Vice President Corporate Social Responsibility* yang dibantu langsung oleh *Corporate Social Responsibility Cooperation Senior Manager* dan *Corporate Social Responsibility Environment Department Senior Manager*. Adapun pengelolaan dana PKBL di Kantor Cabang yang termasuk ke dalam kategori bandara besar dilaksanakan oleh *Stakeholder Relation Manager* yang bertanggung jawab kepada *General Manager*. Pengelolaan dana PKBL di Kantor Cabang lainnya dilaksanakan oleh *Legal & Stakeholder Relation Manager* di bawah tanggung jawab *General Manager*.

Partnership and Community Development Program Management Structure

The execution and management of PKBL funds at the Head Office are under the responsibility of Head of Corporate Social Responsibility, assisted directly by the Corporate Social Responsibility Cooperation Department Head and Corporate Social Environment Department Head. The management of PKBL funds at large airports branch offices is carried out by CSR Section Head who is responsible to Sales Department Head. The management of PKBL funds in other Branch Offices is carried out by Sales and CSR Section Head under the responsibility of Sales and Shared Services Department Head.

Struktur Organisasi Pengelola PKBL PT Angkasa Pura I (Persero)

Organizational Structure of Partnership and Community Development Program in PT Angkasa Pura I (Persero)



Keterlibatan Manajemen dan Pemangku Kepentingan

Pelaksanaan kegiatan tanggung jawab sosial di bidang pengembangan sosial dan kemasyarakatan, di Angkasa Pura I dijalankan secara strategis dan melibatkan para pemangku kepentingan utama. Di internal PT Angkasa Pura I (Persero), *top management*, yaitu Direksi dan Dewan Komisaris terlibat dalam mereview Laporan PKBL dan membahasnya di dalam Rapat Bersama Direksi dan Dewan Komisaris.

Program Kemitraan

Program Kemitraan bertujuan untuk menyalurkan pinjaman kemitraan untuk modal kerja dan investasi bagi usaha kecil yang dijalankan oleh masyarakat. Melalui pinjaman kemitraan, roda perekonomian masyarakat diharapkan dapat bergerak secara mandiri untuk menciptakan pendapatan dan lapangan kerja bagi masyarakat lokal agar masyarakat. Selain pinjaman modal, program kemitraan yang diberikan juga berupa hibah pembinaan kepada para mitra binaan untuk meningkatkan kualitas para mitra binaan.

Penyaluran Dana Program Kemitraan

PT Angkasa Pura I (Persero) menyediakan dana untuk Program Kemitraan yang bersifat nonkomersial bagi pelaku usaha kecil. Mekanisme penyaluran dana dilakukan berdasarkan evaluasi atas pemenuhan persyaratan, ketentuan angsuran yang disesuaikan dengan kemampuan usaha, serta mempertimbangkan kebutuhan pembinaan bagi pelaku usaha. Realisasi penyaluran dana program kemitraan telah mencapai sasaran secara efektif, yakni sebagai berikut:

Involvement of Management and Stakeholders

Implementation of corporate social responsibility activities related to social and community development was carried out in a strategic manner and involved key stakeholders. Within PT Angkasa Pura I (Persero), *top management*, namely the Board of Directors and the Board of Commissioners were involved in reviewing and discussing PKBL Report in a Joint Meeting of the Board of Directors and the Board of Commissioners.

Partnership Program

The Partnership Program aims to channel partnership loans for working capital and investment for small businesses run by the local community. The partnership loans are expected to bring about economic independence for the community, generate income and employment for community members. Apart from loans capital, the partnership program provided is also in the form of a grant coaching for the fostered partners to improve the quality of the fostered partners.

Disbursement of Partnership Program Funds

PT Angkasa Pura I (Persero) provide funding for the Partnership Program on a noncommercial basis for small businesses. The mechanism for fund disbursement is based on assessment of fulfillment of requirements, installment provisions adjusted to the capacity of the business, and the need for mentoring the businesses. The realization of partnership program fund disbursement has been effective in achieving targets, namely as follows:

Jumlah Penyaluran Pinjaman Kemitraan Angkasa Pura I

Amount of Partnership Program Loan Disbursements

Tahun Year	Penyaluran		Akumulasi Penyaluran Cumulative Disbursement	
	Jumlah Mitra Number of Partners	Nilai (Rp) Value (Rp)	Jumlah Mitra Number of Partners	Nilai (Rp) Value (Rp)
2020	322	20,142,236	14,535	433,214,984
2019	514	23,151,498	14,213	413,072,748
2018	435	26,517,500	13,699	389,921,250

Dilihat dari penyebaran mitra binaan per sektor usaha, sektor perdagangan menempati posisi puncak penyaluran dana pinjaman sebesar Rp9.580.000.000. Sementara untuk penyaluran terendah yang menerima pinjaman dana adalah sektor perkebunan dengan nominal pinjaman sebesar Rp100.000.000. Kelengkapan penyaluran dana berdasarkan sektor usaha hingga 31 Desember 2020 dapat dilihat dalam tabel berikut.

Based on the distribution of fostered partners per business sector, the largest loan funds disbursed to the trade sector amounting to Rp9,580,000,000. On the other hand, the lowest loan funds disbursed to the plantation sector amounting to Rp100,000,000. Details of the loan disbursement per business sector as of 31 December 2020 can be seen in the following table.

Jumlah Penyaluran Pinjaman Kemitraan Angkasa Pura I Berdasarkan sektor Usaha

Entitas Anak PT Angkasa Pura I (Persero) per 31 Desember 2020

Sektor Usaha Mitra Binaan Fostered Partners Business Sector	Realisasi Akumulasi Sampai dengan Tahun 2019 (Rp) Realization of Accumulation up to 2019 (Rp)		Realisasi Tahun 2020 (Rp) Realization in 2020 (Rp)		Realisasi Akumulasi Sampai dengan Tahun 2020 (Rp) Realization of Accumulation up to 2020 (Rp)	
Industri Industry	3,484	105,533,262	72	4,807,000	3,556	110,340,262
Perdagangan Trade	6,778	185,601,696	177	9,580,000	6,955	195,181,696
Pertanian Agriculture	160	14,395,866	6	3,250,000	166	17,645,866
Peternakan Animal Husbandry	370	9,298,342	17	870,000	387	10,168,342
Perkebunan Plantation	124	3,508,250	4	100,000	128	3,608,250
Perikanan Fisheries	147	4,123,500	6	475,000	153	4,598,500
Jasa Service	2,974	86,615,833	50	3,065,000	3,024	89,680,833
Lainnya Other sectors	175	3,988,000	0	0	175	3,988,000
Total	14,212	413,064,749	332	19,222,000	14,544	432,286,749

Hibah Pembinaan

Pemberian hibah pembinaan merupakan salah satu turunan kegiatan Program Kemitraan yang diatur dalam Peraturan Menteri BUMN No. PER-03/MBU/12/2016 tanggal 16 Desember 2016 tentang Perubahan Atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.

Coaching Grants

The provision of coaching grants is one of the derivative activities of the Partnership Program as regulated in Minister of State Owned Enterprise Regulation No. PER03/MBU/12/2016 dated 16 December 2016 concerning Amendment to Minister of State Owned Enterprise Regulation No. PER-09/MBU/07/2015 concerning Partnership and Community Development Program of State Owned Enterprises.

Penyaluran hibah pembinaan di PT Angkasa Pura I (Persero) berupa pendidikan, pelatihan, pemagangan, pemasaran, promosi, dan kegiatan lainnya untuk meningkatkan produktivitas mitra binaan secara berkelanjutan. Program pelatihan mitra binaan dilaksanakan PT Angkasa Pura I (Persero) bekerja sama dengan perguruan tinggi maupun lembaga pendidikan yang berkompetensi dalam ilmu kewirausahaan.

Selama tahun 2020, program pelatihan kepada mitra binaan yang telah dilaksanakan oleh PT Angkasa Pura I (Persero) mencakup Pelatihan *online* dari Markplus yang diikuti oleh mitra binaan dari seluruh Kantor Cabang PT Angkasa Pura I (Persero).

Perseroan juga memberikan kesempatan untuk bertukar ilmu dan pengalaman bisnis dengan mitra binaan daerah melalui program magang yang rutin dilaksanakan setiap tahun. Namun selama tahun 2020 kegiatan pemagangan di hentikan sementara yang dikarenakan kondisi Pandemi COVID-19.

Sebagai bentuk dukungan pada hasil produksi barang dan mitra binaan, Angkasa Pura I mempromosikan barang dan jasa tersebut melalui katalog dan pameran baik di dalam maupun luar negeri. Di tahun 2020, promosi yang telah dilaksanakan antara lain mengikutsertakan Mitra Binaan Kantor Cabang Sam Ratulangi Manado dalam pameran internasional yaitu Pameran Bahrain International Garden Show 2020, dan keikutsertaan mitra binaan dalam pameran nasional seperti Pameran Solo Leading Industry Expo, dan pameran di Atrium Hall Mataram Lombok yang diikuti oleh 45 UMKM dan 15 diantaranya merupakan mitra binaan perusahaan. Selain itu, selama masa pandemi para mitra binaan juga tetap dibantu dalam hal promosi dengan diikutsertakan dalam pameran Virtual Trade Expo Indonesia. Selain melalui pameran, PT Angkasa Pura I (Persero) juga membantu para mitra binaan mendapatkan sertifikasi seperti sertifikasi label dan halal.

PT Angkasa Pura I (Persero) provided coaching grants in the form of education, training, internship, marketing, promotion, and other programs to improve productivity among fostered partners on an ongoing basis. To conduct training program for fostered partners, the company collaborates with universities and other institutions competent in developing entrepreneurship science.

During 2020, PT Angkasa Pura I (Persero) conducted training programs for fostered partners, including online training from Markplus attended by fostered partners from all Branch Offices of PT Angkasa Pura I (Persero).

The Company also provided opportunities to exchange knowledge and business experiences with local fostered partners through an internship program conducted on a regular basis every year. However, during 2020, the apprenticeship activities were temporarily suspended due to the COVID-19 Pandemic.

PT Angkasa Pura I (Persero) also promotes products and services provided by the fostered partners through catalogs and exhibitions both at home and abroad. Throughout 2020, the Company has invited Sam Ratulangi Airport - Manado fostered partners to take part at an international exhibition, the Bahrain International Garden Show 2020, and fostered partners were invited to take part at national exhibitions such as Solo Leading Industry Expo Exhibition. During the Pandemic, the Company has assisted fostered partners in terms of promotion to take part in the Virtual Trade Expo Indonesia exhibition. In addition to participation at exhibitions, PT Angkasa Pura I (Persero) has also helped the fostered partners to obtain certifications such as label and halal certifications.

Penyaluran Hibah Pembinaan Mitra Binaan

Coaching Grants Disbursement to Fostered Partners

Jenis Pembinaan <i>Coaching Type</i>	Nilai (Rp)		
	2020	2019	2018
Pelatihan <i>Exhibition</i>	183,908,700	419,079,866	804,074,600
Pameran <i>Exhibition</i>	676,327,813	1,303,051,276	2,192,249,866
Pemagangan <i>Internship</i>	0	130,828,091	134,804,132
Total	860,236,513	1,852,959,233	3,131,128,598

Program Bina Lingkungan

Program Bina Lingkungan merupakan wujud komitmen PT Angkasa Pura I (Persero) untuk membantu meningkatkan kualitas hidup lingkungan sosial masyarakat. Sejak tahun 1992, pelaksanaan Program Bina Lingkungan mencakup kegiatan-kegiatan strategis dan responsif, yang terdiri dari:

Bantuan Korban Bencana Alam

Dalam rangka meringankan beban masyarakat yang tertimpa bencana, PT Angkasa Pura I (Persero) selalu siap siaga dalam memberikan bantuan tanggap darurat kepada korban bencana alam, seperti banjir, kebakaran, tanah longsor, gempa bumi, erupsi gunung, dan sebagainya. Sampai dengan tahun 2020, PT Angkasa Pura I (Persero) telah menyalurkan dana sebesar Rp7.037.103.415. Bantuan tersebut berupa bantuan bagi korban banjir di kabupaten Bolaang Mongondow Utara, Bantuan penanggulangan COVID-19 dalam bentuk masker, disinfektan, hand sanitizer, alat APD, dan sembako gratis yang dilakukan baik di Kantor Pusat PT Angkasa Pura I dan juga diseluruh cabang.

Bantuan Bidang Pendidikan

Program bantuan di bidang pendidikan oleh PT Angkasa Pura I (Persero) mencakup fasilitas pendidikan formal bagi siswa dan siswi sekolah, sekaligus pendidikan informal terkait keterampilan wirausaha untuk masyarakat yang lebih luas. PT Angkasa Pura I (Persero) menyalurkan bantuan dalam bidang pendidikan mencapai Rp10.126.337.022. Adapun penerima manfaat program bantuan pendidikan ini antara lain perbaikan sarana dan prasarana pendidikan di kantor pusat dan cabang, bantuan perpustakaan digital di Semarang, bantuan pelatihan masyarakat, dan bantuan beasiswa Diploma III Kebandarudaraan bagi 58 Siswa/i SMA/SMK terpilih, dan juga beasiswa lainnya dalam bentuk paket perlengkapan sekolah bagi siswa/i yang membutuhkan.

Bantuan Bidang Kesehatan

Sejak tahun 2012, PT Angkasa Pura I (Persero) fokus memberikan bantuan di bidang kesehatan untuk ibu dan balita dengan motto "Ibu & Anak Sehat, Bangsa Kuat". Demi menunjang program bantuan di bidang kesehatan, PT Angkasa Pura I (Persero) memiliki fasilitas pelayanan kesehatan keliling yang tidak hanya bisa dirasakan manfaatnya oleh ibu dan balita, tetapi juga masyarakat secara umum yang membutuhkan bantuan di sektor kesehatan. Selama tahun 2020, AP I juga aktif membantu para tenaga kesehatan dalam menangani COVID-19 dengan memberikan bantuan berupa alat pelindung diri yang mencakup masker N95, masker bedah, sarung tangan steril, sarung tangan nonsteril, sarung tangan panjang, dan pakaian hazmat ke sejumlah puskesmas dan rumah sakit yang tersebar di berbagai wilayah di Indonesia.

Community Development Program

PT Angkasa Pura I (Persero) is committed to improving the welfare of society, social conditions and quality of life manifested in the implementation of Community Development Program. Since 1992, the implementation of Community Development Program has covered strategic and responsive programs, consisting of:

Assistance for natural disaster victims

In order to alleviate the burden of people affected by natural disasters, PT Angkasa Pura I (Persero) actively provides emergency response assistance to victims of natural disasters, such as flood, fire, landslide, earthquake, volcanic eruption, and so on. Until 2020, PT Angkasa Pura I (Persero) has distributed funds amounting to Rp7,037,103,415 The funds were distributed to flood victims in Bolaang Mongondow Regency. Furthermore, the Head Office and Branch Offices of PT Angkasa Pura I (Persero) provided various assistance in response to Covid-19 Pandemic in the form of masks, disinfectant liquid, hand sanitizers, PPE tools and basic necessities packages.

Education Assistance

The education assistance program of PT Angkasa Pura I (Persero) includes formal education facilities for students as well as informal education related to entrepreneurial skills for the wider community. PT Angkasa Pura I (Persero) disbursed education assistance funds amounting to Rp10,126,337,022. The education assistance program was realized through improvements to educational facilities and infrastructure in Bali, digital library assistance in Semarang, community training assistance, and Diploma III Airport scholarship assistance for 58 selected high school/vocational high school students, as well as other scholarships in the form of school supplies for students in need.

Health Care Assistance

Since 2012, PT Angkasa Pura I (Persero) has focused on providing assistance on health for mothers and toddlers with the motto "Healthy Moms & Kids, Strong Nation". To support the assistance program on health, PT Angkasa Pura I (Persero) launched Mobile Health Care Service Program that benefited not only mothers and toddlers, but also the public who require assistance in the health sector. During 2020, the Company has actively assisted health workers in dealing with COVID-19 by providing assistance in the form of personal protective equipment, including N95 masks, surgical masks, sterile gloves, non-sterile gloves, long gloves and hazmat suits to a number of Puskesmas and hospitals spreading across various regions in Indonesia.

Jumlah bantuan kesehatan yang telah diberikan Angkasa Pura I sebesar Rp4.406.189.423. Adapun bantuan yang secara rutin diberikan diwujudkan melalui kegiatan pelayanan kesehatan keliling, khitanan massal, operasi katarak, bakti sosial, bantuan sarana dan prasarana kesehatan, dan pembangunan sarana kesehatan di sekitar wilayah kerja PT Angkasa Pura I.

Bantuan Pengembangan Sarana dan Prasarana Umum

PT Angkasa Pura I (Persero) mendukung program Kementerian BUMN untuk membangun desa melalui pengembangan sarana dan prasarana umum. Penyaluran bantuan pada sektor sarana dan prasarana umum rutin dilaksanakan oleh PT Angkasa Pura I (Persero). Biaya yang dikeluarkan pada tahun 2020 adalah Rp6.259.403.770. Biaya tersebut digunakan untuk kegiatan pengembangan sarana dan prasarana umum yang dilakukan PT Angkasa Pura I (Persero) berupa bantuan bedah rumah, bantuan kendaraan operasional di desa adat Bali, pengadaan sarana air bersih, bantuan sarana dan prasarana pengolahan sampah, pembangunan sarana pendukung, pembangunan / renovasi instansi sosial, pembangunan *public restroom* di area wisata sekitar bandara, serta bantuan pembangunan sarana pendukung wisata di sekitar wilayah kerja PT Angkasa Pura I (Persero).

Bantuan Sarana Ibadah

Menunjang kebutuhan masyarakat akan sarana ibadah yang memadai mendorong Angkasa Pura I untuk memberikan bantuan pembangunan dan perbaikan sarana ibadah di sekitar wilayah kerja Perusahaan. Dana yang direalisasikan dalam program ini sebesar Rp5.005.065.100. Melalui program bantuan ini, PT Angkasa Pura I (Persero) berharap masyarakat dapat merasakan kehadiran Perusahaan secara lebih dekat, tidak hanya dari sektor hubungan bisnis semata.

Bantuan Pelestarian Alam

Guna meminimalisir dampak kegiatan kebandarudaraan bagi masyarakat, Angkasa Pura I berkontribusi dalam melestarikan alam khususnya di daerah sekitar bandara dan lingkungan masyarakat sekitar perusahaan. Di tahun 2020 bantuan pelestarian alam telah direalisasikan sebesar Rp905.080.000. Bantuan yang diberikan berupa rehabilitasi terumbu karang di wilayah Lombok, Biak, dan Ambon, bantuan bibit pohon buah-buahan, serta bantuan penanaman pohon di kawasan pantai Manggar di Balikpapan.

Bantuan Sosial

Di tahun 2020, pandemi COVID-19 tidak hanya berdampak besar bagi sektor kesehatan namun juga berdampak bagi perekonomian masyarakat yang terdampak akibat kebijakan Pembatasan Sosial Berskala Besar (PSBB) yang dilaksanakan hampir serentak di seluruh wilayah. Untuk itu, PT Angkasa Pura I (Persero) berupaya membantu meringankan beban masyarakat di wilayah usaha. Selama tahun 2020, PT Angkasa Pura I

PT Angkasa Pura I (Persero) had disbursed health care assistance amounting to Rp4,406,189,423. The regular assistance was realized in the form of several activities such as mobile health services, mass circumcision, cataract surgery, social service, health facilities and infrastructure assistance, and construction of health facilities around the work area of PT Angkasa Pura I.

Public Facilities and Infrastructure Development Assistance

PT Angkasa Pura I (Persero) supports the Ministry of SOE program to assist villages through the development of public facilities and infrastructure. This type of assistance is regularly carried out by PT Angkasa Pura I (Persero). Costs incurred in 2020 are IDR 6,259,403,770. Costs incurred in 2020 are IDR6,259,403,770. This fee is used for the development of public facility and infrastructure sector include house renovation assistance, operational vehicle assistance in the traditional village in Bali, procurement of clean water facilities, assistance for waste processing facilities and infrastructure, construction of supporting facilities, construction/renovation of social agencies, construction of public restroom in the tourist area around the airport, as well as assistance in the construction of tourism supporting facilities around the working area of PT Angkasa Pura I (Persero).

Assistance for Religious Facilities

To support the community's need for adequate facilities of worship, PT Angkasa Pura I (Persero) provides assistance in the construction and repair of places of worship around the Company's work area. The realized costs incurred for this program amounted to Rp5,005,065,100. It is expected that the assistance program would raise the awareness of the community not only to the business relations sector, but also the presence of PT Angkasa Pura I (Persero).

Nature Conservation Assistance

In order to reduce the impact of airport activities on the community, PT Angkasa Pura I (Persero) contributes to preserving nature, especially in the area around the airport and the community around the company. In 2020, nature conservation assistance has been realized in the amount of Rp905,080,000. The assistance was realized in the form of rehabilitation of coral reefs in Lombok, Biak and Ambon regions, fruit tree seeds assistance, and tree planting assistance in the Manggar beach area in Balikpapan.

Social Assistance

In 2020, the COVID-19 Pandemic has not only had a major impact on the health sector, but also has also had an impact on the economy of the people affected by the Large-Scale Social Restrictions (PSBB) policy implemented almost simultaneously in all regions. For this reason, PT Angkasa Pura I (Persero) endeavors to help ease the burden on the community in the business area. During 2020, PT Angkasa Pura I (Persero) has distributed funds

(Persero) telah menyalurkan dana sebesar Rp2.185.069.012 untuk bantuan sosial. Adapun kegiatan bantuan sosial yang dilaksanakan PT Angkasa Pura I (Persero) secara rutin berupa bantuan sembako gratis, pembangunan sarana penunjang sosial, kegiatan BUMN untuk Indonesia, dan pengembangan daerah wisata.

Penyaluran Dana Bina Lingkungan

Secara umum, dana yang telah disalurkan oleh PT Angkasa Pura I (Persero) untuk Program Bina Lingkungan ditunjukkan pada tabel berikut:

Realisasi Dana Bina Lingkungan Tahun 2020

Realization of Community Development Fund in 2020

Jenis Bantuan Assistance Type	Realisasi Akumulasi Hingga Tahun 2019 (ribu Rp) Realization of Accumulation Until 2019 (thousand Rupiah)	Realisasi Tahun 2020 (ribu Rp) Realization in 2020 (thousand Rupiah)	Realisasi Akumulasi Hingga Tahun 2020 (ribu Rp) Realization of Accumulation Until 2020 (thousand Rupiah)
Bencana Alam <i>Natural Disaster</i>	8,157,300	7,037,103	15,194,403
Pendidikan dan Pelatihan <i>Education and Training</i>	54,396,750	10,126,337	64,523,087
Peningkatan Kesehatan <i>Health Improvement</i>	30,517,932	4,406,189	34,924,121
Sarana Umum <i>Public Facilities</i>	50,939,569	6,259,403	57,198,973
Sarana Ibadah	45,336,405	5,005,065	50,341,470
Pelestarian Alam <i>Nature Conservation</i>	6,787,199	905,080	7,692,279
Bantuan Sosial <i>Social Assistance</i>	31,389,206	2,185,069	33,574,275
Hibah Pembinaan <i>Coaching Grants</i>	2,577,954	0	2,577,954
BUMN Peduli	10,428,992	0	10,428,992
Total	240,531,307	35,924,247	276,455,554

Bantuan CSR Kemasyarakatan Lainnya

Selain kegiatan yang sudah direncanakan, Perseroan juga memberikan bantuan sosial kepada masyarakat umum secara insidental. Sepanjang tahun 2020, bantuan sosial lainnya yang diberikan Angkasa Pura I, antara lain:

1. Bantuan sponsorship program Bakti Sosial Panglima Komando TNI;
2. Bantuan untuk Yayasan Indonesia Pintar;
3. Bantuan untuk perbaikan tanggul Delta Pekayon Bekasi;
4. Bantuan untuk Sekolah YPK Sentani;
5. Bantuan untuk pembangunan Musholla Koramil Semarang;
6. Bantuan Rapid test di Jakarta;
7. Bantuan Sembako gratis Siaga Kuning di Semarang;
8. Dan Bantuan CSR Lainnya.

amounting to Rp2.185.069.012 for social assistance. In addition, PT Angkasa Pura I (Persero) has carried out social assistance on a regular basis in the form of free staple food packages assistance, construction of social support facilities, BUMN Hadir Untuk Indonesia, development of tourist areas, as well as assistance of infrastructure and training for MSME players around the work area of PT Angkasa Pura I (Persero).

Disbursement of Community Development Fund

In general, the fund disbursed by PT Angkasa Pura I (Persero) for the Community Development Program is presented in the following table:

Other Community CSR Assistance

In addition to planned activities, the Company also provides social assistance to the general public on an incidental basis. Throughout 2020, PT Angkasa Pura I (Persero) provided other social assistance, including:

1. Assistance for sponsoring the TNI Commander's Social Service program;
2. Assistance for Yayasan Indonesia Pintar;
3. Assistance to repair embankment in the Delta Pekayon Bekasi;
4. Assistance for YPK Sentani School;
5. Assistance for the construction of Musholla (Praying Building) Koramil Semarang;
6. Assistance for Rapid test in Jakarta;
7. Free staple food packages assistance for Siaga Kuning in Semarang;
8. And Other CSR Assistance.

Di sisi lain, PT Angkasa Pura I (Persero) mengalokasikan dana untuk kegiatan tanggung jawab Perusahaan di bidang sosial kemasyarakatan ke dalam tiga kategori, yakni Beban Program Kemitraan, Beban Program Bina Lingkungan, dan Beban CSR. Dana untuk Beban Program Kemitraan diperoleh dari dana *revolving* yang berkaitan dengan besarnya pengembalian kredit oleh para debitur, sedangkan dana untuk Beban Program Bina Lingkungan dan Beban CSR diperoleh dari anggaran yang dialokasikan Perusahaan.

Furthermore, PT Angkasa Pura I (Persero) prepares budget funds for corporate responsibility activities in the social sector into three categories, namely Partnership Program Expense, Community Development Program Expense and CSR Expense. Funds for the Partnership Program Expense are obtained from revolving funds related to the amount of credit returned by the debtors, while funds for the Community Development Program Expense and CSR Expenses are obtained from the budget allocated by the Company.

Biaya Kegiatan PKBL dan CSR Tahun 2020

Partnership and Community Development Program and CSR Expenses in 2020

Uraian Description	Anggaran 2020 (Rp) 2020 Budget (Rp)
Beban Program Kemitraan <i>Partnership Program Expense</i>	27,616,867,897
Beban Program Bina Lingkungan <i>Community Development Program Expense</i>	36,660,000,000
Beban CSR <i>CSR Expense</i>	15,225,638,186
Total	79,502,506,083

Uraian Capaian Tanggung Jawab Sosial di Bidang Pengembangan Sosial dan Kemasyarakatan *Description of Achievement of Corporate Social Responsibility on Social and Community Development*

Manfaat bagi Pemangku Kepentingan dan Perusahaan

Program Tanggung Jawab Sosial yang dilaksanakan oleh PT Angkasa Pura I (Persero) diharapkan dapat memberi manfaat kepada para stakeholder sebagai berikut:

- Manfaat Bagi Masyarakat:
 - Membantu meningkatkan taraf hidup masyarakat, khususnya masyarakat dengan status ekonomi menengah ke bawah;
 - Meningkatkan kompetensi masyarakat terutama dalam bidang wirausaha dan profesi lainnya, misalnya pelatihan profesi security di Bandara Internasional Yogyakarta, pelatihan bidang mekanik di Bandara Internasional Jenderal Ahmad Yani Semarang, dan sebagainya;
 - Meningkatkan kualitas fasilitas umum dan fasilitas sosial untuk masyarakat.
- Manfaat Bagi Mahasiswa:
 - Menciptakan insan-insan muda yang cerdas serta bertanggung jawab.

Benefits for Stakeholders and the Company

The Social Responsibility Program implemented by PT Angkasa Pura I (Persero) is expected to provide benefits to stakeholders as follows:

- Benefits for the Community:
 - Help improve the standard of living of communities, especially people of the middle to lower economic status;
 - Enhance the competencies of the community, especially on entrepreneurship and other professions, for example security training at Yogyakarta International Airport, mechanical training at Jenderal Ahmad Yani International Airport in Semarang, etc;
 - Improve the quality of public and social facilities for the community.
- Benefits for Students:
 - Foster and develop the youth to be smart and responsible.

- c. Manfaat bagi PT Angkasa Pura I (Persero):
- Mengimplementasikan sinergi antar BUMN dalam kegiatan CSR sebagai tanggung jawab kepada Pemegang Saham;
 - Memperluas jejaring secara langsung dengan instansi lain yang terlibat antara lain Dinas Pariwisata, Dinas Kesehatan, Dinas Pendidikan, BUMN lainnya (Virama Karya, BRI, PGN, AP2, KAI, Pupuk Indonesia), dan instansi lainnya;
 - Membangun komunikasi yang positif dengan para pengguna jasa bandar udara serta para penerima bantuan Program Kemitraan dan Bina Lingkungan.

Manfaat bagi Pembangunan Berkelanjutan

Sebagai Badan Usaha Milik Negara, PT Angkasa Pura I (Persero) berupaya agar penerapan kegiatan tanggung jawab sosial dapat bersinergi dengan Tujuan Pembangunan Berkelanjutan atau *Sustainable Development Goals* (SDGs) yang telah diadopsi Pemerintah Indonesia. Berdasarkan akumulasi realisasi biaya tanggung jawab sosial terbesar yang disalurkan PT Angkasa Pura I, yaitu di bidang pendidikan, maka perusahaan turut berkontribusi bagi Tujuan Pembangunan Berkelanjutan Nomor 4, yaitu Memastikan Pendidikan yang Inklusif dan Berkualitas.

Penghargaan

Berkat pelaksanaan kegiatan tanggung jawab Perusahaan di bidang pengembangan sosial kemasyarakatan yang efektif dari tahun ke tahun, PT Angkasa Pura I (Persero) berhasil memperoleh apresiasi penghargaan dari beberapa lembaga. Capaian ini merupakan motivasi bagi PT Angkasa Pura I (Persero) untuk terus memberikan kontribusi dan manfaat positif kepada masyarakat sekitar.

Sejumlah penghargaan yang diperoleh PT Angkasa Pura I (Persero) pada tahun 2020 antara lain:

1. Penghargaan TOP CSR Awards 2020 “Bintang 4”, dari Majalah Top Business;
2. *Top Leader on CSR Commitment 2020*, dari Majalah Top Business;
3. Best PKBL for Indonesia CSRxPKBL Award 2020 dalam kategori “Transportation and Warehouse with Outstanding Program in Local Tourism Development Initiative”, dari Majalah Warta Ekonomi.

- c. *Benefits for PT Angkasa Pura I (Persero):*
- *Implement synergies between SOEs in CSR activities as a responsibility to the shareholders;*
 - *Expand networks directly with other agencies, including Tourism Department, Health Department, Education Department, PT Jasa Raharja (Persero), and other agencies;*
 - *Build positive communication with airport service users and beneficiaries of the Partnership and Community Development Program.*

Benefits for Sustainable Development

As a State-Owned Enterprise, PT Angkasa Pura I (Persero) seeks to implement social responsibility activities in synergy with the Sustainable Development Goals (SDGs) adopted by the Government of Indonesia. Based on the accumulated realization, the largest portion of social responsibility costs disbursed by PT Angkasa Pura I have been on education. Thus, the Company also contributed to the Sustainable Development Goal Number 4, namely Ensuring Inclusive and Quality Education.

Awards

Due to the effective implementation of corporate responsibility activities in social development from year to year, PT Angkasa Pura I (Persero) has received various awards and appreciations from several institutions. This achievement is a motivation for PT Angkasa Pura I (Persero) to continue to provide positive contributions and benefits to the surrounding community.

The awards received by PT Angkasa Pura I (Persero) in 2020 are as follows:

1. *TOP CSR Awards 2020 “4 Stars”, from Top Business Magazine;*
2. *Top Leader on CSR Commitment 2020, from Top Business Magazine;*
3. *Best PKBL for Indonesia CSRxPKBL Award 2020 in the category “Transportation and Warehouse with Outstanding Program in Local Tourism Development Initiative”, from Warta Ekonomi Magazine.*

REFERENSI POJK NO.30/SEOJK.04/2016

KRITERIA	PENJELASAN	HALAMAN
I BENTUK LAPORAN TAHUNAN <i>Format of Annual Report</i>		
1	Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik. <i>Annual Reported is presented in printed document and soft copy.</i>	√
2	Laporan Tahunan disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik. <i>The presented printed Annual Report is printed on bright color paper, in good quality, in size A4, stapled, and reproducible with good quality.</i>	√
3	Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam format pdf. <i>The presented soft copy Annual Report is Annual Report that has been converted to PDF format.</i>	√
II ISI LAPORAN TAHUNAN <i>Content of Annual Report</i>		
1	Ketentuan Umum <i>General Act</i>	
a	Laporan Tahunan paling sedikit memuat informasi mengenai: <i>Annual Report shall contains at the very least information on:</i>	
	1) ikhtisar data keuangan penting; <i>summary of significant financial data;</i>	11-14
	2) informasi saham (jika ada); <i>information on shares (if any);</i>	15-16
	3) laporan Direksi; <i>report of the Board of Directors;</i>	23-29
	4) laporan Dewan Komisaris; <i>report of the Board of Commissioners;</i>	17-22
	5) profil Emiten atau Perusahaan Publik; <i>profile of Issuer or Public Company;</i>	30-107
	6) analisis dan pembahasan manajemen; <i>analysis and management discussion;</i>	142-227
	7) tata kelola Emiten atau Perusahaan Publik; <i>good Governance of Issuer or Public Company;</i>	228-396
	8) tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik; <i>social and environment responsibility of Issuer and Public Company;</i>	398-469
	9) laporan keuangan tahunan yang telah diaudit; dan <i>annual financial report that has been audited; and</i>	
	10) surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan. <i>letter of statement of members of the Board of Directors and Commissioners regarding responsibility for the Annual Report.</i>	470-471
b.	Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami. <i>Annual Report shall contains information in picture, graphic, table, and/or diagram by stating its title and/or transparent description that it is easy to read and comprehend.</i>	√
2.	Uraian isi Laporan Tahunan <i>Description of Content of Annual Report</i>	
a.	Ikhtisar Data Keuangan Penting <i>Financial Highlights</i>	
	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: <i>Financial information is presented in a comparative form over a period of 3 (three) financial years, the information includes revenues, income (loss), total assets, liabilities, and equity, information and financial ratios.</i>	11-14
	1) pendapatan/penjualan; <i>sales/revenue;</i>	13
	2) laba bruto; <i>gross profit;</i>	13
	3) laba (rugi); <i>profit (loss);</i>	13

KRITERIA	PENJELASAN	HALAMAN
	4) jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; <i>total profit (loss) attributable to owners of the parent company and non-controlling interests;</i>	13
	5) total laba (rugi) komprehensif; <i>total comprehensive profit (loss);</i>	13
	6) jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; <i>total comprehensive profit (loss) attributable to owners of the parent company and non-controlling interests;</i>	13
	7) laba (rugi) per saham; <i>profit (loss) per share;</i>	13
	8) jumlah aset; <i>total assets;</i>	11
	9) jumlah liabilitas; <i>Total liabilities;</i>	12
	10) jumlah ekuitas; <i>total equity;</i>	12
	11) rasio laba (rugi) terhadap jumlah aset; <i>profit (loss) ratio to total assets;</i>	14
	12) rasio laba (rugi) terhadap ekuitas; <i>profit (loss) to equity ratio;</i>	14
	13) rasio laba (rugi) terhadap pendapatan/penjualan; <i>profit (loss) to income/sales ratio;</i>	14
	14) rasio lancar; <i>current ratio;</i>	14
	15) rasio liabilitas terhadap ekuitas; <i>liabilities to equity ratio;</i>	14
	16) rasio liabilitas terhadap jumlah aset; dan <i>the ratio of liabilities to total assets; and</i>	14
	17) informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya. <i>other information and financial ratios relevant to the Issuer or Public Company and the type of industry.</i>	14
b. Informasi Saham <i>Information on Shares</i>	Informasi saham (jika ada) paling sedikit memuat: <i>Information on shares (if any) shall contains at the very least:</i>	15-16
	1) saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi: <i>Shares that have been issued for each quarter (if any) are presented in the form of comparisons during the last 2 (two) fiscal years, include at least:</i>	
	a) jumlah saham yang beredar; <i>the number of shares outstanding;</i>	15
	b) kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; <i>market capitalization based on the price at the Stock Exchange where the shares are listed;</i>	15
	c) harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan <i>the highest, lowest, and closing share price based on the price on the Stock Exchange where the shares are listed; and</i>	15
	d) volume perdagangan pada Bursa Efek tempat saham dicatatkan. <i>trading volume at the Stock Exchange where the shares are listed.</i>	15
	2) dalam hal terjadi aksi korporasi, seperti pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai: <i>Referring to corporate action, such as stock split, reverse stock, stock dividend, bonus shares, and changes to the nominal value of shares, information on shares is as stated in number 1) added an explanation of at least:</i>	15-16
	a) tanggal pelaksanaan aksi korporasi; <i>implementation date of corporate action;</i>	15

KRITERIA	PENJELASAN	HALAMAN
	b) rasio pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham; <i>stock split ratios, reverse stock, share dividends, bonus shares, and changes in the par value of shares;</i>	15
	c) jumlah saham beredar sebelum dan sesudah aksi korporasi; dan <i>number of shares outstanding before and after corporate action;</i> <i>and</i>	15
	d) harga saham sebelum dan sesudah aksi korporasi. <i>share price before and after corporate action.</i>	15
	3) dalam hal terjadi penghentian sementara perdagangan saham (suspension), dan/atau penghapusan pencatatan saham (delisting) dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) tersebut; dan <i>In circumstances of suspension, and/or delisting in fiscal year, the Issuer or Public Company explains the reasons for the suspension and / or delisting of shares; and</i>	15
	4) dalam hal penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) sebagaimana dimaksud pada angka 3) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) tersebut. <i>In circumstances of suspension and/or delisting as stated in number 3 that is still ongoing until the end period of Annual Report, Issuer or Public Company explains the performed measures to settle the suspension and/or delisting.</i>	15
c. Laporan Direksi <i>Report of the Board of Directors</i>	Laporan Direksi paling sedikit memuat: <i>Report of the Board of Directors shall contains at the very least:</i>	23-29
	1) uraian singkat mengenai kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi: <i>Brief description on performance of Issuer or Public Company, at the very least includes:</i>	
	a) strategi dan kebijakan strategis Emiten atau Perusahaan Publik; <i>strategies and strategic policies of Issuer or Public Company;</i>	24-25
	b) perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan <i>comparison between the achieved results and the targeted; and</i>	25-26
	c) kendala yang dihadapi Emiten atau Perusahaan Publik; <i>obstacles encountered by Issuer or Public Company.</i>	26-27
	2) gambaran tentang prospek usaha; <i>views on business prospects;</i>	27
	3) penerapan tata kelola Emiten atau Perusahaan Publik; dan <i>implementation of good governance of Issuer or Public Company; and</i>	28
	4) perubahan komposisi anggota Direksi dan alasan perubahannya (jika ada). <i>changes of composition of members of the Board of Directors and its reasons (if any).</i>	28
d. Laporan Dewan Komisaris <i>Report of the Board of Commissioners</i>	Laporan Dewan Komisaris paling sedikit memuat: <i>Report of the Board of Commissioners shall contains at the very least:</i>	17-22
	1) penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik; <i>evaluation towards performance of the Board of Directors regarding Issuer or Public Company' management;</i>	18
	2) pengawasan terhadap implementasi strategi Emiten atau Perusahaan Publik; <i>monitoring over implementation of Issuer or Public Company' strategies;</i>	19
	3) pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; <i>views on business prospects of Issuer or Public Company developed by Directors;</i>	19-20

KRITERIA	PENJELASAN	HALAMAN
	4) pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik; <i>views on implementation of good governance of Issuer or Public Company;</i>	20
	5) perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya (jika ada); dan <i>changes of composition of members of Board of Commissioners and its reasons (if any); and</i>	21-22
	6) frekuensi dan cara pemberian nasihat kepada anggota Direksi. <i>frequency and means of advising to members of Directors.</i>	21
e. Profil Emiten atau Perusahaan Publik <i>Profil Emiten atau Perusahaan Publik paling sedikit memuat:</i>	Profil Emiten atau Perusahaan Publik paling sedikit memuat: <i>Profile of Issuer or Public Company shall contains at the very</i>	30-107
	1) nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku; <i>name of Issuer or Public Company, including if there is a change of name, the reason for the change, and the effective date of the name change in the book year;</i>	32
	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: <i>access to Issuer or Public Company, including branch or representative office that allows public to obtain information regarding Issuer or Public Company, such as:</i>	32
	a) alamat; <i>address;</i>	32
	b) nomor telepon; <i>phone number;</i>	32
	c) nomor faksimile; <i>fax number;</i>	32
	d) alamat surat elektronik; dan <i>electronic mail address; and</i>	32
	e) alamat Situs Web; <i>website address;</i>	32
	3) riwayat singkat Emiten atau Perusahaan Publik; <i>brief history of Issuer or Public Company;</i>	34-36
	4) visi dan misi Emiten atau Perusahaan Publik; <i>vision and mission of Issuer or Public Company;</i>	48-49
	5) kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan; <i>business activities according to the latest articles of association, business activities conducted within fiscal year, as well as type of produced goods and/or services;</i>	50-52
	6) struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi, disertai dengan nama dan jabatan; <i>organization Structure In the form of a chart, at least until one level below the Board of Directors, along with names and titles;</i>	54-55
	7) profil Direksi, paling sedikit memuat: <i>profile of the Board of Directors;</i>	63-69
	a) nama dan jabatan yang sesuai dengan tugas dan tanggung jawab; <i>name and title in accordance with the duties and responsibilities;</i>	63-69
	b) foto terbaru; <i>latest photos;</i>	63-69
	c) usia; <i>age;</i>	63-69
	d) kewarganegaraan; <i>citizenship;</i>	63-69
	e) riwayat pendidikan; <i>educational background;</i>	63-69

KRITERIA	PENJELASAN	HALAMAN
f)	riwayat jabatan, meliputi informasi: <i>position history, including information:</i>	63-69
1.	dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan; <i>legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned;</i>	63-69
2.	rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya (jika ada); dan <i>concurrent positions, either as members of the Board of Directors, members of the Board of Commissioners, and/or members of committees as well as other positions (if any); and</i>	63-69
3.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; <i>work experience and period of time both inside and outside the Issuer or Public Company;</i>	63-69
g)	pendidikan dan/atau pelatihan yang telah diikuti anggota Direksi dalam meningkatkan kompetensi dalam tahun buku (jika ada); dan <i>education and/or training that has been attended by members of the Board of Directors in increasing competence in the financial year (if any); and</i>	128
h)	hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi; <i>affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major shareholders (if any) including the name of the affiliated party;</i>	63-69
8)	profil Dewan Komisaris, paling sedikit memuat: <i>the profile of the Board of Commissioners, at least contains:</i>	56-62
a)	nama; <i>name;</i>	56-62
b)	foto terbaru; <i>latest photos;</i>	56-62
c)	usia; <i>age;</i>	56-62
d)	kewarganegaraan; <i>citizenship;</i>	56-62
e)	riwayat pendidikan; <i>educational background;</i>	56-62
f)	riwayat jabatan, meliputi informasi: <i>position history, including information:</i>	56-62
1.	dasar hukum penunjukan sebagai anggota Dewan Komisaris yang bukan merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan; <i>legal basis for appointment as a member of the Board of Commissioners who is not an Independent Commissioner of the Issuer or Public Company concerned;</i>	56-62
2.	dasar hukum penunjukan pertama kali sebagai anggota Dewan Komisaris yang merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan; <i>legal basis for first appointment as a member of the Board of Commissioners who is an Independent Commissioner of the Issuer or Public Company concerned;</i>	56-62
3.	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan <i>concurrent positions, either as members of the Board of Commissioners, members of the Board of Directors, and / or committee members as well as other positions (if any); and</i>	56-62
4.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; <i>work experience and period of time both inside and outside the Issuer or Public Company;</i>	56-62

KRITERIA	PENJELASAN	HALAMAN
g)	pendidikan dan/atau pelatihan yang telah diikuti anggota Dewan Komisaris dalam meningkatkan kompetensi dalam tahun buku (jika ada); <i>education and/or training that has been attended by members of the Board of Commissioners in increasing competence in the financial year (if any);</i>	128
h)	hubungan Afiliasi dengan anggota Dewan Komisaris lainnya dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi; dan <i>affiliation relationship with other members of the Board of Commissioners and major shareholders (if any) including the name of the affiliated party; and</i>	56-62
i)	pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode (jika ada); dan <i>statement of independence of the Independent Commissioner in the event that the Independent Commissioner has served for more than 2 (two) periods (if any); and</i>	280-281
j)	pendidikan dan/atau pelatihan yang telah diikuti anggota Dewan Komisaris dalam meningkatkan kompetensi dalam tahun buku (jika ada); <i>education and/or training that has been attended by members of the Board of Commissioners in increasing competence in the financial year (if any);</i>	128
9)	dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya; <i>in the event that there is a change in the composition of the members of the Board of Directors and/or members of the Board of Commissioners that occurs after the financial year ends up to the deadline for submitting the Annual Report, the composition stated in the Annual Report is the composition of the latest and previous members of the Board of Directors and/or members of the Board of Commissioners;</i>	276-277, 291-294
10)	jumlah karyawan dan deskripsi sebaran tingkat pendidikan dan usia karyawan dalam tahun buku; <i>numbers of employees and description of distribution of education level and age of employees in the fiscal year;</i>	101-104
11)	nama pemegang saham dan persentase kepemilikan pada akhir tahun buku, yang terdiri dari: <i>name of shareholders and percentage of ownership at the end of fiscal year, which consist of:</i>	85
a)	pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; <i>shareholders with 5% (five percent) or more shares of Issuer or Public Company;</i>	85
b)	anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik; dan <i>members of Directors and Board of Commissioners who own shares of Issuer or Public Company; and</i>	85
c)	kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik. <i>Public shareholders group, that is group of shareholders, each of which has less than 5% (five percent) of Issuer or Public Company's shares.</i>	85
12)	jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: <i>Number of shareholders and percentage of ownership per end of fiscal year based on these classifications:</i>	85
a)	kepemilikan institusi lokal; <i>local institution ownership;</i>	85
b)	kepemilikan institusi asing; <i>foreign institution ownership;</i>	85
c)	kepemilikan individu lokal; dan <i>local individual ownership; and</i>	85

KRITERIA	PENJELASAN	HALAMAN
	d) kepemilikan individu asing. <i>foreign individual ownership.</i>	85
13)	informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan; <i>information regarding main and controlling shareholders of Issuer or Public Company directly or indirectly up to individual owners, presented in scheme or chart;</i>	85
14)	nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi Emiten atau Perusahaan Publik tersebut (jika ada); <i>name of subsidiaries, associations, joint ventures that Issuer or Public Company has jointly control entity, as well as percentage of shares ownership, business, total assets, and operation status of the Issuer or Public Company (if any);</i>	86-94
	Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut; <i>For subsidiaries, information is added regarding the address of the subsidiary;</i>	105-107
15)	kronologi pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek dimana saham Emiten atau Perusahaan Publik dicatatkan (jika ada); <i>chronology of share listing, number of shares, nominal value, and offering price from the beginning of listing to the end of the financial year as well as the name of the Stock Exchange where the shares of the Issuer or Public Company are listed (if any);</i>	15-16
16)	kronologi pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek dimana saham Emiten atau Perusahaan Publik dicatatkan (jika ada); <i>chronology of share listing, number of shares, nominal value, and offering price from the beginning of listing to the end of the financial year as well as the name of the Stock Exchange where the shares of the Issuer or Public Company are listed (if any);</i>	15-16
17)	nama dan alamat lembaga dan/atau profesi penunjang pasar modal; <i>name and address of institutions and/or capital market supporting profession;</i>	95-96
18)	dalam hal terdapat profesi penunjang pasar modal yang memberikan jasa secara berkala kepada Emiten atau Perusahaan Publik, diungkapkan informasi mengenai jasa yang diberikan, komisi (fee), dan periode penugasan; dan <i>referring to capital market supporting profession that provides periodical services to Issuer or Public Company, information regarding the provided services, fee, and assignment period are disclosed; and</i>	101-104
19)	penghargaan dan/atau sertifikasi yang diterima Emiten atau Perusahaan Publik baik yang berskala nasional maupun internasional dalam tahun buku terakhir (jika ada), yang memuat: <i>awards and/or certificates received by Issuer or Public Company, nationally and internationally in the last fiscal year (if any), which contains:</i>	40-44, 97-100
	a) nama penghargaan dan/atau sertifikasi; <i>name of award and / or certification;</i>	40-44, 97-100
	b) badan atau lembaga yang memberikan; dan <i>agency or institution that provides; and</i>	40-44, 97-100
	c) masa berlaku penghargaan dan/atau sertifikasi (jika ada); <i>the validity period of the award and / or certification (if any);</i>	97-100
f. Analisis dan Pembahasan Manajemen <i>Analysis and Management Discussion</i>	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: <i>Analysis and management discussion shall contains analysis and discussion on financial report and other significant information by emphasizing on material changes occurred in the fiscal year, which at the very least consist of:</i>	142-227
1)	tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: <i>Operational review per operation segment in accordance with type of industry the Issuer or Public Company in, at the very least regarding:</i>	148-157

KRITERIA	PENJELASAN	HALAMAN
a)	produksi, yang meliputi proses, kapasitas, dan perkembangannya; <i>production, which includes the process, capacity, and development;</i>	148-152, 153-156
b)	pendapatan/penjualan; dan <i>sales/revenue; and</i>	152-153, 157
c)	profitabilitas; <i>profitability;</i>	157
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: <i>comprehensive financial performance including comparison of financial performance in the last 2 (two) fiscal years, description about the reasons of change and its impact, at least regarding:</i>	160-189
a)	aset lancar, aset tidak lancar, dan total aset; <i>current assets, non-current assets, and total assets;</i>	160-170
b)	liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; <i>short-term liabilities, long-term liabilities, and total liabilities;</i>	170-178
c)	ekuitas; <i>equity;</i>	178-181
d)	pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan <i>sales/revenue, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss); and</i>	181-189
e)	arus kas; <i>cash flow;</i>	190-192
3)	kemampuan membayar utang dengan menyajikan perhitungan rasio yang relevan; <i>ability to pay debts by presenting relevant ratio calculation;</i>	196-197
4)	tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan; <i>level of receivables collectibility of Issuer or Public Company by presenting relevant ratio calculation;</i>	198
5)	struktur modal (capital structure) dan kebijakan manajemen atas struktur modal (capital structure) tersebut disertai dasar penentuan kebijakan dimaksud; <i>capital structure and management policy over the capital structure along with the underlying foundation of the policy;</i>	198-199
6)	bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi: <i>discussion about material commitment for capital goods investment with explanations related to:</i>	200
a)	tujuan dari ikatan tersebut; <i>the objectives of the commitment;</i>	200
b)	sumber dana yang diharapkan untuk memenuhi ikatan tersebut; <i>the source of funds expected to fulfill the commitment;</i>	200
c)	mata uang yang menjadi denominasi; dan <i>currency in denomination; and</i>	200
d)	langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait; <i>steps planned by the Issuer or Public Company to protect the risk from the position of the related foreign currency;</i> Z	200
7)	bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi: <i>discussion about capital goods investment realized in the last fiscal year, at the very least includes:</i>	201
a)	jenis investasi barang modal; <i>types of investment in capital goods;</i>	201
b)	tujuan investasi barang modal; dan <i>the purpose of investing in capital goods; and</i>	201
c)	nilai investasi barang modal yang dikeluarkan; <i>investment value of capital goods issued;</i>	201

KRITERIA	PENJELASAN	HALAMAN
8)	informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada); <i>information and material fact that occurred after the accounting reporting date (if any);</i>	211
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; <i>business prospects from Issuer or Public Company related with industry's condition, general economy, international market, which accompanied by quantitative supporting data from credible data sources;</i>	144-148
10)	perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: <i>comparison between target/projection at the early fiscal year and its realization regarding:</i>	205-206
a)	pendapatan/penjualan; <i>sales/revenue;</i>	206
b)	laba (rugi); <i>profit (loss);</i>	206
c)	struktur modal (capital structure); <i>capital structure;</i>	205-206
d)	hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik; <i>other things deemed important for the Issuer or Public Company;</i>	203-206
11)	target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	206-210
a)	pendapatan/penjualan; <i>sales/revenue;</i>	210
b)	laba (rugi); <i>profit (loss);</i>	210
c)	struktur modal (capital structure); <i>capital structure;</i>	209-210
d)	kebijakan dividen; atau <i>dividend policy; or</i>	211
e)	hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik; <i>other things deemed important for the Issuer or Public Company;</i>	206-210
12)	aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar; <i>marketing aspect over goods and/or services of Issuer or Public Company, at the very least regarding marketing strategies and market shares;</i>	136-138
13)	uraian mengenai dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit: <i>description on dividend during the last 2 (two) fiscal years (if any), at the very least:</i>	211-212
a)	kebijakan dividen; <i>dividend policy;</i>	211
b)	tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas; <i>date of payment of cash dividends and/or date of distribution of non-cash dividends;</i>	212
c)	jumlah dividen per saham (kas dan/atau non kas); dan <i>amount of dividends per share (cash and/or non-cash); and</i>	212
d)	jumlah dividen per tahun yang dibayar; <i>the amount of dividends paid per year;</i>	212
14)	realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan: <i>realization of funds use of Public Offering with the following conditions:</i>	213
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 <i>during fiscal year, Issuer has obligation to submit report of realization of the use of funds, which then realization of the use of proceeds of the Public Offering is disclosed cumulatively until the end of fiscal year; and</i>	213

KRITERIA	PENJELASAN	HALAMAN
	b) dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut; <i>referring to changes of the use of funds as stated in Regulation of Financial Services Authority concerning Realization Report on the Use of Proceeds from Public Offering, then Issuer shall explain the changes;</i>	213
15)	informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi Afiliasi, dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat: <i>material information (if any), including, regarding investments, expansions, divestments, business mergers/consolidations, acquisitions, debt/capital restructuring, Affiliated transactions, and transactions containing conflict of interest, which occurred during the financial year, including, among others:</i>	201-202, 213-214
	a) tanggal, nilai, dan objek transaksi; <i>date, value and object of the transaction;</i>	201-202, 215
	b) nama pihak yang melakukan transaksi; <i>name of the party conducting the transaction;</i>	201-202, 213-214
	c) sifat hubungan Afiliasi (jika ada); <i>the nature of the Affiliate relationship (if any);</i>	213-214
	d) penjelasan mengenai kewajaran transaksi; dan <i>explanation regarding the fairness of the transaction; and</i>	214
	e) pemenuhan ketentuan terkait; <i>fulfillment of related provisions;</i>	214
16)	perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan <i>changes in legislations that significantly influence Issuer or Public Company and its impact to financial report (if any); and</i>	220-221
17)	perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada); <i>changes in accounting policy, reasons and its impact to financial report (if any);</i>	218-219
g. Tata kelola Emiten atau Perusahaan Publik <i>Good Governance of Issuer or Public Company</i>	Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai: <i>Good governance of Issuer or Public Company at the very least contains a brief description regarding:</i>	228-396
	1) Direksi, mencakup antara lain: <i>The Board of Directors, include among which:</i>	
	a) tugas dan tanggung jawab masing-masing anggota Direksi; <i>duties and responsibilities of each Board of Directors member;</i>	294-295
	b) pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi; <i>statement that the Board of Directors have a Board of Directors guidelines or charter;</i>	286
	c) prosedur, dasar penetapan, struktur, dan besarnya remunerasi masing-masing anggota Direksi, serta hubungan antara remunerasi dengan kinerja Emiten atau Perusahaan Publik; <i>procedure, basis of establishment, structure, and amount of remuneration for each Board of Directors member, as well as relation between remuneration and the performance of Issuer or Public Company;</i>	319-322
	d) kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut; <i>policy and implementation of Board of Directors frequency of meetings, including meetings with the Board of Commissioners, and attendance level of Board of Directors members in the meetings;</i>	301-310
	e) informasi mengenai keputusan rups 1 (satu) tahun sebelumnya, meliputi: <i>information regarding decisions of GMS of the previous year, including:</i>	

KRITERIA	PENJELASAN	HALAMAN
	1. keputusan rups yang direalisasikan pada tahun buku; dan <i>GMS decisions realized in the fiscal year; and</i>	253-262
	2. alasan dalam hal terdapat keputusan yang belum direalisasikan; <i>reasons in the case of unrealized decisions;</i>	n/a
f)	informasi mengenai keputusan rups pada tahun buku, meliputi: <i>information regarding GMS decisions in the fiscal year, including:</i>	
	1. keputusan rups yang direalisasikan pada tahun buku; dan <i>GMS decisions realized in the fiscal year; and</i>	233-242
	2. alasan dalam hal terdapat keputusan yang belum direalisasikan; <i>reasons in the case of unrealized decisions;</i>	n/a
g)	penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi; <i>assessment on the performance of committees supporting the implementation of the Board of Directors duties;</i>	299
2)	Dewan Komisaris, mencakup antara lain: <i>The Board of Commissioners, include among which:</i>	
a)	tugas dan tanggung jawab Dewan Komisaris; <i>duties and responsibilities of the Board of Commissioners;</i>	272-273
b)	pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris; <i>statement that the Board of Commissioners have a Board of Commissioners guidelines or charter;</i>	270
c)	prosedur, dasar penetapan, struktur, dan besarnya remunerasi masing-masing anggota Dewan Komisaris; <i>procedure, basis of establishment, structure, and amount of remuneration for each Board of Commissioners member;</i>	317-319
d)	kebijakan dan pelaksanaan tentang frekuensi rapat Dewan Komisaris, termasuk rapat bersama Direksi, dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut; <i>policy and implementation of Board of Commissioners frequency of meetings, including meetings with the Board of Directors, and attendance level of Board of Commissioners members in the meetings;</i>	299-301, 308-310
e)	kebijakan Emiten atau Perusahaan Publik tentang penilaian terhadap kinerja anggota Direksi dan anggota Dewan Komisaris dan pelaksanaannya, paling sedikit meliputi: <i>Issuer or Public Company policy regarding assessment on the performance of Board of Directors members and Board of Commissioners members and its implementation, at the very least includes:</i>	
	1) prosedur pelaksanaan penilaian kinerja; <i>performance assessment implementation procedure;</i>	283-284, 297-299
	2) kriteria yang digunakan; dan <i>criteria used; and</i>	284, 298-299
	3) pihak yang melakukan penilaian; <i>parties conducting the assessment;</i>	284, 298
f)	penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Dewan Komisaris; dan <i>assessment on the performance of committees supporting the implementation of Board of Commissioners duties; and</i>	285
g)	dalam hal Dewan Komisaris tidak membentuk Komite Nominasi dan Remunerasi, dimuat informasi paling sedikit mengenai: <i>in the case the Board of Commissioners does not form a Nomination and Remuneration Committee, at the very least the information includes:</i>	
	1) alasan tidak dibentuknya komite; dan <i>reasons for not forming a committee; and</i>	n/a
	2) prosedur nominasi dan remunerasi yang dilakukan dalam tahun buku; <i>procedure of nomination and remuneration conducted in the fiscal year;</i>	n/a

KRITERIA	PENJELASAN	HALAMAN
3)	Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: <i>Sharia Monitoring Board, for Issuer or Public Company which implemented business activities based on sharia principles as formulated in the articles of association (if any), at least contains:</i>	
a)	nama; <i>name;</i>	326
b)	tugas dan tanggung jawab Dewan Pengawas Syariah; dan <i>duties and responsibilities of the Sharia Supervisory Board; and</i>	326
c)	frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan Prinsip Syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik; <i>frequency and method of providing advice and advice as well as monitoring the fulfillment of Sharia Principles in the Capital Market for Issuers or Public Companies;</i>	326
4)	Komite Audit, mencakup antara lain: <i>The Audit Committee, including among others:</i>	
a)	nama dan jabatannya dalam keanggotaan komite; <i>name and position on the committee membership;</i>	329-330
b)	usia; <i>age;</i>	329-330
c)	kewarganegaraan; <i>citizenship;</i>	329-330
d)	riwayat pendidikan; <i>educational background;</i>	329-330
e)	riwayat jabatan, meliputi informasi: <i>position history, including information:</i>	
1.	dasar hukum penunjukan sebagai anggota komite; <i>legal basis for appointment as committee member;</i>	329-330
2.	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan <i>concurrent positions, either as members of the Board of Commissioners, members of the Board of Directors, and / or committee members as well as other positions (if any); and</i>	329-330
3.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; <i>work experience and period of time both inside and outside the Issuer or Public Company;</i>	329-330
f)	periode dan masa jabatan anggota Komite Audit; <i>period and tenure of members of the Audit Committee;</i>	329
g)	pernyataan independensi Komite Audit; <i>statement of independence of the Audit Committee;</i>	331
h)	kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut; <i>policies and implementation regarding the frequency of Audit Committee meetings and the attendance of the Audit Committee members at these meetings;</i>	331
i)	pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan <i>education and / or training that has been followed in the financial year (if any); and</i>	331
j)	pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) Komite Audit; <i>the implementation of the Audit Committee's activities in the financial year according to what is stated in the Audit Committee guidelines or charter;</i>	333
5)	komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi dan/atau Dewan Komisaris, seperti komite nominasi dan remunerasi, mencakup antara lain: <i>Other committees owned by Issuer or Public Company to support functions and duties of the Board of Directors and/or Board of Commissioners, as the Nomination and Remuneration Committee, such as:</i>	334-349

KRITERIA	PENJELASAN	HALAMAN
a)	nama dan jabatannya dalam keanggotaan komite; <i>name and position on the committee membership;</i>	337-338, 347-348
b)	usia; <i>age;</i>	337-338, 347-348
c)	kewarganegaraan; <i>citizenship;</i>	337-338, 347-348
d)	riwayat pendidikan; <i>educational background;</i>	337-338, 347-348
e)	riwayat jabatan, meliputi informasi: <i>position history, including information:</i>	
1.	dasar hukum penunjukan sebagai anggota komite; <i>legal basis for appointment as committee member;</i>	337-338, 347-348
2.	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan <i>concurrent positions, either as members of the Board of Commissioners, members of the Board of Directors, and / or committee members as well as other positions (if any); and</i>	337-338, 347-348
3.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; <i>work experience and period of time both inside and outside the Issuer or Public Company;</i>	337-338, 347-348
f)	periode dan masa jabatan anggota komite; <i>period and term of office of committee members;</i>	337-338, 347-348
g)	uraian tugas dan tanggung jawab; <i>description of duties and responsibilities;</i>	335-336, 346
h)	pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite; <i>a statement that the committee has guidelines or charter;</i>	334
i)	pernyataan independensi komite; <i>statement of independence of the committee;</i>	339, 348
j)	kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; <i>policies and implementation regarding the frequency of committee meetings and the attendance of committee members in these meetings;</i>	339, 348-349
k)	pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan <i>education and / or training that has been followed in the financial year (if any); and</i>	339, 348
l)	uraian singkat pelaksanaan kegiatan komite pada tahun buku; <i>a brief description of the implementation of the committee's activities in the financial year;</i>	342-344, 350
6)	Sekretaris Perusahaan, mencakup antara lain: <i>Corporate Secretary, including among others:</i>	
a)	nama; <i>name;</i>	352
b)	domisili; <i>domicile;</i>	352
c)	riwayat jabatan, meliputi informasi: <i>position history, including information:</i>	
1.	dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan <i>legal basis for the appointment as Corporate Secretary; and</i>	352
2.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; <i>work experience and period of time both inside and outside the Issuer or Public Company;</i>	352
d)	riwayat pendidikan; <i>educational background;</i>	352
e)	pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan <i>education and / or training followed in the financial year; and</i>	353

KRITERIA	PENJELASAN	HALAMAN
	f) uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku; <i>brief description of the implementation of the duties of the Corporate Secretary in the financial year;</i>	353
7)	Unit Audit Internal, mencakup antara lain: <i>The Internal Audit Unit includes, among others:</i>	
	a) nama kepala Unit Audit Internal; <i>name of the head of the Internal Audit Unit;</i>	358
	b) riwayat jabatan, meliputi informasi: <i>position history, including information:</i>	
	1. dasar hukum penunjukan sebagai kepala Unit Audit Internal; dan <i>legal basis for the appointment as head of the Internal Audit Unit; and</i>	358
	2. pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; <i>work experience and period of time both inside and outside the Issuer or Public Company;</i>	358
	c) kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); <i>qualification or certification as the internal audit profession (if any);</i>	359-360
	d) pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan <i>education and / or training followed in the financial year; and</i>	360
	e) struktur dan kedudukan Unit Audit Internal; <i>the structure and position of the Internal Audit Unit;</i>	354
	f) uraian tugas dan tanggung jawab; <i>description of duties and responsibilities;</i>	356
	g) pernyataan bahwa telah memiliki pedoman atau piagam (charter) Unit Audit Internal; dan <i>a statement that the Internal Audit Unit has guidelines or charter; and</i>	355
	h) uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku; <i>brief description of the implementation of the duties of the Internal Audit Unit in the financial year;</i>	361-363
8)	Uraian mengenai sistem pengendalian internal (internal control) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai: <i>a description of the internal control system implemented by the Issuer or Public Company, at least concerning:</i>	
	a) pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan <i>financial and operational control, as well as compliance to other laws; and</i>	373-374
	b) tinjauan atas efektivitas sistem pengendalian internal; <i>review on the effectiveness of internal control system;</i>	376
9)	sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai: <i>Risk management system implemented by Issuer or Public Company, at the very least regarding:</i>	367-371
	a) gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik; <i>general description of the risk management system of Issuer or Public Company;</i>	367-371
	b) jenis risiko dan cara pengelolaannya; dan <i>types of risk and management methods; and</i>	369
	c) tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; <i>review on the effectiveness of the risk management system of Issuer or Public Company;</i>	370-371
10)	perkara penting yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), antara lain meliputi: <i>important cases faced by Issuer or Public Company, subsidiary entities, Board of Directors members and Board of Commissioners members (if any), include, among others:</i>	378-383

KRITERIA	PENJELASAN	HALAMAN
	a) pokok perkara/gugatan; <i>main case/lawsuit;</i>	378-383
	b) status penyelesaian perkara/gugatan; dan <i>case/lawsuit settlement status; and</i>	379-383
	c) pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik; <i>the effect on the circumstances of the Issuer or Public Company;</i>	379-383
11)	informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas pasar modal dan otoritas lainnya pada tahun buku (jika ada); <i>information regarding administrative sanctions on Issuer or Public Company, Board of Commissioners and Board of Directors members, by the Capital Market authority and other authorities in the fiscal year (if any);</i>	383
12)	informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: <i>information regarding the code of ethics of the Issuer or Public Company includes:</i>	383-384
	a) pokok-pokok kode etik; <i>principles of code of ethics;</i>	383-384
	b) bentuk sosialisasi kode etik dan upaya penegakannya; dan <i>form of socialization of code of ethics and efforts to enforce it; and</i>	384
	c) pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik; <i>a statement that the code of conduct applies to members of the Board of Directors, members of the Board of Commissioners, and employees of Issuers or Public Companies;</i>	384
13)	informasi mengenai budaya perusahaan (corporate culture) atau nilai-nilai perusahaan (jika ada); <i>information regarding corporate culture or company values (if any);</i>	48-49
14)	uraian mengenai program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan Emiten atau Perusahaan Publik (jika ada), antara lain mengenai: <i>description regarding employee and/or management shareholding program implemented by Issuer or Public Company (if any), regarding:</i>	212
	a) jumlah saham dan/atau opsi; <i>number of shares and / or options;</i>	212
	b) jangka waktu pelaksanaan; <i>implementation period;</i>	212
	c) persyaratan karyawan dan/atau manajemen yang berhak; dan <i>requirements for eligible employees and / or management; and</i>	212
	d) harga pelaksanaan; <i>exercise price;</i>	212
15)	uraian mengenai sistem pelaporan pelanggaran (whistleblowing system) di Emiten atau Perusahaan Publik (jika ada), antara lain meliputi: <i>description regarding whistleblowing system at Issuer or Public Company (if any), regarding:</i>	387-390
	a) cara penyampaian laporan pelanggaran; <i>how to submit violation reports;</i>	387-388
	b) perlindungan bagi pelapor; <i>protection for whistleblowers;</i>	389
	c) penanganan pengaduan; <i>the handling of complaints;</i>	388
	d) pihak yang mengelola pengaduan; dan <i>the party who manages the complaint; and</i>	389-390
	e) hasil dari penanganan pengaduan, paling sedikit meliputi: <i>the results of complaint handling, at least include:</i>	390
	1. jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan <i>the number of complaints received and processed in the financial year; and</i>	390
	2. tindak lanjut pengaduan; <i>follow-up complaints;</i>	390

KRITERIA	PENJELASAN	HALAMAN
	16) penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi: <i>implementation over Guidelines on Good Corporate Governance of Public Companies for Issuers that issue Equity Security or Public Companies, including:</i>	392-396
	a) pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau <i>statement on recommendations that have been performed; and/or</i>	392-396
	b) penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada); <i>explanation over recommendations that have yet to be performed, along with its reasons and alternatives (if any).</i>	n/a
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik <i>Social and Environmental Responsibilities of Issuer or Public Company</i>	1) Informasi mengenai tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik meliputi kebijakan, jenis program, dan biaya yang dikeluarkan, antara lain terkait aspek: <i>Information regarding social and environmental responsibilities of Issuer or Public Company include issued policies, program types, and expenses, among which relevant to aspects of:</i>	398-469
	a) lingkungan hidup, antara lain: <i>the environment, including:</i>	
	1. penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang; <i>use of environmentally friendly and recyclable materials and energy;</i>	417-418
	2. sistem pengolahan limbah Emiten atau Perusahaan Publik; <i>Issuer or Public Company waste treatment system;</i>	416
	3. mekanisme pengaduan masalah lingkungan; dan <i>environmental complaints mechanism; and</i>	n/a
	4. sertifikasi di bidang lingkungan yang dimiliki; <i>owned environmental certification;</i>	420
	b) praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, antara lain: <i>labor, health, and work safety practices, including:</i>	
	1. kesetaraan gender dan kesempatan kerja; <i>gender equality and employment opportunities;</i>	425-426
	2. sarana dan keselamatan kerja; <i>work facilities and safety;</i>	428-429
	3. tingkat perpindahan (turnover) karyawan; <i>employee turnover rate;</i>	429-430
	4. tingkat kecelakaan kerja; <i>work accident rate;</i>	425
	5. pendidikan dan/atau pelatihan; <i>education and/or training;</i>	119-127
	6. remunerasi; dan <i>remuneration; and</i>	426
	7. mekanisme pengaduan masalah ketenagakerjaan; <i>labor complaint mechanism;</i>	427
	c) pengembangan sosial dan kemasyarakatan, antara lain: <i>social and community development, including:</i>	457-469
	1. penggunaan tenaga kerja lokal; <i>use of local labor;</i>	101
	2. pemberdayaan masyarakat sekitar Emiten atau Perusahaan Publik antara lain melalui penggunaan bahan baku yang dihasilkan oleh masyarakat atau pemberian edukasi; <i>empowering the community around the Issuer or Public Company, among others through the use of raw materials produced by the community or providing education;</i>	464
	3. perbaikan sarana dan prasarana sosial; <i>improvement of social facilities and infrastructure;</i>	459-461
	4. bentuk donasi lainnya; dan <i>other forms of donation; and</i>	466-469

KRITERIA	PENJELASAN	HALAMAN
	5. komunikasi mengenai kebijakan dan prosedur anti korupsi di Emiten atau Perusahaan Publik, serta pelatihan mengenai anti korupsi (jika ada); <i>communication regarding anti-corruption policies and procedures at the Issuer or Public Company, as well as training on anti-corruption (if any);</i>	407
	d) tanggung jawab barang dan/atau jasa, antara lain: <i>accountability for goods and/or services, including:</i>	
	1. kesehatan dan keselamatan konsumen; <i>consumer health and safety;</i>	439-443
	2. informasi barang dan/atau jasa; dan <i>information on goods and/or services; and</i>	452
	3. sarana, jumlah, dan penanganan atas pengaduan konsumen. <i>medium, amount, and handling of consumer complaints.</i>	447-452
	2) Dalam hal Emiten atau Perusahaan Publik menyajikan informasi mengenai tanggung jawab sosial dan lingkungan sebagaimana dimaksud pada angka 1) pada laporan tersendiri seperti laporan tanggung jawab sosial dan lingkungan atau laporan keberlanjutan (sustainability report), Emiten atau Perusahaan Publik dikecualikan untuk mengungkapkan informasi mengenai tanggung jawab sosial dan lingkungan dalam Laporan Tahunan; dan <i>In the event that an Issuer or Public Company presents information regarding social and environmental responsibility as referred to in number 1) in a separate report such as a social and environmental responsibility report or a sustainability report, the Issuer or Public Company is exempted from disclosing information regarding social responsibility, and the environment in the Annual Report; and</i>	
	3) Laporan sebagaimana dimaksud pada angka 2) disampaikan kepada Otoritas Jasa Keuangan bersamaan dengan penyampaian Laporan Tahunan. <i>The report as referred to in number 2) is submitted to the Financial Services Authority together with the submission of the Annual Report.</i>	
i. Laporan Keuangan Tahunan yang Telah Diaudit <i>Audited Annual Financial Report</i>	Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia dan telah diaudit oleh Akuntan. Laporan keuangan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala Perusahaan Efek dalam hal Emiten merupakan perusahaan efek; dan <i>Annual financial report included in the Annual Report is composed in accordance with the Indonesian Financial Accounting Standards and has been audited by Accountant. The financial report in question includes statements on accountability for financial report as regulated by law in the Capital Market sector which regulates accountability of the Board of Directors for financial report or law in the Capital Market sector which regulates periodic reports of Securities Company in the case Issuer is a Securities Company; and</i>	508
j. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan <i>Statement Letter of Board of Directors Members and Board of Commissioners Members on Accountability for Annual Report</i>	Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini. <i>Statement letter of the Board of Directors members and Board of Commissioners members on accountability for Annual Report is composed in accordance with the format of Statement Letter of the Board of Directors Members and Board of Commissioners Members on Accountability for Annual Report as attached in the Annex as an integral part of this Circular Letter of the Financial Services Authority.</i>	506-507

Kriteria Annual Report Award ARA Criteria

Kriteria Criteria	Penjelasan Description	Halaman Page
Umum General		
Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris <i>The annual report is presented in proper and correct Bahasa Indonesia and is recommended to be presented in English as well</i>		V
Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca <i>The annual report is printed in fine quality, with easy-to-read font types and sizes.</i>		V
Laporan tahunan mencantumkan identitas perusahaan dengan jelas <i>The annual report presents clear identity of the company</i>	Nama perusahaan dan tahun annual report ditampilkan di: 1. Sampul muka; 2. Samping; 3. Sampul belakang; dan 4. Setiap halaman.	<i>Company name and the year of the Annual Report are shown in:</i> 1. Front cover; 2. Side margin; 3. Back cover; and 4. Each page
Laporan tahunan ditampilkan di website perusahaan <i>The annual report is available at company website</i>	Mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir.	<i>Including current annual report and the annual reports from at least the last four (4) years.</i>
Ikhisar Data Keuangan Key Financial Highlights		
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 <i>Information on Company's operating results with comparisons of 3 (three) fiscal years or since the starting of the company if the business activities have run for less than three (3) years</i>	Informasi memuat antara lain: 1. Penjualan/pendapatan usaha; 2. Laba (rugi): a. Diatribusikan kepada pemilik entitas induk; dan b. Diatribusikan kepada kepentingan non pengendali.	<i>The information encloses, among others:</i> 1. Sales/revenues; 2. Profit (loss): a. Attributable to the owner of the holding entity; and b. Attributable to non-controlling interest
	3. Penghasilan komprehensif periode berjalan: a. Diatribusikan kepada pemilik entitas induk; dan b. Diatribusikan kepada kepentingan non pengendali.	3. Total comprehensive profit (loss) and other comprehensive income: a. Attributable to the owner of the holding entity; and b. Attributable to non-controlling interest; and
	4. Laba (rugi) per saham. Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total.	4. Profit (Loss) per Share Note: For a company with no subsidiaries, the company presents the profit (loss) and other profit (loss) and other comprehensive income in total.

Kriteria Criteria	Penjelasan Description	Halaman Page
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 <i>Information on Company's financial position with comparisons of three (3) fiscal years or since the starting of the company if the business activities have run for less than three (3) years</i>	Informasi memuat antara lain: 1. Jumlah investasi pada entitas asosiasi; 2. Jumlah aset; 3. Jumlah liabilitas; dan 4. Jumlah ekuitas.	<i>The information encloses, among others:</i> 1. Total investments in associates; 2. Total assets; 3. Total liabilities; and 4. Total equity. 11 11 11-12 12
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 <i>Financial ratios with comparisons of three (3) fiscal years or since the starting of the company if the business activities have run for less than three (3) years</i>	Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan. <i>The information encloses five (5) financial ratios that are common and relevant to company's industry</i>	14
Informasi harga saham dalam bentuk tabel dan grafik <i>Information on stock price in tables and charts</i>	1. Jumlah saham yang beredar; 2. Informasi dalam bentuk tabel yang memuat: a. Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; b. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan c. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. 3. Informasi dalam bentuk grafik yang memuat paling kurang: a. Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan b. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. Untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir. Catatan: apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan.	<i>1. Number of outstanding shares;</i> <i>2. The information in tables and charts covers</i> <i>a. Market capitalization by prices in Stock Exchange where the shares are listed;</i> <i>b. The highest, lowest, and closing price of shares; and</i> <i>c. Trading volume where the shares are listed.</i> <i>3. Information in charts contains at least:</i> <i>a. Closing price and share trading volume</i> <i>b. Trading volume where the shares are listed</i> <i>For each quarter of the last two (2) fiscal years.</i> <i>Note: if the company shall disclose information on share prices and trading volume if such company does not have market capitalization.</i> 15 15 15
Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir <i>Information on outstanding bonds, sukuk, or convertible bonds of the last two (2) fiscal years</i>	Informasi memuat: 1. Jumlah obligasi/sukuk/obligasi konversi yang beredar (<i>outstanding</i>); 2. Tingkat bunga/imbalan; 3. Tanggal jatuh tempo; dan 4. Peringkat obligasi/sukuk tahun 2019 dan 2020. Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan.	<i>The information covers:</i> 1. Number of outstanding bonds/sukuk/convertible bonds; 2. Interest rate/yield; 3. Maturity date; and 4. Bonds/sukuk rating in 2015 and 2016. 15-16 15-16 15-16 15-16 <i>Note: if the company shall disclose information on outstanding bonds, sukuk, or convertible bonds if such company does not have market capitalization.</i>

Kriteria Criteria	Penjelasan Description	Halaman Page
Laporan Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Report		
Laporan Dewan Komisaris <i>Board of Commissioners Report</i>	Memuat hal-hal sebagai berikut: 1. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya; 2. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya; 3. Pandangan atas penerapan/pengelolaan <i>whistleblowing system</i> (WBS) diperusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan 4. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya.	18 19-20 20 21-22
Laporan Direksi <i>Board of Directors Report</i>	Memuat hal-hal sebagai berikut: 1. Analisis atas kinerja perusahaan, yang mencakup antara lain: a. Kebijakan strategis; b. Perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan c. Kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya. 2. Analisis tentang prospek usaha; 3. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan 4. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya.	24-25 25-26 26-27 27 28 28
Tanda tangan anggota Dewan Komisaris dan anggota Direksi <i>Board of Directors and Board of Commissioners' signatures</i>	Memuat hal-hal sebagai berikut: 1. Tanda tangan dituangkan pada lembaran tersendiri; 2. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan; 3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; dan 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.	506-507 506-507 506-507 Tidak Ada Not Available
Profil Perusahaan Company Profile		
Nama dan alamat lengkap perusahaan <i>Name and complete address of the company</i>	Informasi memuat antara lain: nama dan alamat, kode pos, nomor telepon, nomor faksimili, e-mail, dan website. <i>The information contains among others: name and address, postal code, phone number(s), facsimile, e-mail, and website address.</i>	32
Riwayat singkat perusahaan <i>Brief history of the company</i>	Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan. Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan. <i>Consisting among others: date/year of establishment, name, changes in company name (if any), and effective date for such changes in company name.</i> Note: explanation shall be given in the event that the entity has never made any change to the name	34-36
Bidang usaha <i>Line of business</i>	Uraian mengenai antara lain: 1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir; 2. Kegiatan usaha yang dijalankan; dan 3. Produk dan/atau jasa yang dihasilkan.	50-52
Struktur Organisasi <i>Organizational structure</i>	Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah direksi. <i>In a chart, consisting of names and positions, at least up to one level under the Board of Directors.</i>	54-55

Kriteria Criteria	Penjelasan Description	Halaman Page
Visi, Misi, dan Budaya Perusahaan <i>Company Vision, Mission, and Culture</i>	Mencakup: 1. Visi perusahaan; 2. Misi perusahaan; 3. Keterangan bahwa visi dan misi tersebut telah di-review dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan 4. Pernyataan mengenai budaya perusahaan (<i>corporate culture</i>) yang dimiliki Perusahaan.	Containing: 1. <i>Company vision;</i> 2. <i>Company mission;</i> 3. <i>Explanation that the vision and mission have been reviewed and agreed upon by Board of Directors/Board of Commissioners.</i> 4. <i>Statement on corporate culture adhered by the company.</i>
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		48
Identitas dan riwayat hidup singkat anggota Dewan Komisaris <i>Identity and brief CV of Board of Commissioners members</i>	Informasi memuat antara lain: 1. Nama; 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur; 4. Domisili; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk.	<i>The information encloses, among others:</i> 1. <i>Name;</i> 2. <i>Position and term of office (including position in the company or other institutions);</i> 3. <i>Age;</i> 4. <i>Domicile;</i> 5. <i>Educations (Field of Study and Educational Institution);</i> 6. <i>Work experience (Position, Institution, and Term of Office);</i> 7. <i>History of the appointment (period and position) as Board of Commissioners' member since initial appointment.</i>
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		56-62
Identitas dan riwayat hidup singkat anggota Direksi <i>Identity and brief CV of Board of Commissioners members</i>	Direksi Informasi memuat antara lain: 1. Nama; 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur; 4. Domisili; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk.	<i>The information encloses, among others:</i> 1. <i>Name;</i> 2. <i>Position and term of office (including position in the company or other institutions);</i> 3. <i>Age;</i> 4. <i>Domicile;</i> 5. <i>Educations (Field of Study and Educational Institution);</i> 6. <i>Work experience (Position, Institution, and Term of Office);</i> 7. <i>History of the appointment (period and position) as Board of Commissioners' member since initial appointment.</i>
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		63-69
Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi <i>Total number of employees (2 years' comparison) and data of competency development that reflects the opportunity for every organizational level</i>	Informasi memuat antara lain: 1. Jumlah karyawan untuk masing-masing level organisasi; 2. Jumlah karyawan untuk masing-masing tingkat pendidikan; 3. Jumlah karyawan berdasarkan status kepegawaian; 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 5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku.	<i>The information encloses, among others:</i> 1. <i>Number of employees for each organizational level;</i> 2. <i>Number of employees for each educational level;</i> 3. <i>Number of employees by employment status;</i> 4. <i>Data of undertaken employee competency developments in fiscal year containing parties (Position level) attending the training, type of trainings, and purpose of trainings; and</i> 5. <i>Incurred costs for employee competency development in the fiscal year.</i>
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Komposisi Pemegang saham <i>Shareholder Competition</i>	Mencakup antara lain: 1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya; 2. Rincian pemegang saham dan persentase kepemilikannya meliputi: a. Nama pemegang saham yang memiliki 5% atau lebih saham; dan b. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%. 3. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung. Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan.	<i>Containing, among others:</i> 1. <i>Detailed name of shareholders covering 20 largest shareholders and their shareholding percentage;</i> 2. <i>Details of shareholders and their shareholding percentage, which include:</i> a. <i>Name of shareholders with 5% or more percent of shares;</i> b. <i>Public shareholding groups with their respective shareholding of less than 5%.</i> 3. <i>Name of Directors and Commissioners holding direct or indirect shares and their percentages;</i> <i>Note: Explanation shall be given in the event of Directors and Commissioners do not hold direct or indirect shares.</i>
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Daftar entitas anak dan/atau entitas asosiasi <i>List of subsidiaries and/or associates</i>	Dalam bentuk tabel memuat informasi antara lain: 1. Nama entitas anak dan/atau asosiasi; 2. Persentase kepemilikan saham; 3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan 4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi).	<i>In the form of table containing the following information:</i> 1. <i>Names of subsidiaries and/or associates;</i> 2. <i>Shareholding percentage;</i> 3. <i>Explanation on the subsidiaries and/or associates' lines of business; and</i> 4. <i>Explanation on the operational status of the subsidiaries and/or associates (in operation or has not yet operating).</i>
Struktur grup perusahaan <i>Company group structure</i>	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). <i>Company group structure in a chart describing subsidiaries, associates, joint ventures, and special purpose vehicles (SPVs).</i>	85
Kronologis penerbitan efek (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku <i>Share listing chronology (including private placement) and/or share listing from the initial listing to the end of fiscal year</i>	Mencakup antara lain: 1. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (<i>corporate action</i>); 2. Jumlah saham tercatat setelah masing-masing tindakan korporasi (<i>corporate action</i>); dan 3. Nama bursa dimana saham perusahaan dicatatkan. Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.	<i>Containing, among others:</i> 1. <i>The year of shares issuance, number of shares, shares par value, and share offering price for each of corporate action;</i> 2. <i>Number of shares listed following the corporate actions;</i> 3. <i>Name of stock exchange where the shares are listed.</i> <i>Note: Explanation shall be given in the event of the company does not have share listing chronology</i>
Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku <i>Issuance and/or other securities listing chronology from the initial listing to the end of fiscal year</i>	Mencakup antara lain: 1. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalance efek lainnya, dan tanggal jatuh tempo efek lainnya; 2. Nilai penawaran efek lainnya; 3. Nama bursa dimana efek lainnya dicatatkan; dan 4. Peringkat efek. Catatan: apabila perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan.	<i>Containing, among others:</i> 1. <i>Name of other securities, year of other securities issuance, interest/yield rate, and the maturity date of other securities;</i> 2. <i>Other securities offering price;</i> 3. <i>Name of stock exchange where the other securities are listed; and</i> 4. <i>Rating of securities.</i> <i>Note: Explanation shall be given in the event of the company does not have other securities issuance and listing chronology.</i>
Nama dan alamat lembaga dan/atau profesi penunjang <i>Names and addresses of capital market supporting institutions and/or professions</i>	Informasi memuat antara lain: 1. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan; 2. Nama dan alamat Kantor Akuntan Publik; dan 3. Nama dan alamat perusahaan pemeringkat efek.	<i>The information encloses, among others:</i> 1. <i>Name and address of Securities Administration Bureau (BAE)/ parties administrating company's shares;</i> 2. <i>Name and address of Public Accounting Firm; and</i> 3. <i>Name and address of rating agency.</i>
Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional <i>List of awards received in the last fiscal year and/or certifications valid for the last fiscal year, both national and international-scale</i>	Informasi memuat antara lain: 1. Nama penghargaan dan/atau sertifikasi; 2. Tahun perolehan penghargaan dan/atau sertifikasi; 3. Badan pemberi penghargaan dan/atau sertifikasi; dan 4. Masa berlaku (untuk sertifikasi).	<i>The information encloses, among others:</i> 1. <i>Name of awards and/or certificates;</i> 2. <i>Year of receipt;</i> 3. <i>Awarding and/or certifying agencies; and</i> 4. <i>Validity period (for certifications).</i>
Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada) <i>Names and addresses of subsidiaries and/or branch or representative offices (if any)</i>	Memuat informasi antara lain: 1. Nama dan alamat entitas anak; dan 2. Nama dan alamat kantor cabang/perwakilan. Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan.	<i>Containing the information about, among others:</i> 1. <i>Names and addresses of subsidiaries; and</i> 2. <i>Names and addresses of branch/ representative offices.</i> <i>Note: explanation shall be given in the event that the entity does not have any subsidiaries/ branches/representatives.</i>

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Informasi pada <i>Website Perusahaan</i> <i>Information on Company Website</i>	Meliputi paling kurang:	<i>Covering at least:</i>	
	1. Informasi pemegang saham sampai dengan pemilik akhir individu;	1. <i>Information on shareholders to last individual owners;</i>	104
	2. Isi Kode Etik;	2. <i>Contain of the Code of Ethics;</i>	104
	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 RUPSdiumumkan;	3. <i>Information on General Meeting of Shareholders (GMS) at least covering the agenda discussed in GMS, minutes of GMS, and important dates i.e. GMS announcement date, GMS summon date, GMS date, GMS minutes announcement date;</i>	104
	4. Laporan keuangan tahunan terpisah (5 tahun terakhir);	4. <i>Separate Annual financial statements (last 5 years);</i>	104
	5. Profil Dewan Komisaris dan Direksi; dan	5. <i>Board of Commissioners and Board of Directors Profiles; and</i>	104
6. Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal.	6. <i>Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit.</i>	104	
Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-Komite, Sekretaris Perusahaan, dan Unit Audit Internal <i>Educations and/or trainings for the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit.</i>	Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti):	<i>Covering at least the following information (type and parties eligible to attend):</i>	
	1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris;	1. <i>Educations and/or trainings for the Board of Commissioners;</i>	128
	2. Pendidikan dan/atau pelatihan untuk Direksi;	2. <i>Educations and/or trainings for the Board of Directors;</i>	128
	3. Pendidikan dan/atau pelatihan untuk Komite Audit;	3. <i>Educations and/or trainings for Audit Committee;</i>	128
	4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi;	4. <i>Educations and/or trainings for Nomination and Remuneration Committee;</i>	128
	5. Pendidikan dan/atau pelatihan untuk Komite Lainnya;	5. <i>Educations and/or trainings for Other Committees;</i>	128
	6. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan	6. <i>Educations and/or trainings for Corporate Secretary; and</i>	128-129
7. Pendidikan dan/atau pelatihan untuk Unit Audit Internal. Yang diikuti pada tahun buku. Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan.	7. <i>Educations and/or trainings for Internal Audit Unit; Attended in the fiscal year</i> <i>Note: Explanation shall be given in the event of there are no educations and/or trainings in the fiscal year.</i>	128-129	
Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan <i>Management Discussion and Analysis on Company Performance</i>			
Tinjauan operasi per segmen usaha <i>Operational review per business segment</i>	Memuat uraian mengenai:	<i>Containing descriptions of:</i>	
	1. Penjelasan masing-masing segmen usaha.	1. <i>Explanation of each business segment.</i>	148-157
	2. Kinerja per segmen usaha, antara lain:	2. <i>Performance of each business segment, among others:</i>	148-151, 153-155
	a. Produksi;	a. <i>Productions;</i>	152, 156
b. Peningkatan/penurunan kapasitas produksi;	b. <i>Increase/decrease in business capacity;</i>		
c. Penjualan/pendapatan usaha; dan	c. <i>Sales/operating revenues; and</i>	152-153, 157	
d. Profitabilitas.	d. <i>Profitability.</i>	157	
Uraian atas kinerja keuangan perusahaan <i>Description of company's financial performance</i>	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:	<i>Analysis on financial performance containing comparison between current financial performance and previous year's financial performance and causes for the increase/decrease (in narration and tables), among others concerning:</i>	
	1. Aset lancar, aset tidak lancar, dan total aset;	1. <i>Current assets, non-current assets, and total assets;</i>	160-170
	2. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas;	2. <i>Short-term liabilities, long-term liabilities, and total liabilities;</i>	170-178
	3. Ekuitas;	3. <i>Equity;</i>	178-181
	4. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain, dan penghasilan komprehensif periode berjalan; dan	4. <i>Sales/revenues, expenses and profit (loss), other comprehensive incomes and total comprehensive profit (loss); and</i>	181-189
5. Arus kas.	5. <i>Cash flow.</i>	190-192	

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Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan <i>Discussion and analysis on company solvency and liquidity by presenting ratios that are relevant to company's industry</i>	Penjelasan tentang: 1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan 2. Tingkat kolektibilitas piutang.	196-197
		198
Bahasan tentang struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure policy</i>) <i>Discussion on capital structure and capital structure policy</i>	Penjelasan atas: 1. Rincian struktur modal (<i>capital structure</i>) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas; 2. Kebijakan manajemen atas struktur modal (<i>capital structure policies</i>); dan 3. Dasar pemilihan kebijakan manajemen atas struktur modal.	198-199
		198-199
		198-199
Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir <i>Discussion on material commitments for capital goods investments (other than funding commitment) in the last fiscal year</i>	Penjelasan tentang: 1. Nama pihak yang melakukan ikatan; 2. Tujuan dari ikatan tersebut; 3. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut; 4. Mata uang yang menjadi denominasi; dan 5. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait. Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan.	199-200
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Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir <i>Discussion on capital investments realized in the last fiscal year</i>	Penjelasan tentang: 1. Jenis investasi barang modal; 2. Tujuan investasi barang modal; dan 3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir. Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan.	201
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		201
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 <i>Information on comparisons between beginning of fiscal year's targets and realizations, and expected targets or projection for the coming year relating to revenue, profit, and other matters considered important to the company</i>	Informasi memuat antara lain: 1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan 2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang.	203-206
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Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan <i>Information and material facts occurring after accountant's reporting date</i>	Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan agar diungkapkan. <i>Description of significant events after accountant's reporting date including their effects on business performance and risks in the future.</i> Note: explanation shall be given in the event that any significant events after accountant's reporting date are nonexistent.	211
Uraian tentang prospek usaha perusahaan <i>Description on company's business outlook</i>	Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya. <i>Description on company's business outlook is related to industry and economy in general accompanied by quantitative supporting data from trustworthy source of data.</i>	144-148
Uraian tentang aspek pemasaran <i>Description on marketing aspect</i>	Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar. <i>Description on marketing aspect on company products and/or services, among others marketing strategies and market share.</i>	136-168
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 <i>Description on dividend policy and amount of cash dividends per share and amount of dividends per year announced or paid for the last two (2) fiscal years.</i>	Memuat uraian mengenai: 1. Kebijakan pembagian dividen; 2. Total dividen yang dibagikan; 3. Jumlah dividen kas per saham; 4. Payout ratio; dan 5. Tanggal pengumuman dan pembayaran dividen kas. Untuk masing-masing tahun. Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya.	211 212 212 212 212
Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP) yang masih ada sampai tahun buku <i>Employee and/or Management Stock Ownership Plan (ESOP/MSOP) carried out by the company existing until the end of fiscal year</i>	Memuat uraian mengenai: 1. Jumlah saham ESOP/MSOP dan realisasinya; 2. Jangka waktu; 3. Persyaratan karyawan dan/atau manajemen yang berhak; dan 4. Harga exercise. Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan.	212 212 212 212
Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana) <i>Realization of the use of proceeds from public offering (in the event that the company still has the obligation to report the proceed use realization)</i>	Memuat uraian mengenai: 1. Total perolehan dana; 2. Rencana penggunaan dana; 3. Rincian penggunaan dana; 4. Saldo dana; dan 5. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada). Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan.	213 213 213 213 213
Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi <i>Information on material transactions containing conflicts of interest and/or transactions with affiliates</i>	Memuat uraian mengenai: 1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi; 2. Penjelasan mengenai kewajaran transaksi; 3. Alasan dilakukannya transaksi; 4. Realisasi transaksi pada periode tahun buku terakhir; 5. Kebijakan perusahaan terkait dengan mekanisme review atas transaksi; dan 6. Pemenuhan peraturan dan ketentuan terkait. Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan.	213-214 214 n/a 214 n/a n/a

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Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir <i>Description on regulatory changes having significant impact on the company</i>	Uraian memuat antara lain: 1. Nama peraturan perundang-undangan yang mengalami perubahan; dan 2. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan. Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan.	<i>The description contains among others:</i> 1. <i>Regulatory changes; and</i> 2. <i>Their impacts (qualitative and quantitative) on the company (if significant) or statements stating that the impacts are insignificant.</i> <i>Note: explanation shall be given in the event that any regulatory changes having significant impacts on the company are nonexistent in the last fiscal year.</i>
Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir <i>Description on changes in accounting policies applied by the company in the last fiscal year</i>	Uraian memuat antara lain: 1. Perubahan kebijakan akuntansi; 2. Alasan perubahan kebijakan akuntansi; dan 3. Dampaknya secara kuantitatif terhadap laporan keuangan. Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan.	<i>The description includes among others:</i> 1. <i>Changes in accounting policies;</i> 2. <i>Their reasons; and</i> 3. <i>Impacts toward financial statements.</i> <i>Note: explanation shall be given in the event that any changes in accounting policies are nonexistent in the last fiscal year.</i>
Informasi kelangsungan usaha <i>Information on business continuity</i>	Pengungkapan informasi mengenai: 1. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir; 2. <i>Assessment</i> manajemen atas hal-hal pada angka 1; dan 3. Asumsi yang digunakan manajemen dalam melakukan <i>assessment</i> . 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.	<i>Disclosure of information includes:</i> 1. <i>Matters which potentially inflict significant impact on company's business continuity for the last fiscal year;</i> 2. <i>Management assessment on matters in point 1; and</i> 3. <i>Assumptions used by the management in performing the assessment.</i> <i>Note: in the event that any matters which potentially inflict significant impact on company's business continuity for the last fiscal year are nonexistent, the assumptions used as the basis for the management in assuring that such matters are nonexistent shall be disclosed.</i>
Good Corporate Governance		
Uraian Dewan Komisaris <i>Board of Commissioners description</i>	Uraian memuat antara lain: 1. Uraian tanggung jawab Dewan Komisaris; 2. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan 3. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Dewan Komisaris).	<i>The description includes, among others:</i> 1. <i>Description of Board of Commissioners' responsibilities;</i> 2. <i>Assessment on the performances of committees under the Board of Commissioners and the basis for such assessment; and</i> 3. <i>Disclosure of the Board Charter (guidelines and codes of conduct for Board of Commissioners).</i>
Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris) <i>Independent Commissioners (minimum 30% of the total Board of Commissioners)</i>	Meliputi antara lain: 1. Kriteria penentuan Komisaris Independen; dan 2. Pernyataan tentang independensi masing-masing Komisaris Independen.	<i>Covering, among others:</i> 1. <i>The criteria for Independent Commissioners appointment; and</i> 2. <i>Statement of independency of each Independent Commissioner.</i>
Uraian Direksi <i>Board of Directors description</i>	Uraian memuat antara lain: 1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi; 2. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan 3. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Direksi).	<i>The description includes, among others:</i> 1. <i>Scopes of duties and responsibilities of each Board of Directors member;</i> 2. <i>Assessment on the performances of committees under the Board of Directors (if any); and</i> 3. <i>Disclosure of the Board Charter (guidelines and codes of conduct for Board of Directors).</i>

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Penilaian Penerapan GCG untuk tahun buku 2020 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi <i>Assessment of the implementation of GCG for fiscal year 2020 covering at least Board of Commissioners and Board of Directors aspects.</i>	Memuat uraian mengenai: 1. Kriteria yang digunakan dalam penilaian; 2. Pihak yang melakukan penilaian; 3. Skor penilaian masing-masing kriteria; 4. Rekomendasi hasil penilaian; dan	<i>Containing explanations on, among others:</i> 1. <i>Criteria used for the assessment;</i> 2. <i>Assessing party;</i> 3. <i>Assessment score for each criteria;</i> 4. <i>Recommendation of the assessment results; and</i>
	5. Alasan belum/tidak diterapkannya rekomendasi. Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2020 agar diungkapkan.	5. <i>Reasons on why the recommendations are/ has not been implemented.</i> <i>Note: explanation shall be given in the event of the GCG implementation assessment for fiscal year 2016 is nonexistent.</i>
Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi <i>Description of remuneration policy for Boards of Commissioners and Board of Directors</i>	1. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris;	<i>Containing, among others:</i> 1. <i>Disclosure of remuneration procedures to the determination for the Board of Commissioners;</i>
	2. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi;	2. <i>Disclosure of remuneration procedures to the determination for the Board of Directors;</i>
	3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris;	3. <i>Remuneration structure which shows the remuneration components and amount of value per component for each Board of Commissioners' member;</i>
	4. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi;	4. <i>Remuneration structure which shows the remuneration components and amount of value per component for each Board of Directors' member;</i>
	5. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan	5. <i>Disclosure of indicators for the determination of Board of Directors' remuneration; and</i>
	6. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada). Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan.	6. <i>Disclosure of performance bonus, non-performance bonus, and/or shares option received by each Board of Commissioners' and Board of Directors' member (if any).</i> <i>Note: explanation shall be given in the event of performance bonus, non-performance bonus, and/or shares option received by each Board of Commissioners' and</i>
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) <i>Frequency and Attendance Level of Meetings attended by the majority of members at Board of Commissioners meetings (at least 1 time in 2 months), Board of Directors Meetings (at least 1 time in 1 month), and Joint Meetings of the Board of Commissioners and Directors (at least once every 4 months)</i>	Informasi memuat antara lain: 1. Tanggal Rapat; 2. Peserta Rapat; dan 3. Agenda Rapat. Untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan.	<i>The information encloses, among others:</i> 1. <i>Meeting date;</i> 2. <i>Meeting participants; and</i> 3. <i>Meeting agenda</i> <i>For each BOC meeting, BOD meeting, and joint meeting</i>
		299-310 299-310 299-310
Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu <i>Information on majority and controlling shareholders, both direct and indirectly, to individual holders</i>	Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali. 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. <i>In schematic chart or diagram, that differs the main shareholders and controlling shareholders.</i> <i>Note: the main shareholder is the party which, either directly or indirectly, holds at least 20% (twenty percent) of the voting rights of all shares with voting rights issued by a company, but not a controlling shareholder</i>	85

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Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali <i>Disclosure of affiliations among the members of Board of Directors, Board of Commissioners, and Majority and/or Controlling Shareholders</i>	Mencakup antara lain: 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; dan 5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali. Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan.	<i>Containing, among others:</i> 1. <i>Affiliations among Board of Directors' fellow members;</i> 2. <i>Affiliations among Board of Directors members and Board of Commissioners members;</i> 3. <i>Affiliations among Board of Directors members and Majority and/or Controlling Shareholders;</i> 4. <i>Affiliations among Board of Commissioners' fellow members; and</i> 5. <i>Affiliations among Board of Commissioners' members and Majority and/or Controlling Shareholders.</i> <i>Note: explanation shall be given in the event that any concerned affiliations are nonexistent.</i>	324-325 324-325 324-325 324-325 324-325
Komite Audit <i>Audit Committee</i>	Mencakup antara lain: 1. Nama, jabatan, dan periode jabatan anggota komite audit; 2. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit; 3. Independensi anggota komite audit; 4. Uraian tugas dan tanggung jawab; 5. Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan 6. Frekuensi pertemuan dan tingkat kehadiran komite audit.	<i>Containing, among others:</i> 1. <i>Name and position of Audit Committee members;</i> 2. <i>Educational history qualifications (field of study and educational institution) and work experience of Audit Committee members (Position, Institution, and Term of Office);</i> 3. <i>Audit Committee members' independency;</i> 4. <i>Description of Audit Committee's duties and responsibilities;</i> 5. <i>Brief report on Audit Committee members' activities in the fiscal year; and</i> 6. <i>Frequency of meetings and attendance rate of Audit Committee members.</i>	329-330 329-330 331 328 333 331
Komite Nominasi dan/atau Remunerasi <i>Nomination and/or Remuneration Committee</i>	Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi; 2. Independensi komite nominasi dan/atau remunerasi; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku; 5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi; 6. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan 7. Kebijakan mengenai suksesi direksi.	<i>Containing, among others:</i> 1. <i>Name, position, and brief CV of Nomination and/or Remuneration Committee members;</i> 2. <i>Independency of Nomination and/or Remuneration Committee members;</i> 3. <i>Description of duties and responsibilities;</i> 4. <i>Description of implementation of activities of Nomination and/ or Remuneration Committee members in the fiscal year;</i> 5. <i>Frequency of meetings and attendance rate of Nomination and/ or Remuneration Committee members;</i> 6. <i>Statement about the existence of guidelines for Nomination and/or Remuneration Committee; and</i> 7. <i>Policy relating to Board of Directors' succession.</i>	347-348 348 346 350 348-349 345 346-347
Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan <i>Other committees under the Board of Commissioners owned by the company</i>	Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain; 2. Independensi komite lain; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan komite lain pada tahun buku; dan 5. Frekuensi pertemuan dan tingkat kehadiran komite lain.	<i>Containing, among others:</i> 1. <i>Name, position, and brief CV of other committee members;</i> 2. <i>Independency of other committee members;</i> 3. <i>Description of duties and responsibilities;</i> 4. <i>Description of the implementation of activities of other committees in the fiscal year; and</i> 5. <i>Frequency of meetings and attendance rate of other committees.</i>	337-338 339 335-336 342-344 339
Uraian tugas dan Fungsi Sekretaris Perusahaan <i>Description of duties and function of Corporate Secretary</i>	Mencakup antara lain: 1. Nama, dan riwayat jabatan singkat sekretaris perusahaan; 2. Domisili; 3. Uraian tugas dan tanggung jawab; dan 4. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku.	<i>Containing among others:</i> 1. <i>Name and brief CV of the corporate secretary;</i> 2. <i>Domicile;</i> 3. <i>Description of the duties and responsibilities; and</i> 4. <i>Descriptions on the implementation of Corporate Secretary's duties in fiscal year.</i>	352 352 351 353

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Uraian mengenai unit audit internal <i>Description on internal audit unit</i>	Mencakup antara lain:	<i>Containing, among others:</i>	
	1. Nama ketua unit audit internal;	1. <i>Name of internal audit unit head;</i>	358
	2. Jumlah pegawai (auditor internal) pada unit audit internal;	2. <i>Number of employees (internal auditors) in internal audit unit;</i>	359-360
	3. Sertifikasi sebagai profesi audit internal;	3. <i>Certification for internal audit professions;</i>	359-360
	4. Kedudukan unit audit internal dalam struktur perusahaan;	4. <i>Internal audit unit position in corporate structure;</i>	354
	5. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan	5. <i>Brief report on internal audit unit's implementation of activities; and</i>	361-363
6. Pihak yang mengangkat dan memberhentikan ketua unit audit internal.	6. <i>Parties appointing and dismissing head of internal audit unit.</i>	354	
Akuntan Publik <i>Public Accountant</i>	Informasi memuat antara lain:	<i>The information encloses, among others:</i>	
	1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	1. <i>Number of periods in which a public accountant has conducted annual audit on financial statements for the last five (5) years;</i>	377
	2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	2. <i>Name and the year in which a Public Accounting Firm has conducted annual audit on financial statements for the last five (5) years;</i>	377
	3. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan	3. <i>Amount of fee for each service provided by public accountant in the last fiscal year; and</i>	377
4. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir. Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan.	4. <i>Other services provided by the accountant apart from annual audit on financial statements in the last fiscal year.</i> <i>Note: explanation shall be given in the event that any services are nonexistent.</i>	378	
Uraian mengenai manajemen risiko perusahaan <i>Description on company risk management</i>	Mencakup antara lain:	<i>Containing, among others:</i>	
	1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan;	1. <i>Explanation on risk management system applied by the company;</i>	367-371
	2. Penjelasan mengenai hasil review yang dilakukan atas sistem manajemen risiko pada tahun buku;	2. <i>Explanation on review on risk management system in the fiscal year;</i>	370-371
	3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan	3. <i>Explanation on risks faced by the company; and</i>	369
4. Upaya untuk mengelola risiko tersebut.	4. <i>Risk management efforts.</i>	369	
Uraian mengenai sistem pengendalian internal <i>Description on internal control system</i>	Mencakup antara lain:	<i>Covering, among others:</i>	
	1. Penjelasan singkat mengenai sistem pengendalian internal, antara lain mencakup pengendalian keuangan dan operasional;	1. <i>Brief explanation on internal control system, among others concerning financial and operational control;</i>	372-376
	2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – <i>internal control framework</i>); dan	2. <i>Explanation on compliance with internal control system with internationally-recognized framework (COSO – internal control framework); and</i>	375
3. Penjelasan mengenai hasil review yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku.	3. <i>Explanation on review conducted on internal control system implementation in the fiscal year.</i>	376	

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Uraian mengenai <i>corporate social responsibility</i> yang terkait tata kelola tanggung jawab sosial <i>Description of corporate social responsibility related to social responsibility management covers these following matters</i>	Mencakup antara lain informasi tentang:	<i>Covering, among others:</i>
	1. Informasi komitmen pada tanggung jawab sosial;	1. <i>Information on commitment to social responsibility;</i>
	2. Informasi mengenai metode dan lingkup <i>due diligence</i> terhadap dampak sosial, ekonomi dan lingkungan dari aktivitas perusahaan;	2. <i>Information on due diligence methods and scope on the social, economic and environmental impacts of company activities;</i>
	3. Informasi tentang <i>stakeholder</i> penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan;	3. <i>Information on important stakeholders affected or influenced by the impact of company activities;</i>
	4. Informasi tentang isu-isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan;	4. <i>Information on important socio-economic and environmental issues related to the impact of company activities;</i>
	5. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban;	5. <i>Information about the scope of corporate social responsibility both as obligation and as excessive obligation;</i>
	6. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu isu sosial, ekonomi dan lingkungan dalam upaya <i>stakeholders engagement</i> dan meningkatkan <i>value</i> untuk <i>stakeholder</i> dan <i>shareholder</i> ;	6. <i>Information about the company's strategies and work programs in handling social, economic and environmental issues in stakeholder engagement and increasing value for stakeholders and shareholders;</i>
	7. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan; dan	7. <i>Information about various programs that exceeds the company's minimum responsibilities relevant to the implemented business;</i>
8. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial.	8. <i>Information about financing and social responsibility budgets.</i>	
Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Hak Asasi Manusia <i>Description of corporate social responsibility related to Human Rights includes these following matters</i>	Mencakup antara lain informasi tentang:	<i>Covering, among others:</i>
	1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Hak Asasi Manusia;	1. <i>Information on the commitment and policy of social responsibility related to Human Rights as a core subject;</i>
	2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> Hak Asasi Manusia;	2. <i>Information on the formulation of the company's scope of social responsibility related to Human Rights as a core subject;</i>
	3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Hak Asasi Manusia;	3. <i>Information about corporate social responsibility planning in the aspect of Human Rights;</i>
	4. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Asasi Manusia; dan	4. <i>Information about implementing CSR initiatives in the aspect of human rights;</i>
5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Asasi Manusia.	5. <i>Information about achievements and awards for CSR initiatives in the aspect of human rights.</i>	
Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> operasi yang adil <i>Description of corporate social responsibility related to fair operations covets these following matters</i>	Mencakup antara lain informasi tentang:	<i>Covering, among others:</i>
	1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Operasi yang adil;	1. <i>Information on social responsibility commitments and policies in the aspect of fair operations as a core subject;</i>
	2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> operasi yang adil;	2. <i>Information about company's formulation of CSR in the aspect of fair operations as a core subject;</i>
	3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang operasi yang adil	3. <i>Information about planning corporate social responsibility in the field of fair operations;</i>
	4. Informasi tentang pelaksanaan inisiatif CSR bidang operasi yang adil; dan	4. <i>Information about implementing CSR initiatives on the aspect of fair operations; and</i>
5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang operasi yang adil.	5. <i>Information about achievements and awards CSR initiatives on the aspect of fair operations.</i>	

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Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup <i>Description of corporate social responsibility related to the environment includes these following matters</i>	Mencakup antara lain informasi tentang:	<i>Covering, among others:</i>	
	1. Informasi tentang komitmen dan kebijakan lingkungan;	1. <i>Information about environmental commitments and policies;</i>	413-420
	2. Informasi tentang dampak dan risiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan;	2. <i>Information about important environmental impacts and risks that are directly or indirectly related to the company;</i>	413-414
	3. Informasi tentang target/rencana kegiatan pada tahun 2020 yang ditetapkan manajemen;	3. <i>Information about the target / plan of activities in 2020 determined by management;</i>	414
	4. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan;	4. <i>Information about activities implemented and related to environmental programs related to the company's operational activities;</i>	415
	5. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup;	5. <i>Information about the implementation of CSR initiatives related to the environment;</i>	415-419
	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. <i>Information about the achievement of quantitative impacts on these activities such as the use of environmentally friendly and recycled-able materials and energy, the company's waste treatment system, complaints mechanism for environmental problems, consideration of environmental aspects in providing credit to customers, and others; and</i>	415-419
7. Sertifikasi di bidang lingkungan yang dimiliki.	7. <i>Environmental certification owned by the company.</i>	420	
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja <i>Description of corporate social responsibility related to employment, health and work safety covers the information about</i>	Mencakup antara lain informasi tentang:	<i>Covering, among others:</i>	
	1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> ketenagakerjaan;	1. <i>Labor policies and corporate social responsibility core commitments;</i>	421
	2. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan;	2. <i>Information on the scope and formulation of social responsibility in the field of employment;</i>	422-423
	3. Informasi terkait target/rencana kegiatan pada tahun 2020 yang ditetapkan manajemen;	3. <i>Information regarding the 2020 target / plan of activities determined by management;</i>	424
	4. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; dan	4. <i>implemented Activities and quantitative impacts on the activities; and</i>	424-430
5. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat turnover karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain.	5. <i>Information related to employment, health and safety and security practices, such as gender equality and employment opportunities, work facilities and safety, employee turnover rates, work accident rates, remuneration, complaints mechanism, labor issues, and others.</i>	425-430	
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan tanggung jawab kepada konsumen <i>Description of corporate social responsibility related to responsibility to consumers includes these following matters</i>	Mencakup antara lain:	<i>Covering, among others:</i>	
	1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> konsumen;	1. <i>Consumer policies and corporate social responsibility core commitments;</i>	434
	2. Informasi lingkup dan perumusan tanggung jawab sosial bidang konsumen;	2. <i>Information on the scope and formulation of social responsibility in the field of consumer;</i>	431-433
	3. Target/rencana kegiatan yang pada tahun 2020 ditetapkan manajemen;	3. <i>2020 Target/plan of activities determined by management;</i>	434
	4. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain; dan	4. <i>Activities implemented and impacts on the activities related to product responsibility, such as consumer health and safety, product information, facilities, number and countermeasures for consumer complaints, and others; and</i>	434-454, 455-456
5. Sertifikasi di bidang konsumen yang dimiliki.	5. <i>Owned certification in the field of consumer</i>	455	

Kriteria Criteria	Penjelasan Description	Halaman Page	
Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan masyarakat <i>Description of corporate social responsibility related to social and community development includes information about</i>	Mencakup antara lain informasi tentang: 1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> ; pengembangan sosial dan masyarakat 2. Informasi tentang isu-isu sosial yang relevan dengan perusahaan; 3. Informasi tentang risiko sosial yang dikelola perusahaan; 4. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan masyarakat; 5. Target/rencana kegiatan pada tahun 2020 yang ditetapkan manajemen; 6. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan 7. Biaya yang dikeluarkan terkait pengembangan sosial dan masyarakat, 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.	<i>Covering, among others:</i> 1. <i>Policies and commitments of corporate social responsibility as a core subject to social and community development;</i> 2. <i>Information about social issues that are relevant to the company;</i> 3. <i>Information about social risks managed by the company;</i> 4. <i>Information on the scope and formulation of social responsibility in the aspect of social and community development;</i> 5. <i>2020 Target / plan of activities determined by management;</i> 6. <i>implemented Activities and the impacts on the activities; and</i> 7. <i>Cost expense related to social development and communities, such as the use of local labor, empowerment of communities around the company, improvement of social facilities and infrastructure, other forms of donations, communication about anti-corruption policies and procedures, training on anticorruption, and others.</i>	457-458 458 458 458 458-462 462-470 459, 461, 462, 464, 465, 468, 469
Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan <i>Significant cases currently faced by the company, subsidiaries, and Board of Directors and/ or Board of Commissioners member(s) serving during the annual report period</i>	Mencakup antara lain: 1. Pokok perkara/gugatan; 2. Status penyelesaian perkara/gugatan; 3. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan 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). Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan.	<i>Covering, among others:</i> 1. <i>Principal case/lawsuit;</i> 2. <i>Dispute/lawsuit settlement status;</i> 3. <i>Risk faced by the company and amount of dispute/lawsuit settlement; and</i> 4. <i>Administrative sanctions imposed to the company, Board of Commissioners and Board of Directors members, by relevant authorities (capital market, banking, and others) for the latest fiscal year (or if any statement confirming no imposition of administrative sanction exists).</i> <i>Note: explanation shall be given in the event that any significant cases faced by the company, subsidiaries, Board of Commissioners and Board of Directors members are nonexistent.</i>	378-382 379-382 379-382 383
Akses informasi dan data perusahaan <i>Access to company information and data</i>	Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui <i>website</i> (dalam bahasa Indonesia dan bahasa Inggris), media massa, <i>mailing list</i> , buletin, pertemuan dengan analis, dan sebagainya. <i>Description on the availability of company information and data to public, such as through website (in Bahasa Indonesia and English), mass media, mailing list, bulletin, analyst meeting, etc.</i>		104
Bahasan mengenai kode etik <i>Discussion on code of conduct</i>	Memuat uraian antara lain: 1. Pokok-pokok kode etik; 2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi; 3. Penyebarluasan kode etik; 4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan 5. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir. Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan.	<i>Consisting description, among others on:</i> 1. <i>Code of conduct contents;</i> 2. <i>Disclosure that the code of conduct applies to all levels of organization;</i> 3. <i>Dissemination of the code of conduct;</i> 4. <i>Types of sanction for each code of conduct violation; and</i> 5. <i>Number of code of conduct violation and the sanctions imposed in the last fiscal year.</i> <i>Note: explanation shall be given in the event that any codes of conduct violations are nonexistent in the last fiscal year.</i>	383-384 384 384 385 386
Pengungkapan mengenai <i>whistleblowing system</i> <i>Disclosure of whistleblowing system</i>	Memuat uraian tentang mekanisme <i>whistleblowing system</i> antara lain: 1. Penyampaian laporan pelanggaran; 2. Perlindungan bagi <i>whistleblower</i> ; 3. Penanganan pengaduan; 4. Pihak yang mengelola pengaduan; 5. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan 6. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku. Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan.	<i>Consisting of description on whistleblowing system mechanism, among others:</i> 1. <i>Whistleblowing delivery;</i> 2. <i>Whistleblower protection;</i> 3. <i>Handling of complaints;</i> 4. <i>Parties handling the complaints; and</i> 5. <i>Number of complaints received and processed in the last fiscal year; and</i> 6. <i>Sanction/follow-ups for the complaints which are settled in the fiscal year.</i> <i>Note: explanation shall be given in the event that any incoming complaints are nonexistent in the last fiscal year.</i>	387-388 389 388 389-390 390 390

Kriteria Criteria	Penjelasan Description	Halaman Page
Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi <i>Policy on the diversity of Board of Commissioners and Board of Directors composition</i>	Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya. <i>Description of Company policy on the diversity of Board of Commissioners and Board of Directors composition by education (field of study), work experience, age, and gender.</i> <i>Note: explanation and basis of consideration shall be given in the event that concerned policy is nonexistent.</i>	310-312
Informasi Keuangan Financial Statements		
Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan <i>Statements from Board of Directors and/or Board of Commissioners on the Accountability on Financial Statements</i>	Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan. <i>Compliance with relevant regulation on Accountability on Financial Statements</i>	506-507
Opini auditor independen atas laporan keuangan <i>Independent auditor's opinion on the financial statements</i>		Laporan Keuangan Halaman Laporan Auditor Independen <i>Financial Report Page of the Independent Auditor's Report</i>
Deskripsi Auditor Independen di Opini <i>Independent auditor's description on the opinion</i>	Deskripsi memuat tentang: 1. Nama dan tanda tangan; 2. Tanggal Laporan Audit; dan 3. Nomor ijin KAP dan nomor ijin Akuntan Publik.	<i>The description includes:</i> 1. Names and signatures; 2. Date of Audit Report; and 3. Public Accounting Firm's and Public Accountant's License Numbers.
Laporan keuangan yang lengkap <i>Comprehensive financial statements</i>	Memuat secara lengkap unsur-unsur laporan keuangan: 1. Laporan posisi keuangan; 2. Laporan laba rugi dan penghasilan komprehensif lain; 3. Laporan perubahan ekuitas; 4. Laporan arus kas; 5. Catatan atas laporan keuangan; 6. Informasi komparatif mengenai periode sebelumnya; dan 7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitmenerapkan suatu kebijakan akuntansi secara retrospektif atau membupenyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).	<i>Comprehensively consisting elements of the financial statements, such as:</i> 1. Statement of financial position; 2. Statement of income and comprehensive income; 3. Statement of changes in equity; 4. Statement of cash flows; 5. Notes to the financial statements; 6. Comparative information on the previous period; and 7. Statements of financial position at the beginning of the previous period presented when an entity applies an accounting policy retrospectively or makes restatement of financial statements posts, or when an entity reclassifies posts in the financial statements (if relevant).
Perbandingan tingkat profitabilitas <i>Comparison of profitability level</i>	Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya. <i>Comparison between profit (loss) in current year and the previous year.</i>	Laporan Keuangan Financial Report

Kriteria Criteria	Penjelasan Description	Halaman Page	
Laporan Arus Kas <i>Statement of Cash Flow</i>	Memenuhi ketentuan sebagai berikut: 1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan; 2. Penggunaan metode langsung (direct method) untuk melaporkan arus kas dari aktivitas operasi; 3. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kasselama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan 4. Pengungkapan transaksi nonkas harus dicantumkan dalam catatan atas laporan keuangan.	<i>Fulfilling the following requirements:</i> 1. <i>Classification in three categories of activity: operating, investing, and funding;</i> 2. <i>The use of direct method in reporting the cash flow from operating activities;</i> 3. <i>Separation of presentation between cash receipts and/or cash expenses for the current year in operating, investing, and funding activities; and</i> 4. <i>Disclosure of non-cash transaction must be included in the notes to the financial statements.</i>	Laporan Keuangan Financial Report
Ikhtisar Kebijakan Akuntansi <i>Accounting Policy Highlights</i>	Meliputi sekurang-kurangnya: 1. Pernyataan kepatuhan terhadap SAK; 2. Dasar pengukuran dan penyusunan laporan keuangan; 3. Pajak penghasilan; 4. Imbalan kerja; dan 5. Instrumen Keuangan.	<i>Consisting at least:</i> 1. <i>Statement of compliance with Financial Accounting Standards (SAK);</i> 2. <i>Basis for the measurement and preparation of financial statements;</i> 3. <i>Income tax;</i> 4. <i>Employee benefits; and</i> 5. <i>Financial instruments.</i>	Laporan Keuangan Financial Report
Pengungkapan transaksi pihak berelasi <i>Disclosure of transactions with related parties</i>	Hal-hal yang diungkapkan antara lain: 1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi; 2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan 3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait.	<i>Items disclosed among others are:</i> 1. <i>Names of related parties and the nature of relationship with these parties;</i> 2. <i>Transactional value and its percentage against total revenue and relevant expenses; and</i> 3. <i>Total balance and its percentage against total assets or liabilities.</i>	Laporan Keuangan Financial Report
Pengungkapan yang berhubungan dengan perpajakan <i>Disclosure of matters relating to taxation</i>	Hal-hal yang harus diungkapkan: 1. Rekonsiliasi fiskal dan perhitungan beban pajak kini; 2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi; 3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2020; 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 5. Pengungkapan ada atau tidak ada sengketa pajak.	<i>Matters need to be disclosed:</i> 1. <i>Fiscal reconciliation and current tax expense calculation;</i> 2. <i>Explanation of relationship between tax expense (income) and accounting profit;</i> 3. <i>Statement acknowledging that Taxable Profits (LKP) from the reconciliation serves as the basis for Corporate Income Tax's Annual Tax Returns (SPT) of 2020;</i> 4. <i>Details of assets and deferred tax liabilities recognized in the financial position statement for each presenting period, and the amount of deferred tax (income) expenses recognized in the income statements if the amount is not visible in the total assets or liabilities of deferred tax recognized in the statements of financial position; and</i> 5. <i>Disclosure of any tax disputes.</i>	Laporan Keuangan Financial Report
Pengungkapan yang berhubungan dengan aset tetap <i>Disclosure of matters relating to fixed assets</i>	Hal-hal yang harus diungkapkan: 1. Metode penyusutan yang digunakan; 2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya; 3. Metode dari asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan 4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan; penambahan, pengurangan, dan reklasifikasi.	<i>Matters need to be disclosed:</i> 1. <i>Depreciation method used;</i> 2. <i>Description of accounting policy selected, either revaluation or cost model;</i> 3. <i>Methods and significant assumptions used to estimate fixed assets' fair value (for revaluation model) or disclosure of fixed assets' fair value (for cost model); and</i> 4. <i>Reconciliation of the gross carrying amount and accumulated depreciation of fixed assets at the beginning and the end of period by presenting: addition, reduction, and reclassification.</i>	Laporan Keuangan Financial Report

Kriteria Criteria	Penjelasan Description	Halaman Page	
Pengungkapan yang berhubungan dengan segmen operasi <i>Disclosure of operational segment</i>	Hal-hal yang harus diungkapkan: 1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan; 2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan; 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 4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.	<i>Matters need to be disclosed:</i> 1. <i>General information covering the factors used to identify reported segment;</i> 2. <i>Information regarding profit and loss, assets, and liabilities of the reported segment;</i> 3. <i>Reconciliation of total revenue, profit and loss, assets, liabilities of the reported segment, and other material elements of the segment against relevant amount in the entity; and</i> 4. <i>Disclosure at the level of entity, covering information on products and/or services, geographical area, and main customers.</i>	Laporan Keuangan <i>Financial Report</i>
Pengungkapan yang berhubungan dengan Instrumen Keuangan <i>Disclosure relating to Financial Instruments</i>	Hal-hal yang harus diungkapkan: 1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya; 2. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan; 3. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit, dan risiko likuiditas; 4. Kebijakan manajemen risiko; dan 5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.	<i>Matters need to be disclosed:</i> 1. <i>Detailed of financial instruments by classification;</i> 2. <i>Fair value and hierarchy of each group of financial instruments;</i> 3. <i>Explanation of risks relating to financial instruments: market risks, credit risks, and liquidity risks;</i> 4. <i>Risk management policies; and</i> 5. <i>Quantitative risk analysis relating to financial instruments.</i>	Laporan Keuangan <i>Financial Report</i>
Penerbitan laporan keuangan <i>Publication of financial statements</i>	Hal-hal yang diungkapkan antara lain: 1. Tanggal laporan keuangan diotorisasi untuk terbit; dan 2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan.	<i>Items disclosed among others are:</i> 1. <i>Authorized publication date of the financial statements; and</i> 2. <i>The party responsible for the financial statements authorization.</i>	Laporan Keuangan <i>Financial Report</i>

SURAT PERNYATAAN DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN PT ANGKASA PURA I (PERSERO) TAHUN 2020

Statement of Board of Commissioner on Accountability of PT Angkasa Pura I (Persero) Annual Report 2020

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan PT Angkasa Pura I (Persero) tahun buku 2020 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran Isi Laporan Tahunan dan Laporan Keuangan Konsolidasian Perusahaan.

We, the undersigned, testify that all information in PT Angkasa Pura I (Persero) Annual Report fiscal year 2020 is presented in its entirety and we are fully responsible for contents accuracy in the Company's Annual Report and Consolidated Financial Statements.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is hereby made in all truthfulness.

Jakarta, 21 Mei May 2021

Dewan Komisaris

Board of Commissioners



Djoko Sasono
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



Wempi Saputra

Komisaris

Commissioner



Wihana Kirana Jaya

Komisaris

Commissioner

SURAT PERNYATAAN ANGGOTA DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN PT ANGKASA PURA I (PERSERO) TAHUN 2020

Statement of Board of Director Members on Accountability of PT Angkasa Pura I (Persero) Annual Report 2020

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan PT Angkasa Pura I (Persero) tahun buku 2020 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran Isi Laporan Tahunan dan Laporan Keuangan Konsolidasian Perusahaan.

We, the undersigned, testify that all information in PT Angkasa Pura I (Persero) Annual Report fiscal year 2020 is presented in its entirety and we are fully responsible for contents accuracy in the Company's Annual Report and Consolidated Financial Statements.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is hereby made in all truthfulness.

Jakarta, 21 Mei May 2021

Direksi

Board of Directors



Faik Fahmi

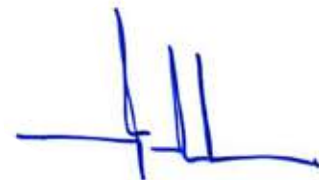
Direktur Utama

President Director



Devy Suradji

Direktur Pemasaran dan Pelayanan
Marketing and Services Director



Wendo Asrul Rose

Direktur Operasi
Operation Director



M. Arifin Firdaus

Direktur Sumber Daya Manusia dan Umum
Human Capital and General Affairs Director



Lukman F. Laisa

Direktur Teknik
Technical Director



Dendi T. Danianto

Direktur Pengembangan Usaha
Business Development Director



Andy S. Bratamihardja

Direktur Keuangan
Finance Director



Israwadi

Direktur Kepatuhan, Aset, dan
Pengadaan
Compliance, Assets, and Procurement
Director



LAPORAN KEUANGAN KONSOLIDASI

Consolidated Financial Statement

PT Angkasa Pura I (Persero)
dan entitas anaknya/*and its subsidiaries*

Laporan keuangan konsolidasian
tanggal 31 Desember 2020
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements
as of December 31, 2020 and
for the year then ended
with independent auditors' report

The original consolidated financial statements included herein
are in Indonesian language.

**PT ANGKASA PURA I (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2020
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PT ANGKASA PURA I (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2020
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT**

Daftar Isi

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**SURAT PERNYATAAN DIREKSI
 TENTANG TANGGUNG JAWAB ATAS
 LAPORAN KEUANGAN KONSOLIDASIAN
 TANGGAL 31 DESEMBER 2020 DAN UNTUK
 TAHUN YANG BERAKHIR
 PADA TANGGAL TERSEBUT
 PT ANGKASA PURA I (PERSERO)
 DAN ENTITAS ANAKNYA**

**DIRECTORS' STATEMENT LETTER
 RELATING TO THE RESPONSIBILITY ON
 CONSOLIDATED FINANCIAL STATEMENTS
 AS OF DECEMBER 31, 2020 AND FOR
 THE YEAR THEN ENDED
 PT ANGKASA PURA I (PERSERO)
 AND ITS SUBSIDIARIES**

Kami yang bertanda tangan dibawah ini / We, the undersigned:

- | | |
|--|---|
| <p>1. Nama/Name
 Alamat kantor/Office address</p> <p>Alamat domisili sesuai KTP/
 Address of domicile according to KTP</p> <p>Nomor Telepon/Phone Number
 Jabatan/Position</p> | <p>: Falk Fahmi
 : Kota Baru Bandar Kemayoran Blok B. 12 Kav 2
 : Jakarta 10610</p> <p>: Jl. Terusan I No 58 Ragunan, Kec. Pasar Minggu
 : +62 21 654-1961
 : Direktur Utama/President Director</p> |
| <p>2. Nama/Name
 Alamat kantor/Office address</p> <p>Alamat domisili sesuai KTP/
 Address of domicile according to KTP</p> <p>Nomor Telepon/Phone Number
 Jabatan/Position</p> | <p>: Andy Saleh Bratamihardja
 : Kota Baru Bandar Kemayoran Blok B. 12 Kav 2
 : Jakarta 10610</p> <p>: Jl. Adhyaksa VII RT003/RW005, Kel. Lebak Bulus
 : Kec. Cilandak Jakarta Selatan
 : +62 21 654-1961
 : Direktur Keuangan/Finance Director</p> |

Menyatakan bahwa/state that:

- | | |
|--|--|
| <p>1. Kami bertanggung jawab atas penyusunan dan penyajian Laporan Keuangan Konsolidasian PT Angkasa Pura I (Persero) dan Entitas Anaknya;</p> <p>2. Laporan Keuangan Konsolidasian PT Angkasa Pura I (Persero) dan Entitas Anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;</p> <p>3. a. Semua informasi dalam Laporan Keuangan Konsolidasian PT Angkasa Pura I (Persero) dan Entitas Anaknya telah dimuat secara lengkap dan benar;</p> <p>b. Laporan Keuangan Konsolidasian PT Angkasa Pura I (Persero) dan Entitas Anaknya tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;</p> <p>4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Angkasa Pura I (Persero) dan Entitas Anaknya untuk memungkinkan penyusunan laporan keuangan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.</p> | <p>1. We are responsible for the preparation and presentation of the Consolidated Financial Statements of PT Angkasa Pura I (Persero) and its Subsidiaries;</p> <p>2. The Consolidated Financial Statements of PT Angkasa Pura I (Persero) and its Subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;</p> <p>3. a. All information contained in the Consolidated Financial Statements of PT Angkasa Pura I (Persero) and its Subsidiaries has been fully disclosed in a complete and truthful manner;</p> <p>b. The Consolidated Financial Statements of PT Angkasa Pura I (Persero) and its Subsidiaries do not contain misleading material information or fact, and do not omit material information and facts;</p> <p>4. We are responsible for the internal control system of PT Angkasa Pura I (Persero) and its Subsidiaries to permit preparation of financial statements are free from material misstatement, whether caused by fraud or error.</p> |
|--|--|

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, 26 Februari 2021 / February 26, 2021
 Atas nama dan mewakili Direksi/On behalf and representing Directors


 Falk Fahmi
 Direktur Utama/President Director




 Andy Saleh Bratamihardja
 Direktur Keuangan/Finance Director

Laporan Auditor Independen

Laporan No. 00115/2.1032/AU.1/06/0697-
3/1/II/2021

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Angkasa Pura I (Persero)

Kami telah mengaudit laporan keuangan konsolidasian PT Angkasa Pura I (Persero) ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Kelompok Usaha") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2020, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

Independent Auditors' Report

Report No. 00115/2.1032/AU.1/06/0697-
3/1/II/2021

The Shareholders, the Board of Commissioners
and Directors
PT Angkasa Pura I (Persero)

We have audited the accompanying consolidated financial statements of PT Angkasa Pura I (Persero) (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

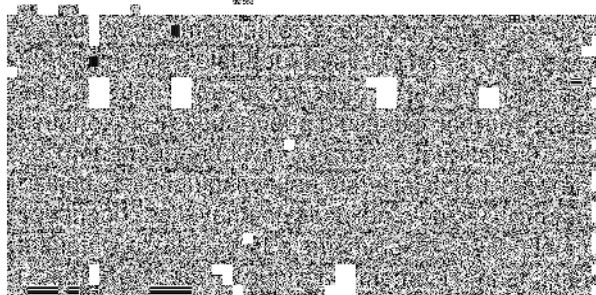
Auditors' responsibility

Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

Laporan Auditor Independen (lanjutan)

Laporan No. 00115/2.1032/AU.1/06/0697-
3/1/II/2021 (lanjutan)

Tanggung jawab auditor (lanjutan)



pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas

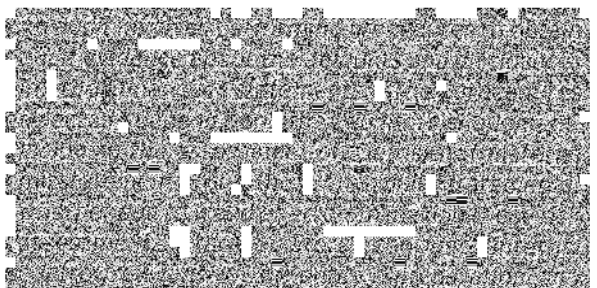


dalam semua hal yang material, posisi keuangan konsolidasian PT Angkasa Pura I (Persero) dan entitas anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditors' Report (continued)

Report No. 00115/2.1032/AU.1/06/0697-
3/1/II/2021 (continued)

Auditors' responsibility (continued)



fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



respects, the consolidated financial position of PT Angkasa Pura I (Persero) and its subsidiaries as of December 31, 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Laporan Auditor Independen (lanjutan)

Laporan No. 00115/2.1032/AU.1/06/0697-
3/1/II/2021 (lanjutan)

Hal lain

Audit kami atas laporan keuangan konsolidasian Kelompok Usaha tanggal 31 Desember 2020 dan untuk tahun yang berakhir pada tanggal tersebut terlampir dilaksanakan dengan tujuan untuk merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan. Laporan keuangan Perusahaan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2020, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk"), yang disajikan sebagai suatu informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian terlampir yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian terlampir. Informasi Keuangan Entitas Induk telah menjadi obyek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian terlampir sesuai Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian terlampir secara keseluruhan.

Independent Auditors' Report (continued)

Report No. 00115/2.1032/AU.1/06/0697-
3/1/II/2021 (continued)

Other matter

Our audit of the accompanying consolidated financial statements of the Group as of December 31, 2020 and for the year then ended was performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial statements of the Company (parent entity), which comprise the statement of financial position as of December 31, 2020, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information (collectively referred to as the "Financial Information of the Parent Entity"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Financial Information of the Parent Entity is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Financial Information of the Parent Entity has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Financial Information of the Parent Entity is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

Purwantono, Sungkoro & Surja



Moch. Dadang Syachruna

Registrasi Akuntan Publik No.AP.0697/Public Accountant Registration No. AP.0697

26 Februari 2021/February 26, 2021

**PT ANGKASA PURA I (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
31 Desember 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
December 31, 2020
(Expressed in thousands of Rupiah,
unless otherwise stated)**

31 Desember/December 31,				
	2020	Catatan/ Notes	2019	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan setara kas	1.470.030.277	2e,2f, 2g 2h,5,40	5.510.903.592	Cash and cash equivalents
Investasi jangka pendek	96.115.484	2e,2f,2h,6	665.862.312	Short-term investment
Piutang usaha, neto		2f,2h,7		Trade receivables, net
Pihak berelasi	257.307.625	2e,40	138.453.120	Related parties
Pihak ketiga	319.079.676		389.314.007	Third parties
Piutang lain-lain, neto	22.585.373	2h,8	80.344.191	Other receivables, net
Persediaan	25.559.175	2i,9	69.404.026	Inventories
Uang muka dan beban dibayar di muka	46.464.933	2j,10	139.959.625	Advances and prepaid expense
Pendapatan yang masih harus diterima	358.455.846	2h,11	291.022.438	Accrued revenues
Pajak dibayar di muka	1.278.468.179	2t,12	840.957.804	Prepaid taxes
Aset lancar lainnya	8.990.363	13	64.277.125	Other current assets
TOTAL ASET LANCAR	3.883.056.931		8.190.498.240	TOTAL CURRENT ASSETS
ASET TIDAK LANCAR				NON-CURRENT ASSETS
Estimasi tagihan pajak	273.076.863	12	112.711.091	Estimated claims for refundable tax
Aset pajak tangguhan	623.256.849	2t,12	48.494.898	Deferred tax assets
Uang muka dan biaya dibayar di muka jangka panjang	-	2j,10	12.665.215	Non-current advances and prepaid expense
Investasi jangka panjang	101.263.815	2h,2k,14	109.819.185	Long-term investments
Properti investasi, neto	102.232.519	2l, 15	128.888.175	Investment properties, net
Aset tetap, neto	36.919.783.546	2m, 2o,16	34.127.910.920	Fixed assets, net
Aset takberwujud, neto	132.359.383	2n,17	43.466.476	Intangible assets, net
Aset hak-guna, neto	530.456.864	2s,18	-	Right-of-use assets, net
Aset tidak lancar lainnya	11.358.081		12.096.899	Other non-current assets
TOTAL ASET TIDAK LANCAR	38.693.787.920		34.596.052.859	TOTAL NON-CURRENT ASSETS
TOTAL ASET	42.576.844.851		42.786.551.099	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT ANGKASA PURA I (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
31 Desember 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
December 31, 2020
(Expressed in thousands of Rupiah,
unless otherwise stated)**

31 Desember/December 31,

	2020	Catatan/ Notes	2019	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang usaha		2h,2f		Trade payables
Pihak berelasi	1.140.488	2e,20,40	59.820.083	Related parties
Pihak ketiga	192.314.145		255.047.300	Third parties
Utang lain-lain	1.663.960.893	2h,22	3.292.812.136	Other payables
Pendapatan diterima di muka	104.972.050	2q,21	128.332.276	Unearned revenues
Beban akrual	1.104.793.706	2p,19	1.322.288.034	Accrued expenses
Utang pajak	291.379.819	2t,12	425.502.215	Tax payables
Utang bank jangka pendek	110.494.801	2h,23	158.010.670	Short-term bank loans
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:				Current maturities of long-term liabilities:
Utang bank jangka panjang	281.507.053	2o,2h,23	538.975.837	Long-term bank loans
Utang obligasi dan sukuk ijarah	890.000.000	2o,2h,24	-	Bonds payable and sukuk ijarah
Liabilitas sewa	126.090.063	2s,18	-	Lease liabilities
TOTAL LIABILITAS JANGKA PENDEK	4.766.653.018		6.180.788.551	TOTAL CURRENT LIABILITIES
LIABILITAS JANGKA PANJANG				NON-CURRENT LIABILITIES
Liabilitas jangka panjang setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:				Long-term liabilities - net of current maturities:
Utang bank jangka panjang	20.729.079.934	2o,2h,23	16.724.208.207	Long-term bank loans
Utang obligasi dan sukuk ijarah	2.106.091.817	2o,2h,24	2.994.896.323	Bonds payable and sukuk ijarah
Liabilitas sewa	394.082.670	2s,18	-	Lease liabilities
Utang jangka panjang lainnya	404.200.256	25	388.971.461	Other long-term liabilities
Liabilitas imbalan kerja karyawan	820.702.905	2r,26	437.293.206	Employee benefits liabilities
Liabilitas pajak tangguhan	-	2t,12	79.885.504	Deferred tax liabilities
TOTAL LIABILITAS JANGKA PANJANG	24.454.157.582		20.625.254.701	TOTAL NON-CURRENT LIABILITIES
TOTAL LIABILITAS	29.220.810.600		26.806.043.252	TOTAL LIABILITIES

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT ANGKASA PURA I (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in thousands of Rupiah,
unless otherwise stated)**

	31 Desember/December 31,			
	2020	Catatan/ Notes	2019	
EKUITAS				EQUITY
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				Equity attributable to the owner of the parent entity
Modal saham				<i>Shares capital</i>
Modal dasar 12.000.000 saham dengan nilai nominal Rp1.000.000 (angka penuh) per saham				<i>Authorized capital 12,000,000 shares with par value of Rp1,000,000 (full amount) per share</i>
Modal ditempatkan disetor penuh - 6.414.412 saham	6.414.412.000	27	6.414.412.000	<i>Issued and fully paid- 6,414,412 shares</i>
Tambahan modal disetor	16.424.662		8.588.878	<i>Additional paid in capital</i>
Penyertaan modal negara	22.963.207	28	22.963.207	<i>Government capital investment</i>
Nilai buku aset tetap kenavigasian dari penyertaan modal negara	(37.004.793)	29	(37.004.793)	<i>Book value of fixed assets on navigation from government capital investment</i>
Akumulasi penyusutan aset tetap kenavigasian dari BPYBDS	408.393.524	29	408.393.524	<i>Accumulated depreciation of navigation fixed assets from BPYBDS</i>
Saldo laba				<i>Retained earnings</i>
Dicadangkan	9.225.382.339	30	7.774.022.361	<i>Appropriated</i>
Belum dicadangkan	(2.293.710.502)	30	1.451.359.978	<i>Unappropriated</i>
Penghasilan komprehensif lain	(405.368.220)		(67.725.696)	<i>Other comprehensive income</i>
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk	13.351.492.217		15.975.009.459	Equity attributable to owner of the parent entity
Kepentingan nonpengendali	4.542.034	31	5.498.388	<i>Non-controlling interests</i>
TOTAL EKUITAS	13.356.034.251		15.980.507.847	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS	42.576.844.851		42.786.551.099	TOTAL LIABILITIES AND EQUITY

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT ANGKASA PURA I (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
Tahun yang Berakhir pada Tanggal
31 Desember 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
Year Ended December 31, 2020
(Expressed in thousands of Rupiah,
unless otherwise stated)**

Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,				
	2020	Catatan/ Notes	2019	
PENDAPATAN USAHA				OPERATING REVENUES
Pendapatan aeronautika	1.814.044.354	32	4.975.936.088	Aeronautical revenues
Pendapatan non-aeronautika	1.805.065.131	32	3.655.609.514	Non-aeronautical revenues
TOTAL	3.619.109.485		8.631.545.602	TOTAL
Beban operasional bandara	(3.317.982.073)	34	(3.280.187.024)	Airport operation expenses
Beban pegawai	(1.196.529.960)	33	(1.590.667.332)	Employee expenses
Beban umum dan administrasi	(751.156.369)	35	(1.030.352.218)	General and administrative expenses
Beban pemasaran	(12.391.527)		(29.640.873)	Marketing expenses
Beban lain-lain	(191.474.690)	37	(102.793.058)	Other expenses
Penghasilan lain-lain	128.951.939	36	127.257.058	Other income`
LABA (RUGI) USAHA	(1.721.473.195)		2.725.162.155	OPERATING PROFIT (LOSS)
Penghasilan keuangan	171.122.917	38	198.326.544	Finance income
Beban keuangan	(1.250.605.781)	39	(860.269.934)	Finance costs
Bagian rugi entitas asosiasi	(27.045.950)	14	(8.952.137)	Equity loss of associate entities
LABA (RUGI) SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN	(2.828.002.009)		2.054.266.628	PROFIT (LOSS) BEFORE FINAL TAX AND CORPORATE INCOME TAX
Beban pajak final	(78.374.510)		(109.731.383)	Final tax expense
LABA (RUGI) SEBELUM PAJAK PENGHASILAN BADAN	(2.906.376.519)		1.944.535.245	PROFIT (LOSS) BEFORE CORPORATE INCOME TAX
MANFAAT (BEBAN) PAJAK PENGHASILAN BADAN, NETO	577.953.375	12d	(492.308.079)	CORPORATE INCOME TAX BENEFIT (EXPENSE), NET
LABA (RUGI) TAHUN BERJALAN	(2.328.423.144)		1.452.227.166	PROFIT (LOSS) FOR THE YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT ANGKASA PURA I (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPRESIF LAIN
KONSOLIDASIAN (lanjutan)
Tahun yang Berakhir pada Tanggal
31 Desember 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE
INCOME (continued)
Year Ended December 31, 2020
(Expressed in thousands of Rupiah,
unless otherwise stated)**

Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,				
	2020	Catatan/ Notes	2019	
PENGHASILAN KOMPRESIF LAIN				OTHER COMPREHENSIVE INCOME
Pos yang akan direklasifikasi ke laba rugi				Item that will be reclassified to profit or loss
Perubahan nilai wajar aset keuangan tersedia untuk dijual	2.302.086	6d	12.293.462	<i>Changes in fair value of available- for-sale financial assets</i>
Pos-pos yang tidak akan direklasifikasi ke laba rugi				Items that will not be reclassified to profit or loss
Rugi aktuarial imbalan kerja	(274.034.206)		(80.524.121)	<i>Actuarial loss on employee benefits</i>
Rugi komprehensif entitas asosiasi	(1.463.257)		(2.466.064)	<i>Comprehensive loss of associate entities</i>
PENGHASILAN KOMPRESIF LAIN TAHUN BERJALAN SETELAH PAJAK	(273.195.377)		(70.696.723)	OTHER COMPREHENSIVE INCOME FOR THE YEAR AFTER TAX
TOTAL LABA (RUGI) KOMPRESIF TAHUN BERJALAN	(2.601.618.522)		1.381.530.443	TOTAL COMPREHENSIVE INCOME (LOSS) FOR THE YEAR
Laba tahun berjalan yang dapat diatribusikan kepada:				Profit for the year attributable to:
Pemilik entitas induk	(2.327.509.230)		1.451.359.978	<i>The owner of parent entity</i>
Kepentingan nonpengendali	(913.914)		867.188	<i>Non-controlling interest</i>
Total	(2.328.423.144)		1.452.227.166	Total
Total laba (rugi) komprehensif tahun berjalan yang dapat diatribusikan kepada:				Total comprehensive income (loss) for the year attributable to:
Pemilik entitas induk	(2.600.701.727)		1.380.673.460	<i>The owner of parent entity</i>
Kepentingan nonpengendali	(916.795)		856.983	<i>Non-controlling interest</i>
Total	(2.601.618.522)		1.381.530.443	Total
Laba per saham dasar (angka penuh)	(362.856)	2x	226.265	Basic earnings per share (full amount)
Laba per saham dilusian (angka penuh)	(361.562)	2x	225.458	Diluted earnings per share (full amount)

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT ANGKASA PURA I (PERSERO)
DAN ENTITAS ANAKNYA**
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2020
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**PT ANGKASA PURA I (PERSERO)
AND ITS SUBSIDIARIES**
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2020
(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	Tambahannya 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 31 Desember 2018		6.414.412.000	-	22.963.207	(37.004.793)	408.393.524	6.228.618.258	2.007.018.315	8.235.636.573	2.960.722	15.047.361.233	4.863.436	15.052.224.669	Balance as of December 31, 2018
Pembagian dividen	30	-	-	-	-	-	-	(461.614.212)	(461.614.212)	-	(461.614.212)	(221.931)	(461.836.143)	Dividend declared
Cadangan	30	-	-	-	-	-	1.545.404.103	(1.545.404.103)	-	-	-	-	-	General reserve
Rugi komprehensif entitas asosiasi	-	-	-	-	-	-	-	-	(2.466.064)	(2.466.064)	-	(2.466.064)	(2.466.064)	Comprehensive loss of associate entities
Rugi aktuarial imbalan kerja karyawan	-	-	-	-	-	-	-	-	(80.513.816)	(80.513.816)	(10.305)	(80.524.121)	(80.524.121)	Actuarial loss on employee benefits
Selisih transaksi kombinasi bisnis entitas sepengendali	-	8.588.878	-	-	-	-	-	-	-	-	8.588.878	-	8.588.878	Difference arising from business combination of entities under common control
Perubahan nilai wajar aset keuangan tersedia untuk dijual	-	-	-	-	-	-	-	-	-	12.293.462	12.293.462	-	12.293.462	Changes in fair value of available-for-sale financial assets
Laba tahun berjalan	-	-	-	-	-	-	-	1.451.359.978	1.451.359.978	-	1.451.359.978	867.188	1,452,227,166	Profit for the year
Saldo tanggal 31 Desember 2019		6.414.412.000	8.588.878	22.963.207	(37.004.793)	408.393.524	7.774.022.361	1.451.359.978	9.225.382.339	(67.725.696)	15.975.009.459	5.498.388	15.980.507.847	Balance as of December 31, 2019
Penyesuaian saldo awal atas penerapan PSAK 71, setelah Pajak Cadangan penurunan nilai aset keuangan	4	-	-	-	-	-	-	(30.651.300)	(30.651.300)	-	(30.651.300)	-	(30.651.300)	Beginning balance adjustments for implementation of PSAK 71, net of tax
Klasifikasi instrumen keuangan	-	-	-	-	-	-	-	64.450.028	(64.450.028)	(64.450.028)	-	-	(64.450.028)	Allowance for financial asset impairment
Pembagian dividen	30	-	-	-	-	-	-	-	-	-	-	(39.559)	(39.559)	Dividend declared
Cadangan	30	-	-	-	-	-	1,451,359,978	(1,451,359,978)	-	-	-	-	-	General reserve
Rugi komprehensif entitas asosiasi	-	-	-	-	-	-	-	-	(1.463.257)	(1.463.257)	-	(1.463.257)	(1.463.257)	Comprehensive loss of associate entities
Rugi aktuarial imbalan kerja karyawan	-	-	-	-	-	-	-	-	(274.031.325)	(274.031.325)	(2.881)	(274.034.206)	(274.034.206)	Actuarial loss on employee benefits
Selisih transaksi kombinasi bisnis entitas sepengendali	-	7.835.784	-	-	-	-	-	-	-	-	7.835.784	-	7,835,784	Difference arising from business combination of entities under common control
Perubahan nilai wajar aset keuangan tersedia untuk dijual	-	-	-	-	-	-	-	-	-	2.302.086	2,302,086	-	2,302,086	Changes in fair value of available-for-sale financial assets
Rugi tahun berjalan	-	-	-	-	-	-	-	(2,327,509,230)	(2,327,509,230)	-	(2,327,509,230)	(913.914)	(2,328,423,144)	Loss for the year
Saldo tanggal 31 Desember 2020		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 December 31, 2020

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

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**PT ANGKASA PURA I (PERSERO)
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OF CASH FLOWS
For the Year Ended December 31, 2020
(Expressed in thousands of Rupiah,
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Tahun yang Berakhir pada Tanggal 31 Desember/
Year Ended December 31,

	2020	Catatan/ Notes	2019	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan dari pelanggan	3.404.554.885		8.492.447.622	Cash received from customers
Pembayaran kas kepada pemasok, pihak ketiga lainnya dan karyawan	(5.694.079.436)		(5.147.717.615)	Cash payment to suppliers, other third parties and employees
Pembayaran beban bunga	(1.256.317.690)		(873.352.965)	Payment of interest expense
Pendapatan bunga	171.122.917		198.326.544	Interest income
Pembayaran pajak	(514.204.455)		(1.100.241.064)	Tax payment
Kas bersih yang diperoleh dari (digunakan untuk) aktivitas operasi	(3.888.923.779)		1.569.462.522	Net cash provided by (used in) operating activities
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES
Penerimaan (pengeluaran) untuk investasi jangka pendek	569.746.828		(187.755.531)	Proceed (payment) for short-term investments
Penerimaan (pengeluaran) untuk investasi jangka panjang	8.555.370		(11.986.194)	Proceed (payment) for long-term investments
Penambahan aset tetap	(4.382.325.510)		(9.596.046.769)	Increase of fixed assets
Kas bersih yang digunakan untuk aktivitas operasi	(3.804.023.312)		(9.795.788.494)	Net cash used in operating activities
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES
Penerimaan pinjaman bank	4.430.576.015		11.788.080.717	Proceed on bank loans
Pembayaran pinjaman bank	(719.047.055)		(764.849.856)	Payment on bank loans
Pembayaran dividen	-	30	(461.614.212)	Dividend payment
Pembayaran liabilitas sewa	(55.461.943)	18	-	Payments of lease liabilities
Kas bersih yang diperoleh dari aktivitas pendanaan	3.656.067.017		10.561.616.649	Net cash provided by financing activities
Dampak bersih perubahan nilai tukar atas kas dan setara kas	(3.993.241)		26.499.115	Net effect of exchange rate changes on cash and cash equivalents
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS	(4.040.873.315)		2.361.789.792	NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS AWAL TAHUN	5.510.903.592	5	3.149.113.800	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN	1.470.030.277	5	5.510.903.592	CASH AND CASH EQUIVALENTS AT END OF YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

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1. UMUM

a. Pendirian Perusahaan

PT Angkasa Pura I (Persero) ("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.

Perusahaan mulai beroperasi sejak dialihkannya status hukum dari Perum menjadi bentuk usaha Perseroan Terbatas (PT) tahun 1993.

1. GENERAL

a. The Company's establishment

PT Angkasa Pura I (Persero) ("the Company") was first established as a State Company by the name of the State Enterprise (PN) Angkasa Pura Kemayoran by the Indonesian Government Regulation (PP) No. 33 Year 1962 on the Establishment of the State Enterprise (PN) Angkasa Pura Kemayoran. Based on the PP No. 21 Year 1965 on the Amendment and Supplement to Government Regulation No. 33 Year 1962, PN Angkasa Pura Kemayoran changed its name to PN Angkasa Pura. Furthermore, based on the PP No. 37 Year 1974 on Public Company Angkasa Pura, PN 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 (PT). 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).

The Company started its operations since the transfer of legal status from the General Company into a Limited Company (PT) in 1993.

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1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

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.

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.

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.

Induk Perusahaan, yang juga adalah induk terakhir Perusahaan, adalah Pemerintah Republik Indonesia.

Perusahaan berkantor pusat di Kemayoran, Jakarta. Pada tahun 2020, bandara yang dikelola oleh Perusahaan sebanyak 15 sesuai Keputusan Menteri Perhubungan No. KM 122 Tahun 2019 tentang Perusahaan sebagai Badan Usaha Bandar Udara (BUBU) yaitu:

1. GENERAL (continued)

a. The Company's establishment (continued)

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, both made by 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.

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.

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's parent, which is also the Company's ultimate parent, is the Government of the Republic of Indonesia.

The Company is headquartered in Kemayoran, Jakarta. In 2020, airports managed by the Company are as many as 15 according to Decree of the Minister of Communication No. KM 122 Year 2019 regarding the Company as Airport Business Entity (BUBU) is:

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1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

- | | |
|---------------------|---|
| 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 | Lombok (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 44j).

Disamping itu, Perusahaan telah mendirikan Strategic Business Unit (SBU) Komersial Bali, yang merupakan unit khusus yang dibentuk oleh Direksi dengan fokus meningkatkan pendapatan non-aeronautika di Bandara Internasional I Gusti Ngurah Rai Bali.

Disamping itu, ekspansi usaha Perusahaan dilakukan dengan pembentukan entitas anak (Catatan 1c).

Dalam rangka pengembangan bandar udara, Direksi menerbitkan keputusan untuk membentuk organisasi dan tata kerja proyek sebagai berikut :

- Sesuai dengan Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.145/OM.01.01/2016 tanggal 23 September 2016 tentang Organisasi dan Tata Kerja Proyek Pengembangan Bandar Udara Internasional Yogyakarta.
- Sesuai dengan Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.24/OM.01.01/2016 tanggal 11 Februari 2016 tentang perubahan atas keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.107/OM.01.01/2014 tentang Organisasi dan Tata Kerja Proyek Pengembangan Bandar Udara Ahmad Yani-Semarang.

1. GENERAL (continued)

a. The Company's establishment (continued)

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 the Sentani Airport from January 1, 2020 until December 31, 2049 (Note 44j).

In addition, the Company has established Commercial Strategic Business Unit (SBU) Bali, which is a special unit established by the Directors to focus on increasing non-aeronautical revenues at I Gusti Ngurah Rai International Airport Bali.

In addition, the Company's business expansion is done by establishing subsidiaries (Note 1c).

In the development of airports, Directors issued a decree to establish the organization and project operating procedures as follows:

- In accordance with the Decision of the Directors of PT Angkasa Pura I (Persero) No. KEP.145/OM.01.01/2016 dated September 23, 2016 about the Organization and Operating Procedure Development Project of International Airport Yogyakarta.*
- In accordance with the Decision of the Board of Directors of PT Angkasa Pura I (Persero) No. KEP.24/OM.01.01/2016 dated February 11, 2016 on amendments to the decision of the Directors of PT Angkasa Pura I (Persero) No. KEP.107/OM.01.01/2014 about the Organization and Operating Procedure Development Project of Ahmad Yani International Airport-Semarang.*

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1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Dalam rangka pengembangan bandar udara Direksi menerbitkan keputusan untuk membentuk organisasi dan tata kerja proyek sebagai berikut: (lanjutan)

- c. Sesuai dengan Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.176/OM.01.01/2014 tanggal 15 Desember 2014 tentang Organisasi dan Tata Kerja Proyek Pengembangan Bandar Udara Syamsudin Noor - Banjarmasin.
- d. Sesuai dengan Keputusan Direksi PT Angkasa Pura I (Persero) No. KEP.95/OM.01.01/2019 tanggal 12 April 2019 tentang Organisasi dan Tata Kerja Proyek Pengembangan Bandar Udara Sultan Hasanuddin - Makassar.

b. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	31 Desember 2020/ December 31, 2020
Dewan Komisaris	
Komisaris Utama	Djoko Sasono
Komisaris Independen	Erwan Agus Purwanto
Komisaris Independen	Irfan Wahid
Komisaris Independen	Tri Budi Satriyo
Komisaris	Wempi Saputra
Komisaris	Danang Parikesit
Komisaris	Wihana Kirana Jaya
Direksi	
Direktur Utama	Faik Fahmi
Direktur Teknik	Lukman F. Laisa
Direktur Operasi	Wendo Asrul Rose
Direktur Pemasaran dan Pelayanan	Devy W. Suradji
Direktur Keuangan	Andy S. Bratamihardja
Direktur SDM dan Umum	M. Arifin Firdaus
Direktur Pengembangan Usaha	Dendi T. Danianto
Direktur Kepatuhan, Aset dan Pengadaan	Israwadi

1. GENERAL (continued)

a. The Company's establishment (continued)

In the development of airports, Directors issued a decree to establish the organization and project working procedures as follows: (continued)

- c. In accordance with the Decision of Directors of PT Angkasa Pura I (Persero) No. KEP.176/OM.01.01/2014 dated December 15, 2014 about the Organization and Operating Procedure Development Project of Syamsudin Noor Airport in Banjarmasin.
- d. In accordance with the Decision of Directors of PT Angkasa Pura I (Persero) No. KEP.95/OM.01.01/2019 dated April 12, 2019 about the Organization and Operating Procedure Development Project of Sultan Hasanuddin Airport in Makassar.

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, 2020 and 2019 are as follows:

	31 Desember 2019/ December 31, 2019
Board of Commissioners	
	Djoko Sasono
	-
	-
	Tri Budi Satriyo
	Suprasetyo
	Ali Mochtar Ngabalin
	Harry Z. Soeratin
Directors	
	Faik Fahmi
	Lukman F. Laisa
	Wendo Asrul Rose
	Devy W. Suradji
	Novrihandri
	Adi Nugroho
	Sardjono Jhony
	Tjitrokusumo
	-

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1. UMUM (lanjutan)

b. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan (lanjutan)

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

	31 Desember 2020/ December 31, 2020
Ketua	Erwan Agus Purwanto
Wakil Ketua I	Djoko Sasono
Wakil Ketua II	Wempi Saputra
Anggota	Suka Edi Prasetyo
Anggota	-

Total manfaat yang dibayarkan oleh Kelompok Usaha untuk Dewan Komisaris dan Direksi sebesar Rp81.384.569 dan Rp133.531.249 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 (tidak diaudit).

Pada tanggal 31 Desember 2020 dan 2019, jumlah karyawan tetap Kelompok Usaha masing-masing sebanyak 4.753 dan 4.562 orang (tidak diaudit).

Laporan keuangan konsolidasian PT Angkasa Pura I (Persero) dan entitas anaknya tanggal 31 Desember 2020 dan tahun yang berakhir pada tanggal tersebut diselesaikan dan diotorisasi untuk terbit oleh Direksi Perusahaan pada tanggal 26 Februari 2021. Direksi Perusahaan yang menandatangani Surat Pernyataan Direksi bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut.

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/ Names of subsidiaries	Kegiatan Usaha/ Principal Activity	Domisili/ Domicile	Pendirian dan Beroperasi Komersial/Year of Establishment & Commercial Operation	Kepemilikan/ Percentages of Ownership	Total Aset sebelum Eliminasi/ Total Assets before Elimination	
					2020	2019
PT Angkasa Pura Logistik	Logistik	Jakarta	2012	99,72%	775.303.666	747.086.078
PT Angkasa Pura Hotel	Hotel	Jakarta	2012	99,99%	671.261.619	664.012.769
PT Angkasa Pura Properti	Properti	Jakarta	2012	99,96%	615.551.584	597.977.127
PT Angkasa Pura Suport	Jasa	Jakarta	2012	99,81%	1.332.874.780	1.276.212.727
PT Angkasa Pura Retail	Trading	Jakarta	2014	97,50%	74.210.385	70.964.535

1. GENERAL (continued)

b. Board of Commissioners and Directors, Audit Committee and Employees (continued)

The compositions of the Company's Audit Committee as of December 31, 2020 and 2019 are as follows:

	31 Desember 2019/ December 31, 2019	
Harry Z. Soeratin		Chairman
Djoko Sasono		Vice Chairman I
-		Vice Chairman II
Suka Edi Prasetyo		Member
Syaiful		Member

Total benefits paid by the Group for the Board of Commissioners and Directors amounted to Rp81,384,569 and Rp133,531,249 for the years ended December 31, 2020 and 2019, respectively (unaudited).

On December 31, 2020 and 2019, the number of permanent employees of the Group are 4,753 and 4,562, respectively (unaudited).

The consolidated financial statements of PT Angkasa Pura I (Persero) and its subsidiaries as of December 31, 2020 and for the year then ended are completed and authorized for issuance on February 26, 2021 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.

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:

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c. Entitas anak (lanjutan)

PT Angkasa Pura Logistik (“APL”)

APL didirikan berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn No. 01 tanggal 6 Januari 2012 dan telah beberapa kali diubah terakhir dengan Akta No. 20 tanggal 23 Mei 2014. Akta tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-03158.AH.01.01. Tahun 2012 tanggal 18 Januari 2012.

APL memiliki modal dasar sebesar Rp80.000.000 terbagi dalam 80.000 saham dengan nilai nominal per sahamnya sebesar Rp1.000.000 (angka penuh) modal ditempatkan dan disetor sebesar Rp25.000.000.

Anggaran Dasar PT Angkasa Pura Logistik telah beberapa kali mengalami perubahan dan terakhir diubah dengan Akta nomor 1 tanggal 4 November 2020, yang Pemberitahuan Perubahan Data Perseroannya telah mendapat pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia Nomor:AHU-AH.01.03-0404907 tahun 2020 tanggal 6 November 2020.

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor: RUPS.APL.05/KB.05/2020 tanggal 29 Desember 2020, para pemegang saham APL menyetujui penambahan modal dasar APL menjadi Rp725.000.000 yang terbagi dalam 725.000 lembar saham dengan nilai nominal per sahamnya sebesar Rp1.000.000 (angka penuh) dan modal ditempatkan dan disetor sebesar Rp181.250.000.

Kegiatan utama APL berdasarkan Anggaran Dasarnya, meliputi bidang Pergudangan dan Aktivitas Penunjang Angkutan, Aktivitas Agen Perjalanan, Penyelenggara Tur dan Jasa Reservasi Lainnya, Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, Aktivitas Pos dan Kurir, Pengelolaan dan Daur Ulang Sampah, Angkutan Darat dan Angkutan Melalui Saluran Pipa, Real Estate, Konstruksi Khusus, Angkutan Perairan, dan Angkutan Udara.

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Logistik (“APL”)

APL was established based on the Deed of Notary Nanda Fauz Iwan SH, M.Kn No. 01 dated January 6, 2012 and has been amended several times the latest by Deed No. 20 dated May 23, 2014. The Deed 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.

APL has authorized capital of Rp80,000,000 divided into 80,000 shares with par value of Rp1,000,000 (full amount) per share issued and fully paid-up capital of Rp25,000,000.

The Articles of Association of PT Angkasa Pura Logistik have been amended several times and recently amended by Deed number 1 dated November 4, 2020, of which Notification of Changes to Company Data has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia Number: AHU-AH.01.03-0404907 of 2020 November 6, 2020.

Based on the Minutes of the General Meeting of Shareholders Number: RUPS.APL.05 / KB.05 / 2020 dated 29 December 2020, APL shareholders approved the addition of APL's authorized capital to Rp725,000,000 which is divided into 725,000 shares with a nominal value per share of Rp1,000,000 (full amount) and issued and paid-up capital of Rp.181,250,000.

The main business of APL based on its Articles of Association, comprises of Warehousing and Transportation Support Activities, Travel Agent Activities, Tour Operators and Other Reservation Services, Rental and Leasing Activities without Option Rights, Post and Courier Activities, Waste Management and Recycling, Land Transportation and Transportation through Pipelines, Real Estate, Special Construction, Water Transportation, and Air Transportation.

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1. UMUM (lanjutan)

c. Entitas anak (lanjutan)

PT Angkasa Pura Logistik (“APL”) (lanjutan)

Susunan pemegang saham dan kepemilikan saham APL pada tanggal 31 Desember 2020 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 (Persero) Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	180.750	180.750.000	99,72	PT Angkasa Pura I (Persero) Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	500	500.000	0,28	
Total	181.250	181.250.000	100,000	Total

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 Februari 2012.

Anggaran Dasar APH telah beberapa kali diubah terakhir dengan Akta Notaris Nanda Fauz Iwan SH, M.Kn No. 03 tanggal 14 November 2017 tentang penambahan anggaran dasar perseroan terbatas PT Angkasa Pura Hotel, dan telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0005993.AH.01.02 tanggal 10 Maret 2017.

Kegiatan utama APH berdasarkan Anggaran Dasarnya meliputi:

- 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.

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Logistik (“APL”) (continued)

The details of the shareholders and their share ownerships of APL as of December 31, 2020 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 February 20, 2012.

APH's Article of Association has been amended several times, recently through Notarial Deed of Nanda Fauz Iwan SH, M.Kn, No. 03 dated November 14, 2017 regarding addition of articles of association for companies PT Angkasa Pura Hotel, and which has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through its Decision Letter No. AHU-0005993.AH.01.02 dated March 10, 2017.

The main business of APH based on its Articles of Association consist of:

- 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, washing services clothing, providing accommodation facilities and other services needed.

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1. UMUM (lanjutan)

c. Entitas anak (lanjutan)

PT Angkasa Pura Hotel (“APH”) (lanjutan)

Kegiatan utama APH berdasarkan Anggaran Dasarnya meliputi (lanjutan):

- 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.

APH memiliki modal dasar sebesar Rp2.000.000.000 terbagi dalam 2.000.000 saham dengan nilai nominal saham sebesar Rp1.000.000 (angka penuh) modal ditempatkan dan disetor sebesar Rp649.904.000.

Susunan pemegang saham dan kepemilikan saham APH pada tanggal 31 Desember 2020 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 (Persero) Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	649.864	649.864.000	99,99	PT Angkasa Pura I (Persero) Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	40	40.000	0,01	
Total	649.904	649.904.000	100,00	Total

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. 08 tanggal 31 Oktober 2019 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-0090336.AH.01.02.Tahun 2019 tanggal 5 November 2019.

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Hotel (“APH”) (continued)

The main business of APH based on its Articles of Association consist of (continued):

- b. In the field of services include 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 of trade includes trade in food and beverages.

APH has authorized capital of Rp2,000,000,000 divided into 2,000,000 shares with par value of Rp1,000,000 (full amount) per share issued and fully paid-up capital of Rp649,904,000.

The details of the shareholders and their share ownerships of APH as of December 31, 2020 are as follows:

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 February 20, 2012. APP’s Article of Association has been amended several times, recently through Notarial Deed of Nanda Fauz Iwan SH, M.Kn, No. 08 dated October 31, 2019 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. 0090336.AH.01.02.Year 2019 dated November 5, 2019.

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1. UMUM (lanjutan)

c. Entitas anak (lanjutan)

PT Angkasa Pura Properti (“APP”) (lanjutan)

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 dan daur ulang sampah, aktivitas remediasi, pergudangan dan aktivitas penunjang angkutan, aktivitas penyedia jasa untuk gedung, pertamanan dan olahraga.

APP memiliki modal dasar sebesar Rp168.000.000 terbagi dalam 168.000 saham 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 2020 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 (Persero) Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	167.940	167.940.000	99,96	PT Angkasa Pura I (Persero) Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	60	60.000	0,04	
Total	168.000	168.000.000	100,00	Total

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.

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Properti (“APP”) (continued)

The main business of APP based on its Articles of Association comprises civil construction and building construction, special construction, wholesale trade, non-car and motorbike, real estate, water management and waste recycling, remediation activities, warehousing and transportation support activities, service provider activities for buildings, parks and sports

APP has authorized capital of Rp168,000,000 divided into 168,000 shares 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, 2020 are as follows:

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. 0090368.AHA.01.02. Year 2019 dated November 5, 2019.

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1. UMUM (lanjutan)

c. Entitas anak (lanjutan)

PT Angkasa Pura Suport (“APS”) (lanjutan)

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 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 2020 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 (Persero) Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	250.000	250.000.000	99,81	PT Angkasa Pura I (Persero) Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	480	480.000	0,19	
Total	250.480	250.480.000	100,00	Total

PT Angkasa Pura Retail (“APR”)

APR didirikan berdasarkan Akta Notaris Nanda Fauz Iwan, S.H, M.Kn., No. 11 tanggal 23 September 2014 dan telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-26401.40.10.2014 Tahun 2014 tanggal 24 September 2014.

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 dengan nilai nominal saham sebesar Rp1.000.000 (angka penuh) dan modal ditempatkan dan disetor sebesar Rp50.000.000.

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Suport (“APS”) (continued)

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 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, 2020 are as follows:

PT Angkasa Pura Retail (“APR”)

APR was established based on Notarial Deed No. 11 Notary Nanda Fauz Iwan, S.H, M.Kn in South Jakarta, dated September 23, 2014 and was approved by of the Ministry of Law and Human Rights Republic of Indonesia through Decree No. AHU-26401.40.10.2014 Year 2014 dated September 24, 2014.

The main business of APR based on its Articles of Association is comprises of 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 with par value of Rp1,000,000 (full amount) per share and issued and fully paid-up capital of Rp50,000,000.

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1. UMUM (lanjutan)

c. Entitas anak (lanjutan)

PT Angkasa Pura Retail (“APR”) (lanjutan)

Susunan pemegang saham dan kepemilikan saham APR pada tanggal 31 Desember 2020 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 (Persero)	48.750	48.750.000	97,5	PT Angkasa Pura I (Persero)
PT Angkasa Pura Hotel	1.250	1.250.000	2,5	PT Angkasa Pura Hotel
Total	50.000	50.000.000	100,00	Total

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN

Berikut ini adalah kebijakan akuntansi signifikan yang diterapkan dalam penyusunan laporan keuangan konsolidasian Kelompok Usaha yang sesuai dengan Standar Akuntansi Keuangan di Indonesia (SAK) yang mencakup Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia dan Keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tertanggal 25 Juni 2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik. Kebijakan ini telah diterapkan secara konsisten terhadap seluruh periode yang disajikan, kecuali jika dinyatakan lain.

a. Dasar penyajian laporan keuangan konsolidasian

Laporan keuangan konsolidasian, kecuali laporan arus kas konsolidasian, disusun berdasarkan konsep akrual dan biaya perolehan historis, kecuali beberapa akun tertentu yang diukur dengan cara sebagaimana yang diuraikan dalam kebijakan akuntansi di akun yang bersangkutan.

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.

1. GENERAL (continued)

c. Subsidiaries (continued)

PT Angkasa Pura Retail (“APR”) (continued)

The details of the shareholders and their share ownerships of APR as of December 31, 2020 are as follows:

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Presented below are the significant accounting policies adopted in preparing the Group's consolidated financial statements, which are in conformity with Indonesian Financial Accounting Standards (SAK) which comprises the Statements of Financial Accounting Standards (PSAK) and Interpretations of Financial Accounting Standards (ISAK) issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants and Decree of the Chairman of Bapepam-LK No. KEP-347/BL/2012 dated June 25, 2012 regarding the Presentation and Disclosure of Financial Statements of an Issuer or a Public Company. 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, except for the consolidated statement of cash flows, are prepared using the accrual basis and based on historical costs, except for certain accounts which are measured on the basis described in the related accounting policies of those accounts.

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.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

a. Dasar penyajian laporan keuangan konsolidasian (lanjutan)

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam ribuan Rupiah ("Rp"), kecuali dinyatakan lain.

Mata uang yang digunakan dalam penyusunan laporan keuangan konsolidasian adalah mata uang Rupiah Indonesia (Rp) yang merupakan mata uang fungsional Perusahaan dan entitas anak.

b. Penerapan standar akuntansi baru

Kelompok Usaha telah menerapkan sejumlah amandemen dan penyesuaian standar akuntansi yang relevan dengan pelaporan keuangan dan efektif untuk tahun periode yang dimulai pada atau setelah 1 Januari 2020 sebagai berikut:

- Amendemen PSAK 1 dan PSAK 25: Definisi Material berlaku efektif 1 Januari 2020.

Amendemen ini mengklarifikasi definisi materi dengan tujuan menyelaraskan definisi yang digunakan dalam kerangka kerja konseptual dan beberapa PSAK terkait. Selain itu, juga memberikan panduan yang lebih jelas mengenai definisi material dalam konteks pengurangan pengungkapan yang berlebihan karena perubahan ambang batas definisi material.

- PSAK 71: Instrumen Keuangan, berlaku efektif 1 Januari 2020.

PSAK ini mengatur klasifikasi dan pengukuran instrumen keuangan berdasarkan karakteristik dari arus kas kontraktual dan model bisnis entitas; metode kerugian kredit ekspektasian untuk penurunan nilai yang menghasilkan informasi yang lebih tepat waktu, relevan dan dimengerti oleh pemakai laporan keuangan; akuntansi untuk lindung nilai yang merefleksikan manajemen risiko entitas lebih baik dengan memperkenalkan persyaratan yang lebih umum berdasarkan pertimbangan manajemen.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

b. Basis of preparation of the consolidated financial statements (continued)

All figures in the consolidated financial statements are rounded and expressed in thousands of Rupiah ("Rp"), unless otherwise stated.

The currency used in the preparation of the consolidated financial statements is the Indonesian Rupiah (Rp) which is the functional currency of the Company and its subsidiaries.

b. Adoption of new accounting standards

The Group has applied a number of amendments and improvements to accounting standards that are relevant to its financial reporting and effective for annual periods beginning on or after January 1, 2020 as follow:

- Amendments to PSAK 1 and PSAK 25: Definition of Material, effective January 1, 2020.

This amendment clarifies the definition of material with the aim of harmonizing the definitions used in the conceptual framework and some relevant PSAKs. In addition, it also provides clearer guidance regarding the definition of material in the context of reducing over disclosure due to changes in the threshold of the material definition.

- PSAK 71: Financial Instruments, effective January 1, 2020.

This PSAK provides classification and measurement of financial instruments based on the characteristics of contractual cash flows and business model of the entity; expected credit loss impairment model that resulting in information that are more timely, relevant and understandable to users of the financial statements; accounting for hedging that reflect the entity's risk management better by introducing a more general requirement based on management's judgment.

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b. Penerapan standar akuntansi baru (lanjutan)

- PSAK 72: Pendapatan dari Kontrak dengan Pelanggan, berlaku efektif 1 Januari 2020.

PSAK ini adalah standar tunggal untuk pengakuan pendapatan yang merupakan hasil dari *joint project* yang sukses antara *International Accounting Standards Board* ("IASB") dan *Financial Accounting Standards Board* ("FASB"), mengatur model pengakuan pendapatan dari kontrak dengan pelanggan, sehingga entitas diharapkan dapat melakukan analisis sebelum mengakui pendapatan.

- PSAK 73: Sewa, berlaku efektif 1 Januari 2020.

PSAK ini menetapkan prinsip pengakuan, pengukuran, penyajian, dan pengungkapan atas sewa dengan memperkenalkan model akuntansi tunggal dengan mensyaratkan untuk mengakui aset hak-guna (*right-of-use assets*) dan liabilitas sewa. Terdapat 2 (dua) pengecualian opsional dalam pengakuan aset dan liabilitas sewa, yakni untuk: (i) sewa jangka-pendek dan (ii) sewa yang aset dasarnya (*underlying assets*) bernilai rendah.

Kelompok Usaha telah menerapkan standar akuntansi baru dan penyesuaian atau amendemen tersebut sejak 1 Januari 2020. Kelompok Usaha tidak melakukan penyajian kembali atas informasi komparatif tahun 2019 atas penerapan PSAK 71 "Instrumen Keuangan" dan PSAK 73 "Sewa", oleh karena itu informasi komparatif tahun 2019 tidak dapat dibandingkan dengan informasi keuangan yang disajikan untuk tahun yang berakhir pada tanggal 31 Desember 2020. Perbedaan yang timbul dari penerapan PSAK 71 "Instrumen Keuangan" telah dibebankan ke saldo laba pada tanggal 1 Januari 2020. Sedangkan untuk PSAK 73 "Sewa", Kelompok Usaha telah mencatat aset hak-guna dan liabilitas sewa pada tanggal 1 Januari 2020. Dampak penerapan atas PSAK 71 "Instrumen Keuangan" dan PSAK 73 "Sewa" pada tanggal 1 Januari 2020 diungkapkan pada Catatan 4, dampak atas penerapan standar baru dan penyesuaian atau amendemen lainnya tidak material terhadap laporan keuangan konsolidasian.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**b. Adoption of new accounting standards
(continued)**

- PSAK 72: Revenue from Contracts with Customers, effective January 1, 2020.

This PSAK is a single standard that is a joint project between the *International Accounting Standards Board* ("IASB") and the *Financial Accounting Standards Board* ("FASB"), provides revenue recognition from contracts with customers, and the entity is expected to perform analysis before recognizing the revenue.

- PSAK 73: Leases, effective January 1, 2020.

This PSAK establishes the principles of recognition, measurement, presentation, and disclosure of the lease by introducing a single accounting model, with the requirement to recognize the *right-of-use assets* and liability of the lease. There are 2 (two) optional exclusions in the recognition of the lease assets and liabilities: (i) short-term lease and (ii) lease with low-value underlying assets.

The Group has implemented new accounting standards and such adjustments or amendments since January 1, 2020. The Group did not restate comparative information in 2019 on the implementation of PSAK 71 "Financial Instruments" and PSAK 73 "Leases", therefore comparative information for 2019 cannot be compared to financial information presented for the year ended December 31, 2020. Differences arising from the implementation of PSAK 71 "Financial Instruments" have been charged to the retained earnings on January 1, 2020. As for PSAK 73 "Leases", the Company has recorded *right-of-use assets* and lease liabilities as of January 1, 2020. The impact of the application of PSAK 71 "Financial Instruments" and PSAK 73 "Leases" on January 1, 2020 were disclosed in Note 4, the impact on the application of new standards and adjustments or other amendments is not material to the interim financial statements.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

c. Prinsip-prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anaknya seperti yang diungkapkan dalam Catatan 1c. 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.

Kepentingan nonpengendali ("KNP") mencerminkan bagian atas laba rugi, penghasilan komprehensif lain dan aset neto dari entitas anak yang tidak dapat diatribusikan secara langsung maupun tidak langsung kepada pemilik entitas induk, yang masing-masing disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan sebagai ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik entitas induk.

Rugi entitas anak yang tidak dimiliki secara penuh diatribusikan kepada KNP, bahkan jika hal ini mengakibatkan KNP mempunyai saldo defisit.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Principles of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries as disclosed in Note 1c. Subsidiaries are all entities over which the Company is exposed, or has rights, to variable returns from its involvement with the entities and has 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, exposure 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.

Non-controlling interest ("NCI") represents the portion of profit or loss, other comprehensive income and net assets of the subsidiary not attributable directly or indirectly to the owners of the parent entity, which are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to the owners of the parent entity.

Losses of a non-wholly owned subsidiary are attributed to NCI even if such losses result in a deficit balance for the NCI.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

c. Prinsip-prinsip konsolidasi (lanjutan)

Jika kehilangan pengendalian atas suatu entitas anak, maka Perusahaan:

- menghentikan pengakuan aset (termasuk setiap *goodwill*) dan liabilitas entitas anak;
- menghentikan pengakuan jumlah tercatat setiap kepentingan non-pengendali;
- menghentikan pengakuan akumulasi selisih penjabaran, yang dicatat di ekuitas, bila ada;
- mengakui nilai wajar pembayaran yang diterima;
- mengakui setiap sisa investasi pada nilai wajarnya;
- mengakui setiap perbedaan yang dihasilkan sebagai keuntungan atau kerugian dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian; dan
- mereklasifikasi bagian Kelompok Usaha atas komponen yang sebelumnya diakui sebagai penghasilan komprehensif lain ke laba rugi, atau mengalihkan secara langsung ke saldo laba.

Perubahan dalam bagian kepemilikan Kelompok Usaha pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas.

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 dibawah ini. Kelompok Usaha bermaksud untuk menerapkan standar tersebut, jika dipandang relevan, saat telah menjadi efektif.

Mulai efektif pada atau setelah 1 Januari 2021

Amandemen PSAK No. 22: Definisi Bisnis, berlaku efektif 1 Januari 2021 dan penerapan dini diperkenankan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

c. Principles of consolidation (continued)

In case of loss of control over a subsidiary, the Company:

- *derecognizes the assets (including goodwill) and liabilities of the subsidiary;*
- *derecognizes the carrying amount of any non-controlling interests;*
- *derecognizes the cumulative translation differences, recorded in equity, if any;*
- *recognizes the fair value of the consideration received;*
- *recognizes the fair value of any investment retained;*
- *recognizes any surplus or deficit in consolidated statement of profit or loss; and other comprehensive income; and*
- *reclassifies its share of components previously recognized in other comprehensive income to profit or loss or retained earnings, as appropriate.*

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

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 1 January 2021

Amendments to SFAS No. 22: Definition of Business, effective from 1 January 2021 and early adoption is permitted.

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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 1 Januari
2021 (lanjutan)**

Amandemen ini dikeluarkan untuk membantu entitas menentukan apakah serangkaian kegiatan dan aset yang diperoleh adalah bisnis atau tidak. Mereka mengklarifikasi persyaratan minimum untuk bisnis, menghapus penilaian apakah pelaku pasar mampu mengganti elemen yang hilang, menambah panduan untuk membantu entitas menilai apakah proses yang diperoleh adalah substantif, mempersempit definisi bisnis dan output, dan memperkenalkan uji konsentrasi nilai wajar opsional. Contoh ilustratif baru diberikan bersama dengan amandemen.

Kelompok Usaha sedang mengevaluasi dampak dari standar akuntansi tersebut dan belum menentukan dampaknya terhadap laporan keuangan konsolidasian.

e. Transaksi dengan pihak-pihak berelasi

Orang atau anggota keluarga terdekat mempunyai relasi dengan Perusahaan jika mereka:

- (i) memiliki pengendalian atau pengendalian bersama atas Perusahaan;
- (ii) memiliki pengaruh signifikan atas Perusahaan; atau
- (iii) merupakan personil manajemen kunci Perusahaan atau entitas induk dari Perusahaan.

Suatu pihak dianggap berelasi dengan Perusahaan jika:

- a. langsung, atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan, atau berada di bawah pengendalian bersama dengan, Perusahaan; (ii) memiliki kepentingan dalam Perusahaan yang memberikan pengaruh signifikan atas Perusahaan; atau (iii) memiliki pengendalian bersama atas Perusahaan;
- b. suatu pihak adalah entitas asosiasi Perusahaan;
- c. suatu pihak adalah ventura bersama dimana Perusahaan sebagai venturer;
- d. suatu pihak adalah anggota dari personil manajemen kunci Perusahaan atau induknya;

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**d. Accounting standards issued but not yet
effective (continued)**

**Effective beginning on or after 1 January
2021 (continued)**

These amendments were issued to help entities determine whether an acquired set of activities and assets is a business or not. They clarify the minimum requirements for a business, remove the assessment of whether market participants are capable of replacing any missing elements, add guidance to help entities assess whether an acquired process is substantive, narrow the definitions of a business and of outputs, and introduce an optional fair value concentration test. New illustrative examples were provided along with the amendments.

The Group is presently evaluating and has not yet determined the effects of these accounting standards on its consolidated financial statements.

e. Transactions with related parties

An individual or family member is related to the Company if it:

- (i) has control or joint control over the Company;*
- (ii) has significant influence over the Company; or*
- (iii) is a member of the key management personnel of the Company.*

A party is considered to be related to the Company if:

- a. directly, or indirectly through one or more intermediaries, the party (i) controls, is controlled by, or is under common control with, the Company; (ii) has an interest in the Company that gives it significant influence over the Company; or (iii) has joint control over the Company;*
- b. the party is an associate of the Company;*
- c. the party is a joint venture in which the Company is a venturer;*
- d. the party is a member of the key management personnel of the Company or its parent;*

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(lanjutan)**

**e. Transaksi dengan pihak-pihak berelasi
(lanjutan)**

- e. suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (a) atau (d);
- f. suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh atau di mana hak suara signifikan dimiliki oleh, langsung maupun tidak langsung, individu seperti diuraikan dalam butir (d) atau (e);
- g. suatu pihak adalah suatu program imbalan kerja untuk imbalan kerja dari Perusahaan atau entitas yang terkait dengan Perusahaan.

Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi telah diungkapkan dalam Catatan 42.

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 2020 dan 2019 adalah sebagai berikut:

	31 Desember/December 31,	
	2020	2019
Dolar AS	14.105	13.901
Dolar Singapura	10.644	10.324

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**e. Transactions with related parties
(continued)**

- e. the party is a close member of the family of any individual referred to in (a) or (d);
- f. the party is an entity that is controlled, jointly controlled or significantly influenced by or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (d) or (e);
- g. the party is an employee benefit plan for the benefit of employees of the Company, or of any entity that is a related party of the Company.

All significant transactions and balances with related parties are disclosed in Note 42.

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, 2020 and 2019 were as follows:

US Dollar
Singapore Dollar

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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".

h. Instrumen keuangan

h.1. Aset keuangan

Pengakuan dan pengukuran awal

Perusahaan mengklasifikasikan aset keuangannya dalam kategori: (a) aset keuangan yang diukur pada nilai wajar melalui laba rugi, (b) aset keuangan yang diukur pada nilai wajar melalui pendapatan komprehensif lainnya, dan (c) aset keuangan yang diukur pada biaya perolehan diamortisasi.

Aset keuangan Perusahaan terdiri dari kas dan setara kas, investasi jangka pendek, piutang usaha, piutang lain-lain, pendapatan yang masih harus diterima dan investasi jangka panjang diklasifikasikan sebagai aset keuangan yang diukur dengan biaya diamortisasi. Perusahaan juga memiliki aset keuangan yang diukur pada nilai wajar melalui laba rugi dan penghasilan komprehensif lain.

**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 investment".

h. Financial instruments

h.1. Financial assets

Initial recognition and measurement

The Company classifies its financial assets into the following category: (a) financial assets measured at fair value through profit or loss, (b) financial assets measured at fair value through other comprehensive income, and (c) financial assets measured at amortised cost.

The Company's financial assets consist of cash and cash equivalents, restricted time deposits, trade receivables, other receivables - third parties, due from related parties and other non-current assets classified as financial assets at amortized cost. The Company has no financial assets measured at fair value through profit or loss and other comprehensive income.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Instrumen keuangan (lanjutan)

h. Financial instruments (continued)

h.1. Aset keuangan (lanjutan)

h.1. Financial assets (continued)

Pengakuan dan pengukuran awal
(lanjutan)

Initial recognition and measurement
(continued)

Kelompok Usaha menggunakan 2 (dua) metode untuk mengklasifikasikan aset keuangan, yaitu model bisnis Kelompok Usaha dalam mengelola aset keuangan dan karakteristik arus kas kontraktual dari aset keuangan ("SPPI").

The Group used 2 (two) methods to classify its financial assets, based on the Group's business model in managing the financial assets, and the contractual cash flow of the financial assets ("SPPI").

Pengujian SPPI

SPPI Test

Sebagai langkah pertama dari proses klasifikasi, Kelompok Usaha menilai persyaratan kontraktual keuangan untuk mengidentifikasi apakah mereka memenuhi pengujian SPPI.

As a first step of its classification process, the Group assesses the contractual terms of financial to identify whether they meet the SPPI test.

Nilai pokok untuk tujuan pengujian ini didefinisikan sebagai nilai wajar dari aset keuangan pada pengakuan awal dan dapat berubah selama umur aset keuangan (misalnya, jika ada pembayaran pokok atau amortisasi premi/diskon).

Principal for the purpose of this test is defined as the fair value of the financial asset at initial recognition and may change over the life of the financial asset (for example, if there are repayments of principal or amortisation of the premium/discount).

Elemen bunga yang paling signifikan dalam perjanjian biasanya adalah pertimbangan atas nilai waktu dari uang dan risiko kredit. Untuk membuat penilaian SPPI, Kelompok Usaha menerapkan pertimbangan dan memperhatikan faktor-faktor yang relevan seperti mata uang dimana aset keuangan didenominasikan dan periode pada saat suku bunga ditetapkan.

The most significant elements of interest within an arrangement are typically the consideration for the time value of money and credit risk. To make the SPPI assessment, the Group applies judgment and considers relevant factors such as the currency in which the financial asset is denominated, and the period for which the interest rate is set.

Sebaliknya, persyaratan kontraktual yang memberikan eksposur lebih dari de minimis atas risiko atau volatilitas dalam arus kas kontraktual yang tidak terkait dengan dasar pengaturan pinjaman, tidak menimbulkan arus kas kontraktual SPPI atas jumlah saldo. Dalam kasus seperti itu, aset keuangan diharuskan untuk diukur pada *Fair Value through Profit or Loss* ("FVTPL").

In contrast, contractual terms that introduce a more than de minimis exposure to risks or volatility in the contractual cash flows that are unrelated to a basic lending arrangement, do not give rise to contractual cash flows that are solely payments of principal and interest on the amount outstanding. In such cases, the financial asset is required to be measured as *Fair Value through Profit or Loss* ("FVTPL").

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h. Instrumen keuangan (lanjutan)

h.1. Aset keuangan (lanjutan)

Penilaian Model Bisnis

Kelompok Usaha menentukan model bisnisnya berdasarkan tingkat yang paling mencerminkan bagaimana Kelompok Usaha mengelola kelompok atas keuangannya untuk mencapai tujuan bisnisnya.

Model bisnis Kelompok Usaha tidak dinilai berdasarkan masing-masing instrumennya, tetapi pada tingkat portofolio secara agregat yang lebih tinggi dan didasarkan pada faktor-faktor yang dapat diamati seperti:

- Bagaimana kinerja model bisnis dan aset keuangan yang dimiliki dalam model bisnis tersebut dievaluasi dan dilaporkan kepada personel manajemen kunci;
- Risiko yang mempengaruhi kinerja model bisnis (dan aset keuangan yang dimiliki dalam model bisnis tersebut) dan, khususnya, bagaimana cara risiko tersebut dikelola;
- Bagaimana manajer bisnis dikompensasi (misalnya, apakah kompensasi didasarkan pada nilai wajar dari aset yang dikelola atau pada arus kas kontraktual yang tertagih);
- Frekuensi, nilai, dan waktu penjualan yang diharapkan, juga merupakan aspek penting dari penilaian Kelompok Usaha.

Penilaian model bisnis didasarkan pada skenario yang diharapkan secara wajar tanpa mempertimbangkan skenario "worst case" atau "stress case". Jika arus kas setelah pengakuan awal direalisasikan dengan cara yang berbeda dari yang awal diharapkan, Kelompok Usaha tidak mengubah klasifikasi aset keuangan dimiliki yang tersisa dalam model bisnis tersebut, tetapi memasukkan informasi tersebut dalam melakukan penilaian atas aset keuangan yang baru atau yang baru dibeli selanjutnya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

h.1. Financial assets (continued)

Business Model Assessment

The Group determines its business model at the level that best reflects how it manages the Group's financial assets to achieve its business objective.

The Group's business model is not assessed on an instrument-by-instrument basis, but at a higher level of aggregated portfolios and is based on observable factors such as:

- How the performance of the business model and the financial assets held within that business model are evaluated and reported to the entity's key management personnel;
- The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular the way those risks are managed;
- How business managers are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected);
- The expected frequency, value, and timing of sales are also important aspects of the Group's assessment.

The business model assessment is based on reasonably expected scenarios without taking "worst case" or "stress case" scenarios into account. If cash flows after initial recognition are realised in a way that is different from the Group's original expectations, the Group does not change the classification of the remaining financial assets held in that business model, but incorporates such information when assessing newly originated or newly purchased financial assets going forward.

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(lanjutan)**

h. Instrumen keuangan (lanjutan)

h.1. Aset keuangan (lanjutan)

Penilaian Model Bisnis (lanjutan)

Aset keuangan yang diukur pada biaya perolehan diamortisasi jika aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual dan persyaratan kontraktual dari aset keuangan yang pada tanggal tertentu meningkatkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPI") dari jumlah pokok terutang.

Pada saat pengakuan awal, aset keuangan yang diukur pada biaya perolehan diamortisasi diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan suku bunga efektif.

Pendapatan bunga dari aset keuangan yang diukur pada biaya perolehan diamortisasi dicatat dalam laporan laba rugi dan penghasilan komprehensif lain dan diakui sebagai "Pendapatan Keuangan". Ketika penurunan nilai terjadi, kerugian penurunan nilai diakui sebagai pengurang dari nilai tercatat aset keuangan dan diakui didalam laporan keuangan sebagai "Kerugian penurunan nilai".

Sebelum 1 Januari 2020, Kelompok Usaha mengklasifikasikan aset keuangannya dalam kategori (a) aset keuangan yang diukur pada nilai wajar melalui laba rugi, (b) pinjaman yang diberikan dan piutang, (c) aset keuangan dimiliki hingga jatuh tempo dan (d) aset keuangan tersedia untuk dijual. Klasifikasi ini tergantung dari tujuan perolehan aset keuangan tersebut. Manajemen menentukan klasifikasi aset keuangan tersebut pada saat awal pengakuannya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

h.1. Financial assets (continued)

Business Model Assessment (continued)

Financial assets are measured at amortized cost if the financial asset is managed in a business model aimed at owning a financial asset in order to obtain a contractual cash flow and the contractual requirements of a financial asset that on a given date increases the cash flow solely from the principal and interest payments ("SPPI") of the amount owed.

At initial recognition, the financial assets measured at amortized cost are recognized at the fair value plus the transaction fee and subsequently measured at amortized cost by using the effective interest rate.

Interest income from financial assets measured at amortized cost is recorded in the statements of profit and loss and other comprehensive income and is recognized as "Finance Income". When a decline in value occurs, the impairment loss is recognized as a deduction of the recorded value of the financial asset and is acknowledged in the financial statements as "Impairment loss".

Before January 1, 2020, the Group classified its financial assets into these categories: (a) financial assets measured at fair value through profit or loss, (b) loans and receivables, (c) financial assets held to maturity, and (d) financial assets available for sale. This classification depends on the purpose of acquiring such financial assets. Management determines the classification of such financial assets at the beginning of its recognition.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
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h. Instrumen keuangan (lanjutan)

h.1. Aset keuangan (lanjutan)

Penilaian Model Bisnis (lanjutan)

Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuota di pasar aktif, kecuali:

- yang dimaksudkan oleh Kelompok Usaha untuk dijual dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan, serta yang pada saat pengakuan awal ditetapkan diukur pada nilai wajar melalui laba rugi;
- yang pada saat pengakuan awal ditetapkan dalam kelompok tersedia untuk dijual; atau
- dalam hal Kelompok Usaha mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman yang diberikan dan piutang.

Pada saat pengakuan awal, pinjaman yang diberikan dan piutang diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode Suku Bunga Efektif ("SBE"). Pendapatan dari aset keuangan dalam kelompok pinjaman yang diberikan dan piutang dicatat di dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dilaporkan sebagai "Pendapatan Keuangan". Dalam hal terjadi penurunan nilai, kerugian penurunan nilai dilaporkan sebagai pengurang dari nilai tercatat dari aset keuangan dalam kelompok pinjaman yang diberikan dan piutang dan diakui di dalam laporan laba rugi dan penghasilan komprehensif lain sebagai "Kerugian penurunan nilai".

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

h.1. Financial assets (continued)

Business Model Assessment (continued)

Loans and receivables are non-derivative financial assets with fixed or specified payments and have no quotes on the active market, except:

- intended by the Group for sale in the near future, which is classified as held for trading, as well as which at the time of initial recognition is determined to be measured at fair value through profit or loss;
- which at the time of initial recognition is set as available for sale; or
- in the case of the Group may not obtain substantial initial investment unless caused by a decrease in the quality of loans provided and receivables.

At the time of initial recognition, loans and receivables are recognized at their fair value plus transaction fees and are further measured on amortized acquisition costs using the Effective Interest Rate ("EIR") method. Income from financial assets in the category of loans and receivables is recorded in the consolidated statements of income and other comprehensive income and is reported as "Finance Income". In the event of impairment, impairment losses are reported as a deduction from the carrying value of the financial assets in loan and receivables and are recognized in the statements of profit and loss and other comprehensive income as "Impairment loss".

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(lanjutan)**

h. Instrumen keuangan (lanjutan)

h.1. Aset keuangan (lanjutan)

Metode Suku Bunga Efektif ("SBE")

SBE adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari instrumen keuangan dan metode untuk mengalokasikan pendapatan bunga selama periode yang relevan. SBE adalah suku bunga yang secara tepat mendiskontokan estimasi penerimaan kas di masa datang (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima yang merupakan bagian yang tak terpisahkan dari SBE, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur instrumen keuangan, atau, jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih aset keuangan pada saat pengakuan awal.

Pendapatan diakui berdasarkan suku bunga efektif untuk instrumen keuangan selain dari aset keuangan FVTPL.

Penurunan nilai aset keuangan

Aset keuangan, selain aset keuangan FVTPL, dievaluasi terhadap indikator penurunan nilai pada setiap akhir periode pelaporan. Aset keuangan diturunkan nilainya bila terdapat bukti objektif, sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset keuangan, dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa depan atas aset keuangan yang dapat diestimasi secara andal.

Penerapan PSAK 71 "Instrumen Keuangan" telah mengubah metode perhitungan kerugian penurunan nilai dari pendekatan kerugian yang telah terjadi (incurred loss) sesuai PSAK 55 "Instrumen Keuangan Pengakuan dan Pengukuran" dengan pendekatan Kerugian Kredit Ekspektasian ("ECL"). Perusahaan menerapkan pendekatan yang disederhanakan (simplified) dalam menghitung kerugian kredit ekspektasian yaitu kerugian kredit ekspektasian sepanjang umur (lifetime).

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

h.1. Financial assets (continued)

Effective Interest Method ("EIR")

EIR is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The EIR is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the EIR, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or, where appropriate, a shorter period to the net carrying amount of financial assets on initial recognition.

Income is recognized on an effective interest rate basis for financial instruments other than those financial assets at FVTPL.

Impairment of financial assets

Financial assets, other than those at FVTPL, are assessed for indicators of impairment at the end of each reporting date. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected.

The adoption of PSAK 71 "Financial Instrument" changed the method of calculating impairment from incurred loss in accordance with PSAK 55 "Financial Instrument: Recognition and Measurement" to Expected Credit Loss ("ECL"). The Company adopted the simplified expected credit loss approach which is using lifetime expected credit loss.

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h. Instrumen keuangan (lanjutan)

h.1. Aset keuangan (lanjutan)

Penurunan nilai aset keuangan (lanjutan)

Sebelum 1 Januari 2020, bukti objektif penurunan nilai aset keuangan termasuk sebagai berikut:

- kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam; atau hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.
- pelanggaran kontrak, seperti terjadinya gagal bayar atau tunggakan pembayaran pokok atau bunga; atau hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.
- terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan; atau hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.
- hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.

Untuk kelompok aset keuangan tertentu, seperti piutang, aset yang dinilai tidak akan diturunkan secara individual akan dievaluasi penurunan nilainya secara kolektif. Bukti objektif dari penurunan nilai portofolio piutang dapat termasuk pengalaman Kelompok Usaha atas tertagihnya piutang di masa lalu, peningkatan keterlambatan penerimaan pembayaran piutang dari rata-rata periode kredit, dan juga pengamatan atas perubahan kondisi ekonomi nasional atau lokal yang berkorelasi dengan gagal bayar atas piutang.

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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

h.1. Financial assets (continued)

Impairment of financial assets
(continued)

Before January 1, 2020, objective evidence of impairment of financial assets could include:

- significant financial difficulty of the issuer or counterparty; or
- breach of contract, such as default or delinquency in interest or principal payments; or
- it becomes probable that the borrower will enter bankruptcy or financial re-organisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

For certain categories of financial assets, such as receivables, assets that are assessed not to be impaired individually are, in addition, assessed for impairment on a collective basis. Objective evidence of impairment for a portfolio of receivables could include the Group's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period, as well as observable changes in national or local economic conditions that correlate with default on receivables.

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.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

h. Instrumen keuangan (lanjutan)

h.1. Aset keuangan (lanjutan)

Penurunan nilai aset keuangan (lanjutan)

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.

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 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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

h.1. Financial assets (continued)

Impairment of financial assets
(continued)

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.

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.

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.

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(lanjutan)**

h. Instrumen keuangan (lanjutan)

h.2. Liabilitas keuangan (lanjutan)

Pengakuan dan pengukuran awal
(lanjutan)

Liabilitas keuangan Perusahaan terdiri dari utang bank jangka pendek, utang usaha, utang lain-lain, utang kepada pihak berelasi, beban akrual, liabilitas imbalan kerja karyawan jangka pendek, utang bank jangka panjang, liabilitas sewa dan utang pembiayaan konsumen diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya diamortisasi. Perusahaan tidak memiliki liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

Pengukuran selanjutnya

Setelah pengakuan awal, liabilitas keuangan yang dikenakan bunga diukur pada biaya perolehan diamortisasi dengan menggunakan metode SBE.

Pada tanggal pelaporan, akrual beban bunga 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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

h.2. Financial liabilities (continued)

Initial recognition and measurement
(continued)

The Company's financial liabilities consist of short-term bank loans, trade payables, other payables, due to a related party, accrued expenses, short-term employee benefits liability, long-term bank loans, lease liabilities and consumer financing payables classified as financial liabilities at amortized cost. The Company has no financial liabilities measured at fair value through profit or loss.

Subsequent measurement

After initial recognition, interest-bearing financial liabilities are subsequently measured at amortized cost using the EIR method.

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 amortisation 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 Costs" 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.

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(lanjutan)**

h. Instrumen keuangan (lanjutan)

h.2. Liabilitas keuangan (lanjutan)

Penghentian pengakuan (lanjutan)

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.

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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

h.2. Financial liabilities (continued)

Derecognition (continued)

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.

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.

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(lanjutan)**

h. Instrumen keuangan (lanjutan)

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 berintens untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak saling hapus harus ada pada saat ini daripada bersifat kontingen 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.

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:

- i. di pasar utama untuk aset atau liabilitas tersebut, atau hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.
- ii. 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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

h. Financial instruments (continued)

**h.4. Offsetting of financial
instruments**

Financial assets and financial liabilities are offset and the net amount presented in the 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").

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:

- i. in the principal market for the asset or liability, or*
- ii. 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.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

i. Persediaan

Persediaan dinyatakan berdasarkan nilai terendah antara biaya perolehan atau nilai realisasi neto. Pembebanan biaya pemakaiannya dilakukan berdasarkan metode rata-rata tertimbang. Cadangan keusangan/kerugian persediaan ditetapkan untuk menurunkan nilai tercatat persediaan ke nilai realisasi netonya.

Nilai realisasi neto adalah taksiran harga jual dalam kegiatan usaha normal setelah dikurangi dengan taksiran biaya penyelesaian dan taksiran biaya yang diperlukan untuk melaksanakan penjualan.

j. Beban dibayar di muka

Biaya dibayar dimuka diamortisasi selama masa manfaat masing-masing biaya dengan metode garis lurus.

k. Investasi pada entitas asosiasi

Investasi Perusahaan pada entitas asosiasi diukur dengan menggunakan metode ekuitas. Entitas asosiasi adalah suatu entitas di mana Perusahaan mempunyai pengaruh signifikan. Sesuai dengan metode ekuitas, nilai perolehan investasi ditambah atau dikurang dengan bagian Perusahaan atas laba atau rugi neto, dan penerimaan dividen dari entitas asosiasi sejak tanggal perolehan.

Laporan laba rugi dan penghasilan komprehensif lain konsolidasian mencerminkan bagian atas hasil operasi dari entitas asosiasi. Bila terdapat perubahan yang diakui langsung pada ekuitas dari entitas asosiasi, Perusahaan mengakui bagiannya atas perubahan tersebut dan mengungkapkan hal ini, jika dapat diterapkan, dalam laporan perubahan ekuitas konsolidasian. Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Perusahaan dengan entitas asosiasi dieliminasi pada jumlah sesuai dengan kepentingan Perusahaan dalam entitas asosiasi.

Perusahaan menentukan apakah perlu untuk mengakui rugi penurunan nilai atas investasi Perusahaan dalam entitas asosiasi. Perusahaan menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang obyektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

i. Inventories

Inventories are stated at the lower of cost or net realizable value. The inventory costing method is weighted average. Allowance for inventory obsolescence/losses is provided to reduce the carrying value of inventories to their net realizable value.

Net realizable value is the estimated selling price in the ordinary course of business less estimated cost of completion and estimated cost necessary to make the sale.

j. Prepaid expenses

Prepaid expenses are amortized over their beneficial periods using the straight-line method.

k. Investments in associates

The Company's investments in associates are accounted for using the equity method. An associate is an entity in which the Company has significant influence. Under the equity method, the cost of investment is increased or decreased by the Company's share in net earnings or losses of, and dividends received from, the associates since the date of acquisition.

The consolidated statement of profit or loss and other comprehensive income reflects the share resulting from the operations of the associates. Where there has been a change recognized directly in the equity of the associates, the Company recognizes its share of any such changes and discloses this, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Company and the associates are eliminated to the extent of the Company's interest in the associates.

The Company determines whether it is necessary to recognize an impairment loss on its investments in associates. The Company determines at each reporting date whether there is objective evidence that any of its investments in associates is impaired.

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k. Investasi pada entitas asosiasi (lanjutan)

Dalam hal ini, Perusahaan menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakui penurunan nilai tersebut dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

l. Properti investasi

Properti investasi dinyatakan sebesar biaya perolehan termasuk biaya transaksi dikurangi akumulasi penyusutan dan penurunan nilai, kecuali tanah tidak disusutkan. 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.

Perusahaan telah memilih untuk menggunakan model biaya untuk pengukuran aset properti investasi.

Properti investasi terdiri dari tanah, bangunan dan prasarana yang dikuasai Perusahaan untuk menghasilkan sewa 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 sehari-hari.

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)**

k. Investments in associates (continued)

In this the case, the Company calculates the amount of impairment based on the difference between the recoverable amount of the investment in the associates and its carrying value and recognizes the impairment in consolidated statement of profit or loss and other comprehensive income.

l. Investment properties

Investment properties are stated at cost, including transaction costs, less accumulated depreciation and impairment, except for land which is not depreciated. The carrying amount includes the cost of replacing part of an existing investment property when the fee is occurred, if the recognition criteria are met and excludes the costs of the daily use of an investment property.

The Company has chosen to use the cost model for the measurement of investment property assets.

Investment properties consist of land, buildings and infrastructure controlled by the Company to earn rents or for capital appreciation or both, rather than for use in the production or provision of goods or services or for administrative purposes or sale in the ordinary course of business.

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 criteria 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. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

m. Aset tetap (lanjutan)

m. Fixed assets (continued)

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:

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:

Golongan Aset	Umur Ekonomi/ Useful Life (Tahun/ Years)	Group of Assets
Bangunan (lapangan)	5 - 40	Structure (fields)
Gedung-gedung	20 - 40	Buildings
Alat perhubungan udara	10 - 15	Aviation equipment
Kendaraan	5 & 10	Vehicle
Instalasi	5 - 20	Instalation
Peralatan	5 - 15	Equipment

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.

The legal cost of landrights to extend or renew the landrights are recognized as intangible assets and amortized over the shorter of the rights' legal life or the land's economic life.

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.

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.

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.

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.

Akumulasi biayanya akan dipindahkan ke dalam kelompok aset tetap yang bersangkutan ketika aset secara substansial selesai dikerjakan dan siap untuk digunakan.

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 criteria 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 asset 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 diperlakukan 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. on disposed; or
- ii. when no future economic benefits are expected from its use or disposal.

The Company's intangible assets are in 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. Imbalan kerja dan imbalan pasca 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 pasca kerja

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 amendemen 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 and post-employment
benefits**

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.

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, consist of:

- i. Actuarial gain or losses;
- ii. Return on program aset, is not consists of amount included in liabilities (asset) net interest;
- iii. Every changes in asset ceiling, is 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. Imbalan kerja dan imbalan pasca kerja
(lanjutan)**

Imbalan pasca kerja (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 27,64% 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.

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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**r. Employee benefits and post-employment
benefits (continued)**

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 PIIP) 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 27.64%, respectively, from the basic pension income, while the amount of contribution of PIIP 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.

The THT program provides payment benefits at the same time with the terms of the contribution fee of 5% (Company employee expense), 3% (employee assignment), 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.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

**r. Imbalan kerja dan imbalan pasca kerja
(lanjutan)**

Imbalan pasca kerja (lanjutan)

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.

Perusahaan memberikan imbalan pasca kerja lainnya, seperti tanda penghargaan dan cuti jangka panjang.

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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**r. Employee benefits and post-employment
benefits (continued)**

Post-employment benefits (continued)

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 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.

The Company also provides other post-employment benefits, such as long service reward and long service leave.

The long service 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.

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(lanjutan)**

**r. Imbalan kerja dan imbalan pasca kerja
(lanjutan)**

Imbalan pasca kerja (lanjutan)

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.

s. Sewa

Sebelum 1 Januari 2020

Kelompok Usaha mengklasifikasikan sewa berdasarkan sejauh mana risiko dan manfaat yang terkait dengan kepemilikan aset sewaan berada pada *lessor* atau *lessee*, dan pada substansi transaksi daripada bentuk kontraknya, pada tanggal pengakuan awal.

Sewa Pembiayaan - sebagai Lessee

Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset sewa. Sewa tersebut dikapitalisasi sejak awal masa sewa sebesar nilai wajar aset sewaan atau sebesar nilai kini dari pembayaran sewa minimum, jika nilai kini lebih rendah dari nilai wajar.

Pembayaran sewa minimum harus dipisahkan antara bagian yang merupakan beban keuangan dan bagian yang merupakan pelunasan liabilitas, sedemikian rupa sehingga menghasilkan suatu tingkat suku bunga periodik yang konstan atas saldo liabilitas. Beban keuangan dibebankan langsung pada laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**r. Employee benefits and post-employment
benefits (continued)**

Post-employment benefits (continued)

The Company provides post-employment medical benefits to their retirees. The entitlement to these benefits is given if employee has worked until retirement age and the completion of a 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.

s. Leases

Before January 1, 2020

The Group classifies leases based on the extent to which risks and rewards incidental to the ownership of a leased asset are vested upon the lessor or the lessee, and the substance of the transaction rather than the form of the contract, at inception date.

Finance Lease - as Lessee

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of the leased assets. Such leases are capitalized at the inception of the lease at the fair value of the leased assets or, if lower, at the present value of the minimum lease payments.

Minimum lease payments are apportioned between the financial charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of liability. Financial charges are charged directly to profit or loss.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

s. Sewa (lanjutan)

Sebelum 1 Januari 2020 (lanjutan)

Jika terdapat kepastian yang memadai bahwa lessee akan mendapatkan hak kepemilikan pada akhir masa sewa, aset sewaan disusutkan selama masa pakai aset yang diestimasi berdasarkan umur manfaat aset tersebut. Jika tidak terdapat kepastian tersebut, maka aset sewaan disusutkan selama periode yang lebih pendek antara umur manfaat aset sewaan atau masa sewa. Laba atau rugi yang timbul dari transaksi jual dan sewa kembali ditangguhkan dan diamortisasi selama masa sewa.

Sewa Operasi - sebagai Lessee

Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Dengan demikian, pembayaran sewa diakui sebagai beban di tahun berjalan pada operasi dengan menggunakan metode garis lurus selama masa sewa.

Sesudah 1 Januari 2020

Mulai tanggal 1 Januari 2020, Kelompok Usaha menerapkan PSAK 73 "Sewa", yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai "sewa operasi". Kebijakan ini berlaku untuk kontrak yang disepakati atau diamendemen, pada atau setelah 1 Januari 2020.

Pada tanggal inisiasi suatu kontrak, Kelompok Usaha menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung, sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasi, Kelompok Usaha menilai apakah:

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

s. Leases (continued)

Before January 1, 2020 (continued)

If there is a reasonable certainty that the lessee will obtain ownership by the end of the lease term, then, the leased assets are depreciated over their estimated useful lives. If not, then the capitalized leased assets are depreciated over the shorter of the useful lives of the assets or the lease term. Gain or loss on a sale and finance leaseback transaction is deferred and amortized over the lease term.

Operating Lease - as Lessee

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of the leased assets. Accordingly, the related lease payments are recognized as expense in the current year operations using the straight-line method over the lease term.

After January 1, 2020

From 1 January 2020, the Group has adopted PSAK 73 "Leases", which sets the requirements for recognition of lease liabilities in relation to leases which had previously been classified as "operating leases". This policy is applied to contracts entered into or amended, on or after January 1, 2020.

At inception of a contract, the Group assesses whether a 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. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

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s. Sewa (lanjutan)

Sesudah 1 Januari 2020 (lanjutan)

- a) Kontrak melibatkan penggunaan suatu aset identifikasian - ini dapat ditentukan secara eksplisit atau implisit dan secara fisik dapat dibedakan atau mewakili secara substansial seluruh kapasitas aset yang secara fisik dapat dibedakan. Jika pemasok memiliki hak substitusi substantif, maka aset tersebut tidak teridentifikasi;
- b) Kelompok Usaha memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomik dari penggunaan aset selama periode penggunaan; dan
- c) Kelompok Usaha memiliki hak untuk mengarahkan penggunaan aset identifikasian. Kelompok Usaha memiliki hak ini ketika hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan. Dalam kondisi tertentu di mana semua keputusan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya, Kelompok Usaha memiliki hak untuk mengarahkan penggunaan aset tersebut jika:
 - Kelompok Usaha memiliki hak untuk mengoperasikan aset; atau
 - Kelompok Usaha mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan.

Pada tanggal inepsi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Kelompok Usaha mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

s. Leases (continued)

After January 1, 2020 (continued)

- a) *The contract involves the use of an identified asset - this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has the substantive substitution right, then the asset is not identified;*
- b) *The Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and*
- c) *The Group has the right to direct the use of the identified asset. The Group has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In certain circumstances where all the decisions about how and for what purpose the asset is used are predetermined, the Group has the right to direct the use of the asset if either:*
 - *The Group has the right to operate the asset; or*
 - *The Group designed the asset in a way that predetermines how and for what purpose the asset will be used.*

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone prices and the aggregate stand-alone price of the non-lease components.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
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s. Sewa (lanjutan)

Sesudah 1 Januari 2020 (lanjutan)

Pada tanggal permulaan sewa, Kelompok Usaha mengakui aset hak-guna dan liabilitas sewa. Aset hak guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Kelompok Usaha menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa.

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa.

Sewa jangka-pendek dan sewa aset bernilai-rendah

Kelompok Usaha memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang dan sewa atas aset bernilai-rendah. Kelompok Usaha mengakui pembayaran sewa terkait dengan sewa ini sebagai beban dengan dasar garis lurus selama masa sewa.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

s. Leases (continued)

After January 1, 2020 (continued)

The Group recognises a right-of-use assets and a lease liability at the lease commencement date. The right-of-use assets is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

The right-of-use assets is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, use the incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments less any lease incentive receivable.

Each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant interest rate on the outstanding balance of the liabilities.

Short-term leases and leases of low-value assets

The Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

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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.

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 recognizing losses.

Referring to revised PSAK No. 46 as mentioned above, final tax is no longer governed by PSAK No. 46.

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 asset such as land, which upon 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 presented 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
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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

Sebelum 1 Januari 2020

Pendapatan diakui jika besar kemungkinan manfaat ekonomi akan mengalir ke Kelompok Usaha dan manfaat ini dapat diukur dengan andal. Pendapatan diukur pada nilai wajar penerimaan diterima, tidak termasuk diskon, rabat dan cadangan lain yang serupa. Kriteria spesifik berikut juga harus dipenuhi sebelum pendapatan diakui:

- Pendapatan jasa aeronautika diakui pada saat jasa diserahkan kepada pelanggan.
- Pendapatan jasa non aeronautika atas sewa tanah dan bangunan diakui sesuai dengan periode konsesi yang sudah berjalan pada tahun yang bersangkutan.
- Pendapatan atas penggunaan fasilitas peralatan Kelompok Usaha oleh pelanggan dan pendapatan jasa non aeronautika lainnya diakui pada saat fasilitas tersebut digunakan dan pada saat jasa diserahkan.
- Pendapatan atas sewa tanah dan bangunan yang diterima di muka atas periode yang belum berjalan dicatat sebagai pendapatan yang diterima di muka.
- Pendapatan lainnya diakui atas dasar akrual.
- Pendapatan bunga diakui atas dasar proporsional berdasarkan waktu, pokok dan tingkat bunga yang berlaku.

Sesudah 1 Januari 2020

Pada 1 Januari 2020, 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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

u. Revenue and expense

Before January 1, 2020

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates and other similar allowances. The following specific recognition criteria must also be met before revenue is recognized:

- Aeronautical services revenues are recognized when services are rendered to customers.
- Non-aeronautical services revenues for land and buildings rental is recognized in accordance with the concession period which has been incurred during the year.
- Revenue for the use of the Group's facilities and equipment by customers and other non-aeronautical services revenues are recognized when the facility is used and services are rendered.
- Land and building rental income received in advance for a period that has not been incurred recorded as unearned revenue.
- Other income is recognized on an accrual basis.
- Interest income is recognized on a time proportion basis, the principal and the prevailing interest rate.

After January 1, 2020

On January 1, 2020, 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.

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(lanjutan)**

u. Pendapatan dan beban (lanjutan)

Sesudah 1 Januari 2020 (lanjutan)

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 non-keuangan

Pada setiap akhir periode pelaporan, Kelompok Usaha menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. 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).

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

u. Revenue and expense (continued)

After January 1, 2020 (continued)

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. 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).

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

**v. Penurunan nilai aset non-keuangan
(lanjutan)**

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.

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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**v. Impairment of non-financial assets
(continued)**

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.

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.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

**v. Penurunan nilai aset non-keuangan
(lanjutan)**

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.

x. Laba per saham

Labanya 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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**v. Impairment of non-financial assets
(continued)**

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 and other comprehensive income. After such 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.

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 seri B outstanding during the year.

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(lanjutan)**

x. Laba per saham (lanjutan)

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 telah menerapkan PSAK No. 68, "Pengukuran Nilai Wajar". PSAK ini, antara lain, memberikan panduan tentang bagaimana pengukuran nilai wajar ketika nilai wajar disyaratkan atau diizinkan. Penerapan PSAK ini tidak berpengaruh signifikan terhadap laporan keuangan konsolidasian. Kelompok Usaha mengukur instrumen keuangan pada nilai wajar setiap tanggal pelaporan. Pengungkapan nilai wajar instrumen keuangan disajikan dalam Catatan 48.

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.

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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

x. Earnings per share (continued)

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 has adopted PSAK No. 68, "Fair Value Measurement". This PSAK, among others, provides guidance on how to measure fair value when fair value is required or permitted. The adoption of this PSAK has no significant impact on the consolidated financial statements. The Group measures financial instruments at fair value at each reporting date. Fair value disclosure for financial instruments are disclosed in Note 48.

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 measurements 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.

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.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

y. Pengukuran nilai wajar (lanjutan)

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)

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;
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable;
- 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 SIGNIFIKAN
(lanjutan)**

z. Kombinasi bisnis (lanjutan)

Ketika Kelompok Usaha melakukan akuisisi atas sebuah bisnis, Kelompok Usaha mengklasifikasikan dan menentukan aset keuangan dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lainnya yang ada pada tanggal akuisisi. Hal ini termasuk pemisahan atas derivatif yang melekat pada kontrak utama oleh pihak yang diakuisisi.

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, pihak pengakuisisi mengukur kembali kepemilikan atas ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi berdasarkan nilai wajar pada tanggal akuisisi dan mengakui keuntungan atau kerugian yang terjadi dalam laba rugi.

Imbalan kontinjensi yang akan dibayarkan oleh pihak pengakuisisi diakui pada nilai wajar pada tanggal akuisisi. Perubahan nilai wajar atas imbalan kontinjensi setelah tanggal akuisisi yang diklasifikasikan sebagai aset atau liabilitas, akan diakui dalam laporan laba rugi atau sebagai pendapatan komprehensif lain sesuai dengan PSAK No. 55 (Revisi 2015). Jika diklasifikasikan sebagai ekuitas, imbalan kontinjensinya tidak diukur kembali sampai penyelesaian terakhir dalam ekuitas.

Pada tanggal akuisisi, pertama kali *goodwill* diukur pada harga perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dibayarkan dan jumlah yang diakui untuk KNP dibandingkan dengan jumlah dari aset teridentifikasi dan liabilitas yang diperoleh. Jika imbalan tersebut kurang dari nilai wajar aset neto Entitas Anak yang diakuisisi, selisih tersebut diakui dalam laporan laba rugi.

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai, jika ada. Untuk tujuan uji penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis dialokasikan sejak tanggal akuisisi kepada setiap unit penghasil kas ("UPK") dari Kelompok Usaha yang diharapkan akan memperoleh manfaat dari kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang mengakuisisi dialokasikan kepada UPK tersebut.

**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.

If the business combination is achieved in stages, the fair value acquisition date of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date and any resulting gain or loss is recognized in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognized in accordance with PSAK No. 55 (Revised 2015) either in profit or loss or as other comprehensive income. If the contingent consideration is classified as equity, it should not be remeasured until it is finally settled within equity.

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 result is lower than the fair value of the net assets of the Subsidiary acquired, the difference is recognized in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is allocated from the acquisition date 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 acquirer are assigned to those CGUs.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

z. Kombinasi bisnis (lanjutan)

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu dalam UPK tersebut dilepas, maka *goodwill* yang terasosiasi dengan operasi yang dilepas tersebut dimasukkan dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan operasi. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dilepas dan porsi UPK yang ditahan.

Sesuai dengan ketentuan dalam PSAK No. 22 (Revisi 2015), apabila proses akuntansi awal untuk kombinasi bisnis belum selesai pada akhir periode pelaporan pada saat kombinasi terjadi, Kelompok Usaha melaporkan jumlah sementara untuk pos-pos yang proses akuntansinya belum selesai dalam laporan keuangan konsolidasian. Selama periode pengukuran, Kelompok Usaha menyesuaikan secara retrospektif jumlah sementara yang diakui pada tanggal akuisisi untuk mencerminkan informasi baru yang diperoleh tentang fakta dan keadaan yang ada pada tanggal akuisisi dan, jika diketahui telah berdampak pada pengukuran jumlah yang diakui pada tanggal tersebut.

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.

**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.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

z. Business combinations (continued)

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.

In accordance with the provision of PSAK No. 22 (Revised 2015), if the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group shall report in its consolidated financial statements provisional amounts for the items for which the accounting is incomplete. During the measurement period, the Group shall retrospectively adjust the provisional amounts recognized at the acquisition date to reflect new information obtained about facts and circumstances that existed as of the acquisition date and, if known, would have affected the measurement of the amounts recognized as of that date.

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.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS**

The preparation of 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 uncertainty of assumption and estimation may cause adjustment to the carrying amounts of assets and liabilities within the next reporting period

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

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.

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 keuangan 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.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

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.

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 financial liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by complying 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.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

Pertimbangan (lanjutan)

Sewa

Sewa Operasi

Sebelum 1 Januari 2020, Kelompok Usaha mempunyai perjanjian-perjanjian sewa dimana Grup bertindak sebagai lessee. Kelompok Usaha mengevaluasi apakah terdapat risiko dan manfaat yang signifikan dari aset sewa yang dialihkan berdasarkan PSAK 30, "Sewa", yang mensyaratkan Kelompok Usaha untuk membuat pertimbangan dan estimasi dari pengalihan risiko dan manfaat terkait dengan kepemilikan aset.

Mulai tanggal 1 Januari 2020, Kelompok Usaha menerapkan PSAK 73 yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'Sewa Operasi'. Kebijakan ini berlaku untuk kontrak yang disepakati atau diamendemen, pada atau setelah 1 Januari 2020.

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 kunci 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:

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

Judgments (continued)

Leases

Operating Leases

Before January 1, 2020, the Group has several leases whereas the Group acts as lessee. The Group evaluates whether significant risks and rewards of ownership of the leased assets are transferred based on PSAK 30, "Leases", which requires the Group to make judgement and estimates of the transfer of risks and rewards related to the ownership of asset.

From January 1, 2020, 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'. This policy is applied to contracts entered into or amended, on or after January 1, 2020.

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:

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

Estimasi dan asumsi (lanjutan)

Penurunan nilai aset keuangan

Sebelum 1 Januari 2020

Kelompok Usaha mengevaluasi akun-akun tertentu yang diketahui bahwa beberapa pelanggannya tidak dapat memenuhi liabilitas keuangannya. Dalam hal tersebut, Kelompok Usaha mempertimbangkan berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas pada, jangka waktu hubungan dengan pelanggan dan status kredit pelanggan berdasarkan catatan kredit dari pihak ketiga dan faktor pasar yang telah diketahui untuk mencatat provisi spesifik atas pelanggan terhadap jumlah terutang guna mengurangi jumlah piutang yang diharapkan dapat diterima oleh Kelompok Usaha. Provisi spesifik ini dievaluasi kembali dan disesuaikan jika tambahan informasi yang diterima mempengaruhi jumlah cadangan kerugian penurunan nilai atas piutang usaha.

Setelah 1 Januari 2020

Kelompok Usaha menggunakan matriks provisi untuk menghitung ECL atas piutang usaha. Tarif provisi didasarkan pada hari yang lewat jatuh tempo untuk mengelompokkan pelanggan ke segmen yang memiliki pola kerugian serupa. Matriks provisi awalnya berdasarkan tarif default yang diamati Kelompok Usaha secara historis. Kelompok Usaha akan mengkalibrasi matriks tersebut untuk menyesuaikan pengalaman kerugian kredit historis dengan informasi kedepan. Misalnya, jika prakiraan kondisi ekonomi diperkirakan memburuk selama tahun depan yang dapat menyebabkan peningkatan jumlah default di sektor usaha Kelompok Usaha, tingkat default historis disesuaikan. Pada setiap tanggal pelaporan, tarif default yang diamati secara historis diperbarui dan perubahan dalam estimasi kedepan dianalisa kembali.

Penilaian korelasi antara tingkat default yang dapat diamati secara historis, taksiran kondisi ekonomi dan ECL adalah estimasi yang signifikan. Jumlah ECL sensitif terhadap perubahan keadaan dan taksiran kondisi ekonomi. Pengalaman kerugian kredit historis Kelompok Usaha dan prakiraan kondisi ekonomi mungkin juga tidak mewakili aktual default pelanggan yang sebenarnya di masa depan.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

Estimates and assumptions (continued)

Impairment of financial assets

Before January 1, 2020

The Group evaluates specific accounts where it has information that certain customers are unable to meet their financial obligations. In these cases, the Group uses judgment based on the best available facts and circumstances, including but not limited to, the length of its relationship with the customer and the customer's current credit status based on third party credit reports and known market factors to record specific provisions for customers against amounts due to reduce its receivable amounts that the Group is expected to collect. These specific provisions are re-evaluated and adjusted as additional information received affects the amounts of allowance for impairment losses on trade receivables.

After January 1, 2020

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 are expected to deteriorate over the next year which can lead to an increased number of defaults in the Group's industry 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 analysed.

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 Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
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Estimasi dan asumsi (lanjutan)

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 Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

Liabilitas imbalan kerja karyawan

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.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

Estimates and assumptions (continued)

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 lives 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.

Employee benefits liabilities

The cost of defined benefit plan and present value of the pension obligation are determined based 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.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI
AKUNTANSI SIGNIFIKAN (lanjutan)**

Estimasi dan asumsi (lanjutan)

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 sebagian atau seluruh bagian dari aset pajak tangguhan tersebut.

Aset (liabilitas) pajak tangguhan diungkapkan dalam Catatan 12f.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

Estimates and assumptions (continued)

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 or part of the deferred tax assets to be utilized.

Deferred tax assets (liabilities) are disclosed in Note 12f.

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4. DAMPAK PENERAPAN - PSAK 71 DAN 73

Dampak terhadap laporan keuangan Kelompok Usaha dari penerapan pertama kali dari PSAK 71 dan PSAK 73 adalah sebagai berikut:

PSAK 71

Klasifikasi aset dan liabilitas keuangan

Tabel di bawah ini menunjukkan klasifikasi aset dan liabilitas keuangan menurut PSAK 55 dan klasifikasi baru aset dan liabilitas keuangan sesuai dengan PSAK 71 pada tanggal 1 Januari 2020:

Catatan/Notes	Klasifikasi Berdasarkan PSAK 55 31 Desember 2019/ Classification based on PSAK 55 December 31, 2019	Klasifikasi berdasarkan PSAK 71 1 Januari 2020/ Classification based on PSAK 71 January 1, 2020	Saldo berdasarkan PSAK 55 31 Desember 2019/ Balance based on PSAK 55 December 31, 2019	Saldo berdasarkan PSAK 71 1 Januari 2020/ Balance based on PSAK 71 January 1, 2020
<u>Aset keuangan/Financial assets</u>				
Kas dan setara kas/ Cash and cash equivalents	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	5.510.903.592	5.510.903.592
Investasi jangka pendek/ Short-term investment	Pinjaman yang diberikan dan piutang/ Loans and receivables	Tersedia untuk dijual/ Available for sale	401.022.612	22.790.391
	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	264.839.700	374.839.700
	Pinjaman yang diberikan dan piutang/ Loans and receivables	Nilai wajar diukur melalui laba rugi/ Fair value through profit	-	268.232.221
Piutang usaha/ Trade receivables	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	527.767.127	506.999.605
Piutang lain-lain/ Other receivables	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	80.344.191	80.344.191
Pendapatan yang masih harus diterima/ Accrued revenues	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	291.022.438	281.138.660
Aset lancar lainnya/ Other current assets	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	64.277.125	64.277.125
Estimasi tagihan pajak/ Estimated claims for refundable tax	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	112.711.091	112.711.091
Investasi jangka panjang/ Long-term investments	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	109.819.185	109.819.185
Aset tidak lancar lainnya/ Other non-current assets	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	12.096.899	12.096.899

4. IMPLEMENTATION IMPACT - PSAK 71 AND 73

The impact to the Group's financial statements for the first time adoption of PSAK 71 and PSAK 73 are as follows:

PSAK 71

Classification of financial assets and liabilities

The table below shows the classification of financial assets and liabilities according to PSAK 55 and the new classification of financial assets and liabilities in accordance with PSAK 71 as of January 1, 2020:

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**4. DAMPAK PENERAPAN - PSAK 71 DAN 73
(lanjutan)**

Dampak terhadap laporan keuangan Kelompok Usaha dari penerapan pertama kali dari PSAK 71 dan PSAK 73 adalah sebagai berikut: (lanjutan)

PSAK 71 (lanjutan)

Klasifikasi aset dan liabilitas keuangan (lanjutan)

Tabel di bawah ini menunjukkan klasifikasi aset dan liabilitas keuangan menurut PSAK 55 dan klasifikasi baru aset dan liabilitas keuangan sesuai dengan PSAK 71 pada tanggal 1 Januari 2020: (lanjutan)

**4. IMPLEMENTATION IMPACT - PSAK 71 AND 73
(continued)**

The impact to the Group's financial statements for the first time adoption of PSAK 71 and PSAK 73 are as follows: (continued)

PSAK 71 (continued)

Classification of financial assets and liabilities
(continued)

The table below shows the classification of financial assets and liabilities according to PSAK 55 and the new classification of financial assets and liabilities in accordance with PSAK 71 as of January 1, 2020: (continued)

Catatan/Notes	Klasifikasi Berdasarkan PSAK 55 31 Desember 2019/ Classification based on PSAK 55 December 31, 2019	Klasifikasi berdasarkan PSAK 71 1 Januari 2020/ Classification based on PSAK 71 January 1, 2020	Saldo berdasarkan PSAK 55 31 Desember 2019/ Balance based on PSAK 55 December 31, 2019	Saldo berdasarkan PSAK 71 1 Januari 2020/ Balance based on PSAK 71 January 1, 2020
<u>Liabilitas keuangan/Financial liabilities</u>				
Utang bank jangka pendek/ Short-term bank loans	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	158.010.670	158.010.670
Utang usaha/ Trade payables	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	314.867.383	314.867.383
Utang lain-lain/ Other payables	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	3.292.812.136	3.292.812.136
Beban akrual/ Accrued expenses	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	1.322.288.034	1.322.288.034
Utang bank jangka panjang/ Long-term bank loans	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	19.719.104.530	19.719.104.530
Utang jangka panjang lainnya/ Other long-term liabilities	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	388.971.461	388.971.461

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**4. DAMPAK PENERAPAN - PSAK 71 DAN 73
(lanjutan)**

Dampak terhadap laporan keuangan Kelompok Usaha dari penerapan pertama kali dari PSAK 71 dan PSAK 73 adalah sebagai berikut: (lanjutan)

PSAK 71 (lanjutan)

Dampak dari penerapan PSAK 71 terhadap laporan posisi keuangan konsolidasian:

	Saldo sebelum penerapan PSAK 71/ <i>Balance before implementation PSAK 71</i>	Klasifikasi dan pengukuran/ <i>Classification and measurement</i>	Kerugian kredit ekspektasian/ <i>Expected credit loss</i>	Saldo setelah penerapan PSAK 71/ <i>Balance after implementation PSAK 71</i>	
Aset					Assets
Aset Lancar					Current Assets
Kas dan setara kas	5.510.903.592	-	-	5.510.903.592	Cash and cash equivalents
Investasi jangka pendek	665.862.312	-	-	665.862.312	Short-term investment
Piutang usaha					Trade receivables
Pihak berelasi	138.453.120	-	-	138.453.120	Related parties
Pihak ketiga	389.314.007	-	(20.767.522)	368.546.485	Third parties
Piutang lain-lain - pihak ketiga	80.344.191	-	-	80.344.191	Other receivables - third parties
Persediaan	69.404.026	-	-	69.404.026	Inventories
Uang muka dan beban dibayar di muka	139.959.625	-	-	139.959.625	Advances and prepaid expense
Pendapatan yang masih harus diterima	291.022.438	-	(9.883.778)	281.138.660	Accrued revenues
Pajak dibayar di muka	840.957.804	-	-	840.957.804	Prepaid taxes
Aset lancar lainnya	64.277.125	-	-	64.277.125	Other current assets
Total Aset Lancar	8.190.498.240	-	(30.651.300)	8.159.846.940	Total Current Assets
Aset Tidak Lancar					Non-Current Assets
Estimasi tagihan pajak	112.711.091	-	-	112.711.091	Estimated claims for refundable tax
Aset pajak tangguhan	48.494.898	-	-	48.494.898	Deferred tax assets
Uang muka dan biaya dibayar di muka jangka panjang	12.665.215	-	-	12.665.215	Non-current advances and prepaid expense
Investasi jangka panjang	109.819.185	-	-	109.819.185	Long-term investments
Properti investasi, neto	128.888.175	-	-	128.888.175	Investment properties, net
Aset tetap - neto	34.127.910.920	-	-	34.127.910.920	Fixed assets - net
Aset takberwujud - neto	43.466.476	-	-	43.466.476	Intangible assets, net
Aset tidak lancar lainnya	12.096.899	-	-	12.096.899	Other non-current assets
Total Aset Tidak Lancar	34.596.052.859	-	-	34.596.052.859	Total Non-Current Assets
Total Aset	42.786.551.099	-	(30.651.300)	42.755.899.799	Total Assets
Liabilitas					Liabilities
Liabilitas Jangka Pendek					Current Liabilities
Utang usaha					Trade payables
Pihak berelasi	59.820.083	-	-	59.820.083	Related parties
Pihak ketiga	255.047.300	-	-	255.047.300	Third parties
Utang lain-lain	3.292.812.136	-	-	3.292.812.136	Other payables - third parties
Pendapatan diterima di muka	128.332.276	-	-	128.332.276	Taxes payable
Beban akrual	1.322.288.034	-	-	1.322.288.034	Accrued expenses
Utang pajak	425.502.215	-	-	425.502.215	Accrued expenses
Utang bank jangka pendek	158.010.670	-	-	158.010.670	Short-term bank loans
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:					Current maturities of long-term liabilities:
Utang bank jangka panjang	538.975.837	-	-	538.975.837	Long-term bank loans
Total Liabilitas Jangka Pendek	6.180.788.551	-	-	6.180.788.551	Total Current Liabilities
Liabilitas Jangka Panjang					Non-Current Liabilities
Liabilitas jangka panjang setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:					Long-term liabilities - net of current maturities:
Utang bank jangka panjang	16.724.208.207	-	-	16.724.208.207	Long-term bank loans
Utang obligasi dan sukuk ijarah	2.994.896.323	-	-	2.994.896.323	Bonds payable and sukuk ijarah
Utang jangka panjang lainnya	388.971.461	-	-	388.971.461	Other long-term liabilities
Liabilitas imbalan kerja karyawan	437.293.206	-	-	437.293.206	Employee benefits liabilities
Liabilitas pajak tangguhan	79.885.504	-	-	79.885.504	Deferred tax liabilities
Total Liabilitas Jangka Panjang	20.625.254.701	-	-	20.625.254.701	Total Non-Current Liabilities
Total Liabilitas	26.806.043.252	-	-	26.806.043.252	Total Liabilities

**4. IMPLEMENTATION IMPACT - PSAK 71 AND 73
(continued)**

The impact to the Group's financial statements for the first time adoption of PSAK 71 and PSAK 73 are as follows: (continued)

PSAK 71 (continued)

Impact on the adoption of PSAK 71 to the consolidated statement of financial position:

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**4. DAMPAK PENERAPAN - PSAK 71 DAN 73
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Dampak terhadap laporan keuangan Kelompok Usaha dari penerapan pertama kali dari PSAK 71 dan PSAK 73 adalah sebagai berikut: (lanjutan)

PSAK 71 (lanjutan)

Dampak dari penerapan PSAK 71 terhadap laporan posisi keuangan konsolidasian: (lanjutan)

	Saldo sebelum penerapan PSAK 71/ <i>Balance before implementation PSAK 71</i>	Klasifikasi dan pengukuran/ <i>Classification and measurement</i>	Kerugian kredit ekspektasian/ <i>Expected credit loss</i>	Saldo setelah penerapan PSAK 71/ <i>Balance after implementation PSAK 71</i>	
Ekuitas					Equity
Modal saham	6.414.412.000	-	-	6.414.412.000	Share capital
Tambahan modal disetor	8.588.878	-	-	8.588.878	Additional paid in capital
Penyertaan modal negara	22.963.207	-	-	22.963.207	Government capital investment
Nilai buku aset tetap kenavigasian dari penyertaan modal negara	(37.004.793)	-	-	(37.004.793)	Book value of fixed assets on navigation from government
Akumulasi penyusutan aset tetap kenavigasian dari BPYBDS	408.393.524	-	-	408.393.524	Accumulated depreciation of navigation fixed assets from BPYBDS
Saldo laba	9.225.382.339	64.450.028	(30.651.300)	9.259.181.067	Retained earnings
Rugi komprehensif lain	(67.725.696)	(64.450.028)	-	(132.175.724)	Other comprehensive loss
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk	15.975.009.459	-	-	15.944.358.159	Equity attributable to owner of the parent entity
Kepentingan nonpengendali	5.498.388	-	-	5.498.388	Non-controlling interests
Total Ekuitas	15.980.507.847	-	(30.651.300)	15.949.856.547	Total Equity
Total Liabilitas dan Ekuitas	42.786.551.099	-	(30.651.300)	42.755.899.799	Total Liabilities and Equity

PSAK 73

Tabel berikut menyajikan dampak atas penerapan PSAK 73 pada tanggal 1 Januari 2020:

PSAK 73

The following table presents the impact of the implementation of PSAK 73 on January 1, 2020:

	1 Januari 2020/January 1, 2020			
	Sebelum penyesuaian/ <i>Before adjustment</i>	Penyesuaian PSAK 73/ <i>PSAK 73 adjustments</i>	Setelah penyesuaian/ <i>After adjustment</i>	
Aset				Assets
Biaya dibayar di muka dan uang muka - bagian lancar	583.165	(583.165)	-	Prepayments and advances - current portion
Aset hak-guna - neto	-	(218.021.509)	218.604.674	Right-of-use assets - net
Liabilitas				Liabilities
Liabilitas sewa	-	(218.604.674)	218.604.674	Lease liabilities

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5. KAS DAN SETARA KAS

5. CASH AND CASH EQUIVALENTS

	31 Desember/December 31,		
	2020	2019	
Kas	1.658.928	1.598.780	Cash
Bank	1.194.133.849	987.863.812	Bank
Deposito	274.237.500	4.521.441.000	Time deposit
Total	1.470.030.277	5.510.903.592	Total
Kas			Cash
Rupiah	1.462.017	1.380.498	Rupiah
Dolar AS	196.853	218.224	US Dollar
Dolar Singapura	58	58	Singapore Dollar
Total	1.658.928	1.598.780	Total
Bank			Bank
Rupiah			Rupiah
<u>Pihak Berelasi</u>			<u>Related Parties</u>
PT Bank Tabungan Negara (Persero) Tbk	527.278.794	215.099.621	PT Bank Tabungan Negara (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	266.493.976	145.406.833	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	252.117.863	304.344.693	PT Bank Mandiri (Persero) Tbk
PT Bank Syariah Mandiri Tbk	49.283.905	49.366.213	PT Bank Syariah Mandiri Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	18.965.267	121.783.958	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank BRI Syariah Tbk	4.067.392	2.183.409	PT Bank BRI Syariah Tbk
Subtotal Pihak Berelasi	1.118.207.197	838.184.727	Subtotal Related Parties
<u>Pihak Ketiga</u>			<u>Third Parties</u>
PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta	17.595.964	930	PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta
PT Bank Muamalat Indonesia Tbk	16.042.848	2.038.231	PT Bank Muamalat Indonesia Tbk
PT Bank Central Asia Tbk	11.823.125	21.042.288	PT Bank Central Asia Tbk
PT Bank Pembangunan Daerah Jawa Timur Tbk	2.366.304	6.181.996	PT Bank Pembangunan Daerah Jawa Timur Tbk
PT Bank CIMB Niaga Tbk	1.401.831	3.908.279	PT Bank CIMB Niaga Tbk
PT Bank Bukopin Tbk	1.088.826	49.610.485	PT Bank Bukopin Tbk
PT Bank Mega Tbk	725.537	444.874	PT Bank Mega Tbk
PT Bank Pembangunan Daerah Sumatera Utara	550.703	536.033	PT Bank Pembangunan Daerah Sumatera Utara
PT Bank Permata Tbk	397.159	390.778	PT Bank Permata Tbk
PT Bank Pembangunan Daerah Jabar dan Banten Tbk	297.207	368.613	PT Bank Pembangunan Daerah Jabar dan Banten Tbk
PT Bank Pembangunan Daerah Kalimantan Timur	50.173	173.075	PT Bank Pembangunan Daerah Kalimantan Timur
Bank Sinarmas Syariah	31.501	31.654	Bank Sinarmas Syariah
PT Bank Syariah Victoria	-	404	PT Bank Syariah Victoria
Subtotal Pihak Ketiga	52.371.178	84.727.640	Subtotal Third Parties
Total Bank Rupiah	1.170.578.375	922.912.367	Total Bank Rupiah

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5. KAS DAN SETARA KAS (lanjutan)

5. CASH AND CASH EQUIVALENTS (continued)

		31 Desember/December 31,			
		2020	2019		
Bank				Bank	
Dolar AS				US Dollar	
<u>Pihak Berelasi</u>				<u>Related Parties</u>	
PT Bank Negara Indonesia (Persero) Tbk	7.905.872	8.832.538		PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	6.688.835	47.580.665		PT Bank Mandiri (Persero) Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk	805.090	772.883		PT Bank Rakyat Indonesia (Persero) Tbk	
Subtotal Pihak Berelasi	15.399.797	57.186.086		Subtotal Related Parties	
<u>Pihak Ketiga</u>				<u>Third Parties</u>	
PT Bank Muamalat Indonesia Tbk	4.546.555	4.480.799		PT Bank Muamalat Indonesia Tbk	
Citibank N.A.	3.016.358	2.972.804		Citibank N.A.	
PT Bank Central Asia Tbk	307.268	308.146		PT Bank Central Asia Tbk	
PT Bank Permata Tbk	2.573	3.610		PT Bank Permata Tbk	
Subtotal Pihak Ketiga	7.872.754	7.765.359		Subtotal Third Parties	
Total Bank Dolar AS	23.272.551	64.951.445		Total Bank US Dollar	
Dolar Singapura				Singapore Dollar	
<u>Pihak Berelasi</u>				<u>Related Parties</u>	
PT Bank Negara Indonesia (Persero) Tbk	282.923	-		PT Bank Negara Indonesia (Persero) Tbk	
Total Bank Dolar Singapura	282.923	-		Total Bank Singapore Dollar	
Total Bank	1.194.133.849	987.863.812		Total Bank	
Deposito Rupiah				Time Deposit Rupiahs	
<u>Pihak Berelasi</u>				<u>Related Parties</u>	
PT Bank Negara Indonesia (Persero) Tbk	22.000.000	684.000.000		PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Tabungan Negara (Persero) Tbk	-	305.600.000		PT Bank Tabungan Negara (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	-	75.000.000		PT Bank Mandiri (Persero) Tbk	
PT Bank Tabungan Negara Syariah	-	41.900.000		PT Bank Tabungan Negara Syariah	
PT Bank Rakyat Indonesia Syariah (Persero) Tbk	-	15.000.000		PT Bank Rakyat Indonesia (Persero) Tbk	
PT Bank Rakyat Indonesia (Persero) Tbk	-	12.500.000		PT Bank Rakyat Indonesia (Persero) Tbk	
Subtotal Pihak Berelasi	22.000.000	1.134.000.000		Subtotal Related Parties	
<u>Pihak Ketiga</u>				<u>Third Parties</u>	
PT Bank Mega Tbk	5.400.000	5.400.000		PT Bank Mega Tbk	
PT Bank Bukopin Tbk	-	1.912.100.000		PT Bank Bukopin Tbk	
PT Bank Pembangunan Daerah Jabar dan Banten Tbk	-	900.000.000		PT Bank Pembangunan Daerah Jabar dan Banten Tbk	
Subtotal Pihak Ketiga	5.400.000	2.817.500.000		Subtotal Third Parties	
Total Deposito Rupiah	27.400.000	3.951.500.000		Total Time Deposits Rupiah	

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5. KAS DAN SETARA KAS (lanjutan)

5. CASH AND CASH EQUIVALENTS (continued)

	31 Desember/December 31,		
	2020	2019	
Dolar AS			US Dollar
<u>Pihak Berelasi</u>			<u>Related Parties</u>
PT Bank Negara Indonesia (Persero) Tbk	246.837.500	208.515.000	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk	-	111.208.000	PT Bank Tabungan Negara (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	-	90.356.500	PT Bank Rakyat Indonesia (Persero) Tbk
Subtotal Pihak Berelasi	246.837.500	410.079.500	Subtotal Related Parties
Dolar AS			US Dollar
<u>Pihak Ketiga</u>			<u>Third Parties</u>
PT Bank Bukopin Tbk	-	159.861.500	PT Bank Bukopin Tbk
Subtotal Pihak Ketiga	-	159.861.500	Subtotal Third Parties
Total Deposito Dolar AS	246.837.500	569.941.000	Total Time Deposits US Dollar
Total Deposito	274.237.500	4.521.441.000	Total Time Deposits
Total Kas dan Setara Kas	1.470.030.277	5.510.903.592	Total Cash and Cash Equivalents
Rupiah			Rupiah
Deposito Berjangka	6,00% - 8,00%	5,50% - 8,00%	Time Deposit
Deposito <i>On Call</i>	6,00% - 7,60%	7,25% - 7,60%	Deposit On Call
Dolar AS			US Dollar
Deposito Berjangka	-	2,50% - 3,20%	Time Deposit
Deposito <i>On Call</i>	1,50% - 3,20%	-	Deposit On Call

6. INVESTASI JANGKA PENDEK

6. SHORT-TERM INVESTMENTS

a. Investasi jangka pendek terdiri dari:

a. Short-term investments consist of:

	31 Desember/December 31,		
	2020	2019	
Reksadana	72.622.469	378.232.220	Mutual fund
Obligasi - tersedia untuk dijual	23.493.015	22.790.392	Bonds - available for sale
Deposito berjangka > 3 bulan	-	264.839.700	Time Deposit > 3 months
Total	96.115.484	665.862.312	Total

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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**

	31 Desember/December 31, 2020		31 Desember/December 31, 2019	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai Nominal/ Nominal value	Nilai tercatat/ Carrying value
Rupiah				
<u>Pihak Ketiga</u>				
PT Bank Bukopin Tbk	-	-	105.000.000	105.000.000
PT Bank Pembangunan Daerah Sumatera Barat	-	-	25.000.000	25.000.000
Sub-total Rupiah	-	-	130.000.000	130.000.000
Dolar AS				
<u>Pihak Berelasi</u>				
PT Bank Rakyat Indonesia (Persero) Tbk	-	-	134.839.700	134.839.700
Sub-total Dolar AS	-	-	134.839.700	134.839.700
Total Deposito Berjangka	-	-	264.839.700	264.839.700

6. SHORT-TERM INVESTMENTS (continued)

**a. Short-term investments consist of:
(continued)**

1) Time Deposits above 3 months up to 1 year

Rupiah	
<u>Third Parties</u>	
PT Bank Bukopin Tbk	105.000.000
PT Bank Pembangunan Daerah Sumatera Barat	25.000.000
Subtotal Rupiah	130.000.000
US Dollar	
<u>Related Parties</u>	
PT Bank Rakyat Indonesia (Persero) Tbk	134.839.700
Subtotal US Dollar	134.839.700
Total Time Deposits	264.839.700

2) Obligasi - tersedia untuk dijual

	31 Desember/December 31, 2020		31 Desember/December 31, 2019	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value
Rupiah				
<u>Pihak Berelasi</u>				
ORI (IDR) 7%, 2030, AFS	5.000.000	5.393.950	5.000.000	4.925.000
TINS (IDR) 8,5%, 2022, AFS	4.000.000	4.006.000	4.000.000	3.990.400
Sub-total Rupiah	9.000.000	9.399.950	9.000.000	8.915.400
Dolar AS				
<u>Pihak Berelasi</u>				
PLN (USD) 5,5%, 2021, AFS	9.670.000	14.093.065	9.670.000	13.874.992
Sub-total Dolar AS	9.670.000	14.093.065	9.670.000	13.874.992
Total Obligasi	18.670.000	23.493.015	18.670.000	22.790.392

Rupiah	
<u>Related Parties</u>	
ORI (IDR) 7%, 2030, AFS	5.393.950
TINS (IDR) 8,5%, 2022, AFS	4.006.000
Subtotal Rupiah	9.399.950
US Dollar	
<u>Related Parties</u>	
PLN (USD) 5,5%, 2021, AFS	14.093.065
Subtotal US Dollar	14.093.065
Bonds total	23.493.015

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6. INVESTASI JANGKA PENDEK (lanjutan)

**a. Investasi jangka pendek terdiri dari:
(lanjutan)**

**3) Reksadana – biaya perolehan
diamortisasi**

	31 Desember/December 31, 2020		31 Desember/December 31, 2019	
	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value
Rupiah				
<u>Pihak Ketiga</u>				
RDT Panin 2	20.000.000	20.000.000	20.000.000	20.000.000
RDT Panin 12	10.000.000	10.000.000	10.000.000	10.000.000
RDT Simas BUMN Fund	-	-	40.000.000	40.000.000
RDT Panin 7	-	-	20.000.000	30.000.000
RDT Simas Cemerlang 8	-	-	10.000.000	10.000.000
Sub-total Rupiah	30.000.000	30.000.000	100.000.000	110.000.000

**4) Reksadana – nilai wajar diukur melalui
laba rugi**

	31 Desember/December 31, 2020		31 Desember/December 31, 2019	
	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value
Rupiah				
<u>Pihak Ketiga</u>				
SAM Indonesian Equity Fund	30.000.000	25.056.425	30.000.000	28.058.839
Panin Infrastruktur	10.000.000	9.585.010	10.000.000	9.327.455
HPAM Flexi Plus	10.000.000	7.981.034	10.000.000	9.385.927
Danamas Stabil	-	-	26.000.000	45.794.966
Trim Kapital Plus	-	-	20.000.000	28.272.134
Panin Dana Maksima	-	-	19.975.062	27.503.050
Panin Dana Bersama Plus	-	-	20.000.000	25.155.757
Simas Satu	-	-	10.005.130	15.425.655
Panin Dana Unggulan	-	-	10.000.000	15.200.859
Panin Dana Prima	-	-	10.000.000	14.968.060
Syailendra Equity	-	-	10.000.000	14.299.629
Sub-total Rupiah	50.000.000	42.622.469	175.980.192	233.392.331
Dalam mata uang asing:				
<u>Pihak Ketiga:</u>				
Panin Dana Infrastruktur	-	-	28.808.000	34.839.889
Sub-total Dolar AS	-	-	28.808.000	34.839.889
Total Reksadana	80.000.000	72.622.469	304.788.192	378.232.220

b. Berdasarkan jatuh tempo

	31 Desember/December 31,		
	2020	2019	
Kurang dari 1 tahun	86.715.534	643.071.921	Less than 1 year
1 - 5 tahun	9.399.950	22.790.391	1 - 5 years
Total	96.115.484	665.862.312	Total

c. Tingkat suku bunga

	31 Desember/December 31,		
	2020	2019	
Rupiah:			Rupiah:
Deposito	6,00% - 8,00%	7,30% - 8,75%	Deposits
Obligasi	7,00% - 8,50%	7,00% - 8,50%	Bonds
Dollar AS:			US Dollar:
Obligasi	2,60% - 3,60%	2,60% - 3,60%	Bonds

6. SHORT-TERM INVESTMENTS (continued)

**a. Short-term investments consist of:
(continued)**

3) Mutual fund – amortised cost

	31 Desember/December 31, 2020		31 Desember/December 31, 2019	
	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value
Rupiah				
<u>Third Parties</u>				
RDT Panin 2	20.000.000	20.000.000	20.000.000	20.000.000
RDT Panin 12	10.000.000	10.000.000	10.000.000	10.000.000
RDT Simas BUMN Fund	-	-	40.000.000	40.000.000
RDT Panin 7	-	-	20.000.000	30.000.000
RDT Simas Cemerlang 8	-	-	10.000.000	10.000.000
Subtotal Rupiah	30.000.000	30.000.000	100.000.000	110.000.000

**3) Mutual fund – fair value through profit
or loss**

	31 Desember/December 31, 2020		31 Desember/December 31, 2019	
	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value
Rupiah				
<u>Third Parties</u>				
SAM Indonesian Equity Fund	30.000.000	25.056.425	30.000.000	28.058.839
Panin Infrastruktur	10.000.000	9.585.010	10.000.000	9.327.455
HPAM Flexi Plus	10.000.000	7.981.034	10.000.000	9.385.927
Danamas Stabil	-	-	26.000.000	45.794.966
Trim Kapital Plus	-	-	20.000.000	28.272.134
Panin Dana Maksima	-	-	19.975.062	27.503.050
Panin Dana Bersama Plus	-	-	20.000.000	25.155.757
Simas Satu	-	-	10.005.130	15.425.655
Panin Dana Unggulan	-	-	10.000.000	15.200.859
Panin Dana Prima	-	-	10.000.000	14.968.060
Syailendra Equity	-	-	10.000.000	14.299.629
Subtotal Rupiah	50.000.000	42.622.469	175.980.192	233.392.331
In foreign currencies:				
<u>Third Parties:</u>				
Panin Dana Infrastruktur	-	-	28.808.000	34.839.889
Subtotal US Dollar	-	-	28.808.000	34.839.889
Total Mutual fund	80.000.000	72.622.469	304.788.192	378.232.220

b. Based on maturity

c. Interest rate

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6. INVESTASI JANGKA PENDEK (lanjutan)

d. Keuntungan yang belum direalisasi dari aset keuangan yang tersedia untuk dijual

	31 Desember/December 31,	
	2020	2019
Nilai wajar pada awal tahun	401.022.612	478.106.781
Penambahan nilai investasi	702.623	33.319.096
Pengurangan nilai investasi	-	(88.217.130)
Reklasifikasi atas klasifikasi dan pengukuran dari tersedia untuk dijual menjadi nilai wajar diukur melalui laba rugi	(378.232.220)	-
Tersedia untuk dijual	23.493.015	423.208.747
Nilai wajar pada akhir periode	23.493.015	401.022.612
Diakui sebagai laba tahun berjalan	-	22.186.135
Keuntungan belum direalisasi yang diakui sebagai penghasilan komprehensif lain	2.302.086	12.293.462

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.

6. SHORT-TERM INVESTMENTS (continued)

d. Unrealised gains from financial assets available for sale

Fair value at beginning	478.106.781
Additional investments	33.319.096
Disposal investments	(88.217.130)
Reclassification for classification and measurement from available for sale to fair value through profit or loss	(378.232.220)
Available for sale	423.208.747
Fair value at year end	401.022.612
Recognized as profit for the year	22.186.135
Unrealized gain are recognized as other comprehensive income	12.293.462

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.

7. PIUTANG USAHA

Rincian piutang usaha adalah sebagai berikut:

	31 Desember/December 31,	
	2020	2019
<u>Pihak Berelasi</u>		
PT Garuda Indonesia (Persero) Tbk	131.229.767	43.519.554
PT Gapura Angkasa	51.761.850	8.271.374
PT Merpati Nusantara Airlines	51.475.833	50.889.126
PT Citilink Indonesia	42.878.249	8.882.683
PT Aerofood Indonesia	27.001.056	31.852.138
Aero Asia Tbk	16.424.701	-
PT Pertamina (Persero)	7.076.677	8.802.387
PP KSO	5.087.107	-
Kokapura	4.768.369	1.776.599
PT Telekomunikasi Seluler	2.828.321	10.564.798
PT Propernas Griya Utama	2.405.306	2.035.474
PT Bank Negara Indonesia (Persero) Tbk	2.009.621	2.179.914
PT Waskita Karya (Persero) Tbk	1.800.183	1.616.000
Instansi Pemerintah	1.325.517	1.498.456
Perum LPPNPI	1.167.443	999.634
PT Bank Rakyat Indonesia (Persero) Tbk	845.757	6.347.132
Lain-lain	8.612.882	12.338.446
Sub-total pihak berelasi	358.698.639	191.573.715
Penyisihan kerugian penurunan nilai	(101.391.014)	(53.120.595)
Total pihak berelasi	257.307.625	138.453.120

7. TRADE RECEIVABLES

The details of trade receivables are as follows:

	<u>Related Parties</u>
PT Garuda Indonesia (Persero) Tbk	PT Garuda Indonesia (Persero) Tbk
PT Gapura Angkasa	PT Gapura Angkasa
PT Merpati Nusantara Airlines	PT Merpati Nusantara Airlines
PT Citilink Indonesia	PT Citilink Indonesia
PT Aerofood Indonesia	PT Aerofood Indonesia
Aero Asia Tbk	Aero Asia Tbk
PT Pertamina (Persero)	PT Pertamina (Persero)
PP KSO	PP KSO
Kokapura	Kokapura
PT Telekomunikasi Seluler	PT Telekomunikasi Seluler
PT Propernas Griya Utama	PT Propernas Griya Utama
PT Bank Negara Indonesia (Persero) Tbk	PT Bank Negara Indonesia (Persero) Tbk
PT Waskita Karya (Persero) Tbk	PT Waskita Karya (Persero) Tbk
Government Institution	Government Institution
Perum LPPNPI	Perum LPPNPI
PT Bank Rakyat Indonesia (Persero) Tbk	PT Bank Rakyat Indonesia (Persero) Tbk
Others	Others
Subtotal related parties	Subtotal related parties
Allowance for impairment loss	Allowance for impairment loss
Total related parties	Total related parties

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7. PIUTANG USAHA (lanjutan)

Rincian piutang usaha adalah sebagai berikut
(lanjutan):

	31 Desember/December 31,	
	2020	2019
Pihak Ketiga		
Perusahaan swasta	324.628.214	328.390.837
Maskapai luar negeri	51.210.680	80.782.716
Maskapai dalam negeri	106.821.267	62.167.571
Sub-total Pihak Ketiga	482.660.161	471.341.124
Penyisihan kerugian penurunan nilai	(163.580.485)	(82.027.117)
Total pihak ketiga	319.079.676	389.314.007
Total piutang usaha	841.358.800	662.914.839
Penyisihan kerugian penurunan nilai	(264.971.499)	(135.147.712)
Total piutang usaha neto	576.387.301	527.767.127

7. TRADE RECEIVABLES (continued)

The details of trade receivables are as follows
(continued):

	<i>Third Parties</i>
	<i>Private companies</i>
	<i>Foreign airlines</i>
	<i>Domestic airlines</i>
Subtotal Pihak Ketiga	Subtotal Third Parties
Penyisihan kerugian penurunan nilai	Allowance for impairment loss
Total pihak ketiga	Total third parties
Total piutang usaha	Total trade receivables
Penyisihan kerugian penurunan nilai	Allowance for impairment loss
Total piutang usaha neto	Total trade receivables net

Rincian piutang usaha sesuai denominasi mata
uangnya sebagai berikut :

The details of trade receivables denominated in their
currencies are as follows :

	31 Desember/December 31,	
	2020	2019
Rupiah	574.586.110	438.231.005
Dolar AS	1.801.191	89.536.122
Total	576.387.301	527.767.127

	<i>Rupiah</i>	<i>US Dollar</i>
Total	Total	

Mutasi penyisihan kerugian penurunan nilai adalah
sebagai berikut:

The movements in the allowance for impairment
loss are as follows:

	31 Desember/December 31,	
	2020	2019
Saldo awal	135.147.712	136.836.694
Penyisihan tahun berjalan	145.495.110	24.471.421
Penghapusan periode berjalan	(1.539.333)	(4.578.131)
Pelunasan tahun berjalan	(14.131.990)	(21.582.272)
Saldo akhir tahun	264.971.499	135.147.712

	<i>Beginning balance</i>
	<i>Allowance during current year</i>
	<i>Write-off during current year</i>
	<i>Repayments during the year</i>
Saldo akhir tahun	Balance at the end of the year

Rincian piutang usaha berdasarkan umur piutang:

The details of trade receivables based on aging
schedule:

	31 Desember/December 31,	
	2020	2019
0 - 90 hari	297.945.321	448.562.817
91 - 180 hari	112.015.252	18.207.430
181 - 360 hari	202.749.183	15.578.691
> 360 hari	228.649.044	180.565.901
Penyisihan kerugian penurunan nilai	(264.971.499)	(135.147.712)
Total	576.387.301	527.767.127

	<i>0 - 90 days</i>	<i>91 - 180 days</i>	<i>181 - 360 days</i>	<i>> 360 days</i>
Total	Total			

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7. PIUTANG USAHA (lanjutan)

Piutang kepada PT Merpati Nusantara Airlines sebesar Rp51.475.833 sudah 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.

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 2020, tidak terdapat piutang usaha yang dijaminkan sehubungan dengan liabilitas apapun.

8. PIUTANG LAIN-LAIN

Piutang lain-lain terdiri dari:

	31 Desember/December 31,	
	2020	2019
Pihak ketiga	27.466.759	83.990.931
Penyisihan kerugian penurunan nilai	(4.881.386)	(3.646.740)
Total piutang lain-lain	22.585.373	80.344.191

Mutasi penyisihan kerugian penurunan piutang adalah sebagai berikut:

	31 Desember/December 31,	
	2020	2019
Saldo awal	3.646.740	3.651.672
Penyisihan tahun berjalan	1.234.646	-
Pemulihan tahun berjalan	-	(4.932)
Saldo akhir tahun	4.881.386	3.646.740

7. TRADE RECEIVABLES (continued)

Receivables from PT Merpati Nusantara Airlines amounting to Rp51.475.833 has been declared to be impaired 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.

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, 2020, there are no trade receivables sold with recourse nor used as collateral for any obligations.

8. OTHER RECEIVABLES

Other receivables consist of:

Third parties
Allowance for Impairment loss

Total other receivables

The movements in the allowance for impairment loss are as follows:

Beginning balance
Allowance during the year
Recovery during the year

Balance at the end of the year

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8. PIUTANG LAIN-LAIN (lanjutan)

Analisis umur piutang lain-lain adalah sebagai berikut:

	31 Desember/December 31,		
	2020	2019	
Belum jatuh tempo	295.069	32.468.797	Not yet due
0 - 1 tahun	13.177.215	21.153.934	0 - 1 year
dias 1 tahun	13.994.475	30.368.200	above 1 years
Saldo akhir tahun	27.466.759	83.990.931	Balance at the end of the year
Penyisihan kerugian penurunan nilai	(4.881.386)	(3.646.740)	Allowance for impairment loss
Total	22.585.373	80.344.191	Total

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.

8. OTHER RECEIVABLES (continued)

The aging analysis of other receivables is as follows:

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. PERSEDIAAN

Persediaan terdiri dari:

	31 Desember/December 31,		
	2020	2019	
Persediaan alat kantor dan percetakan	14.124.480	30.264.587	Office supplies and equipment
Suku cadang pemeliharaan	5.615.157	17.195.257	Maintenance spare-part
Persediaan bahan bakar	2.890.818	2.446.291	Fuel supplies
Persediaan barang dagang	2.295.765	18.274.762	Merchandise inventory
Persediaan hotel dan lounge	2.014.285	1.260.045	Hotel and lounge supplies
Total	26.940.505	69.440.942	Total
Penyisihan penurunan nilai	(1.381.330)	(36.916)	Allowance for impairment loss
Total	25.559.175	69.404.026	Total

Pada tanggal 31 Desember 2020 dan 2019, cadangan penyisihan kerugian penurunan nilai persediaan dengan kondisi barang rusak masing-masing sebesar Rp1.381.330 dan Rp36.916.

Berdasarkan hasil penelaahan pada akhir tahun, manajemen berkeyakinan bahwa penyisihan kerugian penurunan nilai persediaan di atas adalah cukup.

Pada tanggal 31 Desember 2020 dan 2019, tidak terdapat persediaan yang dijaminan sehubungan dengan liabilitas apapun dan tidak terdapat persediaan yang diasuransikan.

9. INVENTORIES

Inventories consist of:

As of December 31, 2020 and 2019, allowance for impairment loss of inventories with the condition of damaged goods amounting to Rp1,381,330 and Rp36,916, respectively.

Based on the review at the end of the year, the management believes that the above allowance for impairment loss of inventories is sufficient.

As of December 31, 2020 and 2019, there are no guaranteed inventory in respect of any liability and no insured inventory.

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10. UANG MUKA DAN BEBAN DIBAYAR DI MUKA

Uang muka dan beban dibayar di muka terdiri dari:

	31 Desember/December 31,	
	2020	2019
Pembelian persediaan	22.546.503	56.846.547
Asuransi	10.043.179	29.619.998
Umum	5.398.343	12.585.665
Biaya karyawan dibayar di muka	860.295	26.919.139
Kontribusi tetap (Catatan 44)	-	10.296.694
Lain-lain	7.616.613	16.356.797
Total	46.464.933	152.624.840
Bagian jangka pendek	(46.464.933)	(139.959.625)
Bagian jangka panjang	-	12.665.215

Pembelian persediaan merupakan biaya dibayar di muka sehubungan dengan pembelian persediaan barang dagang dan pembelian persediaan penunjang kerja.

Asuransi merupakan asuransi dibayar di muka atas aset tetap Perusahaan.

Beban umum dibayar dimuka terdiri dari biaya pemeliharaan, utilitas serta pembelian *low value asset*.

Uang muka dan beban dibayar di muka lain-lain terutama sehubungan dengan pemakaian persediaan, sewa dan beban umum.

11. PENDAPATAN YANG MASIH HARUS DITERIMA

	31 Desember/December 31,	
	2020	2019
Aeronautika	300.547.851	131.198.556
Non-aeronautika	91.617.776	152.838.505
Lainnya	8.321.364	6.985.377
Penyisihan kerugian penurunan nilai	(42.031.145)	-
Total	358.455.846	291.022.438

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*.

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.

Pendapatan yang masih harus diterima lainnya merupakan akrual atas pendapatan bunga deposito.

10. ADVANCES AND PREPAID EXPENSES

Advances and prepaid expenses consist of:

	31 Desember/December 31,	
	2020	2019
Inventories purchase	22.546.503	56.846.547
Insurance	10.043.179	29.619.998
General	5.398.343	12.585.665
Employees paid in advanced	860.295	26.919.139
Permanent contribution (Note 44)	-	10.296.694
Miscellaneous	7.616.613	16.356.797
Total	46.464.933	152.624.840
Current portion	(46.464.933)	(139.959.625)
Non-current portion	-	12.665.215

Inventory purchase represents prepaid expenses of inventory and working equipment

Insurance represents prepaid expenses insurance for fixed assets of the Company.

General purpose of prepaid expenses are consist of maintenance expenses, utility and the purchase of low value assets.

Miscellaneous advances and prepaid expenses are mainly consist of the use of supplies, rent and general expenses.

11. ACCRUED REVENUES

	31 Desember/December 31,	
	2020	2019
Aeronautical	300.547.851	131.198.556
Non-aeronautical	91.617.776	152.838.505
Others	8.321.364	6.985.377
Allowance for impairment loss	(42.031.145)	-
Total	358.455.846	291.022.438

Accrued revenues of aeronautical consist of Aircraft Landing, Placing and Storing Service (PJP4U), Aircraft Passanger Handling Service (PJP2U), Cargo and Post Services (PJKP2U), aviobridge services and extended fee.

Accrued revenues of non-aeronautical consist of revenues for space rental services, use of warehouse, land rental, concessions, parking, electricity/telephone/water, the use of premium lounges and other services.

Other accrued revenues consist of the interest income on deposits.

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12. PERPAJAKAN

12. TAXATION

a. Pajak dibayar di muka

a. Prepaid taxes

Pajak dibayar di muka

Prepaid taxes

	31 Desember/December 31,		
	2020	2019	
<u>Perusahaan</u>			<u>The Company</u>
PPN masukan	989.340.544	631.013.856	VAT in
<u>Entitas anak</u>			<u>Subsidiaries</u>
PPN masukan	284.766.409	209.943.948	VAT in
PPH pasal 28	4.361.226	-	Income tax article 28
Total	1.278.468.179	840.957.804	Total

b. Estimasi tagihan pajak

b. Estimated claims for refundable tax

	31 Desember/December 31,		
	2020	2019	
<u>Perusahaan</u>			<u>The Company</u>
PPH pasal 28	202.609.803	99.018.495	Income tax article 28
<u>Entitas anak</u>			<u>Subsidiaries</u>
PPH pasal 28	70.467.060	13.692.596	Income tax article 28
Total	273.076.863	112.711.091	Total

c. Utang pajak

c. Tax payables

	31 Desember/December 31,		
	2020	2019	
<u>Perusahaan</u>			<u>The Company</u>
PPN masukan	109.392.396	149.507.016	VAT in
PPN keluaran	37.861.896	91.028.438	VAT out
PPH pasal 4 (2)	21.279.748	66.273.593	Income tax article 4 (2)
PPH pasal 25	-	16.558.482	Income tax article 25
PPH pasal 21	22.350.096	7.412.242	Income tax article 21
PPH pasal 23	3.171.460	3.688.088	Income tax article 23
PPH pasal 22	240.016	1.147.767	Income tax article 22
PPH pasal 29	-	-	Income tax article 29

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12. PERPAJAKAN (lanjutan)

12. TAXATION (continued)

c. Utang pajak (lanjutan)

c. Tax payables (continued)

	31 Desember/December 31,		
	2020	2019	
Entitas anak			<i>Subsidiaries</i>
PPN keluaran	83.868.275	76.519.623	VAT out
PPH pasal 25	-	4.875.814	Income tax article 25
PPH pasal 23	4.068.666	4.220.704	Income tax article 23
PPH pasal 21	5.296.971	2.114.579	Income tax article 21
PPH pasal 4 (2)	943.756	1.016.195	Income tax article 4 (2)
PPH pasal 29	-	-	Income tax article 29
Pajak lainnya	2.906.539	1.139.674	Other taxes
Total	291.379.819	425.502.215	Total

d. Manfaat (beban) pajak penghasilan badan

d. Corporate income tax benefit (expense)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2020	2019	
Pajak kini			Current tax
Perusahaan			The Company
Tahun berjalan	-	(386.268.737)	Current year
Hasil ketetapan pajak	-	(31.482.404)	Tax assessment letter
Entitas anak	-	(64.528.773)	Subsidiaries
Sub-total	-	(482.279.914)	Subtotal
Pajak tangguhan			Deferred tax
Perusahaan	537.309.436	(11.625.602)	The Company
Entitas anak	40.643.939	1.597.437	Subsidiaries
Sub-total	577.953.375	(10.028.165)	Subtotal
Total	577.953.375	(492.308.079)	Total

e. Taksiran pajak penghasilan

e. Provision for income tax

Rekonsiliasi antara laba sebelum pajak penghasilan badan, seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan taksiran pendapatan kena pajak Perusahaan adalah sebagai berikut:

The reconciliation between profit before corporate income tax, as shown in the consolidated statement profit or loss and comprehensive income, and estimated taxable income of the Company is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2020	2019	
Laba (rugi) sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	(2.906.376.519)	1.944.535.245	Profit (loss) before corporate income tax in consolidated statement of profit or loss and other comprehensive income
Dikurangi:			Less:
Laba (rugi) entitas anak sebelum beban pajak penghasilan badan dan efek eliminasi	(286.636.465)	(89.998.403)	Profit (loss) of subsidiaries before corporate income tax expense and elimination effect
Laba (rugi) Perusahaan sebelum pajak penghasilan badan	(2.619.740.054)	1.854.536.842	Profit (loss) before corporate income tax attributable to the Company

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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 pendapatan kena pajak Perusahaan adalah sebagai berikut: (lanjutan)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2020	2019
Laba (rugi) Perusahaan sebelum pajak penghasilan badan	(2.619.740.054)	1.854.536.842
Penghasilan dikenakan pajak final	(367.101.162)	(613.070.376)
Laba (rugi) Perusahaan sebelum pajak penghasilan badan setelah beban (penghasilan) yang pajaknya bersifat final	(2.986.841.216)	1.241.466.466
Ditambah (dikurangi):		
<u>Beda tetap:</u>		
Beban tidak dapat dikurangkan	184.218.503	332.928.349
<u>Beda waktu:</u>		
Penyisihan penurunan nilai	108.840.323	15.788.666
Penyusutan	(242.852.775)	(57.382.532)
Imbalan kerja karyawan	12.145.332	12.273.999
Realisasi Pembayaran Sewa	128.743.200	-
Sub-total	191.094.583	303.608.482
Total (rugi fiskal) penghasilan kena pajak	(2.795.746.633)	1.545.074.948
Beban pajak penghasilan	-	386.268.737
Dikurangi:		
Pajak dibayar di muka		
PPh pasal 22	1.021	-
PPh pasal 23	96.909.168	286.585.442
PPh pasal 25	6.681.117	198.701.790
Total	103.591.306	485.287.232
Taksiran tagihan pajak penghasilan	-	(99.018.495)

Perhitungan taksiran pajak penghasilan kena pajak pada akhir tahun menjadi dasar dalam pengisian Surat Pemberitahuan Tahunan Pajak Penghasilan Badan.

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.

12. TAXATION (continued)

e. Provision for income tax (continued)

The reconciliation between profit before corporate income tax, as shown in the consolidated statement profit or loss and comprehensive income, and estimated taxable income of the Company is as follows: (continued)

Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
2020	2019
Laba (loss) before corporate income tax attributable to the Company	1.854.536.842
Income subject to final tax	(613.070.376)
Profit (loss) before corporate income tax after expenses (revenues) subjected to final tax attributable to the Company	1.241.466.466
Add (deduct):	
<u>Permanent difference:</u>	
Non-deductible expenses	332.928.349
<u>Temporary difference:</u>	
Allowance for impairment losses	15.788.666
Depreciation	(57.382.532)
Employee benefits	12.273.999
Actual lease payments	-
Subtotal	303.608.482
Total taxable (fiscal loss) income	1.545.074.948
Income tax expense	386.268.737
Deducted:	
Prepaid tax	
Income tax article 22	1.021
Income tax article 23	286.585.442
Income tax article 25	198.701.790
Total	485.287.232
Estimated claim for refundable tax	(99.018.495)

The calculation of estimated taxable income at the end of the year is used as a basis in filling the annual corporate income tax return.

Based on the taxation laws of Indonesia, entities within the group calculate and pay tax on the basis of self assessment. The Directorate General of Tax may assess or amend tax liabilities within 5 (five) years of the time the tax becomes due.

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12. PERPAJAKAN (lanjutan)

12. TAXATION (continued)

e. Taksiran pajak penghasilan (lanjutan)

e. Provision for income tax (continued)

Rekonsiliasi antara hasil perkalian laba akuntansi sebelum pajak penghasilan badan dengan tarif pajak yang berlaku dan beban pajak penghasilan sebagai berikut:

The reconciliation between the result of the multiplication of accounting income before corporate income tax with the current tax rate and income tax expense is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2020	2019	
Laba (rugi) sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	(2.906.376.519)	1.944.535.245	Profit (loss) before corporate income tax in consolidated statement of profit or loss and other comprehensive income
Beban (manfaat) pajak penghasilan berdasarkan tarif pajak yang berlaku	(639.402.834)	486.133.811	Income tax expense based on applicable tax rate
Beban tidak dapat dikurangkan	231.133.850	167.480.449	Non-deductible expenses
Hasil ketetapan pajak	13.571.961	31.606.369	Tax assessment letter
Pendapatan yang dikenakan pajak final	(380.280.190)	(220.078.424)	
Penyesuaian	197.023.838	27.165.874	Adjustment
Beban (manfaat) pajak penghasilan	(577.953.375)	492.308.079	Income tax (benefit) expense

f. Aset/liabilitas pajak tangguhan

f. Deferred tax assets/liabilities

	31 Desember/December 31,		
	2020	2019	
Aset pajak tangguhan:			Deferred tax assets:
Perusahaan	546.705.371	-	The Company
Entitas anak	76.551.478	48.494.898	Subsidiaries
Total	623.256.849	48.494.898	Total
Liabilitas pajak tangguhan:			Deferred tax liabilities:
Perusahaan	-	68.729.872	The Company
Entitas anak	-	11.155.632	Subsidiaries
Total	-	79.885.504	Total

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12. PERPAJAKAN (lanjutan)

12. TAXATION (continued)

f. Pajak tangguhan (lanjutan)

f. Deferred taxes (continued)

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 2020/ Year ended December 31, 2020						
	1 Januari 2020/ January 1, 2020	Dikreditkan (dibebankan) ke laba rugi/ Credited (charged) to profit or loss	Dikreditkan ke ekuitas/ Credited to equity	Penyesuaian/ Adjustment	31 Desember 2020/ December 31, 2020	
Aset (liabilitas) Pajak Tangguhan, net						Deferred tax asset (liabilities), net
Entitas anak	37.339.267	45.470.217	(1.431.728)	(4.826.278)	76.551.478	Subsidiaries
Aset (liabilitas) Pajak tangguhan Perusahaan:						Deferred tax asset (liabilities) The Company:
Penyisihan penurunan nilai piutang usaha	31.993.189	21.645.005	-	(2.154.177)	51.484.017	Allowance for impairment value of trade receivable
Penyisihan penurunan nilai piutang non-usaha	911.685	2.299.865	-	(109.411)	3.102.139	Allowance for impairment value of other receivable
Akumulasi penyusutan dan amortisasi aset tetap, properti investasi dan aset tak berwujud	(204.807.897)	(53.427.610)	-	(9.995.441)	(268.230.948)	Accumulated depreciation and amortization of fixed assets, property investment & intangible assets
Imbalan kerja karyawan	103.173.150	2.671.973	78.125.808	(11.093.597)	172.877.334	Employee benefits
Rugi fiskal	-	559.149.326	-	-	559.149.326	Fiscal loss
Dampak PSAK 73	-	28.323.503	-	-	28.323.503	Effect of PSAK 73
Subtotal	(68.729.873)	560.662.062	78.125.808	(23.352.626)	546.705.371	Subtotal
Total	(31.390.606)	606.132.279	76.694.080	(28.178.904)	623.256.849	Total
Tahun yang berakhir pada tanggal 31 Desember 2019/ Year ended December 31, 2019						
	1 Januari 2019/ January 1, 2019	Dikreditkan (dibebankan) ke laba rugi/ Credited (charged) to profit or loss	Dikreditkan ke ekuitas/ Credited to equity	Penyesuaian/ Adjustment	31 Desember 2019/ December 31, 2019	
Aset pajak tangguhan						Deferred tax asset
Entitas anak	41.157.712	7.500.013	202.705	(365.532)	48.494.898	Subsidiaries
Aset (liabilitas) Pajak tangguhan Perusahaan:						Deferred tax asset (liabilities) The Company:
Penyisihan penurunan nilai piutang usaha	32.341.659	3.947.166	-	(4.295.636)	31.993.189	Allowance for impairment value of trade receivable
Penyisihan penurunan nilai piutang non-usaha	911.685	-	-	-	911.685	Allowance for impairment value of other receivable
Akumulasi penyusutan dan amortisasi aset tetap, properti investasi dan aset tak berwujud	(190.462.264)	(14.345.633)	-	-	(204.807.897)	Accumulated depreciation and amortization of fixed assets, property investment & intangible assets
Imbalan kerja karyawan	71.556.534	3.068.500	28.548.116	-	103.173.150	Employee benefits
Subtotal	(85.652.386)	(7.329.967)	28.548.116	(4.295.636)	(68.729.873)	Subtotal
Entitas anak	(3.427.435)	(4.940.189)	7.471	(2.795.478)	(11.155.631)	Subsidiaries, net
Total	(89.079.821)	(12.270.156)	28.555.587	(7.091.114)	(79.885.504)	Total

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12. PERPAJAKAN (lanjutan)

g. Surat ketetapan pajak

Pada tahun 2019, Perusahaan menerima beberapa surat ketetapan pajak kurang bayar atas beberapa jenis pajak untuk tahun pajak 2016. Atas ketetapan kurang bayar pajak tersebut, Perusahaan mengakui beban sebesar Rp60.434.397 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2019.

Pada tahun 2020, Perusahaan mengajukan keberatan untuk ketetapan pajak kurang bayar tersebut di atas. Pada tanggal 27 Januari 2021 terdapat keputusan bahwa keberatan yang diajukan oleh Perusahaan telah ditolak. Perusahaan sedang dalam proses mengajukan banding.

Pada tanggal 18 Juni 2020, APH menerima surat ketetapan pajak lebih bayar (SKPLB) PPh pasal 23 tahun pajak 2018 sebesar Rp709.315 dari yang dilaporkan pada surat pemberitahuan pajak tahun 2018 sebesar Rp2.090.137. Pada tanggal 23 Juli 2020, APH telah menerima pengembalian lebih bayar tersebut dan mengakui beban sebesar Rp1.380.822 dalam laporan laba rugi dan penghasilan komprehensif lain tahun 2020.

Pada tahun 2020, APH menerima beberapa surat ketetapan pajak kurang bayar (SKPKB) atas beberapa jenis pajak untuk tahun pajak 2018. Atas ketetapan kurang bayar pajak tersebut, Perusahaan mengakui beban sebesar Rp856.841 dalam laporan laba rugi dan penghasilan komprehensif lain tahun 2020.

13. ASET LANCAR LAINNYA

Akun ini terutama merupakan uang muka proyek dan jaminan.

14. INVESTASI JANGKA PANJANG

	31 Desember 2020/ December 31, 2020		31 Desember 2019/ December 31, 2019	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value
Obligasi:				
RI0148	15.206.000	16.847.859	15.206.000	15.277.200
BEXI04BCN7	5.000.000	5.164.000	5.000.000	5.030.350
BEXI04CCN7	5.000.000	5.000.000	5.000.000	5.030.350
Penyertaan saham pada entitas asosiasi:				
PT Gapura Angkasa	21.504.000	44.019.616	21.504.000	55.511.460
PT Jasa Marga Bali Tol	59.635.000	30.232.340	59.635.000	28.960.425
Total	106.345.000	101.263.815	106.345.000	109.819.785

Bonds:
RI0148
BEXI04BCN7
BEXI04CCN7

Investments in shares of associates:
PT Gapura Angkasa
PT Jasa Marga Bali Tol

Total

12. TAXATION (continued)

g. Tax assessment letters

In 2019, the Company received tax assessment letters on underpayment of certain taxes for fiscal year 2016. In relation to assessment of underpayment, the Company recognized expenses amounted to Rp60,434,397 in consolidated statement of profit or loss and other comprehensive income for 2019.

In 2020, the Company submitted an objection to assess the underpayment of certain taxes for fiscal year 2016. On January 27, 2021, there was a decision that the objection submitted by the Company was rejected. The Company is in the process of submitting an appeal.

In 2020, the Company received Tax Overpayment Assessment Letter ("SKPLB") of income tax article 23 for fiscal year 2018 amounting to Rp709,315 against the overpayment reported in tax return fiscal year 2018 of Rp2,090,137. On July 23, 2020, APH has received the overpayment and recognized expenses amounted to Rp1,380,822 in the statement of profit or loss and other comprehensive income for 2020.

In 2020, APH received tax assessment letters on underpayment (SKPKB) of certain taxes for fiscal year 2018. In relation to assessment of underpayment, the Company recognized expenses amounted to Rp856,841 in the statement of profit or loss and other comprehensive income for 2020.

13. OTHER CURRENT ASSETS

This account mainly represents advance for projects and deposits.

14. LONG-TERM INVESTMENTS

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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 2020 dan 2019, masing-masing dicatat dengan menggunakan metode ekuitas karena adanya pengaruh signifikan di investee sesuai PSAK 15 Paragraf 6 dan 16. Rinciannya adalah sebagai berikut:

	31 Desember/December 31,	
	2020	2019
Biaya perolehan	21.504.000	21.504.000
Akumulasi bagian laba	13.057.204	23.057.297
Penghasilan komprehensif lain	869.534	2.361.285
Selisih transaksi kombinasi bisnis entitas sepengendali	8.588.878	8.588.878
Total	44.019.616	55.511.460

Pada tanggal 18 November 2019, Gapura menerbitkan saham baru yang berjumlah 619.000 lembar saham dengan nilai nominal saham sebesar Rp61.900.000.000 sebagaimana dinyatakan dalam Akta Notaris Jimmy Tanal, S.H.,M.Kn., No. 105 tanggal 18 November 2019. Keseluruhan saham baru tersebut diambil seluruhnya oleh PT Angkasa Pura II (Persero), entitas sepengendali, sehingga membuat persentase kepemilikan Perusahaan di Gapura terdilusi dari 10,00% menjadi 7,76%.

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 dan tambahan modal disetor lainnya sebesar Rp14.908.400 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 2020 and 2019, recorded using equity method due to investee significant influence in accordance with PSAK 15 Paragraphs 6 and 16. The details are as follows:

	31 Desember/December 31,	
	2020	2019
Biaya perolehan	21.504.000	21.504.000
Akumulasi bagian laba	13.057.204	23.057.297
Penghasilan komprehensif lain	869.534	2.361.285
Selisih transaksi kombinasi bisnis entitas sepengendali	8.588.878	8.588.878
Total	44.019.616	55.511.460

Carrying value
Cumulative share of profit
Other comprehensive income
Difference in the value of business
combination under common control

On November 18, 2019, Gapura issued new 619,000 shares with a par value of Rp61,900,000,000 as stated in the Notarial Deed No. 105 of Jimmy Tanal, S.H., M.Kn., dated November 18, 2019. The new shares issued was all acquired by PT Angkasa Pura II (Persero), entity under common control, which made the Company's ownership in Gapura diluted from 10.00% to 7.76%.

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 and additional paid-in capital amounting to Rp14,908,400 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)

Investasi saham pada JMBT tersebut dicatat pada pembukuan Perusahaan dengan menggunakan metode ekuitas karena pengaruh signifikan di investee sesuai PSAK 15 paragraf 6 dan 16. Rinciannya adalah sebagai berikut :

	31 Desember/December 31,	
	2020	2019
Biaya perolehan	59.635.000	59.635.000
Akumulasi bagian rugi	(37.224.061)	(30.683.192)
Penghasilan komprehensif lain	(14.383)	8.617
Selisih transaksi kombinasi bisnis entitas sepengendali	7.835.784	-
Total	30.232.340	28.960.425

Berdasarkan Akta Keputusan Rapat Nomor 46 Tanggal 22 Oktober 2020 yang dibuat dihadapan Leolin Jayayanti, S.H. Notaris di Jakarta. Dalam RUPSLB Perseroan sepakat melakukan peningkatan Modal dasar dari Semula Rp745.434.000.000 menjadi Rp1.440.434.000.000 (dalam 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, sehingga membuat presentase kepemilikan Perusahaan di PT Jasamarga Bali Tol terdilusi dari 8,00% menjadi 6,31%.

Informasi tambahan pada tanggal 31 Desember 2020 dan untuk tahun yang berakhir pada tanggal tersebut sehubungan dengan entitas asosiasi adalah sebagai berikut:

	Total Aset/ Total Assets	Total Liabilitas/ Total Liabilities
PT Gapura Angkasa	1.438.471.075	887.289.149
PT Jasa Marga Bali Tol	1.820.838.360	1.338.141.439
KSO PT Wika Realty - PT Angkasa Pura Properti	192.910.494	213.076.985

Rincian bagian laba (rugi) entitas asosiasi adalah:

	31 Desember/December 31,	
	2020	2019
PT Gapura Angkasa	(10.214.611)	(1.687.127)
PT Jasa Marga Bali Tol	(7.756.419)	(7.265.010)
KSO PT Wika Realty - PT Angkasa Pura Properti	(9.074.920)	(7.265.010)
Total	(27.045.950)	(8.952.137)

14. LONG-TERM INVESTMENTS (continued)

a. Investment in shares of associates (continued)

PT Jasa Marga Bali Tol ("JMBT") (continued)

Investments in shares in JMBT the Company recorded by the equity method due to investee significant influence in accordance with PSAK 15, paragraphs 6 and 16. The details are as follows:

	31 Desember/December 31,		
	2020	2019	
Biaya perolehan	59.635.000	59.635.000	Carrying value
Akumulasi bagian rugi	(37.224.061)	(30.683.192)	Cummulative share of loss
Penghasilan komprehensif lain	(14.383)	8.617	Other comprehensive income
Selisih transaksi kombinasi bisnis entitas sepengendali	7.835.784	-	Difference in the value of business combination under common control
Total	30.232.340	28.960.425	Total

Based on the Deed of Meeting Resolutions Number 46 dated 22 October 2020 made up front Leolin Jayayanti, S.H. Notary in Jakarta. In the EGMS, the Company agreed to increase the authorized capital from Rp745,434,000,000 to Rp 1,440,434,000,000 (in full amount). Based on the Deed of Meeting Resolutions Number 24 dated 12 November 2020 made up front Leolin Jayayanti, S.H. Notary in Jakarta, PT Jasa Marga (Persero) Tbk and PT Wijaya Karya (Persero) made additional paid-in capital of IDR 200,000,000,000, which made the percentage of the Company's ownership in PT Jasamarga Bali Tol diluted from 8.00% to 6.31%.

Additional information as of December 31, 2020 and for the year then ended related to associate entities are as follows:

	Total Pendapatan/ Total Revenues	Laba (Rugi) Bersih/ Net Income (Loss)	
PT Gapura Angkasa	1.073.299.597	(131.549.213)	PT Gapura Angkasa
PT Jasa Marga Bali Tol	55.408.485	(98.433.333)	PT Jasa Marga Bali Tol
KSO PT Wika Realty - PT Angkasa Pura Properti	11.706.539	(4.072.922)	KSO PT Wika Realty - PT Angkasa Pura Properti

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 2020/ Year ended December 31, 2020						
	Saldo Awal / Beginning	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance	
Biaya perolehan						Acquisitions cost
Tanah	28.115.530	187.528	-	-	28.303.058	Lands
Bangunan/lapangan	143.044.788	-	-	-	143.044.788	Buildings/fields
Total	171.160.318	187.528	-	-	171.347.846	Total
Akumulasi penyusutan dan penurunan nilai						Accumulated depreciation and impairment value
Bangunan/lapangan	42.272.143	26.843.184	-	-	69.115.327	Buildings/fields
Total	42.272.143	26.843.184	-	-	69.115.327	Total
Nilai buku	128.888.175				102.232.519	Book value

Tahun yang berakhir pada tanggal 31 Desember 2019/ Year ended December 31, 2019						
	Saldo Awal / Beginning	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance	
Biaya perolehan						Acquisitions cost
Tanah	23.179.060	4.936.470	-	-	28.115.530	Lands
Bangunan/lapangan	143.044.788	-	-	-	143.044.788	Buildings/fields
Total	166.223.848	4.936.470	-	-	171.160.318	Total
Akumulasi penyusutan dan penurunan nilai						Accumulated depreciation and impairment value
Bangunan/lapangan	38.351.115	3.921.028	-	-	42.272.143	Buildings/fields
Total	38.351.115	3.921.028	-	-	42.272.143	Total
Nilai buku	127.872.733				128.888.175	Book value

Nilai wajar dari properti investasi pada tanggal 31 Desember 2020 dan 2019 adalah masing-masing sebesar Rp1.070.379.198 dan Rp1.269.939.431, yang ditentukan berdasarkan Nilai Jual Objek Pajak (NJOP) atas properti investasi.

Manajemen berkeyakinan bahwa NJOP telah mendekati nilai wajarnya.

Properti investasi dicatat berdasarkan biaya perolehan. Properti investasi tanah tidak disusutkan. Beban penyusutan atas properti investasi selama tahun 2020 dan 2019 seluruhnya dibebankan kepada "Beban operasional bandara".

Pada tahun 2020, properti investasi atas bangunan dan lapangan mengalami penurunan nilai sebesar Rp23.007.461 di Bandara Sultan Aji Muhammad Sulaiman Cabang Balikpapan.

The fair value of the investment properties as of December 31, 2020 and 2019 amounted to Rp1,070,379,198 and Rp1,269,939,431, which were determined based on Sales Value of Tax Object (NJOP) of the investment properties.

Management believes that NJOP approximates its fair value.

Investments properties are stated at acquisition cost. Investment property of land is not depreciable. Depreciation expenses of investment properties during 2020 and 2019, were entirely charged to "Airport operation expenses".

In 2020, investment property of buildings and fields indicates a decrease amounted Rp23,007,461 at Sultan Aji Muhammad Sulaiman Airport, Balikpapan Branch.

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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 2020/
Year ended December 31, 2020

	Saldo Awal/ Beginning	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi Reclassification	Saldo Akhir/ Ending Balance
Biaya perolehan/Cost of acquisitions					
<i>Pemilikan langsung/Direct acquisitions :</i>					
Tanah/Lands	6.245.109.933	-	-	679.603.336	6.924.713.269
Bangunan (lapangan)/Structure (fields)	8.008.456.026	99.525	(6.170.669)	3.930.395.220	11.932.780.102
Gedung-gedung/Buildings	7.261.245.424	3.780.415	(14.563.616)	4.496.878.438	11.747.340.661
Alat perhubungan udara/Aviation equipment	16.638.040	-	-	-	16.638.040
Kendaraan/Vehicles	569.900.886	115.256.981	(17.615.290)	38.450.073	705.992.650
Instalasi/Installations	1.428.106.778	-	(6.473.631)	1.171.802.276	2.593.435.423
Peralatan/Equipments	6.348.936.733	401.461.445	(280.814.075)	1.484.939.655	7.954.523.758
Aset dalam konstruksi/Assets under construction	12.018.982.252	4.099.841.385	(131.816)	(11.911.310.556)	4.207.381.265
Total	41.897.376.072	4.620.439.751	(325.769.097)	(109.241.558)	46.082.805.168

**Akumulasi penyusutan dan
penurunan nilai/Accumulated
depreciation and impairment value**

<i>Pemilikan langsung/Direct acquisitions :</i>					
Bangunan (lapangan)/Structure (fields)	2.202.795.797	357.583.425	(198.350)	-	2.560.180.872
Gedung-gedung/buildings	1.294.285.439	242.974.932	(3.357.780)	-	1.533.902.591
Alat perhubungan udara/Aviation Equipment	16.294.892	97.550	-	-	16.392.442
Kendaraan/Vehicles	359.779.605	63.583.981	(17.772.825)	-	405.590.761
Instalasi/Installations	766.930.270	145.972.318	(6.314.981)	-	906.587.607
Peralatan/Equipments	3.129.379.149	542.730.824	(36.023.214)	-	3.636.086.759
Total	7.769.465.152	1.352.943.030	(63.667.150)	-	9.058.741.032

Cadangan penurunan nilai/
Allowance for impairment

	-	104.280.590	-	-	104.280.590
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Nilai buku/Book value **34.127.910.920** **36.919.783.546**

Tahun yang berakhir pada tanggal 31 Desember 2019/
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	Saldo Awal/ Beginning	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi Reclassification	Saldo Akhir/ Ending Balance
Biaya perolehan/Cost of acquisitions					
<i>Pemilikan langsung/Direct acquisitions :</i>					
Tanah/Lands	6.250.665.974	-	(6.810.215)	1.254.174	6.245.109.933
Bangunan (lapangan)/Structure (fields)	6.825.257.730	-	(8.356.521)	1.191.554.817	8.008.456.026
Gedung-gedung/Buildings	6.476.956.029	58.651.625	(53.440.068)	779.077.838	7.261.245.424
Alat perhubungan udara/Aviation equipment	28.418.419	-	(11.780.379)	-	16.638.040
Kendaraan/Vehicles	497.988.153	67.824.078	(2.877.309)	6.965.964	569.900.886
Instalasi/Installations	1.265.710.342	15.830.594	(19.544.008)	166.109.850	1.428.106.778
Peralatan/Equipments	5.472.474.876	329.380.115	(35.720.963)	582.802.705	6.348.936.733
Aset dalam konstruksi/Assets under construction	6.054.579.392	8.713.004.484	(5.807.693)	(2.742.793.931)	12.018.982.252
Total	32.872.050.915	9.184.690.896	(144.337.156)	(15.028.583)	41.897.376.072

**Akumulasi penyusutan dan
penurunan nilai/Accumulated
depreciation and impairment value**

<i>Pemilikan langsung/Direct acquisitions :</i>					
Bangunan (lapangan)/Structure (fields)	1.881.646.977	321.562.273	(413.453)	-	2.202.795.797
Gedung-gedung/buildings	1.116.324.259	187.127.431	(9.166.251)	-	1.294.285.439
Alat perhubungan udara/Aviation Equipment	27.977.374	97.880	(11.780.362)	-	16.294.892
Kendaraan/Vehicles	304.254.401	57.768.886	(2.243.682)	-	359.779.605
Instalasi/Installations	677.756.149	107.721.358	(18.547.237)	-	766.930.270
Peralatan/Equipments	2.725.307.088	435.480.304	(31.077.415)	(330.828)	3.129.379.149
Total	6.733.266.248	1.109.758.132	(73.228.400)	(330.828)	7.769.465.152

Nilai buku/Book value **26.138.784.667** **34.127.910.920**

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16. ASET TETAP (lanjutan)

Pada tahun 2020, aset dalam konstruksi berupa perangkat lunak sebesar Rp109.241.558 direklasifikasi ke aset takberwujud. Pada tahun 2019, aset tetap berupa peralatan dan perlengkapan hotel sebesar Rp9.413.398 direklasifikasi ke aset tidak lancar lainnya.

Pada tahun 2020, aset tetap 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 Rp8.682.518.279, Rp6.630.017.714, Rp321.699.112 dan Rp1.217.993.871.

Manajemen berpendapat bahwa nilai pertanggungan tersebut memadai untuk menutup kerugian atas aset yang dipertanggungkan.

Beban penyusutan atas aset tetap selama tahun 2020 dan 2019 seluruhnya dibebankan kepada "Beban operasional bandara".

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, PT Bank Syariah Mandiri dan PT Bank Muamalat Indonesia Tbk. (Catatan 23).

Aset dalam konstruksi merupakan proyek yang masih belum selesai pada tanggal laporan posisi keuangan konsolidasian dengan rincian sebagai berikut:

31 Desember 2020	Perkiraan % penyelesaian/ Estimated % of completion	Nilai tercatat/ Carrying value	Tahun perkiraan penyelesaian/ Estimated years of completion	December 31, 2020
Landasan, apron	74,50%	529.305.910	2020-2021	Runways, apron
Lapangan, jalan dan pagar	81,83%	57.645.035	2020-2021	Field, roads, fences
Bangunan	86,77%	2.921.034.922	2020-2021	Buildings
Peralatan mekanik	76,98%	53.176.087	2020-2021	Mechanical equipments
Tanah	99,00%	630.558.775	2020-2021	Land
Sistem pengolahan data berbantuan computer	81,03%	15.660.536	2020-2021	Computer assisted data processing system
Aset dalam konstruksi		4.207.381.265		Assets under construction

16. FIXED ASSETS (continued)

In 2020, assets under construction in the form of software amounting to Rp109,241,558 are reclassified as intangible assets. In 2019, fixed asset in the form of hotel equipments amounting to Rp9,413,398 are reclassified as other non-current assets.

In 2020, 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 Rp8,682,518,279 Rp6,630,017,714, Rp321,699,112, and Rp1,217,993,871, respectively.

The management believes that the insurance coverage is adequate to cover possible losses on the fixed assets insured.

Depreciation expenses of fixed assets during 2020 and 2019, were entirely charged to "Airport operation expenses".

Certain fixed assets owned a subsidiary such as lands, buildings, equipments and vehicles are used as collateral for loan obtained from PT Bank Negara Indonesia (Persero) Tbk, PT Bank Syariah Mandiri and PT Bank Muamalat Indonesia Tbk. (Note 23).

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:

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16. ASET TETAP (lanjutan)

16. FIXED ASSETS (continued)

31 Desember 2019	Perkiraan % penyelesaian/ Estimated % of completion	Nilai tercatat/ Carrying value	Tahun perkiraan penyelesaian/ Estimated years of completion	December 31, 2019
Landasan, apron	77%	533.383.142	2019-2020	Runways, apron
Lapangan, jalan dan pagar	62%	24.361.297	2019-2020	Field, roads, fences
Bangunan	98%	10.072.431.872	2019-2020	Buildings
Peralatan mekanik	96%	4.209.687	2019	Mechanical equipments
Tanah	74%	1.372.710.354	2019-2020	Land
Sistem pengolahan data berbantuan computer	88%	9.904.288	2019	Computer assisted data processing system
Aset tetap lain-lain	88%	1.981.612	2019	Other fixed assets
Aset dalam konstruksi		12.018.982.252		Assets under construction

Untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019, Perusahaan mengkapitalisasi biaya bunga pinjaman sebagai bagian dari biaya perolehan aset dalam konstruksi masing-masing sebesar Rp454.563.998 dan Rp286.653.622. Perusahaan mengkapitalisasi biaya pinjaman sesuai dengan ketentuan di PSAK No. 26, "Kapitalisasi Biaya Pinjaman".

For the years then ended December 31, 2020 and 2019, the Company capitalized borrowing costs as part of the acquisition cost of assets under construction amounting to Rp454,563,998 and Rp286,653,622, respectively. The Company capitalized borrowing costs, in accordance with PSAK No. 26, "Capitalization of Borrowing Costs".

17. ASET TAKBERWUJUD

17. INTANGIBLE ASSETS

Akun ini terdiri dari:

This account consists of the following:

	31 Desember/December 31,		
	2020	2019	
Biaya perolehan			Acquisition cost
Perangkat lunak			Software
Perusahaan	195.833.231	86.581.756	The Company
Entitas anak	15.005.411	11.918.089	Subsidiaries
Sub-total	210.838.642	98.499.845	Subtotal
Akumulasi amortisasi dan penurunan nilai			Accumulation of amortization and impairment value
Perangkat lunak			Software
Perusahaan	71.718.168	53.141.808	The Company
Entitas anak	6.761.091	1.891.561	Subsidiaries
Sub-total	78.479.259	55.033.369	Subtotal
Total aset takberwujud, neto	132.359.383	43.466.476	Total intangible assets, net

Aset takberwujud - perangkat lunak terutama merupakan biaya instalasi, implementasi dan jasa konsultasi pendukung perangkat lunak ERP.

Intangible assets - software mainly represents the cost of installation, implementation and consultation support service of ERP software.

Beban amortisasi atas aset takberwujud selama tahun 2020 dan 2019 seluruhnya dibebankan kepada "Beban operasional bandara".

Amortization expenses of intangible assets during 2020 and 2019, were entirely charged to "Airport operation expenses".

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18. ASET HAK GUNA DAN LIABILITAS SEWA

Rekonsiliasi aset hak-guna adalah sebagai berikut:

	Bangunan/Buildings
Aset hak-guna	
Penyesuaian saldo atas penerapan PSAK 73 (Catatan 4)	218.604.674
Penambahan bersih selama tahun berjalan	354.293.919
Beban penyusutan selama tahun berjalan	(42.441.729)
Saldo akhir	530.456.864

Rincian liabilitas sewa adalah sebagai berikut:

	31 Desember 2020/ December 31, 2020
Liabilitas sewa	
Bagian jangka pendek	126.090.063
Bagian jangka panjang	394.082.670
Total	520.172.733

Jumlah yang diakui dalam laporan laba rugi adalah sebagai berikut:

	Tahun yang berakhir pada Tanggal 31 Desember 2020/ Year Ended December 31, 2020
Bunga atas liabilitas sewa	29.645.182
Beban penyusutan aset hak-guna	42.441.729

Jumlah yang diakui dalam laporan arus kas adalah sebagai berikut:

	Tahun yang berakhir pada Tanggal 31 Desember 2020/ Year Ended December 31, 2020
Jumlah kas keluar untuk	
Pembayaran liabilitas sewa	55.461.943
Pembayaran bunga	29.645.182
Total	85.107.125

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

The reconciliation of right-of-use assets is as follows:

Right-of-use assets
Balance adjustment upon adoption of PSAK 73 (Note 4)
Net addition during the year
Depreciation expense during the year
Ending balance

The detail of lease liabilities is as follows:

Lease liabilities
Current portion
Non-current portion
Total

Amounts recognized in statement of profit or loss are as follows:

Interest on lease liabilities
Depreciation of right-of-use assets

Amount recognized in statement of cash flow is as follows:

Total cash outflow for
Payments of lease liabilities
Payments of interest

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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20. UTANG USAHA

Rincian utang usaha berdasarkan pemasok adalah sebagai berikut:

	31 Desember/December 31,	
	2020	2019
Pihak ketiga		
Rupiah	162.164.078	190.321.982
Dolar AS	30.150.067	64.725.318
Sub-total	192.314.145	255.047.300
Pihak berelasi		
Rupiah	1.140.488	59.820.083
Total	193.454.633	314.867.383

Rincian utang usaha berdasarkan umur adalah sebagai berikut:

	31 Desember/December 31,	
	2020	2019
0 - 1 tahun	157.502.466	280.586.625
1 - 2 tahun	3.643.646	2.614.732
2 - 3 tahun	1.004.334	1.449.365
>3 tahun	31.304.187	30.216.661
Total	193.454.633	314.867.383

21. PENDAPATAN DITERIMA DI MUKA

Akun ini terdiri dari:

	31 Desember/December 31,	
	2020	2019
Pendapatan domestik	104.683.868	128.075.183
Pendapatan internasional	288.182	257.093
Total	104.972.050	128.332.276

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.

20. TRADE PAYABLES

The details of trade payables based on vendors are as follows:

Third parties
Rupiah
US Dollar

Subtotal

Related parties
Rupiah

Total

The details of trade payables based on aging are as follows:

0 - 1 years
1 - 2 years
2 - 3 years
>3 years

Total

21. UNEARNED REVENUES

This account consists of the following:

Domestic revenues
International revenues

Total

Unearned revenues consist of cash received from customers in related to land rental income, space rental, billboards and others, but the services have not yet delivered to that customers.

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22. UTANG LAIN - LAIN

22. OTHER PAYABLES

	31 Desember/December 31,		
	2020	2019	
Perolehan aset tetap	1.361.920.847	2.889.176.416	Acquisition of fixed assets
Jaminan pelanggan	181.461.709	243.728.335	Customer deposit
Titipan pembayaran	79.658.214	20.032.940	Payment deposit
Titipan BMKG dan DJU	12.807.091	12.643.085	BMKG and DJU deposit
Jaminan vendor	7.918.056	22.364.293	Vendor deposit
Titipan pengelola	5.063.108	7.181.591	Management deposit
Utang iuran	3.838.551	19.078.496	Contribution
Imbalan kerja tantiem	-	75.000.000	Tantiem
Titipan/utang lain lain	11.293.317	3.606.980	Others
Total	1.663.960.893	3.292.812.136	Total

Titipan pembayaran terutama merupakan penerimaan pembayaran dari DJPU sehubungan dengan stimulus subsidi tarif penerbangan PJP2U.

Payment deposit mainly represent receipt from DJPU in relation to PJP2U airline fare subsidy stimulus.

Utang perolehan aset tetap terutama merupakan utang kepada kontraktor untuk pembangunan aset tetap Perusahaan.

Acquisition of fixed asset payable mainly represent payable to contractors who build the Company's fixed assets.

Jaminan pelanggan merupakan uang jaminan yang diberikan oleh pelanggan sehubungan dengan sewa ruangan, tanah, listrik, air dan telepon di awal perjanjian.

Customer deposit represent cash deposit given by customer that consists of deposits for space rental, land rental, electrical and water installation at the beginning of the contract.

Titipan pengelola merupakan utang kepada pihak ketiga atas kerja sama pengelolaan lounge dan jasa terkait kargo.

Management deposit represent payables from third parties for cooperation of lounge management and cargo related services.

23. UTANG BANK

23. BANK LOAN

a. Utang bank jangka pendek

a. Short-term bank loans

Utang bank jangka pendek terdiri dari:

Short-term bank loans consist of:

	31 Desember/December 31,		
	2020	2019	
<u>Entitas Anak</u>			<u>Subsidiaries</u>
PT Bank Negara Indonesia (Persero) Tbk	39.931.069	26.431.070	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	26.863.732	-	PT Bank Mandiri (Persero) Tbk
PT Bank Syariah Mandiri	20.000.000	24.309.600	PT Bank Syariah Mandiri
PT Sarana Multi Infrastruktur (Persero)	15.000.000	-	PT Sarana Multi Infrastruktur (Persero)
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	8.700.000	107.270.000	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
Total	110.494.801	158.010.670	Total

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23. UTANG BANK (lanjutan)

a. Utang bank jangka pendek (lanjutan)

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk

Pada tanggal 15 Agustus 2018, APP memperoleh fasilitas pinjaman dari PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk dengan fasilitas maksimum pinjaman sebesar Rp43.200.000 dengan suku bunga 9% per tahun. Fasilitas ini bersifat *revolving* dan dijamin dengan piutang usaha APP kepada Perusahaan sebesar pinjaman yang diterima. Fasilitas pinjaman ini digunakan untuk modal kerja untuk pengerjaan proyek pekerjaan konstruksi. Penarikan pinjaman ini dilakukan secara berkala pada tanggal 31 Agustus 2018, 4 Oktober 2018, dan 20 Desember 2018 dengan penarikan masing-masing sebesar Rp15.000.000, Rp15.000.000 dan Rp13.200.000. dan akan jatuh tempo dalam 6 bulan setelah dilakukan penarikan pinjaman. APP telah melunasi pinjaman ini.

APP diwajibkan untuk menyampaikan pemberitahuan secara tertulis apabila membagikan dividen kepada pemegang saham.

Pada tanggal 19 Agustus 2019, APP memperoleh fasilitas pinjaman dari PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk dengan fasilitas maksimum sebesar Rp130.000.000 dengan suku bunga 9,25% per tahun. Fasilitas ini bersifat *revolving* dan dijamin dengan piutang usaha APP kepada Perusahaan sebesar pinjaman yang diterima. Fasilitas pinjaman ini digunakan untuk modal kerja pekerjaan proyek konstruksi. APP telah melakukan penarikan fasilitas pinjaman ini pada tanggal 23 Agustus 2019 sebesar Rp9.200.000 dan Rp24.400.000 yang masing-masing jatuh tempo pada tanggal 23 Desember 2019 dan 23 Februari 2020. Selanjutnya pada tanggal 29 Agustus 2019, APP melakukan penarikan kembali fasilitas pinjaman sebesar Rp82.870.000 yang akan jatuh tempo pada tanggal 19 November 2020. Pada tanggal 19 Agustus 2020, APP memperoleh perpanjangan fasilitas pinjaman sebesar Rp100.000.000. Atas fasilitas pinjaman tersebut, pada tanggal 16 Oktober 2020, APP melakukan penarikan fasilitas sebesar Rp8.700.000 yang akan jatuh tempo pada 19 Agustus 2021.

23. BANK LOAN (continued)

a. Short-term bank loans (continued)

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk

On August 15, 2018, APP obtained loan facility from PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk with maximum loan facility amounted to Rp43,200,000 and bear interest 9% per annum. This credit is a revolving facility and secured by trade receivables APP to the Company with the same amount of loans received. The loan facility is used as working capital for construction project. The loan is withdrawn periodically on August 31, 2018, October 4, 2018, and December 20, 2018 with each withdrawal amounting to Rp15,000,000, Rp15,000,000 and Rp13,200,000, respectively, and will mature in 6 months after the loan is withdrawn. APP has repaid the outstanding loan on the due date.

APP is required to convey in writing once there is a dividend distribution to shareholders.

On August 19, 2019, APP obtained loan facility from PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk with maximum facility amounted to Rp130,000,000 and bear interest 9.25% per annum. This credit is a revolving facility and secured by trade receivables APP to the Company with the same amount of loans received. The loan facility is used as working capital for construction project. APP has withdrawn the loan facility on August 23, 2019 amounting to Rp9,200,000 and Rp24,400,000 which due on December 23, 2019 and February 23, 2020, respectively. Afterwards, APP has withdrawn the loan facility amounting to Rp82,870,000 which will due on November 19, 2020. On August 19, 2020, APP obtained an extension of the loan facility amounting to Rp100,000,000. For these loan facility, APP has withdrawn the loan facility on October 16, 2020 amounting to Rp8,700,000 which will due on August 19, 2021.

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23. UTANG BANK (lanjutan)

a. Utang bank jangka pendek (lanjutan)

PT Bank Syariah Mandiri

Pada tanggal 15 Juli 2014, APS memperoleh fasilitas pembiayaan sebesar Rp42.000.000 dengan jangka waktu 12 bulan. Fasilitas ini digunakan sebagai modal kerja dengan agunan berupa mesin/peralatan yang dimiliki oleh APS. Fasilitas tersebut telah beberapa kali diperpanjang, terakhir berdasarkan perjanjian tanggal 2 Oktober 2018 tentang addendum fasilitas akad pembiayaan *Musyarakah*, dimana APS menurunkan fasilitas pembiayaan menjadi Rp36.000.000 dan akan jatuh tempo pada tanggal 31 Juli 2019. APS telah melunasi pinjaman ini pada tanggal 31 Juli 2019.

Pada tanggal 28 Juni 2019, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp11.357.000 dengan jangka waktu 7 bulan dan jatuh tempo pada tanggal 29 Januari 2020 termasuk masa tenggang (*grace period*) selama 6 bulan. APS telah melunasi pinjaman ini pada tanggal 20 Desember 2020.

Pada tanggal 31 Juli 2019, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp9.619.000 dengan jangka waktu 7 bulan dan jatuh tempo pada tanggal 28 Februari 2020 termasuk masa tenggang (*grace period*) selama 6 bulan. APS telah melunasi pinjaman ini pada tanggal 20 Desember 2020.

Pada tanggal 18 September 2019, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp3.333.600 dengan jangka waktu 7 bulan dan jatuh tempo pada tanggal 20 April 2020 termasuk masa tenggang (*grace period*) selama 6 bulan. APS telah melunasi pinjaman ini pada tanggal 20 Desember 2020.

Pada tanggal 29 Desember 2020, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp20.000.000 dengan jangka waktu 6 bulan dan jatuh tempo pada tanggal 20 Juni 2021.

23. BANK LOAN (continued)

a. Short-term bank loans (continued)

PT Bank Syariah Mandiri

On July 15, 2014, APS obtained financing facility amounted Rp42,000,000 with 12 months term. This facility is used as working capital and secured by machinery/equipment owned by APS. This facility had been extended several times, last extension was based on an agreement dated October 2, 2018 regarding addendum of Akad facility financing *Musyarakah*, where APS deducted the financing facility to Rp36,000,000 and will mature on July 31, 2019. APS has repaid the outstanding loan on July 31, 2019.

On June 28, 2019, APS obtained financing working capital facility amounted Rp11,357,000 with 7 months term with due date on January 29, 2020 including 6 months grace period. APS has repaid the outstanding loan on December 20, 2020.

On July 31, 2019, APS obtained financing working capital facility amounted Rp9,619,000 with 7 months term with due date on February 28, 2020 including 6 months grace period. APS has repaid the outstanding loan on December 20, 2020.

On September 18, 2019, APS obtained financing working capital facility amounted Rp3,333,600 with 7 months term with due date on April 20, 2020 including 6 months grace period. APS has repaid the outstanding loan on December 20, 2020.

On December 29, 2020, APS obtained financing working capital facility amounted Rp20,000,000 with 6 months term with due date on June 20, 2021.

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a. Utang bank jangka pendek (lanjutan)

PT Bank Syariah Mandiri (lanjutan)

Pada tanggal 24 Januari 2020, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp20.172.000 dengan jangka waktu 7 bulan dan jatuh tempo pada tanggal 28 Agustus 2020 termasuk masa tenggang (grace period) selama 6 bulan. Pada tanggal 24 Agustus 2020 fasilitas ini diperpanjang berdasarkan Addendum 1 Akad Pembiayaan Berdasarkan Prinsip Musyarakah dengan jangka waktu 4 bulan dan jatuh tempo pada tanggal 17 Desember 2020. APS telah melunasi pinjaman ini pada tanggal 20 Desember 2020.

Pada tanggal 24 Januari 2020, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp260.000 dengan jangka waktu 7 bulan dan jatuh tempo pada tanggal 20 September 2020 termasuk masa tenggang (grace period) selama 6 bulan. APS telah melunasi pinjaman ini pada tanggal 20 September 2020.

Pada tanggal 29 Desember 2020, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp20.000.000 dengan jangka waktu 6 bulan dan jatuh tempo pada tanggal 20 Juni 2021 termasuk masa tenggang (grace period) selama 5 bulan.

Seluruh fasilitas pinjaman yang diperoleh pada tahun 2019 dijamin dengan piutang usaha senilai Rp50.000.000.

PT Bank Negara Indonesia (Persero) Tbk

Pada tanggal 11 Desember 2014, APS memperoleh pinjaman jangka pendek sebesar Rp40.000.000 dari PT Bank Negara Indonesia (Persero) Tbk (BNI) dengan jangka waktu 12 bulan dengan tingkat bunga 11,5% per tahun. Fasilitas ini telah beberapa kali diperpanjang, terakhir berdasarkan surat dari BNI tanggal 22 Desember 2020, dimana pinjaman tersebut akan jatuh tempo pada tanggal 10 Desember 2021 dengan tingkat suku bunga 10,00% per tahun.

23. BANK LOAN (continued)

a. Short-term bank loans (continued)

PT Bank Syariah Mandiri (continued)

On January 24, 2020, APS obtained financing working capital facility amounted Rp20,172,000 with 7 months term with due date on August 28, 2020 including 6 months grace period. On August 24, 2020, this facility had been extended Regarding to Addendum 1 of Akad facility financing Musyarakah with 4 months term with due date on December 17, 2020. APS has repaid the outstanding loan on December 20, 2020.

On January 24, 2020, APS obtained financing working capital facility amounted Rp260,000 with 7 months term with due date on September 20, 2020 including 6 months grace period. APS has repaid the outstanding loan on September 20, 2020.

On December 29, 2020, APS obtained financing working capital facility amounted Rp20,000,000 with 6 months term with due date on June 20, 2021 including 5 months grace period.

All working capital facilities obtained in 2019 are secured by trade receivable amounting to Rp50,000,000.

PT Bank Negara Indonesia (Persero) Tbk

On December 11, 2014, APS obtained short-term bank loan amounted to Rp40,000,000 from PT Bank Negara Indonesia (Persero) Tbk (BNI) with 12 months term, bearing interest at 11.5%. This facility had been extended several times, last extension was based on letter from BNI dated December 22, 2020, where the loan will mature on December 10, 2021, bearing interest rate at 10.00%.

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23. UTANG BANK (lanjutan)

a. Utang bank jangka pendek (lanjutan)

**PT Bank Negara Indonesia (Persero) Tbk
(lanjutan)**

APS diwajibkan untuk menjaga rasio keuangan berupa rasio lancar minimum sebesar 1 kali, *debt service coverage* rasio minimum sebesar 1 kali dan *debt to equity ratio* (DER) maksimal sebesar 2,50 kali.

Pada tanggal 30 Desember 2020, APS telah menerima surat pembebasan (waiver letter) dari BNI atas tidak terpenuhinya rasio keuangan tertentu pada tanggal 31 Desember 2020.

PT Bank Mandiri (Persero) Tbk

Pada tanggal 7 Agustus 2020, Perusahaan bersama dengan entitas anak menandatangani perjanjian fasilitas notional pooling Nomor: SP.DK.155/HK.06/2020 dengan PT Bank Mandiri (Persero) Tbk. Jangka waktu fasilitas ini adalah 1 tahun terhitung sejak ditandatanganinya perjanjian. Atas fasilitas ini, bank memberikan jasa giro efektif dan membebaskan biaya bunga efektif yang dihitung atas dasar posisi saldo akhir harian. Pada tanggal 31 Desember 2020, saldo pinjaman pada fasilitas ini adalah Rp26.863.732.

PT Sarana Multi Infrastruktur (Persero)

Pada tanggal 18 Desember 2020, APL memperoleh fasilitas pinjaman jangka pendek dari SMI dengan jumlah maksimum fasilitas pinjaman sebesar Rp25.000.000. Penarikan fasilitas pinjaman ini telah dilakukan oleh APL pada tanggal 28 Desember 2020 sebesar Rp15.000.000 dengan jangka waktu 12 bulan dan tingkat suku bunga 9,00% per tahun.

23. BANK LOAN (continued)

a. Short-term bank loans (continued)

**PT Bank Negara Indonesia (Persero) Tbk
(continued)**

APS is required to maintain the debtor's financial ratios, minimum current ratio of 1 time, *debt service coverage* minimum 1 time, *debt to equity ratio* (DER) maximum 2.50 times.

On December 30, 2020, the Company has received waiver letter from BNI for incompliance of certain financial ratio as of December 31, 2020.

PT Bank Mandiri (Persero) Tbk

On August 7, 2020, the Company and its subsidiaries signed a notional pooling facility agreement Number: SP.DK.155 / HK.06 / 2020 with PT Bank Mandiri (Persero) Tbk. The term of these facility is 1 year from the signing date of the agreement. For these facility, the bank provides an effective charges of current account service and effective charges of interest which is calculated on the basis of the daily at ending balance. As of December 31, 2020, the outstanding balance of these facility is Rp26,863,732.

PT Sarana Multi Infrastruktur (Persero)

On December 18, 2018, APL obtained a short-term loan facility from SMI with maximum credit facility limit of Rp25,000,000. Withdrawal of this loan facility has been made by APL on December 28, 2020 amounted to Rp15,000,000 with 12 months term, bearing interest at 9.00% per annum.

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23. UTANG BANK (lanjutan)

23. BANK LOAN (continued)

b. Utang bank jangka panjang

b. Long-term bank loans

Utang bank jangka panjang terdiri dari:

Long-term bank loans consist of:

	31 Desember/December 31,		
	2020	2019	
Perusahaan			The Company
<u>Pihak berelasi</u>			<u>Related parties</u>
PT Bank Mandiri (Persero) Tbk ("Mandiri")	5.855.163.118	5.197.324.424	PT Bank Mandiri (Persero) Tbk ("Mandiri")
PT Sarana Multi Infrastruktur (Persero) ("SMI")	3.349.663.885	3.349.663.885	PT Sarana Multi Infrastruktur (Persero) ("SMI")
PT Bank Tabungan Negara (Persero) Tbk ("BTN")	3.000.000.000	3.000.000.000	PT Bank Tabungan Negara (Persero) Tbk ("BTN")
PT Bank BRI Syariah Tbk ("BRIS")	1.000.000.000	1.000.000.000	PT Bank BRI Syariah Tbk ("BRIS")
PT Bank Syariah Mandiri Tbk ("BSM")	1.000.000.000	1.000.000.000	PT Bank Syariah Mandiri Tbk ("BSM")
PT Indonesia Infrastructure Finance Tbk ("IIF")	499.875.513	499.875.513	PT Indonesia Infrastructure Finance Tbk ("IIF")
PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")	349.912.859	454.522.093	PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")
PT Bank Negara Indonesia (Persero) Tbk ("BNI")	-	104.609.234	PT Bank Negara Indonesia (Persero) Tbk ("BNI")
Sub-total	15.054.615.375	14.605.995.149	Subtotal
<u>Pihak ketiga</u>			<u>Third parties</u>
PT Bank Central Asia Tbk ("BCA")	2.655.212.912	1.723.427.373	PT Bank Central Asia Tbk ("BCA")
PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta ("Bank DKI")	1.416.780.515	196.889.477	PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta ("Bank DKI")
PT Bank Pembangunan Daerah Jawa Timur ("Bank Jatim")	809.686.451	281.270.683	PT Bank Pembangunan Daerah Jawa Timur ("Bank Jatim")
PT Bank Papua ("Bank Papua")	404.843.225	140.635.341	PT Bank Papua ("Bank Papua")
PT Bank Pembangunan Daerah DIY ("Bank DIY")	161.937.290	56.254.137	PT Bank Pembangunan Daerah DIY ("Bank DIY")
PT Bank Pembangunan Daerah Bali ("Bank Bali")	80.968.645	28.127.068	PT Bank Pembangunan Daerah Bali ("Bank Bali")
Sub-total	5.529.429.038	2.426.604.079	Subtotal
Total	20.584.044.413	17.032.599.228	Total
Entitas anak			Subsidiaries
<u>Pihak berelasi</u>			<u>Related parties</u>
PT Bank Syariah Mandiri ("BSM")	240.416.209	207.932.303	PT Bank Syariah Mandiri ("BSM")
PT Bank Negara Indonesia (Persero) Tbk ("BNI")	27.684.861	53.683.996	PT Bank Negara Indonesia (Persero) Tbk ("BNI")
Sub-total	268.101.070	261.616.299	Subtotal
<u>Pihak ketiga</u>			<u>Third party</u>
PT Bank Muamalat Indonesia Tbk ("Muamalat")	215.535.335	14.420.464	PT Bank Muamalat Indonesia Tbk ("Muamalat")
Sub-total	483.636.405	276.036.763	Subtotal
Total	21.067.680.818	17.308.635.991	Total
Biaya pinjaman yang belum diamortisasi	(57.093.831)	(45.451.947)	Unamortized cost of loans
Total	21.010.586.987	17.263.184.044	Total
Dikurangi : bagian jangka pendek utang bank jangka panjang	(281.507.053)	(538.975.837)	Less : Current portion long-term bank loans
Bagian jangka panjang	20.729.079.934	16.724.208.207	Long-term portion

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23. UTANG BANK (lanjutan)

b. Utang bank jangka panjang (lanjutan)

Perusahaan

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 pada tanggal 31 Desember 2020 adalah sebagai berikut:

	Plafond/Plafonds	Penarikan/ Drawdown
SMI	1.350.000.000	1.349.663.885
Mandiri	1.000.000.000	999.751.026
BCA	800.000.000	799.800.821
IIF	500.000.000	499.875.513
BRI	350.000.000	349.912.859
Total	4.000.000.000	3.999.004.104

Pinjaman tersebut digunakan untuk pembiayaan dan atau pembiayaan kembali proyek pengembangan bandara dan/atau investasi.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 7,25% sampai dengan 8,50% pada tahun 2020 dan 8,50% sampai dengan 9,25% pada tahun 2019 dan merupakan pinjaman tanpa jaminan.

Pada tanggal 31 Desember 2020, Perusahaan telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang jangka panjangnya.

Perusahaan tidak dapat memenuhi persyaratan Debt Service Coverage Ratio (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian kondisi ini tidak merupakan peristiwa cedera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, Pada tanggal 28 Desember 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari agen sindikasi. Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 September 2021, sedangkan bunga dibayar secara bulanan.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company

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 a syndicated agent. The details of long-term bank loans of syndicated credit agreement as of December 31, 2020, are as follows:

	Plafond/Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Amount of drawdown	
SMI	1.350.000.000	1.349.663.885	336.115	1.349.663.885	SMI
Mandiri	1.000.000.000	999.751.026	248.974	999.751.026	Mandiri
BCA	800.000.000	799.800.821	199.179	799.800.821	BCA
IIF	500.000.000	499.875.513	124.487	499.875.513	IIF
BRI	350.000.000	349.912.859	87.141	349.912.859	BRI
Total	4.000.000.000	3.999.004.104	995.896	3.999.004.104	Total

Credit facilities is used for financing and/or refinancing airport and/or investment development projects.

This loan bears annual interest ranging from 7.25% to 8.50% in 2020 and ranging from 8.50% to 9.25% in 2019 and represent unsecured loans.

As of December 31, 2020, the Company has complied with all covenant in all of its long-term bank loan agreements.

The Company can not meet the Debt Service Coverage Ratio (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on December 28, 2020, the Company has received waiver approval latter of not fulfilled the DSCR of minimum 1 time from the syndicated agent. The principal facility is payable in 40 installments starting on the date 23 September 2021, while the interest is paid monthly.

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Perusahaan (lanjutan)

Perjanjian kredit sindikasi (lanjutan)

**Perjanjian kredit sindikasi BCA dan Mandiri
2019**

Pada tanggal 23 Desember 2019, Perusahaan menandatangani Perjanjian Kredit Sindikasi dimana BCA sebagai agen fasilitas. Rincian utang jangka panjang atas perjanjian kredit sindikasi pada tanggal 31 Desember 2020 adalah sebagai berikut:

	Plafond/Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Amount of drawdown	
Mandiri	2.000.000.000	1.855.412.091	144.587.909	1.855.412.091	Mandiri
BCA	2.000.000.000	1.855.412.091	144.587.909	1.855.412.091	BCA
Total	4.000.000.000	3.710.824.182	289.175.818	3.710.824.182	Total

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.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio (DSCR)* minimum sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali
- Rasio Lancar minimum sebesar 1 kali untuk periode 2024 dan setelahnya.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Syndicated credit agreement (continued)

**BCA and Mandiri 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 as of December 31, 2020, are as follows:

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 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.

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

- *Minimum Debt Service Coverage Ratio (DSCR)* of 1 time
- *Maximum Debt Equity Ratio (DER)* of 3 times
- *Minimum Current Ratio* of 1 time since 2024 and after.

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Perusahaan (lanjutan)

Perjanjian kredit sindikasi (lanjutan)

**Perjanjian kredit sindikasi BCA dan Mandiri
2019 (lanjutan)**

Perusahaan tidak dapat memenuhi persyaratan Debt Service Coverage Ratio (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian kondisi ini tidak merupakan peristiwa cedera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, Pada tanggal 22 Desember 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari agen sindikasi.

**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 2020 adalah sebagai berikut:

	Plafond/Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Amount of drawdown	
Bank Jatim	1.000.000.000	809.686.451	190.313.549	809.686.451	Bank Jatim
Bank DKI	700.000.000	566.780.515	133.219.485	566.780.515	Bank DKI
Bank Papua	500.000.000	404.843.225	95.156.775	404.843.225	Bank Papua
Bank DIY	200.000.000	161.937.290	38.062.710	161.937.290	Bank DIY
Bank Bali	100.000.000	80.968.645	19.031.355	80.968.645	Bank Bali
Total	2.500.000.000	2.024.216.126	475.783.874	2.024.216.126	Total

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 rutin, pengembangan bandara *existing* maupun bandara baru yang dikelola Perusahaan tahun 2019 - 2022.

Pinjaman ini dikenakan suku bunga tahunan sebesar LPS + margin dan merupakan pinjaman tanpa jaminan.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Syndicated credit agreement (continued)

**BCA and Mandiri syndicated credit
agreement 2019 (continued)**

The Company can not meet the Debt Service Coverage Ratio (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on December 22, 2020, the Company has received waiver approval latter of not fulfilled the DSCR of minimum 1 time from the syndicated agent.

**Regional development banks syndicated
credit agreement**

On December 23, 2019, the Company signed Regional Development Banks Syndicated Credit Agreement which Bank DKI as an syndicated agent. The details of long-term bank loans of syndicated credit agreement as of December 31, 2020, are as follows:

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 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.

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Perusahaan (lanjutan)

Perjanjian kredit sindikasi (lanjutan)

Perjanjian kredit sindikasi bank pembangunan daerah (lanjutan)

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)* minimum sebesar 1 kali.
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali.

Perusahaan tidak dapat memenuhi persyaratan Debt Service Coverage Ratio (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian kondisi ini tidak merupakan peristiwa cedera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, Pada tanggal 22 Desember 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari agen sindikasi.

Pinjaman bilateral

Mandiri, BRI dan BNI

Pada tanggal 26 Juli 2013, Perusahaan memperoleh fasilitas kredit dari Bank Mandiri sebesar Rp4.400.000.000.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Syndicated credit agreement (continued)

Regional development banks syndicated credit agreement (continued)

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:

- *Minimum Debt Service Coverage Ratio (DSCR) of 1 time.*
- *Maximum Debt Equity Ratio (DER) of 3 times.*

The Company can not meet the Debt Service Coverage Ratio (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on December 22, 2020, the Company has received waiver approval latter of not fulfilled the DSCR of minimum 1 time from the syndicated agent.

Bilateral loan

Mandiri, BRI and BNI

On July 26, 2013, the Company has obtained credit facilities from Bank Mandiri amounting to Rp4,400,000,000.

	Plafond/ Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Outstanding long-term loan	
Mandiri	2.400.000.000	1.643.681.073	756.318.927	-	Mandiri
BRI	1.000.000.000	684.867.114	315.132.886	-	BRI
BNI	1.000.000.000	684.867.114	315.132.886	-	BNI
Total	4.400.000.000	3.013.415.301	1.386.584.699	-	Total

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Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

Mandiri, BRI dan BNI (lanjutan)

Pada tanggal 18 September 2013, Mandiri, BNI, BRI dan Perusahaan sepakat untuk mengalihkan sebagian porsi pembiayaan Mandiri kepada BNI dan BRI masing-masing senilai Rp1.000.000.000.

Pinjaman tersebut digunakan untuk pembiayaan dan/atau pembiayaan kembali proyek pengembangan bandara dan/atau investasi.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 7,95% sampai dengan 8,70% pada tahun 2020 dan 8,70% sampai dengan 9,45% pada tahun 2019 dan merupakan pinjaman tanpa jaminan.

Jangka waktu perjanjian kredit adalah 7 tahun terhitung sejak tanggal 26 Juli 2013 sampai dengan tanggal 25 Juli 2020 dengan masa *grace period* dan masa penarikan kredit masing-masing selama 2 tahun dan 2 tahun 6 bulan.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio (DSCR)* minimum sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali
- Rasio Lancar minimum sebesar 1 kali

Pada tanggal 31 Desember 2020 dan 2019 pembayaran pokok utang bank jangka panjang masing-masing sebesar Rp483.165.313, dan Rp644.220.417.

Berdasarkan perjanjian, jika Perusahaan tidak dapat memenuhi persyaratan yang ditetapkan, maka pemberi pinjaman dapat sewaktu-waktu meminta pembayaran penuh atas seluruh saldo pinjaman.

Pada tanggal 27 Juli 2020, Perusahaan telah melunasi seluruh pinjaman.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Bilateral loan (continued)

Mandiri, BRI and BNI (continued)

On September 18, 2013, Mandiri, BNI, BRI and the Company agreed to transfer Mandiri financing portion to BNI and BRI amounting to Rp1,000,000,000, respectively.

Credit facilities is used for financing and/or refinancing airport and/or investment development projects.

This loan bears annual interest ranging from 7,95% to 8,70% in 2020 and ranging from 8.70% to 9.45% in 2019 and represent unsecured loan.

The loan credit agreement is valid for 7 years from July 26, 2013 until July 25, 2020 with grace period and drawdown period of 2 years and 2 years 6 months, respectively.

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

- *Minimum Debt Service Coverage Ratio (DSCR) of 1 time*
- *Maximum Debt Equity Ratio (DER) of 3 times*
- *Minimum Current Ratio of 1 times*

As of December 31, 2020 and 2019, principal payments of long-term bank loans amounted to Rp483,165,313 and Rp644,220,417, respectively.

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 times.

On July 27, 2020, the Company has fully paid the loan.

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b. Utang bank jangka panjang (lanjutan)

Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

SMI

Pada tanggal 18 Desember 2018, Perusahaan memperoleh fasilitas pinjaman berjangka dari SMI dengan jumlah maksimum fasilitas pinjaman sebesar 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	
SMI	2.000.000.000	2.000.000.000	-	2.000.000.000	SMI

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 7,00% sampai dengan 8,25% pada tahun 2020 dan 8,25% sampai dengan 9,00% pada tahun 2019 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 ditandatangani perjanjian kredit.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali
- Rasio Lancar minimum sebesar 1 kali.

Perusahaan tidak dapat memenuhi persyaratan *Debt Service Coverage Ratio* (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian, kondisi ini bukan merupakan peristiwa cidera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, pada tanggal 9 September 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari SMI.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Bilateral loan (continued)

SMI

On December 18, 2018, the Company obtained a term loan facility from SMI with maximum credit facility limit of Rp2,000,000,000.

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 7.00% to 8.25% in 2020 and ranging from 8.25% to 9.00% in 2019 and represent unsecured loan.

The loan period is 10 years started on the date of agreement with 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:

- *Minimum Debt Service Coverage Ratio* (DSCR) of 1 time
- *Maximum Debt Equity Ratio* (DER) of 3 times
- *Minimum Current Ratio* of 1 times

The Company can not meet the *Debt Service Coverage Ratio* (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on September 9, 2020, the Company has received waiver approval latter of not fulfilled the DSCR of minimum 1 time from SMI.

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Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

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)

Bilateral loan (continued)

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.

	<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	2.000.000.000	2.000.000.000	-	2.000.000.000	BTN

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 7% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

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 7% to 8,25% in 2020 and represent unsecured loan.

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 ditandatanganinya perjanjian kredit.

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.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali
- Rasio Lancar minimum sebesar 1 kali

- *Minimum Debt Service Coverage Ratio* (DSCR) of 1 time
- *Maximum Debt Equity Ratio* (DER) of 3 times
- *Minimum Current Ratio* of 1 time

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23. UTANG BANK (lanjutan)

b. Utang bank jangka panjang (lanjutan)

Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

BTN (lanjutan)

Berdasarkan perjanjian, jika Perusahaan tidak dapat memenuhi persyaratan yang ditetapkan, maka pemberi pinjaman dapat sewaktu-waktu meminta pembayaran penuh atas seluruh saldo pinjaman.

Perusahaan tidak dapat memenuhi persyaratan Debt Service Coverage Ratio (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian, kondisi ini bukan merupakan peristiwa cedera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, pada tanggal 24 November 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari BTN.

BRIS

Pada tanggal 18 Desember 2018, Perusahaan memperoleh fasilitas plafon pembiayaan dari BRIS dengan jumlah maksimum fasilitas pinjaman sebesar Rp1.000.000.000.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Bilateral loan (continued)

BTN (continued)

Based on credit agreement, if the Company cannot fulfill such covenants, lender may request the Company to repay all outstanding loan balances at any times.

The Company can not meet the Debt Service Coverage Ratio (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on November 24, 2020, the Company has received waiver approval letter of not fulfilled the DSCR of minimum 1 time from BTN.

BRIS

On December 18, 2018, the Company obtained a term plafond loan facility from BRIS with maximum credit facility limit of Rp1,000,000,000.

	Plafond/ Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Outstanding long-term loan	
BRIS	1.000.000.000	1.000.000.000	-	1.000.000.000	BRIS

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 7,00% sampai dengan 8,25% pada tahun 2020 dan 8,25% sampai dengan 9,00% pada tahun 2019 dan merupakan pinjaman tanpa jaminan.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

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 7.00% to 8.25% in 2020 and ranging from 8.25% to 9.00% in 2019 and represent unsecured loan.

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

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b. Utang bank jangka panjang (lanjutan)

Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

BRIS (lanjutan)

- Debt Service Coverage Ratio (DSCR) minimum sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali
- Rasio Lancar minimum 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.

Perusahaan tidak dapat memenuhi persyaratan Debt Service Coverage Ratio (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian, kondisi ini bukan merupakan peristiwa cidera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, pada tanggal 14 Agustus 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari BRIS.

BTN 2019

Pada tanggal 26 Juli 2019, Perusahaan memperoleh fasilitas pinjaman dari BTN dengan 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>	
BTN	1.000.000.000	1.000.000.000	-	1.000.000.000	BTN

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 7,00% sampai dengan 8,25% pada tahun 2020 dan 8,25% sampai dengan 8,75% pada tahun 2019 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.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Bilateral loan (continued)

BRIS (continued)

- Minimum Debt Service Coverage Ratio (DSCR) of 1 time
- Maximum Debt Equity Ratio (DER) of 3 times
- Minimum Current Ratio 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 times.

The Company can not meet the Debt Service Coverage Ratio (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on August 14, 2020, the Company has received waiver approval letter of not fulfilled the DSCR of minimum 1 time from BRIS.

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.

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 7.00% to 8.25% in 2020 and ranging from 8.25% to 8.75% in 2019 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.

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23. UTANG BANK (lanjutan)

b. Utang bank jangka panjang (lanjutan)

Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

BTN 2019 (lanjutan)

Jangka waktu perjanjian kredit adalah 15 tahun terhitung 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) minimum sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali
- Rasio Lancar minimum sebesar 1 kali (jumlah kewajiban jangka pendek tidak termasuk akrual kewajiban kepada kontraktor yang belum diterbitkan tagihannya)

Perusahaan tidak dapat memenuhi persyaratan *Debt Service Coverage Ratio* (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian, kondisi ini bukan merupakan peristiwa cidera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, Pada tanggal 24 November 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari BTN.

Mandiri

Pada tanggal 26 September 2019, Perusahaan memperoleh fasilitas pinjaman dari Mandiri dengan jumlah maksimum fasilitas pinjaman sebesar Rp3.000.000.000.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Bilateral loan (continued)

BTN 2019 (continued)

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:

- *Minimum Debt Service Coverage Ratio* (DSCR) of 1 time
- *Maximum Debt Equity Ratio* (DER) of 3 times
- *Minimum Current Ratio* of 1 time (total current liabilities are not include accrual liabilities to contractors which not invoiced yet).

The Company can not meet the *Debt Service Coverage Ratio* (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on November 24, 2020, the Company has received waiver approval latter of not fulfilled the DSCR of minimum 1 time from BTN.

Mandiri

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.

	Plafond/ Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Outstanding long-term loan
Mandiri	3.000.000.000	3.000.000.000	-	3.000.000.000

Mandiri

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23. UTANG BANK (lanjutan)

b. Utang bank jangka panjang (lanjutan)

Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

Mandiri (lanjutan)

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 7,00% sampai dengan 8,25% pada tahun 2020 dan 8,25% sampai dengan 8,50% pada tahun 2019 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)* minimum sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali
- Rasio Lancar minimum sebesar 1 kali untuk periode 2024 dan setelahnya.

Perusahaan tidak dapat memenuhi persyaratan Debt Service Coverage Ratio (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian, kondisi ini bukan merupakan peristiwa cidera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, Pada tanggal 15 Desember 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari Mandiri.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Bilateral loan (continued)

Mandiri (continued)

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 7.00% to 8.25% in 2020 and ranging from 8.25% to 8.50% in 2019 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:

- *Minimum Debt Service Coverage Ratio (DSCR) of 1 time*
- *Maximum Debt Equity Ratio (DER) of 3 times*
- *Minimum Current Ratio of 1 time for period 2024 and after.*

The Company can not meet the Debt Service Coverage Ratio (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on December 15, 2020, the Company has received waiver approval latter of not fulfilled the DSCR of minimum 1 time from Mandiri.

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b. Utang bank jangka panjang (lanjutan)

Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

BSM

Pada tanggal 2 September 2019, Perusahaan memperoleh fasilitas pembiayaan Musyarakah dari BSM dengan jumlah maksimum fasilitas sebesar Rp1.000.000.000.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

The Company (continued)

Bilateral loan (continued)

BSM

On September 2, 2019, the Company obtained a Musyarakah financing facility from BSM with maximum limit facility of Rp1,000,000,000.

	Plafond/ Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Outstanding long-term loan	
BSM	1.000.000.000	1.000.000.000	-	1.000.000.000	BSM

Fasilitas pembiayaan pokok akan dibayar dalam 40 kali angsuran triwulanan mulai dari tanggal 23 September 2024, sedangkan bagi hasil dibayar secara bulanan.

Financing facility is payable in 40 quarterly installments starting on September 23, 2024, while profit sharings will be paid on monthly basis.

Hasil penerimaan dari fasilitas ini digunakan untuk membiayai belanja modal atas dasar Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2019 dan 2020. Fasilitas ini merupakan fasilitas tanpa jaminan.

The proceeds of the this facility were used for capital expenditure in 2019 and 2020 Work Plan and Company Budget (RKAP). This facility represents unsecured facility.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 6,50% sampai dengan 8,25% pada tahun 2020 dan 8,25% sampai dengan 8,50% pada tahun 2019 dan merupakan pinjaman tanpa jaminan.

This loan bears annual interest ranging from 6.50% to 8.25% in 2020 and ranging from 8.25% to 8.50% in 2019 and represent unsecured loan.

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.

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.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian fasilitas pembiayaan sebagai berikut:

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 sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali
- Rasio Lancar minimum sebesar 1 kali untuk periode 2024 dan setelahnya.

- Minimum Debt Service Coverage Ratio (DSCR) of 1 time
- Maximum Debt Equity Ratio (DER) of 3 times
- Minimum Current Ratio of 1 time for period 2024 and after.

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b. Utang bank jangka panjang (lanjutan)

Perusahaan (lanjutan)

Pinjaman bilateral (lanjutan)

BSM (lanjutan)

Perusahaan tidak dapat memenuhi persyaratan Debt Service Coverage Ratio (DSCR) minimum 1 kali pada tanggal 31 Desember 2020. Namun demikian, kondisi ini bukan merupakan peristiwa cidera janji yang berkelanjutan yang menyebabkan pinjaman menjadi segera jatuh tempo. Disamping itu, Pada tanggal 14 Desember 2020, Perusahaan telah menerima surat persetujuan pengampunan atas tidak terpenuhinya DSCR minimum 1 kali dari BSM.

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	850.000.000	150.000.000	850.000.000

Fasilitas pembiayaan pokok akan dibayar dalam 4 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 dihitung 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)

Bilateral loan (continued)

BSM (continued)

The Company can not meet the Debt Service Coverage Ratio (DSCR) requirement minimum 1 time as of December 31, 2020. However, this condition does not constitute an event of continuing breach of covenant which causes the loan to become due immediately. In addition, on December 14, 2020, the Company has received waiver approval latter of not fulfilled the DSCR of minimum 1 time from BSM.

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, 2025, while interest will be paid on monthly basis.

The proceeds of the 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 is 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 years, respectively from the signing date of loan agreement.

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b. Utang bank jangka panjang (lanjutan)

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)* minimum sebesar 1 kali
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 3 kali

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.

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:

- *Minimum Debt Service Coverage Ratio (DSCR)* of 1 time
- *Maximum Debt Equity Ratio (DER)* of 3 times

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.

	Plafond/ Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Outstanding long-term loan	
Danamon - KAB 1	500.000.000	-	500.000.000	-	Danamon - KAB 1
Danamon - KAB 2	750.000.000	-	750.000.000	-	Danamon - KAB 2
Total	1.250.000.000	-	1.250.000.000	-	Total

Pinjaman ini dikenakan suku bunga floating rate atau fixed rate yang disepakati.

This loan bears an agreed floating rate or fixed rate.

Entitas Anak

Subsidiaries

BNI

BNI

Pada tanggal 11 Desember 2014, APS memperoleh fasilitas *Kredit Term Loan* dengan pinjaman maksimum sebesar Rp100.000.000 yang digunakan sebagai pembiayaan kontrak penyewaan peralatan. Plafon fasilitas pinjaman ini mengalami kenaikan menjadi Rp185.000.000 pada tanggal 23 Oktober 2018 sesuai dengan surat persetujuan dari BNI No. BIN/2.1/263/R. Penarikan fasilitas pinjaman ini telah dilakukan beberapa kali oleh APS, antara lain sebagai berikut:

On December 11, 2014, APS obtained Credit Term Loan's facility with maximum of Rp100,000,000 which used to financing rental equipments projects. The ceiling of the loan facility has increased to Rp185,000,000 on October 23, 2018 in accordance with the approval letter from BNI No. BIN/2.1/263/R. Withdrawal of this loan facility has been made several times by APS, which are as follows:

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23. UTANG BANK (lanjutan)

b. Utang bank jangka panjang (lanjutan)

Entitas Anak (lanjutan)

BNI (lanjutan)

- Pada tanggal 4 Mei 2016, APS menarik pinjaman dari BNI sebesar Rp3.915.000. Pinjaman bersifat *aflopend* dan dijamin dengan beberapa aset kendaraan yang dimiliki oleh APS. Jangka waktu pinjaman ini adalah 33 bulan. Pinjaman jatuh tempo pada tanggal 16 Januari 2019 dengan suku bunga berkisar 9,75%-10,50% per tahun. Pada tanggal 31 Desember 2018, saldo pinjaman fasilitas ini adalah sebesar Rp186.429 dan telah dilunasi seluruhnya pada tanggal 16 Januari 2019.
- Pada tanggal 26 Oktober 2016, APS memperoleh pinjaman dari BNI sebesar Rp40.785.000. Pinjaman bersifat *aflopend* dan dijamin dengan beberapa aset peralatan yang dimiliki oleh APS. Jangka waktu pinjaman ini adalah 58 bulan. Pinjaman jatuh tempo pada tanggal 16 Agustus 2021 dengan suku bunga berkisar 9,75%-10,50% per tahun. Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman fasilitas ini masing-masing sebesar Rp7.093.130 dan Rp17.732.826.
- Pada tanggal 29 Desember 2016, APS memperoleh pinjaman dari BNI sebesar Rp5.026.000. Pinjaman bersifat *aflopend* dan dijamin dengan beberapa aset kendaraan yang dimiliki oleh APS. Jangka waktu pinjaman ini adalah 35 bulan. Pinjaman jatuh tempo pada tanggal 16 November 2019 dengan suku bunga berkisar 9,75%-10,50% per tahun. Pada tanggal 31 Desember 2018, saldo pinjaman fasilitas ini adalah sebesar Rp1.626.059 dan telah dilunasi seluruhnya pada tanggal 16 November 2019.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

BNI (continued)

- On May 4, 2016, APS withdraws loan from BNI with amount of Rp3,915,000. This loan is an *aflopend* and secured by some vehicles assets owned by APS. The term of this loan is 33 months and will be due on January 16, 2019 and bear interest at rates ranging 9.75%-10.50% per annum. As of December 31, 2018, the outstanding balances of this loan facility amounted to Rp186,429 and has fully repaid on January 16, 2019.
- On October 26, 2016, APS obtained loan from BNI with amount of Rp40,785,000. This loan is an *aflopend* and secured by some equipments assets owned by APS. The term of this loan is 58 months. This loan will be due on August 16, 2021 and bear interest at rates ranging 9.75%-10.50% per annum. As of December 31, 2020 and 2019, the outstanding balances of this loan facility amounted to Rp7,093,130 and Rp17,732,826, respectively.
- On December 29, 2016, APS obtained loan from BNI with amount of Rp5,026,000. This loan is an *aflopend* and secured by some vehicles assets owned by APS. The term of this loan is 35 months. This loan will be due on November 16, 2019 and bear interest at rates ranging 9.75%-10.50% per annum. As of December 31, 2018, the outstanding balances of this loan facility amounted to Rp1,626,059 and has fully repaid on November 16, 2019.

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b. Utang bank jangka panjang (lanjutan)

Entitas Anak (lanjutan)

BNi (lanjutan)

- Pada tanggal 7 Februari 2017, APS memperoleh pinjaman dari BNI sebesar Rp6.284.000. Pinjaman bersifat *aflopend* dan dijamin dengan beberapa aset peralatan yang dimiliki oleh APS. Jangka waktu pinjaman ini adalah 32 bulan. Pinjaman jatuh tempo pada tanggal 16 September 2019 dengan suku bunga berkisar 9,75%-10,50% per tahun. Pada tanggal 31 Desember 2018, saldo pinjaman fasilitas ini adalah sebesar Rp1.824.387 dan telah dilunasi seluruhnya pada 16 September 2019.
- Pada tanggal 4 Juni 2018, APS memperoleh pinjaman dari BNI sebesar Rp5.134.000 dengan suku bunga 9,75% per tahun. Pinjaman bersifat *aflopend* dan dijamin dengan beberapa aset kendaraan yang dimiliki oleh APS. Jangka waktu pinjaman ini adalah 30 bulan. Pinjaman jatuh akan tempo pada tanggal 16 November 2022. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp1.881.800 dan telah dilunasi seluruhnya pada 16 November 2020.
- Pada tanggal 4 Juni 2018, APS memperoleh pinjaman dari BNI sebesar Rp9.600.000 dengan suku bunga 9,75% per tahun. Pinjaman bersifat *aflopend* dan dijamin dengan beberapa aset peralatan yang dimiliki oleh APS. Jangka waktu pinjaman ini adalah 54 bulan. Pinjaman jatuh akan tempo pada tanggal 16 November 2022. Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman fasilitas ini adalah masing-masing sebesar Rp 4.088.888 dan Rp6.222.222.
- Pada tanggal 4 Juni 2018, APS memperoleh pinjaman dari BNI sebesar Rp13.000.000 dengan suku bunga 9,75% per tahun. Pinjaman bersifat *aflopend* dan dijamin dengan beberapa aset kendaraan yang dimiliki oleh APS. Jangka waktu pinjaman ini adalah 34 bulan. Pinjaman jatuh akan tempo pada tanggal 16 Maret 2021. Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman fasilitas ini adalah masing-masing sebesar Rp1.147.059 dan Rp5.735.294.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

BNi (continued)

- On February 7, 2017, APS obtained loan from BNI with amount of Rp6,284,000. This loan is an *aflopend* and secured by some equipments assets owned by APS. The term of this loan is 32 months. This loan will be due on September 16, 2019 and bear interest at rates ranging 9.75%-10.50% per annum. As of December 31, 2018, the outstanding balances of this loan facility amounted to Rp1,824,387 and has fully repaid on September 16, 2019.
- On June 4, 2018, APS obtained loan from BNI with amount of Rp5,134,000 with bear interest 9.75% per annum. This loan is an *aflopend* and secured by some vehicles assets owned by APS. The term of this loan is 30 months. This loan will be due on November 16, 2022. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp1,881,800 and has fully repaid on November 16, 2020.
- On June 4, 2018, APS obtained loan from BNI with amount of Rp9,600,000 with bear interest 9.75% per annum. This loan is an *aflopend* and secured by some equipments assets owned by APS. The term of this loan is 54 months. This loan will be due on November 16, 2022. As of December 31, 2020 and 2019, the outstanding balances of this loan facility amounted to Rp 4,088,888 and Rp6,222,222, respectively.
- On June 4, 2018, APS obtained loan from BNI with amount of Rp13,000,000 with bear interest 9.75% per annum. This loan is an *aflopend* and secured by some vehicles assets owned by APS. The term of this loan is 34 months. This loan will be due on March 16, 2021. As of December 31, 2020 and 2019, the outstanding balances of this loan facility amounted to Rp1,147,059 and Rp5,735,294, respectively.

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b. Utang bank jangka panjang (lanjutan)

Entitas Anak (lanjutan)

BNI (lanjutan)

- Pada tanggal 6 Desember 2019, APS memperoleh pinjaman dari BNI sebesar Rp29.431.000 dengan suku bunga 10% per tahun. Pinjaman bersifat *aflopend* dan dijamin dengan beberapa peralatan yang dimiliki oleh APS. Jangka waktu pinjaman ini adalah 57 bulan dan akan jatuh tempo pada tanggal 31 Agustus 2023. Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman fasilitas ini adalah masing-masing sebesar Rp15.355.853 dan Rp22.111.923.

APS diwajibkan oleh BNI untuk menjaga rasio keuangan yaitu rasio lancar minimum sebesar 1 kali, *debt service coverage* minimum sebesar 1 kali, *debt to equity ratio* (DER) maksimal 2,50 kali.

Pada tanggal 30 Desember 2020, APS telah menerima surat pembebasan (*waiver letter*) dari BNI atas tidak terpenuhinya rasio keuangan tertentu pada tanggal 31 Desember 2020.

BSM

APS memperoleh beberapa fasilitas pembiayaan Murabahah dari BSM sebagai berikut:

- Pada 7 November 2014, APS memperoleh fasilitas pembiayaan dengan skema Murabahah sebesar Rp3.575.200 dengan margin sebesar 13% efektif *single price* per tahun dengan jangka waktu 10 tahun. Agunan atas pinjaman ini adalah 1 unit ruko di Denpasar. Fasilitas pembiayaan akan jatuh akan tempo pada tanggal 20 November 2024. Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman fasilitas ini masing-masing sebesar Rp1.957.983 dan Rp2.318.160.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

BNI (continued)

- On December 6, 2019, APS obtained loan from BNI with amount of Rp29,431,000 with bear interest 10% per annum. This loan is an *aflopend* and secured by some equipments assets owned by APS. The term of this loan is 57 months and will be due on August 31, 2023. As of December 31, 2020 and 2019, the outstanding balances of this loan facility amounted to Rp15,355,853 and Rp22,111,923, respectively

APS is required by BNI to maintain the financial ratios, minimum current ratio of 1 time, debt service coverage at least 1 time, debt to equity ratio (DER) maximum 2.50 times.

On December 30, 2020, the Company has received waiver letter from BNI for incompliance of certain financial ratio as of December 31, 2020.

BSM

APS obtained several Murabahah financing facilities from BSM as follows:

- On November 7, 2014, APS obtained financing facility of the Murabahah scheme amounted to Rp3,575,200 with margin at 13% effective *single price* per annum and a period of 10 years. Loan's collateral is 1 unit shop house in Denpasar. Financing facility will be due on November 20, 2024. As of December 31, 2020 and 2019, the outstanding balances of these loan facilities amounted to Rp1,957,983 and Rp2,318,160, respectively.

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BSM (lanjutan)

- Pada tanggal 28 Oktober 2015, APS memperoleh pembiayaan Murabahah dengan jumlah keseluruhan sebesar Rp3.650.000 dengan margin 12% efektif per tahun dengan jangka waktu 10 tahun. Agunan atas pinjaman ini adalah 2 unit ruko yang terdapat di Denpasar dan Makassar. Fasilitas pembiayaan akan jatuh akan tempo pada tanggal 16 dan 20 November 2025. Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman fasilitas ini masing-masing sebesar Rp2.325.330 dan Rp2.653.006.
- Pada tanggal 22 Agustus 2016 dari BSM, APS memperoleh pembiayaan Murabahah sebesar Rp1.800.000 dengan margin sebesar 11,50% per tahun dengan jangka waktu 10 tahun. Agunan atas pinjaman ini adalah 1 unit ruko milik APS yang terdapat di Balikpapan. Fasilitas pembiayaan akan jatuh akan tempo pada tanggal 20 Agustus 2026. Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman fasilitas ini masing-masing sebesar Rp1.260.176 dan Rp1.409.479.
- Pada tanggal 7 Agustus 2017, APS memperoleh fasilitas pembiayaan Murabahah sebesar Rp573.600 dengan margin sebesar 11,50% per tahun dengan jangka waktu 10 tahun. Agunan atas pinjaman ini berupa sebidang tanah yang dimiliki APS di Banjarbaru, Kalimantan Selatan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp491.587 dan telah dilunasi seluruhnya pada 15 Mei 2020.

APS memperoleh beberapa fasilitas Pembiayaan Investasi dengan skim *Musyarakah Mutanaqishah* dari BSM sebagai berikut:

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

BSM (continued)

- On October 28, 2015, APS obtained financing facility of the Murabahah scheme totaling of Rp3,650,000 with margin 12% effective per annum and 10 year term. Loan's collateral of this loan are 2 unit shop houses in Denpasar and Makassar. Financing facility will be due on November 16 and 20, 2025. As of December 31, 2020 and 2019, the outstanding balances of these loan facilities amounted to Rp2,325,330 and Rp2,653,006, respectively.
- On August 22, 2016, APS obtained Murabahah financing amounting to Rp1,800,000 with bear margin of 11.50% per annum and a period of 10 years. Loan's collateral of this loan are 1 unit shop house owned by APS in Balikpapan. Financing facility will be due on August 20, 2026. As of December 31, 2020 and 2019, the outstanding balances of these loan facilities amounted to Rp1,260,176 and Rp1,409,079, respectively.
- On August 7, 2017, APS obtained Murabahah financing facility amounting to Rp573,600 with margin at 11.50% per annum and a period of 10 years. Loan's collateral of this loan are land owned by APS in Banjarbaru, Kalimantan Selatan. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp491,587 and has fully repaid on May 15, 2020.

APS obtained several *Musyarakah Mutanaqishah* financing investment facilities from BSM as follows:

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Entitas Anak (lanjutan)

BSM (lanjutan)

- Pada tanggal 31 Mei 2019, APS memperoleh fasilitas sebesar Rp112.512.000 dengan nisbah bagi hasil 11,14% per tahun. Jangka waktu pembiayaan ini adalah 60 bulan dan jatuh tempo pada tanggal 20 Mei 2024 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp94.072.404.
- Pada tanggal 31 Mei 2019, APS memperoleh fasilitas sebesar Rp15.949.000 dengan nisbah bagi hasil 14,20% per tahun. Jangka waktu pembiayaan ini adalah 60 bulan dan jatuh tempo pada tanggal 20 Mei 2024 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp14.644.164.
- Pada tanggal 28 Juni 2019, APS memperoleh fasilitas sebesar Rp7.762.000 dan Rp807.000 dengan nisbah bagi hasil 12,06% per tahun. Jangka waktu pembiayaan ini adalah 36 bulan dan jatuh tempo pada tanggal 28 Juni 2022 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini masing-masing sebesar Rp5.370.492 dan Rp558.360.
- Pada tanggal 31 Juli 2019, APS memperoleh fasilitas sebesar Rp2.109.000 dengan nisbah bagi hasil 10,93% per tahun. Jangka waktu pembiayaan ini adalah 58 bulan dan jatuh tempo pada tanggal 20 Mei 2024 termasuk masa tenggang waktu (*grace period*) selama 7 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp1.305.009.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

BSM (continued)

- On May 31, 2019, APS obtained facility amounting to Rp112,512,000 with profit sharing ratio at 11.14% per annum. The term of this financing is 60 months with due date on May 20, 2024 including 9 months grace period. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp94,072,404.
- On May 31, 2019, APS obtained facility amounting to Rp15,949,000 with profit sharing ratio at 14.20%. The term of this financing is 60 months with due date on May 20, 2024 including 9 months grace period. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp14,644,164.
- On June 28, 2019, APS obtained facility amounting to Rp7,762,000 and Rp807,000 with profit sharing ratio at 12.06% per annum. The term of this financing is 36 months with due date on June 28, 2022 including 9 months grace period. As of December 31, 2020 and 2019, the outstanding balances of these loan facilities amounted to Rp5,370,492 and Rp558,360, respectively.
- On July 31, 2019, APS obtained facility amounting to Rp2,109,000 with profit sharing ratio at 10.93% per annum. The term of this financing is 58 months with due date on May 20, 2024 including 7 months grace period. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp1,305,009.

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Entitas Anak (lanjutan)

BSM (lanjutan)

- Pada tanggal 31 Juli 2019, APS memperoleh fasilitas sebesar Rp3.708.000 dengan nisbah bagi hasil 14,20% per tahun. Jangka waktu pembiayaan ini adalah 60 bulan dan jatuh tempo pada tanggal 20 Juli 2024 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp3.468.222.
- Pada tanggal 31 Juli 2019, APS memperoleh fasilitas sebesar Rp1.572.000 dengan nisbah bagi hasil 12,16% per tahun. Jangka waktu pembiayaan ini adalah 34 bulan dan jatuh tempo pada tanggal 20 Mei 2022 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp1.104.707.
- Pada tanggal 19 September 2019, APS memperoleh fasilitas sebesar Rp27.807.000 dengan nisbah bagi hasil 14,08% per tahun. Jangka waktu pembiayaan ini adalah 58 bulan dan jatuh tempo pada tanggal 20 Juli 2024 termasuk masa tenggang waktu (*grace period*) selama 7 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp26.065.699.
- Pada tanggal 31 Oktober 2019, APS memperoleh fasilitas sebesar Rp23.551.000 dengan nisbah bagi hasil 14,22% per tahun. Jangka waktu 57 bulan dan jatuh tempo pada tanggal 20 Juli 2024 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp22.102.298.
- Pada tanggal 31 Oktober 2019, APS memperoleh fasilitas sebesar Rp5.283.000 dengan nisbah bagi hasil 11,13% per tahun. Jangka waktu pembiayaan ini adalah 60 bulan dan jatuh tempo pada tanggal 20 Oktober 2024 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp4.860.794.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

BSM (continued)

- On July 31, 2019, APS obtained facility amounting to Rp3,708,000 with profit sharing ratio at 14.20% per annum. The term of this financing is 60 months with due date on July 20, 2024 including 9 months grace period. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp3,468,222.
- On July 31, 2019, APS obtained facility amounting to Rp1,572,000 with profit sharing ratio 12.16% per annum. The term of this financing is 34 months term with due date on May 20, 2022 including 9 months grace period. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp1,104,707.
- On September 19, 2019, APS obtained facility amounting to Rp27,807,000 with profit sharing ratio at 14.08% per annum. The term of this financing is 58 months with due date on July 20, 2024 including 7 months grace period. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp26,065,699.
- On October 31, 2019, APS obtained facility amounting to Rp23,551,000 with profit sharing ratio 14.22% per annum. The term of this financing is 57 months with due date on July 20, 2024 with grace period of 9 months. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp22,102,298.
- On October 31, 2019, APS obtained facility amounting to Rp5,283,000 with profit sharing ratio at 11.13% per annum. The term of this financing is 60 months with due date on October 20, 2024 with grace period of 9 months. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp4,860,794.

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**b. Utang bank jangka panjang (lanjutan)
Entitas Anak (lanjutan)**

BSM (lanjutan)

- Pada tanggal 24 Januari 2020, APS memperoleh fasilitas sebesar Rp2.775.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 60 bulan dan jatuh tempo pada tanggal 27 Januari 2025 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp2.686.615.
- Pada tanggal 24 Januari 2020, APS memperoleh fasilitas sebesar Rp8.944.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 60 bulan dan jatuh tempo pada tanggal 27 Januari 2025 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp8.659.128.
- Pada tanggal 24 Januari 2020, APS memperoleh fasilitas sebesar Rp1.115.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 29 bulan dan jatuh tempo pada tanggal 28 Juni 2022 termasuk masa tenggang waktu (*grace period*) selama 2 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp771.054.
- Pada tanggal 28 Januari 2020, APS memperoleh fasilitas sebesar Rp19.267.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 60 bulan dan jatuh tempo pada tanggal 20 Februari 2025 termasuk masa tenggang waktu (*grace period*) selama 9 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp18.958.773.
- Pada tanggal 30 April 2020, APS memperoleh fasilitas sebesar Rp14.602.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 60 bulan dan jatuh tempo pada tanggal 20 April 2025 termasuk masa tenggang waktu (*grace period*) selama 9 bulan.

21. BANK LOAN (continued)

**b. Long-term bank loans (continued)
Subsidiaries (continued)**

BSM (continued)

- On January 24, 2020, APS obtained facility amounting to Rp2,775,000 with profit sharing ratio at 10.00% per annum. The term of this financing is 60 months with due date on January 27, 2025 with grace period of 9 months. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp2,686,615.
- On January 24, 2020, APS obtained facility amounting to Rp8,944,000 with profit sharing ratio at 11.13% per annum. The term of this financing is 60 months with due date on January 27, 2025 with grace period of 9 months. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp8,659,128.
- On January 24, 2020, APS obtained facility amounting to Rp1,115,000 with profit sharing ratio at 11.13% per annum. The term of this financing is 20 months with due date on June 28, 2022 with grace period of 2 months. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp771,054.
- On January 28, 2020, APS obtained facility amounting to Rp19,267,000 with profit sharing ratio at 11.13% per annum. The term of this financing is 60 months with due date on January 20, 2025 with grace period of 9 months. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp18,958,773.
- On April 30, 2020, APS obtained facility amounting to Rp14,602,000 with profit sharing ratio at 10.00% per annum. The term of this financing is 60 months with due date on April 20, 2025 with grace period of 9 months.

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23. UTANG BANK (lanjutan)

b. Utang bank jangka panjang (lanjutan)

Entitas Anak (lanjutan)

BSM (lanjutan)

- Pada tanggal 30 April 2020, APS memperoleh fasilitas sebesar Rp9.775.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 50 bulan dan jatuh tempo pada tanggal 20 Oktober 2024 termasuk masa tenggang waktu (*grace period*) selama 9 bulan.
- Pada tanggal 25 Agustus 2020, APS memperoleh fasilitas sebesar Rp1.358.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 56 bulan dan jatuh tempo pada tanggal 20 April 2025 termasuk masa tenggang waktu (*grace period*) selama 9 bulan.
- Pada tanggal 25 Agustus 2020, APS memperoleh fasilitas sebesar Rp2.152.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 54 bulan dan jatuh tempo pada tanggal 20 Februari 2025 termasuk masa tenggang waktu (*grace period*) selama 9 bulan.
- Pada tanggal 29 September 2020, APS memperoleh fasilitas sebesar Rp2.361.000 dengan nisbah bagi hasil 10,00% per tahun. Jangka waktu pembiayaan ini adalah 45 bulan dan jatuh tempo pada tanggal 20 Juni 2024. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini adalah sebesar Rp2.358.000.

Seluruh fasilitas pembiayaan ini dijamin dengan seluruh obyek investasi yang dibiayai bank dan piutang usaha APS kepada Bank sebesar Rp50.000.000.

APS diwajibkan oleh BSM untuk menjaga rasio keuangan yaitu rasio lancar minimum sebesar 1 kali, *debt service coverage* minimum sebesar 1 kali, *debt to equity ratio* (DER) maksimal 3 kali.

Pada tanggal 30 Desember 2020, APS telah menerima surat pembebasan (*waiver letter*) dari BSM atas tidak terpenuhinya rasio keuangan tertentu pada tanggal 31 Desember 2020.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

BSM (continued)

- On April 30, 2020, APS obtained facility amounting to Rp9,775,000 with profit sharing ratio at 10.00% per annum. The term of this financing is 50 months with due date on October 20, 2024 with grace period of 9 months.
- On August 25, 2020, APS obtained facility amounting to Rp1,358,000 with profit sharing ratio at 10.00% per annum. The term of this financing is 56 months with due date on April 20, 2025 with grace period of 9 months.
- On August 25, 2020, APS obtained facility amounting to Rp2,152,000 with profit sharing ratio at 10.00% per annum. The term of this financing is 54 months with due date on February 20, 2025 with grace period of 9 months.
- On September 29, 2020, APS obtained facility amounting to Rp2,361,000 with profit sharing ratio at 10.00% per annum. The term of this financing is 45 months with due date on June 20, 2024. As of December 31, 2020, the outstanding balances of this loan facility amounted to Rp2,358,000.

This facility is secured by all objected financing investment and account receivables APS to the Bank amounted Rp50,000,000.

APS is required by BSM to maintain the financial ratios, minimum current ratio of 1 time, debt service coverage at least 1 time, debt to equity ratio (DER) maximum 3 times.

On December 30, 2020, the Company has received waiver letter from BSM for incompliance of certain financial ratio as of December 31, 2020.

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b. Utang bank jangka panjang (lanjutan)

Entitas Anak (lanjutan)

Muamalat

Pada tanggal 1 Agustus 2019, APP memperoleh fasilitas Pembiayaan *Musarakah* dari Muamalat sebesar Rp15.500.000 dengan suku bunga 9,50% per tahun. Pinjaman ini bersifat *revolving* dan dijamin dengan aset garbarata yang dimiliki oleh APP. Jangka waktu pembiayaan selama 48 bulan dan akan jatuh tempo pada tanggal 1 Agustus 2023. Pada tanggal 31 Desember 2020 dan 2019, saldo pinjaman fasilitas ini masing-masing sebesar Rp11.969.824 dan Rp14.420.000 dan telah dilunasi seluruhnya pada tanggal 18 Januari 2021.

Pada tanggal 11 Februari 2020, APP memperoleh fasilitas Pembiayaan dari Bank Muamalat sebesar Rp224.000.000 dengan suku bunga 9% per tahun. Pinjaman ini bersifat non-revolving dan dijamin dengan piutang usaha dan aset garbarata yang dimiliki oleh APP. Jangka waktu pembiayaan selama 84 bulan. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini sebesar Rp73.435.521 dan telah dilunasi seluruhnya pada tanggal 18 Januari 2021.

Pada tanggal 25 Agustus 2020, APP memperoleh fasilitas sebesar Rp20.000.000 dengan suku bunga 9% per tahun. Jangka waktu pembiayaan ini adalah 78 bulan dan jatuh tempo pada tanggal 12 Februari 2027. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini sebesar Rp19.417.053 dan telah dilunasi seluruhnya pada tanggal 18 Januari 2021.

Pada tanggal 25 Agustus 2020, APP memperoleh fasilitas sebesar Rp20.000.000 dengan suku bunga 9% per tahun. Jangka waktu pembiayaan ini adalah 78 bulan dan jatuh tempo pada tanggal 12 Februari 2027. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini sebesar Rp19.800.366 dan telah dilunasi seluruhnya pada tanggal 18 Januari 2021.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

Muamalat

On August 1, 2019, APP obtained *Musarakah* financing facility from Muamalat with amount of Rp15,500,000 with bear interest 9,50% per annum. This facility is a revolving and secured by assets (*Aviobridges*) owned by APP. The term of this facility is 48 months and will be due on August 1, 2023. As of December 31, 2020 and 2019, the outstanding balances of these financing facility amounted to Rp11,969,824 and Rp14,420,000, respectively and has fully paid on January 18, 2021.

On February 11, 2020, APP obtained financing facility from Muamalat with amount of Rp224,000,000 with bear interest 9% per annum. This facility is a revolving and secured by account receivables and assets (*Aviobridges*) owned by APP. The term of this facility is 84 months. As of December 31, 2020, the outstanding balances of these financing facility amounted to Rp73,435,521 and has fully paid on January 18, 2021.

On August 25, 2020, APP obtained facility amounting to Rp20,000,000 with bear interest at 9% per annum. The term of this financing is 78 months with due date on February 12, 2027. As of December 31, 2020, the outstanding balances of these loan facilities amounted to Rp19,417,053 and has fully paid on January 18, 2021.

On August 25, 2020, APP obtained facility amounting to Rp20,000,000 with bear interest at 9% per annum. The term of this financing is 78 months with due date on February 12, 2027. As of December 31, 2020, the outstanding balances of these loan facilities amounted to Rp19,800,366 and has fully paid on January 18, 2021.

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23. UTANG BANK (lanjutan)

b. Utang bank jangka panjang (lanjutan)

Entitas Anak (lanjutan)

Muamalat (lanjutan)

Pada tanggal 18 September 2020, APP memperoleh fasilitas sebesar Rp23.555.471 dengan suku bunga 9% per tahun. Jangka waktu pembiayaan ini adalah 77 bulan dan jatuh tempo pada tanggal 12 Februari 2027. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini sebesar Rp22.555.471 dan telah dilunasi seluruhnya pada tanggal 18 Januari 2021.

Pada tanggal 27 Oktober 2020, APP memperoleh fasilitas sebesar Rp13.866.085 dengan suku bunga 9% per tahun. Jangka waktu pembiayaan ini adalah 76 bulan dan jatuh tempo pada tanggal 12 Februari 2027. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini sebesar Rp13.866.085 dan telah dilunasi seluruhnya pada tanggal 18 Januari 2021.

Pada tanggal 5 November 2020, APP memperoleh fasilitas sebesar Rp54.491.015 dengan suku bunga 9% per tahun. Jangka waktu pembiayaan ini adalah 75 bulan dan jatuh tempo pada tanggal 12 Februari 2027. Pada tanggal 31 Desember 2020, saldo pinjaman fasilitas ini sebesar Rp54.491.015 dan telah dilunasi seluruhnya pada tanggal 18 Januari 2021.

APP diwajibkan untuk menyampaikan pemberitahuan secara tertulis apabila membagikan dividen kepada pemegang saham.

APP diwajibkan oleh Muamalat untuk menjaga rasio keuangan yaitu rasio lancar minimum sebesar 1 kali, *debt service coverage* minimum sebesar 1,5 kali, *debt to equity ratio* (DER) maksimal 3 kali. Pada tanggal 31 Desember 2020, APP telah memenuhi semua persyaratan pinjaman.

23. BANK LOAN (continued)

b. Long-term bank loans (continued)

Subsidiaries (continued)

Muamalat (continued)

On September 18, 2020, APP obtained facility amounting to Rp23,555,471 with bear interest at 9% per annum. The term of this financing is 77 months with due date on February 12, 2027. As of December 31, 2020, the outstanding balances of these loan facilities amounted to Rp23,555,471 and has fully repaid on January 18, 2021.

On October 2020, 2020, APP obtained facility amounting to Rp13,866,085 with bear interest at 9% per annum. The term of this financing is 76 months with due date on February 12, 2027. As of December 31, 2020, the outstanding balances of these loan facilities amounted to Rp13,866,085 and has fully repaid on January 18, 2021.

On November 5, 2020, APP obtained facility amounting to Rp54,491,015 with bear interest at 9% per annum. The term of this financing is 75 months with due date on February 12, 2027. As of December 31, 2020, the outstanding balances of these loan facilities amounted to Rp54,491,015 and has fully repaid on January 18, 2021.

APP is required to made written-notice once there are any dividend distributed to shareholders.

APP is required by Muamalat to maintain the financial ratios, minimum current ratio of 1 time, debt service coverage at least 1.5 time, debt to equity ratio (DER) maximum 3 times. As of December 31, 2020, APP complies with all of the loan covenants.

24. UTANG OBLIGASI DAN SUKUK IJARAH

24. BONDS PAYABLE AND SUKUK IJARAH

	31 Desember/December 31,		
	2020	2019	
Utang obligasi	2.500.000.000	2.500.000.000	Bonds payable
Utang sukuk ijarah	500.000.000	500.000.000	Sukuk ijarah payable
Biaya pinjaman yang belum diamortisasi	(3.908.183)	(5.103.677)	Unamortized cost of loans
Total	2.996.091.817	2.994.896.323	Total

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**24. UTANG OBLIGASI DAN SUKUK IJARAH
(lanjutan)**

**24. BONDS PAYABLE AND SUKUK IJARAH
(continued)**

	31 Desember/December 31,		
	2020	2019	
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun	890.000.000	-	Current maturities of long-term liabilities
Liabilitas jangka panjang setelah dikurangi bagian jatuh tempo dalam waktu satu tahun	2.106.091.817	2.994.896.323	Long term liabilities - net of current maturities
Total	2.996.091.817	2.994.896.323	Total

	31 Desember/December 31,		
	2020	2019	
Mutasi biaya pinjaman yang belum diamortisasi:			The movements in the unamortized:
Saldo awal	5.103.677	6.299.172	Beginning balance
Biaya amortisasi tahun berjalan			Current year amortized cost
Obligasi	(963.570)	(963.570)	Bonds
Sukuk ijarah	(231.924)	(231.925)	Sukuk ijarah
Saldo akhir	3.908.183	5.103.677	Ending balance

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:

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 A	622.000.000	8,10 %	5 tahun/years	Seri A
Seri B	389.000.000	8,40 %	7 tahun/years	Seri B
Seri C	1.489.000.000	8,55 %	10 tahun/years	Seri C
Total	2.500.000.000			Total

Sukuk Ijarah/Sukuk ijarah

	Nominal	Imbalan per Tahun/ Benefit per Annum	Jangka Waktu/ Periods	
Seri A	268.000.000	21.708.000	5 tahun/years	Seri A
Seri B	55.000.000	4.620.000	7 tahun/years	Seri B
Seri C	177.000.000	15.133.500	10 tahun/years	Seri C
Total	500.000.000	41.461.500		Total

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.

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.

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**24. UTANG OBLIGASI DAN SUKUK IJARAH
(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 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 2020. Namun demikian, kondisi ini tidak menyebabkan kewajiban menjadi segera jatuh tempo. Berdasarkan Rapat Umum Pemegang Obligasi dan Rapat Umum Pemegang Sukuk Ijarah pada tanggal 7 Desember 2020, seluruh pemegang obligasi dan sukuk ijarah menyetujui pengesampingan pemenuhan kewajiban keuangan tersebut.

25. UTANG JANGKA PANJANG LAINNYA

	31 Desember/December 31,	
	2020	2019
Utang jangka panjang lainnya:		
Jaminan pelanggan	294.894.412	284.446.771
Pendapatan diterima di muka	95.913.549	100.971.111
Utang kepada KSO Jineng	9.074.921	-
Jaminan usaha pemasok	2.625.548	2.571.343
Lainnya	1.691.826	982.236
Total	404.200.256	388.971.461

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.

**24. BONDS PAYABLE AND SUKUK IJARAH
(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 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, 2020. However, this condition did not cause the obligation to become due immediately. Based on the General Meeting of Bondholders and General Meeting of Sukuk Ijarah on December 7, 2020, all bond and sukuk ijarah holders agreed to waive the fulfilment of the financial covenant.

25. OTHER LONG-TERM LIABILITIES

Other long-term liabilities:
Customer deposit
Unearned revenue
Debt to KSO Jineng
Vendor deposit
Others

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.

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25. UTANG JANGKA PANJANG LAINNYA (lanjutan)

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 m² 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 PT Milliman Indonesia, aktuaris independen, untuk melakukan perhitungan aktuarial liabilitas imbalan kerja karyawan yang terdiri dari program tunjangan hari tua, tunjangan perumahan, penghargaan pengabdian, kesehatan pensiun dan dana pensiun untuk tahun 2020 dan 2019.

Liabilitas imbalan kerja karyawan pada tanggal 31 Desember 2020 dan 2019 dihitung dengan menggunakan metode *projected-unit-credit* oleh aktuaris independen tersebut di atas, masing-masing berdasarkan laporannya pada tanggal 5 Februari 2021 dan 7 Januari 2020.

25. OTHER LONG-TERM LIABILITIES (continued)

Other long-term liabilities - unearned revenue represent unearned revenue of the Company from PT Duta Paramindo Sejahtera (DPS) due to handover of land with use management rights of 129,216 m² 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 is 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 PT Milliman Indonesia, an independent actuary, to conduct the actuarial calculation of employee benefits liabilities consist of retirement allowance, housing allowance, employee appreciation, retiree health and pension fund for period 2020 and 2019, respectively.

The employee benefits liabilities as of December 31, 2020 and 2019 were calculated using the projected-unit-credit method by the independent actuaries, based on its reports dated February 5, 2021 and January 7, 2020, respectively.

	31 Desember/December 31,		
	2020	2019	
Perusahaan			<i>The Company</i>
Tunjangan hari tua	110.342.553	79.846.505	<i>Retirement allowance</i>
Tunjangan perumahan	20.375.493	22.513.726	<i>Housing allowance</i>
Penghargaan pengabdian	23.612.467	22.482.051	<i>Employee appreciation</i>
Kesehatan pensiun	130.684.520	58.181.220	<i>Retirement health</i>
Dana pensiun	500.791.030	229.669.098	<i>Pension fund</i>
Sub-total	785.806.063	412.692.600	<i>Subtotal</i>
Entitas anak	34.896.842	24.600.606	<i>Subsidiaries</i>
Total	820.702.905	437.293.206	Total

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).

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).

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

26. EMPLOYEE BENEFITS LIABILITIES (continued)

a. Tunjangan hari tua (lanjutan)

a. Retirement allowance (continued)

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas tunjangan hari tua adalah sebagai berikut:

The actuarial assumptions used to determine retirement allowance expenses and liabilities are as follows:

	31 Desember/December 31,		
	2020	2019	
Tingkat diskonto	6,60%	7,60%	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 III 2011	Mortality rate
Tingkat cacat	1%	1%	Disability rate
Umur pensiun	56 tahun/56 years	56 tahun/56 years	Retirement age
Tingkat mengundurkan diri	0,7% pada usia 20 tahun sampai dengan 45 tahun/ dan sebesar 0,1% pada usia 46 tahun sampai dengan 55 tahun/ 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years		Resignation rate

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2020 dan 2019 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2020 and 2019 are as follows:

	31 Desember/December 31,		
	2020	2019	
Nilai kini liabilitas	586.150.167	566.958.296	Present value of liabilities
Nilai wajar aset program	(475.807.614)	(487.111.791)	Fair value of plan assets
Defisit	110.342.553	79.846.505	Deficit
Liabilitas yang diakui	110.342.553	79.846.505	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,		
	2020	2019	
Nilai kini liabilitas awal tahun	566.958.296	463.299.359	Present value of liabilities beginning of year
Biaya jasa kini	31.904.211	36.089.958	Current service cost
Biaya bunga	40.723.833	36.562.391	Interest cost
Iuran peserta program	6.255.234	6.205.562	Plan participant's contributions
Pembayaran imbalan	(62.236.779)	(76.310.534)	Benefits paid
Keuntungan aktuarial	2.545.372	101.111.560	Actuarial gain
Nilai kini liabilitas akhir tahun	586.150.167	566.958.296	Present value of liabilities end of year

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,		
	2020	2019	
Nilai wajar aset program awal tahun	487.111.793	518.347.376	Fair value of plan assets beginning of year
Iuran peserta program	6.255.233	6.205.562	Plan participant's contributions
Iuran pemberi kerja	40.169.334	46.657.343	Employer's contributions
Imbal hasil aset program	36.419.631	43.569.626	Return on plan assets
Pembayaran imbalan	(62.236.779)	(76.310.534)	Benefit paid
Kerugian (keuntungan) aktuarial	(31.911.598)	(51.357.582)	Actuarial loss (gain)
Nilai wajar aset program akhir tahun	475.807.614	487.111.791	Fair value of plan assets end of year

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

26. EMPLOYEE BENEFITS LIABILITIES (continued)

a. Tunjangan hari tua (lanjutan)

a. Retirement allowance (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		
	2020	2019	
Biaya jasa kini	31.904.211	36.089.958	Current service cost
Biaya bunga	40.723.833	36.562.391	Interest cost
Ekspektasi hasil program	(36.419.632)	(43.569.624)	Expectations plan assets
Total	36.208.412	29.082.725	Total

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,		
	2020	2019	
Jumlah pengukuran kembali awal tahun	(8.623.875)	(161.093.016)	Re-measurement amount beginning of year
Kerugian aktuarial	34.456.970	152.469.141	Actuarial loss
Akumulasi jumlah pengukuran kembali	25.833.095	(8.623.875)	Accumulated amount of re-measurements

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,		
	2020	2019	
Liabilitas awal tahun	79.846.505	-	Liabilities beginning of year
Beban yang diakui dalam laba rugi	36.208.412	29.082.724	Expense recognized in profit or loss
Beban (penghasilan) yang diakui dalam penghasilan komprehensif lain	34.456.970	152.469.141	Expense (income) recognized in the other comprehensive income
Dampak batas aset	-	(55.048.017)	Effect of asset ceiling
Pembayaran	(40.169.334)	(46.657.343)	Contribution
Liabilitas akhir tahun	110.342.553	79.846.505	Liabilities end of year

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

a. Tunjangan hari tua (lanjutan)

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2020 adalah sebagai berikut:

Analisis sensitivitas	
Nilai kini kewajiban imbalan pasti	
Asumsi Tingkat Diskonto	
+ 1,00%	(43.596.596)
- 1,00%	50.738.264
Asumsi Tingkat Kenaikan Gaji	
+ 1,00%	(58.842.215)
- 1,00%	51.055.765

Komposisi pengelolaan dana atas aset ditempatkan adalah pada deposito berjangka, piutang pinjaman, reksadana, obligasi dan aset lainnya.

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:

a. Retirement allowance (continued)

The present values of liabilities after the effect of sensitivity analysis on December 31, 2020 are as follows:

Sensitivity analysis	
PV defined benefits obligations	
<i>Discount Rate Assumptions</i>	
+ 1.00%	
- 1.00%	
<i>Salary Increment Assumptions</i>	
+ 1.00%	
-1.00%	

The composition of management of planned asset are on time deposits, loan receivables, mutual funds, bonds and other assets.

b. Housing allowance

Based on the Company's provisions, employees who have worked continuously for 20 years are given a housing allowance.

The actuarial assumptions used to determine housing allowance expenses and liabilities are as follows:

	31 Desember/December 31,		
	2020	2019	
Tingkat diskonto	6,0%	7,3 %	<i>Discount rate</i>
Tingkat mortalita	TMI IV 2019	TMI III 2011	<i>Mortality rate</i>
Tingkat cacat	1%	1%	<i>Disability rate</i>
Umur pensiun	56 tahun/56 years	56 tahun/56 years	<i>Retirement age</i>
Tingkat mengundurkan diri	0,7% pada usia 20 tahun sampai dengan 45 tahun dan sebesar 0,1% pada usia 46 tahun sampai dengan 55 tahun/ 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years		<i>Resignation rate</i>

Nilai kini liabilitas pada tanggal 31 Desember 2020 dan 2019 adalah:

The present value of liabilities as of December 31, 2020 and 2019 are as follows:

	31 Desember/December 31,		
	2020	2019	
Nilai kini liabilitas	20.375.493	22.513.726	<i>Present value of liabilities</i>
Liabilitas yang diakui	20.375.493	22.513.726	<i>Recognized liabilities</i>

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26. EMPLOYEE BENEFITS LIABILITIES (continued)

b. Tunjangan perumahan (lanjutan)

b. Housing allowance (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,		
	2020	2019	
Nilai kini liabilitas awal tahun	22.513.725	20.713.486	Present value of liabilities beginning of year
Biaya jasa kini	2.663.731	2.269.951	Current service cost
Biaya bunga	1.349.347	1.796.334	Interest cost
Pembayaran imbalan	(8.059.055)	(131.903)	Benefits paid
Kerugian (keuntungan) aktuarial	1.907.745	(2.134.142)	Actuarial loss (gain)
Nilai kini liabilitas akhir tahun	20.375.493	22.513.726	Present value of liabilities end of year

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		
	2020	2019	
Biaya jasa kini	2.663.731	2.269.951	Current service cost
Biaya bunga	1.349.347	1.796.334	Interest cost
Total	4.013.078	4.066.285	Total

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,		
	2020	2019	
Jumlah pengukuran kembali awal tahun	(4.395.322)	(2.261.180)	Re-measurement amount beginning of year
Kerugian aktuarial	1.907.745	(2.134.142)	Actuarial loss
Akumulasi jumlah pengukuran kembali	(2.487.577)	(4.395.322)	Accumulated amount of re-measurements

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,		
	2020	2019	
Liabilitas awal tahun	22.513.726	20.713.486	Liabilities beginning of year
Beban yang diakui dalam laba rugi	4.013.078	4.066.285	Expense recognized in profit or loss
Beban yang diakui dalam penghasilan komprehensif lain	1.907.745	(2.134.142)	Expense (gain) recognized in the other comprehensive income
Pembayaran	(8.059.056)	(131.903)	Contribution
Liabilitas akhir tahun	20.375.493	22.513.726	Liabilities end of year

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

b. Tunjangan perumahan (lanjutan)

b. Housing allowance (continued)

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2020 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2020 are as follows:

Analisis sensitivitas

Nilai kini kewajiban imbalan pasti

Asumsi Tingkat Diskonto

+ 1,00%

(20.373.392)

- 1,00%

20.364.948

Asumsi Tingkat Kenaikan Gaji

+ 1,00%

(20.364.948)

- 1,00%

20.366.404

Sensitivity analysis

PV defined benefits obligations

Discount Rate Assumptions

+ 1.00%

- 1.00%

Salary Increment Assumptions

+ 1.00%

- 1.00%

c. Penghargaan pengabdian

c. Employee appreciation

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.

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.

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas penghargaan pengabdian adalah sebagai berikut:

The actuarial assumptions used to determine employee appreciation expenses and liabilities are as follows:

31 Desember/December 31,

	2020	2019	
Tingkat diskonto	6,60%	7,60%	Discount rate
Tingkat kenaikan gaji	8,00%	8,00%	Salary increase rate
Tingkat mortalitas	TMI IV 2019	TMI III 2011	Mortality rate
Tingkat cacat	1%	1%	Disability rate
Umur pensiun	56 tahun/56 years	56 tahun/56 years	Retirement age
Tingkat mengundurkan diri	0,7% pada usia 20 tahun sampai dengan 45 tahun dan sebesar 0,1% pada usia 46 tahun sampai dengan 55 tahun/ 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years		Resignation rate

Nilai kini liabilitas pada tanggal 31 Desember 2020 dan 2019 adalah:

The present value of liabilities as of December 31, 2020 and 2019 are as follows:

	31 Desember/December 31,		
	2020	2019	
Nilai kini liabilitas	23.612.467	22.482.051	Present value of liabilities
Liabilitas yang diakui	23.612.467	22.482.051	Recognized liabilities

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26. EMPLOYEE BENEFITS LIABILITIES (continued)

c. Penghargaan pengabdian (lanjutan)

c. Employee appreciation (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,		
	2020	2019	
Nilai kini liabilitas awal tahun	22.482.051	12.667.287	Present value of liabilities beginning of year
Biaya jasa kini	2.055.921	1.696.740	Current service cost
Biaya bunga	1.656.402	1.022.488	Interest cost
Pembayaran imbalan	(1.374.582)	(1.829.096)	Benefits paid
Kerugian (keuntungan) aktuarial	(1.207.325)	8.924.632	Actuarial loss (gain)
Nilai kini liabilitas akhir tahun	23.612.467	22.482.051	Present value of liabilities end of year

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		
	2020	2019	
Biaya jasa kini	2.055.921	1.696.740	Current service cost
Biaya bunga	1.656.402	1.022.488	Interest cost
Kerugian (keuntungan) aktuarial	(1.207.325)	8.924.632	Actuarial loss (gain)
Total	2.504.998	11.643.860	Total

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,		
	2020	2019	
Jumlah pengukuran kembali awal tahun	8.700.061	(224.571)	Re-measurement amount beginning of year
Kerugian (keuntungan) aktuarial	(1.207.325)	8.924.632	Actuarial loss (gain)
Akumulasi jumlah pengukuran kembali	7.492.736	8.700.061	Accumulated amount of re-measurements

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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,		
	2020	2019	
Liabilitas awal tahun	22.482.051	12.667.287	<i>Liabilities beginning of year</i>
Beban yang diakui dalam laba rugi	3.712.323	2.719.228	<i>Expense recognized in profit or loss</i>
Beban (penghasilan) yang diakui dalam penghasilan komprehensif lain	(1.207.325)	8.924.632	<i>Expense (income) recognized in the other comprehensive income</i>
Pembayaran	(1.374.582)	(1.829.096)	<i>Contribution</i>
Liabilitas akhir tahun	23.612.467	22.482.051	<i>Liabilities end of year</i>

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2020 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2020 are as follows:

**Analisis sensitivitas
Nilai kini kewajiban imbalan pasti**

**Sensitivity analysis
PV defined benefits obligations**

Asumsi Tingkat Diskonto		<i>Discount Rate Assumptions</i>
+ 1,00%	(1.512.593)	+ 1.00%
- 1,00%	1.733.399	- 1.00%
Asumsi Tingkat Kenaikan Gaji		<i>Salary Increment Assumptions</i>
+ 1,00%	2.026.613	+ 1.00%
- 1,00%	(1.804.818)	- 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).

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,		
	2020	2019	
Tingkat diskonto	7,50%	8,00%	<i>Discount rate</i>
Tingkat mortalita	TMI IV 2019	TMI III 2011	<i>Mortality rate</i>
Tingkat cacat	1%	1%	<i>Disability rate</i>
Umur pensiun	56 tahun/56 years	56 tahun/56 years	<i>Retirement age</i>
Tingkat mengundurkan diri	0,7% pada usia 20 tahun sampai dengan 45 tahun dan sebesar 0,1% pada usia 46 tahun sampai dengan 55 tahun/ 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years		<i>Resignation rate</i>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

d. Kesehatan pensiun (lanjutan)

d. Pension health (continued)

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2020 dan 2019 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2020 and 2019 are as follows:

	31 Desember/December 31,		
	2020	2019	
Nilai kini liabilitas	517.775.500	437.164.699	Present value of liabilities
Nilai wajar aset program	(387.090.980)	(378.983.479)	Fair value of plan assets
Defisit (surplus)	130.684.520	58.181.220	Deficit (surplus)
Liabilitas yang diakui	130.684.520	58.181.220	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,		
	2020	2019	
Nilai kini liabilitas awal tahun	437.164.700	343.788.633	Present value of liabilities beginning of year
Biaya jasa kini	3.857.152	(107.026)	Current service cost
Biaya bunga	34.702.365	29.366.257	Interest cost
Iuran peserta program	3.963.400	3.535.200	Plan participant's contributions
Pembayaran imbalan	(6.770.268)	(4.641.049)	Benefits paid
Kerugian (keuntungan) aktuarial	44.858.151	65.222.684	Actuarial loss (gain)
Nilai kini liabilitas akhir tahun	517.775.500	437.164.699	Present value of liabilities end of year

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,		
	2020	2019	
Nilai wajar aset program awal tahun	378.983.479	364.643.470	Fair value of plan assets beginning of year
Iuran peserta program	3.963.400	3.535.200	Plan participant's contributions
Imbal hasil aset program	30.206.403	31.311.786	Return on plan assets
Pembayaran imbalan	(6.770.268)	(4.641.049)	Benefit paid
Kerugian (keuntungan) aktuarial	(19.292.034)	(15.865.928)	Actuarial loss (gain)
Nilai wajar aset program akhir tahun	387.090.980	378.983.479	Fair value of plan assets end of year

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
(lanjutan)**

26. EMPLOYEE BENEFITS LIABILITIES (continued)

d. Kesehatan pensiun (lanjutan)

d. Pension health (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		
	2020	2019	
Biaya jasa kini	3.857.152	(107.026)	Current service cost
Biaya bunga	34.702.365	29.366.257	Interest cost
Dampak perubahan manfaat Ekspektasi hasil program	(30.206.403)	(31.311.786)	The impact of change of benefit Expectations plan assets
Total	8.353.114	(2.052.555)	Total

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,		
	2020	2019	
Jumlah pengukuran kembali awal tahun	26.473.017	(54.615.595)	Re-measurement amount beginning of year
Kerugian (keuntungan) aktuarial	64.150.186	81.088.612	Actuarial loss (gain)
Akumulasi jumlah pengukuran kembali	90.623.203	26.473.017	Accumulated amount of re-measurements

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,		
	2020	2019	
Liabilitas awal tahun	58.181.220	-	Liabilities beginning of year
Beban yang diakui dalam laba rugi	8.353.114	(2.052.555)	Expense recognized in profit or loss
Beban (penghasilan) yang diakui dalam penghasilan komprehensif lain	64.150.186	81.088.612	Expense (income) recognized in the other comprehensive income
Dampak batas aset	-	(20.854.837)	Effect of asset ceiling
Liabilitas akhir tahun	130.684.520	58.181.220	Liabilities end of year

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**26. LIABILITAS IMBALAN KERJA KARYAWAN
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26. EMPLOYEE BENEFITS LIABILITIES (continued)

d. Kesehatan pensiun (lanjutan)

d. Pension health (continued)

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2020 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2020 are as follows:

Analisis sensitivitas	
Nilai kini kewajiban imbalan pasti	
Asumsi Tingkat Diskonto	
+ 1,00%	(94.774.259)
- 1,00%	106.285.472
Asumsi Tingkat Kenaikan Gaji	
+ 1,00%	2.494.850
- 1,00%	(20.849.063)

Sensitivity analysis	
PV defined benefits obligations	
<i>Discount Rate Assumptions</i>	
+ 1.00%	
- 1.00%	
<i>Salary Increment Assumptions</i>	
+ 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,		
	2020	2019	
Tingkat diskonto	7,00%	7,80%	<i>Discount rate</i>
Tingkat kenaikan Penghasilan Dasar Pensiun (PhDP)	6,00%	6,00%	<i>Basic Income Pension Allowance (PhDP) increase</i>
Tingkat mortalita	TMI IV 2019	TMI III 2011	<i>Mortality rate</i>
Tingkat cacat	1%	1%	<i>Disability rate</i>
Umur pensiun	56 tahun/56 years	56 tahun/56 years	<i>Retirement age</i>
Tingkat mengundurkan diri	0,7% pada usia 20 tahun sampai dengan 45 tahun dan sebesar 0,1% pada usia 46 tahun sampai dengan 55 tahun/ 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years		<i>Resignation rate</i>

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2020 dan 2019 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2020 and 2019 are as follows:

	31 Desember/December 31,		
	2020	2019	
Nilai kini liabilitas	1.443.684.307	1.265.543.259	<i>Present value of liabilities</i>
Nilai wajar aset program	(942.893.277)	(1.035.874.161)	<i>Fair value of plan assets</i>
Liabilitas yang diakui	500.791.030	229.669.098	<i>Recognized liabilities</i>

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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)

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,		
	2020	2019	
Nilai kini liabilitas awal tahun	1.265.543.259	1.307.819.972	Present value of liabilities beginning of year
Biaya jasa kini	12.635.357	12.426.056	Current service cost
Biaya bunga	94.699.461	103.160.815	Interest cost
Iuran peserta program	2.425.755	2.589.440	Plan participant's contributions
Pembayaran imbalan	(102.895.200)	(99.522.496)	Benefits paid
Kerugian (keuntungan) aktuarial	171.275.675	(60.930.528)	Actuarial loss (income)
Nilai kini liabilitas akhir tahun	1.443.684.307	1.265.543.259	Present value of liabilities end of year

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,		
	2020	2019	
Nilai wajar aset program awal tahun	1.035.874.162	1.054.974.611	Fair value of plan assets beginning of year
Iuran peserta program	2.425.755	2.589.440	Plan participant's contributions
Iuran pemberi kerja	13.412.339	14.314.294	Employer's contributions
Imbal hasil aset program	77.402.957	83.120.549	Return on plan assets
Pembayaran imbalan	(102.895.200)	(99.522.496)	Benefit paid
Kerugian aktuarial	(83.326.736)	(19.602.237)	Actuarial loss
Nilai wajar aset program akhir tahun	942.893.277	1.035.874.161	Fair value of plan assets end of year

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		
	2020	2019	
Biaya jasa kini	12.635.357	12.426.056	Current service cost
Biaya bunga	94.699.461	103.160.815	Interest cost
Ekspektasi hasil program	(77.402.957)	(83.120.549)	Expectations plan assets
Total	29.931.861	32.466.322	Total

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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)

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,		
	2020	2019	
Jumlah pengukuran kembali awal tahun	351.653.715	392.982.007	Re-measurement amount beginning of year
(Keuntungan) kerugian aktuarial	254.602.410	(41.328.292)	Actuarial (gain)/loss
Akumulasi jumlah pengukuran kembali	606.256.125	351.653.715	Accumulated amount of re-measurements

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,		
	2020	2019	
Liabilitas awal tahun	229.669.098	252.845.361	Liabilities beginning of year
Beban yang diakui dalam laba rugi	29.931.861	32.466.322	Expense recognized in profit or loss
Beban yang diakui dalam penghasilan komprehensif lain	254.602.410	(41.328.292)	Expense recognized in the other comprehensive income
luran pemberi kerja	(13.412.339)	(14.314.293)	Employer's contributions
Liabilitas akhir tahun	500.791.030	229.669.098	Liabilities end of year

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2019 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2019 are as follows:

Analisis sensitivitas		Sensitivity analysis	
Nilai kini kewajiban imbalan pasti			
PV defined benefits obligations			
Discount Rate Assumptions			
Asumsi Tingkat Diskonto			
+ 1,00%	(135.426.839)		+ 1.00%
- 1,00%	182.065.604		- 1.00%
Salary Increment Assumptions			
Asumsi Tingkat Kenaikan Gaji			
+ 1,00%	36.052.701		+ 1.00%
- 1,00%	(16.521.708)		- 1.00%

Komposisi pengelolaan dana atas aset ditempatkan adalah pada surat berharga negara, deposito berjangka, saham, reksadana, obligasi dan aset lainnya.

The composition of management of planned asset are on Government bond, time deposits, stocks, mutual funds, bonds and other assets.

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27. MODAL SAHAM

27. SHARES CAPITAL

Pemegang saham/ Shareholder	Jumlah saham ditempatkan dan disetor penuh /Number of share issued and fully paid	% Pemilikan/ ownership	Total
Pemerintah Indonesia/ Government of The Republic of Indonesia	6.414.412	100%	6.414.412.000

Perubahan Anggaran dasar berdasarkan akta Pernyataan Keputusan Rapat dan Keputusan Para Pemegang Saham yang diambil Di luar Rapat PT Angkasa Pura I (Persero) No.5 dengan Notaris Utiek R. Abdulrachman, SH., MLI., MKn mengenai diantaranya peningkatan modal dasar dan penambahan modal Negara Republik Indonesia ke dalam modal Perusahaan. Akta perubahan anggaran dasar tersebut telah 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, dengan rincian sebagai berikut:

- a. Modal Dasar Perusahaan adalah sebesar Rp12.000.000.000 yang terbagi atas 12.000.000 saham, dengan nilai nominal Rp1.000.000 (nilai penuh) per saham.
- b. Modal ditempatkan dan disetor menjadi sebesar Rp3.188.245.000 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 .

Berdasarkan akta notaris Nanda Fauz Iwan, SH, 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. AHU-AH.01.10-02672 tanggal 31 Januari 2013, Perusahaan menyetujui peningkatan modal disetor yang diambil dari kapitalisasi sebagian cadangan Perusahaan sampai dengan tahun buku 2011 sejumlah 300.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) sehingga seluruhnya seharga Rp300.000.000 yang seluruhnya diambil bagian oleh Negara Republik Indonesia. Sehingga Modal ditempatkan dan disetor menjadi sebesar Rp3.488.245.000.

The last amendment to the Articles of Association were based on the Deed of Meeting Resolution and Shareholders Meeting taken outside the meeting of PT Angkasa Pura I (Persero) No.5 on the date mentioned above by the notary of Utiek R. Abdulrachman, SH., MLI., MKn., regarding the capital increases and additional capital of the Republic of Indonesia to the capital of the Company. The Deed of Amendment had been approved by the Ministry of Justice and Human Rights of the Republic of Indonesia with his letter No.AHU-46777.AH.01.02 Tahun 2012 dated September 3, 2012, which details are as follows:

- a. The authorized capital amounting to Rp12,000,000,000 consists of 12,000,000 shares with par value of Rp1,000,000 (full amount) per share.
- b. Issued and fully paid amounted to Rp3,188,245,000 or 3,188,245 shares, by additional paid in capital of to Rp1,388,244,029 based on the Government Regulation No.76 Year 2011 and from reserved capital of Rp971.

Based on Notarial Deed Nanda Fauz Iwan, SH, M.Kn No.02 dated January 16, 2013 which has been stored in the Legal Entity Administration System database of the Ministry of Justice and Human Rights of the Republic of Indonesia No. AHU-AH.01. 10-02672 dated January 31, 2013, the Company approved the increase in paid-up capital of capitalization partially taken up by the Company reserves the fiscal year 2011 amounted to 300,000 shares with a nominal value of Rp1,000,000 (full amount) so entirely for the whole Rp300,000,000 taken from the Republic of Indonesia. The issued and paid-up so to Rp3,488,245.000.

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27. MODAL SAHAM (lanjutan)

Pada tanggal 22 September 2015 terjadi perubahan Anggaran Dasar Perusahaan yang dinyatakan dalam Akta Notaris Julius Purnawan, SH, MSi No. 11 Pernyataan Keputusan Rapat Umum Pemegang Saham PT Angkasa Pura I (Persero) tentang Penambahan Modal Disetor dan Perubahan Anggaran Dasar PT Angkasa Pura I (Persero). Akta perubahan anggaran dasar tersebut telah mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No.AHU.AH.01.03-0972301 pada tanggal 15 Oktober 2015. Modal Dasar Perusahaan sebesar Rp12.000.000.000 yang terbagi atas 12.000.000 saham, dengan nilai nominal Rp1.000.000 (Rupiah penuh) per saham, Modal ditempatkan dan disetor menjadi sebesar Rp6.414.412.000 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.

Pada tanggal 27 Maret 2019 terjadi perubahan Anggaran Dasar Perusahaan yang dinyatakan dalam Akta Notaris Nanda Fauz Iwan, SH, M.Kn No. 55 Pernyataan Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Angkasa Pura I. Akta perubahan anggaran dasar tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Penerimaan Pemberitahuan No.AHU-AH.01.03-0175898 pada tanggal 28 Maret 2019. Saham perusahaan terbagi menjadi Saham Seri A Dwiwarna yang hanya khusus 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:

- a. 1 Saham Seri A Dwiwarna dengan nominal sebesar Rp1.000.000 (nilai penuh).
- b. 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.

27. SHARES CAPITAL (continued)

On September 22, 2015 the amendments to the Articles of Association of the Company stated in Notarial Deed Julius Purnawan, SH, MSi number 11 Statement of General Meeting of Shareholders of PT Angkasa Pura I (Persero) on Paid up Capital Additions and Amendments of PT Angkasa Pura I (Persero). This amendment was approved by the Ministry of Law and Human Rights Republic of Indonesia with No.AHU-AH.01.03-0972301 on October 15, 2015. The authorized capital of Rp12,000,000,000 divided into 12,000,000 shares, with a nominal value of Rp1,000,000 (full amount) per share, issued and paid up capital to Rp6,414,412,000 or as much as 6,414,412 shares, by way of increase in capital of the Republic of Indonesia Rp2,926,166,060 as the Government Regulation (PP) No.8 Year 2014 and from capital reserves amounting to Rp940.

On March 27, 2019 the amendments to the Articles of Association of the Company stated in Notarial Deed Nanda Fauz Iwan, SH, M.Kn. No. 55 Statement of Ministry of Stated Own Company of General Meeting of Shareholders of PT Angkasa Pura I (Persero). This amendment has been acknowledged by the Ministry of Law and Human Rights Republic of Indonesia through Notification Receipt Letter No.AHU-AH.01.03-0175898 on March 28, 2019. The company shares divided into 2 series. Seri A Dwiwarna that specially owned by Government of Republic of Indonesia and Seri 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:

- a. 1 Seri A Dwiwarna share with a nominal value of Rp1,000,000 (full amount).
- a. 11,999,999 Seri B share with nominal value each Rp1,000,000 (full amount) or full value off share Rp11,999,999,000.

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27. MODAL SAHAM (lanjutan)

Modal ditempatkan dan disetor yang diambil penuh oleh Negara Republik Indonesia sebesar Rp6.414.412.000 terbagi menjadi sebagai berikut :

- a. 1 Saham Seri A Dwiwarna dengan nominal sebesar Rp1.000.000 (nilai penuh)
- b. 6.414.411 Saham Seri B masing-masing dengan nominal sebesar Rp1.000.000 (nilai penuh) atau seluruh nya dengan nilai saham Rp6.414.411.000.

28. PENYERTAAN MODAL NEGARA

31 Desember/December 31,

	2020	2019	
Penyertaan modal negara	22.963.207	22.963.207	Government capital investment

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.

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 (catatan 29).

27. SHARES CAPITAL (continued)

Issued and paid up capital that held by Government of Republic of Indonesia as Rp6,414,412,000 divide into :

- a. 1 Seri A Dwiwarna share with a nominal value of Rp1,000,000 (full amount).
- a. 6,414,411 Seri B share with nominal value each Rp1,000,000 (full amount) or full value of share Rp6,414,411,000.

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 Tahun 2016 dated June 27, 2016.

Based on the Government Regulation ("PP") No. 46 Tahun 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 (notes 29).

29. PENGALIHAN ASET TETAP KENAVIGASIAN

31 Desember/December 31,

	2020	2019	
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.

29. THE TRANSFER OF NAVIGATION FIXED ASSETS

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.

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**29. PENGALIHAN ASET TETAP KENAVIGASIAN
(lanjutan)**

Pengaruh atas pengalihan aset tetap kenavigasian kepada Perum LPPNPI, sebagai berikut:

- 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.
- 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.
- 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

	31 Desember/December 31,	
	2020	2019
Cadangan:		
Saldo awal	7.774.022.361	6.228.618.258
Penambahan	1.451.359.978	1.545.404.103
Saldo Akhir	9.225.382.339	7.774.022.361
Laba tahun berjalan		
Laba bersih tahun sebelumnya, tanpa kepentingan non-pengendali	1.451.359.978	2.007.018.315
- Pembagian dividen		(461.614.212)
- Cadangan	(1.451.359.978)	(1.545.404.103)
Laba (rugi) bersih tahun berjalan	(2.327.509.230)	1.451.359.978
Total saldo laba sebelum penerapan PSAK 71	6.897.873.109	9.225.382.339
Penerapan PSAK 71	33.798.728	-
Total saldo laba setelah penerapan PSAK 71	6.931.671.837	9.225.382.339

29. THE TRANSFER OF NAVIGATION FIXED ASSETS (continued)

The effect of the transfer of fixed assets to the Perum LPPNPI as follows:

- 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.
- 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 Rp69,306,329, Hasanuddin Airport Makassar Rp26,009,312, Adi Sutjipto Airport Yogya Rp17,826 and MATSC Makassar Rp635,947,805 with accumulated depreciation of Rp408,393,524.
- Adjustments for transferred navigation assets is the result of a clarification meeting related assets assessment results list Directorate General of State Assets held on October 17, 2014. The assets of the list submission is corrected in Surabaya Land of Rp93,955, land in Kupang Rp377,625 and Makassar MATSC of Rp1,221,652.

30. USAGE OF RETAINED EARNINGS

Reserve:
Beginning balance
Addition
End balance
Current income
Net income (loss) of prior year exclude non-controlling interest
Dividend declared - Reserves -
Net income (loss) - current year
Total retained earning before implementation PSAK 71
Implementation of PSAK 71
Total retained earning after implementation PSAK 71

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30. PENGGUNAAN SALDO LABA (lanjutan)

Berdasarkan Risalah Rapat Umum Pemegang Saham No. AP.I.3972/KU.01.03/2019/DU-B tanggal 20 Mei 2019, pemegang saham Perusahaan setuju untuk membagikan dividen kas sebesar Rp461.614.212 dan menaikkan cadangan umum atas saldo laba sebesar Rp1.545.404.103. Perusahaan telah melakukan pembayaran dividen tersebut pada pada tahun 2019.

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor: AP.I.4342/KU.01.03/2020/DU-B tanggal 2 Juli 2020, pemegang saham Perusahaan setuju untuk tidak membagikan dividen dan menetapkan cadangan umum atas saldo laba sebesar Rp1.451.359.978.

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	
		2020	2019
PT Angkasa Pura Logistik	0,28	4.244.271	3.840.523
PT Angkasa Pura Suport	0,39	1.062.112	1.298.311
PT Angkasa Pura Properti	0,04	(88.880)	76.749
PT Angkasa Pura Hotel	0,03	115.863	40.537
PT Angkasa Pura Retail	2,50	(791.332)	242.268
Total		4.542.034	5.498.388

Pada tahun 2020 dan 2019 Perusahaan mempunyai 5 (lima) entitas anak yang dikonsolidasi. Seluruh entitas anak berkedudukan di Jakarta sebagai kantor pusatnya.

32. PENDAPATAN USAHA

Rincian pendapatan usaha adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2020	2019
Aeronautika		
PJP4U (Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara)		
Domestik	186.099.987	190.945.248
Internasional	195.287.220	701.932.306
Sub-total	381.387.207	892.877.554
PJP2U (Pelayanan Jasa Penumpang Pesawat Udara)		
Domestik	842.820.114	1.799.521.581
Internasional	326.827.571	1.735.438.021
Sub-total	1.169.647.685	3.534.959.602

30. USAGE OF RETAINED EARNINGS (continued)

Based on Minutes of General Meeting of Shareholders No. AP.I.3972/KU.01.03/2019/DU-B dated May 20, 2019, the Company's shareholders agreed to declare a cash dividend amounting Rp461,614,212 and raise general reserve for retained earning amounting Rp1,545,404,103. The Company has paid the dividend in 2019.

Based on minutes of General Meeting of shareholders No. AP.I.4342/KU.01.03/2020/DU-B dated July 2, 2020, the Company's shareholders agreed to not declare any dividend and raise general reserve for retained earning amounting Rp1,451,359,978.

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 Hotel

Total

In 2020 and 2019, the Company has 5 (five) consolidated subsidiaries. All subsidiaries are domiciled in Jakarta as their head office.

32. OPERATING REVENUES

The details of operating revenues are as follows:

**Aeronautical
PJP4U (Aircraft Landing,
Placing and Storing
Services)**

Domestic
International

Subtotal

**PJP2U (Aircraft
Passenger Services)**

Domestic
International

Subtotal

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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,		
	2020	2019	
Aeronautika			Aeronautical
<i>Aviobridge</i>			<i>Aviobridge</i>
Domestik	59.207.343	82.514.142	Domestic
Internasional	35.193.980	150.586.727	International
Sub-total	94.401.323	233.100.869	Subtotal
Pemakaian counter dan conveyor			Use of counters and conveyor
Domestik	27.305.782	61.749.003	Domestic
Internasional	16.890.264	88.119.722	International
Sub-total	44.196.046	149.868.725	Subtotal
Pendapatan Baggage Handling System (BHS)			Baggage Handling System (BHS)
Internasional	-	5.280	International
Sub-total	-	5.280	Subtotal
PJKP2U (Pelayanan Jasa Kargo dan Pos Pesawat Udara)			PJKP2U (Cargo Services and Aircraft Postal Services)
Domestik	97.881.453	109.422.799	Domestic
Internasional	26.530.640	55.701.259	International
Sub-total	124.412.093	165.124.058	Subtotal
Total pendapatan aeronautika	1.814.044.354	4.975.936.088	Total aeronautical revenue
Non-aeronautika			Non-aeronautical
Pemakaian sarana non-aeronautika			Use of non-aeronautical facilities
Parkir kendaraan	159.656.764	302.473.601	Parking lots
Listrik	45.710.377	70.256.092	Electricity
Reklame	18.011.948	23.739.572	Advertising
Layanan data	6.028.893	5.984.661	Data services
Air	4.621.241	6.750.327	Water
Pas bandara	4.430.163	5.480.032	Airport pass
Telepon	3.633.568	5.808.171	Telephone
Sub-total	242.092.954	420.492.456	Subtotal
Pendapatan sewa			Rentals revenues
Sewa ruang	373.437.732	579.982.044	Rent rooms
Sewa tanah	74.498.824	68.338.321	Rent lands
Sewa peralatan	61.033.869	88.425.593	Rent equipments
Sewa kendaraan	9.922.612	13.089.279	Rent vehicles
Sewa penggunaan hak atas tanah	6.227.347	6.317.272	Rent use of land rights
Sewa antena	2.749.875	3.647.007	Rent antenna
Sewa tempat	106.988	464.609	Rent spaces
Lain-lain	3.036.412	1.271.205	Others
Sub-total	531.013.659	761.535.330	Sub total

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32. PENDAPATAN USAHA (lanjutan)

Rincian pendapatan usaha adalah sebagai berikut:
(lanjutan)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2020	2019
Pemakaian ruang tunggu	69.696.101	138.296.643
Pendapatan konsesi	427.189.152	1.707.521.693
Event dan promosi	15.404.448	37.636.364
Pergudangan & logistik		
Domestik	263.914.685	188.479.330
Internasional	26.763.651	70.771.313
Jasa Agen Regulasi	36.205.957	36.646.769
Sub-total	326.884.293	295.897.412
Jasa pemeliharaan dan perbaikan	88.718.478	88.756.461
Jasa lainnya	104.066.046	205.473.155
Total pendapatan non-aeronautika	1.805.065.131	3.655.609.514
Total	3.619.109.485	8.631.545.602

Jumlah pendapatan usaha yang berasal dari pihak
berelasi dan pihak ketiga sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Pihak Berelasi	423.800.800	1.007.445.001
Pihak Ketiga	3.195.308.685	7.624.100.601
Total	3.619.109.485	8.631.545.602

Kelompok Usaha memiliki pendapatan dari suatu
pihak tertentu yang nilainya sama atau lebih besar
dari 10% dari total pendapatan konsolidasiannya
yaitu dari PT Garuda Indonesia (Persero) Tbk dan
PT Lion Mentari Airlines.

32. OPERATING REVENUES (continued)

The details of operating revenues are as follows:
(continued)

<i>Use of lounge Concessions revenues Event and promotion Warehousing & logistics Domestic International Regulatory Agent services</i>
Subtotal
<i>Maintenance and services Other services</i>
Total non-aeronautical revenues
Total

The amounts of operating revenues with details
above consists of related parties and third parties as
follows:

*Related Parties
Third Parties*

The Group has revenues from certain party with total
amount equivalent with or exceeding 10% of its
consolidated revenues from PT Garuda Indonesia
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33. BEBAN PEGAWAI

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2020	2019	
Tunjangan operasional	839.805.348	843.143.667	Operational allowance
Gaji dan upah	244.012.122	244.460.409	Wages & salaries
Pengobatan	72.247.065	87.941.966	Medicals and doctors
Pakaian seragam	18.526.058	13.985.833	Employee uniform
Lembur	8.726.614	20.430.604	Overtime
Bonus	507.142	366.315.352	Bonus
Lain-lain	12.705.611	14.389.501	Others
Total	1.196.529.960	1.590.667.332	Total

33. EMPLOYEE EXPENSES

This account consists of the following:

34. BEBAN OPERASIONAL BANDARA

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2020	2019	
Penyusutan dan amortisasi	1.437.973.355	1.124.491.016	Depreciation and amortization
Jasa alih daya	447.927.865	584.364.124	Outsourcing
Utilitas	354.163.131	358.545.903	Utilities
Pemeliharaan	256.135.123	294.251.833	Maintenance
Jasa pelayanan penumpang	213.546.053	214.980.552	Passenger services
Jasa kebersihan bandara	154.921.545	180.912.703	Airport cleaning services
Sewa	133.758.813	208.619.330	Rent
Konstruksi	72.138.324	16.944.313	Construction
Pembelian dan pemakaian persediaan	64.167.846	43.011.741	Purchase and usage of inventories
Pembelian tiket dan hotel	50.479.971	72.973.396	Purchase of ticket and hotel
Pemakaian persediaan makanan dan minuman	37.168.857	56.439.294	Usage of inventories of food and beverages
Penerimaan Negara Bukan Pajak	11.561.203	47.555.983	Non-Tax State Revenue
Lainnya	84.039.987	77.096.836	Other
Total	3.317.982.073	3.280.187.024	Total

34. AIRPORT OPERATION EXPENSES

This account consists of the following:

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35. BEBAN UMUM DAN ADMINISTRASI

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2020	2019
Pajak	174.034.572	223.031.421
Penurunan nilai piutang	129.282.044	20.054.530
Pejabat nonpegawai	113.475.805	213.387.884
Imbalan kerja karyawan	101.093.516	93.073.582
Jasa profesional dan konsultan	62.216.536	77.805.414
Pemakaian persediaan	44.294.646	102.397.057
Asuransi	26.117.818	23.394.980
Rapat dinas	23.031.180	49.338.477
Pendidikan dan pelatihan	18.325.874	43.834.835
Perjalanan dinas	15.215.985	66.561.132
Makanan dan minuman	12.729.674	27.109.529
Olahraga	4.500.632	6.797.315
Tenaga pendukung administrasi	2.791.231	24.565.105
Aset dibiayakan	237.367	19.135.335
Lainnya	23.809.489	39.865.622
Total	751.156.369	1.030.352.218

35. GENERAL ADMINISTRATIVE EXPENSES

This account consists of the following:

Taxes
Impairment of receivable
Non-employee officer expense
Employee benefits
Professional service and consultant
Usage of inventories
Insurance
Meeting expense
Education and training
Business travel
Food and beverage
Sport
Outsourcing administration
Low value asset
Others
Total

36. PENGHASILAN LAIN-LAIN

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2020	2019
Penyesuaian pembayaran tantiem	46.419.260	52.000.000
Laba selisih kurs, neto	40.134.402	-
Keuntungan dari aset tetap	32.536.818	27.920.201
Pembayaran piutang yang telah disisihkan	3.382.811	15.075.219
Denda	1.895.855	15.061.196
Pembatalan beban akrual	-	13.938.359
Lainnya	4.582.793	3.262.083
Total	128.951.939	127.257.058

36. OTHER INCOME

This account consists of the following:

Tantiem settlement adjustment
Gain on foreign exchange, net
Gain on fixed asset
Recovery of allowance for impairment of receivables
Penalty
Reverse of accrued expense
Others
Total

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37. BEBAN LAIN-LAIN

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2020	2019
Penurunan nilai aset tetap	104.280.590	-
Beban PKBL	38.414.087	51.468.405
Kerugian instrumen keuangan	20.711.235	-
Kerugian penghapusan aset tetap	8.287.818	5.099.102
Lelang	2.627.795	1.653.895
Sumbangan	1.589.975	1.640.222
Rugi selisih kurs, neto	-	28.952.466
Lain-lain	15.563.190	13.978.968
Total	191.474.690	102.793.058

37. OTHER EXPENSE

This account consists of the following:

Impairment of fixed assets
PKBL expenses
Loss on financial instrument
Loss on retirement of fixed assets
Auction
Donation
Loss on foreign exchange, net
Other
Total

38. PENGHASILAN KEUANGAN

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2020	2019
Bunga deposito	137.778.273	159.922.623
Bunga obligasi dan reksa dana	19.575.227	17.111.972
Jasa giro	13.769.417	21.291.949
Total	171.122.917	198.326.544

38. FINANCE INCOME

This account consists of the following:

Deposit interest
Bond & mutual fund interest
Current account
Total

39. BEBAN KEUANGAN

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2020	2019
Bunga pinjaman bank dan obligasi	1.216.469.156	857.007.177
Beban bunga sewa	29.645.182	-
Beban administrasi bank	4.491.443	3.262.757
Total	1.250.605.781	860.269.934

39. FINANCE COSTS

This account consists of the following:

Bank loans and bonds interest
Lease interest expense
Bank administration charges
Total

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40. ASET KEUANGAN DALAM MATA UANG ASING

40. FINANCIAL ASSETS DENOMINATED IN FOREIGN CURRENCY

	31 Desember/December 2020			31 Desember/December 2019			
	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	
ASET							ASSETS
Kas dan setara kas	19.163.907	26.586	270.589.886	45.688.128	-	635.110.669	Cash & cash equivalents
Piutang usaha	127.699	-	1.801.191	6.440.984	-	89.536.122	Trade Receivables
Total	19.291.606	26.586	272.391.077	52.129.112	-	724.646.791	Total
LIABILITAS							LIABILITY
Utang usaha	2.137.545	-	30.150.067	4.656.163	-	64.725.318	Trade Payables
Aset keuangan, neto	17.154.061	26.586	242.241.010	47.472.949	-	659.921.473	Financial assets, net

Aset dan liabilitas keuangan di atas dijabarkan menggunakan kurs tengah Bank Indonesia tanggal 31 Desember 2020 dan 2019.

Financial assets and liabilities mentioned above are translated using the Bank Indonesia middle rate as at 31 December 2020 and 2019.

41. TRANSAKSI NON-KAS

41. NON-CASH TRANSACTIONS

Informasi pendukung laporan arus kas konsolidasian sehubungan dengan aktivitas non-kas sebagai berikut:

Supplementary information to the consolidated statements of cash flow relating to non-cash activities is as follows:

	31 Desember/December 31,		
	2020	2019	
Penambahan aset hak-guna melalui liabilitas sewa	572.898.593	-	Addition of right-of-use assets through lease liabilities
Kapitalisasi biaya pinjaman ke aset tetap	454.563.998	286.653.622	Capitalization of borrowing costs
Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas konsolidasian adalah sebagai berikut :			Movement of liabilities arising from financing activities in the consolidated statement of cash flows are as follows:

	Non-arus kas/Non-cash flow				31 Desember 2020/ December 31, 2020	
	1 Januari 2020/ January 1, 2020	Arus kas/ Cash flow	Selisih kurs/ Foreign exchange difference	Lainnya/ Other		
Pinjaman bank jangka panjang	17.263.184.044	3.759.044.829	-	(11.641.886)	21.010.586.987	Long-term bank loans
Pinjaman bank jangka pendek	158.010.670	(47.515.869)	-	-	110.494.801	Short-term bank loans
Obligasi dan sukuk ijarah	2.994.896.323	-	-	1.195.494	2.996.091.817	Bonds payable and sukuk ijarah
Total	20.416.091.037	3.711.528.960	-	(10.446.392)	24.117.173.605	Total
	Non-arus kas/Non-cash flow				31 Desember 2019/ December 31, 2019	
	1 Januari 2019/ January 1, 2019	Arus kas/ Cash flow	Selisih kurs/ Foreign exchange difference	Lainnya/ Other		
Pinjaman bank jangka panjang	6.327.995.013	10.970.851.261	-	(35.662.230)	17.263.184.044	Long-term bank loans
Pinjaman bank jangka pendek	105.631.070	52.379.600	-	-	158.010.670	Short-term bank loans
Obligasi dan sukuk ijarah	2.993.700.828	-	-	1.195.495	2.994.896.323	Bonds payable and sukuk ijarah
Total	9.427.326.911	11.023.230.861	-	(34.466.735)	20.416.091.037	Total

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42. TRANSAKSI DENGAN PIHAK BERELASI

Sifat hubungan dan jenis transaksi dengan pihak berelasi adalah sebagai berikut:

a. Sifat Hubungan Berelasi

1. Pemegang Saham/Shareholder
2. Entitas yang berelasi dengan Pemerintah/
Government related entities
3. Entitas Anak/Subsidiaries
4. Entitas Asosiasi/Associated entities
5. Imbalan kerja/ Employee benefits plan
6. Personil, manajemen kunci/Personnels,
key management

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:

	31 Desember/December 31,	
	2020	2019
Aset		
Kas dan setara kas	1.402.727.417	2.439.450.313
Investasi jangka pendek	23.493.015	157.630.092
Piutang usaha	257.307.625	138.453.120
Investasi jangka panjang	91.099.815	99.749.085
Total	1.774.627.872	2.835.282.609
Persentase dari total aset	4,17%	6,63%

42. TRANSACTION WITH RELATED PARTIES

The nature of relationships and transactions with related parties are as follows:

a. Nature of Relationship

- Pemerintah Republik Indonesia/
The Government of The Republic of Indonesia
- PT Bank Mandiri (Persero) Tbk
 - PT Bank Rakyat Indonesia (Persero) Tbk
 - PT Bank Negara Indonesia 1946 (Persero) Tbk
 - PT Bank Tabungan Negara Tbk
 - PT Bank Syariah Mandiri
 - PT Bank BRI Syariah Tbk
 - PT Bank BNI Syariah
 - PT Garuda Indonesia (Persero) Tbk
 - PT Pertamina (Persero)
 - PT Perusahaan Listrik Negara (Persero)
 - PT Telekomunikasi Indonesia (Persero) Tbk
 - PT Asuransi Jasa Indonesia (Persero)
 - Perusahaan Umum (Perum) Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI)
 - Perusahaan Badan Usaha Milik Negara (BUMN) lainnya/Other Stated Owners Enterprise (BUMN)
 - PT Angkasa Pura Suport (APS)
 - PT Angkasa Pura Hotel (APH)
 - PT Angkasa Pura Logistik (APL)
 - PT Angkasa Pura Properti (APP)
 - PT Angkasa Pura Retail (APR)
 - PT Gapura Angkasa - Penyertaan Saham/
Investment in Shares
 - PT Jasa Marga Bali Tol - Penyertaan Saham/
Investment in Shares
 - Dana Pensiun Angkasa Pura (Dapenra)
 - Direksi/Directors
 - Komisaris/Board of Commissioners

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:

	Assets
Cash and cash equivalents	
Short-term investment	
Trade receivables	
Long term Investments	
Total	Total
Persentase dari total aset	Percentage of total assets

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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)

	31 Desember 2020/ December 31, 2020	31 Desember 2019/ December 31, 2019	
Liabilitas			Liabilities
Utang usaha	1.140.488	59.820.083	Trade payable
Utang bank dan pinjaman sindikasi	15.424.511.246	14.918.352.118	Long term bank loans and syndicated loan
Utang lancar lain lain	74.249.710	99.967.076	Other current liabilities
	15.499.901.444	15.078.139.277	
Persentase dari total liabilitas	53%	56%	Percentage of total liabilities

43. INFORMASI SEGMENT OPERASI

43. OPERATION SEGMENT INFORMATION

Informasi segmen operasi sebagai berikut:

Operation segment information is as follows:

	31 Desember/December 31, 2020					
	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
PENDAPATAN USAHA						OPERATING REVENUES
Kantor Pusat	-	6.717.527	6.717.527	(1.881.291)	4.836.236	Head Office
Bandara Adi Sucipto	39.277.803	26.579.309	65.857.112	(18.443.755)	47.413.357	Adi Sucipto Airport
Bandara Adi Soemarmo	22.795.350	15.425.625	38.220.975	(10.704.057)	27.516.918	Adi Soemarmo Airport
Bandara Ahmad Yani	72.647.224	49.160.413	121.807.637	(34.113.099)	87.694.538	Ahmad Yani Airport
Bandara Juanda	325.300.394	220.130.941	545.431.335	(152.751.943)	392.679.392	Juanda Airport
Bandara Syamsudin Noor	59.937.898	40.560.006	100.497.904	(28.145.157)	72.352.747	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	127.860.333	86.523.152	214.383.485	(60.039.627)	154.343.858	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	508.972.650	344.422.049	853.394.699	(238.999.284)	614.395.415	I Gusti Ngurah Rai Airport
Bandara Praya	43.450.132	29.402.726	72.852.858	(20.402.962)	52.449.896	Praya Airport
Bandara El Tari	24.438.127	16.537.293	40.975.420	(11.475.459)	29.499.961	El Tari Airport
Bandara Sultan Hassanudin	184.824.308	125.070.702	309.895.010	(86.788.312)	223.106.698	Sultan Hassanudin Airport
Bandara Sam Ratulangi	50.314.959	34.048.158	84.363.117	(23.626.494)	60.736.623	Sam Ratulangi Airport
Bandara Pattimura	19.429.509	13.147.959	32.577.468	(9.123.553)	23.453.915	Pattimura Airport
Bandara Frans Kaisiepo	5.303.518	3.588.893	8.892.411	(2.490.383)	6.402.028	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	446.179.342	446.179.342	(124.955.713)	321.223.629	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	43.095.432	29.162.701	72.258.133	(20.236.406)	52.021.727	Yogyakarta International Airport
Bandara Sentani	33.717.623	22.816.732	56.534.355	(15.832.850)	40.701.505	Sentani Airport
Anak Perusahaan						Subsidiaries
Angkasa Pura Logistik	-	378.852.152	378.852.152	(106.100.252)	272.751.900	Angkasa Pura Logistik
Angkasa Pura Properti	-	281.985.709	281.985.709	(78.972.113)	203.013.596	Angkasa Pura Properti
Angkasa Pura Hotel	-	156.692.016	156.692.016	(43.882.719)	112.809.297	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.101.202.499	1.101.202.499	(308.399.629)	792.802.870	Angkasa Pura Suport
Angkasa Pura Retail	-	37.368.770	37.368.770	(10.465.391)	26.903.379	Angkasa Pura Retail
Total pendapatan usaha	1.561.365.260	3.465.574.674	5.026.939.934	(1.407.830.449)	3.619.109.485	Total operating revenue

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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	
BEBAN USAHA						OPERATING EXPENSES
Kantor Pusat	-	650.752.795	650.752.795	(130.259.939)	520.492.856	Head Office
Bandara Adi Sucipto	56.157.269	38.001.652	94.158.921	(18.847.611)	75.311.310	Adi Sucipto Airport
Bandara Adi Soemarmo	63.414.022	42.912.300	106.326.322	(21.283.138)	85.043.184	Adi Soemarmo Airport
Bandara Ahmad Yani	188.988.413	127.888.555	316.876.968	(63.428.655)	253.448.313	Ahmad Yani Airport
Bandara Juanda	344.535.307	233.147.216	577.682.523	(115.633.602)	462.048.921	Juanda Airport
Bandara Syamsudin Noor	159.352.500	107.833.918	267.186.418	(53.482.193)	213.704.225	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	213.845.476	144.709.342	358.554.818	(71.771.230)	286.783.588	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	548.926.352	371.458.740	920.385.092	(184.231.718)	736.153.374	I Gusti Ngurah Rai Airport
Bandara Praya	83.236.841	56.326.412	139.563.253	(27.936.109)	111.627.144	Praya Airport
Bandara El Tari	46.457.538	31.437.839	77.895.377	(15.592.168)	62.303.209	El Tari Airport
Bandara Sultan Hassanudin	208.305.848	140.960.672	349.266.520	(69.912.009)	279.354.511	Sultan Hassanudin Airport
Bandara Sam Ratulangi	85.861.532	58.102.542	143.964.074	(28.817.012)	115.147.062	Sam Ratulangi Airport
Bandara Pattimura	44.580.794	30.167.845	74.748.639	(14.962.292)	59.786.347	Pattimura Airport
Bandara Frans Kaisiepo	28.628.575	19.372.971	48.001.546	(9.608.378)	38.393.168	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	74.580.977	74.580.977	(14.928.731)	59.652.246	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	169.510.748	114.708.009	284.218.757	(56.891.523)	227.327.234	Yogyakarta International Airport
Bandara Sentani	41.128.051	27.831.372	68.959.423	(13.803.475)	55.155.948	Sentani Airport
Anak Perusahaan						Subsidiaries
Angkasa Pura Logistik	-	425.948.687	425.948.687	(85.261.332)	340.687.355	Angkasa Pura Logistik
Angkasa Pura Properti	-	230.365.752	230.365.752	(46.111.871)	184.253.881	Angkasa Pura Properti
Angkasa Pura Hotel	-	224.623.788	224.623.788	(44.962.513)	179.661.275	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.176.597.681	1.176.597.681	(235.517.301)	941.080.380	Angkasa Pura Suport
Angkasa Pura Retail	-	66.472.902	66.472.902	(13.305.753)	53.167.149	Angkasa Pura Retail
Total beban usaha	2.282.929.266	4.394.201.967	6.677.131.233	(1.336.548.553)	5.340.582.680	Total operating expenses
LABA USAHA	(721.564.006)	(928.627.293)	(1.650.191.299)	(71.281.896)	(1.721.473.195)	OPERATING INCOME
PENDAPATAN (BEBAN) NON USAHA						NON OPERATING REVENUE (EXPENSE)
864 Kantor Pusat	-	(1.073.432.366)	(1.073.432.366)	47.071.886	(1.026.360.480)	Head Office
Bandara Adi Sucipto	5.480	3.708	9.188	(403)	8.785	Adi Sucipto Airport
Bandara Adi Soemarmo	3.030	2.051	5.081	(223)	4.858	Adi Soemarmo Airport
Bandara Ahmad Yani	9.015	6.100	15.115	(663)	14.452	Ahmad Yani Airport
Bandara Juanda	35.340	23.915	59.255	(2.598)	56.657	Juanda Airport
Bandara Syamsudin Noor	7.357	4.979	12.336	(541)	11.795	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	17.046	11.535	28.581	(1.253)	27.328	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	21.823	14.768	36.591	(1.605)	34.986	I Gusti Ngurah Rai Airport
Bandara Praya	9.350	6.327	15.677	(687)	14.990	Praya Airport
Bandara El Tari	1.345	910	2.255	(99)	2.156	El Tari Airport
Bandara Sultan Hassanudin	17.782	12.033	29.815	(1.307)	28.508	Sultan Hassanudin Airport
Bandara Sam Ratulangi	11.548	7.815	19.363	(849)	18.514	Sam Ratulangi Airport
Bandara Pattimura	6.244	4.225	10.469	(459)	10.010	Pattimura Airport
Bandara Frans Kaisiepo	4.494	3.041	7.535	(330)	7.205	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	53.565	53.565	(2.349)	51.216	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	14.198	9.608	23.806	(1.044)	22.762	Yogyakarta International Airport
Bandara Sentani	493	333	826	(36)	790	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	(10.096.499)	(10.096.499)	442.749	(9.653.750)	Angkasa Pura Logistik
Angkasa Pura Properti	-	(18.709.505)	(18.709.505)	820.444	(17.889.061)	Angkasa Pura Properti
Angkasa Pura Hotel	-	1.771.079	1.771.079	(77.665)	1.693.414	Angkasa Pura Hotel
4Angkasa Pura Suport	-	(30.088.551)	(30.088.551)	1.319.436	(28.769.115)	Angkasa Pura Suport
Angkasa Pura Retail	-	1.235.285	1.235.285	(54.169)	1.181.116	Angkasa Pura Retail
Total pendapatan (beban) non usaha	164.545	(1.129.155.644)	(1.128.991.099)	49.508.235	(1.079.482.864)	Total non operating revenue (expense)
Laba rugi entitas asosiasi	-	(27.045.950)	(27.045.950)	-	(27.045.950)	Income (loss) associates
Laba sebelum pajak	(721.399.461)	(2.084.828.887)	(2.806.228.348)	(21.773.661)	(2.828.002.009)	Income before tax
Pajak final	-	-	(78.374.510)	-	(78.374.510)	Final tax expense
Pajak penghasilan badan	-	-	577.953.375	-	577.953.375	Corporate income taxes
Laba tahun berjalan	(721.399.459)	(2.084.856.997)	(2.306.649.483)	(21.773.661)	(2.328.423.144)	Profit for the year
Laba diatribusikan kepada:						Income attributable to:
Pemilik entitas induk	-	-	-	-	(2.327.509.230)	The owner of parent entity
Kepentingan non pengendali	-	-	-	-	(913.914)	Non controlling interest
TOTAL LABA TAHUN BERJALAN	(721.399.459)	(2.084.856.997)	(2.306.649.483)	(21.773.661)	(2.328.423.144)	TOTAL PROFIT FOR THE YEAR

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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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	Kebudayaan/ Airport	Non-bandara/ Non-airport	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
ASET						ASSET
Kantor Pusat	-	4.818.768.847	4.818.768.847	(326.956.198)	4.491.812.649	Head Office
Bandara Adi Sucipto	203.376.301	137.624.846	341.001.147	(23.137.121)	317.864.026	Adi Sucipto Airport
Bandara Adi Soemarmo	357.377.925	241.837.822	599.215.747	(40.657.128)	558.558.619	Adi Soemarmo Airport
Bandara Ahmad Yani	1.383.061.515	935.918.426	2.318.979.941	(157.344.104)	2.161.635.837	Ahmad Yani Airport
Bandara Juanda	1.757.724.201	1.189.452.855	2.947.177.056	(199.967.634)	2.747.209.422	Juanda Airport
Bandara Syamsudin Noor	1.666.221.713	1.127.533.076	2.793.754.789	(189.557.846)	2.604.196.943	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	1.119.709.080	757.707.701	1.877.416.781	(127.383.793)	1.750.032.988	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	3.560.376.342	2.409.308.470	5.969.684.812	(405.046.499)	5.564.638.313	I Gusti Ngurah Rai Airport
Bandara Praya	776.449.501	525.423.770	1.301.873.271	(88.332.840)	1.213.540.431	Praya Airport
Bandara El Tari	294.789.991	199.484.536	494.274.527	(33.536.807)	460.737.720	El Tari Airport
Bandara Sultan Hassanudin	2.367.337.981	1.601.978.808	3.969.316.789	(269.320.395)	3.699.996.394	Sultan Hassanudin Airport
44Bandara Sam Ratulangi	477.762.265	323.301.966	801.064.231	(54.352.662)	746.711.569	Sam Ratulangi Airport
Bandara Pattimura	277.281.297	187.636.394	464.917.691	(31.544.929)	433.372.762	Pattimura Airport
Bandara Frans Kaisiepo	190.654.090	129.015.719	319.669.809	(21.689.778)	297.980.031	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	187.880.110	187.880.110	(12.747.772)	175.132.338	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	7.650.939.542	5.177.394.656	12.828.334.198	(870.409.749)	11.957.924.449	International Yogyakarta Airport
Bandara Sentani	103.450.284	70.004.860	173.455.144	(11.769.030)	161.686.114	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	775.303.666	775.303.666	(52.604.793)	722.698.873	Angkasa Pura Logistik
Angkasa Pura Properti	-	615.551.087	615.551.087	(41.765.490)	573.785.597	Angkasa Pura Properti
Angkasa Pura Hotel	-	671.261.619	671.261.619	(45.545.481)	625.716.138	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.332.874.780	1.332.874.780	(90.436.310)	1.242.438.470	Angkasa Pura Suport
Angkasa Pura Retail	-	74.210.385	74.210.385	(5.035.217)	69.175.168	Angkasa Pura Retail
Total aset	22.186.512.028	23.489.474.399	45.675.986.427	(3.099.141.576)	42.576.845.851	Total asset
LIABILITAS						LIABILITIES
Kantor Pusat	-	25.574.429.478	25.574.429.478	(1.047.702.499)	24.526.726.979	Head Office
Bandara Adi Sucipto	8.250.214	5.582.923	13.833.137	(566.699)	13.266.438	Adi Sucipto Airport
Bandara Adi Soemarmo	30.363.168	20.546.771	50.909.939	(2.085.617)	48.824.322	Adi Soemarmo Airport
Bandara Ahmad Yani	80.832.936	54.699.689	135.532.625	(5.552.338)	129.980.287	Ahmad Yani Airport
Bandara Juanda	177.926.637	120.403.045	298.329.682	(12.221.612)	286.108.070	Juanda Airport
Bandara Syamsudin Noor	109.201.328	73.896.594	183.097.922	(7.500.936)	175.596.986	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	26.475.350	17.915.883	44.391.233	(1.818.567)	42.572.666	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	241.739.956	163.585.551	405.325.507	(16.604.888)	388.720.619	I Gusti Ngurah Rai Airport
Bandara Praya	50.700.388	34.308.978	85.009.366	(3.482.562)	81.526.804	Praya Airport
Bandara El Tari	20.420.799	13.818.765	34.239.564	(1.402.685)	32.836.879	El Tari Airport
Bandara Sultan Hassanudin	38.518.365	26.065.397	64.583.762	(2.645.790)	61.937.972	Sultan Hassanudin Airport
Bandara Sam Ratulangi	60.729.094	41.095.409	101.824.503	(4.171.424)	97.653.079	Sam Ratulangi Airport
Bandara Pattimura	30.401.485	20.572.700	50.974.185	(2.088.249)	48.885.936	Pattimura Airport
Bandara Frans Kaisiepo	16.873.322	11.418.185	28.291.507	(1.159.012)	27.132.495	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	529.614.509	529.614.509	(21.696.611)	507.917.898	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	531.943.483	359.966.423	891.909.906	(36.538.693)	855.371.213	International Yogyakarta Airport
Bandara Sentani	105.562.238	71.434.020	176.996.258	(7.250.971)	169.745.287	Sentani Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	484.721.785	484.721.785	(19.857.500)	464.864.285	Angkasa Pura Logistik
Angkasa Pura Properti	-	417.665.986	417.665.986	(17.110.438)	400.555.548	Angkasa Pura Properti
Angkasa Pura Hotel	-	69.581.772	69.581.772	(2.850.542)	66.731.230	Angkasa Pura Hotel
Angkasa Pura Suport	-	776.019.911	776.019.911	(31.791.051)	744.228.860	Angkasa Pura Suport
Angkasa Pura Retail	-	51.746.641	51.746.641	(2.119.894)	49.626.747	Angkasa Pura Retail
Total liabilitas	1.529.938.763	28.939.090.415	30.469.029.178	(1.248.218.578)	29.220.810.600	Total liabilities

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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	
PENDAPATAN USAHA						OPERATING REVENUES
Kantor Pusat	-	8.142.768	8.142.768	(1.445.223)	6.697.545	Head Office
Bandara Adi Sucipto	187.649.936	105.736.456	293.386.392	(52.071.829)	241.314.563	Adi Sucipto Airport
Bandara Adi Soemarmo	56.613.541	31.900.438	88.513.979	(15.709.948)	72.804.031	Adi Soemarmo Airport
Bandara Ahmad Yani	129.219.800	72.812.408	202.032.208	(35.857.786)	166.174.422	Ahmad Yani Airport
Bandara Juanda	825.980.125	465.420.946	1.291.401.071	(229.204.959)	1.062.196.112	Juanda Airport
Bandara Syamsudin Noor	89.659.877	50.521.294	140.181.171	(24.880.125)	115.301.046	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	243.785.296	137.367.450	381.152.746	(67.649.084)	313.503.662	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	1.886.853.957	1.063.199.134	2.950.053.091	(523.591.635)	2.426.461.456	I Gusti Ngurah Rai Airport
Bandara Praya	94.473.600	53.233.717	147.707.317	(26.215.906)	121.491.411	Praya Airport
Bandara El Tari	37.130.847	20.922.385	58.053.232	(10.303.607)	47.749.625	El Tari Airport
Bandara Sultan Hassanudin	314.806.177	177.386.095	492.192.272	(87.356.989)	404.835.283	Sultan Hassanudin Airport
Bandara Sam Ratulangi	99.555.212	56.097.089	155.652.301	(27.626.026)	128.026.275	Sam Ratulangi Airport
Bandara Pattimura	29.113.234	16.404.643	45.517.877	(8.078.763)	37.439.114	Pattimura Airport
Bandara Frans Kaisiepo	8.743.795	4.926.929	13.670.724	(2.426.355)	11.244.369	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	1.544.316.316	1.544.316.316	(274.093.747)	1.270.222.569	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	9.448.261	5.323.879	14.772.140	(2.621.841)	12.150.299	Yogyakarta International Airport
Anak Perusahaan						Subsidiaries
Angkasa Pura Logistik	-	386.002.860	386.002.860	(68.509.909)	317.492.951	Angkasa Pura Logistik
Angkasa Pura Properti	-	243.204.092	243.204.092	(43.165.199)	200.038.893	Angkasa Pura Properti
Angkasa Pura Hotel	-	407.108.651	407.108.651	(72.255.881)	334.852.770	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.524.722.211	1.524.722.211	(270.616.077)	1.254.106.134	Angkasa Pura Suport
Angkasa Pura Retail	-	106.311.891	106.311.891	(18.868.819)	87.443.072	Angkasa Pura Retail
Total pendapatan usaha	4.013.033.658	6.481.061.652	10.494.095.310	1.862.549.708	8.631.545.602	Total operating revenue
BEBAN USAHA						OPERATING EXPENSES
Kantor Pusat	-	1.191.457.093	1.191.457.093	(278.672.877)	912.784.216	Head Office
Bandara Adi Sucipto	120.509.093	67.904.123	188.413.216	(42.933.973)	145.479.243	Adi Sucipto Airport
Bandara Adi Soemarmo	77.890.271	43.889.390	121.779.661	(27.750.097)	94.029.564	Adi Soemarmo Airport
Bandara Ahmad Yani	199.237.459	112.265.760	311.503.219	(70.982.660)	240.520.559	Ahmad Yani Airport
Bandara Juanda	431.897.616	243.364.448	675.262.064	(153.872.880)	521.389.184	Juanda Airport
Bandara Syamsudin Noor	85.495.326	48.174.665	133.669.991	(30.459.562)	103.210.429	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	274.930.504	154.917.063	429.847.567	(97.949.945)	331.897.622	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	681.048.526	383.755.298	1.064.803.824	(242.638.287)	822.165.537	I Gusti Ngurah Rai Airport
Bandara Praya	123.552.801	69.619.183	193.171.984	(44.018.361)	149.153.623	Praya Airport
Bandara El Tari	51.159.798	28.827.379	79.987.177	(18.226.786)	61.760.391	El Tari Airport
Bandara Sultan Hassanudin	252.991.032	142.554.672	395.545.704	(90.133.534)	305.412.170	Sultan Hassanudin Airport
Bandara Sam Ratulangi	100.207.642	56.464.719	156.672.361	(35.701.143)	120.971.218	Sam Ratulangi Airport
Bandara Pattimura	55.046.845	31.017.640	86.064.485	(19.611.631)	66.452.854	Pattimura Airport
Bandara Frans Kaisiepo	34.255.139	19.301.989	53.557.128	(12.204.136)	41.352.992	Frans Kaisiepo Airport
Strategic Business Unit DPS	58.624.137	33.033.363	91.657.500	(20.886.118)	70.771.382	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	35.783.148	20.162.987	55.946.135	(12.748.522)	43.197.613	Yogyakarta International Airport
Anak Perusahaan						Subsidiaries
Angkasa Pura Logistik	-	348.988.389	348.988.389	(79.524.456)	269.463.933	Angkasa Pura Logistik
Angkasa Pura Properti	-	227.534.451	227.534.451	(51.848.583)	175.685.868	Angkasa Pura Properti
Angkasa Pura Hotel	-	395.163.377	395.163.377	(90.046.413)	305.116.964	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.358.694.174	1.358.694.174	(309.607.478)	1.049.086.696	Angkasa Pura Suport
Angkasa Pura Retail	-	99.052.650	99.052.650	(22.571.261)	76.481.389	Angkasa Pura Retail
Total beban usaha	2.582.629.337	5.076.142.813	7.658.772.150	(1.752.388.703)	5.906.383.447	Total operating expenses
LABA USAHA	1.430.404.321	1.404.918.839	2.835.323.160	(110.161.005)	2.725.162.155	OPERATING INCOME

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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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	Kebudayaan/ Airport	Non-bandara/ Non-airport	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
PENDAPATAN (BEBAN) NON USAHA						NON OPERATING REVENUE (EXPENSE)
Kantor Pusat	-	(646.377.960)	(646.377.960)	-	(646.377.960)	Head Office
Bandara Adi Sucipto	24.147	13.605	37.752	-	37.752	Adi Sucipto Airport
Bandara Adi Soemarmo	19.159	10.796	29.955	-	29.955	Adi Soemarmo Airport
Bandara Ahmad Yani	23.471	13.225	36.696	-	36.696	Ahmad Yani Airport
Bandara Juanda	73.815	41.593	115.408	-	115.408	Juanda Airport
Bandara Syamsudin Noor	45.885	25.855	71.740	-	71.740	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	59.667	33.621	93.288	-	93.288	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	568.224	320.181	888.405	-	888.405	I Gusti Ngurah Rai Airport
Bandara Praya	100.805	56.802	157.607	-	157.607	Praya Airport
Bandara El Tari	22.672	12.775	35.447	-	35.447	El Tari Airport
Bandara Sultan Hassanudin	177.304	99.906	277.210	-	277.210	Sultan Hassanudin Airport
Bandara Sam Ratulangi	68.939	38.845	107.784	-	107.784	Sam Ratulangi Airport
Bandara Pattimura	23.622	13.311	36.933	-	36.933	Pattimura Airport
Bandara Frans Kaisiepo	12.832	7.230	20.062	-	20.062	Frans Kaisiepo Airport
Strategic Business Unit DPS	86.343	48.652	134.995	-	134.995	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	9.671	5.450	15.121	-	15.121	Yogyakarta International Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	1.035.538	1.035.538	-	1.035.538	Angkasa Pura Logistik
Angkasa Pura Properti	-	(4.879.222)	(4.879.222)	-	(4.879.222)	Angkasa Pura Properti
Angkasa Pura Hotel	-	2.745.325	2.745.325	-	2.745.325	Angkasa Pura Hotel
Angkasa Pura Suport	-	(18.198.748)	(18.198.748)	-	(18.198.748)	Angkasa Pura Suport
Angkasa Pura Retail	-	1.673.274	1.673.274	-	1.673.274	Angkasa Pura Retail
Total pendapatan (beban) non usaha	1.316.556	(663.259.946)	(661.943.390)	-	(661.943.390)	Total non operating revenue (expense)
Laba rugi entitas asosiasi	-	(8.952.137)	(8.952.137)	-	(8.952.137)	Income (loss) associates
Laba sebelum pajak	1.431.720.877	732.706.756	2.164.427.633	(110.161.005)	2.054.266.628	Income before tax
Pajak final	-	-	(109.731.383)	-	(109.731.383)	Final tax expense
Pajak penghasilan badan	-	-	(492.308.079)	-	(492.308.079)	Corporate income taxes
Laba tahun berjalan	1.431.720.877	701.224.352	1.562.388.171	(110.161.005)	1.452.227.166	Profit for the year
Laba diatribusikan kepada:						Income attributable to:
Pemilik entitas induk	-	-	-	-	1.451.359.978	The owner of parent entity
Kepentingan non pengendali	-	-	-	-	867.188	Non controlling interest
TOTAL LABA TAHUN BERJALAN	1.431.720.877	701.224.352	1.562.388.171	(110.161.007)	1.452.227.166	TOTAL PROFIT FOR THE YEAR

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	Kebudayaan/ Airport	Non-bandara/ Non-airport	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
ASET						ASSET
Kantor Pusat	-	16.232.643.942	16.232.643.942	(732.449.752)	15.500.194.190	Head Office
Bandara Adi Sucipto	223.775.837	126.092.576	349.868.413	(15.786.771)	334.081.642	Adi Sucipto Airport
Bandara Adi Soemarmo	367.514.064	207.085.786	574.599.850	(25.927.108)	548.672.742	Adi Soemarmo Airport
Bandara Ahmad Yani	1.533.065.565	863.847.451	2.396.913.016	(108.153.566)	2.288.759.450	Ahmad Yani Airport
Bandara Juanda	1.652.506.990	931.149.967	2.583.656.957	(116.579.832)	2.467.077.125	Juanda Airport
Bandara Syamsudin Noor	447.437.120	252.120.604	699.557.724	(31.565.461)	667.992.263	Syamsuddin Noor Airport
Bandara Sultan Aji M. Sulaiman	1.248.623.456	703.570.815	1.952.194.271	(88.086.957)	1.864.107.314	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	3.745.427.959	2.110.463.159	5.855.891.118	(264.229.660)	5.591.661.458	I Gusti Ngurah Rai Airport
Bandara Praya	771.282.396	434.600.024	1.205.882.420	(54.411.856)	1.151.470.564	Praya Airport
Bandara El Tari	267.817.992	150.909.325	418.727.317	(18.893.824)	399.833.493	El Tari Airport
Bandara Sultan Hassanudin	2.260.621.905	1.273.808.841	3.534.430.746	(159.480.669)	3.374.950.077	Sultan Hassanudin Airport
Bandara Sam Ratulangi	341.284.832	192.306.212	533.591.044	(24.076.708)	509.514.336	Sam Ratulangi Airport
Bandara Pattimura	231.153.024	130.249.452	361.402.476	(16.307.211)	345.095.265	Pattimura Airport
Bandara Frans Kaisiepo	146.922.617	82.787.541	229.710.158	(10.364.987)	219.345.171	Frans Kaisiepo Airport
Strategic Business Unit DPS	176.950.178	99.707.386	276.657.564	(12.483.348)	264.174.216	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	2.903.345.621	1.635.968.984	4.539.314.605	(204.823.063)	4.334.491.542	International Yogyakarta Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	302.928.238	-	302.928.238	(13.668.735)	289.259.503	Angkasa Pura Logistik
Angkasa Pura Properti	537.395.635	-	537.395.635	(24.248.379)	513.147.256	Angkasa Pura Properti
Angkasa Pura Hotel	738.816.758	-	738.816.758	(33.336.908)	705.479.850	Angkasa Pura Hotel
Angkasa Pura Suport	1.393.988.229	-	1.393.988.229	(62.899.571)	1.331.088.658	Angkasa Pura Suport
Angkasa Pura Retail	90.226.172	-	90.226.172	(4.071.188)	86.154.984	Angkasa Pura Retail
Total aset	19.381.084.588	25.427.312.065	44.808.396.653	(2.021.845.554)	42.786.551.099	Total asset

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43. INFORMASI SEGMENT OPERASI (lanjutan)

Informasi segmen operasi sebagai berikut:
(lanjutan)

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	Kebandaraan/ Airport	Non-bandara/ Non-airport	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
Kantor Pusat	-	23.774.362.062	23.774.362.062	(576.537.172)	23.197.824.890	Head Office
Bandara Adi Sucipto	29.896.978	16.846.265	46.743.243	(1.133.541)	45.609.702	Adi Sucipto Airport
Bandara Adi Soemarmo	30.660.235	17.276.342	47.936.577	(1.162.480)	46.774.097	Adi Soemarmo Airport
Bandara Ahmad Yani	47.236.091	26.616.459	73.852.550	(1.790.952)	72.061.598	Ahmad Yani Airport
Bandara Juanda	310.275.899	174.833.387	485.109.286	(11.764.082)	473.345.204	Juanda Airport
Bandara Syamsudin Noor	35.978.809	20.273.237	56.252.046	(1.364.133)	54.887.913	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	52.153.788	29.387.469	81.541.257	(1.977.406)	79.563.851	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	334.173.710	188.299.257	522.472.967	(12.670.165)	509.802.802	I Gusti Ngurah Rai Airport
Bandara Praya	38.721.803	21.818.852	60.540.655	(1.468.134)	59.072.521	Praya Airport
Bandara El Tari	60.599.005	34.146.156	94.745.161	(2.297.606)	92.447.555	El Tari Airport
Bandara Sultan Hassanudin	88.519.493	49.878.714	138.398.207	(3.356.208)	135.041.999	Sultan Hassanudin Airport
Bandara Sam Ratulangi	36.909.552	20.797.690	57.707.242	(1.399.422)	56.307.820	Sam Ratulangi Airport
Bandara Pattimura	34.995.920	19.719.402	54.715.322	(1.326.867)	53.388.455	Pattimura Airport
Bandara Frans Kaisiepo	28.892.600	16.280.321	45.172.921	(1.095.460)	44.077.461	Frans Kaisiepo Airport
Strategic Business Unit DPS	410.545.069	231.332.775	641.877.844	(15.565.778)	626.312.066	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	12.797.952	7.211.354	20.009.306	(485.233)	19.524.073	International Yogyakarta Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	110.902.068	110.902.068	(2.689.417)	108.212.651	Angkasa Pura Logistik
Angkasa Pura Properti	-	333.024.240	333.024.240	(8.075.962)	324.948.278	Angkasa Pura Properti
Angkasa Pura Hotel	-	83.539.139	83.539.139	(2.025.855)	81.513.284	Angkasa Pura Hotel
Angkasa Pura Suport	-	712.818.144	712.818.144	(17.286.107)	695.532.037	Angkasa Pura Suport
Angkasa Pura Retail	-	30.535.492	30.535.492	(740.497)	29.794.995	Angkasa Pura Retail
Total liabilitas	1.552.356.904	25.919.898.825	27.472.255.729	(666.212.477)	26.806.043.252	Total liabilities

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.

43. OPERATION SEGMENT INFORMATION (continued)

Operation segment Information is as follows:
(continued)

31 Desember/December 31, 2019

	Kebandaraan/ Airport	Non-bandara/ Non-airport	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
Kantor Pusat	-	23.774.362.062	23.774.362.062	(576.537.172)	23.197.824.890	Head Office
Bandara Adi Sucipto	29.896.978	16.846.265	46.743.243	(1.133.541)	45.609.702	Adi Sucipto Airport
Bandara Adi Soemarmo	30.660.235	17.276.342	47.936.577	(1.162.480)	46.774.097	Adi Soemarmo Airport
Bandara Ahmad Yani	47.236.091	26.616.459	73.852.550	(1.790.952)	72.061.598	Ahmad Yani Airport
Bandara Juanda	310.275.899	174.833.387	485.109.286	(11.764.082)	473.345.204	Juanda Airport
Bandara Syamsudin Noor	35.978.809	20.273.237	56.252.046	(1.364.133)	54.887.913	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	52.153.788	29.387.469	81.541.257	(1.977.406)	79.563.851	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	334.173.710	188.299.257	522.472.967	(12.670.165)	509.802.802	I Gusti Ngurah Rai Airport
Bandara Praya	38.721.803	21.818.852	60.540.655	(1.468.134)	59.072.521	Praya Airport
Bandara El Tari	60.599.005	34.146.156	94.745.161	(2.297.606)	92.447.555	El Tari Airport
Bandara Sultan Hassanudin	88.519.493	49.878.714	138.398.207	(3.356.208)	135.041.999	Sultan Hassanudin Airport
Bandara Sam Ratulangi	36.909.552	20.797.690	57.707.242	(1.399.422)	56.307.820	Sam Ratulangi Airport
Bandara Pattimura	34.995.920	19.719.402	54.715.322	(1.326.867)	53.388.455	Pattimura Airport
Bandara Frans Kaisiepo	28.892.600	16.280.321	45.172.921	(1.095.460)	44.077.461	Frans Kaisiepo Airport
Strategic Business Unit DPS	410.545.069	231.332.775	641.877.844	(15.565.778)	626.312.066	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	12.797.952	7.211.354	20.009.306	(485.233)	19.524.073	International Yogyakarta Airport
Entitas anak						Subsidiaries
Angkasa Pura Logistik	-	110.902.068	110.902.068	(2.689.417)	108.212.651	Angkasa Pura Logistik
Angkasa Pura Properti	-	333.024.240	333.024.240	(8.075.962)	324.948.278	Angkasa Pura Properti
Angkasa Pura Hotel	-	83.539.139	83.539.139	(2.025.855)	81.513.284	Angkasa Pura Hotel
Angkasa Pura Suport	-	712.818.144	712.818.144	(17.286.107)	695.532.037	Angkasa Pura Suport
Angkasa Pura Retail	-	30.535.492	30.535.492	(740.497)	29.794.995	Angkasa Pura Retail
Total liabilitas	1.552.356.904	25.919.898.825	27.472.255.729	(666.212.477)	26.806.043.252	Total liabilities

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.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- a) Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara (lanjutan)

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, terhitung sejak ditandatanganinya perjanjian, dan diperpanjang selama 30 tahun sesuai kesepakatan DJPU dan Perusahaan, setelah Perusahaan mendapat persetujuan Rapat Umum Pemegang Saham.

DJPU memiliki kewenangan untuk melakukan pengawasan dan pengendalian terhadap pelaksanaan Konsesi berdasarkan Perjanjian Konsesi sesuai dengan kewenangannya yang diatur oleh Undang-Undang.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perpanjangan perjanjian tersebut masih dalam proses.

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.

Sehubungan dengan keterlambatan pembayaran tagihan tersebut di atas, Perusahaan telah mencadangkan denda sebesar Rp25.537.267 dan Rp9.150.566 masing-masing pada tanggal 31 Desember 2019 dan 2018 (Catatan 19).

Pada tanggal 31 Desember 2020 dan 2019, Perusahaan mencatat akrual beban konsesi masing-masing sebesar Rp281.806.546 dan Rp270.245.343.

44. SIGNIFICANT AGREEMENTS (continued)

- a) *Concession Agreement - Directorate General of Civil Aviation (continued)*

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% from 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.*

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.

Up until the date of completion of the consolidated financial statements, the extension of the agreement is still in process.

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 relation with the late payment of the invoice as stated above, the Company has accrued the penalty amounting to Rp25,537,267 and Rp9,150,566 as of December 31, 2019 and 2018, respectively (Notes 19).

On December 31, 2020 and 2019, the Company has recorded accrued concession expense amounted to Rp281,806,546 and Rp270,245,343, 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 m² dimana tanah seluas 676.089 m² akan digunakan untuk areal pengembangan bandar udara dan tanah seluas 208.411 m² 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 2020 dan 2019, nilai arus kas bersih dari aktivitas operasi dan investasi Bandara Internasional Ahmad Yani Semarang masing-masing adalah arus kas negatif Rp61.240.518 dan arus kas negatif Rp469.166.569.

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 m² where the land of 676,089 m² will be used for airport development area and the land of 208,411 m² 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 2020 and 2019, the net cash flow value from operating and investing activities of Ahmad Yani International Airport in Semarang is negative cash flow of Rp61,240,518 and negative cash flow of Rp469,166,569, 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 m² 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 bandara baru di Kulon Progo

Pada tanggal 21 Agustus 2018, Perusahaan dan PP KSO menandatangani perjanjian pengadaan jasa No. PJKP-18003169 untuk melakukan pembangunan infrastruktur bandara baru di Kulon Progo dengan addendum terakhir, yaitu addendum VII Nomor: 210-AD/4800000958/PL.02/2020 tanggal 20 November 2020 dengan nilai kontrak sebesar Rp7.075.310.000 (termasuk PPN). Jangka waktu perjanjian 730 hari sampai dengan 14 Juli 2020 dan diperpanjang hingga tanggal 25 November 2020. Pada tanggal 31 Desember 2020, 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 m² 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 new airport at Kulon Progo*

On August 21, 2018, the Company and PP KSO signed service agreement No. PJKP-18003169 to construct infrastructure of new airport at Kulon Progo with latest amendment of amendment VII Number: 210-AD/4800000958/PL.02/2020 dated November 20, 2020 with contract value of Rp7,075,310,000 (including VAT). The period of the agreement was 730 days until July 14, 2020, which was extended until November 25, 2020. As of December 31, 2020, 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 Syamsudin Noor

Pada tanggal 7 Mei 2018, Perusahaan dan PP-WIKA Gedung KSO menandatangani perjanjian pengadaan jasa No. PJKP-18002942 untuk melakukan pembangunan gedung terminal dan fasilitas penunjangnya (Paket 1) Bandara Syamsudin Noor-Banjarmasin dengan nilai kontrak sebesar Rp1.173.113.700 (nilai termasuk PPN). Jangka waktu perjanjian selama 540 hari terhitung sejak diterbitkannya 7 Mei 2018 sampai dengan 28 Oktober 2019. Pada tanggal 31 Desember 2019, persentase penyelesaian atas pengerjaan konstruksi tersebut telah mencapai 100% dari keseluruhan pekerjaan.

- f) 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 nilai kontrak sebesar Rp685.500.000 (nilai termasuk PPN). Jangka waktu perjanjian selama 420 hari terhitung sejak 4 Juli 2019 sampai dengan 26 Agustus 2020. Pada tanggal 31 Desember 2020, persentase penyelesaian atas pengerjaan konstruksi tersebut telah mencapai 97,64% dari keseluruhan pekerjaan.

- g) 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. Pada tanggal 31 Desember 2020, persentase penyelesaian atas pengerjaan konstruksi tersebut telah mencapai 60,35% dari keseluruhan pekerjaan.

44. SIGNIFICANT AGREEMENTS (continued)

- e) Construction service agreements of terminal building and supporting facilities at Syamsudin Noor Airport

On May 7, 2018, the Company and PP-WIKA Gedung KSO signed construction service agreement No. PJKP-18002942 to construct terminal building and supporting facilities (Package 1) Syamsudin Noor Airport-Banjarmasin with contract value of Rp1,173,113,700 (include VAT). The term of the agreement is 540 days started on May 7, 2018 until October 28, 2019. As of December 31, 2019, the percentage of completion of the construction has reached 100% from total construction.

- f) 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 construction service agreement No. PJKP-19003930 to expand and revamp terminal building and its supporting facilities of Juanda International Airport Surabaya with contract value of Rp685,500,000 (include VAT). The term of the agreement is 420 days started on July 4, 2019 until August 26, 2020. As of December 31, 2020, the percentage of completion of the construction has reached 97.64% from total construction.

- g) 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 is started on February 27, 2019 until May 11, 2021. As of December 31, 2020, the percentage of completion of the construction has reached 60.35% from total construction.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- h) Perjanjian jasa konstruksi gedung terminal dan fasilitas penunjang Bandara Internasional I Gusti Ngurah Rai Denpasar.

Perusahaan mengadakan perjanjian dengan berbagai kontraktor untuk pekerjaan konstruksi di Bandara Internasional I Gusti Ngurah Rai Denpasar dengan rincian sebagai berikut:

Nama Kontraktor/ Contractor Name	Nilai Kontrak (termasuk PPN)/ Contract Amount (include VAT)	Jangka Waktu Pekerjaan/ Contract Term	Pekerjaan/ Works
PT PP (Persero) Tbk	1.497.500.000.000	344 hari/days (14 Maret/March 2018 - 21 Februari/February 2019)	Desain dan pembangunan apron sisi barat
PT Virama Karya (Persero)	179.001.790.000	268 hari/days (24 Januari/January 2018 - 19 Oktober/October 2018)	Desain dan pembangunan apron sisi timur dan Sewage Treatment Plant (STP)
PT Amarta Karya (Persero)	49.674.979.200	269 hari/days (21 Februari/February 2018 - 17 November/November 2018)	Design & Build pekerjaan gedung VVIP, Base ops TNI dan Penggantian Line Maintenance Airlines di Bandara Udara
PT Angkasa Pura Properti	117.879.833.500	329 hari/days (5 Maret/March 2018 - 28 Januari/January 2019)	Perencanaan dan pembuatan perluasan lantai 2 counter check in penumpang di terminal internasional Bandar Udara Internasional Denpasar

- i) Perjanjian dengan APP

1. Perjanjian kerjasama tentang bangun guna serah (BOT) atas tanah seluas 12.000 m² 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 m² 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.

44. SIGNIFICANT AGREEMENTS (continued)

- h) Construction service agreements of terminal building and supporting facilities at I Gusti Ngurah Rai International Airport Denpasar.

The Company entered into agreements with various contractors for construction work at I Gusti Ngurah Rai International Airport Denpasar with the following details:

- i) Agreements with APP

1. Cooperation agreement on build operation transfer (BOT) on land covering an area of 12,000 m² 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 m² 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.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- i) Perjanjian dengan APP (lanjutan)
2. Perjanjian kerjasama tentang bangun guna serah (BOT) atas tanah seluas 16.386 m² di Sunset Road Bali antara Perusahaan dan APP.

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 m² 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.

- j) 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.

44. SIGNIFICANT AGREEMENTS (continued)

- i) Agreements with APP (continued)
2. Cooperation agreement on build operation transfer (BOT) on land covering an area of 16,368 m² in Sunset Road Bali between the Company and APP.

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 m² 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 six (6) 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.

- j) 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.

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44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)

- j) Perjanjian Kerjasama Pemanfaatan Bandara Sentani (lanjutan)

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 (Catatan 10) 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.

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.

- k) Perjanjian Kerjasama antara Perusahaan dan entitas anak dengan PT Bank Mandiri (Persero) Tbk Tentang Layanan Notional Pooling.

Pada Tanggal 7 Agustus 2020, Perusahaan dan entitas anak menandatangani Perjanjian Kerjasama Terkait Layanan Notional Pooling Nomor: SP.DK.155/HK.06/2020 dan CBG.CB2/PKS.012/2020. Perjanjian ini berlaku selama 1 tahun sejak ditandatanganinya perjanjian.

45. KONTINGENSI

- a) PT Bank Negara Indonesia Syariah (BNI Syariah)

Perusahaan menerima gugatan perdata dari BNI Syariah dengan nilai gugatan sebesar Rp85.334.939 terkait pembayaran kepada PT Slipi Raya Utama yang tidak melalui rekening BNI Syariah sehubungan dengan pekerjaan pembangunan terminal penumpang dan fasilitas penunjangnya di Bandara Internasional Lombok.

44. SIGNIFICANT AGREEMENTS (continued)

- j) *Cooperation Agreement of Utilization of Sentani Airport (continued)*

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 (Note 10) 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.*

The company is subject to a fixed contribution in first year amounted 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.

- k) *Cooperation Agreement between the Company and its subsidiaries and PT Bank Mandiri (Persero) Tbk Regarding the Notional Pooling Services.*

On August 7, 2020, the Company and its subsidiaries signed a Cooperation Agreement Regarding Notional Pooling Services Number: SP.DK.155 / HK.06 / 2020 and CBG.CB2 / PKS.012 / 2020. This agreement is valid for 1 year from the signing of the agreement.

45. CONTINGENCIES

- a) *PT Bank Negara Indonesia Syariah (BNI Syariah)*

The Company received civil suit from BNI Syariah with a claim value of Rp85,334,939 regarding payment to PT Slipi Raya Utama which is not through BNI Syariah's account in connection with the construction of a passenger terminal and its supporting facilities at Lombok International Airport.

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45. KONTINGENSI (lanjutan)

- a) PT Bank Negara Indonesia Syariah (BNI Syariah) (lanjutan)

Berdasarkan Putusan No. 315/PDT/2015/PTDKI.jo.No.556/PDT.G/2013/PN. JKT.PST dan Putusan Nomor 315/PDT/2015/PT DKI, Pengadilan Negeri Jakarta Pusat dan Pengadilan Tinggi Jakarta mengabulkan gugatan dari BNI Syariah dan menghukum Perusahaan untuk melaksanakan prestasinya sebesar Rp2.491.890. Atas putusan tersebut, Perusahaan mengajukan permohonan kasasi tanggal 26 Januari 2016.

Pada tanggal 31 Desember 2017, Perusahaan telah membukukan pencadangan biaya sebesar Rp87.826.828 pada akun beban akrual.

Pada tahun 2018, Perusahaan menerima Putusan Mahkamah Agung Nomor 1461 K/Pdt/2017 tanggal 27 September 2017 dimana Perusahaan dihukum untuk melaksanakan prestasinya sebesar Rp2.491.890. Atas hal tersebut, pada tanggal 31 Desember 2018, Perusahaan telah membukukan pendapatan sebesar Rp85.334.939 pada akun penghasilan lain-lain.

- b) PT Sepinggian Sarana Utama (SSU)

PT Sepinggian Sarana Utama (SSU) mengajukan permohonan arbitrase kepada Badan Arbitrase Nasional Indonesia (BANI) dimana SSU menyatakan bahwa Perusahaan telah melakukan tindakan ingkar janji atas perjanjian kerjasama pembangunan dan pengusahaan hotel transit di Bandar Udara Sepinggian Balikpapan. Pada tanggal 5 Juli 2018, Perusahaan menerima Putusan Perkara No. 982/X/ARB-BANI/2017 dari BANI dimana Perusahaan diperintahkan untuk membayar ganti rugi atas investasi yang sudah dilakukan SSU dan mengembalikan uang jaminan kesungguhan kepada SSU masing-masing sebesar Rp104.793.567 dan Rp3.750.000.

45. CONTINGENCIES (continued)

- a) PT Bank Negara Indonesia Syariah (BNI Syariah) (continued)

Based on Decision No. 315/PDT/2015/PTDKI.jo.No.556/PDT.G/2013/PN.JKT.PST and Decision No. 315/PDT/2015/PT DKI, the Central Jakarta District Court and the Jakarta High Court granted a lawsuit from BNI Syariah and sentenced the Company to impose a performance of Rp2,491,890. As a result of this decision, the Company requested cassation on January 26, 2016.

On December 2017, the Company has recorded accrued expense amounted to Rp87,826,828 on accrued expense.

In 2018, the Company received the Supreme Court's Decision No. 1461 K/Pdt/2017 dated September 27, 2017 where the Company supported its performance of Rp2,491,890. On December 31, 2018, the Company has recorded income amounted to Rp85,334,939 as other income.

- b) PT Sepinggian Sarana Utama (SSU)

PT Sepinggian Sarana Utama (SSU) submitted an arbitration request to the Indonesian National Arbitration Board (BANI) where the SSU stated that the Company has defaulted the cooperation agreement for the construction and operation of transit hotel at Balikpapan Sepinggian Airport. On July 5, 2018, the Company received Case Verdict No. 982/X/ARB-BANI/2017 from BANI where the Company was ordered to pay compensation for investments made by SSU and return the guarantee deposit to the SSU amounting to Rp104,793,567 and Rp3,750,000, respectively.

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45. KONTINGENSI (lanjutan)

b) PT Sepinggan Sarana Utama (SSU) (lanjutan)

Perusahaan menyampaikan surat permohonan kepada Ketua Pengadilan Jakarta Pusat yang diterima Pengadilan Negeri Jakarta Pusat pada tanggal 23 Oktober 2018 yang menyatakan antara lain:

1. Putusan arbitrase melanggar ketertiban umum karena mengabaikan laporan hasil audit investigatif Badan Pengawas Keuangan dan Pembangunan.
2. Berdasarkan risalah rapat tanggal 16 Agustus 2018 dengan SSU, SSU tidak keberatan apabila ganti rugi dihitung dengan kewajiban-kewajibannya.
3. SSU setuju nilai ganti rugi dikurangi dengan pembayaran atas koridor penghubung.
4. SSU masih memiliki kewajiban pembayaran sewa tanah dan konsesi kepada termohon eksekusi.
5. SSU berkewajiban menyerahkan tanah milik Perusahaan dan hotel transit menjadi milik Perusahaan.

Perusahaan menyampaikan surat permohonan kembali kepada Ketua Pengadilan Jakarta Pusat yang diterima Pengadilan Negeri Jakarta Pusat pada tanggal 6 November 2018 yang menyatakan antara lain:

1. SSU setuju nilai ganti rugi dikurangi dengan pembayaran atas bangunan koridor penghubung yang menjadi bagian dari hotel transit.
2. SSU masih memiliki kewajiban pembayaran sewa tanah dan konsesi kepada termohon eksekusi.
3. Perlu dilakukan penilaian ulang atas nilai aset hotel tersebut.

Pada tanggal 15 Mei 2019, Perusahaan dan SSU menandatangani surat perdamaian dimana SSU sepakat untuk menyerahkan tanah berikut bangunan hotel ke Perusahaan dan Perusahaan membayar sebesar Rp86,7 miliar. Pada tanggal 16 Mei 2019, Perusahaan telah melakukan pembayaran sejumlah tersebut kepada SSU.

45. CONTINGENCIES (continued)

b) *PT Sepinggan Sarana Utama (SSU)(continued)*

The Company submitted an application letter to the Chairman of the Central Jakarta Court received by the Central Jakarta District Court on October 23, 2018 which stated, among others:

- 1. The arbitration award violates public order because it ignores the report on the results of the investigative audit of the Financial and Development Supervisory Agency.*
- 2. Based on the minutes of the meeting dated August 16, 2018 with the SSU, SSU does not object if compensation is calculated with its obligations.*
- 3. SSU agrees to the compensation value reduced by payment for the connecting corridor.*
- 4. SSU still has the obligation to pay land leases and concessions to the defendant.*
- 5. SSU is obliged to hand over the land owned by the Company and the transit hotel to belong to the Company.*

The Company submitted a letter of application back to the Chairman of the Central Jakarta Court received by the Central Jakarta District Court on November 6, 2018 stating, among others:

- 1. SSU agrees the compensation value is reduced by paying for the connecting corridor building that is part of the transit hotel.*
- 2. SSU still has the obligation to pay land leases and concessions to the defendant.*
- 3. It is necessary to re-evaluate the value of the hotel assets.*

On May 15, 2019, the Company and SSU signed an amicable letter where SSU agreed to hand over the land and hotel building to the Company and the Company will make payment of Rp86.7 billion. On May 16, 2019, the Company has paid the stated amount to the SSU.

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45. KONTINGENSI (lanjutan)

b) PT Sepinggan Sarana Utama (SSU) (lanjutan)

PT Angkasa Pura I (Persero) Bandara Internasional Juanda - Surabaya mencatat aset tanah sesuai dengan Surat Keputusan Bersama (SKB) Menteri Pertahanan Keamanan/Panglima Angkatan Bersenjata, Menteri Perhubungan dan Menteri Keuangan No.: KEP- 23/X/1981; 661/KMK.011/1981; KM.217/AU.106/ Pbb. 81 tanggal 28 Oktober 1981 tentang Pengalihan Pengelolaan Penerbangan Sipil di Pangkalan Udara TNI Angkatan Laut (TNI AL) Juanda dari Departemen Pertahanan dan Keamanan kepada Departemen Perhubungan dan Peraturan Pemerintah No. 30 Tahun 1984 tanggal 19 September 1984 dimana kekayaan negara pada Bandara Internasional Juanda telah dipisahkan dan menjadi tambahan modal pemerintah pada Perusahaan Umum Angkasa Pura I.

Tanah pada areal Bandara Internasional Juanda yang dikuasai oleh Perusahaan Cabang Juanda Surabaya tersebut juga diklaim oleh TNI AL RI sebagai tanah miliknya.

Upaya proses penyelesaian kepemilikan tanah tersebut di atas antara Perusahaan dan TNI AL telah beberapa kali dilakukan namun belum terdapat kesepakatan penyelesaian sampai dengan tanggal penyelesaian laporan keuangan konsolidasian.

c) 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 m² dan nilai gugatan sebesar Rp10.000 per m² atau sebesar Rp335.000.000. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan Menteri BUMN Republik Indonesia.

45. CONTINGENCIES (continued)

b) *PT Sepinggan Sarana Utama (SSU)(continued)*

PT Angkasa Pura I (Persero) International Airport Juanda - Surabaya recorded land assets in accordance with the Joint Decree (SKB) The Minister of Defence Security/Commander of the Armed Forces, Minister of Transportation and Minister of Finance No.KEP-23/X/1981; 661/KMK.011/1981; KM.217/AU.106/ Pbb.81 dated October 28, 1981 regarding the Transfer of Management of Civil Aviation in the Navy Air Base Juanda from the Department of Defense and Security to the Department of Transportation and Government Regulation No.30 of 1984 dated September 19, 1984 in which the wealth of the country in Juanda International Airport has been separated and become additional government capital in the Public Company Angkasa Pura I .

Land at the Juanda International Airport area controlled by the Company Juanda Branch Surabaya also claimed by Indonesian National Army-Navy as their land.

The effort of settlement process of land ownership between the Company and the Indonesian National Army - Navy was arranged several times, however there is no agreement to resolve until the date of completion of the consolidated financial statements.

c) *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 m² and a claim value of Rp10,000 per m² 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.

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45. KONTINGENSI (lanjutan)

c) Gugatan Paulus Wuwungan (lanjutan)

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 m2 atau sebesar Rp33.500.000.

Pada tanggal 13 Agustus 2020, Perusahaan mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, proses banding tersebut masih berjalan.

d) 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 m2 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.

Pada tanggal 12 Februari 2020, Perusahaan mengajukan permohonan kasasi kepada Mahkamah Agung Republik Indonesia. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, proses kasasi tersebut masih berjalan.

45. CONTINGENCIES (continued)

c) *Paulus Wuwungan's lawsuit (continued)*

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 m2 or Rp33,500,000.

On August 13, 2020, the Company submitted an appeal to the Manado High Court. Until the completion date of the consolidated financial statements, the appeal process is still ongoing.

d) *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 m2 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 subject money of Rp1,000 per day if fail 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 decision strengthened the Manado District Court decision on July 31, 2018.

On February 12, 2020, the Company submitted an appeal for cassation to the Supreme Court of the Republic of Indonesia. Until the completion date of the consolidated financial statements, the cassation process is still ongoing.

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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.

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.

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.

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 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.

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**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN
KEUANGAN (lanjutan)**

MANAJEMEN RISIKO (lanjutan)

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.

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 Rp4.430.576.016 dan Rp11.788.080.717 pada tanggal 31 Desember 2020 dan 2019.

Pada tanggal 31 Desember 2020 dan 2019, 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 Rp177.962.833 dan Rp88.142.103, 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 bandarudaraan dan jasa terkaitnya.

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE
AND POLICIES (continued)**

RISK MANAGEMENT (continued)

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.

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 Rp4,430,576,016 and Rp11,788,080,717 as of December 31, 2020 and 2019, respectively.

As of December 31, 2020 and 2019, 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 Rp177,962,833 and Rp88,142,103 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.

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MANAJEMEN RISIKO (lanjutan)

b. Risiko kredit (lanjutan)

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.

Tabel di bawah ini menunjukkan risiko kredit maksimum untuk komponen-komponen dari laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2020 dan 2019:

31 Desember 2020/December 31, 2020						
	< 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	605.004.636	221.597.893	14.756.271	(264.971.499)	576.387.301	Trade receivables
Piutang lain-lain	13.472.284	4.794.492	9.199.983	(4.881.386)	22.585.373	Other receivables
Pendapatan yang masih harus diterima	353.903.529	40.327.625	6.255.837	(42.031.145)	358.455.846	Accrued revenue
Total	972.380.449	266.720.010	30.212.090	(311.884.029)	957.428.520	Total

31 Desember 2019/December 31, 2019						
	< 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	457.913.450	196.769.063	8.232.326	(135.147.712)	527.767.127	Trade receivables
Piutang lain-lain	83.990.931	-	-	(3.646.740)	80.344.191	Other receivables
Pendapatan yang masih harus diterima	291.022.438	-	-	-	291.022.438	Accrued revenue
Total	832.926.819	196.769.063	8.232.327	(138.794.451)	899.133.756	Total

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 Group is exposed to credit risk mainly from trade receivables and other receivables. Credit risk is controlled by the continuous monitoring and billing accounts receivable balances and other receivables.

The table below shows the maximum exposure to credit risk on the components of the consolidated statement of financial position as of December 31, 2020 and 2019:

c. Liquidity risk

Liquidity risk is the risk that the entity will have 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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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:

	31 Desember 2020/ December 31, 2020	31 Desember 2019/ December 31, 2019
Aset keuangan		
Lancar		
<u>Pinjaman yang diberikan dan piutang</u>		
Kas dan setara kas	1.470.030.277	5.510.903.592
Investasi jangka pendek	96.115.484	665.862.312
Piutang usaha	576.387.301	527.767.127
Piutang lain-lain	22.585.373	80.344.191
Pendapatan yang masih harus diterima	358.455.846	291.022.438
Tidak lancar		
Investasi jangka panjang	101.263.815	109.819.185
Aset tidak lancar lainnya	1.955.561	3.815.231
Total	2.626.793.657	7.189.534.076
Liabilitas keuangan		
Lancar		
<u>Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi</u>		
Utang usaha	193.871.127	314.867.383
Utang lain-lain	1.663.960.893	3.292.812.136
Beban akrual	1.104.377.211	1.322.288.034
Utang bank jangka pendek	110.494.801	158.010.670
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:		
Utang bank jangka panjang	281.507.053	538.975.837
Utang obligasi dan sukuk ijarah	890.000.000	-
Liabilitas sewa	126.090.063	-
Tidak lancar		
Utang bank jangka panjang	20.729.079.934	16.724.208.207
Utang obligasi dan sukuk ijarah	2.106.091.817	2.994.896.323
Utang jangka panjang lainnya	404.200.256	388.971.461
Liabilitas sewa	394.082.670	-
Total	28.003.755.825	25.735.030.051

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. The Company is also supervise the cash flow projections actually to evaluate 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:

Financial assets	
Current	
<u>Loans and receivables</u>	
Cash and cash equivalents	
Short-term investment	
Trade receivables	
Other receivables	
Accrued revenues	
Non-current	
Long-term investment	
Other non-current assets	
Total	
Financial liabilities	
Current	
<u>Financial liabilities measured at amortized cost</u>	
Trade payables	
Other payables	
Accrued expenses	
Short-term bank loans	
Current maturities of long-term liabilities:	
Long-term bank loans	
Bonds payable and sukuk ijarah	
Lease liabilities	
Non-current	
Long-term bank loans	
Bonds payable and sukuk ijarah	
Other long-term liabilities	
Lease liabilities	
Total	

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47. NILAI WAJAR (lanjutan)

Detail dari liabilitas keuangan Kelompok Usaha dalam nilai tercatat dan nilai wajarnya adalah:

	31 Desember 2020/December 31, 2020	
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value
Liabilitas keuangan Tidak lancar		
Utang bank jangka panjang	21.067.680.818	21.010.586.987
Utang obligasi dan sukuk ijarah	3.000.000.000	2.996.091.817
	31 Desember 2019/December 31, 2019	
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value
Liabilitas keuangan Tidak lancar		
Utang bank jangka panjang	17.308.635.991	17.263.184.044
Utang obligasi dan sukuk ijarah	3.000.000.000	2.994.896.323

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:

**Financial liabilities
Non-current**
Long-term bank loans
Bonds payables and
sukuk ijarah

**Financial liabilities
Non-current**
Long-term bank loans
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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- 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 2020 dan 2019.

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 2020 dan 2019, hirarki nilai wajar Kelompok Usaha untuk aset yang nilai wajarnya diungkapkan adalah sebagai berikut:

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, 2020 and 2019.

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 value presented are not considering the impact of future currency fluctuation.
- Fair value estimation are not always indicating 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 for which all inputs which have a significant effect on the recorded fair values are observable, either directly or indirectly.
- Level 3 : Fair value measured based on valuation techniques for which any inputs which have a significant effect on the recorded fair values that are not based on observable market data (unobservable inputs).

As of December 31, 2020 and 2019, fair value hierarchy of the Group for assets which fair value were disclosed are as follows:

	31 Desember 2020/December 31, 2020				
	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	1.070.379.198	-	1.070.379.198	-	Investment properties
	31 Desember 2019/December 31, 2019				
	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	1.269.939.431	-	1.269.939.431	-	Investment properties

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Pada tanggal 31 Desember 2020, 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. KETIDAKPASTIAN MAKROEKONOMI

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian ini, telah terjadi penyebaran virus Covid-19 ke seluruh penjuru dunia termasuk Indonesia yang menyebabkan ketidakpastian makro ekonomi sehubungan dengan volatilitas nilai tukar mata uang asing, harga dan permintaan. Kondisi ini berdampak pada menurunnya secara signifikan operasi dan kondisi keuangan Kelompok Usaha. Perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi lainnya di luar kendali Kelompok Usaha. Peningkatan jumlah infeksi virus Covid-19 yang signifikan atau penyebaran yang berkepanjangan dapat mempengaruhi Indonesia dan operasi Kelompok Usaha. Manajemen akan terus memantau hal ini dan mengatasi risiko dan ketidakpastian terkait hal ini di masa mendatang.

47. FAIR VALUE (continued)

As of December 31, 2020, 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. MACROECONOMIC UNCERTAINTY

As of the date of completion of this consolidated financial statements, the Covid-19 virus has spread all over the world including Indonesia, that caused uncertainty in macroeconomic related to volatility in foreign exchange rates, prices and demand. This condition has affected the significant decreased in the Group's operation and financial condition. Future developments may change due to market changes or other situations outside the control of the Group. A significant rise in the number of Covid-19 virus infections or prolongation of the outbreak may affect Indonesia and the Group's operation. Management will continue to monitor and overcome the risks and uncertainties regard with this matter in the future.

INFORMASI TAMBAHAN
ADDITIONAL INFORMATION
Laporan Keuangan Tersendiri (Entitas Induk)
Individual Financial Statements (Parent Entity)

**PT ANGKASA PURA I (PERSERO)
ENTITAS INDUK SAJA
LAPORAN POSISI KEUANGAN
Tanggal 31 Desember 2020
(Dinyatakan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
PARENT ENTITY ONLY
STATEMENT OF FINANCIAL POSITION
As of December 31, 2020
(Expressed in thousands Rupiah,
unless otherwise stated)**

	<u>31 Desember 2020/ December 31, 2020</u>	<u>31 Desember 2019/ December 31, 2019</u>	
ASET			ASSETS
ASET LANCAR			CURRENT ASSETS
Kas dan setara kas	1.022.754.405	5.158.432.529	Cash and cash equivalents
Investasi efek	96.115.484	665.862.312	Investment securities
Piutang usaha, neto			Trade receivables, net
Pihak berelasi	189.854.591	118.316.189	Related parties
Pihak ketiga	324.658.541	299.853.024	Third parties
Piutang lain-lain, neto	42.071.917	18.585.004	Other receivables, net
Persediaan	8.041.580	7.909.551	Inventories
Uang muka dan biaya dibayar di muka	8.861.463	56.427.055	Advances and prepaid expense
Pendapatan akrual	308.080.185	211.165.362	Accrued revenues
Pajak dibayar di muka	989.340.544	631.013.856	Prepaid taxes
Aset lancar lainnya	20.906.596	76.240.275	Other current assets
TOTAL ASET LANCAR	3.010.685.306	7.243.805.157	TOTAL CURRENT ASSETS
ASET TIDAK LANCAR			NON-CURRENT ASSETS
Estimasi tagihan pajak	202.609.802	99.018.495	Estimated claims for refundable tax
Aset pajak tangguhan	546.705.372	-	Deferred tax assets
Piutang jangka panjang	-	88.500	Non-current receivables
Investasi jangka panjang	1.398.568.604	1.250.873.973	Long-term investments
Properti investasi, neto	89.417.296	116.416.362	Investment property, net
Aset tetap, neto	35.877.331.509	33.004.194.559	Fixed assets, net
Aset tak berwujud, neto	124.115.063	33.312.879	Intangible assets, net
Aset hak-guna, neto	587.419.850	-	Right-of-use assets, net
Aset tidak lancar lainnya	125.325	125.325	Other non-current assets
TOTAL ASET TIDAK LANCAR	38.826.292.821	34.504.030.093	TOTAL NON-CURRENT ASSETS
TOTAL ASET	41.836.978.127	41.747.835.250	TOTAL ASSETS

**PT ANGKASA PURA I (PERSERO)
ENTITAS INDUK SAJA
LAPORAN POSISI KEUANGAN
(lanjutan)
Tanggal 31 Desember 2020
(Dinyatakan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
PARENT ENTITY ONLY
STATEMENT OF FINANCIAL POSITION
(continued)
As of December 31, 2020
(Expressed in thousands Rupiah,
unless otherwise stated)**

	31 Desember 2020/ December 31, 2020	31 Desember 2019/ December 31, 2019	
LIABILITAS DAN EKUITAS			LIABILITIES AND EQUITY
LIABILITAS			LIABILITIES
LIABILITAS JANGKA PENDEK			CURRENT LIABILITIES
Utang usaha			Trade payables
Pihak ketiga	71.992.912	111.465.352	Third parties
Pihak berelasi	28.809.069	82.950.136	Related Parties
Utang lain-lain	2.203.157.331	3.372.442.736	Other payables
Pendapatan diterima di muka	80.265.051	126.558.184	Unearned revenues
Beban akrual	768.862.649	1.318.148.150	Accrued expenses
Utang pajak	194.295.612	335.615.627	Tax payables
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:			Current maturities of long-term liabilities:
Utang bank jangka panjang	199.950.205	483.165.313	Long-term bank loans
Utang obligasi dan sukuk ijarah	890.000.000	-	Bonds payable and sukuk ijarah
Liabilitas sewa	170.955.411	-	Lease liabilities
TOTAL LIABILITAS JANGKA PENDEK	4.608.288.240	5.830.345.498	TOTAL CURRENT LIABILITIES
LIABILITAS JANGKA PANJANG			NON-CURRENT LIABILITIES
Liabilitas jangka panjang setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:			Long-term liabilities - net of current maturities:
Utang bank jangka panjang	20.327.000.378	16.503.981.968	Long-term bank loans
Utang obligasi dan sukuk ijarah	2.106.091.817	2.994.896.323	Bonds payable and sukuk ijarah
Liabilitas sewa	445.779.661	-	Lease liabilities
Utang jangka panjang lainnya	396.326.923	390.791.045	Other non-current liabilities
Liabilitas imbalan kerja karyawan	785.806.063	412.692.601	Employee benefits liabilities
Liabilitas pajak tangguhan	-	68.729.872	Deferred tax liabilities
TOTAL LIABILITAS JANGKA PANJANG	24.061.004.842	20.371.091.809	TOTAL NON-CURRENT LIABILITIES
TOTAL LIABILITAS	28.669.293.082	26.201.437.307	TOTAL LIABILITIES
EKUITAS			EQUITY
Modal Saham	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			Issued and paid-up
6.414.412 saham tahun 2018 dan 2017			6,414,412 shares in year 2018 and 2017
Penyertaan modal negara	22.963.207	22.963.207	Government capital investment
Tambahan modal disetor	16.424.662	8.588.878	Addition paid in capital
Nilai buku aset tetap kenavigasian	(37.004.793)	(37.004.793)	Book value of fixed assets navigation
Akumulasi penyusutan aset tetap kenavigasian	408.393.524	408.393.524	Accumulated depreciation of navigation fixed assets
Penghasilan komprehensif lain	(403.613.126)	(65.696.335)	Other comprehensive income
Saldo laba			Retained earnings
Dicadangkan	9.230.837.096	7.779.477.782	Appropriated
Tidak dicadangkan	(2.484.727.525)	1.015.263.680	Unappropriated
TOTAL EKUITAS	13.167.685.045	15.546.397.943	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS	41.836.978.127	41.747.835.250	TOTAL LIABILITIES AND EQUITY

PT ANGKASA PURA I (PERSERO)
ENTITAS INDUK SAJA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2020
(Dinyatakan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ANGKASA PURA I (PERSERO)
PARENT ENTITY ONLY
STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2020
(Expressed in thousand Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,		
	2020	2019	
PENDAPATAN USAHA			OPERATING REVENUES
Pendapatan aeronautika	1.831.477.225	4.992.124.803	<i>Aeronautical revenues</i>
Pendapatan non-aeronautika	1.239.361.564	2.834.620.799	<i>Non-aeronautical revenues</i>
Total	3.070.838.789	7.826.745.602	Total
Beban operasional bandara	(2.788.295.722)	(3.015.000.697)	<i>Airport operation expenses</i>
Beban pegawai	(996.022.575)	(1.344.763.855)	<i>Employee expenses</i>
Beban umum dan administrasi	(718.000.327)	(883.798.576)	<i>General administrative expenses</i>
Beban pemasaran	(9.878.441)	(23.747.937)	<i>Marketing expenses</i>
Penghasilan lain-lain	154.345.282	145.553.748	<i>Other income</i>
Beban lain-lain	(241.496.068)	(98.628.995)	<i>Other expenses</i>
Laba (Rugi) Usaha	(1.528.509.062)	2.606.359.290	Operating Profit (Loss)
Penghasilan keuangan	164.823.596	186.433.090	<i>Finance income</i>
Beban keuangan	(1.172.643.976)	(830.752.648)	<i>Finance costs</i>
Bagian laba entitas asosiasi	(17.971.030)	(8.952.137)	<i>Equity income of associate entities</i>
LABA (RUGI) SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN	(2.554.300.472)	1.953.087.595	PROFIT (LOSS) BEFORE FINAL TAX AND CORPORATE INCOME TAX
Beban pajak final	(65.439.583)	(98.550.753)	<i>Final tax expense</i>
LABA (RUGI) SEBELUM PAJAK PENGHASILAN BADAN	(2.619.740.055)	1.854.536.842	PROFIT (LOSS) BEFORE CORPORATE INCOME TAX
BEBAN PAJAK PENGHASILAN BADAN, NETO	537.309.436	(429.376.743)	CORPORATE INCOME TAX EXPENSE, NET
LABA (RUGI) TAHUN BERJALAN	(2.082.430.619)	1.425.160.099	PROFIT (LOSS) FOR THE YEAR

**PT ANGKASA PURA I (PERSERO)
ENTITAS INDUK SAJA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2020
(Dinyatakan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
PARENT ENTITY ONLY
STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
(continued)
For the Year Ended December 31, 2020
(Expressed in thousand Rupiah,
unless otherwise stated)**

	Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,		
	2020	2019	
PENGHASILAN KOMPREHENSIF LAIN			OTHER COMPREHENSIVE INCOME
Pos yang akan direklasifikasi ke laba rugi:			Item that will not be reclassified to profit or loss:
Laba (rugi) belum terealisasi investasi efek	2.302.753	12.293.462	Unrealized gain (loss) on securities investment
Pos-pos yang tidak akan direklasifikasikan ke laba rugi			Items that will not be reclassified to profit or loss
Rugi komperhensif entitas asosiasi	(1.463.257)	(2.466.064)	Loss comprehensif income from associate
Laba (rugi) aktuarial imbalan kerja karyawan	(274.306.259)	(79.516.302)	Actuarial gain (loss) on employee benefits
Penghasilan (rugi) komprehensif lain tahun berjalan setelah pajak	(273.466.763)	(69.688.904)	Other comprehensive income (loss) for the year after tax
Total penghasilan komprehensif tahun berjalan	(2.355.897.382)	1.355.471.195	Total comprehensive income for the year

PT ANGKASA PURA I (PERSERO)
ENTITAS INDUK SAJA
LAPORAN PERUBAHAN EKUITAS
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2020
(Disajikan Dalam ribuan Rupiah, kecuali dinyatakan lain)

PT ANGKASA PURA I (PERSERO)
PARENT ENTITY ONLY
STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2020
(Expressed In thousands Rupiah, unless otherwise stated)

	Modal saham ditempatkan dan disetor/ <i>Issued and paid shares capital</i>	Penyertaan modal pemerintah/ <i>Government capital investment</i>	Tambahannya Modal Disetor/ <i>Additional Paid-in Capital</i>	Nilai buku aset kenavigasian/ <i>Book value of fixed assets navigation</i>	Akumulasi penyusutan aset tetap kenavigasian/ <i>Accumulated depreciation of navigation fixed assets</i>	Laba (rugi) belum direalisasi atas pemilikan efek/ <i>Unrealized gain (loss) on marketable securities</i>	Keuntungan (kerugian) aktuarial imbalan kerja/ <i>Actuarial post Retirement benefits</i>	Keuntungan (kerugian) entitas asosiasi/ <i>Gain (loss) of associated entities</i>	Saldo laba/Retained Earnings		Total ekuitas/ <i>Total equity</i>	
									Dicadangkan/ <i>Appropriated</i>	Belum dicadangkan/ <i>Unappropriated</i>		
Saldo per 31 Desember 2018	6.414.412.000	22.963.207	-	(37.004.793)	408.393.524	55.751.208	(47.946.356)	(3.812.283)	6.116.787.720	1.714.407.856	14.643.952.083	Balance as of December 31, 2018
Pembagian dividen	-	-	-	-	-	-	-	-	-	(461.614.213)	(461.614.213)	<i>Dividend declared</i>
Cadangan	-	-	-	-	-	-	-	-	1.662.690.062	(1.662.690.062)	-	<i>General reserved</i>
Selisih transaksi kombinasi bisnis entitas sependangali	-	-	8.588.878	-	-	-	-	-	-	-	8.588.878	<i>Difference arising from business combination of entities under common control</i>
Laba bersih tahun berjalan	-	-	-	-	-	-	-	-	-	1.425.160.099	1.425.160.099	<i>Net income for the year</i>
Pendapatan komprehensif lain	-	-	-	-	-	-	-	-	-	-	-	<i>Other comprehensive income</i>
Rugi belum direalisasi atas pemilikan efek	-	-	-	-	-	12.293.462	-	-	-	-	12.293.462	<i>Unrealized gain (loss) on securities investment</i>
Pengukuran kembali liabilitas imbalan kerja	-	-	-	-	-	-	(79.516.302)	(2.466.064)	-	-	(81.982.366)	<i>Re-measurement of employee benefits liabilities</i>
Saldo per 31 Desember 2019	6.414.412.000	22.963.207	8.588.878	(37.004.793)	408.393.524	68.044.670	(127.462.658)	(6.278.347)	7.779.477.782	1.015.263.680	15.546.397.943	Balance as of December 31, 2019
Penyesuaian saldo awal atas penerapan PSAK 71, setelah pajak	-	-	-	-	-	-	-	-	-	(30.651.300)	(30.651.300)	<i>Beginning balance adjustment for implementation of PSAK 71, net of tax</i>
Cadangan penurunan Instrumen keuangan	-	-	-	-	-	(64.450.028)	-	-	-	64.450.028	-	<i>Allowance for impairment Financial instrument</i>
Pembagian dividen	-	-	-	-	-	-	-	-	-	-	-	<i>Dividend declared</i>
Cadangan	-	-	-	-	-	-	-	-	1.451.359.314	(1.451.359.314)	-	<i>General reserved</i>
Selisih transaksi kombinasi bisnis entitas sependangali	-	-	7.835.784	-	-	-	-	-	-	-	7.835.784	<i>Difference arising from business combination of entities under common control</i>
Laba bersih tahun berjalan	-	-	-	-	-	-	-	-	-	(2.082.430.619)	(2.082.430.619)	<i>Net income for the year</i>
Pendapatan komprehensif lain	-	-	-	-	-	-	-	-	-	-	-	<i>Other comprehensive income</i>
Rugi belum direalisasi atas pemilikan efek	-	-	-	-	-	2.302.753	-	-	-	-	2.302.753	<i>Unrealized gain (loss) on securities investment</i>
Pengukuran kembali liabilitas imbalan kerja	-	-	-	-	-	-	(274.306.259)	(1.463.257)	-	-	(275.769.516)	<i>Re-measurement of employee benefits liabilities</i>
Saldo per 31 Desember 2020	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 December 31, 2020

PT ANGKASA PURA I (PERSERO)
ENTITAS INDUK SAJA
LAPORAN ARUS KAS
Untuk Tahun Yang Berakhir Pada
Tanggal 31 Desember 2020
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)

PT ANGKASA PURA I (PERSERO)
PARENT ENTITY ONLY
STATEMENT OF CASH FLOWS
For The Year Ended
December 31, 2020
(Expressed in thousands Rupiah,
unless otherwise stated)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS OPERASI			OPERATING ACTIVITIES
Penerimaan dari pelanggan	2.041.906.473	7.770.864.365	<i>Receipts from customers</i>
Pembayaran kas kepada pemasok dan karyawan	(3.892.717.418)	(5.616.929.326)	<i>Cash payment to suppliers and employees</i>
			<i>Net cash from receipt and payment</i>
Kas yang dihasilkan dari aktivitas operasi	(1.850.810.945)	2.153.935.039	<i>Tax payment</i>
Pembayaran pajak	(918.766.376)	(915.867.200)	
			Net cash provided by operating activities
Kas bersih yang diperoleh dari aktivitas operasi	(2.769.577.321)	1.238.067.839	
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS INVESTASI			INVESTING ACTIVITIES
Penerimaan dari (pengeluaran untuk) investasi jangka pendek	285.365.477	(187.755.531)	<i>Received from (payment for) short-term investment</i>
Pengeluaran untuk investasi jangka panjang	(156.250.000)	(21.891.660)	<i>Payment for long-term investment</i>
Penambahan aset tetap	(5.140.406.307)	(9.106.876.809)	<i>Addition in fixed assets</i>
Penerimaan bunga deposito dan jasa giro	269.954.200	186.433.090	<i>Interest from deposits and checking accounts</i>
			Net cash used in investing activities
Kas bersih yang digunakan untuk aktivitas investasi	(4.741.336.630)	(9.130.090.910)	
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS PENDANAAN			FINANCING ACTIVITY
Penerimaan (pembayaran) pinjaman jangka panjang	3.551.445.187	10.777.280.597	<i>Proceed (payment) on long-term loans</i>
Pembayaran dividen kas	-	(461.614.213)	<i>Payments of cash dividends</i>
Pembayaran liabilitas sewa	(172.310.166)	-	<i>Payments of lease liabilities</i>
			Net cash provided (used) by financing activities
Kas bersih yang diperoleh (digunakan) untuk aktivitas pendanaan	3.379.135.021	10.315.666.384	
Dampak perubahan selisih kurs terhadap kas dan setara kas	(3.899.194)	26.075.206	<i>Effect of exchange rate changes on cash and cash equivalents</i>
PENURUNAN KAS DAN SETARA KAS	(4.135.678.124)	2.449.718.519	DECREASE IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS AWAL TAHUN	5.158.432.529	2.708.714.010	CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN	1.022.754.405	5.158.432.529	CASH AND CASH EQUIVALENTS AT END OF YEAR

**PT ANGKASA PURA I (PERSERO)
ENTITAS INDUK SAJA
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2020 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam ribuan Rupiah,
kecuali dinyatakan lain)**

**PT ANGKASA PURA I (PERSERO)
PARENT ENTITY ONLY
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2020 and
for the Year Then Ended
(Expressed in thousand Rupiah,
unless otherwise stated)**

1. 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 (Revisi 2009), "Laporan Keuangan Konsolidasian dan Laporan Keuangan Tersendiri". PSAK No. 4 (Revisi 2009) mengatur dalam hal entitas memilih untuk menyajikan laporan keuangan tersendiri maka laporan tersebut hanya dapat disajikan sebagai informasi tambahan dalam laporan keuangan konsolidasian. Laporan keuangan tersendiri adalah laporan keuangan yang disajikan oleh Entitas Induk yang mencatat investasi pada entitas anak, entitas asosiasi, dan pengendalian bersama entitas berdasarkan kepemilikan ekuitas langsung bukan berdasarkan pelaporan hasil dan aset neto investee. Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan tersendiri entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk penyertaan pada entitas anak dan entitas asosiasi. Sesuai dengan PSAK No. 4 (Revisi 2009), Entitas Induk mencatat penyertaan pada entitas anak dan entitas asosiasi dengan menggunakan metode biaya. Entitas Induk juga mengakui dividen dari entitas anak dan entitas asosiasi pada laporan 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:

	31 Desember/December 31,	
	2020	2019
Penyertaan saham	1.371.556.746	1.225.526.674
Obligasi	27.011.858	25.347.299
Total	1.398.568.604	1.250.873.973

1. 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 (Revised 2009), "Consolidated and Separate Financial Statements". PSAK No. 4 (Revised 2009) regulates that when an entity elected to present the separate financial statements, such financial statements should be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a Parent Entity, in which the investments are accounted for on the basis of the direct equity interest rather than on the basis of the reported results and net assets of the investees. 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. In accordance with PSAK No. 4 (Revised 2009), the Parent Entity recorded the investments in subsidiaries and associates using cost method. The Parent Entity also recognizes dividends from subsidiaries and associate in profit or loss in its separate financial statements when its right to receive the dividends is established.

2. LONG-TERM INVESTMENTS

The Parent Entity's long term investments consist of investments in shares and bond with details are as follow:

*Investment in shares
Bond*

Total

PT ANGKASA PURA I (PERSERO)
ENTITAS INDUK SAJA
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Tanggal 31 Desember 2020 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam Rupiah, kecuali dinyatakan lain)

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PARENT ENTITY ONLY
NOTES TO THE FINANCIAL STATEMENTS
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2. INVESTASI JANGKA PANJANG (lanjutan)

a. Penyertaan saham

Informasi mengenai entitas anak dan asosiasi yang dimiliki Kelompok Usaha diungkapkan dalam Catatan 1c dan 13 atas Laporan Keuangan Konsolidasian.

Pada tanggal 31 Desember 2020 dan 2019, Entitas Induk memiliki penyertaan saham sebagai berikut:

	Persentase Kepemilikan/ Percentage of ownership	Biaya perolehan 31 Desember 2020/ Acquisition cost December 31, 2020	Persentase Kepemilikan/ Percentage of ownership	Biaya perolehan 31 Desember 2019/ Acquisition cost December 31, 2019
<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	99,00%	24.500.000
PT Angkasa Pura Retail	97,50%	48.750.000	97,50%	48.750.000
<u>Entitas Asosiasi/Associates</u>				
PT Gapura Angkasa	7,76%	44.019.617	7,76%	55.511.460
PT Jasa Marga Bali Tol	6,31%	30.232.340	8,00%	28.960.425
Total		1.371.556.746		1.225.526.674

b. Obligasi

Pada tanggal 31 Desember 2020 dan 2019, Entitas Induk memiliki obligasi sebagai berikut:

	31 Desember 2020/ December 31, 2020		31 Desember 2019/ December 31, 2019		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
RI0148	15.206.000	16.847.859	15.206.000	15.277.199	RI0148
BEXI04BCN7	5.000.000	5.164.000	5.000.000	5.039.750	BEXI04BCN7
BEXI04CCN7	5.000.000	5.000.000	5.000.000	5.030.350	BEXI04BCN7

3. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN ENTITAS ANAK

Entitas Induk mempunyai transaksi dan saldo yang signifikan dengan pihak entitas anak berikut:

Pihak berelasi/Related parties	Piutang usaha/Trade receivables	Utang usaha/Trade payables
PT Angkasa Pura Logistik	3.018.631	6.846
PT Angkasa Pura Properti	87.235	23.198.340
PT Angkasa Pura Hotel	9.142.798	1.013.126
PT Angkasa Pura Suport	15.556.269	3.450.267
PT Angkasa Pura Retail	15.879.862	5.281.507

2. LONG-TERM INVESTMENTS (continued)

a. Investment in shares

Information pertaining to subsidiaries and associates owned by the Group is disclosed in Notes 1c and 13 to the Consolidated Financial Statements.

As of December 31, 2020 and 2019, the Parent Entity has investment in shares as follow:

b. Bonds

As of December 31, 2020 and 2019, the Parent Entity has bond as follow :

3. SIGNIFICANT BALANCES AND TRANSACTIONS WITH SUBSIDIARIES

The Parent Entity has the following significant transactions and balances with its subsidiaries:

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4. AKTIVITAS NON KAS

Transaksi non-kas terdiri dari:

4. NON-CASH TRANSACTIONS

Non-cash transaction consists of:

	<u>31 Desember 2020/ December 31, 2020</u>	<u>31 Desember 2019/ December 31, 2019</u>	
Penambahan aset hak-guna melalui liabilitas sewa	789.045.239	-	<i>Addition of right-of-use assets through lease liabilities</i>
Kapitalisasi biaya pinjaman ke aset tetap	454.563.998	286.653.622	<i>Capitalization of borrowing costs</i>

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut :

Movement of liabilities arising from financing activities in the statement of cash flows are as follows:

	<u>1 Januari 2020/ January 1, 2020</u>	<u>Arus kas/ Cash flow</u>	<u>Non-arus kas/Non-cash flow</u>		<u>31 Desember 2020/ December 31, 2020</u>	
			<u>Selisih kurs/ Foreign exchange difference</u>	<u>Lainnya/ Other</u>		
Pinjaman bank jangka panjang	16.987.147.281	3.551.445.187	-	(11.641.885)	20.526.950.583	<i>Long-term bank loans</i>
Obligasi dan sukuk ijarah	2.994.896.323	-	-	1.195.494	2.996.091.817	<i>Bonds payable and sukuk ijarah</i>
Total	19.982.043.604	3.551.445.187	-	(10.446.392)	23.523.042.400	Total

	<u>1 Januari 2019/ January 1, 2019</u>	<u>Arus kas/ Cash flow</u>	<u>Non-arus kas/Non-cash flow</u>		<u>31 Desember 2019/ December 31, 2019</u>	
			<u>Selisih kurs/ Foreign exchange difference</u>	<u>Lainnya/ Other</u>		
Pinjaman bank jangka panjang	6.265.719.813	10.757.089.700	-	(35.662.232)	16.987.147.281	<i>Long-term bank loans</i>
Obligasi dan sukuk ijarah	2.993.700.829	-	-	1.195.494	2.994.896.323	<i>Bonds payable and sukuk ijarah</i>
Total	9.259.420.642	10.757.089.700	-	(34.466.738)	19.982.043.604	Total

LAPORAN TAHUNAN
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2020



Angkasa Pura | AIRPORTS

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