2022
Laporan Tahunan
Annual Report

injourney
Indonesia
Aviation and Tourism

Accelerating Indonesian Tourism Recovery



PT Aviasi Pariwisata Indonesia (Persero)













Sanggahan dan Batasan Tanggung Jawab

Disclaimer and Limitation of Liabilities

Selamat datang di Laporan Tahunan PT Aviasi Pariwisata Indonesia (Persero) Tahun 2022. PT Aviasi Pariwisata Indonesia (Persero) merupakan BUMN *Holding* Industri Aviasi dan Pariwisata Indonesia yang didirikan pada tahun 2021.

Welcome to the 2022 Annual Report of PT Aviasi Pariwisata Indonesia (Persero). PT Aviasi Pariwisata Indonesia (Persero) is a SOEs Holding of Indonesian Aviation and Tourism Industry which was established in 2021.

Laporan Tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan PT Aviasi Pariwisata Indonesia (Persero) yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan 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.

This Annual Report contains statements of financial condition, operating results, projections, plans, strategies, policies, and objectives of PT Aviasi Pariwisata Indonesia (Persero) which are classified as forward-looking statements in the implementation of applicable laws, except for historical matters. These statements have prospects of risk, uncertainty, and may result in actual developments that are materially different from those reported.

Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang serta lingkungan bisnis dimana Perseroan menjalankan kegiatan usaha. Pernyataan yang terdapat di Laporan Tahunan ini bukan menjadi jaminan kinerja di masa yang akan datang, mengingat kinerja aktual di masa depan dapat berbeda dengan pernyataan pada Laporan Tahunan ini karena dapat dipengaruhi oleh beberapa faktor di luar kendali Perseroan.

Prospective statements in this Annual Report are made based on various assumptions regarding current and future conditions as well as the business environment in which the Company carries out its business activities. The statements contained in this Annual Report are not a guarantee of future performance, considering that actual performance in the future may differ from the statements in this Annual Report because they may be influenced by several factors beyond the control of the Company.



Laporan Tahunan PT Aviasi Pariwisata Indonesia (Persero) tahun buku 2022 ini diterbitkan sesuai Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas dan PER-2/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Laporan Tahunan ini memuat kata "InJourney" dan "Perseroan" yang didefinisikan sebagai PT Aviasi Pariwisata Indonesia (Persero), yang menjalankan kegiatan usaha sebagai perusahaan *Holding* di bidang pariwisata dan pendukung. Penyebutan satuan mata uang "Rupiah", "Rp", atau "IDR" merujuk pada mata uang resmi Republik Indonesia, sedangkan "Dolar AS" atau "USD" merujuk pada mata uang resmi Amerika Serikat. Semua informasi keuangan disajikan dalam mata uang Rupiah.

Pemberitahuan Tabel Dan Grafik

Tabel dan grafik pada Laporan Tahunan ini memaparkan data numerik dengan standar penulisan mengikuti kaidah bahasa Indonesia. Pemaparan numerik dalam teks menggunakan standar kaidah bahasa Indonesia dan bahasa Inggris sesuai konteks.

The Annual Report of PT Aviasi Pariwisata Indonesia (Persero) for the 2022 Fiscal Year was published in accordance with Law No. 40 of 2007 concerning Limited Liability Companies and PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

This Annual Report contains the words "InJourney" and "Company" which are defined as PT Aviasi Pariwisata Indonesia (Persero), which carries out business activities as a Holding company in the field of tourism and support. The mention of the currency unit "Rupiah", "Rp", or "IDR" refers to the official currency of the Republic of Indonesia, while "US Dollar" or "USD" refers to the official currency of the United States. All financial information is presented in Rupiah.

Table and Graph Notice

Tables and graphs in this Annual Report present numerical data with writing standards following Indonesian language rules. Numerical presentation in the text uses standard Indonesian and English rules according to the context.



Penjelasan Tema
Theme Explanation



Accelerating Indonesian Tourism Recovery

Sejalan dengan melandainya pandemi COVID-19, industri pariwisata Indonesia kembali menggeliat. Jumlah kunjungan wisatawan mancanegara (wisman) maupun wisatawan nusantara (wisnus) meningkat cukup signifikan, bahkan melampaui target Pemerintah. Per 31 Desember 2022, Badan Pusat Statistik (BPS) mencatat jumlah kunjungan wisatawan mancanegara adalah sebesar 5,47 juta kunjungan, meningkat 251,28% dibandingkan dengan jumlah kunjungan wisatawan mancanegara pada tahun 2021 dan tingkat hunian kamar hotel klasifikasi bintang juga meningkat 1,88 poin yang tercatat sebesar 26,45% dari tahun sebelumnya.

Sektor pariwisata merupakan penyumbang devisa utama dan merupakan salah satu penopang perekonomian Indonesia. Pemerintah memutuskan untuk menaikkan target kunjungan wisman dengan melakukan berbagai upaya untuk membangkitkan sektor pariwisata. Berbagai langkah strategis, inovatif, adaptif, dan kolaboratif dilakukan untuk mencapai target pariwisata termasuk memberikan kemudahan bagi pelaku pariwisata dalam mengembangkan usaha melalui deregulasi.

In line with the slowing down of the COVID-19 pandemic, Indonesia's tourism industry is starting to revive. The number of visits by foreign tourists (wisman) and domestic tourists (wisnus) increased quite significantly, even exceeding the Government's target. As of December 31, 2022 BPS - Statistics Indonesia recorded that the number of foreign tourist visits was 5.47 million visits, an increase of 251.28% compared to the number of foreign tourist visits in 2021 and the occupancy rate of star-class hotel rooms also increased by 1.88 points which was recorded at 26.45% from the previous year.

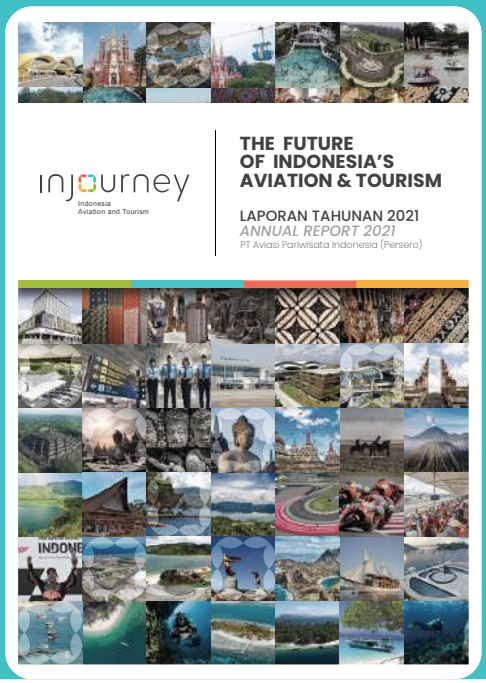
The tourism sector is the main foreign exchange contributor and is one of the pillars of the Indonesian economy. The government decided to increase the target of foreign tourist visits by making various efforts to revive the tourism sector. Various strategic, innovative, adaptive, and collaborative measures were taken to achieve the tourism target including providing convenience for tourism actors in developing their business through deregulation.

Pemerintah melalui Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024 telah merumuskan program pariwisata yang berkelanjutan, peningkatan daya saing, penciptaan nilai tambah, transformasi digital, dan peningkatan nilai tambah dengan tetap mengantisipasi tren global perubahan perilaku wisatawan. Hal tersebut dengan ditetapkannya 5 Destinasi Pariwisata Super Prioritas (DPSP) yaitu Borobudur, Likupang, Mandalika, Danau Toba, dan Labuan Bajo yang akan menjadi daya tarik baru pariwisata Indonesia untuk mendatangkan kunjungan wisatawan berkualitas dari seluruh dunia. Dengan kegiatan pariwisata yang berkualitas dan berkelanjutan, pariwisata menjadi sektor andalan dalam perolehan devisa, penciptaan lapangan kerja, serta peningkatan kesejahteraan masyarakat.

The government through the National Medium-Term Development Plan (RPJMN) 2020-2024 has formulated a sustainable tourism program, increasing competitiveness, creating added value, digital transformation, and increasing added value while still anticipating global trends in changes in tourist behavior. This is with the establishment of 5 Super Priority Tourism Destinations (DPSP), namely Borobudur, Likupang, Mandalika, Lake Toba, and Labuan Bajo which will become a new attraction for Indonesian tourism to bring in quality tourist visits from all over the world. With quality and sustainable tourism activities, tourism is a mainstay sector in earning foreign exchange, creating jobs, and improving people's welfare.

Kesinambungan Tema

Theme Continuity



2021

The Future of Indonesia's Aviation and Tourism

Pariwisata Indonesia merupakan harta luar biasa yang termasyhur di dunia internasional selama beberapa dekade terakhir. Kaya akan berbagai budaya serta adat istiadat yang masih kental dengan ciri khasnya masing-masing, Indonesia telah dikenal sebagai salah satu destinasi pariwisata ternama. Sektor pariwisata Indonesia masih memiliki potensi besar untuk berkembang lebih gemilang.

Indonesia tourism is a great treasure that has gained international fame over the last few decades. Having rich cultures and strong customs with their respective characteristics, Indonesia has been known as one of the leading tourism destinations. Indonesia's tourism sector has great potential to grow.

Pencapaian Terbaik 2022

Best Achievements 2022

556,32%

Laba Bruto InJourney tahun 2022 tercatat sebesar Rp6,38 triliun, **meningkat 556,32%** dari tahun sebelumnya sebesar Rp972,31 miliar.

*InJourney's **gross profit** in 2022 was recorded at Rp6.38 trillion, an **increase of 556.32%** from the previous year of Rp972.31 billion.*

171,26%

Tahun 2022, InJourney memperoleh **kas dari aktivitas operas**i sebesar Rp2,29 triliun, **meningkat 171,26%** dari tahun sebelumnya dimana Perseroan menggunakan kas untuk aktivitas operasi sebesar Rp3,21 triliun.

*In 2022, InJourney obtained **cash from operating activities** of Rp2.29 trillion, an **increase of 171.26%** from the previous year where the Company used cash for operating activities of Rp3.21 trillion.*

124,65%

Laba Usaha InJourney tahun 2022 tercatat sebesar Rp1,34 triliun, **meningkat 124,65%** dari tahun sebelumnya Perseroan membukukan Rugi Usaha sebesar Rp5,48 triliun.

*InJourney's **Operating Profit** in 2022 was recorded at Rp1.34 trillion, an **increase of 124.65%** from the previous year where the Company posted an Operating Loss of Rp5.48 trillion.*

87,87%

Tahun 2022, InJourney berhasil menekan **rugi tahun berjalan** setelah efek penyesuaian proforma menjadi Rp913,83 miliar, dari tahun sebelumnya sebesar Rp8,56 triliun.

*In 2022, InJourney managed to reduce the **loss for the year** after effect of proforma adjustment to Rp913.83 billion, from the previous year of Rp8.56 trillion.*





66,20%

Pendapatan segmen aviasi tahun 2022 tercatat sebesar Rp14,38 triliun, **meningkat 66,20%** dibandingkan tahun sebelumnya sebesar Rp8,65 triliun.

__Aviation segment revenue__s in 2022 were recorded at Rp14.38 trillion, an __increase of 66.20%__ compared to the previous year of Rp8.65 trillion.

59,24%

Tahun 2022, InJourney membukukan **pendapatan usaha** sebesar Rp15,50 triliun, **naik 59,24%** dibandingkan tahun 2022 sebesar Rp9,73 triliun.

In 2022, InJourney __posted revenues__ of Rp15.50 trillion, an __increase of 59.24%__ compared to 2022 of Rp9.73 trillion.

0,13%

Total Aset InJourney tahun 2022 tercatat sebesar Rp94,66 triliun, **meningkat 0,13%** dari tahun sebelumnya sebesar Rp94,54 triliun.

InJourney's __total assets__ in 2022 were recorded at Rp94.66 trillion, an __increase of 0.13%__ from the previous year of Rp94.54 trillion.

Visi, Misi dan Budaya Perusahaan

Vision, Mission and Corporate Culture

VISI
VISION

To be the leading tourism ecosystem in the region, providing memorable experience through Indonesian hospitality

MISI
MISSION

To boost recovery and accelerate development of travel in Indonesia through collaboration of main industry players and partnerships with private sector in inclusive environment



Budaya Perusahaan

Sesuai dengan Keputusan Menteri Badan Usaha Milik Negara Republik Indonesia No. SK-115/MBU/05/2022 tanggal 10 Mei 2022 tentang Pedoman Implementasi AKHLAK, dijelaskan bahwa Sumber Daya Manusia Badan Usaha Milik Negara wajib menerapkan AKHLAK untuk menjadi landasan berpikir dan bertingkah laku bagi seluruh SDM BUMN. Dengan dasar hal tersebut, InJourney menjadikan AKHLAK sebagai salah satu bagian dari program transformasi budaya dan perilaku.

Corporate Culture

In accordance with the Decree of the Minister of State-Owned Enterprises of the Republic of Indonesia No. SK-115/MBU/05/2022 dated May 10, 2022, concerning Guidelines for Implementation of AKHLAK, explained that the Human Resources of State-Owned Enterprises are required to implement AKHLAK to become the basis of thinking and behavior for all SOEs HR. On this basis, InJourney makes AKHLAK a part of its cultural and behavioral transformation program.

AKHLAK

Amanah | *Trustworthy*

Memegang teguh kepercayaan yang diberikan

Uphold the trust given

- Memenuhi janji dan komitmen.
- Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan.
- Berpegang teguh kepada nilai moral dan etika.
- *Fulfill promises and commitments.*
- *Responsible for the tasks, decisions, and actions taken.*
- *Adhere to moral and ethical values.*

Kompeten | *Competent*

Terus belajar dan mengembangkan kapabilitas

Keep learning and develop capabilities

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
- Membantu orang lain belajar.
- Menyelesaikan tugas dengan kualitas terbaik.
- *Improve self-competence to respond to ever-changing challenges.*
- *Help others learn.*
- *Complete tasks of the highest quality.*

Harmonis | *Harmonious*

Saling peduli dan menghargai perbedaan

Care for each other and value differences

- Menghargai setiap orang apapun latar belakangnya.
- Suka menolong orang lain.
- Membangun lingkungan kerja yang kondusif.
- *Respect everyone regardless of background.*
- *Likes to help others.*
- *Build a conducive work environment.*

Loyal | *Loyal*

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara

Dedicated and prioritize the interests of the Nation and the State

- Menjaga nama baik sesama karyawan, pimpinan, BUMN dan Negara.
- Rela berkorban untuk mencapai tujuan yang lebih besar.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.
- *Maintain the good name of fellow employees, leaders, SOEs and the State.*
- *Willing to make sacrifices to achieve a greater goal.*
- *Obey the leadership as long as it does not conflict with law and ethics.*

Adaptif | *Adaptive*

Terus berinovasi dan antusias dalam menggerakkan atau menghadapi perubahan

Continue to innovate and be enthusiastic in moving or facing change

- Cepat menyesuaikan diri untuk menjadi lebih baik.
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.
- Bertindak proaktif.
- *Quickly self adjust to become better.*
- *Continuously making improvements following technological developments.*
- *Act proactively.*

Kolaboratif | *Collaborative*

Membangun kerja sama yang sinergis

Build synergistic collaboration

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.
- *Provide opportunities for various parties to contribute.*
- *Open in working together to produce added value.*
- *Mobilize the use of various resources for common goals.*

Dalam berperilaku AKHLAK sebagaimana gambar di atas, InJourney menurunkan contoh perilaku yang digunakan sebagai acuan untuk membangun perilaku melayani yang tercermin pada *People, Product, Premises, Process* dan *Technology*.

In behaving in AKHLAK as shown above, InJourney cascades down examples of behavior that are used as a reference for building service behavior that is reflected in People, Products, Premises, Process and Technology.

Jejak Langkah Perusahaan

Company Milestones

2020

- **September - Perubahan Susunan Keanggotaan**
  September - Changes in Membership Composition

  - SK-73/MBU/Wk2/09/2020 Perubahan Susunan Keanggotaan Tim Percepatan Konsolidasi BUMN Sektor Transportasi dan Pariwisata.
  - SK-75/MBU/Wk2/03/2020 Susunan Keanggotaan Tim Percepatan Konsolidasi BUMN Sektor Transportasi dan Pariwisata.
  - Berdasarkan Keputusan Menteri BUMN selaku Rapat Umum Pemegang Saham Perseroan (Persero) PT Survai Udara Penas (Persero) No. SK-287/MBU/09/2020 tanggal 15 September 2020.
  - *SK-73/MBU/Wk2/09/2020 Changes in Membership Composition of Acceleration Team for SOEs Consolidation in the Transportation and Tourism Sector.*
  - *SK-75/MBU/Wk2/03/2020 Membership Composition of Acceleration Team for SOEs Consolidation in the Transportation and Tourism Sector.*
  - *Based on the Decree of the Minister of SOEs as the General Meeting of Shareholders of the Company (Persero) PT Survai Udara Penas (Persero) No. SK-287/MBU/09/2020 dated September 15, 2020.*

- **Oktober - Pengalihan Bentuk Usaha**
  October - Changes of Business Forms

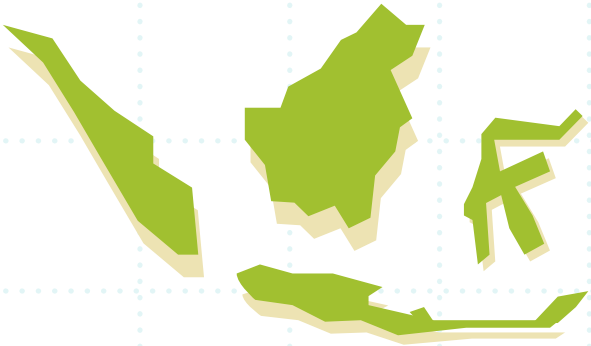
  Berdasarkan Keputusan Menteri BUMN No. SK-317/MBU/10/2020 tanggal 8 Oktober 2020 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Survai Udara Penas.

  Based on the Decree of the Minister of SOEs No. SK-317/MBU/10/2020 dated October 8, 2020, concerning Dismissal and Appointment of Members of the Company's Board of Commissioners of the Limited Liability Company (Persero) PT Survai Udara Penas.

2019

- **Desember - Pembentukan Tim**
  December - Team Establishment

  - SK-294/MBU/12/2019 Penunjukan Direktur PMO *Holding* BUMN ITE.
  - SK-305/MBU/12/2019 Pembentukan Tim Percepatan Konsolidasi BUMN Sektor Transportasi dan Pariwisata.
  - SK-308/MBU/12/2019 Pembentukan Tim Percepatan Pengembangan 5 DPSP Tanggal 10 Desember 2019.
  - *SK-294/MBU/12/2019 Appointment of PMO Director of SOEs Holding of Electronic Information and Transactions (ITE).*
  - *SK-305/MBU/12/2019 Establishment of Acceleration Team for SOEs Consolidation in the Transportation and Tourism Sector.*
  - *SK-308/MBU/12/2019 Establishment of Acceleration Team for the Development of 5 DPSPs on December 10, 2019.*



2021

Juli - Pengalihan Bentuk Usaha
July - Changes of Business Forms

PP 72 Tahun 2021 tentang Perubahan atas Peraturan Pemerintah No. 48 Tahun 1991 tentang Pengalihan Bentuk Perusahaan Umum (Perum) Survai Udara (Penas) menjadi Perusahaan Perseroan (Persero).

Government Regulation (PP) 72 of 2021 concerning Amendments to Government Regulation No. 48 of 1991 concerning Changes in the Form of Public Company (Perum) Survai Udara (Penas) to a Limited Liability Company (Persero).

Agustus - Pembentukan Perusahaan
August - Establishment of the Company

Keputusan Menteri Hukum dan Asasi Manusia RI No. AHU-0044775.AH.01.02.TAHUN.2021 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia Disingkat PT Aviasi Pariwisata Indonesia (Persero).

Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0044775.AH.01.02.TAHUN.2021 concerning Approval of Amendments to the Articles of Association of a Limited Liability Company (Persero) PT Aviasi Pariwisata Indonesia abbreviated as PT Aviasi Pariwisata Indonesia (Persero).

Oktober - Pengangkatan Direksi dan Dewan Komisaris
October - Appointment of the Board of Directors and Board of Commissioners

- SK-336 SK-337 Pengangkatan Direksi dan Dewan Komisaris InJourney.
- SKK-92 s.d 97 Surat Kuasa Khusus kepada InJourney.
- *SK-336 SK-337 Appointment of InJourney's Board of Directors and Board of Commissioners.*
- *SKK-92 to 97 Special Power of Attorney to InJourney*

Oktober - Penambahan Modal Negara
October - Addition of State Equity Participation

PP 104 Tahun 2021 PMN RI ke dalam Modal Saham PT Aviasi Pariwisata Indonesia (Persero).

Government Regulation (PP) 104 of 2021 Addition of State Equity Participation (PMN) of the Republic of Indonesia into the Share Capital of PT Aviasi Pariwisata Indonesia (Persero).

Desember - Melangkah ke Depan
December - Move Forward

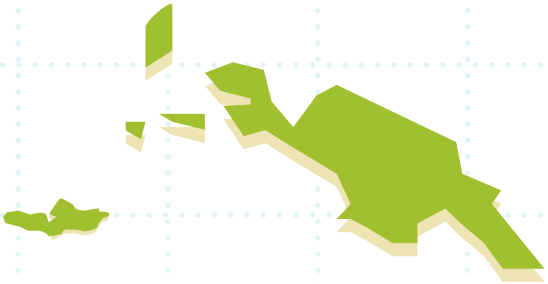
- 498/KMK.06/2021 tentang Penetapan Nilai Penambahan PMN RI ke dalam Modal Saham Perusahaan Perseroan PT Aviasi Pariwisata Indonesia (Persero).
- PERJ-14/MBU/12/2021 tentang Perjanjian Pengalihan Hak Atas Saham Negara RI pada PT Hotel Indonesia Natour (HIN), PT Sarinah, PT Taman Wisata Candi Borobudur, Prambanan, dan Ratu Boko, PT Angkasa Pura I, dan PT Angkasa Pura II kepada InJourney.
- SKK-107/MBU/12/2021 tentang Surat Kuasa Khusus kepada InJourney melakukan tindakan kewenangan saham Seri A.
- *498/KMK.06/2021 concerning Determination of the Addition State Equity Participation (PMN) of the Republic of Indonesia into the Share Capital of the Company (Perseroan) PT Aviasi Wisata (Persero).*
- *PERJ-14/MBU/12/2021 concerning Agreement on the Transfer of Rights on State Shares of the Republic of Indonesia in PT Hotel Indonesia Natour (HIN), PT Sarinah, PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko, PT Angkasa Pura I, and PT Angkasa Pura II to InJourney.*
- *SKK-107/MBU/12/2021 concerning Special Power of Attorney to InJourney to take action to authorize Series A shares.*

2022 injourney

Januari - Peluncuran InJourney
January - Launching of InJourney

Peluncuran BUMN Holding Jasa Pariwisata dan Pendukung oleh Presiden Republik Indonesia, Bapak Joko Widodo pada 13 Januari 2022 di Kuta Mandalika Lombok. Peluncuran ini yang kemudian ditandai sebagai hari jadi *Holding* Jasa Pariwisata dan Pendukungnya, PT Aviasi Pariwisata Indonesia (Persero).

Launching of SOEs Holding of Tourism and Support Services by the President of the Republic of Indonesia, Mr. Joko Widodo on January 13, 2022, in Kuta Mandalika Lombok. This launch was later marked as the anniversary for the Holding of Tourism and Support Services, PT Aviasi Pariwisata Indonesia (Persero).



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08 Laporan Keuangan Konsolidasi
Consolidated Financial Statement





01

Ikhtisar Keuangan dan Operasional

Financial and Operational Highlights

Seiring dengan menurunnya pandemi COVID-19, industri aviasi dan pariwisata kembali menggeliat. Kinerja InJourney tahun 2022 menunjukkan peningkatan yang sangat baik.

As the COVID-19 pandemic subsides, the aviation and tourism industries are starting to recover. InJourney's performance in 2022 showed a very good improvement.

Ikhtisar Keuangan
Financial Highlights

Posisi Keuangan Konsolidasian
Consolidated Financial Position

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Total Aset Lancar *Total Current Assets*	8.921	7.479	9.477
Total Aset Tidak Lancar *Total Non-Current Assets*	85.743	87.059	88.266
Total Aset *Total Assets*	94.664	94.538	97.744
Total Liabilitas Jangka Pendek *Total Current Liabilities*	11.579	11.520	12.013
Total Liabilitas Jangka Panjang *Total Non-Current Liabilities*	47.781	46.818	42.129
Total Liabilitas *Total Liabilities*	59.360	58.338	54.141
Total Ekuitas *Total Equity*	35.304	36.200	43.602

Laba Rugi dan Penghasilan Komprehensif Konsolidasian
Consolidated Profit and Loss and Comprehensive Income

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Pendapatan Usaha *Revenues*	15.499	9.733	10.459
Beban Pokok Pendapatan *Cost of Revenues*	(9.117)	(8.761)	(8.597)
Laba Bruto *Gross Profit*	6.381	972	1.863
Laba (Rugi) Usaha *Operating Gain (Loss)*	1.346	(5.482)	(3.444)
Laba (Rugi) Bersih Tahun Berjalan *Net Profit (Loss) For the Year*	(914)	(7.536)	(5.149)

Arus Kas Konsolidasian
Consolidated Cash Flows

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Kas Bersih yang Digunakan untuk Aktivitas Operasi *Net Cash Used in Operating Activities*	2.286	(3.208)	(5.561)
Arus Kas dari Aktivitas Investasi *Cash Flows from Investing Activities*	(1.322)	(2.280)	(6.047)
Arus Kas dari Aktivitas Pendanaan *Cash Flows from Financing Activities*	1.143	5.175	6.261
Kenaikan Bersih Kas dan Bank *Net Increase in Cash and Banks*	2.107	(313)	(5.347)

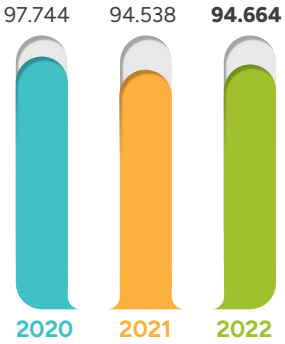
Rasio Keuangan *Financial Ratios*

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Rasio Laba/Rugi terhadap Ekuitas (ROE) *Return on Equity (ROE)*	(2,51%)	(20,70%)	(11,77%)
Rasio Laba/Rugi terhadap Jumlah Aset (ROA) *Return on Assets (ROA)*	(0,96%)	(7,97%)	(5,27%)
Rasio Laba/Rugi terhadap Investasi (ROI) *Return on Investment (ROI)*	5,03%	(1,96%)	(0,15%)
Rasio Laba/Rugi Bersih terhadap Pendapatan *Net Profit Ratio*	(5,90%)	(77,43%)	(49,23%)
EBITDA Margin *EBITDA Margin*	28,88%	(17,72%)	(1,25%)
BOPO	94,79%	156,22%	132,10%
Rasio Lancar *Current Ratio*	77,04%	64,44%	78,9%
Rasio Kas *Cash Ratio*	50,24%	32,34%	33,63%
Rasio Liabilitas terhadap Ekuitas *Debt to Equity Ratio*	1,68	1,61	1,24
Periode Kolektibilitas *Collection Period*	43,37	61	93
IBD to EBITDA	10,48	(27,04)	(323,60)
IBD to Equity	1,33	1,29	0,97
Perputaran Aset *Assets Turnover*	18,71	11,40	12,73

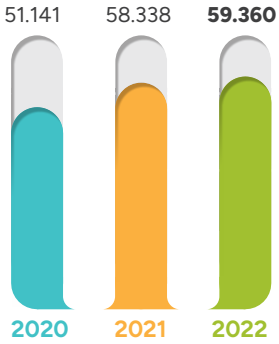
Total Aset
Total Assets

dalam miliar Rupiah | *in billion Rupiah*



Total Liabilitas
Total Liabilities

dalam miliar Rupiah | *in billion Rupiah*



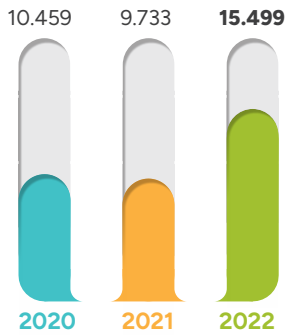
Total Ekuitas
Total Equity

dalam miliar Rupiah | *in billion Rupiah*



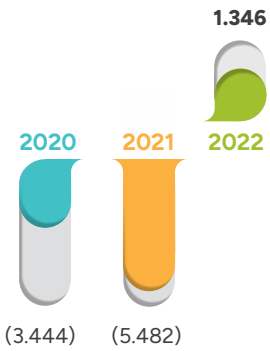
Pendapatan Usaha
Revenues

dalam miliar Rupiah | *in billion Rupiah*



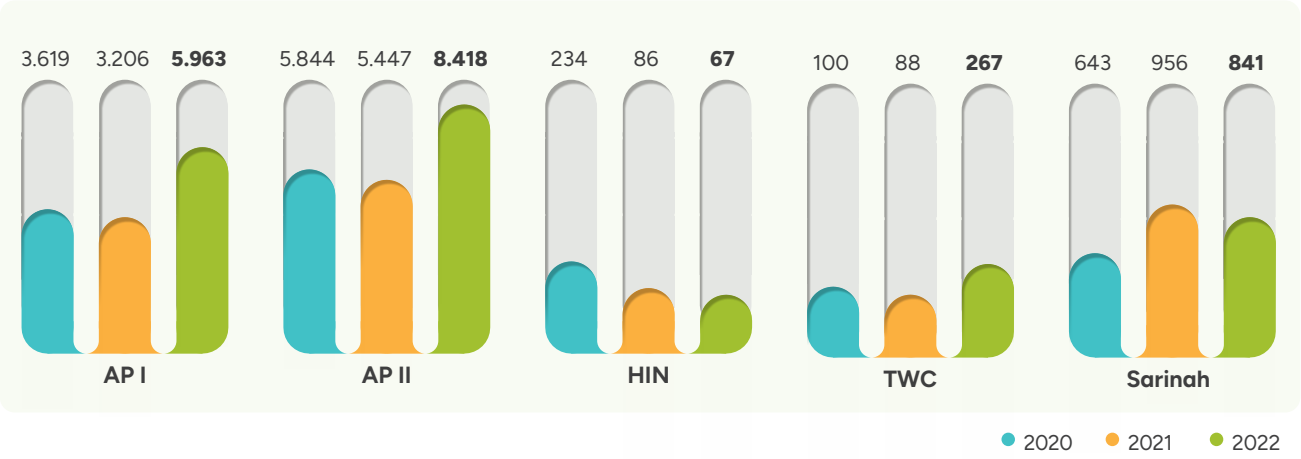
Laba (Rugi) Usaha
Operating Gain (Loss)

dalam miliar Rupiah | *in billion Rupiah*



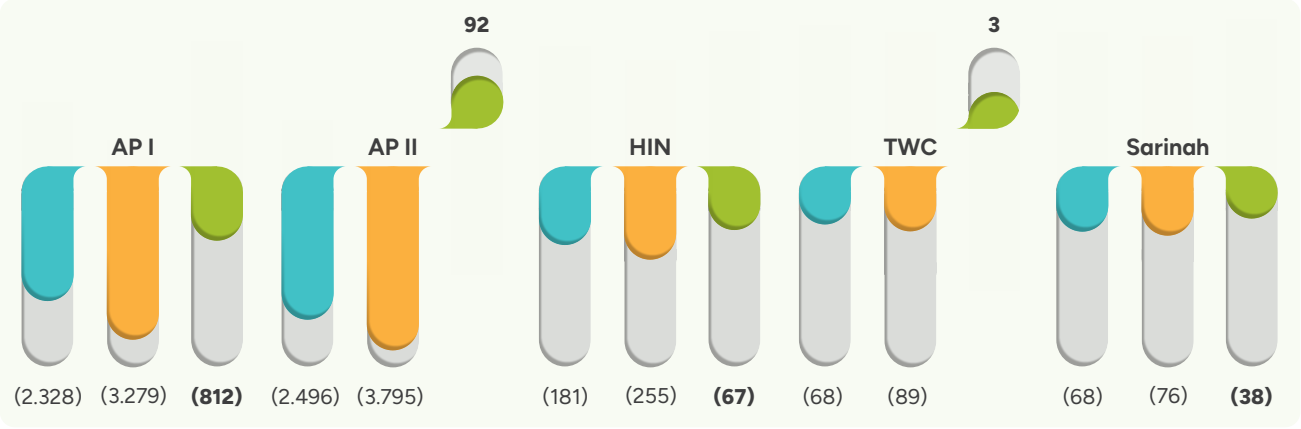
Pendapatan Usaha Anak Perusahaan
Revenues of Subsidiaries

dalam miliar Rupiah | in billion Rupiah



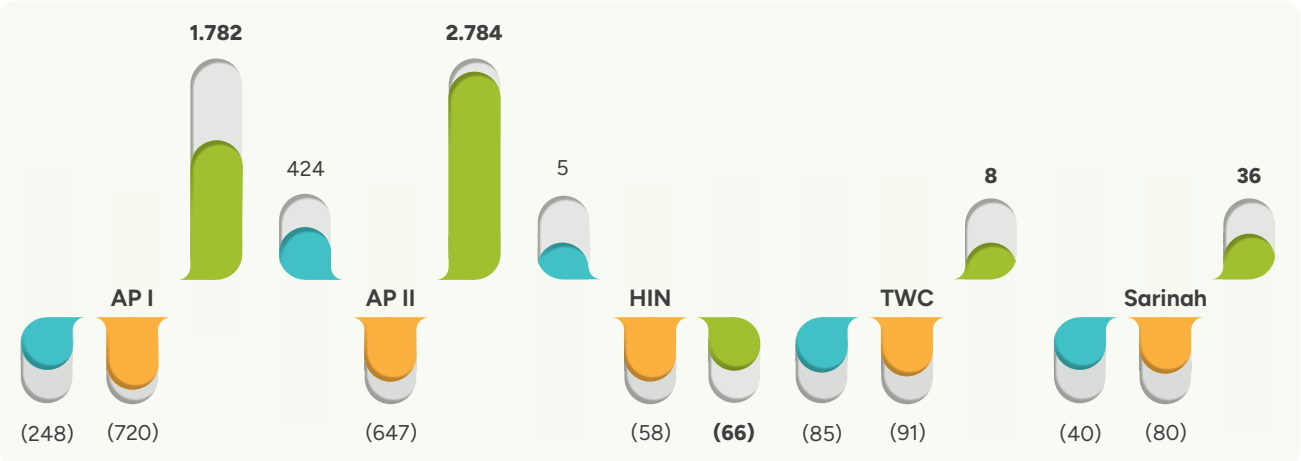
Laba (Rugi) Anak Perusahaan
Profit (Loss) of Subsidiaries

dalam miliar Rupiah | in billion Rupiah



EBITDA Anak Perusahaan
EBITDA of Subsidiaries

dalam miliar Rupiah | in billion Rupiah



Ikhtisar Operasional
Operational Highlights

Bandara *Airport*

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Aeronautika *Aeronautical*	7.437	3.245	3.985
Non Aeronautika *Non-Aeronautical*	6.091	5.189	5.151
Kargo *Cargo*	797	169	327
Jumlah *Total*	14.324	8.604	9.463

Perhotelan *Hospitality*

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Jasa Hotel *Hotel Services*	8	56	221
Jasa Non Hotel *Non-Hotel Services*	59	31	13
Jumlah *Total*	67	86	234

Pariwisata *Tourism*

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Taman Nasional *Heritage Park*	158	36	78
Fasilitas Pariwisata *Tourism Amenities*	65	34	20
Atraksi *Attraction*	13	1	3
Taman Budaya *Cultural Park*	31	17	0
Jumlah *Total*	267	88	101

Ritel

Retail

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Penjualan Ritel *Retail Sales*	51	9	21
Jasa *Money Changer* *Money Changer Service*	302	605	248
Perdagangan (Ekspor dan Impor) *Trading (Export and Import)*	390	311	328
Property Management *Property Management*	93	31	46
Jumlah *Total*	835	955	643

Pendapatan Lainnya

Other Revenues

Dalam miliar Rupiah | *In billion Rupiah*

Uraian *Description*	2022	2021	2020
Lain-lain *Others*	5	-	20
Jumlah *Total*	5	-	20

Pendapatan Usaha Berdasarkan Jenis Usaha

Revenues by Types of Business

dalam miliar Rupiah | *in billion Rupiah*



Ikhtisar Saham
Shares Highlights

InJourney adalah perusahaan *Holding* BUMN Pariwisata dan Pendukung yang 100% kepemilikannya dimiliki oleh Pemerintah Republik Indonesia melalui Kementerian BUMN dan tidak menerbitkan atau mencatatkan sahamnya di Bursa Efek Indonesia maupun bursa saham lainnya. Dengan demikian, tidak ada pengungkapan informasi terkait jumlah saham yang beredar; kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan; harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan volume perdagangan pada bursa efek tempat saham dicatatkan. Laporan ini juga tidak menyertakan pengungkapan informasi terkait penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*), serta penjelasannya.

InJourney is a SOE Holding Company of Tourism and Support that is 100% owned by the Government of the Republic of Indonesia through the Ministry of SOEs and does not issue or list its shares on the Indonesian Stock Exchange or other stock exchanges. Thus, there is no disclosure of information related to the number of outstanding shares; market capitalization based on the price on the stock exchange where the shares are listed; the highest, lowest, and closing share prices based on the price on the stock exchange where the shares are listed; and trading volume on the stock exchange where the shares are listed. This report also does not include disclosure of information regarding the temporary suspension of share trading and/or delisting of shares, as well as the explanation.

Ikhtisar Efek Lainnya
Other Securities Highlights

Hingga akhir tahun 2022, Perseroan tidak menerbitkan obligasi, sukuk, obligasi konversi, maupun efek lainnya, serta bentuk pendanaan lainnya selain pendanaan dari modal saham serta skema perbankan. Dengan demikian, tidak terdapat informasi terkait obligasi/sukuk/obligasi konversi yang beredar, maupun pendanaan lainnya.

Until the end of 2022, the Company did not issue bonds, sukuk, convertible bonds, or other securities, as well as other forms of funding other than funding from share capital and banking schemes. Thus, there is no information related to outstanding bonds/ sukuk/ convertible bonds, or other funding.



Penghargaan dan Sertifikasi
Awards and Certifications

Penghargaan *Awards*



Nama Penghargaan *Award Name*	Bandara I Gusti Ngurah Rai, Bali - 2 Awards: *I Gusti Ngurah Rai Airport, Bali - 2 Awards:* • Best Airport of 15-25 Million Passengers in Asia-Pacific • Director General's Roll of Excellence
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022: • Best Airport of 15-25 Million Passengers in Asia-Pacific • Easiest Airport Journey in Asia-Pacific
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	Bandara Juanda, Surabaya - 2 Awards *Juanda Airport, Surabaya - 2 Awards*
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	Bandara Sultan Hasanuddin, Makassar - 5 Awards: *Sultan Hasanuddin Airport, Makassar - 5 Awards:* • Best Airport of 5-15 Million Passengers in Asia-Pacific • Airport with the Most Dedicated Staff in Asia-Pacific • Easiest Airport Journey in Asia-Pacific • Most Enjoyable Airport in Asia-Pacific • Cleanest Airport in Asia-Pacific
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	Bandara Sultan Aji Muhammad Sulaiman Sepinggan, Balikpapan *Sultan Aji Muhammad Sulaiman Sepinggan Airport, Balikpapan* • Best Airport of 5-15 Million Passengers in Asia-Pacific
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	Bandara Internasional Yogyakarta, Kulon Progo - 2 Awards: *Yogyakarta International Airport, Kulon Progo - 2 Awards:* • Best Airport of 5-15 Million Passengers in Asia-Pacific • Most Enjoyable Airport in Asia-Pacific
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	Bandara Jenderal Ahmad Yani, Semarang *Jenderal Ahmad Yani Airport, Semarang* • Best Airport of 2-5 Million Passengers in Asia-Pacific
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	Bandara Sultan Mahmud Badaruddin II, Palembang *Sultan Mahmud Badaruddin II Airport, Palembang* • Best Airport of 2-5 Million Passengers in Asia-Pacific
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	Bandara Adi Soemarmo, Solo *Adi Soemarmo Airport, Solo* • Best Airport of 2-5 Million Passengers in Asia-Pacific
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	Bandara Pattimura, Ambon - 4 Awards: *Pattimura Airport, Ambon - 4 Awards:* • Best Airport Under 2 Million Passengers in Asia-Pacific • Airport with the Most Dedicated Staff in Asia-Pacific • Easiest Airport Journey in Asia-Pacific • Most Enjoyable Airport in Asia-Pacific
Nama Event *Event Name*	Airport Service Quality (ASQ) Awards 2022
Level Penghargaan *Award Level*	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	Airports Council International (ACI)
Skala *Scale*	Asia-Pacific



Nama Penghargaan *Award Name*	:	Bandara Internasional Soekarno Hatta - Peringkat 9 Rank Best Airport Staff In Asia 2022 *Soekarno-Hatta International Airport - Ranked 9th for Best Airport Staff in Asia 2022*
Nama Event *Event Name*	:	Best Airport Staff In Asia
Level Penghargaan *Award Level*	:	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	:	SkyTrax
Skala *Scale*	:	Dunia *World*



Nama Penghargaan *Award Name*	:	Best Airport by Size and Region 2021 Bandara Sultan Thaha Jambi *Best Airport by Size and Region 2021* *Sultan Thaha Airport, Jambi*
Nama Event *Event Name*	:	Airport Security Award 2021
Level Penghargaan *Award Level*	:	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	:	Airports Council International (ACI)
Skala *Scale*	:	Dunia *World*



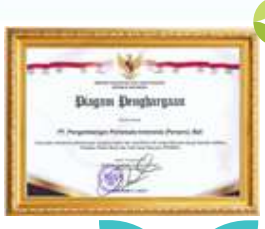
Nama Penghargaan *Award Name*	:	20 Besar Arsitektur Terbaik Dunia Bandara Internasional Banyuwangi di Jawa Timur *Top 20 of the World's Best Architecture* *Banyuwangi International Airport in East Java*
Nama Event *Event Name*	:	Aga Khan Award For Architecture (AKAA)
Level Penghargaan *Award Level*	:	Internasional *International*
Lembaga yang Memberikan *Awarding Institution*	:	Aga Khan
Skala *Scale*	:	Dunia *World*



Nama Penghargaan *Award Name*	:	Direktur Utama TWC Best CEO in Heritage Park *TWC's President Director, Best CEO in Heritage Park*
Nama Event *Event Name*	:	Employees Choice Award 2022
Level Penghargaan *Award Level*	:	Nasional *National*
Lembaga yang Memberikan *Awarding Institution*	:	The Iconomics
Skala *Scale*	:	Nasional *National*



Nama Penghargaan *Award Name*	:	HIN Badan Usaha Pembangunan dan Badan Usaha Pengelola Kawasan Ekonomi Khusus Sanur *HIN Development Business Entity and Management Business Entity for Sanur Special Economic Zone*
Nama Event *Event Name*	:	Pengelola Kawasan Ekonomi Khusus Sanur *Management of Sanur Special Economic Zone*
Level Penghargaan *Award Level*	:	Nasional *National*
Lembaga yang Memberikan *Awarding Institution*	:	Dewan Nasional Kawasan Ekonomi Khusus *National Council for Special Economic Zone*
Skala *Scale*	:	Nasional *National*



Nama Penghargaan *Award Name*	:	ITDC Penilaian Risiko Bisnis dan Hak Asasi Manusia (PRISMA) *ITDC Business Risk Assessment and Human Rights (PRISMA)*
Nama Event *Event Name*	:	Penilaian Risiko Bisnis dan Hak Asasi Manusia (PRISMA) *Business Risk Assessment and Human Rights (PRISMA)*
Level Penghargaan *Award Level*	:	Nasional *National*
Lembaga yang Memberikan *Awarding Institution*	:	Menteri Hukum dan Hak Asasi Manusia Republik Indonesia *Minister of Law and Human Rights of the Republic of Indonesia*
Skala *Scale*	:	Nasional *National*

Peristiwa Penting
Significant Events



4 Februari 2022
February 4, 2022

Lokasi *Location*	:	Bandara I Gusti Ngurah Rai *I Gusti Ngurah Rai Airport*
Keterangan *Description*	:	Bandara I Gusti Ngurah Rai Bali Kembali Melayani Penerbangan Internasional Regular Setelah Terhenti 2 Tahun Akibat Pandemi COVID-19 *I Gusti Ngurah Rai Airport, Bali, Returns to Serve Regular International Flights After a 2-Year Stop Due to the COVID-19 Pandemic*



18 Maret 2022
March 18, 2022

Lokasi *Location*	:	Pertamina Mandalika International Street Circuit
Keterangan *Description*	:	Indonesia Pertama Kali Menjadi Tuan Rumah MotoGP *Indonesia First Time to Host MotoGP*



24 Juni 2022
June 24, 2022

Lokasi *Location*	:	Bandara Hang Nadim, Batam *Hang Nadim Airport, Batam*
Keterangan *Description*	:	Konsorsium PT Angkasa Pura I - Incheon International Airport Corporation (IIAC) - PT Wijaya Karya (Persero) Tbk yaitu PT Bandara Internasional Batam (BIB) resmi kelola Bandara Internasional Hang Nadim Batam *The consortium of PT Angkasa Pura I - Incheon International Airport Corporation (IIAC) - PT Wijaya Karya (Persero) Tbk, namely PT Bandara Internasional Batam (BIB) officially manages Hang Nadim International Airport, Batam*



7 Juli 2022
July 7, 2022

Lokasi : Sarinah, Jakarta Pusat
Location *Sarinah, Central Jakarta*

Keterangan : Anak Perusahaan InJourney yakni PT Angkasa Pura II bersama GMR Airports Consortium Menjalankan Kemitraan Strategis dengan Menjadi Pemegang Saham di *joint venture company* yakni PT Angkasa Pura Aviasi yang Menjadi Pengelola Bandara Kualanamu
Description *InJourney's subsidiary, namely PT Angkasa Pura II together with GMR Airports Consortium, is carrying out a strategic partnership by becoming a Shareholder in a joint venture company, namely PT Angkasa Pura Aviasi, which is managing Kualanamu Airport*



14 Juli 2022
July 14, 2022

Lokasi : Sarinah, Jakarta Pusat
Location *Sarinah, Central Jakarta*

Keterangan : Presiden Republik Indonesia Meresmikan Wajah Baru Sarinah
Description *The President of the Republic of Indonesia Inaugurates Sarinah's New Face*



13 September 2022
September 13, 2022

Lokasi : InJourney *Office*
Location

Keterangan : Penandatanganan Nota Kesepahaman antara InJourney dan Telkom dalam Pengembangan *Tourism Collaborative Platform*
Description *Signing of a Memorandum of Understanding between InJourney and Telkom in the Development of a Tourism Collaborative Platform*



27 September 2022
September 27, 2022

Lokasi *Location*	:	InJourney *Office*
Keterangan *Description*	:	Penandatanganan Nota Kesepahaman InJourney dengan H2O Racing Management dalam Penyelenggaraan Ajang F1 Powerboat di Danau Toba Indonesia *Signing of a Memorandum of Understanding between InJourney and H20 Racing Management in Organizing the F1 Powerboat Event at Lake Toba, Indonesia*



12 Oktober 2022
October 12, 2022

Lokasi *Location*	:	Puncak Waringin, Manggarai Barat *Puncak Waringin, West Manggarai*
Keterangan *Description*	:	Penyerahan Surat Minat atau *Letter of Intent* (LoI) antara InJourney dan Pemerintah Kabupaten Manggarai Barat untuk Mendukung Percepatan Pengembangan Labuan Bajo sebagai Destinasi Pariwisata Super Prioritas (DPSP) *Submission of a Letter of Intent (LoI) between InJourney and the West Manggarai Regency Government to Support the Acceleration of the Development of Labuan Bajo as a Super Priority Tourism Destination (DPSP)*



15-16 November 2022
November 15-16, 2022

Lokasi *Location*	:	Nusa Dua Bali
Keterangan *Description*	:	Sinergi InJourney *Group* dalam Mendukung Presidensi KTT G20 Indonesia *InJourney Group Synergy in Supporting Indonesia's G20 Presidency*



23 November 2022
November 23, 2022

Lokasi *Location* : InJourney *Office*

Keterangan *Description* : Penandatanganan Nota Kesepahaman antara InJourney dan Badan Siber dan Sandi Negara (BSSN) terkait Peningkatan Perlindungan Informasi dan Transaksi Elektronik

Signing of a Memorandum of Understanding between InJourney and the National Cyber and Crypto Agency (BSSN) regarding Enhanced Protection of Electronic Information and Transactions



28 November 2022
November 28, 2022

Lokasi *Location* : Pura Mangkunegaran

Keterangan *Description* : Eksplorasi Kerja Sama dengan Pura Mangkunegaran sebagai upaya mempromosikan Pura Mangkunegaran di jalur *heritage* Joglosemar

Collaborative exploration with Pura Mangkunegaran as an effort to promote Pura Mangkunegaran on the Joglosemar heritage trail



31 Desember 2022
December 31, 2022

Lokasi *Location* : Marina Waterfront Labuan Bajo

Keterangan *Description* : Konser Internasional Pertama di Labuan Bajo "*New Year's Eve (NYE) Concert*" yang Diselenggarakan oleh InJourney sebagai Upaya Elevasi dan Mempopulerkan Labuan Bajo sebagai Salah Satu Destinasi Pariwisata Super Prioritas (DPSP)

The First International Concert in Labuan Bajo "New Year's Eve (NYE) Concert" Organized by InJourney as an Effort to Elevate and Popularize Labuan Bajo as One of the Super Priority Tourism Destinations (DPSP)







02

Laporan Manajemen

Management Report

Penerapan strategi yang tepat dan pengawasan aktif yang dijalankan Dewan Komisaris menjadi kunci bagi InJourney mengakselerasi pemulihan industri aviasi dan pariwisata.

The implementation of the right strategy and active supervision carried out by the Board of Commissioners is the key for InJourney to accelerate the recovery of the aviation and tourism industry.

Laporan Dewan Komisaris

Board of Commissioners' Report



Triawan Munaf
Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently as Independent Commissioner



Dewan Komisaris mengapresiasi strategi yang dijalankan Direksi untuk mengoptimalkan kinerja InJourney di tengah masa pemulihan. Namun demikian, Dewan Komisaris terus mendorong Direksi untuk meningkatkan aspek manajemen risiko agar InJourney dapat meraih pertumbuhan usaha yang berkelanjutan.

The Board of Commissioners appreciates the strategy implemented by the Board of Directors to optimize InJourney's performance amid the recovery period. However, the Board of Commissioners continues to encourage the Board of Directors to improve aspects of risk management so that InJourney can achieve sustainable business growth.

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,
Dear Honorable Shareholders and Stakeholders,

Perkenankanlah kami menyampaikan rasa syukur ke hadirat Tuhan Yang Maha Esa atas kinerja PT Aviasi Pariwisata Indonesia (Persero) yang telah melalui berbagai tantangan dalam menjalankan kegiatan usahanya dalam industri aviasi dan pariwisata. Selama tahun 2022, Dewan Komisaris telah menjalankan fungsi dan tugas pengawasan serta memberikan nasihat terhadap strategi dan kebijakan yang dilakukan oleh Direksi dalam menjalankan bisnis Perseroan dengan penuh tanggung jawab.

Please allow us to express our gratitude to the presence of God Almighty for the performance of PT Aviasi Pariwisata Indonesia (Persero) which has gone through various challenges in carrying out its business activities in the aviation and tourism industry. During 2022, the Board of Commissioners has carried out its supervisory functions and duties as well as provided advice on the strategies and policies implemented by the Board of Directors in carrying out the Company's business with full responsibility.

Dalam menjalankan tugasnya, Dewan Komisaris juga telah memastikan bahwa dalam pelaksanaan kegiatan operasionalnya, Perseroan telah mengacu kepada Rencana Bisnis yang telah ditetapkan dan memastikan kepatuhan terhadap seluruh peraturan dan perundang-undangan yang berlaku serta dikelola secara profesional, sesuai dengan kepentingan pemegang saham dan pemangku kepentingan lainnya.

In carrying out its duties, the Board of Commissioners has also ensured that in carrying out its operational activities, the Company has referred to the Business Plan that has been determined and ensured compliance with all applicable statutory regulations and managed professionally, in accordance with the interests of shareholders and other stakeholders.

Dalam menjalankan perannya, Dewan Komisaris menjaga objektivitas dan independensi dan tidak terlibat dalam pengambilan keputusan operasional Perseroan, kecuali hal-hal yang diatur dan ditetapkan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan.

In carrying out its role, the Board of Commissioners maintains objectivity and independence and not involved in making operational decisions of the Company, except for matters regulated and stipulated in the Company's Articles of Association and statutory regulations.

Bersama ini, perkenankan kami menyampaikan laporan pertanggung-jawaban Dewan Komisaris atas pengawasan kegiatan InJourney untuk tahun buku 2022 yang merupakan bagian dari penerapan prinsip tata kelola perusahaan yang baik.

Herewith, please allow us to submit the accountability report of the Board of Commissioners on oversight of InJourney activities for the fiscal year 2022 which is part of the application of the principles of Good Corporate Governance.

Kondisi Ekonomi dan Industri

Pandemi global, COVID-19 belum sepenuhnya berakhir. Namun demikian, ekonomi global sudah kembali harus menghadapi tantangan yang cukup berat di tahun 2022. Konflik geopolitik yang ditandai dengan perang Rusia dan Ukraina, krisis energi, disrupsi rantai pasok, peningkatan suku bunga hingga lonjakan inflasi merupakan rentetan *shocks* yang harus dihadapi ekonomi global sepanjang tahun 2022, sehingga membuat pertumbuhan ekonomi global kembali mengalami perlambatan. Lembaga Dana Moneter Internasional (IMF) memprediksi ekonomi global hanya tumbuh 3,40% di tahun 2022 dari 6,00% di tahun 2021.

Economic and Industrial Conditions

The global pandemic, COVID-19 is not completely over. However, the global economy has to face quite tough challenges in 2022. Geopolitical conflicts marked by wars between Russia and Ukraine, energy crises, supply chain disruptions, interest rate hikes to spikes in inflation are a series of shocks that the global economy must face throughout 2022, thus causing global economic growth to experience a slowdown again. The International Monetary Fund (IMF) predicted that the global economy only grew 3.40% in 2022 from 6.00% in 2021.

Perekonomian Indonesia pun tidak luput dari berbagai hal tersebut. Meski demikian, perekonomian Indonesia relatif lebih resiliensi, terlihat dari data yang ditampilkan oleh Badan Pusat Statistik pertumbuhan ekonomi tahun 2022 yang mencapai 5,31%, lebih tinggi dibanding tahun sebelumnya sebesar 3,70%. Pertumbuhan ekonomi Indonesia utamanya ditopang oleh permintaan domestik dan kinerja ekspor yang sangat baik dimana neraca perdagangan mengalami surplus terbesar sepanjang sejarah, yaitu sebesar 54,46 miliar Dolar AS.

The Indonesian economy was not spared from these various things. Even so, the Indonesian economy was relatively more resilient, as can be seen from the data presented by BPS - Statistics Indonesia for economic growth in 2022 which reached 5.31%, higher than the previous year of 3.70%. Indonesia's economic growth was mainly supported by domestic demand and excellent export performance where the trade balance experienced the largest surplus in history, amounting to 54.46 billion US Dollars.

Pertumbuhan ekonomi yang cukup kuat tersebut juga tak lepas dari upaya pemerintah dalam mengendalikan pandemi COVID-19. Sepanjang tahun 2022, pemerintah dapat terus menekan laju angka penyebaran COVID-19, sehingga pemerintah juga terus melonggarkan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) hingga akhirnya dicabut pada akhir tahun 2022.

This fairly strong economic growth was also inseparable from the government's efforts to control the COVID-19 pandemic. Throughout 2022, the government can continue to reduce the rate of spread of COVID-19, so that the government also continues to relax the Imposition of Community Activities Restrictions Enforcement (PPKM) policy until it was finally revoked at the end of 2022.

Pelonggaran PPKM berpengaruh besar terhadap industri pariwisata di Indonesia. Berdasarkan data yang dirilis Badan Pusat Statistik (BPS), selama tahun 2022, jumlah kunjungan wisatawan mancanegara (wisman) ke Indonesia mencapai 5,47 juta kunjungan, angka tersebut naik sebesar 251,28% dibandingkan dengan jumlah kunjungan wisman pada tahun 2021. Sedangkan jumlah penumpang angkutan udara selama Januari-Desember 2022 mencapai 52,56 juta orang penumpang domestik dan 7,10 juta orang penumpang internasional, masing-masing naik sebesar 74,81% dan 1.030,86% dibanding kondisi pada periode yang sama pada tahun 2021.

The easing of PPKM has had a major impact on the tourism industry in Indonesia. Based on data released by BPS - Statistics Indonesia (BPS), during 2022, the number of foreign tourist visits to Indonesia reached 5.47 million visits, this figure has increased by 251.28% compared to the number of foreign tourist visits in 2021. Meanwhile, the number of air transport passengers during January-December 2022 reached 52.56 million domestic passengers and 7.10 million international passengers, an increase of 74.81% and 1,030.86% respectively compared to conditions in the same period in 2021.

Dengan pemulihan pasca COVID-19 dan semakin meningkatnya pergerakan wisatawan baik domestik maupun mancanegara di tahun 2022, tentu saja berpengaruh kepada semakin membaiknya kinerja

With the post-COVID-19 recovery and the increasing movement of both domestic and foreign tourists in 2022, of course it will have an effect on the InJourney Group's improved performance, both in the airport sector, tourist

InJourney *Group*, baik di sektor kebandarudaraan, kawasan wisata, hotel maupun yang bergerak dalam bisnis retail dan UKM. Dimana kinerja operasional dan keuangan menunjukkan peningkatan yang signifikan di tahun 2022 dibandingkan tahun sebelumnya.

areas, hotels and those engaged in the retail and SME business. Where operational and finance performances showed a significant increase in 2022 compared to the previous year.

Pengawasan Dewan Komisaris

Dewan Komisaris melakukan pengawasan dan memberikan arahan kepada Direksi dalam proses implementasi strategi untuk pencapaian target dengan mempertimbangkan perkembangan kondisi ekonomi, industri dan bisnis. Dewan Komisaris juga memastikan strategi yang dijalankan Direksi telah sesuai dengan rencana kerja, baik tahunan maupun rencana jangka panjang Perseroan.

Board of Commissioners Supervision

The Board of Commissioners supervises and provides direction to the Board of Directors in the process of implementing strategies to achieve targets by taking into account developments in economic, industrial and business conditions. The Board of Commissioners also ensures that the strategy implemented by the Board of Directors is in accordance with the work plan, both annual and long-term plans of the Company.

Dalam menjalankan fungsi pengawasan, Dewan Komisaris berpegang pada Rencana Kerja dan Anggaran Perusahaan (RKAP) yang sebelumnya telah disampaikan Direksi dan telah mendapat persetujuan Pemegang Saham. Dewan Komisaris melakukan pemantauan dan reviu terhadap setiap inisiatif strategis yang dijalankan Direksi dan menilai kesesuaiannya dengan RKAP tersebut.

In carrying out its supervisory function, the Board of Commissioners adheres to the Company's Work Plan and Budget (RKAP) which has previously been submitted by the Board of Directors and has received approval from the Shareholders. The Board of Commissioners monitors and reviews every strategic initiative carried out by the Board of Directors and assesses its conformity with the RKAP.

Dewan Komisaris menilai, InJourney sebagai induk *holding* BUMN Pariwisata dan Pendukung, yang merupakan *strategic holding*. Peran Direksi induk *holding* dalam mengawal strategi yang dijalankan baik di level induk maupun anak perusahaan sangat vital khususnya dalam hal mendukung pemulihan sektor pariwisata pasca pandemi COVID-19. Terlebih lagi, beberapa inisiatif strategis yang dijalankan merupakan bentuk dukungan atas program Pemerintah dalam sektor Pariwisata.

The Board of Commissioners considers InJourney to be the Tourism and Support SOEs holding parent, which is a strategic holding. The role of the Board of Directors of holding parent in overseeing the strategies implemented at both the parent and subsidiaries is very vital, especially in terms of supporting the recovery of the tourism sector after the COVID-19 pandemic. Even more, several strategic initiatives carried out are a form of support for the Government's program in the tourism sector.

Dewan Komisaris mendukung inisiatif strategis yang diambil Direksi selama tahun 2022 dengan tetap mengingatkan agar segala aksi dan inisiatif strategis yang dijalankan tetap memperhatikan peraturan perundangan dan aspek *Good Corporate Governance* (GCG).

The Board of Commissioners supports the strategic initiatives taken by the Board of Directors in 2022 by reminding all strategic actions and initiatives to take into account the laws and aspects of Good Corporate Governance (GCG).

Dalam rangka melakukan pengawasan dan *monitoring* atas tercapainya inisiatif strategis tersebut, Dewan Komisaris senantiasa meminta *update* perkembangannya dalam rapat rutin bersama Direksi. Jika diperlukan, Dewan Komisaris juga melakukan kunjungan kerja ke proyek/program strategis yang dijalankan perusahaan maupun anak perusahaan.

In order to supervise and monitor the achievement of these strategic initiatives, the Board of Commissioners always requests progress updates in regular meetings with the Board of Directors. If necessary, the Board of Commissioners also conducts work visits to strategic projects/ programs run by the Company or its subsidiaries.

Dalam melakukan pengawasannya, Dewan Komisaris memiliki mekanisme kerja sebagai berikut:

1. Untuk mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi, maka mekanisme kerja Dewan Komisaris dilakukan melalui kunjungan kerja atau *monitoring*, Rapat Dewan Komisaris dengan Direksi dan bersama Pemegang Saham;

In carrying out its supervision, the Board of Commissioners has the following working mechanism:

1. *To find out all policies and actions that have been and will be carried out by the Board of Directors, the working mechanism of the Board of Commissioners is carried out through work visits or monitoring, Board of Commissioners meetings with the Board of Directors and with Shareholders;*

2. Dalam melaksanakan tugasnya, Dewan Komisaris didukung oleh dua perangkat utama yaitu Sekretariat Dewan Komisaris dan Komite untuk berkoordinasi bersama Manajemen, SPI, Sekretaris Perusahaan, dll;
3. Organ Pendukung Dewan Komisaris bertugas menyediakan informasi, serta bahan-bahan yang diperlukan dalam Rapat Dewan Komisaris untuk membahas antara lain: RJPP dan RKAP, Laporan Manajemen Bulanan & Triwulan, Laporan Tahunan, Laporan Komite Audit, Laporan Kunjungan Kerja Dewan Komisaris, Laporan SPI, Laporan Auditor Eksternal, isu-isu strategis dan surat-surat masuk yang memerlukan tindak lanjut;
4. Sepanjang tahun 2022, Dewan Komisaris telah melaksanakan 7 kali rapat bersama Direksi dan 9 kali rapat Internal Dewan Komisaris. Dalam forum tersebut, Dewan Komisaris dapat meminta penjelasan dari Direksi mengenai pencapaian kinerja InJourney dan berbagai kendala yang dihadapi. Dewan Komisaris juga menyampaikan pandangan dan memberikan nasihat kepada Direksi mengenai hal tersebut. Hasil Rapat Dewan Komisaris dengan Direksi dituangkan dalam risalah rapat (notulen) dan hal-hal yang memerlukan tindak lanjut disampaikan kepada Direksi dalam bentuk surat persetujuan atau rekomendasi Dewan Komisaris guna ditindak lanjuti Direksi dan atau sebagai bahan untuk RUPS;
5. Hasil Pengawasan Dewan Komisaris atas jalannya pengurusan Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi disampaikan dalam bentuk laporan kepada Pemegang Saham/RUPS.

Nasihat dan Rekomendasi

Dewan Komisaris memberikan apresiasi kepada manajemen atas pencapaian kinerja tahun 2022 yang sangat baik dan menjadi penguatan fundamental keuangan dalam menjaga *going concern* Perseroan. Dewan Komisaris berharap kinerja Perseroan dapat terus ditingkatkan agar tumbuh secara berkelanjutan.

Untuk itu, sesuai ketentuan perundang-undangan, Dewan Komisaris juga telah memberikan nasihat dan rekomendasi serta persetujuan dalam upaya untuk mendukung kinerja InJourney. Sepanjang tahun 2022, nasihat dan rekomendasi serta persetujuan yang diberikan Dewan Komisaris kepada Direksi antara lain:

1. **Persetujuan RKAP**
   a. Direksi agar memastikan perusahaan dan anak perusahaan tetap kompetitif dan melaksanakan *cost leadership* terutama pada beban-beban operasional yang dapat menggerus pendapatan usaha serta melakukan identifikasi potensi untuk penghematan biaya;

2. *In carrying out its duties, the Board of Commissioners is supported by two main devices, namely the Secretariat of the Board of Commissioners and the Committee to coordinate with Management, SPI, Corporate Secretary, etc;*
3. *Supporting Organs of the Board of Commissioners are tasked with providing information and materials needed at the Board of Commissioners Meeting to discuss, among others: RJPP and RKAP, Monthly & Quarterly Management Reports, Annual Reports, Audit Committee Reports, Board of Commissioners Work Visit Reports, SPI Reports, External Auditor Reports, strategic issues and incoming letters that require follow-up;*
4. *Throughout 2022, the Board of Commissioners has held 7 meetings with the Board of Directors and 9 internal meetings with the Board of Commissioners. In this forum, the Board of Commissioners may request an explanation from the Board of Directors regarding InJourney's performance achievements and the various obstacles encountered. The Board of Commissioners also conveys views and provides advice to the Board of Directors regarding this matter. The results of the meeting between the Board of Commissioners and the Board of Directors are recorded in the minutes of the meeting (minutes) and matters that require follow-up are submitted to the Board of Directors in the approval form or recommendation from the Board of Commissioners to be followed up by the Board of Directors and or as material for the GMS;*
5. *Results of the Board of Commissioners' Supervision on the management of the Company and the Company's business carried out by the Board of Directors are submitted in the form of a report to Shareholders/ GMS.*

Advice and Recommendations

The Board of Commissioners appreciates management for achieving excellent performance in 2022 and strengthening financial fundamentals in maintaining the Company's going concern. The Board of Commissioners hopes that the Company's performance can continue to be improved so that it grows sustainably.

For this reason, in accordance with statutory provisions, the Board of Commissioners has also provided advice and recommendations as well as approval in an effort to support InJourney's performance. Throughout 2022, advice and recommendations as well as approval given by the Board of Commissioners to the Board of Directors include:

1. **RKAP approval**
   a. Board of Directors to ensure that the Company and its subsidiaries remain competitive and carry out cost leadership especially in operational expenses that can erode revenues and identify potential for cost savings;

b. Direksi agar mengelola arus kas secara tepat dan baik untuk keberlangsungan kegiatan bisnis Perseroan berdasarkan skala prioritas dan disertai dengan mitigasi risikonya;
c. Direksi agar memastikan adanya upaya optimal dalam peningkatan kinerja keuangan anak perusahaan terutama laba bersih, sehingga *holding* mendapatkan kontribusi yang lebih baik melalui dividen dari anak perusahaan. Selain itu, Direksi agar memastikan *member holding* Perseroan untuk secara aktif berkoordinasi dan berkontribusi dalam fungsi-fungsi terpusat yang ada pada *Holding*;
d. Direksi agar dapat mendorong *member holding* untuk membuka bisnis baru dan/atau melakukan pengembangan bisnis dan/atau melakukan akuisisi pada *existing* bisnis yang potensinya menguntungkan secara finansial bagi Perseroan dalam jangka menengah maupun panjang.
e. Direksi agar berkoordinasi dan memastikan pengendalian baik di *level Holding* maupun pada *member holding* agar pengembangan bisnis dan investasi yang direncanakan oleh *member holding* dapat memberikan *value creation* dan potensi kontribusi positif bagi Perseroan. Selain itu, pelaksanaan kegiatan pengembangan bisnis dan investasi agar didasari kajian bisnis dan analisa rasio pengembalian investasi yang baik;
f. Dalam rangka mendukung operasional dan pengembangan Perseroan, Direksi diminta untuk terus meningkatkan kualitas SDM yang profesional, melakukan pengembangan talenta bersama dalam lingkup InJourney *Group,* serta mengimplementasikan *knowledge management* dan *talent management* yang memadai. Direksi juga perlu mendorong integrasi sistem serta digitalisasi dalam pengelolaan SDM agar menjadi lebih efektif dan efisien;
g. Dewan Komisaris mengingatkan perlunya komitmen bersama untuk mewujudkan target-target yang telah ditetapkan dalam RKAP tahun 2023 sebagai alat ukur untuk evaluasi secara periodik seluruh aksi manajemen dalam tahun 2023. Oleh karena itu, seluruh jajaran internal perusahaan perlu mengetahui dan memahami target-target yang ditetapkan dalam RKAP sebagai target bersama.

2. Laporan Manajemen Periodik

a. Dalam rangka meningkatkan pendapatan, Direksi agar menyusun inisiatif bisnis strategis dan inovasi baru untuk meningkatkan trafik penumpang/pengunjung pada segmen aviasi dan pariwisata;

b. Board of Directors to manage cash expenditure properly for the continuity of the Company's business activities based on priority scale and accompanied by risk mitigation;
c. Board of Directors to ensure that there are optimal efforts to improve the financial performance of subsidiaries especially net profit, so that the holding company gets a better contribution through dividends from subsidiaries. In addition, the Board of Directors should ensure that the Company's holding members actively coordinate and contribute to the centralized functions of the Holding;
d. Board of Directors to be able to encourage holding members to open new businesses and/or carry out business development and/or make acquisitions of existing businesses that have the potential to be financially profitable for the Company in the medium and long term.
e. The Board of Directors must coordinate and ensure control both at the level of the holding and the holding member so that the business development and investment planned by the holding member can provide value creation and potential positive contributions to the Company. In addition, the implementation of business and investment development activities should be based on business studies and analysis of good return on investment ratios;
f. In order to support the Company's operations and development, the Board of Directors is asked to continue to improve the quality of professional human capital, carry out joint talent development within the scope of the InJourney Group, and implement adequate knowledge and talent management. The Board of Directors also needs to encourage system integration and digitalization in HC management to make it more effective and efficient;
g. The Board of Commissioners reminded the need for a joint commitment to realize the targets set in the RKAP 2023 as a measuring tool for periodic evaluation of all management actions in 2023. Therefore, all internal levels of the Company need to know and understand the targets set in the RKAP as a common target.

2. Periodic Management Report

a. In order to increase revenue, the Board of Directors should develop strategic business initiatives and new innovations to increase passenger/ visitor traffic in the aviation and tourism segments;

b. Meningkatkan upaya efisiensi biaya secara berkelanjutan baik di induk maupun anak perusahaan agar dapat berkontribusi dalam mengoptimalkan keuntungan Perseroan;
c. Memastikan seluruh proses bisnis yang secara langsung maupun tidak langsung berkaitan dengan PT Aviasi Pariwisata Indonesia (Persero) maupun entitas anak, harus terbebas dari potensi tindakan *fraud* serta menghindari segala bentuk pelanggaran ketentuan perundangan yang berlaku, termasuk terbebas dari segala tindakan yang dapat dikategorikan memenuhi unsur tindak pidana korupsi maupun merugikan kepentingan perusahaan serta meminimalisir timbulnya risiko adanya potensi kerugian negara;
d. Menerapkan sistem *Talent Management* dan pelatihan kepada seluruh lini organisasi sesuai dengan rencana pengembangan SDM dan *area of improvement* masing-masing pegawai secara berkesinambungan sehingga tersedia SDM yang kompeten secara tepat waktu, berkualitas dan mampu berkompetisi dengan perkembangan dinamika bisnis ke depan;
e. Direksi agar terus menjalin koordinasi dengan para *stakeholders* terkait secara intensif dalam rangka menjaga keberlanjutan bisnis (*business sustainability*);
f. Menindaklanjuti catatan/temuan dan saran auditor eksternal yang tertuang dalam *management letter* secara tuntas sehingga catatan/temuan tersebut tidak terjadi lagi pada masa yang akan datang. Proses penyelesaian atas catatan/temuan dan saran auditor tersebut agar disampaikan kepada Pemegang Saham dan Dewan Komisaris.

3. Pelaksanaan Audit

a. Direksi agar melakukan penguatan sistem pengendalian internal perusahaan sebagai upaya pencegahan (preventif) untuk menghindari kesalahan dan temuan audit internal maupun eksternal yang berulang pada waktu mendatang, serta secara konsisten menyelesaikan temuan audit internal dan eksternal sesuai dengan ketentuan yang berlaku;
b. Direksi agar dapat memetakan opsi percepatan penyelesaian transaksi maupun pencatatan keuangan atas akun-akun aset yang belum selesai terkait dengan PT Survai Udara Penas (Persero) (sebelum terbentuknya *holding*) serta kemungkinan dampaknya pada Perseroan;

b. Improve cost efficiency efforts on an ongoing basis both in the parent and subsidiary companies so that they can contribute to optimize the Company's profits;
c. Ensure that all business processes that are directly or indirectly related to PT Aviasi Pariwisata Indonesia (Persero) and its subsidiaries, must be free from potential acts of fraud and avoid all forms of violations of applicable statutory regulations, including being free from all actions that can be categorized as fulfilling elements of an act criminal acts of corruption or detrimental to the interests of the Company as well as minimizing the risk of potential losses to the state;

d. Implement the Talent Management system and training for all organizational lines in accordance with the HC development plan and area of improvement for each employee on an ongoing basis so that competent, qualified human capital are available in a timely manner and are able to compete with future business dynamics;

e. The Board of Directors should continue to coordinate intensively with related stakeholders in order to maintain business sustainability;

f. Completely follow up on the external auditor's notes/ findings and suggestions contained in the management letter so that these notes/ findings do not occur again in the future. The completion process of the auditor's notes/ findings and suggestions to be submitted to the Shareholders and the Board of Commissioners.

3. Audit Implementation

a. Board of Directors to strengthen the Company's internal control system as a preventive measure to avoid repeated internal and external audit findings and errors in the future, as well as consistently resolve internal and external audit findings in accordance with applicable regulations;

b. Board of Directors to be able to map options for accelerating transaction settlement and financial recording of unfinished asset accounts related to PT Survai Udara Penas (Persero) (before holding was formed) and the possible impact on the Company;

c. Direksi perlu meningkatkan tata kelola (termasuk proses-proses tata Kelola administratif) secara menyeluruh, khususnya hal-hal yang terkait dengan pencatatan akuntansi dan keuangan, termasuk perpajakan, dan apabila dipandang perlu, Direksi dapat memperoleh pendampingan dari pihak ketiga/ konsultan;
d. Direksi perlu melakukan pemetaan kebutuhan sumber daya (*resources*) untuk pelaksanaan program kerja Internal Audit ke depannya, serta memetakan kebutuhan dalam rangka mengoptimalkan fungsi Internal Audit;
e. Direksi agar terus meningkatkan disiplin dan integritas serta komitmen seluruh pegawai dalam melaksanakan tugas dan menjaga lingkungan pengendalian (*control environment*) secara lebih optimal.

4. Manajemen Risiko dan Tata Kelola (GCG)

a. Menjalankan komitmen dalam penerapan GCG dan pengendalian gratifikasi secara baik sesuai pedoman yang telah disepakati;
b. Memberikan contoh kepada segenap pegawai dan karyawan di lingkungan PT Aviasi Pariwisata Indonesia (Persero), baik di induk maupun anak perusahaan dalam penerapan GCG dan pengendalian gratifikasi;
c. Melakukan *monitoring* dan evaluasi secara periodik dalam penerapan GCG dan pengendalian gratifikasi di lingkungan PT Aviasi Pariwisata Indonesia (Persero);
d. Senantiasa melakukan pemutakhiran dan penyempurnaan atas dokumen pedoman GCG dan pedoman gratifikasi guna menjaga relevansi pedoman dengan lingkungan bisnis dan tuntutan perkembangan perusahaan serta peraturan yang berlaku;
e. Melanjutkan penyusunan kebijakan dan pedoman yang lebih teknis untuk mendukung implementasi GCG dan pengendalian gratifikasi di PT Aviasi Pariwisata Indonesia (Persero).

5. Penyertaan Modal Negara (PMN)

a. Segala proses bisnis dalam pengajuan usulan PMN agar dilaksanakan sesuai ketentuan peraturan perundang-undangan yang berlaku dan prinsip-prinsip *Good Corporate Governance* (GCG);
b. Pengajuan usulan PMN agar dilengkapi dengan kajian yang komprehensif baik kajian *legal*, kajian keuangan dan bisnis, kajian ekonomi, kajian manajemen risiko dan berbagai kajian lain yang dibutuhkan dengan tetap memperhatikan inisiatif strategis dalam kajian mengenai klaster Pariwisata yang sudah ada sehingga penggunaannya dapat lebih optimal dalam meningkatkan *value creation* bagi negara, masyarakat dan khususnya perusahaan.

c. Board of Directors needs to improve governance (including administrative governance processes) as a whole, especially matters related to accounting and financial records, including taxation, and if deemed necessary, the Board of Directors can obtain assistance from third parties/ consultants;

d. Board of Directors needs to map the resource requirements for the implementation of the Internal Audit work program in the future, as well as map the needs in order to optimize the Internal Audit function;
e. Board of Directors should continue to improve discipline and integrity as well as the commitment of all employees in carrying out their duties and maintaining a more optimal control environment.

4. Risk Management and Governance (GCG)

a. Carry out commitments in implementing GCG and controlling gratification properly according to agreed guidelines;
b. Provide an example to all employees within PT Aviasi Pariwisata Indonesia (Persero), both at the parent and subsidiary companies in implementing GCG and gratification control;
c. Conduct periodic monitoring and evaluation of GCG implementation and gratification control within PT Aviasi Pariwisata Indonesia (Persero);

d. Always update and enhance the GCG code documents and gratification guidelines in order to maintain the relevance of the guidelines to the business environment and the demands of company development and applicable regulations;

e. Continue the preparation of more technical policies and guidelines to support the implementation of GCG and gratification control at PT Aviasi Pariwisata Indonesia (Persero).

5. State Equity Participation (PMN)

a. All business processes in submitting PMN proposals to be carried out in accordance with applicable statutory regulations and the principles of Good Corporate Governance (GCG);
b. Submission of PMN proposals to be completed with a comprehensive study of both legal studies, financial and business studies, economic studies, risk management studies and various other necessary studies while taking into account strategic initiatives in studies of existing Tourism clusters so that their use can be more optimal in increasing value creation for the country, community and especially the Company.

6. **Perubahan Struktur Organisasi**
   a. Melakukan evaluasi atas efektivitas organisasi setelah dilakukannya perubahan secara rutin;
   b. Melaporkan kepada Dewan Komisaris terkait perubahan-perubahan yang dilakukan oleh Direksi;
   c. Melaporkan segala perubahan nomenklatur dan level jabatan kepada Dewan Komisaris.

Penilaian Atas Kinerja Direksi

Secara keseluruhan, Dewan Komisaris menilai InJourney memiliki kemampuan ketahanan yang baik di tahun 2022, walaupun kondisi ekonomi dan industri aviasi dan pariwisata masih cukup menantang. Hal ini menjadi pertimbangan bagi Dewan Komisaris dalam mengevaluasi kinerja Direksi. Melihat kondisi keuangan dan non-keuangan yang mumpuni, Dewan Komisaris berpendapat bahwa langkah-langkah yang diambil Direksi sudah tepat.

Dewan Komisaris menilai Direksi telah menempuh langkah efektif untuk mengatasi tantangan yang ada. Direksi telah berhasil menjaga stabilitas dan pertumbuhan bisnis Perseroan yang sehat, serta menjaga kepercayaan para pemangku kepentingan melalui berbagai inovasi dan inisiatif strategis yang juga telah dituangkan dalam RKAP baik jangka pendek maupun jangka panjang.

Dewan Komisaris menilai bahwa selama tahun 2022, Direksi InJourney bersama dengan Direksi anak perusahaan telah melakukan berbagai upaya dan inisiatif strategis dalam rangka mendukung pemulihan pasca COVID-19 serta untuk meningkatkan kinerja InJourney Grup.

Dalam menilai kinerja Direksi, Dewan Komisaris secara rutin melakukan pembahasan bersama dengan Direksi untuk memastikan target-target yang ditetapkan oleh Pemegang Saham dapat dipenuhi. Dalam rangka melakukan pengawasan atas kinerja Direksi, Dewan Komisaris melakukan pemantauan pemenuhan target berdasarkan *Key Performance Indicator* (KPI) yang telah ditetapkan oleh Pemegang Saham dan terbagi dalam 5 kategori yang meliputi:

1. Nilai Ekonomi dan Sosial untuk Indonesia;
2. Inovasi Model Bisnis;
3. Kepemimpinan Teknologi;
4. Peningkatan Investasi;
5. Pengembangan Talenta.

6. **Organizational Structure Changes**
   a. Evaluate the effectiveness of the organization after changes are made regularly;
   b. Report to the Board of Commissioners regarding changes made by the Board of Directors;
   c. Report all changes in nomenclature and position levels to the Board of Commissioners.

Performance Assessment of the Board of Directors

Overall, the Board of Commissioners considers InJourney to have good resilience in 2022, even though economic conditions and the aviation and tourism industry were still quite challenging. This became a consideration for the Board of Commissioners in evaluating the performance of the Board of Directors. Seeing the qualified financial and non-financial conditions, the Board of Commissioners is of the opinion that the steps taken by the Board of Directors have been appropriate.

The Board of Commissioners considers that the Board of Directors has taken effective steps to overcome the existing challenges. The Board of Directors has succeeded in maintaining the stability and healthy growth of the Company's business, as well as maintaining the trust of stakeholders through various innovations and strategic initiatives which have also been set forth in the RKAP both short and long term.

The Board of Commissioners considers that during 2022, InJourney's Board of Directors together with the Board of Directors of its subsidiaries have made various strategic efforts and initiatives in order to support post-COVID-19 recovery and to improve the performance of the InJourney Group.

In assessing the performance of the Board of Directors, the Board of Commissioners routinely holds joint discussions with the Board of Directors to ensure that the targets set by the Shareholders are met. In order to supervise the performance of the Board of Directors, the Board of Commissioners monitors the fulfillment of targets based on the Key Performance Indicator (KPI) set by the Shareholders and divided into 5 categories which include:

1. *Economic and Social Value for Indonesia;*
2. *Business Model Innovation;*
3. *Technology Leadership;*
4. *Increased Investment;*
5. *Talent Development.*

Dewan Komisaris menilai Direksi telah menjalankan tugas dan tanggung jawabnya dengan baik pada setiap kategori penilaian tersebut. Selain itu dari aspek keuangan, tahun 2022 InJourney membukukan pendapatan usaha sebesar Rp15,50 triliun, meningkat 59,24% dari tahun sebelumnya dan berhasil menekan rugi bersih menjadi Rp913,83 miliar dari tahun sebelumnya rugi sebesar Rp7,54 triliun.

The Board of Commissioners considers that the Board of Directors has carried out their duties and responsibilities properly in each of these assessment categories. In addition from the financial aspect, in 2022 InJourney posted revenues of Rp15.50 trillion, an increase of 59.24% from the previous year and managed to reduce net loss to Rp913.83 billion from the previous year's loss of Rp7.54 trillion.

Dewan Komisaris juga mengapresiasi berbagai langkah strategis yang diambil Direksi, khususnya dalam upaya membangun ekosistem aviasi dan pariwisata dengan melakukan kolaborasi dengan lembaga terkait dan *stakeholder* lainnya.

The Board of Commissioners also appreciates the various strategic steps taken by the Board of Directors, particularly in efforts to build an aviation and tourism ecosystem by collaborating with related institutions and other stakeholders.

Dewan Komisaris juga menyampaikan apresiasi yang tinggi atas upaya Direksi dalam menjadikan keselamatan dan kesehatan karyawan sebagai titik fokus yang sangat penting terutama di tengah kondisi pandemi, dan menjadi perhatian utama dari Direksi dalam melakukan pengelolaan Perseroan sehingga tidak berdampak pada pengurangan karyawan.

The Board of Commissioners also expresses high appreciation for the efforts of the Board of Directors in making employee safety and health a very important focus point, especially in the midst of a pandemic, and has become the main concern of the Board of Directors in managing the Company so that it does not have an impact on reducing employees.

Atas pencapaian tersebut, Dewan Komisaris memberikan apresiasi kepada Direksi beserta seluruh jajarannya yang telah memungkinkan Perseroan meraih kinerja yang baik tersebut.

For this achievement, the Board of Commissioners gives appreciation to the Board of Directors and all staff who have enabled the Company to achieve this good performance.

Pandangan Atas Prospek Usaha yang Disusun Direksi

Ekonomi global diprediksi masih akan menghadapi sejumlah tantangan. IMF memprediksi pertumbuhan ekonomi global akan kembali melambat yaitu sebesar 2,90%. Masih tingginya tingkat inflasi dan konflik geopolitik yang tak kunjung usai menjadi tantangan utama bagi perekonomian global. Namun demikian, ekonomi Indonesia diprediksi masih akan tumbuh cukup stabil. Bank Indonesia memprediksi pertumbuhan ekonomi nasional tahun 2023 akan berada pada kisaran 4,70%-5,30% dengan didukung oleh konsumsi domestik, kinerja ekspor dan investasi.

Views on Business Prospects Prepared by the Board of Directors

The global economy was predicted to still face a number of challenges. The IMF predicted global economic growth will slow down again by 2.90%. The persistently high inflation rate and geopolitical conflicts that never end became the main challenges for the global economy. However, the Indonesian economy was predicted to grow quite stably. Bank Indonesia predicted national economic growth in 2023 will be in the range of 4.70% -5.30% supported by domestic consumption, export and investment performance.

Selain itu, berdasarkan proyeksi dari Airport Council International (ACI), lalu lintas (*traffic*) penumpang domestik akan mencapai level sebelum pandemi COVID-19 pada akhir tahun 2023. Sedangkan untuk lalu lintas (*traffic*) penumpang internasional akan pulih seperti level sebelum pandemi COVID-19 mulai paruh kedua tahun 2024. Hal ini tentu saja akan meningkatkan pendapatan anak perusahaan InJourney, yaitu PT Angkasa Pura I dan PT Angkasa Pura II.

In addition, based on projections from the Airport Council International (ACI), domestic passenger traffic will reach pre-pandemic levels by the end of 2023. Meanwhile, international passenger traffic will recover to pre-pandemic levels of COVID-19 starting in the second half of 2024. This of course will increase the income of InJourney's subsidiaries, namely PT Angkasa Pura I and PT Angkasa Pura II.

Sedangkan dari sisi kawasan wisata, dengan mulai ramainya pengunjung kawasan wisata di Indonesia, baik yang dikelola oleh InJourney *Group* maupun pihak

Meanwhile, from the tourist area side, with the increasing number of visitors to tourist areas in Indonesia, both managed by InJourney Group and other parties, it gives a

lain, memberikan sinyal bahwa sektor pariwisata ke depan akan kembali pulih. Dengan mulai dibukanya kembali kawasan wisata Cultural Park Taman Mini Indonesia Indah pada bulan November 2022 yang dikelola oleh anak perusahaan InJourney, PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko, tentu saja akan berkontribusi positif ke kinerja InJourney *Group*.

signal that the tourism sector will recover in the future. With the reopening of the Taman Mini Indonesia Indah Cultural Park tourist area in November 2022 which is managed by InJourney's subsidiary, PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko, of course it will contribute positively to InJourney Group's performance.

Dari sisi Hotel, dengan proyeksi peningkatan pengunjung ke destinasi-destinasi wisata di Indonesia, khususnya pada Destinasi Pariwisata Super Prioritas, tentu saja akan meningkatkan *occupancy rate* di hotel yang dikelola oleh anak perusahaan InJourney, PT Hotel Indonesia Natour. Terlebih lagi, ke depannya HIN akan mendapatkan tambahan penghasilan dari pengelolaan Kawasan Ekonomi Khusus (KEK) Kesehatan di Sanur, baik dari sisi kawasan maupun dari Hotel yang ada di dalam kawasan tersebut.

From the hotel side, with the projected increase in visitors to tourist destinations in Indonesia, especially the Super Priority Tourism Destinations, of course it will increase the occupancy rate at hotels managed by InJourney's subsidiary, PT Hotel Indonesia Natour. Even more, in the future HIN will get additional income from the management of the Health Special Economic Zone (SEZ) in Sanur, both from the area and from the hotels in the area.

Dengan asumsi-asumsi tersebut, Dewan Komisaris memproyeksikan bahwa di tahun 2023 dan ke depannya, sektor pariwisata akan secara bertahap kembali pulih dan akan berpengaruh kepada peningkatan kinerja InJourney *Group*.

With these assumptions, the Board of Commissioners projected that in 2023 and in the future, the tourism sector will gradually recover and will have an impact on improving the performance of the InJourney Group.

Direksi telah menyusun Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2023. Pada prinsipnya Dewan Komisaris dapat menerima usulan RKAP tahun 2023 yang diajukan Direksi dan mendukung program-program yang dituangkan dalam RKAP tahun 2023 sebagai pedoman pelaksanaan kegiatan operasional tahun 2023.

The Board of Directors has prepared the Company's Work Plan and Budget for 2023. In principle, the Board of Commissioners can accept the 2023 RKAP proposal submitted by the Board of Directors and support the programs outlined in the 2023 RKAP as a guideline for implementing operational activities in 2023.

Mengacu pada asumsi-asumsi penyusunan RKAP tahun 2023, baik asumsi internal maupun eksternal makro ekonomi, serta visi Perseroan *"To be the leading tourism ecosystem in the region, providing memorable experiences through Indonesian Hospitality"*, InJourney dan anak perusahaan yang tergabung dalam *Holding* BUMN Pariwisata dan Pendukung mencanangkan sasaran Perseroan untuk tahun 2023 yang cukup optimis. Hal ini ditunjukkan dengan adanya peningkatan jika dibandingkan dengan tahun 2022.

Referring to the assumptions of the RKAP 2023 preparation, both internal and external macroeconomic assumptions, as well as the Company's vision "To be the leading tourism ecosystem in the region, providing memorable experiences through Indonesian Hospitality", InJourney and its subsidiaries that are members of the Tourism and Support SOEs Holding set the Company's targets for 2023 which are quite optimistic. This is shown by an increase compared to 2022.

Selanjutnya dalam mewujudkan program tahun 2023, perusahaan telah menetapkan *strategic objective* yakni *Boosting Tourism Recovery* yang dilakukan melalui konsep *Mission-based Ecosystem*, dengan 3 pilar:

1. ***Grow traffic beyond recovery***
   Meningkatkan trafik penerbangan dan pariwisata di tengah proses *recovery* dengan meningkatkan *international direct flight connectivity*.
2. ***Develop destination & experience***
   Mengembangkan destinasi pariwisata serta menciptakan pengalaman yang berkesan bagi setiap wisatawan.
3. ***Transform core & supporting business***
   Melakukan transformasi portofolio perusahaan dan membentuk bisnis pendukung Aviation Service & Cargo (ASC) *subholding*.

Furthermore, in realizing the program in 2023, the Company has set a strategic objective, namely Boosting Tourism Recovery, which is carried out through the Mission-based Ecosystem concept, with 3 pillars:

1. **Grow traffic beyond recovery**
   Increasing flight and tourism traffic amid the recovery process by increasing international direct flight connectivity.
2. **Develop destination & experience**
   Develop tourism destinations and create memorable experiences for every tourist.
3. **Transform core and supporting business**
   Transform the Company's portfolio and form a subholding of Aviation Service & Cargo (ASC) supporting business.

Dewan Komisaris berpandangan bahwa berbagai program/prospek bisnis yang akan dilakukan pada tahun 2023 diharapkan dapat mendorong pertumbuhan bisnis perusahaan yang tentunya ditunjang dengan sumber daya yang memadai dan kajian yang menyeluruh.

The Board of Commissioners is of the view that various business programs/prospects that will be carried out in 2023 are expected to encourage the Company's business growth which of course is supported by adequate resources and thorough studies.

Pandangan Atas Penerapan ESG

Sustainability atau keberlanjutan merupakan *concern* dari semua pihak secara global yang sudah sejak lama dibahas, namun menjadi perhatian yang lebih besar belakangan ini. Dengan kesadaran akan keterbatasan *resources*, fokus bisnis masa depan mengarah pada aspek lingkungan dan ekonomi berkelanjutan untuk mendukung stabilitas ekonomi dan investasi. Hal-hal tersebut dirangkum menjadi 3 aspek yakni ESG (*Environmental, Social, and Governance*).

Views on ESG Implementation

Sustainability is a concern from all parties globally that has been discussed for a long time, but has received greater attention recently. With an awareness of limited resources, the future business focus will be on sustainable environmental and economic aspects to support economic stability and investment. These things are summarized into 3 aspects, namely ESG (Environmental, Social, and Governance).

Sebagaimana Aspirasi Pemegang Saham, BUMN diminta untuk selalu memperhatikan aspek ESG dalam setiap program kerja dan investasi yang dilaksanakan untuk dapat menciptakan stabilitas ekonomi dan investasi yang berkelanjutan. Selain itu, *Key Performance Indicators* (KPI) perusahaan juga telah mengakomodir masing-masing aspek ESG. Dewan Komisaris mengapresiasi atas upaya manajemen dalam mewujudkan program-program berbasis ESG di tahun 2022 serta mendorong keberlanjutan pelaksanaan program di tahun 2023.

As is the Shareholders' Aspiration, SOEs are asked to always pay attention to the ESG aspect in every work program and investment implemented to be able to create economic stability and sustainable investment. In addition, the Company's Key Performance Indicators (KPI) have also accommodated each aspect of ESG. The Board of Commissioners appreciates management's efforts in realizing ESG-based programs in 2022 and encouraging the sustainability of program implementation in 2023.

Pandangan atas Penerapan Tata Kelola Perusahaan

InJourney memiliki komitmen yang tinggi dalam penerapan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG). Dewan Komisaris menilai penerapan prinsip GCG yang terdiri dari *Transparency, Accountability, Responsibility, Independence and Fairness* (TARIF) di InJourney telah dilakukan dengan cukup baik.

Views on Corporate Governance Implementation

InJourney is highly committed to implement the principles of Good Corporate Governance (GCG). The Board of Commissioners considers that the implementation of the GCG principles consisting of Transparency, Accountability, Responsibility, Independence and Fairness (TARIF) in InJourney has been carried out quite well.

Dewan Komisaris mengapresiasi langkah-langkah yang dijalankan Direksi untuk terus meningkatkan kualitas penerapan GCG di lingkungan InJourney. Perseroan terus melakukan perbaikan dan penyempurnaan terkait struktur, organ dan mekanisme tata kelola di lingkungan InJourney.

The Board of Commissioners appreciates the steps taken by the Board of Directors to continuously improve the quality of GCG implementation within InJourney. The Company continues to make improvement and enhancement regarding the structure, organs and governance mechanisms within InJourney.

Tahun 2022, InJourney telah mengesahkan Peraturan Bersama Direksi dan Dewan Komisaris PT Aviasi Pariwisata Indonesia (Persero) No. PER.02/DEKOM/INJ/12/2022 dan No. PD.INJ.01.04/12/2022/A.0026 tentang Pedoman Tata Kelola Perusahaan yang Baik *(Code of Good Corporate Governance)* PT Aviasi Pariwisata Indonesia (Persero) pada tanggal 30 Desember 2022.

In 2022, InJourney has ratified the Joint Regulation of the Board of Directors and Board of Commissioners of PT Aviasi Pariwisata Indonesia (Persero) No. PER.02/DEKOM/INJ/12/2022 and No. PD.INJ.01.04/12/2022/A.0026 concerning Code of Good Corporate Governance of PT Aviasi Pariwisata Indonesia (Persero) on December 30, 2022.

Perseroan tunduk pada peraturan tersebut sebagai landasan operasional BUMN dalam menerapkan GCG. Penilaian dilakukan di antaranya dengan melihat apakah Peraturan ini telah diinternalisasi oleh perusahaan baik dalam berbagai

The Company complies with these regulations as the operational basis for SOEs in implementing GCG. The assessment is carried out among other things by seeing whether this Regulation has been internalized by the

kebijakan dan ketentuan perusahaan maupun dalam penerapan aktivitas bisnis Perseroan.

Dalam upaya perbaikan dan peningkatan kualitas penerapan GCG, Dewan Komisaris juga mendorong Direksi untuk melakukan pengukuran terhadap penerapan GCG tersebut sebagaimana yang diatur dalam Keputusan Menteri BUMN, dimana penilaian dilakukan paling tidak setiap 2 tahun sekali.

Selain hal tersebut di atas, penilaian yang dilakukan oleh Dewan Komisaris dalam mengukur kualitas penerapan GCG di BUMN melalui penilaian/evaluasi tingkat pemenuhan kriteria GCG dengan kondisi nyata yang diterapkan di BUMN, di antaranya dengan melihat:

1. Komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan;
2. Adanya peraturan terkait pengungkapan dan keterbukaan informasi;
3. Telah dipenuhinya organ-organ dalam Organisasi berikut wewenang dan pembagian tugasnya yang dilihat dari terpenuhinya struktur ataupun proses dan infrastruktur tata kelola.

Proses penilaian penerapan GCG oleh Dewan Komisaris dibantu oleh Komite-Komite yang telah dibentuk antara lain dengan me-*review* dokumen yang disampaikan Direksi dan melakukan rapat-rapat dan telaahan untuk mengetahui apakah proses GCG telah dilakukan dalam pengelolaan oleh manajemen Perseroan.

Untuk meningkatkan kualitas penerapan GCG, Dewan Komisaris juga telah memberikan rekomendasi secara tertulis maupun dalam rapat-rapat atau kunjungan kerja di antaranya sebagai berikut:

1. Direksi perlu mendalami PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara dan PER-5/MBU/09/2022 tentang Penerapan Manajemen Risiko Pada Badan Usaha Milik Negara;
2. Direksi agar memberikan informasi terkait status dan kondisi serta kelengkapan atas Sistem Pengendalian Internal InJourney serta status dan Kelengkapan Tata Kelola Terintegrasi InJourney berikut target penyelesaian secara komprehensif dan penerapannya;
3. Direksi agar melakukan penguatan *Risk Management*, GCG dan *Compliance* untuk mendukung pencapaian berbagai sasaran dalam RKAP;

company both in various company policies and provisions as well as in the implementation of the Company's business activities.

In an effort to improve and enhance the quality of GCG implementation, the Board of Commissioners also encourages the Board of Directors to measure the implementation of GCG as stipulated in the Decree of the Minister of SOEs, where the assessment is carried out at least once every 2 years.

In addition to the above, the assessment is carried out by the Board of Commissioners in measuring the quality of GCG implementation in SOEs through assessing/evaluating the level of fulfillment of GCG criteria with the real conditions applied in SOEs, including by looking at:

1. *Commitment to implement good corporate governance on an ongoing basis;*
2. *There are regulations related to the disclosure of information;*
3. *The organs in the Organization have been fulfilled, along with the authority and division of duties, which can be seen from the fulfillment of the structure or processes and governance infrastructure.*

The process of assessing the implementation of GCG by the Board of Commissioners is assisted by the Committees that have been formed, among others by reviewing documents submitted by the Board of Directors and conducting meetings and reviews to find out whether the GCG process has been carried out under the management of the Company's management.

To improve the quality of GCG implementation, the Board of Commissioners has also provided recommendations in writing or in meetings or work visits including the following:

1. *Board of Directors needs to explore more about PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs for State-Owned Enterprises and PER-5/MBU/09/2022 concerning the Implementation of Risk Management in State-Owned Enterprises;*
2. *The Board of Directors is required to provide information regarding the status and conditions as well as the completeness of the InJourney's Internal Control System as well as the status and completeness of InJourney's Integrated Governance as well as comprehensive completion targets and their implementation;*
3. *Board of Directors to strengthen Risk Management, GCG and Compliance to support the achievement of various targets in the RKAP;*

4. Kebijakan manajemen risiko mengacu kepada peraturan menteri BUMN No. PER-5/MBU/2022 tentang Penerapan Manajemen Risiko Pada Badan Usaha Milik Negara;

5. Direksi InJourney perlu memastikan *alignment* antara Visi, Misi, Strategi Korporasi Injourney serta Aspirasi Pemegang Saham dalam menetapkan target dan program kerja RKAP, dan agar dapat memastikan strategi korporasi telah sesuai dengan struktur dan infrastruktur organisasi dan telah terakomodir pada mekanisme kontrol antara *Holding* dan anak perusahaan;
6. Direksi InJourney agar terus melakukan penyempurnaan dan pembaharuan atas pedoman GCG Perusahaan, dan mensosialisasikan dan mendorong penerapan GCG pada seluruh insan *Holding* Pariwisata dan Aviasi.

Dewan Komisaris juga mengapresiasi langkah yang dilakukan Direksi yang untuk pertama kalinya telah melaksanakan penilaian penerapan GCG berdasarkan kriteria SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian Dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara. Langkah tersebut merupakan wujud nyata dari komitmen InJourney untuk terus meningkatkan kualitas penerapan GCG di lingkungan Perseroan.

Pandangan dan Peran Dewan Komisaris dalam *Whistleblowing System*

InJourney telah memiliki sistem pengaduan pelanggaran (*Whistleblowing System*/WBS) yang dapat digunakan oleh pihak internal dan eksternal untuk melaporkan dugaan tindakan *fraud* atau pelanggaran internal melalui saluran yang disediakan Perseroan.

Whistleblowing System diharapkan dapat mendeteksi dan memberikan *early warning sign* terhadap potensi *fraud* dan pelanggaran sehingga mendukung penerapan GCG di lingkungan InJourney. Dewan Komisaris mengapresiasi langkah *improvement* mekanisme WBS yang dilakukan oleh Manajemen. Pada tahun 2022, Perseroan telah menetapkan Pedoman *Whistleblowing System* dan membentuk Tim WBS berdasarkan Surat Keputusan Direksi No. PER.005/INJOURNEY/12/2021 tentang Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*).

Dalam rangka lebih meningkatkan efektivitas penerapan WBS di Perseroan, Dewan Komisaris merekomendasikan agar secara periodik dilakukan evaluasi atas pedoman yang ada untuk mengoptimalkan penerapan *Whistleblowing System*.

4. *The risk management policy refers to the Minister of SOEs Regulation No. PER-5/MBU/2022 concerning Implementation of Risk Management in State-Owned Enterprises;*
5. *InJourney's Board of Directors needs to ensure alignment between Injourney's Vision, Mission, Corporate Strategy and Shareholders' Aspiration in setting targets and RKAP work programs, and to ensure that the corporate strategy is in accordance with the structure and infrastructure of the organization and has been accommodated in the control mechanism between Holding and its subsidiaries;*
6. *InJourney's Board of Directors to continue making improvements and updates on the Company's GCG code, and socialize and encourage the application of GCG to all personnel of the Tourism and Aviation Holding.*

The Board of Commissioners also appreciates the steps taken by the Board of Directors who for the first time have carried out an assessment of the implementation of GCG based on SK-16/S.MBU/2012 criteria concerning Indicators/ Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises. This step was a concrete manifestation of InJourney's commitment to continue improving the quality of GCG implementation within the Company.

Views and Role of the Board of Commissioners in the Whistleblowing System

InJourney already has a whistleblowing system (WBS) that can be used by internal and external parties to report suspected acts of fraud or internal violations through the channels provided by the Company.

The Whistleblowing System is expected to be able to detect and provide an early warning sign of potential fraud and violations so as to support the implementation of GCG within the InJourney environment. The Board of Commissioners appreciates the steps taken to improve the WBS mechanism by Management. In 2022, the Company has established the Whistleblowing System Guidelines and formed the WBS Team based on the Board of Directors Decree No. PER.005/ INJOURNEY/12/2021 concerning Guidelines for the Whistleblowing System.

In order to further improve the effectiveness of WBS implementation in the Company, the Board of Commissioners recommends that periodic evaluation of existing guidelines be carried out to optimize the implementation of the Whistleblowing System.

Penilaian Atas Kinerja Komite di Bawah Dewan Komisaris

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh Komite Audit, Komite Manajemen Risiko Usaha, Investasi & GCG dan Komite Nominasi dan Remunerasi. Sepanjang tahun 2022, Komite Dewan Komisaris telah melakukan pembahasan bersama dengan unit-unit terkait antara lain untuk membahas kinerja perusahaan, isu-isu terkini, maupun hal-hal strategis lainnya yang kemudian disampaikan kepada Dewan Komisaris sebagai bahan pertimbangan dalam penyampaian arahan kepada Manajemen.

Komite Dewan Komisaris juga telah berperan aktif baik dalam keikutsertaan rapat maupun penyusunan *review*/telaah untuk mendukung pengambilan keputusan oleh Dewan Komisaris. Secara periodik, Komite Dewan Komisaris menyusun realisasi atas rencana kegiatan yang tercantum dalam Rencana Kerja Komite untuk disampaikan kepada Dewan Komisaris. Evaluasi kinerja Komite dilakukan berdasarkan realisasi KPI dan realisasi program kerja Komite Dewan Komisaris setiap tahunnya.

Dalam pelaksanaan tugas dan tanggung jawab, Organ Dewan Komisaris telah menjalankan sesuai dengan peraturan yang berlaku dengan baik. Komite Dewan Komisaris secara berkala melakukan rapat untuk membahas berbagai hal yang relevan dengan tugas dan tanggung jawabnya. Sepanjang tahun 2022, Komite Audit telah menyelenggarakan rapat sebanyak 13 kali, Komite Nominasi dan Remunerasi menyelenggarakan rapat sebanyak 6 kali, dan Komite Manajemen Risiko Usaha, Investasi dan GCG menyelenggarakan 21 kali rapat dengan kehadiran anggota 100% pada setiap rapatnya.

Perubahan Komposisi Dewan Komisaris

Tahun 2022, komposisi Dewan Komisaris InJourney tidak mengalami perubahan, yaitu sebagai berikut:

Performance Assessment of Committees under the Board of Commissioners

In carrying out its duties and responsibilities, the Board of Commissioners is assisted by the Audit Committee, Business Risk Management, Investment & GCG Committee and the Nomination and Remuneration Committee. Throughout 2022, the Committees of the Board of Commissioners have held joint discussions with related units, among others, to discuss company performance, current issues, and other strategic matters which are then submitted to the Board of Commissioners as material for consideration in submitting directions to Management.

Committees of the Board of Commissioners have also played an active role both in participating in meetings and preparing reviews to support decision making by the Board of Commissioners. Periodically, Committees of the Board of Commissioners compile the realization of the activity plans listed in the Committee's Work Plan to be submitted to the Board of Commissioners. Evaluation of the performance of the Committees is carried out based on the realization of KPIs and the realization of the work program of the Committees of the Board of Commissioners every year.

In carrying out its duties and responsibilities, the Board of Commissioners has carried out them properly in accordance with applicable regulations. Committee of the Board of Commissioners regularly holds meetings to discuss various matters relevant to its duties and responsibilities. Throughout 2022, the Audit Committee held 13 meetings, the Nomination and Remuneration Committee held 6 meetings, and the Business Risk Management, Investment and GCG Committee held 21 meetings with 100% member attendance at each meeting.

Changes in the Composition of the Board of Commissioners

In 2022, the composition of InJourney's Board of Commissioners did not change, as follows:

Nama *Name*	Jabatan *Position*	Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Masa Jabatan *Term of Office*
Triawan Munaf	Komisaris Utama merangkap Komisaris Independen *President Commissioner concurrently as Independent Commissioner*	Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 *Decree of the Minister of SOEs No. SK-337/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021 - present*
Wihana Kirana Jaya	Komisaris *Commissioner*	Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 *Decree of the Minister of SOEs No. SK-337/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021 - present*
Odo RM. Manuhutu	Komisaris *Commissioner*	Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 *Decree of the Minister of SOEs No. SK-337/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021 - present*
Elwin Chandra Mochsin	Komisaris Independen *Independent Commissioner*	Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 *Decree of the Minister of SOEs No. SK-337/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021 - present*

Penutup

Atas nama Dewan Komisaris, kami ingin menyampaikan penghargaan dan terima kasih yang sebesar-besarnya kepada seluruh pelanggan, mitra kerja dan seluruh pemangku kepentingan, atas kepercayaan, kerja sama dan hubungan kerja yang baik yang telah terbangun selama ini. Dengan dukungan mereka, InJourney mampu meraih kinerja bisnis yang kuat di masa yang penuh tantangan. Kami juga menyampaikan penghargaan yang sebesar-besarnya kepada Direksi dan seluruh pegawai atas kerja keras dan dedikasinya selama tahun 2022 yang penuh tantangan.

Dewan Komisaris juga menyampaikan apresiasi dan ucapan terima kasih kepada pemegang saham atas kepercayaan dan arahan yang diberikan sehingga Dewan Komisaris dapat menjalankan tugas dan tanggung jawabnya dengan baik. Dewan Komisaris yakin bahwa InJourney akan tetap tangguh dengan penerapan kebijakan strategis yang tepat dan kepatuhan terhadap prinsip-prinsip tata kelola.

Dewan Komisaris secara aktif akan terus mendorong manajemen dan seluruh pegawai untuk bekerja sama dan bersinergi dengan pemangku kepentingan lainnya, untuk memberikan layanan yang melampaui harapan pelanggan.

Closing

On behalf of the Board of Commissioners, we would like to express our deepest appreciation and gratitude to all customers, work partners and all stakeholders, for the trust, cooperation and good working relationships that have been built so far. With their support, InJourney was able to achieve strong business performance in challenging times. We also express our greatest appreciation to the Board of Directors and all employees for their hard work and dedication during 2022 which was full of challenges.

The Board of Commissioners also expresses appreciation and thanks to the shareholders for the trust and direction given so that the Board of Commissioners can carry out its duties and responsibilities properly. The Board of Commissioners believes that InJourney will remain resilient with the implementation of the right strategic policies and adherence to governance principles.

The Board of Commissioners will actively continue to encourage management and all employees to work together and synergize with other stakeholders, to provide services that exceed customer expectations.

Jakarta, 30 Juni 2023
Jakarta, June 30, 2023

Atas Nama Dewan Komisaris
On behalf of the Board of Commissioners



Triawan Munaf
Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently as Independent Commissioner

Laporan Direksi

Board of Directors' Report



Dony Oskaria
Direktur Utama
President Director



Direksi telah menjalankan sejumlah inisiatif strategis untuk mengoptimalkan setiap potensi dan peluang seiring dengan membaiknya kondisi industri aviasi dan pariwisata.

The Board of Directors has carried out a number of strategic initiatives to optimize every potential and opportunity in line with the improving conditions of the aviation and tourism industry.

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

Kami panjatkan syukur kepada Tuhan Yang Maha Esa, atas anugerah dan izinnya sehingga PT Aviasi Pariwisata Indonesia (Persero) dapat kembali memberikan performa terbaik dan cemerlang. Di tengah kondisi ekonomi yang cukup menantang, Perseroan dapat membukukan kinerja yang cukup solid dan menunjukkan progres yang sangat baik. Hal tersebut membuktikan bahwa peran Perseroan sebagai *holding* BUMN aviasi dan pariwisata telah berjalan dengan cukup baik, khususnya dalam mendorong tumbuhnya industri pariwisata di Indonesia.

We give thanks to God Almighty, for the grace and permission so that PT Aviasi Pariwisata Indonesia (Persero) can re-deliver the best and brilliant performance. In the midst of quite challenging economic conditions, the Company was able to record a fairly solid performance and showed very good progress. This proves that the Company's role as aviation and tourism SOEs holding has been running quite well, especially in encouraging the growth of the tourism industry in Indonesia.

Di tahun 2022, InJourney membukukan pendapatan sebesar Rp15,50 triliun (meningkat 59,24% YoY) dan menekan rugi bersih menjadi Rp913,83 miliar (meningkat 87,87% YoY). Rasio pengembalian aset Perseroan juga meningkat menjadi 0,96%, dan Rasio pengembalian ekuitas mencapai 2,51%, yang mencerminkan peningkatan kemampuan Perseroan dalam menghasilkan laba dari kegiatan operasional.

In 2022, InJourney posted revenues of Rp15.50 trillion (increased by 59.24% YoY) and reduced net loss to Rp913.83 billion (increased by 87.87% YoY). The Company's return on assets ratio also increased to 0.96%, and the return on equity ratio reached 2.51%, reflecting the Company's improved ability to generate profits from operational activities.

Pada kesempatan yang sangat baik ini, izinkan kami untuk menyampaikan laporan pertanggung jawaban pengelolaan Perseroan untuk tahun buku 2022 beserta laporan keuangan yang telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan (a member of the RSM network) dan memperoleh opini wajar dalam semua hal yang material.

On this very good opportunity, allow us to present the Company's management accountability report for the fiscal year 2022 along with financial statements that have been audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (a member of the RSM network) and obtained a fair opinion in all material respects.

Kondisi Ekonomi dan Industri Tahun 2022

Kondisi ekonomi dan industri aviasi dan pariwisata sepanjang tahun 2022 turut memengaruhi kebijakan strategis dan strategi yang dijalankan InJourney di tahun 2022. Sebagaimana diketahui, perekonomian global menghadapi tantangan yang sangat berat di tahun 2022. Selain pandemi COVID-19 yang masih berlangsung, konflik geopolitik Rusia-Ukraina yang terjadi sejak awal tahun telah memberikan dampak yang sangat besar terhadap perekonomian global.

Melonjaknya harga komoditas energi, disrupsi rantai pasok, lonjakan inflasi hingga lonjakan suku bunga menjadi dampak yang ditimbulkan dari perang Rusia-Ukraina. Karena itu, Lembaga Dana Moneter Internasional (IMF) memprediksi ekonomi global hanya tumbuh sebesar 3,40% di tahun 2022 dengan tingkat inflasi yang melonjak ke level 8,80% dari tahun sebelumnya sebesar 4,70%.

Di tengah kondisi tersebut, ekonomi Indonesia justru dapat tumbuh cukup kuat sebesar 5,31%. Pertumbuhan ekonomi Indonesia utamanya ditopang oleh konsumsi domestik dan kinerja ekspor yang sangat baik. Neraca perdagangan Indonesia tahun 2022 tercatat mengalami surplus yang sangat besar, yaitu USD54,46 miliar dan menjadi yang tertinggi sepanjang sejarah.

Namun demikian, laju inflasi nasional meningkat cukup signifikan ke level 5,51% dari 1,87% di tahun 2021. Secara nasional kenaikan inflasi tahun 2022 terutama dipengaruhi oleh dampak penyesuaian harga bahan bakar minyak (BBM) bersubsidi pada September 2022. Berdasarkan kelompok komponen, penyesuaian harga BBM berdampak pada lonjakan inflasi komponen energi hingga mencapai 16,88% (*year on year*) pada Desember 2022, dengan andil inflasi (*year on year*) berdasarkan kelompok komponen sebesar 1,84% (*year on year*).

Menyikapi hal tersebut, Bank Indonesia mengambil kebijakan untuk menaikkan tingkat suku bunga acuan, BI 7 *Days Repo Rate* secara bertahap hingga ke level 5,50% di akhir tahun 2022. Kebijakan tersebut berdampak pada penyaluran kredit yang melambat di akhir tahun 2022.

Dalam upaya untuk mendorong pertumbuhan ekonomi nasional, sepanjang tahun 2022, pemerintah melakukan upaya yang tak kenal lelah dalam menangani pandemi COVID-19. Langkah tersebut membuahkan hasil yang sangat baik, yang terlihat dari tingkat penyebaran COVID-19 di Indonesia mengalami penurunan yang sangat signifikan. Selain itu, sebagai langkah mitigasi, Pemerintah juga sangat gencar menjalankan program vaksinasi kepada masyarakat secara cuma-cuma, bahkan hingga vaksin ketiga (*booster*).

Economic and Industrial Conditions in 2022

Economic conditions as well as the aviation and tourism industry throughout 2022 also influenced InJourney's strategic policies and strategies in 2022. As known, the global economy encountered very tough challenges in 2022. Apart from the ongoing COVID-19 pandemic, the Russia- Ukraine geopolitical conflict that has occurred since the beginning of the year has had a huge impact on the global economy.

Soaring energy commodity prices, supply chain disruptions, soaring inflation to soaring interest rates were impacts of the Russia-Ukraine war. Therefore, the International Monetary Fund (IMF) predicted that the global economy will only grow by 3.40% in 2022 with the inflation rate soaring to a level of 8.80% from 4.70% in the previous year.

Amidst these conditions, the Indonesian economy grew quite strong by 5.31%. Indonesia's economic growth was mainly supported by domestic consumption and excellent export performance. Indonesia's trade balance in 2022 recorded a very large surplus, namely USD54.46 billion and became the highest in history.

Nevertheless, the national inflation rate increased quite significantly to a level of 5.51% from 1.87% in 2021. Nationally, the increase in inflation in 2022 was mainly influenced by the impact of the price adjustment on subsidized fuel oil (BBM) in September 2022. Based on the component group, the fuel oil price adjustment had an impact on a spike in the energy component's inflation reaching 16.88% (year on year) in December 2022, with a share of inflation (year on year) by component group of 1.84% (year on year).

In response to this, Bank Indonesia took a policy to gradually increase the benchmark interest rate, the BI 7 Days Repo Rate, up to a level of 5.50% at the end of 2022. This policy had an impact on slowing lending at the end of 2022.

In an effort to boost national economic growth, throughout 2022, the government made tireless efforts to deal with the COVID-19 pandemic. This measure yielded very good results, which can be seen from the level of COVID-19 spread in Indonesia which has decreased very significantly. Apart from that, as a mitigation measure, the Government was also very intensively running a vaccination program for the public free of charge, even up to the third vaccine (booster).

Dengan semakin terkendalinya pandemi COVID-19, Pemerintah longgarkan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) di seluruh wilayah di Tanah Air hingga ke level 1, hingga akhirnya PPKM dicabut pada akhir Desember 2022.

With the COVID-19 pandemic getting under control, the Government loosened the Community Activities Restrictions Enforcement (PPKM) policy in all regions in the country down to level 1, until finally PPKM was revoked at the end of December 2022.

Sejalan dengan kebijakan tersebut, industri pariwisata Indonesia mengalami *recovery*. Mobilitas masyarakat lokal juga terus meningkat seiring dengan pertumbuhan ekonomi. Perjalanan antarkota dan antarwilayah, dengan berbagai moda transportasi, mengalami kenaikan yang cukup tinggi. Terkendalinya pandemi COVID-19 sejak akhir semester I tahun 2022 dan pertumbuhan trafik dengan tren positif pada semester II tahun 2022 cukup meyakinkan pulihnya industri aviasi dan pariwisata secara umum pada tahun 2023 dan tahun-tahun berikutnya.

In line with this policy, Indonesia's tourism industry experienced recovery. Mobility of local people also continues to increase along with economic growth. Inter-city and inter-regional trips, with various modes of transportation, experienced a significant increase. The controlled COVID-19 pandemic since the end of semester I of 2022 and traffic growth with a positive trend in semester II of 2022 was enough to ensure the recovery of the aviation and tourism industry in general in 2023 and the following years.

Berdasarkan data Badan Pusat Statistik (BPS), jumlah kunjungan wisatawan mancanegara (wisman) ke Indonesia dari Januari hingga Desember 2022 mencapai 5,47 juta kunjungan, naik 251,28% dibandingkan dengan jumlah kunjungan wisman pada periode yang sama tahun 2021. Dari jumlah tersebut, sebanyak 73,86% (3,38 juta kunjungan) datang ke Indonesia melalui pintu masuk utama. Jumlah kunjungan yang melalui pintu masuk utama terdiri atas wisman dengan moda angkutan udara sebanyak 2,74 juta kunjungan; moda angkutan laut sebanyak 599,79 ribu kunjungan; dan moda angkutan darat sebanyak 35,95 ribu kunjungan.

Based on data from the BPS - Statistics Indonesia (BPS), the number of foreign tourist visits to Indonesia from January to December 2022 reached 5.47 million visits, an increase of 251.28% compared to the number of foreign tourist visits in the same period in 2021. Of these, as much as 73.86% (3.38 million visits) came to Indonesia through the main entrance. The number of visits through the main entrance consisted of foreign tourists using air transportation as many as 2.74 million visits; sea transportation modes of 599.79 thousand visits; and land transportation modes of 35.95 thousand visits.

Adapun komposisi wisatawan mancanegara menurut kebangsaan pada tahun 2022, untuk 3 besar negara, yaitu: Singapura (15,12%), Malaysia (15,12%) dan Australia (12,08%). Adapun untuk Trafik Keberangkatan Penumpang menurut Moda Transportasi untuk Angkutan Udara Domestik secara *month-to-month* naik sebesar 1,06% sedangkan kinerja *secara year-on-year* naik sebesar 132,00% sedangkan untuk Angkutan Udara Internasional secara *month-to-month* turun sebesar 5,21% sedangkan kinerja secara *year-on-year* naik signifikan sebesar 1328,57%.

The composition of foreign tourists by nationality in 2022, for the top 3 countries, namely: Singapore (15.12%), Malaysia (15.12%) and Australia (12.08%). As for Passenger Departure Traffic by Mode of Transportation for Domestic Air Transportation on a month-to-month basis increased by 1.06% while year-on-year performance increased by 132.00% while for International Air Transportation on a month-to-month basis decreased by 5.21% while year-on-year performance increased significantly by 1328.57%.

Pertumbuhan jumlah wisman yang kuat menjadi peluang bagi maskapai domestik untuk dapat meningkatkan pangsa pasar, terutama untuk *inbound market* yang sebagian besar masih ditangkap oleh maskapai asing.

The strong growth in the number of foreign tourists became an opportunity for domestic airlines to be able to increase market share, especially for the inbound market which was mostly still captured by foreign airlines.

Tantangan yang Dihadapi

Industri penerbangan masih menghadapi sejumlah tantangan di tahun 2022. Ketidakpastian ekonomi yang mengancam terjadinya perlambatan pertumbuhan dan resesi menjadi risiko yang dapat menghambat atau menunda pemulihan industri penerbangan. Kondisi ini semakin diperparah dengan terjadinya konflik geopolitik di Eropa Timur dan wabah musim gugur/musim dingin di belahan bumi utara.

Challenges Encountered

The aviation industry still encountered a number of challenges in 2022. Economic uncertainty that threatened a slow down of growth and recession became a risk that can hamper or delay the recovery of the aviation industry. This condition was exacerbated by the occurrence of geopolitical conflicts in Eastern Europe and the autumn/winter epidemic in the northern hemisphere.

Kecepatan pemulihan masih sangat bergantung pada sejumlah pemangku kepentingan dan tingkat koordinasi yang dilakukan oleh negara-negara di seluruh dunia. Dengan dicabutnya pembatasan perjalanan dan persyaratan karantina untuk pelancong yang divaksinasi pada paruh pertama tahun 2022, telah terjadi peningkatan permintaan. Terlepas dari sejumlah hambatan, proyeksi dasar menunjukkan bahwa industri secara keseluruhan akan pulih ke level 2019 pada akhir 2023 atau pada awal 2024. Pemulihan sektor ini ke level sebelum COVID-19 diharapkan terutama didorong oleh perjalanan domestik, yang diproyeksikan akan pulih ke level 2019 pada tahun 2023. Perjalanan internasional diperkirakan akan pulih pada tahun 2024.

The speed of recovery was still very much dependent on a number of stakeholders and the level of coordination carried out by countries around the world. With travel restrictions and quarantine requirements for vaccinated travelers revoked in the first half of 2022, there has been an increase in demand. Despite a number of headwinds, baseline projections suggest that the industry as a whole will recover to 2019 levels in late 2023 or early 2024. The sector's recovery to pre-COVID-19 levels is expected to be mainly driven by domestic travel, which is projected to recover to 2019 levels in 2023. International travel is expected to recover in 2024.

Upside risk yang bertindak untuk merangsang permintaan maupun *downside risk* yang akan menahan permintaan di industri penerbangan, dijelaskan sebagai berikut:

Upside risks that act to stimulate demand and downside risks that will restrain demand in the aviation industry, is explained as follows:

UPSIDE RISKS

Strong vaccination rates and relaxation of travel restrictions
The easing of travel restrictions, a major hurdle to air transport and international traffic in particular, increases the demand for air travel.

Pent-up demand and historically low unemployment rates in major economies
A surge in air travel demand resulting from a combination of low unemployment rates, accumulated savings by consumers during the pandemic, vacation deprivation felt by many leisure travellers, and the desire to reconnect with families, friends and/or colleagues.

DOWNSIDE RISKS

Geopolitical conflicts
The conflict between Russia and Ukraine further damaged the global economy disrupting trade and driving a slowdown in 2022

Economic downturn
The risk for on economic downturn due to rising interest rates aimed at curbing inflation is ever present

Supply chain bottlenecks and labour shortage
Supply chain disruption affecting a large range of commodities and services triggered a rapid rise in the price of oil and gas including jet fuel as well ad a broader transportation crisis

Sumber: Airports Council International 2022 | Source: Airports Council International 2022

Terlepas dari risiko penurunan, industri tetap yakin bahwa potensi pemulihan ke level 2019 dalam dua atau tiga tahun dimungkinkan dengan asumsi resesi berumur pendek pada 2023. Tidak ada keraguan bahwa banyak orang tetap bersemangat untuk melanjutkan perjalanan dan 2022 lebih awal. Dengan kombinasi pengurangan liburan dan peningkatan kepercayaan dalam perjalanan udara yang diberikan oleh peningkatan tingkat vaksinasi dan langkah-langkah keamanan, pelonggaran pembatasan perjalanan akan membantu meningkatkan kecenderungan perjalanan udara dan mendorong pemulihan industri.

Despite the downside risks, the industry remains confident that a potential recovery to 2019 levels in two or three years is possible assuming a short-lived recession in 2023. There is no doubt that many people remain excited to continue the journey and 2022 early. With the combination of reduced vacations and increased confidence in air travel given by increased vaccination rates and safety measures, the easing of travel restrictions will help increase the trend of air travel and promote industry recovery.

Selain itu, ketidakpastian masih menyelimuti pemulihan industri penerbangan, terutama dalam jangka menengah.

In addition, uncertainty still surrounds the recovery of the aviation industry, especially in the medium term. The

Potensi penurunan ekonomi dan kemungkinan resesi terus meningkat kemungkinannya. Risiko-risiko tersebut dapat menghambat atau menunda pemulihan. Ketidakpastian lainnya adalah konflik geopolitik yang sedang berlangsung di Eropa Timur dan krisis kemanusiaan terkait. Tingkat vaksinasi yang lebih lemah di negara-negara berkembang dan risiko wabah musim gugur/musim dingin di belahan bumi utara secara global juga dapat menjadi tantangan lebih lanjut.

potential for an economic downturn and the possibility of a recession continue to increase in probability. These risks can hamper or delay recovery. Another uncertainty is the ongoing geopolitical conflict in Eastern Europe and the associated humanitarian crisis. Weaker vaccination rates in developing countries and the risk of autumn/ winter outbreaks in the northern hemisphere globally could also pose further challenges.

Kecepatan pemulihan masih sangat bergantung pada sejumlah pemangku kepentingan dan tingkat koordinasi yang dilakukan oleh pemerintah nasional di seluruh dunia. Dengan penghapusan pembatasan perjalanan dan persyaratan karantina untuk pelancong yang divaksinasi pada paruh pertama tahun 2022, telah terjadi peningkatan permintaan. Terlepas dari sejumlah hambatan, proyeksi dasar menunjukkan bahwa industri secara keseluruhan akan pulih ke level 2019 pada akhir 2023 atau awal 2024. Pemulihan sektor ke level pra-COVID-19 diperkirakan akan didorong terutama oleh perjalanan domestik, yang diproyeksikan pulih ke level 2019 pada 2023. Perjalanan internasional diperkirakan pulih pada 2024.

The speed of recovery was still very much dependent on a number of stakeholders and the level of coordination carried out by countries around the world. With travel restrictions and quarantine requirements for vaccinated travelers revoked in the first half of 2022, there has been an increase in demand. Despite a number of headwinds, baseline projections suggest that the industry as a whole will recover to 2019 levels in late 2023 or early 2024. The sector's recovery to pre-COVID-19 levels is expected to be mainly driven by domestic travel, which is projected to recover to 2019 levels in 2023. International travel is expected to recover in 2024.

Strategi dan Kebijakan Strategis

InJourney dibentuk untuk menyelamatkan industri aviasi dan pariwisata Indonesia. Berdasarkan aspirasi *shareholder* dalam *Roadmap* 2020-2024, Visi dan Misi bagi Sub Klaster Pariwisata adalah menjadi lokomotif pemulihan dan pengembangan pariwisata Indonesia berbasis ekosistem melalui pendekatan holistik, inklusif, dan kolaboratif yang mampu memberikan *added value* dan berkontribusi positif pada perekonomian nasional.

Strategy and Strategic Policy

InJourney was established to save the Indonesian aviation and tourism industry. Based on shareholders' aspirations in the 2020-2024 Roadmap, the Vision and Mission for the Tourism Sub-Cluster is to become a locomotive for the recovery and development of ecosystem-based Indonesian tourism through a holistic, inclusive and collaborative approach that is able to provide added value and contribute positively to the national economy.

Untuk mewujudkan tujuan tersebut, di tahun 2022, InJourney juga menjalankan beberapa inisiatif strategis perusahaan berdasarkan Aspirasi Pemegang Saham maupun *Key Performance Indicators* (KPI). Pelaksanaan program ini ditetapkan berdasarkan hasil Rapat Pimpinan InJourney Grup Tahun 2022 sesuai Keputusan Direksi No. KEP.INJ.08.03.04/23/02/2022/0005 dengan hasil sebagai berikut:

1. Penguatan *Capital Management*, dengan memperkuat neraca dan struktur permodalan untuk mendukung ekspansi bisnis yang *profitable* dan berkelanjutan, *reprofiling* & restrukturisasi utang anggota *holding*, dan Pendanaan PMN, *Group Fund Raising, Asset Recycling*, & optimalisasi *under utilized assets;*
2. *Cash & Cost Leadership* melalui pengelolaan *cash management* yang terintegrasi antar perusahaan di dalam InJourney Grup untuk menjaga likuiditas yang optimal dan mendorong efisiensi biaya/produktivitas pada unit bisnis dan *supporting* secara *group wide*;

To realize this goal, in 2022, InJourney also carried out several strategic company initiatives based on Shareholders' Aspirations and Key Performance Indicators (KPI). The implementation of this program was determined based on the results of the InJourney Group's Leadership Meeting 2022 in accordance with the Board of Directors Decree No. KEP. INJ.08.03.04/23/02/2022/0005 with the following results:

1. *Capital Management Strengthening, by strengthening the balance sheet and capital structure to support profitable and sustainable business expansion, reprofiling & restructuring of debt of holding members, and PMN Funding, Group Fund Raising, Asset Recycling, & optimization of under utilized assets;*
2. *Cash & Cost Leadership through cash management which is integrated between companies within the InJourney Group to maintain optimal liquidity and encourage cost efficiency/ productivity in business units and supporting on a group wide basis;*

3. Sinergi & Produktivitas Anak Perusahaan dengan cara memperkuat bisnis Anak Perusahaan yang *self sustainable* dan merancang *shared services* antara *holding & sub holding*;
4. Tata Kelola Keuangan Terintegrasi dengan cara merancang tata kelola, perencanaan dan implementasi keuangan secara *group wide* untuk mencapai *rating* keuangan terbaik di industri dan *dashboard* keuangan berbasis data manajemen;
5. *Risk Culture* dengan cara merancang intervensi holistik dalam proses dan perangkat melalui penguatan fungsi manajemen risiko *holding* dan komite investasi dan mengimplementasikan tata kelola keuangan dan manajemen risiko terintegrasi, serta mengukur *risk maturity level*.

Selain itu, tahun 2022 ini merupakan tahun pembenahan dasar-dasar pengelolaan perusahaan dan pelaksanaan beberapa inisiatif strategis berdasarkan Kajian Bersama Pembentukan BUMN Pariwisata dan Pendukung. Secara garis besar, program kerja strategis InJourney berfokus dalam 2 (dua) hal utama, yaitu:

1. ***Corporate Setup,* meliputi:**
   a. Inisiatif di bidang organisasi, dimana sebagai induk *holding* BUMN Pariwisata dan Pendukung telah melakukan penetapan struktur organisasi dan formasi karyawan melalui Peraturan Direksi InJourney, penataan jenjang karier karyawan melalui ITMS, dan Program intern-trip antar *member holding*;
   b. Inisiatif di bidang tata kelola *(governance)*, melalui pembuatan pedoman-pedoman yang mengatur terkait sistem pelaporan pelanggaran, pedoman pendanaan internal, dan pedoman manajemen risiko;
   c. Inisiatif di bidang Peraturan Intra Grup *Holding*, meliputi pembuatan peraturan sebagai landasan InJourney sebagai manajemen strategis untuk mengelola anggota *holding* melalui pembuatan Surat Keputusan Direksi InJourney meliputi Surat Keputusan terkait *Management Fee,* Surat Keputusan terkait Pengadaan Barang & Jasa, dan Piagam Internal Audit.
2. ***Corporate Strategic,* meliputi:**
   a. Inisiatif di bidang *strategic planning*, dimana sebagai induk *holding* pariwisata dan pendukung telah menyusun dokumen Rencana Jangka Panjang Perusahaan (RJPP) InJourney Grup tahun 2022-2026 yang mengatur terkait kebijakan inisiatif strategis InJourney Grup. Selain itu, sebagai turunan dalam melaksanakan inisiatif strategis telah dilakukan penyusunan-penyusunan program antara lain: Penyusunan Kajian *Subholding Aviation Services & Cargo,* Penyusunan program *Airport Transformation,*

3. *Synergy & Productivity of Subsidiaries by strengthening self-sustainable Subsidiaries' businesses and designing shared services between holding & sub holding;*
4. *Integrated Financial Governance by designing financial governance, planning and implementation as a group wide to achieve the best financial rating in the industry and a financial dashboard based on management data;*
5. *Risk Culture by designing holistic interventions in processes and tools through strengthening the holding and investment committee risk management functions and implementing integrated financial governance and risk management, as well as measuring risk maturity levels.*

In addition, 2022 was a year of improving the basics of company management and implementing several strategic initiatives based on the Joint Study on the Establishment of Tourism and Support SOEs. Broadly speaking, InJourney's strategic work program focuses on 2 (two) main things, namely:

1. **Corporate Setup, consisting of:**
   a. *Initiatives in the field of organization, where as the Tourism and Support SOEs holding parent has determined the organizational structure and formation of employees through the InJourney's Board of Directors Regulations, structuring employee career paths through ITMS, and the inter-trip program between holding members;*
   b. *Initiatives in the field of governance, through the creation of guidelines that regulate whistleblowing system, internal funding guidelines, and risk management guidelines;*
   c. *Initiatives in the field of Holding's Intra Group Regulations, including making regulations as a basis for InJourney as strategic management to manage holding members through the making of InJourney's Board of Directors Decrees including Decrees related to Management Fees, Decrees related to Procurement of Goods & Services, and Internal Audit Charter.*
2. **Corporate Strategic, consisting of:**
   a. *Initiatives in the field of strategic planning, where as a tourism and support holding parent has prepared the InJourney Group's Corporate Long-Term Plan (RJPP) document for 2022-2026 which regulates InJourney Group's strategic initiative policies. In addition, as a derivative in carrying out strategic initiatives, program arrangements have been made including: Preparation of Studies for the Aviation Services & Cargo Subholding, Preparation of Airport Transformation, Corporate Transformation, Tourism*

Corporate Transformation, Program Pemulihan Pariwisata, dan Inklusi ITDC sebagai tahap II proses *holding* jasa pariwisata dan pendukung;

b. Inisiatif di bidang strategi keuangan, meliputi Internal Group *Funding*, Pengajuan PMN 2022 dan 2023, Restrukturisasi Keuangan anak usaha (PT Angkasa Pura I), Harmonisasi CoA antar anggota *holding*, dan pelaksanaan CFO Meeting sebagai proses *monitoring* dan evaluasinya yang diadakan setiap bulan;

c. Inisiatif di bidang *Corporate Main Events*, meliputi pelaksanaan *event-event* perusahaan sebagai *trigger* untuk peningkatan pariwisata di Indonesia, antara lain: MotoGP 2022, Joyland, Balkon Jazz, Jelajahin Livin Sanur Festival, Mandalika Track Day, dan Uji Coba Terbatas Taman Mini Indonesia Indah.

Recovery Programs, and ITDC Inclusion programs as phase II of the tourism and support services holding process;

b. Initiatives in the field of financial strategy, including Internal Group Funding, Submission of PMN 2022 and 2023, Financial Restructuring of a subsidiary (PT Angkasa Pura I), Harmonization of CoA between holding members, and implementation of CFO Meetings as a monitoring and evaluation process which is held every month;

c. Initiatives in the field of Corporate Main Events, include the implementation of corporate events as a trigger for increasing tourism in Indonesia, including: MotoGP 2022, Joyland, Balkon Jazz, Jelajahin Livin Sanur Festival, Mandalika Track Day, and Taman Mini Indonesia Indah Limited Trials.

Pencapaian Realisasi Terhadap Target Tahun 2022

Tahun 2022 sejalan dengan penurunan kasus COVID-19, pelonggaran PPKM, pembolehan mudik, serta akselerasi vaksinasi dan *booster* menjadi instrumen utama untuk transisi dari pandemi menuju ke endemi. Terkendalinya pandemi semakin mendukung peningkatan mobilitas dan perekonomian masyarakat yang lebih tinggi, sehingga membantu pergerakan pesawat dan pergerakan penumpang, serta juga adanya liburan Natal dan Tahun Baru (Nataru) yang mendongkrak *traffic* di tahun 2022.

Realisasi trafik penumpang tahun 2022 menunjukkan capaian yang signifikan yaitu sebesar 114 juta *pax*, meningkat 90,40% dari realisasi tahun 2021 sebesar 60 juta *pax*. Pencapaian tersebut juga lebih tinggi 42,50% dari target RKAP 2022 sebesar 80 juta *pax*. Hal ini dipengaruhi oleh kebijakan pemerintah terkait kelonggaran peraturan perjalanan dalam negeri dan luar negeri dan pembukaan kembali rute-rute internasional yang sebelumnya ditutup. Jumlah trafik penumpang diperkirakan akan terus meningkat dan diasumsikan mencapai 141 juta penumpang pada tahun 2023.

Pertumbuhan pergerakan penumpang tersebut seiring dengan bertumbuhnya pengunjung pada objek-objek pariwisata khususnya yang dikelola oleh InJourney *Group*, hal ini direpresentasikan dengan bertumbuhnya pengunjung *Heritage Park*. Jumlah pengunjung *Heritage Park* yang pada tahun 2022 terealisasi sebanyak 2.862.090 orang terdiri dari wisatawan nusantara sebanyak 2.749.232 orang dan wisatawan mancanegara sebanyak 112.858 orang. Baik jumlah wisatawan nusantara maupun wisatawan mancanegara mengalami peningkatan dibandingkan dengan periode yang sama pada tahun sebelumnya, peningkatan yang sangat signifikan diperoleh jumlah wisatawan mancanegara yaitu 9.604,00%.

Achievement of Realization Against Targets of 2022

The year 2022 was in line with the reduction in COVID-19 cases, easing of PPKM, commuting permit, as well as acceleration of vaccination and booster became the main instruments for the transition from pandemic to endemic. The controlled pandemic has increasingly supported increased mobility and higher society economy, thus helping aircraft movement and passenger movement, as well as the Christmas and New Year (Nataru) holidays which boosted traffic in 2022.

Realization of passenger traffic in 2022 showed a significant achievement of 114 million pax, an increase of 90.40% from the 2021 realization of 60 million pax. This achievement was also 42.50% higher than the RKAP 2022 target of 80 million pax. This was influenced by government policies regarding relaxation of domestic and foreign travel regulations and the reopening of international routes that were previously closed. The number of passenger traffic is expected to continue to increase and is assumed to reach 141 million passengers in 2023.

The growth in passenger movement was in line with the growth of visitors to tourism objects, especially those managed by the InJourney Group, this was represented by the growth of Heritage Park visitors. The number of visitors to the Heritage Park which was realized in 2022 amounted to 2,862,090 people consisting of 2,749,232 domestic tourists and 112,858 foreign tourists. Both the number of domestic tourists and foreign tourists experienced an increase compared to the same period in the previous year, a very significant increase was obtained by the number of foreign tourists, namely 9,604.00%.

Di bidang *aircraft movement* juga terjadi peningkatan yang cukup signifikan. Sepanjang tahun 2022, realisasi pergerakan pesawat mencapai 1.058.179 *aircraft movement* atau meningkat 37,70% dibandingkan dengan periode yang sama di tahun sebelumnya. Pencapaian pergerakan pesawat rute internasional sudah melampaui target yaitu 170,50% dari target RKAP dan rute penerbangan internasional yang dibuka kembali pasca penutupan akibat COVID-19 terus bertambah. Namun demikian, pencapaian pergerakan pesawat rute domestik belum memenuhi target yaitu sebesar 1,60% di bawah dari target RKAP tahun 2022, di saat pencapaian pergerakan penumpang baik domestik maupun internasional sudah melampaui target, hal ini dapat dipengaruhi oleh kebijakan maskapai untuk mengoptimalisasi jumlah dan jenis pesawat yang dioperasikan sehingga kenaikan jumlah penumpang tidak selalu sebanding dengan penambahan pergerakan pesawat udara. Meskipun demikian, pencapaian pergerakan pesawat secara kumulatif sudah terlampaui yaitu tercapai sebesar 101,60% di atas target RKAP tahun 2022.

In the field of aircraft movement there has also been a significant increase. Throughout 2022, the realization of aircraft movements reached 1,058,179 aircraft movements or an increase of 37.70% compared to the same period in the previous year. The achievement of international route aircraft movements has exceeded the target, namely 170.50% of the RKAP target and international flight routes that have reopened after being closed due to COVID-19 continue to increase. However, the achievement of domestic route aircraft movements has not met the target, which was 1.60% below the RKAP 2022 target, while the achievement of passenger movements both domestically and internationally has exceeded the target. Even so, the cumulative achievement of aircraft movements has been exceeded, namely achieving 101.60% above the RKAP 2022 target.

Peningkatan pergerakan pesawat juga mendorong meningkatnya jumlah pergerakan penumpang yang terealisasi sebanyak 114 juta penumpang atau meningkat 90,40% dibandingkan dengan periode yang sama di tahun sebelumnya. Pergerakan penumpang domestik dan internasional baik di bandara yang dikelola oleh PT Angkasa Pura I dan PT Angkasa Pura II menunjukkan pertumbuhan yang signifikan dan melebihi target RKAP yang mencapai 143,00% dari target RKAP.

The increase in aircraft movements also encouraged an increase in the number of passenger movements which realized as many as 114 million passengers, an increase of 90.40% compared to the same period in the previous year. Domestic and international passenger movements at airports managed by PT Angkasa Pura I and PT Angkasa Pura II showed significant growth and exceeded the RKAP target which reached 143.00% of the RKAP target.

Demikian juga dengan pergerakan kargo yang terealisasi 1.373 ton, lebih rendah 2,28% dibandingkan dengan pergerakan kargo periode yang sama tahun sebelumnya sebesar 1.405 ton dengan capaian sebesar 90,69% dari target RKAP tahun 2022.

Likewise, the realized cargo movement was 1,373 tons, 2.28% lower compared to the cargo movement in the same period of the previous year of 1,405 tons with a target of 90.69% of the RKAP 2022 target.

Jumlah pergerakan kargo yang menurun sejak pertengahan triwulan II tahun 2022 yang dipengaruhi oleh kondisi ekonomi global yang lesu pada tahun 2022 dan kenaikan tingkat inflasi Indonesia secara *year-on-year*, kenaikan jumlah penumpang juga mempengaruhi okupansi *passenger seat* sehingga berpengaruh pada volume kargo yang dapat diangkut menggunakan pesawat komersil.

The number of cargo movements which decreased since the middle of the second quarter of 2022 which was influenced by sluggish global economic conditions in 2022 and a year-on-year increase in Indonesia's inflation rate, the increase in the number of passengers also affected the occupancy of passenger seats so that it affected the volume of cargo that can be transported using commercial aircraft.

Kinerja keuangan InJourney tahun 2022 juga menunjukkan peningkatan yang sangat baik. Perseroan berhasil membukukan pendapatan usaha sebesar Rp15,50 triliun, meningkat 59,30% dibandingkan tahun sebelumnya sebesar Rp9,73 triliun. Pencapaian tersebut setara dengan 114,64% dari target yang ditetapkan dalam RKAP sebesar Rp13,52 triliun. Peningkatan pendapatan tersebut utamanya berasal

InJourney's 2022 financial performance also showed a very good improvement. The Company managed to record revenues of Rp15.50 trillion, an increase of 59.30% compared to the previous year of Rp9.73 trillion. This achievement was equivalent to 114.64% of the target set in the RKAP of Rp13.52 trillion. The increase in revenues mainly came from the aviation segment which in 2022 reached Rp14.38

dari segmen aviasi yang tahun 2022 mencapai Rp14,38 triliun, meningkat 66,24% dari tahun sebelumnya sebesar Rp8,65 triliun.

trillion, an increase of 66.24% from the previous year of Rp8.65 trillion.

Dengan peningkatan pendapatan tersebut, Perseroan dapat menekan rugi bersih menjadi Rp913,83 miliar, dari rugi tahun sebelumnya sebesar Rp7,54 triliun. Pencapaian tersebut jauh di atas target yang ditetapkan dalam RKAP tahun 2022 yaitu rugi bersih sebesar Rp4,13 triliun.

With this increase in revenues, the Company was able to reduce its net loss to Rp913.83 billion, from the previous year's loss of Rp7.54 trillion. This achievement was far above the target set in the RKAP 2022, namely a net loss of Rp4.13 trillion.

Perseroan juga mencatat pertumbuhan aset menjadi Rp94,66 triliun dengan posisi kas dan setara kas pada akhir tahun sebesar Rp5,82 trliun. Sedangkan ekuitas InJourney pada akhir tahun 2022 tercatat sebesar Rp35,30 triliun.

The Company also recorded assets growth to Rp94.66 trillion with cash and cash equivalents at the end of the year amounted to Rp5.82 trillion. Meanwhile, InJourney's equity at the end of 2022 was recorded at Rp35.30 trillion.

Prospek Usaha

Berdasarkan proyeksi Airport Council International (ACI), lalu lintas penumpang global diperkirakan akan mencapai level 2019 pada akhir tahun 2023 dengan pemulihan setahun penuh ke level 2019 pada tahun 2024. Pemulihan keseluruhan terutama akan didorong oleh pemulihan lalu lintas penumpang domestik tetapi akan terhambat oleh stagnasi pemulihan di Asia-Pasifik dan pemulihan yang lebih lambat dalam perjalanan internasional global (secara global, lalu lintas domestik menyumbang 58,00% dari total lalu lintas penumpang pada tahun 2019). Selain itu, ketersediaan vaksin yang tidak merata, konflik geopolitik, dan krisis kemanusiaan yang diakibatkannya, belum lagi prospek ekonomi yang memburuk, beberapa pasar negara terutama ekonomi berkembang diperkirakan tidak akan mencapai level penumpang 2019 sebelum 2025 atau 2026, terutama pasar yang bergantung pada lalu lintas internasional.

Business Prospect

Based on Airport Council International (ACI) projections, global passenger traffic is expected to reach 2019 levels by the end of 2023 with a full year recovery to 2019 levels in 2024. The overall recovery will be primarily driven by the recovery in domestic passenger traffic but will be hampered by a stagnant recovery in Asia-Pacific and a slower recovery in global international travel (globally, domestic traffic accounted for 58.00% of total passenger traffic in 2019). In addition to the uneven availability of vaccines, geopolitical conflicts and the resulting humanitarian crisis, not to mention the deteriorating economic outlook, some markets especially developing economies are expected not to reach 2019 passenger levels before 2025 or 2026, especially markets that depend on international traffic.

Lalu lintas penumpang domestik global masih diperkirakan akan mencapai level 2019 pada akhir 2023 dengan lalu lintas setahun penuh 2023 setara dengan level 2019. Namun, lalu lintas penumpang internasional global akan membutuhkan hampir satu tahun lagi untuk pulih dan akan mencapai level tertinggi 2019 hanya pada paruh kedua tahun 2024. Pemulihan setahun penuh ke level 2019 hanya akan terjadi pada tahun 2025 untuk lalu lintas penumpang internasional.

Global domestic passenger traffic is still expected to reach 2019 levels by the end of 2023 with full year 2023 traffic on par with 2019 levels. However, global international passenger traffic will take almost another year to recover and will reach 2019 highs only in the second half of 2024. Full year recovery to 2019 levels will only occur in 2025 for international passenger traffic.

Sementara itu, beberapa negara di Asia-Pasifik telah dibuka kembali untuk pelancong yang divaksinasi, pasar penumpang internasional diperkirakan tidak akan mengalami peningkatan yang signifikan sebelum paruh kedua tahun 2022. Pemulihan kawasan ini diperkirakan paling lambat, hanya mencapai 54,50% dari level tahun 2019 pada tahun 2022. Pemulihan setahun penuh ke level 2019 diharapkan pada akhir 2024 tetapi dapat mundur ke 2025 jika beberapa negara tertinggal untuk mencabut pembatasan COVID-19 yang tersisa.

While some countries in Asia-Pacific have reopened to vaccinated travellers, the international passenger market was expected not to experience significant improvement before the second half of 2022. Recovery for the region was expected to be the slowest, only reaching 54.50% of 2019 levels in 2022. A full year recovery to 2019 levels is expected in late 2024 but could backtrack to 2025 if some countries fall behind to revoke remaining COVID-19 restrictions.

Menghadapi tahun 2023, InJourney akan berfokus pada penguatan fondasi dan stabilisasi keuangan secara *group* dimana hal ini selaras dan dalam upaya perusahaan untuk mencapai *Boosting Tourism Recovery* yang dilakukan melalui konsep *Mission-based Ecosystem*, dengan 3 pilar:

1. ***Grow traffic beyond recovery***
   Meningkatkan trafik penerbangan dan pariwisata di tengah proses *recovery* dengan meningkatkan *international direct flight connectivity*, di antaranya:
   a. Berkolaborasi dengan *key airlines* untuk meningkatkan *direct flight* baik domestik maupun internasional;
   b. Orkestrasi dengan pengelola pariwisata lokal melalui pengembangan *tourism hub;*
   c. Meningkatkan bisnis non aero di bandara-bandara yang dikelola Angkasa Pura I dan Angkasa Pura II melalui penataan *layout* dan *tenant mixing*.
2. ***Develop destination & experience***
   Mengembangkan destinasi pariwisata serta menciptakan pengalaman yang berkesan bagi setiap wisatawan, di antaranya:
   a. Meningkatkan *marketing and distribution* dengan penyelenggaraan *event & promotion, product bundling, develop tourism platform*, dan lain- lain;
   b. Penyelenggaraan *event* internasional untuk meningkatkan pariwisata (F1H20, MotoGP, WSBK);
   c. *New destination management* (Kota Lama Semarang);
   d. *Destination & Experience Development*, antara lain dengan program KEK Sanur, F&B development di destinasi wisata, dan lain- lain.
3. ***Transform core & supporting business***
   Melakukan transformasi portofolio perusahaan dan membentuk bisnis pendukung ASC *subholding*, di antaranya:
   a. Pembentukan ASC (*Aviation Service & Cargo*);
   b. *Financial restructuring member;*
   c. Integrasi *travel management* antara AP, HIN, dan TWC;
   d. Implementasi *Airport Transformation* tahap I antara Angkasa Pura I dan Angkasa Pura II;
   e. Mengembangkan HIG hotel *network* melalui kerja sama *operatorship*.

Untuk mencapai tujuan strategis tersebut, diperlukan dukungan peran *enablers* yang kuat, baik dari fungsi *Finance, Information & Technology, Service* maupun *Human Capital* secara *group Holding.*

Selain itu, InJourney akan melaksanakan Inisiatif Strategis sesuai dengan arahan Pemegang Saham sebagai berikut:

1. Melakukan ekspansi yang *profitable*;
2. Menciptakan *economic value added*;
3. Menjaga kondisi keuangan perusahaan;
4. Peningkatan Kinerja operasional *Group Holding*;

Facing 2023, InJourney will focus on strengthening the financial foundation and stabilization as a group where this is aligned and in the Company's efforts to achieve Boosting Tourism Recovery which is carried out through the Mission-based Ecosystem concept, with 3 pillars:

1. **Grow traffic beyond recovery**
   Increase flight and tourism traffic amid the recovery process by increasing international direct flight connectivity, including:
   a. Collaborate with key airlines to increase direct flights both domestic and international;
   b. Orchestration with local tourism managers through tourism hub development;
   c. Improve the non-aero business at airports managed by Angkasa Pura I and Angkasa Pura II through layout arrangements and tenant mixing.
2. **Develop destination & experience**
   Develop tourism destinations and create memorable experiences for every tourist, including:
   a. Improve marketing and distribution by holding events & promotions, product bundling, developing tourism platforms, and others;
   b. Organize international events to increase tourism (F1H20, MotoGP, WSBK);
   c. New destination management (Kota Lama Semarang);
   d. Destination & Experience Development, including the Sanur SEZ program, F&B development at tourist destinations, and others.
3. **Transform core & supporting business**
   Transform the Company's portfolio and establish ASC subholding support businesses, including:
   a. Establishment of ASC (Aviation Service & Cargo);
   b. Financial restructuring member;
   c. Travel management integration between AP, HIN and TWC;
   d. Implementation of Airport Transformation Phase I between Angkasa Pura I and Angkasa Pura II;
   e. Develop the HIG hotel network through operatorship cooperation.

In order to achieve this strategic goal, it requires the support of a strong role of enablers, both from the functions of Finance, Information & Technology, Service and Human Capital as a Holding Group.

In addition, InJourney will carry out Strategic Initiatives in accordance with the directions of the Shareholders as follows:

1. *Carry out profitable expansions;*
2. *Create economic value added;*
3. *Maintain the Company's financial condition;*
4. *Increase the operational performance of Holding Group;*

5. Dukungan terhadap pemulihan ekosistem pariwisata Indonesia;
6. Konsolidasi dan integrasi bisnis dalam *group holding*;
7. Penguatan fungsi Manajemen Risiko;
8. Penguatan Kapabilitas IT dan Digital;
9. Pengembangan bisnis *Group Holding* dengan skema Organik dan non Organik;
10. Menciptakan SDM yang unggul dan Profesional.

5. *Support for the recovery of the Indonesian tourism ecosystem;*
6. *Business consolidation and integration within holding group;*
7. *Strengthen the Risk Management function;*
8. *Strengthen IT and Digital Capabilities;*
9. *Holding Group business development with Organic and non-Organic schemes;*
10. *Create superior and professional human capital.*

Peran Direksi dalam Perumusan Inisiatif dan Kebijakan Strategis

The Role of the Board of Directors in the Formulation of Strategic Initiatives and Policies



Gambar diagram alir proses perencanaan strategis perusahaan | *Image the Company's strategic planning process flowchart*

Sebagai *strategic holding*, Direksi InJourney memiliki peran yang sangat strategis dalam proses formulasi strategi antara lain sebagai berikut:

1. Merumuskan arah strategis setiap secara *Group* dan mengalokasikan sumber daya yang tersedia bagi setiap entitas *Group* InJourney;
2. Menetapkan target strategis dan finansial secara *Group*, termasuk pedoman strategis, program pengembangan, parameter pengeluaran modal dan menyetujui investasi besar untuk Anak Perusahaan;
3. Menyelaraskan strategi dan sinergi di antara Perusahaan Induk dan Anak Perusahaan secara berkesinambungan;
4. Mendefinisikan kapabilitas kunci untuk Anak Perusahaan dan identitas Anak Perusahaan melalui *corporate umbrella brand* yang kuat.

As a strategic holding, InJourney's Board of Directors has a very strategic role in the strategy formulation process, including the following:

1. *Formulate the strategic direction for each Group and allocate available resources for each entity of the InJourney Group;*
2. *Determine strategic and financial targets as a Group, including strategic guidelines, development programs, capital expenditure parameters and approve large investments for Subsidiaries;*
3. *Align strategies and synergies between the Holding Company and Subsidiaries on an ongoing basis;*
4. *Define key capabilities for Subsidiaries and the identity of Subsidiaries through a strong corporate umbrella brand.*

Adapun penyusunan target dan strategi perusahaan pada tahun mendatang mengacu pada Peraturan Direksi No. PD.INJ.01.01/11/2022/A.0010 tentang Tata Kelola Interaksi Korporasi (*Corporate Charter*) Antara Perusahaan Induk dengan Anak Perusahaan *Group* InJourney, PD.INJ.02.01/12/2022/A.0029 tentang Pedoman Penyusunan Rencana Kerja dan Anggaran (RKAP) PT Aviasi Pariwisata

The formulation of targets and strategies of the Company for the coming year refers to the Board of Directors Regulation No. PD.INJ.01.01/11/2022/A.0010 concerning the Governance of Corporate Interaction (Corporate Charter) Between the Holding Company and the Subsidiaries of InJourney Group, PD.INJ.02.01/12/2022/A.0029 concerning Guidelines for the Preparation of the Work Plan and Budget (RKAP) of PT Aviasi

Indonesia (Persero), dan PD.INJ.02.01/12/2022/A.0028 tentang Pedoman Penyusunan, Pengukuran dan Pemantauan *Key Performance Indicator* (KPI) PT Aviasi Pariwisata Indonesia (Persero).

Langkah *Monitoring* Terhadap Pelaksanaan Inisiatif dan Kebijakan Strategis

Proses pemastian strategi yang telah diimplementasikan dengan cara melakukan kegiatan *evaluation & control* untuk mengukur apa yang dapat dihasilkan atau diraih oleh perusahaan dari target Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Kontrak Manajemen tahun berjalan yang telah disepakati antara Dewan Komisaris dan Direksi dengan Pemegang Saham.

Secara umum proses kegiatan *evaluation & control* ini dilakukan antara lain:

1. Rapat Gabungan antara Dewan Komisaris dan Direksi InJourney secara bulanan;
2. Rapat Direksi InJourney secara mingguan;
3. Rapat berkala laporan kinerja keuangan dan operasional dengan Anak Perusahaan;
4. Penyampaian Laporan Manajemen secara bulanan kepada Pemegang Saham serta pengawasan Kinerja Anak Perusahaan dalam Laporan Manajemen Triwulanan Anak Perusahaan;
5. Rapat berkala terhadap proyek-proyek strategis yang ditetapkan dalam Tim Taskforce PMO, antara lain: KEK GIBB, Airport Transformation, Pembentukan Subklaster Aviation Service & Cargo.

Adapun pelaporan hasil pencapaian kinerja atau KPI Perusahaan secara berkala mengacu pada Peraturan Direksi No. PD.INJ.02.01/12/2022/A.0028 tentang Pedoman Penyusunan, Pengukuran dan Pemantauan *Key Performance Indicator* (KPI) PT Aviasi Pariwisata Indonesia (Persero) dan PD.INJ.01.01/11/2022/A.0010 tentang Tata Kelola Interaksi Korporasi (*Corporate Charter*) Antara Perusahaan Induk dengan Anak Perusahaan *Group* InJourney.

Selain itu, dalam rangka pemantauan inisiatif strategis perusahaan tahun berjalan secara *group*, dilakukan *monitoring* dan evaluasi secara berkala oleh unit yang membidangi *Collaborative Program* guna pelaporan capaian progres kepada Pemegang Saham.

Penerapan Tata Kelola Perusahaan

Penerapan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) di lingkungan Perseroan terus menunjukkan perkembangan yang berarti. Tahun 2022, terdapat sejumlah kegiatan yang dilakukan InJourney sebagai bagian dari peningkatan kualitas penerapan GCG. Sepanjang tahun 2022 InJourney telah melakukan pembaharuan terhadap peraturan internal yang terkait dengan penerapan GCG, salah satunya adalah dengan memperbarui Pedoman Tata Kelola Perusahaan yang Baik (*Code of Good Corporate Governance*).

Pariwisata Indonesia (Persero), and PD.INJ.02.01/12/2022/A .0028 concerning Guidelines for Compiling, Measuring and Monitoring the Key Performance Indicator (KPI) of PT Aviasi Pariwisata Indonesia (Persero).

Monitoring Step on the Implementation of Strategic Initiatives and Policies

The process of ascertaining the strategies that have been implemented by carrying out evaluation & control activities to measure what the Company can produce or achieve from the targets of the Company's Work Plan and Budget (RKAP) and Management Contracts for the current year agreed upon between the Board of Commissioners and Board of Directors with the Shareholders.

In general, the evaluation & control activity process is carried out, among others:

1. *Monthly joint meetings between InJourney's Board of Commissioners and Board of Directors;*
2. *Weekly InJourney's Board of Directors meetings;*
3. *Regular meetings on financial and operational performance reports with Subsidiaries;*
4. *Submission of monthly Management Reports to Shareholders and supervision of Subsidiaries' Performance in Subsidiaries' Quarterly Management Reports;*
5. *Periodic meetings on strategic projects stipulated in the PMO Taskforce Team, including: KEK GIBB, Airport Transformation, Establishment of Aviation Service & Cargo Sub-cluster.*

As for reporting the results of performance achievements or Corporate KPIs on a regular basis, it refers to the Board of Directors Regulation No. PD.INJ.02.01/12/2022/A.0028 concerning Guidelines for Compiling, Measuring and Monitoring Key Performance Indicators (KPI) of PT Aviasi Pariwisata Indonesia (Persero) and PD.INJ.01.01/11/2022/A.0010 concerning Governance of Corporate Interaction (Corporate Charter) Between the Holding Company and Subsidiaries of InJourney Group.

In addition, in order to monitor the Company's strategic initiatives for the current year as a group, periodic monitoring and evaluation is carried out by the unit in charge of Collaborative Programs to report progress achievements to Shareholders.

Implementation of Corporate Governance

The implementation of Good Corporate Governance (GCG) within the Company continues to show significant progress. In 2022, there were a number of activities carried out by InJourney as part of improving the quality of GCG implementation. Throughout 2022, InJourney has updated internal regulations related to the implementation of GCG, one of which is by updating the Code of Good Corporate Governance.

InJourney juga terus memperbaiki dan menyempurnakan struktur, organ dan mekanisme tata kelola yang diterapkan Perseroan.

InJourney also continues to improve and refine the structure, organs and governance mechanisms implemented by the Company.

Sebagai bagian dari penerapan GCG, InJourney juga menerapkan manajemen risiko pada seluruh proses bisnisnya. Dalam menyikapi kondisi ekonomi yang penuh dengan ketidakpastian, manajemen mengantisipasinya dengan menetapkan strategi dalam upaya pencapaian sasaran perusahaan. Ketika strategi telah ditetapkan maka diperlukan peran manajemen risiko dalam mengawal implementasi strategi guna pencapaian sasaran perusahaan sesuai prinsip utama manajemen risiko yaitu melindungi dan menciptakan nilai.

As part of implementing GCG, InJourney also applies risk management to all of its business processes. In addressing the economic conditions which are full of uncertainties, the management anticipates this by establishing a strategy in an effort to achieve the Company's goals. Once the strategy has been established, the role of risk management is required in overseeing the implementation of the strategy in order to achieve company goals in accordance with the main principles of risk management, namely protecting and creating value.

Penerapan tata kelola manajemen risiko telah diatur dalam Peraturan Menteri BUMN No. PER-05/MBU/09/2022 tentang Penerapan Manajemen Risiko pada Badan Usaha Milik Negara, dimana mencakup beberapa hal terkait penerapan manajemen risiko yang meliputi:

The application of risk management governance has been regulated in the Minister of SOEs Regulation No. PER-05/MBU/09/2022 concerning Implementation of Risk Management in State-Owned Enterprises, which includes several matters related to the implementation of risk management which include:

1. Pengurusan aktif oleh Direksi dan Dewan Komisaris;
2. Kecukupan kebijakan dan standar prosedur manajemen risiko dan penerapan strategi risiko;
3. Kecukupan proses identifikasi, pengukuran, perlakuan, pencatatan pemantauan, evaluasi dan pelaporan serta sistem informasi manajemen risiko; serta
4. Sistem pengendalian internal yang menyeluruh.

1. *Active management by the Board of Directors and Board of Commissioners;*
2. *Adequacy of policies and procedure standards for risk management and implementation of risk strategies;*
3. *Adequacy of the process of identification, measurement, treatment, recording of monitoring, evaluation and reporting as well as risk management information systems as well as;*
4. *Comprehensive internal control system.*

Sehubungan dengan kondisi di atas, InJourney telah melakukan penguatan Tata Kelola Manajemen Risiko yang dituangkan di dalam Peraturan Direksi No. PD.INJ.16.04/212/2022/A.0016 tentang Pedoman Umum Manajemen Risiko InJourney dimana di dalamnya terdapat Strategi Pengelolaan Risiko.

In connection with the above conditions, InJourney has strengthened Risk Management Governance as outlined in the Board of Directors Regulation No. PD.INJ.16.04/212/2022/A.0016 concerning General Guidelines for InJourney's Risk Management which contains a Risk Management Strategy.

Dalam menyusun dan menetapkan strategi manajemen risiko, Direksi memberikan arahan dan menetapkan tingkat risiko yang akan diambil melalui penetapan selera risiko (*Risk Appetite Statement*), toleransi risiko dan limit risiko perusahaan yang dapat digunakan untuk melaksanakan pengendalian risiko secara efektif.

In preparing and establishing a risk management strategy, the Board of Directors provides direction and determines the level of risk to be taken through risk appetite statements, risk tolerance and risk limits of the Company that can be used to carry out effective risk control.

InJourney menetapkan selera risiko dengan memperhatikan kapasitas perusahaan yang dianalisis melalui Resource and Capabilities Analysis (RCA).

InJourney determines risk appetite by taking into account the Company's capacity which is analyzed through Resource and Capabilities Analysis (RCA).

Keseluruhan proses dalam penerapan manajemen risiko dilakukan secara terintegrasi antara induk dan *member* melalui mekanisme yang telah ditetapkan dan disepakati.

The entire process of implementing risk management is carried out in an integrated manner between the holding and members through a predetermined and agreed mechanism.

Kualitas Pengelolaan Manajemen Risiko (KPMR) di InJourney, diukur melalui 2 aspek yaitu Indeks Keefektifan Pengendalian Internal (IKPI) dan Indeks Keefektifan Perlakuan Risiko (IKPR).

Management Quality of Risk Management (KPMR) at InJourney, is measured through 2 aspects, namely the Internal Control Effectiveness Index (IKPI) and the Risk Treatment Effectiveness Index (IKPR).

Penerapan manajemen risiko secara berkala diukur efektivitasnya melalui pengukuran tingkat kematangan manajemen risiko (*Risk Maturity Index*-RMI) sebagai indikator yang menunjukkan efektivitas pengelolaan budaya risiko.

Selain itu, telah dilakukan beberapa kegiatan yang berkaitan dengan implementasi manajemen risiko di tahun 2022 sebagai berikut:

1. Pelaksanaan *review* dan evaluasi pedoman Manajemen Risiko dari tiap *member;*
2. Pelaksanaan *Annual Meeting* Manajemen Risiko di lingkungan InJourney *Group;*
3. Pembuatan Infrastruktur Manajemen Risiko yang meliputi Kebijakan, Pedoman, *Roadmap*, SOP, dan *Dashboard Monitoring* Manajemen Risiko;
4. Pelaksanaan *Risk Mapping Exercise* atas ukuran dan kompleksitas masing-masing *member holding* dalam rangka *positioning* untuk penetapan Tata Kelola Manajemen Risiko dan Pengendalian Internal;
5. Pelaksanaan *Training* & Sertifikasi bagi para *Senior Leader* InJourney dan *Member* berupa *Training Certified Risk Management Professional Advance* (CRMPA);
6. Pelaksanaan kunjungan kerja bersama Komite Manajemen Risiko Usaha, Investasi dan GCG dalam rangka *monitoring* dan evaluasi implementasi risiko-risiko di operasional *member* di antaranya Bandara SRG, YIA, SUB, BWX, serta ITDC dan HIN di wilayah kerja Provinsi Bali.

The effectiveness of risk management implementation is periodically measured by measuring the risk management maturity level (Risk Maturity Index-RMI) as an indicator that shows the effectiveness of risk culture management.

In addition, several activities related to the implementation of risk management in 2022 have been carried out as follows:

1. *Carry out a review and evaluation of the Risk Management guidelines for each member;*
2. *Implementation of Risk Management Annual Meeting within the InJourney Group;*
3. *Creation of Risk Management Infrastructure which includes Policies, Guidelines, Roadmaps, SOPs, and Monitoring Dashboard of Risk Management;*
4. *Implementation of the Risk Mapping Exercise on the size and complexity of each holding member in the context of positioning for establishing Governance of Risk Management and Internal Control;*
5. *Implementation of Training & Certification for Senior Leaders of InJourney and Members in the form of Certified Risk Management Professional Advance (CRMPA) Training;*
6. *Carry out working visits with the Business Risk Management, Investment and GCG Committee in order to monitor and evaluate the implementation of risks in member operations including Airports of SRG, YIA, SUB, BWX, as well as ITDC and HIN in the working area of the Province of Bali.*

Perubahan Komposisi Direksi

Tahun 2022 komposisi Direksi InJourney mengalami perubahan sesuai Surat Keputusan Menteri BUMN No. SK-19/MBU/01/2022 yang mengangkat Maya Carolina Watono sebagai Direktur Pemasaran dan Program Pariwisata, sehingga komposisi Direksi InJourney berubah menjadi sebagai berikut:

Changes in the Board of Directors Composition

In 2022, the composition of InJourney's Board of Directors experienced a change in accordance with the Decree of the Minister of SOEs No. SK-19/MBU/01/2022 which appointed Maya Carolina Watono as Director of Marketing and Tourism Program, so that the composition of InJourney's Board of Directors changed to as follows:

Nama *Name*	Jabatan *Position*	Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Masa Jabatan *Term of Office*
Dony Oskaria	Direktur Utama *President Director*	Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021 *Decree of the Minister of SOEs No. SK-336/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021 - present*
Edwin Hidayat Abdullah	Wakil Direktur Utama *Vice President Director*	Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021 *Decree of the Minister of SOEsNo. SK-336/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021 - present*
Herdy Rosadi Harman	Direktur Sumber Daya Manusia dan Digital *Director of Human Capital and Digital*	Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021 *Decree of the Minister of SOEs No. SK-336/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021 - present*
Maya Carolina Watono	Direktur Pemasaran dan Program Pariwisata *Director of Marketing and Tourism Program*	Surat Keputusan Menteri BUMN No. SK-19/MBU/01/2022 *Decree of the Minister of SOEs No. SK-19/MBU/01/2022*	14 Januari 2022-sekarang *January 14, 2022 - present*

Penutup

Direksi menyampaikan penghargaan yang setinggi-tingginya kepada pelanggan atas kepercayaan, loyalitas, dan dukungannya, sehingga telah menopang kinerja Perseroan yang sangat membanggakan di tahun 2022. Direksi juga berterima kasih kepada seluruh karyawan yang telah bekerja keras menghadapi kondisi tahun 2022 yang dinamis.

Direksi mengucapkan terima kasih kepada Dewan Komisaris dan pemegang saham atas dukungan dan bimbingannya yang sangat membantu manajemen dalam mencapai target. Kami juga berterima kasih kepada seluruh pemangku kepentingan.

Akhir kata, segenap jajaran Direksi berkomitmen untuk senantiasa memberikan nilai yang berkelanjutan kepada pemegang saham dan pemangku kepentingan, sejalan dengan nilai-nilai Perseroan serta prinsip-prinsip Tata Kelola Perusahaan.

Closing

The Board of Directors expresses its highest appreciation to customers for their trust, loyalty and support, so that they have supported the Company's very proud performance in 2022. The Board of Directors also thanks all employees who have worked hard to face the dynamic conditions of 2022.

The Board of Directors would like to thank the Board of Commissioners and shareholders for their support and guidance which has greatly assisted management in achieving targets. We also thank all stakeholders.

Finally, the entire Board of Directors is committed to always provide sustainable value to shareholders and stakeholders, in line with the Company's values and the principles of Corporate Governance.

Jakarta, 30 Juni 2023
Jakarta, June 30, 2023

Atas Nama Direksi
On behalf of the Board of Directors



Dony Oskaria
Direktur Utama
President Director

Surat Pernyataan Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan PT Aviasi Pariwisata Indonesia (Persero) Tahun 2022

Statement of Board of Commissioner on Accountability of PT Aviasi Pariwisata Indonesia (Persero) Annual Report 2022

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan PT Aviasi Pariwisata Indonesia (Persero) tahun buku 2022 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 Aviasi Pariwisata Indonesia (Persero) Annual Report fiscal year 2022 is presented in its entirely 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, 30 Juni 2023
Jakarta, June 30, 2023

Dewan Komisaris
Board of Commissioners



Triawan Munaf
Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently as Independent Commissioner



Wihana Kirana Jaya
Komisaris
Commissioner



Odo Rene Mathew Manuhutu
Komisaris
Commissioner



Elwin Chandra Mochsin
Komisaris Independen
Independent Commissioner

Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Tahunan PT Aviasi Pariwisata Indonesia (Persero) Tahun 2022

Statement of Board of Director on Accountability of PT Aviasi Pariwisata Indonesia (Persero) Annual Report 2022

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan PT Aviasi Pariwisata Indonesia (Persero) tahun buku 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran Isi Laporan Tahunan dan Laporan Keuangan Konsolidasian Perusahaan.

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

Jakarta, 30 Juni 2023
Jakarta, June 30, 2023

Direksi
Board of Directors

Dony Oskaria
Direktur Utama
President Director

Edwin Hidayat Abdullah
Wakil Direktur Utama
Vice President Director

Maya Carolina Watono
Direktur Pemasaran dan Program Pariwisata
Director of Marketing and Tourism Program

Herdy Rosadi Harman
Direktur SDM dan Digital
Director of HC and Digital





03

Profil Perusahaan

Company Profile

InJourney terus melakukan pembenahan dan perbaikan baik dari sisi organisasi maupun produk dan layanan yang ditawarkan agar dapat mengakselerasi pertumbuhan industri aviasi dan pariwisata di Indonesia.

InJourney continue to make enhancements and improvements both in terms of organization as well as the products and services offered in order to accelerate the growth of the aviation and tourism industry in Indonesia.

Identitas Perusahaan
Corporate Identity

Nama Perusahaan
Company Name

PT Aviasi Pariwisata Indonesia (Persero)

Tanggal Pembentukan *Holding*
Holding Establishment Date

6 Oktober 2021
October 6, 2021

Tanggal Pendirian
Establishment Date

6 Oktober 2021
October 6, 2021

Tanggal Peluncuran
Launch Date

13 Januari 2022 oleh Presiden Republik Indonesia
January 13, 2022 by the President of the Republic of Indonesia

Dasar Hukum Pembentukan Holding
Holding Legal Basis of Establishment

Peraturan Pemerintah No. 104 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia (Persero) yang perubahan anggaran dasarnya sebagaimana dituangkan dalam Akta Notaris Desman, S.H., M.Hum., No. 65 tanggal 15 Desember 2021 telah disetujui dan ditetapkan dengan keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-0076120.AH.01.02.TAHUN 2021

Government Regulation No. 104 of 2021 concerning the Addition of the Republic of Indonesia's State Equity Participation into the Share Capital of the Limited Liability Company (Persero) PT Aviasi Pariwisata Indonesia (Persero) whose amendment to its articles of association are as set forth in the Deed of Notary Desman, S.H., M.Hum., No. 65 dated December 15, 2021, has been approved and stipulated by decision of the Minister of Law and Human Rights No. AHU-0076120.AH.01.02.TAHUN 2021

Kegiatan Usaha
Business Activity

Holding di bidang pariwisata dan pendukung
Holding in tourism and support sector

Kepemilikan
Ownership

Pemerintah Republik Indonesia (100%)
Government of the Republic of Indonesia (100%)

Status
Status

Badan Usaha Milik Negara
State-Owned Enterprise

Modal Dasar
Authorized Capital

Rp260.000.000.000.000

Modal Ditempatkan
Paid-up Capital

Rp65.164.367.000.000

Jumlah Karyawan (Desember 2022)
Total Employees (December 2022)

70 orang
70 people

Alamat Kantor Pusat
Head Office Address

Gedung Sarinah Lantai 14
Jl. M.H. Thamrin No. 11, Jakarta Pusat, 10350

Sarinah Building 14th Floor
Jl. M.H. Thamrin No. 11, Central Jakarta, 10350

Layanan Informasi
Information Service

021-2139654
www.injourney.id
corsec@injourney.id

Media Sosial
Social Media

@injourney.id
injourney
injourney.id
@mediainjourney
@injourneyID

Entitas Anak
Subsidiaries

- PT Angkasa Pura I
- PT Angkasa Pura II
- PT Hotel Indonesia Natour
- PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko
- PT Sarinah
- PT Pengembangan Pariwisata Indonesia

Sejarah Singkat
Brief History



PT Aviasi Pariwisata Indonesia (Persero) (selanjutnya disebut "InJourney" atau "Perseroan") dibentuk atas arahan Presiden RI, Joko Widodo dalam rapat terbatas tentang penggabungan BUMN di sektor aviasi dan pariwisata pada tanggal 6 Agustus 2020. Pada kesempatan tersebut, Presiden Joko Widodo memaparkan pandemi COVID-19 harus menjadi momentum konsolidasi dan transformasi di bidang aviasi dan pariwisata. Penataan rute penerbangan, penentuan *hub*, penentuan *super hub*, dan pembentukan *Holding* BUMN Pariwisata dan Pendukung diharapkan dapat memberikan akselerasi pada sektor pariwisata dan transportasi Indonesia. Pernyataan Presiden Joko Widodo dalam rapat terbatas 6 Agustus 2020 tersebut sejalan dengan pernyataan Menteri Badan Usaha Milik Negara, Erick Thohir yang mengungkapkan akan membentuk *Holding* BUMN Pariwisata untuk meningkatkan sinergi dan mengoptimalkan potensi di sektor pariwisata dan pendukung.

PT Aviasi Pariwisata Indonesia (Persero) (hereinafter referred to as "InJourney" or the "Company") was established under the direction of the President of the Republic of Indonesia, Joko Widodo in a limited meeting regarding the merger of SOEs in the aviation and tourism sectors on August 6, 2020. On this occasion, President Joko Widodo explained that the COVID-19 pandemic must be a momentum for consolidation and transformation in the aviation and tourism sectors. Arrangement of flight routes, determination of hubs, determination of super hubs, and the establishment of Tourism and Support SOEs Holding are expected to accelerate the Indonesian tourism and transportation sector. President Joko Widodo's statement at a closed meeting on August 6, 2020, was in line with the statement by the Minister of State-Owned Enterprises, Erick Thohir, who revealed that he would establish a Tourism SOEs Holding to increase synergies and optimize potential in the tourism and support sectors.

Sebelum berganti nama, InJourney merupakan perusahaan restrukturisasi dari PT Survai Udara Penas (Persero) atau "PENAS" yang telah beroperasi sejak tahun 1945. Di awal pendirian, PENAS menjalankan kegiatan penyediaan kebutuhan potret udara dan pemetaan kebutuhan militer dengan memanfaatkan peralatan peninggalan tentara Jepang. Setelah lima tahun beroperasi, pemerintah membentuk Lembaga Aerial Survey (LAS) yang kemudian diubah menjadi Perusahaan Negara Aerial Survey atau Penas dengan dasar pendirian Peraturan Pemerintah No. 197 tahun 1961 tentang Pendirian Perusahaan Negara Aerial Survey.

Before changing its name, InJourney was a restructuring company from PT Survai Udara Penas (Persero) or "PENAS" which had been operating since 1945. At the beginning of its establishment, PENAS carried out activities to provide aerial photographs and mapping military needs by utilizing equipment left by the Japanese army. After five years of operation, the government established Insitute for Aerial Survey (LAS) which was later changed to the State Aerial Survey Corporation or Penas on the basis of the establishment of Government Regulation No. 197 of 1961 concerning the Establishment of the State Aerial Survey Corporation.

PENAS kemudian berganti menjadi Perusahaan Umum (Perum) Survai Udara Penas di tahun 1974 berdasarkan Peraturan Pemerintah No. 46 tahun 1974. Di tahun 1991, pemerintah meningkatkan status perusahaan sebagai perseroan terbatas sehingga Penas berganti nama menjadi PT Survai Udara Penas (Persero).

PENAS then changed to the Public Company (Perum) Survai Udara Penas in 1974 based on Government Regulation No. 46 of 1974. In 1991, the government raised the Company's status to a limited liability company so that Penas changed its name to PT Survai Udara Penas (Persero).

Pendirian InJourney dilaksanakan berdasarkan arahan Menteri BUMN melalui Surat Menteri BUMN No. S-761/MBI/09/2020 tanggal 23 September 2020 perihal Arahan Pemegang Saham tentang Pembentukan *Holding* BUMN Pariwisata. Kemudian, pada tanggal 27 Oktober 2020 berdasarkan Surat Menteri BUMN No. 5-959/MBU/10/2020, ditunjuklah PT Survai Udara Penas (Persero) sebagai induk *Holding* BUMN Pariwisata dan Pendukung. Transisi kegiatan usaha PT Survai Udara Penas (Persero) menjadi PT Aviasi Pariwisata Indonesia (Persero) diimplementasikan melalui 3 tahap *Roadmap* BUMN 2020-2024, yaitu *survival* dan kelangsungan hidup, restrukturisasi dan *realignment*, serta inovasi dan transformasi.

The establishment of InJourney was carried out based on the direction of the Minister of SOEs through the Minister of SOEs Letter No. S-761/MBI/09/2020 dated September 23, 2020, concerning Shareholders Direction regarding the Establishment of a Tourism SOEs Holding. Then, on October 27, 2020, based on the Minister of SOEs Letter No. 5-959/MBU/10/2020, PT Survai Udara Penas (Persero) was appointed as the Tourism and Support SOEs Holding Parent. The transition of the business activities of PT Survai Udara Penas (Persero) to PT Aviasi Pariwisata Indonesia (Persero) was implemented through 3 stages of the 2020-2024 SOEs Roadmap, namely survival and resilience, restructuring and realignment, as well as innovation and transformation.

Melalui PP 72 Tahun 2021, Penas kemudian melakukan pengalihan bentuk usaha menjadi Perseroan. InJourney resmi dibentuk dengan terbitnya Peraturan Pemerintah No. 104 Tahun 2021 tanggal 6 Oktober 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia.

Through Government Regulation (PP) No. 72 of 2021, Penas then transferred its business form to become a Company (Perseroan). InJourney was officially established with the issuance of Government Regulation no. 104 of 2021 dated October 6, 2021, concerning the Addition of the Republic of Indonesia's State Equity Participation into the Share Capital of the Limited Liability Company (Persero) PT Aviasi Pariwisata Indonesia.



PT Aviasi Pariwisata Indonesia (Persero)

Melalui InJourney, Pemerintah mempercayakan seluruh pengelolaan aset negara yang berada di bawah kendali 6 Anak Usaha yang terdiri dari 35 bandara, 147 hotel, 5 Destinasi Pariwisata Super Prioritas (DPSP), *retail*, dan kargo. Keberadaan InJourney diharapkan dapat memberi manfaat secara menyeluruh kepada seluruh pemangku kepentingan. Manfaat pada para pemangku kepentingan antara lain mampu meningkatkan pendapatan negara dalam bentuk pajak dan dividen, mendorong angka pertumbuhan penumpang penerbangan dan wisatawan untuk menjelajah berbagai destinasi prioritas, membantu pertumbuhan makro ekonomi, menciptakan potensi lapangan kerja bagi pelaku industri pariwisata dan sektor pendukung, mendukung pemerataan ekonomi di daerah, memberikan layanan berkualitas bagi *customer*, optimalisasi biaya pada sektor aviasi, menjadi percontohan bagi lingkup industri aviasi dan pariwisata lain guna mengembangkan standar praktik layanan terbaik, meningkatkan kemampuan seluruh karyawan melalui inovasi bersama dan *transfer knowledge*, serta peluang Insan InJourney untuk berkontribusi membangun bangsa.

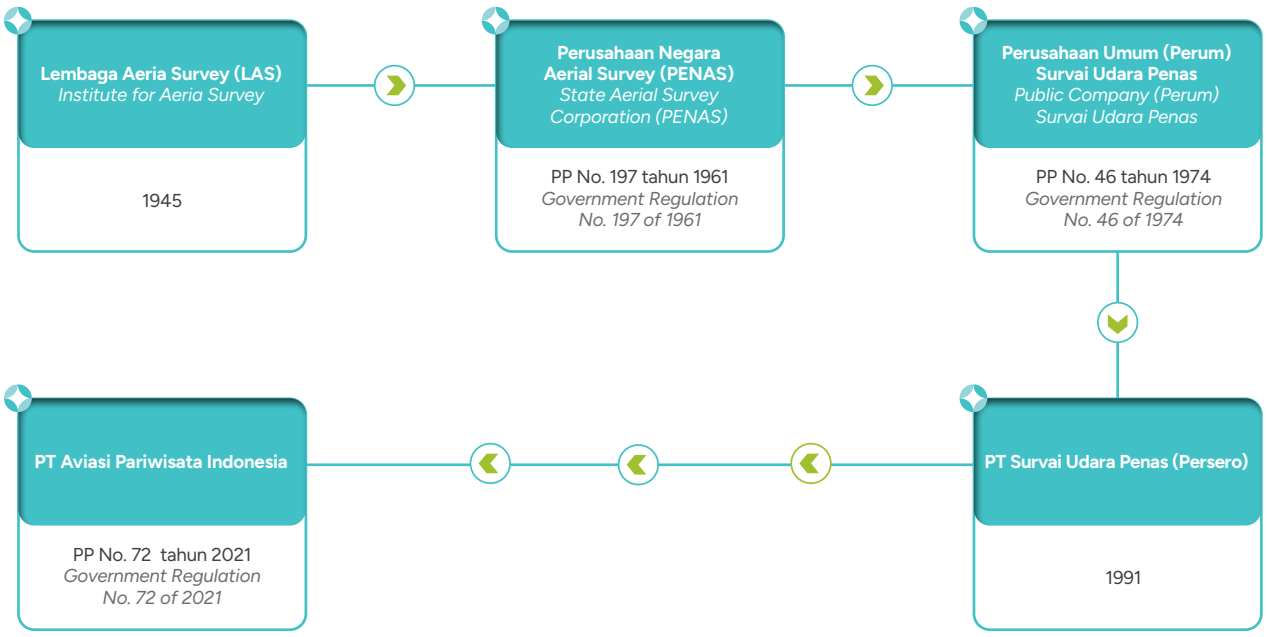
Through InJourney, the Government entrusts all management of state assets which are under the control of 6 Subsidiaries consisting of 35 airports, 147 hotels, 5 Super Priority Tourism Destinations (DPSP), retail and cargo. The existence of InJourney is expected to provide overall benefits to all stakeholders. Benefits for stakeholders include being able to increase state revenues in the form of taxes and dividends, encouraging growth in airline passengers and tourists to explore various priority destinations, assisting macroeconomic growth, creating potential employment opportunities for tourism industry players and supporting sectors, supporting economic equity in the regions, providing quality services for customers, optimizing costs in the aviation sector, becoming a role model for other aviation and tourism industries to develop best service practice standards, enhancing the capabilities of all employees through joint innovation and knowledge transfer, as well as opportunities for InJourney personnel to contribute in building the nation.

Kronologis Perubahan Nama Perusahaan

Sejak awal pendiriannya, Perseroan telah beberapa kali mengalami perubahan nama dan status badan hukum.

Chronology of Company Name Changes

Since its establishment, the Company has changed its name and legal entity status several times.



Makna Logo Perusahaan

Company Logo Meaning

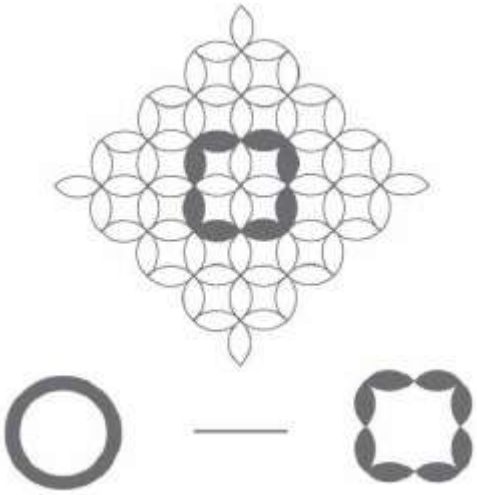
InJourney
Indonesia
Aviation and Tourism

InJourney dalam logo perusahaan terdiri atas "IN" yang merepresentasikan Indonesia, sekaligus bermakna "*inbound*" sebagai harapan perusahaan agar para turis datang dan menjadikan Indonesia sebagai destinasi pariwisata pilihan. InJourney memiliki arti *"in a journey"* dan *"Indonesian journey"* sebagai gambaran pengalaman perjalanan khas indonesia. Lebih jauh lagi, "InJourney" merupakan gambaran dari seluruh layanan perusahaan yang mencakup transportasi, hotel, pariwisata, dan souvenir. Penamaan InJourney pada logo perusahaan juga bertujuan untuk memberikan kesan modern, global, dan dapat menangkap esensi pengalaman perjalanan *customer*.

InJourney in the company logo consists of "IN" which represents Indonesia, as well as meaning "inbound" as the Company's expectations that the tourists will come and make Indonesia as the preferred tourism destination. InJourney means "in a journey" and "Indonesian journey" as a description of a typical Indonesian travel experience. Furthermore, "InJourney" is an overview of all the Company's services which include transportation, hotels, tourism, and souvenirs. The naming of InJourney on the company logo also aims to give a modern, global impression, and can capture the essence of the customer's travel experience.



PT Aviasi Pariwisata Indonesia (Persero)



Elemen grafis yang digunakan dalam "InJourney" pada huruf "O" terinspirasi dari pola batik kawung yang bermakna kesempurnaan dan merupakan representasi misi InJourney untuk memberikan pengalaman wisata di Indonesia yang sempurna. Pola berantai yang *infinite* atau tak terhingga di logo ini juga memiliki makna saling berkesinambungan, *seamless*, dan *unified* sebagai representasi dari penyatuan tujuh institusi BUMN dalam InJourney untuk mengembangkan pariwisata Indonesia.

Terdapat empat sisi yang diberikan warna berbeda dalam logo "InJourney". Spektrum warna hangat merah dan jingga merepresentasikan layanan berkualitas serta menjanjikan pengalaman yang hangat dan menyenangkan. Warna biru dan hijau merupakan wujud agar InJourney terus bertumbuh dan dapat memberikan rasa nyaman bagi pelanggan. Keempat warna tersebut dipilih terinspirasi dari keindahan alam Indonesia dan sebagai cerminan Indonesia sebagai negara yang penuh keragaman baik dari segi alam dan budaya.

The graphic elements used in "InJourney" on the letter "O" are inspired by the kawung batik pattern which means perfection and is a representation of InJourney's mission to provide the perfect travel experience in Indonesia. The infinite chain pattern in the logo has the meaning of being mutually sustainable, seamless, and unified as a representation of the unification of seven SOE institutions in InJourney to develop Indonesian tourism.

There are four sides with different colors in the "InJourney" logo. The warm color spectrum of red and orange represents quality service and promises a warm and pleasant experience. The blue and green colors are a manifestation so that InJourney continues to grow and can provide a sense of comfort for customers. The four colors were chosen to be inspired by the natural beauty of Indonesia and as a reflection of Indonesia as a country full of diversity both in terms of nature and culture.



Kegiatan Usaha
Business Activities



Sesuai Anggaran Dasar Perusahaan yang terakhir, InJourney melaksanakan kegiatan usaha sebagai perusahaan *Holding* di bidang pariwisata dan pendukung. Selain itu, sesuai dengan Peraturan Pemerintah No. 72 tahun 2021, InJourney melakukan kegiatan usaha lain berupa investasi dan konsultasi manajemen dalam sektor transportasi, pariwisata, *retail*, dan berbagai sektor lain yang berkaitan dengan kegiatan usaha, serta melakukan optimalisasi pemanfaatan sumber daya Perusahaan Perseroan (Persero) berdasarkan prinsip tata kelola perusahaan yang baik.

Berdasarkan ketentuan yang tercantum dalam Anggaran Dasar terakhir, InJourney melakukan kegiatan usaha utama yang mencakup:
1. Aktivitas perusahaan *Holding* termasuk mendirikan atau turut serta dalam badan lain;
2. Aktivitas kantor pusat;
3. Investasi langsung dan tidak langsung;
4. Aktivitas restrukturisasi perusahaan/aset; dan
5. Aktivitas konsultasi manajemen.

InJourney wajib mengoptimalkan pemanfaatan sumber daya Perseroan sesuai dengan prinsip tata kelola perusahaan yang baik. Selain menjalankan kegiatan usaha utama, InJourney juga dapat melakukan kegiatan usaha lain sebagai upaya optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan Perseroan (Persero).

In accordance with the latest Articles of Association of the Company, InJourney carries out business activities as a holding company in the field of tourism and support. In addition, according to Government Regulation No. 72 of 2021, InJourney carries out other business activities in the form of investment and management consulting in the transportation, tourism, retail and various other sectors related to business activities, as well as optimizing the utilization of Company (Persero) resources based on the principles of good corporate governance.

Based on the provisions contained in the latest Articles of Association, InJourney carries out main business activities which include:
1. *Holding company activities include establishing or participating in other bodies;*
2. *Head office activities;*
3. *Direct and indirect investment;*
4. *Corporate/asset restructuring activities; And*
5. *Management consulting activities.*

InJourney must optimize the utilization of the Company's resources in accordance with the principles of good corporate governance. In addition to carrying out the main business activities, InJourney can also carry out other business activities as an effort to optimize the utilization of resources owned by a Limited Liability Company (Persero).

Segmen Usaha

Business Segment

InJourney Outlook - Integrated Ecosystem



Integrated business of the Holding members will play an important role as catalyst in national tourism and economic recovery

Segmen usaha InJourney terbagi menjadi tiga segmen, yaitu aviasi, jasa dan perdagangan umum dan pariwisata. Ketiga segmen tersebut dijalankan oleh Perseroan dan 6 (enam) entitas anak, yaitu PT Angkasa Pura I, PT Angkasa Pura II, PT Hotel Indonesia Natour, PT Taman Wisata Candi Borobudur, Prambanan, & Ratu Boko, PT Sarinah dan PT Pengembangan Pariwisata Indonesia.

InJourney's business segment is divided into three segments, namely aviation, services and general trading and tourism. The three segments are run by the Company and 6 (six) subsidiaries, namely PT Angkasa Pura I, PT Angkasa Pura II, PT Hotel Indonesia Natour, PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko, PT Sarinah and PT Pengembangan Pariwisata Indonesia.

Pengembangan 5 Destinasi Pariwisata Super Prioritas

Tahun 2022 merupakan momentum kebangkitan sektor pariwisata di Indonesia. Terbukti, dalam data Indeks Travel and Tourism Development (ITTD), pariwisata Indonesia menempati posisi 32 naik 12 peringkat dibandingkan tahun 2019, lebih tinggi dari negara Malaysia, Vietnam dan Thailand. Hal tersebut didukung dengan penerapan dan adaptasi kebiasaan baru atau biasa disebut "*new normal*". Berbagai kelonggaran atas peraturan/kebijakan yang dikeluarkan oleh Pemerintah salah satunya pelonggaran pembatas kegiatan masyarakat dan aturan kunjungan wisata mancanegara merupakan stimulus perekonomian oleh pemerintah melalui geliat pariwisata Indonesia sejalan dengan terus meningkatnya mobilitas dan berlanjutnya penyelesaian Program Strategis Nasional (PSN).

Pemerintah fokus untuk pembangunan di lima tempat yang kemudian dikenal sebagai 5 Destinasi Pariwisata Super Prioritas (DPSP) yang tersebar di seluruh Indonesia yaitu Borobudur, Mandalika, Labuan Bajo, Danau Toba dan Likupang.

Development of 5 Super Priority Tourism Destinations

2022 was the momentum for the revival of the tourism sector in Indonesia. Evidently, in the Travel and Tourism Development Index (ITTD) data, Indonesian tourism occupied the 32nd position, up 12 rankings compared to 2019, which was higher than the countries of Malaysia, Vietnam and Thailand. This was supported by the application and adaptation of new habits or commonly called "new normal". Various relaxations on regulations/ policies issued by the Government, one of which is easing restrictions on community activities and rules for visiting foreign tourists, is an economic stimulus by the government through stretching Indonesian tourism in line with the continued increase in mobility and the continued completion of the National Strategic Program (PSN).

The government focused on development in five places which became known as the 5 Super Priority Tourism Destinations (DPSP) spread throughout Indonesia, namely Borobudur, Mandalika, Labuan Bajo, Lake Toba and Likupang.

Penjelasan terkait pengembangan infrastruktur pada 5 DPSP diungkapkan dalam tabel berikut:

Explanations regarding infrastructure development at 5 DPSPs are disclosed in the following table:

Destinasi *Destination*	**Pengembangan Bandar Udara** *Airport Development*	**Pengembangan Hotel** *Hotel Development*	**Kawasan Ekonomi Khusus dan Infrastruktur** *Special Economic Zones and Infrastructure*	**Manajemen Destinasi** *Destination Management*
Danau Toba *Lake Toba*	• Bandara Internasional Kualanamu • Bandara Internasional Sisingamangaraja XII • *Kualanamu International Airport* • *Sisingamangaraja XII International Airport*	• Inna Parapat Hotel & Resort (102 *rooms*) • Grand Inna Medan (132 *rooms*) • Teraskita Boutique (120 *rooms*) • Horison Sky Kualanamu (99 *rooms*)	-	• Toba Caldera Music Festival 2022 • Kulineran Medan | *Medan Culinary*
Borobudur	Bandara Internasional Yogyakarta *Yogyakarta International Airport*	• Grand Inna Malioboro (227 *rooms*) • Khas Malioboro (141 *rooms*) • Khas Tugu (138 *rooms*) • Manohara Hotel (119 *rooms*)	-	• Outdoor Jazz: A Night of Indonesian Culture • Borobudur Marathon • Borobudur Lantern Festival • International Artist Concert • Prambanan Jazz Festival • Prambanan Kite Festival • International Artist Concert • Kulineran Malioboro | *Malioboro Culinary*
Mandalika	Bandara Internasional Zainuddin Abdul Madjid *Zainuddin Abdul Madjid International Airport*	• Merumatta Kila Senggigi (215 *rooms*) • Pullman Lombok Merujani Mandalika Beach Resort (257 *rooms*) • Teraskita Hotel Mataram (120 *rooms*)	• Mandalika International Street Circuit • KEK Mandalika | *Mandalika SEZ*	• Mandalika Marathon 10K • Mandalika Fun Bike • MHA Open Surf Competition • Mobile Legend Internasional • L'étape by Tour de France • Sport Summit Indonesia • Mandalika MotoGP Official Pre-season Test Februari 2022 | *Mandalika MotoGP Official Pre-season Test February 2022* • Indonesia Mandalika MotoGP Series Maret 2022 | *Indonesia Mandalika MotoGP Series March 2022*
Labuan Bajo	-	• Meruorah Komodo Labuan Bajo (145 *rooms*) • The Ora Labuan Bajo (23 *rooms*)	Pengembangan Destinasi Tana Mori *Tana Mori Destination Development*	• *Intimate Concert* Labuan Bajo – SLANK • International Music Festival
Likupang	Bandara Internasional Sam Ratulangi *Sam Ratulangi International Airport*	Best Western The Lagoon Manado (185 *room*)	KEK Likupang | *Likupang SEZ*	• Likupang Triathlon • Likupang *Fun Walk Experiences*

Produk dan Layanan
Products and Services



Seluruh Anak Usaha memiliki peran strategis yang berbeda dalam ekosistem pariwisata Indonesia sesuai dengan segmen usaha yang dijalankan masing-masing Anak Usaha. InJourney telah menyusun berbagai peranan strategis setiap Anak Usaha yang dibedakan berdasarkan segmen usaha, antara lain:

1. *Airport Management*
   Sektor transportasi udara memiliki keterkaitan yang erat dengan pengembangan pariwisata di suatu wilayah. Untuk itu, pengelola infrastruktur transportasi udara memiliki peranan strategis dan kontribusi yang amat besar, khususnya untuk merealisasikan berbagai rencana Pemerintah dalam mengembangkan industri pariwisata. Anak Usaha InJourney yang berperan dalam *Airport Management* yaitu PT Angkasa Pura I dan PT Angkasa Pura II. Pengelolaan Bandara I Gusti Ngurah Rai Bali, Bandara Internasional Yogyakarta, Bandara Juanda Surabaya, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Batam, dan 10 (sepuluh) bandara lainnya yang sebagian besar berada di wilayah tengah dan timur Indonesia berada di bawah PT Angkasa Pura I. Sedangkan Bandara Soekarno Hatta, Bandara Kualanamu Medan, Bandara Internasional Banyuwangi, dan 17 (tujuh belas) bandara lainnya yang sebagian besar berada di wilayah barat Indonesia dikelola oleh PT Angkasa Pura II.

All Subsidiaries have different strategic roles in the Indonesian tourism ecosystem according to the business segments run by each Subsidiary. InJourney has prepared various strategic roles for each Subsidiary which are distinguished by business segment, including:

1. *Airport Management*
   The air transportation sector has a close relationship with tourism development in a region. For this reason, air transportation infrastructure managers have a strategic role and a very large contribution, especially in realizing various Government plans to develop the tourism industry. InJourney's subsidiaries that play a role in Airport Management are PT Angkasa Pura I and PT Angkasa Pura II. The management of I Gusti Ngurah Rai Airport Bali, Yogyakarta International Airport, Surabaya Juanda Airport, Makassar Sultan Hasanuddin Airport, Batam International Airport, and 10 (ten) other airports, most of which are in the central and eastern regions of Indonesia, are under PT Angkasa Pura I. While Soekarno Hatta Airport, Medan Kualanamu Airport, Banyuwangi International Airport, and 17 (seventeen) other airports, most of which are located in the western region of Indonesia, are managed by PT Angkasa Pura II.

2. *Destination Development*
   InJourney akan mengembangkan perusahaan dengan menambahkan PT Pengembangan Pariwisata Indonesia (ITDC) sebagai Anggota *Holding* Tahap II. Ke depannya, ITDC akan merealisasikan kinerja dalam upaya pengembangan destinasi pariwisata yang kegiatannya mencakup kolaborasi keahlian tata ruang dengan keahlian mencari investor untuk berinvestasi di kawasan pariwisata. Salah satu wilayah operasional ITDC adalah Kawasan Pariwisata Nusa Dua yang terkenal sebagai destinasi pariwisata bagi wisatawan mancanegara untuk mencari ketenangan, menikmati keindahan alam, dan menyaksikan kekayaan budaya di Bali. Selanjutnya, ITDC berfokus melaksanakan program pengembangan 3 destinasi Pariwisata Super Prioritas (DPSP) yaitu Kawasan Ekonomi Khusus (KEK) Mandalika di Pulau Lombok, KEK Tana Mori di Labuan Bajo, dan KEK Likupang di Sulawesi Utara.
3. *Heritage Management*
   PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko merupakan Anak Usaha InJourney yang berperan dalam mengelola dan mengoptimalkan aset warisan milik Indonesia sebagai sarana edukasi dan tujuan wisata bagi wisatawan dalam negeri dan wisatawan mancanegara. Saat ini, PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko masih berperan aktif dalam mengelola tiga aset *heritage* di wilayah Jawa Tengah dan Daerah Istimewa Yogyakarta yaitu Candi Borobudur di Magelang Jawa Tengah dan Candi Prambanan serta Candi Ratu Boko yang berada di Daerah Istimewa Yogyakarta. PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko turut melestarikan berbagai budaya yang dimiliki dengan mempertahankan seni pertunjukan Sendratari Ramayana yang rutin dipentaskan di komplek Candi Prambanan. Lebih jauh lagi, PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko diharapkan mampu mengoptimalkan kemampuan dalam mengelola aset *heritage* baik di dalam dan luar negeri, serta aset *heritage* BUMN.
4. *Demand Management*
   Demand Management merupakan salah satu elemen kunci keberhasilan untuk mengintegrasikan ekosistem pariwisata. Sebagai koordinator sentral integrasi pemasaran, penjualan, dan branding terintegrasi dari Anggota *Holding*. Anak Usaha InJourney yang memiliki peran dalam *demand management* adalah PT Hotel Indonesia Natour (HIN). Saat ini, kegiatan usaha HIN adalah mengelola hotel-hotel yang dimiliki oleh BUMN dengan keutamaan layanan yang penuh keramah tamahan khas Indonesia. Ke depannya, HIN diharapkan mampu melakukan transformasi bisnis untuk menyusun berbagai paket pariwisata menarik yang terintegrasi dengan seluruh Anggota *Holding* di HIN diharapkan mampu menjadi daya tarik bagi wisatawan mancanegara untuk menjadikan Indonesia sebagai pilihan destinasi wisata.

2. *Destination Development*
   InJourney will develop the company by adding PT Pengembangan Pariwisata Indonesia (ITDC) as a Phase II Holding Member. Going forward, ITDC will realize its performance in efforts to develop tourism destinations whose activities include collaborating spatial expertise with expertise in finding investors to invest in tourism areas. One of ITDC's operational areas is the Nusa Dua Tourism Area which is well-known as a tourism destination for foreign tourists to seek peace, enjoy the beauty of nature, and witness the rich culture of Bali. Furthermore, ITDC is focusing on implementing a development program for 3 Super Priority Tourism Destinations (DPSP), namely the Mandalika Special Economic Zone (SEZ) on Lombok Island, Tana Mori SEZ in Labuan Bajo, and Likupang SEZ in North Sulawesi.
3. *Heritage Management*
   PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko is a Subsidiary of InJourney whose role is to manage and optimize Indonesia's heritage assets as educational facilities and tourist destinations for domestic and foreign tourists. Currently, PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko are still playing an active role in managing three heritage assets in the Central Java region and the Special Region of Yogyakarta, namely the Borobudur Temple in Magelang, Central Java and the Prambanan and Ratu Boko Temples in the Special Region of Yogyakarta. PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko is also helping to preserve their various cultures by maintaining the performing art of the Ramayana Ballet which is routinely staged in the Prambanan Temple complex. Furthermore, PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko are expected to be able to optimize their ability to manage heritage assets both at home and abroad, as well as BUMN heritage assets.
4. *Demand Management*
   Demand Management is one of the key elements of success in integrating the tourism ecosystem. As the central coordinator of integrated marketing, sales and integrated branding of Holding Members. InJourney's subsidiary that has a role in demand management is PT Hotel Indonesia Natour (HIN). Currently, HIN's business activities are managing hotels owned by SOEs with the priority of service that is full of Indonesian hospitality. In the future, HIN is expected to be able to carry out business transformation to develop various attractive tourism packages that are integrated with all Holding Members at HIN which are expected to be able to become an attraction for foreign tourists to make Indonesia the preferred tourist destination.

5. *Retail Management*
   Melalui Anak Usaha PT Sarinah, InJourney melaksanakan berbagai kegiatan usaha dalam bidang *retail*, seperti pengembangan & pemasaran produk lokal serta *duty free management*. Sarinah memiliki peran besar dalam memberikan fasilitas bagi UMKM untuk berkembang dan melakukan kurasi terhadap produk yang dihasilkan sesuai dengan permintaan pasar. Seluruh kegiatan usaha Sarinah sejalan dengan rencana pengembangan pariwisata yang dicanangkan BUMN untuk bersinergi dengan para pelaku ekonomi UMKM agar kunjungan wisatawan juga dapat memberikan nilai tambah dan *multiplier* ekonomi yang lebih tinggi.

5. *Retail Management*
   Through its Subsidiary, namely PT Sarinah, InJourney carries out various business activities in the retail sector, such as developing & marketing local products and duty free management. Sarinah has a big role in providing facilities for MSMEs to develop and curate the products produced according to market demand. All of Sarinah's business activities are in line with the tourism development plan launched by SOEs to synergize with MSME economic actors so that tourist visits can also provide added value and a higher economic multiplier.

Pemangku Kepentingan

Stakeholders InJourney terdiri atas:

Stakeholders

InJourney's stakeholders consist of:

Pemangku Kepentingan *Stakeholders*	Topik Penting dan Pelibatan *Key Topics and Engagement*
Masyarakat *Society*	• Ketersediaan produk jasa dan pariwisata yang berkualitas dengan harga yang terjangkau dan lengkap • Membuka lapangan kerja • Meningkatkan kontribusi terhadap komunitas dan lingkungan melalui kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL) • *Availability of quality services and tourism products at affordable and complete prices* • *Open job opportunities* • *Increase contribution to the community and the environment through Social and Environmental Responsibility (TJSL) activities*
Pemerintah *Government*	• Memperkuat struktur permodalan dan mendorong pertumbuhan bisnis perusahaan • Membangun tata kelola perusahaan dan manajemen risiko handal • Menciptakan perusahaan yang mandiri dan bersinergi serta meningkatkan kontribusi • *Strengthen the capital structure and encourage the business growth of the Company* • *Build reliable corporate governance and risk management* • *Create an independent and synergized company and increase contribution*
Asosiasi, Industri, Perusahaan *Associations, Industries, Companies*	• Memperkuat struktur permodalan dan mendorong pertumbuhan bisnis perusahaan • Membangun tata kelola perusahaan dan manajemen risiko yang handal • Memperkuat industri pariwisata dan transportasi di Indonesia • Menciptakan perusahaan yang mandiri dan bersinergi serta meningkatkan kontribusi • Mendorong akselerasi dan kolaborasi antara BUMN dan swasta serta UMKM di ekosistem pariwisata • *Strengthen the capital structure and encourage the business growth of the Company* • *Build reliable corporate governance and risk management* • *Strengthen the tourism and transportation industry in Indonesia* • *Create an independent and synergized company and increasing contribution* • *Encourage acceleration and collaboration between SOEs and the private sector as well as MSMEs in the tourism ecosystem*

Keanggotaan dalam Asosiasi

Membership in Associations

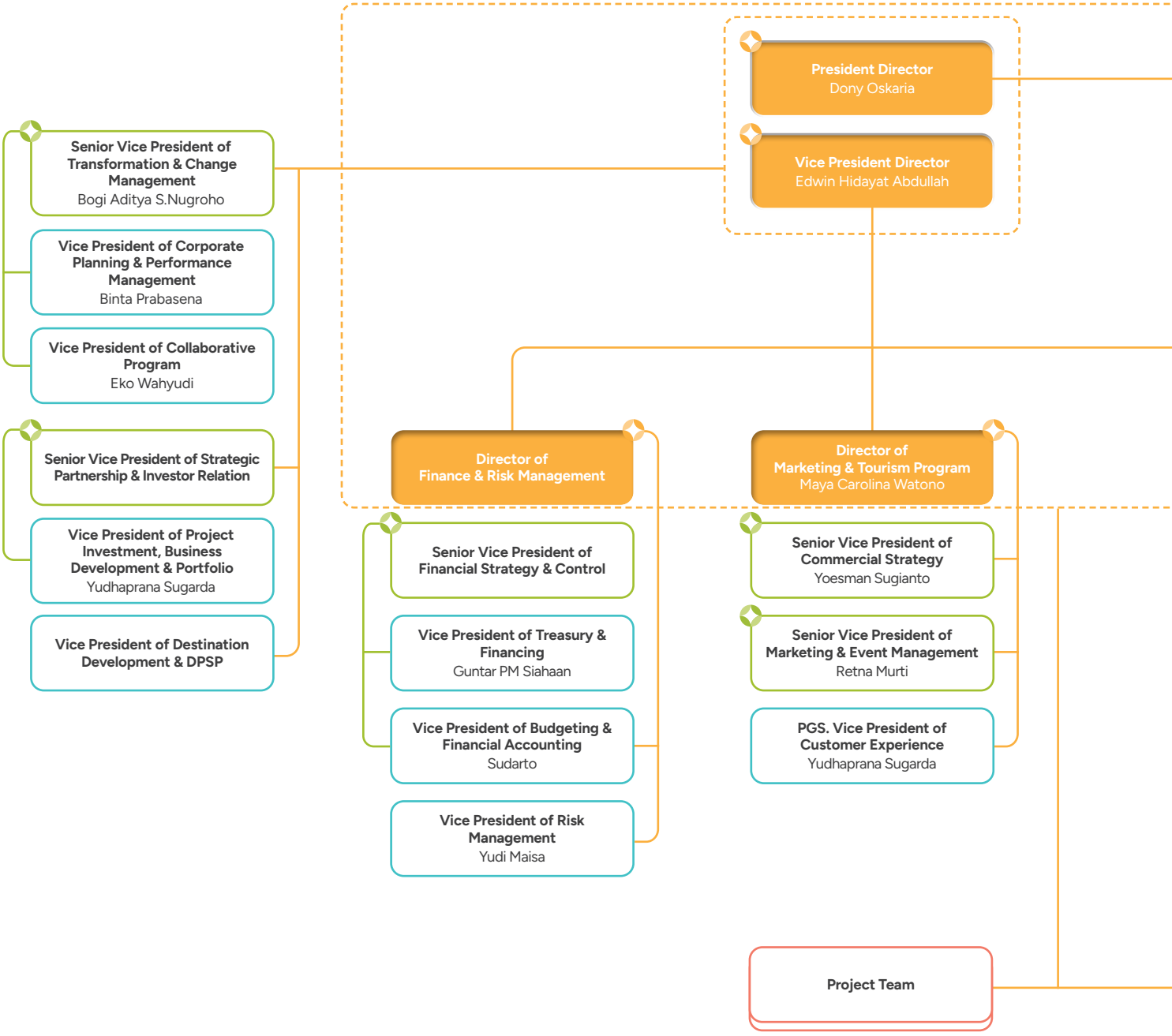
Hingga akhir tahun 2022, InJourney masih belum tergabung dalam asosiasi manapun baik di nasional maupun internasional.

Until the end of 2022, InJourney was still not affiliated with any association either nationally or internationally.

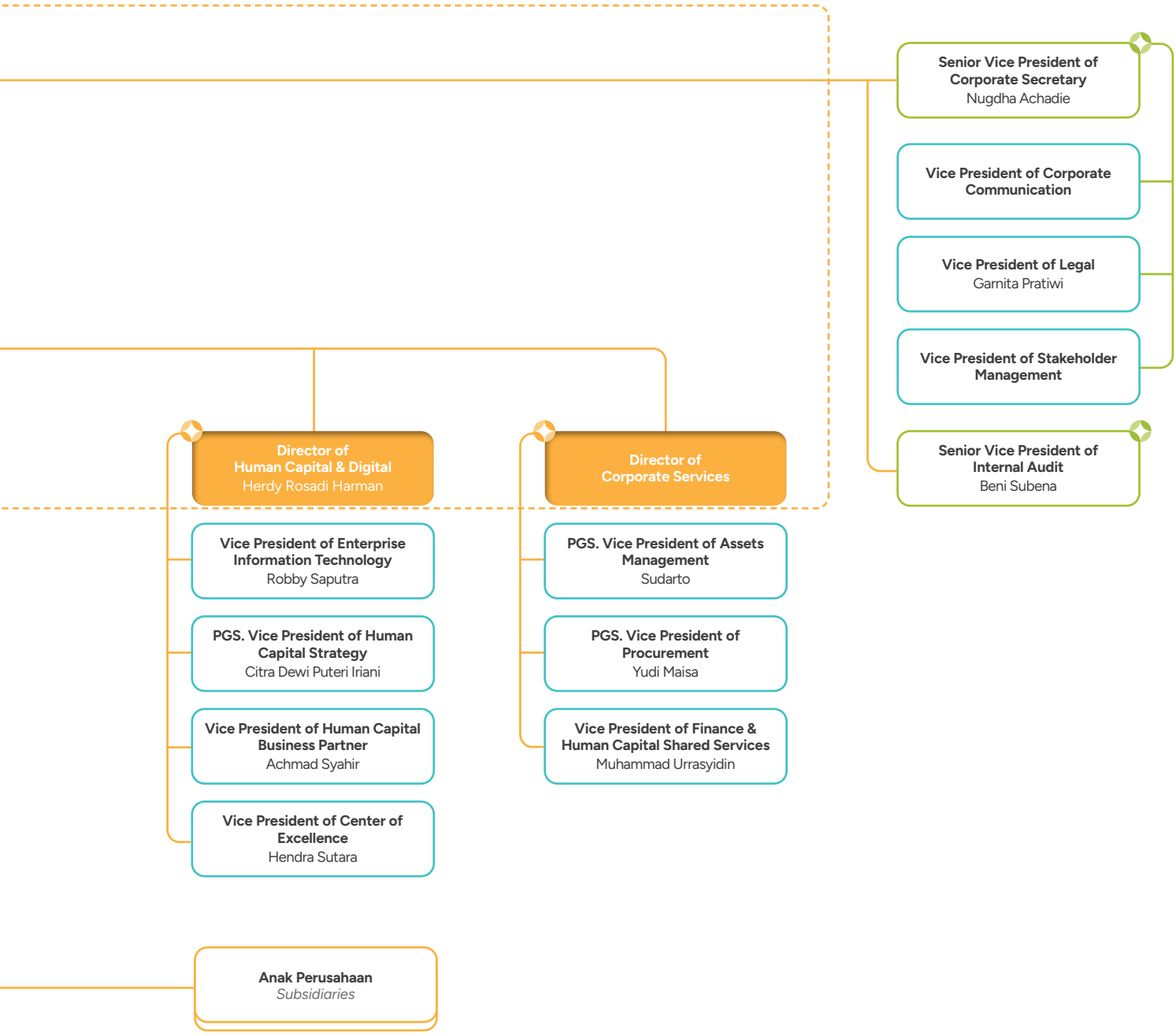
Struktur Organisasi

Organizational Structure

Dalam rangka penataan organisasi pada tanggal 1 Agustus 2022, Perseroan melakukan tinjauan dan penyesuaian atas Struktur Organisasi InJourney dan mengesahkan Peraturan Direksi PT Aviasi Pariwisata Indonesia (Persero) No. PD.INJ.01.01/08.2022.A.0008 tentang Perubahan Kep.002/INJOURNEY/11/2021 tentang organisasi Perusahaan PT Aviasi Pariwisata Indonesia (Persero). Struktur Organisasi InJourney terakhir berdasarkan peraturan tersebut sebagai berikut:



In order to reorganize the organization on August 1, 2022, the Company conducted a review and adjustment of InJourney's Organizational Structure and ratified the Regulation of the Board of Directors of PT Aviasi Pariwisata Indonesia (Persero) No. PD.INJ.01.01/08.2022.A.0008 concerning Amendments to Kep.002/INJOURNEY/11/2021 regarding the organization of PT Aviasi Pariwisata Indonesia (Persero). The latest InJourney's Organizational Structure based on such regulation is as follows:



Profil Dewan Komisaris

Board of Commissioners' Profile

Triawan Munaf
Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently as Independent Commissioner

Odo Rene Mathew Manuhutu
Komisaris | *Commissioner*





Elwin Chandra Mochsin
Komisaris Independen
Independent Commissioner

Wihana Kirana Jaya
Komisaris | *Commissioner*



Triawan Munaf

Komisaris Utama merangkap Komisaris Independen | *President Commissioner concurrently as Independent Commissioner*

Usia | *Age*
64 tahun | *years old*

Domisili | *Domicile*
Jakarta

Kewarganegaraan | *Nationality*
Indonesia | *Indonesian*

Periode | *Period*
4 Oktober 2021-sekarang | *October 4, 2021-present*

Tahun 2022, komposisi Dewan Komisaris InJourney tidak mengalami perubahan.
In 2022, the composition of InJourney's Board of Commissioners did not change.

Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021

Riwayat Pendidikan
- Sarjana Ilmu Sosial dan Politik, Universitas Parahyangan Bandung (1976)
- Menempuh pendidikan di School of Computer Technology, London, UK, (1978-1980)
- Menempuh pendidikan di Television Training Center, London, UK, bidang studi Organization, Business Management and Operational aspects of Commercial Television Organization (1978-1980)

Riwayat Pekerjaan
- Bekerja di berbagai posisi di Fortune Indonesia/Dancer Fitzgerald Sample (DFS) (1982-1987)
- Bekerja sebagai Account Director di AdForce J. Walter Thompson, Jakarta (1987-1989)
- Mendirikan AdWork! Advertising dengan Sjahrial Djalil dan Dion Siswandi (1989)
- Direktur Utama/CEO/Direktur Kreatif Eksekutif AdWork! EURO Partnership RSCG (1989-1999)
- Ketua, Penasihat Kreatif dan salah satu pendiri AdWork! EURO RSCG Partnership, Agen Periklanan yang sebagian dimiliki oleh EURO RSCG Worldwide, kemudian menjadi HAVAS (1999-2010)
- Kepala Badan Ekonomi Kreatif (2015-2019)
- Komisaris Utama PT Garuda Indonesia (Persero) Tbk (2020-2021)

Jabatan Lainnya
- Pendiri dan Ketua Advocado (PT Senopati Guntur) (2011-sekarang)
- Wakil Ketua Pariwisata dan Ekonomi Kreatif di KADIN (2021-sekarang)
- Penasihat Usaha di EAST VENTURES (2020-sekarang)
- Komisaris di NUSANTICS (2021-sekarang)
- Senior Advisor di SIRCLO (2021-sekarang)
- Komisaris Utama di TipTip (2022-sekarang)
- Ketua Komite Nominasi dan Remunerasi PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)
- Anggota Komite Manajemen Risiko Usaha, GCG dan Investasi PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Legal Basis of Appointment
Decree of the Minister of SOEs No. SK-337/MBU/10/2021

Education Background
- *Bachelor of Social and Political Science, Parahyangan University, Bandung (1976)*
- *Studied at the School of Computer Technology, London, UK (1978-1980)*
- *Studied at the Television Training Center, London, UK, majoring in Organization, Business Management and Operational aspects of Commercial Television Organization (1978-1980)*

Work Experience
- *Worked in various positions at Fortune Indonesia/ Dancer Fitzgerald Sample (DFS) (1982-1987)*
- *Worked as Account Director at AdForce J. Walter Thompson, Jakarta (1987-1989)*
- *Founded AdWork! Advertising with Sjahrial Djalil and Dion Siswandi (1989)*
- *President Director/ CEO/ Executive Creative Director of AdWork! EURO RSCG Partnership (1989-1999)*
- *Chairman, Creative Advisor and co-founder of AdWork! EURO RSCG Partnership, Advertising Agency partly owned by EURO RSCG Worldwide, which eventually became HAVAS (1999-2010)*
- *Head of the Creative Economy Agency (2015-2019)*
- *President Commissioner of PT Garuda Indonesia (Persero) Tbk (2020-2021)*

Concurrent Positions
- *Founder and Chairman of Advocado (PT Senopati Guntur) (2011-present)*
- *Deputy Head of Tourism and Creative Economy at KADIN/ Indonesian Chamber of Commerce (2021-present)*
- *Venture Advisor at EAST VENTURES (2020-present)*
- *Commissioner at NUSANTICS (2021-present)*
- *Senior Advisor at SIRCLO (2021-present)*
- *President Commissioner at TipTip (2022-present)*
- *Chairman of the Nomination and Remuneration Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*
- *Member of the Business Risk Management, GCG and Investment Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*

Affiliated Relationship
Has no affiliated relationship with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and main shareholders.



Wihana Kirana Jaya

Komisaris | *Commissioner*

Usia | *Age*
64 tahun | *years old*

Domisili | *Domicile*
Jakarta

Kewarganegaraan | *Nationality*
Indonesia | *Indonesian*

Periode | *Period*
4 Oktober 2021-sekarang | *October 4, 2021-present*



Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021

Riwayat Pendidikan
- Sarjana 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)

Riwayat Pekerjaan
- 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 (2007-2009)
- 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 (2015-2019)
- Komisaris PT Pelindo IV (2017-2020)
- Advisor dalam ERIA Research Project dengan tema Indonesia Maritime Policy and Progress: An Analytical Review (2018)
- Komisaris PT Angkasa Pura I (2020-2021)

Jabatan Lainnya
- Konsultan AIPEG, AUSAID, Konsultan Desentralisasi Kewenangan, DSF, Bank Dunia (2011-sekarang)
- Staf Khusus Menteri Perhubungan Bidang Ekonomi dan Investasi Transportasi (2016-sekarang)
- Ketua Komite Manajemen Risiko Usaha, GCG dan Investasi PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)
- Anggota Komite Nominasi dan Remunerasi PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)

- Anggota Komite Audit PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Legal Basis of Appointment
Decree of the Minister of SOEs No. SK-337/MBU/10/2021

Education Background
- *Bachelor of Economics, Gadjah Mada University (1983)*
- *Master of Money, Banking and Finance, Department of Economics, Birmingham University, UK (1990)*
- *Doctoral Degree in Economics, Department of Economics, Monash University, Melbourne (2008)*
- *Professor in Economics, Gadjah Mada University (2010)*

Work Experience
- *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 (PSEKP), UGM (2007-2009)*
- *Inter-Regional Cooperation Consultant, USAID (2008-2009)*
- *Decentralization Consultant of Bank Pembangunan Asia (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 Person of the Minister of Finance on Fiscal Decentralization, Ministry of Finance (2012-2015)*
- *Dean of the Faculty of Economics and Business, UGM, first in Indonesia to obtain AACSB world business school accreditation and became the first assessor from Indonesia AACSB at Curtin School of Business (2013-2016)*
- *Independent Commissioner of AXA Mandiri (2015-2019)*
- *Commissioner of PT Pelindo IV (2017-2020)*
- *Advisor for ERIA Research Project with the theme Indonesia Maritime Policy and Progress: An Analytical Review (2018)*

- *Commissioner of PT Angkasa Pura I (2020-2021)*

Concurrent Positions
- *Consultant of AIPEG, AUSAID, Decentralization of Authority Consultant, DSF, World Bank (2011-present)*
- *Special Staff to the Minister of Transportation for the Economy and Transportation Investment (2016-present)*
- *Chairman of the Business Risk Management, GCG and Investment of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*
- *Member of the Nomination and Remuneration Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*
- *Member of the Audit Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*

Affiliated Relationship
Has no affiliated relationship with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and main shareholders.



Odo Rene Mathew Manuhutu

Komisaris | *Commissioner*

Usia | *Age*
52 tahun | years old

Domisili | *Domicile*
Jakarta

Kewarganegaraan | *Nationality*
Indonesia | Indonesian

Periode | *Period*
4 Oktober 2021-sekarang | October 4, 2021-present



Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021

Riwayat Pendidikan
- University of Oxford, Diplomacy-International Relations (1998)
- The Fletcher School at Tufts University, Master of Arts & International Relations (2006)
- Harvard University Kennedy School of Government, Master of Public Administration, Public Policy (2011)

Riwayat Pekerjaan
- Sekretaris III, Kementerian Luar Negeri (1996-2000)
- Sekretaris II, Kementerian Luar Negeri (2004-2006)
- Sekretaris I, Kementerian Luar Negeri (2007-2011)
- Penasihat Menteri, Kementerian Luar Negeri (2011-2018)

- Direktur Sekolah dan Staf Pimpinan Luar Negeri (Sesparlu) (Desember 2011-April 2018)

- Direktur Keselamatan dan Navigasi Maritim, Kementerian Koordinator Bidang Kemaritiman dan Investasi Republik Indonesia (Maret 2018-Maret 2020)
- Direktur Ekonomi Kreatif, Kementerian Koordinator Bidang Kemaritiman dan Investasi Republik Indonesia (Maret-Juni 2020)

Jabatan Lainnya
- Deputi Menteri Koordinator Pariwisata dan Ekonomi Kreatif, Kementerian Koordinator Bidang Kemaritiman dan Investasi Republik Indonesia (2020-sekarang)

- Anggota Komite Manajemen Risiko Usaha, GCG dan Investasi PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)
- Anggota Komite Nominasi dan Remunerasi PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)

- Anggota Komite Audit PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Legal Basis of Appointment
Decree of the Minister of SOEs No. SK-337/MBU/10/2021

Education Background
- *University of Oxford, Diplomacy-International Relations (1998)*
- *The Fletcher School at Tufts University, Master of Arts & International Relations (2006)*
- *Harvard University Kennedy School of Government, Master of Public Administration, Public Policy (2011)*

Work Experience
- *Secretary III, Ministry of Foreign Affairs (1996-2000)*
- *Secretary II, Ministry of Foreign Affairs (2004-2006)*
- *Secretary I, Ministry of Foreign Affairs (2007-2011)*
- *Advisor to the Minister, Ministry of Foreign Affairs (2011-2018)*
- *Director for Senior Diplomatic School (Sekolah dan Staf Pimpinan Luar Negeri (Sesparlu) (December 2011-April 2018)*
- *Director of Maritime Safety and Navigation, Coordinating Ministry for Maritime and Investment Affairs of the Republic of Indonesia (March 2018 - March 2020)*
- *Director of Creative Economy, Coordinating Ministry for Maritime and Investment Affairs of the Republic of Indonesia (March-June 2020)*

Concurrent Positions
- *Deputy Coordinating Minister for Tourism and Creative Economy, Coordinating Ministry for Maritime and Investment Affairs of the Republic of Indonesia (2020-present)*
- *Member of Business Risk Management, GCG and Investment Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*
- *Member of the Nomination and Remuneration Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*
- *Member of the Audit Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*

Affiliated Relationship
Has no affiliated relationship with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and main shareholders.



Elwin Chandra Mochsin

Komisaris Independen | *Independent Commissioner*

Usia | *Age*
49 tahun | *years old*

Domisili | *Domicile*
Jakarta

Kewarganegaraan | *Nationality*
Indonesia | Indonesian

Periode | *Period*
4 Oktober 2021-sekarang | October 4, 2021-present



Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021

Riwayat Pendidikan
Sarjana Desain Komunikasi Visual ITB (1997)

Riwayat Pekerjaan
- Senior Art Director dan Kepala Unit Bisnis di Caberawit Pariwara (1997-2000)
- Founder & Creative Director di virtuaego.com (2000-2003)
- Dosen Desain Komunikasi Visual di Universitas Bina Nusantara (2000-2005)
- Creative Director di OgilvyOne Jakarta (2002-2003)
- Creative Director di PT Caberawit Pariwara (2003-2004)
- Founder & Creative Director di XCR (PT Caberawit Pariwara) (2004-2006)
- Founder & Managing Creative Director Celsius Creative Lab (2007-2021)
- President Creative Circle Indonesia (2009-2015)
- Chairman Citra Pariwara (2016-2017)
- Communication Director Indonesia Asian Games Organizing Committee (INASGOC) (2017-2018)

Jabatan Lainnya
- Co-Founder TIPS Inovasi Logistik (2016-sekarang)
- Chairman Persatuan Perusahaan Periklanan Indonesia (P3I) Jakarta (2019-sekarang)
- Founder & Chairman di Celsius Creative Lab (2021-sekarang)
- Ketua Komite Audit PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)
- Anggota Komite Manajemen Risiko Usaha, GCG dan Investasi PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)
- Anggota Komite Nominasi dan Remunerasi PT Aviasi Pariwisata Indonesia (Persero) (2021-sekarang)

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Legal Basis of Appointment
Decree of the Minister of SOEs No. SK-337/MBU/10/2021

Education Background
Bachelor of Visual Communication Design from ITB (1997)

Work Experience
- *Senior Art Director and Head of Business Unit at Caberawit Pariwara (1997-2000)*
- *Founder & Creative Director at virtuaego.com (2000-2003)*
- *Lecturer of Visual Communication Design at Bina Nusantara University (2000-2005)*
- *Creative Director at OgilvyOne Jakarta (2002-2003)*
- *Creative Director at PT Caberawit Pariwara (2003-2004)*
- *Founder & Creative Director at XCR (PT Caberawit Pariwara) (2004-2006)*
- *Founder & Managing Creative Director of Celsius Creative Lab (2007-2021)*
- *President of Creative Circle Indonesia (2009-2015)*
- *Chairman of Citra Pariwara (2016-2017)*
- *Communication Director Indonesia Asian Games Organizing Committee (INASGOC) (2017-2018)*

Concurrent Positions
- *Co-Founder of TIPS Inovasi Logistik (2016-present)*
- *Chairman of Persatuan Perusahaan Periklanan Indonesia (P3I) Jakarta (2019-present)*
- *Founder & Chairman at Celsius Creative Lab (2021-present)*
- *(2021-sekarang)/ Chairman of the Audit Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*
- *Member of Business Risk Management, GCG and Investment Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*
- *Member of the Nomination and Remuneration Committee of PT Aviasi Pariwisata Indonesia (Persero) (2021-present)*

Affiliated Relationship
Has no affiliated relationship with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and main shareholders.

Profil Direksi
Board of Directors' Profile



Herdy Rosadi Harman
Direktur SDM dan Digital
Director of HC and Digital

Edwin Hidayat Abdullah
Wakil Direktur Utama
Vice President Director



Dony Oskaria
Direktur Utama
President Director

Maya Carolina Watono
Direktur Pemasaran dan
Program Pariwisata
Director of Marketing and
Tourism Program



Dony Oskaria

Direktur Utama | *President Director*

Usia | *Age*
53 tahun | *years old*

Domisili | *Domicile*
Jakarta

Kewarganegaraan | *Nationality*
Indonesia | *Indonesian*

Periode | *Period*
4 Oktober 2021-sekarang | *October 4, 2021-present*

Tahun 2022, komposisi Direksi InJorney tidak mengalami perubahan.
In 2022, the composition of InJourney's Board of Directors did not change.

Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021

Riwayat Pendidikan
- Sarjana Hubungan Internasional di Universitas Padjadjaran (1994)
- Magister Administrasi Bisnis di Asian Institute of Management Filipina (2009)

Riwayat Pekerjaan
- Managing Director di Bank Mega (2012-2014)
- Komisaris PT Garuda Indonesia (Persero) Tbk (2014-2019)

- Anggota dari Komite Ekonomi dan Industri Nasional (KEIN) Republik Indonesia (2015-2019)
- CEO Hospitality & Entertainment CT Corp (2014-2020)

- Wakil Direktur Utama PT Garuda Indonesia (Persero) Tbk (2020-2021)
- Komisaris PT Citilink Indonesia (2019-2022)

Jabatan Lainnya
Co-Founder RANS Entertainment (2021-sekarang)

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan pemegang saham pengendali dan utama.

Legal Basis of Appointment
Decree of the Minister of SOEs No. SK-336/MBU/10/2021

Education Background
- *Bachelor of International Relations at Padjajaran University (1994)*
- *Master of Business Administration at the Asian Institute of Management, Philippines (2009)*

Work Experience
- *Managing Director at Bank Mega (2012-2014)*
- *Commissioner of PT Garuda Indonesia (Persero) Tbk (2014-2019)*
- *Member of National Committee for the Economy and Industry (KEIN) of the Republic of Indonesia (2015-2019)*
- *CEO of Hospitality & Entertainment at CT Corp (2014-2020)*
- *Vice President Director of PT Garuda Indonesia (Persero) Tbk (2020-2021)*
- *Commissioner of PT Citilink Indonesia (2019-2022)*

Concurrent Positions
Co-Founder of RANS Entertainment (2021-present)

Affiliated Relationship
Has no affiliated relationship with others members of the Board of Directors, members of the Board of Commissioners or with the controlling and main shareholders.



Edwin Hidayat Abdullah

Wakil Direktur Utama | *Vice President Director*

Usia | *Age*
51 tahun | *years old*

Domisili | *Domicile*
Jakarta

Kewarganegaraan | *Nationality*
Indonesia | *Indonesian*

Periode | *Period*
4 Oktober 2021-sekarang | *October 4, 2021-present*



Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021

Riwayat Pendidikan
- Sarjana Ekonomi di Universitas Gadjah Mada (1995)
- Magister Manajemen Publik di Lee Kuan Yew School of Public Policy (2005)

Riwayat Pekerjaan
- Risk Monitoring Committee di PT Bank Sinarmas Tbk (2006-2015)
- Komite Audit Independen di PT Duta Pertiwi Tbk (2013-2015)
- Komite Audit Independen dan Komisaris di PT Bumi Serpong Damai (2013-2015)
- Deputi Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Kementerian BUMN Republik Indonesia (2015-2019)
- Komisaris Utama PT Telekomunikasi Seluler (2015-2017)
- Komisaris PT Pertamina (Persero) (2016-2018)
- Komisaris PT Telekomunikasi Indonesia (Persero) (2018-2019)
- Komisaris Utama di PT Icon+ (2018-2019)
- Komisaris Utama di PT Terminal Petikemas Surabaya (2019-2020)
- Vice President Director di PT Angkasa Pura II (Persero) (2019-2021)
- Direktur PMO Holding BUMN Indonesia Tourism Ecosystem (2019-2021)

Jabatan Lainnya
Komisaris Utama PT Angkasa Pura Propertindo (sejak 2020)

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan pemegang saham pengendali dan utama.

Legal Basis of Appointment
Decree of the Minister of SOEs No. SK-336/MBU/10/2021

Education Background
- *Bachelor of Economics at Gadjah Mada University (1995)*
- *Master of Public Management at Lee Kuan Yew School of Public Policy (2005)*

Work Experience
- *Risk Monitoring Committee at PT Bank Sinarmas Tbk (2006-2015)*
- *Independent Audit Committee at PT Duta Pertiwi Tbk (2013-2015)*
- *Independent Audit Committee and Commissioner at PT Bumi Serpong Damai (2013-2015)*
- *Deputy of Energy, Logistics, Regions and Tourism in the Ministry of SOEs of the Republic of Indonesia (2015-2019)*
- *President Commissioner of PT Telekomunikasi Seluler (2015-2017)*
- *Commissioner of PT Pertamina (Persero) (2016-2018)*
- *Commissioner of PT Telekomunikasi Indonesia (Persero) (2018-2019)*
- *President Commissioner at PT Icon+ (2018-2019)*
- *President Commissioner at PT Terminal Petikemas Surabaya (2019-2020)*
- *Vice President Director at PT Angkasa Pura II (Persero) (2019-2021)*
- *Director of SOEs Indonesia Tourism Ecosystem Holding (2019-2021)*

Concurrent Positions
President Commissioner of PT Angkasa Pura Propertindo (since 2020)

Affiliated Relationship
Has no affiliated relationship with others members of the Board of Directors, members of the Board of Commissioners or with the controlling and main shareholders.



Maya Carolina Watono

Direktur Pemasaran dan Program Pariwisata | *Director of Marketing and Tourism Program*

Usia | *Age*
40 tahun | *years old*

Domisili | *Domicile*
Jakarta

Kewarganegaraan | *Nationality*
Indonesia | *Indonesian*

Periode | *Period*
14 Januari 2022-sekarang | *January 14, 2022-present*



Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN No. SK-19/MBU/01/2022

Riwayat Pendidikan
- Sarjana Psikologi di University of Western Australia (2004)
- Sarjana Pemasaran di University of Western Australia (2004)

Riwayat Pekerjaan
- Psikolog dan Marketing Case Manager Commonwealth Government's Autism Association of Western Australia (2005-2006)
- General Manager Dwi Sapta Group (2007)
- CEO Dwi Sapta Group (2008-2018)
- Country CEO Dentsu Indonesia (2019-2022)

Jabatan Lainnya
Tidak Ada

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan pemegang saham pengendali dan utama.

Legal Basis of Appointment
Decree of the Minister of SOEs No. SK-19/MBU/01/2022

Education Background
- *Bachelor of Psychology at the University of Western Australia (2004)*
- *Bachelor of Marketing at the University of Western Australia (2004)*

Work Experience
- *Psychologist and Marketing Case Manager for Commonwealth Government's Autism Association of Western Australia (2005-2006)*
- *General Manager of Dwi Sapta Group (2007)*
- *CEO of Dwi Sapta Group (2008-2018)*
- *Country CEO of Dentsu Indonesia (2019-2022)*

Concurrent Positions
None

Affiliated Relationship
Has no affiliated relationship with others members of the Board of Directors, members of the Board of Commissioners or with the controlling and main shareholders.



Herdy Rosadi Harman

Direktur SDM dan Digital | *Director of HC and Digital*

Usia | *Age*
59 tahun | *years old*

Domisili | *Domicile*
Jakarta

Kewarganegaraan | *Nationality*
Indonesia | *Indonesian*

Periode | *Period*
4 Oktober 2021-sekarang | *October 4, 2021-present*



Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021

Riwayat Pendidikan
- Sarjana Hukum di Universitas Padjadjaran (1986)
- Magister Administrasi Bisnis di Asian Institute Management Philippines – Institute Management Bandung TELKOM University (1993)
- Magister Hukum di George Washington University (1998)

Riwayat Pekerjaan
- Vice President Legal & Compliance PT Telekomunikasi Indonesia (Persero) Tbk (2006-2007)
- Vice President Regulatory Management PT Telekomunikasi Indonesia (Persero) Tbk (2007-2012)
- Direktur Human Capital Management PT Telekomunikasi Selular (Telkomsel) (2012-2014)
- Direktur Human Capital PT Telekomunikasi Indonesia (Persero) Tbk (2014-2019)
- Staf Khusus V Menteri BUMN Bidang Pengembangan Sumber Daya Manusia Kementerian BUMN (2019)
- Direktur Human Capital PT Bank Rakyat Indonesia (Persero) Tbk (2019-2021)

Jabatan Lainnya
Tidak Ada

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan pemegang saham pengendali dan utama.

Legal Basis of Appointment
Decree of the Minister of SOEs No. SK-336/MBU/10/2021

Education Background
- Sarjana Hukum di Universitas Padjadjaran (1986)
- Magister Administrasi Bisnis di Asian Institute Management Philippines – Institute Management Bandung TELKOM University (1993)
- Magister Hukum di George Washington University (1998)

Work Experience
- *Vice President of Legal & Compliance of PT Telekomunikasi Indonesia (Persero) Tbk (2006-2007)*
- *Vice President of Regulatory Management of PT Telekomunikasi Indonesia (Persero) Tbk (2007-2012)*
- *Director of Human Capital Management of PT Telekomunikasi Selular (Telkomsel) (2012-2014)*
- *Director of Human Capital of PT Telekomunikasi Indonesia (Persero) Tbk (2014-2019)*
- *Special Staff V to the Minister of SOEs for Human Capital Development of the Ministry of SOEs (2019)*
- *Director of Human Capital of PT Bank Rakyat Indonesia (Persero) Tbk (2019-2021)*

Concurrent Positions
None

Affiliated Relationship
Has no affiliated relationship with others members of the Board of Directors, members of the Board of Commissioners or with the controlling and main shareholders.

Pejabat Eksekutif

Executive Officers

Sudarto
- *Vice President of Budgeting & Finance Accounting*
- *PGS. Vice President of Assets Management*

Garnita Pratiwi
Vice President of Legal

Achmad Syahir
Vice President of Human Capital Business Partner

Bogi Aditya S.Nugroho
Senior Vice President of Transformation & Change Management

Muhammad Urrasyidin
Vice President of Finance & Human Capital Shared Services



Yudhaprana Sugarda
- *Vice President of Project Investment Business Development & Portofolio*
- *PGS. Vice President of Customer Experience*

Hendra Sutara
Vice President of Center of Excellence

Retna Murti Asmoro
Senior Vice President of Marketing & Event Management

Yudi Maisa
- *Vice President of Risk Management*
- *PGS. Vice President of Procurement*

Binta Prabasena
Vice President of Corporate Planning & Performance Management

Citra Dewi Puteri Iriani
Pgs. Vice President of Human Capital Strategy

Beni Subena
Senior Vice President of Internal Audit

Guntar PM Siahaan
Vice President of Treasury & Financing

Robby Saputra
Vice President of Enterprise Information Technology



Eko Wahyudi
Vice President of Collaborative Program

Yoesman Sugianto
Senior Vice President of Commercial Strategy

Nugdha Achadie
Senior Vice President of Corporate Secretary

Struktur dan Komposisi Pemegang Saham

Shareholders Structure and Composition



Saham InJourney terdiri dari 65.164.367 lembar saham dengan nominal Rp100.000/saham yang seluruhnya (100%) dimiliki oleh Pemerintah Republik Indonesia c.q Kementerian BUMN.

InJourney's shares consist of 65,164,367 shares with a nominal value of Rp100,000/share which are wholly (100%) owned by the Government of the Republic of Indonesia c.q the Ministry of SOEs.

Kepemilikan Saham oleh Dewan Komisaris dan Direksi

Seluruh anggota Dewan Komisaris dan Direksi InJourney tidak memiliki saham di PT Aviasi Pariwisata Indonesia (Persero).

Share Ownership by the Board of Commissioners and Board of Directors

All members of InJourney's Board of Commissioners and Board of Directors do not own shares in PT Aviasi Pariwisata Indonesia (Persero).



PT Aviasi Pariwisata Indonesia (Persero)

Kronologis Penerbitan Saham
Chronology of Share Issuance



Hingga akhir tahun 2022, Saham InJourney tidak dicatatkan di bursa manapun sehingga tidak terdapat informasi mengenai penerbitan dan pencatatan saham yang dapat disampaikan dalam laporan ini.

Until the end of 2022, InJourney's shares were not listed on any exchange, so there is no information regarding the issuance and listing of shares that can be presented in this report.

Kronologis Penerbitan Efek Lainnya
Chronology of Other Securities Issuance

Hingga akhir tahun 2022, InJourney belum melakukan penjualan dan pencatatan obligasi maupun sukuk.

Until the end of 2022, InJourney has not made any sales or listing of bonds or sukuk.

Entitas Anak dan Asosiasi

Subsidiary and Associated Entity

Pada tahun 2022, InJourney memiliki 6 anak perusahaan yang akan memberikan layanan terbaik bagi seluruh pengguna jasa namun InJourney belum memiliki entitas asosiasi maupun yayasan.

In 2022, InJourney has 6 subsidiaries that will provide the best service for all service users, but InJourney did not yet have an associated entity or foundation.

Nama Entitas *Entity Name*	PT Angkasa Pura I
Alamat *Address*	Grha Angkasa Pura I Kota Baru Bandar Kemayoran Blok B12 Kav. 2 Jakarta Pusat, DKI Jakarta Central Jakarta, DKI Jakarta Indonesia 10610
Kepemilikan Saham *Share Ownership*	• Pemerintah Indonesia 0,00002% | Government of Indonesia 0.00002% • PT Aviasi Pariwisata Indonesia (Persero) 99,99998%
Kegiatan Usaha *Business Activity*	1. Penyediaan, pengusahaan, dan pengembangan fasilitas untuk kegiatan pelayanan pendaratan, lepas landas, parkir, dan penyimpanan pesawat udara; *Provision, operations, and development of facilities for aircraft landing, take-off, parking, and storage services;* 2. Penyediaan, pengusahaan, dan pengembangan fasilitas terminal untuk pelayanan angkutan penumpang, kargo, dan pos; *Provision, operations, and development of terminal facilities for passenger, cargo, and postal transportation services;* 3. Penyediaan, pengusahaan, dan pengembangan jasa pelayanan penerbangan; *Provision, operations, and development of aviation services;* 4. Penyediaan, pengusahaan dan pengembangan fasilitas elektronika, navigasi, listrik, air, dan instalasi limbah buangan; *Provision, operations, and development of electronics, navigation, electricity, water, and installation of waste disposal facilities;* 5. Penyediaan lahan untuk bangunan, lapangan dan kawasan industri serta gedung/bangunan yang berhubungan dengan kelancaran angkutan udara; *Provision of land for buildings, fields, and industrial areas as well as buildings related to the smooth running of air transportation;* 6. Penyediaan jasa konsultasi, pendidikan dan pelatihan yang berkaitan dengan kebandarudaraan dan pelayanan penerbangan; *Provision of consultation, education, and training services related to airports and flight services;* 7. Penyediaan jasa pelayanan yang secara langsung menunjang kegiatan penerbangan yang meliputi penyediaan hangar udara, perbengkelan pesawat udara, jasa *ramp*, jasa pelayanan penumpang dan bagasi, jasa penanganan kargo dan surat, pelayanan jasa *load control*, komunikasi dan operasi penerbangan, pelayanan jasa pengamanan, pelayanan jasa pemeliharaan dan perbaikan pesawat udara, penyediaan dan pendistribusian bahan bakar pesawat udara; *Provision of services that directly support flight activities which include the provision of air hangars, aircraft overhaul, ramp services, passenger and luggage services, cargo and postal handling services, load control services, flight communications and operations, security services, aircraft maintenance and repair services, provision and distribution of aircraft fuel;* 8. Penyediaan jasa pelayanan yang secara langsung atau tidak langsung menunjang kegiatan bandar udara yang meliputi jasa penyediaan penginapan/hotel, jasa penyediaan toko, penyediaan restoran dan bar (*cafe*), jasa penempatan kendaraan bermotor/parkir, jasa perawatan pada umumnya (kegiatan jasa yang melayani pembersihan dan pemeliharaan gedung dan kantor di bandar udara), jasa penyediaan otomatisasi pelaporan keberangkatan penerbangan; *Provision of services that directly or indirectly support airport activities which include providing lodging/ hotel services, providing shops, providing restaurants and bars (cafes), placing motorized vehicles/parking services, maintenance services in general (service activities that serve the cleaning and maintenance of buildings and offices at airports), providing automation of flight departure reporting services;*

9. Jasa penunjang kegiatan bandar udara lainnya, meliputi penjualan bahan bakar dan pelumas kendaraan bermotor di bandar udara, jasa pelayanan pengangkutan barang, penumpang di terminal kedatangan dan pemberangkatan jasa pelayanan pos jasa pelayanan telekomunikasi, jasa tempat bermain dan rekreasi, jasa aluan wisata, agen perjalanan, bank untuk pelayanan jasa perbankan di bandar udara, penukaran uang, jasa pelayanan angkutan darat, penitipan barang, jasa advertensi, *first class lounge, business class lounge,* dan *VIP room, hairdresser and beauty* salon, agrobisnis *service, nursery*, asuransi, jasa penyediaan ruangan, *vending machine*, jasa pengelolaan limbah buang, jasa pelayanan kesehatan, jasa penyediaan kawasan industri, jasa lainnya yang secara langsung atau tidak langsung menunjang kegiatan bandar udara.
   Other airport activity support services, including the sale of fuel and lubricants for motorized vehicles at the airport, freight services, passengers at the arrival and departure terminals, postal services, telecommunication services, playground and recreation services, tour route services, travel agents, bank for banking services at the airport, money exchange, land transportation services, safekeeping of goods, advertising services, first-class lounge, business class lounge and VIP room, hairdresser and beauty salon, agribusiness service, nursery, insurance, services provision of rooms, vending machines, waste management services, health services, industrial area provision services, other services that directly or indirectly support airport activities.

Usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan yang berada di luar daerah lingkungan kerja bandar udara, meliputi usaha properti, pergudangan, perkantoran, perhotelan, perumahan, apartemen, bursa mobil, bengkel, restoran, SPBU, pusat perbelanjaan dan bisnis pariwisata, *resort*, olahraga dan rekreasi, rumah sakit, pendidikan dan penelitian, prasarana telekomunikasi dan sumber daya energi, jasa penyewaan dan pengusahaan sarana dan prasarana yang dimiliki Perseroan serta optimalisasi pemanfaatan dana Perseroan melalui pasar modal dan pasar uang.
Businesses in the context of optimizing the utilization of resources owned by the Company which is outside the airport working area, including businesses of property, warehousing, offices, hotels, housing, apartments, car exchanges, repair shops, restaurants, gas stations, shopping centers and tourism businesses, resorts, sports and recreation, hospitals, education and research, telecommunication infrastructure and energy resources, leasing services and operating facilities and infrastructure owned by the Company as well as optimizing the use of Company funds through the capital market and money market.

Total Aset 2022 *Total Assets 2022*	Rp41.135.340.830.000
Keterangan singkat *Brief Description*	PT Angkasa Pura I didirikan dengan nama awal Perusahaan Negara (PN) Angkasa Pura Kemayoran yang didirikan pada 20 Februari 1962 dan diresmikan berdasarkan PP No. 33 tahun 1962. Angkasa Pura I berfokus pada bidang usaha layanan jasa kebandarudaraan dan layanan jasa terkait bandara di wilayah tengah dan timur Indonesia. *PT Angkasa Pura I was established with the initial name Perusahaan Negara (PN) Angkasa Pura Kemayoran which was established on February 20, 1962, and was inaugurated based on Government Regulation (PP) No. 33 of 1962. Angkasa Pura I focuses on the business sector of airport services and airport-related services in the central and eastern regions of Indonesia.* Bandar Udara di Bawah Kelola Angkasa Pura I: *Airports under the Management of Angkasa Pura I:* 1. Bandar Udara I Gusti Ngurah Rai - Bali (DPS) *I Gusti Ngurah Rai Airport – Bali (DPS)* 2. Bandar Udara Juanda - Surabaya (SUB) *Juanda Airport – Surabaya (SUB)* 3. Bandar Udara Sultan Hasanuddin - Makassar (UPG) *Sultan Hasanuddin Airport – Makassar (UPG)* 4. Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan - Balikpapan (BPN) *Sultan Aji Muhammad Sulaiman Sepinggan Airport – Balikpapan (BPN)* 5. Bandar Udara Frans Kaisiepo - Biak (BIK) *Frans Kaisiepo Airport – Biak (BIK)* 6. Bandar Udara Sam Ratulangi - Manado (MDC) *Sam Ratulangi Airport – Manado (MDC)* 7. Bandar Udara Syamsudin Noor - Banjarmasin (BDJ) *Syamsudin Noor Airport – Banjarmasin (BDJ)* 8. Bandar Udara Jenderal Ahmad Yani - Semarang (SRG) *Jenderal Ahmad Yani Airport – Semarang (SRG)* 9. Bandar Udara Adisutjipto - Yogyakarta (JOG) *Adistujipto Airport – Yogyakarta (JOG)* 10. Bandar Udara Adi Soemarmo - Surakarta (SOC) *Adi Soemarmo Airport – Surakarta (SOC)* 11. Bandar Udara Zainuddin Abdul Madjid - Lombok (LOP) *Zainuddin Abdul Madjid Airport – Lombok (LOP)* 12. Bandar Udara Pattimura - Ambon (AMQ) *Pattimura Airport – Ambon (AMQ)* 13. Bandar Udara El-Tari - Kupang (KOE) *El-Tari Airport – Kupang (KOE)* 14. Bandar Udara Internasional Yogyakarta - Kulon Progo (YIA) *Yogyakarta International Airport – Kulon Progo (YIA)* 15. Bandar Udara Sentani - Jayapura (DJJ) *Sentani Airport – Jayapura (DJJ)* 16. Bandar Udara Hang Nadim - Batam (BTH) *Hang Nadim Airport – Batam (BTH)*



ANGKASA PURA II
INDONESIA'S AIRPORT COMPANY

Nama Entitas *Entity Name*	PT Angkasa Pura II
Alamat Address	PT Angkasa Pura II Soekarno-Hatta International Airport Building 600 PO BOX 1001/BUSH Jakarta 19120
Kepemilikan Saham *Share Ownership*	• Pemerintah Indonesia 0,00001% | *Government of Indonesia 0.00001%* • PT Aviasi Pariwisata Indonesia (Persero) 99,99999%
Produk dan Layanan *Products and Services*	A. Pelayanan jasa kebandarudaraan mencakup layanan jasa pesawat udara, penumpang, barang, dan pos yang terdiri atas: *Airport services, including aircraft, passengers, goods, and postal services consisting of* 1. Penyediaan, pengusahaan dan/atau pengembangan fasilitas untuk kegiatan pelayanan pendaratan, lepas landas, manuver, parkir, dan penyimpanan pesawat udara; *Provision, operations and/or development of facilities for landing, taking off, maneuvering, parking, and storaging services of aircraft;* 2. Penyediaan, pengusahaan dan/atau pengembangan fasilitas terminal untuk pelayanan angkutan penumpang, kargo dan pos; *Provision, operations and/or development of terminal facilities for passenger, cargo and postal transportation services;* 3. Penyediaan, pengusahaan dan/atau pengembangan fasilitas elektronika, listrik, air dan instalasi limbah buangan; dan *Provision, operations and/or development of electronic, electricity, water and waste disposal facilities; and* 4. Penyediaan, pengusahaan dan/atau pengembangan lahan untuk bangunan, lapangan dan kawasan industri serta gedung atau bangunan yang berhubungan dengan kelancaran angkutan udara. *Provision, operations and/or development of land for buildings, fields and industrial estates as well as buildings related to the smooth running of air transportation.* B. Pelayanan Jasa Terkait Bandar Udara, meliputi kegiatan: *Airport-related services, consisting of activities:* 1. Jasa terkait untuk menunjang kegiatan pelayanan operasi pesawat udara di bandar udara, terdiri atas: *Related services to support aircraft operating services at airports, consisting of:* a. Penyediaan hanggar pesawat udara; *Provision of aircraft hangars;* b. Perbengkelan pesawat udara; *Aircraft overhaul;* c. Pergudangan; *Warehousing;* d. Katering pesawat udara; *Aircraft catering;* e. Pelayanan teknis penanganan pesawat udara di darat (*Ground Handling*); *Technical services for aircraft ground handling;* f. Pelayanan penumpang dan bagasi; *Passenger and luggage services;* g. Penanganan kargo dan pos; *Cargo and postal handling;* h. Pelayanan jasa *load control;* *Load control services;* i. Komunikasi dan operasi penerbangan di darat; *Flight communications and operations on land;* j. Pelayanan jasa pengamanan; *Security services;* k. Pelayanan penyediaan dan/atau pendistribusian bahan bakar pesawat udara. *Services for providing and/or distributing aircraft fuel.* 2. Jasa terkait untuk menunjang kegiatan pelayanan penumpang dan barang, terdiri atas: *Related services to support passenger and goods services, consisting of:* a. Penyediaan penginapan/hotel dan transit hotel; *Provision of hotel and transit hotel;* b. Penyediaan toko dan restoran; *Provision of shops and restaurants.* c. Penyimpanan kendaraan bermotor; *Storage of motor vehicles.* d. Pelayanan kesehatan; *Health services.* e. Perbankan dan/atau penukaran uang; *Banking and/or money exchange.* f. Transportasi darat; *Land transportation* g. Perawatan pada umumnya (kegiatan jasa yang melayani pembersihan dan/atau pemeliharaan, gedung dan perkantoran/ *maintenance building*. *Maintenance in general (services that serve cleaning and/or maintenance, buildings and offices/building maintenance).* 3. Jasa terkait untuk memberikan nilai tambah bagi pengusahaan bandar udara, terdiri atas: *Related services to provide added value for airport operations, consisting of:* a. Penyediaan tempat bermain dan rekreasi; *Provision of playground and recreation area.* b. Penyediaan fasilitas perkantoran; *Provision of office facilities.* c. Penyediaan fasilitas olahraga; *Provision of sports facilities.* d. Penyediaan fasilitas Pendidikan dan pelatihan; *Provision of Education and Training facilities.*

e. Penjualan/pengisian bahan bakar dan/atau pelumas kendaraan bermotor;
Sales/ refueling of fuel and/or lubricants of motor vehicles.
f. Periklanan;
Advertising
g. Jasa pelayanan telekomunikasi;
Telecommunication services.
h. Jasa aluan wisata;
Tour assistance services.
i. Agen perjalanan;
Travel agents.
j. Penitipan barang;
Deposit counter.
k. *Lounge* dan/atau VIP *room*;
Lounge and/or VIP room.
l. *Beauty salon;*
Beauty salon;
m. *Agrobisnis service;*
Agribusiness services.
n. *Nursery;*
Nursery
o. Asuransi;
Insurance
p. *Vending machine;*
Vending Machine
q. Perkeretaapian khusus;
Special railway
r. Jasa lainnya yang secara langsung atau tidak langsung memberikan nilai tambah bagi kegiatan bandar udara.
Other services that directly or indirectly provide added value to airport services.

Total Aset 2022 *Total Assets 2022*	Rp42.354.178.000.000
Keterangan singkat *Brief Description*	PT Angkasa Pura II merupakan salah satu anak usaha Badan Usaha Milik Negara yang bergerak dalam bidang usaha pelayanan jasa kebandarudaraan dan pelayanan jasa terkait bandar udara di 20 bandara yang tersebar di seluruh wilayah barat Indonesia. *PT Angkasa Pura II is a subsidiary of a State-Owned Enterprise engaged in the business of airport services and airport-related services at 20 airports spread throughout the western region of Indonesia.* Bandar Udara di Bawah Kelola Angkasa Pura II: *Airports under the management of Angkasa Pura II:* 1. Bandar Udara Sultan Iskandar Muda – Banda Aceh (BTJ) *Sultan Iskandar Muda Airport – Banda Aceh (BTJ)* 2. Bandar Udara Kualanamu – Deli Serdang (KNO) *Kualanamu Airport – Deli Serdang (KNO)* 3. Bandar Udara Silangit – Siborong–borong (DTB) *Silangit – Siborong–borong Airport (DTB)* 4. Bandar Udara Minangkabau – Padang (PDG) *Minangkabau Airport – Padang (PDG)* 5. Bandar Udara Sultan Thaha – Jambi (DJB) *Sultan Thaha Airport – Jambi (DJB)* 6. Bandar Udara Sultan Mahmud Badaruddin II – Palembang (PLM) *Sultan Mahmud Badaruddin II Airport – Palembang (PLM)* 7. Bandar Udara Sultan Syarif Kasim II – Pekanbaru (PKU) *Sultan Syarif Kasim II Airport – Pekanbaru (PKU)* 8. Bandar Udara Raja Haji Fisabilillah – Tanjung Pinang (TNJ) *Raja Haji Fisabilillah Airport – Tanjung Pinang (TNJ)* 9. Bandar Udara Depati Amir – Pangkal Pinang (PGK) *Depati Amir Airport – Pangkal Pinang (PGK)* 10. Bandar Udara Supadio – Pontianak (PNK) *Supadio Airport – Pontianak (PNK)* 11. Bandar Udara Soekarno–Hatta – Tangerang (CKG) *Soekarno–Hatta Airport – Tangerang (CGK)* 12. Bandar Udara Halim Perdanakusuma – Jakarta (HLP) *Halim Perdanakusuma Airport – Jakarta (HLP)* 13. Bandar Udara Husein Sastranegara – Bandung (BDO) *Husein Sastranegara Airport – Bandung (BDO)* 14. Bandar Udara Banyuwangi – Banyuwangi (BWX) *Banyuwangi Airport – Banyuwangi (BWX)* 15. Bandar Udara Kertajati – Subang (KJT) *Kertajati Airport – Subang (KJT)* 16. Bandar Udara Tjilik Riwut – Palangkaraya (PKY) *Tjilik Riwut Airport – Palangkaraya (PKY)* 17. Bandar Udara Fatmawati Soekarno – Bengkulu (BKS) *Fatmawati Soekarno Airport – Bengkulu (BKS)* 18. Bandar Udara Radin Inten II – Lampung (TKG) *Radin Inten II Airport – Lampung (TKG)* 19. Bandar Udara HAS Hanandjoeddin – Tanjung Pandan (TJQ) *HAS Hanandjoeddin Airport – Tanjung Pandan (TJQ)* 20. Bandara Udara Jenderal Besar Soedirman – Purbalingga (PWL) *Jenderal Besar Soedirman Airport – Purbalingga (PWL)*



INDONESIA HERITAGE MANAGEMENT

Nama Entitas *Entity Name*	PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko
Alamat *Address*	Jl. Raya Yogya-Solo KM. 16 Prambanan, Sleman D.I Yogyakarta 55561
Kepemilikan Saham *Share Ownership*	• Pemerintah Indonesia 0,00004% | *Government of Indonesia 0.00004%* • PT Aviasi Pariwisata Indonesia (Persero) 99,9996%
Kegiatan Usaha *Business Activity*	Kegiatan usaha PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko, antara lain: 1. Mengelola lingkungan Candi Borobudur, Candi Prambanan, dan Candi Ratu Boko serta peninggalan sejarah dan purbakala lainnya sebagai taman wisata, termasuk kegiatan perencanaan teknis, pemeliharaan dan pengawasan lingkungannya, satu dan lain sesuai dengan peraturan perundang-undangan yang berlaku; 2. Merencanakan, mengembangkan, dan memanfaatkan prasarana, sarana & fasilitas umum lainnya di lingkungan Taman Wisata Candi untuk kegiatan pariwisata; 3. Melakukan kegiatan usaha lainnya di bidang pariwisata. *The business activities of PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko, include:* *1. Manage the environment of Borobudur Temple, Prambanan Temple, and Ratu Boko Temple as well as other historical and ancient heritage as tourist parks, including technical planning activities, maintenance and supervision of their environment, one and another in accordance with applicable statutory regulations;* *2. Plan, develop, and utilize infrastructure, facilities & other public facilities within the Temple Tourism Park for tourism activities;* *3. Conduct other business activities in the tourism sector.* Sejalan dengan RJPP PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko tahun 2020-2024, PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko akan membagi mengelola 4 pilar bisnis yang berbeda, yaitu: 1. *Heritage Park*: Pilar bisnis utama sebagai pengelola cagar budaya pasca pugar yang ada di Indonesia dan di luar negeri, meliputi *temple, palace, building*; 2. *Cultural Park*: Pengembangan destinasi berbasis taman budaya dan alam, yang meliputi *cultural village, food park, art & craft village, cultural beach*; 3. *Tourism Amenities*: Pilar bisnis penunjang terkait, akomodasi, transportasi, dan hiburan yang meliputi penginapan (*homestay & hotel), transport & parking, retail & cinema*. 4. *Attraction*: Pilar bisnis berupa aktivitas seni dan budaya yang berhubungan dengan pariwisata, meliputi *art performance, cultural adventure, tour travel*, dan *event organizer*. *In line with the Company's Long-Term Plan (RJPP) of PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko for 2020-2024, PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko will divide the management of 4 different business pillars, namely:* *1. Heritage Park: The main business pillar is managing post-restore cultural heritage in Indonesia and abroad, including temples, palaces, buildings;* *2. Cultural Park: Development of destinations based on cultural and natural parks, which include cultural villages, food parks, art & craft villages, and cultural beaches;* *3. Tourism Amenities: Supporting business pillar related to accommodation, transportation, and entertainment which include lodging (homestays & hotels), transport & parking, retail & cinema.* *4. Attraction: Business pillar in the form of arts and cultural activities related to tourism, including art performance, cultural adventure, tour travel, and event organizer.*
Total Aset 2022 *Total Assets 2022*	Rp822.054.477.139
Keterangan singkat *Brief Description*	PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko lahir sebagai bentuk kepedulian Pemerintah terhadap upaya untuk melestarikan dan menjaga harta peninggalan sejarah dan budaya. Kepedulian tersebut diwujudkan dalam bentuk pengelolaan kawasan peninggalan sejarah, khususnya candi-candi dengan tetap mempertimbangkan aspek lingkungan, sosial budaya dan masyarakat, sejalan dengan tugas utama untuk mendukung pelestarian peninggalan sejarah candi. *PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko was born as a form of the Government's concern for efforts to preserve and protect historical and cultural heritage. This concern is manifested in the management of historical heritage areas, especially temples while still considering environmental, socio-cultural, and community aspects, in line with the main task of supporting the preservation of historical heritage of temples.* 1. *Heritage Destination* • Borobudur *Temple* • Prambanan *Temple* • Ratu Boko *Temple* 2. *Culture Destination* • Borobudur *Study Center* • Siwarka *Park* • Samudra Raksa *Museum* • Taman Mini Indonesia Indah

Nama Entitas *Entity Name*	PT Hotel Indonesia Natour
Alamat *Address*	Jl. Prof. DR. Soepomo No. 8, RT. 1/RW. 6, West Tebet, Tebet, South Jakarta City, Jakarta 12810
Kepemilikan Saham *Share Ownership*	• Pemerintah Indonesia 0,00001% | *Government of Indonesia 0.00001%* • PT Aviasi Pariwisata Indonesia (Persero) 99,999%
Kegiatan Usaha *Business Activity*	PT Hotel Indonesia Natour (HIN) didirikan pada 5 Agustus 1962 yang bergerak dalam bidang layanan jasa perhotelan dengan nama bisnis Inna Hotels & Resorts. HIN telah mengelola 27 unit hotel dan *resort* yang tersebar di Bali, Jawa, dan Sumatera *PT Hotel Indonesia Natour (HIN) was established on August 5, 1962, which is engaged in hotel services under the business name Inna Hotels & Resorts. HIN has managed 27 hotel and resort units spread across Bali, Java and Sumatra*
Total Aset 2022 *Total Assets 2022*	Rp9.831.924. 223.859
Keterangan singkat *Brief Description*	1. Merusaka Nusa Dua 2. Meruorah Labuan Bajo 3. Merumatta Kila Senggigi 4. Grand Inna Kuta 5. Grand Inna Bali Beach 6. Grand Inna Malioboro 7. Grand Inna Medan 8. Truntum Padang 9. Grand Inna Tunjungan 10. Grand Inna Samudera Beach 11. Inna Bali Heritage 12. Inna Tretes Hotel & Resort 13. Inna Sindhu Beach 14. Inna Ombilin Heritage 15. Khas Tegal 16. Khas Pekalongan 17. Khas Gresik 18. Khas Parapat 19. Khas Pekanbaru 20. Khas Surabaya 21. Khas Malioboro 22. Khas Makassar 23. Khas Tugu 24. Khas Semarang 25. Jatiluhur Valley Hotel & Resort 26. Grand Inna Daira Palembang 27. Saka Tanjung Enim - Private for PTBA Only



Sarinah

Nama Entitas *Entity Name*	PT Sarinah
Alamat *Address*	Gedung Sarinah | Sarinah Building Jl. M. H. Thamrin No. 11, RT. 8/RW. 4 Gondangdia, Kec. Menteng | Sub-District of Menteng Kota Jakarta Pusat, Daerah Khusus Ibukota Jakarta 10350 | *Central Jakarta, Special Capital Region of Jakarta 10350*
Kepemilikan Saham *Share Ownership*	• Pemerintah Indonesia 0,002% | *Government of Indonesia 0.002%* • PT Aviasi Pariwisata Indonesia (Persero) 99,998%
Kegiatan Usaha *Business Activity*	Lini Bisnis Sarinah/ Sarinah's Line of Business 1. Retail Sarinah sebagai 'Rumah Warisan Budaya Indonesia' menawarkan berbagai koleksi produk-produk kerajinan tangan, seni lukis, garmen tradisional (batik), kayu gaharu & kayu cendana melalui *department store* Sarinah. *Sarinah Retail as the 'House of Indonesian Cultural Heritage' offers various collections of handicraft products, painting, traditional garments (batik), agarwood & sandalwood through the Sarinah department store.* 2. *Property & Hospitality* dalam memberikan pengalaman yang berkesan bagi konsumen, Sarinah membangun sejumlah restoran di pusat perbelanjaan Sarinah. Layanan Sarinah juga merambah sektor properti melalui Layanan Hotel Sari Pacific dan Hotel Braga. *Property & Hospitality in providing a memorable experience for consumers, Sarinah built a number of restaurants in the Sarinah shopping center. Sarinah services also penetrate the property sector through Sari Pacific Hotel and Braga Hotel Services.* 3. *Trading & Sourcing* Melalui Divisi Perdagangan, Sarinah memastikan seluruh produk kemitraan dengan UMKM yang dipasarkan Sarinah telah memperoleh publisitas dan pangsa pasar yang tepat. Sarinah telah mengembangkan sejumlah produk seperti produk kerajinan tangan, *furniture* kayu, kain batik, dan aneka karya seni khas Indonesia untuk merambah pasar mancanegara. *Trading & Sourcing Through the Trade Division, Sarinah ensures that all partnership products with MSMEs that are marketed by Sarinah have received proper publicity and market share. Sarinah has developed a number of products such as handicraft products, wooden furniture, batik fabrics, and various Indonesian artworks to penetrate international markets.*
Total Aset 2022 *Total Assets 2022*	Rp1.439.262.472.010
Keterangan singkat *Brief Description*	Sarinah adalah anak usaha InJourney yang bergerak di bidang ritel. Didirikan berdasarkan Akta No. 33 tanggal 17 Agustus 1962 dengan nama PT Department Store Indonesia, Sarinah di bawah InJourney diharapkan menjadi pelopor bisnis ritel BUMN terbesar dan modern di Indonesia. Pada awal berdirinya, Sarinah diharapkan berfungsi sebagai distributor, stimulator, stabilisator harga, bahkan sebagai integrator yang mempunyai peran sebagai penghubung antara kepentingan produsen dan kepentingan konsumen dalam sistem distribusi nasional, sehingga dapat berpartisipasi dalam perubahan struktur perekonomian Indonesia. *Sarinah is a subsidiary of InJourney engaged in retail. Established based on Deed No. 33 dated August 17, 1962, under the name PT Department Store Indonesia, Sarinah under InJourney is expected to be the pioneer of the largest and modern SOE retail business in Indonesia. At its inception, Sarinah was expected to function as a distributor, stimulator, price stabilizer, even as an integrator that has a role as a liaison between the interests of producers and the interests of consumers in the national distribution system, so that it can participate in changes in the structure of the Indonesian economy.*



PT Aviasi Pariwisata Indonesia (Persero)

Nama Entitas *Entity Name*	PT Pengembangan Pariwisata Indonesia (Persero) atau Indonesia Tourism Development Corporation (ITDC) *PT Pengembangan Pariwisata Indonesia (Persero) or Indonesia Tourism Development Corporation (ITDC)*
Alamat *Address*	Kantor Pusat | *Head Office* Menara BCA lantai 39 | *BCA Tower 39th Floor* Jl. MH Thamrin No. 1 Jakarta Pusat, 10310 Indonesia | *Central Jakarta, 10310 Indonesia*
Kepemilikan Saham *Share Ownership*	Pemerintah Indonesia 100% (Kementerian Badan Usaha Milik Negara (BUMN)) *Government of Indonesia 100% (Ministry of State-Owned Enterprises (SOEs))*
Kegiatan Usaha *Business Activity*	1. Merencanakan peruntukan dan penggunaan tanah serta menggunakan tanah untuk keperluan daerah pariwisata dan menata serta membagi lebih lanjut dalam satuan-satuan lingkungan tertentu dan mengembangkan jasa-jasa prasarana dan fasilitas-fasilitas pariwisata lainnya. *Plan the designation and use of land as well as using the land for the purposes of tourism areas and organize and further divide it into certain environmental units and develop infrastructure services and other tourism facilities.* 2. Menyerahkan dan menyewakan bagian-bagian tanah kepada pihak ketiga untuk membangun sarana pariwisata berikut segala fasilitas pendukungnya menurut persyaratan yang ditentukan Perseroan selaku pemegang hak, yang meliputi segi-segi peruntukan, penggunaan, jangka waktu berikut keuangannya dengan ketentuan pemberian hak atas tanah kepada pihak ketiga dilakukan oleh pejabat yang berwenang, sesuai ketentuan yang diterapkan dalam anggaran dasar. *Hand over and lease parts of land to third parties to build tourism facilities and all supporting facilities according to the requirements determined by the Company as the right holder, which includes aspects of designation, use, term and finance with the provision of granting land rights to third parties carried out by authorized officers, in accordance with the provisions stipulated in the articles of association.* 3. Membangun, membeli, menjual dan mengelola properti termasuk hotel, apartemen, kondominium, villa, dan agrowisata serta fasilitas penunjang lainnya. *Build, buy, sell and manage properties including hotels, apartments, condominiums, villas and agritourism as well as other supporting facilities.* 4. Jasa konsultasi di bidang pengembangan pariwisata, manajemen properti termasuk hotel, pemeliharaan, perawatan serta penyediaan fasilitas penunjang lainnya. *Consulting services in the field of tourism development, property management including hotels, maintenance, care, and provision of other supporting facilities.* 5. Merencanakan, membangun dan mengembangkan jasa-jasa prasarana dan fasilitas-fasilitas umum lainnya meliputi pengelolaan limbah, biro perjalanan, restoran, katering, fasilitas hiburan dan olahraga serta penyewaan ruangan dalam lingkungan daerah-daerah wisata. *Plan, build and develop infrastructure services and other public facilities including waste management, travel agencies, restaurants, catering, entertainment and sports facilities as well as space rental in tourist areas.* 6. Membangun bangunan yang dipandang perlu untuk keperluan pengusahaan dan administrasi daerah-daerah pariwisata. *Construct buildings deemed necessary for the purposes of business and administration of tourism areas.* 7. Melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki untuk usaha perkantoran, pusat perbelanjaan, *convention center* dan periklanan. *Conduct business activities in order to optimize the utilization of available resources for office businesses, shopping centers, convention centers and advertising.*
Keterangan singkat *Brief Description*	PT Pengembangan Pariwisata Indonesia (Persero), yang biasa disebut sebagai Indonesia Tourism Development Corporation (ITDC), adalah badan usaha milik negara yang terspesialisasi dalam pengembangan dan pengelolaan kompleks pariwisata terintegrasi. Selama lebih dari 45 tahun, ITDC telah mengelola The Nusa Dua, sebuah kompleks pariwisata mendunia di Bali selatan, yang selama bertahun-tahun tetap menjadi destinasi wisata yang paling diminati oleh banyak merek perhotelan kelas atas. Pengembangan Nusa Dua dimulai pada tahun 1974 ketika ITDC mengambil alih apa yang merupakan daerah pantai yang tidak produktif dengan upaya menciptakan kawasan wisata yang mewah, yang akan terus menarik demografi kelas atas para pelancong internasional serta konvensi dan pameran skala besar, seperti Pertemuan Tahunan IMF-Bank Dunia 2018, diadakan di Bali Nusa Dua Convention Center (BNDCC) yang bergengsi. Pengembangan The Nusa Dua, adalah proyek pariwisata pertama Bank Dunia untuk Indonesia, berperan sebagai katalis untuk pariwisata Bali, sambil menyediakan bagi warga Bali dan Indonesia sebuah tolok ukur untuk destinasi pariwisata masa depan. Destinasi baru tersebut sekarang berjalan dengan baik berkat ITDC.

ITDC telah lebih dipercayakan dengan pengembangan The Mandalika di sepanjang garis pantai selatan Lombok, pulau tetangga Bali. Dengan keahlian selama puluhan tahun sebagai pengembang pariwisata yang disegani, ITDC adalah organisasi ideal milik negara untuk proyek besar ini, yang telah dicatat sebagai destinasi terintegrasi Indonesia berikutnya, yang dilengkapi dengan fasilitas dan daya tarik berstandar internasional yang diletakkan dalam budaya yang berbeda dan lingkungan alami yang tiada taranya. Mandalika adalah contoh dari komitmen pemerintah Indonesia untuk industri pariwisata saat ini dengan tujuan menjadikan pariwisata sebagai penghasil devisa negara utama. Bersama dengan pemerintah, ITDC adalah mitra yang cocok, dengan pengalaman langsung hampir lima dekade, untuk menciptakan tujuan wisata yang direncanakan di seluruh negeri.

PT Pengembangan Pariwisata Indonesia (Persero), commonly referred to as the Indonesia Tourism Development Corporation (ITDC), is a state-owned enterprise specializing in the development and management of integrated tourism complexes.

For more than 45 years, ITDC has managed The Nusa Dua, a global tourism complex in south Bali, which for many years has remained the most sought after tourist destination by many high-end hospitality brands. Development of Nusa Dua began in 1974 when ITDC took over what was an unproductive coastal area in an effort to create a luxury tourist area, which would continue to attract an upper-class demographic of international travelers as well as large-scale conventions and exhibitions, such as the IMF-World Bank Annual Meeting 2018, held at the prestigious Bali Nusa Dua Convention Center (BNDCC).

The Nusa Dua development, the World Bank's first tourism project for Indonesia, serves as a catalyst for Bali tourism, while providing Balinese and Indonesians with a benchmark for future tourism destinations. The new destination is now well underway thanks to ITDC.

ITDC has been further entrusted with the development of The Mandalika along the southern coastline of Lombok, the neighboring island of Bali. With decades of expertise as a respected tourism developer, ITDC is the ideal state-owned organization for this grand project, which has been noted as Indonesia's next integrated destination, equipped with international standard facilities and attractions placed in a distinct culture and natural environment that peerless. Mandalika is an example of the Indonesian government's current commitment to the tourism industry with the aim of making tourism the country's main foreign exchange earner. Together with the government, ITDC is a suitable partner, with nearly five decades of hands-on experience, to create planned tourism destinations across the country.



Struktur Grup Perusahaan
Corporate Group Structure

injourney
Indonesia
Aviation and Tourism

Angkasa Pura Airports	Angkasa Pura II	HIN	TWC	Sarinah	ITDC
Airport Management: Manajemen bandara wilayah tengah & timur (Misalnya Bali, Yogyakarta, Manado, dan lain-lain) ***Airport Management:*** *Airport management in central & eastern Indonesia (such as Bali, Yogyakarta, Manado, and so on)*	***Airport Management:*** Manajemen bandara wilayah tengah & barat (Misalnya Jakarta, Medan, dan lain-lain) ***Airport Management:*** *Airport management in central & western Indonesia (such as Jakarta, Medan, and so on)*	***Heritage Management:*** Pengembangan *heritage based asset* seperti candi, atraksi kultur, produk kerajinan lokal, dan lain-lain sebagai daya tarik wisata ***Heritage Management:*** *Development of heritage-based assets such as temples, cultural attractions, local handicraft products, and others as tourist attractions*	***Demand Management:*** Koordinator sentral integrasi pemasaran, penjualan, dan *branding* terintegrasi dari anggota *Holding* ***Demand Management:*** *Central coordinator of integrated marketing, sales and branding of Holding members*	***Retail Management:*** Pengembangan & pemasaran produk lokal serta *duty free management* ***Retail Management:*** *Development & marketing of local products as well as duty free management*	***Destination Development:*** Pengembangan destinasi wisata dan atraksi untuk pariwisata Indonesia ***Destination Development:*** *Development of tourist destinations and attractions for Indonesian tourism*



Akuntan Publik

Public Accountant

Kantor Akuntan Publik (KAP) merupakan pihak eksternal yang membantu Perseroan dalam melakukan pemeriksaan atau audit laporan keuangan agar sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia. Perseroan menggunakan jasa kantor akuntan publik sesuai dengan peraturan perundang-undangan yang berlaku.

Penunjukan kantor akuntan publik ini diharapkan dapat mendorong Perseroan untuk memberikan informasi dan data yang akuntabel, independen, dan wajar kepada pemegang saham, regulator, serta pemangku kepentingan lainnya.

Proses Penunjukan Akuntan Publik

Penunjukan KAP yang akan melakukan audit atas Laporan Keuangan Konsolidasian InJourney dan Laporan Keuangan atas Pengelolaan Dana Program Kemitraan dan Bina Lingkungan untuk tahun buku 2022 berdasarkan arahan Rapat Umum Pemegang Saham (RUPS). Sebagai tindak lanjut atas hasil RUPS tersebut, Dewan Komisaris telah menugaskan Direksi untuk melakukan seleksi dan penilaian KAP.

Dalam menetapkan KAP, InJourney juga mengacu pada Peraturan Menteri Keuangan No. 17/ PMK.01/2008 Pasal 3 ayat (1) tentang Jasa Akuntan Publik, Pemberian Jasa Audit Umum atas Laporan Keuangan oleh KAP dapat dilakukan paling lama untuk 6 tahun buku berturut-turut, sedangkan oleh seorang Akuntan Publik paling lama untuk 3 tahun buku berturut-turut.

The Public Accounting Firm (KAP) is an external party that assists the Company in carrying out inspections or audits of financial statements so that they comply with the Financial Accounting Standards applicable in Indonesia. The Company uses the services of a public accounting firm in accordance with applicable statutory regulations.

It is hoped that the appointment of this public accounting firm will encourage the Company to provide accountable, independent and fair information and data to shareholders, regulators and other stakeholders.

Public Accountant Appointment Process

Appointment of KAP who will audit InJourney's Consolidated Financial Statements and Financial Statements on the Management of Partnership and Community Development Program Funds for the 2022 financial year based on the direction of the General Meeting of Shareholders (GMS). As a follow-up to the results of the GMS, the Board of Commissioners has assigned the Board of Directors to carry out KAP selection and assessment.

In determining KAP, InJourney also refers to Minister of Finance Regulation No. 17/ PMK.01/2008 Article 3 paragraph (1) concerning Public Accounting Services, Provision of General Audit Services for Financial Statements by KAP can be carried out for a maximum of 6 consecutive financial years, while by a Public Accountant a maximum of 3 financial years successively.



PT Aviasi Pariwisata Indonesia (Persero)

Kantor Akuntan Publik Tahun Buku 2022

Dengan mempertimbangkan keputusan RUPS dan rekomendasi dari Komite Audit, InJourney telah menunjuk Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan yang beralamat di Plaza ASIA, Level 10 Jl. Jend. Sudirman Kav. 59, Jakarta 12190 Indonesia untuk melakukan audit umum atas laporan keuangan konsolidasi PT Aviasi pariwisata Indonesia (Persero) tahun buku 2022. Untuk pekerjaan tersebut, Perseroan membayar biaya sebesar Rp1.911.975.000.

Berikut adalah nama Kantor Akuntan Publik dan Akuntan yang mengaudit laporan keuangan Perseroan dalam 2 tahun terakhir:

Public Accounting Firm for 2022 Financial Year

By considering the GMS decisions and recommendations from the Audit Committee, InJourney has appointed the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan which is located at Plaza ASIA, Level 10 Jl. Jend. Sudirman Kav. 59, Jakarta 12190 Indonesia to conduct a general audit of the consolidated financial statements of PT Aviasi Pariwisata Indonesia (Persero) for the 2022 financial year. For this work, the Company paid a fee of Rp1,911,975,000.

The following are the names of Public Accounting Firms and Accountants who audited the Company's financial statements in the last 2 years:

Tahun *Year*	Kantor Akuntan Publik (KAP) *Public Accounting Firm (KAP)*	Nama Akuntan *Accountant Name*	Jasa Audit *Audit Service*	Biaya *Cost*	Opini *Opinion*
2022	KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan	Eishennoraz	Audit umum atas laporan keuangan konsolidasi PT Aviasi pariwisata Indonesia (Persero) *General audit of the consolidated financial statements of PT Aviasi Pariwisata Indonesia (Persero)*	Rp1.911.975.000	Wajar dalam semua hal yang material *Fair in all material respects*
2021	KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan	Eishennoraz	Audit umum atas laporan keuangan konsolidasi PT Aviasi pariwisata Indonesia (Persero) *General audit of the consolidated financial statements of PT Aviasi Pariwisata Indonesia (Persero)*	Rp1.691.855.000	Wajar dalam semua hal yang material *Fair in all material respects*

Jasa Lain yang Diberikan

Tahun 2022, Kantor Akuntan Publik (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (PKF) tidak memberikan jasa audit lain selain audit laporan keuangan tahun buku 2022.

Other Services Provided

In 2022, Public Accounting Firm (KAP) Amir Abadi Jusuf, Aryanto, Mawar & Rekan (PKF) did not provide other audit services apart from auditing financial statements for the 2022 financial year.



Lembaga dan Profesi Penunjang Perusahaan

The Company's Supporting Institutions and Professionals

Notaris *Notary*	
Nama *Name*	Desman, S.H., M.Hum.
Alamat *Address*	Jl. Muara Karang Raya No. 10 Jakarta Utara, 14450 | North Jakarta, 14450 Telp. (021) 663 0328 (*Hunting*) Fax. (021) 666 00923
Jasa yang diberikan *Services provided*	Membuat akta dan perubahannya serta mengurus pemberitahuan kepada Menteri Hukum dan HAM *Make the deed and its amendments and arrange notifications to the Minister of Law and Human Rights*

Konsultan Hukum *Legal Consultant*	
Nama *Name*	Hermawan Juniarto & Partners
Alamat *Address*	The Plaza Office Tower 32nd Floor Jl. M.H. Thamrin Kav 28-30 Jakarta 10350, Indonesia Tel: +62 21 5081 8000 Fax: +62 21 2992 8303 Email: mail@hjplaw-deloitte.com www.hjplaw-deloitte.com
Jasa yang diberikan *Services provided*	1. Memberikan konsultansi, kajian legal *(legal opinion)*, nasihat hukum *(legal advice)* terkait kegiatan usaha PT Aviasi Pariwisata Indonesia (Persero) secara berkala baik secara lisan atau tulisan, baik secara permintaan atau kebutuhan, termasuk namun tidak terbatas pada aspek hukum badan usaha milik negara, hukum komersial umum, hukum perseroan terbatas, hukum persaingan usaha dan anti-monopoli, serta hukum anti korupsi serta aspek lain yang terkait dengan kegiatan usaha PT Aviasi Pariwisata Indonesia (Persero) (tetapi tidak termasuk hal-hal yang berkaitan dengan pajak); Provide consultation, legal reviews (legal opinion), legal advice related to business activities PT Aviasi Pariwisata Indonesia (Persero) periodically either orally or in writing, either by request or need, including but not limited to the legal aspects of state-owned enterprises, general commercial law, limited liability company law, business competition and anti-monopoly law, as well as anti-corruption law and other aspects related to the business activities of PT Aviasi Pariwisata Indonesia (Persero) (but not including matters related to taxes); 2. Meninjau, memberikan komentar dan memberikan advis atas semua dokumen yang dipersiapkan oleh badan independen yang ditunjuk (seperti notaris) yang berkaitan dengan dokumentasi hukum apapun yang membutuhkan keterlibatan notaris untuk menjalankan kegiatan usaha Klien pada umumnya; Review, provide comments and provide advice on all documents prepared by an appointed independent body (such as a notary) relating to any legal documentation that requires the involvement of a notary to carry out the Client's business activities in general; 3. Menyusun dan meninjau perjanjian-perjanjian dan dokumen lain yang diperlukan dalam rangka menunjang kegiatan usaha PT Aviasi Pariwisata Indonesia (Persero); Prepare and review agreements and other documents needed in order to support the business activities of PT Aviasi Pariwisata Indonesia (Persero); 4. Mendampingi PT Aviasi Pariwisata Indonesia (Persero) dalam segala pertemuan, rapat internal atau eksternal, forum negosiasi dan/atau mediasi sehubungan dengan kegiatan usaha PT Aviasi Pariwisata Indonesia (Persero) secara umum, berdasarkan kebutuhan PT Aviasi Pariwisata Indonesia (Persero); Accompany PT Aviasi Pariwisata Indonesia (Persero) in all meetings, internal or external meetings, negotiation forums and/or mediation in connection with the business activities of PT Aviasi Pariwisata Indonesia (Persero) in general, based on the needs of PT Aviasi Pariwisata Indonesia (Persero); 5. Memberikan konsultasi dan memberikan advis sehubungan kegiatan usaha PT Aviasi Pariwisata Indonesia (Persero) secara umum. Termasuk didalamnya adalah segala bantuan kepada Direksi dalam menanggapi segala permasalahan yang diangkat oleh anggota Dewan Komisaris dan/atau pemegang saham Perseroan; dan Provide consultation and provide advice regarding the business activities of PT Aviasi Pariwisata Indonesia (Persero) in general. This includes all assistance to the Board of Directors in responding to all issues raised by members of the Board of Commissioners and/or the shareholders of the Company; and 6. Membuat dokumentasi hasil *legal review* dalam bentuk *softcopy* dan *hardcopy*. Make documentation of legal review results in the form of softcopy and hardcopy.

Wilayah Operasional dan Daftar Alamat Kantor

Operational Area and List of Office Address



Wilayah Operasional: Sumatra
Operational Area: Sumatra

- Sumatra *Sumatra*
- Kalimantan *Kalimantan*
- Jawa *Java*
- Bali *Bali*
- Sulawesi *Sulawesi*
- Nusa Tenggara *Nusa Tenggara*
- Maluku *Maluku*
- Papua *Papua*

No.	Nama Usaha *Business Name*	Anak Perusahaan *Subsidiary*	Wilayah Operasional *Operational Area*
Wilayah Operasional: Sumatra *Operational Area: Sumatra*			
1	Bandar Udara Sultan Iskandar Muda *Sultan Iskandar Muda Airport*	PT Angkasa Pura II	Aceh
2	• Bandar Udara Kualanamu *Kualanamu Airport* • Bandar Udara Silangit *Silangit Airport*	PT Angkasa Pura II melalui PT Angkasa Pura Aviasi *PT Angkasa Pura II through PT Angkasa Pura Aviasi*	Sumatra Utara *North Sumatra*
3	Grand Inna Medan Hotel *Khas Parapat Hotel*	PT Hotel Indonesia Natour	Sumatra Utara *North Sumatra*
4	Bandar Udara Minangkabau *Minangkabau Airport*	PT Angkasa Pura II	Sumatra Barat *West Sumatra*
5	Truntum Padang Hotel *Inna Ombilin Heritage Hotel*	PT Hotel Indonesia Natour	Sumatra Barat *West Sumatra*

No.	Nama Usaha *Business Name*	Anak Perusahaan *Subsidiary*	Wilayah Operasional *Operational Area*
6	• Bandar Udara Sultan Syarif Kasim II *Sultan Syarif Kasim II Airport* • Bandar Udara Raja Haji Fisabilillah *Raja Haji Fisabilillah Airport*	PT Angkasa Pura II	Riau
7	Khas Pekanbaru Hotel	PT Hotel Indonesia Natour	Riau
8	Bandar Udara Sultan Thaha *Sultan Thaha Airport*	PT Angkasa Pura II	Jambi
9	Bandar Udara Sultan Mahmud Badaruddin II *Sultan Mahmud Badaruddin II Airport*	PT Angkasa Pura II	Sumatra Selatan *South Sumatra*
10	• Grand Inna Daira Palembang Hotel • Saka Tanjung Enim Hotel	PT Hotel Indonesia Natour	Sumatra Selatan *South Sumatra*
11	• Bandar Udara Depati Amir *Depati Amir Airport* • Bandar Udara HAS Hanandjoeddin *HAS Hanandjoeddin Airport*	PT Angkasa Pura II	Bangka Belitung
12	Bandar Udara Fatmawati Soekarno *Fatmawati Soekarno Airport*	PT Angkasa Pura II	Bengkulu
13	Bandar Udara Radin Inten II *Radin Inten II Airport*	PT Angkasa Pura II	Lampung
14	Bandara Udara International Hang Nadim *Hang Nadim International Airport*	PT Angkasa Pura I melalui PT Bandara Internasional Batam *PT Angkasa Pura I through PT Bandara Internasional Batam*	Kepulauan Riau *Riau Islands*
Wilayah Operasional: Jawa *Operational Area: Java*			
15	Bandar Udara Soekarno-Hatta *Soekarno-Hatta Airport*	PT Angkasa Pura II	Banten
16	Bandar Udara Halim Perdanakusuma *Halim Perdanakusuma Airport*	PT Angkasa Pura II	DKI Jakarta
17	PT Aviasi Pariwisata Indonesia (Persero)	Kantor Pusat	DKI Jakarta
18	Mall Sarinah *Sarinah Mall*	PT Sarinah	DKI Jakarta
19	Taman Mini Indonesia Indah	PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko	DKI Jakarta
20	• Grand Inna Samudra Beach Hotel • Jatiluhur Valley Hotel & Resort Hotel	PT Hotel Indonesia Natour	Jawa Barat *West Java*
21	Bandar Udara Husein Sastranegara *Husein Sastranegara Airport*	PT Angkasa Pura II	Jawa Barat *West Java*
22	Bandar Udara Kertajati *Kertajati Airport*	PT Angkasa Pura II	Jawa Barat *West Java*
23	Bandar Udara Jenderal Besar Soedirman *Jenderal Besar Soedirman Airport*	PT Angkasa Pura II	Jawa Tengah *Central Java*
24	• Candi Borobudur *Borobudur Temple* • *Dagi Abhinaya, Manohara Resort*	PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko *PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko*	Jawa Tengah *Central Java*
25	• Khas Tegal Hotel • Khas Pekalongan Hotel • Khas Semarang Hotel	PT Hotel Indonesia Natour	Jawa Tengah *Central Java*
26	• Bandar Udara Jenderal Ahmad Yani *Jenderal Ahmad Yani Airport* • Bandar Udara Adi Soemarmo *Adi Soemarmo Airport*	PT Angkasa Pura I	Jawa Tengah *Central Java*

No.	Nama Usaha *Business Name*	Anak Perusahaan *Subsidiary*	Wilayah Operasional *Operational Area*
27	Bandar Udara Internasional Yogyakarta *Yogyakarta International Airport*	PT Angkasa Pura I	D.I Yogyakarta *Special Region of Yogyakarta*
28	Bandar Udara Adisutjipto *Adisutjipto Airport*	PT Angkasa Pura I	D.I Yogyakarta *Special Region of Yogyakarta*
29	Samudra Raksa Museum	PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko *PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko*	D.I Yogyakarta *Special Region of Yogyakarta*
30	• Candi Prambanan *Prambanan Temple* • Candi Ratu Boko *Ratu Boko Temple* • The Manohara Hotel	PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko *PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko*	D.I Yogyakarta *Special Region of Yogyakarta*
31	• Grand Inna Malioboro Hotel • Khas Malioboro • Khas Tugu Hotel	PT Hotel Indonesia Natour	D.I Yogyakarta *Special Region of Yogyakarta*
32	Bandar Udara Banyuwangi *Banyuwangi Airport*	PT Angkasa Pura II	Jawa Timur *East Java*
33	Bandar Udara Juanda *Juanda Airport*	PT Angkasa Pura I	Jawa Timur *East Java*
34	• Grand Inna Tunjungan Hotel • Inna Tretes Hotel & Resort • Khas Gresik Hotel • Khas Surabaya Hotel	PT Hotel Indonesia Natour	Jawa Timur *East Java*
Wilayah Operasional: Bali *Operational Area: Bali*			
35	Bandar Udara I Gusti Ngurah Rai *I Gusti Ngurah Rai Airport*	PT Angkasa Pura I	Bali
36	• Merusaka Nusa Dua Hotel • Grand Inna Kuta Hotel • Grand Inna Bali Beach Hotel • Inna Bali Heritage Hotel • Inna Sindhu Beach Hotel	PT Hotel Indonesia Natour	Bali
37	The Nusa Dua	PT ITDC	Bali
Wilayah Operasional: Nusa Tenggara *Operational Area: Nusa Tenggara*			
38	Bandar Udara Zainuddin Abdul Madjid *Zainuddin Abdul Madjid Airport*	PT Angkasa Pura I	Nusa Tenggara Barat *West Nusa Tenggara*
39	Merumatta Kila Senggigi Hotel	PT Hotel Indonesia Natour	Nusa Tenggara Barat *West Nusa Tenggara*
40	The Mandalika	PT ITDC	Nusa Tenggara Barat *West Nusa Tenggara*
41	Bandar Udara El-Tari *El-Tari Airport*	PT Angkasa Pura I	Nusa Tenggara Timur *East Nusa Tenggara*
42	Meruorah Labuan Bajo	PT Hotel Indonesia Natour	Nusa Tenggara Timur *East Nusa Tenggara*
43	Pullman Lombok Merujani Mandalika Beach Resort	PT Hotel Indonesia Natour	Nusa Tenggara Timur *East Nusa Tenggara*

No.	Nama Usaha *Business Name*	Anak Perusahaan *Subsidiary*	Wilayah Operasional *Operational Area*
Wilayah Operasional: Kalimantan *Operational Area: Kalimantan*			
44	Bandar Udara Supadio *Supadio Airport*	PT Angkasa Pura II	Kalimantan Barat *West Kalimantan*
45	Bandar Udara Tjilik Riwut *Tjilik Riwut Airport*	PT Angkasa Pura II	Kalimantan Tengah *Central Kalimantan*
46	Bandar Udara Syamsudin Noor *Syamsudin Noor Airport*	PT Angkasa Pura I	Kalimantan Selatan *South Kalimantan*
47	Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan *Sultan Aji Muhammad Sulaiman Sepinggan Airport*	PT Angkasa Pura I	Kalimantan Timur *East Kalimantan*
Wilayah Operasional: Sulawesi *Operational Area: Sulawesi*			
48	Bandar Udara Sam Ratulangi *Sam Ratulangi Airport*	PT Angkasa Pura I	Sulawesi Utara *North Sulawesi*
49	Bandar Udara Sultan Hasanuddin *Sultan Hasanuddin Airport*	PT Angkasa Pura I	Sulawesi Selatan *South Sulawesi*
50	Khas Makassar Hotel	PT Hotel Indonesia Natour	Sulawesi Selatan *South Sulawesi*
Wilayah Operasional: Maluku *Operational Area: Maluku*			
51	Bandar Udara Pattimura *Pattimura Airport*	PT Angkasa Pura I	Maluku
Wilayah Operasional: Papua *Operational Area: Papua*			
52	Bandar Udara Frans Kaisiepo *Frans Kaisiepo Airport*	PT Angkasa Pura I	Biak
53	Bandar Udara Sentani *Sentani Airport*	PT Angkasa Pura I	Papua









04

Analisa dan Pembahasan Manajemen

Management Discussion and Analysis

Di tahun 2022, InJourney fokus pada penyelarasan strategi antar lini usaha agar dapat menciptakan sinergi dan memberikan kontribusi positif terhadap percepatan pertumbuhan industri aviasi dan pariwisata di Indonesia.

In 2022, InJourney focused on aligning strategies between business lines in order to create synergies and make a positive contribution to accelerate the growth of the aviation and tourism industry in Indonesia.

Tinjauan Ekonomi & Industri

Economic & Industrial Review



Kondisi Ekonomi Tahun 2022

Pandemi COVID-19 belum sepenuhnya berakhir, namun ekonomi global kembali harus menghadapi tantangan yang tidak ringan. Konflik geopolitik Rusia dan Ukraina yang terjadi sejak awal tahun 2022 telah memicu berbagai tantangan ekonomi di sepanjang tahun 2022.

Salah satu dampak utama dari perang Rusia dan Ukraina adalah melonjaknya harga minyak bumi dan gas karena menurunnya pasokan di pasar global. Bahkan, beberapa negara Eropa bahkan terancam mengalami krisis energi karena minimnya pasokan minyak bumi dan gas. Kondisi tersebut menjadi semakin kompleks karena terjadi disaat sebagian besar negara tengah meningkatkan produksi sejalan dengan proses pemulihan ekonomi dari dampak pandemi COVID-19.

Melonjaknya harga komoditas energi juga telah membuat terjadinya gangguan rantai pasok global yang berdampak pada kenaikan harga barang, sehingga menyebabkan terjadinya inflasi tinggi di banyak negara. Tingkat inflasi global tahun 2022 diperkirakan mencapai 8,80%, naik hampir dua kali lipat dibandingkan tahun 2021 yang sebesar 4,70%.

Economic Conditions In 2022

The COVID-19 pandemic has not completely ended, but the global economy must again face formidable challenges. The geopolitical conflicts between Russia and Ukraine that have occurred since the beginning of 2022 have triggered various economic challenges throughout 2022.

One of the main effects of the war between Russia and Ukraine was the soaring price of oil and gas due to the decreasing supply in the global market. In fact, several European countries were even threatened with an energy crisis due to the minimum supply of oil and gas. This condition became increasingly complex because it occured when most countries were increasing production in line with the process of economic recovery from the impact of the COVID-19 pandemic.

The soaring prices of energy commodities have also disrupted global supply chains which have resulted in rising prices of goods, causing high inflation in many countries. The global inflation rate in 2022 was estimated to reach 8.80%, up nearly double compared to 2021 which was 4.70%.

Lembaga Dana Moneter Internasional (IMF) dalam laporan *World Economic Outlook* beberapa kali merevisi proyeksi pertumbuhan ekonomi global tahun 2022 dengan tren yang terus menurun. Terakhir pada laporan yang dipublikasikan pada Januari 2023, IMF memprediksi ekonomi dunia hanya akan tumbuh 3,40% di tahun 2022 dan akan kembali turun menjadi 2,90% di tahun 2023, padahal di tahun 2021 ekonomi dunia tumbuh sebesar 6,00%.

The International Monetary Fund (IMF) in the World Economic Outlook report has revised its global economic growth projection for 2022 several times with a downward trend. Finally, in a report published in January 2023, the IMF predicted that the world economy will only grow 3.40% in 2022 and will fall again to 2.90% in 2023, even though in 2021 the world economy grew by 6.00%.

Di tengah kondisi ekonomi global yang diwarnai ketidakpastian, ekonomi Indonesia masih dapat tumbuh dengan baik. Fundamental ekonomi yang kuat dan didukung oleh pasar domestik yang besar serta kekayaan alam yang melimpah, ekonomi Indonesia masih dapat tumbuh dengan cukup baik di tahun 2022, yaitu sebesar 5,31%, lebih tinggi dibandingkan tahun sebelumnya sebesar 3,70%.

In the midst of global economic conditions which were colored by uncertainty, the Indonesian economy was still able to grow well. Strong economic fundamentals and supported by a large domestic market and abundant natural wealth, Indonesia's economy was still able to grow quite well in 2022, namely by 5.31%, higher than the previous year of 3.70%.

Namun demikian, tingkat inflasi Indonesia tahun 2022 meningkat cukup signifikan menjadi 5,51% dari tahun sebelumnya sebesar 1,87%. Hal ini salah satunya disebabkan oleh kenaikan harga bahan bakar minyak bersubsidi yang dilakukan Pemerintah pada September 2022 akibat melonjaknya harga minyak mentah dunia sebagai dampak dari perang Rusia dan Ukraina.

However, Indonesia's inflation rate in 2022 increased significantly to 5.51% from 1.87% in the previous year. This was partly due to the increase in the price of subsidized fuel oil by the Government in September 2022 due to the soaring world crude oil prices as a result of the war between Russia and Ukraine.

Pemerintah terus berupaya untuk menjaga pertumbuhan ekonomi nasional salah satunya melalui program Pemulihan Ekonomi Nasional (PEN) yang dibagi dalam 3 klaster, yaitu penanganan kesehatan, perlindungan sosial dan penguatan ekonomi. Dari ketiga program itu, penguatan ekonomi memiliki pos anggaran terbesar di mana sebagian peruntukannya untuk dukungan UMKM.

The government continued to strive in maintaining national economic growth, one of which was through the National Economic Recovery (PEN) program which was divided into 3 clusters, namely health management, social protection and economic strengthening. Of the three programs, economic strengthening has the largest budget item where a portion of it was allocated to support MSMEs.

Tinjauan Industri Aviasi Dan Pariwisata Indonesia

Sejalan dengan melandainya pandemi COVID-19, industri aviasi dan pariwisata kembali menggeliat, baik di tingkat global maupun nasional. Berdasarkan data yang dirilis Badan Pusat Statistik (BPS), selama Januari-Desember 2022, jumlah penumpang angkutan udara domestik mencapai 52,6 juta orang dan jumlah penumpang internasional sebanyak 7,1 juta orang, masing-masing naik sebesar 74,81% dan 1.030,86% dibanding kondisi pada periode yang sama tahun 2021.

Indonesian Aviation And Tourism Industry Review

In line with the slowing down of the COVID-19 pandemic, the aviation and tourism industry began to revive, both at the global and national levels. Based on data released by the BPS - Statistics Indonesia (BPS), during January-December 2022, the number of domestic air transport passengers reached 52.6 million people and the number of international passengers was 7.1 million people, an increase of 74.81% and 1,030.86% respectively compared to conditions in the same period in 2021.

Peningkatan jumlah penumpang angkutan udara tersebut sejalan dengan kebijakan yang diterapkan pemerintah untuk melonggarkan persyaratan bagi penumpang pesawat udara yang tidak wajib tes PCR dan antigen. Selain itu, pemerintah juga terus melonggarkan kebijakan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) hingga akhirnya dicabut pada akhir tahun 2022.

The increase in the number of air transport passengers was in line with the policy implemented by the government to loosen the requirements for aircraft passengers who were not required to have PCR and antigen tests. In addition, the government also continued to loosen the Community Activities Restrictions Enforcement (PPKM) policy until it was finally revoked at the end of 2022.

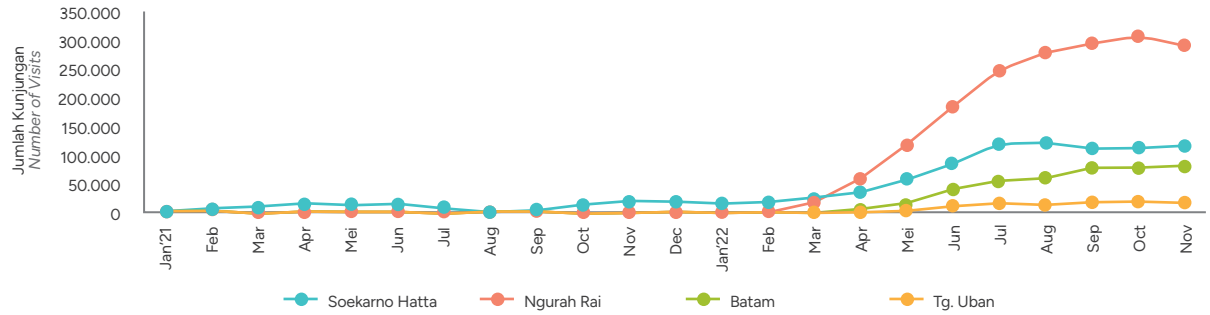
Kebijakan yang diambil pemerintah tersebut juga berdampak pada peningkatan jumlah kunjungan wisman ke Indonesia di tahun 2022. Dilansir dari data BPS, jumlah kunjungan wisman tahun 2022 mencapai 5,47 juta kunjungan, naik 251,28% dibandingkan dengan jumlah kunjungan wisman pada tahun 2021.

The policy taken by the government also has an impact on increasing the number of foreign tourist visits to Indonesia in 2022. According to BPS data, the number of foreign tourist visits in 2022 reached 5.47 million visits, an increase of 251.28% compared to the number of foreign tourist visits in 2021.

Jumlah kunjungan wisman melalui pintu masuk utama dengan moda angkutan udara didominasi melalui pintu Bandara Ngurah Rai-Bali diikuti oleh Bandara Soekarno Hatta-Banten.

The number of foreign tourists visiting through the main entrance with the mode of air transportation was dominated through the door of Ngurah Rai Airport-Bali followed by Soekarno Hatta Airport-Banten.

Jumlah Kunjungan Wisman di Pintu Masuk Utama, Januari 2021-November 2022
Number of Visits by Foreign Tourists at Main Entrances, January 2021-November 2022



Adapun komposisi wisatawan mancanegara menurut kebangsaan pada tahun 2022, untuk 3 besar negara yaitu: Singapura (15,12%), Malaysia (15,12%) dan Australia (12,08%).

As for the composition of foreign tourists by nationality in 2022, for the top 3 countries namely: Singapore (15.12%), Malaysia (15.12%) and Australia (12.08%).

Pertumbuhan jumlah wisman yang kuat menjadi peluang bagi maskapai domestik untuk dapat meningkatkan pangsa pasar, terutama untuk *inbound market* yang sebagian besar masih ditangkap oleh maskapai asing.

The strong growth in the number of foreign tourists was an opportunity for domestic airlines to be able to increase market share, especially for the inbound market which was mostly still captured by foreign airlines.

Berdasarkan data BPS, Tingkat Penghunian Kamar (TPK) hotel klasifikasi bintang di Indonesia tahun 2022 mencapai 47,80%, naik 11,54% dibandingkan tahun 2021. Peningkatan tersebut sejalan dengan kebijakan pemerintah yang melonggarkan kebijakan PPKM, sehingga turut mendorong pertumbuhan industri aviasi dan pariwisata.

Based on BPS data, the Room Occupancy Rate (TPK) of star-classified hotels in Indonesia in 2022 reached 47.80%, an increase of 11.54% compared to 2021. This increase was in line with government policies which loosened PPKM policies, thus contributing to the growth of the aviation and tourism industry.

Tren positif industri pariwisata juga dapat dilihat dari keberhasilan Indonesia meraih peringkat ke-32 dalam *Travel and Tourism Development Index* (TTDI), peningkatan kontribusi Produk Domestik Bruto (PDB) pariwisata 2022 dari 2,4% pada 2021 menjadi 3,6%, peningkatan nilai devisa pariwisata 2022 dari 0,52 miliar dolar AS pada 2021 menjadi 4,26 miliar dolar AS, dan meningkatnya nilai tambah ekonomi kreatif dari Rp1.191 triliun di 2021 menjadi Rp1.236 triliun.

The positive trend of the tourism industry can also be seen from Indonesia's success in ranking 32nd in the Travel and Tourism Development Index (TTDI), an increase in the contribution of tourism's 2022 gross domestic product (GDP) from 2.4% in 2021 to 3.6%, an increase in the value of tourism foreign exchange in 2022 from US$0.52 billion in 2021 to US$4.26 billion, and an increase in the added value of the creative economy from Rp1,191 trillion in 2021 to Rp1.236 trillion.

InJourney sebagai orkestrator ekosistem pariwisata Indonesia telah menyusun serangkaian strategi sebagai dasar operasi *holding* Pariwisata dan Pendukung dalam rangka memulihkan dan terus meningkatkan sektor pariwisata Indonesia pasca pandemi COVID-19. Rangkaian strategi tersebut dirumuskan dalam Rencana Jangka Panjang Perusahaan (RJPP) PT Aviasi Pariwisata Indonesia (Persero) Tahun 2022-2026. Sesuai dengan segmen bisnis masing-masing anggota *holding*, InJourney menuangkan sasaran strategis perusahaan ke dalam RJPP 2022-2026 yang akan menjadi acuan kegiatan bisnis InJourney *Group* dalam upaya meningkatkan *value* di bidang *airport and tourism hubs, tourism precinct development, hotel & travel management, heritage and culture*, dan retail.

Arah pengembangan bisnis InJourney ditetapkan dalam *roadmap* Perseroan yang terdiri dari tiga tahapan prioritas yaitu 2020-2023 *Strengthen Fundamentals and Stabilize financials*, 2024-2025 *Scale-Up and Accelerate Ecosystem Play*, dan 2026 *Grow Beyond.* Dari segi keuangan, secara konsolidasi bisnis InJourney *Group* pada akhir tahun 2026 diproyeksikan mendapatkan *revenue* sebesar Rp42 triliun dengan EBITDA Rp15 triliun dan *net profit* Rp7 triliun. Hal ini ditunjang dengan target jumlah penumpang pesawat udara mencapai angka 220 juta di tahun 2026.

Untuk merealisasikan target RJPP InJourney 2022-2026 tersebut, telah dirumuskan 5 (lima) *core pillars* dan 1 (satu) *enabler* yang kemudian diturunkan menjadi 35 (tiga puluh lima) Inisiatif Strategis (IS) InJourney. Selain itu, untuk melaksanakan inisiatif strategis tersebut InJourney telah menetapkan proyeksi investasi tahun 2022-2026 sebesar Rp47,4 triliun pada seluruh anggota *holding* dengan pengembangan difokuskan di 5 (lima) Destinasi Pariwisata Super Prioritas (DPSP) yang ditetapkan oleh Pemerintah yaitu kawasan Danau Toba, Borobudur, Mandalika, Labuan Bajo, dan Likupang. Dalam hal peningkatan *value* sektor pariwisata Indonesia, InJourney tidak hanya berfokus pada peningkatan pendapatan namun juga berkomitmen untuk meningkatkan *customer experience* wisatawan baik domestik maupun internasional dalam melakukan perjalanan wisata di Indonesia. Hal ini merupakan suatu upaya untuk menjadikan Indonesia sebagai destinasi wisata yang menjadi pilihan unggul bagi pelaku perjalan wisata.

Rencana Strategis InJourney

Sesuai dengan Rencana Jangka Panjang Perusahaan (RJPP) tahun 2022-2026, dalam rangka mencapai visi perusahaan, InJourney telah menyusun beberapa rencana strategis kedepannya sebagaimana berikut:

InJourney as the orchestrator of the Indonesian tourism ecosystem has developed a series of strategies as the basis for Tourism and Support holding operations in order to recover and continue to improve the Indonesian tourism sector after the COVID-19 pandemic. The series of strategies were formulated in the Company's Long-Term Plan (RJPP) 2022-2026 of PT Aviasi Pariwisata Indonesia (Persero). In accordance with the business segments of each holding member, InJourney sets out the Company's strategic goals into the RJPP 2022-2026 which will become a reference for InJourney Group business activities in an effort to increase value in the field of airports and tourism hubs, tourism precinct development, hotel & travel management, heritage and culture, and retail.

The direction of InJourney's business development is set out in the Company's roadmap which consists of three priority stages, namely 2020-2023 Strengthen Fundamentals and Stable financials, 2024-2025 Scale-Up and Accelerate Ecosystem Play, and 2026 Grow Beyond. From a financial perspective, on a consolidated basis, the InJourney Group business is projected to earn Rp42 trillion in revenues by the end of 2026 with Rp15 trillion in EBITDA and Rp7 trillion in net profit. This is supported by the target of the number of airplane passengers reaching 220 million in 2026.

To realize InJourney's 2022-2026 RJPP target, 5 (five) core pillars and 1 (one) enabler which were later cascaded down to 35 (thirty five) InJourney's Strategic Initiatives (IS). In addition, to carry out these strategic initiatives, InJourney has set an investment projection for 2022-2026 of Rp47.4 trillion for all holding members with development focused on 5 (five) Super Priority Tourism Destinations (DPSP) set by the Government, namely the Lake Toba, Borobudur, Mandalika, Labuan Bajo and Likupang areas. In terms of increasing the value of the Indonesian tourism sector, InJourney does not only focus on increasing revenues but is also committed to increase the customer experience of both domestic and international tourists when traveling in Indonesia. This is an effort to make Indonesia a tourist destination which is a superior choice for travellers.

InJourney's Strategic Plan

In accordance with the Company's Long-Term Plan (RJPP) for 2022-2026, in order to achieve the Company's vision, InJourney has prepared several strategic plans going forward as follows:

	2022-2023	2024-2025	2026 onwards
injourney Indonesia Aviation and Tourism	• Conduct financial restructuring and secure adequate **financing** • Building **marketing** & CX capabilities • **Portfolio management**: travel management, airport operations • Anchor **InJourney's marketing agenda:** events, promotion, platform, DPSPs • **Pilot DMO** in one destination • Develop InJourney Group's **customer experience** • Talent **development & management** • Realign **organization & governance** • Development of **tourism hub**	• Fund growth through **corporate actions (incl. group funding)** • Roll out **global marketing campaign** • Partner established programs and SOE for **loyalty** • **Integrate data** with various stakeholders • Optimize **investment allocation** • Drive synergy and integrate **overhead functions** • Strengthen **strategic partnership** • Harmonize **organizational culture**	• Maintain financial stability, fund growth through **corporate actions** • **Integrate data** with various stakeholders • Optimize **investment allocation** • Strengthen **strategic partnership**
itdc	• Conduct **financial restructuring** - matching repayment vs liability, revenue optimization from existing assets • **Commercialize Mandalika** (by clearing legal matters) • **Rejuvenate Nusa Dua**: The Bay, branded F&B, retail (Bali Collection) • Partner KEK Labuan Baju owner for **Masterplan**	• Accelerate **Mandalika dev't** & commercialization (incl. asset optimization) • Develop asset in **Tana Mori**	• Accelerate **Mandalika** dev't & commercialization
TMC Indonesia Heritage Management	• **Grow Borobudur & Prambanan** as religious destinations through new attractions and events • **Develop domestic destinations** in partnership with SOE (Dieng, Siak) • **Upgrade TMII capacity** to 12 Mn and build new attractions	• Acquire & develop **new domestic destinations** • Promote TMII as domestic destinations for cultural & heritage	• Acquire & develop **new domestic destinations**
HIN	• Initiate **partnerships** with travel dist. channels in **source markets** • Create and promote **attractive travel bundles** esp for domestic tourists • **Regrow hotel operatorship business and capability** at HIN • Develop Sanur SEZ as medical tourism destination	• Grow as **preferred travel mgmt.** provider for Government & SOE • Further strengthen **capabilities for travel dist.** partnerships • Amplify demand through **MICE & Events** • Grow HIG to be the **preferred hotel brand for domestic tourism** • Develop, manage a promote **Sanur SEZ** for medical tourism	• Become a **major player in travel partnerships** • Optimize ecosystem's potential in **MICE & Events** • **Grow HIG's brand and network** beyond mandated list, with **rich F&B offerings** • Develop, manage and promote Sanur SEZ
Sarinah	• Expand footprint by **operating commercial area & stores** in **selected destinations** (Kota Lama Semarang, Labuan Bajo) + **duty free** (airport & downtown) • **Develop joint sales & bundling** within InJourney ecosystem • **Strengthen partnerships & brand network** • **Strengthen capabilities and optimize operation cost**	• Expand footprint by **operating commercial area & stores in TOD** • **Develop targeted digital marketing program** • **Expand role as airport retail planner** and concessionaire	• Enhance **customer experience** in store • **Export local products to international market**
Angkasa Pura | Airports Angkasa Pura II Indonesia's Airport Company	• Conduct financial restructuring • **Transform AP I & AP II operations** (commercial, operations, organization standardization, corporate integration) • Uplift and standardize ops. & service excellence in airports • Collaborate with key airlines to enhance direct intl. & domestic flight connectivity	• **Joint B2B & B2C marketing** with partners • **Customize airport retail tenant mix and layout in hubs** • **Streamline customer journey** in all AP airports • **Development of cargo village**	• **Expand capacity in airport hubs and spokes** • **Improve asset utilization** (i.e., re-evaluate current investment & idle assets)
ASC	• Integrate **overhead functions & procurement** • Synergize **co-located operations** (for cargo terminal & FM) • Facilitate **E2E logistics solutions** to B2B customers • **Drive commercial sales excellence** (focus: bundling & cross selling)	• Grow **Ground Handling LCC share** with partnerships • Accelerate & broaden **Facility Management** growth **outside the airport** • Become **preferred InJourney's ICT supplier**	• Invest in **innovation across ASC** (sustainability & technology)

Tinjauan Operasi
Operational Review

InJourney didirikan untuk menjawab tantangan dan peluang dalam industri aviasi melalui 5 (lima) tujuan strategis, yaitu:

1. Mengakselerasi pengembangan ekonomi dan sumber daya manusia yang inklusif untuk mendorong pemulihan ekosistem pariwisata secara terintegrasi dan meminimalkan/mengurangi dampak dari pandemi COVID-19 bagi seluruh *stakeholders* terkait. Selain itu, pembentukan *Holding* juga diharapkan mampu meningkatkan kualitas sumber daya manusia di sektor aviasi, maupun di sektor kepariwisataan (terutama di kawasan daerah prioritas) dan sebagai katalis pembuka lapangan pekerjaan untuk menjamin kesejahteraan ekonomi daerah dan memastikan pertumbuhan ekonomi secara inklusif dan merata di seluruh Indonesia. Selain itu, *Holding* juga dapat berkontribusi dengan mendukung peningkatan arus penumpang kepariwisataan, dan menciptakan sinergi antara industri aviasi, industri kepariwisataan dengan industri lainnya, serta memperkuat sentra ekonomi dan membuka sentra-sentra ekonomi baru;

2. Peningkatan konektivitas nasional dan global melalui pengembangan kemampuan yang fokus untuk menciptakan aksesibilitas dan konektivitas melalui hub terintegrasi di seluruh nusantara, dan memperkuat keunggulan kompetitif untuk memenuhi pergerakan arus barang nasional dan pergerakan arus penumpang/ wisatawan yang terus tumbuh, serta memperkuat posisi sebagai *regional gateway*. Selain itu, *Holding* juga berguna untuk memperkuat keunggulan kompetitif kolektif untuk menangkap permintaan terpendam (*pent-up demand*) paska krisis;

3. Ekspansi bisnis dan pasar yaitu memanfaatkan peluang lintas entitas untuk melakukan ekspansi dan mengembangkan bisnis segmen aeronautika dan non-aeronautika (untuk bisnis aviasi) dan mengembangkan bisnis kepariwisataan secara nasional dan global, melalui pengembangan kapabilitas inti yang bertujuan untuk meningkatkan skala bisnis dan performa finansial *Holding* BUMN;

InJourney was established to respond to challenges and opportunities in the aviation industry through 5 (five) strategic objectives, namely:

1. *Accelerate inclusive economic and human capital development to encourage the recovery of the tourism ecosystem in an integrated manner and minimize/ reduce the impact of the COVID-19 pandemic for all relevant stakeholders. In addition, the formation of the Holding is also expected to be able to improve the quality of human capital in the aviation sector, as well as in the tourism sector (especially in priority areas) and as a catalyst for opening jobs to ensure regional economic prosperity and ensure economic growth in an inclusive and equitable manner throughout Indonesia. Apart from that, Holding can also contribute by supporting increased tourism passenger flows, and creating synergies between the aviation industry, tourism industry and other industries, as well as strengthening economic centers and opening new economic centers;*

2. *Improve national and global connectivity through the development of capabilities focused on creating accessibility and connectivity through integrated hubs throughout the archipelago, and strengthening competitive advantage to meet the movement of national goods flows and the growing movement of passenger/ tourist flows, as well as strengthening its position as a regional gateway. In addition, Holding is also useful for strengthening collective competitive advantage to capture post-crisis pent-up demand;*

3. *Business and market expansion, namely taking advantage of cross-entity opportunities to expand and develop the aeronautical and non-aeronautical business segments (for the aviation business) and develop the tourism business nationally and globally, through developing core capabilities aimed at increasing business scale and financial performance SOEs Holding;*

4. Peningkatan keunggulan layanan dan operasional di seluruh rantai nilai sektor pariwisata dan pendukung untuk menjamin tingkat keamanan, keselamatan di sektor penerbangan, meningkatkan keunggulan operasional, efisiensi dan efektivitas operasi, serta peningkatan kualitas layanan yang terpadu. Selain itu, pembentukan *Holding* juga berguna untuk mengembangkan ketangkasan dalam merespons perubahan pasar yang sangat dinamis;

5. Optimalisasi Pengelolaan Portofolio untuk memastikan pertambahan nilai dan penerapan tata kelola terbaik sepanjang rantai nilai. Optimalisasi dapat dilakukan dalam penyatuan bisnis-bisnis yang serupa melalui *merger*, akuisisi, maupun divestasi untuk memastikan tidak adanya tumpang tindih/duplikasi portofolio yang menyebabkan operasi yang kurang optimal.

Saat ini, kegiatan Perseroan dalam menghasilkan produk jasa yang dikelola secara umum dibagi dalam 5 (lima) kelompok utama, yaitu:

1. *Airport management:*
   a. Pengelolaan Jasa Aeronautika;
   b. Pengelolaan Jasa Non Aeronautika;
   c. Pengelolaan Jasa Pelayanan Kargo;
   d. Kegiatan bisnis lainnya.
2. *Destination development*, terdiri atas pengembangan Kawasan, pengembangan *property*, penyediaan utilitas dan manajemen destinasi pariwisata.
3. *Heritage development*, terdiri atas *heritage destination, culture destination, tourism amenities* dan *attraction*.
4. *Demand management*, terdiri atas *hotel management* dan usaha-usaha penunjang perhotelan lainnya.
5. *Retail management*, terdiri atas penjualan ritel, perdagangan *wholesale* (ekspor, impor, dan distribusi dalam negeri), persewaan *property* dan perdagangan valuta asing.

Tahun 2022, InJourney memiliki program-program utama yang mendukung pencapaian target pengembangan usaha. Pembagian program utama berdasarkan 4 subkluster *Holding* Aviasi & Pariwisata dengan bertumpu pada 6 strategi Utama, yaitu: *strategic partnership, business transformation, corporate restructuring & group fund rising, tourism development, collaborative tourism program* dan *corporate main event.*

4. *Improve service and operational excellence throughout the tourism and support sector value chain to ensure the level of security, safety in the aviation sector, improve operational excellence, efficiency and effectiveness of operations, as well as improve the quality of integrated services. In addition, the establishment of Holding is also useful for developing agility in responding to highly dynamic market changes;*

5. *Optimization of Portfolio Management to ensure value added and implementation of best governance along the value chain. Optimization can be carried out in the unification of similar businesses through mergers, acquisitions, or divestments to ensure there is no overlapping/ duplication of portfolios that lead to less than optimal operations.*

Currently, the Company's activities in producing managed service products are generally divided into 5 (five) main groups, namely:

1. *Airport Management:*
   a. *Aeronautical Service Management;*
   b. *Non-Aeronautical Service Management;*
   c. *Cargo Service Management;*
   d. *Other business activities.*
2. *Destination development, consisting of area development, property development, provision of utilities and management of tourism destinations.*
3. *Heritage development, consisting of heritage destinations, culture destinations, tourism amenities and attractions.*
4. *Demand management, consisting of hotel management and other hospitality support businesses.*
5. *Retail management, consisting of retail sales, wholesale trade (export, import and domestic distribution), property leasing and foreign exchange trading.*

In 2022, InJourney has main programs that support the achievement of business development targets. The distribution of the main programs was based on the 4 sub-clusters of Aviation & Tourism Holding by relying on 6 main strategies, namely: strategic partnership, business transformation, corporate restructuring & group fund rising, tourism development, collaborative tourism program and corporate main events.

01

Strategic Partnership
- Soetta, Hang Nadim, Halim PK
- Cargo Village CGK

02

Business Transformation
- **HIN**
- **TWC**
- **SARINAH**
- **ITDC**
- GIBB
- *Relaunching* TMII
- *Opening* Sarinah

03

Corp. Restructuring & Group Fund Raising
- Inklusi ITDC
- Restru Keuangan AP I
- PMN Tahun 2022
- Penataan *Subcluster* Layanan Aviasi & Kargo

2022

injourney
Indonesia Aviation and Tourism

04

Tourism Development
Kota Lama, Marina Benoa, Marina Labuan Bajo, Perhutan
Bakauheni dan Sawah Lunto

05

Collaborative Tourism Program
- *Tourism Super Platform*
- *Tourism Hub*
- *Collaborative Tourism Development*

06

Corporate Main Event
- MotoGP 2022
- World Superbike 2022
- G20 Event





Tinjauan Usaha Per Segmen Operasi

Pembahasan tinjauan per segmen operasi pada laporan ini disesuaikan dengan subkluster yang dijalankan Perseroan, yaitu:

Business Review Per Operating Segment

The discussion of reviews per operating segment in this report is adjusted to the sub-clusters that are run by the Company, namely:

Subkluster *Airport* *Airport Sub-cluster*	Subkluster *Heritage Development* *Heritage Sub-cluster*	Subkluster *Demand Management* *Demand Management Sub-cluster*	Subkluster *Retail Management* *Retail Management Sub-cluster*
• PT Angkasa Pura I • PT Angkasa Pura II	PT Taman Wisata Candi Borobudur	PT Hotel Indonesia Natour	PT Sarinah

Subkluster *Airport*

InJourney menjalankan subkluster *Airport* melalui entitas anak, yaitu PT Angkasa Pura I dan PT Angkasa Pura II mengelola sebagian besar bandar udara yang berada di Tanah Air.

Airport Sub-cluster

InJourney runs the Airport sub-cluster through its subsidiaries, namely PT Angkasa Pura I and PT Angkasa Pura II managing most of the airports in the country.

PT Angkasa Pura I

- Bandar Udara I Gusti Ngurah Rai - Bali (DPS)
  I Gusti Ngurah Rai Airport - Bali (DPS)
- Bandar Udara Juanda - Surabaya (SUB)
  Juanda Airport - Surabaya (SUB)
- Bandar Udara Sultan Hasanuddin - Makassar (UPG)
  Sultan Hasanuddin Airport - Makassar (UPG)
- Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan - Balikpapan (BPN)
  Sultan Aji Muhammad Sulaiman Sepinggan Airport - Balikpapan (BPN)
- Bandar Udara Frans Kaisiepo - Biak (BIK)
  Frans Kaisiepo Airport - Biak (BIK)
- Bandar Udara Sam Ratulangi - Manado (MDC)
  Sam Ratulangi Airport - Manado (MDC)
- Bandar Udara Syamsudin Noor - Banjarmasin (BDJ)
  Syamsudin Noor Airport - Banjarmasin (BDJ)
- Bandar Udara Jenderal Ahmad Yani - Semarang (SRG)
  Jenderal Ahmad Yani Airport - Semarang (SRG)
- Bandar Udara Adisutjipto - Yogyakarta (JOG)
  Adisutjipto Airport - Yogyakarta (JOG)
- Bandar Udara Adi Soemarmo - Solo (SOC)
  Adi Soemarmo Airport - Solo (SOC)
- Bandar Udara Zainuddin Abdul Madjid - Lombok (LOP)
  Zainuddin Abdul Madjid Airport - Lombok (LOP)
- Bandar Udara Pattimura - Ambon (AMQ)
  Pattimura Airport - Ambon (AMQ)
- Bandar Udara El Tari - Kupang (KOE)
  El Tari Airport - Kupang (KOE)
- Bandar Udara Internasional Yogyakarta - Kulon Progo (YIA)
  Yogyakarta International Airport - Kulon Progo (YIA)
- Bandar Udara Sentani - Jayapura (DJJ)
  Sentani Airport - Jayapura (DJJ)
- Bandar Udara Hang Nadim - Batam (BTH)
  Hang Nadim Airport - Batam (BTH)

PT Angkasa Pura II

- Bandar Udara Internasional Soekarno-Hatta - Tangerang (CGK)
  Soekarno-Hatta International Airport - Tangerang (CGK)
- Bandar Udara Halim Perdanakusuma - Jakarta (HLP)
  Halim Perdanakusuma Airport - Jakarta (HLP)
- Bandar Udara Sultan Mahmud Badaruddin II - Palembang (PLM)
  Sultan Mahmud Badaruddin II Airport - Palembang (PLM)
- Bandar Udara Supadio - Pontianak (PNK)
  Supadio Airport - Pontianak (PNK)
- Bandar Udara Internasional Kualanamu - Deli Serdang (KNO)
  Kualanamu International Airport - Deli Serdang (KNO)
- Bandar Udara Sultan Syarif Kasim II - Pekanbaru (PKU)
  Sultan Syarif Kasim II Airport - Pekanbaru (PKU)
- Bandar Udara Internasional Minangkabau - Padang Pariaman (PDG)
  Minangkabau International Airport - Padang Pariaman (PDG)
- Bandar Udara Internasional Sultan Iskandar Muda - Banda Aceh (BTJ)
  Sultan Iskandar Muda International Airport - Banda Aceh (BTJ)
- Bandar Udara Internasional Husein Sastranegara - Bandung (BDO)
  Husein Sastranegara International Airport - Bandung (BDO)
- Bandar Udara Raja Haji Fisabilillah - Tanjung Pinang (TNJ)
  Raja Haji Fisabilillah Airport - Tanjung Pinang (TNJ)
- Bandar Udara Sultan Thaha - Jambi (DJB)
  Sultan Thaha Airport - Jambi (DJB)
- Bandar Udara Depati Amir - Pangkal Pinang (PGK)
  Depati Amir Airport - Pangkal Pinang (PGK)
- Bandar Udara Silangit - Siborong-Borong (DTB)
  Silangit Airport - Siborong-Borong (DTB)
- Bandar Udara Banyuwangi - Jawa Timur (BWX)
  Banyuwangi Airport - East Java (BWX)
- Bandar Udara Tjilik Riwut - Palangkaraya (PKY)
  Tjilik Riwut Airport - Palangkaraya (PKY)
- Bandar Udara Internasional H.A.S. Hanandjoeddin (TJQ)
  H.A.S. Hanandjoeddin International Airport (TJQ)
- Bandar Udara Internasional Kertajati (KJT)
  Kertajati International Airport (KJT)
- Bandar Udara Internasional Radin Inten II (TKG)
  Radin Inten II International Airport (TKG)
- Bandar Udara Fatmawati Soekarno (BKS)
  Fatmawati Soekarno Airport (BKS)
- Bandar Udara Jenderal Besar Soedirman - Purbalingga (PWL)
  Jenderal Besar Soedirman Airport - Purbalingga (PWL)

Kinerja dan Profitabilitas Subkluster *Airport*

Performance and Profitability of Airport Sub-Cluster

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pendapatan *Revenues*	14.381.023	8.652.601	5.728.422	66,20%
Beban Pemasaran *Marketing Expenses*	(24.844)	(18.171)	(6.673)	36,72%
Beban Umum dan Administrasi *General and Administrative Expenses*	(2.155.707)	(955.596)	(1.200.111)	125,59%
Beban Lain-lain *Other Expenses*	(208.143)	(262.312)	54.169	(20,65%)
Pendapatan Lain-lain *Other Income*	732.731	293.423	439.307	149,72%
Laba (Rugi) Usaha *Operating Gain (Loss)*	1.517.172	(5.068.583)	6.585.754	(129,93%)

Sejalan dengan menurunnya pandemi COVID-19 dan kebijakan pemerintah yang semakin melonggarkan aturan terkait mobilitas masyarakat, *traffic* penerbangan, baik untuk transportasi masyarakat maupun lalu lintas barang kembali meningkat. Hal tersebut membuat pendapatan yang diperoleh Perseroan dari subkluster *airport* melonjak cukup signifikan menjadi Rp14,38 triliun atau meningkat 66,20% dibandingkan tahun 2021 sebesar Rp8,65 triliun. Dengan peningkatan tersebut, tahun 2022, InJourney juga berhasil membukukan laba usaha sebesar Rp1,52 triliun, naik secara signifikan dibandingkan tahun sebelumnya di mana Perseroan membukukan rugi usaha sebesar Rp5,07 triliun.

In line with the decline in the COVID-19 pandemic and government policies that were increasingly loosening regulations related to people's mobility, flight traffic, both for public transportation and traffic for goods, rebounded. This made the revenues obtained by the Company from the airport sub-cluster jump quite significantly to Rp14.38 trillion, an increase of 66.20% compared to 2021 of Rp8.65 trillion. With this increase, in 2022, InJourney also managed to record an operating gain of Rp1.52 trillion, a significant increase compared to the previous year where the Company posted an operating loss of Rp5.07 trillion.

Subkluster *Heritage Development*

Subkluster *Heritage Development* dijalankan oleh PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (TWC Borobudur, Prambanan dan Ratu Boko). TWC memiliki maksud dan tujuan untuk melakukan usaha di bidang pengusahaan lingkungan Candi Borobudur, Candi Prambanan dan Candi Ratu Boko serta cagar budaya dan kebudayaan lainnya sebagai suatu Taman Wisata dan Usaha di bidang pariwisata, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang/atau jasa yang bermutu tinggi dan berdaya saing kuat.

Heritage Development Sub-Cluster

The Heritage Development sub-cluster is run by PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (TWC Borobudur, Prambanan dan Ratu Boko). TWC has the intention and purpose to carry out business in the field of environmental exploitation of Borobudur Temple, Prambanan Temple and Ratu Boko Temple as well as other cultural heritage as a Tourist Park and Business in the field of tourism, as well as optimizing the utilization of the Company's resources to produce high quality and highly competitive goods/or services.

Kinerja Subkluster *Heritage Development*

Heritage Development Sub-Cluster Performance

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pendapatan *Revenues*	266.976	88.062	178.914	203,17%
Laba Bruto *Gross Profit*	97.132	(38.479)	135.611	352,43%
Beban Pokok Pendapatan *Cost of Revenues*	(169.843)	(126.541)	(43.303)	34,22%
Beban Umum dan Administrasi *General and Administrative Expenses*	(88.546)	(78.549)	(9.997)	12,73%
Beban Lain-lain *Other Expenses*	(1.048)	(5.672)	4.624	81,52%
Pendapatan Lain-lain (non usaha) *Other Income (non-business)*	5.534	11.499	(5.965)	(51,87%)
Laba (Rugi) Usaha *Operating Gain (Loss)*	5.292	(116.637)	121.930	104,54%

Subkluster *Heritage Development* membukukan kinerja yang sangat baik di tahun 2022. TWC Borobudur, Prambanan dan Ratu Boko membukukan peningkatan pendapatan sebesar 203,17% menjadi Rp266,98 miliar dari tahun sebelumnya Rp88,06 miliar. Dengan peningkatan pendapatan tersebut, pada tahun 2022, TWC Borobudur, Prambanan dan Ratu Boko meraih laba usaha sebesar Rp5,29 miliar, melonjak signifikan dari tahun sebelumnya membukukan rugi usaha sebesar Rp116,64 miliar.

The Heritage Development sub-cluster recorded a very good performance in 2022. TWC Borobudur, Prambanan dan Ratu Boko posted a revenues increase of 203.17% to Rp266.98 billion from the previous year of Rp88.06 billion. With this increase in revenues, in 2022, TWC Borobudur, Prambanan dan Ratu Boko earned an operating gain of Rp5.29 billion, a significant increase from the previous year, which posted an operating loss of Rp116.64 billion.

Subkluster *Demand Management*

Subkluster *Demand Management* dikelola oleh PT Hotel Indonesia Natour (PT HIN) yang merupakan salah satu pelopor industri jasa perhotelan bertaraf internasional di Indonesia. Dalam perkembangannya, PT HIN telah mengelola 14 unit hotel berbintang di bawah *brand* Inna Hotel *Group* yang tersebar di Indonesia. PT HIN juga mewarisi sejarah sebagai salah satu agen pembangunan dan sumber pendapatan ekonomi negara pada bidang pariwisata. PT HIN berkomitmen kuat untuk terus memiliki visi jauh ke depan serta tujuan untuk senantiasa meningkatkan pelayanan hotel dan pariwisata terbaik.

Demand Management Sub-Cluster

The Demand Management sub-cluster is managed by PT Hotel Indonesia Natour (PT HIN) which is one of the pioneers of the international standard hospitality service industry in Indonesia. In its development, PT HIN has managed 14 star hotel units under the Inna Hotel Group brand across Indonesia. PT HIN also inherits history as one of the agents of development and a source of state economic income in the tourism sector. PT HIN is strongly committed to continue to have a far-sighted vision and the goal of constantly improving the best hotel and tourism services.

Kinerja dan Profitabilitas Subkluster *Demand Management*

Demand Management Sub-Cluster Performance and Profitability

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pendapatan *Revenues*	66.694	86.050	(19.356)	(22,49%)
Laba Bruto *Gross Profit*	35.728	26.605	9.123	34,29%
Harga Pokok dan Beban Langsung *Cost of Goods Sold and Direct Expenses*	(30.967)	(59.446)	28.479	(47,91%)
Beban Umum dan Administrasi *General and Administrative Expenses*	(72.524)	(81.691)	9.167	(11,22%)
Beban Lain-lain *Other Expenses*	(792)	(36.959)	36.167	(97,86%)
Pendapatan Lain-lain *Other Income*	2.888	12.960	(10.072)	(77,72%)
Laba (Rugi) Usaha *Operating Gain (Loss)*	(72.437)	(133.342)	60.906	45,68%

Tahun 2022, PT HIN meraih peningkatan kinerja yang cukup baik. Kendati pendapatan PT HIN mengalami penurunan menjadi RP66,69 miliar, atau turun 22,49% dari tahun 2021 sebesar Rp80,05 miliar, namun melalui program efisiensi yang dilakukan PT HIN dapat meningkatkan laba bruto menjadi Rp35,73 miliar atau naik 34,29% dari tahun sebelumnya sebesar Rp26,60 miliar. PT HIN juga berhasil menekan rugi usaha menjadi Rp72,44 miliar dari tahun sebelumnya membukukan rugi usaha sebesar Rp133,34 miliar.

In 2022, PT HIN achieved a fairly good performance increase. Even though PT HIN's revenues decreased to Rp66.69 billion, or decreased by 22.49% from 2021 of Rp80.05 billion, through the efficiency program carried out by PT HIN was able to increase its gross profit to Rp35.73 billion or increase by 34.29% from the previous year of Rp26.60 billion. PT HIN also succeeded in reducing operating losses to Rp72.44 billion from the previous year's record of operating losses of Rp133.34 billion.

Subkluster *Retail Management*

Subkluster *Retail Management* dikelola oleh PT Sarinah. Lewat slogan "Panggung Karya Indonesia", Sarinah membuka akses bagi masyarakat Indonesia maupun dunia yang tertarik menyelami geliat dan keanekaragaman ranah industri kreatif nusantara. Nama Sarinah pun kemudian dikenal sebagai tujuan belanja wajib bagi pecinta produk dalam negeri, turis asing, serta jaringan pembeli mancanegara.

Retail Management Sub-Cluster

The Retail Management sub-cluster is managed by PT Sarinah. Through the slogan "Panggung Karya Indonesia", Sarinah opens access for Indonesians and the world who are interested in exploring the dynamics and diversity of the archipelago's creative industry. The name Sarinah has since become known as a mandatory shopping destination for lovers of domestic products, foreign tourists, and networks of foreign buyers.

Selama lima dekade hadir untuk Indonesia, cakupan bisnis Sarinah pun semakin beragam, mulai dari ritel distribusi, properti, perhotelan, ekspor, impor, valuta asing, hingga F&B.

During five decades of being present for Indonesia, Sarinah's business scope has also become increasingly diverse, starting from retail distribution, property, hospitality, export, import, foreign exchange, to F&B.

Kinerja dan Profitabilitas Subkluster *Retail Management*

Retail Management Sub-Cluster Performance and Profitability

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pendapatan *Revenues*	817.215	956.003	(138.788)	(14,52%)
Laba Bruto *Gross Profit*	130.643	51.238	79.405	154,97%
Beban Pemasaran *Marketing Expenses*	(686.573)	(904.765)	218.193	(24,12%)
Beban Umum dan Administrasi *General and Administrative Expenses*	120.084	121.594	(1.510)	(1,24%)
Beban Lain-lain (diluar usaha) *Other Expenses (outside business)*	(15.537)	(13.747)	(1.790)	13,02%
Pendapatan Lain-lain (diluar usaha) *Other Income (outside business)*	6.711	16.738	(10.028)	(59,91%)
Laba (Rugi) Usaha *Operating Gain (Loss)*	20.846	(71.397)	92.243	129,20%

Tahun 2022, pendapatan Sarinah terkoreksi 14,52% menjadi Rp817,21 miliar dari Rp956,00 miliar di tahun 2021. Namun demikian, laba bruto yang diraih Sarinah justru meningkat menjadi Rp130,64 miliar sejalan dengan program efisiensi yang dijalankan Perseroan. Dengan pencapaian tersebut, tahun 2022 Sarinah berhasil meraih laba usaha sebesar Rp20,85 miliar atau meningkat 129,20% dari tahun sebelumnya membukukan rugi usaha sebesar Rp71,40 miliar.

In 2022, Sarinah's revenues was corrected by 14.52% to Rp817.21 billion from Rp956.00 billion in 2021. However, Sarinah's gross profit actually increased to Rp130.64 billion in line with the efficiency program implemented by the Company. With this achievement, in 2022 Sarinah managed to achieve an operating gain of Rp20.85 billion, an increase of 129.20% from the previous year, posted an operating loss of Rp71.40 billion.

Aspek Pemasaran

Sebagai orkestrator ekosistem pariwisata, InJourney perlu mengembangkan kapasitas manajemen *marketing* dan *experience* pelanggannya. Hal ini dilakukan dengan berbagai macam fokus, seperti kepemimpinan dan koordinasi antar Anggota *Holding*, perencanaan dan riset, akuntabilitas investasi, strategi pengembangan produk, pemasaran, 360° *consumer experience management, partnership,* serta hubungan komunitas dan *stakeholder*.

Marketing Aspect

As the orchestrator of the tourism ecosystem, InJourney needs to develop its marketing management capacity and customer experience. This is done with various focuses, such as leadership and coordination between Holding Members, planning and research, investment accountability, product development strategy, marketing, 360° consumer experience management, partnerships, as well as community and stakeholder relations.

Program-Program Pemasaran InJourney

Dalam pengembangan pariwisata di Indonesia, konsep *demand creation* perlu diterapkan. Program-program yang dijalankan mengacu kepada 4 *Strategic Pillars*, antara lain:

1. *Destination Development;*
2. *Tourism Program & Event Activations;*
3. *Integrated Marketing & Commercial Strategy;*
4. *Customer Experience & Service Culture Transformation.*

InJourney's Marketing Programs

In the development of tourism in Indonesia, the concept of demand creation needs to be applied. The programs implemented refer to the 4 Strategic Pillars, including:

1. *Destination Development;*
2. *Tourism Program & Event Activations;*
3. *Integrated Marketing & Commercial Strategy;*
4. *Customer Experience & Service Culture Transformation.*

Destination Development

Pengembangan destinasi pariwisata berpusat di 5 Destinasi Pariwisata Super Prioritas yang telah ditetapkan pemerintah, yaitu: Danau Toba, Borobudur, Mandalika, Labuan Bajo, dan Likupang. Selain dari 5 DPSP tersebut, destinasi pariwisata lain seperti Bali dan Jakarta di mana InJourney telah memiliki aset-aset dalam kelolaan, terus dilakukan pengembangan.

Untuk meningkatkan *awareness*, trafik, penambahan akomodasi, dampak ekonomi, manfaat sosial, maka dilakukan penyelenggaraan *calendar events* secara rutin pada destinasi wisata yang terbagi ke dalam 3 kategori:

1. *Sports Events;*
2. *Art, Music, & Culture Events;*
3. *National Priority Events.*

Selain melalui *calendar events*, InJourney turut berpartisipasi aktif dalam program-program pariwisata yang diinisiasi oleh pemerintah antara lain:

1. Bangga Berwisata di Indonesia (BBWI). Kampanye pariwisata dalam negeri untuk mencapai pergerakan wisatawan nusantara sebesar 1,4 miliar pergerakan pada tahun 2023;
2. Promosi Pariwisata melalui Film. Kerja sama dengan industri perfilman yang diinisiasi oleh Kementerian BUMN bersama dengan Perusahaan Film Negara (PFN). InJourney turut berpartisipasi dengan memberikan insentif dan kemudahan bagi para sineas yang menggunakan seluruh aset perusahaan bagi keperluan produksi.

Di samping itu, InJourney juga menjalankan beberapa program untuk meningkatkan kunjungan wisatawan di DPSP, antara lain:

1. **Borobudur** yang berada di dalam jalur Joglosemar (Yogyakarta, Solo, Semarang), beberapa proyek yang telah dilaksanakan antara lain:
   a. Revitalisasi bandara YIA;
   b. Revitalisasi Hotel Grand Inna Malioboro;
   c. Kerjasama pengembangan wisata budaya Puro Mangkunegaran;
   d. Pengembangan candi Borobudur untuk wisata spiritual.
2. **Pengembangan kawasan Mandalika** berpusat kepada sirkuit yang telah dibangun dengan menghadirkan kegiatan-kegiatan motorsports berskala Internasional.
   a. MotoGP 18-20 Maret 2022;
   b. *Grand launching* Hotel Pullman Mandalika 21 Oktober 2022;
   c. World SuperBike 11-13 November 2022.
3. **Labuan Bajo** dikembangkan menjadi destinasi petualangan baru dan *wildlife tourism* dengan Komodo yang merupakan fauna endemik menjadi salah satu pusat atraksinya. Beberapa proyek pengembangan destinasi di Labuan Bajo antara lain:

Destination Development

The development of tourism destinations is centered on the 5 Super Priority Tourism Destinations that have been set by the government, namely: Lake Toba, Borobudur, Mandalika, Labuan Bajo, and Likupang. Apart from these 5 DPSPs, other tourism destinations such as Bali and Jakarta where InJourney already has assets under management, continue to be developed.

To increase awareness, traffic, add accommodation, economic impact, social benefits, calendar events are regularly organized at tourist destinations which are divided into 3 categories:

1. *Sports Events;*
2. *Art, Music, & Culture Events;*
3. *National Priority Events.*

Apart from calendar events, InJourney actively participates in tourism programs initiated by the government, including:

1. *Bangga Berwisata di Indonesia (BBWI). Domestic tourism campaign to achieve domestic tourist movements of 1.4 billion movements in 2023;*
2. *Promotion of Tourism through Film. Collaboration with the film industry initiated by the Ministry of SOEs together with the State Film Company (PFN). InJourney participates by providing incentives and facilities for filmmakers who use all of the Company's assets for production purposes.*

Besides that, InJourney also runs several programs to increase tourist visits at DPSP, including:

1. **Borobudur**, *which is on the Joglosemar route (Yogyakarta, Solo, Semarang), several projects that have been implemented include:*
   a. Revitalization of YIA airport;
   b. Revitalization of Hotel Grand Inna Malioboro;
   c. Cooperation in the development of Puro Mangkunegaran cultural tourism;
   d. Development of Borobudur temple for spiritual tourism.
2. **The development of the Mandalika area** *centered on the circuit that has been built by presenting international-scale motorsports activities.*
   a. MotoGP on March 18-20 2022;
   b. The grand launching of Hotel Pullman Mandalika on October 21, 2022;
   c. World SuperBike on November 11-13, 2022.
3. **Labuan Bajo** *is developed into a new adventure destination and wildlife tourism with Komodo dragons, which are endemic fauna, being one of the centers of attraction. Several destination development projects in Labuan Bajo include:*

a. Marina Promenade sebagai *Waterfront City;*
b. Pengembangan Puncak Waringin sebagai area komersial UMKM;
c. Pengembangan Golo Mori Convention Center.

4. **Likupang** sebagai *marine tourism* telah dilakukan *event-event* berskala nasional dan internasional, antara lain:
   a. Likupang *Marine & Tourism* Festival 29-31 Juli 2022;
   b. Likupang *International Fishing Competition* 14-18 September 2022.

5. **Danau Toba persiapan penyelenggaran *event* F1 powerboat 2023 tahun 2023**
   Lewat penetapan Kawasan Danau Toba sebagai Destinasi Pariwisata Super Prioritas (DPSP), pemerintah bersama InJourney memiliki tujuan untuk meningkatkan statistik wisatawan dan jangkauan pasar kawasan. Program ini diharapkan dapat meningkatkan ekonomi masyarakat, pelaku usaha sekitar, dan juga penerimaan pendapatan fiskal Indonesia sendiri. Bersama program DPSP tersebut, pemerintah coba mengeksplorasi kesempatan untuk menyelenggarakan *event* internasional, termasuk penyelenggaraan F1H2O Grand Prix of Indonesia (F1H2O). Untuk mendukung kesuksesan acara dan meningkatkan *awareness* tentang *event* F1H2O Grand Prix of Indonesia kepada masyarakat umum, maka diselenggarakan acara *Press Conference* F1H2O yang dihadiri oleh Menteri Koordinator Bidang Kemaritiman dan Investasi, Menteri Badan Usaha Milik Negara, Menteri Pariwisata dan Ekonomi Kreatif, Menteri Pemuda dan Olahraga, dan Menteri Pekerjaan Umum dan Perumahan Rakyat.

Beberapa proyek khusus di luar 5 DPSP yang terus dikembangkan oleh Perseroan antara lain:

1. **Kawasan Ekonomi Khusus Kesehatan Sanur**
   Dengan area total seluas 41,26 hektar, fasilitas-fasilitas Kesehatan yang akan dibangun di Sanur International Medical Center yaitu: *General Hospital* bekerja sama dengan *Mayo Clinic, Beauty/aesthetic clinic, Retirement resort & wellness, hotel & conference hall, ethnomedical botanical garden.*
2. **Taman Mini Indonesia Indah (TMII)**
   Setelah dilakukan revitalisasi, TMII yang saat ini pengelolaannya diserahkan kepada InJourney melalui PT Taman Wisata Candi (TWC) telah beroperasi terbatas dan akan dilakukan *grand relaunching* pada tahun 2023. TMII akan menjadi pusat seni, budaya, ilmu pengetahuan, dan Pendidikan.
3. **Transformasi Sarinah**
   Program transformasi Sarinah telah selesai pada bulan Maret 2022, berhasil menjadikan Sarinah sebagai pusat promosi produk-produk UMKM di Indonesia. Tidak hanya pada Gedung Sarinah di Jakarta, namun promosi produk-produk UMKM akan diperluas hingga destinasi-destinasi wisata di Indonesia.

a. Marina Promenade as Waterfront City;
b. Development of Puncak Waringin as an MSMEs commercial area;
c. Development of Golo Mori Convention Center.

4. **Likupang** *as marine tourism has carried out national and international scale events, including:*
   a. Likupang Marine & Tourism Festival on July 29-31, 2022;
   b. Likupang International Fishing Competition on September 14-18, 2022.

5. **Lake Toba Preparation for the 2023 F1 powerboat event in 2023**
   Through the designation of the Lake Toba Region as a Super Priority Tourism Destination (DPSP), the government together with InJourney have the goal of increasing tourist statistics and regional market reach. This program is expected to improve the community's economy, local business actors, and also Indonesia's own fiscal revenue receipts. Together with the DPSP program, the government is trying to explore opportunities to hold international events, including holding the F1H2O Grand Prix of Indonesia (F1H2O). To support the success of the event and increase awareness about the F1H2O Grand Prix of Indonesia event to the general public, an F1H2O Press Conference was held which was attended by the Coordinating Minister for Maritime Affairs and Investment, Minister of State-Owned Enterprises, Minister of Tourism and Creative Economy, Minister of Youth and Sports, and the Minister of Public Works and Public Housing.

Several special projects outside of the 5 DPSPs that the Company continues to develop include:

1. **Sanur Health Special Economic Zone**
   With a total area of 41.26 hectares, the health facilities that will be built at the Sanur International Medical Center are General Hospital in collaboration with the Mayo Clinic, Beauty/ aesthetic clinic, Retirement resort & wellness, hotel & conference hall, and ethnomedical botanical garden.
2. **Taman Mini Indonesia Indah (TMII)**
   After the revitalization, TMII, whose management is currently handed over to InJourney through PT Taman Wisata Candi (TWC), has had limited operations and will carry out a grand relaunch in 2023. TMII will become a center for arts, culture, science, and education.
3. **Sarinah's transformation**
   Sarinah's transformation program was completed in March 2022, successfully making Sarinah the center for promoting MSME products in Indonesia. Not only at the Sarinah Building in Jakarta but the promotion of MSME products will be extended to tourist destinations in Indonesia.

4. **Reaktivasi Jalur Kereta Api Mak Itam di Sawahlunto**
   Setelah "mati" sejak 2014, kereta api tua Mak Itam di Sawahlunto, Sumatera Barat, kembali diaktifkan. Kereta api 'Mak Itam' ini adalah ikon dan daya tarik wisata Sawahlunto diaktifkan kembali untuk menjaga aset bangsa sekaligus untuk menunjang wisata kota tambang.

Tourism Program & Event Activations

1. **Event Musik**
   a. **Balkon Jazz, 14 Mei 2022**
      Balkon Jazz adalah destinasi wisata festival musik & UMKM yang di gelar di area Balkondes (Balai Ekonomi Desa), khususnya di kawasan Candi Borobudur, Magelang, Jawa Tengah. Festival ini menjadi pemantik untuk memperkenalkan secara lebih luas potensi destinasi wisata & usaha mikro ekonomi lokal di lingkungan Borobudur. InJourney memberikan kontribusi melalui pembuatan *booth branding* bersama anak perusahaan Sarinah yang berpartisipasi menjadi *seller*.
   b. **Konser 30 Tahun Dewa 19, 6 Agustus 2022**
      InJourney bersama anak perusahaan PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko mendukung penuh Konser Perayaan 30 Tahun Dewa 19 *Legends Never Die* di Lapangan Brahma, Kompleks Taman Wisata Candi Prambanan. Acara ini terselenggara berkat kerja sama antara PT Aviasi Pariwisata Indonesia (Persero) atau InJourney dengan Otello Asia sebagai promotor acara. Konser yang dihadiri oleh lima ribu penonton dari berbagai daerah di Indonesia ini sukses berjalan dan menambah daftar katalog konser musik termegah dan spektakuler yang diadakan di kawasan candi Hindu terbesar di Indonesia. Konser 30 Tahun Dewa 19 ini juga dinilai sukses dalam mempercepat proses pemulihan perekonomian, terutama di sektor pariwisata di kawasan DI Yogyakarta maupun Jawa Tengah. Hal ini dibuktikan dengan adanya arus besar wisatawan yang masuk ke wilayah ini sebanyak 6.000 penonton dan 40 *Booth* UMKM yang terlibat telah mengaktivasi industri pariwisata beserta pendukungnya. Dari seluruh penonton dan pendukung acara, penyelenggaraan *event* ini diperkirakan memberikan dampak ekonomi langsung sebesar Rp12 miliar.
   c. ***Press Conference New Year Eve Concert at* Labuan Bajo, 30 November 2022**
      Lewat penetapan Labuan Bajo sebagai Destinasi Pariwisata Super Prioritas (DPSP), pemerintah bersama InJourney memiliki tujuan untuk meningkatkan statistik wisatawan dan jangkauan pasar kawasan. Program ini diharapkan dapat meningkatkan ekonomi masyarakat, pelaku usaha sekitar, dan juga penerimaan pendapatan fiskal Indonesia sendiri. Bersama program DPSP tersebut, InJourney mencoba mengeksplorasi kesempatan

4. **Reactivation of the Mak Itam Railway Line in Sawahlunto**
   After being "dead" since 2014, the old Mak Itam train in Sawahlunto, West Sumatra, has been reactivated. The 'Mak Itam' train is an icon and tourist attraction of Sawahlunto reactivated to protect the nation's assets as well as to support mining city tourism.

Tourism Program & Event Activations

1. **Music Event**
   a. **Balkon Jazz, May 14, 2022**
      Balkon Jazz is a music festival & MSME tourist destination which was held in the Balkondes area (Balai Ekonomi Desa/ Village Economic Center), especially in the Borobudur Temple area, Magelang, Central Java. This festival was a trigger to introduce more broadly the potential of tourist destinations & local micro-economic businesses in the Borobudur environment. InJourney contributed by creating a branding booth with Sarinah's subsidiaries participating as sellers.
   b. **30th Anniversary of Dewa 19 Concert, August 6, 2022**
      InJourney together with its subsidiary, PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko fully supported the Dewa 19 Legends Never Die 30th Anniversary Concert at Brahma Field, Prambanan Temple Tourism Park Complex. This event was held thanks to the collaboration between PT Aviasi Pariwisata Indonesia (Persero) or InJourney with Otello Asia as the promoter of the event. The concert, which was attended by five thousand spectators from various regions in Indonesia, was a success and added to the catalog list of the grandest and most spectacular music concerts held in the largest Hindu temple area in Indonesia. Dewa 19 30th Anniversary Concert was also considered a success in accelerating the process of economic recovery, especially in the tourism sector in the DI Yogyakarta and Central Java areas. This was evidenced by the large influx of tourists entering this area as many as 6,000 spectators and 40 MSMEs Booths involved have activated the tourism industry and its supporters. Of all the spectators and supporters of the event, organizing this event was estimated to have a direct economic impact of Rp12 billion.
   c. **Press Conference for New Year's Eve Concert at Labuan Bajo, November 30, 2022**
      Through the designation of Labuan Bajo as a Super Priority Tourism Destination (DPSP), the government together with InJourney have the goal of increasing tourist statistics and regional market reach. This program is expected to improve the community's economy, local business actors, and also Indonesia's own fiscal revenue receipts. Together with the DPSP program, InJourney is trying to explore opportunities to organize international events, including holding

untuk menyelenggarakan *event* internasional, termasuk penyelenggaraan *New Year Eve Concert* at Labuan Bajo. Untuk mendukung kesuksesan acara dan meningkatkan *awareness* tentang *event New Year Eve Concert at* Labuan Bajo kepada masyarakat umum, maka diselenggarakan acara *Press Conference New Year Eve Concert at* Labuan Bajo yang dihadiri oleh para pengisi acara dan para awak media.

the New Year's Eve Concert at Labuan Bajo. To support the success of the event and increase awareness of the New Year's Eve Concert at Labuan Bajo event to the general public, a Press Conference for the New Year's Eve Concert at Labuan Bajo was held which was attended by performers and media crew.

d. *New Year Eve Concert at* Labuan Bajo

InJourney menyelenggarakan pesta tahun baru dengan tema '*New Year's Eve Concert at* Labuan Bajo' di Kawasan Waterfront Marina Labuan Bajo dengan menghadirkan musisi dalam negeri dan DJ internasional. Sejumlah artis penghiburnya antara lain Andmesh, Tiara Eve, Gigi, dan DJ internasional Meduza.

d. New Year's Eve Concert at Labuan Bajo

InJourney was holding a New Year's party with the theme 'New Year's Eve Concert at Labuan Bajo' in the Labuan Bajo Waterfront Marina Area by presenting domestic musicians and international DJs. A number of entertainers include Andmesh, Tiara Eve, Gigi, and international DJ Meduza.

NYE's at Labuan Bajo memberikan dampak langsung yang positif bagi anggota *holding* PT Hotel Indonesia Natour, di mana hotel Meruorah yang berada di bawah *management* Hospitality of Indonesia Group (HIG) mengalami peningkatan keterisian kamar (*occupancy rate*) hingga 65,5% pada malam tahun baru. Angka ini mengalami peningkatan sebesar 71,2% apabila dibandingkan dengan *occupancy rate* pada malam tahun baru 2021.

NYE's at Labuan Bajo had a positive direct impact on holding members of PT Hotel Indonesia Natour, where the Meruorah hotel, which is under the management of the Hospitality of Indonesia Group (HIG), experienced an increase in room occupancy rate of up to 65.5% on New Year's Eve. This figure has increased by 71.2% when compared to the occupancy rate on New Year's Eve 2021.

2. *Event* Olahraga dan Otomotif

a. *Press Conference* Indonesia International Marathon, 31 Mei 2022

Indonesia International Marathon adalah ajang lari marathon pertama di Indonesia yang pelaksanaannya menerapkan standar penyelenggaraan marathon dari World Athletics-AIMS, asosiasi atletik dan marathon dunia. Diinisiasi oleh KONI yang melibatkan *Race Director dan Race Measurer* terbaik. *Event* Indonesia International Marathon akan digelar di Bali pada 26 Juni 2022 yang mendukung konsep *sport tourism* yang akan dilaksanakan setiap tahun, berpindah dari satu destinasi wisata ke destinasi wisata lainnya di Indonesia, dengan keistimewaan dan tantangannya masing-masing, menawarkan sebuah pengalaman baru, dan menghadirkan panorama Indonesia kepada dunia.

Sebagai bagian dari promosi *event*, Indonesia International Marathon menggelar *press conference* pada tanggal 31 Mei 2022 di Gedung Sarinah, Jakarta Pusat dengan mengundang media dan *influencer* dengan harapan *event* yang akan datang bisa berjalan dengan lancar. InJourney sebagai *holding* BUMN yang bergerak di bidang pariwisata, sangat mendukung adanya *event sport tourism* yang

2. Sports and Automotive Event

a. Press Conference for Indonesia International Marathon, May 31, 2022

The Indonesia International Marathon was the first marathon running event in Indonesia whose implementation applied the standards for organizing marathons from World Athletics-AIMS, the world athletics and marathon association. Initiated by KONI involving the best Race Directors and Race Measurers. The Indonesia International Marathon event was held in Bali on June 26, 2022, which supported the concept of sport tourism which will be held every year, moving from one tourist destination to another in Indonesia, with their respective features and challenges, offering a new experience, and presenting a panorama of Indonesia to the world.

As part of the event promotion, Indonesia International Marathon held a press conference on May 31, 2022, at the Sarinah Building, Central Jakarta by inviting media and influencers in the hope that the upcoming event could run smoothly. InJourney as a SOEs holding engaged in tourism, strongly supports the sport tourism event that will be held in Bali with the hope of increasing

akan digelar di Bali tersebut dengan harapan dapat meningkatkan wisatawan ke Bali yang merupakan salah satu program destinasi pariwisata prioritas.

b. ***Vespa World Days*, 9-12 Juni 2022**

Vespa World Days merupakan *event* Internasional kelanjutan Eurovespa yang berlangsung setiap tahun dari tahun 1954 hingga 2006, acara ini melibatkan pecinta Vespa dari seluruh Eropa dan lebih jauh datang bersama-sama untuk reli terbesar dan paling terkenal dari jenisnya di seluruh dunia. Pada tahun 2022 Vespa World Days, diselenggarakan di Peninsula Island The Nusa Dua Bali yang merupakan Kawasan dari anak perusahaan InJourney yaitu ITDC. InJourney sebagai *holding* BUMN yang selalu mendukung kegiatan-kegiatan anak perusahaannya, dalam hal ini adalah ITDC, akan turut serta memeriahkan *event* Vespa World Days dengan membuka *booth* sebagai kontraprestasi Kerjasama dan melakukan aktivasi program InJourney, ITDC, dan MGPA dalam rangka mempromosikan *event* WSBK yang berlangsung bulan November 2022. Dalam kegiatan ini InJourney juga memberikan *free corkage* senilai Rp60 juta untuk kegiatan *gala dinner* Vespa World Day di Merusaka Hotel.

c. **Jogjakarta VW Festival (JVWF 2022), 16-17 Juli 2022**

JVWF 2022 merupakan acara Internasional yang diselenggarakan oleh Volkswagen Club Yogyakarta (VCY) di Kawasan Taman Wisata Candi Prambanan yang merupakan kelolaan anak perusahaan dalam hal ini TWC, acara ini merangkul dan mengajak para penggemar otomotif khususnya VW maupun para pelaku ekonomi. Pada acara ini InJourney melakukan Kerjasama *sponsorship* dan senilai Rp300 juta dan 20 kamar di Hotel Grand Inna Malioboro.

d. **Asean Para Games, 30 Juli-6 Agustus 2022**

ASEAN Para Games XI 2022 digelar di Kota Solo, Jawa Tengah, yang merupakan pesta olahraga untuk para atlet difabel se-Asia Tenggara. Sebagai upaya dalam mengakselerasi pemulihan sektor pariwisata pasca pandemi pada saat itu, InJourney menyiapkan berbagai langkah strategi untuk pemulihan sektor pariwisata dalam beberapa aspek yang meliputi aksesibilitas, amenitas, dan atraksi, salah satunya dengan terlibat dalam acara ini dengan memberikan kontribusi melalui pembuatan *booth branding* bersama anak perusahaan Sarinah yang berpartisipasi menjadi *seller*.

***3.* *Event* Festival dan Budaya**

a. ***Indonesian Culture Parade*, 20 Mei 2022**

Indonesian Culture Parade atau Festival Budaya Nusantara merupakan rangkaian acara yang diselenggarakan oleh anak perusahaan InJourney

tourists to Bali, which is one of the priority tourism destination programs.

b. **Vespa World Days, June 9-12, 2022**

Vespa World Days was an international event as a continuation of Eurovespa which took place every year from 1954 to 2006, this event involved Vespa lovers from across Europe and beyond coming together for the largest and most famous rally of its kind worldwide. In 2022, Vespa World Days, was held on Peninsula Island The Nusa Dua Bali which is an area of InJourney's subsidiary, ITDC. InJourney as a SOEs holding that always supports the activities of its subsidiaries, in this case, ITDC, will participate in enlivening the Vespa World Days event by opening a booth as a contravention of collaboration and activating the InJourney, ITDC, and MGPA programs in order to promote the ongoing WSBK event in November 2022. In this activity, InJourney also provided free corkage worth Rp60 million for the Vespa World Day gala dinner at the Merusaka Hotel.

c. **Jogjakarta VW Festival (JVWF 2022), July 16-17, 2022**

JVWF 2022 was an international event organized by Volkswagen Club Yogyakarta (VCY) in the Prambanan Temple Tourism Park area which is managed by a subsidiary, in this case, TWC, this event embraced and invited automotive enthusiasts, especially VW and economic players. At this event, InJourney carried out a sponsorship collaboration and a value of Rp300 million and 20 rooms at the Grand Inna Malioboro Hotel.

d. **Asean Para Games, July 30-August 6, 2022**

The ASEAN Para Games XI 2022 was held in Solo City, Central Java, which is a sports event for athletes with disabilities throughout Southeast Asia. As an effort to accelerate the post-pandemic recovery of the tourism sector at that time, InJourney prepared various strategic measures for the recovery of the tourism sector in several aspects which included accessibility, amenities, and attractions, one of which was by being involved in this event by contributing through creating branding booths with Sarinah's subsidiaries participating as sellers.

3. Festival and Cultural Event

a. **Indonesian Culture Parade, May 20, 2022**

The Indonesian Culture Parade or Festival Budaya Nusantara is a series of events organized by InJourney's subsidiary, namely PT Angkasa Pura

yaitu PT Angkasa Pura II di Terminal 3 Bandara Soekarno-Hatta berupa pameran seni dan budaya yang memamerkan dan memberikan informasi terkait karya seni dan budaya khas daerah untuk memberikan pengalaman unik kepada pelanggan, dalam acara ini InJourney memberikan kontribusi melalui pembuatan *booth branding* bersama anak perusahaan Sarinah yang berpartisipasi menjadi *seller*.

b. **JelajaHIN Sanur Festival, 27-29 Mei 2022**
JelajaHIN Sanur Festival merupakan acara yang diselenggarakan oleh HIN PT Hotel Indonesia Natour yang adalah anak usaha PT Aviasi Pariwisata Indonesia yang bergerak di bidang pengelolaan hotel, acara ini diselenggarakan dalam rangka membangkitkan gairah pariwisata Indonesia, khususnya Bali sehingga berdampak pada perbaikan ekonomi ditengah masa *pandemic*. InJourney mendukung acara ini dengan mengimplementasikan program aktivasi dengan memproduksi *booth* yang sesuai dengan *brand communication* dan *brand tone colour* InJourney, meningkatkan *brand awareness* InJourney melalui *branding* logo, *strengthen engagement through digital activation* selama *event*, dan melakukan penjualan *merchandise*.

c. ***8th Bali & Beyond Travel Fair*, 16-17 Juli 2022**
InJourney bersama anak perusahaan PT Pengembangan Pariwisata Indonesia (Persero)/ Indonesia Tourism Development Corporation (ITDC) mendukung pelaksanaan *event* Bali & Beyond Travel Fair (BBTF) 2022 yang merupakan salah satu ajang pameran perjalanan dan wisata internasional paling terkemuka di Indonesia. Mengusung tema '*Balancing in Harmony*', BBTF ke-8 diselenggarakan di Bali International Convention Center (BICC), Kawasan The Nusa Dua Bali. InJourney memberikan kontribusi melalui pembuatan *booth* untuk ITDC yang berpartisipasi menjadi *seller* dengan mempromosikan produk dan jasa dari Mandalika Grand Prix Association (MGPA) dan Xplorin sebagai unit usaha dari ITDC Group.

d. **Likupang Tourism Festival, 29-31 Juli**
Likupang Tourism Festival merupakan acara tahunan yang diselenggarakan oleh Pemerintah Kabupaten Minahasa Utara sebagai ajang promosi wisata dengan tujuan untuk mengangkat *issue* lingkungan, industri kreatif serta kebudayaan lokal yang diisi dengan berbagai kegiatan lomba untuk masyarakat sekitar dan wisatawan baik nasional maupun internasional. Pada *event* ini, InJourney men-*support* dengan menyediakan anggaran untuk acara hiburan yang dibawakan oleh artis Citra Scholastika dan Fashion Show.

II at Terminal 3 of Soekarno-Hatta Airport in the form of art and cultural exhibitions that exhibit and provide information related to regional distinctive artistic and cultural works to provide a unique experience to customers, in this event InJourney contributed by creating a branding booth with Sarinah's subsidiaries participating as sellers.

b. **JelajaHIN Sanur Festival, May 27-29, 2022**
JelajaHIN Sanur Festival is an event organized by HIN PT Hotel Indonesia Natour which is a subsidiary of PT Aviasi Pariwisata Indonesia which is engaged in hotel management, this event was held in order to arouse enthusiasm for Indonesian tourism, especially Bali so it has an impact on economic improvement amidst the pandemic. InJourney supported this event by implementing an activation program by producing booths that match InJourney's brand communication and brand tone color, increasing InJourney's brand awareness through logo branding, strengthening engagement through digital activation during the event, and selling merchandise.

c. **8th Bali & Beyond Travel Fair, July 16-17, 2022**
InJourney together with its subsidiary PT Pengembangan Pariwisata Indonesia (Persero)/ Indonesia Tourism Development Corporation (ITDC) supported the implementation of Bali & Beyond Travel Fair (BBTF) 2022 which is one of the most prominent international travel and tourism exhibitions in Indonesia. Carrying the theme 'Balancing in Harmony', the 8th BBTF was held at the Bali International Convention Center (BICC), The Nusa Dua Bali area. InJourney contributed by creating booths for ITDC participating sellers by promoting products and services from the Mandalika Grand Prix Association (MGPA) and Xplorin as a business unit of the ITDC Group.

d. **Likupang Tourism Festival, July 29-31**
The Likupang Tourism Festival is an annual event organized by the Government of North Minahasa Regency as a tourism promotion event with the aim of raising environmental issues, creative industries, and local culture filled with various competitive activities for local communities and tourists, both national and international. At this event, InJourney supported by providing a budget for entertainment events hosted by Citra Scholastika and Fashion Show.

e. ***Press Conference* Tomohon International Flower Festival, 1 Agustus 2022**
Pelaksanaan Tomohon International Flower Festival 2022 bertujuan untuk Mendukung program Kementerian Pariwisata RI untuk menyukseskan "Wonderful Indonesia" dan "Pesona Indonesia" serta program promosi Pemerintah Provinsi Sulawesi Utara dalam rangka meningkatkan arus kunjungan wisatawan baik Nusantara maupun mancanegara, menjalin Kerjasama dan Potensi Pariwisata antar Kota se Indonesia, sehingga semakin berkembang yang pada gilirannya mendukung Program Pemerintah khususnya Kementerian Pariwisata RI.

InJourney sebagai *Holding* BUMN Pariwisata dan Pendukung senantiasa mendukung terus maraknya ragam acara besar di tanah air, sebagai bentuk dukungan dan promosi *event* InJourney membantu diselenggarakannya *Press Conference* Tomohon International Flower Festival.

f. **Travelin Fest, 13-17 Agustus 2022**
InJourney dan PT Teh Botol Sosro bekerjasama dalam pemakaian logo InJourney untuk *campaign* produk edisi spesial Teh Botol Sosro yang mengangkat tema 5 Destinasi Pariwisata Super Prioritas (DPSP) melalui kreatifitas anak bangsa dan dicetak dalam kemasan edisi khusus dalam rangka memperingati Hari Kemerdekaan Indonesia ke-77, kemasan ini juga merupakan hasil karya para ilustrator dan *visual artist* muda Indonesia. Selain itu pada kerjasama ini juga terdapat *branding campaign* dalam bentuk Giant Totem Kemasan Teh Botol Sosro Pesona Asli Indonesia yang akan ditempatkan di Terminal 3 Bandara Soekarno Hatta. Hal ini sejalan dengan *event* yang diselenggarakan oleh PT Angkasa Pura II pada tanggal 13-17 Agustus 2022 yaitu Travelin Fest.

Kontribusi penempatan *Giant* Totem pada *Travelin Fest* memberikan manfaat komersial untuk PT Angkasa Pura II sebagai pendapatan yaitu sebesar Rp55 juta.

g. **BRI Travel Fair, 25-28 Agustus 2022**
InJourney melalui anak usahanya di bidang *travel management* yaitu PT Hotel Indonesia Natour berinisiatif untuk melakukan pameran pariwisata (*travel fair*) yang difokuskan untuk promosi dan meningkatkan minat perjalanan wisata ke 5 Destinasi Pariwisata Super Prioritas (DPSP). *Travel Fair* ini merupakan implementasi dari arahan Pemerintah Republik Indonesia untuk terus menggerakkan perekonomian lokal melalui kegiatan pariwisata, meningkatkan minat pasar dengan inisiatif *event*/ MICE untuk menggerakkan kegiatan Pariwisata,

e. **Press Conference for Tomohon International Flower Festival, August 1, 2022**
The implementation of Tomohon International Flower Festival 2022 aims to support the program of the Ministry of Tourism of the Republic of Indonesia to succeed "Wonderful Indonesia" and "Pesona Indonesia" as well as the promotion program of the North Sulawesi Provincial Government in order to increase the flow of tourist visits both domestic and foreign, establish Cooperation and Tourism Potential between Cities throughout Indonesia so that it is increasingly developing which in turn supports the Government Program, especially the Ministry of Tourism of the Republic of Indonesia.

InJourney as a Tourism and Support SOEs Holding always supports the continued rise of various major events in the country, as a form of support and promotion of the event InJourney helped to organize the Press Conference for Tomohon International Flower Festival.

f. **Travelin Fest, August 13-17, 2022**
InJourney and PT Teh Botol Sosro collaborated in using the InJourney logo for a special edition product campaign for Teh Botol Sosro with the theme 5 Super Priority Tourism Destinations (DPSP) through the creativity of the nation's children and printed in special edition packaging in commemoration of Indonesia's 77th Independence Day. This packaging was also the work of young Indonesian illustrators and visual artists. Apart from that, this collaboration also has a branding campaign in the form of the Giant Totem of Teh Botol Sosro Pesona Asli Indonesia Packaging which will be placed at Terminal 3 of Soekarno Hatta Airport. This was in line with the event organized by PT Angkasa Pura II on August 13-17, 2022, namely the Travelin Fest.

The contribution of placing the Giant Totem at the Travelin Fest provided commercial benefits for PT Angkasa Pura II as revenues, which was Rp55 million.

g. **BRI Travel Fair, August 25-28, 2022**
InJourney through its subsidiary in the field of travel management, namely PT Hotel Indonesia Natour took the initiative to hold a tourism exhibition (travel fair) focused on promotion and increasing interest in travel to 5 Super Priority Tourism Destinations (DPSP). This Travel Fair was an implementation of the direction of the Government of the Republic of Indonesia to continue to drive the local economy through tourism activities, increasing market interest with event/MICE initiatives to drive tourism activities, it is expected to have a major

diharapkan dapat memberikan dampak positif yang besar bagi proses pemulihan perekonomian khususnya pada wilayah 5 DPSP. Berdasarkan beberapa misi tersebut, InJourney berkolaborasi bersama PT Bank Rakyat Indonesia (persero) Tbk dan Citilink untuk bersama-sama menggairahkan pariwisata Indonesia melalui program BRI Travel Fair 2022 sekaligus dalam rangka merayakan HUT RI ke 77. BRI Travel Fair diselenggarakan pada tanggal 25-28 Agustus 2022 di Sarinah dengan beberapa program yang telah terealisasi selama *event* yaitu Lelang, *Flash Sale, Cashback, Top Up Fresh Fun, Opening New Account*, dan lain-lain.

h. **Likupang Fishing Competition, 17-19 September 2022**
Likupang Internasional Fishing Competition 2022 (L-IFC 2022), merupakan ajang wisata bahari yang sudah mendapatkan restu dari International Game Fishing Association (IGFA) dan bertujuan untuk memberikan edukasi kepada masyarakat luas tentang potensi laut serta pemanfaatan laut yang berkelanjutan. Pada *event* ini, InJourney men-*support* dengan menyediakan anggaran untuk acara hiburan yang dibawakan oleh artis Marcello Tahitoe (Ello).

Integrated Marketing & Commercial Strategy
Salah satu wujud dari program ini adalah pengembangan *Tourism Collaborative Platform* yang dilakukan bersama dengan Telkom.

Tujuan dari pengembangan ini adalah untuk mengakselerasi pengembangan kisah *"Journey of Indonesia"* yang berkesinambungan bersama seluruh pelaku pariwisata serta memberikan pengalaman "*Personalize & Immersive Tourism*" di mana para pelaku wisata mendapat kemudahan untuk melakukan kustomisasi *itinerary* perjalanan yang sesuai dengan preferensi perjalanan yang diinginkan.

Pengembangan *Tourism Collaborative Platform* juga melibatkan para pelaku industri pariwisata dengan menambahkan inventori tiket dan akomodasi untuk tujuan-tujuan pariwisata yang telah dikurasi.

Pada pengembangan tahap pertama di tahun 2022, InJourney bekerjasama dengan PT Bank Mandiri (Persero) Tbk melakukan inisiasi integrasi antara *Tourism Collaboration Platform* dengan *platform* Livin' Mandiri, dan untuk pengembangan tahap berikutnya InJourney akan bekerja sama dengan PT Bank Negara Indonesia (Persero) Tbk dan PT Bank Rakyat Indonesia (Persero) Tbk terkait integrasi dengan *platform* BNI Mobile dan BRImo.

positive impact on the economic recovery process, especially in the 5 DPSP regions. Based on these missions, InJourney collaborated with PT Bank Rakyat Indonesia (Persero) Tbk and Citilink to jointly stimulate Indonesian tourism through the BRI Travel Fair 2022 program as well as celebrating the 77th Indonesian Independence Day. The BRI Travel Fair was held on August 25-28, 2022, at Sarinah with several programs that have been realized during the event, namely Auctions, Flash Sale, Cashback, Top Up Fresh Fun, Opening New Accounts, and others.

h. **Likupang Fishing Competition, September 17-19, 2022**
The Likupang International Fishing Competition 2022 (L-IFC 2022), is a marine tourism event that has received the approval of the International Game Fishing Association (IGFA) and aims to provide education to the wider community about the potential of the sea and the sustainable use of the sea. In this event, InJourney supported by providing a budget for entertainment programs hosted by Marcello Tahitoe (Ello).

Integrated Marketing & Commercial Strategy
One manifestation of this program is the development of the Tourism Collaborative Platform which is carried out together with Telkom.

The purpose of this development is to accelerate the development of a sustainable "Journey of Indonesia" story with all tourism players and provide a "Personalize & Immersive Tourism" experience where tourism players have the convenience of customizing travel itineraries according to the desired travel preferences.

Development of the Tourism Collaborative Platform also involves tourism industry players by adding ticket and accommodation inventory for curated tourism destinations.

In the first phase of development in 2022, InJourney was working with PT Bank Mandiri (Persero) Tbk to initiate integration between the Tourism Collaboration Platform and the Livin' Mandiri platform, and for the next stage of development, InJourney will be working with PT Bank Negara Indonesia (Persero) Tbk and PT Bank Rakyat Indonesia (Persero) Tbk regarding integration with the BNI Mobile and BRImo platforms.

Customer Experience & Service Culture Transformation

Inisiatif-inisiatif strategis dalam meningkatkan nilai *customer experience* yaitu:

1. *Building core capabilities;*
2. *Collaborative spirit;*
3. *Service values HEART (Hospitable, Empathetic, Authentic, Responsible, Trustworthy);*
4. *Building interconnected aviation & tourism ecosystems;*
5. *Airport Service Championship Program.*
   Airport Service Championship Program merupakan salah satu cara untuk mengukur performa *airport* di Indonesia dan kaitannya dalam meningkatkan pertumbuhan bisnis di *airport* secara khusus dan *Indonesian Tourism* secara umum pada 4 indikator penilaian yakni:

Customer Experience & Service Culture Transformation

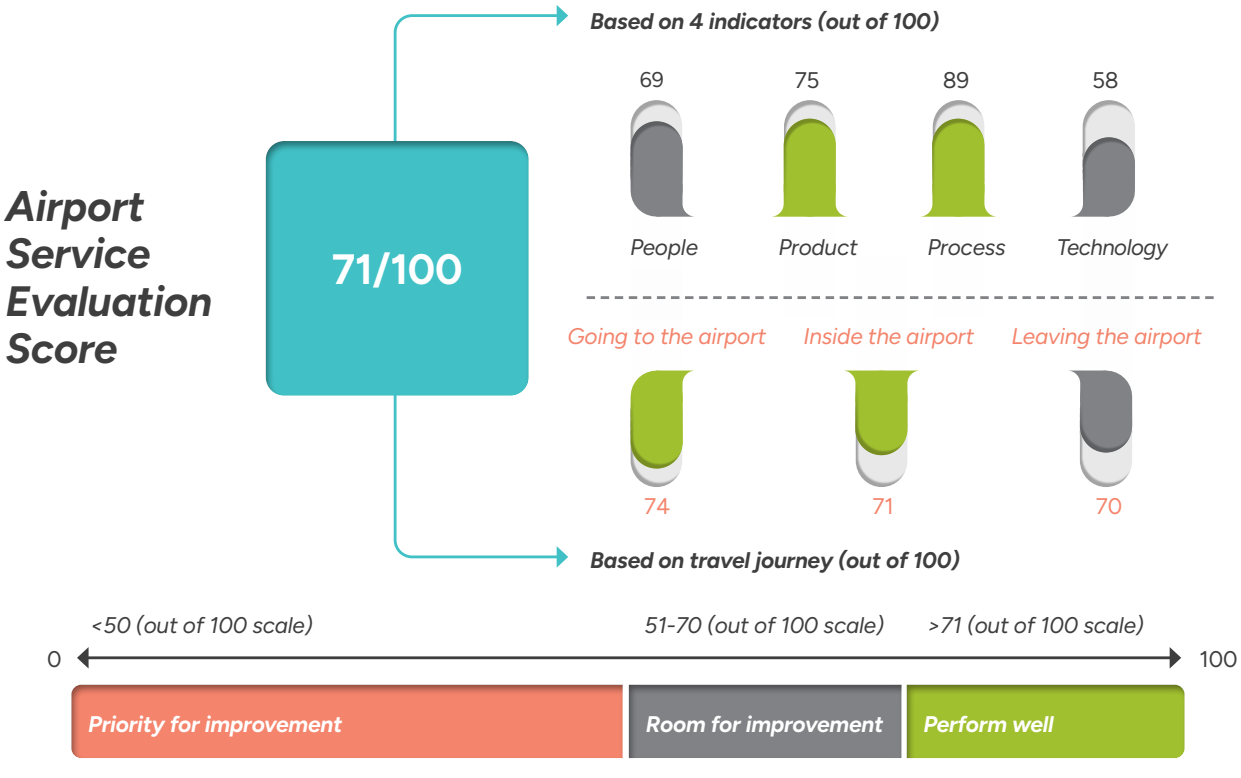
Strategic initiatives in increasing customer experience value, namely:

1. *Building core capabilities;*
2. *Collaborative spirit;*
3. *Service values HEART (Hospitable, Empathetic, Authentic, Responsible, Trustworthy);*
4. *Building interconnected aviation & tourism ecosystems;*
5. *Airport Service Championship Program.*
   The Airport Service Championship Program is a way to measure the performance of airports in Indonesia and its relation to increase business growth at airports in particular and Indonesian Tourism in general on 4 assessment indicators namely:

01 PEOPLE	02 PRODUCT	03 PROCESS	04 TECHNOLOGY
Seluruh staf di bandara yang berinteraksi dengan traveler. *All staff from the airport who interact with travelers.*	Seluruh fasilitas yang tersedia dan diakses oleh traveler. *All facilities that are available and accessible to travelers.*	Alur yang dilalui oleh traveler ketika mengakses bandara. *The path traversed by travelers when accessing the airport.*	Seluruh fasilitas Wi-Fi, *charging station, self check-in machine, auto gate* *All Wi-Fi facilities, charging station, self check-in machine, auto gate.*
40%	40%	10%	10%

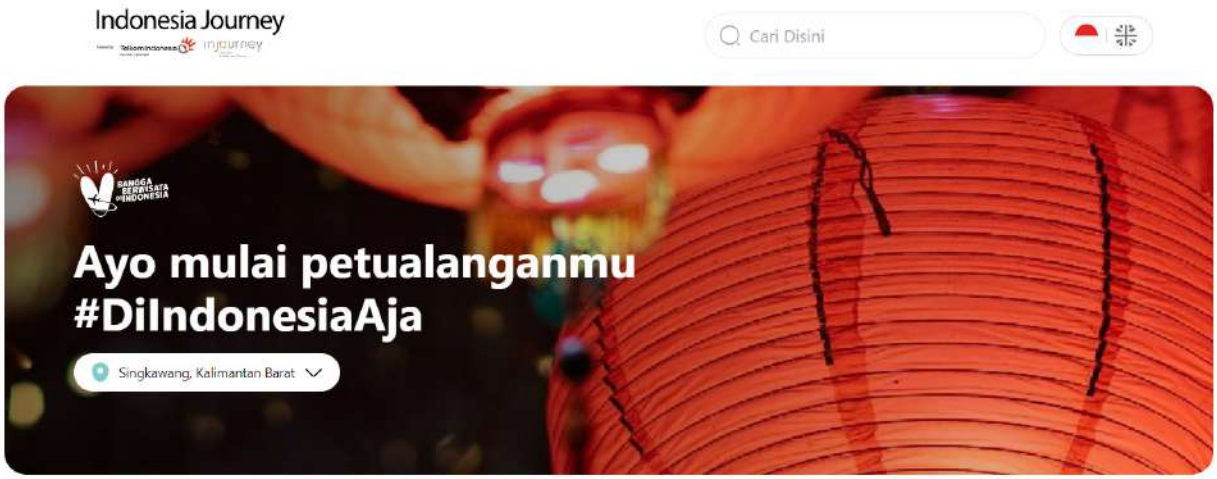
Berdasarkan hasil pengukuran tahun 2022 diperoleh hasil sebagai berikut:

Based on the measurement results in 2022, the following results were obtained:



Dalam pembangunan inisiatif strategis untuk meningkatkan nilai *customer experience*, InJourney telah melakukan digitalisasi yang berupa *website* Indonesia Journey. *Website* ini merupakan kerja sama InJourney dengan PT Telkom Indonesia Tbk sebagai wadah informasi untuk para penggiat wisata di Indonesia.

In developing strategic initiatives to increase customer experience value, InJourney has digitalized the Indonesia Journey's website. This website is a collaboration between InJourney and PT Telkom Indonesia Tbk as a forum for information for tourism activists in Indonesia.









Pangsa Pasar

InJourney merupakan pemain terbesar di industri aviasi dan pariwisata di Indonesia. Perseroan memiliki lini usaha yang cukup luas, mulai dari *airport management*, perhotelan, *destination development* hingga retail.

Saat ini,entitas anak Perseroan, yaitu PT Angkasa Pura I dan PT Angkasa Pura II mengelola 35 bandar udara dari total sebanyak 340 bandar udara yang ada di Indonesia. Sedangkan sisanya saat ini masih dikelola oleh Kementerian Perhubungan RI.

Market Share

InJourney is the biggest player in the aviation and tourism industry in Indonesia. The Company has a fairly broad line of business, starting from airport management, hospitality, destination development to retail.

Currently, the Company's subsidiaries, namely PT Angkasa Pura I and PT Angkasa Pura II manage 35 airports out of a total of 340 airports in Indonesia. Meanwhile, the rest is currently still managed by the Ministry of Transportation of the Republic of Indonesia.

Tinjauan Keuangan
Financial Review

Informasi tinjauan kinerja keuangan komprehensif disajikan secara konsolidasian berdasarkan Laporan Keuangan 2022 PT Aviasi Pariwisata Indonesia (Persero) yang berakhir pada 31 Desember 2022 dan telah diaudit oleh Kantor Akuntan Publik Amir, Abadi Jusuf, Aryanto, Mawar & Rekan dengan opini wajar dalam semua hal yang material.

Comprehensive financial performance review information is presented on a consolidated basis based on the 2022 Financial Statements of PT Aviasi Pariwisata Indonesia (Persero) which ended on December 31, 2022, and has been audited by the Public Accounting Firm Amir, Abadi Jusuf, Aryanto, Mawar & Rekan with a fair opinion in all material respects.

Laporan Posisi Keuangan
Statements of Financial Position

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Total Aset *Total Assets*	94.663.891	94.537.814	126.077	0,13%
Total Liabilitas *Total Liabilities*	59.360.321	58.337.982	1.022.338	1,75%
Total Ekuitas *Total Equity*	35.303.571	36.199.832	(896.261)	(2,48%)

Posisi keuangan InJourney tahun 2022 cukup baik. Aset dan liabilitas Perseroan meningkat dibandingkan tahun sebelumnya, sedangkan ekuitas Perseroan sedikit mengalami penurunan dibandingkan tahun sebelumnya. Namun demikian, secara umum, posisi keuangan Perseroan masih sangat baik untuk menunjang pertumbuhan usaha Perseroan ke depan.

InJourney's 2022 financial position was fairly good. The Company's assets and liabilities increased compared to the previous year, while the Company's equity slightly decreased compared to the previous year. However, in general, the Company's financial position was still very good to support the Company's business growth going forward.

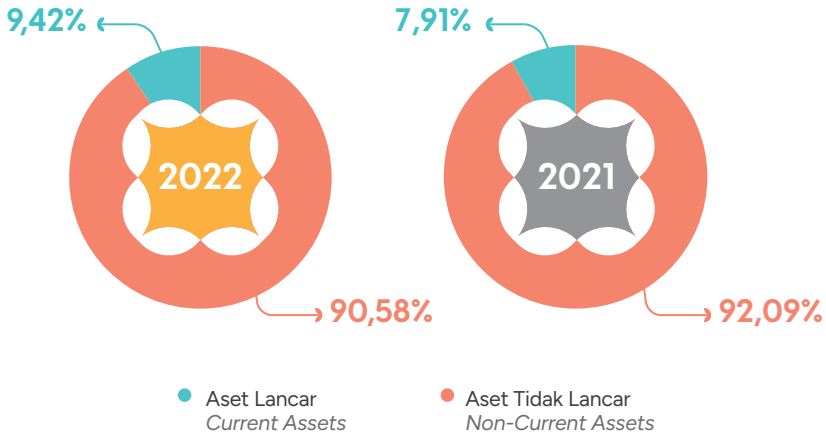
Aset
Assets

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Total Aset Lancar *Total Current Assets*	8.920.715	7.479.157	1.441.558	19,27%
Total Aset Tidak Lancar *Total Non-Current Assets*	85.743.177	87.058.658	(1.315.481)	(1,51%)
Total Aset *Total Assets*	94.663.891	94.537.815	126.077	0,13%

Jumlah aset InJourney per 31 Desember 2022 tercatat sebesar Rp94,66 triliun meningkat 0,13% dari tahun sebelumnya sebesar Rp94,54 triliun. Komposisi aset InJourney tahun 2022 utamanya berupa aset tidak lancar, yaitu mencapai 90,58% dari total aset Perseroan. Komposisi tersebut relatif tidak sama dengan tahun sebelumnya.

InJourney's total assets as of December 31, 2022, were recorded at Rp94.66 trillion, an increase of 0.13% from the previous year of Rp94.54 trillion. The composition of InJourney's assets in 2022 was mainly in the form of non-current assets, which reached 90.58% of the Company's total assets. The composition was relatively different from the previous year.



Aset Lancar *Current Assets*

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Aset Lancar *Current Assets*				
Kas dan Setara Kas *Cash and Cash Equivalents*	5.817.311	3.725.597	2.091.714	56,14%
Investasi Jangka Pendek *Short-Term Investment*	159.988	141.657	18.332	12,94%
Piutang Usaha *Trade Receivables*				
Piutang Usaha-Pihak Berelasi *Trade Receivables-Related Parties*	746.961	576.652	170.309	29,53%
Piutang Usaha-Pihak Ketiga *Trade Receivables-Third Parties*	1.094.671	1.057.790	36.881	3,49%
Piutang Lain-Lain *Other Receivables*				
Piutang Lain-Lain-Pihak Berelasi *Other Receivables-Related Parties*	11.222	20.185	(8.963)	(44,41%)
Piutang Lain-Lain-Pihak Ketiga *Other Receivables-Third Parties*	114.368	86.493	27.875	32,23%
Persediaan *Inventories*	49.222	57.951	(8.728)	(15,06%)
Uang Muka *Advances*	194.629	120.884	73.745	61,00%
Biaya Dibayar di muka *Prepaid Expenses*	76.194	85.532	(9.338)	(10,92%)

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pendapatan yang Masih Harus Diterima *Accrued Revenue*	524.952	297.334	227.618	76,55%
Pajak Dibayar Dimuka *Prepaid Taxes*	99.093	1.280.691	(1.181.598)	(92,26%)
Aset Lancar Lainnya *Other Current Assets*	32.102	28.391	3.711	13,07%
Jumlah Aset Lancar *Total Current Assets*	**8.920.715**	**7.479.157**	**1.441.558**	**19,27%**

Jumlah aset lancar InJourney pada akhir tahun 2022 tercatat sebesar Rp8,92 triliun, meningkat 19,27% dari tahun sebelumnya sebesar Rp7,48 triliun. Hal ini disebabkan oleh adanya peningkatan kas dan setara kas sebesar Rp2,09 triliun dan peningkatan piutang usaha sebesar Rp207,19 miliar.

InJourney's total current assets at the end of 2022 were recorded at Rp8.92 trillion, an increase of 19.27% from the previous year of Rp7.48 trillion. This was due to an increase in cash and cash equivalents of Rp2.09 trillion and an increase in trade receivables of Rp207.19 billion.

Aset Tidak Lancar

Non-Current Assets

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Aset Tidak Lancar *Non-Current Assets*				
Piutang Usaha - Pihak Berelasi *Trade Receivable - Related Parties*	242.030	0	242.030	100,00%
Estimasi Tagihan Pajak *Estimated Claims for Refundable Tax*	356.909	516.235	(159.326)	(30,86%)
Aset Pajak Tangguhan *Deferred Tax Assets*	2.422.090	1.979.571	442.519	22,35%
Investasi Jangka Panjang *Long-Term Investments*	32.633	35.242	(2.609)	(7,40%)
Investasi pada Entitas Asosiasi dan Ventura Bersama *Investment in Associates and Joint Venture*	2.346.238	2.505.629	(159.391)	(6,36%)
Uang Muka Investasi *Advance for Investments*	251.223	0	251.223	100,00%
Uang Muka Pembelian Tanah *Advance for Land Acquisition*	0	1.960	(1.960)	(100,00%)
Properti Investasi *Investment Properties*	2.805.451	221.443	2.584.008	1166,90%
Aset Tetap *Fixed Assets*	75.532.961	80.788.883	(5.255.922)	(6,51%)
Aset Hak Guna *Right-of-use Assets*	1.485.500	682.330	803.170	117,71%
Aset Tak Berwujud *Intangible Assets*	167.570	226.152	(58.582)	(25,90%)
Aset Tidak Lancar Lain-Lain *Other Non-Current Assets*	100.572	101.214	(642)	(0,63%)
Jumlah Aset Tidak Lancar *Total Non-Current Assets*	**85.743.177**	**87.058.658**	**(1.315.481)**	**(1,51%)**

Jumlah aset tidak lancar pada akhir tahun 2022 tercatat senilai Rp85,74 triliun, lebih rendah 1,51% dari tahun 2021 sebesar Rp87,06 triliun. Penurunan ini disebabkan oleh penyusutan aset tepat sebesar Rp5.255 juta.

Total non-current assets at the end of 2022 were recorded at Rp85.74 trillion, 1.51% lower than 2021 of Rp87.06 trillion. This decrease was due to the depreciation of assets amounted to Rp5,255 million.

Liabilitas

Liabilities

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Total Liabilitas Jangka Pendek *Total Current Liabilities*	11.579.377	11.520.233	59.145	0,51%
Total Liabilitas Jangka Panjang *total Non-Current Liabilities*	47.780.943	46.817.750	963.194	2,06%
Total Liabilitas *Total Liabilities*	59.360.321	58.337.982	1.022.339	1,75%

Pada akhir tahun 2022, total liabilitas InJourney tercatat sebesar Rp59,36 triliun, naik 1,75% dari tahun 2021 sebesar Rp58,34 triliun. Komposisi liabilitas Perseroan tahun 2022 didominasi oleh liabilitas jangka panjang yang mencapai 80,49% dari total liabilitas. Komposisi tersebut relatif tidak mengalami perubahan dibandingkan tahun 2021.

At the end of 2022, InJourney's total liabilities were recorded at Rp59.36 trillion, up 1.75% from 2021 of Rp58.34 trillion. The composition of the Company's liabilities in 2022 was dominated by non-current liabilities which reached 80.49% of total liabilities. This composition has relatively remained unchanged compared to 2021.



Liabilitas Jangka Pendek *Current Liabilities*

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Utang Usaha *Trade Payables*				
Utang Usaha-Pihak Berelasi *Trade Payables-Related Parties*	415.585	184.108	231.478	125,73%
Utang usaha-pihak ketiga *Trade Payables-Third Parties*	451.637	596.403	(144.765)	(24,27%)
Utang Lain-lain *Other Payables*				
Utang Lain-Lain-Pihak Berelasi *Other Payables-Related Parties*	289.231	866.200	(576.968)	(66,61%)
Utang Lain-Lain-Pihak Ketiga *Other Payables-Third Parties*	1.461.228	2.718.321	(1.257.093)	(46,25%)
Beban yang Masih Harus Dibayar *Accrued Expenses*				
Beban Akrual-Pihak Berelasi *Accrued Expenses-Related Parties*	679	1.330	(651)	(48,94%)
Beban Akrual-Pihak Ketiga *Accrued Expenses-Third Parties*	2.672.001	3.000.713	(328.712)	(10,95%)
Utang Pajak *Taxes Payables*	274.002	210.285	63.717	30,30%
Pendapatan Diterima di Muka *Unearned Revenues*	384.478	361.941	22.537	6,23%
Liabilitas Imbalan Kerja Jangka Pendek *Short-Term Employees Benefits Liabilities*	241.472	304.519	(63.048)	(20,70%)
Utang Bank dan Lembaga Keuangan Lainnya-Jangka Pendek *Short-Terms Bank and Other Financial Institutions Loans*	899.758	1.722.246	(822.488)	(47,76%)
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Waktu Satu Tahun: *Current Maturities of Long-Term Liabilities*				
Utang Bank dan Lembaga Keuangan Lainnya-Jangka Panjang *Long-Term Bank and Other Financial Institutions Loans*	3.209.336	1.463.087	1.746.249	119,35%
Utang Obligasi dan Sukuk Ijarah *Bonds Payable and Sukuk Ijarah*	1.126.000	0	1.126.000	100,00%
Liabilitas Sewa *Lease Liabilities*	153.971	91.080	62.890	69,05%
Total Liabilitas Jangka Pendek *Total Current Liabilities*	**11.579.377**	**11.520.233**	**59.145**	**0,51%**

Total liabilitas jangka pendek pada akhir tahun 2022 tercatat senilai Rp11,58 triliun, naik 0,51% dari tahun 2021 sebesar Rp11,52 triliun. Kenaikan ini utamanya disebabkan oleh meningkatnya utang obligasi dan sukuk ijarah sebesar Rp1,12 triliun.

Total current liabilities at the end of 2022 were recorded at Rp11.58 trillion, up 0.51% from 2021 of Rp11.52 trillion. This increase was mainly due to an increase in bonds payable and sukuk ijarah of Rp1.12 trillion.

Liabilitas Jangka Panjang

Non-Current Liabilities

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Liabilitas Jangka Panjang Setelah Dikurangi Bagian Jatuh Tempo dalam Waktu Satu Tahun: *Long-Term Liabilities – Net of Current Maturities:*				
Utang Bank dan Lembaga Keuangan Lainnya *Bank and Other Financial Institutions Loans*	35.285.770	35.337.791	(52.020)	-0,15%
Utang Obligasi dan Sukuk Ijarah *Bonds Payable and Sukuk Ijarah*	6.381.281	7.505.553	(1.124.272)	(14,98%)
Liabilitas Sewa *Lease Liabilities*	1.522.332	525.528	996.804	189,68%
Utang Jangka Panjang Lainnya *Other Long-Term Liabilities*	1.424.731	459.868	964.864	209,81%
Liabilitas Imbalan Kerja *Employee Benefits Liabilities*	2.426.767	2.275.765	151.002	6,64%
Liabilitas Pajak Tangguhan *Deferred Tax Liabilities*	0	262.115	(262.115)	(100,00%)
Pendapatan Ditangguhkan *Deferred Revenue*	718.747	429.332	289.415	67,41%
Pendapatan Diterima di Muka *Advances from Customers*	7.500	1.431	6.069	424,26%
Utang Provisi *Provisions Payables*	13.815	20.368	(6.553)	(32,17%)
Total Liabilitas Jangka Panjang *Total Non-Current Liabilities*	**47.780.943**	**46.817.750**	**963.194**	**2,06%**

Total liabilitas jangka pendek pada akhir tahun 2022 tercatat senilai Rp47,78 triliun, naik 2,06% dari tahun 2021 sebesar Rp46,82 triliun. Kenaikan ini utamanya disebabkan oleh meningkatnya liabilitas sewa sebesar Rp996,80 miliar dan utang jangka panjang lainnya sebesar Rp964,86 miliar.

Total current liabilities at the end of 2022 were recorded at Rp47.78 trillion, up 2.06% from 2021 of Rp46.82 trillion. This increase was mainly due to an increase in lease liabilities of Rp996.80 billion and other long-term loans of Rp964.86 billion.

Ekuitas

Equity

Dalam juta Rupiah | In million Rupiah

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Modal Saham *Capital Stock*	65.164.367	65.164.367	0	0,00%
Tambahan modal disetor *Additional Paid-in Capital*	(28.765.976)	(28.765.976)	0	0,00%
Proforma ekuitas yang timbul dari proforma yang timbul dari transaksi restrukturisasi *Proforma equity arising from proforma arising from restructuring transactions*				
Saldo Laba *Retained Earnings*				
Saldo laba-dicadangkan *Retained Earnings-Appropriated*	2.111	2.111	(0)	0,00%
Saldo laba-belum dicadangkan *Retained Earnings-Unappropriated*	(1.125.191)	(202.320)	(922.871)	456,14%

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Penghasilan Komprehensif Lain *Other Comprehensive Income*	(163.069)	(45)	(163.024)	363155,65%
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk *Equity attributable to owner of the parent entity*	35.112.241	36.198.137	(1.085.895)	(3,00%)
Kepentingan Non-Pengendali *Non-controlling interests*	191.329	1.695	189.634	11185,18%
Total Ekuitas *Total Equity*	**35.303.571**	**36.199.832**	**(896.261)**	**(2,48%)**

Pada akhir tahun 2022, total ekuitas InJourney tercatat sebesar Rp35,30 triliun, lebih rendah 2,48% dari tahun 2021 yaitu sebesar Rp36,20 triliun. Hal ini disebabkan oleh meningkatnya jumlah saldo laba belum dicadangkan sebesar Rp922,87 juta.

At the end of 2022, InJourney's total equity was recorded at Rp35.30 trillion, 2.48% lower than in 2021, which was Rp36.20 trillion. This was caused by an increase in the amount of unappropriated retained earnings by Rp922.87 million.

Laporan Laba Rugi

Statements of Profit or Loss

Dalam juta Rupiah | In million Rupiah

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pendapatan Usaha **Revenues**	**15.498.535**	**9.732.834**	**5.765.701**	**59,24%**
Beban Pokok Pendapatan **Cost of Revenues**	**(9.117.071)**	**(8.760.520)**	**(356.550)**	**4,07%**
Laba Bruto **Gross Profit**	**6.381.464**	**972.313**	**5.409.151**	**556,32%**
Beban Pemasaran *Marketing Expenses*	(2.920.027)	(2.723.906)	(196.121)	7,20%
Beban Umum dan Administrasi *General and Administrative Expenses*	(2.653.238)	(3.719.846)	1.066.608	(28,67%)
Beban Lain-Lain *Other Expenses*	(209.771)	(343.911)	134.140	(39,00%)
Pendapatan Lain-Lain *Other Income*	747.395	333.655	413.740	124,55%
(Laba) Rugi Usaha **Operating Gain (Loss)**	**1.345.823**	**(5.481.695)**	**6.827.518**	**(124,55%)**
Pendapatan Keuangan *Finance Income*	410.071	83.921	326.150	388,64%
Beban Keuangan *Finance Costs*	(2.901.012)	(2.780.798)	(120.214)	4,32%
Bagian Rugi Entitas Asosiasi *Equity Loss of Associates Entities*	(172.434)	(131.478)	(40.956)	31,15%
Rugi Sebelum Beban Pajak Final dan Manfaat Pajak Penghasilan Badan **Loss Before Final Tax Expense and Income Tax Benefit**	**(1.317.551)**	**(8.310.049)**	**6.992.498**	**84,15%**
Rugi Operasi yang Diberhentikan **Loss of Discontinued Operations**	**0**	**(84.116)**	**84.116**	**100,00%**
Rugi Sebelum Pajak **Loss Before Tax**	**(1.317.551)**	**(8.394.165)**	**7.076.614**	**84,30%**
Pajak Final Pajak Final *Final Tax Expense*	(177.798)	(162.275)	(15.523)	9,57%

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Rugi Sebelum Pajak Penghasilan Badan **Loss Before Corporate Income Tax**	**(1.495.350)**	**(8.556.441)**	**7.061.091**	**82,52%**
Pajak Kini *Current Tax*	(61.166)	(103.946)	42.781	(41,16%)
Pajak Tangguhan *Deferred Tax*	642.689	1.124.223	(481.534)	(42,83%)
Rugi Tahun Berjalan Setelah Efek Penyesuaian Proforma **Loss for the Year After Effect of Proforma Adjustment**	**(913.827)**	**(7.536.164)**	**6.622.337**	**87,87%**
Rugi Komprehensif Lain *Other Comprehensive Loss*				
Pos yang Tidak Akan Direklasifikasikan ke Laba Rugi *Items that Will Not be Reclassified to Profit or Loss*				
Kerugian Aktuarial dari Pengukuran Kembali atas Program Imbalan Pascakerja *Actuarial Losses from Remeasurement on the Post-Employment Benefits Program*	(231.462)	(26.253)	(205.209)	781,65%
Keuntungan yang Belum Direalisasikan dan Kenaikan Nilai Wajar Aset Keuangan *Unrealized Gain on Fair Value Increase of Financial Assets*	150	0	150	100,00%
Manfaat (Beban) Pajak Terkait *Related Tax Benefits (Expense)*	78.581	2.802	75.779	2704,58%
Laba (Rugi) Komprehensif Entitas Asosiasi *Comprehensive Income (loss) of Associate*	1.043	1.694	(651)	(38,41%)
Pos yang Akan Direklasifikasikan ke Laba Rugi *Items that Will Be Reclassified to Profit or Loss*				
Perubahan Nilai Wajar Aset Keuangan *Changes in Fair Value of Financial Assets*	(3.347)	(1.431)	(1.915)	133,82%
Rugi Komprehensif Lain Tahun Berjalan Setelah Pajak **Other Comprehensive Loss for the Year After Tax**	**(155.034)**	**(23.189)**	**(131.845)**	**568,57%**
Total Rugi Komprehensif Tahun Berjalan Setelah Efek Penyesuaian Proforma **Total Comprehensive Loss for Year After Effect of Proforma Adjustment**	**(1.068.861)**	**7.559.353**	**(8.628.215)**	**(114,14%)**
Penyesuaian proforma rugi tahun berjalan *Proforma adjustment of loss for the year*	0	7.495.117	(7.495.117)	(100,00%)
Total Rugi Tahun Berjalan Sebelum Efek Penyesuaian Proforma yang Dapat Diatribusikan *Total Loss for the Year Before Effect of Proforma Adjustment Attributable To*				
Pemilik Entitas Induk *Owners of the Parent Entity*	(922.871)	(41.048)	(881.823)	2148,29%
Kepentingan Non-Pengendali *Non-Controlling Interests*	9.044	0	9.044	100,00%
Penyesuaian Proforma Rugi Komprehensif Tahun Berjalan *Proforma Adjustment of Comprehensive Loss for the Year*	0	7.518.261	(7.518.261)	(100,00%)
Total Rugi Komprehensif Tahun Berjalan Sebelum Efek Penyesuaian Proforma yang Dapat Didistribusikan *Total Comprehensive Loss for the Year Before Effect of Proforma Adjustment Attributable To:*				
Pemilik Entitas Induk *Owners of the Parent Entity*	(1.085.895)	(41.048)	(1.044.848)	2545,45%
Kepentingan Non-Pengendali *Non-Controlling Interests*	17.034	0	17.034	100,00%
	(1.068.861)	**(41.048)**	**(1.027.814)**	**2503,95%**

Pendapatan Usaha

Pendapatan usaha InJourney pada tahun 2022 tercatat sebesar Rp15,50 triliun, meningkat 59,24% dari tahun 2021 senilai Rp9,73 triliun. Peningkatan pendapatan usaha tersebut utamanya disebabkan oleh peningkatan *traffic* pada segmen *airport management* (AP I dan AP II) dan *heritage management* (TWC). Sejalan dengan meningkatnya pergerakan masyarakat turut mendorong meningkatnya perjalanan menggunakan pesawat serta peningkatan mobilitas masyarakat ke destinasi wisata.

Revenues

InJourney's revenues in 2022 were recorded at Rp15.50 trillion, an increase of 59.24% from 2021 which was Rp9.73 trillion. The increase in revenues was mainly due to increased traffic in the airport management (AP I and AP II) and heritage management (TWC) segments. In line with the increasing movement of people, it also encouraged increased travel by plane and increased mobility of people to tourist destinations.

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Airport Management	14.324.484	8.603.612	5.720.872	66,49%
Demand Management	66.694	86.050	(19.355)	-22,49%
Heritage Management	266.976	88.062	178.914	203,17%
Retail Management	835.036	955.109	(120.073)	-12,57%
Induk *Holding* *Holding Parent*	5.344	-	5.344	100%
Jumlah Pendapatan *Total Revenues*	**15.498.535**	**9.732.834**	**5.765.701**	**59,24%**

Pendapatan usaha InJourney utamanya berasal dari pendapatan aviasi yang pada tahun 2022 tercatat sebesar Rp14,4 triliun, meningkat 66,20% dari tahun sebelumnya Rp8,6 triliun yang utamanya disebabkan oleh meningkatnya pendapatan aero maupun pendapatan Non aero serta pendapatan kargo seiring dengan dilonggarkannya PPKM oleh pemerintah.

InJourney's revenues mainly came from aviation revenues which in 2022 were recorded at Rp14.4 trillion, an increase of 66.20% from the previous year of Rp8.6 trillion which was mainly due to increased aero and non-aero revenues and cargo revenues in line with the relaxation of PPKM by government.

Beban Pokok Pendapatan

Beban pokok pendapatan InJourney pada tahun 2022 tercatat sebesar Rp9,12 triliun, naik 4,07% dari tahun 2021 senilai Rp8,76 triliun. Peningkatan beban pokok pendapatan tersebut disebabkan oleh peningkatan trafik dan mobilitas penumpang pesawat akibat pelonggaran aturan PPKM dari pemerintah.

Cost of Revenues

InJourney's cost of revenues in 2022 was recorded at Rp9.12 trillion, up 4.07% from 2021 of Rp8.76 trillion. The increase in the cost of revenues was due to increased traffic and mobility of aircraft passengers due to the easing of PPKM regulations from the government.

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
HPP *Airport Management*	(8.232.422)	(7.673.124)	559.298	7,29%
HPP *Demand Management*	(30.633)	(58.684)	(28.051)	-47,80%
HPP *Heritage Management*	(168.509)	(123.947)	44.561	35,95%
HPP *Retail Management*	(685.507)	(904.765)	(219.258)	-24,23%
HPP Induk *Holding* *HPP Holding Parent*	-	-	-	-
Jumlah Beban Pokok Pendapatan *Total Cost of Revenues*	**(9.117.071)**	**(8.760.520)**	**(356.550)**	**4,07%**

Laba Bruto

Laba bruto InJourney tahun 2022 tercatat sebesar Rp6,38 triliun, meningkat signifikan dari tahun 2021 senilai Rp5,41 miliar. Peningkatan laba bruto tersebut disebabkan oleh peningkatan pendapatan aero maupun non aero sejalan dengan peningkatan perjalanan pesawat dan penumpang.

Gross Profit

InJourney's gross profit in 2022 was recorded at Rp6.38 trillion, a significant increase from 2021 which was Rp5.41 billion. The increase in gross profit was due to an increase in aero and non-aero revenues in line with the increase in aircraft and passenger trips.

Beban Usaha

Operating Expenses

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Beban Pemasaran *Marketing Expenses*	(2.920.027)	(2.723.906)	(196.121)	7,20%
Beban Umum dan Administrasi *General and Administrative Expenses*	(2.653.238)	(3.719.846)	1.066.608	(28,67%)
Total beban usaha *Total operating expenses*	**(5.573.265)**	**(6.443.752)**	**870.487**	**(13,51%)**

Tahun 2022, InJourney mencatat beban usaha sebesar Rp5,57 triliun, lebih rendah 13,51% dari tahun 2021 senilai Rp6,44 triliun. Penurunan beban usaha tersebut utamanya disebabkan penurunan nilai piutang (*impairment*) yang telah dicatat di tahun 2021.

In 2022, InJourney recorded operating expenses of Rp5.57 trillion, 13.51% lower than in 2021 of Rp6.44 trillion. The decrease in operating expenses was mainly due to a decrease in the value of impairment on receivables which was recorded in 2021.

Pendapatan (Beban) Lain-lain

Other Income (Expenses)

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Beban Lain-Lain *Other Expenses*	(209.771)	(343.911)	134.140	(39,00%)
Pendapatan Lain-Lain *Other Income*	747.395	333.655	413.740	124,00%
Total Beban Usaha *Total Operating Expenses*	**537.624**	**(10.256)**	**547.880**	**5.342,04%**

Tahun 2022, InJourney membukukan pendapatan lain-lain sebesar Rp537,62 miliar, meningkat signifikan dibandingkan tahun sebelumnya di mana Perseroan membukukan beban lain-lain sebesar Rp10,26 miliar. Peningkatan tersebut disebabkan pemulihan penurunan nilai piutang dan pembalikan beban akrual yang sudah diakui di laporan tahun 2021.

In 2022, InJourney posted other income of Rp537.62 billion, a significant increase compared to the previous year when the Company posted other expenses of Rp10.26 billion. This increase was due to the recovery of impairment on receivables and the reversal of accrued expenses that had been recognized in the 2021 report.

Laba (Rugi) Usaha

Tahun 2022, InJourney mencatat rugi usaha sebesar Rp1,35 triliun, mengalami penurunan dari tahun sebelumnya di mana Perseroan membukukan rugi usaha sebesar Rp5,48 triliun. Peningkatan tersebut utamanya disebabkan meningkatnya pendapatan aero maupun pendapatan Non aero serta pendapatan kargo seiring dengan dilonggarkannya PPKM oleh pemerintah.

Operating Gain (Loss)

In 2022, InJourney recorded an operating loss of Rp1.35 trillion, a decrease from the previous year when the Company posted an operating loss of Rp5.48 trillion. This increase was mainly due to an increase in aero and non-aero revenues as well as cargo revenues in line with the relaxation of PPKM by the government.

Pendapatan (Beban) Non-Usaha

Non-Operating Income (Expenses)

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pendapatan Keuangan *Financial Income*	410.071	83.921	326.150	388,64%
Beban Keuangan *Financial Expenses*	(2.901.012)	(2.780.798)	(120.214)	4,32%
Bagian Rugi Entitas Asosiasi *Equity Loss of Associates Entities*	(172.434)	(131.478)	(40.956)	31,15%
Pendapatan (Beban) Non-Usaha *Non-Operating Income (Expenses)*	**(2.663.375)**	**(2.828.355)**	**164.980**	**(5,83%)**

Tahun 2022, InJourney membukukan beban non usaha sebesar Rp2,66 triliun, turun 5,83% dari tahun sebelumnya sebesar Rp2,83 triliun. Tahun 2022, Perseroan membukukan pendapatan keuangan sebesar Rp410,07 miliar, meningkat dari tahun sebelumnya sebesar Rp83,92 miliar. Namun demikian, beban keuangan Perseroan juga meningkat menjadi Rp2,90 triliun dari tahun sebelumnya sebesar Rp2,78 triliun. Peningkatan beban keuangan tersebut disebabkan meningkatnya beban bunga pinjaman Bank & Obligasi.

In 2022, InJourney posted non-operating expenses of Rp2.66 trillion, down 5.83% from the previous year of Rp2.83 trillion. In 2022, the Company posted a financial income of Rp410.07 billion, an increase from the previous year of Rp83.92 billion. However, the Company's financial expenses also increased to Rp2.90 trillion from the previous year of Rp2.78 trillion. The increase in financial expenses was due to the increase in interest expenses on bank loans & bonds.

Rugi Tahun Berjalan setelah Efek Penyesuaian Proforma

Loss For The Year After Effect of Proforma Adjustment

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Rugi Sebelum Beban Pajak Final dan Manfaat Pajak Penghasilan Badan *Loss Before Income Tax Expense and Income Tax Benefit*	(1.317.551)	(8.310.049)	6.992.498	(84,15%)
Rugi Operasi yang Diberhentikan *Loss of Discontinued Operations*	0	(84.116)	84.116	(100,00%)
Rugi Sebelum Pajak *Loss Before Tax*	(1.317.551)	(8.394.165)	7.076.614	(84,30%)
Pajak Final *Final Tax Expense*	(177.798)	(162.275)	(15.523)	9,57%
Rugi Sebelum Pajak Penghasilan Badan *Loss Before Corporate Income Tax*	(1.495.350)	(8.556.441)	7.061.091	(82,52%)
Pajak Kini *Current Tax*	(61.166)	(103.946)	42.781	(41,16%)
Pajak Tangguhan *Deferred Tax*	642.689	1.124.223	(481.534)	(42,83%)
Rugi Tahun Berjalan Setelah Efek Penyesuaian Proforma *Loss For The Year After Effect of Proforma Adjustment*	**(913.827)**	**(7.536.164)**	**6.622.337**	**(87,87%)**

Rugi tahun berjalan setelah efek penyesuaian proforma pada tahun 2022 tercatat sebesar Rp913,83 miliar, lebih rendah dari tahun 2021 sebesar Rp7,54 triliun. Penurunan ini utamanya disebabkan oleh meningkatnya pendapatan aero maupun pendapatan Non aero serta pendapatan kargo seiring dengan dilonggarkannya PPKM oleh pemerintah.

Loss for the year after effect of proforma adjustment in 2022 was recorded at Rp913.83 billion, lower than 2021 of Rp7.54 trillion. This decrease was mainly due to an increase in aero and non-aero revenues as well as cargo revenues in line with the relaxation of PPKM by the government.

Rugi Komprehensif Lain

Other Comprehensive Loss

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pos yang Tidak Akan Direklasifikasikan ke Laba Rugi *Items that Will Not be Reclassified to Profit or Loss*				
Kerugian Aktuarial dari Pengukuran Kembali atas Program Imbalan Pascakerja *Actuarial Losses from Remeasurement on the Post-Employment Benefits Program*	(231.462)	(26.253)	(205.209)	781,65%
Keuntungan yang Belum Direalisasikan dan Kenaikan Nilai Wajar Aset Keuangan *Unrealized Gain on Fair Value Increase of Financial Assets*	150	0	150	100,00%
Manfaat (Beban) Pajak Terkait *Related Tax Benefits (Expense)*	78.581	2.802	75.779	2704,58%
Laba (Rugi) Komprehensif Entitas Asosiasi *Comprehensive Income (Loss) of Associate*	1.043	1.694	(651)	(38,41%)
Pos yang Akan Direklasifikasikan ke Laba Rugi *Items that Will be Reclassified to Profit or Loss*				
Perubahan Nilai Wajar Aset Keuangan *Changes in Fair Value of Financial Assets*	(3.347)	(1.431)	(1.915)	133,82%
Rugi Komprehensif Lain Tahun Berjalan Setelah Pajak *Other Comprehensive Loss For The Year After Tax*	(155.034)	(23.189)	(131.845)	568,57%

Rugi Komprehensif Lain pada tahun 2022 tercatat sebesar Rp155,03 miliar, naik dari tahun 2021 senilai Rp23,18 miliar.

Other Comprehensive Loss in 2022 was recorded at Rp155.03 billion, an increase from Rp23.18 billion in 2021

Rugi Komprehensif Periode Berjalan

Comprehensive Loss For The Year

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Total Rugi Komprehensif Tahun Berjalan Setelah Efek Penyesuaian Proforma *Total Comprehensive Loss For The Year After Effect of Proforma Adjustment*	(1.068.861)	7.559.353	(8.628.215)	(114,14%)
Penyesuaian Proforma Rugi Tahun Berjalan *Proforma Adjustment of Loss For The Year*	0	7.495.117	(7.495.117)	(100,00%)
Total Rugi Tahun Berjalan Sebelum Efek Penyesuaian Proforma yang Dapat Diatribusikan *Total Loss For The Year Before Effect of Proforma Adjustment Attributable to:*				
Pemilik Entitas Induk *Owners of the Parent Entity*	(922.871)	(41.048)	(881.823)	2148,29%
Kepentingan Non-Pengendali *Non-Controlling Interests*	9.044	0	9.044	100,00%
Penyesuaian Proforma Rugi Komprehensif Tahun Berjalan *Proforma Adjustment Of Comprehensive Loss for the Year*	0	7.518.261	(7.518.261)	(100,00%)

Rugi komprehensif periode berjalan pada tahun 2022 tercatat sebesar Rp0, turun dari tahun 2021 senilai Rp7,52 triliun.

Comprehensive loss for the year in 2022 was recorded at Rp0, down from 2021 of Rp7.52 trillion.

Arus Kas

Cash Flows

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Kas Bersih yang Diperoleh Dari (Digunakan Untuk) Aktivitas Operasi *Net Cash Provided by (Used in) Operating Activities*	2.286.297	(3.208.197)	5.494.495	171,26%
Kas bersih yang Diperoleh dari (Digunakan Untuk) Aktivitas Investasi *Net cash provided by (used in) investing activities*	(1.321.854)	(2.280.018)	958.164	(42,02%)
Kas bersih yang diperoleh dari (digunakan untuk) aktivitas pendanaan *Net Cash Provided by (Used in) Financing Activities*	1.142.932	5.175.484	(4.032.551)	(77,92%)
Dampak Bersih Perubahan Nilai Tukar Valuta Asing Kas dan Setara Kas *Net Effects of Exchange Rates Fluctuation on Cash and Cash Equivalents*	(15.662)	(1.801)	(13.860)	769,39%
Kenaikan (Penurunan) Bersih Kas dan Setara Kas *Net Increase (Decrease) in Cash and Cash Equivalents*	2.107.376	(312.732)	2.420.107	(773,86%)
Kas dan Setara Kas Awal Tahun *Cash and Cash Equivalents at Beginning of Year*	3.725.597	4.040.131	(314.533)	(7,79%)
Kas dan Setara Kas Akhir Tahun *Cash and Cash Equivalents at End of Year*	5.817.311	3.725.597	2.091.714	56,14%

Jumlah kas dan setara kas InJourney pada akhir tahun 2022 tercatat sebesar Rp5,82 triliun, meningkat 56,14% dibandingkan posisi awal tahun sebesar Rp3,73 triliun. Peningkatan kas dan setara kas tersebut utamanya disebabkan peningkatan kas bersih yang diperoleh dari aktivitas operasi.

InJourney's total cash and cash equivalents at the end of 2022 were recorded at Rp5.82 trillion, an increase of 56.14% compared to the position at the beginning of the year of Rp3.73 trillion. The increase in cash and cash equivalents was mainly due to an increase in net cash provided by operating activities.

Arus Kas dari Aktivitas Operasi

Cash Flows from Operating Activities

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Penerimaan dari Pelanggan *Cash Received from Customers*	14.878.626	9.578.200	5.300.426	55,34%
Pembayaran Kas Kepada Pemasok dan Pihak Ketiga Lainnya *Cash Paid to Suppliers and Third Parties*	(9.536.685)	(7.401.985)	(2.134.700)	28,84%
Kas yang Dihasilkan dari Aktivitas Operasi *Cash Provided from Operating Activities*	5.341.942	2.176.216	3.165.726	145,47%
Penghasilan Bunga *Interest Received*	95.726	81.624	14.101	17,28%
Pembayaran Bunga *Payment of Interest*	(2.297.489)	(2.824.874)	527.384	(18,67%)

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Restitusi Pajak *Tax Restitution*	1.273.979	562.099	711.879	126,65%
Pembayaran Pajak Penghasilan *Payment of Tax Income*	(3.348)	(292.977)	289.629	(98,86%)
Pembayaran Lainnya *Other Payments*	0	(39.183)	39.183	(100,00%)
Pembayaran Kepada Karyawan *Payment to Employee*	(2.124.512)	(2.871.103)	746.592	(26,00%)
Arus Kas Bersih yang Diperoleh dari (Digunakan Untuk) Aktivitas Operasi *Net Cash Flows Provided by (Used in) Operating Activities*	2.286.297	(3.208.197)	5.494.495	171,26%

Arus kas bersih yang diperoleh dari aktivitas operasi tahun 2022 tercatat sebesar Rp2,29 triliun, meningkat signifikan dibandingkan tahun sebelumnya di mana Perseroan menggunakan kas untuk aktivitas operasi sebesar Rp3,21 triliun. Peningkatan tersebut utamanya disebabkan meningkatnya pendapatan aero maupun pendapatan Non aero serta pendapatan kargo seiring dengan dilonggarkannya PPKM oleh pemerintah sehingga mobilitas masyarakat meningkat.

Net cash flows provided by operating activities in 2022 was recorded at Rp2.29 trillion, a significant increase compared to the previous year where the Company used cash for operating activities of Rp3.21 trillion. This increase was mainly due to an increase in aero and non-aero revenues as well as cargo revenues in line with the relaxation of PPKM by the government so that people's mobility increased.

Arus Kas dari Aktivitas Investasi

Cash Flows from Investing Activities

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Hasil Pelepasan Aset Tetap *Proceeds from Disposal of Fixed Assets*	49.987	106.247	(56.259)	(52,95%)
Perolehan Aset Tetap dan Properti Investasi *Acquisitions of Fixed Assets and Investment Property*	(925.360)	(2.493.336)	1.567.976	(62,89%)
Penerimaan dari Investasi Jangka Pendek *Receipt from Short-Term Investment*	25.820	43.204	(17.384)	(40,24%)
Pengeluaran untuk Investasi Jangka Pendek *Payment for Short-Term Investment*	(46.000)	(33.320)	(12.680)	38,06%
Perolehan Aset Tak Berwujud *Acquisitions of Intangible Assets*	(450)	(11.691)	11.241	(96,15%)
Penerimaan dari Investasi Jangka Panjang *Receipt from Long-Term Investment*	0	5.164	(5.164)	(100,00%)
Pengeluaran Untuk Investasi Jangka Panjang *Payment for Long-Term Investment*	(162.628)	0	(162.628)	100,00%
Penerimaan dari Pelepasan Entitas Anak *Receipts from Disposal Of Subsidiaries*	0	439.999	(439.999)	(100,00%)
Penerimaan Kas yang Dibatasi Penggunaannya *Cash Receipts that are Restricted in Use*	(251.223)	0	(251.223)	100,00%
Penambahan Investasi Asosiasi *Addition of Investment in Associates*	(12.000)	(366.284)	354.284	(96,72%)
Penerimaan Dividen *Dividend Receipt*	0	30.000	(30.000)	(100,00%)
Arus Kas Bersih yang Diperoleh Dari (Digunakan Untuk) Aktivitas Investasi *Net Cash Flows Provided By (Used in) Investing Activities*	(1.321.854)	(2.280.018)	958.164	(42,02%)

Arus kas bersih yang digunakan untuk aktivitas investasi tahun 2022 tercatat sebesar Rp1,32 triliun, lebih rendah dari tahun sebelumnya sebesar Rp2,28 triliun. Hal tersebut disebabkan menurunnya jumlah perolehan aset tetap maupun properti investasi.

Net cash flows used in investing activities in 2022 was recorded at Rp1.32 trillion, lower than the previous year of Rp2.28 trillion. This was due to a decrease in the total acquisition of fixed assets and investment properties.

Arus Kas dari Aktivitas Pendanaan

Cash Flows from Financing Activities

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Pencairan Utang Bank Jangka Pendek *Drawdown of Short Term Bank Loans*	16.605	1.402.991	(1.386.386)	(98,82%)
Pembayaran Utang Bank Jangka Pendek *Payment of Short Term Bank Loans*	(19.845)	0	(19.845)	100,00%
Pencairan Utang Bank Jangka Panjang *Drawdown of Long Term Bank Loans*	2.020.188	4.936.282	(2.916.094)	(59,07%)
Pembayaran Utang Bank dan Lembaga Keuangan Lainya Jangka Panjang *Payment of Long Term Bank and Other Finance Institution Loans*	(919.173)	(519.275)	(399.898)	77,01%
Penerimaan Utang Obligasi dan Sukuk Ijarah *Receipt of Bonds Payable and Sukuk Ijarah*	0	1.611.900	(1.611.900)	(100,00%)
Pembayaran Utang Obligasi dan Sukuk Ijarah *Payment of Bonds and Sukuk Ijarah*	0	(2.090.000)	2.090.000	(100,00%)
Pembayaran Liabilitas Sewa *Payment of Lease Liabilities*	(106.036)	(151.356)	45.321	(29,94%)
Pembayaran Biaya Transaksi Utang Bank *Payment of Bank Debt Transaction Fee*	(7.217)	(4.500)	(2.717)	60,38%
Pembayaran Biaya Transaksi Utang Obligasi *Payment of Bonds Payable Transaction Fee*	0	(1.624)	1.624	(100,00%)
Pembayaran Dividen Tunai Kepada Kepentingan Non-Pengendali *Cash Dividend Paid To Non-Controlling Interest*	(1.066)	0	(1.066)	100,00%
Penerimaan Penyertaan Modal Entitas Anak dan Kepentingan Non Pengendali *Receipt of Additional Capital In Subsidiaries and Non-Controlling Interest*	173.665	0	173.665	100,00%
Penerimaan dari (Pembayaran Kepada) Pihak Berelasi *Receipts from (Payment To) Related Parties*	(14.189)	(8.935)	(5.254)	58,81%
Arus Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan *Net Cash Flows Provided by (Used in) Financing Activities*	1.142.932	5.175.484	(4.032.551)	(77,92%)

Arus kas bersih yang diperoleh dari aktivitas pendanaan tahun 2022 tercatat sebesar Rp1,14 triliun, turun dari tahun sebelumnya sebesar Rp5,18 triliun. Penurunan tersebut disebabkan adanya pembayaran hutang obligasi dan sukuk ijarah serta restrukturisasi hutang.

Net cash flows provided by financing activities in 2022 was recorded at Rp1.14 trillion, down from the previous year of Rp5.18 trillion. The decrease was due to the payment of bonds and sukuk ijarah as well as debt restructuring.

Kemampuan Membayar Utang

Kemampuan InJourney untuk memenuhi kewajiban jangka pendek dan jangka panjang dapat dilihat dari sejumlah rasio kinerja. Secara umum, kinerja rasio keuangan pada tahun 2022 menunjukkan peningkatan dibandingkan tahun sebelumnya. Hal tersebut menandakan bahwa Perseroan masih dalam keadaan yang sehat dan mampu memenuhi kewajiban-kewajibannya, baik jangka pendek maupun jangka panjang.

Ability to Pay Debt

InJourney's ability to meet short-term and long-term obligations can be seen from a number of performance ratios. In general, the performance of financial ratios in 2022 showed an increase compared to the previous year. This indicated that the Company was still in a healthy condition and was able to fulfill its obligations, both short term and long term.

Uraian *Description*	2022	2021
Rasio Laba/Rugi terhadap Ekuitas (ROE) *Return on Equity (ROE)*	(2,51%)	(20,70%)
Rasio Laba/Rugi terhadap Jumlah Aset (ROA) *Return on Assets (ROA)*	(0,96%)	(7,97%)
Rasio Laba/Rugi terhadap Investasi (ROI) *Return on Investment (ROI)*	5,03%	(1,96%)
Rasio Laba/Rugi Bersih terhadap Pendapatan *Net profit margin ratio*	(5,90%)	(77,43%)
EBITDA Margin	28,88%	(17,72%)
BOPO	94,79%	156,22%
Rasio Lancar *Current Ratio*	77,04%	64,44%
Rasio Kas *Cash Ratio*	50,24%	32,34%
Rasio Liabilitas terhadap Ekuitas *Debt to Equity Ratio*	1,68	1,61
Rasio Liabilitas terhadap EBITDA *Debt to EBITDA ratio*	43,37	(33,82)
Periode Kolektibilitas *Collection Period*	10,48	61
IBD to EBITDA	1,33	(27,04)
IBD to Equity	18,71	1,29
Perputaran Aset *Assets Turnover*	(2,51%)	11,40

Kolektibilitas Piutang

Receivables Collectibility

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022	2021	Pertumbuhan/Penurunan *Growth/Decline*	
			Rp	%
Belum Jatuh Tempo *Not Yet Due*	572.723	508.795	63.928	12,56
Telah Jatuh Tempo *Overdue*				
1-30 hari | *days*	192.851	172.789	20.062	11,61
31-60 hari | *days*	84.450	95.795	(11.345)	(11,84)
61-90 hari | *days*	727.508	373.553	353.955	94,75
91-180 hari | *days*	119.891	300.115	(180.224)	(60,05)
181-365 hari | *days*	422.142	754.633	(332.491)	(44,06)
Lebih dari 365 hari *Over 365 days*	2.557.040	1.939.297	617.743	31,85
Subtotal	4.676.606	4.144.978	531.628	12,83
Cadangan Kerugian Penurunan Nilai *Allowance for Impairment Losses*	(2.592.944)	(2.510.536)	82.408	3,28
Total Piutang Usaha *Total Trade Receivables*	2.083.662	1.634.441	449.221	27,48

Jumlah piutang usaha InJourney pada akhir tahun 2022 tercatat sebesar Rp4,68 triliun, jumlah tersebut meningkat dibandingkan tahun sebelumnya sebesar Rp4,14 triliun. Piutang usaha Perseroan sebagian besar merupakan piutang yang telah jatuh tempo. Sebagai bagian dari mitigasi risiko, Perseroan membentuk cadangan kerugian nilai sebesar Rp2,59 triliun, sehingga jumlah piutang usaha yang dicatatkan adalah sebesar Rp2,08 triliun.

InJourney's total trade receivables at the end of 2022 were recorded at Rp4.68 trillion, this amount increased compared to the previous year of Rp4.14 trillion. Most of the Company's trade receivables were overdue receivables. As part of risk mitigation, the Company established an allowance for impairment losses of Rp2.59 trillion, so the total trade receivables recorded was Rp2.08 trillion.



Struktur Modal
Capital Structure

Kebijakan Manajemen Atas Struktur Modal

Ekuitas yang dapat diatribusikan kepada pemilik entitas induk merupakan modal yang dikelola oleh Perseroan. Tujuan utama pengelolaan modal Perseroan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan nilai pemegang saham. Perseroan mengelola struktur permodalan dan melakukan penyesuaian berdasarkan perubahan kondisi ekonomi.

Komposisi struktur modal tahun 2022 yang dimiliki oleh Perseroan adalah 62,71% berasal dari Liabilitas dan 37,29% berupa Ekuitas.

Management Policy on Capital Structure

Equity attributable to owner of the parent entity is capital managed by the Company. The main objective of the Company's capital management is to ensure the maintenance of healthy capital ratios to support the business and maximize shareholders value. The Company manages the capital structure and makes adjustments based on changes in economic conditions.

Composition of the capital structure in 2022 owned by the Company was 62.71% coming from Liabilities and 37.29% in the form of Equity.

Dalam juta Rupiah | *In million Rupiah*

Uraian *Description*	2022		2021		Pertumbuhan/Penurunan *Growth/Decline*	
	Jumlah *Total*	Komposisi *Composition*	Jumlah *Total*	Komposisi *Composition*	Rp	%
Liabilitas Jangka Pendek *Current Liabilities*	11.579.377	19,51%	11.520.233	19,75%	59.145	0,51%
Liabilitas Jangka Panjang *Non-Current Liabilities*	47.780.943	80,49%	46.817.750	80,25%	963.194	2,06%
Total Liabilitas *Total Liabilities*	59.360.321	62,71%	58.337.982	61,71%	1.022.338	1,75%
Total Ekuitas *Total Equity*	35.303.571	37,29%	36.199.832	38,29%	(896.261)	(2,48%)
Jumlah Liabilitas dan Ekuitas *Total Liabilities and Equity*	**94.663.891**	**100,00%**	**94.537.814**	**100,00%**	**181.502**	**0,19%**

Ikatan Material untuk Investasi Barang Modal

Material Commitment for Capital Goods Investment

Sepanjang tahun 2022, Perseroan tidak memiliki ikatan yang material terkait investasi barang modal.

Throughout 2022, the Company has no material commitments related to capital goods investments.

Investasi Barang Modal yang Direalisasikan

Realized Capital Goods Investment

Dalam ribuan Rupiah | *In thousands of Rupiah*

Jenis Barang Modal *Types of Capital Goods*	2022	2021
Bangunan Lapangan *Buildings Fields*	8.919.315	(5.317.875)
Bangunan Gedung *Buildings*	33.435.914	109.685.925
Kendaraan Bermotor *Vehicles*	7.383.466	68.484.019
Mesin dan Peralatan *Machinery and Equipments*	54.346.441	84.687.911
Perlengkapan Terminal dan Gedung *Terminal and building equipments*	91.475.000	124.372.388
Instalasi dan Jaringan *Installation and Network*	24.040.638	86.186.196
Overlay	30.134.000	5.255.000
Renovasi Bangunan *Buildings renovation*	23.893.827	1.284.614
Lain-lain *Others*	18.000	11.142
Aset Dalam Penyelesaian *Assets Under Construction*	942.992.580	2.450.908.015
Total	**1.217.642.181**	**2.925.557.335**

Sepanjang tahun 2022, Perseroan merealisasikan investasi barang modal dengan total sebesar Rp1,22 triliun dalam berbagai bentuk barang modal. Investasi tersebut utamanya ditujukan untuk menunjang operasional Perseroan.

Throughout 2022, the Company realized capital goods investments totaling Rp1.22 trillion in various forms of capital goods. This investment was primarily aimed at supporting the Company's operations.

Kejadian yang Bersifat Luar Biasa dan Jarang Terjadi yang Berdampak Signifikan bagi Perusahaan

Extraordinary and Rare Events that Have Significant Impacts for the Company

Sepanjang tahun 2022, tidak terdapat kejadian yang bersifat luar biasa dan jarang terjadi yang memberikan dampak signifikan terhadap Perseroan.

Throughout 2022, there were no extraordinary and rare events that had a significant impact on the Company.

Dampak Perubahan Harga terhadap Kinerja Perusahaan

Impact of Price Changes on Company Performance

Sepanjang tahun 2022, tidak terdapat perubahan harga yang berdampak signifikan terhadap kinerja InJourney. Lini usaha Perseroan utamanya merupakan pelayanan kepada pelanggan, sehingga setiap perubahan harga akan diteruskan kepada pelanggan.

Throughout 2022, there were no price changes that have significant impacts on InJourney's performance. The main business line of the Company is customer service, so any price changes will be passed on to customers.



Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Material Information and Facts Occuring after the Date of the Accountant's Report

Perusahaan

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 3 tahun 2023 tanggal 18 Januari 2023 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan yang berasal dari pengalihan seluruh saham Seri B milik Negara Republik Indonesia sebanyak 2.147.659 lembar saham Seri B pada PT Pengembangan Pariwisata Indonesia (ITDC), yang telah ditempatkan dan disetor oleh Negara. Nilai penambahan penyertaan modal Negara sebagaimana dimaksud ditetapkan oleh Menteri Keuangan berdasarkan usulan dari Menteri Badan Usaha Milik Negara.

Berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. 53/KMK.06/2023 tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke modal saham Perusahaan sebesar Rp11.679.371.956 sesuai dengan perhitungan nilai wajar saham per 30 Juni 2022 yang berasal dari pengalihan seluruh saham seri B milik Negara Republik Indonesia pada PT Pengembangan Pariwisata Indonesia (ITDC) sebanyak 2.147.658 lembar.

PT Angkasa Pura I ("AP I")

Penyelesaian pembayaran termin VI atas Pekerjaan *Design & Build* Pengembangan Bandar Udara Sultan Hasanuddin Makassar kepada PT Wijaya Karya (Persero) Tbk (WIKA).

Dalam rangka menindaklanjuti Perjanjian penyelesaian pembayaran progress termin IV atas pekerjaan *Design & Build* Pengembangan Bandar Udara Sultan Hasanuddin, Makassar, pada tanggal 22 Februari 2023, Perusahaan menandatangani perjanjian kredit non tunai dengan PT Bank Tabungan Indonesia (Persero) Tbk untuk memperoleh fasilitas SCF skema *Payable Financing,* SKBDN, dan *Trust Receipt* atas SKBDN yang telah diterbitkan oleh Bank dengan limit fasilitas sebesar Rp1.500.000.000. Fasilitas tersebut digunakan untuk kebutuhan modal kerja untuk pembayaran kepada pemasok AP I. Pada tanggal 24 Februari 2023, AP I mengajukan dokumen surat keterangan pembayaran atas *invoice* yang diajukan dalam SKBDN kepada BTN dan pada tanggal 27 Februari 2023, BTN menerbitkan SKBDN untuk pembayaran tagihan kepada WIKA sebesar Rp265.765.757.

The Company

Based on Government Regulation of the Republic of Indonesia No. 3 of 2023 dated January 18, 2023, concerning the addition of the Republic of Indonesia's Equity Participation into the Company's Share Capital originating from the transfer of all Series B shares owned by the Republic of Indonesia in the amount of 2,147,659 Series B shares at PT Pembangunan Pariwisata Indonesia (ITDC), which have been placed and paid up by the State. The value of additional State capital participation as referred to is determined by the Minister of Finance based on a proposal from the Minister of State- Owned Enterprises.

Based on the Decree of the Minister of Finance of the Republic of Indonesia No. 53/KMK.06/2023 concerning Determination of the Addition Value of the Republic of Indonesia Equity Participation to the Company's share capital of Rp11,679,371,956 in accordance with the calculation of the fair value of shares as of June 30, 2022, originating from the transfer of all series B shares owned by the Republic of Indonesia to PT Pengembangan Pariwisata Indonesia (ITDC) as many as 2,147,658 shares.

PT Angkasa Pura I ("AP I")

Completion of term VI payment for the Design & Build work of Sultan Hasanuddin Makassar Airport Development to PT Wijaya Karya (Persero) Tbk (WIKA).

In order to follow up on the Agreement for settlement of the progress of payment for term IV for the Design & Build work of Sultan Hasanuddin Airport Development, Makassar, on February 22, 2023, AP I signed a non-cash credit agreement with PT Bank Tabungan Indonesia (Persero) Tbk to obtain an SCF facility for the Payable Financing scheme, SKBDN, and Trust Receipt for SKBDN issued by the Bank with a facility limit of Rp1,500,000,000. This facility is used for working capital needs such as payments to AP I suppliers. On February 24, 2023, AP I submitted a payment statement document for the invoice submitted in the SKBDN to BTN and on February 27, 2023, BTN issued an SKBDN for bill payments to WIKA amounting to Rp265,765,757.

PT Angkasa Pura II ("AP II")

Fasilitas Pinjaman Berjangka - Mandiri
Pada tanggal 20 Maret 2023, AP II memperoleh fasilitas pinjaman berjangka dari Mandiri dengan jumlah maksimum fasilitas pinjaman sebesar Rp725.000.000. Jangka waktu pinjaman adalah maksimal 5 tahun sejak tanggal penandatanganan Perjanjian Kredit. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal kerja AP II dalam rangka jatuh temponya *revolving loan facility* Mandiri pada tahun 2023 (Catatan 26). Pinjaman ini dikenakan suku bunga sebesar 8,90% saat penandatanganan.

Fasilitas Pinjaman Berjangka - BRI
Pada tanggal 27 Maret 2023, AP II memperoleh fasilitas pinjaman berjangka dari BRI dengan jumlah maksimum fasilitas pinjaman sebesar Rp675.000.000. Jangka waktu pinjaman adalah maksimal 5 tahun sejak tanggal penandatanganan Perjanjian Kredit. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal kerja AP II dalam rangka jatuh temponya *revolving loan facility* BRI pada tahun 2023 (Catatan 26). Pinjaman ini dikenakan suku bunga sebesar 8,90% saat penandatanganan.

Fasilitas Pinjaman Berjangka - BTN
Pada tanggal 24 Maret 2023, AP II memperoleh fasilitas pinjaman berjangka dari BTN dengan jumlah maksimum fasilitas pinjaman sebesar Rp481.000.000. Jangka waktu pinjaman adalah maksimal 5 tahun sejak tanggal penandatanganan Perjanjian Kredit. Hasil penerimaan dari pembiayaan ini digunakan untuk mendanai Perusahaan secara umum termasuk pengeluaran terkait biaya dikapitalisasi dan biaya operasi yang telah ditagih dan dibayarkan pada tahun 2022 dan 2023 yang tercantum dalam Rencana Kerja Anggaran Perusahaan ("RKAP). Pinjaman ini dikenakan suku bunga sebesar 8,90% saat penandatanganan.

PT Railink ("Railink")
Berdasarkan Akta Notaris Ariani L. Rachim, S.H., No. 05 Tanggal 27 Januari 2023 yang disahkan oleh Kementrian Hukum dan Hak Asasi Manusia No. AHU-AH.01.03-0017880 tanggal 31 Januari 2023, Pemegang Saham menyetujui perubahan peningkatan modal ditempatkan/disetor dengan penerbitan saham baru sebanyak 40.000 lembar saham yang masih-masing bernilai Rp1 juta, berdasarkan total nilai atas dana pinjaman PT Kereta Api Indonesia sebesar Rp24.000.000 dan dana talangan dan injeksi kas dari AP II sebesar Rp16.000.000 yang telah disetorkan oleh AP II dalam dua tahap pada tanggal 30 Maret 2022 dan 4 Agustus 2022 masing-masing sebesar Rp8.429.000 dan Rp7.571.000.

PT Angkasa Pura II ("AP II")

Term Loan Facility - Mandiri
On March 20, 2023, AP II obtained a term loan facility from Mandiri with a maximum loan facility amounting Rp725,000.000. The loan term is for maximum of 5 years from the signing date of the Agreement. The proceeds from this facility will be used for the refinancing of AP II working capital in relation with maturity of revolving loan facility from Mandiri which will be due in 2023 (Note 26). This loan was subject to an interest rate of 8.90% at the time of signing.

Term Loan Facility - BRI
On March 27, 2023, AP II obtained a term loan facility from BRI with a maximum loan facility amounting Rp675,000,000. The loan term is for maximum of 5 years from the signing date of the Agreement. The proceeds from this facility will be used for the refinancing of AP II working capital in relation with maturity of revolving loan facility from BRI which will be due in 2023 (Note 26). This loan was subject to an interest rate of 8.90% at the time of signing.

Term Loan Facility - BTN
On March 24, 2023, AP II obtained a term loan facility from BTN with a maximum loan facility amounting Rp481,000,000. The loan term is for maximum of 5 years from the signing date of the Agreement. The proceeds from this facility will be used for general funding of AP II capital expenditure and operating expenditure that was billed and paid in 2022 and 2023 that were stated in AP II's Annual Budget Plan ("RKAP"). This loan was subject to an interest rate of 8.90% at the time of signing.

PT Railink ("Railink")
Based on Notarial Deed No. 05 of Ariani L. Rachim, S.H. dated January 27, 2023, which was legalized by the Ministry of Law and Human Rights No. AHU-AH.01. .03-0017880 dated January 31, 2023, the Shareholders approved the amendment to increase the issued/ paid-up capital with the issuance of 40,000 new shares with a value of Rp1 million each, based on the total value of PT Kereta Api Indonesia's loan fund of Rp24,000,000 and AP II cash injection of Rp16,000,000 which has been deposited by AP II in two phases on March 30, 2022, and August 4, 2022, amounted to Rp8,429,000 and Rp7,571,000, respectively.

Surat Ketetapan Pajak

Pada bulan Februari 2023, Gapura (entitas anak AP II) menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") atas Pajak Penghasilan Badan ("PPh Badan") tahun 2020 sebesar Rp15.573.000 Gapura memutuskan untuk menerima hasil SKPLB tersebut. Selisih antara jumlah yang ditagihkan oleh Gapura dengan jumlah yang disetujui dalam SKPLB sebesar Rp5.304.000 dibebankan pada laporan laba rugi tahun berjalan.

Tax Assessment Letter

In February 2023, Gapura (AP II's subsidiary) received a Notice of Overpayment of Corporate Income Tax ("SKPLB PPh Badan") for the year 2020 in the amount of Rp15,573,000 Gapura decided to accept the outcome of the SKPLB. The difference between the amount billed by Gapura and the amount agreed upon in the SKPLB, amounted to Rp5,304,000 was charged to the statements of profit or loss for the year.

Perjanjian Penting

1. **Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara**

   AP II sedang dalam proses pembahasan dengan DJPU untuk perpanjangan konsesi selama 50 tahun ke depan. Pada tanggal 4 Agustus 2022, AP II telah mengirimkan rencana usaha (*business plan*) dan konsep perjanjian konsesi jasa kebandarudaraan kepada Direktorat Jenderal Perhubungan Udara (DJPU) Kemenhub.

   - Selain itu, AP II melalui surat No. 04.02.03/ 00/07/2022/A.5093 pada tanggal 8 Juli 2022 telah mengajukan permohonan *legal opinion* dan *legal assistance* ke Jamdatun. Pada tanggal 17 Februari 2023, AP II telah mendapatkan respon dari Jamdatun atas surat permohonan tersebut antara lain:
   - PM 81/2021 tidak dapat berlaku retroaktif. Periode 2018 hingga saat ini dikategorikan sebagai perjanjian diam-diam karena AP II masih melaksanakan usaha kebandarudaraan dan tidak ada keberatan dari Kementerian Perhubungan meskipun perjanjian telah berakhir. Mengacu pada perjanjian sebelum PM81/2021, *rate* adalah sebesar 2,5%;
   - Ruang lingkup jasa kebandarudaraan yang menjadi objek perjanjian merupakan kewenangan Menteri yang membidangi urusan penerbangan;
   - Dalam hal besaran konsesi tidak diatur dalam peraturan perundang-undangan, para pihak dapat menyepakati besaran nilai konsesi yang akan dicantumkan dalam perjanjian konsesi dengan tetap mengacu pada peraturan perundang-undangan yang berlaku.

   Pada tanggal 21 Februari 2023, berdasarkan surat DJPU No. AU.108/2/9/DBU-2023 perihal penyampaian risalah rapat pembahasan *self assessment* besaran nilai konsesi pelayanan jasa kebandarudaraan yang menyebutkan bahwa Kementerian Perhubungan mengajukan nilai besaran konsesi 2,5% untuk periode tahun 20182020. Mengingat peraturan yang mengatur terkait konsesi pada saat itu adalah Peraturan Menteri Perhubungan Nomor PM 193 Tahun 2015 di mana dalam peraturan tersebut mengatur besaran konsesi minimal 2,5%.

Significant Agreement

1. ***Concession Agreement – Directorate General of Civil Aviation***

   AP II is in the process of discussing with DJPU to extend the concession for the next 50 years. On August 4, 2022, AP II has submitted a business plan and draft of concession agreement to Directorate General of Civil Aviation (DJPU) of the Ministry of Transportation

   - *In addition, AP II through letter No.04.02.03/ 00/07/2022/A.5093 dated July 8, 2022, has submitted a request for legal opinion and legal assistance to Jamdatun. On February 17, 2023, AP II has received a response from Jamdatun on the application letter, including:*
   - *PM 81/2021 cannot be applied retroactively. The period 2018 to date is categorized as a silent agreement because AP II is still carrying out airport business and there is no objection from the Ministry of Transportation even though the agreement has expired. Referring to the agreement before PM81/2021, the rate is 2.5%.*
   - *The scope of airport services which is the object of the agreement is the authority of the Minister in charge of aviation affairs.*
   - *In the event that the amount of concession is not regulated in statutory regulations, the parties may agree on the amount of concession value to be included in the concession agreement while still referring to the applicable statutory regulations.*

   On February 21, 2023, based on DJPU Number AU.108/2/9/DBU-2023 regarding the submission of the meeting discussion about the self assessment for airport services concession rates that stated the Ministry of Transportation proposed concession rates at 2.5% for year 2018-2020. Considering the regulations governing concession at that time were Minister of Transportation Regulations Number PM 193 Year 2015 that regulated the minimum concession rates 2.5%.

Pada tanggal 3 Maret 2023, AP II dan Direksi InJourney melaksanakan rapat untuk menindaklanjuti pembahasan pada tanggal 13 Februari 2023 tersebut, di mana didapatkan kesimpulan di bawah ini:

- Diputuskan pencadangan yang dilakukan sampai dengan berakhirnya PM 193 tahun 2015 per bulan Mei 2021 masih mengacu perjanjian terdahulu sebesar 2,5% sedangkan untuk pencadangan beban konsesi setelah PM 193 tersebut dicabut menggunakan estimasi terbaik yang sudah dicadangkan oleh Manajemen AP II yaitu sebesar 1%.

2. **Kerjasama Pengelolaan dan Pengoperasian Bandar Udara Internasional Halim Perdanakusuma ("HLP") dengan PT Angkasa Transportindo Selaras ("ATS")**
   Pada Tanggal 19 Januari 2023, AP II dan ATS membuat Perjanjian KSO dengan No. PJJ.04.04/00/01/2023/0005 dan 089/ATS/DIR/PKS-APII/I/2023, untuk membentuk KSO HLP, dalam rangka pengelolaan dan pengoperasian HLP di Jakarta, yang meliputi penyelenggaraan jasa kebandarudaraan dan jasa terkait Bandar udara. Perjanjian ini juga mengatur mengenai hak dan kewajiban AP II atas keuntungan/kerugian dari KSO sebesar 50%, dengan jangka waktu hingga tanggal 17 Mei 2025.

On March 3, 2023, AP II and InJourney's Board of Directors held a meeting to follow up on the discussion on February 13, 2023, where the following conclusions were reached:

- *It was decided that the provision made until the expiration of PM 193 of 2015 as of May 2021 still refers to the previous agreement of 2.5%, while the provision for concession expenses after PM 193 is revoked uses the best estimate that has been reserved by AP II Management which is 1%.*

2. **Management and Operation Cooperation Agreement for the Halim Perdanakusuma International Airport ("HLP") with PT Angkasa Transportindo Selaras ("ATS")**
   On January 19, 2023, AP II and ATS entered into a Joint Operation Agreement (JOA) with the reference number PJJ.04.04/00/01/2023/0005 and 089/ATS/DIR/ PKS-APII/I/2023, to establish the JOA HLP for the purpose of managing and operating HLP in Jakarta, including the provision of airport services and related airport services. This agreement also stipulates AP II rights and obligations regarding the profits/ losses of the JOA, which amounts to 50%, with a term until May 17, 2025.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

1. **Perjanjian Penyediaan Prasarana dan Perbaikan Infrastruktur Untuk Pengoperasian Tram Mover di Kawasan Taman Mini Indonesia Indah**
   Pada tanggal 6 Februari 2023, TWC melakukan kerjasama dengan PT Bhiva (Entitas Anak) dalam Penyediaan Prasarana dan Perbaikan Infrastruktur Untuk Pengoperasian *Tram Mover* di Kawasan Taman Mini Indonesia Indah sesuai dengan Perjanjian Kerjasama No. 110/PF.01/II/ 2023. Jangka waktu perjanjian tersebut berlaku sejak 1 September 2022 sampai dengan tanggal 31 Maret 2023.
2. **Perjanjian Penyediaan Moda Transportasi Kendaraan Listrik *(Electric Vehicle)* di Kawasan Taman Mini Indonesia Indah**
   Pada tanggal 6 Februari 2023, TWC melakukan kerjasama dengan PT Bhiva (Entitas anak) dalam Penyediaan Moda Transportasi Kendaraan Listrik (*Electric Vehicle*) di Kawasan Taman Mini Indonesia Indah sesuai dengan Perjanjian Kerjasama No. 109/OP.30/II/2023. Jangka waktu perjanjian tersebut berlaku sejak 1 September 2022 sampai dengan tanggal 31 Desember 2022. Sampai dengan tanggal laporan keuangan, perjanjian masih dalam proses perpanjangan.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

1. **Provision of Infrastructure and Infrastructure Improvement Agreement for Tram Mover Operations in Taman Mini Indonesia Indah area**
   On February 6, 2023, TWC entered into a partnership with PT Bhiva (subsidiary), in Provision of Infrastructure and Infrastructure Improvement For Tram Mover Operations in Taman Mini Indonesia Indah Area in accordance with the Agreement Cooperation No. 110/ PF.01/II/2023. The term of the agreement is valid from September 1, 2022, until March 31, 2023.
2. **Agreement for the Provision of Electric Vehicles in Taman Mini Indonesia Indah Area**

   On February 6, 2023, TWC entered into a partnership with PT Bhiva (subsidiary) in Provision of Electric Vehicles in Taman Mini Indonesia Indah Area in accordance with the Cooperation Agreement No. 109/OP.30/II/ 2023. The term of the agreement is valid from September 1, 2022, until December 31, 2022. As of the date of the financial statements, the agreement is still in the process of being extended.

Perbandingan Antara Target dan Realisasi

Comparison Between Target and Realization

Pada setiap tahun buku, Perseroan menetapkan sejumlah target yang dituangkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) yang disusun berdasarkan sejumlah asumsi. RKAP tahun buku 2022 disahkan melalui keputusan RUPS tanggal 28 Januari 2022.

In each fiscal year, the Company sets a number of targets as outlined in the Company's Work Plan and Budget (RKAP) which are prepared based on a number of assumptions. The RKAP for the 2022 fiscal year was ratified through a GMS resolution on January 28, 2022.

Beberapa asumsi yang digunakan dalam penyusunan target tahun 2022 adalah sebagai berikut:

Some of the assumptions used in preparing the 2022 target are as follows:

Indikator *Indicator*	Outlook 2021 *2021 Outlook*	RAPBN 2022 *2022 RAPBN*
Pertumbuhan Ekonomi (%, yoy) *Economic Growth (%, yoy)*	37-4,5	5,0-5,5
Inflasi (%, yoy) *Inflation (%, yoy)*	1,8-2,5	3,0
Suku Bunga (%) *Interest Rate (%)*	6,34-7,24	6,82
Nilai Tukar Rupiah (Rp/USD) *Rupiah Exchange Rate (Rp/USD)*	14.200-14.600	14.350
Harga Minyak Mentah Indonesia (USD/barel) *Indonesian Crude Oil Price (USD/barrel)*	55-65	63
Lifting Minyak (Ribu Barel per Hari) *Oil Lifting (Thousand Barrels per Day)*	680-705	703
Lifting Gas (Ribu Barel Setara Minyak per Hari) *Gas Lifting (Thousand Barrels of Oil Equivalent per Day)*	987-1007	1.036

Adapun realisasi dari target tersebut hingga akhir tahun 2022 adalah sebagai berikut:

The realization of these targets by the end of 2022 is as follows:

Dalam Miliar Rupiah kecuali dinyatakan lain | *in billion Rupiah unless otherwise stated*

Uraian *Description*	RKAP 2022 *2022 RKAP*	Realisasi 2022 *2022 Realization*	Pencapaian RKAP (%) *RKAP Achievement (%)*
Pendapatan Usaha *Revenues*	14.884	15.499	104,13%
Beban Usaha *Operating Expenses*	15.620	5.783	37,02%
Laba (Rugi) Usaha *Operating Gain (Loss)*	(735)	1.346	183,13%
Laba (Rugi) Sebelum Pajak *Profit (Loss) Before Tax*	(3.762)	(1.318)	135,03%

Uraian *Description*	RKAP 2022 *2022 RKAP*	Realisasi 2022 *2022 Realization*	Pencapaian RKAP (%) *RKAP Achievement (%)*
Laba (Rugi) Setelah Pajak *Profit (Loss) After Tax*	(4.077)	(914)	122,42%
EBITDA	3.300	(4.476)	(173,30%)
Aset *Assets*	113.305	94.664	83,55%
Liabilitas *Liabilities*	68.729	59.360	86,37%
Ekuitas *Equity*	44.576	35.304	79,20%
Return on Equity (ROE)	(9,15%)	(4,9%)	153,55%
Return on Investment (ROI)	2,91%	5,3%	182,13%

Kinerja InJourney tahun 2022 secara umum telah berhasil melampaui target yang ditetapkan kendati masih terdapat beberapa indikator kinerja yang berada di bawah target RKAP.

In general, InJourney's performance in 2022 has exceeded the target set, although there were still several performance indicators that were below the RKAP target.

Proyeksi Tahun 2023
2023 Projections

Memasuki tahun 2023, InJourney telah menetapkan sejumlah target yang dituangkan dalam RKAP 2023 yang disusun berdasarkan sejumlah asumsi, antara lain:

Entering 2023, InJourney has set a number of targets as outlined in the 2023 RKAP which are prepared based on a number of assumptions, including:

Indikator *Indicator*	Outlook 2022 *2022 Outlook*	APBN 2023 *2023 APBN*
Pertumbuhan Ekonomi (% yoy) *Economic Growth (% yoy)*	5,1-5,4	5,3
Inflasi (% yoy) *Inflation (% yoy)*	4,0-4,8	3,6
Nilai Tukar Rupiah (Rp/USD) *Rupiah Exchange Rate (Rp/USD)*	14.500-14.900	14.800
Suku Bunga (%) *Interest Rate (%)*	6,85-8,42	7,9
Harga Minyak Mentah Indonesia (USD/Barel) *Indonesian Crude Oil Price (USD/Barrel)*	95-105	90
Lifting Minyak (Ribu Barel per Hari) *Oil Lifting (thousand barrels per day)*	625-630	660
Lifting Gas (Ribu Barel Setara Minyak per Hari) *Gas Lifting (Thousand Barrels of Oil Equivalent per Day)*	956-964	1.100

Berdasarkan asumsi tersebut, InJourney menetapkan sejumlah target kinerja sebagai berikut:

Based on these assumptions, InJourney sets a number of performance targets as follows:

Uraian *Description*	RKAP 2023 (Rp Miliar) *2023 RKAP (Rp Billion)*
Pendapatan Usaha *Revenues*	23.142
Beban Usaha *Operating Expenses*	18.791
Laba (Rugi) Usaha *Operating Gain (Loss)*	4.351
Laba (Rugi) Sebelum Pajak *Profit (Loss) Before Tax*	578
Laba (Rugi) Setelah Pajak *Profit (Loss) After Tax*	195
EBITDA	8.459
Aset *Assets*	106.863
Liabilitas *Liabilities*	68.681
Ekuitas *Equity*	38.182
Return on Equity (ROE)	0,51%
Return on Investment (ROI)	7,92%

Dividen
Dividend

Kebijakan Dividen
Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, pembagian dividen dilakukan berdasarkan keputusan Rapat Umum Pemegang Saham. Sebelum berakhirnya tahun keuangan, dividen interim dapat dibagikan sepanjang diperbolehkan oleh Anggaran Dasar Perusahaan dan pembagian dividen interim tidak menyebabkan Aset Bersih Perseroan kurang dari modal ditempatkan dan disetor penuh serta cadangan wajib Perseroan. Pembagian dividen interim ditetapkan oleh Direksi setelah disetujui Dewan Komisaris.

Dividend Policy
Based on Law No. 40 of 2007 concerning Limited Liability Companies, dividend distribution is carried out based on the resolution of the General Meeting of Shareholders. Before the end of the fiscal year, interim dividends can be distributed as long as permitted by the Company's Articles of Association and distribution of interim dividends does not cause the Company's Net Assets to be less than the issued and fully paid-up capital and the Company's mandatory reserves. Interim dividend distribution is determined by the Board of Directors after being approved by the Board of Commissioners.

Kronologis Pembagian Dividen
Dalam 2 tahun terakhir, InJourney tidak membagikan dividen kepada pemerintah dikarenakan Perseroan masih mengalami kerugian.

Chronology of Dividend Distribution
In the last 2 years, InJourney did not distribute dividends to the government because the Company is still experiencing losses.

Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, Restrukturisasi Utang/Modal

Material Information Regarding Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, Debt/Capital Restructuring

Tahun 2022 InJourney mendapatkan Penyertaan Modal Negara (PMN) melalui pengalihan sejumlah saham pada PT Pengembangan Pariwisata Indonesia (Persero) atau Indonesia Tourism Development Corporation (ITDC). Ketentuan tersebut disahkan dalam Peraturan Pemerintah (PP) No. 3 Tahun 2023 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia.

In 2022, InJourney obtained State Equity Participation (PMN) through the transfer of a number of shares to PT Pengembangan Pariwisata Indonesia (Persero) or Indonesia Tourism Development Corporation (ITDC). This provision was ratified in Government Regulation (PP) No. 3 of 2023 concerning the Addition of the Republic of Indonesia's State Equity Participation into the Share Capital of the Company (Persero) PT Aviasi Pariwisata Indonesia.

Keputusan tersebut kemudian dituangkan dalam Keputusan Menteri Keuangan No. 53/KMK.06/2023 tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia, yang menetapkan:

1. Penambahan penyertaan modal Negara ke dalam modal saham Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia sebesar Rp11.679.371.955.665,00 (sebelas triliun enam ratus tujuh puluh sembilan miliar tiga ratus tujuh puluh satu juta sembilan ratus lima puluh lima ribu enam ratus enam puluh lima rupiah);
2. Nilai penambahan penyertaan modal Negara Republik Indonesia sesuai perhitungan nilai wajar saham per tanggal 30 Juni 2022 yang berasal dari pengalihan seluruh saham Seri B milik Negara Republik Indonesia pada Perusahaan Perseroan (Persero) PT Pengembangan Pariwisata Indonesia sebanyak 2.147.659 (dua juta seratus empat puluh tujuh ribu enam ratus lima puluh sembilan) lembar.

The decision was then set forth in the Minister of Finance Decree No. 53/KMK.06/2023 concerning Determination of Value for the Addition of State Equity Participation of the Republic of Indonesia into the Share Capital of the Company (Persero) of PT Aviasi Pariwisata Indonesia, which stipulates:

1. *Additional state equity participation into the share capital of the Company (Persero) PT Aviasi Pariwisata Indonesia in the amount of Rp11,679,371,955,665.00 (eleven trillion six hundred seventy nine billion three hundred seventy one million nine hundred fifty five thousand six hundred sixty five rupiah);*
2. *The value of the addition of the Republic of Indonesia's share equity participation according to the calculation of the fair value of shares as of June 30, 2022, originating from the transfer of all Series B shares owned by the Republic of Indonesia to the Company (Persero) PT Pengembangan Pariwisata Indonesia amounted to 2,147,659 (two million one hundred and forty seven thousand six hundred and fifty nine) shares.*



PT Aviasi Pariwisata Indonesia (Persero)

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of The Use of Proceeds From Public Offering

Pada tahun 2022, InJourney tidak melakukan penawaran umum dalam bentuk apapun, sehingga tidak terdapat informasi yang dapat disampaikan mengenai realisasi penggunaan dana hasil penawaran umum pada laporan ini.

In 2022, InJourney did not conduct a public offering in any form, so there is no information that can be conveyed regarding the realization of the use of proceeds from the public offering in this report.

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/ atau Transaksi Dengan Pihak Afiliasi

Information on Material Transactions that Contain Conflicts of Interest and/or Transactions with Affiliated Parties

Transaksi Benturan Kepentingan

Benturan Kepentingan adalah perbedaan antara kepentingan ekonomis perusahaan dengan kepentingan ekonomis pribadi anggota Direksi, anggota Dewan Komisaris, atau pemegang saham utama yang dapat merugikan perusahaan dimaksud.

Sepanjang tahun 2022, tidak terdapat transaksi yang mengandung benturan kepentingan yang dilakukan oleh Perseroan.

Transaksi Dengan Pihak Afiliasi

Transaksi Afiliasi adalah Transaksi yang dilakukan oleh Perseroan atau Perusahaan Terkendali dengan Afiliasi dari Perseroan atau Afiliasi dari anggota Direksi, anggota Dewan Komisaris, atau pemegang saham utama Perseroan.

Kebijakan Mekanisme *Review* atas Transaksi dan Pemenuhan Peraturan dan Ketentuan Terkait

Perseroan memiliki kebijakan mengenai transaksi yang mengandung benturan kepentingan dan/atau transaksi dengan pihak berelasi. Transaksi material diputuskan

Conflicts of Interest Transaction

Conflicts of Interest is the difference between the economic interests of the company and the personal economic interests of members of the Board of Directors, members of the Board of Commissioners or major shareholders which can harm the company in question.

Throughout 2022, there were no transactions containing conflicts of interest carried out by the Company.

Transactions with Affiliated Parties

Affiliated Transactions are Transactions carried out by a Company or Controlled Company with Affiliates of the Company or Affiliates of members of the Board of Directors, members of the Board of Commissioners, or major shareholders of the Company.

Review Mechanism Policy for Transactions and Compliance with Related Regulations and Provisions

The Company has a policy regarding transactions that contain conflicts of interest and/or transactions with related parties. Material transactions are decided by the

oleh Dewan Komisaris dan senantiasa dilakukan dengan memperhatikan prinsip kehati-hatian, serta telah memenuhi ketentuan maupun peraturan perundang-undangan yang berlaku. Selain itu, transaksi material juga harus diputuskan oleh Dewan Komisaris secara Independen.

Selama tahun 2022 tidak terdapat pelanggaran atas peraturan perundang-undangan terkait dengan transaksi dengan pihak berelasi serta tidak terdapat transaksi yang mengandung benturan kepentingan.

Kewajaran dan Alasan Dilakukannya Transaksi

Seluruh transaksi yang dilakukan pada tahun 2022 dilakukan secara wajar (*Arm's Length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai peraturan perundang-undangan. Transaksi dilakukan atas dasar alasan kebutuhan Perseroan dan bebas dari konflik kepentingan.

Terkait dengan transaksi dengan pihak berelasi, Perseroan dan Entitas Anak melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 7 "Pengungkapan Pihak-pihak Berelasi" dan Peraturan Bapepam dan LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik", yang didefinisikan antara lain:

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Grup (entitas pelapor).

1. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
   a. Memiliki pengendalian atau pengendalian bersama entitas pelapor;
   b. Memiliki pengaruh signifikan atas entitas pelapor; atau
   c. Merupakan personel manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
2. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   a. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain);
   b. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
   c. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   d. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;

Board of Commissioners and are always carried out with due observance of the principle of prudence, and comply with the applicable statutory regulations. In addition, material transactions must also be decided by the Board of Commissioners independently.

During 2022, there were no violations of statutory regulations related to transactions with related parties and there were no transactions that contained conflicts of interest.

Fairness and Reasons for the Transaction

All transactions made in 2022 were carried out fairly (Arm's Length) and in accordance with normal commercial terms. The fairness of transactions with related parties or containing conflicts of interest has been carried out fairly in accordance with statutory regulations. Transactions were carried out on the basis of the Company's needs and were free from conflicts of interest.

Related to transactions with related parties, the Company and Subsidiaries have transactions with related parties as defined in PSAK No. 7 "Related Party Disclosures" and Bapepam and LK Regulation No. KEP-347/BL/2012 dated June 25, 2012, concerning "Presentation and Disclosure of Financial Statements of Issuers or Public Companies", which are defined as follows:

Related parties are people or entities related to the Group (reporting entity).

1. *The person or immediate family member has a relationship with the reporting entity if the person:*
   a. *Has control or joint control of the reporting entity;*
   b. *Has significant influence over the reporting entity; or*
   c. *Is key management personnel of the reporting entity or the parent entity of the reporting entity.*
2. *An entity is related to the reporting entity if it fulfills one of the following conditions:*
   a. *The entity and the reporting entity are members of the same business group (meaning that the parent entity, subsidiary and subsequent subsidiary is related to the other entities);*
   b. *One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a business group, of which the other entity is a member);*
   c. *The two entities are joint ventures of the same third party;*
   d. *One entity is a joint venture of the third entity and the other entity is an associate of the third entity;*

e. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
f. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
g. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau personel manajemen kunci entitas (atau entitas induk dari entitas); dan
h. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personel manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

e. The entity is a post-employment benefit plan for employee benefits from a reporting entity or an entity related to the reporting entity. If the reporting entity is the entity administering the program, then the sponsoring entity is also related to the reporting entity;
f. Entity that is controlled or jointly controlled by the person identified in letter (a);
g. The person identified in (a) (i) has significant influence over the entity or key management personnel of the entity (or a parent of the entity); And
h. The entity, or member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Transaksi signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan konsolidasian.

Significant transactions made with related parties, whether or not carried out under the same terms and conditions as third parties, are disclosed in the consolidated financial statements.

Nama dan Sifat Hubungan Berelasi

Pihak-pihak berelasi adalah perusahaan dan perorangan yang mempunyai keterkaitan kepemilikan atau kepengurusan secara langsung maupun tidak langsung dengan Perseroan. Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Perseroan beserta sifat dari transaksi tersebut.

Name and Nature of Relationships

Related parties are companies and individuals who have direct or indirect ownership or management links with the Company. The table below shows details of related parties with the Company and nature of the transaction.

Nama Pihak Berelasi *Related Party Name*	Sifat Hubungan *Nature of Relationship*	Sifat Transaksi *Nature of Transaction*
Pemerintah Republik Indonesia *Government of the Republic of Indonesia*	Pemegang Saham *Shareholder*	Setoran Saham *Share Capital*
PT Bank Mandiri (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Jasa Perbankan, Piutang Usaha, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan *Banking Services, Trade Receivables, Bank and Other Financial Institution Loans, Revenues*
PT Bank Rakyat Indonesia (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Jasa Perbankan, Piutang Usaha, Utang Usaha, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan *Banking Services, Trade Receivables, Trade Payables, Bank and Other Financial Institution Loans, Revenues*
PT Bank Negara Indonesia (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Jasa Perbankan, Piutang Usaha, Piutang Lain-Lain, Utang Usaha, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan *Banking Services, Trade Receivables, Other Receivables, Trade Payables, Bank and Other Financial Institution Loans, Revenues*
PT Bank Tabungan Negara (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Jasa Perbankan, Piutang Usaha, Piutang Lain-Lain, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan *Banking Services, Trade Receivables, Other Receivables, Bank and Other Financial Institution Loans, Revenues*

Nama Pihak Berelasi *Related Party Name*	Sifat Hubungan *Nature of Relationship*	Sifat Transaksi *Nature of Transaction*
PT Bank Syariah Indonesia Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Jasa Perbankan, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan *Banking Services, Bank and Other Financial Institution Loans, Revenues*
PT Bank KB Bukopin Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Pendapatan *Revenues*
Lembaga Pembiayaan Ekspor Indonesia	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Jasa Perbankan, Utang Bank dan Lembaga Keuangan Lainnya *Banking Services, Bank and Other Financial Institution Loans*
PT Bank Mandiri Taspen	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Jasa Perbankan *Banking Services*
PT Garuda Indonesia (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Pendapatan *Trade Receivables, Trade Payables, Revenues*
PT Citilink Indonesia	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Pendapatan *Trade Receivables, Revenues*
PT Garuda Maintenance Facility AeroAsia Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Pendapatan *Trade Receivables, Trade Payables, Revenues*
PT Aerofood Indonesia	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Pendapatan *Trade Receivables, Revenues*
PT Pertamina Patra Niaga	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Piutang Lain-Lain, Pendapatan *Trade Receivables, Other Receivables, Revenues*
PT Merpati Nusantara Airlines	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Pendapatan *Trade Receivables, Revenues*
PT Railink	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Telekomunikasi Indonesia (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Utang Lain-Lain, Pendapatan *Trade Receivables, Trade Payables, Other Payables, Revenues*
PT Waskita Karya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Utang Lain-Lain, Pendapatan *Trade Receivables, Trade Payables, Other Payables, Revenues*
Koperasi Karyawan PT Angkasa Pura	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha *Trade Receivables, Trade Payables*
PT Wijaya Karya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Lain-Lain, Pendapatan *Trade Receivables, Other Payables, Revenues*
PT Propernas Griya Utama	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Aero Wisata	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Pendapatan *Trade Receivables, Revenues*
PT Telekomunikasi Seluler	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Pendapatan *Trade Receivables, Trade Payables, Revenues*

Nama Pihak Berelasi *Related Party Name*	Sifat Hubungan *Nature of Relationship*	Sifat Transaksi *Nature of Transaction*
PT Yapro Artha Perdana	Entitas yang Berelasi dengan Pemerintah	Piutang Usaha *Trade Receivables*
PP KSO	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Pertamina (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Kereta Api Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
Perum LPPNPI	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Nindya Karya (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Utang Lain-Lain, Beban Akrual *Trade Receivables, Trade Payables, Other Payables, Accrued Expenses*
PT Merpati Maintenance Facility	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
Perum DAMRI	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Pendapatan *Trade Receivables, Trade Payables, Revenues*
PT Pertamina Bina Medika IHC	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Pendapatan *Trade Receivables, Revenues*
PT Antam (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Bandarudara Internasional Jawa Barat	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Adhi Karya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Lain-Lain *Trade Receivables, Other Payables*
PT Hutama Karya (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Utang Lain-Lain, Pendapatan *Trade Receivables, Trade Payables, Other Payables, Revenues*
PT ITDC Nusantara Utilitas	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
Kementerian Perhubungan	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Brantas Abipraya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Lain-Lain *Trade Receivables, Other Payables*
PT Pembangunan Perumahan Presisi Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Pelabuhan Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*
PT Barata Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha *Trade Receivables*

Nama Pihak Berelasi *Related Party Name*	Sifat Hubungan *Nature of Relationship*	Sifat Transaksi *Nature of Transaction*
PT Sariarthamas Hotel Indonesia	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Lain-Lain *Other Receivables*
PT Percetakan Negara RI (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Lain-Lain *Other Receivables*
Perum Produksi Film Negara (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Lain-Lain *Other Receivables*
PT Varuna Tirta Prakasya (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Jasa Raharja Putera	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Lain-Lain *Other Receivables*
Kementerian Sekretariat Negara RI *Ministry*	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Lain-Lain *Other Receivables*
PT Asuransi Jiwa IFG (IFG Life)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Lain-Lain *Other Receivables*
PT Pelita Air Service (PAS)	Entitas yang Berelasi dengan Pemerintah	Utang Usaha, Pendapatan *Trade Payables, Revenues*
PT Pembangunan Perumahan (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Lain-Lain, Utang Usaha *Other Receivables, Trade Payables*
Koperasi Karyawan PT Taman Wisata Borobudur, Prambanan, dan Ratu Boko	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT PP Urban	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Aero System Indonesia Konstruksi	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Asuransi Jasa Indonesia	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha, Utang Lain-Lain, Pendapatan *Trade Payables, Other Payables, Revenues*
PT Garuda Daya Pratama Sejahtera	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Sucofindo (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Amarta Karya (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha, Utang Lain-Lain, Pendapatan *Trade Payables, Other Payables, Revenues*
PT Yodya Karya (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha, Utang Lain-Lain *Trade Payables, Other Payables*
PT Kimia Farma Apotek	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
Badan Pengkajian dan Penerapan Teknologi (BPPT)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*

Nama Pihak Berelasi *Related Party Name*	Sifat Hubungan *Nature of Relationship*	Sifat Transaksi *Nature of Transaction*
PDAM Tirta Mangutama	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
BPJS Kesehatan	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Pos Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha, Pendapatan *Trade Payables, Revenues*
PT Taspen (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Asuransi Jiwasraya (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Jasa Raharja (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Berdikari Meubel Nusantara	Entitas yang Berelasi dengan Pemerintah	Utang Usaha *Trade Payables*
PT Wijaya Karya Rekayasa Konstruksi	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha, Utang Lain-Lain *Trade Payables, Other Payables*
BPJS Ketenagakerjaan	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Usaha *Trade Payables*
PT Perusahaan Listrik Negara (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha, Utang Usaha, Pendapatan *Trade Receivables, Trade Payables, Revenues*
PT Pembangunan Perumahan (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Lain-Lain *Other Payables*
PT Perusahaan Pengelola Aset (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Lain-Lain, Beban Akrual, Utang Bank dan Lembaga Keuangan Lainnya *Other Payables, Accrued Expenses, Bank and Other Financial Institution Loans*
PT Istaka Karya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Lain-Lain *Other Payables*
PT Surveyor Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Lain-Lain *Other Payables*
PT Kadomas Aviasindo	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Lain-Lain *Other Payables*
PT Pratama Persada Airborne	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Beban Akrual *Accrued Expenses*
PT Inaca	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Beban Akrual, Utang Bank dan Lembaga Keuangan Lainnya *Accrued Expenses, Bank and Other Financial Institution Loans*
PT Indonesia Infrastructure Finance Tbk	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Bank dan Lembaga Keuangan Lainnya *Bank and Other Financial Institution Loans*

Nama Pihak Berelasi *Related Party Name*	Sifat Hubungan *Nature of Relationship*	Sifat Transaksi *Nature of Transaction*
PT Pos Logistik Indonesia	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Pendapatan *Revenues*
PT Sarana Multi Infrastruktur (Persero)	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Utang Bank dan Lembaga Keuangan Lainnya *Bank and Other Financial Institution Loans*
PT Purantara Mitra Angkasa Dua	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Piutang Usaha dan Pendapatan *Trade Receivables and Revenues*
PT Pertamina Hulu Kalimantan Timur	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Pendapatan *Revenues*
PT Wijaya Karya Realty	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Pendapatan *Revenues*
PT Pupuk Kalimantan Timur	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Pendapatan *Revenues*
PT Badak Natural Gas Liquefaction	Entitas yang Berelasi dengan Pemerintah *Government Related Entity*	Pendapatan *Revenues*

Realisasi Transaksi Pihak Berelasi / *Realization of Related Party Transactions*

Uraian *Description*	2022		2021	
	Rp (juta) *Rp (million)*	%	Rp (juta) *Rp (million)*	%
Terhadap Total Aset *To Total Assets*				
Kas dan Setara Kas *Cash and Cash Equivalents*	4.564.134	4,82%	3.395.194	3,59%
Piutang Usaha *Trade Receivables*	988.991	1,04%	576.652	0,61%
Piutang Lain-lain *Other Receivables*	60.015	0,06%	872	0,06%
Terhadap Total Liabilitas *To Total Liabilities*				
Utang Usaha *Trade Payables*	415.585	0,70%	184.108	0,32%
Utang Lain-lain *Other Payables*	289.231	49,00%	866.200	1,48%
Beban Akrual *Accrued Expenses*	679	0,00%	1.330	0,00%
Utang Bank Jangka Pendek *Short-Term Bank Loans*	899.757	1,52%	1.222.246	2,10%
Utang Bank dan Lembaga Keuangan Lainnya *Bank and Other Financial Institution Loans*	25.920.948	43,67%	24.779.761	42,48%
Terhadap Total Pendapatan *To Total Revenues*				
Pendapatan Usaha *Revenues*	2.797.222	18,05%	2.157.252	22,16%

Perubahan Ketentuan Peraturan Perundang-Undangan

Amendments to Provisions of Statutory Regulations

Tidak ada perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perseroan di tahun 2022.

There were no amendments to provisions of statutory regulations that have a significant effect on the Company in 2022.

Perubahan Kebijakan Akuntansi

Changes in Accounting Policy

DSAK-IAI telah menerbitkan beberapa standar baru, amendemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2022.

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, dengan penerapan dini diperkenankan yaitu:

1. Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi;
2. Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang;
3. Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan tentang Definisi Estimasi Akuntansi;
4. Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal; dan
5. Revisi PSAK 107; Akuntansi Ijarah.

DSAK-IAI has issued several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on January 1, 2022.

Amendment to standards which effective for periods beginning on or after January 1, 2023, with early adoption is permitted, are as follows:

1. *Amendments PSAK 1: Presentation of Financial Statements regarding Disclosure of Accounting Policies;*
2. *Amendments PSAK 1: Presentation of Financial Statements regarding Classification of Liabilities as a Current or Non-Current;*
3. *Amendments PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates;*
4. *Amendments PSAK 46: Income Tax regarding Deferred Tax related to Assets and Liabilities arising from a Single Transaction; and*
5. *Revised PSAK 107: Accounting for Ijarah.*



Prospek Usaha
Business Prospect

Ekonomi global diprediksi masih akan menghadapi tantangan yang cukup berat di tahun 2023. Tingkat inflasi yang tinggi dan suku bunga yang masih akan terus meningkat menjadi tantangan utama bagi perekonomian global. Selain itu, perang Rusia dan Ukraina yang belum menunjukkan tanda-tanda akan berakhir juga menjadi faktor yang sangat berpengaruh terhadap perekonomian global.

Dalam laporan *World Economics Outlook* yang diterbitkan pada April 2023, IMF memprediksi ekonomi global tahun 2023 akan kembali tumbuh melambat, yaitu sebesar 2,8%, lebih rendah dari proyeksi bulan Januari yang sebesar 2,9%. Momentum penguatan pemulihan yang sempat terjadi di awal tahun, kembali meredup seiring terjadinya gejolak sektor keuangan di Amerika Serikat dan Eropa serta tekanan inflasi yang persisten tinggi. Kegagalan sistem perbankan AS dan Eropa menambah ketidakpastian terhadap *outlook* kedua kawasan yang sudah mendapat tekanan berat dari inflasi dan pengetatan moneter yang agresif.

IMF melihat perekonomian global masih masih menghadapi potensi *hard landing* jika berbagai risiko yang ada saat ini semakin eskalatif. Ke depan, risiko utama berasal akan dari tekanan sektor keuangan, tekanan utang, eskalasi dampak dari perang di Ukraina yang dapat memicu kenaikan harga komoditas, tingkat inflasi inti yang persisten tinggi, serta fragmentasi geoekonomi.

Namun demikian, di tengah kondisi tersebut, IMF justru merevisi ke atas pertumbuhan ekonomi Indonesia tahun 2023 dari 4,8% menjadi 5,0%, dan outlook untuk tahun 2024 cukup sehat di tingkat 5,1%. Prediksi tersebut sejalan dengan Bank Indonesia yang memprediksi ekonomi Indonesia akan tumbuh pada kisaran 4,7%-5,3% di tahun 2023.

Industri pariwisata diharapkan dapat menjaga momentum pertumbuhan tumbuh lebih cepat di tahun 2023. Tahun 2022 lalu, sektor parekraf menorehkan catatan kinerja positif. Jumlah kunjungan wisatawan mancanegara berhasil mencapai 5,5 juta atau melewati target awal sebesar 3,6 juta. Begitu juga dengan pergerakan wisatawan nusantara yang mencapai 703 juta. Berkaca pada pencapaian tersebut, tahun 2023 target capaian di sektor parekraf meningkat dua kali lipat. Jumlah wisatawan mancanegara ditargetkan mencapai angka 7,4 juta dan pergerakan wisatawan nusantara sebesar 1,4 miliar. Target nilai devisa pariwisata tahun 2023 sebesar 2,07 miliar dolar AS pada batas bawah

It is predicted that the global economy will still face quite tough challenges in 2023. High inflation rates and interest rates that will continue to increase became the main challenges for the global economy. Apart from that, the war between Russia and Ukraine which has yet to show signs of ending is also a very influential factor on the global economy.

In the World Economics Outlook report published in April 2023, the IMF predicted that the global economy in 2023 will again grow at a slower pace, namely 2.8%, lower than the January projection of 2.9%. The momentum for strengthening recovery that had occurred at the beginning of the year has faded again due to the turmoil in the financial sector in the United States and Europe and persistently high inflationary pressures. The failure of the US and European banking systems added uncertainty to the outlook for the two regions, which were already under heavy pressure from inflation and aggressive monetary tightening.

The IMF sees that the global economy still faces the potential for a hard landing if the various risks that currently exist become increasingly escalatory. Looking ahead, the main risks will come from financial sector stress, debt pressure, escalation of the impact from the war in Ukraine which could trigger higher commodity prices, persistently high levels of core inflation, as well as geoeconomic fragmentation.

However, in the midst of these conditions, the IMF actually revised up Indonesia's economic growth in 2023 from 4.8% to 5.0%, and the outlook for 2024 is fairly healthy at 5.1%. This prediction is in line with Bank Indonesia which predicts that the Indonesian economy will grow in the range of 4.7% -5.3% in 2023.

The tourism industry is expected to maintain the growth momentum to grow faster in 2023. In 2022, the tourism and creative economy (parekraf) sector recorded a positive performance record. The number of foreign tourist visits managed to reach 5.5 million or exceeded the initial target of 3.6 million. Likewise with the movement of domestic tourists which reached 703 million. Reflecting on this achievement, in 2023 the achievement target in the parekraf sector will double. The number of foreign tourists is targeted to reach 7.4 million and the movement of domestic tourists is 1.4 billion. The target value of tourism foreign exchange in 2023 is US$2.07 billion at the lower limit and US$5.95 billion at

dan 5,95 miliar dolar AS pada batas atas. Nilai kontribusi PDB pariwisata sebesar 4,1 persen, serta ekspor produk ekonomi kreatif diperkirakan menembus 26,46 miliar dolar AS atau Rp397,98 triliun. Untuk nilai tambah ekonomi kreatif ditargetkan mencapai Rp1.297 triliun.

the upper limit. The value of tourism's GDP contribution is 4.1 percent, and exports of creative economy products are estimated to reach US$26.46 billion or Rp397.98 trillion. For the added value of the creative economy, it is targeted to reach Rp1,297 trillion.

Berdasarkan proyeksi United Nations World Tourism Organization (UNWTO), pada tahun 2023 kedatangan turis internasional dapat mencapai 80% hingga 95% dari kondisi sebelum pandemi untuk region Eropa dan Middle East, namun hal tersebut masih bergantung pada dinamika kondisi ekonomi dan geopolitik.

Based on the projections of the United Nations World Tourism Organization (UNWTO), in 2023 international tourist arrivals could reach 80% to 95% of pre-pandemic conditions for the European and Middle East regions, but this still depends on the dynamics of economic and geopolitical conditions.

Keberadaan InJourney diharapkan dapat memperkuat ekosistem pariwisata nasional 2023 dengan berupaya menjadi lokomotif pemulihan dan pengembangan pariwisata Indonesia melalui pendekatan holistik, inklusif, dan kolaboratif yang mampu memberikan *value added* dan berkontribusi positif pada perekonomian nasional.

The existence of InJourney is expected to strengthen the national tourism ecosystem by 2023 by trying to become a locomotive for the recovery and development of Indonesian tourism through a holistic, inclusive and collaborative approach that is able to provide added value and contribute positively to the national economy.

Sasaran strategis 2023 bertema "*Boosting Tourism Recovery*" dengan target proyeksi jumlah penumpang angkutan udara yang dilayani oleh Angkasa Pura I dan Angkasa Pura II mencapai 140 juta penumpang sebagai kontributor utama pendapatan usaha InJourney *Group*.

The 2023 strategic target is themed "Boosting Tourism Recovery" with a projected target of the number of air transport passengers served by Angkasa Pura I and Angkasa Pura II reaching 140 million passengers as the main contributor to InJourney Group's business revenues.

Secara pendapatan usaha naik menjadi Rp23 triliun atau tumbuh 44% dibandingkan prognosa capaian 2022.

In terms of revenues, it increased to Rp23 trillion or grew 44% compared to the 2022 achievement prognosis.

Untuk mencapai target tersebut, InJourney *Group* konsisten melakukan program transformasi menjadi perusahaan yang sehat dan kompetitif serta memberikan dampak signifikan untuk kemajuan sektor pariwisata Indonesia dan pendukungnya melalui peningkatan standar kualitas operasional layanan penerbangan dan kepariwisataan, transformasi dan penguatan bisnis anak perusahaan serta ekspansi bisnis dan pasar melalui pengembangan KEK dan 5 DPSP.

To achieve this target, InJourney Group consistently carries out a transformation program to become a healthy and competitive company and has a significant impact on the progress of the Indonesian tourism sector and its supporters through improving the operational quality standards of aviation and tourism services, transformation and linking of subsidiary businesses as well as business and market expansion through SEZ development and 5 DPSPs.

InJourney *Group* konsisten melakukan inovasi serta perubahan, diantaranya perubahan pola pikir dari "*operation based company*" menjadi "*service based company*".

InJourney Group is consistently making innovations and changes, including changing the mindset from "operation based company" to "service based company".

Hal itu dilakukan melalui konsep *Mission-based Ecosystem* dengan 3 pilar. Pertama, Grow *Traffic Beyond Recovery* yakni dengan meningkatkan trafik penerbangan dan pariwisata di tengah proses pemulihan dengan *improving international direct flight connectivity*. InJourney berkolaborasi dengan *key airlines* dalam meningkatkan *direct flight* baik domestik maupun internasional, orkestrasi dengan pengelola pariwisata lokal melalui pengembangan *tourism hub*, serta meningkatkan bisnis non aero di bandara-bandara yang dikelola AP I dan AP II melalui penataan *layout* dan *tenant mixing*.

This is done through the concept of Mission-based Ecosystem with 3 pillars. First, Grow Traffic Beyond Recovery namely by increasing flight and tourism traffic in the midst of the recovery process by improving international direct flight connectivity. InJourney collaborates with key airlines in increasing direct flights both domestic and international, orchestrating with local tourism managers through the development of tourism hubs, as well as increasing non-aero business at airports managed by AP I and AP II through layout arrangement and tenant mixing.

Kedua, *Develop Destination & Experience* yakni dengan mengembangkan destinasi pariwisata serta menciptakan pengalaman yang berkesan bagi setiap wisatawan. Hal ini dilakukan dengan meningkatkan *marketing and distribution* dengan penyelenggaraan *event & promotion, product bundling, develop tourism platform* dan sebagainya.

Second, Develop Destination & Experience namely by developing tourism destinations and creating memorable experiences for every tourist. This is done by increasing marketing and distribution by holding events & promotions, product bundling, developing tourism platforms and so on.

Tahun 2023 InJourney akan menyelenggarakan *event* internasional untuk meningkatkan trafik pariwisata, diantaranya Kejuaraan Dunia F1 PowerBoat (F1H2O) 2023 di Danau Toba dan Superbike World Championship (WSBK) Indonesian Round 2023 di Pertamina Mandalika International Circuit, Lombok, Nusa Tenggara Barat (NTB). Selain itu, InJourney melakukan *destination & experience development* antara lain program KEK Sanur, pengembangan kawasan Golo Mori, dan sebagainya.

In 2023, InJourney will organize international events to increase tourism traffic, including the F1 PowerBoat (F1H2O) World Championship 2023 on Lake Toba and the Superbike World Championship (WSBK) Indonesian Round 2023 at the Pertamina Mandalika International Circuit, Lombok, West Nusa Tenggara (NTB). In addition, InJourney conducts destination & experience development including the Sanur SEZ program, development of the Golo Mori area, and so on.

Ketiga, *Transform Core & Supporting Business* yang dilakukan dengan melakukan transformasi portofolio perusahaan dan membentuk bisnis pendukung *Aviation Service & Cargo* (ASC) *subholding*, diantaranya: *financial restructuring member*; integrasi *travel management*; implementasi *airport transformation* tahap I antara AP I dan AP II; mengembangkan Hotel Indonesia Group (HIG) hotel *network* melalui kerja sama *operatorship*.

Third, Transform Core & Supporting Business which is carried out by transforming the Company's portfolio and establishing subholding of Aviation Service & Cargo (ASC) supporting business, including: financial restructuring member; travel management integration; implementation of airport transformation phase I between AP I and AP II; developing the Hotel Indonesia Group (HIG) hotel network through operatorship cooperation.

InJourney juga akan fokus untuk turut serta mendukung penyelenggaraan rangkaian Konferensi Tingkat Tinggi (KTT) ke-42 ASEAN yang akan dihelat di Labuan Bajo Kabupaten Manggarai Barat Provinsi Nusa Tenggara Timur pada 7-11 Mei 2023. Dalam upaya mendorong pertumbuhan pariwisata nasional, saat ini InJourney melalui anak usahanya, yaitu AP I dan AP II juga fokus dalam melakukan pembukaan rute-rute baru dalam rangka mengakselerasi pemulihan pada sektor penerbangan. Selain itu, InJourney juga mempersiapkan Candi Borobudur yang akan menjadi *venue* untuk tradisi perayaan Waisak di awal Juni.

InJourney will also focus on participating in supporting the holding of the 42nd ASEAN Summit which will be held in Labuan Bajo, West Manggarai Regency, East Nusa Tenggara Province on May 7-11, 2023. In an effort to encourage national tourism growth, currently InJourney through its subsidiaries, namely AP I and AP II, also focus on opening new routes in order to accelerate recovery in the aviation sector. Apart from that, InJourney is also preparing the Borobudur Temple which will become the venue for the traditional Vesak celebration in early June.

Tingkat Kesehatan Perusahaan

Corporate Soundness Level

Berdasarkan Risalah Rapat Umum Pemegang Saham (RUPS) PT Aviasi Pariwisata Indonesia (Persero) tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022, No. RISPAT.001/RUPS/INJOURNEY/01/2022, tanggal 28 Januari 2022, telah Ditetapkan Tingkat Kesehatan PT Aviasi Pariwisata Indonesia (Persero) Tahun 2022 yang termasuk dalam kategori BUMN Infrastruktur.

Based on the Minutes of the General Meeting of Shareholders (GMS) of PT Aviasi Pariwisata Indonesia (Persero) regarding Ratification of the Company's Work Plan and Budget (RKAP) and the Work Plan and Budget of the Social and Environmental Responsibility Program (RKA-TJSL) for 2022, No. RISPAT.001/RUPS/INJOURNEY/01/2022, dated January 28, 2022, the Soundness Level of PT Aviasi Pariwisata Indonesia (Persero) for 2022 has been determined, which is included in the category of SOEs Infrastructure

Adapun formulasi perhitungan Tingkat Kesehatan perusahaan menggunakan Keputusan Menteri Badan Usaha Milik Negara No. KEP-100/MBU/2022 tentang Penilaian Tingkat Kesehatan Perusahaan Badan Usaha Milik Negara.

Capaian Tingkat Kesehatan Perusahaan PT Aviasi Pariwisata Indonesia (Persero) tahun 2022 adalah sebesar 75 kategori SEHAT dengan Kategori Nilai A, adapun tingkat Kesehatan perusahaan tahun 2022 adalah sebagai berikut:

The formulation for calculating the company's Soundness Level uses the Decree of the Minister of State-Owned Enterprises No. KEP-100/MBU/2022 concerning Assessment of the Health Level of State-Owned Enterprises.

PT Aviasi Tourism Indonesia (Persero)'s corporate soundness level in 2022 is 75 in the HEALTHY category with an A grade category, while the company's health level in 2022 is as follows:

Tingkat Kesehatan *Soundness Level*	**Realisasi 2022** *2022 Realization*		
	Nilai Capaian *Achievement Value*	**Bobot** *Weight*	**Skor** *Score*
Aspek Keuangan *Financial Aspect*		**50**	
- *Return on Equity* (ROE)	(2,51%)	15	1
- *Return on Investment* (ROI)	5,03%	10	3,5
- *Cash Ratio*	50,42%	3	3
- *Current Ratio*	77,04%	4	1
- *Collection Period*	43,37	4	4
- *Inventory Turn Over*	1,16	4	4
- *Total Asset Turn Over*	18,71%	4	2,5
- Total Modal Sendiri terhadap *Total Asset* *Total Own Capital to Total Assets*	37,29%	6	6
Skor *Score*			50
Aspek Operasional *Operational Aspect*			
- Penyelarasan Organisasi *Organizational Alignment*	100,00%	20	20
- Asesmen *IT Maturity Level* *IT maturity Level Assessment*	2,62 (likert)	15	15
Skor *Score*			35
Aspek Administrasi *Administrative Aspect*			
- Penyampaian Laporan Tahunan *Submission of Annual Report*	Tepat Waktu *On Time*	5	5
- Penyampaian rancangan RKAP *Submission of RKAP draft*	Tepat Waktu *On Time*	5	5
- Laporan Periodik *Periodic Report*	Tepat Waktu *On Time*	5	5
Skor *Score*			15
Total Skor *Total Score*		100	75
Kategori Nilai *Value Category*			A




TENUN
SUMBA



05

Fungsi Penunjang Bisnis

Business Supporting Function

Peningkatan kualitas sumber daya manusia dan program digitalisasi menjadi bagian penting dalam strategi InJourney untuk mengakselerasi pertumbuhan usaha Perseroan serta industri aviasi dan pariwisata di Indonesia.

Improving the quality of human capital and digitalization programs are an important part of InJourney's strategy to accelerate business growth and the aviation and tourism industry in Indonesia.



Sumber Daya Manusia
Human Capital

Sebagai perusahaan *strategic holding* pariwisata di Indonesia, InJourney berupaya untuk menyediakan jasa dan layanan berkualitas tinggi kepada seluruh pelanggan. Kemajuan dan pertumbuhan Perseroan bergantung pada kompetensi, keahlian dan semangat kerja seluruh karyawan. InJourney mendorong seluruh karyawan untuk menjadi individu yang berdaya saing tinggi dan produktif agar mampu menghasilkan kinerja yang optimal dengan tetap berpegang pada prinsip-prinsip GCG dan peraturan yang berlaku.

As a tourism strategic holding company in Indonesia, InJourney strives to provide high quality services to all customers. The progress and growth of the Company depend on the competence, expertise and enthusiasm of all employees. InJourney encourages all employees to become highly competitive and productive individuals in order to be able to produce optimal performance while adhering to GCG principles and applicable regulations.

Demografi Karyawan InJourney *Group*

Perseroan berupaya untuk menciptakan organisasi yang efektif dan efisien dan mampu menjawab setiap tantangan di dunia bisnis. Namun, sejalan dengan pertumbuhan usaha, penambahan jumlah pegawai merupakan hal yang tidak dapat terelakkan.

Pada akhir 31 Desember 2022, jumlah InJourney *Group* sebanyak 18.728 orang. Jumlah tersebut merupakan total seluruh pegawai dari anak perusahaan termasuk *outsource* dan Pekerja Kontrak Waktu Tertentu (PKWT).

InJourney Group's Employee Demographics

The Company strives to create an effective and efficient organization capable of responding to every challenge in the business world. However, in line with business growth, an increase in the number of employees is inevitable.

At the end of December 31, 2022, InJourney Group had 18,728. This number was the total of all employees of subsidiaries including outsourced and Fixed-Term Employment Agreement (PKWT) Workers.

Komposisi Karyawan berdasarkan Entitas
Employee Composition by Entity

Perusahaan *Company*	Jumlah Karyawan *Number of Employees*
InJourney	70
Angkasa Pura I	7.332
Angkasa Pura II	9.096
ITDC	719
HIN	50
Sarinah	527
TWC	934
Jumlah *Total*	**18.728**

Komposisi Karyawan Berdasarkan Rentang Usia
Employee Composition by Age Range

Perusahaan *Company*	Usia *Age*			
	<25	25-42	43-55	>55
InJourney	1	52	16	1
Angkasa Pura I	535	5.586	1.196	15
Angkasa Pura II	734	7.455	881	26
ITDC	111	274	333	1
HIN	1	24	21	4
Sarinah	303	89	134	1
TWC	21	459	448	6
Jumlah *Total*	**1.706**	**13.939**	**3.029**	**54**

Komposisi Karyawan Berdasarkan Jenis Kelamin
Employee Composition by Gender

Perusahaan *Company*	Jenis Kelamin *Gender*	
	Laki-laki *Male*	Perempuan *Female*
InJourney	44	26
Angkasa Pura I	5.571	1.761
Angkasa Pura II	7.436	1.660
ITDC	482	237
HIN	27	23
Sarinah	398	129
TWC	705	229
Jumlah *Total*	**14.619**	**4.039**

Komposisi Karyawan berdasarkan Level Jabatan
Employee Composition by Position Level

Perusahaan *Company*	Level Jabatan InJourney Group (PKWTT, PKWT, OS & Perbantuan) *InJourney Group's Position Level (Indefinite-Term Employment Agreement, Fixed-Term Employment Agreement, Outsourcing & Assisting)*			
	BOD-1	BOD-2	BOD-3	*Officer*
InJourney	20	16	9	25
Angkasa Pura I	71	218	389	6.654
Angkasa Pura II	109	255	629	8.103
ITDC	17	31	32	639
HIN	7	5	18	20
Sarinah	7	15	40	465
TWC	15	35	56	828
Jumlah *Total*	**246**	**575**	**1.173**	**16.734**

Komposisi Karyawan berdasarkan Level Pendidikan
Employee Composition by Education Level

Perusahaan *Company*	Level Pendidikan *Education Level*				
	<SMA *SHS*	D1-D3	D4/S1 *D4/Bachelor's Degree*	S2 *Master's Degree*	S3 *Doctoral Degree*
InJourney	-	2	54	14	-
Angkasa Pura I	5.279	817	1.112	119	5
Angkasa Pura II	5.496	1.327	2.166	107	-
ITDC	565	22	115	17	-
HIN	2	9	28	10	1
Sarinah	382	15	113	17	-
TWC	813	30	81	10	-
Jumlah *Total*	**12.537**	**2.222**	**3.669**	**294**	**6**

Komposisi Karyawan berdasarkan Status Karyawan
Employee Composition by Employee Status

Perusahaan *Company*	Status Karyawan *Employee Status*			
	PKWTT	PKWT	*Outsourcing*	Perbantuan *Assisting*
InJourney	2	26	-	42
Angkasa Pura I	3.174	51	4.107	-
Angkasa Pura II	5.262	49	3.785	-
ITDC	177	13	529	-
HIN	26	24	-	-
Sarinah	207	34	286	-
TWC	190	28	716	-
Jumlah *Total*	**9.038**	**225**	**9.423**	**42**

Strategi Pengelolaan *Human Capital* InJourney *Group*

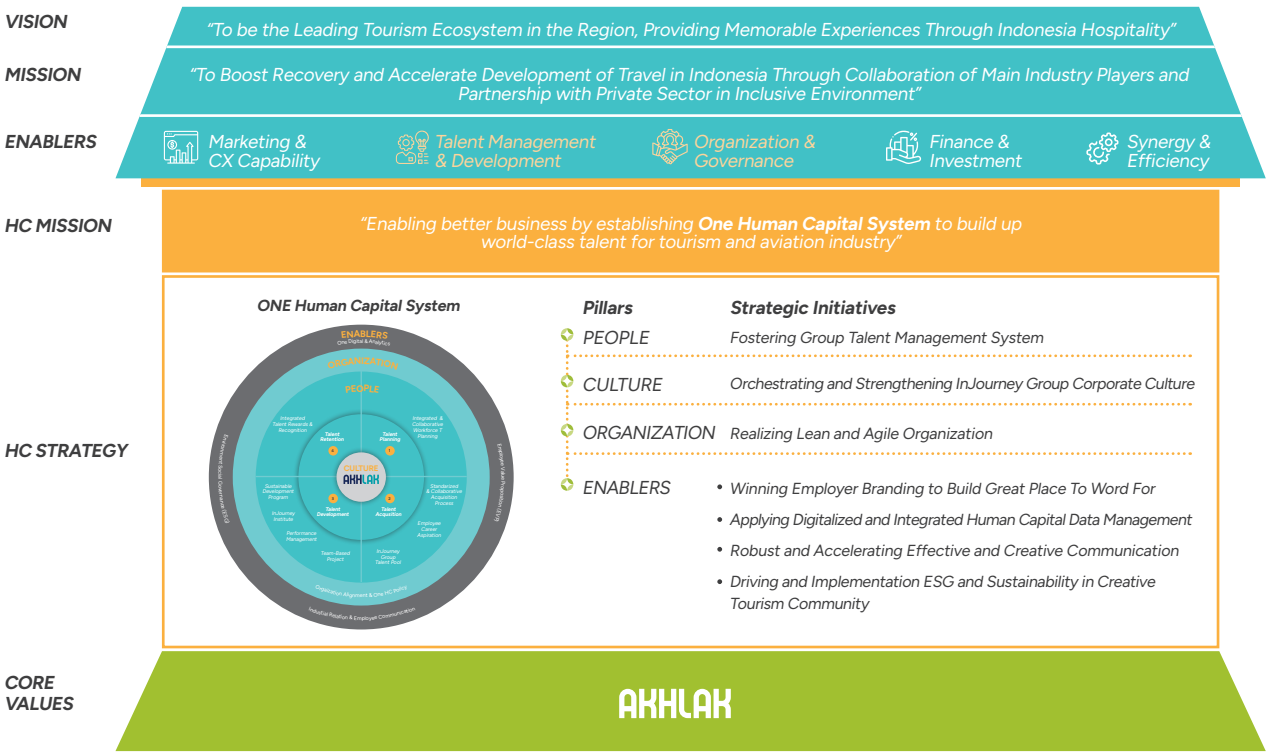
InJourney sebagai *strategic management holding* berperan aktif membangun strategi dalam mengorkestrasi pengelolaan *human capital* secara terintegrasi dan memastikan strategi tersebut terimplementasi dengan baik di InJourney *Group* sesuai dengan tujuannya. Keberlangsungan bisnis Injourney *Group* sangat berkaitan erat dengan struktur organisasi, kapabilitas *talent* yang menjalankannya serta budaya kerja yang berkembang di organisasi. Dengan latar belakang bisnis ekosistem pariwisata, InJourney *Group* memiliki sumber daya talenta-talenta yang spesifik dan beragam sesuai dengan bisnis masing-masing Anak Perusahaan yang dapat dioptimalkan kebermanfaatannya melalui *ecosystem play*.

Direktorat SDM & Digital memiliki strategi pengelolaan Human Capital – FORWARD yang terdiri dari 7 (tujuh) inisiatif strategis dalam rangka mendukung pencapaian misi *Human Capital*, yaitu: *Enabling better business by estabilishing One Human Capital System to build up world-class talent for tourism and aviation industry. Framework* strategi *Human Capital* InJourney *Group* adalah sebagai berikut:

InJourney Group's Human Capital Management Strategy

InJourney as a strategic management holding plays an active role in developing strategies in orchestrating human capital management in an integrated manner and ensures that these strategies are implemented properly within the InJourney Group according to their goals. The continuity of Injourney Group's business is closely related to the organizational structure, talent capabilities that run it and the work culture that develops in the organization. With a background in the tourism ecosystem business, InJourney Group has specific and diverse talent resources according to the business of each Subsidiary whose benefits can be optimized through ecosystem play.

The HC & Digital Directorate has a Human Capital management strategy - FORWARD which consists of 7 (seven) strategic initiatives in order to support the achievement of the Human Capital mission, namely: Enabling better business by estabilishing One Human Capital System to build up world-class talent for tourism and aviation industry. The InJourney Group' Human Capital strategy framework is as follows:



Dalam rangka mengakselerasi pencapaian visi dan misi InJourney *Group* dengan mengoptimalkan sumber daya yang dimiliki, maka fokus utama Direktorat SDM & Digital dalam pengelolaan *Human Capital* di tahun 2022 adalah pembangunan infrastruktur *Integrated Talent Management System* (ITMS) dengan mengusung tema *roadmap* 2022 yaitu: *"Building the spirit of InJourney by establishing Human Capital Management System through AKHLAK as a foundation".*

In order to accelerate the achievement of InJourney Group's vision and mission by optimizing its resources, the main focus of the HC & Digital Directorate in managing Human Capital in 2022 was the development of an Integrated Talent Management System (ITMS) infrastructure with the 2022 roadmap theme, namely: "Building the spirit of InJourney by establishing Human Capital Management System through AKHLAK as a foundation".

Direktorat SDM & Digital memiliki 3 *Quick Win Programs* untuk mendukung *roadmap Human Capital* InJourney *Group* tahun 2022, yaitu:

The HC & Digital Directorate has 3 Quick Win Programs to support the 2022 Human Capital roadmap of InJourney Group, namely:

1. ***Integrated Talent Management System (ITMS)***

   Sebagai upaya membangun kapabilitas organisasi melalui pemenuhan *talent* yang berkualitas secara *group* yang memiliki *competency*, *character* dan *capability* sesuai dengan kebutuhan bisnis organisasi, saat ini InJourney *Group* mengimplementasikan *talent mobility* antar perusahaan dengan memanfaatkan internal *talent pool* InJourney *Group*. Dalam hal untuk mendukung keberhasilan pengelolaan *talent* yang terintegrasi di InJourney *Group*, maka telah dilakukan akselerasi pembangunan infrastruktur *talent management system* yang didalamnya memuat *talent planning, talent acquisition, performance management, talent development* dan *talent retention* melalui standarisasi kebijakan dan sistem pengelolaan *human capital* secara komprehensif, serta digitalisasi proses bisnis *human capital* melalui pengembangan dan pemanfaatan teknologi yang terintegrasi dengan membangun *platform* digital Rinjani.

   Rinjani merupakan sistem pengelolaan Talenta InJourney *Group* yang mengintegrasikan fungsi *Talent Planning, Talent Acquisition, Talent Development & Talent Retention* ke dalam satu kesatuan yang saling berhubungan dengan didukung oleh *platform digital.* Pada tanggal 1 Agustus 2022 untuk pertama kalinya Rinjani dapat diakses dan digunakan oleh seluruh Karyawan di InJourney *Group* untuk melakukan *update profile* dan pada bulan September 2022 seluruh Karyawan InJourney *Group* dapat melakukan penyusunan *career aspirations* di InJourney *Group* melalui *platform* Rinjani.

   Selain itu, InJourney membangun inisiatif sinergi pelatihan dan pusat pengembangan berupa kelembagaan yang mengelola pembelajaran, pengembangan, riset dan inovasi untuk *talent* di InJourney *Group* khususnya dan klaster Pariwisata dan Pendukung pada umumnya dengan didukung oleh pembangunan *Learning Management System* (LMS) & *Knowledge Management System* (KMS) yang tersentralisasi.

1. **Integrated Talent Management System (ITMS)**

   As an effort to build organizational capability through fulfilling quality talent as a group that has competency, character and capability in accordance with the organization's business needs, currently InJourney Group implements inter-company talent mobility by utilizing InJourney Group's internal talent pool. In terms of supporting the success of integrated talent management in the InJourney Group, an accelerated talent management system infrastructure development has been carried out which includes talent planning, talent acquisition, performance management, talent development and talent retention through standardized policies and a comprehensive human capital management system, as well as digitalization of human capital business processes through the development and utilization of integrated technology by developing the Rinjani digital platform.

   Rinjani is InJourney Group's Talent management system that integrates the functions of Talent Planning, Talent Acquisition, Talent Development & Talent Retention into one interconnected unit supported by a digital platform. On August 1, 2022, for the first time, Rinjani can be accessed and used by all employees at the InJourney Group to update their profiles and in September 2022 all employees at the InJourney Group can prepare career aspirations at the InJourney Group through the Rinjani platform.

   In addition, InJourney built a training synergy initiative and a development center in the form of an institution that manages learning, development, research and innovation for talent in the InJourney Group in particular and the Tourism and Support cluster in general, supported by the development of a Learning Management System (LMS) & Knowledge Management System (KMS) that are centralized.



Program pengembangan Karyawan InJourney *Group* dilakukan melalui berbagai program pelatihan berkelanjutan yang berlandaskan pada prinsip *fair opportunity* dengan memberikan kesempatan yang sama kepada seluruh Karyawan untuk belajar, bertumbuh dan berkembang berdasarkan aspirasi karier dan kebutuhan organisasi, yang meliputi:

a. *InJourney Officer Development Program* (IODP)
   IODP memiliki tujuan untuk penanaman pemahaman nilai-nilai budaya serta pengetahuan dan wawasan mengenai ekosistem di bisnis industri aviasi & pariwisata sehingga karyawan baru di InJourney *Group* memahami bisnis perusahaan dan tantangan yang dihadapi industri, sehingga diharapkan tercipta sinergi dan kolaborasi antar karyawan di InJourney *Group*.

   Program IODP telah dilaksanakan pada tanggal 4-10 Agustus 2022 yang diikuti sebanyak 25 peserta yang berhasil lolos seleksi program Rekrutmen Bersama BUMN 2022.

InJourney Group's employee development program is carried out through various ongoing training programs based on the principle of fair opportunity by providing equal opportunities to all employees to learn, grow and develop based on career aspirations and organizational needs, which include:

a. *InJourney Officer Development Program (IODP)*
   IODP's goal is to instill an understanding of cultural values as well as knowledge and insight into ecosystems in the aviation & tourism industry business so that new employees in the InJourney Group understand the Company's business and the challenges faced by the industry, so it is hoped that synergy and collaboration will be created between employees in the InJourney Group.

   The IODP program was carried out on August 4-10, 2022 which was attended by 25 participants who successfully passed the selection for the 2022 SOEs Joint Recruitment program.



Injourney Officer Development Program (IODP) On Boarding Batch 1

b. *InJourney Professional Development Program* (IPDP)
Program ini ditujukan untuk meningkatkan kompetensi teknis spesifik yang dibutuhkan di bidang industri tertentu sehingga dapat terciptanya efektifitas dan meningkatkan kontribusi dalam bekerja.

Fokus IPDP yang telah dijalankan pada tahun 2022 adalah *Hospitality* yang bertujuan untuk membangun *excellence service culture* di dalam ekosistem InJourney *Group* serta mewujudkan visi untuk menghadirkan pelayanan dengan ciri khas keramahtamahan Indonesia.

Program IPDP *Hospitality* di tahap awal difokuskan pada *Service Mindset Training* yang kemudian akan diteruskan dengan *Indonesian Hospitality Service Standard Training*. Rangkaian program ini telah dilaksanakan mulai dari bulan Agustus sampai Oktober 2022 sebanyak 9 *Batch* dengan peserta yang berasal dari Angkasa Pura I sebanyak 25 orang (Avsec dan Service), Angkasa Pura II sebanyak 175 orang (Avsec, Service dan OIC) serta TWC 107 orang (TMII).

b. *InJourney Professional Development Program (IPDP)*
This program is aimed at increasing specific technical competencies needed in certain industrial fields so as to create effectiveness and increase contribution at work.

The focus of IPDP that has been carried out in 2022 was Hospitality which aimed to build excellence service culture within the InJourney Group ecosystem and realize the vision to provide services with the characteristics of Indonesian hospitality.

The IPDP Hospitality Program in its early stages focused on Service Mindset Training which will then be continued with Indonesian Hospitality Service Standard Training. This series of programs has been implemented from August to October 2022 in 9 batches with 25 participants from Angkasa Pura I (Avsec and Service), Angkasa Pura II 175 people (Avsec, Service and OIC) and TWC 107 people (TMII).



Launching IPDP *Hospitality* (kiri), FGD *Airport Service Culture* (tengah) dan Pelaksanaan IPDP *Hospitality Service Mindset* (kanan)
Launching of IPDP Hospitality (left), FGD Airport Service Culture (center) and Implementation of IPDP Hospitality Service Mindset (right)

Pada tanggal 1-2 Desember 2022, dilaksanakan *training* Certified Risk Management Professional Advance (CRMPA) yang diikuti sebanyak 34 peserta baik dari *holding* maupun dari *member*. Selain itu Perseroan juga melaksanakan pelatihan transformasi industri 4.0 yang diselenggarakan selama 3 hari pada tanggal 14-16 Desember yang dihadiri sebanyak 116 peserta dari *holding* dan *member*.

On December 1-2, 2022, a Certified Risk Management Professional Advance (CRMPA) training was held which was attended by 34 participants, both from holding and from members. In addition, the Company also carried out industry 4.0 transformation training which was held for 3 days on December 14-16 which was attended by 116 participants from holding and members.

c. *InJourney Leadership Development Program* (ILDP)
Program ini ditujukan untuk calon pemimpin dan pemimpin di InJourney *Group* untuk menghasilkan para pemimpin yang berorientasi kepada pembangunan kepariwisataan nasional, wawasan kebangsaan, wawasan *leadership*, wawasan *business model innovation*, serta wawasan *service culture transformation*.

ILDP *Batch*-1 telah dilaksanakan pada Maret-April 2022 dengan total 28 peserta dari InJourney *Group* yang terdiri dari Angkasa Pura I sebanyak 9 orang, Angkasa Pura II sebanyak 9 orang, ITDC sebanyak 2 orang, TWC sebanyak 6 orang, HIN sebanyak 1 orang dan Sarinah sebanyak 1 orang.

c. *InJourney Leadership Development Program (ILDP)*
This program is aimed at prospective leaders and leaders in the InJourney Group to produce leaders who are oriented towards national tourism development, national insight, leadership insight, business model innovation insight, and service culture transformation insight.

ILDP Batch-1 was held in March-April 2022 with a total of 28 participants from the InJourney Group consisting of Angkasa Pura I with 9 people, Angkasa Pura II with 9 people, ITDC with 2 people, TWC with 6 people, HIN with 1 person and Sarinah as much as 1 person.



Pelaksanaan ILDP-1 *Batch*-1 merupakan kolaborasi antara GITC Garuda Indonesia, ALC Angkasa Pura II dan InJourney
Implementation of ILDP-1 Batch-1 is a collaboration between GITC Garuda Indonesia, ALC Angkasa Pura II and InJourney



Metode Pelaksanaan melalui diantaranya *Leaders talk, role play,* diskusi, simulasi dan lainnya
Implementation methods include Leaders talk, role play, discussion, simulation and others

Materi pelatihan yang diberikan kepada peserta meliputi wawasan ekosistem pariwisata, wawasan bisnis dan wawasan *service excellence* yang dikemas dalam berbagai metode diantaranya adalah *leaders talk, role play*, diskusi, simulasi, sehingga diharapkan dapat memberikan inspirasi kepada para peserta dan dapat diimplementasikan di lokasi kerja masing-masing.

Program ILDP dilaksanakan melalui *in class training (offline)* selama 5 (lima) hari serta *project assignment* individu dan kelompok yang harus diselesaikan peserta selama 1 (satu) bulan setelah *in class training*. Dalam menyelesaikan *project assignment* tersebut, Direksi *member* selaku atasan langsung dari para peserta dapat melakukan *mentoring & coaching*.

Akhirnya pelatihan ini diharapkan memberikan dampak yang positif kepada peserta dengan menambah wawasan ekosistem pariwisata, wawasan bisnis dan wawasan *service excellence* dan juga *return* untuk Perseroan baik secara langsung maupun tidak langsung berdampak meningkatkan kinerja Perseroan.

The training materials provided to the participants include tourism ecosystem insights, business insights and service excellence insights which are packaged in various methods including leaders talk, role play, discussion, simulation, so that it is expected to inspire participants and can be implemented at their respective work locations.

The ILDP program was carried out through in-class training (offline) for 5 (five) days as well as individual and group project assignments that must be completed by participants within 1 (one) month after in-class training. In completing the project assignment, the member of the Board of Directors as the direct superiors of the participants can conduct mentoring & coaching.

Finally, this training is expected to have a positive impact on participants by adding tourism ecosystem insights, business insights and service excellence insights as well as returns for the Company, both directly and indirectly, have an impact on improving the Company's performance.

d. *InJourney Talent Exchange Program*/ITEP (InternTrip)
Selama periode tahun 2022, InJourney *Group* telah melakukan program *talent exchange* yang merupakan program pertukaran Karyawan melalui metode *on the job learning* antar organisasi di InJourney *Group* dalam rangka pengembangan kompetensi Karyawan melalui program InternTrip. InternTrip merupakan program pengembangan Karyawan dengan mengikuti, mengamati dan/atau menjalankan sebagian peran dari fungsi yang diamatinya dengan durasi 1-6 bulan. Tahun 2022 InJourney telah melaksanakan InternTrip sebanyak 3 *Batch*.

d. *InJourney Talent Exchange Program/ ITEP) (InternTrip)*
During the 2022 period, the InJourney Group has carried out a talent exchange program which is an employee exchange program through the on the job learning method between organizations within the InJourney Group in order to develop employee competencies through the InternTrip program. InternTrip is an employee development program by following, observing and/or carrying out some of the roles of the functions observed with a duration of 1-6 months. In 2022, InJourney has carried out 3 batches of InternTrip.

e. *Monthly Meeting Monitoring* Kegiatan IATRI
IATRI adalah Indonesia Aviation & Tourism Research Institute, merupakan wadah untuk mengelola riset dan inovasi untuk BUMN-BUMN yang tergabung ke dalam klaster BUMN Pariwisata dan Pendukung terdiri dari InJourney *Group* (Angkasa Pura I, Angkasa Pura II, ITDC, TWC, HIN dan Sarinah) dan Garuda Indonesia serta Airnav.

Pelaksanaan *Monthly Meeting Monitoring* selama tahun 2022 yang diikuti oleh seluruh anggota IATRI dari BUMN Klaster Pariwisata dan Pendukung yang mana setiap bulan melakukan *monitoring* terkait dengan program-program IATRI 2022.

e. *Monthly Meeting Monitoring of IATRI Activity*
IATRI is the Indonesia Aviation & Tourism Research Institute, which is a forum for managing research and innovation for SOEs that are incorporated into the Tourism and Support SOEs cluster consisting of the InJourney Group (Angkasa Pura I, Angkasa Pura II, ITDC, TWC, HIN and Sarinah) and Garuda Indonesia as well as Airnav.

Implementation of Monthly Meeting Monitoring during 2022 which was attended by all IATRI members from Tourism and Support Cluster SOEs who carried out monthly monitoring related to 2022 IATRI programs

f. Penguatan Program/Kegiatan IATRI
Penguatan program/kegiatan IATRI Penguatan pola *Partnership*/Kerjasama dengan unsur *pentahelix* dalam hal Kerjasama riset dan inovasi.

- Webinar
  Webinar dilakukan dengan mengundang seluruh klaster BUMN yang menangani riset.

- Kolaborasi Antar BUMN Klaster lainnya
  Kolaborasi dengan BUMN Klaster lainnya dilakukan, IATRI Klaster Pariwisata dan Pendukung melakukan kolaborasi dengan Klaster Kesehatan IHRI yang diinisiasi oleh Kementerian BUMN. Telah dilaksanakan kolaborasi antar *Research Institute* yaitu antara IATRI dengan IHRI (Klaster Kesehatan) dengan melaksanakan *sharing session* yang diwadahi oleh Kementerian BUMN bertemakan *Travel and Tourism Health Lifestyle* pada tanggal 1 September 2022.

- Kerjasama Riset BUMN
  Partisipasi IATRI dalam program *Matchmaking Innovation* Forum yang bekerjasama antara Kementerian BUMN dengan Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi, sebagai rangkaian dari program KeRIS BUMN.

  Dilaksanakan pada tanggal 14 Desember 2022 di Surabaya, KBUMN menyelenggarakan *event* yang dihadiri oleh *innovator* dari Perguruan Tinggi dan dunia Industri dari BUMN, termasuk InJourney dan BUMN klaster pariwisata dan pendukung, dimana dari IATRI memunculkan beberapa topik riset yang bisa dikolaborasikan dengan perguruan tinggi untuk program yang telah dilaksanakan pada tahun 2022 meliputi topik-topik riset sebagai berikut:

  Pelaksanaan program pada tahun 2022:
  ITDC
  - Laporan Evaluasi Pelaksanaan Pengelolaan dan Pemantauan Lingkungan (RKL-RPL) The Mandalika;
  - Laporan *Survey* Kepuasan Tamu (*Guest Satisfaction Survey*) The Nusa Dua dan The Mandalika;
  - Kajian Dampak Komprehensif Keberadaan Kawasan The Nusa Dua terhadap Desa Penyangga dan Bali;
  - Kajian Sikap dan Persepsi Masyarakat serta Wisatawan terhadap Kawasan Pariwisata Tana Mori.

f. IATRI Program/Activity Strengthening
Strengthening of IATRI program/activity Strengthening Partnership/Collaboration patterns with pentahelix elements in terms of research and innovation collaboration.

- *Webinar*
  The webinar was conducted by inviting all SOE clusters that handle research.

- *Collaboration Between other Cluster SOEs*
  Collaboration with other Cluster SOEs was carried out, the IATRI Tourism and Support Cluster collaborated with the IHRI Health Cluster which was initiated by the Ministry of SOEs. A collaboration between Research Institutes has been carried out, namely between IATRI and IHRI (Health Cluster) by carrying out a sharing session hosted by the Ministry of SOEs with the theme Travel and Tourism Health Lifestyle on September 1, 2022.

- *SOEs Research Collaboration*
  IATRI's participation in the Matchmaking Innovation Forum program in collaboration between the Ministry of SOEs and the Ministry of Education, Culture, Research and Technology, as a series of the KeRIS BUMN program.

  Held on December 14, 2022, in Surabaya, KBUMN held an event which was attended by innovators from universities and the industrial world from SOEs, including InJourney and the tourism and support cluster SOEs, where from IATRI raised several research topics that could be collaborated with universities for programs which have been implemented in 2022 include the following research topics:

  Program implementation in 2022:
  ITDC
  - *The Mandalika Environmental Management and Monitoring Implementation Evaluation Report (RKL-RPL);*
  - *The Nusa Dua and The Mandalika Guest Satisfaction Survey Reports;*

  - *Comprehensive Impact Assessment of the Existence of The Nusa Dua Area on Buffer Village and Bali;*
  - *Study of Community and Tourist Attitudes and Perceptions of the Tana Mori Tourism Area.*

g. *Cluster Talent Committee*

Dalam proses penyiapan suksesor calon Direksi BUMN, Kementerian BUMN membentuk *Cluster Talent Committee* untuk menetapkan *Cluster Nominated Talent*. Pada Klaster Jasa Pariwisata dan Pendukung, Ketua CTC adalah Komisaris Utama *Holding*, Sekretaris CTC adalah Direktur SDM & *Digital Holding* dan anggota CTC terdiri dari Para Komisaris Utama dan Direktur Utama.

Untuk memperoleh *nominated talent* klaster jasa pariwisata dan pendukung dilakukan melalui proses *Cluster Talent Committee* yang tahapannya terdiri dari:

- Pemilihan *selected talent* oleh Direksi sebanyak 20% dari *top talent* BOD-1 berdasarkan aspek asesmen kompetensi, *learning agility*, kinerja dan *behavior*;
- Selanjutnya Dewan Komisaris melalui Komite Nominasi dan Remunerasi melakukan *review selected talent* berdasarkan validasi data dan pengecekan *track record* serta menetapkan *Nominated Talent* dan selanjutnya dikirim kepada ketua *Cluster Talent Committee* (CTC);
- CTC melakukan validasi dan kalibrasi terhadap *Nominated Talent* dari masing-masing perusahaan untuk menjadi *Cluster Nominated Talent*. Proses validasi dan kalibrasi oleh CTC menggunakan konsep 3C (*Character, Competency* dan *Capability*). Sebagai penilaian akhir, 30 *Nominated Talent* terbaik diminta untuk presentasi dan dilakukan wawancara oleh Komite Talenta;
- Pada Tahun 2022, hasil sidang *Cluster Talent Committee* menetapkan 30 orang *Cluster Nominated Talent* Klaster Jasa Pariwisata dan Pendukung dan telah disampaikan kepada Kementerian BUMN.

g. *Cluster Talent Committee*

In the process of preparing successors for candidates for SOEs Board of Directors, the Ministry of SOEs forms a Cluster Talent Committee to determine the Cluster Nominated Talent. In the Tourism and Support Services Cluster, the Chairman of CTC is the President Commissioner of Holding, the Secretary of CTC is the Director of HC & Digital of Holding and members of the CTC consist of President Commissioner and President Directors.

To obtain nominated talent in the tourism and support services cluster is carried out through the Cluster Talent Committee process consists of the following stages:

- *Selection of selected talent by the Board of Directors as much as 20% of the top talent in BOD-1 based on aspects of competency assessment, learning agility, performance and behavior;*
- *Furthermore, the Board of Commissioners through the Nomination and Remuneration Committee reviews selected talents based on data validation and track record checking and determines the Nominated Talent and then sends it to the chairman of the Cluster Talent Committee (CTC);*
- *CTC validates and calibrates the Nominated Talent from each company to become a Cluster Nominated Talent. The validation and calibration process by CTC uses the 3C concept (Character, Competency and Capability). As a final assessment, the 30 best Nominated Talents were asked to present and interviewed by the Talent Committee;*
- *In 2022, the results of the Cluster Talent Committee meeting determined 30 people from the Cluster Nominated Talent in the Tourism and Support Services Cluster and submitted to the Ministry of SOEs.*



2. **InJourney *Group Corporate Culture Establishment***

Dalam pengelolaan *Human Capital*, InJourney memiliki komitmen dalam menghargai keberagaman dan kesetaraan Karyawan untuk belajar, bertumbuh dan berkembang tanpa membedakan suku, agama, ras, etnik, golongan, dan jenis kelamin. Hal ini dilakukan dalam rangka mengimplementasikan *core values* BUMN yaitu AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif).

Human Capital InJourney berkomitmen untuk menyediakan lingkungan kerja yang saling menghormati, bebas dari diskriminasi, pengucilan, pembatasan, pelecehan, perundungan, dan berbagai bentuk kekerasan lainnya, serta menjunjung tinggi martabat dan harga diri untuk menjaga produktivitas selama bekerja. Hal ini sejalan dengan implementasi Surat Edaran Menteri BUMN No. SE-3/MBU/04/2022 tentang Kebijakan Berperilaku Saling Menghargai di Tempat Kerja (*Respectful Workplace Policy*) di Lingkungan BUMN. Selanjutnya ditindaklanjuti dengan diterbitkannya Surat Edaran No. EDR.INJ.01.02/23/05/2022/A.0005 tentang Kebijakan Berperilaku Saling Menghargai di Tempat Kerja (*Respectful Workplace Policy*) di Lingkungan PT Aviasi Pariwisata Indonesia (Persero) dan dilakukan sosialisasi penerapan *Respectful Workplace Policy*.

Harmonisasi budaya kerja sudah mulai dilakukan melalui standarisasi kebijakan dan program intervensi budaya yang efektif dan terintegrasi serta pengembangan budaya inovasi dan *agility* terhadap dinamika bisnis. Selain itu, InJourney juga sedang fokus membangun *service culture* untuk mewujudkan *Indonesian hospitality* melalui transformasi *service mindset* dari *operational focus* menjadi *customer centricity*, dimana mengutamakan *customer experience* pada produk/layanan. Kolaborasi dan sinergi antar seluruh entitas InJourney *Group* merupakan aksi kunci dalam kesuksesan *tourism ecosystem*.

2. **InJourney Group's Corporate Culture Establishment**

In managing Human Capital, InJourney is committed to respect the diversity and equality of employees to learn, grow and develop regardless of tribe, religion, race, ethnicity, class and gender. This is done in order to implement SOEs core values, namely AKHLAK (Amanah/ Trustworthy, Kompeten. Competent, Harmonis/ Harmonious, Loyal, Adaptif/ Adaptive dan Kolaboratif/ and Collaborative).

InJourney's Human Capital is committed to provide a work environment that is mutually respectful, free from discrimination, exclusion, restrictions, harassment, bullying and other forms of violence, as well as upholding dignity and self-esteem to maintain productivity while working. This is in line with the implementation of Circular Letter of the Minister of SOEs No. SE-3/MBU/04/2022 concerning Respectful Workplace Policy within SOEs. This was then followed up with the issuance of Circular Letter No. EDR.INJ.01.02/23/05/2022/A.0005 concerning Respectful Workplace Policy within PT Aviasi Pariwisata Indonesia (Persero) and conducted a socialization of the implementation of the Respectful Workplace Policy.

Work culture harmonization has begun through standardization of policies and cultural intervention programs that are effective and integrated as well as the development of a culture of innovation and agility towards business dynamics. In addition, InJourney is also focusing on building a service culture to realize Indonesian hospitality through a service mindset transformation from operational focus to customer centricity, which prioritizes customer experience in products/services. Collaboration and synergy between all InJourney Group entities is a key action in the success of the tourism ecosystem.



PT Aviasi Pariwisata Indonesia (Persero)

Untuk mendukung kelestarian budaya Indonesia dan sebagai wujud kontribusi seluruh karyawan dalam mempromosikan budaya Indonesia, InJourney telah mengeluarkan Peraturan Direksi yang mewajibkan seluruh karyawan di lingkungan InJourney *Group* untuk menggunakan pakaian adat Indonesia setiap hari kamis pada minggu pertama dan minggu ketiga. Hal ini tertuang dalam Surat Direktur SDM & Digital No. EDR. INJ.03.10.05/23/09/2022/A.0679.

To support the preservation of Indonesian culture and as a form of contribution of all employees in promoting Indonesian culture, InJourney has issued a Board of Directors Regulation which requires all employees within the InJourney Group to wear Indonesian traditional clothing every Thursday in the first and third week. This is stated in the Director of HC & Digital Letter No. EDR. INJ.03.10.05/23/09/2022/A.0679.

3. ***Group Organization Alignment***

Dalam rangka mendukung keberlangsungan bisnis InJourney *Group* dan memastikan manfaat dari keberadaan InJourney sebagai *Holding*, InJourney juga melakukan transformasi organisasi untuk mendukung efektivitas organisasi dan implementasi organisasi yang *lean* dan *agile*.

Saat ini InJourney sedang melakukan penyelarasan kembali struktur organisasi untuk memfasilitasi implementasi pengembangan bisnis baru, *parenting style* dan prinsip desain organisasi dengan memperjelas *segregation of duties* antara InJourney yang berperan sebagai *strategic management* dengan Anak Perusahaan yang akan fokus terhadap operasional lini bisnis masing-masing.

Sebagai turunan dari penyelarasan organisasi, InJourney sedang membangun model kompetensi (meliputi: *core, leadership, professional* dan *functional competency*) dan rencana pengembangan kompetensi yang dibutuhkan sesuai dengan arah strategi bisnis, melakukan kajian terkait *Strategic Workforce Planning* (SWP) untuk menemukenali kebutuhan SDM baik dari sisi jumlah dan kualitas agar dapat memastikan organisasi memiliki tenaga kerja yang tepat dengan kompetensi yang tepat pada waktu yang tepat, serta melakukan penyelarasan *grading system* untuk mendukung implementasi *talent mobility* di InJourney *Group*.

3. **Group Organization Alignment**

In order to support InJourney Group's business continuity and ensure the benefits of InJourney's existence as a Holding, InJourney also carries out organizational transformation to support organizational effectiveness and implementation of lean and agile organizations.

Currently, InJourney is re-aligning its organizational structure to facilitate the implementation of new business development, parenting style and organizational design principles by clarifying the segregation of duties between InJourney, which acts as strategic management, and Subsidiaries who will focus on the operations of their respective business lines.

As a derivative of organizational alignment, InJourney is building competency models (covering: core, leadership, professional and functional competency) and competency development plans needed in accordance with the direction of business strategy, conducting studies related to Strategic Workforce Planning (SWP) to identify HC needs both from in terms of quantity and quality in order to ensure the organization has the right workforce with the right competencies at the right time, as well as aligning the grading system to support the implementation of talent mobility within the InJourney Group.

Penguatan Transformasi SDM di InJourney *Group*

Human Capital InJourney memiliki peran dalam mendukung proses transformasi bisnis dan Sumber Daya Manusia di InJourney *Group*. Setidaknya ada 3 program prioritas yang telah dilaksanakan di tahun 2022 yaitu:

1. Pengalihan SDM TMII

   Pengalihan pengelolaan Taman Mini Indonesia Indah (TMII) dari Yayasan Harapan Kita kepada salah satu Anak Perusahaan InJourney yaitu PT Taman Wisata Candi Borobudur Prambanan dan Ratu Boko, merupakan hal yang menjadi *concern* dalam peningkatan pelayanan, fasilitas dan infrastruktur yang ada di TMII.

Strengthening HC Transformation in the InJourney Group

InJourney's Human Capital has a role in supporting the business transformation process and Human Capital in the InJourney Group. There were at least 3 priority programs that have been implemented in 2022, namely:

1. *Transfer of TMII's HC*

   The transfer of the management of Taman Mini Indonesia Indah (TMII) from Harapan Kita Foundation to one of InJourney's subsidiaries, namely PT Taman Wisata Candi Borobudur Prambanan and Ratu Boko, is a matter of concern in improving services, facilities and infrastructure at TMII.

Transformasi sumber daya manusia menjadi hal utama yang perlu diperhatikan, sehingga perlu dilakukan proses pengalihan status kepegawaian dan peningkatan kompetensi sumber daya manusia yang ada agar sesuai dengan harapan pelanggan dan *shareholder*.

Untuk pengelolaan TMII yang lebih fokus, InJourney menetapkan pengelolaan TMII oleh PT Bhumi Visatanda Indonesia yang merupakan Anak Perusahaan PT Taman Wisata Candi Borobudur Prambanan dan ratu Boko.

2. Pendampingan Program Pensiun Dini Karyawan Sarinah

   Human Capital InJourney turut berperan dalam mempercepat inisiatif strategis dalam proses transformasi PT Sarinah yang salah satunya melalui pendampingan pelaksanaan Program Pensiun Dini Suka Rela Karyawan (PENDEKAR). Dalam proses pendampingan, *Human Capital* InJourney memastikan proses dilakukan sesuai dengan ketentuan perundang-undangan yang berlaku, komunikasi yang baik dengan Serikat Pekerja dan seluruh karyawan serta memastikan proses dilakukan sesuai dengan tujuan perusahaan.

   Pada program PENDEKAR ini terdapat sebanyak 94 orang yang telah memenuhi persyaratan pensiun dini dan prosesnya berjalan lancar sampai dengan pemenuhan hak karyawan.

3. Pendampingan Proses *Layoff* Karyawan GIBB
   Dalam rangka menjalankan program strategis nasional, PT Hotel Indonesia Natour diamanahkan untuk pengelolaan Kawasan Ekonomi Khusus Kesehatan di Sanur, Bali. Hal ini menyebabkan harus dilakukannya transformasi bisnis, operasional dan *human capital* pada Hotel Grand Inna Bali Beach (GIBB). Renovasi Hotel Grand Inna Bali Beach (GIBB) berdampak pada penutupan Hotel sehingga perlu dilakukan *layoff* Karyawan sebanyak 381 orang. *Human Capital* InJourney turut melakukan pendampingan untuk memastikan proses *layoff* karyawan sesuai dengan ketentuan perundang-undangan yang berlaku sampai dengan terbayarkannya hak-hak karyawan sesuai ketentuan.

The transformation of human capital is the main thing that needs attention, so it is necessary to carry out the process of transferring employment status and improving the competence of existing human capital so that they are in line with customer and shareholder expectations.

For a more focused management of TMII, InJourney determines that the management of TMII is by PT Bhumi Visatanda Indonesia, which is a subsidiary of PT Taman Wisata Candi Borobudur Prambanan and Ratu Boko.

2. *Assistance for Sarinah's Employee Early Retirement Program*
   InJourney's Human Capital has played a role in accelerating strategic initiatives in the transformation process of PT Sarinah, one of which is through assisting the implementation of the Employee Voluntary Early Retirement Program (Program Pensiun Dini Suka Rela Karyawan/ PENDEKAR). In the mentoring process, InJourney's Human Capital ensures that the process is carried out in accordance with applicable statutory regulations, good communication with the Labor Union and all employees as well as ensures that the process is carried out in accordance with company goals.

   In the PENDEKAR program, there were 94 people who have fulfilled the early retirement requirements and the process was running smoothly up to the fulfillment of employee rights.

3. *Assistance in the Layoff Process of GIBB's Employee*
   In order to carry out the national strategic program, PT Hotel Indonesia Natour was entrusted with managing the Health Special Economic Zone in Sanur, Bali. This causes business, operational and human capital transformation to be carried out at the Grand Inna Bali Beach (GIBB) Hotel. The renovation of the Grand Inna Bali Beach (GIBB) Hotel impacted the hotel's closure of the hotel so it was necessary to lay off 381 employees. InJourney's Human Capital also provided assistance to ensure the employee layoff process was in accordance with the applicable statutory regulations until the employee's rights were paid according to the provisions.

Kolaborasi Pengelolaan *Human Capital* InJourney *Group*

InJourney berupaya untuk terus meningkatkan kolaborasi pengelolaan *human capital* di InJourney *Group* untuk efektifitas pengambilan keputusan dan implementasi program khususnya *human capital* di InJourney *Group* dengan berinisiatif membentuk *Human Capital Council*,

InJourney Group's Human Capital Management Collaboration

InJourney seeks to continue to improve collaboration in human capital management within the InJourney Group for the effectiveness of decision-making and program implementation, especially human capital in the InJourney Group by taking the initiative to form the Human Capital

Forum Human Capital Strategy (Forum HCS) dan Forum Human Capital Business Partner (Forum HCBP). HC *Council* diketuai oleh Direktur SDM dan Digital InJourney dan beranggotakan seluruh Direksi yang membidang fungsi *Human Capital* di InJourney *Group*. 3 (tiga) pilar Forum ini dibentuk untuk menjawab tantangan bisnis dan *day-to-day* operasional pengelolaan *human capital* agar kebijakan dan arahan strategis yang dikeluarkan *Holding* lebih adaptif, dapat menjawab tantangan bisnis jangka panjang dengan tetap memperhatikan kondisi operasional atau keunikan dari masing-masing Perusahaan.

Council, the Human Capital Strategy Forum (HCS Forum) and the Human Capital Business Partner Forum (HCBP Forum). The HC Council is chaired by InJourney's HC and Digital Director and consists of all members of the Board of Directors who are in charge of the Human Capital function in the InJourney Group. 3 (three) Pillars of this forum were formed to respond to business challenges and operational day-to-day human capital management so that policies and strategic directions issued by Holding are more adaptive, able to respond to long-term business challenges while taking into account operational conditions or the uniqueness of each Company.

Isu-isu strategis dan operasional akan dibahas dan diselesaikan melalui Forum HCBP dan apabila terdapat hal yang membutuhkan Peraturan Direksi *Holding* maka akan dibahas pada Forum HCS. Hasil dari Forum HCS akan dibahas bersama oleh Para Direktur Fungsi *Human Capital* dan diputuskan pada HC *Council*.

Strategic and operational issues will be discussed and resolved through the HCBP Forum and if there are matters that require a Holding Board of Directors Regulation, they will be discussed at the HCS Forum. The results of the HCS Forum will be discussed jointly by the Human Capital Function Directors and decided on by the HC Council.

Kebijakan Terkait Pengelolaan SDM

Sebagai perusahaan yang baru terbentuk, InJourney tengah menata organisasi agar dapat mencapai tujuan yang diharapkan, termasuk didalamnya menata pengelolaan SDM agar dapat lebih menghasilkan kinerja yang lebih optimal.

Policies Related to HC Management

As a newly formed company, InJourney is currently managing the organization so that it can achieve the expected goals, including managing HC management so that it can produce more optimal performance.

Peningkatan Kualitas Sumber Daya Manusia

InJourney menganggap karyawan sebagai aset pendukung terbesar dalam kelangsungan bisnis Perseroan. Dalam rangka menjaga citra Perseroan, seluruh insan InJourney senantiasa meningkatkan pengetahuan dan kapabilitas diri baik melalui jalur formal maupun informal. Perseroan mendorong karyawan untuk berpikir terbuka dan positif serta membekali mereka dengan pemahaman tugas untuk mendukung kinerja Perseroan secara berkelanjutan. Dalam hal ini InJourney telah melakukan beberapa kegiatan peningkatan kompetensi yang diikuti oleh seluruh insan Perseroan.

Improvement of Human Capital Quality

InJourney considers employees as the biggest supporting asset in the continuity of the Company's business. In order to maintain the Company's image, all InJourney people always improve their knowledge and capabilities through both formal and informal channels. The Company encourages employees to think openly and positively and equips them with an understanding of their duties to support the Company's performance in a sustainable manner. In this regard, InJourney has carried out several competency improvement activities which were attended by all Company personnel.

Rekapitulasi program peningkatan kompetensi yang telah dilaksanakan InJourney pada tahun 2022 sebagai berikut:

The recapitulation of competency improvement programs that InJourney has implemented in 2022 is as follows:

No.	Nama Program *Program Name*	Periode *Period*	*Member In Charge*	*Progress*/Hasil *Progress/Results*
1.	*InJourney Leadership Development Program (ILDP) BOD-1 batch 1*	Periode Pelaksanaan Program 28 Maret-1 April 2022 *Program implementation period March 28-April 1, 2022*	*Member* yang terlibat Angkasa Pura I sebanyak 9 orang, Angkasa Pura II sebanyak 9 orang, ITDC sebanyak 2 orang, TWC sebanyak 6 orang, HIN sebanyak 1 orang dan Sarinah sebanyak 1 orang *Angkasa Pura I involved 9 people, Angkasa Pura II 9 people, ITDC 2 people, TWC 6 people, HIN 1 person and Sarinah 1 person*	BOD -1 sebanyak 28 orang telah menyelesaikan program ILDP-1 *Batch* 1 *BOD -1 as many as 28 people have completed the ILDP-1 Batch 1 program*

No.	**Nama Program** *Program Name*	**Periode** *Period*	*Member In Charge*	***Progress*/Hasil** *Progress/Results*
2.	*InJourney Officer Development Program (IODP) On Boarding*	Pelaksanaan tanggal 4-10 Agustus 2022 *Implementation date August 4-10, 2022*	yang diikuti sebanyak 25 peserta secara *offline* dan *online:* • ITDC 4 • TWC 9 • AP I 12 *which was attended by 25 participants both offline and online:* • *ITDC 4* • *TWC 9* • *AP I 12*	25 Peserta dilakukan *development* hasil rekrutmen untuk ITDC, TWC dan AP I *25 Participants were conducted a recruitment results development for ITDC, TWC and AP I*
3.	*InJourney Professional Development Program (IPDP) Hospitality*	Pelaksanaan bulan Agustus sampai Oktober 2022 sebanyak 9 *Batch* *Implementation from August to October 2022 as many as 9 batches*	Peserta yang berasal dari Angkasa Pura I sebanyak 25 orang (Avsec dan Service), Angkasa Pura II sebanyak 175 orang (Avsec, Service dan OIC) serta TWC 107 orang (TMII) *Participants from Angkasa Pura I were 25 people (Avsec and Service), Angkasa Pura II were 175 people (Avsec, Service and OIC) and TWC 107 people (TMII)*	Jumlah yang sudah melakukan *training* • AP I : 25 orang • AP II : 175 orang • TWC: 107 orang *Number of people who have conducted training* • *AP I : 25 people* • *AP II : 175 people* • *TWC: 107 people*
4.	*Monthly Meeting Monitoring* Kegiatan Indonesia Aviation & Tourism Research Institute (IATRI) *Monthly Meeting Monitoring of Indonesia Aviation & Tourism Research Institute (IATRI) Activities*	Pelaksanaan bulan Januari-Desember 2022 *Implementation from January-December 2022*	Diikuti oleh anggota IATRI dari BUMN Klaster Pariwisata dan Pendukung *Followed by IATRI members from the Tourism and Support Cluster SOEs*	*Monitoring* Program IATRI *Monitoring of IATRI Program*
5.	Penguatan Program/Kegiatan IATRI *Strengthening of IATRI Program/ Activity*	Pelaksanaan bulan Januari-Desember 2022 *Implementation from January-December 2022*	Diikuti oleh anggota IATRI dari BUMN Klaster Pariwisata dan Pendukung *Followed by IATRI members from the Tourism and Support Cluster SOEs*	• Webinar • Kolaborasi Antar BUMN Klaster lainnya • Kerjasama Riset BUMN • *Webinar* • *Collaboration between Other Cluster SOEs* • *SOEs Research Collaboration*

Pengembangan *Digital Platform*

Digital Platform Development

InJourney terus berupaya berkembang dan bertransformasi untuk memperkuat kapabilitas sebagai *strategic holding* aviasi dan pariwisata di Indonesia. Salah satu langkah yang dijalankan InJourney adalah dengan menjalankan program transformasi digital. InJourney terus berupaya mengembangkan berbagai *platform* digital untuk mendukung kegiatan operasi yang unggul dan menjawab tantangan perkembangan digitalisasi dalam kegiatan perkantoran.

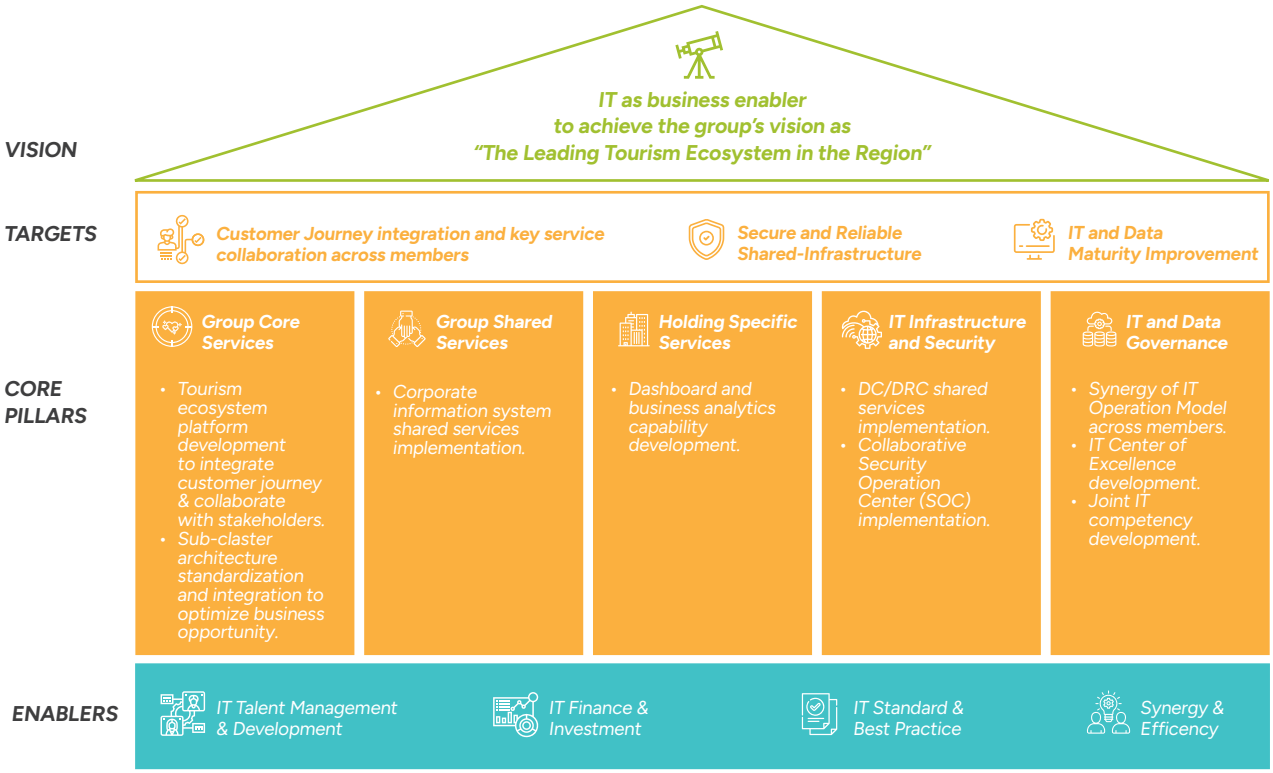
Digitalisasi yang dilakukan diharapkan mampu menopang pertumbuhan bisnis InJourney secara konsisten melalui perluasan akses pasar maupun efisiensi operasional. Upaya peningkatan kapabilitas teknologi digital diharapkan dapat membawa InJourney memiliki daya saing yang lebih kuat di Era Industri 4.0.

Tahun 2022, InJourney telah menginisiasi penyusunan *Master Plan* Teknologi Informasi (MPTI) yang merupakan turunan dari Rencana Jangka Panjang Perusahaan (RJPP) dan akan menjadi acuan dalam pengembangan TI di lingkungan InJourney. Strategi pengembangan TI InJourney dapat dilihat pada *IT Strategy House* InJourney pada Gambar berikut.

InJourney continues to strive to develop and transform to strengthen its capabilities as a strategic holding for aviation and tourism in Indonesia. One of the steps taken by InJourney is to run a digital transformation program. InJourney continues to strive to develop various digital platforms to support superior operations and respond to the challenges of digitalization developments in office activities.

Digitalization is expected to consistently support InJourney's business growth through expanding market access and operational efficiency. Efforts to improve digital technology capabilities are expected to bring InJourney to possess stronger competitiveness in the Industry 4.0 Era.

In 2022, InJourney has initiated the preparation of an Information Technology Master Plan (MPTI) which is a derivative of the Company's Long Term Plan (RJPP) and will become a reference in developing IT within InJourney. InJourney's IT development strategy can be seen in the InJourney's IT Strategy House in the following figure.



IT Strategy House InJourney 2022-2026 | *InJourney's IT Strategy House 2022-2026*

Dari *IT Strategy House* tersebut terlihat bahwa visi pengembangan TI InJourney adalah sebagai *enabler* dalam mencapai visi Perseroan sebagai *"The Leading Tourism Ecosystem in the Region"*. Dalam rangka mencapai visi TI tersebut, InJourney perlu melakukan penguatan pada 5 (lima) pilar layanan TI, yaitu:

1. ***Group Core Services,*** yaitu kelompok aplikasi yang digunakan untuk memfasilitasi layanan utama sub-klaster yang menurut pertimbangan bisnis akan lebih efisien dan efektif jika dikonsolidasikan. Hal ini mempercepat digitalisasi proses layanan, termasuk menjawab kebutuhan terkait *revenue assurance & optimization.*

2. ***Group Shared services,*** yaitu kelompok aplikasi yang akan digunakan untuk mendukung fungsi-fungsi yang dideklarasikan manajemen sebagai *shared services* yang dalam kajian organisasi terdahulu digunakan untuk memfasilitasi pengelolaan fungsi-fungsi penunjang. Keberadaan *shared services* akan mempercepat digitalisasi seluruh entitas perusahaan di grup.

3. ***Holding Specific Services,*** yaitu kelompok aplikasi yang digunakan untuk memfasilitasi kebutuhan operasional entitas induk perusahaan. Induk perusahaan memiliki siklus pengelolaan yang membutuhkan dukungan layanan TI. Layanan TI tersebut akan terintegrasi dengan anak perusahaan atau layanan lainnya yang dideklarasikan sebagai *group shared services* atau *group core services* sesuai dengan kebutuhannya masing-masing.

4. ***IT Infrastructure and Security,*** yaitu infrastruktur TI yang dibutuhkan untuk menjamin berjalannya seluruh layanan TI InJourney *Group*, baik dari sisi keberlangsungan layanan melalui penyediaan *Data Center/Data Recovery Center* maupun keamanan siber melalui kolaborasi implementasi *Security Operation Center (SOC).*

5. ***IT and Data Governance,*** yaitu kebutuhan sinergi *IT Operation Model* di lingkup InJourney dan seluruh anak perusahaan dalam rangka mendukung implementasi layanan TI. Sinergi juga dilakukan melalui pengembangan *IT Center of Excellence* dan pengembangan SDM TI bersama.

From the IT Strategy House it can be seen that InJourney's IT development vision is as an enabler in achieving the Company's vision as "The Leading Tourism Ecosystem in the Region". In order to achieve the IT vision, InJourney needs to strengthen the 5 (five) pillars of IT services, namely:

1. **Group Core Services,** *namely a group of applications that are used to facilitate the main sub-cluster services which, according to business considerations, will be more efficient and effective if consolidated. This accelerates the digitalization of service processes, including responding to needs related to revenue assurance & optimization.*

2. **Group Shared Services,** *namely the application group that will be used to support functions declared by management as shared services which in previous organizational studies were used to facilitate the management of supporting functions. The existence of shared services will accelerate the digitalization of all corporate entities in the group.*

3. **Holding Specific Services,** *namely the application group used to facilitate the operational needs of the parent company entity. The parent company has a management cycle that requires IT service support. These IT services will be integrated with subsidiaries or other services that are declared as group shared services or group core services according to their respective needs.*

4. **IT Infrastructure and Security,** *namely the IT infrastructure needed to ensure the running of all InJourney Group's IT services, both in terms of service continuity through the provision of Data Center/ Data Recovery Center as well as cybersecurity through collaborative implementation of the Security Operation Center (SOC).*

5. **IT and Data Governance,** *namely the need for IT Operation Model synergy within the scope of InJourney and all its subsidiaries in order to support the implementation of IT services. Synergy is also carried out through the development of the IT Center of Excellence and the development of joint IT human capital.*



PT Aviasi Pariwisata Indonesia (Persero)

Pengembangan TI Tahun 2022

2022 IT Development

GROUP CORE SERVICE

Indonesia Journey
(Tourism Collaborative Platform Phase I)
Customer Journey yang terintegrasi dengan seluruh layanan/produk di grup; terintegrasi dengan Livin Mandiri
InJourney's customer which is integrated with all services/products in the group; integrated with Livin Mandiri

GROUP SHARED SERVICE

Payment Board Realtime Office (PABLO)
Digitalisasi dan pemantauan seluruh proses pembayaran secara elektronik & *realtime*, dalam rangka mendukung *budgeting, finance*, dan *treasury*.

Digitalization & monitoring of all payment processes electronically & realtime, in order to support budgeting, finance and treasury

Shared Service Center
Efisiensi di lingkup InJourney *Group* melalui pemanfaatan sumber daya secara bersama.

Efficiency within the InJourney Group through shared use of resources

ITMS - RINJANI
Sistem informasi pengelolaan talenta secara terintegrasi, mulai dari *talent pooling, workforce planning*, hingga *talent mapping* untuk seluruh Injourney *Group*. https://rinjani.injourney.id/

An integrated talent management information system, starting from talent pooling, workforce training, to talent mapping for the entire InJourney Group. https://rinjani.injourney.id/

Project Monitoring
Monitoring implementasi inisiatif strategis di lingkup InJourney *Group*. Terdiri dari fungsi *project management, team management, deliverables management*, serta *dashboard & reporting*

Monitoring the implementation of strategic initiatives within the InJourney Group. Consisting functions of project management, team management, deliverables management, as well as dashboard & reporting.

HOLDING SPECIFIC SERVICES

Corporate Performance Dashboard
Dashboard untuk memantau kinerja korporasi, seperti: *financial, capital expenditure,* KPI, dan produksi.

Dashboard to monitor corporate performance, such as: financial, capital expenditure, KPI, and production.

***Website* InJourney | InJourney's Website**
Dikembangkan sebagai media komunikasi *public* dan *corporate identity* Perusahaan.

Developed as a medium of public communication and corporate identity of the Company.

E-Office
Aplikasi persuratan di lingkup internal InJourney. Saat ini telah dapat mendukung fungsi perusahaan, penomoran dokumen, serta pengelolaan, penomoran dokumen, serta pengelolaan fasilitas ruang rapat.

InJourney's internal mailing application. At present it has been able to support the functions of correspondence, document numbering, and management of meeting room facilities.

IT INFRASTRUCTURE & SECURITY

Cloud Computing Infrastructure Service
Penyediaan infrastruktur *cloud computing* untuk mendukung pengembangan layanan TI, meliputi: *application server, database server*, dan *webmail server*.
Provision of cloud computing infrastructure to support the development of IT services, including: application servers, database servers, and webmail servers.injourney.id/

IT & DATA GOVERNANCE

Kebijakan TI
Meletakkan dasar ***legal*** formal atas tata kelola dan pengelolaan TI di *holding* dan anak perusahaan. Meliputi: penyusunan Kebijakan Tata Kelola TI, IT *Steering Committee*, serta IT *Council*.

Laying a formal legal basis for IT governance and management in the holding and its subsidiaries. Includes: preparation of IT Governance Policy, IT Steering Committee, and IT Council.

Master Plan TI 2022-2026
Sebagai acuan dalam pengembangan & investasi TI di lingkup InJourney *Group*.

As a reference in IT development & investment within the InJourney Group.

IT Maturity Level Assesment
Mengetahui tingkat maturitas proses-proses Tata Kelola di Lingkup InJourney *Group*.

Knowing the maturity level of IT Governance processes within the InJourney Group.

Selama tahun 2022, InJourney sebagai perusahaan *holding* pariwisata dan pendukung yang baru dibentuk, berupaya melakukan inisiasi penyelenggaraan TI pada 5 (lima) pilar penyelenggaraan TI InJourney, yaitu:

During 2022, InJourney as a newly formed tourism and support holding company, seeks to initiate IT implementation on 5 (five) pillars of InJourney IT implementation, namely:

1. *Group Core Services*



a. Penjualan tiket MotoGP melalui *platform* Livin Mandiri
MotoGP ticket sales through the Livin Mandiri platform

Pada *event* MotoGP Mandalika 2022 yang lalu, InJourney telah bekerjasama dengan Xplorin ITDC (PT Pengembangan Pariwisata Indonesia) dan Livin Mandiri untuk melakukan penjualan tiket *event*. Selain itu, juga dilakukan kerjasama dengan PT Hotel Indonesia Natour untuk penjualan produk *bundling* yang terdiri dari tiket *event*, akomodasi, dan tiket penerbangan.

At the previous MotoGP Mandalika 2022 event, InJourney has collaborated with Xplorin ITDC (PT Pengembangan Pariwisata Indonesia) and Livin Mandiri to sell event tickets. In addition, a collaboration was also carried out with PT Hotel Indonesia Natour for the sale of bundling products consisting of event tickets, accommodation and flight tickets.



b. Indonesia Journey (*Tourism Collaborative Platform* Tahap 1)
Indonesia Journey (Tourism Collaborative Platform Stage 1)

Tourism Collaborative Platform merupakan *platform* yang menghubungkan ekosistem *travel & tourism* di Indonesia dengan tujuan mengakselerasi pengembangan kisah "*Journey of Indonesia*" yang berkesinambungan bersama seluruh pelaku pariwisata serta memberikan "*Personalize & Immersive Tourism*". Pada pengembangan tahap 1, telah dilakukan inisiasi integrasi dengan *platform* Livin Mandiri, sehingga Indonesia Journey juga telah dapat diakses oleh 13 juta pengguna aktif Livin Mandiri.

The Tourism Collaborative Platform is a platform that connects the travel & tourism ecosystem in Indonesia with the aim of accelerating the development of a sustainable "Journey of Indonesia" story with all tourism actors and providing "Personalize & Immersive Tourism". In phase 1 of development, an integration initiation has been carried out with the Livin Mandiri platform, so that Indonesia Journey can also be accessed by 13 million active Livin Mandiri users.

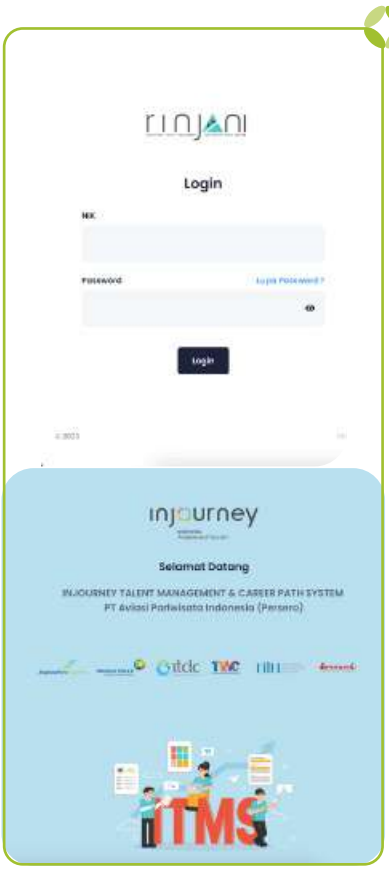
2. *Group Shared services*



a. Implementasi Aplikasi Payment Board Realtime Office (PABLO)
Implementation of Payment Board Application Realtime Office (PABLO)

Aplikasi Payment Board Realtime Office (PABLO) merupakan sistem pembayaran *paperless* di lingkungan InJourney *Group* yang telah selesai dikembangkan pada tahun 2022 lalu. Selanjutnya, aplikasi PABLO telah mulai digunakan untuk proses pengadaan dan pembayaran *vendor*, sehingga seluruh proses pengadaan hingga pembayaran telah terdokumentasi secara digital.

The Payment Board Realtime Office (PABLO) application is a paperless payment system within the InJourney Group which was completed in 2022. Furthermore, the PABLO application has begun to be used for vendor procurement and payment processes, so that the entire procurement process up to payment has been digitally documented.



b. Pengembangan RINJANI - InJourney Talent Management & Career Path System
Development of RINJANI – InJourney Talent Management & Career Path System)

Rinjani *InJourney Talent Management & Career Path System* (Rinjani ITMS) merupakan sistem informasi pengelolaan talenta secara terintegrasi, mulai dari *talent pooling, workforce planning,* hingga *talent mapping* untuk seluruh InJourney *Group*. Rinjani ITMS telah *live* dan di-*launch* pada tahun 2022 lalu, serta telah berhasil mengintegrasikan data seluruh talenta InJourney *Group* (*holding* dan anak perusahaan).

Rinjani InJourney Talent Management & Career Path System (Rinjani ITMS) is an integrated talent management information system, starting from talent pooling, workforce planning, to talent mapping for the entire InJourney Group. Rinjani ITMS has been live and launched in 2022, and has successfully integrated the data of all InJourney Group (holding and subsidiaries) talents.

c. Implementasi Aplikasi Project Monitoring

c. Implementation of Project Monitoring Application

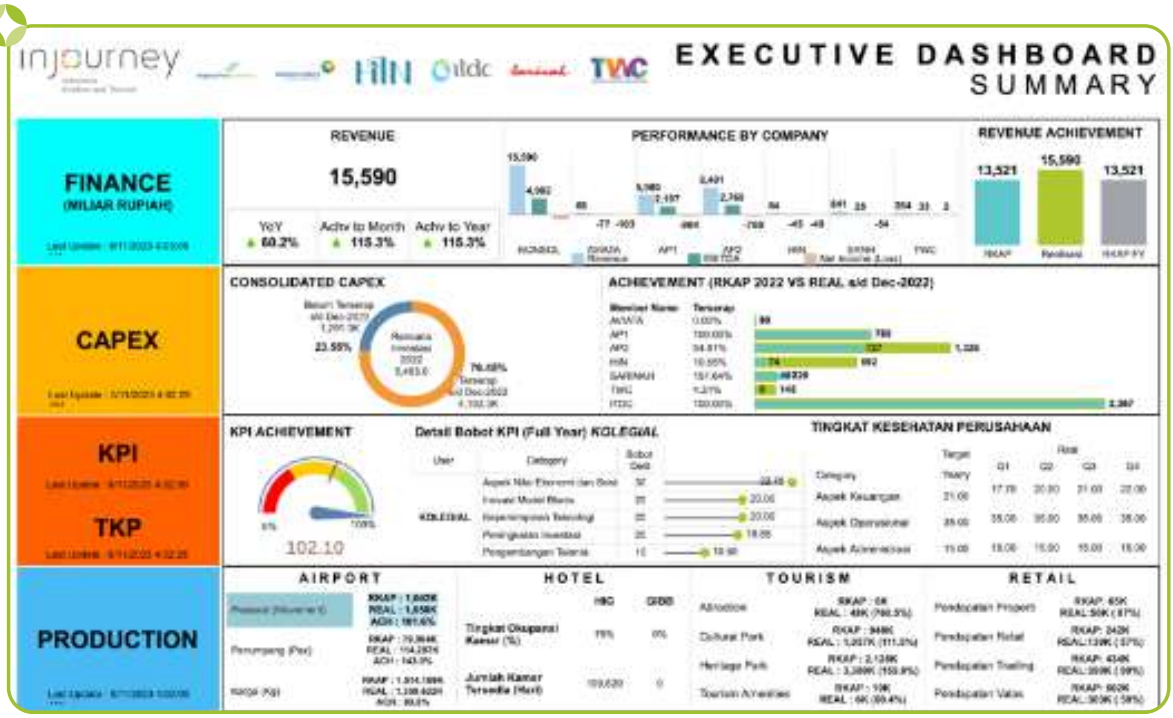


Aplikasi Project Monitoring dikembangkan dalam rangka pemantauan implementasi inisiatif strategis di lingkup InJourney *Group*. Saat ini aplikasi telah *live* dan dapat diakses pada: https://project.injourney.id. Selanjutnya, dilakukan piloting pemanfaatan aplikasi untuk memantau progress implementasi inisiatif terkait Percepatan Pengembangan Operasional Taman Mini Indonesia Indah (TMII).

The Project Monitoring application was developed in order to monitor the implementation of strategic initiatives within the InJourney Group. Currently the application is live and can be accessed at: https://project.injourney.id. Furthermore, piloting of the use of application was carried out to monitor the progress of the implementation of initiatives related to the Acceleration of Operational Development of Taman Mini Indonesia Indah (TMII).



3. **Holding Specific Services**
   a. Implementasi *Corporate Performance Dashboard*



Corporate Performance Dashboard merupakan aplikasi yang menyediakan berbagai informasi terkait keuangan, sumber daya manusia, dan operasional di lingkup InJourney. Pada akhir tahun 2022, aplikasi *Corporate Performance Dashboard* telah melalui tahap *User Acceptance Test* (UAT) dan telah dapat ditampilkan pada *display* monitor di lingkungan InJourney.

b. *Corporate Website* InJourney (https://injourney.id/)



3. **Holding Specific Services**
   a. *Implementation of Corporate Performance Dashboard*

The Corporate Performance Dashboard is an application that provides various information related to finance, human capital, and operations within the scope of InJourney. At the end of 2022, the Corporate Performance Dashboard application has passed the User Acceptance Test (UAT) stage and can be displayed on a monitor display in the InJourney environment.

b. *InJourney's Corporate Website (https://injourney.id/)*

Sistem ini merupakan salah satu aplikasi awal yang dikembangkan & diimplementasikan oleh Enterprise IT InJourney pada tahun 2022, dimana *corporate website* berfungsi sebagai media komunikasi *public* dan *corporate identity* Perseroan.

This system is one of the initial applications developed & implemented by InJourney's Enterprise IT in 2022, where the corporate website functions as a medium of public communication and the Company's corporate identity.

c. *E-Office* InJourney (https://e-office.injourney.id/)

c. *InJourney's E-Office (https://e-office.injourney.id/)*



Sistem ini merupakan salah satu aplikasi awal yang dikembangkan & diimplementasikan oleh *Enterprise IT* InJourney pada tahun 2022 dan berfungsi sebagai media komunikasi internal Perusahaan.

This system is one of the initial applications developed and implemented by InJourney's Enterprise IT in 2022 and serves as the Company's internal communication medium.

4. IT Infrastructure and Security

Pada tahap awal, InJourney melakukan inisiasi penyediaan infrastruktur berupa *cloud computing* untuk mendukung pengembangan layanan TI, meliputi: *application server, database server* dan *webmail server.*

4. IT Infrastructure and Security

In the early stages, InJourney initiated the provision of infrastructure in the form of cloud computing to support the development of IT services, including: application servers, database servers and webmail servers.

5. IT and Data Governance

Pada pilar *IT & Data Governance*, sepanjang tahun 2022 dilakukan beberapa inisiatif, meliputi:

a. Kebijakan TI
Kebijakan TI diperlukan sebagai landasan penyelenggaraan TI InJourney kedepan, baik bagi internal InJourney maupun dalam kaitannya dengan penyelenggaraan TI di anak perusahaan, diantaranya meliputi:
- Pedoman Tata Kelola TI;
- Komite Pengarah TI/*IT Steering Committee;*
- *IT Council.*

b. *Master Plan* Teknologi Informasi 2022-2026
Master Plan TI merupakan dokumen acuan dalam pengembangan dan investasi TI di lingkungan InJourney dan disusun selaras dengan Rencana Jangka Panjang Perusahaan (RJPP).

5. IT and Data Governance

In the IT & Data Governance pillar, throughout 2022 several initiatives were carried out, including:

a. *IT Policy*
IT policy is needed as a basis for implementing InJourney's IT in the future, both internally for InJourney and in relation to implementing IT in subsidiaries, which include:
- *IT Governance Guidelines;*
- *IT Steering Committee;*
- *IT Council.*

b. *Information Technology Master Plan 2022-2026*
The IT Master Plan is a reference document in IT development and investment within the InJourney environment and is prepared in line with the Company's Long-Term Plan (RJPP).

c. *IT Maturity Level Assessment*
IT Maturity Level merupakan ukuran tingkat kematangan proses tata kelola TI organisasi. *IT Maturity Level Assessment* dapat memberikan gambaran sejauh mana proses TI di perusahaan telah dikelola dengan baik. InJourney beserta seluruh anak perusahaan telah melakukan *assessment* IT Maturity Level pada tahun 2021/2022 serta telah memiliki *roadmap* pemenuhan *gap* berdasarkan hasil asesmen tersebut. *IT Maturity Level* untuk InJourney dan anak perusahaan dapat dilihat pada tabel berikut.

c. *IT Maturity Level Assessment*
IT Maturity Level is a measure of the maturity level of an organization's IT governance processes. IT Maturity Level Assessment can provide an overview of the extent to which the Company's IT processes have been well managed. InJourney and all of its subsidiaries have conducted an IT Maturity Level assessment for 2021/2022 and have a roadmap for filling gaps based on the results of this assessment. The IT Maturity Level for InJourney and its subsidiaries can be seen in the following table.

IT Maturity Level InJourney Group

	InJourney	Angkasa Pura Airports	Angkasa Pura II	ITDC	HIN	TWC	Sarinah
Capaian 2022 2022 Achievements	2,25	2,87	3,3	2,75	1,92	3,03	2,23
Target 2023 2023 Target	2,5	3,0	3,4	2,5	2,3	3,5	2,7



PT Aviasi Pariwisata Indonesia (Persero)




Sarinah



06

Tata Kelola Perusahaan

Corporate Governance

Penerapan prinsip Tata Kelola Perusahaan yang Baik yang konsisten pada semua lini menjadi landasan utama bagi InJourney untuk mendukung strategi yang dijalankan Perseroan. Untuk itu, InJourney terus berupaya untuk meningkatkan kualitas penerapan GCG untuk memastikan keberlanjutan usaha dan memberikan nilai tambah kepada seluruh pemangku kepentingan.

Consistent implementation of the principles of Good Corporate Governance at all levels became the main foundation for InJourney to support the strategies implemented by the Company. For this reason, InJourney continues to strive in improving the quality of GCG implementation to ensure business continuity and provide added value to all stakeholders.

Penerapan Tata Kelola Perusahaan yang Baik di InJourney

Implementation of Good Corporate Governance in InJourney



InJourney berkomitmen untuk menerapkan prinsip tata kelola perusahaan yang baik atau *Good Corporate Government* (GCG) bukan hanya sekedar untuk memenuhi ketentuan perundang-undangan, tetapi juga menerapkan praktik-praktik terbaik, sehingga menjadi salah satu perusahaan terdepan dalam penerapan GCG sekaligus sebagai perusahaan yang menjadi rujukan/*benchmarking* dari perusahaan lainnya.

Bagi InJourney, GCG merupakan merupakan fondasi strategis untuk pencapaian keunggulan daya saing Perseroan secara berkelanjutan, karena GCG merupakan sistem, struktur, mekanisme dan budaya yang akan melindungi kepentingan *shareholders* dan *stakeholders*. Dengan menerapkan GCG secara konsisten, diharapkan dapat meningkatkan kinerja Perseroan, baik untuk saat ini maupun di masa yang akan datang dan dapat memberikan pelayanan terbaik untuk setiap pengalaman perjalanan wisatawan.

InJourney is committed to implement the principles of good corporate governance (GCG) not only to comply with statutory provisions, but also to implement best practices, so that it becomes one of the leading companies in implementing GCG as well as a company that becomes a reference/benchmarking of other companies.

For InJourney, GCG is a strategic foundation for achieving the Company's competitive advantage in a sustainable manner, because GCG is a system, structure, mechanism and culture that will protect the interests of shareholders and stakeholders. By implementing GCG consistently, it is expected to improve the Company's performance, both now and in the future and to provide the best service for every traveler's experience.

Dasar Penerapan GCG

Penerapan Tata Kelola Perusahaan yang Baik di InJourney merujuk pada kebijakan dan peraturan perundangan-undangan yang berlaku, antara lain:

1. Undang-Undang Republik Indonesia No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Menteri BUMN No. PER-01/MBU/2011 juncto No. PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN;
4. Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik *(Good Corporate Governance)* pada BUMN;
5. Peraturan Bersama Direksi dan Dewan Komisaris InJourney No. PER.02/DEKOM/INJ/12/2022 dan No. PD.INJ.01.04/12/2022/A.0026 tentang Pedoman Tata Kelola Perusahaan Yang Baik (*Code of Good Corporate Governance*) PT Aviasi Pariwisata Indonesia (Persero);
6. Peraturan Direksi No. PD.INJ.01.01/11/2022/A.0010 tentang Pedoman Tata Kelola Interaksi Korporasi (*Corporate Charter*) antara Perusahaan Induk dengan Anak Perusahaan *Group* InJourney;
7. Anggaran Dasar Perusahaan.

Prinsip GCG

InJourney berpegang kepada 5 (lima) prinsip GCG yaitu TARIF; *Transparency, Accountability, Responsibility, Independency* dan *Fairness*, dengan jangkauan dan ruang lingkup mencakup ke setiap operasional bisnis dan seluruh elemen organisasi.

1. Transparansi (*transparency*), yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perseroan.
2. Akuntabilitas (*accountability*), yaitu kejelasan fungsi, pelaksanaan, dan pertanggungjawaban organ sehingga pengelolaan Perseroan terlaksana secara efektif.
3. Pertanggungjawaban (*responsibility*), yaitu kesesuaian di dalam pengelolaan Perseroan terhadap peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.
4. Independensi (*independency*), yaitu keadaan perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.
5. Kewajaran (*fairness*), yaitu keadilan dan kesetaraan di dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.

Basis for GCG Implementation

The implementation of Good Corporate Governance in InJourney refers to the applicable policies and statutory regulations, including:

1. *Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises;*
2. *Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;*
3. *Minister of SOEs Regulation No. PER-01/MBU/2011 juncto No. PER-09/MBU/2012 concerning the Implementation of Good Corporate Governance in SOEs;*
4. *Decree of the Secretary to the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs;*
5. *InJourney's Board of Directors and Board of Commissioners Joint Regulation No. PER.02/DEKOM/INJ/12/2022 and No. PD.INJ.01.04/12/2022/A.0026 concerning Code of Good Corporate Governance of PT Aviasi Pariwisata Indonesia (Persero);*
6. *Board of Directors Regulation No. PD.INJ.01.01/ 11/2022/A.0010 concerning Guidelines for the Governance of Corporate Interactions (Corporate Charter) between Holding Company and Subsidiaries of InJourney Group;*
7. *The Company's Articles of Association.*

GCG Principles

InJourney adheres to 5 (five) GCG principles, namely TARIF; Transparency, Accountability, Responsibility, Independency and Fairness, with the reach and scope covering every business operation and all elements of the organization.

1. *Transparency, namely openness in carrying out the decision-making process and openness in disclosing material and relevant information about the Company.*
2. *Accountability, namely the clarity of functions, implementation and accountability of the organs so that the management of the Company is carried out effectively.*
3. *Responsibility, namely compliance in the management of the Company with statutory regulations and sound corporate principles.*
4. *Independency, namely the condition of the Company being managed professionally without conflict of interest and influence/ pressure from any party that is not in accordance with statutory regulations and sound corporate principles.*
5. *Fairness, namely fairness and equality in fulfilling the rights of stakeholders that arise based on agreements and statutory regulations.*

Roadmap GCG

GCG Roadmap

Dalam rangka memastikan penerapan Tata Kelola yang Baik dapat dijalankan secara efektif, pada tahun 2023 InJourney akan menyusun suatu perencanaan implementasi tata kelola yang baik secara sistematis yang mampu dipahami dan dilaksanakan oleh seluruh insan InJourney dalam bentuk *GCG Roadmap* dimana penyusunan ini akan menjadi acuan penting bagi peningkatan tata kelola perusahaan.

Dalam *GCG Roadmap* disusun strategi implementasi tata kelola yang baik dan tahapan inisiatif program yang akan diterapkan. Pelaksanaan strategi tersebut akan menjadi tonggak perbaikan bagi tata kelola di InJourney secara sistematis, terukur dan terarah.

In order to ensure that the implementation of Good Governance can be carried out effectively, in 2023 InJourney will develop a systematic good governance implementation plan that can be understood and implemented by all InJourney personnel in the form of a GCG Roadmap where this preparation will become an important reference for improving corporate governance.

The GCG Roadmap outlines a good governance implementation strategy and stages of program initiatives to be implemented. The implementation of this strategy will be a milestone in improving governance at InJourney in a systematic, measurable and directed manner.



Kerangka Tata Kelola Perusahaan

Corporate Governance Framework

Penerapan Tata Kelola Perusahaan di InJourney mengacu pada peraturan perundang-undangan yang berlaku dan *best practices* yang berlaku di dunia usaha. Untuk itu, InJourney telah menyusun kerangka penerapan GCG yang secara umum dapat dibagi menjadi 3 (tiga) bagian, yaitu:

1. *Governance Structure*
   Yaitu struktur tata kelola yang terdiri dari organ utama dan organ pendukung.
2. *Governance Process*
   Yaitu proses dan mekanisme kerja dari organ tata kelola.
3. *Governance Outcome*
   Yaitu hasil dari penerapan tata kelola.

Struktur Tata Kelola

Sesuai dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, Organ Perseroan terdiri dari:

1. Rapat Umum Pemegang Saham
   Sebagai forum bagi Pemegang Saham untuk melakukan pembahasan dan pengambilan keputusan terkait Perseroan sesuai dengan batasan kewenangan yang terdapat dalam peraturan yang berlaku.
2. Dewan Komisaris
   Sebagai organ yang berfungsi melakukan pengawasan atas jalannya pengelolaan Perseroan oleh Direksi.
3. Direksi
   Sebagai organ Perseroan yang berfungsi melakukan pengelolaan Perseroan dan mewakili Perseroan.

InJourney telah menyusun struktur organisasi yang memadai dan efektif agar proses penerapan GCG dapat berjalan dengan optimal melalui fungsi pengarahan, pengawasan, pengendalian dan pemantauan.

Sistem kepengurusan Perseroan menganut model 2 (dua) badan atau *two tier system*, yaitu Dewan Komisaris dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam peraturan dan perundang-undangan serta Anggaran Dasar.

Selain keberadaan organ utama, Perseroan juga memiliki organ-organ pendukung yang berada di bawah Dewan Komisaris dan Direksi, antara lain:

Organ pendukung Dewan Komisaris

1. Komite Audit;
2. Komite Nominasi dan Remunerasi;
3. Komite Manajemen Risiko Usaha, Investasi dan GCG.

The implementation of Corporate Governance at InJourney refers to the applicable statutory regulations and best practices that apply in the business world. For this reason, InJourney has developed a GCG implementation framework which can generally be divided into 3 (three) parts, namely:

1. *Governance Structure*
   Namely the governance structure consisting of main organs and supporting organs.
2. *Governance Process*
   Namely the process and work mechanism of the governance organs.
3. *Governance Outcome*
   Namely the results of the implementation of governance

Governance Structure

In accordance with Law No. 40 of 2007 concerning Limited Liability Companies, the Company's organs consist of:

1. *General Meeting of Shareholders*
   As a forum for Shareholders to conduct discussions and make decisions regarding the Company in accordance with the limits of authority contained in the applicable regulations.
2. *Board of Commissioners*
   As an organ that functions to supervise the management of the Company by the Board of Directors.
3. *Board of Directors*
   As an organ of the Company whose function is to manage the Company and represent the Company.

InJourney has developed an adequate and effective organizational structure so that the GCG implementation process can run optimally through the functions of directing, supervising, controlling and monitoring.

The management system of the Company adheres to a 2 (two) tier system, namely the Board of Commissioners and the Board of Directors with clear authorities and responsibilities according to their respective functions as mandated in the statutory regulations as well as the Articles of Association.

In addition to the existence of main organs, the Company also has supporting organs under the Board of Commissioners and Board of Directors, including:

Supporting organs of the Board of Commissioners

1. *Audit Committee;*
2. *Nomination and Remuneration Committee;*
3. *Business Risk Management, Investment and GCG Committee.*

Organ pendukung Direksi
1. Sekretaris Perusahaan;
2. Unit Audit Internal;
3. Unit dan Divisi Penunjang lainnya.

Proses Tata Kelola

Proses Tata Kelola merupakan serangkaian mekanisme dan proses penerapan prinsip *corporate governance* yang didukung oleh kecukupan struktur dan infrastruktur agar dapat memperoleh hasil yang sesuai dengan harapan pemangku kepentingan.

Untuk meningkatkan kualitas dan cakupan implementasi tata kelola secara berkelanjutan, InJourney telah menyusun dan menerapkan kebijakan-kebijakan operasional bagi seluruh unit kerja sejalan dengan prinsip tata kelola perusahaan, antara lain:
1. Pedoman Tata Kelola Perusahaan (*Good Corporate Governance*);
2. Pedoman Etika Perusahaan (*Code of Conduct*);
3. *Board Manual* Dewan Komisaris;
4. *Board Manual* Direksi;
5. Pedoman Tata Kelola Interaksi Korporasi (*Corporate Charter*) antara Perusahaan Induk dengan Anak Perusahaan Grup InJourney;
6. Pedoman Penyusunan Rencana Jangka Panjang Perusahaan (RJPP);
7. Pedoman Penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP);
8. Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*);
9. Pedoman Pengendalian Gratifikasi;
10. Pedoman Umum Manajemen Risiko
11. Pedoman Kerja Unit Internal Audit
12. Pedoman Akuntansi Keuangan Grup InJourney
13. Pedoman Pengelolaan Aktiva Tetap
14. Piagam Audit Internal (*Internal Audit Charter*);
15. Piagam Komite Audit;
16. Piagam Komite Nominasi & Remunerasi;
17. Piagam Komite Manajemen Risiko Usaha, Investasi dan GCG.

Hasil Tata Kelola

Implementasi GCG di InJourney bertujuan untuk meningkatkan pencapaian hasil usaha serta memberikan nilai tambah bagi pemangku kepentingan dan pemegang saham, guna mendukung visi dan misi Perseroan. Penerapan GCG memiliki manfaat yang besar bagi Perseroan, salah satunya adalah untuk memandu Perseroan dalam menjalankan roda bisnisnya.

Penerapan prinsip GCG juga dapat memberikan perlindungan atas aset Perseroan dan kemampuan Perseroan dalam menghadapi risiko, di samping peningkatan profitabilitas secara berkesinambungan. Karena itu, InJourney bertekad dan memiliki semangat kuat untuk terus memperbaiki serta meningkatkan kualitas penerapan GCG.

Supporting organs of the Board of Directors
1. *Corporate Secretary;*
2. *Internal Audit Unit;*
3. *Other Supporting Units and Divisions.*

Governance Process

The Governance process is a series of mechanisms and processes for implementing corporate governance principles supported by adequate structures and infrastructure in order to obtain results that are in line with stakeholder expectations.

To improve the quality and scope of governance implementation in a sustainable manner, InJourney has developed and implemented operational policies for all work units in line with the principles of corporate governance, including:
1. *Code of Corporate Governance;*
2. *Code of Conduct;*
3. *Board Manual of the Board of Commissioners;*
4. *Board Manual of the Board of Directors;*
5. *Guidelines for the Governance of Corporate Interactions (Corporate Charter) between Holding Company and Subsidiaries of InJourney Group;*
6. *Guidelines for the Preparation of Company's Long-Term Plan (RJPP);*
7. *Guidelines for the Preparation of Company's Work Plan and Budget (RKAP);*
8. *Guidelines for Whistleblowing System;*
9. *Guidelines fro Gratification Control;*
10. *General Guidelines for Risk Management*
11. *Internal Audit Unit Work Guidelines*
12. *InJourney's Group Financial Accounting Guidelines*
13. *Fixed Asset Management Guidelines*
14. *Internal Audit Charter;*
15. *Audit Committee Charter;*
16. *Nomination & Remuneration Committee Charter;*
17. *Business Risk Management, Investment and GCG Committee Charter.*

Governance Outcome

GCG implementation at InJourney aims to increase the achievement of business results and provide added value for stakeholders and shareholders, in order to support the Company's vision and mission. The implementation of GCG has great benefits for the Company, one of which is to guide the Company in running its business.

The application of GCG principles can also provide protection for the Company's assets and the Company's ability to deal with risks, in addition to increasing profitability on an ongoing basis. Because of this, InJourney is determined and has a strong passion to continuously improve and increase the quality of GCG implementation.

Rapat Umum Pemegang Saham

General Meeting of Shareholders

Rapat Umum Pemegang Saham merupakan organ Perseroan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang Perusahaan Terbatas dan/atau Anggaran Dasar Perusahaan.

The General Meeting of Shareholders is an organ of the Company that has authorities that are not granted to the Board of Directors or the Board of Commissioners within the limits specified in the Limited Liability Company Law and/or the Company's Articles of Association.

RUPS terdiri dari Rapat Umum Pemegang Saham Tahunan (RUPST) yang terdiri dari RUPS Pembahasan Rencana Kerja dan Anggaran Perusahaan (RUPS RKAP), RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perusahaan, dan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) apabila diperlukan.

The GMS consists of the Annual General Meeting of Shareholders (AGMS) which consists of the GMS for Discussion of the Company's Work Plan and Budget (RUPS RKAP), the GMS Approval for the Annual Report and Ratification of the Company's Financial Statements, and the Extraordinary General Meeting of Shareholders (EGMS) if necessary.

Melalui Rapat Umum Pemegang Saham (RUPS) seluruh keputusan yang menyangkut kegiatan operasional perseroan ditentukan. RUPS memiliki wewenang dalam menyetujui penerbitan laporan keuangan dan laporan tahunan, penentuan jumlah Remunerasi Direksi dan Komisaris, menunjuk auditor independen, membayar dividen dan keuntungan, merubah anggaran dasar, serta delegasi wewenang terhadap Dewan Komisaris dan Direksi dalam tindak lanjut dan persetujuan Rapat Umum Pemegang Saham Tahunan (RUPST).

Through the General Meeting of Shareholders (GMS) all resolutions relating to the Company's operational activities are determined. The GMS has the authority to approve the issuance of financial statements and annual reports, determine the amount of Remuneration for the Board of Directors and Commissioners, appoint independent auditors, pay dividends and profits, amend the articles of association, and delegate authority to the Board of Commissioners and Board of Directors in following up and approving the Annual General Meeting of Shareholders (AGMS).

Pelaksanaan RUPS Tahun 2022

Tahun 2022, Perseroan melaksanakan 2 (dua) kali Rapat yaitu RUPS Tahunan dan Pengesahan Laporan Keuangan dan RUPS RKAP dan Anggaran Program Tanggung Jawab Sosial & Lingkungan (TJSL) Tahun 2022.

2022 GMS Implementation

In 2022, the Company held 2 (two) Meetings, namely the Annual GMS and Ratification of the Financial Statements and RUPS RKAP and the 2022 Social & Environmental Responsibility Program (TJSL) Budget.

RUPS Pertama Tahun 2022

Rapat Umum Pemegang Saham Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Anggaran Program Tanggung Jawab Sosial & Lingkungan (TJSL) Tahun 2022 diselenggarakan pada tanggal 28 Januari 2022 secara virtual dengan dihadiri oleh:

First 2022 GMS

The General Meeting of Shareholders Ratification of the Company's Work Plan and Budget (RKAP) and the 2022 Social & Environmental Responsibility Program (TJSL) Budget was held on January 28, 2022, virtually attended by:

Nama *Name*	Jabatan *Position*
Endra Gunawan	Plt. Asisten Deputi Bidang Jasa Pariwisata dan Pendukung *Acting Assistant Deputy for Tourism and Support Services Sector*
Triawan Munaf	Komisaris Utama merangkap Komisaris Independen *President Commissioner concurrently as Independent Commissioner*
Elwin Chandra Mochsin	Komisaris Independen *Independent Commissioner*
Odo RM. Manuhutu	Komisaris *Commissioner*
Wihana Kirana Jaya	Komisaris *Commissioner*

Nama *Name*	Jabatan *Position*
Dony Oskaria	Direktur Utama *President Director*
Edwin Hidayat Abdullah	Wakil Direktur Utama *Vice President Director*
Herdy Rosadi Harman	Direktur SDM dan Digital *Director of HC and Digital*
Maya Carolina Watono	Direktur Pemasaran dan Program Pariwisata *Director of Marketing and Tourism Program*

Agenda rapat terdiri dari 6 (enam) materi pembahasan yaitu:

1. Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2022 termasuk Rencana Kerja dan Anggaran Dewan Komisaris tahun 2022;
2. Pengesahan Rencana Kerja dan Anggaran program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) tahun 2022;
3. Penetapan kontrak manajemen (*Key Performance Indicators*/KPI) antara Direksi dan Dewan Komisaris dengan Pemegang Saham tahun 2022;
4. Penetapan kontrak manajemen (*Key Performance Indicators*) antara Dewan Komisaris dengan Pemegang Saham tahun 2022;
5. Penetapan indikator aspek operasional untuk perhitungan tingkat kesehatan tahun 2022;
6. Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak merubah total nilai investasi.

Seluruh keputusan dari agenda tersebut telah diterima dan disetujui oleh Pemegang Saham pada hari yang sama.

The meeting agenda consists of 6 (six) discussion materials, namely:

1. *Ratification of the Company's Work Plan and Budget (RKAP) for 2022 including the Board of Commissioners' Work Plan and Budget for 2022;*
2. *Ratification of the Social and Environmental Responsibility Program Work Plan and Budget (RKA-TJSL) for 2022;*
3. *Determination of management contracts (Key Performance Indicators/ KPI) between the Board of Directors and Board of Commissioners and Shareholders in 2022;*
4. *Determination of management contracts (Key Performance Indicators) between the Board of Commissioners and Shareholders in 2022;*
5. *Determination of operational aspect indicators for calculating the soundness level in 2022;*
6. *Approval of the delegation of authority to the Board of Commissioners to grant approval if there are actions that result in changes to the investment budget allocation with a maximum value of 10% (ten percent) of the value of each investment program as long as it does not change the total investment value.*

All resolutions on the agenda have been received and approved by the Shareholders on the same day.

RUPS Kedua Tahun 2022

RUPS Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2021 pada tanggal 29 Juni 2022 secara virtual dengan dihadiri oleh Dewan Komisaris, Direksi dan Kuasa Pemegang Saham.

Second 2022 GMS

Annual GMS and Ratification of Financial Statements for Fiscal Year 2021 on June 29, 2022, virtually attended by the Board of Commissioners, Board of Directors and Proxy of Shareholders.



Rapat terdiri dari 4 (empat) agenda yaitu:

1. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perusahaan, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Tahunan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan Tahun Buku 2021, sekaligus pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perusahaan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2021;
2. Penetapan penggunaan Laba Bersih Perusahaan untuk Tahun Buku 2021;
3. Penetapan remunerasi (gaji/honorarium, fasilitas dan tunjangan) Tahun Buku 2022 serta Tantiem/Insentif Kinerja Tahun Buku 2021 bagi Direksi dan Dewan Komisaris Perusahaan;
4. Penunjukan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasian Perusahaan dan Laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2022.

Seluruh keputusan dari agenda tersebut telah diterima dan disetujui oleh Pemegang Saham pada hari yang sama.

Pelaksanaan RUPS Tahun Sebelumnya

InJourney melaksanakan RUPS RKAP untuk tahun buku 2021 secara daring. Seluruh hasil keputusan RUPS telah direalisasikan pada tahun yang sama dan disampaikan kepada Pemegang Saham melalui Surat Persetujuan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Aviasi Pariwisata Indonesia (Persero) Tahun 2021 tanggal 20 Desember 2021. Keputusannya adalah sebagai berikut:

1. Mengesahkan Revisi Rencana Kerja dan Anggaran Perusahaan Tahun 2021;
2. Menyetujui *Key Performance Indicators* (KPI) untuk RKAP PT Aviasi Pariwisata Indonesia (Persero) Tahun 2021 sebagaimana terlampir dengan mempertimbangkan revisi/perubahan RKAP tahun 2021;
3. Dewan Komisaris dan Direksi diminta untuk menuangkannya dalam Kontrak Manajemen yang ditandatangani bersama oleh Wakil Menteri BUMN II, Dewan Komisaris dan Direksi serta melaporkan realisasinya kepada Pemegang Saham secara berkala dan/atau sesuai dengan rencana pencapaian target KPI.

The Meeting consists of 4 (four) agendas, namely:

1. *Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Board of Commissioners' Supervisory Report and Ratification of the Annual Report on the Implementation of the Social and Environmental Responsibility Program for Fiscal Year 2021, as well as granting full release and discharge of obligations (volledig acquit et de charge) to the Company's Board of Directors and the Board of Commissioners for the management and supervisory actions that have been carried out during the Fiscal Year 2021;*
2. *Determination of the use of the Company's Net Profit for the Fiscal Year 2021;*
3. *Determination of remuneration (salary/honorarium, facilities and allowances) for the Fiscal Year 2022 and Tantiem/ Performance Incentives for the Fiscal Year 2021 for the Board of Directors and Board of Commissioners of the Company;*
4. *Appointment of a Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and Report on the Micro and Small Enterprises Funding Program (PUMK) for the Fiscal Year 2022.*

All resolutions on the agenda have been received and approved by the Shareholders on the same day.

Implementation of the Previous Year's GMS

InJourney conducted the RUPS RKAP for the fiscal year 2021 online. All of the GMS resolutions were realized in the same year and submitted to Shareholders through the Letter of Approval for the Revision of the Company's Work Plan and Budget (RKAP) for PT Aviasi Pariwisata Indonesia (Persero) for 2021 dated December 20, 2021. The resolutions are as follows:

1. *Ratification of the 2021 Revision of the Company's Work Plan and Budget;*
2. *Approval of the Key Performance Indicators (KPI) for the 2021 RKAP of PT Aviasi Pariwisata Indonesia (Persero) as attached taking into account the revisions/ changes to the 2021 RKAP;*
3. *The Board of Commissioners and the Board of Directors were asked to put it into a Management Contract which is jointly signed by the Deputy Minister of SOEs II, the Board of Commissioners and the Board of Directors and report the realization to the Shareholders periodically and/or in accordance with the KPI target achievement plan.*

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan organ Perseroan yang bertugas untuk melakukan pengawasan dan memberi nasihat atas kebijakan dan jalannya pengurusan Perseroan oleh Direksi dalam rangka mengelola perusahaan berdasarkan Anggaran Dasar dan Undang-Undang yang berlaku.

The Board of Commissioners is an organ of the Company whose duty is to supervise and provide advice on policies and the course of management of the Company by the Board of Directors in order to manage the Company based on the Articles of Association and applicable laws.

Pedoman Kerja Dewan Komisaris

InJourney telah menyusun pedoman kerja sebagai tata laksana bagi Dewan Komisaris dalam melaksanakan tugas dan tanggung jawabnya yang disahkan dalam Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia No. SK-005/INJ/DEKOM/06/2022 tentang Piagam/Pedoman dan Tata Tertib Kerja Dewan Komisaris PT Aviasi Pariwisata Indonesia (Persero) tanggal 22 Juni 2022.

Pedoman Kerja Dewan Komisaris antara lain berisikan:

1. Ketentuan Umum Jabatan Dewan Komisaris;
2. Tugas, Wewenang, dan Kewajiban Dewan Komisaris;
3. Pelaksanaan Tugas Dewan Komisaris;
4. Rapat Dewan Komisaris;
5. Organ Pendukung Dewan Komisaris;
6. Pengawasan dan Pemberian Nasihat Terhadap Aspek Khusus.

Work Guidelines of the Board of Commissioners

InJourney has developed work guidelines as procedures for the Board of Commissioners in carrying out their duties and responsibilities which were ratified in the Decree of the Board of Commissioners of the Limited Liability Company (Persero) PT Aviasi Tourism Indonesia No. SK-005/INJ/DEKOM/06/2022 concerning the Charter/ Guidelines and Work Rules of the Board of Commissioners of PT Aviasi Pariwisata Indonesia (Persero) dated June 22, 2022.

The Board of Commissioners' Work Guidelines include among others:

1. *General Provisions for the Position of the Board of Commissioners;*
2. *Duties, Authorities and Obligations of the Board of Commissioners;*
3. *Implementation of Duties of the Board of Commissioners;*
4. *Meeting of the Board of Commissioners;*
5. *Supporting Organs of the Board of Commissioners;*
6. *Supervision and Providision of Advice on Special Aspects.*

Susunan dan Komposisi Dewan Komisaris

Pada 31 Desember 2022, keanggotaan Dewan Komisaris InJourney terdiri dari 4 orang sebagai berikut:

Structure and Composition of the Board of Commissioners

On December 31, 2022, membership of InJourney's Board of Commissioners consisted of 4 people as follows:

Nama *Name*	Jabatan *Position*	Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Masa Jabatan *Term of Office*
Triawan Munaf	Komisaris Utama merangkap Komisaris Independen *President Commissioner concurrently as Independent Commissioner*	Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 *Decree of the Minister of SOEs No. SK-337/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021-present*
Wihana Kirana Jaya	Komisaris *Commissioner*	Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 *Decree of the Minister of SOEs No. SK-337/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021-present*
Odo RM. Manuhutu	Komisaris *Commissioner*	Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 *Decree of the Minister of SOEs No. SK-337/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021-present*
Elwin Chandra Mochsin	Komisaris Independen *Independent Commissioner*	Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 *Decree of the Minister of SOEs No. SK-337/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021-present*

Komisaris Independen

Berdasarkan Peraturan Menteri BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN, dalam komposisi Dewan Komisaris, paling sedikit 20% merupakan anggota Dewan Komisaris Independen yang berasal dari kalangan di luar Perseroan yang ditetapkan dalam keputusan pengangkatannya.

Dewan Komisaris Independen merupakan anggota Dewan Komisaris yang 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 memengaruhi kemampuannya untuk bertindak independen.

Pada tahun 2022, Triawan Munaf dan Elwin Chandra Mochsin diangkat menjadi Komisaris Independen dalam Surat Keputusan Menteri BUMN No. SK-337/MBU/10/2021 dan menjabat sejak 4 Oktober 2021.

Tugas, Wewenang dan Kewajiban

Dewan Komisaris bertugas untuk melakukan pengawasan dan memberi nasihat terhadap seluruh kebijakan serta pengelolaan Perseroan yang dijalankan Direksi. Dalam melaksanakan tugasnya, Dewan Komisaris harus mematuhi Anggaran Dasar BUMN dan ketentuan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran sesuai dengan Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara. InJourney menguraikan tugas dan tanggung jawab Dewan Komisaris menjadi 3 garis besar yaitu tugas Dewan Komisaris, kewenangan Dewan Komisaris, dan kewajiban Dewan Komisaris.

Penjelasan terkait tugas, kewenangan, dan kewajiban Dewan Komisaris diungkapkan sebagai berikut:

Tugas

Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan dan jalannya pengurusan Perseroan oleh Direksi serta memberi nasihat kepada Direksi, sesuai dengan anggaran dasar Perseroan. Dalam melaksanakan tugasnya, Dewan Komisaris harus mematuhi anggaran dasar BUMN dan ketentuan perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggung jawaban serta kewajaran, hal ini sebagaimana disebutkan dalam undang-undang No. 19 tentang Badan Usaha Milik Negara. Selain itu sesuai dengan amanat anggaran dasar, Dewan Komisaris juga perlu beritikad baik, penuh kehati-hatian, dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan perseroan.

Independent Commissioner

Based on the Minister of SOEs Regulation No. PER-01/MBU/2011 dated August 1, 2011, concerning the Implementation of Good Corporate Governance in SOEs, in the composition of the Board of Commissioners, at least 20% are Independent members of the Board of Commissioners who come from people outside the Company as determined in the appointment resolution.

The Independent Board of Commissioners is a member of the Board of Commissioners who 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 shareholder or relationship with the SOE concerned, which may affect their ability to act independently.

In 2022, Triawan Munaf and Elwin Chandra Mochsin were appointed as Independent Commissioners in the Decree of the Minister of SOEs No. SK-337/MBU/10/2021 and has served since October 4, 2021.

Duty, Authority and Responsibility

The Board of Commissioners is tasked with supervising and providing advice on all policies and management of the Company carried out by the Board of Directors. In carrying out their duties, the Board of Commissioners must comply with the SOEs Articles of Association and statutory provisions and must implement the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness in accordance with Law No. 19 of 2003 concerning State-Owned Enterprises. InJourney outlines the duties and responsibilities of the Board of Commissioners into 3 outlines, namely the duties of the Board of Commissioners, the authorities of the Board of Commissioners and the Responsibilities of the Board of Commissioners.

Explanation regarding the duties, authorities and responsibilities of the Board of Commissioners is disclosed as follows:

Duty

The Board of Commissioners is tasked with supervising the policies and course of management of the Company by the Board of Directors as well as providing advice to the Board of Directors, in accordance with the Company's articles of association. In carrying out its duties, the Board of Commissioners must comply with the SOEs' articles of association and statutory provisions and must implement the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness, as stated in Law No. 19 concerning State-Owned Enterprises. Apart from that, in accordance with the mandate of the articles of association, the Board of Commissioners also needs to have good intentions, full of caution and be responsible in carrying out its duties of supervision and providing advice to the Board of Directors for the interests of the Company and in accordance with the aims and objectives of the Company.

Wewenang

1. Memeriksa buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan;
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perseroan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
6. Mengangkat dan memberhentikan sekretaris Dewan Komisaris, jika dianggap perlu;
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar;
8. Membentuk komite-komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan perusahaan;
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;
10. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar ini;
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan Rapat Umum Pemegang Saham.

Kewajiban

1. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perseroan;
2. Meneliti dan menelaah serta menandatangani Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar;
3. Memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai Rencana Jangka Panjang Perseroan (RJPP) dan Rencana Kerja dan Anggaran Perseroan mengenai alasan Dewan Komisaris menandatangani RJPP dan RKAP;
4. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan;

Authority

1. *Checking books, letters and other documents, checking cash for verification purposes and other securities and checking the Company's assets;*
2. *Entering the grounds, buildings and offices used by the Company;*
3. *Requesting an explanation from the Board of Directors and/or other officers regarding all issues related to the management of the Company;*
4. *Knowing all policies and actions that have been and will be carried out by the Board of Directors;*
5. *Requesting the Board of Directors and/or other officers under the Board of Directors with the knowledge of the Board of Directors to attend the meetings of the Board of Commissioners;*
6. *Appointing and dismissing the secretary to the Board of Commissioners, if deemed necessary;*
7. *Temporarily dismiss members of the Board of Directors in accordance with the provisions of the Articles of Association;*
8. *Establishing committees other than the Audit Committee, if deemed necessary by taking into account the Company's capabilities;*
9. *Using experts for certain matters and within a certain period of time at the expense of the Company, if deemed necessary;*
10. *Carrying out management actions of the Company under certain conditions for a certain period of time in accordance with the provisions of this Articles of Association;*
11. *Attending meetings of the Board of Directors and provide views on matters discussed;*
12. *Carrying out other supervisory authorities as long as they do not conflict with statutory regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders.*

Responsibility

1. *Providing advice to the Board of Directors in managing the Company;*
2. *Examining and reviewing as well as signing the Company's Long-Term Plan and the Company's Work Plan and Budget prepared by the Board of Directors, in accordance with the provisions of the Articles of Association;*
3. *Providing opinions and suggestions to the General Meeting of Shareholders regarding the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget regarding the reasons for the Board of Commissioners signing the RJPP and RKAP;*
4. *Following the development of the Company's activities, providing opinions and suggestions to the General Meeting of Shareholders regarding any issues deemed important for the management of the Company;*

5. Melaporkan dengan segera kepada Rapat Umum Pemegang Saham apabila terjadi gejala menurunnya kinerja Perseroan;
6. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan;
7. Memberikan penjelasan, pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai Laporan Tahunan, apabila diminta;
8. Menyusun program kerja tahunan dan dimasukkan dalam RKAP;
9. Membentuk Komite Audit;
10. Mengusulkan Akuntan Publik kepada Rapat Umum Pemegang Saham;
11. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya;
12. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perseroan tersebut dan Perseroan lain;
13. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada Rapat Umum Pemegang Saham;
14. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan Rapat Umum Pemegang Saham;
15. Menyusun Piagam/Pedoman dan tata tertib kerja Dewan Komisaris (BOC *Charter*).

5. Reporting immediately to the General Meeting of Shareholders if there are signs of a decline in the Company's performance;
6. Researching and reviewing the periodic reports and annual reports prepared by the Board of Directors and signing the annual report;
7. Providing explanations, opinions and suggestions to the General Meeting of Shareholders regarding the Annual Report, if requested;
8. Developing an annual work program and include it in the RKAP;
9. Establishing an Audit Committee;
10. Proposing a Public Accountant to the General Meeting of Shareholders;
11. Making minutes of meetings of the Board of Commissioners and keeping a copy;
12. Reporting to the Company regarding their and/or family's share ownership in the Company and other Companies;
13. Providing a report on supervisory duties that have been carried out during the recent financial year to the General Meeting of Shareholders;
14. Carrying out other obligations in the context of supervisory and advisory duties, as long as they do not conflict with statutory regulations, the Articles of Association, and/or resolutions of the General Meeting of Shareholders;
15. Preparing the Charter/Guidelines and work procedures for the Board of Commissioners (BOC Charter).

Pembagian Tugas

Pembagian tugas Anggota Dewan Komisaris diatur oleh Dewan Komisaris dan ditetapkan dalam Keputusan Dewan Komisaris, dengan tujuan untuk meningkatkan kualitas pendalaman terhadap hal-hal yang menjadi topik pengawasan Dewan Komisaris.

Pembagian tugas anggota Dewan Komisaris tidak menyebabkan hilangnya sifat kolegial anggota Dewan Komisaris. Pembagian tugas hanya membagi fokus dari Anggota Dewan Komisaris terhadap seluruh aspek-aspek yang diawasi dari jalannya pengelolaan Perseroan, yang mencakup seluruh bidang tugas Direksi.

Division of Duties

The division of duties for Members of the Board of Commissioners is regulated by the Board of Commissioners and is stipulated in the Decree of the Board of Commissioners, with the aim of increasing the quality of in-depth study of matters that are the topic of the Board of Commissioners' supervision.

The division of duties for members of the Board of Commissioners does not cause the loss of the collegial nature of members of the Board of Commissioners. The division of duties only divides the focus of Members of the Board of Commissioners on all aspects supervised from the course of managing the Company, which covers all areas of the Board of Directors' duties.

Nama *Name*	Jabatan *Position*	Pembagian Tugas *Division of Duties*
Triawan Munaf	Komisaris Utama merangkap Komisaris Independen *President Commissioner as Concurrently Independent Commissioner*	Komisaris Utama yang mengkoordinasikan bidang-bidang tugas Dewan Komisaris, melaksanakan pengawasan di bidang Nominasi dan Remunerasi serta merangkap sebagai Ketua Komite Nominasi dan Remunerasi dan Anggota Komite Manajemen Risiko Usaha, Investasi & GCG *President Commissioner who coordinates the duties of the Board of Commissioners, carries out supervision in the field of Nomination and Remuneration and concurrently serves as Chairman of the Nomination and Remuneration Committee and Member of the Business Risk Management, Investment & GCG Committee*

Nama *Name*	Jabatan *Position*	Pembagian Tugas *Division of Duties*
Wihana Kirana Jaya	Komisaris *Commissioner*	Anggota Dewan Komisaris yang bertugas melaksanakan pengawasan di bidang Manajemen Risiko Usaha, Investasi & GCG serta merangkap sebagai Ketua Komite Manajemen Risiko Usaha, Investasi & GCG serta Anggota Komite Audit dan Komite Nominasi dan Remunerasi *Member of the Board of Commissioners who is in charge of carrying out supervision in the fields of Business Risk Management, Investment & GCG and concurrently serves as Chairman of the Business Risk Management, Investment & GCG Committee as well as Member of the Audit Committee and Nomination and Remuneration Committee*
Odo RM. Manuhutu	Komisaris *Commissioner*	Anggota Dewan Komisaris yang bertugas melaksanakan pengawasan di bidang Kemitraan Strategis Perusahaan dan merangkap sebagai Anggota Komite Audit serta Komite Nominasi dan Remunerasi *Member of the Board of Commissioners in charge of carrying out supervision in the field of Corporate Strategic Partnerships and concurrently serves as Member of the Audit Committee, as well as the Nomination and Remuneration Committee*
Elwin Chandra Mochsin	Komisaris Independen *Independent Commissioner*	Anggota Dewan Komisaris yang bertugas melaksanakan pengawasan di bidang Audit serta merangkap sebagai Ketua Komite Audit dan Anggota Komite Manajemen Risiko Usaha, Investasi & GCG serta Komite Nominasi dan Remunerasi *Member of the Board of Commissioners who is in charge of carrying out supervision in the field of Audit and concurrently serves as Chairman of the Audit Committee and Member of the Business Risk Management, Investment & GCG Committee as well as the Nomination and Remuneration Committee*

Rapat Dewan Komisaris

Dewan Komisaris mengadakan rapat paling sedikit satu kali dalam dua bulan dan dapat mengundang Direksi. Dewan Komisaris juga dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa Anggota Dewan Komisaris, atau permintaan Direksi, dengan menyebutkan hal-hal yang dibicarakan. Semua keputusan dalam rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat. Apabila melalui musyawarah tidak tercapai mufakat, maka keputusan rapat Dewan Komisaris diambil dengan suara terbanyak.

Sepanjang tahun 2022 Dewan Komisaris telah melaksanakan internal Dewan Komisaris sebanyak 9 (sembilan) kali dengan agenda dan frekuensi kehadiran sebagai berikut:

Board of Commissioners Meeting

The Board of Commissioners holds meetings at least once every two months and may invite the Board of Directors. The Board of Commissioners may also hold meetings at any time at the request of 1 (one) or several Members of the Board of Commissioners, or at the request of the Board of Directors, by stating the matters discussed. All decisions in the Board of Commissioners' meetings are taken by deliberation to reach a consensus. If a consensus is not reached through deliberation, then the decision of the Board of Commissioners meeting is taken by majority vote.

Throughout 2022, the Board of Commissioners has carried out internal Board of Commissioners activities 9 (nine) times with the agenda and frequency of attendance as follows:

Frekuensi Kehadiran
Attendance Frequency

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Number of Meetings*	Kehadiran *Attendance*	Persentase *Percentage*
Triawan Munaf	Komisaris Utama merangkap Komisaris Independen *President Commissioner as Concurrently Independent Commissioner*	9	9	100%
Wihana Kirana Jaya	Komisaris *Commissioner*	9	9	100%

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Number of Meetings*	Kehadiran *Attendance*	Persentase *Percentage*
Odo RM. Manuhutu	Komisaris *Commissioner*	9	9	100%
Elwin Chandra Mochsin	Komisaris Independen *Independent Commissioner*	9	9	100%

Agenda Rapat
Meeting Agenda

No	Tanggal *Date*	Agenda
1	25 Febuari 2022 *February 25, 2022*	• Laporan Kinerja s.d bulan Januari 2022 *Perfomance Report until January 2022* • Kinerja Konsolidasi Tahun 2021 *Consolidated Perfomance for 2021* • *Strategic Project of InJourney* • Lain-lain *Others*
2	7 April 2022 *April 7, 2022*	• Pembahasan Kinerja Keuangan InJourney s.d bulan Februari 2022 *Discussion of inJourney's Financial Perfomance as of February 2022* • Pembahasan Perkembangan Proyek Strategis InJourney s.d Maret 2022 *Discussion on InJourney's Strategic Project Progress until March 2022* • Agenda Lain-lain *Other Agendas*
3	31 Mei 2022 *May 31, 2022*	• Pembahasan Kinerja Keuangan InJourney TW I Tahun 2022 *Discussion of InJourney's Q1 2022 Financial Performance* • Pembahasan Kinerja Audit Tahun 2021 *Discussion of Audit Performance for 2021* • Agenda Lain-lain *Other Agendas*
4	26 Juli 2022 *July 26, 2022*	• Pembahasan Kinerja PT Aviasi Pariwisata Indonesia (Persero) s.d. Semester I Tahun 2022 *Discussion on the performance of PT Aviasi Pariwisata Indonesia (Persero) until Semester I of 2022* • Lain-lain *Others*
5	27 Juli 2022 *July 27, 2022*	• Pembahasan Kinerja PT Aviasi Pariwisata Indonesia (Persero) s.d. Semester I Tahun 2022 *Discussion on the performance of PT Aviasi Pariwisata Indonesia (Persero) until Semester I of 2022* • Pembahasan perkembangan pelaksanaan transformasi anak perusahaan PT Aviasi Pariwisata Indonesia (Persero) *Discussion on the transformation progress of the subsidiaries of PT Aviasi Pariwisata Indonesia (Persero)* • Lain-lain *Others*
6	18 Agustus 2022 *August 18, 2022*	• *Updating* isu-isu dari setiap Ketua Komite *Updating issues from each Committee Chairman* • Hal-hal lain yang memerlukan keputusan Dewan Komisaris *Other matters that require a decision from the Board of Commissioners*
7	25 Agustus 2022 *August 25, 2022*	• *Updating* Persiapan *Strategic Project Member Holding* PT Aviasi Pariwisata Indonesia (Persero) *Updating the Preparation of Strategic Project Member Holding of PT Aviasi Pariwisata Indonesia (Persero)*
8	31 Oktober 2022 *October 31, 2022*	• Pembahasan Progres Transformasi Sarinah. *Discussion of Sarinah's Transformation Progress* • Pembahasan Usulan Perubahan RKAP dan KPI Korporasi Tahun 2022 *Discussion of Proposed Changes to the RKAP and Corporate KPI for 2022* • Pembahasan Kinerja Konsolidasian PT Aviasi Pariwisata Indonesia (Persero) s.d. bulan September 2022 *Discussion of the Consolidated Performance of PT Aviasi Pariwisata Indonesia (Persero) until September 2022*
9	29 November 2022 *November 29, 2022*	• Pembahasan Kinerja Konsolidasian PT Aviasi Pariwisata Indonesia (Persero) s.d. bulan Oktober 2022 *Discussion of the Consolidated Performance of PT Aviasi Pariwisata Indonesia (Persero) until October 2022* • Pembahasan Usulan RKAP dan KPI Korporasi Tahun 2023 InJourney *Discussion of InJourney's Proposed RKAP and Corporate KPI for 2023* • Lain-lain *Others*

Selain itu, Dewan Komisaris juga menyelenggarakan rapat gabungan bersama Direksi sebanyak 7 kali dengan agenda dan frekwensi kehadiran sebagai berikut:

Apart from that, the Board of Commissioners also held 7 joint meetings with the Board of Directors with the following agenda and frequency of attendance:

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Number of Meetings*	Kehadiran *Attendance*	Persentase *Percentage*
Triawan Munaf	Komisaris Utama merangkap Komisaris Independen *President Commissioner concurrent as Independent Commissioner*	7	7	100%
Wihana Kirana Jaya	Komisaris *Commissioner*	7	7	100%
Odo RM. Manuhutu	Komisaris *Commissioner*	7	7	100%
Elwin Chandra Mochsin	Komisaris Independen *Independent Commissioner*	7	7	100%
Dony Oskaria	Direktur Utama *President Director*	7	7	100%
Edwin Hidayat Abdullah	Wakil Direktur Utama *Vice President Director*	7	7	100%
Herdy Rosadi Harman	Direktur SDM dan Digital *Director of HC and Digital*	7	7	100%
Maya Carolina Watono	Direktur Pemasaran dan Program Pariwisata *Director of Marketing and Tourism Program*	7	7	100%

No	Tanggal Rapat *Meeting Date*	Agenda Rapat *Meeting Agenda*
1.	25 Februari 2022 *February 25, 2022*	1. Laporan Kinerja s.d. bulan Januari 2022 *Performance Report until January 2022* 2. Kinerja Konsolidasi Tahun 2021 *2021 Consolidated Performance* 3. *Strategic Project* InJourney *InJourney's Strategic Project* 4. Lain-lain *Others*
2.	07 April 2022 *April 07, 2022*	1. Pembahasan Kinerja Keuangan InJourney s.d. bulan Februari 2022 *Discussion of InJourney's Financial Performance until February 2022* 2. Pembahasan Perkembangan Proyek Strategis InJourney s.d. Maret 2022 *Discussion of the Development of InJourney's Strategic Projects until March 2022* 3. Agenda Lain-lain *Other Agenda*
3.	31 Mei 2022 *May 31, 2022*	1. Pembahasan Kinerja Keuangan InJourney TW I Tahun 2022 *Discussion of InJourney's Financial Performance for the First Quarter of 2022* 2. Pembahasan Kinerja Audit Tahun 2021 *Discussion of 2021 Audit Performance* 3. Agenda Lain-lain *Other Agenda*
4.	27 Juli 2022 *July 27, 2022*	1. Pembahasan Kinerja PT Aviasi Pariwisata Indonesia (Persero) s.d. Semester I Tahun 2022 *Discussion of the performance of PT Aviasi Pariwisata Indonesia (Persero) until the First Semester of 2022* 2. Pembahasan perkembangan pelaksanaan transformasi anak perusahaan PT Aviasi Pariwisata Indonesia (Persero) *Discussion of developments in the implementation of transformation of the subsidiaries of PT Aviasi Pariwisata Indonesia (Persero)* 3. Lain-lain *Others*
5.	25 Agustus 2022 *August 25, 2022*	*Updating* Persiapan *Strategic Project Member Holding* PT Aviasi Pariwisata Indonesia (Persero) *Updating the Strategic Project Preparation of the Holding Member of PT Aviasi Pariwisata Indonesia (Persero)*

No	Tanggal Rapat *Meeting Date*	Agenda Rapat *Meeting Agenda*
6.	31Oktober 2022 *October 31, 2022*	1. Pembahasan Progress Transformasi Sarinah *Discussion of the transformation progress of Sarinah* 2. Pembahasan Usulan Perubahan RKAP dan KPI Korporasi Tahun 2022 *Discussion of Proposed Amendments to the Corporate RKAP and KPI for 2022* 3. Pembahasan Kinerja Konsolidasian PT Aviasi Pariwisata Indonesia (Persero) s.d. bulan September 2022 *Discussion of the Consolidated Performance of PT Aviasi Pariwisata Indonesia (Persero) until September 2022*
7.	29 November 2022 *November 29, 2022*	1. Pembahasan Kinerja Konsolidasian PT Aviasi Pariwisata Indonesia (Persero) s.d. bulan Oktober 2022 *Discussion of the Consolidated Performance of PT Aviasi Pariwisata Indonesia (Persero) until October 2022* 2. Pembahasan Usulan RKAP dan KPI Korporasi Tahun 2023 InJourney *Discussion of Proposed InJourney's Corporate RKAP and KPI for 2023* 3. Lain-lain *Others*

Program Orientasi Bagi Anggota Dewan Komisaris yang Baru Diangkat

InJourney menyelenggarakan program orientasi kepada anggota Dewan Komisaris yang baru diangkat sebagai pembekalan informasi bagi Komisaris mencakup informasi tentang Perseroan, Hak dan Kewajiban, Kinerja Keuangan dan Kondisi Perseroan terkini. Pada tahun 2022 Perseroan tidak menyelenggarakan program tersebut dikarenakan tidak mengangkat anggota Komisaris baru.

Orientation Program for Newly Appointed Members of the Board of Commissioners

InJourney organizes an orientation program for newly appointed members of the Board of Commissioners as provision of information for Commissioners including information about the Company, Rights and Obligations, Financial Performance and the latest Company Conditions. In 2022, the Company did not hold the program because it did not appoint a new Commissioner.

Pelatihan dan Peningkatan Kompetensi Anggota Dewan Komisaris

Untuk menunjang Dewan Komisaris dalam melaksanakan tugas dan tanggung jawabnya, InJourney memberikan kesempatan kepada anggota Dewan Komisaris untuk mengikuti program pelatihan dan pengembangan kompetensi. Pada Tahun 2022, Dewan Komisaris telah mengikuti beberapa pelatihan sebagai berikut:

Training and Competence Improvement for Members of the Board of Commissioners

To support the Board of Commissioners in carrying out their duties and responsibilities, InJourney provides opportunities for members of the Board of Commissioners to take part in training and competency development programs. In 2022, the Board of Commissioners has attended several training as follows:

Nama *Name*	Program yang Diikuti *Followed Program*	Penyelenggara *Organizer*	Waktu *Time*	Tempat *Place*
Wihana Kirana Jaya	Pelatihan Komisaris Profesional *Professional Commisioner Training*	Intipesan Conference	29-30 November 2022 *November 29-30, 2022*	Hotel Mulia Senayan, Jakarta *Mulia Hotel Senayan, Jakarta*
	BUMN *Leadership Forum*	KBUMN	19-20 Maret 2022 *March 19-20, 2022*	Hotel Merusaka Bali *Merusaka Hotel, Bali*
Odo RM. Manuhutu	Program *Onboarding Commissioner* Angkatan 4 *Onboarding Commissioner Program Batch 4*	FHCI	19 Maret-21 April 2022 *March 19-April 21, 2022*	*Online*
Elwin Chandra Mochsin	BUMN Leadership Forum	KBUMN	19-20 Maret 2022 *March 19-20, 2022*	Hotel Merusaka Bali *Merusaka Hotel, Bali*
	Program *Onboarding Commissioner* Angkatan 3 *Onboarding Commissioner Program Batch 3*	FHCI	16 Desember 2021-26 Januari 2022 *December 16, 2021-January 26, 2022*	*Online*

Laporan Pelaksanaan Tugas Dewan Komisaris

Sepanjang tahun 2022, Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Pedoman Kerja Dewan Komisaris dan *Key Performance Indicators* (KPI) Dewan Komisaris, dengan rincian sebagai berikut:

1. Aspek Pengawasan
   a. Dewan Komisaris melaksanakan rapat sebanyak 16 kali;
   b. Memberikan nasihat kepada Direksi sesuai bidang dan tugas Dewan Komisaris baik melalui forum rapat gabungan Direksi dan Komisaris maupun melalui tanggapan kinerja triwulanan.

2. Aspek Pelaporan
   Dewan Komisaris secara berkala telah memberikan laporan kepada Pemegang Saham mengenai kinerja perusahaan dan proses pengawasan yang dilakukan dalam periode tertentu, serta hal penting lainnya.
3. Aspek Dinamis/Lain-lain
   a. Dalam rangka peningkatan kompetensi, Dewan Komisaris telah mengikuti program pelatihan;
   b. Dewan Komisaris telah melakukan kegiatan *monitoring*.
4. Tanggapan dan Saran Dewan Komisaris
   Selama tahun 2022, Dewan Komisaris telah menyampaikan tanggapan dan saran terhadap isu-isu strategis yang dihadapi perusahaan.

Report on the Implementation of Duties of the Board of Commissioners

Throughout 2022, the Board of Commissioners has carried out its duties and responsibilities in accordance with the Board of Commissioners' Work Guidelines and the Board of Commissioners' Key Performance Indicators (KPI), with details as follows:

1. *Supervision Aspect*
   a. *The Board of Commissioners held 16 meetings;*
   b. *Provided advice to the Board of Directors in accordance with the field and duties of the Board of Commissioners either through joint meeting forums of the Board of Directors and Commissioners or through quarterly performance responses.*
2. *Reporting Aspect*
   The Board of Commissioners has periodically provided reports to Shareholders regarding the Company's performance and the supervision process carried out within a certain period, as well as other important matters.
3. *Dynamic/ Other Aspects*
   a. *In order to improve competency, the Board of Commissioners has attended a training program;*
   b. *The Board of Commissioners has carried out monitoring activities.*
4. *Board of Commissioners' Responses and Suggestions*
   Throughout 2022, the Board of Commissioners has submitted responses and suggestions on strategic issues faced by the Company.

Penilaian Kinerja Dewan Komisaris

Kinerja Dewan Komisaris InJourney diukur berdasarkan KPI yang telah ditetapkan dalam Kontrak Manajemen Dewan Komisaris dengan Pemegang Saham dan merupakan bagian dari Rencana Kerja dan Anggaran Perusahaan Tahun 2022. Adapun realisasi KPI Dewan Komisaris tahun 2022 adalah sebagai berikut:

Performance Assessment of the Board of Commissioners

The performance of InJourney's Board of Commissioners is measured based on the KPIs that have been stipulated in the Board of Commissioners' Management Contract with Shareholders and was part of the Company's 2022 Work Plan and Budget. The realization of the Board of Commissioners' KPIs for 2022 is as follows:

No.	Aspek dan Parameter *Aspect and Parameter*	Target 2022 *2022 Target*	Bobot *Weight*	Realisasi 2022 *2022 Realization*	Skor *Score*
I.	**Aspek Perencanaan** *Planning Aspect*				
1.	Menyusun Rencana Kerja dan Anggaran serta KPI Dewan Komisaris 2023 *Prepare Work Plan and Budget as well as KPI of the Board of Commissioners for 2023*	1 Dokumen *1 Document*	10,0	1 Dokumen *1 Document*	10,0
	Sub Total I		**10,0**		**10,0**
II.	**Aspek Pengawasan dan Nasehat** *Supervision and Advisory Aspect*				
1.	Memberikan tanggapan/rekomendasi kepada Pemegang Saham terhadap: *Provide responses/recommendations to Shareholders on:*				

No.	Aspek dan Parameter *Aspect and Parameter*	Target 2022 *2022 Target*	Bobot *Weight*	Realisasi 2022 *2022 Realization*	Skor *Score*
	a. Rencana Kerja dan Anggaran Perusahaan *The Company's Work Plan and Budget*	1 Surat *1 Letter*	5,0	1 Surat *1 Letter*	5,0
	b. Laporan Tahunan Perusahaan (*Audited*) *The Company's Annual Report (Audited)*	1 Surat *1 Letter*	5,0	1 Surat *1 Letter*	5,0
	c. Analisis Kinerja Triwulan Perusahaan *The Company's Quarterly Performance Analysis*	3 Surat *3 Letters*	5,0	3 Surat *3 Letters*	5,0
2.	Memberi nasehat kepada Direksi sesuai bidang tugas Dewan Komisaris *Provide advice to the Board of Directors according to the field of duties of the Board of Commissioners*	12 Surat Risalah *12 Letters Minutes*	10,0	12 Surat *Risalah* *12 Letters Minutes*	10,0
3.	Rapat Dewan Komisaris, termasuk di dalamnya rapat dengan Direksi *Meetings of the Board of Commissioners, including meetings with the Board of Directors*				
	a. Jumlah Rapat *Number of Meetings*	12 Kali *12 TImes*	10,0	16 Kali *16 TImes*	13,3
	b. Kehadiran Rapat *Meeting Attendance*	100%	5,0	100%	5,0
	c. Penyelesaian Risalah Rapat *Completion of the Minutes of Meeting*	12 Risalah *12 Minutes*	5,0	16 Risalah *16 Minutes*	6,7
4.	Rapat Komite Dewan Komisaris *Board of Commissioners Committee Meeting*	36 Risalah *36 Minutes*	5,0	40 Risalah *36 Minutes*	5,6
5.	Kunjungan Kerja Dewan Komisaris dan Komite *Work Visit of the Board of Commissioners and Committee*	4 Kunjungan *4 Visits*	5,0	13 Kunjungan *13 Visits*	16,3
6.	Realisasi rencana kerja Dewan Komisaris *Realization of the work plan of the Board of Commissioners*	100%	5,0	100%	5,0
	Sub Total II		**60,0**		**76,8**
III.	**Aspek Pelaporan** *Reporting Aspect*				
1.	Laporan realisasi pelaksanaan KPI Dewan Komisaris *Report on the realization of the Board of Commissioners' KPI implementation*	3 Laporan *3 Reports*	5,0	3 Laporan *3 Reports*	5,0
2.	Laporan tugas pengawasan Dewan Komisaris *Report on the supervisory duties of the Board of Commissioners*	1 Laporan *1 Report*	10,0	1 Laporan *1 Report*	10,0
	Sub Total III		**15,0**		**15,0**
IV.	**Aspek Dinamis** *Dynamic Aspect*				
1.	Pengusulan Kantor Akuntan Publik kepada Pemegang Saham *Proposal of Public Accounting Firm to Shareholders*	1 Surat *1 Letter*	5,0	1 Surat *1 Letter*	5,0
2.	Peningkatan kompetensi melalui seminar, *workshop*, dll *Competence improvement through seminars, workshops, etc.*	4 Kali *4 Times*	5,0	4 Kali *4 Times*	5,0
3.	Tanggapan terhadap tindak lanjut temuan Auditor SPI *Responses to the follow-up of Auditor SPI findings*	1 Surat *1 Letter*	5,0	1 Surat *1 Letter*	5,0
	Sub Total IV		**15,0**		**15,0**
	TOTAL (I+II+III+IV)		**100,0**		**116,8**

Dari tabel di atas, dapat disimpulkan bahwa kinerja Dewan Komisaris InJourney tahun 2022 telah melampaui target yang ditetapkan dalam RKAP 2022.

From the table above, it can be concluded that the performance of InJourney's Board of Commissioners in 2022 has exceeded the target set in the 2022 RKAP.

Komite Audit

Komite Audit telah melaksanakan seluruh rencana/program kerja tahun 2022 (terealisasi seluruhnya). Komite audit juga telah melaksanakan fungsi, tugas, dan tanggung jawabnya, diantaranya melakukan penelaahan atas informasi laporan keuangan perusahaan secara berkala, program kerja internal audit dan tindak lanjut temuan audit internal maupun eksternal, mengevaluasi efektivitas pelaksanaan audit/jasa yang diberikan Kantor Akuntan Publik (KAP), termasuk menelaah independensi dan objektivitas KAP, serta memberikan telaahan dan rekomendasi kepada Dewan Komisaris atas proses penetapan KAP Tahun Buku 2022.

Audit Committee

The Audit Committee has implemented all work plans/ programs for 2022 (fully realized). The audit committee has also carried out its functions, duties and responsibilities, including reviewing the Company's financial statements information on a regular basis, internal audit work programs and following up internal and external audit findings, evaluating the effectiveness of audit/ services provided by the Public Accounting Firm (KAP), including reviewing the independence and objectivity of the KAP, as well as providing reviews and recommendations to the Board of Commissioners regarding the process of determining the KAP for the Fiscal Year 2022.

Komite Nominasi dan Remunerasi (NR)

Kinerja Komite Nominasi dan Remunerasi telah diterima dan dinilai baik oleh Dewan Komisaris. Komite NR telah melangsungkan rapat dan menyusun piagam komite NR serta melakukan penelaahan atas usulan Direksi yang membutuhkan persetujuan tertulis dari Dewan Komisaris.

Nomination and Remuneration Committee (NR)

The performance of the Nomination and Remuneration Committee has been accepted and assessed as good by the Board of Commissioners. The NR Committee has held meetings and prepared the NR committee charter and reviewed the Board of Directors' proposals which require written approval from the Board of Commissioners.

Komite Manajemen Risiko Usaha, Investasi dan GCG (MRUIGCG)

Dewan Komisaris menilai kinerja Komite MRUIGCG telah sesuai dengan program kerja tahun 2022 dan piagam komite. Selain itu Komite MRUIGCG juga melakukan penelaahan atas beberapa usulan Direksi, melangsungkan rapat dan melakukan kunjungan kerja ke anak usaha dan kantor daerah jaringan *holding* Perseroan.

Business Risk Management, Investment and GCG Committee (MRUIGCG)

The Board of Commissioners assesses that the performance of the MRUIGCG Committee was in accordance with the 2022 work program and committee charter. In addition, the MRUIGCG Committee also reviewed several Board of Directors' proposals, held meetings and made working visits to subsidiaries and regional offices of the Company's holding network.



Direksi
Board of Directors

Direksi merupakan organ utama tata kelola perusahaan yang berperan sebagai pengelola dalam menjalankan operasional Perseroan. Direksi diangkat dan diberhentikan oleh Pemegang Saham melalui mekanisme RUPS. Dengan demikian, Direksi harus mempertanggungjawabkan pelaksanaan tugas dan tanggung jawabnya.

The Board of Directors is the main organ of corporate governance which plays the role of manager in carrying out the Company's operations. The Board of Directors is appointed and dismissed by Shareholders through the GMS mechanism. Thus, the Board of Directors must be accountable for the implementation of its duties and responsibilities.

Pedoman Kerja Direksi

InJourney telah menyusun pedoman kerja bagi Direksi sebagai acuan dalam pelaksanaan tugas dan tanggung jawab pengelolaan perusahaan dan mengesahkan Pedoman Kerja Direksi dalam Peraturan Direksi InJourney No. PER.001.2/INJOURNEY/12/2021 tentang Pedoman Tata Kerja Direksi (*Board of Directors Charter*) PT Aviasi Pariwisata Indonesia (Persero).

Pedoman tersebut berisikan tentang visi misi Perseroan secara umum sebagai pendahuluan serta aturan tata laksana kerja Direksi lainnya seperti larangan rangkap jabatan, komposisi Direksi, masa jabatan, jabatan Direksi lowong dan anggota Direksi berhalangan serta pelaksana tugas Direksi/pengurus Perusahaan, tugas, tanggung jawab, dan kewenangan Direksi serta pembagiannya, kuasa bertindak untuk dan atas nama Direksi dalam mewakili Perseroan, rapat Direksi, program pengenalan anggota Direksi baru, etika jabatan, pengambilan keputusan Direksi, penilaian kinerja dan penjelasan tentang organ pendukung Direksi.

Work Guidelines of the Board of Directors

InJourney has prepared work guidelines for the Board of Directors as a reference in carrying out the duties and responsibilities of managing the Company and ratified the Board of Directors' Work Guidelines in the Regulation of InJourney's Board of Directors No. PER.001.2/INJOURNEY/12/2021 concerning the Board of Directors Charter of PT Aviasi Pariwisata Indonesia (Persero).

These guidelines contain the Company's vision and mission in general as an introduction as well as other work procedures of the Board of Directors such as the prohibition of holding concurrent positions, the composition of the Board of Directors, terms of office, vacant position of the Board of Directors and the absence of members of the Board of Directors as well as implementing duties of the Company's Board of Directors/ management, duties, responsibilities and authorities of the Board of Directors and its division, power to act for and on behalf of the Board of Directors in representing the Company, Board of Directors meetings, induction program for new members of the Board of Directors, office ethics, decision making for the Board of Directors, performance assessment and explanation of the supporting organs of the Board of Directors.

Susunan dan Komposisi Direksi

Perseroan dikelola dan dipimpin oleh Direksi yang jumlahnya disesuaikan dengan kebutuhan Perseroan. Anggota Direksi diangkat dan diberhentikan oleh RUPS. Pada akhir tahun 2022, komposisi keanggotaan Direksi terdiri dari 4 (empat) orang sebagai berikut:

Structure and Composition of the Board of Directors

The Company is managed and led by Board of Directors whose number is adjusted to the needs of the Company. Members of the Board of Directors are appointed and dismissed by the GMS. At the end of 2022, the membership composition of the Board of Directors consists of 4 (four) people as follows:

Nama *Name*	Jabatan *Position*	Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Masa Jabatan *Term of Office*
Dony Oskaria	Direktur Utama *President Director*	Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021 *Decree of the Minister of SOEs No. SK-336/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021-present*
Edwin Hidayat Abdullah	Wakil Direktur Utama *Vice President Director*	Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021 *Decree of the Minister of SOEs No. SK-336/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021-present*

Nama *Name*	Jabatan *Position*	Dasar Hukum Pengangkatan *Legal Basis of Appointment*	Masa Jabatan *Term of Office*
Herdy Rosadi Harman	Direktur Sumber Daya Manusia dan Digital *Director of Human Capital and Digital*	Surat Keputusan Menteri BUMN No. SK-336/MBU/10/2021 *Decree of the Minister of SOEs No. SK-336/MBU/10/2021*	4 Oktober 2021-sekarang *October 4, 2021-present*
Maya Carolina Watono	Direktur Pemasaran dan Program Pariwisata *Director of Marketing and Tourism Program*	Surat Keputusan Menteri BUMN No. SK-19/MBU/01/2022 *Decree of the Minister of SOEs No. SK-19/MBU/01/2022*	14 Januari 2022-sekarang January 14, 2021-present

Tugas, Tanggung Jawab dan Kewenangan Direksi

Tugas Direksi

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar Perusahaan dan/atau keputusan RUPS.

Tanggung Jawab Direksi

a. Mencurahkan tenaga, pikiran, perhatian dan pengabdiannya secara penuh pada tugas, kewajiban dan pencapaian tujuan Perusahaan.
b. Menjalankan pengurusan Perusahaan untuk kepentingan Perusahaan sesuai dengan maksud dan tujuan Perusahaan dengan itikad baik dan penuh tanggung jawab.
c. Bertanggungjawab secara tanggung renteng apabila Direksi bersalah atau lalai menjalankan tugasnya dengan itikad baik dan penuh tanggung jawab shingga menyebabkan kerugian Perusahaan.
d. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perusahaan sebagaimana dimaksud pada huruf c di atas apabila dapat membuktikan:
   1) Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
   2) Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan perusahaan;
   3) Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.

Wewenang Direksi

Menetapkan kebijakan kepengurusan perusahaan dan kebijakan perusahaan lainnya sesuai anggaran dasar dan peraturan perundang-undangan yang berlaku.

Duty, Authority and Responsibility of the Board of Directors

Duty of the Board of Directors

The Board of Directors is in charge of carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the purposes and objectives of the Company and representing the Company both inside and outside the Court on all matters and all events with limitations as stipulated in statutory regulations, the Company's Articles of Association and/or GMS resolutions.

Responsibility of the Board of Directors

a. Devote energy, thoughts, attention and dedication in full to the duties, obligations and achievement of the Company's objectives.
b. Carry out management of the Company for the interests of the Company in accordance with the aims and objectives of the Company in good faith and full responsibility.
c. Jointly and severally responsible if the Board of Directors is at fault or neglects to carry out their duties in good faith and with full responsibility, thereby causing losses to the Company.
d. Members of the Board of Directors cannot be held responsible for the Company's losses as referred to in letter c above if they can prove:
   1) The losses were not due to their fault or negligence;
   2) Has carried out the management in good faith and prudence for the benefit and in accordance with the aims and objectives of the company;
   3) Has no conflict of interest, either directly or indirectly, regarding management actions that result in losses; has taken action to prevent the occurrence or continuation of such losses.

Authority of the Board of Directors

Determine company management policies and other company policies in accordance with the articles of association and applicable statutory regulations.

Pembagian Tugas

Direksi memiliki ruang lingkup tugas dan tanggung jawab berbeda yang diatur berdasarkan Surat Peraturan Direksi No. PD.INJ.01.01/08/2022/A.0008 tentang Perubahan KEP.002/INJOURNEY/11/2021 tentang Organisasi Perusahaan PT Aviasi Pariwisata Indonesia (Persero). Pemaparan lebih lengkap terkait ruang lingkup tugas dan tanggung jawab Direksi dapat dilihat dalam tabel berikut.

Division of Duties

The Board of Directors has different scope of duties and responsibilities which are regulated based on the Board of Directors Regulation No. PD.INJ.01.01/08/2022/A.0008 concerning Amendment to KEP.002/INJOURNEY/11/2021 concerning the Company's Organization of PT Aviasi Pariwisata Indonesia (Persero). A more complete presentation regarding the scope of duties and responsibilities of the Board of Directors can be seen in the following table.

Nama *Name*	Jabatan *Position*	Tugas dan Tanggung Jawab *Duty and Responsibility*
Dony Oskaria	Direktur Utama *President Director*	• Memimpin dan mengelola perusahaan sesuai dengan kepentingan dan tujuan perusahaan serta melaksanakan sebagian tugas Direksi (*Board of Director*) dalam merencanakan, menganalisis, merumuskan kebijakan, membina penyelenggaraan dan mengendalikan kegiatan korporasi non direktorat yaitu sekretariat perusahaan, *legal*, komunikasi perusahaan, pengelolaan *stakeholder* dan internal audit; *Lead and manage the Company in accordance with the interests and objectives of the Company and carry out some of the duties of the Board of Directors in planning, analyzing, formulating policies, fostering the implementation and controlling of non-directorate corporate activities, namely the corporate secretariat, legal, corporate communications, stakeholder management and internal audit;* • Khusus Internal Audit mempunyai tugas membantu Direktur Utama (*President Director*) dalam melakukan pengawasan pelaksanaan tugas seluruh unit kerja di lingkungan Perusahaan serta memberikan saran-saran perbaikan sesuai dengan rencana dan program serta kebijakan yang telah ditetapkan oleh Direksi (*Board of Directors*) berdasarkan ketentuan yang berlaku; Specifically, Internal Audit has the task of assisting the President Director in supervising the implementation of the duties of all work units within the Company and providing suggestions for improvement in accordance with plans and programs and policies set by the Board of Directors based on applicable regulations; • Direktur Utama (*President Director*) dan Wakil Direktur Utama (*Vice President Director*) secara bersama-sama juga mempunyai tugas memimpin dan mengelola perusahaan sesuai dengan kepentingan dan tujuan perusahaan serta melaksanakan sebagian tugas Direksi (*Board of Director*) dalam merencanakan, menganalisis, merumuskan kebijakan, membina penyelenggaraan dan mengendalikan kegiatan korporasi non direktorat yaitu transformasi dan manajemen perubahan, perencanaan strategis perusahaan dan pengelolaan kinerja perusahaan, program kolaborasi, kerja sama strategis dan pengelolaan hubungan dengan investor, perencanaan investasi, pengembangan bisnis dan portofolio perusahaan, serta pengembangan destinasi baru dan daerah pariwisata super prioritas. The President Director and Vice President Director jointly also have the task of leading and managing the Company in accordance with the interests and objectives of the Company and carrying out some of the duties of the Board of Directors in planning, analyzing, formulating policies, fostering the implementation and controlling non-directorate corporate activities namely transformation and change management, corporate strategic planning and corporate performance management, collaboration programs, strategic cooperation and management of relations with investors, investment planning, business development and company portfolio, as well as development of new destinations and super priority tourism destinations.

Nama *Name*	Jabatan *Position*	Tugas dan Tanggung Jawab *Duty and Responsibility*
Edwin Hidayat Abdullah	Wakil Direktur Utama *Vice President Director*	• Direktur Utama (*President Director*) dan Wakil Direktur Utama (*Vice President Director*) secara bersama-sama juga mempunyai tugas memimpin dan mengelola perusahaan sesuai dengan kepentingan dan tujuan perusahaan serta melaksanakan sebagian tugas Direksi (*Board of Director*) dalam merencanakan, menganalisis, merumuskan kebijakan, membina penyelenggaraan dan mengendalikan kegiatan korporasi non direktorat yaitu transformasi dan manajemen perubahan, perencanaan strategis perusahaan dan pengelolaan kinerja perusahaan, program kolaborasi, kerja sama strategis dan pengelolaan hubungan dengan investor, perencanaan investasi, pengembangan bisnis dan portofolio perusahaan, serta pengembangan destinasi baru dan daerah pariwisata super prioritas; The President Director and Vice President Director jointly also have the task of leading and managing the Company in accordance with the interests and objectives of the Company and carrying out some of the duties of the Board of Directors in planning, analyzing, formulating policies, fostering the implementation and controling non-directorate corporate activities namely transformation and change management, corporate strategic planning and corporate performance management, collaboration programs, strategic cooperation and management of relations with investors, investment planning, business development and company portfolio, as well as development of new destinations and super priority tourism destinations; • Dalam hal Direksi belum diangkat oleh Pemegang Saham, maka Wakil Direktur Utama (*Vice President Director*) selain menjalankan fungsi, tanggung jawab dan kewenangan sesuai struktur organisasi juga menjalankan fungsi, tanggung jawab dan kewenangan di Direktorat Keuangan dan Manajemen Risiko (*Finance & Risk Management Directorate*) yaitu melaksanakan sebagian tugas Direksi (Board of Director) dalam merencanakan, menganalisis, merumuskan kebijakan, membina penyelenggaraan dan mengendalikan kegiatan strategi keuangan dan kontrol, pendanaan dan perbendaharaan, penganggaran dan akuntansi, dan manajemen risiko. In the event that the Board of Directors has not been appointed by the Shareholders, then the Vice President Director apart from carrying out the functions, responsibilities and authorities according to the organizational structure also carries out the functions, responsibility and authority in the Finance & Risk Management Directorate, namely carrying out some of the duties of the Board of Directors in planning, analyzing, formulating policies, fostering the implementation and controlling of financial strategy and control activities, funding and treasury, budgeting and accounting, and risk management.
Herdy Rosadi Harman	Direktur SDM dan Digital *Director of HC and Digital*	• Melaksanakan sebagian tugas Direksi (*Board of Director*) dalam merencanakan, menganalisis, merumuskan kebijakan, membina penyelenggaraan dan mengendalikan kegiatan strategi *human capital*, pengelolaan *human capital*, digitalisasi perusahaan, *enterprise* teknologi informasi, dan *center of excellence*; Carry out some of the duties of the Board of Directors in planning, analyzing, formulating policies, fostering the implementation and controlling strategic activities on human capital, human capital management, company digitalization, enterprise information technology, and a center of excellence; • Dalam hal Direksi belum diangkat oleh Pemegang Saham, maka Direktur SDM dan Digital selain menjalankan fungsi, tanggung jawab dan kewenangan di Direktorat SDM & Digital (*Human Capital & Digital Directorate*) juga menjalankan fungsi, tanggung jawab dan kewenangan di Direktorat Pelayanan Korporasi (*Corporate Services Directorate*). In the event that the Board of Directors has not been appointed by the Shareholders, the Director of HC and Digital apart from carrying out the functions, responsibilities and authorities at the Human Capital & Digital Directorate also carries out the functions, responsibilities and authorities at the Corporate Services Directorate).
Maya Carolina Watono	Direktur Pemasaran dan Program Pariwisata *Director of Marketing and Tourism Program*	Melaksanakan sebagian tugas Direksi (*Board of Director*) dalam merencanakan, menganalisis, merumuskan kebijakan, membina penyelenggaraan dan mengendalikan kegiatan penyusunan strategi dan kebijakan pemasaran dan komersial, penciptaan program pariwisata serta pengembangan kepariwisataan secara kolaboratif. *Carry out some of the duties of the Board of Directors in planning, analyzing, formulating policies, fostering the implementation and controlling the activities of formulating marketing and commercial strategies and policies, creating tourism programs and developing tourism collaboratively.*

Rapat Direksi

Direksi melaksanakan rapat internal secara berkala minimal satu bulan satu kali untuk menentukan kebijakan terkait keberlangsungan perusahaan. Direksi juga dapat mengadakan rapat sewaktu-waktu apabila dipandang perlu oleh seorang atau lebih anggota Direksi, atau atas permintaan tertulis dari Dewan Komisaris maupun Pemegang Saham. Sepanjang tahun 2022, Direksi melangsungkan rapat sebanyak 29 (dua puluh sembilan) kali dengan agenda dan frekuensi kehadiran sebagai berikut:

Board of Directors Meeting

The Board of Directors holds periodic internal meetings at least once a month to determine policies related to the sustainability of the Company. The Board of Directors can also hold meetings at any time if deemed necessary by one or more members of the Board of Directors, or at a written request from the Board of Commissioners or Shareholders. Throughout 2022, the Board of Directors held 29 (twenty nine) meetings with the following agenda and frequency of attendance:

Frekuensi kehadiran
Attendance Frequency

Nama *Name*	Jabatan *Position*	Jumlah rapat *Number of Meetings*	Kehadiran *Attendance*	Persentase *Percentage*
Dony Oskaria	Direktur Utama *President Director*	29	29	100%
Edwin Hidayat Abdullah	Wakil Direktur Utama *Vice President Director*	29	29	100%
Herdy Rosadi Harman	Direktur SDM dan Digital *Director of HC and Digital*	29	29	100%
Maya Carolina Watono	Direktur Pemasaran dan Program Pariwisata *Director of Marketing and Tourism Program*	27	27	100%

Agenda Rapat
Meeting Agenda

No.	Tanggal *Date*	Agenda
1	04 Januari 2022 *January 4, 2022*	• RADIRTAS *Limited Board of Directors Meeting* • Draft Peraturan Direksi tentang Penerapan Jasa Intra Grup *(Management Fee)* Pada Anak Perusahaan PT Aviasi Pariwisata Indonesia (Persero) *Draft of the Board of Directors Regulation concerning Implementation of Intra-Group Services (Management Fee) at Subsidiaries of PT Aviasi Pariwisata Indonesia (Persero)* • Rencana Tindak lanjut Penataan *Cluster* Layanan Penerbangan & Kargo *Follow-up Plan of Flight & Cargo Service Cluster Arrangement* • Konsep Usulan Rapat Pimpinan (RAPIM) Tahun 2022 *Concept of the Proposed Leadership Meeting (RAPIM) for 2022* • Pembahasan Proposal SHL 50M PT Sarinah *PT Sarinah's SHL 50M Proposal Discussion*
2	11 Januari 2022 *January 11, 2022*	Usulan *Update* Acara *Launching* InJourney *InJourney's Launching Event Update Proposal*
3	19 Januari 2022 *January 19, 2022*	• RADIRTAS Limited Board of Directors Meeting • Kegiatan dan Anggaran *Holding* 2022 Holding Activities and Budget 2022 • Persetujuan Bisnis Penjualan Tiket MotoGP Kerjasama Livin dengan InJourney Approval for MotoGP Ticket Sales Business Collaboration between Livin and InJourney • Rencana Bisnis InJourney *Travel Management Open Platform* *InJourney Travel Management Open Platform Business Plan* • *Shares Service Operation* (SSO) • *Update Task Force* MotoGP MotoGP Task Force Update

No.	Tanggal *Date*	Agenda
4	25 Januari 2022 *January 25, 2022*	• *Update* SK Tim *Task Force* MotoGP MotoGP Task Force Team Decree Update • Pembahasan Rencana Kegiatan RAPIM InJourney *Group* Tahun 2022 Discussion of RAPIM Activity Plans of InJourney Group for 2022 • Pengenalan Konsultan SKHA SKHA Consultant Introduction
5	16 Februari 2022 *February 16, 2022*	• RADIRTAS *Limited Board of Directors Meeting* • *Update* MotoGP *(Ticketing, Side Event & Flow Logistics)* MotoGP Update (Ticketing, Side Events & Flow Logistics) • Usulan Penyusunan RJPP 2022-2026 InJourney *Proposal for the preparation of the InJourney's RJPP 2022-2026* • Usulan Persiapan RAPIM InJourney *Group* *Proposal for the preparation of InJourney Group RAPIM* • Usulan Penyusunan *Annual Report* InJourney 2022 Proposal for the preparation of InJourney's Annual Report 2022
6	1 Maret 2022 *March 1, 2022*	• RADIRTAS *Limited Board of Directors Meeting* • *Updating* Tim PMO *Updating from PMO Team* • *Updating Progress Project* TMII dan GIBB *Updating on Project Progress of TMII and GIBB*
7	8 Maret 2022 *March 8, 2022*	• RADIRTAS *Limited Board of Directors Meeting* • *Service Culture* • ITMS & *Leadership Training Program* • Tindak lanjut Hasil RAPIM *Follow-up on RAPIM results*
8	15 Maret 2022 *March 15, 2022*	• PMN 2022 dan 2023 PT Aviasi Pariwisata Indonesia (Persero) *State Equity Participation (PMN) for 2022 and 2023 of PT Aviation Pariwisata Indonesia (Persero)* • *Update* Rencana Kerjasama Bandara HLP & Cargo Village *Update on HLP Airport & Cargo Village Cooperation Plan* • Usulan Pendanaan Tahun 2022 PT Angkasa Pura II *Proposed Funding for 2022 of PT Angkasa Pura II* • Jasa Konsultan Taman Mini Indonesia Indah (TMII) *Taman Mini Indonesia Indah Consulting Services (TMII)* • *Service Culture Transformation* • RADIRTAS *Limited Board of Directors Meeting*
9	23 Maret 2022 *March 23, 2022*	• RADIRTAS *Limited Board of Directors Meeting* • *Tourism Collaborative Platform* • Capaian KPI Korporasi & KPI Direksi Tahun 2021 dan Draft Usulan KPI Direksi Tahun 2022 *Achievements of Corporate KPI & Board of Directors KPI for 2021 and Proposal Draft of the Board of Directors KPI for 2022* • Laporan *Progress Shareholder Loan* Rp50 miliar PT Sarinah *Progress Report on Shareholder Loan amounting to Rp50 billion of PT Sarinah*
10	30 Maret 2022 *March 30, 2022*	• Persetujuan Setoran Modal PT Angkasa Pura II ke Railink *Approval of PT Angkasa Pura II's Paid-up Capital to Railink* • Usulan Penetapan Batasan Kewenangan (*Threshold*) Terkait Kerja Sama Anak Perusahaan Eks BUMN *Proposal to Determine Threshold Related to Cooperation with Subsidiaries of Ex-SOEs*
11	5 April 2022 *April 5, 2022*	• Usulan Penyusunan RJPP 2022-2026 PT Aviasi Pariwisata Indonesia (Persero) *Proposal for the Preparation of the RJPP 2022-2026 of PT Aviasi Pariwisata Indonesia (Persero)* • Usulan Agenda Kembali Ke Bali *Proposed Agenda Return to Bali*

No.	Tanggal *Date*	Agenda
12	14 April 2022 *April 14, 2022*	• *Updating Progress Project* PT Pengembangan Pariwisata Indonesia (Persero) *Updating on the Project Progress of PT Pengembangan Pariwisata Indonesia (Persero)* • *Updating Progress Projects* PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko *Updating on the Project Progress of PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko*
13	19 April 2022 *April 19, 2022*	• *Updating Progress Project Grand Launching* PT Sarinah *Updating on the Project Progress of PT Sarinah's Grand Launching* • *Updating Progress Project* PT Hotel Indonesia Natour *Updating on the Project Progress of PT Hotel Indonesia Natour* • Laporan Akhir Audit Keuangan 2021 *Final Report of Financial Audit 2021*
14	26 April 2022 *April 26, 2022*	• *Updating* Kerja Sama dengan Perhutani - PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko *Updating on the Collaboration with Perhutani - PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko* • *Kick Off Meeting* Pekerjaan Penyusunan *IT Masterplan* InJourney *Kick-off Meeting of InJourney's IT Masterplan preparation* • *Updating Progress* Penyusunan *Annual Report* InJourney *Updating on the Progress of InJourney's Annual Report preparation*
15	17 Mei 2022 *May 17, 2022*	• RADIRTAS *Limited Board of Directors Meeting* • Pembahasan Rencana *Employee Gathering* di Jogja *Discussion of Employee Gathering Plan in Jogja* • *Update* Renovasi Kantor InJourney *Update on InJourney's Office Renovation* • Pembahasan Jadwal Pemotretan BoD & BoC untuk *Annual Report* di Jogja dan Penentuan Tanggal Pelaksanaan HUT InJourney *Discussion of BoD & BoC Photo Shoot Schedule for Annual Report in Jogja and Determination of the Date for InJourney's Anniversary*
16	24 Mei 2022 *May 24, 2022*	• Pengadaan Konsultan Komersialisasi TMII *Procurement of TMII Commercialization Consultant* • *Update* Keuangan TW I 2022, Realisasi Opex *Budget* Induk *Holding* TW I 2022 dan Finpro Induk 2022 *Financial Update for Q1 2022, Realization of Opex Budget of Holding Parent for Q1 2022 and Finpro of Parent for 2022* • Pembahasan *Tourism Collaborative Platform* Apps *Discussion of Tourism Collaborative Platform Apps* • Pembahasan Jadwal Pemotretan BoD & BoC untuk *Annual Report* *Discussion of BoD & BoC Photo Shoot Schedule for Annual Report*
17	31 Mei 2022 *May 31, 2022*	• Laporan dan Persetujuan Pemilihan Mitra Jasa Konsultansi Pembuatan RJPP InJourney 2022-2026 *Report and Approval for the Selection of Consultancy Service Partners for the Making of InJourney's RJPP 2022-2026* • *Updating* Revitalisasi TMII dan Borobudur *Updating on the Revitalization of TMII and Borobudur* • Usulan InJourney BOD *Retreat* *Proposal for InJourney's BOD Retreat* • *Updating* Persiapan World Superbike (WSBK) *Updating on the Preparation of World Superbike (WSBK)*
18	8 Juni 2022 *June 8, 2022*	• Laporan *Update* PT Angkasa Pura Aviasi *Update Report of PT Angkasa Pura Aviasi* • *Management Report* PT Sarinah *Management Report of PT Sarinah*

No.	Tanggal *Date*	Agenda
19	27 Juni 2022 *June 27, 2022*	Persiapan Rapat Umum Pemegang Saham Tahunan InJourney dan InJourney *Group* *Preparation for the Annual General Meeting of Shareholders of InJourney and InJourney Group*
20	5 Juli 2022 *July 5, 2022*	Pembahasan *Commercial Strategy* PT Angkasa Pura I Bandara Ngurah Rai Bali (DPS) *Discussion on Commercial Strategy of PT Angkasa Pura I for Ngurah Rai Airport, Bali (DPS)*
21	19 Juli 2022 *July 19, 2022*	• RADIRTAS *Limited Board of Directors Meeting* • Pembahasan F1 H2O *Discussion of F1 H20* • *Updating Tourism Collaborative Platform* *Updating on Tourism Collaborative Platform*
22	26 Juli 2022 *July 26, 2022*	• Usulan Penetapan RJPP Tahun 2022-2024 InJourney *Group* dan Realisasi KPI Korporasi InJourney *Proposal to determine InJourney Group's RJPP 2022-2024 and Realization of InJourney's Corporate KPI* • *Updating Tourism Collaborative Platform* *Updating on Tourism Collaborative Platform* • F1 H2O • *Update* Tim PMO TMII *Update on TMII PMO Team* • *Update* Tim PMO Siak dan Bakauheni *Update on Siak and Bakauheni PMO Team* • Transformasi HIN (SPV) *HIN (SPV) Transformation*
23	10 Agustus 2022 *August 10, 2022*	• Pembahasan *Progress* Akuisisi Hotel oleh PT Hotel Indonesia *Group* *Discussion on the Progress of Hotel Acquisition by PT Hotel Indonesia Group* • *Updating Progress* Persiapan Pelaksanaan *Event* WSBK 2022 *Updating on the Progress for WSBK 2022 Event Preparation*
24	30 Agustus 2022 *August 30, 2022*	• *Launching Airport Service Championship* *Launching of Airport Service Championship* • *Update Development* Labuan Bajo *Update on Labuan Bajo Development*
25	6 September 2022 *September 6, 2022*	• Persetujuan Rencana Pelaksanaan *Workshop* InJourney *Group Corporate Culture* *Approval of the Plan for the Implementation of InJourney Group Corporate Culture Workshop* • Pembahasan Kota Lama Semarang *Discussion of Kota Lama, Semarang* • *Update Project* Siak dan Bakauheni *Update on Siak and Bakauheni Project*
26	26 September 2022 *September 26, 2022*	• Tindak lanjut Hasil Aset *Mapping* InJourney *Group* *Follow-up on InJourney Group's Assets Mapping Results* • Skenario Bisnis TMII & *Update Progress Beauty Contest* Pengelola Parkir *TMII Business Scenario & Update on the Progress of Parking Management Beauty Contest* • Persetujuan *Outline* Pedoman Komunikasi *Holding* *Approval of the Outline of Holding Communication Guidelines*
27	25 Oktober 2022 *October 25, 2022*	• Pembahasan Rencana Pelaksanaan Rapim InJourney *Discussion on the Plan for the Implementation of InJourney's Rapim* • Pembahasan Usulan RKAP 2023 dan *Management Fee* *Discussion of the RKAP 2023 Proposal and Management Fee*
28	1 November 2022 *November 1, 2022*	• Laporan *Progress Update* PMO *Airport Integration* AP I & AP II *PMO Progress Update Report of AP I & AP II Airport Integration* • Pembahasan *Masterplan* Kota Lama Semarang *Discussion of the Masterplan of Kota Lama, Semarang*
29	13 Desember 2022 *December 13, 2022*	• Pembahasan Hasil *Site Visit* Bandara Soekarno Hatta (CGK) dan Rencana *Improvement* *Discussion of the Site Visit Results to Soekarno Hatta Airport (CGK) and Improvement Plan* • Pembahasan *Tenant Legal Proposal Commercial* dan *Updating* Persiapan Natal *Discussion of Tenant Legal Proposal Commercial and Updating on Christmas Preparation*

Program Orientasi Direksi

Anggota Direksi yang baru ditunjuk wajib diberikan program pengenalan Perseroan dan tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan. Program pengenalan meliputi:

1. Pelaksanaan GCG oleh Perseroan;
2. Gambaran Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya;
3. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit;
4. Keterangan mengenai tugas dan tanggung jawab Direksi.

Maya Carolina Watono diangkat menjadi Direktur Pemasaran dan Program Pariwisata pada tanggal 14 Januari 2022, dan telah mengikuti program pengenalan Perseroan pada tanggal 19 Januari 2022.

Orientation Program for the Board of Directors

Newly appointed members of the Board of Directors must be given the Company's induction program and the responsibility for conducting the introduction program rests with the Corporate Secretary. The induction program includes:

1. *GCG Implementation by the Company;*
2. *Description of the Company regarding objectives, nature and scope of activities, financial and operational performance, strategy, short and long term business plans, competitive position, risks and other strategic issues;*
3. *Information relating to delegated authority, internal and external audit, internal control systems and policies, including the Audit Committee;*
4. *Description of the duties and responsibilities of the Board of Directors.*

Maya Carolina Watono was appointed Director of Marketing and Tourism Program on January 14, 2022, and has participated in the Company induction program on January 19, 2022.

Pelatihan dan Peningkatan Kompetensi Anggota Direksi

Untuk menunjang Direksi dalam melaksanakan tugas dan tanggung jawabnya, Perseroan memberikan kesempatan kepada anggota Direksi untuk mengikuti program pelatihan dan pengembangan kompetensi sesuai dengan ketentuan yang berlaku. Pada tahun 2022, Direksi InJourney telah mengikuti pendidikan dan pelatihan untuk meningkatkan kompetensi diri mereka sebagai berikut:

Training and Competency Improvement of Members of the Board of Directors

To support the Board of Directors in carrying out their duties and responsibilities, the Company provides opportunities for members of the Board of Directors to take part in training and competency development programs in accordance with applicable regulations. In 2022, InJourney's Board of Directors have attended education and training to improve their competence as follows:

Nama *Name*	Program yang Diikuti *Followed Program*	Penyelenggara *Organizer*	Waktu *Time*	Tempat *Place*
Maya Carolina Watono	*On Boarding Directorship Program - Batch 5*	Forum Human Capital Indonesia *Human Capital Indonesia Forum*	20 Juli 2022 *July 20, 2022*	*Online*
Edwin Hidayat Abdullah	BUMN *Leadership Forum*	KBUMN	19-20 Maret 2022 *March 19-20, 2022*	Hotel Merusaka Bali *Merusaka Hotel, Bali*
Herdy Rosadi Harman	BUMN *Leadership Forum*	KBUMN	19-20 Maret 2022 *March 19-20, 2022*	Hotel Merusaka Bali *Merusaka Hotel, Bali*

Penilaian Kinerja Direksi

Kinerja Direksi InJourney diukur berdasarkan *Key Performance Indicators* (KPI) yang ditetapkan dalam RKAP. Adapun realisasi KPI Direksi tahun 2022 adalah sebagai berikut:

Total skor untuk masing-masing perspektif adalah sebagai berikut:

1. Nilai Ekonomi Dan Sosial Untuk Indonesia : 32,68
2. Inovasi Model Bisnis : 20,30
3. Kepemimpinan Teknologi : 20,00
4. Peningkatan Investasi : 20,60
5. Pengembangan Talenta : 10,50

TOTAL : 104,08

Performance Assessment of the Board of Directors

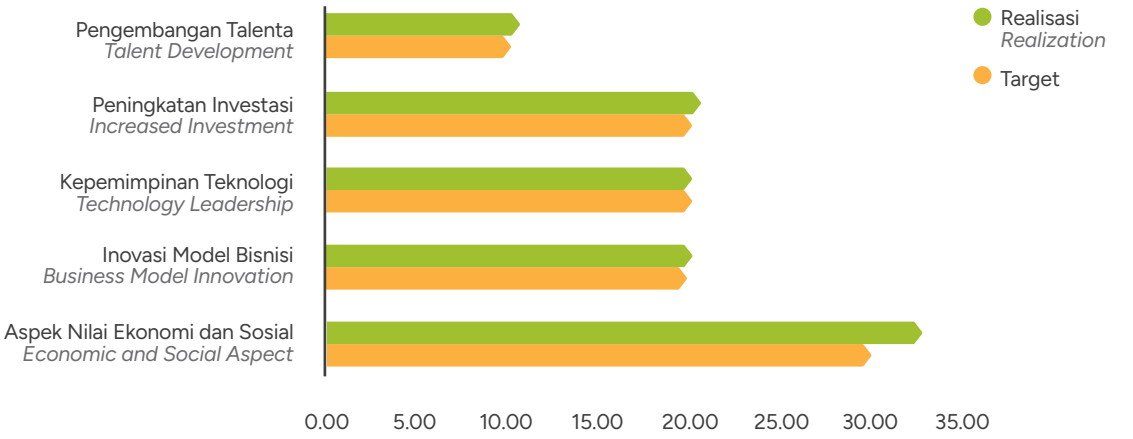
The performance of InJourney's Board of Directors is measured based on the Key Performance Indicators (KPI) set out in the RKAP. The realization of the Board of Directors' KPIs for 2022 is as follows:

The total score for each perspective is as follows:

1. *Economic and Social Value for Indonesia : 32.68*
2. *Business Model Innovation : 20.30*
3. *Technology Leadership : 20.00*
4. *Increased Investment : 20.60*
5. *Talent Development : 10.50*

TOTAL : 104,08

Realisasi KPI Korporasi Tahun 2022
Realization of 2022 Corporate KPI

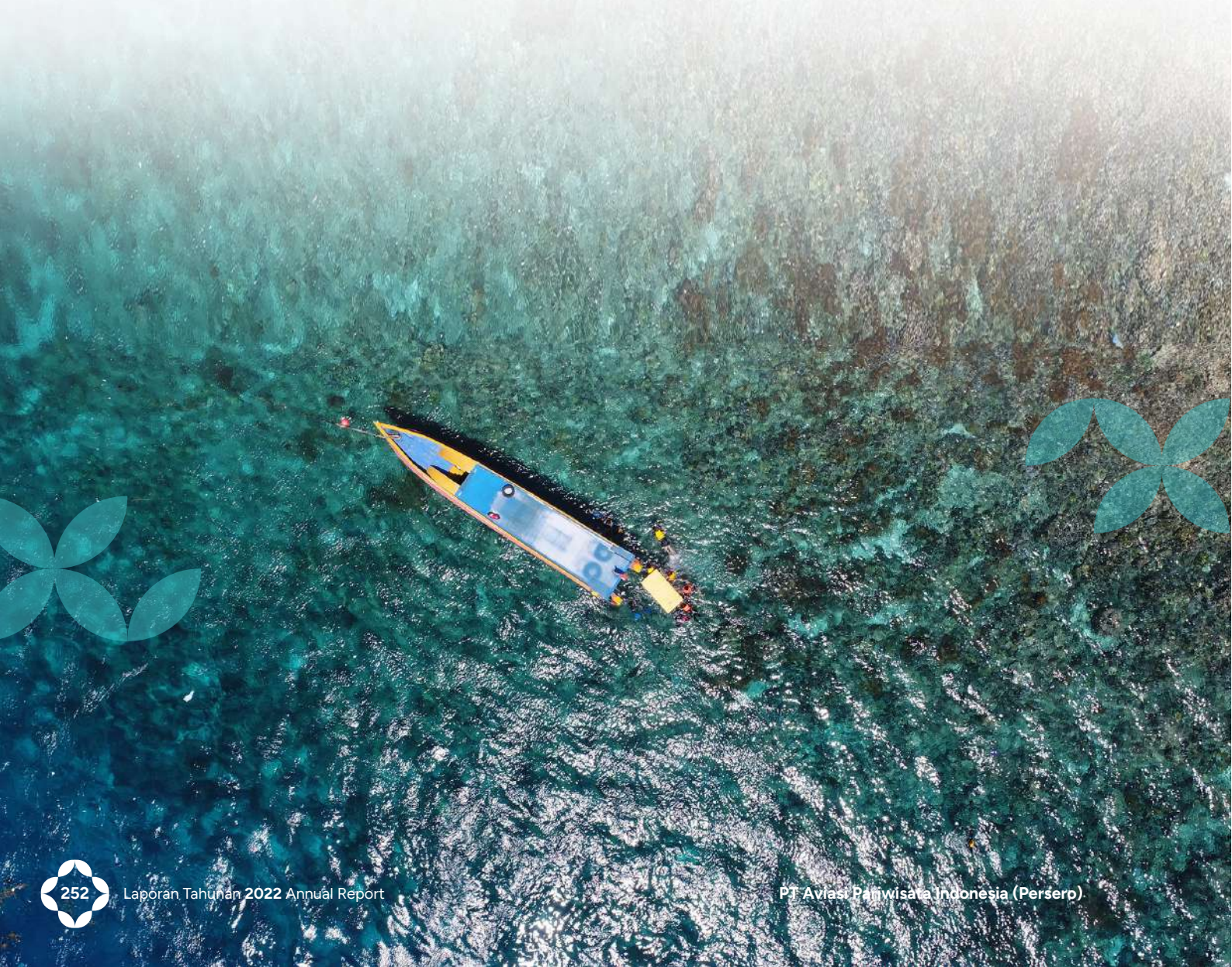


Penilaian Kinerja Komite di Bawah Direksi

Hingga akhir tahun 2022, Direksi InJourney tidak memiliki Komite di bawah Direksi.

Performance Assessment of Committees under the Board of Directors

Until the end of 2022, InJourney's Board of Directors did not have any Committees under the Board of Directors.



Nominasi dan Remunerasi bagi Dewan Komisaris dan Direksi

Nomination and Remuneration for the Board of Commissioners and Board of Directors

Pengangkatan dan pemberhentian serta penetapan besaran remunerasi bagi anggota Dewan Komisaris dan Direksi InJourney merupakan wewenang pemegang saham yang dilakukan melalui mekanisme RUPS.

Appointment and dismissal as well as determining the amount of remuneration for members of the Board of Commissioners and Board of Directors of InJourney is the authority of the shareholders which is carried out through the GMS mechanism.

Prosedur Nominasi Anggota Dewan Komisaris dan Direksi

InJourney adalah BUMN yang seluruh sahamnya dimiliki oleh Pemerintah Republik Indonesia melalui Kementerian Badan Usaha Milik Negara. Karena itu, pengangkatan anggota Dewan Komisaris dan Direksi InJourney mengacu pada Peraturan Menteri Badan Usaha Milik Negara No. PER-10/MBU/10/2020 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara dan Peraturan Menteri Badan Usaha Milik Negara No. PER-11/MBU/07/2021 Tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.

Nomination Procedure for Members of the Board of Commissioners and Board of Directors

InJourney is a SOE whose shares are wholly owned by the Government of the Republic of Indonesia through the Ministry of State-Owned Enterprises. Therefore, the appointment of members of InJourney's Board of Commissioners and Board of Directors refers to the Minister of State-Owned Enterprises Regulation No. PER-10/MBU/10/2020 concerning Amendments to the Minister of State-Owned Enterprises Regulation No. PER-02/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises and Minister of State-Owned Enterprises Regulation No. PER-11/MBU/07/2021 Concerning Requirements, Procedures for Appointment and Dismissal of the Board of Directors of State-Owned Enterprises.

Seluruh calon anggota Dewan Komisaris dan/atau Direksi InJourney harus memenuhi persyaratan formil dan materil sesuai yang tertera pada ketentuan tersebut.

All candidates for the Board of Commissioners and/or Board of Directors of InJourney must meet the formal and material requirements as stated in these provisions.

Pemilihan calon anggota Dewan Komisaris dilakukan melalui proses seleksi dan nominasi yang transparan dengan mempertimbangkan integritas, dedikasi, memahami masalah-masalah manajemen Perseroan, memiliki pengetahuan yang memadai di bidang usaha Perseroan dan dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya. Anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS dengan masa jabatan ditetapkan 5 (lima) tahun dan sesudahnya dapat diangkat kembali untuk 1 (satu) kali masa jabatan dan sewaktu-waktu dapat diberhentikan oleh RUPS sebelum berakhirnya masa jabatan.

The selection of candidates for members of the Board of Commissioners is carried out through a transparent selection and nomination process taking into account integrity, dedication, understanding of the Company's management issues, having adequate knowledge in the Company's business sector and being able to provide sufficient time to carry out their duties. Members of the Board of Commissioners are appointed and dismissed by the GMS with a term of office set for 5 (five) years and after that they can be reappointed for 1 (one) term of office and can be dismissed at any time by the GMS before the end of the term of office.

Seluruh anggota Dewan Komisaris yang menjabat pada tahun 2022 diangkat berdasarkan Surat Keputusan No. SK-337/MBU/10/2021. Seluruh Dewan Komisaris ditunjuk langsung oleh Kementerian BUMN sehingga InJourney tidak melaksanakan tahapan seleksi bagi calon anggota Dewan Komisaris.

All members of the Board of Commissioners who took office in 2022 were appointed based on Decree No. SK-337/MBU/10/2021. The entire Board of Commissioners is directly appointed by the Ministry of SOEs so that InJourney does not carry out the selection process for prospective members of the Board of Commissioners.

Proses Nominasi dan Pengangkatan Direksi

Pemilihan calon anggota Direksi dilakukan melalui proses seleksi dan nominasi yang transparan dengan mempertimbangkan keahlian, integritas, kepemimpinan, pengalaman, kejujuran, perilaku yang baik dan dedikasi yang tinggi untuk memajukan dan mengembangkan Perseroan. Anggota Direksi diangkat dan diberhentikan oleh RUPS setelah melalui uji kelayakan dan kepatutan. Direksi yang terpilih telah memenuhi syarat dan ketentuan perusahaan serta disetujui oleh seluruh Pemegang Saham pada saat Rapat Umum Pemegang Saham. InJourney tidak melakukan proses penentuan pengangkatan Direksi karena seluruh Direksi di InJourney memperoleh penunjukan langsung dari Kementerian BUMN.

Anggota Direksi wajib menandatangani kontrak manajemen, pakta integritas dan surat pernyataan yang berisi kesanggupan untuk menjalankan tugas dengan baik dan bersedia diberhentikan sewaktu-waktu berdasarkan pertimbangan RUPS.

Nomination and Appointment Process of the Board of Directors

Selection of candidates for members of the Board of Directors is carried out through a transparent selection and nomination process taking into account expertise, integrity, leadership, experience, honesty, good behavior and high dedication to advance and develop the Company. Members of the Board of Directors are appointed and dismissed by the GMS after going through a fit and proper test. The elected Board of Directors has fulfilled the terms and conditions of the Company and were approved by all shareholders at the General Meeting of Shareholders. InJourney does not carry out the process of determining the appointment of the Board of Directors because all Board of Directors in InJourney obtain direct appointments from the Ministry of SOEs.

Members of the Board of Directors are required to sign management contracts, integrity pacts and statements stating their ability to carry out their duties properly and are willing to be dismissed at any time based on the considerations of the GMS.

Kebijakan Remunerasi Dewan Komisaris dan Direksi

Penetapan remunerasi bagi Dewan Komisaris dan Direksi dilakukan dengan mempertimbangkan kinerja keuangan Perseroan, efektivitas manajemen risiko, dan potensi pendapatan Perseroan. Seluruh kebijakan terkait remunerasi bagi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN. Selain mengacu pada Peraturan Menteri BUMN tersebut, pada tahun 2022 penetapan penghasilan Direksi dan Dewan Komisaris ditetapkan dalam Surat Kementerian BUMN No. SR-51/Wk2.MBU.F/08/2022 tanggal 31 Agustus 2022 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Aviasi Pariwisata (Persero) tahun 2022.

Remuneration Policy of the Board of Commissioners and Board of Directors

Determination of remuneration for the Board of Commissioners and Board of Directors is carried out by considering the Company's financial performance, the effectiveness of risk management, and the Company's revenue potential. All policies related to remuneration for the Board of Commissioners and Board of Directors refer to the Minister of SOEs Regulation No. PER-13/MBU/09/2021 dated September 24, 2021, concerning the Sixth Amendment to Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Supervisory Board of SOEs. In addition to referring to the Minister of SOEs Regulation, in 2022, the determination of the income of the Board of Directors and Board of Commissioners is stipulated in the Ministry of SOEs Letter No. SR-51/Wk2.MBU.F/08/2022 dated August 31, 2022, regarding the Determination of Income for the Board of Directors and Board of Commissioners of PT Aviasi Pariwisata (Persero) for 2022.

Remunerasi Dewan Komisaris

Penetapan jumlah remunerasi Dewan Komisaris dilakukan sesuai dengan Peraturan Menteri BUMN No. PER-13/MBU/09/2021 yang mencakup faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan perusahaan, dan faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan.

Board of Commissioners Remuneration

Determination of the amount of remuneration for the Board of Commissioners is carried out in accordance with the Minister of SOEs Regulation No. PER-13/MBU/09/2021 which includes business scale factors, business complexity factors, inflation rates, company conditions and capabilities, and other relevant factors that do not conflict with statutory regulations.

Besaran jumlah remunerasi dapat diajukan oleh Dewan Komisaris yang kemudian dipertimbangkan oleh Komite Nominasi dan Remunerasi. Persetujuan remunerasi yang diterima oleh Dewan Komisaris harus sejalan dengan Peraturan Menteri BUMN dan kesepakatan seluruh Pemegang Saham pada saat RUPS. InJourney telah memetakan struktur penetapan remunerasi Dewan Komisaris yang dapat dilihat dalam tabel berikut.

The amount of remuneration can be proposed by the Board of Commissioners which is then considered by the Nomination and Remuneration Committee. Approval for the remuneration received by the Board of Commissioners must be in line with the Minister of SOEs Regulation and the agreement of all Shareholders at the GMS. InJourney has mapped out the structure for determining the remuneration for the Board of Commissioners which can be seen in the following table.

Struktur Penetapan Remunerasi
Remuneration Determination Structure

No	Jumlah Penghasilan *Number of Income*	Keputusan *Decree*	Keterangan *Description*
1	Honorarium	Rp146.700.000/bulan (45% dari Direktur Utama) *Rp146,700,000/month (45% of the President Director)*	Komisaris Utama: 100% *President Commissioner: 100%* Komisaris: 90% dari Komisaris Utama *Commissioner: 90% of the President Commissioner*
2	Tunjangan *Allowance*		
	Tunjangan Hari Raya *Holiday Allowance*	Diberikan sebesar satu bulan honorarium *Given one month's honorarium*	Sesuai dengan PER.001/INJOURNEY/12/2021 *In accordance with PER.001 INJOURNEY/12/2021*
	Tunjangan Transportasi *Transportation Allowance*	Diberikan sebesar 20% dari honorarium satu bulan *Given 20% of one month's honorarium*	Sesuai dengan PER.001/INJOURNEY/12/2021 *In accordance with PER.001/INJOURNEY/12/2021*
	Asuransi Purna Jabatan *Post-Employment Insurance*	Diberikan sebesar 25% dari honorarium dalam satu tahun *Given 25% of one year's honorarium*	Sesuai dengan PER.001/INJOURNEY/12/2021 *In accordance with PER.001/INJOURNEY/12/2021*
3	Fasilitas *Facility*		
	Fasilitas Kesehatan *Health Facility*	Asuransi kesehatan *Health Insurance*	Sesuai dengan PER.001/INJOURNEY/12/2021 *In accordance with PER.001/INJOURNEY/12/2021*
	Fasilitas Bantuan Hukum *Legal Aid Facility*	Bantuan hukum berupa pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka, dan terdakwa di lembaga peradilan *Legal aid in the form of financing the services of a lawyer/legal consultant office which includes the examination process as witnesses, suspects and defendants in court institutions*	Sesuai dengan PER.001/INJOURNEY/12/2021 *In accordance with PER.001/INJOURNEY/12/2021*
4	Tantiem/insentif Kerja *Tantiem/Work Incentive*		
	Tantiem/insentif Kerja *Tantiem/Work Incentive*	Diberikan sebesar 45% dari besaran yang diterima Direktur Utama berdasarkan RKAP *Given 45% of the amount received by the President Director based on RKAP*	Sesuai dengan PER.001/INJOURNEY/12/2021 *In accordance with PER.001/INJOURNEY/12/2021*
	Long Term Incentive	Tidak ada *None*	-

Remunerasi Dewan Komisaris Tahun 2022 (Dalam Rupiah)
Board of Commissioners Remuneration in 2022 (in Rupiah)

Nama *Name*	Jabatan *Position*	Honor (Bulanan) *(Monthly)*	Tunjangan *Allowance*		
			Transportasi (Bulanan) *Transportation (Monthly)*	Hari Raya (Tahunan) *Holiday (Annually)*	Asuransi Purna Jabatan (Tahunan) *Post-Employment Insurance (Annually)*
Triawan Munaf	Komisaris Utama merangkap Komisaris Independen *President Commissioner concurrently as Independent Commissioner*	146.700.000	29.340.000	146.700.000	440.100.000
Wihana Kirana Jaya	Komisaris *Commissioner*	132.030.000	26.406.000	132.030.000	396.060.000
Odo RM. Manuhutu	Komisaris *Commissioner*	132.030.000	26.406.000	132.030.000	396.060.000
Elwin Chandra Mochsin	Komisaris Independen *Independent Commissioner*	132.030.000	26.406.000	132.030.000	396.060.000

Remunerasi Direksi

Proses penetapan remunerasi yang diterima oleh Direksi diajukan oleh Dewan Komisaris dengan pertimbangan Komite Nominasi dan Remunerasi. Usulan remunerasi tersebut disesuaikan dan disahkan pada saat Rapat Umum Pemegang Saham. Dalam menentukan remunerasi Direksi, Perseroan mengacu pada Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN.

Board of Directors Remuneration

The process of determining the remuneration received by the Board of Directors is submitted by the Board of Commissioners with the consideration of the Nomination and Remuneration Committee. The remuneration proposal is adjusted and approved at the General Meeting of Shareholders. In determining the remuneration of the Board of Directors, the Company refers to the Minister of SOEs Regulation No. PER-13/MBU/09/2021 concerning Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Supervisory Board of SOEs.

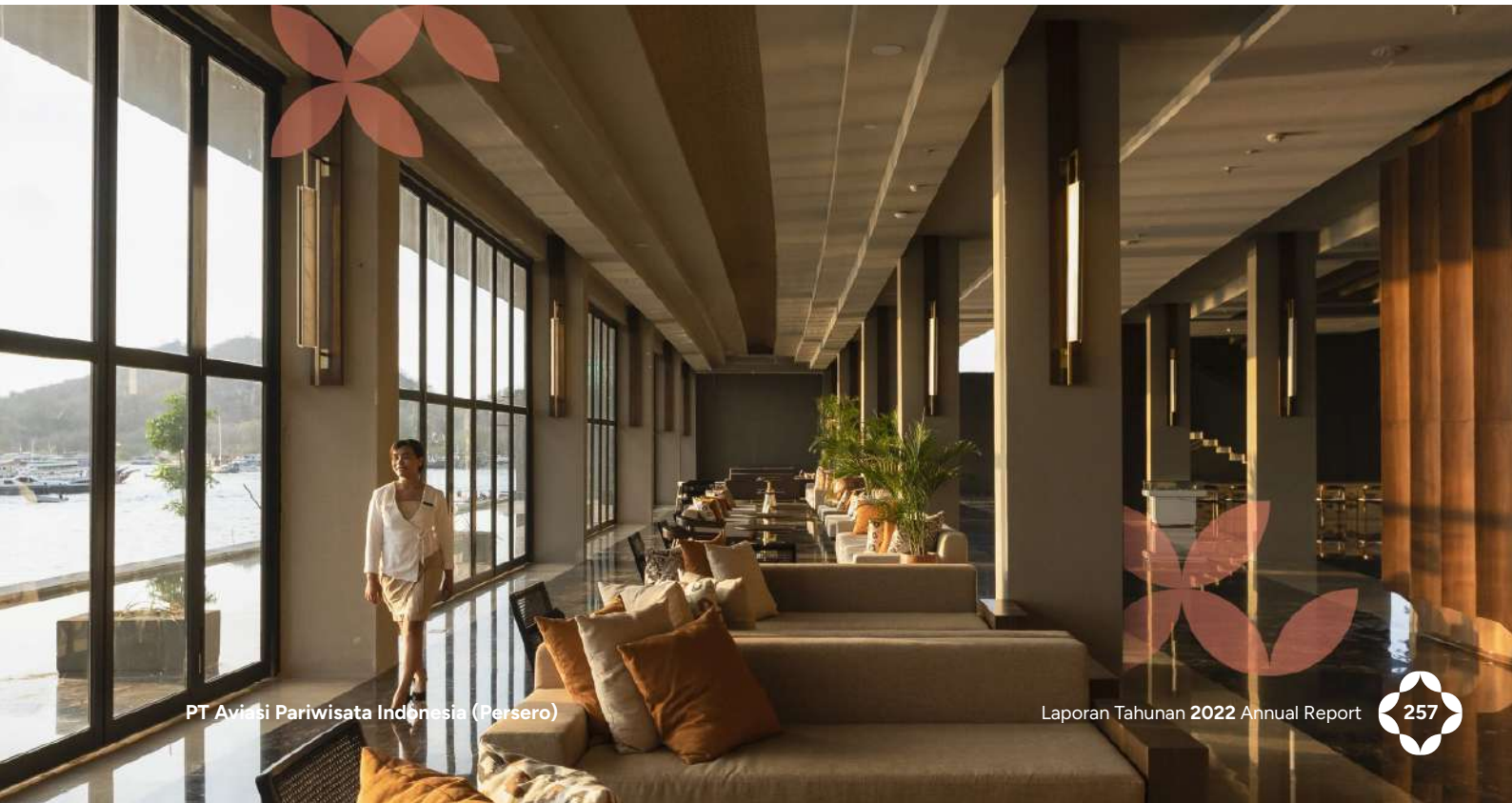
Struktur Penetapan Remunerasi
Remuneration Determination Structure

No	Jenis Remunerasi/Fasilitas *Type of Remuneration Facility*	Keterangan *Description*
1	Gaji *Salary*	• Direktur Utama memperoleh 100% sesuai dengan PER.001/INJOURNEY/12/2021 *President Director earns 100% in accordance with PER.001/INJOURNEY/12/2021* • Wakil Direktur Utama 90% dari gaji Direktur Utama *Vice President Director 90% of the salary of the President Director* • Anggota Direksi Lainnya 85% dari gaji Direktur Utama *Other Members of the Board of Directors 85% of the salary of the President Director*
2	Tunjangan *Allowance*	
	Hari Raya Keagamaan *Religious Holidays*	Memperoleh satu kali gaji *Earn one-time salary*
	Perumahan *Housing*	Direksi memperoleh tunjangan perumahan sebesar Rp27.500.000 *Board of Directors earns housing allowance of Rp27,500,000*
	Asuransi Purna Jabatan *Post-Employment Insurance*	Diberikan sebesar 25% dari honorarium dalam satu tahun *Given 25% of the one year's honorarium*

No	Jenis Remunerasi/Fasilitas *Type of Remuneration Facility*	Keterangan *Description*
3	Fasilitas *Facility*	
	Kendaraan *Transportation*	Sesuai dengan ketentuan yang diatur dalam Pasal 8 PER.001/INJOURNEY/12/2021 *In accordance with the provisions stipulated in Article 8 PER.001/INJOURNEY/12/2021*
	Kesehatan *Health*	Sesuai dengan ketentuan yang diatur dalam Pasal 9 PER.001/INJOURNEY/12/2021 *In accordance with the provisions stipulated in Article 9 PER.001/INJOURNEY/12/2021*
	Bantuan Hukum *Legal Aid*	Sesuai dengan ketentuan yang diatur dalam Pasal 10 PER.001/INJOURNEY/12/2021 *In accordance with the provisions stipulated in Article 10 PER.001/INJOURNEY/12/2021*

Jumlah Nominal/Komponen Remunerasi Direksi (Dalam Rupiah)
Number of Nominal/ Component of the Board of Directors Remuneration (in Rupiah)

Nama *Name*	Jabatan *Position*	Gaji (Bulanan) *Salary (Monthly)*	Tunjangan *Allowance*		
			Perumahan (Bulanan) *Housing (Monthly)*	Hari Raya (Tahunan) *Holiday (Annually)*	Asuransi Purna Jabatan(Tahunan) *Post-Employment Insurance (Annually)*
Dony Oskaria	Direktur Utama *President Director*	326.000.000	27.500.000	326.000.000	978.000.000
Edwin Hidayat Abdullah	Wakil Direktur Utama *Vice President Director*	293.400.000	27.500.000	293.400.000	880.200.000
Herdy Rosadi Harman	Direktur SDM dan Digital *Director of HC and Digital*	277.100.000	27.500.000	277.100.000	831.300.000
Maya Carolina Watono	Direktur Pemasaran dan Program Pariwisata *Director of Marketing and Tourism Program*	277.100.000	27.500.000	277.100.000	831.300.000



Sekretaris Dewan Komisaris

Secretary to the Board of Commissioners

Dewan Komisaris dapat membentuk Sekretariat Dewan Komisaris yang dipimpin oleh seorang Sekretaris Dewan Komisaris yang diangkat oleh Dewan Komisaris. Sekretaris Dewan Komisaris bertugas untuk membantu Dewan Komisaris dalam melaksanakan tugas. Berdasarkan Peraturan Menteri BUMN No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan usaha Milik Negara, penunjukan dan pemberhentian Sekretaris Dewan Komisaris dilakukan langsung oleh Dewan Komisaris. Sekretaris Dewan Komisaris dapat berasal dari luar Perseroan dengan masa jabatan maksimum 3 tahun dan dapat diangkat kembali dalam waktu maksimal 2 tahun.

The Board of Commissioners may form a Secretariat of the Board of Commissioners which is led by a Secretary to the Board of Commissioners who is appointed by the Board of Commissioners. The Secretary to the Board of Commissioners has the duty to assist the Board of Commissioners in carrying out their duties. Based on the Minister of SOEs Regulation No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/ Supervisory Board for State-Owned Enterprises, the appointment and dismissal of the Secretary to the Board of Commissioners is carried out directly by the Board of Commissioners. The Secretary to the Board of Commissioners can come from outside the Company with a maximum term of office of 3 years and can be reappointed within a maximum of 2 years.

Profil dan Kualifikasi Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris diangkat oleh Dewan Komisaris. Informasi lengkap terkait profil dan kualifikasi Sekretaris Dewan Komisaris dapat dilihat dalam paparan berikut:

Profile and Qualifications of Secretary to the Board of Commissioners

The Secretary to the Board of Commissioners is appointed by the Board of Commissioners. Complete information regarding the profile and qualifications of Secretary to the Board of Commissioners can be seen in the following presentation:



Muhammad Yusuf

Sekretaris Dewan Komisaris
Secretary to the Board of Commissioners

Usia *Age*		39 tahun *years old*
Domisili *Domicile*		Jakarta
Kewarganegaraan *Nationality*		Indonesia *Indonesian*

Riwayat Pendidikan *Educational Background*	• Lulus Diploma III Sekolah Tinggi Akuntansi Negara (STAN), Jakarta (2003) *Graduated with Diploma III from Indonesian State College of Accountancy (STAN), Jakarta (2003)* • Sarjana Akuntansi Universitas Indonesia (2007) *Bachelor of Accounting, University of Indonesia (2007)* • Magister Akuntansi Universitas Indonesia (2011) *Master of Accounting, University of Indonesia (2011)*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	Surat Keputusan Dewan Komisaris No. SK-001/DEKOM/11/2021 *Decree of the Board of Commissioners No. SK-001/DEKOM/11/2021*

Pengalaman Kerja dan Periodenya *Work Experience and Period*	• Staf Dewan Komisaris/Dewan Pengawas PT Berdikari (Persero) (Februari 2012-Juli 2013) *Staff of the Board of Commissioners/Supervisory Board of PT Berdikari (Persero) (February 2012-July 2013)* • Sekretaris Dewan Komisaris/Dewan Pengawas PT Perkebunan Nusantara II (September 2013-April 2016) *Secretary to the Board of Commissioners/Supervisory Board of PT Perkebunan Nusantara II (September 2013-April 2016)* • Staf Dewan Komisaris/Dewan Pengawas PT Bank Rakyat Indonesia (Persero) Tbk (April 2015-April 2016) *Staff of the Board of Commissioners/Supervisory Board of PT Bank Rakyat Indonesia (Persero) ZTbk (April 2015-April 2016)* • Sekretaris Dewan Komisaris/Dewan Pengawas PT Surveyor Indonesia (Persero) (September 2016-Desember 2017) *Secretary to the Board of Commissioners/Supervisory Board of PT Surveyor Indonesia (Persero) (September 2016-December 2017)* • Anggota Komite PT Rajawali Nusantara Indonesia (Persero) (November 2019-Agustus 2020) *Member of Committee of PT Rajawali Nusantara Indonesia (Persero) (November 2019-August 2020)* • Sekretaris Dewan Komisaris/Dewan Pengawas PT Rajawali Nusantara Indonesia (Persero) (Agustus 2020-November 2021) *Secretary to the Board of Commissioners/Supervisory Board of PT Rajawali Nusantara Indonesia (Persero) (August 2020-November 2021)*
Periode dan Masa Jabatan Sekretaris Dewan Komisaris *Period and Term of Office of Secretary to the Board of Commissioners*	2021-2024 (3 tahun) *2021-2024 (3 years)*

Tugas dan Tanggung Jawab

1. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris;
2. Membuat risalah rapat Dewan Komisaris sesuai ketentuan Anggaran Dasar Perusahaan;
3. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
4. Menyusun Rancangan RKA Dewan Komisaris;
5. Menyusun Rancangan Laporan-Laporan Dewan Komisaris;
6. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan dan menerapkan GCG;
7. Memberikan informasi kepada Dewan Komisaris secara berkala atau sewaktu-waktu apabila diminta;
8. Mengkoordinasikan anggota komite, apabila diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
9. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain;
10. Dalam rangka tertib administrasi dan tata kelola Perusahaan yang baik, Sekretariat Dewan Komisaris wajib memastikan dokumen terkait penyelenggaraan kegiatan di atas tersimpan dengan baik di Perseroan.

Duty and Responsibility

1. *Prepare meetings, including meeting materials (briefing sheet) of the Board of Commissioners;*
2. *Make minutes of meetings of the Board of Commissioners in accordance with the provisions of the Company's Articles of Association;*
3. *Administer the documents of the Board of Commissioners, including incoming letters, outgoing letters, minutes of meetings and other documents;*
4. *Prepare the Board of Commissioners' Work Plan and Budget Draft;*
5. *Prepare the Board of Commissioners Reports Draft;*
6. *Ensure that the Board of Commissioners complies with statutory regulations and implements GCG;*
7. *Provide information to the Board of Commissioners periodically or at any time when requested;*
8. *Coordinate committee members, if necessary in order to expedite the duties of the Board of Commissioners;*
9. *As a liaison officer of the Board of Commissioners with other parties;*
10. *In the context of orderly administration and good corporate governance, the Secretariat of the Board of Commissioners must ensure that documents related to the implementation of the above activities are properly stored in the Company.*

Pelaksanaan Tugas Sekretaris Dewan Komisaris

Sepanjang tahun 2022, Sekretaris Dewan Komisaris telah melaksanakan tugas sebagai berikut:

1. Mempersiapkan rapat gabungan antara Dewan Komisaris dan Direksi;
2. Membuat risalah rapat Dewan Komisaris sesuai ketentuan anggaran dasar Perusahaan;
3. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
4. Menyusun Rancangan Rencana Kerja dan Anggaran Dewan Komisaris;
5. Menyusun Rancangan Laporan-Laporan Dewan Komisaris;
6. Melaksanakan tugas lain dari Dewan Komisaris.

Penilaian Kinerja Sekretaris Dewan Komisaris

Di tahun 2022, Dewan Komisaris menilai bahwa Sekretaris Dewan Komisaris InJourney telah menjalankan tugas dan tanggung jawabnya sesuai peraturan perundang-undangan yang berlaku dengan baik.

Implementation of Duties of the Secretary to the Board of Commissioners

Throughout 2022, the Secretary to the Board of Commissioners has carried out the following duties:

1. *Prepare joint meetings between the Board of Commissioners and the Board of Directors;*
2. *Make minutes of meetings of the Board of Commissioners in accordance with the provisions of the Company's articles of association;*
3. *Administer the documents of the Board of Commissioners, including incoming letters, outgoing letters, minutes of meetings and other documents;*
4. *Prepare a draft of work plan and budget for the Board of Commissioners;*
5. *Prepare Draft of the Board of Commissioners Reports;*
6. *Carry out other duties of the Board of Commissioners.*

Performance Assessment of Secretary to the Board of Commissioners

In 2022, the Board of Commissioners considered that InJourney's Secretary to the Board of Commissioners has carried out his duties and responsibilities in accordance with the applicable statutory regulations.



PT Aviasi Pariwisata Indonesia (Persero)

Komite Audit
Audit Committee

Komite Audit merupakan organ pendukung Dewan Komisaris yang bertanggung jawab kepada Dewan Komisaris untuk membantu menjalankan fungsi pengawasan atas kegiatan Perseroan yang terkait dengan penelaahan atas informasi keuangan, pengendalian internal, efektivitas auditor internal dan eksternal, dan kepatuhan pada peraturan dan perundang-undangan yang berlaku.

The Audit Committee is a supporting organ for the Board of Commissioners which is responsible to the Board of Commissioners to help carry out the oversight function of the Company's activities related to the review of financial information, internal control, effectiveness of internal and external auditors, and compliance with applicable statutory regulations.

Piagam Komite Audit
Pada tahun 2022, Komite Audit telah menyusun Piagam Komite Audit yang ditetapkan oleh Dewan Komisaris pada tanggal 28 Oktober 2022.

Piagam berisikan antara lain:
1. Pendahuluan.
2. Pembentukan dan Keanggotaan.
3. Tugas dan Tanggung Jawab, Wewenang, Kode Etik.
4. Penjabaran Tugas.
5. Rapat dan Pelaporan.
6. Anggaran dan Remunerasi.

Audit Committee Charter
In 2022, the Audit Committee has prepared an Audit Committee Charter which was determined by the Board of Commissioners on October 28, 2022.

The Charter contains, among others:
1. *Introduction.*
2. *Establishment and Membership.*
3. *Duty and Responsibility, Authority, Code of Conduct.*
4. *Job Description.*
5. *Meeting and Reporting.*
6. *Budget and Remuneration.*

Komposisi Komite Audit
Komite Audit terdiri atas satu orang Ketua Komite Audit dan dibantu oleh Anggota Komite Audit. Pengangkatan dan pemberhentian Komite Audit dilakukan oleh Dewan Komisaris yang kemudian dilaporkan pada saat RUPS. Komite Audit dapat menjabat selama 3 tahun atau sesuai dengan kebijakan Dewan Komisaris. Pada tahun 2022, komposisi keanggotaan Komite Audit adalah sebagai berikut:

Audit Committee Composition
The Audit Committee consists of one Chairman of the Audit Committee and is assisted by members of the Audit Committee. The appointment and dismissal of the Audit Committee is carried out by the Board of Commissioners which is then reported at the GMS. The Audit Committee can serve for 3 years or according to the policy of the Board of Commissioners. In 2022, the membership composition of the Audit Committee is as follows:

Nama *Name*	Jabatan di komite *Position in Committee*	Dasar Pengangkatan *Basis of Appointment*	Keterangan *Description*
Elwin Chandra Mochsin	Ketua *Chairman*	SK Dewan Komisaris InJourney No. SK-001/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-001/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris Independen *Independent Commissioner*
Wihana Kirana Jaya	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-001/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-001/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris *Commissioner*

Nama *Name*	Jabatan di komite *Position in Committee*	Dasar Pengangkatan *Basis of Appointment*	Keterangan *Description*
Odo RM. Manuhutu	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-001/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-001/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris *Commissioner*
Herwan Ng	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-001/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-001/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Pihak Independen *Independent Party*
Yeti Wulandari	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-001/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-001/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Pihak Independen *Independent Party*

Profil Komite Audit

Profil Elwin Chandra Mochsin, Wihana Kirana Jaya dan Odo RM. Manuhutu dapat dilihat pada bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Audit Committee Profile

Profiles of Elwin Chandra Mochsin, Wihana Kirana Jaya and Odo RM. Manuhutu can be seen in the Company Profile chapter in this Annual Report book.

Nama *Name*	Herwan Ng
Jabatan *Position*	Anggota Komite Audit *Audit Committee Member*
Usia *Age*	50 tahun | years old
Domisili *Domicile*	Jakarta
Kewarganegaraan *Nationality*	Indonesia *Indonesian*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	SK Dewan Komisaris InJourney No. SK-001/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-001/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*
Riwayat Pendidikan *Educational Background*	• S1 Akuntansi Universitas Tarumanegara (1995) *Bachelor of Accounting, Tarumanegara University (1995)* • S2 MBA Edinburgh Business School, Heriot Watt University (2010) *Master of Business Administration, Edinburgh Business School, Heriot Watt University (2010)*
Pengalaman Kerja *Work Experience*	• Senior Manager PwC (1995-2005) *Senior Manager of PwC (1995-2005)* • Finance Director Rio Tinto Indonesia (2005-2019) *Finance Director of Rio Tinto Indonesia (2005-2019)* • Komisaris Independen Hewlett Packard (2016) *Independent Commissioner of Hewlett Packard (2016)* • Komite Audit PT Profesional Telekomunikasi Indonesia (2018) *Audit Committee of PT Profesional Telekomunikasi Indonesia (2018)* • Komite Audit PT Vale Indonesia Tbk (2019) *Audit Committee of PT Vale Indonesia Tbk (2019)* • Komite Audit PT Goodyear Indonesia Tbk (2019) *Audit Committee of PT Goodyear Indonesia Tbk (2019)*

Pengalaman Kerja *Work Experience*	• Senior Advisor Grant Thornton (2019) *Senior Advisor of Grant Thornton (2019)* • Direktur Pengelola AWR Lloyd Indonesia (2019-2020) *Managing Director of AWR Lloyd Indonesia (2019-2020)* • Komite Audit PT Archi Indonesia Tbk (2021) *Audit Committee of PT Archi Indonesia Tbk (2021)* • Komite Audit PT Caterpillar Finance Indonesia (2021) *Audit Committee of PT Caterpillar Finance Indonesia (2021)* • Komite Audit PT Industri Jamu & Farmasi Sido Muncul Tbk (2021) *Audit Committee of PT Industri Jamu & Farmasi Sido Muncul Tbk (2021)* • Komite Audit PT Samudera Indonesia Tbk (2021) *Audit Committee of PT Samudera Indonesia Tbk (2021)* • Komite Pengawasan Risiko PT Caterpillar Finance Indonesia (2021) *Risk Oversight Committee of PT Caterpillar Finance Indonesia (2021)* • Komite Pengawasan Risiko PT Maybank Indonesia Finance (2021) *Risk Oversight Committee of PT Maybank Indonesia Finance (2021)* • Komisaris Independen PT Hewlett Packard Finance Indonesia (2016-2022) *Independent Commissioner of PT Hewlett Packard Finance Indonesia (2016-2022)*
Rangkap Jabatan *Concurrent Positions*	• Anggota Komite Audit PT Vale Indonesia Tbk (sejak 2019) *Member of the Audit Committee of PT Vale Indonesia Tbk (since 2019)* • Anggota Komite Audit PT Goodyear Indonesia Tbk (sejak 2019) *Member of the Audit Committee of PT Goodyear Indonesia Tbk (since 2019)* • Anggota Komite Audit PT Archi Indonesia Tbk (sejak 2021) *Member of the Audit Committee of PT Archi Indonesia Tbk (since 2021)* • Anggota Komite Audit PT GoTo Gojek Tokopedia Tbk (sejak 2021) *Member of the Audit Committee of PT GoTo Gojek Tokopedia Tbk (since 2021)* • Anggota Komite Audit PT Industri Jamu & Farmasi Sido Muncul Tbk (sejak 2021) *Member of the Audit Committee of PT Industri Jamu & Farmasi Sido Muncul Tbk (since 2021)* • Anggota Komite Audit PT Samudera Indonesia Tbk (sejak 2021) *Member of the Audit Committee of PT Samudera Indonesia Tbk (since 2021)* • Anggota Komite Nasional Kebijakan Governansi (sejak 2021) *Member of the National Committee on Governance Policy (since 2021)* • Komite Audit PT FKS Multi Agro Tbk (sejak 2022) *Audit Committee of PT FKS Multi Agro Tbk (since 2022)*
Sertifikasi/Kualifikasi Profesional *Professional Certification Qualification*	CA, CPA, CIA, FCPA (Australia), FCMA (Australia), GRCP, GRCA dan QRGP *CA, CPA, CIA, FCPA (Australia), FCMA (Australia), GRCP, GRCA and QRGP*

Nama *Name*	Yeti Wulandari
Jabatan *Position*	Anggota Komite Audit *Audit Committee Member*
Usia *Age*	48 tahun *years old*
Domisili *Domicile*	Jakarta
Kewarganegaraan *Nationality*	Indonesia *Indonesian*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	SK Dewan Komisaris InJourney No. SK-001/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-001/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*
Riwayat Pendidikan *Edcuational Background*	• Diploma III dan Diploma IV Akuntansi di Sekolah Tinggi Akuntansi Negara, Jakarta (1994 dan 2002) *Diploma III and Diploma IV in Accounting at Indonesian State College of Accountancy, Jakarta (1994 and 2002)* • S2 Magister Teknologi Informasi di Universitas Indonesia, Jakarta (2013) *Master of Information Technology at the University of Indonesia, Jakarta (2013)*

Pengalaman Kerja *Work Experience*	• Kepala Subbidang Pengembangan Sistem Informasi, Kementerian BUMN (2006-2009) *Head of Information System Development Sub-Sector, Ministry of SOEs (2006-2009)* • Staf Dewan Komisaris PT Pos Indonesia (Persero) (2009-2010) *Staff of the Board of Commissioners of PT Pos Indonesia (Persero) (2009-2010)* • Komite Audit PT Asuransi Jiwasraya (Persero) (2010-2014) *Audit Committee of PT Asuransi Jiwasraya (Persero) (2010-2014)* • Sekretaris Dewan Pengawas Perum Percetakan Negara Republik Indonesia (PNRI) (2013-2014) *Secretary to the Supervisory Board of Perum Percetakan Negara of the Republic of Indonesia (2013-2014)* • Komite Audit Perum Percetakan Negara Republik Indonesia (PNRI) (2011-2013 dan 2014-2016) *Audit Committee of Perum Percetakan Negara of the Republic of Indonesia (PNRI) (2011-2013 and 2014-2016)* • Komite Audit Perum DAMRI (2016-2018) *Audit Committee of Perum DAMRI (2016-2018)* • Komite Audit Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI) (2018-2020) *Audit Committee of Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI) (2018-2020)* • Komite Audit PT Angkasa Pura Solusi (2021-2022) *Audit Committee of PT Angkasa Pura Solusi (2021-2022)*
Rangkap Jabatan *Concurrent Positions*	Kepala Subbagian Komunikasi dan Publikasi, Sekretariat Jenderal Kementerian Keuangan (sejak 2022) *Head of Communication and Publication Sub-Sector, Secretariat General of the Ministry of Finance (since 2022)*
Sertifikasi *Kualifikasi Profesional* *Professional Certification Qualification*	CA dan CACP *CA and CACP*

Independensi Komite Audit

Seluruh Anggota Komite Audit berasal dari pihak independen dan tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perseroan, yang dapat mempengaruhi kemampuannya bertindak independen.

Audit Committee Independence

All members of the Audit Committee come from independent parties and have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relationships with the Company, which may affect their ability to act independently.

Aspek Independensi *Independence Aspect*	Elwin Chandra Mochsin	Wihana Kirana Jaya	Odo RM. Manuhutu	Herwan Ng	Yeti Wulandari
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi *Has no financial relationship with the Board of Commissioners and Board of Directors*	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi *Has no management relationship in the Company, Subisidiaries, or Affiliated Companies*	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan *Has no share ownership relationship in the Company*	√	√	√	√	√

Aspek Independensi *Independence Aspect*	Elwin Chandra Mochsin	Wihana Kirana Jaya	Odo RM. Manuhutu	Herwan Ng	Yeti Wulandari
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit *Has no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee*	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah *Does not serve as administrator of political parties, officials and government*	√	√	-	√	√

Tugas dan Tanggung Jawab Komite Audit

Dalam menjalankan fungsinya, Komite Audit memiliki tugas dan tanggung jawab, antara lain:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas Auditor Eksternal dan Auditor Internal (AI);
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Auditor Internal (AI) maupun auditor eksternal, serta mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal dan Auditor Eksternal;
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian internal serta pelaksanaannya;
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang telah dikeluarkan PT Aviasi Pariwisata Indonesia (Persero);
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya;
6. Memberikan pendapat dan saran kepada Dewan Komisaris dalam rangka peningkatan kualitas Laporan Keuangan PT Aviasi Pariwisata Indonesia (Persero) dan pelaksanaan tugas pengawasan lain/audit khusus/investigasi sesuai permintaan Dewan Komisaris secara periodik;
7. Melakukan penelaahan (bila diperlukan) atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan PT Aviasi Pariwisata Indonesia (Persero) dan kepatuhan terhadap seluruh perjanjian dan komitmen yang dibuat PT Aviasi Pariwisata Indonesia (Persero) dengan pihak ketiga;
8. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Auditor Eksternal yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa;
9. Melakukan penelaahan atas saran, permasalahan atau keluhan pemangku kepentingan yang disampaikan langsung kepada Dewan Komisaris;

Duty and Reponsibility of the Audit Committee

In carrying out its functions, the Audit Committee has duties and responsibilities, including:

1. *Assist the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of the implementation of duties of the External Auditor and Internal Auditor (AI);*
2. *Assess the implementation of activities as well as the results of audits carried out by Internal Auditor (AI) and external auditor, as well as overseeing the implementation of follow-up by the Board of Directors on the findings of Internal Auditor and External Auditor;*
3. *Provide recommendations regarding the improvement of the internal control system as well as implementation;*
4. *Ensure that there is a satisfactory evaluation procedure for all information that has been issued by PT Aviasi Pariwisata Indonesia (Persero);*
5. *Identify matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners;*
6. *Provide opinions and suggestions to the Board of Commissioners in order to improve the quality of the Financial Statements of PT Aviasi Pariwisata Indonesia (Persero) and carry out other supervisory duties/special audits/investigations as requested by the Board of Commissioners periodically;*
7. *Conduct a review (if necessary) of compliance with statutory regulations related to the activities of PT Aviasi Pariwisata Indonesia (Persero) and compliance with all agreements and commitments made by PT Aviasi Pariwisata Indonesia (Persero) with third parties;*
8. *Provide recommendations to the Board of Commissioners regarding the appointment of an External Auditor which is based on independence, scope of assignment, and compensation for services;*
9. *Review suggestions, issues or complaints from stakeholders submitted directly to the Board of Commissioners;*

Wewenang Komite Audit

Dalam melakukan tugasnya, Komite Audit memiliki wewenang, antara lain:

1. Komite Audit bekerja secara kolektif, dan bersifat mandiri dalam melaksanakan tugas-tugasnya;
2. Mengakses dokumen, data, dan informasi Perseroan termasuk namun tidak terbatas pada data keuangan, aset, karyawan, dan sumber daya Perseroan lainnya yang diperlukan untuk melaksanakan tugasnya;
3. Dalam melaksanakan wewenang sebagaimana diatur dalam butir 1 di atas, Komite Audit wajib bekerja sama dengan mitra kerja lainnya di antaranya: Sekretariat Dewan Komisaris (Komite Manajemen Risiko, Komite Nominasi dan Remunerasi), Audit Internal (AI), Direktorat terkait penugasan di level Manajemen, dan unit-unit operasional perusahaan terkait termasuk anak perusahaan;
4. Mekanisme kerja sebagaimana butir 2 di atas harus mengikuti prosedur kerja yang ditetapkan sesuai peraturan yang berlaku di PT Aviasi Pariwisata Indonesia (Persero) serta secara rinci ditetapkan oleh Ketua Komite Audit dan dituangkan dalam Surat Tugas yang ditujukan kepada Dewan Direksi dan ditembuskan kepada Dewan Komisaris;
5. Jika diperlukan, Komite Audit dapat mengusulkan kepada Dewan Komisaris untuk melibatkan tenaga ahli dan/atau konsultan/pihak independen di luar anggota Komite Audit untuk membantu pelaksanaan tugas-tugas Dewan Komisaris yang terkait fungsi Komite Audit atas biaya Perusahaan;
6. Jika diperlukan, Komite Audit dapat mengusulkan kepada Dewan Komisaris untuk membentuk suatu tim yang bersifat *ad hoc*, di mana kriteria dan periode penugasannya disesuaikan dengan jenis pekerjaannya;
7. Mengkaji independensi, objektivitas serta merekomendasikan Kantor Akuntan Publik (Auditor Eksternal) kepada Dewan Komisaris yang akan dipilih oleh Perusahaan untuk mengaudit Laporan Keuangan Perusahaan;
8. Komite Audit mempunyai wewenang berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, dan Auditor terkait tugas dan tanggung jawab Komite Audit;
9. Dalam pelaksanaan dengan wewenang sebagaimana butir 8 di atas, Komite Audit dapat difasilitasi oleh Audit Internal (AI) sebagai *counterpart*;
10. Komite Audit melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Rapat Komite Audit

Ketentuan rapat Komite Audit

1. Komite Audit mengadakan rapat secara berkala sekurang-kurangnya satu kali dalam satu bulan untuk menyelesaikan Program Kerja Komite Audit;

Authority of the Audit Committee

In carrying out its duties, the Audit Committee has the authority, among others:

1. *The Audit Committee works collectively and is independent in carrying out its duties;*
2. *Access Company documents, data and information including but not limited to financial data, assets, employees and other Company resources needed to carry out its duties;*
3. *In carrying out the authority as stipulated in point 1 above, the Audit Committee is obliged to cooperate with business partners including: Secretariat of the Board of Commissioners (Risk Management Committee, Nomination and Remuneration Committee), Internal Audit (AI), Directorate related to assignments at the Management level, and related company operational units including subsidiaries;*
4. *The working mechanism as referred to in point 2 above must follow the work procedures established in accordance with the regulations in force at PT Aviasi Pariwisata Indonesia (Persero) and in detail determined by the Chairman of the Audit Committee and set forth in a Letter of Assignment addressed to the Board of Directors and copied to the Board of Commissioners;*
5. *If necessary, the Audit Committee may propose to the Board of Commissioners to involve experts and/or consultants/ independent parties outside the members of the Audit Committee to assist the implementation of the duties of the Board of Commissioners related to the functions of the Audit Committee at the expense of the Company;*
6. *If necessary, the Audit Committee may propose to the Board of Commissioners to form an ad hoc team, where the criteria and assignment period are adjusted to the type of work;*
7. *Assess independence, objectivity as well as recommend a Public Accounting Firm (External Auditor) to the Board of Commissioners which will be chosen by the Company to audit the Company's Financial Statements;*
8. *The Audit Committee has the authority to communicate directly with employees, including the Board of Directors and parties carrying out the internal audit function, and the Auditor regarding the duties and responsibilities of the Audit Committee;*
9. *In implementing the authority as stated in point 8 above, the Audit Committee can be facilitated by the Internal Audit (AI) as a counterpart;*
10. *The Audit Committee performs other authorities granted by the Board of Commissioners.*

Audit Committee Meeting

Provisions for Audit Committee meetings

1. *The Audit Committee holds regular meetings at least once a month to complete the Audit Committee Work Program;*

2. Jika dipandang perlu, Komite dapat mengundang pihak lain yang terkait dengan materi rapat untuk hadir dalam rapat dengan sepengetahuan anggota Direksi terkait;
3. Rapat Komite dipimpin oleh Ketua Komite atau anggota yang didelegasikan oleh Ketua Komite;
4. Pemanggilan rapat dilakukan oleh Ketua Komite, dalam hal Ketua Komite berhalangan, maka pemanggilan rapat dilakukan oleh anggota Komite yang ditunjuk oleh Ketua Komite;
5. Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat;
6. Keputusan Rapat Komite yang menurut Ketua Rapat bersifat strategis baru berlaku efektif jika telah diputuskan oleh rapat Dewan Komisaris;
7. Setiap anggota Komite Audit diberi kebebasan seluas-luasnya untuk menyampaikan pendapat profesionalnya dalam pembahasan setiap agenda rapat tanpa intervensi siapapun;
8. Setiap anggota Komite Audit menyampaikan persetujuan atau keberatan dan/atau usul perbaikan atas Risalah Rapat dengan mempertimbangkan ketentuan batas waktu penyampaian Risalah Rapat yang diatur dalam Tata Tertib Rapat Komite;
9. Setiap anggota Komite Audit berhak menerima salinan Risalah Rapat meskipun yang bersangkutan tidak hadir dalam rapat tersebut.

2. If deemed necessary, the Committee may invite other parties related to the meeting material to attend the meeting with the knowledge of the relevant members of the Board of Directors;
3. Committee meetings are chaired by the Committee Chairman or members delegated by the Committee Chairman;
4. Summons for meetings are made by the Chairman of the Committee, in the event that the Committee Chairman is absent, the summons for the meeting shall be made by a member of the Committee appointed by the Committee Chairman.
5. Decisions of the Audit Committee meetings are taken based on deliberation to reach a consensus;
6. Decisions of Committee Meetings which according to the Chairperson of the Meeting are strategic in nature will only become effective if they have been decided by a meeting of the Board of Commissioners;
7. Each member of the Audit Committee is given the widest possible freedom to express his professional opinion in discussing each meeting agenda without anyone's intervention;
8. Each member of the Audit Committee submits approval or objection and/or suggestions for improvements to the Minutes of Meeting taking into account the provisions for the deadline for submission of the Minutes of Meeting stipulated in the Committee's Meeting Rules;
9. Each member of the Audit Committee is entitled to receive a copy of the Minutes of Meeting even if the person concerned is not present at the meeting.

Sepanjang tahun 2022, Komite Audit telah melangsungkan rapat sebanyak 13 (tiga belas) kali dengan agenda dan frekuensi kehadiran sebagai berikut:

Throughout 2022, the Audit Committee has held 13 (thirteen) meetings with the following agenda and frequency of attendance:

Frekuensi Kehadiran
Attendance Frequency

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Number of Meetings*	Kehadiran *Attendance*	Persentase *Percentage*
Elwin Chandra Mochsin	Ketua *Chairman*	13	13	100%
Wihana Kirana Jaya	Anggota *Member*	13	13	100%
Odo RM. Manuhutu	Anggota *Member*	13	13	100%
Herwan Ng	Anggota *Member*	13	13	100%
Yeti Wulandari	Anggota *Member*	13	13	100%

Agenda Rapat
Meeting Agenda

No.	Tanggal *Date*	Agenda
1	25 Januari 2022 *January 25, 2022*	Diskusi Internal Komite Audit terkait Draft Usulan RKA Komite Audit Tahun 2022 *Internal Discussion of the Audit Committee regarding the 2022 Audit Committee RKA Proposal Draft*
2	18 Februari 2022 *February 18, 2022*	Diskusi Internal Komite Audit terkait Draft Piagam Komite Audit *Internal Discussion of the Audit Committee regarding the Audit Committee Charter Draft*
3	24 April 2022 *April 24, 2022*	Weekly Meeting (9) Audit KAP TB 2021 PT Aviasi Pariwisata Indonesia (Persero) *Weekly Meeting (9) of KAP Audit for Fiscal Year 2021 of PT Aviasi Pariwisata Indonesia (Persero)*
4	8 April 2022 *April 8, 2022*	Paparan Draft Final Audit PT Aviasi Pariwisata Indonesia (Persero) *Exposure of the Final Audit draft of PT Aviasi Pariwisata Indonesia (Persero)*
5	27 Mei 2022 *May 27, 2022*	• Evaluasi KAP 2021 *2021 KAP Evaluation* • Program Kerja Pengawasan Tahunan 2022 *2022 Annual Supervision Work Program*
6	15 Juni 2022 *June 15, 2022*	Rapat Internal Komite Audit PT Aviasi Pariwisata Indonesia (Persero) *Internal Meeting of the Audit Committee of PT Aviasi Pariwisata Indonesia (Persero)*
7	19 Juli 2022 *July 19, 2022*	Rapat Pembahasan dan Diskusi terkait: *Discussion meetings related to:* • Aktivitas Internal Audit PT Aviasi Pariwisata Indonesia (Persero) s.d Triwulan II 2022 *Internal Audit activities of PT Aviasi Pariwisata Indonesia (Persero) until the second quarter of 2022* • Laporan Kinerja Internal Audit PT Aviasi Pariwisata Indonesia (Persero) s.d Triwulan II 2022 *Performance Report of the Internal Audit of PT Aviasi Pariwisata Indonesia (Persero) until the second quarter of 2022*
8	15 September 2022 *September 15, 2022*	Pembahasan PKPT Injourney Tahun 2022 *Discussion of InJourney's PKPT in 2022*
9	25 Oktober 2022 *October 25, 2022*	Pembahasan TOR/KAK Pengadaan Auditor Eksternal (KAP) *Discussion of TOR/KAK for the Procurement of External Auditors (KAP)*
10	21 November 2022 *November 21, 2022*	Pembahasan Kinerja Internal Audit Triwulan III 2022 termasuk Tindak Lanjut Temuan Audit Internal dan Eksternal *Discussion on Internal Audit Performance for the third quarter of 2022 including Follow-up on Internal and External Audit Findings*
11	1 Desember 2022 *December 1, 2022*	Pembahasan Draft Telaahan dan Rekomendasi Komite Audit atas Usulan RKAP Tahun 2023 PT Aviasi Pariwisata Indonesia (Persero) *Discussion of the Draft of Audit Committee's Review and Recommendations on the 2023 RKAP Proposal of PT Aviasi Pariwisata Indonesia (Persero)*
12	6 Desember 2022 *December 6, 2022*	Progress Update KAP TB 2022 PT Aviasi Pariwisata Indonesia (Persero) *KAP Progress Update for Fiscal Year 2022 of PT Aviasi Pariwisata Indonesia (Persero)*
13	12 Desember 2022 *December 12, 2022*	Rapat Internal Komite Audit - Pembahasan Usulan RJPP 2022 - 2026 PT Aviasi Pariwisata Indonesia (Persero) *Audit Committee Internal Meeting - Discussion of Proposed RJPP 2022 - 2026 of PT Aviasi Pariwisata Indonesia (Persero)*

Pelatihan dan Peningkatan Kompetensi

Perseroan memberikan kesempatan kepada anggota Komite Audit untuk mengikuti program pelatihan dan pengembangan kompetensi. Sepanjang tahun 2022, anggota Komite Audit InJourney telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut:

Training and Competency Improvement

The Company provides opportunities for members of the Audit Committee to take part in training and competency development programs. Throughout 2022, members of InJourney's Audit Committee have participated in the following training and competency development programs:

Nama *Name*	Program yang Diikuti *Followed Program*	Penyelenggara *Organizer*	Waktu *Time*	Tempat *Place*
Herwan Ng	Konferensi Nasional - The Institute of Internal Auditors (IIA) Indonesia *National Conference - The Institute of Internal Auditors (IIA) Indonesia*	The Institute of Internal Auditors (IIA) Indonesia	12-13 Oktober 2022 *October 12-13, 2022*	Hotel Four Points by Sheraton, Ungasan, Bali *Four Points Hotel by Sheraton, Ungasan Bali*
Yeti Wulandari	Konferensi Nasional - The Institute of Internal Auditors (IIA) Indonesia *National Conference - The Institute of Internal Auditors (IIA) Indonesia*	The Institute of Internal Auditors (IIA) Indonesia	12-13 Oktober 2022 *October 12-13, 2022*	Hotel Four Points by Sheraton, Ungasan, Bali *Four Points Hotel by Sheraton, Ungasan, Bali*

Pelaksanaan Tugas Komite Audit

Pada tahun 2022, Komite Audit InJourney telah melaksanakan tugas sebagai berikut:

1. Menyelenggarakan 13 kali Rapat Komite Audit, termasuk menyusun dan mendokumentasikan Risalah Rapat;
2. Menyampaikan 3 Laporan Triwulanan Pelaksanaan Tugas Komite Audit, serta 1 Laporan Tahunan Pelak-sanaan Tugas Komite Audit;
3. Menelaah laporan dan informasi kinerja keuangan perusahaan baik secara triwulanan, serta menyampaikan telaahan kepada Dewan Komisaris atas kinerja keuangan perusahaan per triwulan (3 telaahan);
4. Menelaah kinerja keuangan perusahaan tahunan *audited*, termasuk menyampaikan telaahan tersebut kepada Dewan Komisaris (1 telaahan);
5. Menghadiri rapat pembahasan usulan RKAP 2023 dan menelaah usulan tersebut, termasuk menyampaikan telahaan kepada Dewan Komisaris untuk pertimbangan tanggapan/saran dan evaluasi RKAP Tahun 2023 (1 telaahan);
6. Melakukan rapat pendalaman dengan Audit Internal sebanyak 2 kali, termasuk menyampaikan 2 dokumen yang mencakup telaahan, tanggapan, dan rekomendasi Komite Audit untuk dilaporkan kepada Dewan Komisaris atas program kerja dan realisasi program kerja Internal Audit di tahun 2022, termasuk progress tindak lanjut atas temuan-temuan audit internal dan eksternal;
7. Komite Audit telah mengikuti satu kali kegiatan pengembangan kompetensi/kapabilitas melalui seminar/konferensi terkait dengan Audit internal.

Selain itu, Komite Audit juga telah melaksanakan hal-hal sebagai berikut:

1. Menghadiri dan mengikuti beberapa kali Rapat/Diskusi Internal dengan Manajemen atau Unit Kerja di dalam Perseroan, maupun rapat dengan *Stakeholders* terkait (termasuk Pemegang Saham dalam hal ini Kementerian BUMN);
2. Mengawal proses Audit Tahun Buku 2021 dengan menghadiri setiap pembahasan *update progress* KAP yang dilakukan setiap satu hingga dua minggu sekali;
3. Menelaah efektivitas KAP Tahun Buku 2021 dan menyampaikan 1 telaahan kepada Dewan Komisaris, termasuk usulan Direksi yang membutuhkan persetujuan tertulis dari Dewan Komisaris, dan menyusun rekomendasinya, antara lain Usulan Penunjukan KAP yang akan melaksanakan jasa audit Laporan Keuangan Konsolidasian Tahun 2022, termasuk mengawal penyusunan lingkup audit (TOR) bersama dengan manajemen dan KAP;
4. Menghadiri dan mengikuti 1 kali Rapat/Diskusi Internal dengan Manajemen atau Unit Kerja di dalam Perseroan dalam pembahasan RJPP Perseroan.

Implementation of Duties of the Audit Committee

In 2022, the InJourney's Audit Committee has carried out the following duties:

1. *Organized 13 Audit Committee Meetings, including compiling and documenting the Minutes of Meetings;*
2. *Submitted 3 Quarterly Reports on the Implementation of Duties of the Audit Committee, as well as 1 Annual Report on the Implementation of Duties of the Audit Committee;*
3. *Reviewed reports and information on the Company's financial performance both on a quarterly basis, and submitted reviews to the Board of Commissioners on the Company's financial performance per quarter (3 reviews);*
4. *Reviewed the Company's annual audited financial performance, including submitted the review to the Board of Commissioners (1 review);*
5. *Attended meetings to discuss the RKAP 2023 proposals and reviewed the proposals, including submitted reviews to the Board of Commissioners for consideration of responses/suggestions and evaluation of the RKAP 2023 (1 review);*
6. *Conducted 2 in-depth meetings with Internal Audit, including submitted 2 documents which included reviews, responses and recommendations of the Audit Committee to be reported to the Board of Commissioners on the work program and realization of the Internal Audit work program in 2022, including follow-up progress on findings internal and external audits;*
7. *The Audit Committee has attended competency/capability development activities once through seminar/conference related to internal audit.*

In addition, the Audit Committee has also carried out the following:

1. *Attended and participated in several Internal Meetings/Discussions with Management or Work Units within the Company, as well as meetings with related Stakeholders (including Shareholders in this case the Ministry of SOEs);*
2. *Supervised the Audit process for Fiscal Year 2021 by attending every KAP progress update discussion which was conducted every one to two weeks;*
3. *Reviewed the effectiveness of KAP for Fiscal Year 2021 and submitted 1 review to the Board of Commissioners, including suggestions from the Board of Directors that require written approval from the Board of Commissioners, and formulated recommendations, including recommendations for the appointment of KAP to carry out audit services for the 2022 Consolidated Financial Statements, including oversaw the preparation of the scope of the audit (TOR) together with management and KAP;*
4. *Attended and participated 1 Internal Meeting/Discussion with Management or Work Units within the Company in discussing the Company's RJPP.*

Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee

Dewan Komisaris membentuk Komite Nominasi dan Remunerasi sebagai organ pendukung dalam melaksanakan pengawasan seluruh kegiatan yang berkaitan dengan nominasi dan remunerasi perusahaan.

The Board of Commissioners established the Nomination and Remuneration Committee as a supporting organ in carrying out oversight of all activities related to the nomination and remuneration of the Company.

Piagam Komite

Pada tahun 2022, Komite Nominasi dan Remunerasi telah menyusun Piagam Komite Nominasi dan Remunerasi yang ditetapkan oleh Dewan Komisaris pada tanggal 3 Oktober 2022.

Committee Charter

In 2022, the Nomination and Remuneration Committee has prepared the Nomination and Remuneration Committee Charter which was determined by the Board of Commissioners on October 3, 2022.

Susunan dan Komposisi

Anggota Komite Nominasi dan Remunerasi diangkat dan diberhentikan oleh Dewan Komisaris. Masa jabatan Komite Nominasi dan Remunerasi dapat berlangsung selama 3 tahun atau sesuai dengan kebijakan Dewan Komisaris.

Structure and Composition

Members of the Nomination and Remuneration Committee are appointed and dismissed by the Board of Commissioners. The term of office of the Nomination and Remuneration Committee can last for 3 years or according to the policy of the Board of Commissioners.

Nama *Name*	Jabatan di komite *Position in Committee*	Dasar Pengangkatan *Basis of Appointment*	Keterangan *Description*
Triawan Munaf	Ketua *Chairman*	SK Dewan Komisaris InJourney No. SK-003/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-003/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris Utama merangkap Komisaris Independen *President Commissioner concurrently as Independent Commissioner*
Wihana Kirana Jaya	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-003/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-003/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris *Commissioner*
Elwin Chandra Mochsin	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-003/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-003/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris Independen *Independent Commissioner*
Odo RM. Manuhutu	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-003/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-003/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris *Commissioner*
Emmy Julianti	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-003/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-003/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Pihak Independen *Independent Party*

Profil Anggota Komite

Profil Triawan Munaf, Elwin Chandra Mochsin, Wihana Kirana Jaya dan Odo RM. Manuhutu dapat dilihat pada bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Profile of Committee Members

Profiles of Triawan Munaf, Elwin Chandra Mochsin, Wihana Kirana Jaya and Odo RM. Manuhutu can be seen in the Company Profile chapter in this Annual Report book.

Nama *Name*	Emmy Julianti
Jabatan *Position*	Anggota Komite Nominasi dan Remunerasi *Member of the Nomination and Remuneration Committee*
Usia *Age*	46 tahun *years old*
Domisili *Domicile*	Jakarta
Kewarganegaraan *Nationality*	Indonesia *Indonesian*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	SK Dewan Komisaris InJourney No. SK-003/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-003/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*
Riwayat Pendidikan *Educational Background*	• S1 Sarjana Ekonomi, Fakultas Ekonomi, Universitas MPU-Tantular Jakarta (1998-2003) *Bachelor of Economics, Faculty of Economics, MPU-Tantular University, Jakarta (1998-2003)* • S2 Magister Manajemen, Universitas Bhayangkara Jakarta Raya (2020-2022) *Master of Management, Bhayangkara University Jakarta Raya (2020-2022)* • S3 Doktor Ilmu Manajemen, Universitas Bhayangkara Jakarta Raya (2022-sekarang) *Doctor of Management Science, Bhayangkara University Jakarta Raya (2022-present)*
Pengalaman Kerja *Work Experience*	• Secretary Yayasan Al-Manaar Al-Syamil (2014-2019) *Secretary of Al-Manaar Al-Syamil Foundation (2014-2019)* • Chairman Yayasan SDMLIST Jakarta (2016-2020) *Chairman of SDMLIST Foudation Jakarta (2016-2020)* • HRBP Manager, PT LG Electronics Indonesia Cibitung Factory (2010-2021)
Rangkap Jabatan *Concurrent Positions*	• Trainer Program CHRG SDMLIST Jakarta (2016-sekarang) *Trainer of CHRG Program of SDMLIST Jakarta (2016-present)* • Trainer & Consultant, Next Idea Consultant (2014-Sekarang) *Trainer & Consultant, Next Idea Consultat (2014-present)* • Dewan Pengawas Yayasan SDMLIST Jakarta (2020-sekarang) *Supervisory Board of SDMLIST Foundation Jakarta (2020-present)* • Founder & CEO, PT Siap Kerja Profesional (2021-sekarang) *Founder & CEO, PT Siap Kerja Profesional (2021-present)*

Independensi Komite

Seluruh Anggota Komite Nominasi dan Remunerasi yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perseroan, yang dapat mempengaruhi kemampuannya bertindak independen.

Committee Independence

All members of the Nomination and Remuneration Committee who come from independent parties have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relationships with the Company, which may affect their ability to act independently.

Aspek Independensi *Independence Aspect*	Triawan Munaf	Wihana Kirana Jaya	Elwin Chandra Mochsin	Odo RM. Manuhutu	Emmy Junianti
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi *Has no financial relationship with the Board of Commissioners and Board of Directors*	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi *Has no management relationship in the Company, Subisidiaries, or Affiliated Companies*	√	√	√	√	√

Aspek Independensi *Independence Aspect*	Triawan Munaf	Wihana Kirana Jaya	Elwin Chandra Mochsin	Odo RM. Manuhutu	Emmy Junianti
Tidak memiliki hubungan kepemilikan saham di perusahaan *Has no share ownership relationship in the Company*	√	√	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi dan Remunerasi *Has no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Nomination and Commination Committee*	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah *Does not serve as administrator of political parties, officials and government*	√	√	√	-	√

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Komite Nominasi dan Remunerasi meliputi:

1. Tugas Pokok Berkaitan Nominasi
   a. Dengan mengacu pada prinsip GCG, merekomendasi kepada Dewan Komisaris mengenai:
      i. Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris;
      ii. Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi;
      iii. Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris;
      iv. Kebijakan pengelolaan talenta internal Perseroan.
   b. Dalam hal Komite menganggap perlu menggunakan konsultan independen bidang nominasi untuk melakukan penelaahan kembali atas sistem dan kebijakan nominasi, maka tugas Komite adalah:
      i. Menentukan kriteria dan kompetensi konsultan berkoordinasi dengan Direktorat *Human Capital Management*;
      ii. Melakukan pemantauan pekerjaan konsultan.
2. Tugas Pokok Berkaitan Remunerasi
   a. Dengan mengacu pada prinsip GCG, merekomendasi kepada Dewan Komisaris mengenai evaluasi terhadap struktur, kebijakan dan besaran remunerasi Perseroan.
   b. Dalam hal Komite menganggap perlu menggunakan konsultan remunerasi independen untuk melakukan penelaahan kembali atas remunerasi yang telah ditentukan, maka tugas Komite adalah:
      i. Menentukan kriteria dan kompetensi konsultan berkoordinasi dengan Direktorat *Human Capital Management*;
      ii. Melakukan pemantauan pekerjaan konsultan.

Duty and Responsibility

Duties and responsibilities of the Nomination and Remuneration Committee include:

1. *Main Duties Related to Nomination*
   a. *With reference to GCG principles, make recommendations to the Board of Commissioners regarding:*
      i. Position composition of members of the Board of Directors and/or members of the Board of Commissioners;
      ii. Policies and criteria needed in the nomination process;
      iii. Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners;
      iv. The Company's internal talent management policy.
   b. *In the event that the Committee deems it necessary to use an independent consultant in the field of nomination to review the nomination system and policies, then the duties of the Committee are:*
      i. Determine the criteria and competence of the consultant in coordination with the Directorate of Human Capital Management;
      ii. Monitor the work of consultants.
2. *Main Duties Related to Remuneration*
   a. *With reference to GCG principles, make recommendations to the Board of Commissioners regarding the evaluation of the structure, policies and amount of the Company's remuneration.*
   b. *In the event that the Committee deems it necessary to use an independent remuneration consultant to review the determined remuneration, then the duties of the Committee are:*
      i. Determine the criteria and competence of the consultannt in coordination with the Directorate of Human Capital Management;
      ii. Monitor the work of consultants.

3. Tugas Pokok Berkaitan GCG
   a. Melakukan kajian atas kepatuhan perusahaan (termasuk tapi tidak terbatas pada *Standard Operational Procedure*/SOP dan Standar Etika Perseroan) terhadap peraturan perundang-undangan dan kode etik yang berlaku;
   b. Memastikan tindak lanjut hasil penilaian/audit atas praktik GCG Perseroan yang dilakukan oleh instansi berwenang;
   c. Melaporkan hasil evaluasi dan memberikan rekomendasi yang objektif, profesional dan independen atas penerapan GCG Perseroan kepada Dewan Komisaris;
   d. Melaksanakan tugas khusus dan tugas lainnya dari Dewan Komisaris yang tidak bertentangan dengan peraturan perundang-undangan yang berlaku dan relevan, peraturan perusahaan, *Code of Corporate Governance* PT Aviasi Pariwisata Indonesia (Persero), Kode Etik perusahaan, *Board Manual* serta ketentuan-ketentuan lain dalam Piagam ini;
   e. Dalam hal Komite menganggap perlu menggunakan konsultan independen bidang GCG untuk melakukan penelaahan kembali atas sistem dan kebijakan GCG, maka tugas Komite adalah:
      i. Menentukan kriteria dan kompetensi konsultan berkoordinasi dengan Direktorat *Human Capital Management;*
      ii. Melakukan pemantauan pekerjaan konsultan.
4. Pelaksanaan Tugas Khusus
   a. Pemberian tugas khusus kepada Komite Nominasi dan Remunerasi oleh Dewan Komisaris dilakukan melalui perintah tertulis yang antara lain menerangkan:
      i. Nama anggota Komite Nominasi dan Remunerasi yang diberi tugas;
      ii. Sifat dan lingkup pekerjaan;
      iii. Tujuan dan sasaran pekerjaan;
      iv. Waktu penugasan;
      v. Hal-hal administratif yang berkaitan dengan tugas khusus dimaksud.
   b. 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 dalam kaitannya dengan tugas dan tanggung jawabnya;
   c. Komite Nominasi dan Remunerasi harus menyampaikan laporan pelaksanaan tugas khusus dengan tingkat kerahasiaan maksimal terbatas pada anggota Komite Nominasi dan Remunerasi dan anggota Dewan Komisaris.

3. Main Duties Related to GCG
   a. Conduct a review of the Company's compliance (including but not limited to the Standard Operational Procedure/SOP and the Company's Ethical Standards) with the applicable statutory regulations and code of conduct;
   b. Ensure follow-up on the results of the assessment/ audit of the Company's GCG practices carried out by the competent authority;
   c. Report evaluation results and provide objective, professional and independent recommendations on the implementation of the Company's GCG to the Board of Commissioners;
   d. Carry out special duties and other duties from the Board of Commissioners that do not conflict with applicable and relevant statutory regulations, company regulations, Code of Corporate Governance PT Aviasi Pariwisata Indonesia (Persero), the Company's Code of Conduct, Board Manual as well as other provisions in the Charter;
   e. In the event that the Committee deems it necessary to use an independent GCG consultant to review the GCG system and policies, then the duties of the Committee are:
      i. Determine the criteria and competence of the consultannt in coordination with the Directorate of Human Capital Management;
      ii. Monitor the work of consultants.
4. Implementation of Special Duties
   a. The assignment of special duties to the Nomination and Remuneration Committee by the Board of Commissioners is carried out through a written order which among other things explains:
      i. Name of the Nomination and Remuneration Committee member assigned;
      ii. Nature and scope of work;
      iii. Job goals and objectives;
      iv. Assignment time;
      v. Administrative matters relating to the said special duty.
   b. Specific duties may include but are not limited to examine allegations of errors in the decisions of the Board of Directors meetings or deviations in the implementation of decisions made in the Board of Directors meetings in relation to their duties and responsibilities;
   c. The Nomination and Remuneration Committee must submit reports on the implementation of special duties with the maximum level of confidentiality limited to members of the Nomination and Remuneration Committee and members of the Board of Commissioners.

Rapat Komite

Ketentuan rapat Komite Nominasi dan Remunerasi

1. Komite Nominasi dan Remunerasi sekurang-kurangnya mengadakan rapat sekali dalam 3 (tiga) bulan untuk menyelesaikan Program Kerja Komite Nominasi dan Remunerasi;
2. Apabila diperlukan, Komite dapat mengundang pihak lain yang terkait dengan materi rapat untuk hadir dalam rapat dengan sepengetahuan anggota Direksi terkait;
3. Rapat Komite dipimpin oleh Ketua Komite. Apabila Ketua Komite berhalangan hadir maka rapat dipimpin oleh anggota yang paling senior dalam Komite Nominasi dan Remunerasi. Bilamana rapat tidak dapat dihadiri oleh Ketua dan atau anggota senior rapat dianggap batal;
4. Pemanggilan rapat dilakukan oleh Ketua Komite;
5. Pemanggilan rapat dilakukan sekurang-kurangnya 7 (tujuh) hari dan dalam hal mendesak minimum 2 (dua) hari sebelum tanggal rapat, dengan mencantumkan hari, tanggal, jam, tempat dan agenda rapat yang akan dibicarakan dan diadakan di tempat kedudukan Perseroan atau di tempat lain di wilayah RI yang disepakati;
6. Keputusan rapat Komite yang menurut ketua rapat bersifat strategis baru berlaku efektif jika telah diputuskan oleh rapat Dewan Komisaris;
7. Segala sesuatu yang dibicarakan dan diputuskan dalam rapat Komite termasuk pendapat yang berbeda (*dissenting opinion*), dituangkan dalam Risalah Rapat yang ditandatangani oleh seluruh anggota Komite yang hadir, sebagai buhi yang sah atas keputusan yang diambil dalam rapat;
8. Setiap anggota Komite diberi kebebasan seluas-luasnya untuk menyampaikan pendapat profesionanya dalam pembahasan setiap agenda rapat tanpa intervensi siapapun;
9. Setiap anggota Komite menyampaikan persetujuan atau keberatan dan/atau usul perbaikan atas Risalah Rapat dimaksud dalam jangka waktu 3 (tiga) hari terhitung sejak tanggal pengiriman Risalah Rapat;
10. Setiap anggota Komite berhak menerima salinan Risalah Rapat meskipun yang bersangkutan tidak hadir dalam rapat tersebut;
11. Kehadiran anggota Komite dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan Komite;
12. Jumlah rapat serta jumlah kehadiran masing-masing anggota Komite dalam rapat serta laporan singkat Komite yang memuat isu-isu penting yang dibicarakan oleh Komite harus diungkapkan dalam Laporan Tahunan (*Annual Report*).

Committee Meetings

Provisions for Nomination and Remuneration Committee meetings

1. *The Nomination and Remuneration Committee holds meetings at least once every 3 (three) months to complete the Nomination and Remuneration Committee Work Program;*
2. *If necessary, the Committee may invite other parties related to the meeting material to attend the meeting with the knowledge of the relevant members of the Board of Directors;*
3. *Committee meetings are chaired by the Committee Chairman. If the Committee Chairman is unable to attend, the meeting will be chaired by the most senior member of the Nomination and Remuneration Committee. If the meeting cannot be attended by the Chairman and/or senior members the meeting is deemed to be cancelled;*
4. *The meeting notice is made by the Committee Chairman;*
5. *Notice for meetings are made at least 7 (seven) days and in urgent cases a minimum of 2 (two) days before the meeting date, by stating the day, date, time, place and agenda of the meeting to be discussed and held at the Company's domicile or elsewhere in the agreed territory of the Republic of Indonesia;*
6. *Committee meeting resolutions which according to the meeting chairman are strategic will only become effective if they have been decided by a meeting of the Board of Commissioners;*
7. *Every matter discussed and decided at a Committee meeting, including dissenting opinions, is stated in the Minutes of Meeting which are signed by all Committee members present, as legal evidence for the resolutions taken at the meeting;*
8. *Each member of the Committee is given the widest freedom to express their professional opinion in the discussion of each meeting agenda without anyone's intervention;*
9. *Each member of the Committee submits approval or objection and/or proposed improvements to the Minutes of Meeting referred to within a period of 3 (three) days from the delivery date of the Minutes of Meeting;*
10. *Each Committee member has the right to receive a copy of the Minutes of Meeting even if the person concerned was not present at the meeting;*
11. *Attendance of Committee members at meetings is reported in the Committee's quarterly report and annual report;*
12. *The number of meetings and the number of attendances of each Committee member at meetings as well as the Committee's brief report containing sigificant issues discussed by the Committee must be disclosed in the Annual Report.*

Rapat Komite Nominasi dan Remunerasi diselenggarakan sesuai dengan kebutuhan Perseroan, sekurang-kurangnya dilaksanakan 4 (empat) kali dalam setahun. Pengambilan keputusan rapat Komite Nominasi dan Remunerasi dilakukan berdasarkan musyawarah mufakat atau suara terbanyak. Hasil rapat Komite Nominasi dan Remunerasi dituangkan dalam suatu risalah rapat yang ditandatangani oleh seluruh anggota Komite dan dikomunikasikan dengan baik.

Meetings of the Nomination and Remuneration Committee are held according to the needs of the Company, at least 4 (four) times a year. Decision making of the Nomination and Remuneration Committee meeting is carried out based on deliberation for consensus or majority vote. The results of the Nomination and Remuneration Committee meeting are set forth in a minutes of meeting signed by all members of the Committee and properly communicated.

Sepanjang tahun 2022, Komite Nominasi dan Remunerasi telah melangsungkan rapat sebanyak 6 (enam) kali dengan agenda dan frekuensi kehadiran sebagai berikut:

Throughout 2022, the Nomination and Remuneration Committee has held 6 (six) meetings with the following agenda and frequency of attendance:

Frekuensi kehadiran
Attendance Frequency

Nama *name*	Jabatan *Positio*	Jumlah Rapat *Number of Meetings*	Kehadiran *Attendance*	Persentase *Percentage*
Triawan Munaf	Ketua *Chairmann*	6	6	100%
Wihana Kirana Jaya	Anggota *Member*	6	6	100%
Elwin Chandra Mochsin	Anggota *Member*	6	6	100%
Odo RM. Manuhutu	Anggota *Member*	6	6	100%
Emmy Julianti	Anggota *Member*	6	6	100%

Agenda Rapat
Meeting Agenda

No.	Tanggal *Date*	Agenda
1	11 Agustus 2022 *August 11, 2022*	Pembahasan Usulan Pengisian Jabatan *Senior Vice President of Internal Audit* PT Aviasi Pariwisata Indonesia (Persero) *Discussion on Proposals for Filling the Position of Senior Vice President of Internal Audit of PT Aviasi Pariwisata Indonesia (Persero)*
2	13 September 2022 *September 13, 2022*	Pembahasan Permohonan Persetujuan Perubahan Struktur Organisasi Perusahaan *Discussion of the Application for Approval of Changes in the Company's Organizational Structure*
3	15 September 2022 *September 15, 2022*	Rapat Teknis Pembahasan Perubahan Organisasi Perusahaan *Technical Meeting for Discussion of Company Organizational Changes*
4	18 Oktober 2022 *October 18, 2022*	Pembahasan Perubahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 *Discussion of Changes to the Company's Work Plan and Budget (RKAP) for 2022*
5	24 November 2022 *November 24, 2022*	Rapat Usulan RKAP dan KPI Korporasi Tahun 2023 InJourney *Meeting of InJourney's RKAP and Corporate KPI 2023 Proposal*
6	13 Desember 2022 *December 13, 2022*	Pembahasan Rancangan RJPP Tahun 2022-2026 PT Aviasi Pariwisata Indonesia (Persero) *Discussion of the RJPP 2022-2026 Draft of PT Aviasi Pariwisata Indonesia (Persero)*

Pelatihan dan Peningkatan Kompetensi

Perseroan memberikan kesempatan kepada anggota Komite Nominasi dan Remunerasi untuk mengikuti program pelatihan dan pengembangan kompetensi. Pada tahun 2022, tidak terdapat anggota komite yang mengikuti pelatihan terkait kompetensi nominasi maupun remunerasi.

Laporan Pelaksanaan Tugas

Realisasi kegiatan Komite Nominasi dan Remunerasi selama tahun 2022 adalah sebagai berikut:

1. Menyusun Program Kerja Komite Nominasi dan Remunerasi Tahun 2022;
2. Menyusun Piagam Komite Nominasi dan Remunerasi;
3. Mengikuti 6 kali rapat yang terdiri dari 2 kali rapat internal Komite Nominasi dan Remunerasi dan 4 kali rapat Komite Nominasi dan Remunerasi dengan manajemen InJourney;
4. Menelaah 5 Usulan Direksi yang membutuhkan persetujuan tertulis dari Dewan Komisaris, antara lain:
   a. Permohonan Penyesuaian Nomenklatur Jabatan;
   b. Pertimbangan Remunerasi;
   c. Usulan Pengisian Jabatan *Senior Vice President of Internal Audit*;
   d. Telaah Komite Nominasi dan Remunerasi atas Usulan Perubahan Organisasi Perusahaan;
   e. Usulan Perpanjangan Masa Tugas Direksi PT Angkasa Pura I;
   f. Permohonan Perubahan Usulan RKAP dan KPI Korporasi Tahun 2022 InJourney;
   g. Tanggapan Komite Nominasi dan Remunerasi Terhadap Rancangan RJPP Tahun 2022-2026 InJourney;
   h. Usulan Rencana Kerja & Anggaran Perusahaan (RKAP) dan *Key Performance Indicator* (KPI) Korporasi Tahun 2023 InJourney.

Training and Competency Improvement

The Company provides opportunities for members of the Nomination and Remuneration Committee to take part in training and competency development programs. In 2022, no committee members attended training related to training or remuneration.

Report on the Implementation of Duties

Realization of the Nomination and Remuneration Committee activities in 2022 are as follows:

1. *Prepared the Nomination and Remuneration Committee Work Program for 2022;*
2. *Prepared the Nomination and Remuneration Committee Charter;*
3. *Participated in 6 meetings consisting of 2 internal Nomination and Remuneration Committee meetings and 4 Nomination and Remuneration Committee meetings with InJourney's management;*
4. *Reviewed 5 Board of Directors' proposals that require written approval from the Board of Commissioners, including:*
   a. *Application for Adjustment of Position Nomenclature;*
   b. *Remuneration Considerations;*
   c. *Proposal for Filling the Position of Senior Vice President of Internal Audit;*
   d. *Review of the Nomination and Remuneration Committee on Proposed Changes in Company Organization;*
   e. *Proposal for Extension of the Term of Office of the Board of Directors of PT Angkasa Pura I;*
   f. *Request for Amendments to the InJourney's RKAP and Corporate KPI Proposals for 2022;*
   g. *Response of the Nomination and Remuneration Committee to InJourney's RJPP 2022-2026 Draft;*
   h. *Proposal of InJourney's Corporate Work Plan & Budget (RKAP) and Corporate Key Performance Indicator (KPI) for 2023.*



Komite Manajemen Risiko Usaha, Investasi & GCG

Business Risk Management, Investment & GCG Committee

Dewan Komisaris InJourney membentuk Komite Manajemen Risiko Usaha, Investasi & GCG yang bertanggung jawab untuk bekerja secara independen membantu Dewan Komisaris melakukan pemantauan kegiatan manajemen risiko dan memberikan masukan kepada Dewan Komisaris terhadap penyusunan dan perbaikan kebijakan manajemen risiko. Komite Manajemen Risiko Usaha, Investasi & GCG melaksanakan tugas dan tanggung jawab berdasarkan Surat Keputusan Dewan Komisaris SK-002/INJ/DEKOM/01/2022 dengan masa jabatan selama 3 tahun.

InJourney's Board of Commissioners established a Business Risk Management, Investment & GCG Committee which is responsible for working independently to assist the Board of Commissioners in monitoring risk management activities and providing input to the Board of Commissioners regarding the preparation and improvement of risk management policies. The Business Risk Management, Investment & GCG Committee carries out its duties and responsibilities based on the Decree of the Board of Commissioners SK-002/INJ/DEKOM/01/2022 with a term of office of 3 years.

Piagam Komite

Pada tahun 2022, Komite Manajemen Risiko Usaha, Investasi & GCG telah menyusun Piagam Komite Komite Manajemen Risiko Usaha, Investasi & GCG yang ditetapkan oleh Dewan Komisaris pada tanggal 3 Oktober 2022.

Committee Charter

In 2022, the Business Risk Management, Investment & GCG Committee has prepared the Committee Charter for the Business Risk Management, Investment & GCG Committee which was stipulated by the Board of Commissioners on October 3, 2022.

Susunan dan Komposisi

Komposisi keanggotaan Komite Manajemen Risiko Usaha, Investasi dan GCG pada akhir tahun 2022 adalah sebagai berikut:

Structure and Composition

Membership composition of the Business Risk Management, Investment and GCG Committee at the end of 2022 is as follows:

Nama *Name*	Jabatan di komite *Positionn in Committee*	Dasar Pengangkatan *Basis of Appointment*	Keterangan *Description*
Wihana Kirana Jaya	Ketua *Chairman*	SK Dewan Komisaris InJourney No. SK-002/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-002/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris *Commissioner*
Triawan Munaf	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-002/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-002/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris Utama merangkap Komisaris Independen *President Commissioner concurrently as Independent Commisssioner*
Elwin Chandra Mochsin	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-002/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-002/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Komisaris Independen *Independent Commisssioner*

Nama *Name*	Jabatan di komite *Positionn in Committee*	Dasar Pengangkatan *Basis of Appointment*	Keterangan *Description*
Muhammad Romli	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-002/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-002/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Pihak Independen *Independent Party*
Widia Praptiwi	Anggota *Member*	SK Dewan Komisaris InJourney No. SK-002/INJ/DEKOM/01/2022 juncto SK Dewan Komisaris InJourney No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners of InJourney No. SK-002/INJ/DEKOM/01/2022 juncto Decree of the Board of Commissioners of InJourney No. SK-006/INJ/DEKOM/07/2022*	Pihak Independen *Independent Party*

Profil Anggota Komite

Profil Triawan Munaf, Elwin Chandra Mochsin dan Wihana Kirana Jaya dapat dilihat pada bab Profil Perusahaan dalam buku Laporan Tahunan ini.

Profile of Committee Members

The profiles of Triawan Munaf, Elwin Chandra Mochsin and Wihana Kirana Jaya can be seen in the Company Profile chapter in this Annual Report.

Nama *Name*	Muhammad Romli
Jabatan *Position*	Anggota Komite Manajemen Risiko Usaha, Investasi dan GCG *Member of Business Risk Management, Investment and GCG Committee*
Usia *Age*	44 tahun | years old
Domisili *Domicile*	Jakarta
Kewarganegaraan *Nationality*	Indonesia *Indonesian*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	Surat Keputusan Dewan Komisaris No. SK-002/INJ/DEKOM/01/2022 juncto No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners No. SK-002/INJ/DEKOM/01/2022 juncto No. SK-006/INJ/DEKOM/07/2022*
Riwayat Pendidikan *Educational Background*	• Budget and Accounting, State College of Accounting (STAN) & Finance Diploma Program (2000) • Accounting, College of Economic and Financial Dharma Putra (2004) • Master of Science of Corporate Financial Management, Universitas Indonesia (2013)
Pengalaman Kerja *Work Experience*	• Risk Management Committee PT Angkasa Pura II (Januari 2017-April 2019) *Risk Management Committee of PT Angkasa Pura II (January 2017-April 2019)* • Head of Capital Injection Assessment for SOEs, Ministry of Finance (2018-2021) • Risk Management Monitoring Committee PT Angkasa Pura II (Persero) (Mei 2020-Desember 2021) *Risk Management Monitoring Committee of PT Angkasa Pura II (Persero) (May 2020-December 2021)* • Investment Financing Consultant for PT Waskita Karya (Tbk) (April 2021-September 2021) • Head of Joint Research between Ministry of Finance and Prospera Indonesia with topic of Wellbeing Budget Policy (2022) • Financial Analyst on Fiscal Policy Office, Ministry of Finance (2020-2023)
Rangkap Jabatan *Concurrent Positions*	Tidak memiliki rangkap jabatan di perusahaan maupun lembaga lain *Has no concurrent positions in other companies or institutions*
Sertifikasi/Kualifikasi Profesional *Professional Certification Qualification*	CPA, CERG, CPMA, ERMCP

Nama *Name*	Widia Praptiwi
Jabatan *Position*	Anggota Komite Manajemen Risiko Usaha, Investasi dan GCG *Member of Business Risk Management, Investment and GCG Committee*
Usia *Age*	48 tahun | years old
Domisili *Domicile*	Jakarta
Kewarganegaraan *Nationality*	Indonesia *Indonesian*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	Surat Keputusan Dewan Komisaris No. SK-002/INJ/DEKOM/01/2022 juncto No. SK-006/INJ/DEKOM/07/2022 *Decree of the Board of Commissioners No. SK-002/INJ/DEKOM/01/2022 juncto No. SK-006/INJ/DEKOM/07/2022*
Riwayat Pendidikan *Educational Background*	Bachelor degree in Accounting University of Indonesia (1997) *Master of Science in Accounting University of Indonesia (2004)*
Pengalaman Kerja *Work Experience*	• Member of Hotel Indonesia Natour's Audit Committee (2015-2018) • Member of PT Telekomunikasi Indonesia, Tbk Risk Committee (2018-2019) • Member of Hotel Indonesia Natour's Audit Committee (2020-2021)
Rangkap Jabatan *Concurrent Positions*	Lecturer in University of Krisnadwipayana Jakarta (2015-sekarang) Lecturer in University of Krisnadwipayana Jakarta (2015-present)
Sertifikasi/Kualifikasi Profesional *Professional Certification Qualification*	CCGO, CA, ERMCP, CERG

Independensi Komite

Seluruh Anggota Komite Manajemen Risiko Usaha, Investasi Dan GCG yang berasal dari pihak independen tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan Perseroan, yang dapat mempengaruhi kemampuannya bertindak independen.

Committee Independence

All members of the Business Risk Management, Investment and GCG Committee who come from independent parties have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relationships with the Company, which may affect their ability to act independently.

Aspek Independensi *Independence Aspect*	Wihana Kirana Jaya	Triawan Munaf	Elwin Chandra Mochsin	Muhammad Romli	Widia Praptiwi
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi *Has no financial relationship with the Board of Commissioners and Board of Directors*	√	√	√	√	√
Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi *Has no management relationship in the Company, Subisidiaries, or Affiliated Companies*	√	√	√	√	√
Tidak memiliki hubungan kepemilikan saham di perusahaan *Has no share ownership relationship in the Company*	√	√	√	√	√

Aspek Independensi *Independence Aspect*	Wihana Kirana Jaya	Triawan Munaf	Elwin Chandra Mochsin	Muhammad Romli	Widia Praptiwi
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Manajemen Risiko Usaha, Investasi dan GCG *Has no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Business Risk Management, Investment and GCG Committee*	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah *Does not serve as administrator of political parties, officials and government*	√	√	√	√	√

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Komite Manajemen Risiko Usaha, Investasi, dan GCG meliputi:

1. Tanggung Jawab
   a. Komite Manajemen Risiko Usaha, Investasi, dan GCG bertanggung jawab dalam melaksanakan tugasnya membantu Dewan Komisaris;
   b. Komite Manajemen Risiko Usaha, Investasi, dan GCG bersifat mandiri dan independen baik dalam pelaksanaan tugasnya maupun dalam pelaporan dan bertanggung jawab secara langsung kepada Dewan Komisaris.
2. Tugas-tugas
   a. Memberikan masukan dan/atau telaahan kepada Dewan Komisaris terkait pengelolaan manajemen risiko Perseroan secara terintegrasi sesuai standar dan pedoman umum manajemen risiko yang telah ditetapkan oleh Perseroan;
   b. Melakukan *monitoring* dan evaluasi atas penerapan manajemen risiko secara terintegrasi di Perseroan;
   c. Melakukan diskusi dan/atau koordinasi dengan manajemen dan/atau anak usaha Perseroan dan/atau pihak terkait lainnya yang mekanisme pelaksanaannya sesuai penugasan dari Dewan Komisaris;
   d. Melakukan evaluasi terhadap efektivitas pelaksanaan pengendalian dan mitigasi risiko yang dilakukan oleh Unit Manajemen Risiko;
   e. Melakukan evaluasi manajemen risiko atas tindakan Direksi yang memerlukan persetujuan/tanggapan Dewan Komisaris antara lain RJPP, RKAP, investasi, dan aksi korporasi lainnya sesuai dengan Anggaran Dasar Perseroan;
   f. Melakukan *monitoring* dan evaluasi dalam penyusunan dan pencapaian *Key Performance Indicators* (KPI) Perseroan;

Duty and Responsibility

Duties and responsibilities of the Business Risk Management, Investment and GCG Committee include:

1. *Responsibilities*
   a. The Business Risk Management, Investment and GCG Committee is responsible for carrying out its duties to assist the Board of Commissioners;
   b. The Business Risk Management, Investment and GCG Committee is self-sufficient and independent both in carrying out its duties and in reporting and is directly responsible to the Board of Commissioners.
2. *Duties*
   a. Provide input and/or review to the Board of Commissioners regarding the integrated management of the Company's risk management in accordance with the general risk management standards and guidelines set by the Company;
   b. Monitor and evaluate the implementation of integrated risk management in the Company;
   c. Conduct discussions and/or coordinate with management and/or the Company's subsidiaries and/or other related parties whose implementation mechanism is in accordance with the assignment from the Board of Commissioners;
   d. Evaluate the effectiveness of the implementation of control and risk mitigation carried out by the Risk Management Unit;
   e. Evaluate risk management for the actions of the Board of Directors that require the approval/response of the Board of Commissioners, including RJPP, RKAP, investments and other corporate actions in accordance with the Company's Articles of Association;
   f. Conduct monitoring and evaluation in preparing and achieving the Company's Key Performance Indicators (KPI);

g. Melakukan diskusi dan/atau koordinasi dengan Unit Internal yang terkait dengan pelaksanaan tugas dari Dewan Komisaris;
h. Melaksanakan tugas tambahan lain dari Dewan Komisaris yang berkenaan dengan pelaksanaan tugas Manajemen Risiko Usaha, Investasi & GCG;

i. Dalam hal Direksi menganggap perlu menggunakan konsultan manajemen risiko independen untuk melakukan penelaahan kembali atas proses manajemen risiko yang telah diterapkan Perseroan, maka tugas KMR adalah:
   i. Memberikan masukan tentang kriteria dan kompetensi dalam pemilihan konsultan;
   ii. Melakukan monitor dan evaluasi pekerjaan konsultan melalui Unit Manajemen Risiko;
   iii. Menyampaikan laporan kegiatan kepada Dewan Komisaris secara berkala.

g. Conduct discussions and/or coordinate with Internal Units related to the implementation of the duties of the Board of Commissioners;
h. Carry out other additional duties from the Board of Commissioners relating to the implementation of Business Risk Management, Investment & GCG duties;
i. In the event that the Board of Directors deems it necessary to use an independent risk management consultant to review the risk management process that has been implemented by the Company, the duties of KMR are:
   i. Provide input on criteria and competency in the selection of consultants;
   ii. Monitor and evaluate the consultant's work through the Risk Management Unit;
   iii. Submit activity reports to the Board of Commissioners on a regular basis.

Rapat Komite Manajemen Risiko Usaha, Investasi dan GCG

Ketentuan rapat Komite Manajemen Risiko Usaha, Investasi dan GCG

1. KMR mengadakan rapat berkala sekurang-kurangnya sekali dalam satu bulan;
2. Rapat dipimpin oleh Ketua KMR atau Anggota KMR jika Ketua KMR berhalangan hadir;
3. Undangan rapat dapat dilakukan oleh Ketua KMRIG atau anggota KMRIG;
4. Rapat dapat dilakukan dalam bentuk pertemuan fisik atau dalam bentuk telekonferensi melalui alat atau teknologi informasi yang tersedia;
5. Rapat KMR dapat dihadiri oleh Anggota Komisaris dan/atau Anggota Komite lainnya;
6. KMR dapat meminta Direksi, Pegawai Perseroan dan/atau pihak terkait lainnya untuk menghadiri rapat dan memberikan informasi yang diperlukan;
7. Setiap rapat KMR dapat dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota KMR yang hadir dan disampaikan kepada Dewan Komisaris;
8. Tanda tangan undangan dan risalah rapat dapat dilakukan dengan menggunakan sistem teknologi informasi yang sah dan ditetapkan Perseroan;
9. Kehadiran anggota KMR dalam rapat dilaporkan ke dalam laporan triwulanan dan tahunan KMR.

Sepanjang tahun 2022, terdapat 21 (dua puluh satu) kali Rapat yang diikuti oleh Komite Manajemen Risiko Usaha, Investasi dan GCG dengan tanggal pelaksanaan, agenda dan frekuensi kehadiran peserta rapat adalah sebagai berikut:

Meetings of the Business Risk Management, Investment and GCG Committee

Provisions for Business Risk Management, Investment and GCG Committee meetings

1. KMR holds regular meetings at least once a month;
2. The meeting is chaired by the Chairman of the KMR or a Member of the KMR if the Chairman of the KMR is unable to attend;
3. Invitations to meetings can be made by the Chairman of KMRIG or members of KMRIG;
4. Meetings can be held in the form of physical meetings or in the form of teleconferences via available information tools or technology;
5. KMR meetings can be attended by Commissioners and/or other Committee Members;
6. KMR may ask the Board of Directors, Employees of the Company and/or other related parties to attend the meeting and provide the necessary information;
7. Each KMR meeting can be outlined in the minutes of the meeting signed by all KMR members present and submitted to the Board of Commissioners;
8. Signatures on invitations and minutes of meetings can be carried out using a valid information technology system determined by the Company;
9. The presence of KMR members at meetings is reported in the KMR quarterly and annual reports.

Throughout 2022, there were 21 (twenty one) meetings attended by the Business Risk Management, Investment and GCG Committee with implementation dates, agenda and frequency of attendance of meeting participants as follows:

Frekuensi kehadiran
Attendance Frequency

Nama *Name*	Jabatan *Position*	Jumlah Rapat *Number of Meetings*	Kehadiran *Attendance*	Persentase *Percenntage*
Wihana Kirana Jaya	Ketua *Chairman*	21	21	100%
Triawan Munaf	Anggota *Member*	21	21	100%
Elwin Chandra Mochsin	Anggota *Member*	21	21	100%
Muhammad Romli	Anggota *Member*	21	21	100%
Widia Praptiwi	Anggota *Member*	21	21	100%

Agenda Rapat
Meeting Agenda

No.	Tanggal *Date*	Agenda
1	31 Januari 2022 *January 31, 2022*	Pembahasan Program Kerja, KPI dan Profil Risiko PT Aviasi Pariwisata Indonesia (Persero)/ "PT AVIATA" dan anggota holding *Discussion of Work Programs, KPIs and Risk Profiles of PT Aviasi Pariwisata Indonesia (Persero)/"PT AVIATA" and holding members*
2	18 Februari 2022 *February 18, 2022*	Pembahasan *Result FY* 2021 dan *Risk Mapping Exercise* dengan PT Aviasi Pariwisata Indonesia (Persero) *Discussion of FY 2021 Results and Risk Mapping Exercise with PT Aviasi Pariwisata Indonesia (Persero)*
3	24 Februari 2022 *February 24, 2022*	Diskusi Penguatan Manajemen Risiko *Discussion on Strengthening Risk Management*
4	10 Maret 2022 *March 10, 2022*	*Progress* Penugasan Tata Kelola Risiko dan Pengendalian Intern *Progress on the Assignment of Risk Governance and Internal Control*
5	16 Maret 2022 *March 16, 2022*	Pembahasan usulan PMN Tahun 2022 PT Aviasi Pariwisata Indonesia (Persero) - Internal Komite Manajemen Risiko Usaha, Investasi dan GCG *Discussion of PMN proposals for 2022 of PT Aviasi Pariwisata Indonesia (Persero) - Business Risk Management, Investment and GCG Committee internal*
6	16 Maret 2022 *March 16, 2022*	Pembahasan usulan PMN Tahun 2022 PT Aviasi Pariwisata Indonesia (Persero) *Discussion of PMN proposals for 2022 of PT Aviasi Pariwisata Indonesia (Persero)*
7	8 April 2022 *April 8, 2022*	Pembahasan usulan PMN Tahun 2023 PT Aviasi Pariwisata Indonesia (Persero) *Discussion of PMN proposals for 2023 of PT Aviasi Pariwisata Indonesia (Persero)*
8	14 April 2022 *April 14, 2022*	Pembahasan Permohonan Tanggapan Dewan Komisaris atas Usulan PMN Tahun 2023 InJourney *Discussion of the Request for Responses from the Board of Commissioners on InJourney's PMN Proposals for 2023*
9	30 Mei 2022 *May 30, 2022*	• Pembahasan Kinerja Triwulan I 2022 InJourney *Discussionn on InJourney's QI 2022 Performance* • Rencana Kunjungan Kerja Komite Manajemen Risiko Usaha, Investasi & GCG *Work Visit Plan of Business Risk Management, Investment & GCG Committee*
10	19 Juli 2022 *July 19, 2022*	• Pembahasan Tata Kelola Perusahaan *Discussion of Corporate Governance* • Pembahasan Rencana Bisnis dan Investasi Tahun 2022, dan *Update* PMN TA 2022 dan usulan PMN TA 2023 *Discussion on Business and Investment Plans for 2022, and Updates on PMN FY 2022 and proposed PMN FY 2023*

No.	Tanggal *Date*	Agenda
11	20 Juli 2022 *July 20, 2022*	Pembahasan Hasil Evaluasi Komite Manajemen Risiko Usaha, Investasi & GCG PT Aviasi Pariwisata Indonesia (Persero) *Discussion on the Evaluation Results of the Business Risk Management, Investment & GCG Committee of PT Aviasi Pariwisata Indonesia (Persero)*
12	26 Agustus 2022 *August 26, 2022*	Pembahasan Perkembangan *Strategic Partnership* di PT Angkasa Pura I dan PT Angkasa Pura II *Discussion on Strategic Partnership Development in PT Angkasa Pura I and PT Angkasa Pura II*
13	7 September 2022 *September 7, 2022*	Pembahasan Pembentukan *Special Purpose Vehicle* (SPV) Kawasan Ekonomi Khusus (KEK) Pariwisata Kesehatan Sanur *Discussion on Establishment of a Special Purpose Vehicle (SPV) for the Sanur Health Tourism Special Economic Zone (SEZ)*
14	12 September 2022 *September 12, 2022*	Pembahasan Pembentukan *Special Purpose Vehicle* (SPV) Kawasan Ekonomi Khusus (KEK) Pariwisata Kesehatan Sanur *Discussion on Establishment of a Special Purpose Vehicle (SPV) for the Sanur Health Tourism Special Economic Zone (SEZ)*
15	12 September 2022 *September 12, 2022*	Pembahasan Naskah Pedoman *Good Corporate Governance* *Discussion of Good Corporate Governance Guidelines*
16	4 Oktober 2022 *October 4, 2022*	Pembahasan Naskah Pedoman *Good Corporate Governance* *Discussion of Good Corporate Governance Guidelines*
17	18 Oktober 2022 *October 18, 2022*	Pembahasan Perubahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 *Discussion of Changes to the Company's Work Plan and Budget (RKAP) for 2022*
18	24 November 2022 *November 24, 2022*	Rapat Usulan RKAP dan KPI Korporasi Tahun 2023 InJourney *Meeting on the Proposal of InJourney's RKAP and Corporate KPI 2023*
19	13 Desember 2022 *December 13, 2022*	Pembahasan Rancangan RJPP Tahun 2022-2026 PT Aviasi Pariwisata Indonesia (Persero) *Discussion of the RJPP 2022-2026 Draft of PT Aviasi Pariwisata Indonesia (Persero)*
20	20 Desember 2022 *December 20, 2022*	Pembahasan RKAP 2023 PT Aviasi Pariwisata Indonesia (Persero) *Discussion of the RKAP 2023 of PT Aviasi Pariwisata Indonesia (Persero)*
21	23 Desember 2022 *December 23, 2022*	Pembahasan Pendalaman Inisiatif Strategis dan Strategi *Financing* dalam RJPP 2022-2026 *Discussion on Deepening of Strategic Initiatives and Financing Strategies in the RJPP 2022-2026*

Pelatihan dan Peningkatan Kompetensi

Perseroan memberikan kesempatan kepada anggota KMR untuk mengikuti program pelatihan dan pengembangan kompetensi. Sepanjang tahun 2022, anggota KMR InJourney telah mengikuti program pelatihan dan pengembangan kompetensi sebagai berikut:

Training and Competency Improvement

The Company provides the opportunity for KMR members to take part in training and competency development programs. Throughout 2022, the KMR members of InJourney have participated in the following training and competency development programs:

Nama *Name*	Program yang Diikuti *Program Followed*	Penyelenggara *Organizer*	Waktu *Time*	Tempat *Place*
Muhammad Romli	Certified Professional Management Accountants (CPMA)	The Indonesian Institute of Management Accountants	Juli 2022 *July 2022*	Jakarta
	1. Risk Governance Master Class & Certification 2. Risk Beyond International Conference 2022	Enterprise Risk Management Academy (ERMA)	6-10 Desember 2022 *December 6-10, 202*	The Anvaya Beach Resort Bali
Widia Praptiwi	Risk Beyond International Conference 2022	Enterprise Risk Management Academy (ERMA)	7-10 Desember 2022 *December 7-10, 2022*	The Anvaya Beach Resort Bali

Laporan Pelaksanaan Tugas

Pelaksanaan tugas Komite Manajemen Risiko Usaha, Investasi dan GCG selama tahun 2022 adalah sebagai berikut:

1. Menyusun Program Kerja Komite Manajemen Risiko Usaha, Investasi dan GCG Tahun 2022.
2. Menyusun Piagam Komite Manajemen Risiko Usaha, Investasi dan GCG.
3. Mengikuti 21 kali rapat yang terdiri dari 5 kali rapat internal Komite Manajemen Risiko Usaha, Investasi dan GCG, 13 kali rapat Komite Manajemen Risiko Usaha, Investasi dan GCG dengan manajemen InJourney dan 3 kali rapat dengan Pemegang Saham (Kementerian BUMN).
4. Menelaah 6 Usulan Direksi yang membutuhkan persetujuan tertulis dari Dewan Komisaris, antara lain:
   a. Usulan Penyertaan Modal Negara (PMN) Tahun 2023;
   b. Permohonan Tanggapan dan Masukan Naskah Pedoman *Good Corporate Governance*;
   c. Permohonan Tanggapan atas Pembentukan *Special Purpose Vehicle* (SPV) Kawasan Ekonomi Khusus (KEK) Pariwisata Kesehatan Sanur;
   d. Permohonan Perubahan Usulan RKAP dan KPI Korporasi Tahun 2022 InJourney;
   e. Usulan Rencana Kerja & Anggaran Perusahaan (RKAP) dan *Key Performance Indicator* KPI Korporasi Tahun 2023 InJourney;
   f. Penyampaian Hasil Asesmen dan Telaah atas Rancangan Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2022-2026 InJourney.
5. Menyusun 3 (tiga) Laporan triwulanan kegiatan Komite yaitu Laporan Triwulan I, Triwulan II dan Triwulan III tahun 2022 dan telah disampaikan kepada Dewan Komisaris.
6. Melakukan 3 (tiga) kali Kunjungan Kerja ke Anak Usaha dan Kantor Daerah Dalam Jaringan *Holding* InJourney termasuk penyusunan Laporan Hasil Kunjungan, yaitu:
   a. Tanggal 22-24 Juni 2022 ke Bandara Internasional Ahmad Yani, Semarang, Hotel Dibya Puri, Semarang, Bandara Internasional Yogyakarta, Kantor Pusat TWC dan Candi Borobudur;
   b. Tanggal 20-22 Oktober 2022 ke Bandara Internasional Juanda, Surabaya dan Bandara Internasional Banyuwangi, Banyuwangi;
   c. Tanggal 8-10 Desember 2022 ke SPV KEK Pariwisata Kesehatan Sanur dan Bandara Internasional I Gusti Ngurah Rai Denpasar.
7. Mengikuti kegiatan pengembangan kompetensi terkait dengan Perbankan/Manajemen Risiko yaitu pelatihan *Risk Governance Master Class & Certification* dan *Risk Beyond International Conference 2022*.

Report on the Implementation of Duties

Implementation of duties of the Business Risk Management, Investment and GCG Committee in 2022 is as follows:

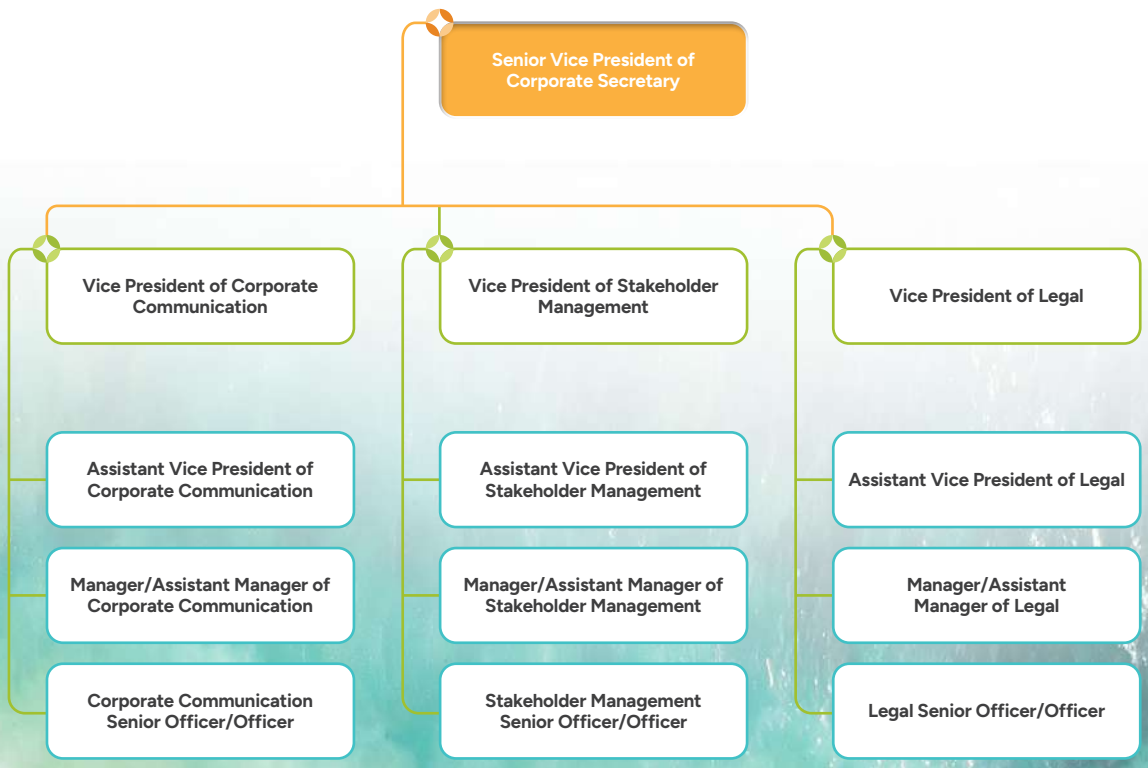
1. *Prepared the Business Risk Management, Investment and GCG Committee Work Program for 2022.*
2. *Prepared the Business Risk Management, Investment and GCG Committee Charter.*
3. *Participated in 21 meetings consisting of 5 internal meetings of the Business Risk Management, Investment and GCG Committee, 13 meetings of the Business Risk Management, Investment and GCG Committee with InJourney's management and 3 meetings with Shareholders (Ministry of SOEs).*
4. *Reviewed 6 Board of Directors' proposals that require written approval from the Board of Commissioners, including:*
   a. *Proposal for 2023 State Equity Participation (PMN);*
   b. *Request for Response and Input on Good Corporate Governance Guidelines;*
   c. *Request for Response to the Establishment of a Special Purpose Vehicle (SPV) for Sanur Health Tourism Special Economic Zone (SEZ);*
   d. *Request for Amendments to InJourney's RKAP and Corporate KPI Proposals for 2022;*
   e. *Proposal on InJourney's Corporate Work Plan & Budget (RKAP) and Corporate KPI Key Performance Indicators for 2023;*
   f. *Submission of Results of the Assessment and Review of InJourney's Company Long-Term Plan (RJPP) 2022-2026.*
5. *Prepared 3 (three) quarterly reports on the Committee's activities, namely Reports for Quarter I, Quarter II and Quarter III of 2022 and have been submitted to the Board of Commissioners.*
6. *Conducted 3 (three) Work Visits to Subsidiaries and Regional Offices in the InJourney's Holding Network including the preparation of Visit Reports, namely:*
   a. *June 22-24, 2022, to Ahmad Yani International Airport, Semarang, Dibya Puri Hotel, Semarang, Yogyakarta International Airport, TWC Head Office and Borobudur Temple;*
   b. *October 20-22, 2022, to Juanda International Airport, Surabaya and Banyuwangi International Airport, Banyuwangi;*
   c. *December 8-10, 2022, to SPV of Sanur Health Tourism SEZ and I Gusti Ngurah Rai International Airport, Denpasar.*
7. *Participated in competency development activities related to Banking/Risk Management namely the training of Risk Governance Master Class & Certification and Risk Beyond International Conference 2022.*

Sekretaris Perusahaan
Corporate Secretary

Sekretaris Perusahaan merupakan organ yang berada di bawah Direksi yang berfungsi sebagai penghubung yang menjembatani kepentingan antara InJourney dengan pihak eksternal, terutama dalam menjaga persepsi publik atas citra Perseroan dan pemenuhan tanggung jawab baik yang berkaitan dengan peraturan perundang-undangan dan keterbukaan informasi ataupun kegiatan sosial lainnya.

The Corporate Secretary is an organ under the Board of Directors that functions as a liaison that bridges interests between InJourney and external parties, especially in maintaining public perception of the Company's image and fulfilling responsibilities both related to statutory regulations and information disclosure or other social activities.

Struktur Organisasi Sekretaris Perusahaan
Corporate Secretary Organizational Structure



Profil Sekretaris Perusahaan

Tahun 2022, posisi Sekretaris Perusahaan dijabat oleh Indah Permatasari Saugi. Penunjukan Sekretaris Perusahaan dilakukan berdasarkan Surat Keputusan Direksi No. PERJJ.01.1/AVIATA-SDM/01/2022.

Corporate Secretary Profile

In 2022, the position of Corporate Secretary was held by Indah Permatasari Saugi. The appointment of the Corporate Secretary is based on the Decree of the Board of Directors No. PERJJ.01.1/AVIATA-SDM/01/2022.



Indah Permatasari Saugi

Senior Vice President of Corporate Secretary

Usia *Age*	39 tahun *39 years old*
Domisili *Domicile*	Jakarta
Kewarganegaraan *Nationality*	Indonesia *Indonesian*

Riwayat Pendidikan *Educational Background*	Sarjana Hukum Universitas Pelita Harapan (2001) *Bachelor of Law from Pelita Harapan University (2001)*
Riwayat Jabatan *Work Experience*	• Corporate Secretary Melli Darsa & Co (2006-2016) *Corporate Secretary of Melli Darsa & Co (2006-2016)* • Corporate Secretary PT Sarana Multi Infrastruktur (Persero) (2016-2017) *Corporate Secretary of PT Sarana Multi Infrastruktur (Persero) (2016-2017)* • Director and Head of Corporate Secretary di AirAsia (2017-2021) *Director and Head of Corporate Secretary at AirAsia (2017-2021)*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	Surat Keputusan Direksi No. PERJJ.01.1/AVIATA-SDM/01/2022 *Decree of the Board of Directors NNo. PERJJ.01.1/AVIATA-SDM/01/2022*

Pada 9 Januari 2023, berdasarkan Instruksi No. INS.INJ.01.03.02/23/01/2023.A.0001 Tentang Penunjukan Pejabat Pengganti Sementara (PGS) Senior Vice President of Corporate Secretary PT Aviasi Pariwisata Indonesia (Persero), Sekretaris Perusahaan InJourney dijabat oleh Nugdha Achadie. Beliau kemudian ditetapkan sebagai Sekretaris Perusahaan secara definitif pada tanggal 11 Mei 2023 berdasarkan Surat Keputusan Direksi No. KEP. INJ.03.05.02/23/05/2023/A.0059 Tentang Penunjukan Senior Vice President of Corporate Secretary PT Aviasi Pariwisata Indonesia (Persero) atas nama Nugdha Achadie.

On January 9, 2023, based on Instruction No. INS.INJ.01.03.02/23/01/2023.A.0001 concerning the Appointment of Acting Senior Vice President of Corporate Secretary of PT Aviasi Pariwisata Indonesia (Persero), InJourney's Corporate Secretary is held by Nugdha Achadie. He was then definitively appointed as Corporate Secretary on May 11, 2023, based on the Board of Directors' Decree No. KEP.INJ.03.05.02/23/05/2023/A.0059 Concerning the Appointment for Senior Vice President of Corporate Secretary of PT Aviasi Pariwisata Indonesia (Persero) on behalf of Nugdha Achadie.





Nugdha Achadie

Senior Vice President of Corporate Secretary

Usia *Age*		49 tahun *49 years old*
Domisili *Domicile*		Depok, Jawa Barat *Depok, West Java*
Kewarganegaraan *Nationality*		Indonesia *Indonesian*

Riwayat Pendidikan *Educational Background*	• S1 - Bachelor of Commerce in Banking and Finance - Griffith University (1998) • S2 - Master of Banking, Finance, and Risk Management - Griffith University (2000)
Riwayat Jabatan *Work Experience*	• SVP of Corporate Secretary PT Aviasi Pariwisata Indonesia (Persero) (2023-sekarang) *SVP of Corporate Secretary of PT Aviasi Pariwisata Indonesia (Persero) (2023-present)* • Head of Project Management Office PT Aviasi Pariwisata Indonesia (Persero) (2022-2023) *Head of Project Management Office of PT Aviasi Pariwisata Indonesia (Persero) (2022-2023)* • Direktur Keuangan, Strategi, dan Manajemen Risiko PT Pengembangan Pariwisata Indonesia (Persero) (2020-2022) *Director of Finance, Strategy, and Risk Management of PT Pengembangan Pariwisata Indonesia (Persero) (2020-2022)* • Komisaris PT MGPA Nusantara Jaya (2021-2022) *Commissioner of PT MGPA Nusantara Jaya (2021-2022)* • Corporate Finance Head PT Pengembangan Pariwisata Indonesia (Persero) (2019-2022) *Corporate Finance Head of PT Pengembangan Pariwisata Indonesia (Persero) (2019-2022)* • PJ. Kepala Divisi Finance and Portofolio Management PT Pengembangan Pariwisata Indonesia (Persero) (2018-2019) *Acting Head of Finnance and Portfolio Management Division of PT Pengembangan Pariwisata Indonesia (Persero) (2018-2019)* • Financial Structuring Specialist PT Pengembangan Pariwisata Indonesia (Persero) (2017-2018) *Financial Structuring Specialist of PT Pengembangan Pariwisata Indonesia (Persero) (2017-2018)*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	Surat Keputusan Direksi No. KEP.INJ.03.05.02/23/05/2023/A.0059 tentang Penunjukan Senior Vice President of Corporate Secretary PT Aviasi Pariwisata Indonesia (Persero) atas nama Nugdha Achadie. *Decree of the Board of Directors No. KEP.INJ.03.05.02/23/05/2023/A.0059 concerning the Appointment of Senior Vice President of Corporate Secretary of PT Aviasi Pariwisata Indonesia (Persero) on behalf of Nugdha Achadie.*

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Sekretaris Perusahaan mencakup:

1. Membantu Direksi dalam mengelola Pemegang Saham & Pemangku Kepentingan (termasuk Pemerintah, Kementerian BUMN, dan Kementerian lainnya);
2. Meningkatkan kredibilitas dan akuntabilitas perusahaan dengan adanya keterbukaan informasi dengan akuntabilitas yang baik;
3. Mengarahkan, memonitor, dan mengevaluasi penyusunan kebijakan komunikasi dan pembinaan relasi perusahaan dan sistem tata kerja komunikasi & *protocol*;
4. Mengatur penyelenggaraan agenda dan aksi korporat (RUPS, *Right Issues*, dan lain-lain);
5. Membantu Direktur Utama dalam pengelolaan tata usaha perusahaan dan tata kelola perusahaan yang baik (*Good Corporate Governance*);

Duty and Responsibility

The duties and responsibilities of the Corporate Secretary include:

1. *Assist the Board of Directors in managing Shareholders & Stakeholders (including the Government, Ministry of SOEs and other Ministries);*
2. *Increase the credibility and accountability of the Company with information disclosure with good accountability;*
3. *Direct, monitor, and evaluate the preparation of communication policies and foster corporate relations and communication & protocol work systems;*
4. *Regulate the implementation of corporate agendas and actions (GMS, Right Issues, etc.);*
5. *Assist the President Director in managing corporate administration and good corporate governance;*

6. Mengelola administrasi, surat menyurat, arsip-arsip perusahaan, serta kerumahtanggaan perusahaan;
7. Memastikan bahwa Perusahaan mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip *Good Corporate Governance* (GCG);
8. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan atau sewaktu-waktu apabila diminta;
9. Sebagai penghubung atau *Liaison Officer*;
10. Menatausahakan serta menyimpan dokumen perusahaan termasuk tetapi tidak terbatas pada Daftar Pemegang Saham, Daftar Khusus dan risalah rapat Direksi, rapat dengan Dewan Komisaris, dan RUPS;
11. Mengelola dan melaksanakan program-program terkait Tanggung Jawab Sosial dan Lingkungan (TJSL).

6. *Manage administration, correspondence, company archives, and company housekeeping;*
7. *Ensure that the Company complies with regulations regarding disclosure requirements in line with the implementation of the principles of Good Corporate Governance (GCG);*
8. *Provide information needed by the Board of Directors and the Board of Commissioners periodically and or at any time when requested;*
9. *As a Liaison Officer;*
10. *Administer and store company documents including but not limited to the Register of Shareholders, Special Register and minutes of meetings of the Board of Directors, meetings with the Board of Commissioners and GMS;*
11. *Manage and implement programs related to Social and Environmental Responsibility (TJSL).*

Pelatihan dan Peningkatan Kompetensi
Training and Competency Improvement

Nama *Name*	Program yang Diikuti *Followed Program*	Penyelenggara *Organizer*	Waktu *Time*	Tempat *Place*
Indah Permatasari Saugi	*Training* dan Sertifikasi Manajemen Risiko *Risk Management Training and Certification*	PT Aviasi Pariwisata Indonesia (Persero)	1-2 Desember 2022 *December 1-2, 2022*	*Online/Zoom Meeting*

Laporan Pelaksanaan Tugas

Dalam melaksanakan seluruh tugas dan tanggung jawab, Direksi dibantu oleh Sekretaris Perusahaan. Penunjukan Sekretaris Perusahaan dilakukan berdasarkan Surat Keputusan Direksi No. PERJJ.01.1/AVIATA-SDM/01/2022. Tugas dan tanggung jawab Sekretaris Perusahaan mencakup:

1. Membantu Direksi dalam mengelola Pemegang Saham & Pemangku Kepentingan (termasuk Pemerintah, Kementerian BUMN, dan Kementerian lainnya);

Report on the Implementation of Duties

In carrying out all duties and responsibilities, the Board of Directors is assisted by the Corporate Secretary. Appointment of the Corporate Secretary is based on the Decree of the Board of Directors No. PERJJ.01.1/AVIATA-SDM/01/2022. Duties and responsibilities of the Corporate Secretary include:

1. *Assist the Board of Directors in managing Shareholders & Stakeholders (including the Government, Ministry of SOEs and other Ministries);*



2. Meningkatkan kredibilitas dan akuntabilitas perusahaan dengan adanya keterbukaan informasi dengan akuntabilitas yang baik;
3. Mengarahkan, memonitor, dan mengevaluasi penyusunan kebijakan komunikasi dan pembinaan relasi perusahaan dan sistem tata kerja komunikasi & protokol;
4. Mengatur penyelenggaraan agenda dan aksi korporat (RUPS, *Right Issues*, dan lain-lain);
5. Membantu Direktur Utama dalam pengelolaan tata usaha perusahaan dan tata kelola perusahaan yang baik (*Good Corporate Governance*);
6. Mengelola administrasi, surat menyurat, arsip-arsip perusahaan, serta kerumahtanggaan perusahaan;
7. Memastikan bahwa Perusahaan mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip *Good Corporate Governance* (GCG);
8. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan atau sewaktu-waktu apabila diminta;
9. Sebagai penghubung atau *Liaison Officer*;
10. Menatausahakan serta menyimpan dokumen perusahaan termasuk tetapi tidak terbatas pada Daftar Pemegang Saham, Daftar Khusus dan risalah rapat Direksi, rapat dengan Dewan Komisaris, dan RUPS;

11. Mengelola dan melaksanakan program-program terkait Tanggung Jawab Sosial dan Lingkungan (TJSL).

2. *Increase the credibility and accountability of the Company with information disclosure with good accountability;*
3. *Direct, monitor, and evaluate the preparation of communication policies and coaching of corporate relations and communication & protocol work systems;*
4. *Regulate the implementation of corporate agendas and actions (GMS, Right Issues, etc.);*
5. *Assist the President Director in managing corporate administration and good corporate governance;*

6. *Manage administration, correspondence, company archives, and company housekeeping;*
7. *Ensure that the Company complies with regulations regarding disclosure requirements in line with the implementation of the principles of Good Corporate Governance (GCG);*
8. *Provide information needed by the Board of Directors and the Board of Commissioners periodically and or at any time when requested;*
9. *As a Liaison Officer;*
10. *Administer and store the Company's documents including but not limited to the Register of Shareholders, Special Register and minutes of meetings of the Board of Directors, meetings with the Board of Commissioners and GMS;*
11. *Manage and implement programs related to Social and Environmental Responsibility (TJSL).*



Unit Internal Audit

Internal Audit Unit

InJourney memiliki Unit Internal Audit yang berfungsi untuk membantu Direktur Utama dalam menjalankan fungsi pengawasan pelaksanaan tugas seluruh unit kerja di lingkungan Perseroan serta memberikan saran-saran perbaikan sesuai dengan rencana dan program serta kebijakan yang telah ditetapkan oleh Direksi (*Board of Directors*) berdasarkan ketentuan yang berlaku, sebagaimana tertuang dalam Keputusan Direksi InJourney No. PD.INJ.01.01/08/2022/A.0008 tanggal 1 Agustus 2022 tentang Perubahan KEP.002/INJOURNEY/11/2021 tentang Organisasi Perusahaan PT Aviasi Pariwisata Indonesia (Persero). Di dalam melaksanakan fungsinya, Internal Audit selalu diposisikan sebagai mitra strategis bagi manajemen yang dipercaya, profesional, obyektif, dan independen yang dapat memberikan nilai tambah bagi pencapaian tujuan perseroan dengan meningkatkan efektivitas pengelolaan risiko, pengawasan internal, dan proses tata kelola perusahaan yang baik. Ruang lingkup kerja Internal Audit juga meliputi kegiatan pemantauan dan konsultasi secara *group wide*.

InJourney has an Internal Audit Unit that functions to assist the President Director in carrying out the oversight function of carrying out duties of all work units within the Company environment as well as provide suggestions for improvement in accordance with plans and programs and policies that have been determined by the Board of Directors based the provisions that apply, as stipulated in the InJourney's Board of Directors Decree No. PD.INJ.01.01/08/2022/A.0008 date August 1, 2022, concerning Amendment KEP.002/INJOURNEY/11/2021 concerning Company Organization of PT Aviasi Pariwisata Indonesia (Persero). In carrying out its function, Internal Audit is always positioned as a strategic partner for management who is trusted, professional, objective and independent who can provide added value for the achievement of the Company's goals by increasing the effectiveness of risk management, internal control, and good corporate governance processes. The scope of work of Internal Audit also includes group-wide monitoring and consulting activities.

Internal Audit melakukan pemantauan untuk memberikan informasi dini (*early warning system*) kepada Direktur Utama bila terjadi penurunan atau penyimpangan terhadap kinerja dalam rangka mencapai tujuan dan sasaran perseroan. Seiring dengan perkembangan proses bisnis dan organisasi yang berimplikasi pada berkembangnya risiko usaha serta isu tata kelola perusahaan (*corporate governance*), maka sistem pengendalian internal mengalami perubahaan dan memasuki paradigma yang berfokus pada pengendalian risiko (*risk control*), sehingga unit Internal Audit dapat memberikan nilai tambah (*value added*) dan peningkatan kualitas kerja organisasi dalam mencapai sasaran atau tujuan perseroan dengan memberikan layanan *Consulting/Advisory*.

Internal Audit conducts monitoring to provide early warning system to the President Director if there is a decrease or deviation to performance in the achievement of the Company's goals and targets. Along with the business and organization process development which has implications for the development of business risk and corporate governance issues, the internal control system has undergone a change and entered a paradigm which focuses on risk control, so that the Internal Audit unit can provide added value and improve the quality of work organization in achieving the goals or objectives of the Company by providing Consulting/Advisory services.

Dalam kerangka pengendalian internal, manajemen harus melakukan penilaian risiko pada setiap proses bisnis, sehingga dapat menerapkan pengendalian yang tepat dengan risiko seminimal mungkin. Perencanaan audit berbasis risiko merupakan upaya audit internal dalam rangka melaksanakan perannya untuk membantu manajemen mempermudah pencapaian tujuan organisasi. Kegiatan utama dalam perencanaan audit berbasis risiko adalah menentukan alokasi kegiatan audit agar lebih terarah pada area yang memiliki risiko besar yang dapat menghambat pencapaian tujuan organisasi.

Within the framework of internal control, management must carry out a risk assessment of every business process, so that it can implement appropriate controls with as minimal risk as possible. Planning a risk-based audit is an effort by the internal audit in carrying out its role to assist management to facilitate the achievement of organizational goals. The main activity in planning a risk-based audit is to determine allocation of audit activities to be more focused on areas which have big risks which could hinder the achievement of organizational goals.

Struktur dan Kedudukan Unit Audit Internal

Unit Internal Audit dipimpin oleh seorang Senior Vice President of Internal Audit yang diangkat dan diberhentikan oleh Direktur Utama setelah mendapatkan persetujuan Dewan Komisaris. Senior Vice President of Internal Audit bertanggung jawab langsung kepada Direktur Utama. Untuk mendukung independensi dan objektivitas serta kelancaran pelaksanaan tugas, maka Senior Vice President of Internal Audit dapat berkomunikasi langsung dengan Dewan Komisaris melalui Komite Audit untuk menginformasikan berbagai hal yang berhubungan dengan hasil pengawasan di lingkungan Perseroan.

Structure and Position of Internal Audit Unit

The Internal Audit Unit is led by a Senior Vice President of Internal Audit who is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners. Senior Vice President of Internal Audit is directly responsible to President Director. To support independence and objectivity as well as the smooth execution of duties, the Senior Vice President of Internal Audit can communicate directly with the Board of Commissioners through the Audit Committee to inform various matters related to the results of supervision in the Company.

Struktur Organisasi Internal Audit
Internal Audit Organizational Structure



Piagam Audit Internal

Dalam melaksanakan tugasnya, Unit Internal Audit InJourney telah dilengkapi dengan Piagam Internal Audit (*Internal Audit Charter*) yang disetujui oleh Dewan Komisaris dan Direksi. Piagam Internal Audit yang berlaku saat ini yakni sudah ditetapkan melalui Surat Keputusan Direksi InJourney No. PER.005/INJOURNEY/03/02/2022 Tanggal 30 Maret 2022.

Isi Piagam *Internal Audit* mencakup:

1. Pendahuluan: berisi latar belakang serta visi dan misi *Internal Audit*.
2. Organisasi: berisi struktur dan kedudukan, fungsi, wewenang, larangan, persyaratan, pengangkatan dan pemberhentian, dukungan.
3. Ruang lingkup tugas dan jaminan kualitas: berisi penugasan, tugas dan tanggung jawab, peningkatan kualitas, dan jaminan kualitas.
4. Standar Pelaksanaan Penugasan: berisi umum, independensi & objektivitas, dan kode etik.
5. Pola Hubungan Kerja: berisi hubungan Auditor Internal dengan Direktur Utama, hubungan Auditor Internal dengan Direksi, hubungan Auditor Internal dengan *Auditee*, hubungan Auditor Internal dengan Auditor Eksternal, hubungan Auditor Internal dengan Komite Audit, dan hubungan Auditor Internal dengan Anak Perusahaan/Afiliasi.
6. Penutup.

Internal Audit Charter

In carrying out its duties, the Internal Audit Unit In Journey has been equipped with an Internal Audit Charter which was approved by the Board of Commissioners and Board of Directors. The Internal Audit Charter that is currently in force has been determined by InJourney's Board of Directors Decree No. PER. 005/INJOURNEY/03/02/2022 dated March 30, 2022.

The contents of the Internal Audit Charter include:

1. *Introduction: contains background as well as vision and mission of the Internal Audit.*
2. *Organization: contains structure and position, function, authority, prohibition, requirements, appointment and dismissal, support.*
3. *Scope of duties and quality assurance: contains assignments, duties and responsibilities, quality improvement, and quality assurance.*
4. *Standards for Implementation of Assignment: contains general, independence & objectivity, and code of conduct.*
5. *Patterns of Work Relationships: contains the relationship of Internal Auditor with the President Director, relationship of Internal Auditor with Auditees, relationship of Internal Auditor with External Auditor, relationship of Internal Auditor with Audit Committee, and relationship of Internal Auditor with Subsidiaries/ Affiliated Companies.*
6. *Closing.*

Dalam melaksanakan tugas dan tanggung jawabnya, Unit Internal Audit juga menerapkan kode etik, standar audit, dan peraturan lainnya yang berkaitan dengan internal audit, serta senantiasa menjunjung tinggi prinsip-prinsip objektivitas, kerahasiaan, ketelitian, dan kehati-hatian.

Fungsi dan Tanggung Jawab Unit Internal Audit

1. Senior Vice President of Internal Audit berfungsi mengarahkan, memonitor, mengevaluasi dan mengkoordinasikan kegiatan penyusunan strategi audit, rencana makro audit, penelaahan/audit investigasi, *monitoring* tindak lanjut hasil audit, penanganan *Whistleblowing System* (WBS), dan pengelolaan program *fraud prevention & deterrence* serta penyempurnaan Standar Tata Kelola di Lingkup Grup Perseroan untuk memastikan pelaksanaan seluruh proses bisnis di Perseroan berjalan sesuai ketentuan. Tanggung jawab Senior Vice President of Internal Audit yaitu sebagai berikut:
   a. Merumuskan dan menyusun strategi dan rencana makro audit dan *fraud prevention* dalam penyusunan rencana strategis, RKAP & *Annual Audit Plan* di Fungsi Investigation Audit;
   b. *Monitoring* dan mengevaluasi implementasi penelaahan/audit investigasi dan *fraud prevention & deterrence* secara *group wide*;
   c. Mengawasi, memonitor dan mengevaluasi tindak lanjut terhadap rekomendasi hasil audit investigasi terkait kerugian perusahaan, sanksi, dan perbaikan internal *control*;
   d. Me-*review* dan mengevaluasi proses bisnis Internal Audit serta memastikan proses penjaminan kualitas audit secara *group wide*;
   e. Mengkoordinasikan hal-hal yang berkaitan dengan tanggung jawabnya kepada pihak-pihak terkait untuk mendukung kelancaran proses pekerjaan.

Kewenangan Unit Internal Audit

Unit Internal Audit memiliki wewenang untuk:

1. Memiliki akses penuh, bebas dan tidak terbatas terhadap sumber data/informasi di seluruh unit kerja Perseroan yang berkaitan dengan pelaksanaan audit dan konsultansi;
2. Menetapkan Program Kerja dan Anggaran Unit Internal Audit;
3. Menggunakan jasa pihak eksternal untuk membantu pelaksanaan audit, *review* dan *assessment*;
4. Melakukan komunikasi dan koordinasi langsung dengan Direktur Utama dan Komisaris melalui Komite Audit;
5. Melakukan komunikasi dengan pihak eksternal (regulator, auditor eksternal) dan keikutsertaan dalam kegiatan asosiasi audit internal;
6. Memiliki kebebasan dalam menetapkan metode, cara, teknik dan pendekatan audit dalam pelaksanaan audit operasional dan audit investigatif;

In carrying out its duties and responsibilities, the Internal Audit Unit also applies the code of conduct, audit standards, and other regulations related to internal audit, as well as always upholds the principles of objectivity, confidentiality, thoroughness, and prudence.

Functions and Responsibilities of the Internal Audit Unit

1. *The Senior Vice President of Internal Audit has the function of directing, monitoring, evaluating and coordinating activities for preparing audit strategies, macro audit plans, investigation review/ audit, monitoring follow-up on audit results, handling Whistleblowing System (WBS), and management of fraud prevention & deterrence programs as well improvement of Governance Standards within the Company Group to ensure that the implementation of all business processes in the Company runs according to regulations. Responsibilities of Senior Vice President of Internal Audit are as follows:*
   a. *Formulate and compile strategy and plan for macro audit and fraud prevention in the strategic planning preparation, RKAP & Annual Audit Plan in the Audit Investigation Function;*
   b. *Monitor and evaluate implementation of investigation review/ audit and fraud prevention & deterrence as a group wide;*
   c. *Supervise, monitor and evaluate follow-up on recommendations on the results of investigation audit related to company losses, sanctions and improvements to internal control;*
   d. *Review and evaluate business process of Internal Audit as well as ensure the process assurance of audit quality as a group wide.*
   e. *Coordinating matters related to its responsibilities to related parties to support the smooth running of the work process.*

Authority of the Internal Audit Unit

The Internal Audit Unit has the authorities to:

1. *Have full, free and unlimited access to data/ information sources in all work units of the Company that are related to the implementation of audits and consulting;*
2. *Determine the Work Program and Budget of Internal Audit Unit;*
3. *Use the services of an external party to assist the implementation of audits, reviews and assessments;*
4. *Conduct communication and direct coordination with the President Director and the Commissioner through the Audit Committee;*
5. *Conduct communication with external parties (regulators, external auditors) and participation in internal audit association activities;*
6. *Have the freedom in determining the methods, means, techniques and approaches of audit in the implementation of operational audits and investigative audits;*

7. Memberikan penilaian dan rekomendasi hasil audit dan memonitor tindak lanjutnya untuk memastikan bahwa rekomendasi tersebut telah dilaksanakan sesuai ketentuan;
8. Memberikan penilaian, konsultansi, informasi dan rekomendasi mengenai proses bisnis Perseroan;
9. Meminta klarifikasi atas rekomendasi hasil audit yang tidak dapat ditindaklanjuti sesuai dengan batas waktu yang telah disepakati dan selanjutnya pejabat yang bersangkutan diwajibkan memberikan justifikasi;
10. Mengusulkan kepada Direktur Utama atas pemberian sanksi terhadap pejabat terkait yang tidak melaksanakan tindak lanjut atas rekomendasi hasil audit sesuai dengan ketentuan yang berlaku.

7. Provide an assessment and recommendations on the results of the audit and monitor the follow-up to ensure that the recommendation has been implemented according to the provisions;
8. Provide an assessment, consultancy, information and recommendations regarding the Company's business processes;
9. Request clarification on recommendations of audit results which cannot be followed up according with the approved time limit and subsequently the official concerned is obligated to provide justification;
10. Propose to the President Director regarding the imposition of sanctions against related officials who do not carry out any follow-up on recommendations on the results of the audit in accordance with the applicable provisions.

Profil Personil Unit Audit Internal

Tahun 2022, posisi Vice President of Internal Audit dijabat oleh Beni Subena. Penunjukan ini dilakukan berdasarkan Surat Keputusan Direksi No. PERJJ.01.1/AVIATA-SDM/01/2022.

Internal Audit Unit Personnel Profile

In 2022, the position of Vice President of Internal Audit was held by Beni Subena. This appointment was made based on the Decree of the Board of Directors No. PERJJ.01.1/AVIATA-SDM/01/2022.



Beni Subena

Senior Vice President of Internal Audit

Usia *Age*		53 tahun *years old*
Domisili *Domicile*		Jakarta
Kewarganegaraan *Nationality*		Indonesia *Indonesian*

Riwayat Pendidikan *Educational Background*	• D3 Akuntansi, Sekolah Tinggi Akuntansi Negara (STAN), Jakarta (1991) *D3 in Accounting, Indonesian State College of Accountancy (STAN), Jakarta (1991)* • SE Manajemen Keuangan, FE Universitas Indonesia, Jakarta (1998) *Bachelor of Economics in Financial Management, Faculty of Economics, University of Indonesia, Jakarta (1998)* • MA in Economics, State University of New York at Buffalo, NY, USA (2001)
Riwayat Jabatan *Work Experience*	• Senior Auditor, Badan Pemeriksa Keuangan RI (1991-2004) *Senior Auditor, the Audit Board of the Republic of Indonesia (1991-2004)* • Assurance Auditor, Audit New Zealand (2005) • Senior Audit Team Leader, BPK-RI (2006-2008) *Senior Audit Team Leader, the Audit Board of the Republic of Indonesia (BPK-RI) (2006-2008)* • Performance Auditor, Australia National Audit Office (2009) • Head of Performance Audit Quality Assurance R&D, BPK-RI (2010-2012) • Senior Head of Internal Audit CNOOC SES Ltd (2012-2018) *Senior Head of Internal Audit of CNOOC SES Ltd (2012-2018)* • Senior Head of Internal Audit PT Pertamina Hulu Energi OSES (2018-2019) *Senior Head of Internal Audit of PT Pertamina Hulu Energi OSES (2018-2019)* • Manager of Internal Audit & Compliance Badan Operasi Bersama PT BSP - Pertamina Hulu (2020-2021) *Manager of Internal Audit & Compliance of Joint Operation Agency of PT BSP - Pertamina Hulu (2020-2021)* • Senior Corporate Upstream Internal Auditor PT Pertamina Hulu Energi (2021-2022) *Senior Corporate Upstream Internal Auditor of PT Pertamina Hulu Energi (2021-2022)* • Senior Advisor PT Kelian Equatorial Mining-Rio Tinto Group (2022) *Senior Advisor of PT Kelian Equatorial Mining-Rio Tinto Group (2022)*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	Surat Keputusan Direksi No. INJ.03.01/23/07/2022/A.0385 tanggal 14 Juli 2022 *Decree of the Board of Directors No. INJ.03.01/23/07/2022/A.0385 dated July 14, 2022*

Unit Audit Internal InJourney terdiri dari 2 orang yaitu Internal Auditor Team Leader dan Senior Auditor.

InJourney's Internal Audit Unit consists of 2 people, namely the Internal Auditor Team Leader and Senior Auditor.

Nama *Name*	Muhammad Saktioko
Jabatan *Position*	Team Leader Unit Audit Internal *Team Leader of Internal Audit Unit*
Usia *Age*	39 Tahun | years old
Domisili *Domicile*	Tangerang
Kewarganegaraan *Nationality*	Indonesia *Indonesian*
Riwayat Pendidikan *Educational Background*	• Diploma Degree (A.md) in Information System from Astra Manufacturing Polytechnic (2004) • Bachelor Degree (S.Kom) in Information System from Bina Nusantara University (2007) • Master Degree (M.S.M) In Management Science (Strategic Management) from University of Indonesia (2015) • *Diploma Degree (A.md) in Information System from Astra Manufacturing Polytechnic (2004)* • *Bachelor Degree (S.Kom) in Information System from Bina Nusantara University (2007)* • *Master Degree (M.S.M) In Management Science (Strategic Management) from University of Indonesia (2015)*
Riwayat Jabatan *Work Experience*	• Programmer Analyst, PT Klik Silatun Karimah (Oktober 2004-Mei 2005) *Programmer Analyst, PT Klik Silatun Karimah (October 2004-May 2005)* • Various Position in IT Department, PT Angkasa Pura II (Persero) (Mei 2005-November 2012) *Various Positions in IT Department, PT Angkasa Pura II (Persero) (May 2005-November 2012)* • Assistant Manager of System Analysis & Design, PT Angkasa Pura II (Persero) (November 2012-Juli 2014) *Assistant Manager of System Analysis & Design, PT Angkasa Pura II (Persero) (November 2012-July 2014)* • Acting Ops & Engineering Senior Auditor, PT Angkasa Pura II (Persero) (Juli 2014-Juli 2015) *Acting Ops & Engineering Senior Auditor, PT Angkasa Pura II (Persero) (July 2014-July 2015)* • Ops & engineering Senior Auditor, PT Angkasa Pura II (Persero) (Juli 2015-Oktober 2015) *Ops & Engineering Senior Auditor, PT Angkasa Pura II (Persero) (July 2015-October 2015)* • HC, GA & IT Senior Auditor, PT Angkasa Pura II (Persero) (Oktober 2015-September 2017) *HC, GA & IT Senior Auditor, PT Angkasa Pura II (Persero) (October 2015-September 2017)* • Business & Supporting Audit Senior Auditor, PT Angkasa Pura II (Persero) (Oktober 2017-Februari 2018) *Business & Supporting Audit Senior Auditor, PT Angkasa Pura II (Persero) (October 2017-February 2018)* • AVP of Transformation Monitoring & Evaluation, PT Angkasa Pura II (Persero) (Februari 2018-Oktober 2021) *AVP of Transformation Monitoring & Evaluation, PT Angkasa Pura II (Persero) (February 2018-October 2021)* • STO/PMO member, PMO Holding ITE (Juli 2019-Oktober 2021) *STO/PMO member, PMO of ITE Holding (July 2019-October 2021)*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	KEP.024/INJOURNEY/03/2022 tanggal 14 Maret 2022 *KEP.024/INJOURNEY/03/2022 dated March 14, 2022*

Nama *Name*	Minda Aviani
Jabatan *Position*	Senior Auditor
Usia *Age*	45 Tahun | years old
Domisili *Domicile*	Jakarta
Kewarganegaraan *Nationality*	Indonesia *Indonesian*

Riwayat Pendidikan *Educational Background*	• Master Degree (M.M) In Magister Management from Hasanuddin University (2010) • Bachelor Degree (S.E) in Accounting from Pasundan University (2000) • *Master Degree (M.M) In Magister Management from Hasanuddin University (2010)* • *Bachelor Degree (S.E) in Accounting from Pasundan University (2000)*
Riwayat Jabatan *Work Experience*	• Financial Accounting Officer, PT Angkasa Pura I (Persero) (September 2006-Desember 2014) *Financial Accounting Officer, PT Angkasa Pura I (Persero) (September 2006 - December 2014)* • Financial Accounting Analyst, PT Angkasa Pura I (Persero) (Januari 2015-Mei 2015) *Financial Accounting Analyst, PT Angkasa Pura I (Persero) (January 2015-May 2015)* • Accounting Section Head, PT Angkasa Pura I (Persero) (Juni 2015-Mei 2019) *Accounting Section Head, PT Angkasa Pura I (Persero) (June 2015-May 2019)* • Special Junior Auditor, PT Angkasa Pura I (Persero) (Juni 2019-September 2019) *Special Junior Auditor, PT Angkasa Pura I (Persero) (June 2019-September 2019)* • Special Senior Auditor, PT Angkasa Pura I (Persero) (Oktober 2019-April 2020) *Special Senior Auditor, PT Angkasa Pura I (Persero) (October 2019-April 2020)* • Operation Senior Auditor, PT Angkasa Pura I (Persero) (Mei 2020-Oktober 2020) *Operation Senior Auditor, PT Angkasa Pura I (Persero) (May 2020-October 2020)*
Dasar Hukum Penunjukan *Legal Basis of Appointment*	KEP.023/INJOURNEY/03/2022 tanggal 14 Maret 2022 *KEP.023/INJOURNEY/03/2022 dated March 14, 2022*

Kualifikasi atau Sertifikasi Profesi Audit Internal

Jumlah karyawan Internal Audit sebanyak 3 orang. Unit Internal Audit InJourney menerapkan proses audit yang berorientasi pada praktik terbaik tingkat Internasional dengan menggunakan Standar Profesi Audit Internal (SPAI) dari Konsorsium Organisasi Profesi Audit Internal dan *Code of Ethic* dari The Institute of Internal Auditors. Seluruh personil telah memiliki kualifikasi atau sertifikasi profesi internal audit. Adapun komposisi personil Internal Audit, adalah sebagai berikut:

Internal Audit Professional Qualification & Certification

The number of Internal Audit employees is 3 people. The InJourney's Internal Audit Unit implements an audit process that is oriented towards international best practices by using the Internal Audit Professional Standards (SPAI) from the Consortium of Internal Audit Professional Organizations and the Code of Ethics from The Institute of Internal Auditors. All personnel have internal audit professional qualifications or certification. The composition of the Internal Audit personnel is as follows:

Kualifikasi Anggota Unit Internal Audit
Qualification of Internal Audit Unit Member

No.	Nama *Name*	Jabatan *Position*	Kualifikasi *Qualification*
1	Beni Subena	Senior Vice President of Internal Audit	• Qualified Internal Auditor (QIA) from YPIA • Qualified Government Internal Auditor (QGIA) • Lead Auditor ISO 37001 Anti-Bribery Management System • Certified Risk Management Level 1 – BSMR • Certified Risk Management Professional Advanced (CRMPA)
2	Muhammad Saktioko	Internal Auditor Team Leader	• Certified Information System Auditor (CISA) dari Information Systems Audit and Control Association (ISACA) *Certified Information System Auditor (CISA) from Information Systems Audit and Control Association (ISACA)* • Certified Risk Management Professional Advance (CRMPA) • Sertifikasi Dasar Dasar Audit dari Pusat Pengembangan Akuntansi & Keuangan (PPAK) *Audit Fundamentals Certification from the Center for Development of Accounting & Finance (PPAK)*
3	Minda Aviani	Senior Auditor	Qualified Internal Auditor (QIA) Tingkat Lanjut from YPIA *Advanced Qualified Internal Auditor (QIA) from YPIA*

Keanggotaan Asosiasi Personil Internal Audit
Association Membership of the Internal Audit Personnel

No	Jenis Keanggotaan *Membership Type*	Nama *Name*	Masa Berlaku *Validity Period*
1	Member of Institute of Internal Auditors (IIA) Indonesia	• Beni Subena • Muhammad Saktioko • Minda Aviani	2023
2	Member of Association of Certified Fraud Examiners (ACFE) Indonesia	Beni Subena	2023
3	Member of Association of Certified Anti Money-Laundering Specialist (ACAMS)	Beni Subena	2023
4	Member of Information Systems Audit and Control Association (ISACA)	Muhammad Saktioko	2023

Pelatihan dan/atau Peningkatan Kompetensi
InJourney memberikan kesempatan bagi anggota Unit Internal Audit untuk mengembangkan kompetensinya. Pendidikan dan/atau pelatihan yang diikuti Internal Auditor sepanjang tahun 2022 disajikan dalam tabel berikut.

Training and/or Competency Improvement
InJourney provides opportunities for members of the Internal Audit Unit to develop their competence. Education and/or training attended by the Internal Auditor throughout 2022 is presented in the following table.

Nama Pelatihan/Seminar/ Webinar/Rapat Koordinasi *Name of Training Webinar Coordination Meetings*	Penyelenggara *Organizer*	Tanggal Pelaksanaan *Implementation Date*	Anggota Internal Audit yang Hadir *Internal Audit Members Present*
Webinar Developing A Roadmap For Climate Resilience	BPKP	19 Mei 2022 *May 19, 2022*	Muhammad Saktioko
Rapat Koordinasi Nasional Pengawasan Intern Pemerintah Tahun 2022 "Kawal Produk Dalam Negeri Untuk Bangsa Mandiri" *The 2022 Government Internal Supervision National Coordination Meeting "Kawal Produk Dalam Negeri Untuk Bangsa Mandiri/ Guarding Domestic Products for the Independent Nation"*	BPKP	14 Juni 2022 *June 14, 2022*	Muhammad Saktioko
Rapat Koordinasi Teknis Pengawasan Intern Peningkatan Penggunaan Produksi Dalam Negeri (P3DN) Di lingkungan BUMN *Technical Coordination Meeting on Internal Supervision for Increased Use of Domestic Production (P3DN) Within SOEs*	BPKP	28 Juni 2022 *June 28, 2022*	Muhammad Saktioko
Half Day Seminar "Mobilising Sustainable Finance & Sustainability Reporting Toward A Green Economy"	BPKP	7 Oktober 2022 *October 7, 2022*	• Beni Subena • Muhammad Saktioko • Minda Aviani
2022 IIA Indonesia National Conference	IIA	12-13 Oktober 2022 *October 12-13, 2022*	Beni Subena
IT Governance, Risk Manag, Assurance & Cybersecurity Summit	ISACA	12-13 Oktober 2022 *October 12-13, 2022*	Muhammad Saktioko
GRC Masterclass (Governance Risk Compliance)	KBUMN	14 Oktober 2022 *October 14, 2022*	• Beni Subena • Muhammad Saktioko
Diklat Audit Tingkat Lanjut *Advanced Audit Training and Education*	YPIA	28 November-10 Desember 2022 *November 28-December 10, 2022*	Minda Aviani
Mini workshop Certified Risk Professional Advance (CRMPA)	MOTEKAR EDUKASI INDONESIA	1-2 Desember 2022 *December 1-2, 2022*	• Beni Subena • Muhammad Saktioko

Pelaksanaan Kegiatan Internal Audit Tahun 2022

1. Audit Operasional
   Unit Internal Audit telah melaksanakan Audit Operasional atas pengelolaan Kinerja pada Unit Unit Kerja InJourney yang dilaksanakan selama 25 (dua puluh lima) hari kerja efektif terhitung mulai tanggal 3 Oktober 2022 sesuai dengan Surat Tugas President Director InJourney No. IA.001/STUG-INJ/AO/IX/2022 tanggal 26 September 2022 dan Surat Tugas SVP of Internal Audit No. IA.001/STUG-INJ/AO/X/2022.1 tanggal 21 Oktober 2022.

Implementation of Internal Audit Activities in 2022

1. *Operational Audit*
   The Internal Audit Unit has carried out an Operational Audit on Performance management at the InJourney Work Unit which was carried out for 25 (twenty five) effective working days starting October 3, 2022, in accordance with the InJourney's President Director Assignment Letter No. IA.001/STUG-INJ/AO/IX/2022 dated September 26, 2022, and Assignment Letter of the SVP of Internal Audit No. IA.001/STUG-INJ/AO/X/2022.1 dated October 21, 2022.

Jumlah Temuan *Number of Findings*	Rekomendasi *Recommendations*	Saldo *Balance*	
		Temuan *Findings*	Rekomendasi *Recommendations*
9	25	8	24

2. Pendampingan Audit Eksternal
   Pendampingan Audit Eksternal yang telah/sedang dilakukan antara lain:
   a. Pendampingan Audit Laporan Keuangan Tahun 2021 bersama KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan.
   b. Pendampingan Audit Laporan Keuangan Tahun 2022 bersama KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan.
   c. Disamping melaksanakan Audit Laporan Keuangan Tahun 2022 pada InJourney, juga dilakukan *site visit* pada anak perusahaan yaitu PT Angkasa Pura I Kantor Cabang Ngurah Rai - Bali dan PT Hotel Indonesia Natour Bali.
   d. Pendampingan kegiatan *review* dari Badan Pengawasan Keuangan dan Pembangunan (BPKP) antara lain:
      i. *Review* Peningkatan Penggunaan Produksi Dalam Negeri (P3DN);
      ii. Validasi Data Peningkatan Penggunaan Produk Dalam Negeri (P3DN) pada BUMN;
      iii. Penilaian Indeks Akuntabilitas Korporasi Indonesia (Indonesian Corporate Accountability Index) Tahun 2021 pada InJourney.
3. Melaksanakan rapat koordinasi dengan *stakeholder* Internal Audit Perseroan.

2. *External Audit Assistance*
   External Audit Assistance that has been/ is being carried out includes:
   a. Audit Assistance on Financial Statements for 2021 with KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan.
   b. Audit Assistance on Financial Statements for 2022 with KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan.
   c. Besides carrying out the Financial Statements for 2022 Audit at InJourney, a site visit was also carried out at its subsidiaries, namely PT Angkasa Pura I Ngurah Rai Branch Office - Bali and PT Hotel Indonesia Natour Bali.
   d. Assistance in review activities from the Financial and Development Supervisory Agency (BPKP), among others:
      i. Review of Increased Use of Domestic Production (P3DN);
      ii. Data Validation of Increased Use of Domestic Products (P3DN) in SOEs;
      iii. Assessment if the 2021 Indonesian Corporate Accountability Index on InJourney.

3. *Carried out coordination meetings with the Company's Internal Audit stakeholders.*

Rapat Unit Audit Internal

Selain itu, sebagai bagian dari pelaksanaan tugas dan tanggung jawabnya, Unit Internal Audit juga melakukan rapat dengan Direksi, Dewan Komisaris/Komite Audit. Sepanjang tahun 2022, frekuensi rapat Unit Audit Internal InJourney sebanyak 15 (lima belas) kali dengan rincian sebagai berikut:

Internal Audit Unit Meetings

In addition, as part of carrying out its duties and responsibilities, the Internal Audit Unit also conducts meetings with the Board of Directors, Board of Commissioners/ Audit Committee. Throughout 2022, the frequency of InJourney's Internal Audit Unit meetings amounted to 15 (fifteen) times with the following details:

Pelaksanaan rapat koordinasi dengan *stakeholder* Internal Audit Perseroan antara lain:

1. Rapat koordinasi dengan Komite Audit tanggal 19 Juli 2022 terkait pembahasan kinerja Internal Audit sampai dengan TW 2 Tahun 2022;
2. Rapat koordinasi dengan Komite Audit tanggal 15 September 2022 terkait pembahasan Program Kerja Pengawasan Tahunan (PKPT) Tahun 2022;
3. Kunjungan kerja tanggal 5 Agustus 2022 ke Badan Pengawasan Keuangan dan Pembangunan (BPKP) Pusat untuk memperkuat koordinasi dan sinergi;
4. Rapat koordinasi Internal Audit InJourney *Group* Tahun 2022 tanggal 21 September 2022 dengan pembahasan terkait isu-isu pada bidang Internal Audit secara grup;
5. Rapat koordinasi dengan Internal Audit PT Hotel Indonesia Natour tanggal 17 Oktober 2022 terkait penyelesaian tindak lanjut temuan BPK-RI;
6. Rapat pembahasan TOR/KAK Pengadaan Auditor Eksternal bersama Komite Audit tanggal 25 Oktober 2022;
7. *Kick-Off Meeting General Audit* KAP Tahun 2022 InJourney tanggal 11 November 2022;
8. Rapat pembahasan tanggal 21 November 2022 terkait kinerja Internal Audit Triwulan III tahun 2022 termasuk tindak lanjut temuan Audit Internal dan Eksternal bersama Komite Audit;
9. Rapat Koordinasi dengan Internal Audit PT Sarinah tanggal 26 Oktober 2022 terkait penyelesaian tindak lanjut temuan BPK-RI;
10. *Masterclass GRC Foundation* dengan Kementerian BUMN tanggal 10 November 2022 terkait *capacity building* penerapan manajemen risiko;
11. Rapat koordinasi dengan Internal Audit PT Angkasa Pura II tanggal 05 Desember 2022 terkait penyelesaian tindak lanjut temuan BPK-RI;
12. Rapat *update progress* Audit KAP Tahun Buku 2022 tanggal 06 Desember 2022 bersama Komite Audit, VP Accounting dan Budgeting, dan KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan;
13. Rapat koordinasi dengan Internal Audit PT Angkasa Pura II dan BPK RI tanggal 07 Desember 2022 terkait progres tindak lanjut penyelesaian temuan BPK-RI;
14. Rapat koordinasi dengan Internal Audit PT Angkasa Pura I tanggal 19 Desember 2022 terkait progres penyelesaian tindak lanjut temuan BPK-RI dan rencana program kerja tahun 2023;
15. *Focus Group Discussion* mengenai Validasi P3DN Bersama Tim QA P3DN BPKP dan seluruh Internal Audit Induk dan anak perusahaan tanggal 21 Desember 2022.

Implementation of coordination meetings with the Company's Internal Audit stakeholders, among others:

1. *Coordination meeting with the Audit Committee on July 19, 2022, regarding the discussion of Internal Audit performance up to Q2 2022;*
2. *Coordination meeting with the Audit Committee on September 15, 2022, regarding the discussion of the 2022 Annual Supervision Work Program (PKPT);*
3. *Work visit on August 5, 2022, to the Central Financial and Development Supervisory Agency (BPKP) to strengthen coordination and synergy;*
4. *The 2022 InJourney Group's Internal Audit coordination meeting on September 21, 2022, with discussions regarding issues in the field of Internal Audit as a group;*
5. *Coordination meeting with PT Hotel Indonesia Natour's Internal Audit on October 17, 2022, regarding the completion of the follow-up on BPK-RI findings;*
6. *TOR/ KAK discussion meeting for Procurement of External Auditors with the Audit Committee on October 25,2022;*
7. *Kick-off Meeting of InJourney's 2022 KAP General Audit on November 11, 2022;*
8. *Discussion meeting on November 21, 2022, regarding the performance of the Internal Audit for the third quarter of 2022 including follow-up on the findings of Internal and External Audits with the Audit Committee;*
9. *Coordination Meeting with Internal Audit of PT Sarinah on October 26, 2022, regarding the completion of the follow-up on BPK-RI findings;*
10. *GRC Foundation Masterclass with the Ministry of SOEs on November 10, 2022, regarding capacity building for the application of risk management;*
11. *Coordination meeting with Internal Audit of PT Angkasa Pura II on December 5, 2022, regarding the completion of the follow-up on BPK-RI findings;*
12. *KAP Audit progress update meeting for Fiscal Year 2022 on December 6, 2022, with the Audit Committee, VP of Accounting and Budgeting, and KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan;*
13. *Coordination meeting with Internal Audit of PT Angkasa Pura II and BPK RI on December 7, 2022, regarding the progress of follow-up on the completion of BPK-RI findings;*
14. *Coordination meeting with the Internal Audit of PT Angkasa Pura I on December 19, 2022, regarding the progress on completion of the follow-up on BPK-RI findings and the 2023 work program plan;*
15. *Focus Group Discussion on P3DN Validation with the BPKP P3DN QA Team and all Internal Audit of the Parent and its subsidiaries on December 21, 2022.*

Sistem Pengendalian Internal

Internal Control System



Penerapan Sistem Pengendalian Internal merupakan sebuah cerminan tata kelola perusahaan yang baik. Dengan adanya Sistem Pengendalian Internal, InJourney telah meminimalisasi potensi tindak kecurangan (*fraud*) di lingkup internal, melaksanakan bisnis secara efektif dan efisien, serta taat terhadap hukum dan prosedur tata kelola perusahaan yang berlaku. Sistem Pengendalian Internal di InJourney mengacu 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 Keuangan dan Operasional

Dalam upaya menjamin implementasi rencana keuangan dan operasional dapat berjalan dengan baik, InJourney memiliki sistem Pengendalian Keuangan dan Operasional. Pengendalian Keuangan dan Operasional Perseroan melibatkan Dewan Komisaris, Direksi, dan seluruh Insan InJourney untuk berpedoman pada prinsip-prinsip *Internal Control-Integrated Framework* yang diterbitkan oleh The Committee of Sponsoring Organization (COSO) of the Treadway Commission. Prinsip-prinsip COSO mencakup:

The implementation of Internal Control System is a reflection of good corporate governance. With the Internal Control System, InJourney has minimized the potential for internal fraud, conducted business effectively and efficiently, and complied with applicable laws and corporate governance procedures. The Internal Control System at InJourney refers to the Regulation of the Minister of State for State-Owned Enterprises No. PER-01/MBU/2011 Article 26 Concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

Financial and Operational Control

In an effort to ensure the implementation of financial and operational plans can run well, InJourney has a Financial ,and Operational Control system. The Company's Financial and Operational Control involves the Board of Commissioners, Board of Directors and all InJourney's personnel to be guided by the principles of Internal Control-Integrated Framework issued by The Committee of Sponsoring Organization (COSO) of the Treadway Commission. The COSO principles include:

1. Mengamankan aset (*security objectives*);
2. Berupaya melakukan operasi Perseroan yang efisien dan efektif (*operational objectives*);
3. Mengembangkan keandalan dan kelengkapan informasi akuntansi/finansial dan manajemen (*information objectives*); dan
4. Menjamin kepatuhan terhadap kebijakan dan prosedur serta peraturan perundang-undangan yang berlaku (*compliance objectives*).

Evaluasi Pelaksanaan Sistem Pengendalian Internal

Evaluasi atas pelaksanaan sistem pengendalian internal dilakukan oleh manajemen Perseroan pada setiap jenjang organisasi. Satuan Pengawasan Intern atau Internal Audit sebagai *third line* melakukan evaluasi atas kecukupan dan efektivitas Sistem Pengendalian Intern secara menyeluruh dan pengawasan yang dilakukan untuk mendukung efektivitas Sistem Pengendalian Internal Perseroan yang diterapkan.

Evaluasi yang telah dilakukan ini disampaikan kepada Manajemen serta ditindaklanjuti dan dimonitor pelaksanaannya untuk memastikan Sistem Pengendalian Intern telah cukup memadai dalam mendukung pencapaian tujuan dan sasaran Perseroan.

Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Pengendalian Intern

Direksi dan Dewan Komisaris/Komite Audit Perseroan telah melakukan kajian mendalam mengenai kecukupan penerapan Sistem Pengendalian Internal. Berdasarkan hasil penelaahan dan diskusi bersama manajemen, Internal Auditor dan Auditor Independen, Direksi dan Dewan Komisaris menilai bahwa Sistem Pengendalian Internal Perseroan telah cukup memadai.

1. *Securing assets (security objectives);*
2. *Attempting to carry out efficient and effective Company operations (operational objectives);*
3. *Developing the reliability and completeness of accounting/ financial and management information (information objectives); and*
4. *Ensuring compliance with policies and procedures as well as applicable laws and regulations (compliance objectives).*

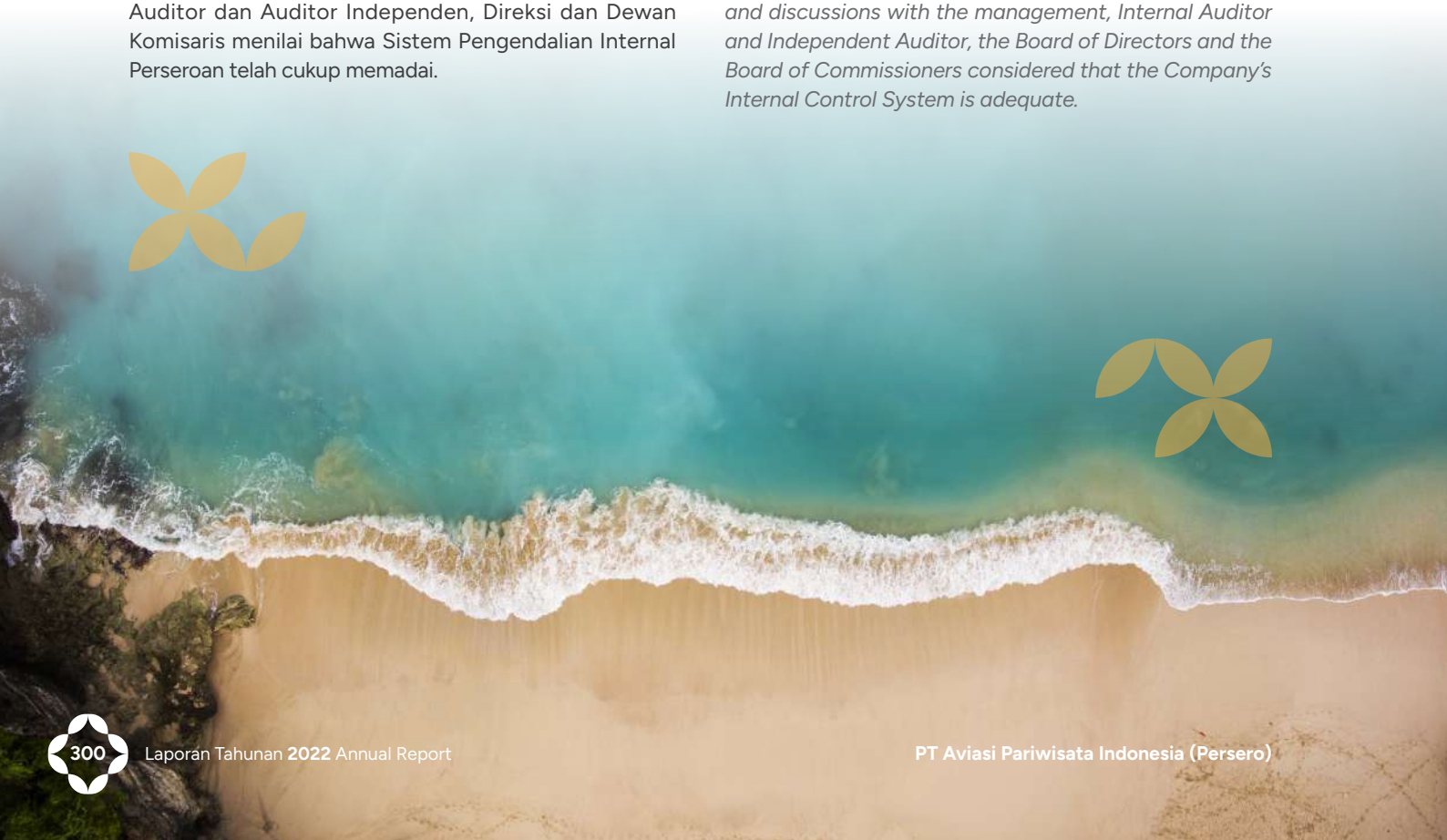
Evaluation of the Implementation of Internal Control System

Evaluation on the implementation of internal control system is carried out by the Company's management at every level of the organization. The Internal Audit Unit or Internal Audit as a third line evaluates the adequacy and effectiveness of the overall Internal Control System and the supervision carried out to support the effectiveness of the Company's Internal Control System that is implemented.

The evaluation that has been carried out is submitted to Management and its implementation is followed up and monitored to ensure that the Internal Control System is adequate in supporting the achievement of the Company's goals and objectives.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System

The Board of Directors and the Board of Commissioners/ Audit Committee of the Company have conducted in-depth studies regarding the adequacy of the implementation of the Internal Control System. Based on the results of reviews and discussions with the management, Internal Auditor and Independent Auditor, the Board of Directors and the Board of Commissioners considered that the Company's Internal Control System is adequate.



Manajemen Risiko
Risk Management

Manajemen risiko merupakan upaya terkoordinasi untuk mengarahkan dan mengendalikan Perseroan terhadap risiko-risiko yang dihadapi dalam menjalankan kegiatan usaha. Sebagai BUMN yang bergerak di bidang ekosistem pariwisata, InJourney terus berupaya untuk mengantisipasi segenap tantangan dan lingkungan persaingan bisnis secara makro maupun mikro.

Risk management is a coordinated effort to direct and control the Company against the risks it faces in carrying out its business activities. As a State-Owned Enterprise engaged in the tourism ecosystem, InJourney continues to strive to anticipate all challenges and the competitive business environment, both macro and micro.

Pelaksanaan Sistem Manajemen Risiko di InJourney mengacu pada beberapa peraturan eksternal maupun internal yaitu:
1. Peraturan Menteri BUMN No. PER-5/MBU/09/2022 tentang Penerapan Manajemen Risiko Pada Badan Usaha Milik Negara;
2. Peraturan Direksi InJourney No. PD.INJ.16.04/12/2022/A.0016 tentang Pedoman Umum Manajemen Risiko PT Aviasi Pariwisata Indonesia (Persero).

The implementation of Risk Management System at InJourney refers to several external and internal regulations, namely:
1. *Minister of SOEs Regulation No. PER-5/MBU/09/2022 concerning Implementation of Risk Management in State-Owned Enterprises;*
2. *InJourney's Board of Directors Regulation No. PD.INJ.16.04/12/2022/A.0016 concerning General Guidelines for Risk Management of PT Aviasi Pariwisata Indonesia (Persero).*

Tujuan adanya Sistem Manajemen Risiko bagi Perseroan mencakup:
1. Memberikan arah dalam penerapan Manajemen Risiko mulai dari identifikasi, pengukuran, penentuan perlakuan, pelaksanaan Aktivitas Pengendalian *(Control)*, Komunikasi, dan Pemantauan *(Monitoring)*;
2. Sebagai media pengembangan, sosialisasi, dan penyempurnaan Kebijakan Manajemen Risiko dan peraturan pendukung lainnya dalam bidang Manajemen Risiko secara berkala;
3. Sebagai panduan bagi Internal Audit dalam melaksanakan Audit Berbasis Risiko *(Risk Based Audit)*.

The purpose of having a Risk Management System for the Company includes:
1. *Provide direction in the implementation of Risk Management starting from identification, measurement, determination of treatment, implementation of Control Activities, Communication, and Monitoring;*
2. *As a media for developing, socializing, and improving the Risk Management Policy and other supporting regulations in the field of Risk Management on a regular basis;*
3. *As a guide for Internal Audit in carrying out a Risk Based Audit.*

Bentuk komitmen Perseroan atas penerapan manajemen risiko dituangkan dalam beberapa kebijakan yang disetujui oleh Dewan Komisaris dan Direksi antara lain:
1. Komitmen Pengelolaan Risiko Bersama;
2. Penetapan Pedoman Manajemen Risiko;
3. Penetapan Tata Kelola Manajemen Risiko;
4. Penjaminan Alokasi Sumber Daya Pengelolaan Risiko;
5. Pengembangan Budaya Risiko.

The form of the Company's commitment to the implementation of risk management is outlined in several policies approved by the Board of Commissioners and Board of Directors, including:
1. *Joint Risk Management Commitment;*
2. *Determination of Risk Management Guidelines;*
3. *Determination of Risk Management Governance;*
4. *Guaranteed Allocation of Risk Management Resources;*
5. *Risk Culture Development.*

Pedoman Manajemen Risiko
Pelaksanaan manajemen risiko InJourney tertuang dalam Peraturan Direksi No. PD.INJ.16.04/12/2022/A.0016 tentang Pedoman Umum Manajemen Risiko PT Aviasi Pariwisata Indonesia (Persero). Pedoman ini memuat kebijakan umum manajemen risiko, peran dan tanggung jawab, proses manajemen risiko, prosedur kerja, dan formulir manajemen risiko.

Risk Management Guidelines
The implementation of InJourney's risk management is contained in the Board of Directors Regulation No. PD.INJ.16.04/12/2022/A.0016 concerning General Guidelines for Risk Management of PT Aviasi Pariwisata Indonesia (Persero). This guide contains general risk management policies, roles and responsibilities, risk management processes, work procedures, and risk management forms.

Roadmap Manajemen Risiko

Roadmap manajemen risiko InJourney tahun 2022-2026 disusun selaras dan mendukung pencapaian sasaran strategis dalam RJPP dengan fokus pada aspek tema, keefektifan pengelolaan risiko, keefektifan penerapan *Government Risk Compliance* (GRC), arsitektur, strategi dan protokol.

Risiko-risiko yang dihadapi InJourney mencakup seluruh risiko yang muncul dalam pelaksanaan operasional dan pengembangan bisnis, serta dipengaruhi oleh berbagai faktor internal maupun eksternal. Perseroan menjalankan sistem manajemen risiko dengan efektif sehingga proses bisnis dapat terus berlangsung dengan tingkat risiko yang dapat diterima.

Risk Management Roadmap

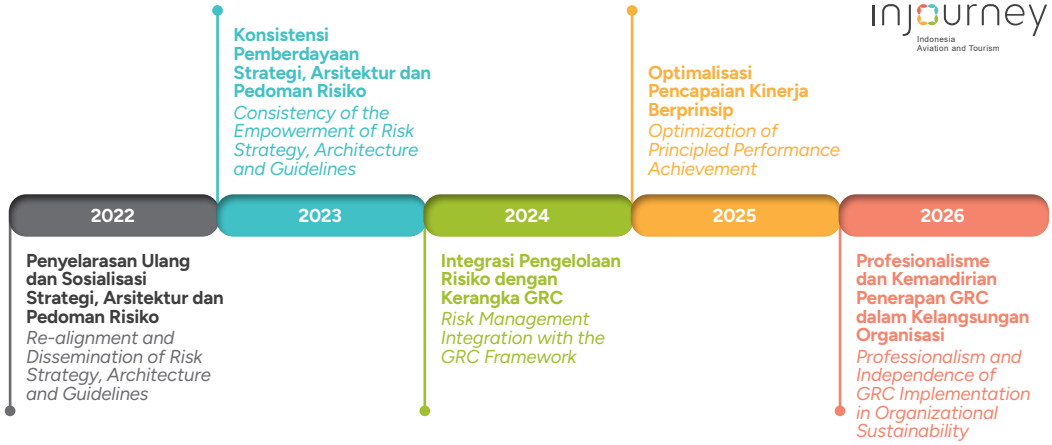
The InJourney's Risk Management Roadmap for 2022-2026 is prepared in line with and supports the achievement of strategic objectives in the RJPP with a focus on thematic aspects, effectiveness of risk management, effectiveness of Government Risk Compliance (GRC) implementation, architecture, strategy and protocol.

The risks faced by InJourney include all risks that arise in the implementation of operations and business development, and are influenced by various internal and external factors. The Company operates an effective risk management system so that business processes can continue with an acceptable level of risk.

Roadmap Risk Management untuk periode tahun 2022-2026

Risk Management Roadmpat for the 2022-2026 period

Roadmap
Manajemen Risiko
Risk Management Roadmap



Keefektifan Pengelolaan Risiko *Risk Management Effectiveness*	Indeks Maturitas Risiko *Risk Maturity Index*		
Keefektifan Pengelolaan GRC *GRC Management Effectiveness*	Indeks Maturitas GRC *GRC Maturity Index*		
A. Arsitektur *Architecture*	A.1 Peran dan Tanggung Jawab *Role and Responsibility*	A.2 Komunikasi dan Konsultasi *Communication and Consultation*	A.3 Kapasitas Organisasi *Organizational Capacity*
B. Strategi *Strategy*	B.1 Proses Bisnis dan Kinerja *Business Process and Performance* B.2 Pengendalian Internal *Internal Control*	B.3 Keefektifan *Effectiveness* B.4 Kesisteman *System*	B.5 Kompetensi dan Perilaku *Competency and Behavior* B.6 Induksi Pola Pikir/Wawasan Masa Depan *Mindset Induction/Future Insight*
C. Pedoman *Guideline*	C.1 Panduan dan Dokumentasi *Guidelines and Documentation*		

Unit Manajemen Risiko

Unit Manajemen Risiko berperan sebagai koordinator pengelolaan Manajemen Risiko InJourney, baik pada level operasional maupun strategis. Unit Koordinator Manajemen Risiko Perseroan ditetapkan oleh Direksi dan bertanggung jawab langsung kepada Direktur yang membawahi fungsi Manajemen Risiko.

Risk Management Unit

The Risk Management Unit acts as the coordinator for the management of InJourney's Risk Management, both at the operational and strategic levels. The Company's Risk Management Coordinating Unit is appointed by the Board of Directors and is directly responsible to the Director in charge of the Risk Management function.

Tugas dan Tanggung Jawab Unit Manajemen Risiko

Unit Koordinator Manajemen Risiko (UKMR) bertugas dan bertanggung jawab untuk:

1. Fungsi Umum:
   a. Melakukan koordinasi, pembinaan, dan asistensi penyusunan sampai pada implementasi standar, pedoman, dan kebijakan Manajemen Risiko InJourney;
   b. Melakukan koordinasi, pembinaan, dan asistensi kegiatan Manajemen Risiko InJourney;
   c. Mereviu kompetensi dan kuantitas Unit Koordinator Manajemen Risiko berdasarkan struktur organisasi Perusahaan dan disesuaikan dengan ukuran dan kompleksitas usaha Perusahaan serta Risiko yang melekat pada Perusahaan;
   d. Mengembangkan budaya sadar Risiko pada seluruh Unit Kerja;
   e. Menjamin pelaksanaan proses Manajemen Risiko yang berlandaskan prinsip manusia dan budaya, maka Perusahaan harus meningkatkan tingkat kompetensi dan integritas seluruh Insan InJourney terutama *Key Risk Owner, Risk Otorisator*, Unit Pemilik Risiko, Evaluator, dan Unit Koordinator Manajemen Risiko, dengan memperhatikan faktor-faktor seperti pengetahuan, pengalaman (*track record*), kemampuan, serta pendidikan yang memadai di bidang Manajemen Risiko.

2. Fungsi Operasional:
   a. Memantau pelaksanaan Manajemen Risiko pada Unit Kerja.
   b. Melakukan validasi dan verifikasi atas Daftar Risiko Unit Kerja.
   c. Melakukan Pemantauan pelaksanaan perlakuan Risiko pada Unit Kerja.
   d. Melaksanakan penelaahan Risiko secara berkala, dengan memperhatikan:
      i. Keakuratan metodologi pengukuran Risiko;
      ii. Implementasi sistem informasi Manajemen Risiko;
      iii. Ketepatan kebijakan, pedoman dan prosedur Manajemen Risiko.
   e. Melakukan reviu atas kecukupan pengendalian Risiko sesuai strategi asuransi terkombinasi (*combined assurance*), yaitu kegiatan asuransi terintegrasi berbasis Risiko utama yang dihadapi Perusahaan;
   f. Melakukan sosialisasi kebijakan dan Pedoman Manajemen Risiko kepada seluruh Unit Kerja;
   g. Mengembangkan dan menyempurnakan pelaksanaan Manajemen Risiko.

Duty and Responsibility of Risk Management Unit

The Risk Management Coordinating Unit (UKMR) is in charge and responsible for:

1. *General Function:*
   a. *Coordinating, coaching, and assisting in the preparation up to the implementation of InJourney's Risk Management standards, guidelines, and policies;*
   b. *Coordinating, coaching, and assisting InJourney's Risk Management activities;*
   c. *Reviewing the competence and quantity of the Risk Management Coordinating Unit based on the Company's organizational structure and adjusted to the size and complexity of the Company's business and the risks inherent in the Company;*
   d. *Developing a Risk awareness culture in all Work Units;*
   e. *Assuring the implementation of the Risk Management process that is based on human and cultural principles, the Company must increase the level of competence and integrity of all InJourney's Personnel, especially Key Risk Owners, Risk Authorisators, Risk Owners Units, Evaluators, and Risk Management Coordinating Units, taking into account factors such as knowledge, experience (track record), ability, and adequate education in the field of Risk Management.*

2. *Operational Function:*
   a. *Monitoring the implementation of Risk Management in Work Units.*
   b. *Performing validation and verification of the Risk Register of Work Units.*
   c. *Monitoring the implementation of risk treatment in work units.*
   d. *Carrying out periodic Risk reviews, taking into account:*
      i. *The accuracy of the Risk measurement methodology;*
      ii. *Implementation of Risk Management information system;*
      iii. *Accuracy of Risk Management policies, guidelines and procedures.*
   e. *Reviewing the adequacy of risk control according to the combined assurance strategy, namely integrated insurance activities based on the main risks faced by the Company;*
   f. *Dissemination of policies and Risk Management Guidelines to all Work Units;*
   g. *Developing and perfecting the implementation of Risk Management.*

3. Fungsi Strategis:
   a. Menyusun arah kebijakan, strategi penerapan, metodologi, dan infrastruktur Manajemen Risiko beserta *limit* Risiko InJourney;
   b. Menyusun, mengevaluasi dan menyampaikan usulan penetapan *Risk Appetite, Risk Tolerance*, dan *limit* Risiko kepada Direksi Perusahaan dengan memperhatikan masukan dari unit Pemilik Risiko operasional;
   c. Melakukan agregat Risiko dan mengusulkan *Corporate Wide Risk* kepada Direksi Perusahaan;
   d. Memelihara *Risk Register* Perusahaan dan perubahannya;
   e. Membantu Direksi Perusahaan dan *Risk Otorisator* InJourney dalam penerapan Manajemen Risiko InJourney;
   f. Mengoordinasikan penerapan Manajemen Risiko InJourney dengan *Risk Otorisator* dan evaluator;
   g. Melakukan Pemantauan pelaksanaan perlakuan Risiko InJourney;
   h. Memantau implementasi kebijakan, strategi, dan pedoman penerapan Manajemen Risiko rekomendasi dari Komite Koordinasi Manajemen Risiko dan/atau yang telah disetujui oleh Direksi Perusahaan;
   i. Melaksanakan kaji ulang secara berkala dan/atau sesuai kebutuhan untuk memastikan kecukupan kebijakan, strategi, dan pedoman penerapan Manajemen Risiko, keakuratan metodologi penilaian Risiko, dan kecukupan sistem informasi Manajemen Risiko;
   j. Mengkaji ulang secara berkala proses Manajemen Risiko, berdasarkan temuan audit dan/atau perkembangan praktik-praktik Manajemen Risiko yang berlaku secara internasional;
   k. Memberikan rekomendasi kepada unit Pemilik Risiko dan/atau kepada Komite Koordinasi Manajemen Risiko sesuai dengan kewenangan yang dimiliki, antara lain mengenai besaran atau maksimum eksposur Risiko yang dapat dipelihara Perusahaan;
   l. Menyusun dan menyampaikan laporan Profil Risiko kepada Direksi Perusahaan dan kepada Komite Koordinasi Manajemen Risiko setiap semester, frekuensi penyampaian laporan dapat ditingkatkan dalam hal kondisi pasar berubah dengan cepat.

3. Strategic Function:
   a. Preparing policy directions, implementation strategies, methodologies and infrastructure of Risk Management along with InJourney's Risk limits;
   b. Preparing, evaluating and submitting proposals for determining Risk Appetite, Risk Tolerance and Risk limits to the Company's Board of Directors by taking into account input from the operational Risk Owner unit;
   c. Aggregating Risks and proposing Corporate Wide Risk to the Company's Board of Directors;
   d. Maintaining the Company's Risk Register and its changes;
   e. Assisting the Company's Board of Directors and Risk Authorizers of InJourney in implementing InJourney's Risk Management;
   f. Coordinating the implementation of InJourney's Risk Management with Risk Authorisators and evaluators;
   g. Monitoring the implementation of InJourney's Risk treatment;
   h. Monitoring the implementation of policies, strategies and guidelines for the implementation of Risk Management recommendations from the Risk Management Coordinating Committee and/or approved by the Board of Directors of the Company;
   i. Carrying out periodic reviews and/or as needed to ensure adequacy of policies, strategies and guidelines for implementing Risk Management, accuracy of Risk assessment methodologies, and adequacy of Risk Management information systems;
   j. Periodically reviewing the Risk Management process, based on audit findings and/or developments in internationally accepted Risk Management practices;
   k. Providing recommendations to the Risk Owners unit and/or to the Risk Management Coordinating Committee in accordance with their authority, including regarding the amount or maximum risk exposure that can be maintained by the Company;
   l. Preparing and submitting a Risk Profile report to the Company's Board of Directors and to the Risk Management Coordinating Committee every semester, the frequency of submitting reports can be increased in the event that market conditions change rapidly.



Sistem Manajemen Risiko

Basis pelaksanaan dan penerapan Manajemen Risiko di Perseroan mengacu pada ISO 31000:2018, yang terdiri dari 3 (tiga) struktur utama, yaitu prinsip, kerangka, dan proses.

Risk Management System

The basis for the implementation and application of Risk Management in the Company refers to ISO 31000:2018, which consists of 3 (three) main structures, namely principles, framework and process.

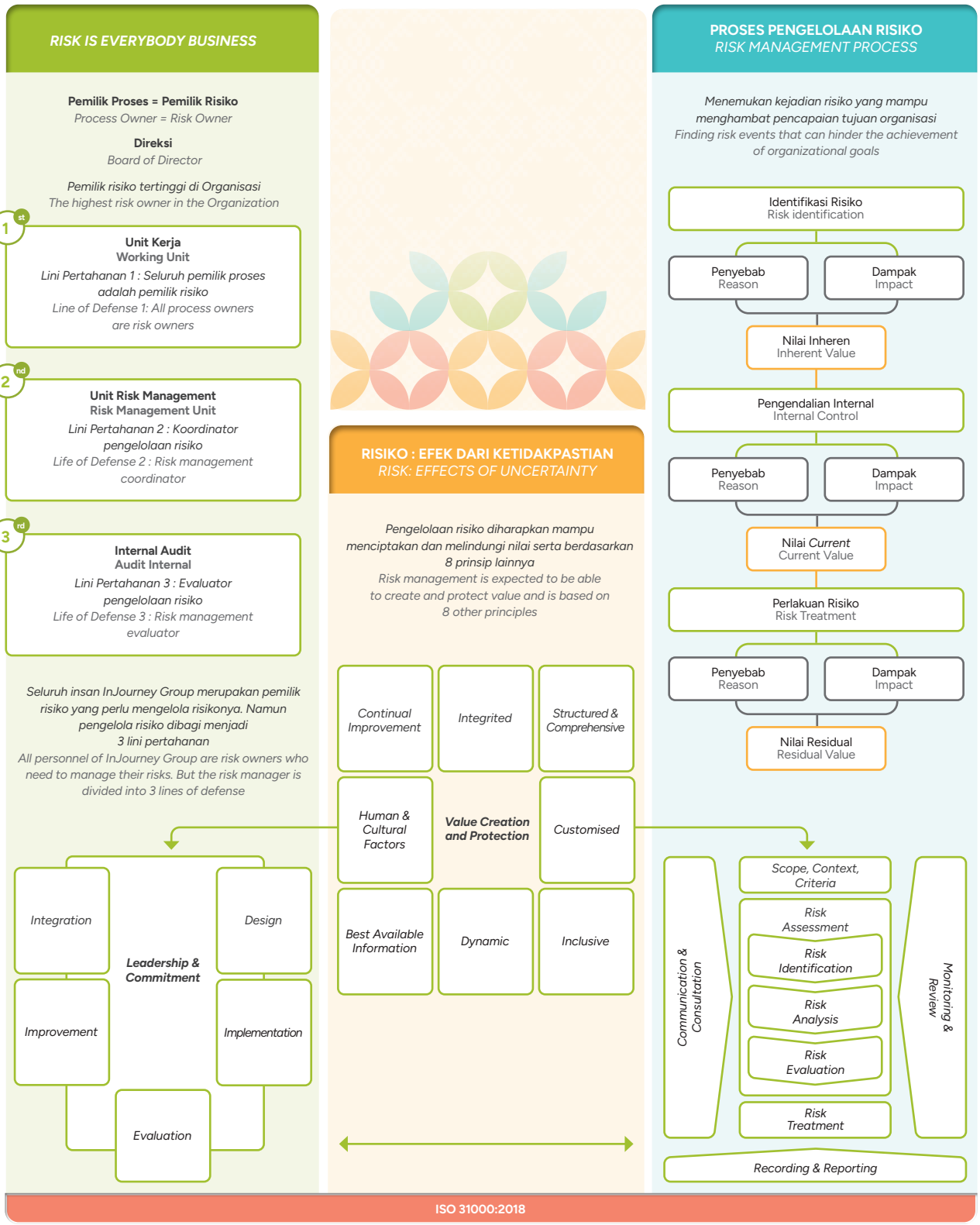


Diagram Arsitektur ISO 31000:2018 | Diagram. ISO 31000:2018 Architecture

Alur Sistem Manajemen Risiko InJourney

Dalam menerapkan Strategi Pengelolaan Risiko, InJourney menyesuaikan skema yang melibatkan penerapan kebijakan dan pedoman, serta praktik yang sistematis dan sesuai kebutuhan Perseroan.

InJourney's Risk Management System Flow

In implementing the Risk Management Strategy, InJourney adjusts the scheme which involves implementing policies and guidelines, as well as practices that are systematic and according to the needs of the Company.

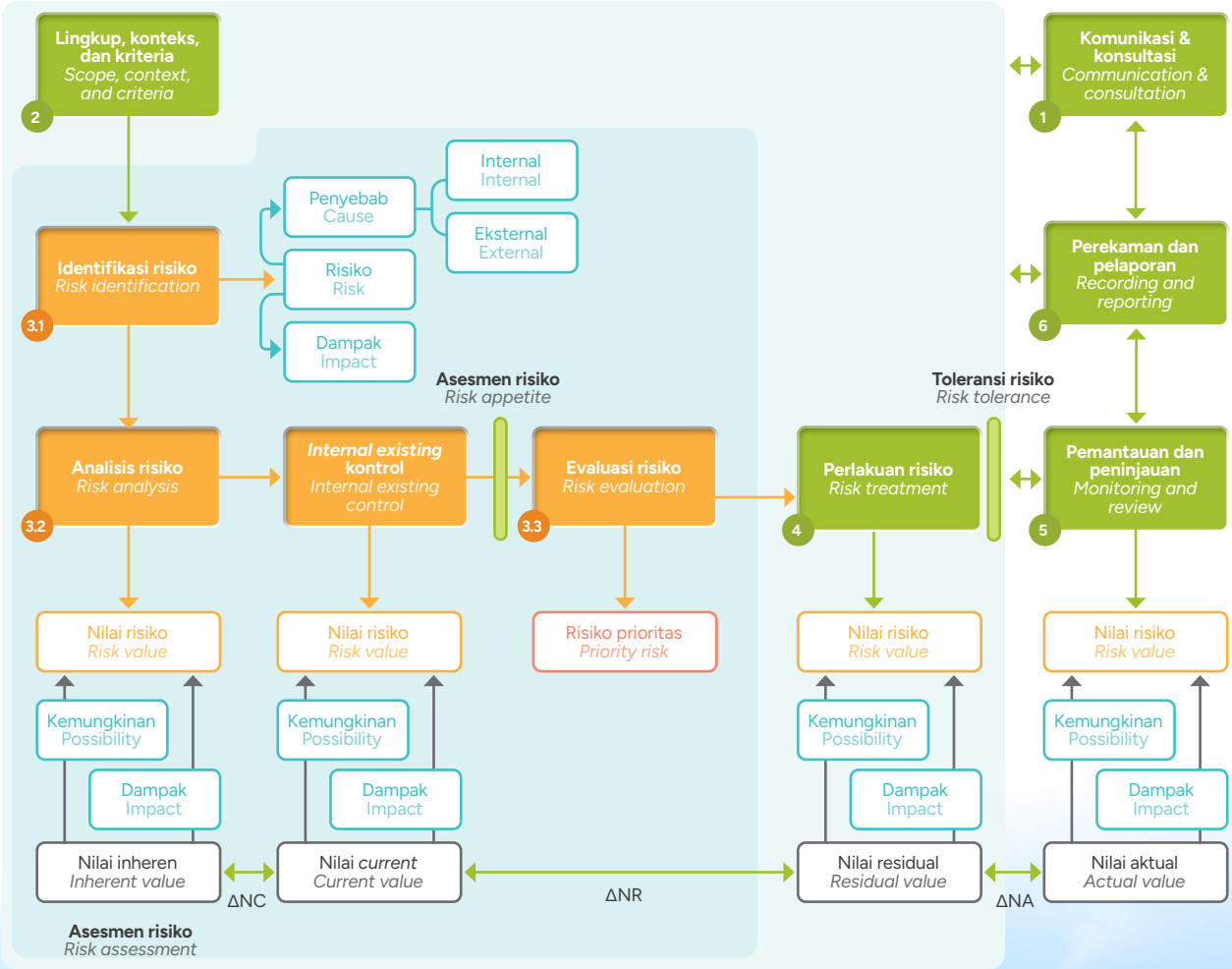


Diagram Alur Pengelolaan Risiko - ISO 31000:2018
Diagram Risk Management Flow - ISO 31000:2018



Profil Risiko dan Pengelolaannya

Perkembangan ekosistem pariwisata yang semakin pesat menyebabkan risiko yang dihadapi InJourney pada setiap proses bisnisnya menjadi semakin kompleks. Untuk itu, Perseroan mengembangkan kerangka pengelolaan risiko yang menyeluruh (*Enterprise Risk Management*/ERM) guna meminimalkan potensi kerugian dan mengoptimalkan profitabilitas, menciptakan nilai dan meningkatkan kepercayaan pemangku kepentingan, serta mendorong standar praktik terbaik tata kelola perusahaan.

Pengelolaan risiko dilakukan sesuai dengan Peraturan Direksi PT Aviasi Pariwisata Indonesia (Persero) No. PD.INJ.16.04/12/2022/A.0016 tentang Pedoman Umum Manajemen Risiko PT Aviasi Pariwisata Indonesia (Persero) dimana semua unit menjalankan fungsi dan tugas sesuai peran yang tertuang dalam pedoman dimaksud dari mulai penetapan prinsip, kerangka kerja, sampai dengan proses manajemen risiko.

Pengelolaan dilakukan melalui sinergi dari mulai identifikasi risiko, analisis risiko, dan evaluasi risiko serta proses *monitoring* dan pelaporan seluruh *member* InJourney untuk selanjutnya diagregasi ke dalam satu *frame* yang menjadi representasi dari InJourney secara grup.

InJourney menetapkan selera risiko dengan memperhatikan kemampuan keuangan Perseroan dalam rangka mencapai sasaran Perseroan (*risk capacity*). InJourney menerapkan toleransi risiko dan limit risiko dengan memperhatikan tingkat risiko yang akan diambil (selera risiko/*risk appetite*) dan strategi Perseroan secara keseluruhan. *Risk Appetite* untuk InJourney ditetapkan berdasarkan kategori risiko dan kapasitas risiko yang dianalisis melalui *Resource and Capability Analysis* (RCA). Adapun *Risk Appetite* yang ditetapkan untuk InJourney adalah sebagai berikut:

Risk Profile and Its Management

The rapid development of the tourism ecosystem causes the risks faced by InJourney in every business process to become increasingly complex. For this reason, the Company has developed a comprehensive risk management framework (Enterprise Risk Management/ ERM) in order to minimize potential losses and optimize profitability, create value and increase stakeholder trust, as well as promote corporate governance best practice standards.

Risk management is carried out in accordance with the Regulation of the Board of Directors of PT Aviasi Pariwisata Indonesia (Persero) No. PD.INJ.16.04/12/2022/A.0016 concerning General Guidelines for Risk Management of PT Aviasi Pariwisata Indonesia (Persero) in which all units carry out their functions and duties according to the roles set out in the guidelines, starting from the establishment of principles, frameworks, to processes of risk management.

Management is carried out through synergy starting from risk identification, risk analysis, and risk evaluation as well as the process of monitoring and reporting all InJourney's members to be further aggregated into one frame which represents InJourney as a group.

InJourney determines risk appetite by taking into account the Company's financial capability in order to achieve the Company's target (risk capacity). InJourney applies risk tolerance and risk limits by taking into account the level of risk to be taken (risk appetite) and the overall strategy of the Company. The Risk Appetite for InJourney is determined based on the risk category and risk capacity analyzed through the Resource and Capability Analysis (RCA). The Risk Appetite stipulated for InJourney is as follows:

Tabel *Risk Appetite Statement* InJourney
Table InJourney's Risk Appetite Statement

No	Kategori Risiko *Risk Category*	*Risk Appetite Statement*
A	Keuangan *Financial*	Perseroan mengambil risiko moderat untuk kategori risiko keuangan pada tingkat risiko rendah-menengah dengan menjaga capaian *net income* positif *The Company takes moderate risk for the financial risk category at a low-medium risk level by maintaining a positive net income*
B	Makro, Geopolitik dan Pasar *Macro, Geopolitical and Market*	Perseroan mengambil risiko moderat untuk kategori risiko makro, geopolitik dan pasar pada tingkat risiko rendah dengan tetap memperhatikan pergerakan variabel pasar (nilai tukar rupiah, tingkat suku bunga, dan harga komoditas) *The Company takes moderate risk for the category of macro, geopolitical and market risk at a low risk level by taking into account movements in market variables (the rupiah exchange rate, interest rates and commodity prices)*

No	Kategori Risiko *Risk Category*	*Risk Appetite Statement*
C	Portofolio *Portfolio*	Perseroan mengambil risiko moderat untuk kategori risiko portofolio pada tingkat risiko rendah untuk menjaga keseimbangan konsentrasi *portfolio* seluruh *member* *The company takes moderate risk for the portfolio risk category at a low risk level to maintain a balanced portfolio concentration of all members*
D	Strategis *Strategic*	Perseroan mengambil risiko moderat untuk kategori risiko strategis pada tingkat risiko rendah-menengah dan mendorong setiap member untuk melakukan pengambilan keputusan strategis yang diperlukan *The Company takes moderate risk for the strategic risk category at a low-medium risk level and encourages each member to make the necessary strategic decisions*
E	Operasional *Operational*	Perseroan tidak memberikan toleransi atas risiko yang menyangkut keselamatan dan keamanan yang dapat mempengaruhi secara signifikan kegiatan operasional *The Company does not tolerate risks related to safety and security that can significantly affect operational activities*
		Perseroan tidak memberikan toleransi atas tindakan penyalahgunaan yang disengaja atau tidak sengaja yang melanggar peraturan perundangan *The Company does not tolerate acts of intentional or unintentional abuse that violate statutory regulations*
		Perseroan mengambil risiko moderat untuk kegiatan proses bisnis InJourney pada tingkat risiko rendah-menengah dalam hal proses penjualan dan pemasaran barang dan jasa perusahaan (perencanaan pemasaran, promosi, *branding*, *customer experience*, penjualan dan pelayanan purna jual *The Company takes moderate risk for InJourney's business process activities at a low-medium risk level in terms of sales and marketing processes of company goods and services (marketing planning, promotion, branding, customer experience, sales and after-sales service*
F	Organisasi dan SDM *Organization and HC*	Perseroan mengambil risiko moderat untuk kategori risiko organisasi dan SDM pada tingkat risiko rendah-menengah dalam hal pencapaian kinerja, optimalisasi budaya kerja, dan kualitas SDM *The Company takes a moderate risk for the organization and HC risk category at a low-medium risk level in terms of performance achievement, optimization of work culture, and HC quality*
G	Teknologi Informasi *Information Technology*	Perseroan mengambil risiko moderat untuk kategori risiko teknologi informasi pada tingkat risiko rendah dengan menempatkan prioritas utama atas keamanan informasi, keandalan infrastruktur IT, dan kesiapan teknologi cyber yang harus dijalankan *The Company takes moderate risk for the information technology risk category at a low risk level by placing top priority on information security, reliability of IT infrastructure, and readiness of cyber technology that must be implemented*
H	Hukum dan Kepatuhan *Legal and Compliance*	Perseroan tidak memberikan toleransi terhadap terhadap setiap pelanggaran peraturan dan perundang-undangan *The Company does not tolerate any violations of statutory regulations*
I	Reputasi dan Kelangsungan *Reputation and Continuity*	Perseroan tidak memberikan toleransi terhadap perusakan lingkungan akibat kegiatan operasional dan Perseroan berupaya meminimalkan disrupsi dampak perubahan iklim yang mempengaruhi kinerja Perseroan *The Company does not tolerate environmental destruction due to operational activities and the Company seeks to minimize the disruption of climate change impacts that affect the Company's performance*
		Perseroan tidak memberikan toleransi terhadap ancaman reputasi yang dapat mempengaruhi secara signifikan pelaksanaan kegiatan bisnis Perseroan *The Company does not tolerate reputational threats that can significantly affect the implementation of the Company's business activities*



Tabel *Risk Appetite Metric*
Table Risk Appetite Metric

No	Kategori Risiko *Risk Category*	Batas Selera Risiko Berbasis Risk Attitude *Risk Attitude Based Risk Appetite Limit*	Batas Selera Risiko dalam Peta Paparan Risiko *Risk Appetite Limit in the Risk Exposure Map*
1	Keuangan *Financial*	6	A1, A2, A3, A4, A5, B1, B2, B3, C1, dan C2 *A1, A2, A3, A4, A5, B1, B2, B3, C1, and C2*
2	Makro, Geopolitik dan Pasar *Macro, Geopolitical and Market*	2	A1, A2, B1
3	Portofolio *Portfolio*	2	
4	Strategis *Strategic*	6	A1, A2, A3, A4, A5, B1, B2, B3, C1, dan C2 *A1, A2, A3, A4, A5, B1, B2, B3, C1, and C2*
5	Operasional *Operational*	6	
6	Organisasi dan SDM *Organization and HC*	6	
7	Teknologi Informasi *Information Technology*	4	A1, A2, B1, dan B2 *A1, A2, B1, and B2*
8	Hukum dan Kepatuhan *Legal and Compliance*	2	A1, A2, B1
9	Reputasi dan Kelangsungan *Reputation and Continuity*	2	

Perseroan menetapkan toleransi risiko yang merupakan batas maksimum dari jenis risiko tertentu. Dalam menetapkan toleransi risiko, Perseroan perlu mempertimbangkan strategi dan tujuan usaha agar pengelolaan risiko tetap berada dalam batasan *risk appetite*. Bentuk penetapan Toleransi Risiko (TR) adalah Batas Toleransi Risiko (BTR) yang ditetapkan berdasarkan hasil petapan selera risiko.

The Company sets a risk tolerance which is the maximum limit for certain types of risk. In setting risk tolerance, the Company needs to consider the strategy and business objectives so that risk management remains within the limits of risk appetite. The form of determining Risk Tolerance (TR) is the Risk Tolerance Limit (BTR) which is determined based on the results of determining risk appetite.

Tabel *Risk Tolerance*
Table Risk Tolerance

Batas Selera Risiko *Risk Appetite Limit*	Batas Toleransi Risiko *Risk Tolerance Limit*				
	Indeks Keefektifan Perlakuan Risiko (IKPR) *Risk Treatment Effectiveness Index (IKPR)*				
	1,00	0,70	0,50	0,35	0,25
2	2	3	4	6	8
4	4	6	8	10	12
6	6	8	12	16	20

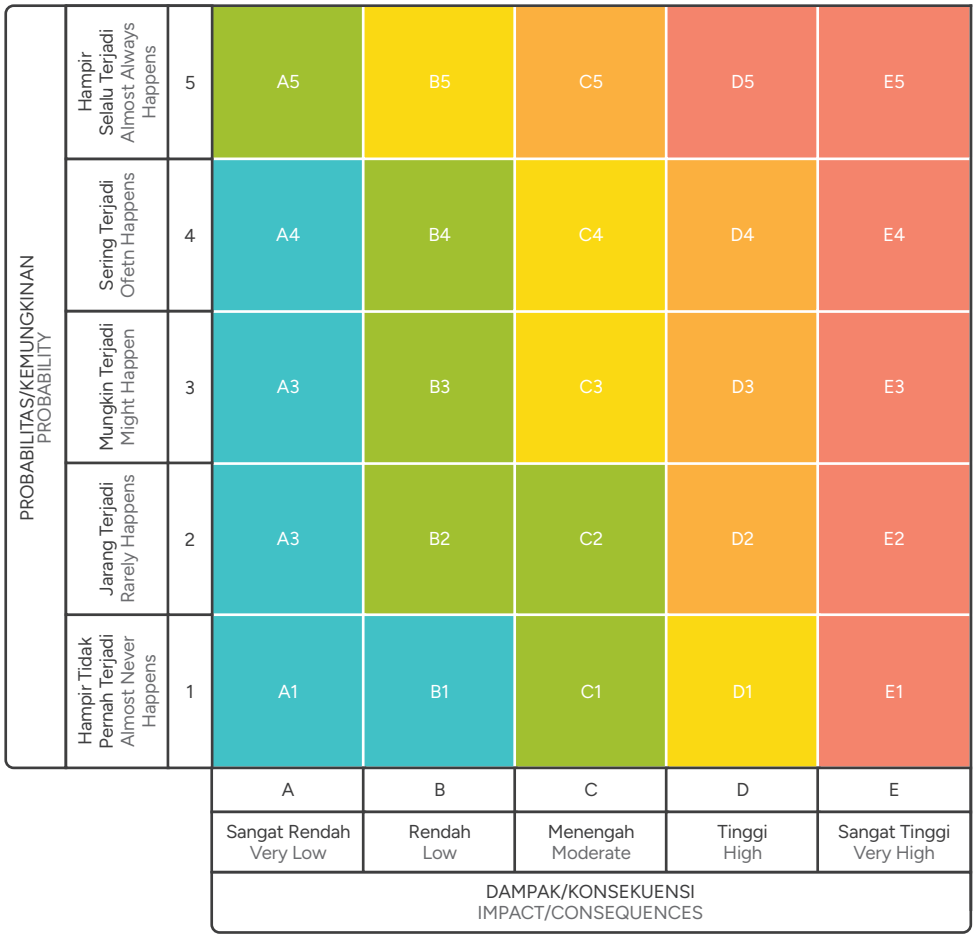
Peta Risiko (*Heat Map*)

Gambaran *skoring band* yang digunakan sebagai panduan *Risk Owner* untuk memahami pola penyebaran paparan risiko yang terkait dengan upaya untuk merealisasikan program kerja, termasuk membuat keputusan yang tepat.

Risk Map (Heat Map)

An overview of the scoring band which is used as a guide for the Risk Owner to understand the pattern of spread of risk exposure associated with efforts to realize work programs, including making the right decisions.

Gambar Uraian Tingkatan Risiko dan Indikatornya dalam Peta Risiko
Figure. Description of Risk Levels and Indicators in the Risk Map



Skema besar dalam Strategi Pengelolaan Risiko terdiri atas 6 (enam) proses, yaitu: (1) komunikasi & konsultasi; (2) penetapan lingkup, konteks, dan kriteria; (3) asesmen Risiko; (4) perlakuan Risiko; (5) pemantauan dan peninjauan; serta (6) perekaman dan pelaporan.

The big scheme of the Risk Management Strategy consists of 6 (six) processes, namely: (1) communication & consultation; (2) determination of scope, context and criteria; (3) Risk assessment; (4) Risk treatment; (5) monitoring and review; and (6) recording and reporting.

1. Komunikasi & Konsultasi
   Komunikasi dilakukan untuk meningkatkan kesadaran dan pemahaman tentang risiko *(risk)*, sedangkan konsultasi dilakukan untuk mendapatkan umpan balik dan informasi untuk mendukung pengambilan keputusan. Koordinasi yang erat antara keduanya harus memfasilitasi pertukaran informasi yang faktual, tepat waktu, relevan, akurat, dan dapat dimengerti, dengan mempertimbangkan kerahasiaan dan integritas informasi serta hak privasi individu.
2. Penetapan Lingkup, Konteks, dan Kriteria
   Penetapan ruang lingkup, konteks dan kriteria bertujuan untuk menyesuaikan proses manajemen risiko dan memungkinkan penilaian risiko yang efektif dan penanganan risiko yang sesuai.
3. Asesmen Risiko
   a. Identifikasi Risiko
      Tujuan dari identifikasi risiko (*risk identification*) adalah untuk menemukan, mengenali, dan menjelaskan risiko yang dapat membantu atau mencegah organisasi mencapai tujuannya.
   b. Analisis Risiko
      Tujuan dari analisis risiko adalah untuk memahami sifat risiko, karakteristiknya dan tingkat risikonya. Analisis risiko melibatkan pertimbangan rinci mengenai ketidakpastian, sumber risiko, dampak, kemungkinan, peristiwa, skenario, kontrol dan keefektifan dari *control* tersebut.
   c. Evaluasi Risiko
      Tujuan evaluasi risiko adalah untuk mendukung pengambilan keputusan. Dalam evaluasi risiko dilakukan perbandingan antara hasil analisis risiko dengan kriteria risiko yang ditetapkan untuk menentukan apakah tindakan tambahan diperlukan.
4. Perlakuan Risiko
   Tujuan dari perlakuan risiko adalah untuk memilih dan menerapkan opsi-opsi untuk mitigasi risiko. Memilih opsi perlakuan risiko yang paling sesuai mencakup menyeimbangkan manfaat potensial yang dapat diperoleh dalam kaitannya dengan pencapaian tujuan terhadap biaya, usaha atau kerugian dari implementasi perlakuan risiko.

   Di dalam menentukan perlakuan risiko, InJourney menggunakan Indeks Keefektifan Perlakuan Risiko, yang ditinjau dari 3 (tiga) aspek kriteria sesuai dengan tabel berikut:

1. *Communication & Consultation*
   Communication is carried out to increase awareness and understanding of risks, while consultations are carried out to obtain feedback and information to support decision making. Close coordination between the two should facilitate the exchange of information that is factual, timely, relevant, accurate and understandable, taking into account the confidentiality and integrity of information and individual privacy rights.

2. *Determination of Scope, Context, and Criteria*
   Determination of the scope, context and criteria aims to adapt the risk management process and enable effective risk assessment and appropriate risk treatment.
3. *Risk Assessment*
   a. *Risk Identification*
      The purpose of risk identification is to discover, identify and explain risks that can help or prevent an organization from achieving its goals.

   b. *Risk Analysis*
      The purpose of risk analysis is to understand the nature of risk, its characteristics and level of risk. Risk analysis involves detailed consideration of uncertainties, risk sources, impacts, likelihood, events, scenarios, controls and the effectiveness of those controls.
   c. *Risk Evaluation*
      The purpose of risk evaluation is to support decision making. In a risk evaluation, a comparison is made between the results of the risk analysis and the established risk criteria to determine whether additional action is required.
4. *Risk Treatment*
   The purpose of risk treatment is to select and implement options for risk mitigation. Selecting the most appropriate risk treatment option involves balancing the potential benefits to be gained in terms of achieving objectives against the costs, effort or losses from implementing the risk treatment.

   In determining risk treatment, InJourney uses the Risk Treatment Effectiveness Index, which is reviewed from 3 (three) aspects of the criteria according to the following table:

Tabel Indeks Keefektifan Perlakuan Risiko
Table Risk Treatment Effectiveness Index

Aspek *Aspect*	Pemenuhan *Fulfillment*	Pengembangan *Development*	Pembelajaran *Learning*
Pernyataan *Statement*	• Perlakuan risiko merupakan upaya memutakhirkan pengendalian internal yang sudah ada atau membuat yang baru. *Risk treatment is an effort to update existing internal controls or create new ones.* • Perlakuan risiko telah mempertimbangkan kesesuaiannya terhadap program kerja antar lintas fungsi. *Risk treatment has taken into account its suitability for cross-functional work programs.*	• Perlakuan risiko berkaitan dengan pengembangan keunggulan bersaing yang berkelanjutan di masa depan. *Risk treatment is related to the development of a sustainable competitive advantage in the future.* • Perlakuan risiko berkaitan dengan upaya untuk menurunkan penyebab dan dampak peristiwa risiko. *Risk treatment is related to efforts to reduce the causes and effects of risk events.*	• Perlakuan risiko sudah dilengkapi dengan kajian biaya-manfaat yang mempertimbangkan beberapa opsi berdasarkan keterbatasan anggaran (*budget constraint*). *Risk treatment is complemented by a cost-benefit study that considers several options based on budget constraints.* • Perlakuan risiko sudah berkaitan dengan upaya untuk menyikapi ketidakpastian melalui strategi berwawasan masa depan (*forward insights*) melalui beberapa alternatif atau skenario. *Risk treatment is already related to efforts to address uncertainty through forward insights strategies through several alternatives or scenarios.*
	• Perlakuan risiko sudah mengungkap secara merinci kebutuhan sumber daya dan infrastruktur yang dibutuhkan, termasuk peran dan kewenangan pihak internal/eksternal yang terkait. *Risk treatment has disclosed in detail the required resources and infrastructure, including the roles and authorities of the relevant internal/external parties.*	• Perlakuan risiko terkait dengan upaya untuk memutakhirkan proses bisnis yang sudah dimiliki saat ini. *Risk treatment related to efforts to update existing business processes.*	• Perlakuan risiko merupakan bagian yang terintegrasi dengan upaya untuk mentransformasikan pengetahuan dan pembelajaran untuk mewujudkan kreativitas dan inovasi. *Risk treatment is an integrated part of efforts to transform knowledge and learning to create creativity and innovation.*
Semua Benar *All Correct*	3	3	3
Sebagian Benar *Partly Correct*	2	2	2
Semua Salah *All Incorrect*	1	1	1
Skor *Score*	X1	X2	X3
Total Skor *Total Score*	X1 + X2 + X3		

Total Skor *Total Score*	Deskripsi Status Perlakuan Risiko *Description of Risk Treatment Status*	Indeks Keefektifan Perlakuan Risiko *Risk Treatment Effectiveness Index*
3	Perlakuan Risiko Tidak Efektif Perlakuan risiko belum memenuhi persyaratan dasar terhadap peran dan fungsinya dalam kegiatan pemutakhiran pengendalian internal, keselarasan proses bisnis termasuk pengembangan proses bisnis, keunggulan bersaing dan pemelajaran. *Ineffective Risk Treatment* *The risk treatment does not meet the basic requirements for roles and functions in internal control update, business process alignment including business process development, competitive advantage and learning.*	1,00
4 - 5	Perlakuan Risiko Kurang Efektif Perlakuan risiko sudah sebagian kecil memenuhi peran dan fungsinya dalam memutakhirkan pengendalian internal dan/atau keselarasan proses bisnis antar lintas fungsi. Pengembangannya baru sebagian kecil terkait dengan keunggulan bersaing berkelanjutan, pemberdayaan kompetensi inti dan/atau pemutakhiran proses bisnis. Kehadirannya belum atau sebagian kecil berkaitan dengan proses pemelajaran dalam memastikan kelangsungan usaha. *Less Effective Risk Treatment* *To a small extent, risk treatment fulfills its role and function in updating internal control and/or alignment of business processes between cross-functional functions. Only a small part of the development is related to sustainable competitive advantage, empowering core competencies and/or updating business processes. Its presence is not yet or partially related to the learning process in ensuring business continuity.*	0,70

Aspek *Aspect*	Pemenuhan *Fulfillment*	Pengembangan *Development*	Pembelajaran *Learning*
6	Perlakuan Risiko Sebagian Efektif Perlakuan risiko sebagian sudah memenuhi peran dan fungsinya dalam memutakhirkan pengendalian internal dan/atau keselarasan proses bisnis antar lintas fungsi. Pengembangannya sudah sebagian terkait dengan keunggulan bersaing berkelanjutan, pemberdayaan kompetensi inti dan/atau pemutakhiran proses bisnis. Kehadirannya sudah sebagian berkaitan dengan proses pemelajaran dalam memastikan kelangsungan usaha. *Partially Effective Risk Treatment* *Part of the risk treatment has fulfilled its role and function in updating internal control and/or alignment of business processes between cross functions. Its development is partly related to sustainable competitive advantage, empowering core competencies and/or updating business processes. Its presence is partly related to the learning process in ensuring business continuity.*	0,50
7 - 8	Perlakuan Risiko Efektif Perlakuan risiko sebagian besar sudah memenuhi peran dan fungsinya dalam memutakhirkan pengendalian internal dan/atau keselarasan proses bisnis antar lintas fungsi. Pengembangannya sudah sebagian besar terkait dengan keunggulan bersaing berkelanjutan, pemberdayaan kompetensi inti dan/atau pemutakhiran proses bisnis. Kehadirannya sudah sebagian besar berkaitan dengan proses pemelajaran dalam memastikan kelangsungan usaha. *Effective Risk Treatment* *Most of the risk treatment has fulfilled its role and function in updating internal control and/or alignment of business processes between cross functions. Most of its development has been related to sustainable competitive advantage, empowering core competencies and/or updating business processes. Its presence is mostly related to the learning process in ensuring business continuity.*	0,35
9	Perlakuan Risiko Sangat Efektif Perlakuan risiko sudah memenuhi peran dan fungsinya dalam memutakhirkan pengendalian internal dan keselarasan proses bisnis antar lintas fungsi. Pengembangannya sudah terkait dengan keunggulan bersaing berkelanjutan, pemberdayaan kompetensi inti dan pemutakhiran proses bisnis. Kehadirannya sudah berkaitan dengan proses pembelajaran dalam memastikan kelangsungan usaha. *Highly Effective Risk Treatment* *Risk treatment has fulfilled its role and function in updating internal control and alignment of business processes across functions. Its development is related to sustainable competitive advantage, empowering core competencies and updating business processes. Its presence is related to the learning process in ensuring business continuity.*	0,25

5. Pemantauan dan Peninjauan
   Pemantauan dan peninjauan adalah untuk memastikan dan meningkatkan kualitas dan efektivitas desain, implementasi, dan hasil proses manajemen risiko. Pemantauan dan peninjauan harus dilakukan di semua tahapan proses. Pemantauan dan peninjauan mencakup perencanaan, pengumpulan dan analisis informasi, pencatatan hasil serta pemberian umpan balik.
6. Perekaman dan Pelaporan
   Proses manajemen risiko dan hasilnya harus dilakukan perekaman dan dilaporkan melalui mekanisme yang tepat. Pelaporan merupakan bagian integral dari tata kelola organisasi dan harus meningkatkan kualitas dialog dengan para pemangku kepentingan dan mendukung Manajemen Puncak dan Badan Pengawasan dalam memenuhi tanggung jawab mereka. Perekaman proses manajemen risiko dilakukan berdasarkan hasil dari Pemantauan terhadap pelaksanaan proses manajemen risiko.

5. *Monitoring and Review*
   Monitoring and review is to ensure and improve the quality and effectiveness of the design, implementation and results of the risk management process. Monitoring and review should take place at all stages of the process. Monitoring and review includes planning, gathering and analyzing information, recording results and providing feedback.
6. *Recording and Reporting*
   The risk management process and its results must be recorded and reported through an appropriate mechanism. Reporting is an integral part of organizational governance and should enhance the quality of dialogue with stakeholders and support Top Management and Supervisory Body in fulfilling their responsibilities. Recording of the risk management process is carried out based on the results of monitoring the implementation of the risk management process.

Risiko Utama InJourney tahun 2022

InJourney's Top Risks 2022

Taksonomi *Taxonomy*			Tingkat Risiko Inheren *Inherent Risk Level*			Rencana Perlakuan Risiko *Risk Treatment Plan*
Tema Risiko *Risk Theme*	**Kategori Risiko** *Risk Category*	**Peristiwa Risiko** *Risk Event*	**D**	**K**	**H**	
Portfolio BUMN *SOEs Portfolio*	Keuangan *Financial*	Penurunan DSCR (*Debt Service Coverage Ratio*) pada Q4 tahun 2022 *Decrease in DSCR (Debt Service Coverage Ratio) in Q4 of 2022*	4	3	High	Optimalisasi pendapatan dan piutang yang tertagih dalam bentuk *cash*, kajian kemampuan pembayaran atas pinjaman baru yang diajukan, serta pengajuan pendanaan atas kegiatan bisnis yang merupakan penugasan dari Pemerintah *Optimization of revenues and receivables collected in the form of cash, review of the repayment ability of proposed new loans, and submission of funding for business activities that are assignments from the Government*
		Keterlambatan penerimaan pembayaran PJP2U dari *Airlines* *Delays in receiving PJP2U payments from Airlines*	5	2	Extreme High	1. Secara berkala melakukan pengecekkan terhadap pembayaran PSC dari *Airlines* *Periodically check PSC payments from Airlines* 2. Berkordinasi dengan *Airlines* untuk selalu menjaga ketersediaan dana direkening Escrow Autodebet *Coordinate with Airlines to always maintain the availability of funds in the Autodebit Escrow account* 3. Perpanjangan kerjasama dengan IATA terkait *collecting* PJP2U *Extension of cooperation with IATA regarding collecting of PJP2U*
		Cash From Operation tidak tercapai *Cash From Operations was not achieved*	4	4	High	Melakukan kontrol anggaran melalui ERP *Budget* dan membuat skala prioritas pada biaya yang sekiranya *urgent* *Conduct budget control through ERP Budget and make a priority scale on expenses that are urgent*
		Kurangnya arus kas operasional perusahaan *Lack of the Company's operational cash flows*	4	5	Extreme High	Mengoptimalkan unit usaha untuk menghasilkan *revenue* (*Travel Management* untuk *create event* sebanyak-banyaknya, meningkatkan penjualan *bundling package*) *Optimize business units to generate revenues (Travel Management to create as many events as possible, increase bundling package sales)*
		Kegagalan negosiasi BOT pada tarif baru *Failure of BOT negotiations on the new tariff*	5	3	Extreme High	Konsisten melakukan *support* kepada *refinancing* di WIKA Realty dan mencari alternatif pendanaan lain *Consistently provide support for refinancing at WIKA Realty and look for other funding alternatives*
		Pemenuhan atas kuota impor semester 2 tidak terpenuhi *Fulfillment of import quota for the second semester was not met*	5	3	Extreme High	Melakukan komunikasi secara intensif dengan pihak pemberi kuota (KEMENDAG) *Communicate intensively with the quota provider (KEMENDAG)*

Keterangan | *Description*

D : Dampak *Impact* K : Kemungkinan *Possibility* H : *Heat Map* *Extreme High* *High* *Medium* *Low*

Realisasi Perlakuan Risiko *Risk Treatment Realization*	Tingkat Risiko Residual *Residual Risk Level*			KPI 2022 *2022 KPI*				
	D	K	H	NES	IMB	KTI	PIN	TAL
Posisi DSCR (*Debt Service Coverage Ratio*) pada Desember 2022 masih 0,87 (belum sesuai target 1,1) *The position of DSCR (Debt Service Coverage Ratio) in December 2022 was still 0.87 (not yet on target of 1.1)*	3	3		√				
Capaian PJP2U (Domestik+Inter) s.d Desember 2022 sudah mencapai 2,8T dari RKAP sebesar 1,8T *PJP2U (Domestic + Inter) achievements until December 2022 have reached 2.8T from the RKAP of 1.8T*	1	2		√				
Sudah dilakukan kontrol anggaran melalui ERP *Budget* CFO sd November 2022 sesuai RKAP (Rp9 miliar) Realisasi CFO sd November 2022 Rp29 miliar *Budget control has been carried out through CFO ERP Budget until November 2022 according to the RKAP (Rp9 billion) of CFO realization until November 2022 of Rp29 billion*	1	2		√				
Belum optimalnya Divisi Travel Management membuat program-program *marketing* untuk B2G, B2C, B2B (capaian pendapatan *travel management* 26%) *The Travel Management Division has not yet optimally made marketing programs for B2G, B2C, B2B (achievements of travel management revenues of 26%)*	3	3		√				
Cost saving pada negosiasi BOT per eksekusi belum optimal *Cost saving in BOT negotiations per execution was not optimal*	4	2		√				
Pemenuhan atas kuota impor tercapai 93% dari target RKAP 2022 *Fulfillment of the import quota reached 93% of the 2022 RKAP target*	4	2		√				

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Talent Development

Taksonomi *Taxonomy*			Tingkat Risiko Inheren *Inherent Risk Level*			Rencana Perlakuan Risiko *Risk Treatment Plan*
Tema Risiko *Risk Theme*	**Kategori Risiko** *Risk Category*	**Peristiwa Risiko** *Risk Event*	**D**	**K**	**H**	
		Realisasi atas perolehan *shareholder loan* tidak tercapai *Realization of the acquisition of shareholder loan was not achieved*	5	3	Extreme High	Melakukan koordinasi aktif dengan *Holding* PT Aviasi Pariwisata Indonesia (Persero) untuk *update progress* realisasi perolehan *shareholder loan* *Conduct active coordination with the Holding of PT Aviasi Pariwisata Indonesia (Persero) to update the progress of the realization of obtaining shareholder loans*
	Operasional *Operational*	*Runway Closed* pada Jam Operasional Penerbangan *Runway Closed in Flight Operational Hours*	4	3	High	Melaksanaan perbaikan *emergency runway* pasca jam operasional penerbangan dan Melaksanakan Inspeksi *Runway* secara rutin *Carry out repairs to the emergency runway after flight operational hours and carry out routine runway inspections*
		Menurunnya kehandalan fasilitas *runway* *Decreased reliability of runway facilities*	4	4	High	Melakukan perbaikan/penyehatan dan *overlay* struktur *runway* (TJQ,PKY,BKS,TKG) dalam upaya tetap menjaga *Level of Safety* dan daya dukung *Runway/Carry out repairs/ refinements and overlay of runway structures (TJQ, PKY, BKS, TKG) in an effort to maintain the Level of Safety and the carrying capacity of the Runway*
		Divisi Travel Management tidak memiliki Standar Operasional Prosedur (SOP) *The Travel Management Division does not have a Standard Operating Procedure (SOP)*	5	3	Extreme High	Melakukan proses pengadaan konsultan pembuatan SOP Divisi Travel Management dengan segera *Carry out the process of procuring consultants for the preparation of SOP for the Travel Management Division immediately*
	Reputasi & Kelangsungan *Reputation & Continuity*	Belum terciptanya *corporate image holding* pariwisata yang baik sesuai dengan visi dan misi korporasi *A good tourism holding corporate image which is in accordance with the corporate vision and mission has not been created*	4	5	Extreme High	1. Membina hubungan baik dengan media *Establish a good relationship with the media* 2. Media *monitoring* secara berkala *Periodic media monitoring* 3. Membangun sistem infrastruktur komunikasi *Build a communication infrastructure system*
	Porfolio *Portfolio*					
	Hukum & Kepatuhan *Legal & Compliance*	Proses Perizinan dan Permohonan KEK Sanur tidak selesai sesuai dengan waktu yang sudah ditargetkan *The permit and application process for Sanur SEZ was not completed according to the targeted time*	5	3	Extreme High	1. Melengkapi dokumen persyaratan KEK *Complete the SEZ document requirements* 2. Pengawalan secara intens terhadap proses penerbitan PP KE *Intense escort on the SEZ Government Regulation issuance process PP KE*

Keterangan | *Description*

D : Dampak *Impact* K : Kemungkinan *Possibility* H : *Heat Map* *Extreme High* *High* *Medium* *Low*

Realisasi Perlakuan Risiko *Risk Treatment Realization*	Tingkat Risiko Residual *Residual Risk Level*			KPI 2022 *2022 KPI*				
	D	K	H	NES	IMB	KTI	PIN	TAL
Sudah dilakukan pencairan 100 % atas realisasi *shareholder loan* dari PT Aviasi Pariwisata Indonesia (Persero) *A 100% disbursement has been carried out on the realized shareholder loan from PT Aviasi Pariwisata Indonesia (Persero)*	3	1		√				
Telah dilaksanakan perbaikan *emergency runway* pasca jam operasional penerbangan dan Perbaikan Perkerasan (*Relaying*) *Runway* dan Inspeksi *Runway* secara rutin *Have carried out emergency runway repairs after flight operational hours and runway pavement Repair (Relaying) and Runway Inspections on a regular basis*	3	1		√				
Telah dilakukan pekerjaan *weakspot* di bandara PKY dan BKS, *overlay runway* bandara TJQ telah selesai 100% *Weakspot work has been carried out at PKY and BKS airports, TJQ airport runway overlay has been completed 100%*	3	2		√				
Sudah dibuat SOP untuk *Travel Management* bekerjasama dengan konsultan proxis *SOPs have been made for Travel Management in cooperation with proxis consultants*	1	2			√			
Terealisasinya program *media relation* dan *media monitoring* secara berkala *Realization of media relations and media monitoring programs on a regular basis*	2	1		√				
Telah ditetapkan PP 41 Tahun 2022 tentang Kawasan Ekonomi Khusus Sanur, tanggal 1 November 2022 *Has been stipulated the Government Regulation No. 41 of 2022 concerning the Sanur Special Economic Zone dated November 1, 2022*	2	1					√	

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Taksonomi *Taxonomy*			Tingkat Risiko Inheren *Inherent Risk Level*			Rencana Perlakuan Risiko *Risk Treatment Plan*
Tema Risiko *Risk Theme*	**Kategori Risiko** *Risk Category*	**Peristiwa Risiko** *Risk Event*	**D**	**K**	**H**	
Strategi Korporasi & Organisasi *Corporate & Organizational Strategy*	Organisasi & SDM *Organization & HC*	Operasional Kawasan dilakukan oleh SDM yang tidak memiliki *expertise*, dan operasional dilakukan tanpa ada SOP yang memadai tentang pengelolaan Kawasan *Area operations are carried out by HC who do not have expertise, and operations are carried out without adequate SOP regarding Area management*	5	3	Extreme High	Mencari SDM yang memiliki *expertise* dibidang pengelolaan Kawasan dan melakukan benchmark pengembangan dan pengelolaan Kawasan di perusahaan lain, sehingga mampu untuk membuat SOP yang memadai *Search for human capital who have expertise in the field of area management and perform benchmarking for area development and management in other companies, so that they are able to make adequate SOPs*
	Teknologi Informasi *Information Technology*					
Bisnis BUMN *SOEs Business*	Strategis *Strategic*	Ketidaksesuaian penggunaan dana PMN tahun 2021 (pengajuan tidak sesuai dengan *progress*/realisasi *project* Destinasi Tana Mori) *Discrepancies in the use of PMN funds in 2021 (submission was not in accordance with the progress/realization of the Tana Mori Destination project)*	4	3	High	Melakukan Audit kepatuhan dan operasional project Destinasi Tana Mori oleh Internal Audit Perusahaan *Carry out a compliance and operational audit of the Tana Mori Destination project by the Company's Internal Audit*
		Hilangnya kewenangan TWC dalam mengelola Borobudur *Loss of TWC's authority in managing Borobudur*	4	4	High	Berkoordinasi dan berkomunikasi secara aktif dengan KBUMN untuk memperkuat posisi dan kewenangan TWC dan Usulan penggantian Perpres yang sejalan dengan visi misi TWC kedepan *Coordinate and communicate actively with KBUMN to strengthen the position and authority of TWC and Propose amendment of Presidential Regulations that are in line with TWC's future vision and mission*
	Makro, Geopolitik, Pasar *Macro, Geopolitics, Market*					
Lainnya *Others*	-					

Keterangan | *Description*

D : Dampak *Impact* K : Kemungkinan *Possibility* H : *Heat Map* *Extreme High* *High* *Medium* *Low*

Realisasi Perlakuan Risiko *Risk Treatment Realization*	Tingkat Risiko Residual *Residual Risk Level*			KPI 2022 *2022 KPI*				
	D	K	H	NES	IMB	KTI	PIN	TAL
Telah dilakukan *sharing knowledge* dengan ITDC sehingga memiliki pengetahuan dan kemampuan untuk pengelolaan dan pengembangan kawasan *Knowledge sharing has been carried out with ITDC so as to have the knowledge and skills for area management and development*	2	2						√
Pendampingan dari BPKP Pusat pada *project* pembangunan dan pengembangan Destinasi Tana Mori dari tahap perencanaan sampai pelaksanaan *Assistance from Central BPKP on the construction and development project of Tana Mori Destination from the planning stage to implementation*	3	1					√	
Update pembahasan penyusunan *draft* Perpres Pengelolaan Kawasan Borobudur bahwa *Single Authority Management* dilakukan oleh TWC *Update on the discussion for Presidential Regulations drafting on the Management of Borobudur Area that the Single Authority Management is carried out by TWC*	2	2			√			

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Review Atas Manajemen Risiko

Perseroan melakukan penelaahan atas efektivitas penerapan sistem manajemen risiko secara berkesinambungan. Mekanisme penelaahan dilakukan melalui pengawasan Dewan Komisaris dan Direksi, kecukupan sistem informasi, dan kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko.

Sebagai upaya memastikan penerapan manajemen risiko telah mampu berperan penting dalam membantu pencapaian tujuan Perseroan, secara berkala manajemen melakukan evaluasi tahunan bersama dengan pihak eksternal untuk mengukur tingkat maturitas dalam implementasi manajemen risiko di lingkungan InJourney. Pengukuran maturitas ini bertujuan untuk memperoleh gambaran penerapan manajemen risiko di Perseroan dibandingkan dengan praktik-praktik terbaik (*best practices*) dan mengidentifikasi penerapan manajemen risiko yang masih memerlukan penyempurnaan, sehingga didapatkan rekomendasi guna penyempurnaan penerapan manajemen risiko di masa yang akan datang. Hal ini sebagai bagian dari program *continuous improvement*, sehingga Perseroan dapat fokus pada perbaikan berdasarkan hasil rekomendasi pada saat penilaian.

Pada tahun 2022, Perseroan telah melakukan pengukuran maturitas manajemen risiko dengan hasil skor sebesar 3,05 dari skala likert 5, dimana skor tersebut menunjukkan bahwa maturitas risiko Perseroan masuk ke dalam tingkat maturitas 4 (budaya sadar risiko tercipta dan risiko terkelola (*managed*)).

Pengelompokan taksonomi risiko dilakukan berdasarkan analisis atas ukuran dan kompleksitas masing masing anggota yang menghasilkan standar-standar dalam menentukan efektivitas tata kelola manajemen risiko dan pengendalian internalnya.

Risk Management Review

The Company reviews the effectiveness of risk management system on an ongoing basis. The review mechanism is carried out through the supervision of the Board of Commissioners and the Board of Directors, the adequacy of the information system, and the adequacy of the process of identifying, measuring, monitoring and controlling risks.

As an effort to ensure that the implementation of risk management has been able to play an important role in helping the achievement of the Company's goals, management periodically conducts annual evaluations together with external parties to measure the level of maturity in the implementation of risk management within InJourney. This maturity assessment aims to obtain an overview of the implementation of risk management in the Company compared to best practices and identify risk management applications that still require improvement, so that recommendations are obtained for improving the implementation of risk management in the future. This is part of the continuous improvement program, so that the Company can focus on improvements based on the recommendations during the assessment.

In 2022, the Company has assessed risk management maturity with a score of 3.05 on a Likert scale of 5, where the score indicated that the Company's risk maturity was at maturity level 4 (risk awareness culture created and managed risk).

The risk taxonomy grouping is based on an analysis of the size and complexity of each member which produces standards in determining the effectiveness of risk management governance and internal control.



Pernyataan Direksi dan/atau Dewan Komisaris atas Kecukupan Sistem Manajemen Risiko

Dewan Komisaris dan Direksi menilai bahwa Sistem Manajemen Risiko di InJourney telah berjalan dengan baik dan sesuai dengan ketentuan serta prosedur yang berlaku, dimana Dewan Komisaris dan Direksi berkomitmen untuk:

1. Menerapkan pengelolaan risiko yang baik dan benar sesuai dengan praktik terbaik sampai pada seluruh Anak Perusahaan secara terintegrasi;
2. Menjamin alokasi sumber daya termasuk peningkatan infrastruktur dan kompetensi SDM sesuai kebutuhan penerapan manajemen risiko;
3. Menjadikan manajemen risiko sebagai Budaya Perseroan yang dilaksanakan pada semua aktivitas dan pengambilan keputusan secara sistematis, terstruktur, dan terintegrasi. Penetapan dan pemberdayaan Budaya Manajemen Risiko berbasis pada prinsip pengelolaan risiko, berorientasi pada penciptaan dan perlindungan nilai, dan berkinerja dengan mempertimbangkan aspek integritas, dimana keseluruhan proses dan keberlangsungan manajemen risiko InJourney akan diawasi sepenuhnya oleh Dewan Komisaris dan Komite Manajemen Risiko.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Risk Management System

The Board of Commissioners and the Board of Directors consider that the Risk Management System at InJourney has been running well and in accordance with the applicable rules and procedures, whereby the Board of Commissioners and the Board of Directors are committed to:

1. *Implement good and correct risk management in accordance with best practices to all Subsidiaries in an integrated manner;*
2. *Ensure the allocation of resources including the improvement of human capital infrastructure and competencies according to the needs of risk management implementation;*
3. *Make risk management a corporate culture that is carried out in all activities and decision-making in a systematic, structured and integrated manner. Establish and empower a Risk Management Culture based on the principles of risk management, oriented towards creating and protecting value, and performing by considering aspects of integrity, wherein the entire process and continuity of InJourney's risk management will be fully supervised by the Board of Commissioners and the Risk Management Committee.*



Perkara Penting
Legal Proceedings

Sepanjang tahun 2022, tidak terdapat kasus perkara penting yang dihadapi oleh InJourney.

Throughout 2022, there were no legal proceedings faced by InJourney.

Kasus Hukum yang Dihadapi Entitas Anak
Sepanjang tahun 2022, terdapat sejumlah kasus hukum yang dihadapi entitas anak InJourney, antara lain:

Legal Case Faced by Subsidiaries
Throughout 2022, there were a number of legal cases faced by InJourney's subsidiaries, including:

Nama perkara *Case Name*	Pokok Perkara *Case Principal*	Status akhir *Final Status*
Angkasa Pura I		
Gugatan Paulus Wuwungan *Lawsuit of Paulus Wuwungan*	AP I menerima gugatan perdata dari Paulus Wuwungan melalui Pengadilan Negeri Manado tanggal 28 Mei 2019 sehubungan dengan dua bidang tanah di Douna Sekolah, Manado dengan total luas tanah 33.500 m^2 dan nilai gugatan sebesar Rp10.000 per m^2 atau sebesar Rp335.000.000. *AP I received a civil lawsuit from Paulus Wuwungan through the Manado District Court on May 28, 2019, in relation to two plots of land at Douna Sekolah, Manado with a total land area of 33,500 m^2 and a claim value of Rp10,000 per m^2 or Rp335,000,000.*	Per 31 Desember 2022, perkara tengah diperiksa pada tingkat Kasasi dan AP I menunggu Putusan. *As of December 31, 2022, the case was being examined at the Cassation level and AP I awaits the Verdict.*
Gugatan Maria Nellie Awuy *Lawsuit of Maria Nellie Awuy*	Gugatan perdata dari Maria Nellie Awuy Sumakul melalui Pengadilan Negeri Manado tanggal 18 November 2016 sehubungan dengan tanah seluas 26.880 m^2 yang terletak di Desa Mapanget Barat, Manado dengan nilai gugatan sebesar Rp64.123.200. *Civil lawsuit from Maria Nellie Awuy Sumakul through the Manado District Court on November 18, 2016, in relation to a land area of 26,880 m^2 which is located in Mapanget Barat Village, Manado with a claim value of Rp64,123,200.*	Pada tanggal 21 Maret 2022 telah diterbitkan Putusan Kasasi Mahkamah Agung yang mengabulkan Permohonan Kasasi AP I, di mana AP I dibebaskan dari hukuman membayar ganti kerugian sebesar Rp17.203.200. *On March 21, 2022, the Supreme Court's Verdict of Cassation has been issued which granted AP I's Cassation Appeal, in which AP I was acquitted of the penalty of paying compensation of Rp17,203,200.*
Gugatan Sylvana Yunita *Lawsuit of Sylvana Yunita*	Gugatan perdata dari Sylvana Yunita sehubungan dengan sebidang tanah Pasini (Individual Bezit) seluas 19.300 m^2 yang terletak di tempat yang terdahulu bernama Koyawas, di Desa Mapanget Barat, Kecamatan Dimembe, Minahasa (saat ini masuk wilayah Manado) dengan nilai gugatan sebesar Rp11.850.200. *Civil lawsuit from Sylvana Yunita in relation to a piece of Pasini (Individual Bezit) land with an area of 19,300 m^2 which is located in a place previously named Koyawas, in Mapanget Barat Village, Dimembe District, Minahasa (currently part of Manado area) with a claim value of Rp11,850,200.*	Saat ini AP I sedang menunggu Putusan Kasasi. *Currently, AP I is waiting for the Verdict of Cassation.*

Nama perkara *Case Name*	Pokok Perkara *Case Principal*	Status akhir *Final Status*
Angkasa Pura II		
AJB Bumiputera 1912 ("AJB")	AP II mengajukan permohonan ke Arbitrase Nasional Indonesia ("BANI") terhadap AJB Bumiputera 1912 ("AJB") sebagaimana terdaftar dalam perkara No. 41072/VIII/ARV-BANI/2018. Permohonan tersebut diajukan sehubungan dengan kewajiban AJB dalam melakukan pembayaran atas manfaat pengelolaan dana Tunjangan Hari Tua (THT) kepada pegawai AP II. *AP II submitted a request to BANI Arbitration Center ("BANI") against AJB Bumiputera 1912 ("AJB") as registered in case No. 41072/VIII/ARV-BANI/2018. The appeal was filed in connection with AJB's obligation to make payments on the benefits of managing the Old Age Allowance (THT) fund to AP II employees.* Terhadap permohonan tersebut, pada tanggal 4 Februari 2019, BANI memberikan putusan antara lain sebagai berikut: *Regarding this appeal, on February 4, 2019, BANI issued the following verdict:* • Menghukum AJB untuk membayar kewajiban kepada AP II atas klaim asuransi sebesar Rp30.469. *Convict AJB to pay its obligation to AP II for the insurance benefit claim of Rp30,469.* • Menghukum dan memerintahkan AJB untuk mengganti kerugian AP II sebesar Rp104.298 yang harus menunjuk pengelola dana THT baru untuk menggantikan AJB. *Convict and order AJB to compensate the loss of AP II amounted to Rp104,298 which must appoint new Old Age Allowance (THT) fund manager to replace AJB.*	AP II mengirimkan surat permohonan eksekusi atas keputusan BANI yang dikabulkan oleh Pengadilan Negeri Jakarta pada tanggal 20 Januari 2022. *AP II sent an appeal letter for the execution of BANI's decision which was granted by the Jakarta District Court on January 20, 2022.*
PT Asuransi Jiwasraya (Persero) ("AJS")	AJS mengirimkan surat kepada AP II di mana AJS menyampaikan Penawaran Restrukturisasi Polis Asuransi Kumpulan untuk 1.118 karyawan. *AJS sent a letter to AP II in which AJS submitted The Restructurisation of Collective Insurance Policy proposal for 1,118 employees.*	Pada tanggal 4 Juli 2022, AP II menerima surat dari AJS yang memberitahukan bahwa polis asuransi AP II telah dialihkan kepada PT Asuransi Jiwa IFG. *On July 4, 2022, AP II received a letter from AJS notifying that AP II's insurance policy had been transferred to PT Asuransi Jiwa IFG.*
PT Angkasa Transportindo Selaras ("ATS")	Gugatan dilakukan oleh PT Angkasa Transportindo Selaras ("ATS") kepada AP II dan Induk Koperasi Angkatan Udara ("INKOPAU") sehubungan dengan pengelolaan lahan seluas 21 Ha di Bandara Halim Perdanakusuma. Berdasarkan Putusan Pengadilan Negeri Jakarta Timur No. 492/PDT.G/2010, Putusan Pengadilan Tinggi DKI Jakarta No. 10/PDT/2012/PT/DKI dan Putusan Mahkamah Agung No. 688K/PDT/2013, AP II dan INKOPAU dinyatakan kalah. *The lawsuit was filed by PT Angkasa Transportindo Selaras ("ATS") against AP II and Induk Koperasi Angkatan Udara ("INKOPAU") in connection with the management of 21 hectares of land at Halim Perdanakusuma Airport. Based on East Jakarta District Court Verdict No. 492/PDT.G/2010, DKI Jakarta High Court Verdict No. 10/PDT/2012/PT/DKI and Supreme Court Verdict No. 688K/PDT/2013, AP II and INKOPAU were declared in lost position.*	• AP II merupakan pemegang izin BUBU berdasarkan KM No. 107 tahun 2021 dan KP No. 1230 tahun 2022. *AP II is a BUBU permit holder based on KM No. 107 of 2021 and KP No. 1230 of 2022.* • AP II adalah pemilik sah atas beberapa objek yang berdiri di atas lahan seluas 21 Ha. *AP II is the legal owner of several objects that stand on an area of 21 Ha.* • AP II perlu melakukan kerja sama pengelolaan dan pengoperasian Bandar Udara Halim Perdanakusuma di lahan seluas 21 Ha dengan PT ATS. *AP II needs to collaborate on the management and operation of Halim Perdanakusuma Airport on an area of 21 hectares with PT ATS.* • AP II telah menandatangani Perjanjian Induk No. PJJ.04.04/00/08/2022/A.0237 dan No. 0003/HOA/ATS-APII/VIII/2022 tanggal 31 Agustus 2022 tentang Kerja Sama Pengelolaan dan Pengoperasian Bandar Udara Internasional Halim Perdanakusuma Jakarta beserta perubahannya. *AP II has signed Master Agreement Number: PJJ.04.04/00/08/2022/A.0237 and No. 0003/HOA/ATS-APII/VIII/2022 dated August 31, 2022, concerning Cooperation in the Management and Operation of Halim Perdanakusuma International Airport Jakarta and its amendments.*

Nama perkara *Case Name*	Pokok Perkara *Case Principal*	Status akhir *Final Status*
PT Taurus Gemilang ("TG")	PT Taurus Gemilang ("TG") mengajukan gugatan kepada AP II atas Perjanjian Kerjasama Pemanfaatan Fasilitas Komersial AP II di Terminal 3 Ultimate Bandara Soekarno Hatta. Berdasarkan keputusan Pengadilan Negeri Tangerang No. 638/PDT.G/2020 PN.TNG tanggal 2 Agustus 2021, AP II dinyatakan menang dan TG diminta untuk membayar ganti rugi sebesar Rp58.471. *PT Taurus Gemilang ("TG") filed a lawsuit against AP II regarding the Cooperation Agreement on the Utilization of AP II's Commercial Facilities at Terminal 3 Ultimate Soekarno Hatta Airport. Based on the verdict of the Tangerang District Court No. 638/PDT.G/2020 PN.TNG dated August 2, 2021, AP II was declared victorious and TG was asked to pay compensation of Rp58,471.*	Pada tanggal 5 Agustus 2022, TG mengajukan permohonan kasasi terhadap Putusan Pengadilan Tinggi Banten tersebut. Hingga tanggal penyelesaian laporan keuangan konsolidasian ini, belum ada hasil putusan tingkat kasasi yang diinformasikan kepada AP II. *On August 5, 2022, TG filed a cassation appeal against the Banten High Court Verdict. Until the date of completion of these consolidated financial statements, there has been no result of the verdict at the cassation level which has been informed to AP II.*
PT Bunga Tanjung Raya ("BTR")	BTR mengajukan permohonan arbitrasi atas AP II sehubungan dengan Pekerjaan Perluasan Apron Bandara Husein Sastranegara kepada BANI. BANI melalui Keputusan No. 14/VII/ARB/ BANIMdn/2019 tanggal 22 Februari 2020 memutus perkara dalam tingkat pertama dan terakhir yang menyatakan bahwa AP II telah melakukan wanprestasi dan menghukum untuk membayar progres pekerjaan BTR sebesar Rp5.196.000. *BTR submitted an appeal for arbitration of AP II in connection with the Husein Sastranegara Airport's Apron Expansion Work to BANI. BANI through Decree No. 14/VII/ARB/BANIMdn/2019 dated February 22, 2020, decided on a case at the first and last levels which stated that AP II had defaulted and convicted to pay BTR work progress in the amount of Rp5,196,000.*	Saat ini, AP II sedang dalam proses pengajuan Peninjauan Kembali (PK) setelah dinyatakan kalah. *Currently, AP II is in the process of submitting a Judicial Review (PK) after being declared defeated.*
PT Pharma Kasih Sentosa ("PKS")	PKS mengajukan permohonan arbitrasi atas AP II sehubungan dengan Pekerjaan Tentang Overlay Taxiway B, C, D dan Paralel Taxiway Serta Lanjutan Perluasan Apron B-C Bandara Husein Sastranegara kepada BANI. BANI melalui Keputusan No. 15/VII/ARB/ BANI-Mdn/2019 tanggal 22 Februari 2020 memutus perkara dalam tingkat pertama dan terakhir yang menyatakan bahwa AP II telah melakukan wanprestasi dan menghukum untuk membayar progress pekerjaan PKS sebesar Rp951.000. *PKS submitted an appeal for arbitration of AP II in connection with Work Concerning Overlay of Taxiway B, C, D and Parallel Taxiway and the Continued Expansion of Apron B-C at Husein Sastranegara Airport to BANI.* *BANI through Decree No. 15/VII/ARB/ BANI-Mdn/2019 dated February 22, 2020, decided on a case in the first and last levels which stated that AP II had defaulted and convicted it to pay PKS work progress in the amount of Rp951,000.*	Pada tingkat kasasi melalui putusan No. 1915K/ PDT/2022 tanggal 22 Juni 2022 menyatakan bahwa AP II kalah. Saat ini, AP II sedang dalam proses pengajuan Peninjauan Kembali (PK). *At the cassation level through verdict No. 1915K/ PDT/2022 dated June 22, 2022, stated that AP II was declared lost. Currently, AP II is in the process of submitting a Judicial Review (PK).*

Nama perkara *Case Name*	Pokok Perkara *Case Principal*	Status akhir *Final Status*
PT Yamin Duta Makmur ("YDM")	YDM mengajukan gugatan kepada AP II sehubungan dengan pengelolaan jasa *handling* pelayanan wisata dan umroh di Bandara Soekarno Hatta. *YDM filed a lawsuit against AP II in connection with the management of tourism and Umrah service handling services at Soekarno Hatta Airport.*	Berdasarkan putusan No. 70/Pdt.G/2021/PN.Tng, Pengadilan Negeri Tangerang memutuskan bahwa pada intinya AP II menang. YDM kemudian mengajukan banding kepada AP II melalui Pengadilan Tinggi Banten. Berdasarkan putusan No. 183/PDT/2021/PT BTN tanggal 5 Oktober 2021, diputuskan bahwa AP II kalah dan menghukum AP II untuk membayar ganti rugi sebesar Rp59.531.000. AP II kemudian mengajukan kasasi melalui Pengadilan Negeri Tangerang. Berdasarkan putusan No. 70/Pdt.G/2021/PN Tng tanggal 5 Juli 2022, permohonan kasasi oleh Perusahaan ditolak. Saat ini, AP II sedang dalam proses Peninjauan Kembali (PK). *Based on verdict No. 70/Pdt.G/2021/PN.Tng, the Tangerang District Court decided that in essence AP II won. YDM then submitted an appeal to AP II through the Banten High Court. Based on verdict No. 183/PDT/2021/PT BTN dated October 5, 2021, it was decided that AP II lost and convicted AP II to pay compensation of Rp59,531,000. AP II then filed an appeal through the Tangerang District Court. Based on verdict No. 70/Pdt.G/ 2021/PN Tng dated July 5, 2022, the Company's appeal was rejected. Currently, AP II is in the process of Judicial Review (PK).*
Klaim kontraktor *Contractor Claims*	AP II menandatangani kontrak pengadaan jasa konstruksi dengan beberapa kontraktor. *AP II signed contracts for the procurement of construction services with several contractors.*	Para pihak sepakat untuk melakukan penghentian sementara waktu pelaksanaan pekerjaan namun hingga saat ini belum ada keputusan dari AP II terkait kelanjutan pelaksanaan kontrak sehingga AP II menerima klaim dari beberapa kontraktor. Sampai dengan tanggal penerbitan laporan keuangan, AP II belum melakukan kesepakatan maupun renegosiasi dengan para kontraktor. *The parties agreed to temporarily halt the execution of the work but until now there has been no decision from AP II regarding the continuation of contract implementation so that AP II accepts claims from several contractors. As of the issuance date of the financial statements, AP II has not made any agreements or renegotiations with the contractors.*

Nama perkara *Case Name*	Pokok Perkara *Case Principal*	Status akhir *Final Status*
PT Hotel Indonesia Natour (HIN)		
Dinas Bina Marga (PU) Provinsi DKI *Directorate General of Highways (PU) of DKI Province*	Dinas Bina Marga (PU) Provinsi DKI Jakarta berencana akan memberikan ganti rugi atas tanah milik HIN yang terkena rencana jalan koridor busway. *Directorate General of Highways (PU) of DKI Jakarta Province plans to provide compensation for land owned by HIN affected by the planned busway corridor road.*	Permohonan Penetapan Konsinyasi atau penitipan ganti rugi di Pengadilan Negeri. Perkara ini sebenarnya telah selesai dengan adanya Putusan Kasasi No. 1459 k/Pdt/2013 tanggal 26 Agustus 2016 karena objek konsinyasi adalah HGB No. 4480 dan No. 4481, namun karena adanya Perkara No. 588/Pdt.G 2015/PN.JKT.UT maka status hukum atas objek tanah sesuai SHGB No. 4480 dan No. 4481 di Kelapa Gading masih sengketa. *Appeal for Determination of Consignment or safekeeping of compensation in the District Court. This case has actually been completed with the Verdict of Cassation No. 1459 k/Pdt/2013 dated August 26, 2016 because the objects of the consignment were HGB No. 4480 and No. 4481, but due to Case No. 588/Pdt.G/2015/PN.JKT.UT, the legal status of land objects in accordance with SHGB No. 4480 and No. 4481 in Kelapa Gading is still disputed.*
Ahli waris Alm. H. Hanafi bin H. Mursid *Heir of the late H. Hanafi bin H. Mursid*	Gugatan perdata dari ahli waris Alm. H. Hanafi bin H. Mursid, melalui Pengadilan Negeri Jakarta Utara dengan No. 588/Pdt.G/2015/PN.JKT.UTR tanggal 17 Desember 2015 atas kepemilikan lahan yang terletak di Jl. Perintis Kemerdekaan RW.05 Kel. Kelapa Gading Timur, Kec. Kelapa Gading, Jakarta Utara. HIN digugat atas dasar penguasaan lahan dengan Sertifikat Hak Guna Bangunan No. 4481 dengan luas 10.000 m^2 atas nama PT Hotel Indonesia Natour. *Civil lawsuit from the heirs of Alm. H. Hanafi bin H. Mursid, through the North Jakarta District Court with No. 588/Pdt.G/2015/PN.JKT.UTR dated December 17, 2015, for ownership of land located on Jl. Perintis Kemerdekaan RW.05 East Kelapa Gading Village, Kelapa Gading District, North Jakarta. HIN was sued on the basis of land tenure with the Right of Use Certificate for Building No. 4481 with an area of 10,000 m^2 on behalf of PT Hotel Indonesia Natour.*	Sampai saat ini masih berperkara di tingkat Pengadilan Negeri Jakarta Utara, dengan Penggugat ahli waris Alm. H. Hanafi dengan HIN sebagai salah satu tergugat. Adapun objek gugatan adalah tanah milik di Kelapa Gading sesuai Sertifikat HGB No. 4481 yang tertulis atas nama PT Hotel Indonesia Natour. Salinan putusan No 151/PDT/2020/PT.DKI Jo. No. 588/PDT/G/2015/PN.JKT.UTR telah dikeluarkan pada tanggal 15 Desember 2020. Dan atas hal tersebut HIN telah mengajukan Pernyataan Kasasi dan Permohonan Memori Kasasi tertanggal 23 Desember 2020; Pengajuan Permohonan Memori Kasasi tanggal 26 Desember 2020. *Until now, he is still in litigation at the North Jakarta District Court level, with the plaintiff being the heir of the late H. Hanafi with HIN as one of the defendants. The object of the lawsuit is land owned in Kelapa Gading according to HGB Certificate No. 4481 written on behalf of PT Hotel Indonesia Natour. Copy of verdict No 151/PDT/2020/PT.DKI Jo. No. 588/PDT/G/2015/PN.JKT.UTR was issued on December 15, 2020. And on this matter HIN has submitted a Statement of Cassation and Appeal for Memorandum of Cassation dated December 23, 2020; Submission of Petition for Memorandum of Cassation on December 26, 2020.*
PT Mahkota Mulia Mumpuni	PT Mahkota Mulia Mumpuni sebagai Tergugat atas perkara terkait Karaoke Crown di Unit Hotel Grand Inna Malioboro, dengan tuntutan Materiil sebesar Rp649.723 dan bunga moratoir sebesar 6% x Rp649.723. *PT Mahkota Mulia Mumpuni as the Defendant in a case related to the Crown Karaoke at the Grand Inna Malioboro Hotel Unit, with a material claim of Rp649,723 and moratoir interest of 6% x Rp649,723.*	Setiap tahunnya sejak gugatan ini didaftarkan hingga Tergugat melunasi seluruh kerugian yang dialami Penggugat. *Every year since this lawsuit was registered until the Defendant paid all the losses suffered by the Plaintiff.*

Nama perkara *Case Name*	Pokok Perkara *Case Principal*	Status akhir *Final Status*
PT Sarinah		
PT Dutaswara Berkah Pratama (Masterpiece)	Bahwa antara PT Sarinah dengan Masterpiece telah ditandatangani suatu perjanjian sewa menyewa No. 056IDIREKSIIPerj./IIIJ2016 tanggal 14 Maret 2016 dan Addendum I Perjanjian Sewa Menyewa No. Add-I081.1/ DIREKSI/IV/2017 tanggal 25 April 2017 dengan masa sewa terhitung sejak 15 Oktober 2015 sampai dengan 14 Oktober 2016 kemudian diperpanjang sampai dengan tanggal 29 Oktober 2019. Setelah masa sewa ruangan Masterpiece berakhir di PT Sarinah, Masterpiece belum melakukan pengosongan ruangan sewa dan belum menyelesaikan kewajiban pembayaran sewa kepada PT Sarinah yang berdasarkan catatan di bagian keuangan PT Sarinah saat ini berjumlah sebesar Rp2.466.995 dikarenakan tindakan Masterpiece yang melalaikan kewajibannya sebagaimana isi perjanjian yang telah ditandatangani para pihak, maka PT Sarinah melalui kuasa hukum mengajukan gugatan wanprestasi kepada Masterpiece di Pengadilan Negeri Jakarta Pusat dengan register perkara tercatat No. 26/PDT.G/2022/PN.JKT.PST tanggal 17 Januari 2022. *That between PT Sarinah and Masterpiece a lease agreement has been signed No. 056IDIREKIIPerj./IIIJ2016 dated March 14, 2016, and Addendum I to Lease Agreement No. Add-I081.1/ DIREKSI/IV/2017 dated April 25, 2017 with the lease period starting from October 15, 2015 to October 14, 2016 then extended until October 29, 2019. After the Masterpiece room lease period ended at PT Sarinah, Masterpiece has not vacated the leased space and has not completed the lease payment obligations to PT Sarinah which, based on the records in PT Sarinah's finance section, currently amounts to Rp2,466,995 due to Masterpiece's neglect of its obligations as contained in the agreement contained has been signed by the parties, PT Sarinah through its attorneys filed a lawsuit for default against Masterpiece at the Central Jakarta District Court with registered case register No. 26/PDT.G/2022/PN.JKT.PST dated January 17, 2022.*	Pada tanggal 5 Juli 2022 perkara perdata wanprestasi antara PT Sarinah dengan PT Dutaswara Berkah Pratama telah diputus oleh Pengadilan Jakarta Pusat yang pada intinya mengabulkan gugatan PT Sarinah untuk sebagian dengan verstek dan PT Sarinah telah menerima Salinan Resmi Putusan Pengadilan Negeri Jakarta Pusat No. 26/PDT.G/2022/ PN.Jkt.Pt tanggal 5 Juli 2022. Menindaklanjuti Putusan Pengadilan Negeri tersebut PT Sarinah akan mengajukan permohonan eksekusi ke Pengadilan Jakarta Pusat. *On July 5, 2022, the civil default case between PT Sarinah and PT Dutaswara Berkah Pratama was decided by the Central Jakarta Court which essentially granted PT Sarinah's lawsuit in part with verstek and PT Sarinah has received an official copy of the Central Jakarta District Court Verdict No. 26/ PDT.G/2022/PN.Jkt.Pt July 5, 2022. Following up on the District Court's verdict, PT Sarinah will submit a request for execution to the Central Jakarta Court.*
Ahli Waris Alm. Togi Situmorang *Heir of the Late Togi Situmorang*	PT Sarinah memiliki tanah seluas 223 m^2 dari keseluruhan tanah seluas 860 m^2. Tanah seluas 860 m^2 tersebut berasal dari SHGB No. 250/Gondangdia seluas 2.754 atas nama Johanna Maria Tambajong Manotutu dan tanah seluas 2.754 m^2 tersebut berasal dari tanah Negara Konversi Eigendom Verponding No. 14983. *PT Sarinah has a land area of 223 m^2 out of a total land area of 860 m^2. The land area of 860 m^2 comes from SHGB No. 250/Gondangdia with an area of 2,754 in the name of Johanna Maria Tambajong Manotutu and the land area of 2,754 m^2 comes from Eigendom Verponding Conversion State land No. 14983.*	PT Sarinah melalui Kuasa Hukum telah mengajukan upaya hukum Kasasi di Mahkamah Agung pada tanggal 23 November 2022 dan sampai dengan saat ini masih dalam proses pemeriksaan oleh Mahkamah Agung. *PT Sarinah through its Legal Counsel has filed a Cassation lawsuit at the Supreme Court on November 23, 2022, and was still in the process of being examined by the Supreme Court.*

Nama perkara *Case Name*	Pokok Perkara *Case Principal*	Status akhir *Final Status*
PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (TWC)		
Sumanti Untung Suronto (Penggugat I), dr. Tri Wisnu Nugroho (Penggugat II) dan Emi Yuliani (Penggugat III) *Sumanti Untung Suronto (Plaintiff I), dr. Tri Wisnu Nugroho (Plaintiff II) and Emi Yuliani (Plaintiff III)*	Perkara Perdata dengan registrasi No. 133/Pdt.G/2020/PK/Kln dengan Sumanti Untung Suronto (Penggugat I), dr. Tri Wisnu Nugroho (Penggugat II) dan Emi Yuliani (Penggugat III) terkait proses kepemilikan dan penguasaan satu unit bidang tanah hak pengelolaan di Tlogo melalui skema pembebasan tanah. Para penggugat adalah ahli waris atas tanah Tlogo yang menjadi objek sengketa. Para Penggugat menghendaki TWC melakukan pembayaran sebesar Rp9.683.000. Atas gugatan tersebut, TWC mengajukan gugatan rekonvensi (gugat balik/countersuit) sebesar Rp5.775.000. *Civil Case with registration No. 133/Pdt. G/2020/PK/Kln with Sumanti Untung Suronto (Plaintiff I), dr. Tri Wisnu Nugroho (Plaintiff II) and Emi Yuliani (Plaintiff III) regarding the process of ownership and control of one unit of land with management rights in Tlogo through a land acquisition scheme. The plaintiffs are the heirs of the Tlogo land which became the object of the dispute.* *The Plaintiffs want TWC to make a payment of Rp9,683,000. Regarding this lawsuit, TWC filed a countersuit of Rp5,775,000.*	Para Penggugat mengajukan permohonan pemeriksaan tingkat kasasi atas Perkara Tanah Tlogo dan telah mengajukan Memori Kasasi pada tanggal 28 Desember 2021 ke Mahkamah Agung. Sudah terdapat Putusan Mahkamah Agung Republik Indonesia ("MARI") No. 155 K/Pdt/2022 tanggal 19 Mei 2022 atas permohonan pemeriksaan tingkat kasasi tersebut yang pada pokoknya berbunyi Menolak permohonan kasasi dari Para Pemohon Kasasi dan sekaligus menghukum Para Pemohon Kasasi tersebut untuk membayar biaya perkara. *The Plaintiffs submitted an appeal for an examination at the cassation level of the Tlogo Land Case and have submitted a Memorandum of Cassation on December 28, 2021, to the Supreme Court.* *There was already a Verdict of the Supreme Court of the Republic of Indonesia ("MARI") No. 155 K/Pdt/2022 dated May 19, 2022, regarding the appeal for an examination at the cassation level which basically reads Rejecting the appeal of cassation from the Cassation Petitioners and simultaneously convicting the Cassation Petitioners to pay court costs.*

Sanksi Administratif

Administrative Sanctions

Selama tahun 2022, InJourney tidak menerima sanksi administratif dari regulator dan otoritas lainnya.

During 2022, InJourney didl not receive administrative sanctions from regulators and other authorities.

Kode Etik
Code of Conduct

Kode etik di InJourney memegang peranan penting baik dalam kegiatan usaha di lingkup internal maupun dalam memberikan standar pelayanan pariwisata Indonesia bagi wisatawan sejalan dengan visi dan misi Perusahaan. Perseroan telah menyusun dan menetapkan Pedoman Perilaku Etika (*Code of Conduct*) bagi seluruh Insan Perseroan yang dituangkan dalam Peraturan Bersama Direksi dan Dewan Komisaris InJourney No. PER-01/DEKOM/INJ/08/2022 dan No. PER-008/INJOURNEY/08/2022 tentang Pedoman Etika Perseroan (*Code of Conduct*) PT Aviasi Pariwisata Indonesia (Persero) tanggal 31 Agustus 2022.

The code of conduct at InJourney plays an important role both in internal business activities and in providing Indonesian tourism service standards for tourists in line with the Company's vision and mission. The Company has developed and established a Code of Conduct for all Company personnel as outlined in the Joint Regulation of the Board of Directors and the Board of Commissioners of InJourney No. PER-01/DEKOM/INJ/08/2022 and No. PER-008/INJOURNEY/08/2022 concerning the Code of Conduct of PT Aviasi Pariwisata Indonesia (Persero) dated August 31, 2022.

Pedoman Etika Perseroan (*Code of Conduct*) merupakan bagian dari pelaksanaan *Good Corporate Governance* Perseroan yang disusun berdasarkan peraturan perundang-undangan, anggaran dasar Perseroan, kebijakan kebijakan GCG, ketentuan yang berlaku di Perseroan dan praktik praktik terbaik di lingkungan Perseroan.

The Company's Code of Conduct is part of the implementation of the Company's Good Corporate Governance which is prepared based on statutory regulations, the Company's articles of association, GCG policies, provisions that apply in the Company and best practices within the Company.

Pedoman Etika Perusahaan (*Code of Conduct*) ini disusun dengan sistematika sebagai berikut:

Bab I : Pendahuluan
Bab II : Visi dan Nilai-Nilai Perusahaan
Bab III : Etika Usaha
Bab IV : Tata Perilaku
Bab V : Penanganan Benturan Kepentingan
Bab VI : Penegakan Pedoman Etika Perusahaan (*Code of Conduct*)
Bab VII : Ketentuan Penutup

The Company's Code of Conduct is structured in the following systematic manner:

Chapter I : Introduction
Chapter II : Company Vision and Values
Chapter III : Business Ethics
Chapter IV : Code of Conduct
Chapter V : Handling Conflict of Interest
Chapter VI : Enforcement of the Company's Code of Conduct
Chapter VII : Closing Provisions

Pernyataan Bahwa Kode Etik Perusahaan Berlaku Untuk Semua Jenjang Organisasi

Di dalam Pedoman Etika dinyatakan bahwa seluruh insan Aviasi Pariwisata Indonesia (Persero) wajib memahami, menerapkan dan melaksanakan Pedoman Etika Perusahaan sebagai bentuk komitmen bersama menjalankan AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif) sebagai nilai-nilai inti dan budaya perusahaan.

Statement That the Company's Code of Conduct Applies to All Levels of the Organization

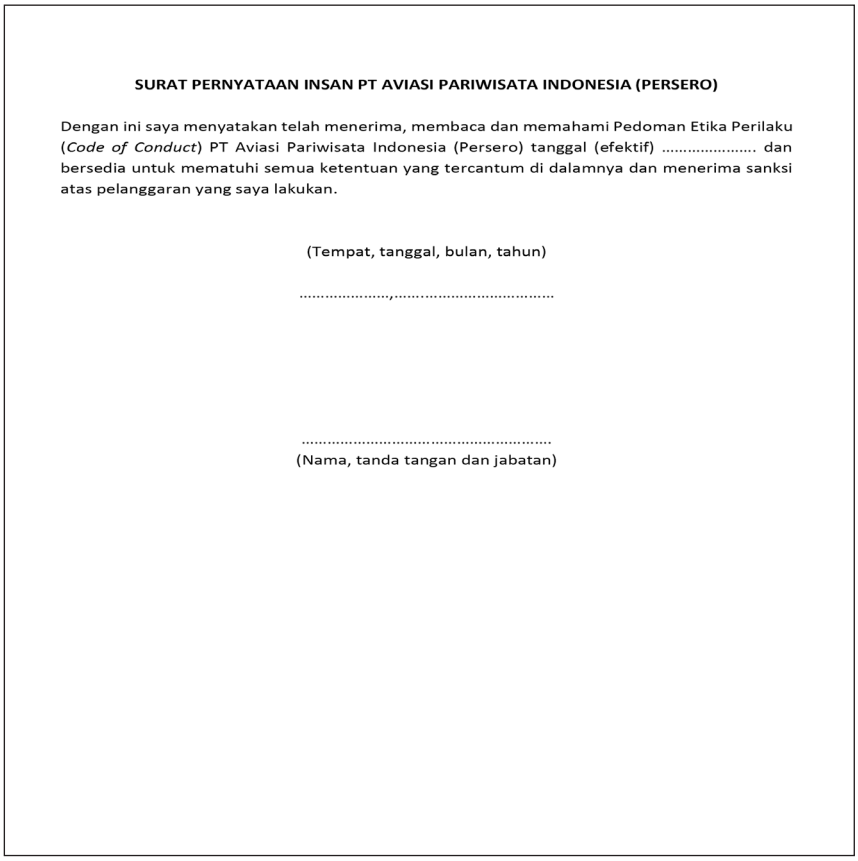
In the Code of Conduct, it is stated that all personnel of Aviasi Pariwisata Indonesia (Persero) are required to understand, apply and implement the Company's Code of Conduct as a form of joint commitment to implement AKHLAK (Amanah/ Trustworthy, Kompeten/ Competent, Harmonis/ Harmonious, Loyal, Adaptif/ Adaptive and Kolaboratif/ Collaborative) as core values and corporate culture.

Perseroan juga berkomitmen untuk mencapai level tertinggi dalam pelaksanaan nilai-nilai Budaya Perseroan, Etika Kerja dan Etika Usaha dan untuk mencapai hal tersebut, seluruh Insan InJourney dan *stakeholders*. Perseroan harus menjunjung tinggi dan berperilaku sesuai dengan nilai-nilai serta standar dan perilaku yang tercantum dalam Pedoman Etika Perusahaan ini.

The Company is also committed to achieve the highest level in implementing the values of the Company's Culture, Work Ethics and Business Ethics and to achieve this, All InJourney's Personnel and the Company's stakeholders. The Company must uphold and behave in accordance with the values as well as standards and behavior listed in the Company's Code of Conduct.

Sebagai tanda komitmen untuk menerapkan Pedoman sebagaimana dimaksud Perseroan telah membuat Surat Pernyataan Komitmen yang ditandatangani oleh insan InJourney.

As a sign of commitment to implement the Guidelines as intended, the Company has made a Statement of Commitment signed by InJourney's personnel.



SURAT PERNYATAAN INSAN PT AVIASI PARIWISATA INDONESIA (PERSERO)

Dengan ini saya menyatakan telah menerima, membaca dan memahami Pedoman Etika Perilaku (*Code of Conduct*) PT Aviasi Pariwisata Indonesia (Persero) tanggal (efektif) ..... dan bersedia untuk mematuhi semua ketentuan yang tercantum di dalamnya dan menerima sanksi atas pelanggaran yang saya lakukan.

(Tempat, tanggal, bulan, tahun)

....., ...

.....
(Nama, tanda tangan dan jabatan)

Sosialisasi Dan Penerapan Kode Etik

Penyebarluasan informasi kode etik perusahaan dilakukan kepada seluruh Insan InJourney melalui tahapan orientasi pegawai baru dan sosialisasi berkala terkait kode etik melalui situs web perusahaan, buku panduan pegawai, dan *sign board* yang tersebar di setiap wilayah operasional Perseroan. Lebih jauh lagi, InJourney menjadikan kode etik sebagai budaya berperilaku sehingga Insan InJourney diharapkan mampu menerapkan budaya perilaku tersebut baik di lingkungan internal maupun saat memberikan pelayanan terbaik dalam menjalankan bisnis.

Pedoman Etika Perusahaan disosialisasikan kepada seluruh Insan Perseroan. Setiap Insan Perseroan dapat meminta penjelasan atau menyampaikan pertanyaan terkait dengan Pedoman Etika Perusahaan kepada atasan langsung atau fungsi yang ditugaskan.

Socialization and Implementation of the Code of Conduct

Dissemination of information on the Company's code of conduct is carried out to all InJourney's personnel through the new employee orientation stages and periodic socialization regarding the code of conduct through the Company's website, employee handbook, and sign boards which are scattered in each of the Company's operational areas. Furthermore, InJourney makes the code of conduct a culture of behavior so that InJourney's personnel are expected to be able to apply this culture of behavior both internally and when providing the best service in running a business.

The Company's Code of Conduct is disseminated to all personnel of the Company. Every employee of the Company can ask for an explanation or submit questions related to the Company's Code of Conduct to their direct supervisor or assigned function.

Sanksi Pelanggaran Kode Etik Perusahaan

Pelanggaran kode etik dapat dikategorikan sebagai korupsi dan tindak pidana ekonomi, tindak kejahatan terkait pidana umum, dan pelanggaran terhadap kebijakan perusahaan. Setiap Insan Perseroan harus melaporkan setiap penyimpangan kode etik.

Pemegang Saham, Dewan Komisaris dan Direksi sesuai lingkup kewenangan masing-masing akan memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/atau tindakan perbaikan serta pencegahan yang harus dilaksanakan dalam hal terjadi pelanggaran atas Pedoman Etika Perusahaan (*Code of Conduct*) ini, dan pemberian sanksi mengikuti ketentuan yang berlaku di Perseroan.

Meskipun demikian insan Perseroan yang melakukan penyimpangan terhadap Pedoman Etika Perusahaan memiliki hak untuk didengar penjelasannya sebelum pemberian tindakan pembinaan atau hukuman disiplin dilaksanakan.

Pelanggaran Kode Etik Tahun 2022

Sepanjang tahun 2022, tidak terdapat kasus pelanggaran kode etik yang melihatkan Insan InJourney.

Sanctions for Violating the Company's Code of Conduct

Violations of the code of conduct can be categorized as corruption and economic crimes, crimes related to general crimes, and violations of company policies. Every member of the Company must report any deviations from the code of conduct.

Shareholders, the Board of Commissioners and the Board of Directors according to their respective scope of authority will decide on the provision of coaching, disciplinary sanctions and/or corrective and preventive actions that must be implemented in the event of a violation of this Code of Conduct, and the imposition of sanctions follows provisions in force in the Company.

Nevertheless, the Company's personnel who commit deviations from the Company's Code of Conduct have the right to have their explanation heard before giving coaching or disciplinary punishment.

Violations of the Code of Conduct in 2022

Throughout 2022, there were no cases of violation of the code of conduct involving InJourney's Personnel.



Sistem Pelaporan Pelanggaran

Whistleblowing System

Sebagai salah satu langkah implementasi prinsip GCG, InJourney telah menyusun Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System* atau WBS) InJourney dalam Surat Keputusan Direksi No. PER.005/INJOURNEY/12/2021 tentang Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System).* Pedoman ini menjadi alat mitigasi potensi risiko, menciptakan lingkungan Perseroan yang bersih dari praktik kolusi, korupsi, dan nepotisme (KKN), serta mengatur perilaku etis seluruh insan perseroan dalam menjalankan/mengelola Perseroan.

Berdasarkan Surat Keputusan Direksi No. PER.005/INJOURNEY/12/2021 tentang Pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*), penerapan WBS ditetapkan dengan tujuan sebagai berikut:

1. Menciptakan iklim kerja yang kondusif dan menjadi sarana bagi para *stakeholder* serta insan PT Aviasi Pariwisata Indonesia (Persero) untuk melaporkan hal-hal yang dapat menimbulkan kerugian perusahaan baik finansial maupun non-finansial yang dapat merusak citra dan keberlangsungan usaha PT Aviasi Pariwisata Indonesia (Persero);
2. Sebagai upaya dalam pengungkapan pelanggaran di PT Aviasi Pariwisata Indonesia (Persero) yang tidak sesuai dengan standar etika dan hukum;
3. Mendorong PT Aviasi Pariwisata Indonesia (Persero) untuk menghindarkan diri dari tindak kecurangan (*fraud*), pelanggaran hukum dan pelanggaran etika, serta pelanggaran lainnya karena semakin besar potensi tindakan-tindakan pelanggaran tersebut untuk terdeteksi dan terlaporkan;
4. Tersedianya mekanisme untuk menangani masalah pelanggaran secara internal terlebih dahulu, sebelum permasalahan tersebut meluas atau menjadi masalah pelanggaran yang bersifat publik;
5. Mengurangi risiko yang dihadapi PT Aviasi Pariwisata Indonesia (Persero), akibat dari terjadinya segala bentuk pelanggaran;
6. Mewujudkan *Good Corporate Governance* (GCG).

Prosedur Pelaporan Pelanggaran

Penerimaan pelaporan pelanggaran dilakukan oleh Tim Pengelola *Whistleblowing System* dan Pelapor wajib melampirkan bukti pelanggaran berupa dokumen, barang bukti, atau bentuk bukti pelanggaran lain yang dapat dilaporkan melalui *e-mail* wbs.legal@Injourney.co.id atau

As one of the steps to implement GCG principles, InJourney has developed the InJourney's Whistleblowing System (WBS) Guidelines in the Decree of the Board of Directors No. PER.005/INJOURNEY/12/2021 concerning Guidelines for Whistleblowing System. This guideline serves as a potential risk mitigation tool, creates a Company environment that is clean from collusion, corruption and nepotism (KKN) practices, and regulates the ethical behavior of all personnel of the Company in running/managing the Company.

Based on the Board of Directors Decree No. PER.005/INJOURNEY/12/2021 concerning Guidelines for Whistleblowing System, the implementation of the WBS is established with the following objectives:

1. *Create a conducive working climate and serve as a means for stakeholders as well as employees of PT Aviasi Pariwisata Indonesia (Persero) to report matters that can cause company losses, both financial and non-financial, which can damage the image and business continuity of PT Aviasi Pariwisata Indonesia (Persero);*
2. *As an effort to disclose violations at PT Aviasi Pariwisata Indonesia (Persero) that are not in accordance with ethical and legal standards;*
3. *Encourage PT Aviasi Pariwisata Indonesia (Persero) to avoid acts of fraud, violations of law and violations of ethics, as well as other violations because the greater the potential for these violations to be detected and reported;*
4. *The availability of mechanisms to deal with violations internally first, before these issues become widespread or become public violations;*
5. *Reduce the risks faced by PT Aviasi Pariwisata Indonesia (Persero), as a result of the occurrence of all forms of violations;*
6. *Realize Good Corporate Governance (GCG).*

Whistleblowing Procedure

Reporting of violations is received by the Whistleblowing System Management Team and the Whistleblower must attach evidence of violations in the form of documents, evidence, or other forms of evidence of violations that can be reported via e-mail wbs.legal@Injourney.co.id or send

mengirimkan bukti pelanggaran melalui surat yang diberi kode WBS pada sudut kanan atas amplop bukti.

Barang bukti tersebut ditujukan kepada Direktur Utama atau Vice President Legal dalam hal terlapor selain Direksi. Apabila terlapor merupakan Direksi, bukti tersebut dapat ditujukan kepada Komisaris Utama dan dikirimkan ke alamat perseroan berikut:

PT Aviasi Pariwisata Indonesia (Persero)
Gedung Sarinah Lantai 14
Jl. MH Thamrin No. 11, Jakarta Pusat, 10350

Pelapor wajib memberikan informasi terkait data diri, seperti alamat, nomor telepon, dan alamat *e-mail* (dengan opsi pelapor sebagai anonim) serta memberikan informasi awal yang dapat dipertanggungjawabkan mencakup masalah yang diadukan, pihak yang terlibat, lokasi kejadian, waktu kejadian, kronologi dugaan kasus pelanggaran dan bukti, informasi terkait pelaporan kasus baik yang pernah disampaikan kepada orang atau pihak lain, serta informasi apakah kasus serupa pernah terjadi.

Perlindungan Bagi Pelapor

Dalam Keputusan Direksi No. PER.005/INJOURNEY/12/2021, Perseroan telah menjamin kerahasiaan identitas pelapor, materi isi laporan, dan keamanan dari segala bentuk ancaman yang dapat terjadi seperti pemecatan yang tidak adil, penurunan jabatan atau pangkat, intimidasi, pelecehan ataupun tindak diskriminasi.

Pihak terlapor juga memperoleh hak yang sama selama proses tindak lanjut dugaan pelanggaran. Selama belum terdapat putusan terhadap tindak pelanggaran yang terjadi, pihak terlapor juga memiliki jaminan kerahasiaan identitas, asas praduga tak bersalah, dan hak pembelaan atas bukti pelanggaran yang ditemukan.

Jenis Pelaporan Pelanggaran

Jenis-jenis pengaduan yang dapat dilaporkan melalui WBS yaitu:

1. Penyalahgunaan fasilitas Perseroan;
2. Pengancaman;
3. Penyelewengan uang Perseroan;
4. Penyalahgunaan jabatan untuk kepentingan pribadi atau golongan atau kepentingan lain di luar Perseroan;
5. Penggelapan aset Perseroan;
6. Penerimaan, pemberian, dan permintaan gratifikasi;
7. Pelanggaran etika dan perbuatan asusila;
8. Pembocoran rahasia Perseroan;
9. Pemerasan;
10. Pencurian;

evidence of violations via the letter provided WBS code in the top right corner of the proof envelope.

The evidence is addressed to the President Director or Vice President of Legal in the case of the reported party is other than the Board of Directors. If the reported party is a member of the Board of Directors, the evidence can be addressed to the President Commissioner and sent to the following company address:

PT Aviasi Pariwisata Indonesia (Persero)
Sarinah Building 14th Floor
MH Thamrin Street 11th, Central Jakarta 10350

The whistleblower is required to provide information related to personal data, such as address, telephone number, and e-mail address (with the option of reporting as anonymous) and provide initial information that can be accounted for including the issues being complained, parties involved, location of incident, time of incident, chronology of allegations cases of violations and evidence, information related to reporting of cases that have been conveyed to other people or parties, as well as information on whether similar cases have occurred.

Protection for Whistleblower

In the Decree of the Board of Directors No. PER.005/INJOURNEY/12/2021, the Company has guaranteed the confidentiality of the whistleblower's identity, report contents, and security from all forms of threats that may occur such as unfair dismissal, demotion, intimidation, harassment or acts of discrimination.

The reported party also obtains the same rights during the follow-up process for alleged violations. As long as there has been no verdict on the violations that have occurred, the reported party also has guarantees of confidentiality of identity, the principle of presumption of innocence, and the right to defend the evidence of violations found.

Types of Reporting Violations

The types of complaints that can be reported through the WBS are:

1. *Misuse of Company facilities;*
2. *Threats;*
3. *Misappropriation of Company money;*
4. *Abuse of office for personal or group interests or other interests outside the Company;*
5. *Embezzlement of Company assets;*
6. *Receiving, giving, and requesting gratification;*
7. *Ethical violations and immoral acts;*
8. *Leakage of Company secrets;*
9. *Extortion;*
10. *Theft;*

11. Penipuan;
12. Kecurangan;
13. Pelanggaran disiplin;
14. Benturan kepentingan;
15. Korupsi.

11. *Deception;*
12. *Fraud;*
13. *Discipline violations;*
14. *Conflict of interest;*
15. *Corruption.*

Pihak Yang Mengelola Pengaduan

Pengelolaan pengaduan dilakukan oleh Tim Pengelola *Whistleblowing Sistem* yang penunjukannya dilakukan berdasarkan Surat Keputusan Direksi No. PER.005/INJOURNEY/12/2021 Tim Pengelola *Whistleblowing System* terdiri atas pengarah dan pelaksana.

Party Managing Complaints

Management of complaints is carried out by the Whistleblowing System Management Team whose appointment is made based on the Decree of the Board of Directors No. PER.005/INJOURNEY/12/2021 The Whistleblowing System Management Team consists of directors and implementers.

Susunan Keanggotaan dan Tugas Tim Pengelola *Whistleblowing System*
Membership Structure and Duties of the Whistleblowing System Management Team

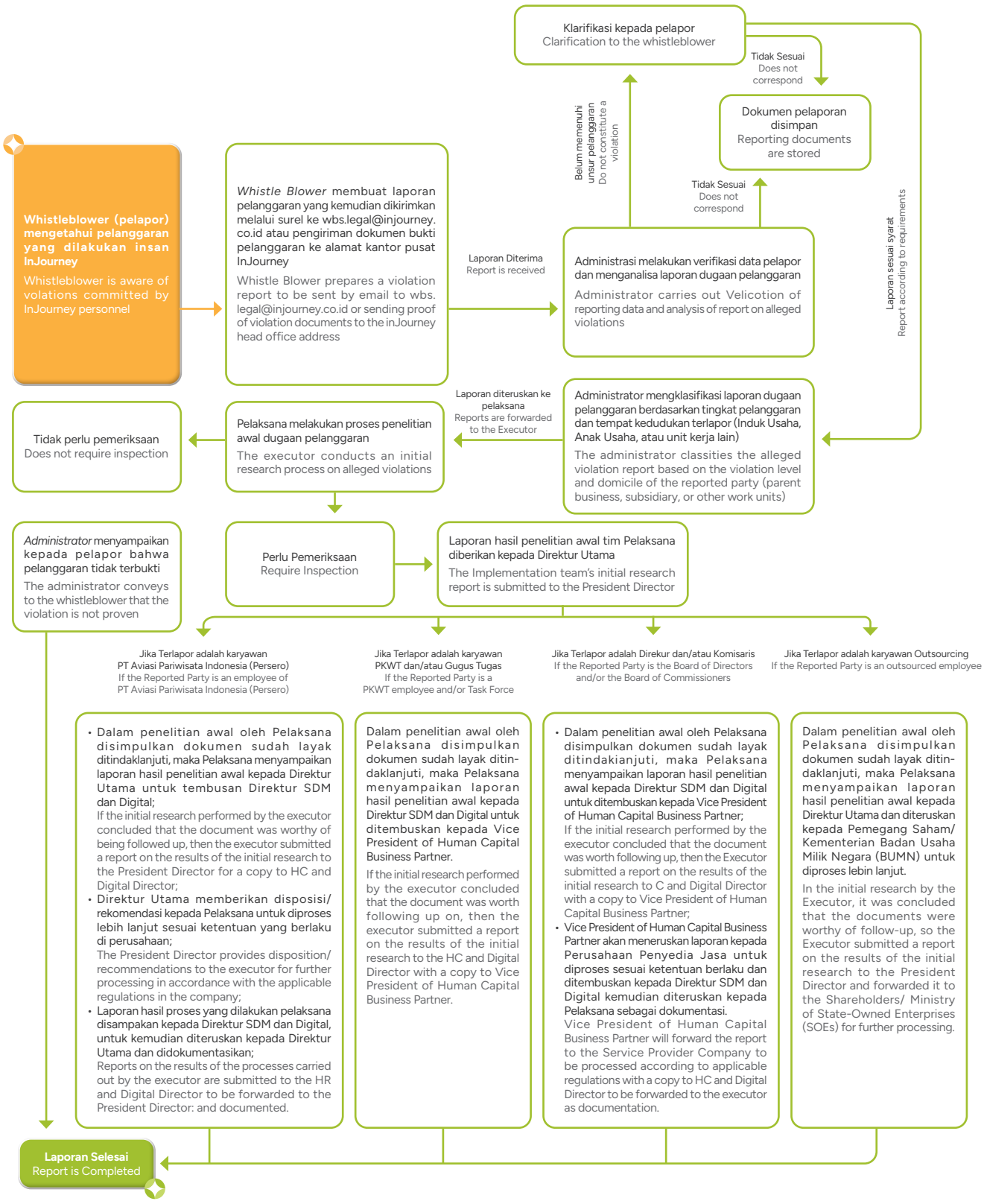
No	Susunan Anggota *Member Composition*	Kedudukan dalam Tim *Position in the Team*	Penjelasan Tugas Anggota *Explanation of Member Duties*
	Pengarah *Directors*		
1	Dewan Komisaris *Board of Commissioners*	Pengawas *Supervisor*	Mengawasi dan memberikan nasihat atas pelaksanaan Sistem Pelaporan Pelanggaran (*Whistleblowing System*) *Supervise and provide advice on the implementation of the Whistleblowing System*
2	Direksi *Board of Directors*	Penanggung Jawab *Responsible Person*	Memutuskan tindak lanjut penanganan pelaporan yang disampaikan Pelaksana *Decide follow-up on handling of reports submitted by the Implementer*
	Pelaksana *Implementers*		
1	Vice President of Internal Auditor	Ketua *Chairman*	• Bertanggung jawab untuk menindaklanjuti laporan pelanggaran yang dilakukan Pelapor *Responsible for following up reports of violations committed by the Whistleblower* • Mengakomodir anggota dalam melaksanakan tugas *Accommodate members in carrying out their duties*
2	Vice President of Legal	Wakil Ketua *Vice Chairman*	• Bertanggung jawab untuk menindaklanjuti laporan pelanggaran yang dilakukan Pelapor *Responsible for following up reports of violations committed by the Whistleblower* • Mengakomodir anggota dalam melaksanakan tugas *Accommodate members in carrying out their duties*
3	Vice President of Human Capital Business Partner	*Administrator*	• Menerima setiap pelaporan dugaan pelanggaran *Receive every reports of alleged violations* • Melakukan validasi dan verifikasi terhadap laporan berupa data pelapor dan unsur *What, Where, When, Who, How* (4W1H) *Validate and verify reports in the form of whistleblower data and elements of What, Where, When, Who, How (4W1H)* • Mengadministrasikan dokumen pelaporan dugaan pelanggaran *Administer documents for reporting alleged violations*

Mekanisme Penanganan Pengaduan

Perseroan telah menetapkan mekanisme penanganan laporan WBS untuk dugaan pelanggaran yang dilakukan oleh karyawan maupun oleh Direksi dalam bagan berikut ini:

Complaint Handling Mechanism

The Company has established a mechanism for handling WBS reports for alleged violations committed by employees or by the Board of Directors in the following chart:



Sosialisasi dan Upaya Peningkatan Kualitas Sistem Pelaporan Pelanggaran

Upaya InJourney dalam mensosialisasikan sistem pelaporan pelanggaran di lingkungan Perseroan masih dalam tahap persiapan. Namun Perseroan telah membentuk tim pengelola WBS yang anggotanya terdiri dari gabungan beberapa divisi antara lain Divisi Internal Audit, Legal dan Human Capital Business Partner.

Jumlah Laporan

Pada tahun 2022, tidak terdapat pelaporan pelanggaran yang masuk melalui WBS.

Socialization and Efforts to Improve the Quality of the Whistleblowing System

InJourney's efforts to socialize the whistleblowing system within the Company are still in the preparation stage. However, the Company has formed a WBS management team whose members consist of a combination of several divisions including the Internal Audit, Legal and Human Capital Business Partner Divisions.

Number of Reports

In 2022, there were no reports of violations entered through the WBS.

Kebijakan Anti Korupsi dan Pengendalian Gratifikasi

Anti-Corruption and Gratification Control Policies

Di dalam Pedoman Etika Perusahaan telah dijabarkan mengenai anti korupsi dan gratifikasi, selain itu Perseroan juga telah mengesahkan Pedoman Pengendalian Gratifikasi yang diatur dalam Peraturan Bersama Direksi dan Dewan Komisaris InJourney No. PER-03/DEKOM/INJ/12/2022 dan No. PD.INJ.01.04/12/2022/A.0025 tentang Pedoman Pengendalian Gratifikasi PT Aviasi Pariwisata Indonesia (Persero). Hal tersebut merupakan bentuk komitmen Perseroan untuk menerapkan etika bisnis berdasarkan prinsip-prinsip GCG diantaranya dengan menerapkan program pengendalian gratifikasi.

Perseroan melarang segala macam bentuk pemberian maupun penerimaan oleh Insan Perseroan kepada atau dari pihak-pihak tertentu dengan maksud mempengaruhi agar dapat menguntungkan Perseroan atau pemberi hadiah di luar batas-batas kewajaran sehingga dapat menyebabkan benturan kepentingan dan/atau turunnya kepercayaan publik terhadap integritas Perseroan.

In the Company's Code of Conduct, it has been explained regarding anti-corruption and gratification. In addition, the Company has also ratified the Gratification Control Guidelines which are regulated in the Joint Regulation of the Board of Directors and the Board of Commissioners of InJourney No. PER-03/DEKOM/INJ/12/2022 and No. PD.INJ.01.04/12/2022/A.0025 concerning Guidelines for Gratification Control of PT Aviasi Pariwisata Indonesia (Persero). This is a form of the Company's commitment to implement business ethics based on GCG principles, including implementing a gratification control program.

The Company prohibits all forms of giving or receiving by Company personnel to or from certain parties with the aim of influencing the Company or the gift giver beyond the limits of reasonableness so that it can cause a conflict of interest and/or decrease public confidence in the integrity of the Company.



Akses Informasi dan Data Perusahaan

Access to Company Information and Data

Komitmen InJourney dalam menerapkan nilai-nilai GCG, diantaranya melalui keterbukaan informasi baik secara internal maupun eksternal. Pengelolaan dan Keterbukaan akan informasi tentang Perseroan sangat penting dalam membangun citra perusahaan di mata publik. Oleh karenanya Perseroan berupaya untuk memberikan informasi yang aktual dan bermanfaat dengan memperhatikan ketentuan terkait data Perseroan yang tergolong rahasia.

InJourney's commitment to implement GCG values, including through information disclosure both internally and externally. Management and Disclosure of information about the Company is very important in building the Company's image in the eyes of the public. Therefore the Company strives to provide actual and useful information by taking into account the provisions regarding Company data which are classified as confidential.

Penyediaan informasi bagi Pemegang Saham dan Pemangku Kepentingan dapat lebih lanjut diakses melalui banyak cara, antara lain:

Provision of information for Shareholders and Stakeholders can be further accessed through many ways, including:

Media Informasi *Information Media*		
Website Perusahaan *Company Website*	:	www.injourney.id
Twitter	:	@injourneyID
Instagram	:	@injourney.id & @greattalent_injourney
Facebook	:	www.facebook.com/injourney.id
Youtube	:	Injourney
Tik Tok	:	@mediainjourney

Media Digital

Kemudahan mencari informasi seperti di media digital saat ini sudah banyak digunakan karena hal ini menjadi salah satu saranan penyampaian informasi Perseroan selain mematuhi aturan regulator juga dapat memberikan informasi kepada masyarakat dengan lebih mudah. Perseroan memanfaatkan TV LED, videotron, dan *out of home advertising* di seluruh destinasi dan produk-produk anak usaha sebagai bagian dalam melakukan penyebaran informasi yang cepat, mudah, dan efisien.

Digital Media

The ease of finding information such as in digital media is now widely used because this has become one of the means of conveying Company information, in addition to complying with regulatory rules, it can also provide information to the public more easily. The Company utilizes LED TVs, videotrons, and out of home advertising in all destinations and products of its subsidiaries as part of dissemination of information that is fast, easy and efficient.

Siaran Pers

Sepanjang tahun 2022, InJourney mengeluarkan Siaran Pers untuk menginformasikan berbagai kegiatan yang dijalankan, baik yang terkait dengan kinerja Perseroan maupun kegiatan lainnya, sebagai berikut:

Press Release

Throughout 2022, InJourney issued Press Releases to inform various activities carried out, both related to the Company's performance and other activities, as follows:

Daftar Siaran Pers Tahun 2022
List of Press Releases for 2022

No	Tanggal *Date*	Judul Siaran Pers *Press Release Title*
1	22 Januari 2022 *January 22, 2022*	Revitalisasi TMII Rampung Pada Oktober 2022, InJourney Pastikan TMII Menjadi "*Ultimate Showcase of Indonesia*" *TMII Revitalization Completed in October 2022, InJourney Ensures TMII Becomes "Ultimate Showcase of Indonesia"*
2	24 Januari 2022 *January 24, 2022*	InJourney Tunjuk Indah Saugi Jadi Senior Vice President Corporate Secretary *InJourney Appointed Indah Saugi as Senior Vice President of Corporate Secretary*
3	13 April 2022 *April 13, 2022*	InJourney Ajak *Stakeholders* Aviasi dan Pariwisata Kolaborasi untuk Bangkitkan Trafik Wisatawan Mancanegara di Bali *InJourney Invited Stakeholders of Aviation and Tourism to Collaborate in Awakening International Tourist Traffic in Bali*
4	27 April 2022 *April 27, 2022*	Sinergitas PT TWC dan Perum Perhutani dalam Pengembangan Ekosistem Pariwisata *Synergy of PT TWC and Perum Perhutani in Tourism Ecosystem Development*
5	27 April 2022 *April 27, 2022*	Bangkitkan Sektor Pariwisata Bali, InJourney Dukung HIN Gelar "Jelajahin Livin Sanur Fest" *Awakening the Bali Tourism Sector, InJourney Supports HIN to Hold "Explore Livin Sanur Fest"*
6	16 Juni 2022 *June 16, 2022*	InJourney Dukung Penyelenggaraan Ajang Pameran Perjalanan dan Wisata Internasional - Bali & Beyond Travel Fair (BBTF) sebagai Wadah Promosi Pariwisata Indonesia *InJourney Supported the Implementation of International Travel and Tourism Exhibition - Bali & Beyond Travel Fair (BBTF) as a Forum for Indonesian Tourism Promotion*
7	27 Juni 2022 *June 27, 2022*	Indonesia International Marathon 2022 Sukses Digelar, InJourney dan HIN Apresiasi Dukungan Para Pihak *Indonesia International Marathon 2022 Successfully Held, InJourney and HIN Appreciated the Support of Parties*
8	30 Juni 2022 *June 30, 2022*	Pertama dalam Sejarah DEWA 19 *Full Team* di Indonesia 4 Vokalis 2 *Drummer* dalam 1 Panggung Mengguncang Jogja di Candi Prambanan *First in History DEWA 19 Full Team in Indonesia 4 Vocalists 2 Drummers on 1 Stage Rocked Jogja at Prambanan Temple*
9	14 Juli 2022 *July 14, 2022*	Jadi Panggung Karya Indonesia, Presiden Jokowi Resmikan Transformasi Sarinah *Becoming the Stage for Indonesian Works, President Jokowi Inaugurated Sarinah's Transformation*
10	13 Juli 2022 *July 13, 2022*	InJourney VW Festival 2022, Semarakkan Candi Prambanan Akhir Pekan Ini *InJourney's VW Festival 2022, Enliven Prambanan Temple This Weekend*
11	18 Juli 2022 *July 18, 2022*	Dukung Akselerasi Pemulihan Pariwisata Indonesia, Direktur Pemasaran dan Program Pariwisata InJourney: Ketekunan Menjadi Kunci Utama *Support the Acceleration of Indonesian Tourism Recovery, Director of Marketing and Tourism Program of InJourney: Perseverance is the Main Key*
12	22 Juli 2022 *July 22, 2022*	InJourney Dukung Penyelenggaraan Presidensi G20 Indonesia, Berikut Kesiapan Bandara Soekarno Hatta dan I Gusti Ngurah Rai *InJourney Supported the Implementation of the Indonesian G20 Presidency, Following the Readiness of Soekarno Hatta and I Gusti Ngurah Rai Airports*
13	1 Agustus 2022 *August 1, 2022*	InJourney: Tomohon International Flower Festival (TIFF) 2022 Bangkitkan Pariwisata Sulawesi Utara *InJourney: Tomohon International Flower Festival (TIFF) 2022 Awaken North Sulawesi Tourism*
14	3 Agustus 2022 *August 3, 2022*	InJourney Apresiasi Kesiapan Bandara dalam Menyambut Atlet ASEAN Para Games XI *InJourney Appreciated Airport Readiness in Welcoming Athletes of ASEAN Para Games XI*
15	8 Agustus 2022 *August 8, 202*	Konser 30 Tahun Dewa 19 Sukses Aktivasi Industri Pariwisata di Kawasan Yogyakarta dan Jawa Tengah *Dewa 19 30th Anniversary Concert Successful Activation of the Tourism Industry in the Yogyakarta and Central Java Regions*
16	17 Agustus 2022 *August 17, 2022*	InJourney Optimis Ekosistem Aviasi & Pariwisata Pulih Lebih Cepat dan Bangkit Lebih Kuat *InJourney is Optimistic that the Aviation & Tourism Ecosystem Recovers Faster and Rises Stronger*

No	Tanggal *Date*	Judul Siaran Pers *Press Release Title*
17	22 Agustus 2022 *August 22, 2022*	Bangkitkan Sektor Pariwisata Nasional, InJourney Gandeng BRI dan Citilink Selenggarakan "BRI Travel Fair 2022" *Awaken the National Tourism Sector, InJourney Collaborated with BRI and Citilink to Hold "BRI Travel Fair 2022"*
18	29 Agustus 2022 *August 29, 2022*	Promosikan Lima Destinasi Pariwisata Super Prioritas, Kolaborasi InJourney dan Tehbotol Sosro Luncurkan Kemasan Edisi Spesial *Promote Five Super Priority Tourism Destinations, Collaboration of InJourney and Tehbotol Sosro Launched Special Edition Packaging*
19	6 September 2022 *September 6, 2022*	Jaga Kelestarian Alam di Destinasi Wisata, Inilah Inisiasi InJourney Implementasikan Green Energy *Preserve Nature in Tourist Destinations, This Is InJourney's Initiative to Implement Green Energy*
20	14 September 2022 *September 14, 2022*	Akeselerasi Digitalisasi Ekosistem Pariwisata, InJourney dan Telkom Kolaborasi dalam Pengembangan *Tourism Collaborative Platform* *Acceleration of Tourism Ecosystem Digitalization, InJourney and Telkom Collaborated in the Development of a Tourism Collaborative Platform*
21	16 September 2022 *September 16, 2022*	Wujudkan Komitmen Pengembangan Potensi Perekonomian dan Wisata Daerah, Inilah Upaya InJourney *Group* Dorong UMKM "Naik Kelas" *Realize the Commitment to the Development of Regional Economic and Tourism Potential, This is InJourney Group's Effort to Encourage MSMEs to "Upgrade"*
22	27 September 2022 *September 27, 2022*	Pertama Kalinya Formula One Boat Race Diselenggarakan di Danau Vulkanik Terbesar di Dunia *The First Time a Formula One Boat Race Was Held in the World's Largest Volcanic Lake*
23	12 Oktober 2022 *October 12, 2022*	Inisiatif InJourney untuk Pengembangan Labuan Bajo sebagai Destinasi Pariwisata Super Prioritas *InJourney's Initiative for the Development of Labuan Bajo as a Super Priority Tourism Destination*
24	28 Oktober 2022 *October 28, 2022*	KEK Kelas Dunia untuk Wisata Kesehatan, Mantapkan Tranformasi Arsitektur Layanan Kesehatan Indonesia *World Class SEZ for Health Tourism, Strengthening the Transformation of Indonesia's Health Service Architecture*
25	10 November 2022 *November 10, 2022*	Dorong Pertumbuhan Pariwisata Nasional, Kolaborasi InJourney *Group* dan *Stakeholders* Optimis Sukseskan World Superbike 2022 *Encourage National Tourism Growth, Collaboration of InJourney Group and Stakeholders Optimistic for the Success of World Superbike 2022*
26	12 November 2022 *November 12, 2022*	Sinergi InJourney *Group* Melalui Kesiapan Fasilitas dan Layanan untuk Presidensi KTT G20 Indonesia *InJourney Group Synergy Through the Readiness of Facilities and Services for the Presidency of the G20 Indonesia Summit*
27	28 November 2022 *November 28, 2022*	Bangun Ekosistem Pariwisata Joglosemar, InJourney Kembangkan Potensi Pura Mangkunegaran sebagai Wisata Warisan Budaya *Build the Joglosemar Tourism Ecosystem, InJourney Developed the Potential of Mangkunegaran Temple as a Cultural Heritage Tourism*
28	25 November 2023 *November 25, 2023*	Tingkatkan Gairah Pariwisata Labuan Bajo, InJourney Hadirkan *"New Year's Eve Concert at Labuan Bajo"* *Increase the Excitement of Labuan Bajo Tourism, InJourney Presented "New Year's Eve Concert at Labuan Bajo"*
29	8 Desember 2022 *December 8, 2022*	InJourney *Group* Bersama BUMN dan Masyarakat Gotong Royong Bantu Korban Gempa Cianjur *InJourney Group Together with SOEs and Communities Worked Together to Help Cianjur Earthquake Victims*
30	12 Desember 2022 *December 12, 2022*	InJourney Optimisi Momentum Libur Natal dan Tahun Baru Dorong Pertumbuhan Pariwisata *InJourney Optimistic Christmas and New Year Holiday Momentum Encourages Tourism Growth*
31	28 Desember 2022 *December 28, 2022*	Kunjungan Wisatawan Melonjak, Pariwisata Bali Mulai Menggeliat *Tourist Visits Soar, Bali Tourism Begins to Rise*
32	31 Desember 2022 *December 31, 2022*	Malam Ini, Labuan Bajo Rayakan Pergantian Tahun dengan Konser Internasional Pertama *Tonight, Labuan Bajo Celebrated the Turn of the Year with the First International Concert*

Media Relations Management

Untuk menciptakan *awareness* kepada insan pers terkait produk dan proyek yang tengah dilakukan oleh InJourney khususnya dalam pengembangan destinasi wisata serta terkait peran *Holding* BUMN Pariwisata dan Pendukung, secara berkala InJourney menggelar pertemuan dengan media yakni:

1. Journalists Tourism Destination Experience (JTDE)
   JTDE merupakan salah satu program media *engagement* yang dilakukan oleh Corporate Communication. Program ini mengajak insan pers untuk *visit* ke destinasi wisata yang sedang dikembangkan oleh InJourney sebagai upaya untuk memberikan gambaran dan penjelasan secara menyeluruh serta komprehensif mengenai proyek dan aksi korporasi InJourney *Group*. Di tahun 2022 JTDE dilaksanakan di Taman Mini Indonesia Indah, Kawasan Joglosemar, dan Labuan Bajo.

2. *Media Briefing/Press Conference*
   Dalam rangka memberikan penjelasan komprehensif terkait aksi korporasi, InJourney melalui unit Corporate Communication melaksanakan kegiatan media *briefing*. Pada tahun 2022 dilakukan media *briefing* dalam rangka penjelasan terkait *event* F1 Powerboat dan New Years Eve Concert Labuan Bajo.

Media Relations Management

To create awareness among members of the press regarding the products and projects that are being carried out by InJourney, especially in the development of tourist destinations and related to the role of SOEs Holding of Tourism and Support, InJourney regularly holds meetings with the media, namely:

1. *Journalists Tourism Destination Experience (JTDE)*
   JTDE is one of the media engagement programs conducted by Corporate Communication. This program invites members of the press to visit the tourist destinations that are being developed by InJourney as an effort to provide a thorough and comprehensive description and explanation of InJourney Group projects and corporate actions. In 2022, JTDE was held in Taman Mini Indonesia Indah, Joglosemar Area and Labuan Bajo.

2. *Media Briefing/ Press Conference*
   In order to provide a comprehensive explanation regarding corporate actions, InJourney through its Corporate Communication unit carries out media briefing activities. In 2022, a media briefing was held in the framework of an explanation regarding the F1 Powerboat event and the New Years Eve Concert at Labuan Bajo.

Sistem Layanan Keterbukaan Informasi Publik

Sebagai salah satu Badan Usaha Milik Negara (BUMN), yang juga menjadikannya sebagai Badan Publik, InJourney berkomitmen untuk mengimplementasikan prinsip-prinsip *Good Corporate Governance* yang salah satunya dengan mengimplementasikan keterbukaan informasi terhadap publik sebagaimana yang diatur dalam Undang-Undang No. 14 Tahun 2008.

Seiring dengan berkembangnya struktur dan proses bisnis perusahaan, InJourney secara berkesinambungan juga memulai langkah keterbukaan informasi dengan menyelenggarakan layanan informasi yang ditandai dengan pembentukan Pejabat Pengelola Dokumentasi dan Informasi (PPID) serta membangun sistem pendukung kelancaran layanan mulai dari peraturan hingga media yang efektif dan efisien bagi publik sesuai dengan Standar Layanan Informasi Komisi Informasi Pusat.

InJourney melibatkan seluruh unit kerja di Perseroan untuk bersama-sama membangun penyelenggaraan layanan informasi, termasuk pada seluruh anak perusahaan yang seluruhnya telah memiliki Pejabat Pengelola Informasi dan Dokumentasi (PPID).

Public Information Disclosure Service System

As one of the State-Owned Enterprises (SOEs), which also makes it a Public Body, InJourney is committed to implement the principles of Good Corporate Governance, one of which is by implementing information disclosure to the public as stipulated in Law No. 14 of 2008.

In line with the development of the Company's business structure and processes, InJourney has also continuously initiated information disclosure measures by providing information services marked by the establishment of a Information and Documentation Management Officer (PPID) and building a smooth support system for services ranging from regulations to effective and efficient media for the public. in accordance with the Information Service Standards of the Central Information Commission.

InJourney involves all work units in the Company to jointly develop the provision of information services, including all subsidiaries which all have an Information and Documentation Management Officer (PPID).

Selanjutnya, selain menyelenggarakan layanan informasi yang didukung oleh unit-unit kerja terkait di internal, PPID *Holding* InJourney juga akan mendorong peningkatan kualitas layanan PPID di seluruh anak perusahaan dan mendukung program Kementerian BUMN untuk meningkatkan kategori Badan Publik Informatif.

Furthermore, apart from organizing information services supported by related work units internally, InJourney's Holding PPID will also encourage the improvement of the quality of PPID services in all subsidiaries and support the Ministry of SOEs program to increase the category of Informative Public Bodies.

Visi PPID

"Menjadi Badan Publik yang Informatif dan Kolaboratif".

PPID Vision

"Becoming an Informative and Collaborative Public Body".

Misi PPID

1. Menerapkan prinsip-prinsip keterbukaan informasi sesuai ketentuan yang berlaku;
2. Menyediakan media layanan informasi yang efektif dan efisien;
3. Melakukan sinergi penyelenggaraan layanan informasi dengan anak perusahaan;
4. Meningkatkan kompetensi sumber daya PPID yang berkualitas.

PPID Mission

1. *Implement the principles of information disclosure in accordance with applicable regulations;*
2. *Provide effective and efficient information service media;*
3. *Synergize the implementation of information services with subsidiaries;*
4. *Improve the competence of quality PPID resources.*

Tugas dan Fungsi Ppid:

1. Menyusun stuktur-struktur dan profil PPID perusahaan;
2. Menentukan Informasi Publik yang dapat diakses publik dan layak untuk dipublikasikan melalui mekanisme Uji Konsekuensi;
3. Menyusun pedoman layanan informasi publik perusahaan;
4. Menyediakan Informasi secara efektif dan efisien agar mudah diakses oleh publik;
5. Melakukan pembinaan, pengawasan, evaluasi, dan *monitoring* atas pelaksanaan kebijakan teknis Informasi Publik;
6. Menyusun dan menyampaikan laporan hasil penyelenggaraan layanan informasi ke Komisi Informasi Pusat dan publik.

Ppid Duty and Function

1. *Prepare the Company's PPID structure and profile;*
2. *Determine Public Information that can be accessed by the public and is appropriate for publication through the Consequence Test mechanism;*
3. *Develop guidelines for corporate public information services;*
4. *Provide information effectively and efficiently so that it is easily accessible to the public;*
5. *Carry out guidance, supervision, evaluation, and monitoring of the implementation of Public Information technical policies;*
6. *Prepare and submit reports on the results of the implementation of information services to the Central Information Commission and the public.*

Wewenang PPID:

1. Menetapkan dan memutuskan suatu Informasi Publik dapat diakses publik atau tidak melalui mekanisme uji konsekuensi;
2. Menetapkan strategi dan metode pembinaan, koordinasi, pengawasan, dan evaluasi atas pelaksanaan kebijakan teknis Informasi Publik;
3. Menolak Permintaan Informasi Publik dengan menyampaikan pertimbangan secara tertulis apabila Informasi Publik yang dimohon termasuk Informasi yang dikecualikan atau rahasia.

PPID Authority:

1. *Establish and decide whether Public Information can be accessed by the public or not through a consequence test mechanism;*
2. *Establish strategies and methods for coaching, coordinating, supervising and evaluating the implementation of Public Information technical policies;*
3. *Refuse a request for public information by submitting written considerations if the requested public information includes classified or confidential information.*

Akses Informasi Bagi Pihak Internal

Komunikasi internal di Perseroan dikelola oleh Divisi Corporate Communication dan Human Capital Business Partner untuk mengorganisir kegiatan dalam bentuk pembuatan konten-konten baik di media sosial, media internal, dan sebagainya serta pertemuan rutin dengan pihak internal.

Bentuk-bentuk kegiatan komunikasi internal antara lain:

1. Penerbitan Majalah internal karyawan yang bertajuk InJourney Updates;
2. Kegiatan tatap muka karyawan yang dilakukan secara berkala seperti InJourney Talks, dan sebagainya;
3. Melakukan *blast email* melalui *email corporate* mengenai info seputar pariwisata dan *update* kegiatan Perseroan di Indonesia;
4. Melakukan kekinian informasi melalui portal *website* injourney.id sebagai media komunikasi untuk karyawan *holding*.

Access to Information for Internal Parties

Internal communication in the Company is managed by the Corporate Communication Division and Human Capital Business Partner to organize activities in the form of content creation both on social media, internal media, and so on as well as regular meetings with internal parties.

Forms of internal communication activities include:

1. *Issuance of an internal employee Magazine entitled InJourney Updates;*
2. *Regular face-to-face employee activities such as InJourney Talks, and so on;*
3. *Carry out email blasts via corporate email regarding information about tourism and updates on the Company's activities in Indonesia;*
4. *Update information through the website portal of injourney.id as a communication medium for holding employees.*

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Officials Wealth Report (LHKPN)

Perseroan memiliki komitmen untuk menghindarkan diri dari praktik-praktik gratifikasi dalam pelaksanaan kegiatannya. Sejalan dengan hal itu, Perseroan mengharuskan Dewan Komisaris, Direksi dan pejabat lain sesuai ketentuan yang berlaku di Perseroan yang mengatur mengenai Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) untuk menyampaikan laporan tersebut kepada Komisi Pemberantasan Korupsi (KPK) pada waktu yang ditentukan dalam peraturan perundang-undangan.

Mekanisme penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di lingkup manajemen dan mekanisme penanganan penerimaan dan pemberian gratifikasi berpedoman pada ketentuan yang berlaku di Perseroan.

The Company has a commitment to avoid gratification practices in carrying out its activities. In line with this, the Company requires the Board of Commissioners, Board of Directors and other officials in accordance with the provisions in force in the Company which regulates the State Officials Wealth Report (LHKPN) to submit the report to the Corruption Eradication Commission (KPK) at the time specified in the statutory regulations.

The mechanism for submitting State Officials Wealth Reports (LHKPN) within the scope of management and the mechanism for handling receiving and giving gratification is guided by the provisions in force in the Company.



PT Aviasi Pariwisata Indonesia (Persero)

Informasi Kepemilikan Saham oleh Karyawan

Employee Share Ownership Information

Kepemilikan saham InJourney sepenuhnya merupakan milik Pemerintah Republik Indonesia. Oleh karena itu, tidak terdapat kebijakan pemberian kompensasi jangka panjang berbasis kinerja baik berupa kepemilikan saham oleh manajemen (*Management Stock Ownership Program*/MSOP) dan program kepemilikan saham oleh karyawan (*Employee Stock Ownership Program*/ESOP).

InJourney's share ownership is wholly owned by the Government of the Republic of Indonesia. Therefore, there is no policy of providing long-term performance-based compensation in the form of management stock ownership program (MSOP) and employee stock ownership programs (ESOP).

Transparansi Praktik *Bad Governance*

Bad Governance Practice Transparency

No	Keterangan *Description*	Praktik *Practice*
1	Terdapat laporan atas kegiatan Perseroan yang mencemari lingkungan *There are reports of the Company's activities that pollute the environment*	Nihil *Nil*
2	Tidak memenuhi kewajiban perpajakan *Not fulfilling tax obligations*	Nihil *Nil*
3	Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku dan Standar Akuntansi Keuangan (SAK) *Discrepancies in the presentation of annual reports and financial statements with applicable regulations and Financial Accounting Standards (SAK)*	Nihil *Nil*
4	Terdapat kasus terkait buruh dan karyawan *There are cases related to workers and employees*	Nihil *Nil*







07

Tanggung Jawab Sosial dan Lingkungan

Social and Environmental Responsibility

Pelaksanaan program Tanggung Jawab Sosial dan Lingkungan merupakan wujud komitmen InJourney untuk memberikan kontribusi positif kepada pemangku kepentingan. Upaya tersebut juga sejalan dengan komitmen untuk mendukung tercapainya Tujuan Pembangunan Berkelanjutan.

Implementation of the Social and Environmental Responsibility program is a form of InJourney's commitment to make a positive contribution to stakeholders. These efforts are also in line with the commitment to support the achievement of the Sustainable Development Goals.

Tata Kelola Tanggung Jawab Sosial dan Lingkungan

Social and Environmental Responsibility Governance



InJourney berkomitmen untuk berperan serta dalam pembangunan ekonomi berkelanjutan guna meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi Perseroan, komunitas setempat, maupun masyarakat pada umumnya dengan senantiasa menjaga hubungan baik dengan seluruh pemangku kepentingan.

Selain itu, InJourney juga berkomitmen untuk turut berperan serta dalam pembangunan berkelanjutan melalui program kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL). Melalui pelaksanaan program TJSL, Perseroan juga berupaya untuk berkontribusi guna mewujudkan Tujuan Pembangunan Berkelanjutan (TPB)/*Sustainable Development Goals* (SDGs) dengan mengoptimalkan segenap sumber daya yang dimiliki.

Sebagai Badan Usaha Milik Negara (BUMN), InJourney berkomitmen untuk senantiasa mengimplementasikan program dan kegiatan TJSL secara sistematis dan terpadu untuk menjamin pelaksanaan, pencapaian keberhasilan serta

InJourney is committed to participate in sustainable economic development in order to improve the quality of life and a beneficial environment, both for the Company, the local community, and society in general by always maintaining good relations with all stakeholders.

In addition, InJourney is also committed to participate in sustainable development through its Social and Environmental Responsibility (TJSL) program of activities. Through the implementation of the TJSL program, the Company also seeks to contribute to realize the Sustainable Development Goals (SDGs) by optimizing all of its resources.

As a State-Owned Enterprise (SOE), InJourney is committed to continuously implement TJSL programs and activities in a systematic and integrated manner to ensure the implementation, achievement of success, and management

pengelolaan dampak program TJSL sesuai dengan prioritas dan/atau pencapaian dari tujuan Program TJSL BUMN yang berpedoman pada rencana kerja, sebagaimana yang tertuang dalam Peraturan Menteri Badan Usaha Milik Negara No. PER-05/MBU/04/2021 tanggal 20 April 2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, sebagaimana diubah melalui Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-6/MBU/09/2022 tanggal 15 September 2022 dan No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.

of the impact of the TJSL program in accordance with the priorities and/or achievement of the objectives of the SOEs' TJSL Program which is guided by the work plan, as stated in the Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/04/2021 dated April 20, 2021, concerning the Social and Environmental Responsibility Program for State-Owned Enterprises, as amended through Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-6/MBU/09/2022 dated September 15, 2022 and No. PER-1/MBU/01/2023 concerning Special assignments and Environmental Social Responsibility Programs of State-Owned Enterprises.

Kombinasi antara implementasi TJSL yang menyentuh aspek ekonomi, lingkungan dan sosial, serta komitmen untuk memperhatikan prinsip lingkungan hidup, transparansi dan partisipasi masyarakat, merupakan bentuk partisipasi aktif Perseroan dalam mendukung dan mewujudkan pencapaian TPB. InJourney berharap, program TJSL yang dilakukan tak sekedar membawa manfaat bagi masyarakat dan lingkungan di sekitar operasional Perseroan, namun juga berdampak positif bagi keberlanjutan dan keberlangsungan usaha Perseroan.

The combination of TJSL implementation that touches on economic, environmental, and social aspects, as well as a commitment to pay attention to environmental principles, transparency, and community participation, is a form of the Company's active participation in supporting and realizing the achievement of SDGs. InJourney hopes that the TJSL program that is carried out will not only bring benefits to the community and environment around the Company's operations but also have a positive impact on the sustainability and continuity of the Company's business.

PT Aviasi Pariwisata Indonesia (Persero) juga menggunakan prinsip ekonomi berkelanjutan alias *Environmental, Social, and Governance* (ESG). ESG sebagai salah satu parameter pelaksanaan pembangunan berkelanjutan, yang dapat menjadi pedoman dalam proses transisi menuju ekosistem perekonomian yang lebih hijau. Dalam setiap proses pengelolaan dan aktivitas, termasuk diantaranya proses pengambilan keputusan pada perusahaan yang merupakan bagian dari Industri Aviasi dan Pariwisata, menerapkan prinsip-prinsip pelestarian lingkungan, tanggung jawab sosial, dan tata kelola yang baik.

PT Aviasi Pariwisata Indonesia (Persero) also uses sustainable economic principles alias Environmental, Social, and Governance (ESG). ESG as one of the parameters for implementing sustainable development, which can be used as a guideline in the transition process towards a greener economic ecosystem. In every management process and activity, including the decision-making process in companies that are part of the Aviation and Tourism Industry, apply the principles of environmental preservation, social responsibility, and good governance.

Aspek "*Environment*" dalam ESG diartikan sebagai keharusan perusahaan untuk mempertimbangkan dampak operasional bisnis terhadap lingkungan, serta peranan perusahaan sebagai pengelola lingkungan. Aspek tersebut dapat meliputi pemanfaatan energi terbarukan yang ramah lingkungan dalam operasional perusahaan, pengelolaan limbah hasil produksi perusahaan, partisipasi perusahaan dalam konservasi sumber daya alam yang tak tergantikan, perlakuan wajar dan tidak semena-mena terhadap fauna, serta penerapan sistem manajemen risiko yang efektif dalam pengelolaan risiko lingkungan.

The "Environment" aspect in ESG is defined as the Company's obligation to consider the impact of business operations on the environment, as well as the Company's role as an environmental manager. These aspects may include the use of environmentally friendly renewable energy in the Company's operations, the management of company-produced waste, the Company's participation in the conservation of irreplaceable natural resources, fair and indiscriminate treatment of fauna, and the implementation of an effective risk management system in the management of environmental risk.

Aspek '*Social*' dalam ESG diartikan sebagai pertimbangan perusahaan menjaga hubungan dan reputasi perusahaan terhadap *stakeholder*-nya, serta bagaimana perusahaan

The 'Social' aspect in ESG is defined as the Company's consideration of maintaining the Company's relationship and reputation with its stakeholders, as well as how the

dapat melakukan pembinaan terhadap *stakeholder*-nya, yang terdiri dari masyarakat, komunitas, *supplier, vendor,* konsumen, serta pihak-pihak terkait lainnya. Aspek tersebut dapat meliputi pemilihan *supplier* yang juga menerapkan kebijakan dan praktik ESG dalam operasional perusahaan dan anak perusahaan, keterlibatan perusahaan dalam pembangunan komunitas, baik dalam bentuk persentase laba maupun kegiatan yang berbasis *Corporate Social Responsibility* (CSR), serta memastikan karyawan perusahaan bisa mendapatkan lingkungan kerja yang sehat dan aman dan berperan aktif dalam program Tanggung Jawab Sosial dan Lingkungan.

Company can provide guidance to its stakeholders, which consist of the society, community, suppliers, vendors, consumers, and other related parties. These aspects may include selecting suppliers who also implement ESG policies and practices in company and subsidiary operations, company involvement in community development, both in the form of profit percentages and activities based on Corporate Social Responsibility (CSR), and ensuring that company employees can enjoy a healthy and safe work environment and play an active role in the Social and Environmental Responsibility program.

Aspek '*Governance*' dalam ESG diartikan sebagai keharusan perusahaan untuk mempertimbangkan aspek tata kelola yang baik dalam operasional perusahaan. Aspek tersebut dapat meliputi penggunaan metode akuntansi yang sesuai dengan standar yang ditetapkan, kepastian bahwa perusahaan tidak terlibat dalam kegiatan ilegal, serta kepastian bahwa seluruh karyawan perusahaan dapat berpartisipasi dalam pengambilan keputusan perusahaan.

The 'Governance' aspect in ESG is defined as the Company's obligation to consider aspects of good governance in the Company's operations. These aspects may include the use of accounting methods in accordance with established standards, assurance that the Company is not involved in illegal activities, and certainty that all company employees can participate in making company decisions.

Struktur Tata Kelola Tanggung Jawab Sosial dan Lingkungan

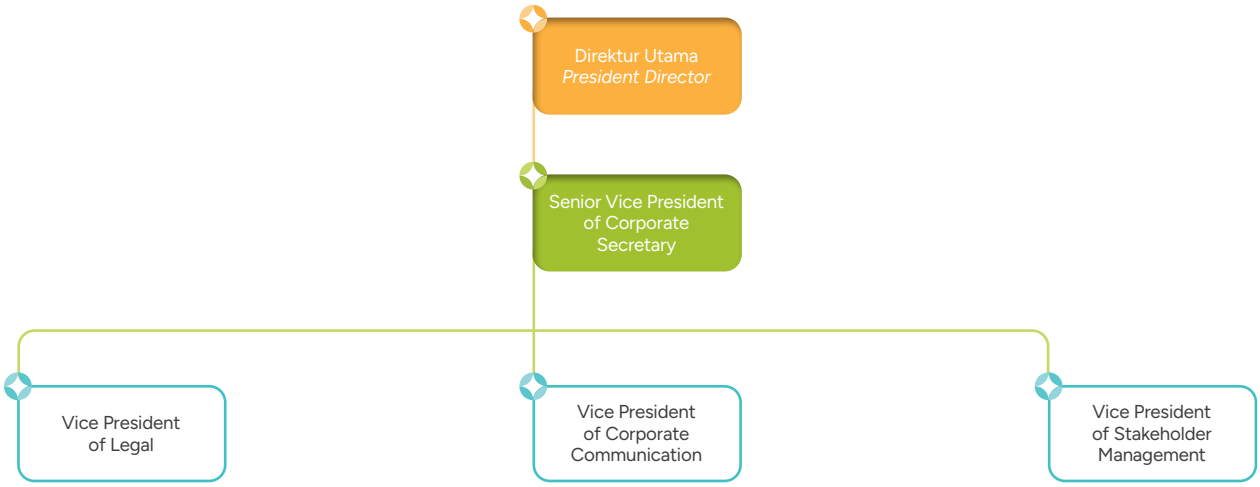
Salah satu wujud komitmen Perseroan dalam pelaksanaan program TJSL adalah dengan dibentuknya Unit Stakeholder Management yang bertanggung jawab terhadap pelaksanaan program TJSL yang berada di bawah Senior Vice President of Corporate Secretary.

Unit Stakeholder Management bertanggung jawab untuk mengkoordinasikan berbagai kegiatan TJSL yang dijalankan Perseroan, termasuk juga dalam membuat perencanaan kegiatan.

Social and Environmental Responsibility Governance Structure

One manifestation of the Company's commitment to implement the TJSL program is the establishment of a Stakeholder Management Unit which is responsible for the implementation of the TJSL program which is under the Senior Vice President of Corporate Secretary.

The Stakeholder Management Unit is responsible for coordinating various TJSL activities carried out by the Company, including planning activities.



Tanggung jawab sosial dan lingkungan yang dilaksanakan oleh PT Aviasi Pariwisata Indonesia (Persero), dilaksanakan melalui Program Tanggung Jawab Sosial dan Lingkungan. Perusahaan menyadari pentingnya keselarasan antara pencapaian tujuan dan tanggung jawab perusahaan terhadap lingkungan. Penyusunan kegiatan TJSL PT Aviasi Pariwisata Indonesia (Persero) yang terintegrasi dan sesuai dengan strategi bisnis perusahaan dalam rangkaian kegiatan perusahaan dan dampak sosial, ekonomi dan lingkungan, baik dampak positif maupun negatif. Proses tanggung jawab sosial dan lingkungan yang melibatkan semua sektor yang saling terkait dan membentuk rantai bisnis proses. *Point* dari Tanggung jawab sosial dan lingkungan yang dilakukan diantaranya menitikberatkan pada Tingkat manfaat dan keberlanjutan program terhadap dampak yang terjadi (*Sustainability Return on Investment*).

Arahan Menteri BUMN melalui Aspirasi Pemegang Saham, bahwa untuk program TJSL BUMN agar fokus kepada 3 (tiga) bidang prioritas yakni bidang Pendidikan, Lingkungan serta Pengembangan Usaha Mikro Kecil (UMK) dengan upaya pencapaian *quadruple bottom line*, yaitu perusahaan harus unggul dalam *people* (karyawan), *planet* (lingkungan), *profit* (finansial dan keuntungan), serta *prosperity* (kesejahteraan bagi masyarakat) diantaranya:

1. *Profit*, tingkat laba rugi perusahaan serta dampak terhadap perekonomian.
2. *People*, tanggung jawab perusahaan terhadap karyawan dan pelanggan.
3. *Planet*, tingkat tanggung jawab perusahaan terhadap lingkungan.
4. *Prosperity*, masyarakat sebagai pemangku kepentingan yang terdampak atas pelaksanaan kegiatan perusahaan.

Tujuan Pelaksanaan Program TJSL

Program TJSL BUMN bertujuan untuk memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan; berkontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel; membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta masyarakat sekitar perusahaan.

Program Tanggung Jawab Sosial dan Lingkungan di lingkungan InJourney bertujuan untuk:

1. Memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan dan pembangunan hukum dan tata kelola bagi perusahaan;
2. Berkontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel;
3. Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta masyarakat sekitar perusahaan.

The social and environmental responsibility carried out by PT Aviasi Pariwisata Indonesia (Persero), is carried out through the Social and Environmental Responsibility Program. The Company realizes the importance of harmony between achieving goals and corporate responsibility towards the environment. Preparation of PT Aviasi Pariwisata Indonesia (Persero) TJSL activities that are integrated and in accordance with the Company's business strategy in a series of company activities and social, economic and environmental impacts, both positive and negative impacts. Social and environmental responsibility processes that involve all sectors that are interrelated and form a business process chain. The points of social and environmental responsibility that are carried out include focusing on the level of benefits and sustainability of the program against the impacts that occur (Sustainability Return on Investment).

The direction of the Minister of SOEs through Shareholders' Aspirations, that for the SOEs TJSL program to focus on 3 (three) priority areas, namely Education, Environment and Development of Small Micro Enterprises (UMK) with efforts to achieve a quadruple bottom line, namely companies must excel in people (employees), planet (environment), profit (financial and profit), and prosperity (welfare for the community) including:

1. *Profit, company profit and loss rate and impact on the economy.*
2. *People, corporate responsibility to employees and customers.*
3. *Planet, the level of corporate responsibility for the environment.*
4. *Prosperity, the community as stakeholders who are affected by the implementation of company activities.*

TJSL Program Implementation Objectives

The SOEs TJSL program aims to provide benefits for economic development, social development, environmental development as well as law and governance development for the Company; contribute to the creation of added value for the Company with principles that are integrated, directed and measurable as well as accountable; foster micro and small businesses to be more resilient and independent as well as the community around the Company.

The Social and Environmental Responsibility Program at InJourney aims to:

1. *Provide benefits for economic development, social development, environmental development as well as law and governance development for the Company;*
2. *Contribute to the creation of added value for the Company with principles that are integrated, directed and measurable as well as accountable;*
3. *Foster micro and small businesses to be more resilient and independent as well as the community around the Company.*

Pilar Program TJSL

Pelaksanaan TJSL InJourney didasarkan atas 4 (empat) pilar yaitu:

1. **Pilar Sosial**
   Untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat.
2. **Pilar Ekonomi**
   Untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusif dan infrastruktur yang memadai energi bersih yang terjangkau dan didukung oleh kemitraan.
3. **Pilar Lingkungan**
   Untuk pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan.
4. **Pilar Hukum dan Tata Kelola**
   Untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

TJSL Program Pillars

The implementation of InJourney's TJSL is based on 4 (four) pillars, namely:

1. ***Social Pillar***
   To achieve the fulfillment of quality basic human rights in a fair and equal manner to improve the welfare of the whole community.
2. ***Economic Pillar***
   To achieve quality economic growth through sustainable employment and business opportunities, innovation, inclusive industries and adequate infrastructure for clean energy that is affordable and supported by partnerships.
3. ***Environmental Pillar***
   For sustainable management of natural resources and the environment as a support for all life.
4. ***Law and Governance Pillar***
   To realize law certainty and governance that is effective, transparent, accountable and participatory to create security stability and achieve a state based on law.

Visi dan Misi Keberlanjutan

Sustainable Vision and Mission

VISI
VISION

To be the leading tourism ecosystem in the region, providing memorable experience through Indonesian hospitality

MISI
MISSION

To boost recovery and accelerate development of travel in Indonesia through collaboration of main industry players and partnerships with private sector in inclusive environment

Sejalan dengan visi dan misi tersebut, InJourney menjalankan program TJSL yang menjadi bagian dari strategi keberlanjutan Perseroan. InJourney berupaya untuk memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan.

Dalam menjalankan kegiatan TJSL, InJourney berupaya untuk membangun hubungan baik dengan masyarakat dan berbagai komunitas melalui berbagai program kepedulian sosial yang diselenggarakan secara bertahap dan berkelanjutan, dengan tujuan untuk memperbaiki dan meningkatkan kualitas hidup serta kondisi sosial ekonomi masyarakat melalui pengembangan sarana dan prasarana fisik dan non fisik.

In line with this vision and mission, InJourney runs the TJSL program which is part of the Company's sustainability strategy. InJourney strives to provide benefits for economic development, social development, environmental development as well as law and governance development for the Company.

In carrying out TJSL activities, InJourney seeks to build good relations with the community and various communities through various social care programs that are held in stages and continuously, with the aim of improving and increasing the quality of life and socio-economic conditions of the community through the development of physical and non-physical facilities and infrastructure.

Strategi Program TJSL/Keberlanjutan

Implementasi Program Tanggung Jawab Sosial dan Lingkungan (TJSL) pada Badan Usaha Milik Negara (BUMN) menjadi semakin penting di tengah kebutuhan akan pembangunan yang berkelanjutan. Hal ini ditegaskan dalam Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-6/MBU/09/2022 tanggal 15 September 2022.

Perencanaan program TJSL di InJourney tahun 2022 telah disesuaikan dengan Surat Kementerian BUMN No. S-188/DSI.MBU/10/2021 tentang Pelaksanaan Program TJSL BUMN Tahun 2022. Dalam surat tersebut, Kementerian BUMN merencanakan Program TJSL BUMN di tahun 2022 agar dapat lebih optimal, memberikan dampak kepada masyarakat serta sebagai wujud dukungan terhadap program Pemerintah Republik Indonesia, maka Program TJSL BUMN akan difokuskan kepada 3 (tiga) bidang prioritas yaitu Pendidikan, Lingkungan dan Pengembangan UMK.

Sejalan dengan hal tersebut, InJourney menyusun perencanaan yang dilakukan dalam menyusun Program TJSL BUMN sebagai strategi dan petunjuk pelaksanaan untuk menjamin efektivitas dan keberhasilan Program TJSL BUMN. Perencanaan tersebut harus memuat prognosa pelaksanaan Program TJSL BUMN tahun sebelumnya, proyeksi rencana program dan anggaran Program TJSL BUMN, penetapan prioritas tujuan pembangunan berkelanjutan, serta target kinerja.

Dalam menyusun rencana Program TJSL BUMN juga memperhatikan dampak dan risiko dari aktivitas BUMN dan anak perusahaan, kebutuhan dan potensi yang timbul, keunggulan dan kearifan lokal, orientasi keberlanjutan dan dampak yang ingin diharapkan, serta fokus dan arah pembangunan berkelanjutan.

Selain itu, rencana kerja dan anggaran Program TJSL BUMN juga disahkan oleh Rapat Umum Pemegang Saham (RUPS) atau Menteri. Hal ini menunjukkan bahwa implementasi Program TJSL BUMN harus melibatkan berbagai pemangku kepentingan dan diputuskan melalui proses yang transparan dan akuntabel.

Pelibatan Pemangku Kepentingan

Dalam menjalankan kegiatan usahanya, InJourney memiliki hubungan dengan berbagai macam pemangku kepentingan, baik pemangku kepentingan internal maupun eksternal. Berlandaskan pada hal itu, InJourney memberikan perhatian yang sangat besar terhadap seluruh pemangku kepentingan. Pelibatan pemangku kepentingan diarahkan pada kepentingan usaha Perseroan dengan memperhatikan tanggung jawab sosial perusahaan, kepedulian terhadap masalah-masalah lingkungan serta memperhatikan skala prioritas dalam membangun komunikasi dengan berbagai mitra strategis.

TJSL/ Sustainability Program Strategy

Implementation of the Social and Environmental Responsibility Program (TJSL) in State-Owned Enterprises (SOEs) is becoming increasingly important amidst the need for sustainable development. This is emphasized in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-6/MBU/09/2022 dated September 15, 2022.

Planning for the TJSL program at InJourney in 2022 has been adjusted to the Letter of the Ministry of SOEs No. S-188/DSI.MBU/10/2021 concerning Implementation of the SOEs TJSL Program in 2022. In the letter, the Ministry of SOEs plans the SOEs TJSL Program in 2022 so that it can be more optimal, have an impact on society and as a form of support for the programs of the Government of the Republic of Indonesia, then the SOEs TJSL Program will be focused on 3 (three) priority areas, namely Education, Environment and SMEs Development.

In line with this, InJourney compiled the planning that was carried out in preparing the SOEs TJSL Program as a strategy and implementation guidelines to ensure the effectiveness and success of the SOEs TJSL Program. The planning must contain the prognosis for the implementation of the SOEs TJSL Program in the previous year, projections of the SOEs TJSL program plan and budget, setting priorities for sustainable development goals, and performance targets.

In preparing the SOEs TJSL Program plan, it also takes into account the impacts and risks of the activities of SOEs and its subsidiaries, emerging needs and potential, local advantages and wisdom, sustainability orientation and expected impact, as well as the focus and direction of sustainable development.

In addition, the work plan and budget for the SOEs TJSL Program are also ratified by the General Meeting of Shareholders (GMS) or the Minister. This shows that the implementation of the SOEs TJSL Program must involve various stakeholders and be decided through a transparent and accountable process.

Stakeholder Engagement

In carrying out its business activities, InJourney has relationships with various stakeholders, both internal and external stakeholders. Based on that, InJourney pays great attention to all stakeholders. Stakeholder engagement is directed at the Company's business interests by taking into account corporate social responsibility, concern for environmental issues and paying attention to priority scales in building communication with various strategic partners.

Perseroan mengidentifikasi pemangku kepentingan utama. Salah satu faktor yang mendasari pemilihan pemangku kepentingan utama adalah dampak yang diakibatkan oleh kegiatan operasional terhadap kelompok kepentingan di satu sisi dan juga bobot pengaruh mereka terhadap kegiatan InJourney.

The Company identifies key stakeholders. One of the factors that underlies the selection of key stakeholders is the impact that operational activities have on interest groups on the one hand and also the weight of their influence on InJourney activities.

Selain itu, InJourney juga mempertimbangkan berbagai inisiatif strategis yang dilakukan entitas anak yang memiliki pemangku kepentingan yang cukup beragam, termasuk juga dampak operasional entitas anak terhadap pemangku kepentingan.

In addition, InJourney also considers various strategic initiatives carried out by subsidiaries that have quite diverse stakeholders, including the operational impact of subsidiaries on stakeholders.

Berdasarkan pengenalan dampak dan pengaruh tersebut, InJourney menetapkan intensitas pelibatan pemangku kepentingan dalam setiap proses bisnis Perseroan. Kebijakan itu diambil agar dapat menghasilkan pengelolaan sumber daya yang optimal guna mendukung pencapaian harapan para pemangku kepentingan, sekaligus *benefit* ekonomi, sosial maupun lingkungan yang dihasilkan.

Based on the recognition of these impacts and influences, InJourney determines the intensity of stakeholder engagement in each of the Company's business processes. The policy was taken in order to produce optimal resource management to support the achievement of stakeholders' expectations, as well as the resulting economic, social and environmental benefits.

Berdasarkan pemetaan yang dilakukan Perseroan, pemangku kepentingan yang terdampak dan sekaligus memberi pengaruh signifikan terhadap kinerja maupun kesinambungan usaha Perseroan adalah:

Based on the mapping carried out by the Company, stakeholders who are affected and at the same time have a significant influence on the performance and business continuity of the Company are:

Pemangku Kepentingan *Stakeholder*	**Metode Pelibatan** *Engagement Method*	**Topik Prioritas** *Priority Topic*
Pelanggan *Customer*	• *Survey customer satisfaction index* • Layanan *call centre* • *Coffee morning* • *Forum group discussion* • *Customer Satisfaction Index Survey* • *Call Centre Service* • *Coffee morning* • *Forum Group Discussion*	• Memberikan layanan dengan kualitas yang melebihi harapan pelanggan dan meningkatkan nilai bagi pelanggan • Akses informasi • *Provide quality services that exceed customer expectations and increase customer value* • *Information access*
Karyawan *Employee*	• Kesetaraan dan perlakuan yang adil • Tidak berlaku diskriminasi • Menjamin keamanan, kesehatan, dan keselamatan kerja • Memberikan hak-hak sesuai ketentuan yang berlaku • *Equality and fair treatment* • *No discrimination applies* • *Ensure occupational security, health and safety* • *Give rights in accordance with applicable regulations*	• Remunerasi • *Reward & Punishment* • *Family Gathering* • *Employee Gathering* • *Working Group* • *Remuneration* • *Reward & Punishment* • *Family Gathering* • *Employee Gathering* • *Working Group*
Masyarakat *Community*	• Menjalin hubungan yang serasi dan harmonis dengan masyarakat sekitar wilayah operasi • Pemberdayaan potensi masyarakat dengan memberi *sustainable value* • *Establish a harmonious relationship with the community around the operational area* • *Empowerment of community potential by providing sustainable value*	• Program kemitraan • Program bina lingkungan • *Partnership program* • *Environmental development program*

Pemangku Kepentingan *Stakeholder*	Metode Pelibatan *Engagement Method*	Topik Prioritas *Priority Topic*
Lingkungan *Environment*	• Berperan aktif dalam mengurangi dampak operasional perusahaan terhadap kerusakan lingkungan • Berperan aktif dalam kegiatan pelestarian lingkungan • *Play an active role in reducing the Company's operational impact on environmental damage* • *Play an active role in environmental preservation activities*	• Penanaman pohon (penghijauan) • Pembinaan pelestarian lingkungan • Konservasi Satwa • *Tree planting (reforestation)* • *Development of environmental preservation* • *Animal Conservation*

Anggaran Program TJSL

Sebagaimana diatur dalam Peraturan Kementerian BUMN No. PER-05/MBU/04/2021 sebagaimana diubah dalam Peraturan Kementerian BUMN No. PER-06/MBU/09/2022 dan No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, disebutkan bahwa dana program TJSL berasal dari:

1. Anggaran kegiatan yang diperhitungkan sebagai biaya pada BUMN dalam tahun anggaran berjalan;
2. Penyisihan sebagian laba bersih BUMN pada tahun anggaran sebelumnya;
3. Sumber dana lain yang sah sesuai dengan ketentuan peraturan perundang-undangan;
4. Besaran dana ditetapkan dalam rencana kerja dan anggaran perusahaan yang disahkan oleh RUPS.

Pada tahun 2022, InJourney menetapkan anggaran TJSL yang berasal dari unit yang membidangi TJSL sebesar Rp89.155.807.146. Realisasi penggunaan anggaran tersebut hingga akhir tahun mencapai 110,01% atau sebesar Rp98.075.875.599 yang antara lain digunakan untuk:

TJSL Program Budget

As stipulated in the Ministry of SOEs Regulation No. PER-05/MBU/04/2021 as amended in Ministry of SOEs Regulation No. PER-06/MBU/09/2022 and No. PER-1/MBU/01/2023 concerning Special assignments and Environmental Social Responsibility Programs of State-Owned Enterprises, stated that TJSL program funds come from:

1. *Budget for activities calculated as expenses for SOEs in the current budget year;*
2. *Allowance of a portion of SOEs net profit in the previous fiscal year;*
3. *Other legitimate sources of funds in accordance with the provisions of statutory regulations;*
4. *The amount of funds is determined in the Company's work plan and budget which is approved by the GMS.*

In 2022, InJourney has set a TJSL budget originating from the unit in charge of TJSL amounted to Rp89,155,807,146. Realization of the use of the budget until the end of the year reached 110.01% or Rp98,075,875,599 which was used among others for:

No.	Perusahaan *Company*	Pilar (dalam Rp penuh) *Pillars (in full Rp)*				Total
		Sosial *Social*	Ekonomi *Economic*	Lingkungan *Environmental*	Hukum & Tata Kelola *Law & Governance*	
1	InJourney	140.200.878	-	50.000.000	-	190.200.878
2	AP I	9.168.233.080	19.217.959.661	4.968.726.333	57.500.000	33.412.419.074
3	AP II	5.178.197.077	45.437.660.921	7.352.745.014	38.729.590	58.007.332.602
4	TWC	476.517.475	2.430.468.205	384.014.320	-	3.291.000.000
5	HIN	34.872.545	10.000.000	-	-	44.872.545
6	Sarinah	41.346.500	-	23.704.000	-	65.050.500
7	ITDC	113.488.973	2.728.204.627	223.306.400	-	3.065.000.000
Total		**15.156.856.528**	**69.824.293.414**	**13.002.496.067**	**96.229.590**	**98.075.875.599**

Evaluasi Efektivitas Program TJSL

Hingga akhir tahun 2022, Perseroan melakukan me-*monitoring* pelaksanaan kegiatan yang diberikan pada tahun sebelumnya kepada penerima manfaat sekaligus mengevaluasi efektivitas dan mengukur dampak yang terjadi. Pengukuran dampak pelaksanaan program TJSL menggunakan metode pengukuran *Social Return On Investment* (SROI) yang merupakan alat untuk mengetahui berapa besar nilai sosial lingkungan dan ekonomi yang diciptakan oleh program TJSL. SROI adalah suatu kerangka kerja untuk mengukur dan menghitung sebagai pendekatan untuk sejauh mana perubahan dan dampak yang sedang dicapai untuk menguji hubungan antara *input* dan *outcome*. Metode pengukuran dampak melalui SROI baru akan diterapkan pada tahun 2023.

TJSL Program Effectiveness Evaluation

Until the end of 2022, the Company monitored the implementation of the activities provided in the previous year to beneficiaries while evaluating effectiveness and measuring the impact that has occurred. Measuring the impact of TJSL program implementation uses the Social Return On Investment (SROI) measurement method which is a tool to find out how much social, environmental and economic value is created by the TJSL program. SROI is a framework for measuring and calculating as an approach to the extent of change and impact being achieved to examine the relationship between inputs and outcomes. The impact measurement method through SROI will only be implemented in 2023.

Program TJSL Unggulan

Seluruh anak usaha InJourney memiliki program unggulan dengan rincian sebagai berikut:

Pelatihan Kebandarudaraan

Angkasa Pura II memiliki program pelatihan kebandarudaraan yang berupa pelatihan dasar yang ditujukan untuk menjadi *aviation security* bandara yang diikuti oleh 20 orang, melalui program ini Angkasa Pura II telah mengeluarkan anggaran sebesar Rp249.750.000.

Program Beasiswa Sekolah Rakyat PT Angkasa Pura II

Program Sekolah Rakyat AP II yaitu program beasiswa tingkat SMP bagi siswa kurang mampu di sekitar Bandara Soekarno Hatta, bagi anak-anak yang berprestasi namun kurang mampu bisa mendapat kesempatan untuk bersekolah serta dapat meningkatkan kesadaran kepada masyarakat akan pentingnya pendidikan bagi masa depan sehingga dengan berjalannya Program Sekolah Rakyat dengan secara tidak langsung membantu mensukseskan program wajib belajar pendidikan dasar 9 tahun. Program Sekolah Rakyat yang merupakan bentuk komitmen PT Angkasa Pura II untuk berkontribusi dalam pengembangan pendidikan untuk siswa dan siswi Sekolah Menengah Pertama yang berlokasi di Tangerang dengan jumlah siswa sebanyak 96 siswa dengan anggaran sebesar Rp287.240.000.

Flagship TJSL Program

All InJourney subsidiaries have flagship programs with the following details:

Airport Training

Angkasa Pura II has an airport training program in the form of basic training aimed at becoming airport aviation security which was attended by 20 people, through this program Angkasa Pura II has issued a budget of Rp249,750,000.

PT Angkasa Pura II People's School Scholarship Program

The AP II People's School Program is a junior high school level scholarship program for underprivileged students around Soekarno-Hatta Airport, for children who excel but are underprivileged can get the opportunity to go to school and can increase public awareness of the importance of education for the future so that with the running of the People's School program by indirectly helping to make the 9-year compulsory basic education program a success. The People's School Program is a form of PT Angkasa Pura II's commitment to contribute to the development of education for junior high school students located in Tangerang with a total of 96 students with a budget of Rp287,240,000.



Pelatihan sistem pertanian terintegrasi untuk masyarakat di Desa Penyangga The Mandalika

Program yang dilaksanakan oleh ITDC merupakan kegiatan pelatihan untuk warga masyarakat di Dusun Belar, Desa Sukadana yang kegiatannya terdiri dari kegiatan Pelatihan dan Pembinaan Teknologi Budidaya dan Pembibitan Tanaman Anggur, Pelatihan dan Pembinaan Teknologi Budidaya Jamur Tiram Putih Pola Pekarangan, Pelatihan dan Pembinaan Teknologi Budidaya dan Perbanyakan Koloni Lebah Madu Pola *Integrated Farming System*, Pelatihan dan Pembinaan Pengolahan Jamur Tiram Hasil Budidaya, & Pelatihan dan Pembinaan Teknologi Produksi Pupuk Organik Bermutu dari Limbah Ternak Sapi. Realisasi anggaran yang digunakan untuk program ini sebesar Rp25.888.800.

Nyantrik di Prambanan

Program ini merupakan program unggulan TWC berupa pelatihan dan pemberdayaan pada seniman dan seniwati yang ada disekitar wilayah Prambanan bekerjasama dengan kelompok milenial kinara kinari untuk berkreasi dalam pembuatan tarian yang dapat menjadi inovasi produk baru dalam pentas seni pertunjukan di Panggung Kesenian Trimurti sehingga mempunyai dampak ekonomi bagi masyarakat/kelompok tari maupun peningkatan pendapatan bagi perusahaan. Realisasi anggaran yang digunakan untuk program ini sebesar Rp219.500.000.

Program Budidaya Tanaman Hias dan Tanaman Keras

Program Pelatihan dan Pendampingan pada kelompok masyarakat di Dusun Pengklik dalam bidang budidaya tanaman hias dan tanaman keras yang dapat berkelanjutan sehingga berdampak pada ekonomi pada kelompok masyarakat maupun berdampak pada perusahaan dalam pemenuhan kebutuhan tanaman hias untuk *landscape* maupun tanaman keras untuk penghijauan. Realisasi anggaran yang digunakan untuk program ini sebesar Rp101.962.000.

Pelayanan Kesehatan Keliling

Pelayanan Kesehatan Keliling (Yankesling) merupakan program unggulan PT Angkasa Pura I yang telah dilaksanakan mulai tahun 2013. Bantuan yang diberikan dalam program ini meliputi pemeriksaan gratis bagi ibu hamil dan juga bayi/balita, dan juga pengobatan gratis bagi warga lainnya. Selain itu kami juga memberikan Paket Makanan Tambahan (PMT) bagi ibu hamil dan juga bayi/balita yang terindikasi kurang gizi, hal tersebut untuk menanggulangi jumlah masyarakat dengan tingkat *stunting* dan kurang gizi di sekitar wilayah kerja perusahaan. Selama tahun 2022, program Yankesling telah dilaksanakan di 13 Kantor Cabang dengan total bantuan senilai Rp1.650.190.903.

Integrated farming system training for the community in Buffer Village of The Mandalika

The program implemented by ITDC was a training activity for community members in Belar Hamlet, Sukadana Village whose activities consist of Training and Coaching of Grape Cultivation and Nursery Technology, Training and Coaching of White Oyster Mushroom Cultivation Technology in Yard Pattern, Training and Coaching of Cultivation and Propagation Technology of Honey Bee Colonies in Integrated Farming System Pattern, Training and Coaching of Cultivated Oyster Mushroom Processing & Training and Coaching of Quality Organic Fertilizer Production Technology from Cattle Livestock Waste. Realization of the budget used for this program amounted to Rp25,888,800.

Nyantrik at Prambanan

This program is TWC's flagship program in the form of training and empowerment of male and female artists around the Prambanan area in collaboration with the kinara kinari millennial group to be creative in making dances which can become new product innovations in the performing arts stage at the Trimurti Arts Stage so that it has an economic impact on the community/ dance groups as well as increased revenue for the Company. The actual budget used for this program was Rp219,500,000.

Decorative and Perennial Plants Cultivation Program

The Training and Assistance Program for community groups in Pengklik Hamlet in the field of sustainable decorative and perennial plants cultivation so that it has an economic impact on community groups and has an impact on companies in meeting the needs of decorative plants for landscapes and perennial plants for reforestation. Realized budget used for this program amounted to Rp101,962,000.

Mobile Health Services

Mobile Health Service (Yankesling) is PT Angkasa Pura I's flagship program which has been implemented since 2013. Assistance provided in this program includes free check-ups for pregnant women and infants/ toddlers, as well as free medical treatment for other residents. In addition, we also provided Supplementary Food Packages (PMT) for pregnant women and infants/ toddlers who are indicated to be malnourished, this was to tackle the number of people with stunting and malnutrition rates around the Company's work areas. During 2022, the Yankesling program has been implemented in 13 Branch Offices with a total assistance of Rp1,650,190,903.



Tanggung Jawab terhadap Lingkungan Hidup

Responsibility to the Environment



InJourney merupakan *strategic holding* di bidang aviasi dan pariwisata. Sebagai *strategic holding*, dalam menjalankan kegiatan usahanya, InJourney tidak bersentuhan langsung dengan lingkungan hidup, karena itu, hampir dapat dipastikan kegiatan usaha InJourney hanya memiliki dampak yang sangat kecil terhadap lingkungan hidup.

Namun demikian, entitas anak InJourney memiliki lini usaha yang cukup luas. Beberapa lini usaha memiliki singgungan langsung dengan lingkungan hidup. InJourney sangat menyadari bahwa kegiatan usahanya dapat memberikan dampak negatif terhadap lingkungan hidup dan mengakibatkan terjadinya perubahan bentang alam yang jika tidak ditangani dengan baik maka akan memberikan efek yang negatif terhadap lingkungan secara umum.

InJourney berkomitmen untuk terus mengurangi jejak lingkungan yang disebabkan oleh operasional Perseroan.

InJourney is a strategic holding in the field of aviation and tourism. As a strategic holding, in carrying out its business activities, InJourney does not have direct contact with the environment, therefore, it is almost certain that InJourney's business activities will only have a very small impact on the environment.

However, InJourney's subsidiaries have fairly broad lines of business. Several lines of business have direct contact with the environment. InJourney is very aware that its business activities can have a negative impact on the environment and result in changes to the landscape which, if not handled properly, will have a negative effect on the environment in general.

InJourney is committed to continue reducing the environmental footprint caused by the Company's operations.

Permasalahan Lingkungan yang Relevan

Perseroan selalu berupaya mengurangi setiap dampak lingkungan yang timbul akibat kegiatan operasional Perusahaan dan Anak Perusahaan. Dampak lingkungan yang ditimbulkan oleh aktivitas operasional Perseroan, diupayakan untuk ditekan serendah mungkin agar kelestarian lingkungan dapat terjaga. Dalam upaya menjaga lingkungan, telah menjalankan *Environmental impact assessment* (analisa dampak dan lingkungan) dengan tujuan untuk melindungi lingkungan dari dampak pengoperasian dan pengembangan yang dilakukan perusahaan dan anak perusahaan.

Pengelolaan dan pengembangan berlandaskan pada komitmen untuk membangun Perseroan yang ramah lingkungan. Komitmen Perseroan tersebut, diwujudkan dengan:

1. Mematuhi ketentuan dan peraturan tentang lingkungan hidup;
2. Mengidentifikasi dan mengelola dampak penting lingkungan;
3. Mengelola Lingkungan secara berkelanjutan melalui program yang berdampak langsung pada pelestarian alam;
4. Melakukan pengukuran, pemantauan, pelaporan dan peningkatan kualitas pengelolaan limbah operasional;
5. Mengkomunikasikan komitmen terhadap pelestarian lingkungan kepada pegawai dan seluruh pemangku kepentingan.

TJSL terkait lingkungan hidup dilaksanakan oleh PT Aviasi Pariwisata Indonesia (Persero) dan Anak Perusahaan di wilayah sekitar operasional dengan Rumusan dan lingkup TJSL terkait dengan lingkungan hidup difokuskan pada aspek antara lain:

1. Penanaman pohon (penghijauan);
2. Pembinaan pelestarian lingkungan;
3. Konservasi Satwa.

Sedangkan perencanaan CSR terkait dengan lingkungan hidup diarahkan pada aktivitas antara lain:

1. Berperan aktif dalam mengurangi dampak operasional Perseroan dan anak perusahaan terhadap kerusakan lingkungan;
2. Berperan aktif dalam kegiatan pelestarian lingkungan.

Aktivitas Pelestarian Lingkungan

Kegiatan di Lokasi Wisata

- Menjaga Kebersihan Tempat Wisata
  InJourney menyelenggarakan konser tahun baru bertajuk "New Years Eve Concert (NYE's) at Labuan Bajo" yang dihadiri oleh 5 ribu wisatawan. Dalam *event* yang dimeriahkan oleh Grup Band GIGI dan DJ internasional

Relevant Environmental Issues

The Company always strives to reduce any environmental impacts arising from the operational activities of the Company and its Subsidiaries. The environmental impact caused by the Company's operational activities is attempted to be kept as low as possible so that environmental sustainability can be maintained. In an effort to protect the environment, it has carried out an environmental impact assessment with the aim of protecting the environment from the impacts of operations and developments carried out by the Company and its subsidiaries.

Management and development is based on a commitment to build an environmentally friendly Company. The Company's commitment is manifested by:

1. *Comply with the provisions and regulations regarding the environment;*
2. *Identify and manage significant environmental impacts;*
3. *Manage the environment in a sustainable manner through programs that have a direct impact on nature preservation;*
4. *Measure, monitor, report and improve the quality of operational waste management;*
5. *Communicate the commitment to environmental preservation to employees and all stakeholders.*

TJSL related to the environment is carried out by PT Aviasi Pariwisata Indonesia (Persero) and its Subsidiaries in the area around the operational area with the formulation and scope of TJSL related to the environment focused on aspects including:

1. *Planting trees (greening);*
2. *Coaching of environmental preservation;*
3. *Animal Conservation.*

Meanwhile, CSR planning related to the environment is directed at activities including:

1. *Play an active role in reducing the operational impact of the Company and its subsidiaries on environmental damage;*
2. *Play an active role in environmental preservation activities.*

Environmental Preservation Activities

Activities at Tourist Sites

- *Maintain Cleanliness of Tourist Attractions*
  InJourney held a new year's concert entitled "New Year's Eve Concert (NYE's) at Labuan Bajo" which was attended by 5 thousand tourists. In the event which was enlivened by GIGI Band Group and international

asal Italia, Meduza, InJourney dapat tetap menjaga kebersihan lingkungan. Para wisatawan meninggalkan *venue* konser secara tertib dan tidak meninggalkan sampah. Dengan demikian, tak lama setelah acara usai kondisi *venue* kembali bersih seperti kondisi awal.

- InJourney Implementasikan *Green Energy*
  InJourney berkomitmen untuk mengimplementasikan berbagai program energi hijau (*green energy*) di berbagai destinasi pariwisata. Komitmen ini merupakan upaya untuk terus menjaga kelestarian alam dan juga mendukung pertumbuhan berkelanjutan di sektor pariwisata. Untuk mewujudkan implementasi *green energy* di sektor pariwisata, InJourney berkolaborasi erat dengan seluruh pihak termasuk anak perusahaan. Keterlibatan yang aktif ini merupakan hal yang penting untuk mengakselerasi transisi menuju energi terbarukan dan ramah lingkungan. Program *green energy* ini juga merupakan bentuk dukungan terhadap presidensi G20 Indonesia khususnya dalam mencapai cita-cita *Net Zero Emission* (NZE) pada tahun 2060.

DJ from Italy, Meduza, InJourney was able to keep the environment clean. The tourists left the concert venue in an orderly manner and left no trash behind. Thus, not long after the event was over, the condition of the venue returned to its original state of cleanliness.

- *InJourney Implements Green Energy*
  InJourney is committed to implement various green energy programs in various tourism destinations. This commitment is an effort to continue to preserve nature and also support sustainable growth in the tourism sector. To realize the implementation of green energy in the tourism sector, InJourney collaborates closely with all parties including subsidiaries. This active involvement is essential to accelerate the transition towards renewable and environmentally friendly energy. This green energy program is also a form of support for Indonesia's G20 presidency, especially in achieving the goal of Net Zero Emissions (NZE) in 2060.

Kegiatan Penghijauan

- Penanaman pohon ketapang dan alpukat sebanyak 700 pohon di Pantai Minang Rua Lampung Selatan;
- Angkasa Pura I juga melaksanakan penanaman pohon yang dilaksanakan di daerah wisata mengger omah kinjeng Kulonprogo, jalan protokol Semarang, Pondok Pesantren Segoro Agung Jawa Timur, Pantai Manggar Balikpapan, Taman Hutan Raya Bali, Kawasan Gunung Kaweng Sulawesi Utara, dan penanaman pohon sagu di Yoboi Jayapura;
- Angkasa Pura II memiliki program *green action* berupa penanaman pohon antara lain cemara laut, *mangrove*, trembesi dan tanaman buah;
- Program di daerah wisata Suku Dayak, Kab. Menjalin Pontianak berupa penghijauan 3.800 bibit pohon;
- Program Kolaborasi TJSL BUMN - Kegiatan Penanaman Pohon di Mandalika yang merupakan bagian dari gerakan BUMN Hijaukan berupa penanaman pohon bougenville di sepanjang jalan *by pass* bandara Lombok Mandalika;
- Program Sinergi BUMN Program Agrowisata Buah di Dusun Kamal, Giritengah, Borobudur.

Kegiatan Pelestarian Ekosistem Lautan

- Transplantasi Terumbu Karang dilaksanakan di wilayah pantai di sekitar Bandara Pattimura Ambon, yaitu Pesisir Desa Laha;
- Penanaman *mangrove* dilaksanakan di Bali, Biak, dan Sulawesi Selatan;
- Penanaman *mangrove*, Cemara Udang, Pandan Laut, dan Anggur Laut di Bandara Internasional Yogyakarta.

Reforestation Activities

- *Planting of 700 ketapang and avocado trees on Minang Rua Beach, South Lampung;*
- *Angkasa Pura I also carried out tree planting which was carried out in the tourist area of mengger omah kinjeng Kulonprogo, Semarang protocol street, Segoro Agung Islamic Boarding School East Java, Manggar Beach Balikpapan, Bali Raya Forest Park, Mount Kaweng Area North Sulawesi, and planting of sago trees in Yoboi Jayapura;*
- *Angkasa Pura II has a green action program in the form of tree planting including Australian pine tree (cemara laut), mangrove, rain tree (trembesi) and fruit plants;*
- *Programs in tourist areas of the Dayak tribe, Menjalin Regency Pontianak in the form of reforestation of 3,800 tree seedlings;*
- *SOEs (State-owned Enterprises) TJSL Collaboration Program - Tree Planting Activities in Mandalika which is part of the SOEs Hijaukan (Go Green) movement in the form of planting bougenville trees along the by-pass road of Lombok airport Mandalika;*
- *SOEs Synergy Program of Fruit Agrotourism Program in Kamal Hamlet, Giritengah, Borobudur.*

Marine Ecosystem Preservation Activities

- *Coral Reef Transplantation is carried out in the coastal area around Pattimura Airport Ambon, namely the Coastal of Laha Village;*
- *Mangrove planting carried out in Bali, Biak and South Sulawesi;*
- *Planting of Mangrove, Cemara Udang, Screw-Pine (Pandan Laut), and Sea Grapes (Anggur Laut) at Yogyakarta International Airport.*

Kegiatan Pengelolaan Sampah
- Program pengolahan sampah di kampung binaan Angkasa Pura II;
- Program Sarinah Peduli berupa bantuan tempat sampah ke SDN Kebon sirih 04 DKI Jakarta;

- Bantuan tempat sampah berbasis 3R di DPSP Borobudur;
- Program Bakti BUMN untuk Mandalika merupakan program kolaborasi antara PT ITDC, PT Pegadaian dan PT Jasa Marga, dimana melibatkan 10 orang karyawan BUMN terpilih untuk mengabdi dan mengikuti rangkaian kegiatan pemilahan sampah yang mendatangkan manfaat lebih kepada masyarakat dengan memberikan edukasi tentang pengolahan sampah.

Bantuan Sarana dan Prasarana Lingkungan
- Program air bersih berupa pembuatan sumur bor di Dusun Kampung, Desa Ketare, Lombok Tengah;
- Peningkatan fasilitas umum dan fasilitas sosial di lingkungan masyarakat disekitar wilayah kerja seperti bantuan perbaikan jalan, bantuan betonisasi, bantuan pengembangan tempat ibadah di wilayah kerja Angkasa Pura I;
- Bantuan sarana dan prasarana untuk 3 desa adat penyangga di The Nusa Dua yaitu Desa Bualu, Desa Peminge, dan Desa Kampial. Sarana dan prasarana yang diberikan adalah bantuan fasilitas penunjang tempat ibadah, kantor, dan juga fasilitas umum;

- Batuan Keramik untuk Bumdes Borobudur dan Balai Dusun Caturharjo.

Aktivitas Pengelolaan Lingkungan Hidup

InJourney berupaya untuk menurunkan dampak pada lingkungan salah satunya melalui kegiatan tanggung jawab sosial lingkungan yang dilaksanakan Perseroan.

Kegiatan tanggung jawab sosial terkait lingkungan di InJourney disusun berdasarkan hasil analisis isu, dampak dan risiko serta pendekatan dan pelibatan *stakeholder*.

PT Aviasi Pariwisata Indonesia (Persero) telah menetapkan target dan menyusun rencana kerja tahun 2022 berkaitan dengan Lingkungan, target yang ditetapkan oleh Perseroan merupakan target tercapainya tujuan akhir, dengan melaksanakan kegiatan-kegiatan yang sebelumnya telah disusun dalam sebuah rencana kerja sehubungan dengan tanggung jawab sosial berkaitan dengan lingkungan hidup.

Tujuan strategis Perusahaan dalam pelaksanaan program di bidang lingkungan hidup mencakup:
1. Meminimalisasi dampak negatif terhadap lingkungan akibat kegiatan operasi Perusahaan;

Waste Management Activities
- *Waste processing program in fostered villages of Angkasa Pura II;*
- *Sarinah Peduli Program in the form of trash bin assistance to State Elementary School (SDN) 04, Kebon Sirih, DKI Jakarta;*
- *Assistance with 3R-based trash bins at DPSP Borobudur;*
- *Bakti BUMN Program for Mandalika is a collaborative program between PT ITDC, PT Pegadaian, and PT Jasa Marga, which involves 10 selected SOE employees to serve and participate in a series of waste sorting activities that bring more benefits to the community by providing education about waste management.*

Environmental Facilities and Infrastructure Assistance
- *Clean water program in the form of drilled wells in Kampung Hamlet, Ketare Village, Central Lombok;*
- *Improve public facilities and social facilities in the community around the work area such as road repair assistance, concretization assistance, and assistance for developing places of worship in the Angkasa Pura I work area;*
- *Facilities and infrastructure assistance for 3 supporting traditional villages in The Nusa Dua, namely Bualu Village, Peminge Village, and Kampial Village. The facilities and infrastructure provided are assistance for supporting facilities for places of worship, offices, and also public facilities;*
- *Ceramic Stone for Borobudur Village-Owned Enterprise (Bumdes) and Caturharjo Hamlet Hall.*

Environmental Management Activities

InJourney seeks to reduce the impact on the environment, one of which is through social and environmental responsibility activities carried out by the Company.

Social responsibility activities related to the environment at InJourney are prepared based on the results of an analysis of issues, impacts, and risks as well as the approach and involvement of stakeholders.

PT Aviasi Pariwisata Indonesia (Persero) has set targets and prepared a 2022 work plan relating to the Environment, the targets set by the Company are targets for achieving the final goal, by carrying out the activities that have previously been prepared in a work plan in relation to social responsibility related to the environment.

The Company's strategic goals in implementing programs in the environmental sector include:
1. *Minimize the negative impact on the environment due to the Company's operations;*

2. Mendukung konservasi dan kelestarian lingkungan hidup;
3. Mendukung pengembangan energi alternatif yang ramah lingkungan;
4. Meningkatkan kesadaran masyarakat untuk menjaga dan memelihara lingkungan hidup.

Berbagai tujuan tersebut secara berkesinambungan terus diawasi pencapaiannya oleh Perusahaan dan dievaluasi perkembangannya agar dapat menggapai target yang direncanakan. Dengan pengawasan ini, Perusahaan kemudian dapat mengetahui langkah-langkah selanjutnya untuk mengembangkannya ke tahap selanjutnya.

Dalam rangka menjaga keselarasan dan keselamatan bumi, PT Aviasi Pariwisata Indonesia (Persero) berpartisipasi aktif dalam menjaga lingkungan. Berbagai program-program tanggung jawab lingkungan hidup telah disusun Perusahaan yang pelaksanaannya dilakukan secara berkelanjutan setiap tahunnya. Tanggung jawab sosial berkaitan dengan lingkungan hidup dilaksanakan oleh Perseroan dengan mengacu pada peraturan perundangan, peraturan terkait dan *best practice* yang ada. Salah satu pelaksanaannya adalah terkait Rencana Pengelolaan Lingkungan/Rencana Pemantauan Lingkungan di seluruh anak perusahaan PT Aviasi Pariwisata Indonesia (Persero). Program-program yang dilaksanakan, antara lain:

1. Pelaporan pelaksanaan Rencana Pengelolaan Lingkungan Hidup dan Rencana Pemantauan Lingkungan Hidup (RKL-RPL);
2. Penggunaan Material dan Energi Ramah Lingkungan, dengan konsep ramah lingkungan dan mendukung pelestarian alam berdasarkan Konsep *Green and Eco Build,* seperti pembangunan pembangunan Pembangkit Listrik Tenaga Surya, pengoperasian lampu penerangan jalan umum *solar cell;*
3. Sistem Pengelolaan limbah dengan pembuatan tempat sampah terpadu.

Mekanisme Pengaduan Masalah Lingkungan

InJourney menyiapkan perangkat penunjang pelaksanaan tanggung jawab perusahaan dengan menyediakan mekanisme pelaporan pengaduan dan penanganan konflik terkait lingkungan yang mungkin timbul sebagai dampak dari kegiatan operasional Perseroan. Setiap pengaduan yang masuk dikelola dan diproses sesuai dengan aturan dan standar yang berlaku. Pengaduan masalah lingkungan tersebut disampaikan Perseroan melalui berbagai cara yakni:

1. *Website* Perseroan: www.injourney.id
2. *Email* Perseroan: info@injourney.id

2. *Support environmental conservation and sustainability;*
3. *Support the development of environmentally friendly alternative energy;*
4. *Increase public awareness to protect and maintain the environment.*

The achievements of these various goals are continuously monitored by the Company and its progress is evaluated in order to achieve the planned targets. With this supervision, the Company can then find out the next steps to develop it to the next stage.

In order to maintain harmony and the safety of the earth, PT Aviasi Pariwisata Indonesia (Persero) actively participates in protecting the environment. Various environmental responsibility programs have been prepared by the Company which are implemented on an ongoing basis every year. Social responsibility related to the environment is carried out by the Company with reference to existing laws, regulations, and best practices. One of the implementations is related to the Environmental Management Plan/ Environmental Monitoring Plan in all subsidiaries of PT Aviasi Pariwisata Indonesia (Persero). The programs implemented include:

1. *Report on the implementation of the Environmental Management Plan and Environmental Monitoring Plan (RKL-RPL);*
2. *Use of Environmentally Friendly Materials and Energy, with the concept of being environmentally friendly and supporting nature conservation based on the Green and Eco Build Concept, such as the construction of Solar Power Plants, the operation of solar cell public street lighting;*
3. *Waste Management System by making integrated trash bins.*

Environmental Issues Complaint Mechanism

InJourney prepares tools to support the implementation of corporate responsibility by providing a mechanism for reporting complaints and handling conflicts related to the environment that may arise as a result of the Company's operational activities. Every incoming complaint is managed and processed in accordance with applicable rules and standards. Complaints about environmental issues were conveyed by the Company in various ways, namely:

1. *Company Website: www.injourney.id*
2. *Company Email: info@injourney.id*

Selain itu, masing-masing anak perusahaan juga mempunyai ruang pengaduan yang secara konsisten dikelola dengan baik sebagai wadah pengaduan untuk seluruh pemangku kepentingan.

In addition, each subsidiary also has a complaint room which is consistently well managed as a forum for complaints for all stakeholders.

Di sepanjang tahun 2022, tidak terdapat pengaduan atau pelaporan terkait masalah lingkungan atas operasional maupun kegiatan bisnis Perseroan.

Throughout 2022, there were no complaints or reports related to environmental issues regarding the Company's operations or business activities.

Biaya Lingkungan

Program Tanggung Jawab Sosial dan Lingkungan PT Aviasi Pariwisata Indonesia (Persero) dilaksanakan pada tahun 2022. Untuk Program Lingkungan pada Tahun 2022, PT Aviasi Pariwisata Indonesia (Persero) telah mengeluarkan anggaran sebesar Rp50.000.000 (lima puluh juta rupiah). Selain itu, anak perusahaan PT Aviasi Pariwisata Indonesia (Persero) juga secara berkelanjutan menjalankan Program Lingkungan sebagai tanggung jawab perusahaan.

Environmental Costs

PT Aviasi Pariwisata Indonesia (Persero) Social and Environmental Responsibility Program was implemented in 2022. For the Environmental Program in 2022, PT Aviasi Pariwisata Indonesia (Persero) has issued a budget of Rp50,000,000 (fifty million Rupiah). In addition, a subsidiary of PT Aviasi Pariwisata Indonesia (Persero) also continuously carries out the Environmental Program as a corporate responsibility.



Tanggung Jawab Terkait Pengembangan Sosial dan Kemasyarakatan

Responsibility Related to Social and Community Development



Sebagai BUMN, InJourney senantiasa berkontribusi untuk meningkatkan kesejahteraan masyarakat dan lingkungan. InJourney memiliki komitmen dan kebijakan dalam melaksanakan program dan kegiatan tanggung jawab sosial dalam bidang pengembangan sosial kemasyarakatan yang diselenggarakan, dengan mengacu pada mekanisme dan ketentuan yang berlaku diantaranya adalah Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas serta Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-06/MBU/09/2022 tanggal 15 September 2022 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara perubahan dari Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-05/MBU/04/2021 tanggal 20 April 2021.

As SOE, InJourney always contributes to improve the welfare of society and the environment. InJourney has a commitment and policy in implementing social responsibility programs and activities in the field of social community development that are held, with reference to the mechanisms and provisions that apply, including Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies and Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-06/MBU/09/2022 dated September 15, 2022, concerning the Social and Environmental Responsibility Program for State-Owned Enterprises, amendments to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-05/MBU/04/2021 dated April 20, 2021.

Pelaksanaan program TJSL berorientasi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB) untuk menciptakan hubungan harmonis antara Perseroan dan masyarakat sebagai salah satu pemangku kepentingan serta lingkungan.

The implementation of the TJSL program is oriented towards achieving the Sustainable Development Goals (SDGs) to create a harmonious relationship between the Company and the community as one of the stakeholders as well as the environment.

Creating Shared Value (CSV)

Dalam menjalankan program TJSL, InJourney berinovasi untuk melaksanakan pemberdayaan masyarakat melalui kegiatan CSV (*Creating Shared Value*), yang merupakan pengembangan dari kegiatan TJSL.

Creating Shared Value (CSV)

In carrying out the TJSL program, InJourney innovates to carry out community empowerment through CSV (Creating Shared Value) activities, which are a development of TJSL activities.

No	Program CSV *CSV Program*	Dampak *Impact*	Nilai *Value*
1	Penanaman Pohon/*Green Action* *Tree Planting/Green Action*	Terciptanya tempat wisata yang nyaman, sehingga dapat meningkatkan jumlah wisatawan yang berkunjung *The creation of comfortable tourist attractions, so as to increase the number of visiting tourists*	50.000.000
2	Program Pengembangan Pariwisata *Tourism Development Program*	Meningkatkan perekonomian di daerah pariwisata sekitar bandara sehingga dapat mendorong bertambahnya jumlah penumpang maupun kargo pesawat udara *Improve the economy in tourism areas around airports so as to encourage an increase in the number of passengers and aircraft cargo*	400.304.000
3	Program Penanaman *Mangrove* di Bandara *Mangrove Planting Program at the Airport*	Meningkatkan perekonomian masyarakat sekitar Bandara melalui ekowisata dan mencegah abrasi untuk menjaga keberlangsungan kegiatan operasional Bandara *Improve the economy of the community around airports through ecotourism and preventing abrasion to maintain the continuity of airport operations*	280.000.000
4	Pelatihan Keahlian Kebandarudaraan *Airport Skills Training*	Menciptakan SDM yang berkualitas di bidang Kebandarudaraan *Creating quality human resources in the field of airports*	249.750.000
5	Pembangunan & Peningkatan Kualitas Kampung Binaan *Development & Quality Improvement of Fostered Villages*	Menjadikan Likupang menjadi lebih dikenal dikalangan wisatawan domestik *Make Likupang to become more well known among domestic tourists*	25.000.000
6	Nyantrik di Prambanan *Nyantrik at Prambanan*	Memberikan kesempatan kepada kelompok seniman dan seniwati yang tergabung dalam sanggar tari Kinara Kinari yang berada disekitar wilayah perusahaan untuk dapat berkreasi menciptakan sebuah tarian yang pada akhirnya akan menjadi inovasi produk baru yang dapat dipentaskan, yang mempunyai nilai manfaat ekonomi bagi kelompok tari maupun pada perusahaan *Provide opportunities for groups of male and female artists who are members of the Kinara Kinari dance studio located around the company area to be creative in creating a dance that will eventually become a new product innovation that can be performed, which has economic value for the dance group and for the company*	219.500.000
7	Budidaya Tanaman Hias dan Tanaman Keras *Cultivation of Decorative Plants and Perennial Plants*	Memberikan pelatihan dan pendampingan pada kelompok sadar wisata dusun Pengklik, Madurejo, Prambanan Sleman, yang mempunyai nilai ekonomi dan kewirausahaan pada kelompok maupun nilai ekonomi pada perusahaan dalam memenuhi kebutuhan tanaman hias untuk *landscape* taman *Provide training and mentoring to tourism awareness groups of Pengklik hamlet, Madurejo, Prambanan Sleman, which have economic and entrepreneurial value to the group as well as economic value to the company in meeting the needs of decorative plants for garden landscapes*	101.962.000

No	Program CSV *CSV Program*	Dampak *Impact*	Nilai *Value*
8	Bantuan pendidikan berupa alat tulis *Educational assistance in the form of stationery*	Membantu meringankan beban orang tua siswa dalam penyediaan alat tulis *Help ease the burden on parents of students in providing stationery*	28.532.000
9	Sarinah Pandu	Menjadikan UMKM naik kelas dalam hal *branding*, pemasaran produk *Make MSMEs promoted to the next grade in terms of branding, product marketing*	156.150.077
10	Pelatihan sistem pertanian terintegrasi untuk masyarakat di Desa Penyangga The Mandalika *Integrated farming system training for the community in Buffer Village of The Mandalika*	Meningkatkan sistem produksi hasil pertanian, sehingga dapat menjadi *supply* bahan baku F&B untuk hotel-hotel di kawasan The Mandalika *Improve agricultural production systems, so as to supply F&B raw materials for hotels in The Mandalika area*	25.888.800

Pembangunan Ekonomi Masyarakat

InJourney berupaya untuk memberikan kontribusi positif dalam program pengembangan komunitas, khususnya dalam upaya untuk turut serta membantu pemerintah dalam pembangunan ekonomi nasional. Salah satu program yang dijalankan InJourney dan anak perusahaan adalah kegiatan Program Pendanaan Usaha Mikro Kecil (PUMK), yaitu program pemberdayaan UMKM melalui pemberian bantuan modal kerja, pembinaan, pembinaan, dan peningkatan akses pemasaran kepada para pelaku usaha kecil.

Program Pengembangan Kapasitas dan Produk UMKM

Pelatihan UMKM yang dilaksanakan oleh InJourney melalui anak usaha bertujuan untuk memberikan dukungan bagi seluruh UMKM untuk dapat mengembangkan produk dan kapasitasnya, agar mampu bersaing baik secara nasional maupun internasional. Pelatihan yang dilaksanakan yaitu:

1. Pelatihan *Digital Marketing* bekerjasama dengan Universitas Pancasila kepada 19 UMK Binaan Angkasa Pura I;
2. Pemberian sertifikasi halal kepada 6 UMK Binaan Angkasa Pura I;
3. Pelatihan kepada UMK Binaan Angkasa Pura II berupa pelatihan kewirausahaan dan pelatihan digital;
4. Bantuan peralatan produksi untuk wedang rempah UMK Binaan TWC;
5. Pelatihan Optimalisasi *Branding*, *Packaging* serta *Digital Marketing* untuk 30 UMKM di sekitar wilayah kerja TWC;
6. Program Sarinah Pandu berupa pelatihan *Finance* Promosi yang dilaksanakan berkolaborasi dengan BRI dan Bank Indonesia.

Program Pemberdayaan Masyarakat Sekitar

1. Bantuan perbaikan fasilitas dan infrastruktur kawasan wisata di Pulau Curiak dan Dayak Meratus Banjarmasin, Objek Wisata Mengger Omah Kinjeng Yogyakarta, tempat wisata Diving Laha Maluku, Ekowisata *Mangrove* Panango Manado, Desa Ampekale Makassar, Pantai Urfu Biak, dan tempat wisata Kampung Seni Flobamora Kupang;

Community Economic Development

InJourney seeks to make a positive contribution to community development programs, especially in efforts to participate in helping the government in national economic development. One of the programs run by InJourney and its subsidiaries is the Small Micro Enterprises Funding Program (PUMK), which is a MSME empowerment program through the provision of working capital assistance, training, coaching, and increasing access to marketing for small business actors.

MSMEs Product and Capacity Development Program

MSMEs training carried out by InJourney through its subsidiaries aims to provide support for all MSMEs to be able to develop their products and capacities, so they can compete both nationally and internationally. The training carried out is:

1. *Digital Marketing Training in collaboration with Pancasila University for 19 Fostered SMEs of Angkasa Pura I;*
2. *Granting of halal certification to 6 Fostered SMEs of Angkasa Pura I;*
3. *Training for Fostered SMEs of Angkasa Pura II in the form of entrepreneurship training and digital training;*
4. *Production equipment assistance for wedang rempah of TWC-Fostered SMEs;*
5. *Branding, Packaging and Digital Marketing Optimization Training for 30 MSMEs around the TWC work area;*
6. *The Sarinah Pandu program in the form of Promotional Finance training held in collaboration with BRI and Bank Indonesia.*

Surrounding Community Empowerment Program

1. *Assistance for the improvement of facilities and infrastructure in tourist areas on Curiak Island and Dayak Meratus Banjarmasin, Tourism Object of Mengger Omah Kinjeng Yogyakarta, tourist attraction of Diving Laha, Mangrove Ecotourism of Panango Manado, Ampekale Village Makassar, Urfu Biak Beach, and tourist attraction of Flobamora Art Village Kupang;*

2. Pendidikan Keahlian kejuruan berupa program pelatihan infografis, desain grafis, menjahit dan berternak;

3. Program *Integrated farming system* dusun Belar Sukadana terdiri dari kegiatan Pelatihan dan Pembinaan Teknologi Budidaya dan Pembibitan Tanaman Anggur, Pelatihan dan Pembinaan Teknologi Budidaya Jamur Tiram Putih Pola Pekarangan, Pelatihan dan Pembinaan Teknologi Budidaya dan Perbanyakan Koloni Lebah Madu Pola *Integrated Farming System*, Pelatihan dan Pembinaan Pengolahan Jamur Tiram Hasil Budidaya, & Pelatihan dan Pembinaan Teknologi Produksi Pupuk Organik Bermutu dari Limbah Ternak Sapi;

4. Program Nyantrik di Prambanan berupa pemberdayaan pada seniman dan seniwati tari melalui Sanggar tari kinara kinari untuk berkreasi membuat tarian baru;
5. Program pelatihan disabilitas dalam rangka mengoptimalkan kapasitas Disabilitas kelompok seni Jaya Musik Malioboro, dan kelompok tuna netra di Yogyakarta;
6. Program Budidaya Tanaman Hias & Tanaman Keras berupa pelatihan dan pendampingan pada kelompok masyarakat Dusun Pengklik dalam bidang budidaya tanaman hias dan tanaman keras.

Program Pameran UMKM

Pameran yang dilaksanakan oleh InJourney melalui anak usaha dalam rangka memperkenalkan produk UMKM:

1. Pameran dalam rangka kegiatan Moto GP di Mandalika;

2. Pameran Indocraft di kabupaten Sleman;
3. Pameran Festival UMKM "Blitar Jadoel" di kabupaten Blitar;
4. Kegiatan Pasar Rakyat dan Bazar UMKM BUMN di Yogyakarta;
5. *Local Creative Festival* di Terminal 3 Bandara Soekarno Hatta, Tangerang, Banten.

2. *Vocational skills education in the form of training programs on infographics, graphic design, sewing, and animal husbandry;*
3. *The Belar Sukadana Hamlet Integrated farming system program consists of Training and Coaching of Grape Cultivation and Nursery Technology, Training and Coaching of White Oyster Mushroom Cultivation Technology in Yard Pattern, Training and Coaching of Cultivation and Propagation Technology of Honey Bee Colonies in Integrated Farming System Pattern, Training and Coaching of Cultivated Oyster Mushroom Processing & Training and Coaching of Quality Organic Fertilizer Production Technology from Cattle Livestock Waste;*
4. *The Nyantrik program in Prambanan in the form of empowering male and female dance artists through the Kinara Kinari dance studio to create new dances;*
5. *Disability training program in order to optimize the disability capacity of the Jaya Musik Malioboro arts group and blind groups in Yogyakarta;*
6. *Decorative Plants & Perennial Plants Cultivation Program in the form of training and assistance to the Pengklik Hamlet community group in the field of decorative plants and perennial plants cultivation.*

MSMEs Exhibition Program

Exhibitions held by InJourney through its subsidiaries in order to introduce MSMEs products:

1. *Exhibition in the context of Moto GP activities in Mandalika;*
2. *Indocraft Exhibition in Sleman Regency;*
3. *"Blitar Jadoel" MSMEs Festival exhibition in Blitar Regency;*
4. *People's Market and Bazaar of SOEs MSMEs in Yogyakarta;*
5. *Local Creative Festival at Terminal 3 of Soekarno Hatta Airport, Tangerang, Banten.*



Program Bantuan Pendanaan UMK

Sebagai bentuk dukungan kepada UMKM, InJourney melalui anak usaha memberikan bantuan berupa pinjaman modal usaha melalui program pendanaan UMK. Pada tahun 2022 penyaluran pendanaan UMK dilakukan secara mandiri oleh masing-masing perusahaan dan berkolaborasi dengan PT Bank Rakyat Indonesia (Persero). Realisasi penyaluran bantuan modal usaha sebesar Rp64.750.500.000 kepada 849 UMK Binaan.

SMEs Funding Assistance Program

As a form of support for MSMEs, InJourney through its subsidiaries provides assistance in the form of business capital loans through the SMEs funding program. In 2022, the distribution of SMEs funding was carried out independently by each company and in collaboration with PT Bank Rakyat Indonesia (Persero). Realization of business capital assistance distribution amounted to Rp64,750,500,000 to 849 Fostered SMEs.

Penyaluran pendanaan UMK Tahun 2022 berdasarkan sektor

Distribution of SMEs funding for 2022 by sector

Sektor Usaha UMK Binaan *Fostered SMEs Business Sector*	Realisasi Tahun 2022 *2022 Realization*	
	Jumlah UMK Binaan *Number of Fostered SMEs*	Nilai *Value*
Industri *Industry*	211	7.990.500.000
Perdagangan *Trading*	488	21.574.000.000
Pertanian *Agriculture*	15	800.000.000
Peternakan *Farm*	22	1.150.000.000
Perkebunan *Plantation*	5	165.000.000
Perikanan *Fishery*	10	416.000.000
Jasa *Service*	90	4.810.000.000
Lainnya *Other*	8	16.730.000.000
Lembaga Penyalur* *Channeling Institution**	1	11.115.000.000
Total	**849**	**64.750.500.000**

Pelaksanaan Program TJSL Pilar Sosial

Besaran anggaran program TJSL pada setiap bidang ditentukan dengan mempertimbangkan rencana program dan kemampuan keuangan Perusahaan. Total realisasi Pilar Sosial Tahun 2022 InJourney secara *group* telah merealisasikan anggaran di Pilar Sosial sebesar Rp15.156.856.528 untuk pelaksanaan program pengembangan sosial dan kemasyarakatan, sedangkan untuk realisasi di InJourney sebesar Rp140.200.000 dengan rincian sebagai berikut:

Social Pillar TJSL Program Implementation

The amount of TJSL program budget in each sector was determined by considering the program plan and the Company's financial capacity. The total realization of the Social Pillar for 2022, InJourney as a group has realized a budget in the Social Pillar of Rp15,156,856,528 for implementing social and community development programs, while for the realization in InJourney amounted to Rp140,200,000 with the following details:

Bidang Pendidikan

Tahun 2022, InJourey *Group* telah menjalankan beberapa kegiatan TJSL di bidang pendidikan dengan total biaya mencapai Rp7.437.256.860, yang digunakan untuk kegiatan berikut:

Education Sector

In 2022, InJourey Group has carried out several TJSL activities in the education sector with a total cost of Rp7,437,256,860, which was used for the following activities:

Program Beasiswa Diploma III Kebandarudaraan Tahun 2022

Pada Tahun 2019 PT Angkasa Pura I menginisiasi Program TJSL yaitu beasiswa DIII Kebandarudaraan bagi siswa/i berprestasi yang tinggal disekitar wilayah kerja. Program ini diberikan bagi siswa/i yang lulus seleksi yang dilaksanakan oleh tim dari perusahaan. Konsep program ini adalah dengan memberikan beasiswa penuh kepada para siswa untuk dapat berkuliah di Universitas Mataram Lombok pada jurusan pariwisata konsentrasi Kebandarudaraan, selain itu Perusahaan juga memberikan fasilitas berupa pengembangan diri dalam bentuk kursus Bahasa inggris, program pembinaan mental, fisik dan disiplin, yang bekerja sama dengan TNI serta program pengembangan diri lainnya seperti kegiatan bakti sosial, pembinaan *soft skill* dan pembinaan keagamaan. Tahun ini sudah terdapat 58 mahasiswa yang terdiri dari 29 siswa/*batch*, yang mana target awal 60 mahasiswa atau 30 siswa/*batch*. Siswa/i tersebut berasal dari masyarakat dari sekitar 13 kantor cabang PT Angkasa Pura I.

Perpustakaan Digital

Perpustakaan Digital merupakan program PT Angkasa Pura I dalam rangka mendukung digitalisasi dunia pendidikan. Program ini berkerja sama dengan PT Balai Pustaka Persero, yang telah dilaksanakan sejak Tahun 2018, berupa pemberian seperangkat alat edukasi yang terdiri dari komputer/laptop dan perangkat EduBP. Perangkat EduBP adalah perangkat berbasis jaringan nirkabel (wifi) tak berbayar yang berisi materi-materi buku terbitan Balai Pustaka antara lain: buku pelajaran kurikulum K13 (SD, SMP, SMA), buku cerita, sastra umum, animasi, *audiobox*, dan *ebook*. Perusahaan juga menambahkan konten terkait video-video pelaksanaan TJSL Perusahaan serta *Company Profile* PT Angkasa Pura I dalam rangka memperkenalkan perusahaan kepada masyarakat umum.

Program perpustakaan digital di tahun 2022 dilaksanakan di Mandalika, Lombok dalam rangka mendukung digitalisasi pendidikan dan pengembangan SDM di wilayah Destinasi Pariwisata Super Prioritas.

Beasiswa Sekolah Rakyat Angkasa Pura II

Merupakan salah satu program unggulan Angkasa Pura II berupa beasiswa tingkat SMP bagi siswa kurang mampu di sekitar Bandara Soekarno Hatta, bagi anak-anak yang berprestasi namun kurang mampu. Program Sekolah Rakyat yang merupakan bentuk komitmen PT Angkasa Pura II untuk berkontribusi dalam pengembangan pendidikan untuk siswa dan siswi Sekolah Menengah Pertama yang berlokasi di Tangerang dengan jumlah siswa sebanyak 96 siswa.

Airport Diploma III Scholarship Program in 2022

In 2019, PT Angkasa Pura I initiated the TJSL Program, namely the D3 Airport scholarship for excel students who live around the work area. This program is given to students who pass the selection carried out by a team from the Company. The concept of this program is to provide full scholarships to students to be able to study at the University of Mataram, Lombok, in the tourism department with a concentration in Airports, besides that the Company also provides facilities in the form of self-development in the form of English courses, mental, physical and disciplinary coaching programs, which cooperate with the Indonesian National Armed Forces (TNI) and other self-development programs such as social service activities, soft skill coaching and religious coaching. This year, there were 58 students consisting of 29 students/ batch, in which the initial target was 60 students or 30 students/ batch. These students came from the community from around 13 branch offices of PT Angkasa Pura I.

Digital Library

The Digital Library is a program of PT Angkasa Pura I in order to support the digitalization of education. This program is in collaboration with PT Balai Pustaka Persero, which has been implemented since 2018, in the form of providing a set of educational tools consisting of computers/ laptops and EduBP devices. The EduBP device is a free wireless network (wifi) based device that contains book materials published by Balai Pustaka, including: K13 curriculum textbook (Elementary School, JHS, SHS), story book, general literature, animation, audiobox, and e-book. The Company has also added content related to the Company's TJSL implementation videos as well as the Company Profile of PT Angkasa Pura I in order to introduce the company to the general public.

The digital library program in 2022 was implemented in Mandalika, Lombok, in order to support the digitalization of education and human resource development in the Super Priority Tourism Destination area.

Angkasa Pura II People's School Scholarship

It is one of Angkasa Pura II's flagship programs in the form of junior high school level scholarships for underprivileged students around Soekarno-Hatta Airport, for children who excel but are underprivileged. The People's School Program is a form of PT Angkasa Pura II's commitment to contribute to the development of education for junior high school students located in Tangerang with a total of 96 students.



Program Pendidikan Kewirausahaan
Merupakan program kolaborasi BUMN dengan Yayasan BUMN untuk memberikan pelatihan kewirausahaan kepada masyarakat agar mendorong tumbuhnya wirausaha/UMKM baru sebagai sektor usaha yang menopang pertumbuhan ekonomi.

Program Beasiswa dan Bantuan Kebutuhan Pelajar
Program beasiswa diberikan kepada siswa/i kurang mampu di sekitar wilayah kerja perusahaan dan kepada mahasiswa/i yang berprestasi, pemberian bantuan kepada siswa/i difabel berupa alat bantu dengar, kursi roda, alat bantu bicara dan tongkat untuk tuna netra, serta bantuan buku dan alat tulis.

Program Pengembangan Sarana dan Prasarana Pendidikan Masyarakat
InJourney dan anak usaha berupaya memberikan dukungan memberikan fasilitas sarana dan prasarana pendidikan agar masyarakat mendapat pendidikan yang berkualitas.

Di tahun 2022, InJourney beserta anak usaha telah berupaya untuk meningkatkan sarana dan prasarana pendidikan berupa pemberian laptop dan LCD proyektor untuk Pondok Pesantren Nurul Qodim di Probolinggo, pemberian printer kepada Perpustakaan Kab. Magelang.

Program Pengembangan Keterampilan Masyarakat
Tahun 2022 sejumlah program pengembangan keterampilan dalam rangka meningkatkan kemandirian masyarakat, yaitu:
1. Program Vokasi Pondok Pesantren di pondok pesantren Nurul Qodim, probolinggo;
2. Program Pesantren Inovatif di Kabupaten Sleman dan Kota Yogyakarta.

Bidang Kesehatan
InJourney telah melaksanakan beberapa kegiatan TJSL di bidang kesehatan di sepanjang tahun 2022. Total biaya yang dikeluarkan untuk menjalankan kegiatan tersebut mencapai Rp1.686.530.565.

Pelayanan Kesehatan Keliling
Pelayanan Kesehatan Keliling (Yankesling) merupakan program unggulan PT Angkasa Pura I yang telah dilaksanakan mulai tahun 2013. Bantuan yang diberikan dalam program ini meliputi pemeriksaan gratis bagi ibu hamil dan juga bayi/balita, dan juga pengobatan gratis bagi warga lainnya. Selain itu kami juga memberikan Paket Makanan Tambahan (PMT) bagi ibu hamil dan juga bayi/balita yang terindikasi kurang gizi, hal tersebut untuk menanggulangi jumlah masyarakat dengan tingkat *stunting* dan kurang gizi di sekitar wilayah kerja perusahaan. Selama tahun 2022, program Yankesling telah dilaksanakan di 13 Kantor Cabang.

Entrepreneurship Education Program
It is a collaboration program of SOEs with the SOEs Foundation to provide entrepreneurship training to the community so that it encourages the growth of new entrepreneurs/ MSMEs as a business sector that supports economic growth.

Scholarship Program and Student Needs Assistance
The scholarship program is given to underprivileged students around the Company's work area and to students who excel, providing assistance to students with disabilities in the form of hearing aids, wheelchairs, speech aids and walking sticks for the blind, as well as book and stationery assistance.

Community Education Facilities and Infrastructure Development Program
InJourney and its subsidiaries strive to provide support in providing educational facilities and infrastructure so that the community gets quality education.

In 2022, InJourney and its subsidiaries have made efforts to improve educational facilities and infrastructure by providing laptops and LCD projectors for the Nurul Qodim Islamic Boarding School in Probolinggo, printers for the Library of Magelang Regency.

Community Skills Development Program
In 2022, a number of skills development programs in order to increase community independence, namely:
1. *Islamic Boarding School Vocational Program at the Nurul Qodim Islamic boarding school, Probolinggo;*
2. *Innovative Islamic Boarding School Program in Sleman Regency and Yogyakarta City.*

Health Sector
InJourney has carried out several TJSL activities in the health sector throughout 2022. The total costs incurred to carry out these activities reached Rp1,686,530,565.

Mobile Health Services
Mobile Health Service (Yankesling) is PT Angkasa Pura I's flagship program which has been implemented since 2013. Assistance provided in this program includes free check-ups for pregnant women and infants/ toddlers, as well as free medical treatment for other residents. In addition, we also provided Supplementary Food Packages (PMT) for pregnant women and infants/ toddlers who are indicated to be malnourished, this was to tackle the number of people with stunting and malnutrition rates around the Company's work areas. During 2022, the Yankesling program has been implemented in 13 Branch Offices.



Sarinah Peduli Kesehatan
Bantuan pemberian Vitamin dan donasi kepada petugas kebersihan di lingkungan sekitar Sarinah.

Bantuan Alat Kesehatan
Bantuan peralatan kesehatan untuk Posbindu Parikesit (Randugunting Tamanmartani).

Bantuan Sosial
InJourney telah melaksanakan beberapa kegiatan TJSL berupa bantuan sosial di sepanjang tahun 2022. Total biaya yang dikeluarkan untuk menjalankan kegiatan tersebut mencapai Rp2.146.696.297.

Bantuan Bagi Korban Bencana
InJourney dan anak usaha memberikan bantuan kepada korban bencana alam berupa sembako, obat-obatan, perlengkapan balita, pakaian layak dan alat kesehatan kepada korban gempa bumi di wilayah Kab. Cianjur, Jawa Barat.

Bantuan Peningkatan Kesejahteraan Masyarakat Dibidang Sosial
Berbagai bantuan sembako gratis yang dilaksanakan oleh anak usaha kepada masyarakat sekitar wilayah kerja, takmir masjid, serta anak yatim piatu dalam rangka membantu mengurangi beban ekonomi penerima manfaat.

Sarinah Cares for Health
Assistance in providing vitamins and donations to cleaners in the environment around Sarinah.

Health Equipment Assistance
Health equipment assistance for Parikesit Integrated Development Post (Posbindu) (Randugunting Tamanmartani).

Social Assistance
InJourney has carried out several TJSL (SER) activities in the form of social assistance throughout 2022. The total costs incurred to carry out these activities reached Rp2,146,696,297.

Assistance for Disaster Victims
InJourney and its subsidiaries provided assistance to victims of natural disasters in the form of basic foods, medicines, toddler equipment, proper clothing and health equipment to earthquake victims in Cianjur Regency, West Java.

Assistance for Increasing Community Welfare in the Social Sector
Various free basic food assistance carried out by the subsidiaries to the community around the work area, mosque takmir, and orphans in order to help reduce the economic burden on the beneficiaries.



Saluran Pengaduan Masyarakat

InJourney menyiapkan perangkat penunjang pelaksanaan tanggung jawab perusahaan dengan menyediakan mekanisme penanganan keluhan, keadaan darurat dan konflik sosial kemasyarakatan sesuai dengan ketentuan yang berlaku guna memberikan perlindungan bagi masyarakat terhadap dampak kegiatan operasional Perusahaan.

Untuk menyampaikan keluhan dan pengaduan, masyarakat dapat memanfaatkan *channel* komunikasi yang disediakan Perseroan, antara lain:

1. *Website* Perseroan: www.injourney.id
2. *Email* Perseroan: info@injourney.id

Sepanjang tahun 2022, tidak terdapat keluhan dan pengaduan yang disampaikan masyarakat terkait dengan program tanggung jawab sosial perusahaan yang dijalankan InJourney.

Biaya Program Pengembangan Sosial dan Kemasyarakatan

Tahun 2022, di InJourney biaya untuk pengembangan sosial kemasyarakatan sebesar Rp140.200.000 untuk program bantuan bencana gempa bumi di Cianjur, program vokasi Pondok Pesantren di Jawa Timur, program relawan Bakti BUMN dan bantuan TIK di Pondok Pesantren.

Community Complaint Channel

InJourney prepares tools to support the implementation of corporate responsibility by providing a mechanism for handling complaints, emergencies and social conflicts in accordance with applicable regulations to provide protection for the community against the impact of the Company's operational activities.

To submit complaints and grievances, the community can take advantage of the communication channels provided by the Company, including:

1. *Company website: www.injourney.id*
2. *Company Email: info@injourney.id*

Throughout 2022, there were no complaints or grievances submitted by the community regarding the corporate social responsibility program run by InJourney.

Social and Community Development Program Costs

In 2022, at InJourney, the cost for social community development was Rp140,200,000 for the earthquake disaster assistance program in Cianjur, Islamic boarding school vocational programs in East Java, Bakti BUMN volunteer programs and ICT assistance at Islamic boarding schools.



Program Perlindungan terhadap Konsumen

Consumer Protection Program

InJourney memiliki komitmen tinggi untuk senantiasa meningkatkan kualitas produk serta layanan yang diberikan pada konsumen dengan terus menjaga kepentingan seluruh konsumen. InJourney senantiasa menjaga reputasi dengan mengokohkan komitmen untuk kesempurnaan layanan dan kepuasan konsumen.

InJourney menyadari bahwa produk dan layanan berkualitas menjadi kunci dalam menjaga loyalitas konsumen untuk menjaga keberlangsungan bisnis Perseroan. Dalam melaksanakan kegiatan operasional, InJourney senantiasa dijalankan sesuai dengan standar yang berlaku, serta tetap memperhatikan aspek kesehatan dan keselamatan konsumen sebagai prioritas utama. Perseroan juga telah memiliki kebijakan produk dan jasa yang berorientasi terhadap kesehatan dan keselamatan konsumen atau pelanggan.

InJourney has a high commitment to continuously improve the quality of products and services provided to consumers by continuing to protect the interests of all consumers. InJourney continues to maintain its reputation by strengthening its commitment to service excellence and customer satisfaction.

InJourney realizes that quality products and services are key in maintaining consumer loyalty to maintain the Company's business continuity. In carrying out operational activities, InJourney is always carried out in accordance with applicable standards, while still paying attention to aspects of consumer health and safety as a top priority. The Company also has product and service policies that are oriented towards the health and safety of consumers or customers.





Sarana Pengaduan Konsumen

InJourney membuka ruang untuk pengaduan terkait dengan masalah lingkungan hidup dari para pemangku kepentingan. Setiap aduan yang masuk dikelola dan diproses sesuai dengan aturan dan standar yang berlaku. Sebagai wadah bagi masyarakat untuk menyampaikan keluhan, masukan, mendapatkan informasi dan melaksanakan bisnis, Perusahaan menyediakan sarana komunikasi yang dapat diakses melalui berbagai cara, yakni:

1. *Website* Perseroan: www.injourney.id
2. *Email* Perseroan: info@injourney.id

Consumer Complaint Facility

InJourney opens a room for complaints related to environmental issues from stakeholders. Every incoming complaint is managed and processed in accordance with applicable rules and standards. As a forum for the community to submit complaints, input, obtain information and conduct business, the Company provides communication facilities that can be accessed through various means, namely:

1. *Company website: www.injourney.id*
2. *Company Email: info@injourney.id*

Selain itu, masing-masing anak perusahaan juga mempunyai ruang pengaduan yang secara konsisten dikelola dengan baik sebagai wadah pengaduan untuk seluruh pemangku kepentingan.

In addition, each subsidiary also has a complaint room which is consistently well managed as a medium for complaints for all stakeholders.

Di sepanjang tahun 2022, tidak terdapat pengaduan atau pelaporan terkait masalah lingkungan atas operasional maupun kegiatan bisnis Perseroan.

Throughout 2022, there were no complaints or reports related to environmental issues regarding the Company's operations or business activities.

Program Peningkatan Layanan kepada Konsumen

InJourney *Group* memberikan perhatian yang besar terhadap kepuasan pelanggan. Perseroan terus berupaya untuk memperbaiki dan menyempurnakan layanan yang diberikan kepada pelanggan melalui berbagai program yang dilakukan oleh masing-masing *member* InJourney.

Service Improvement Program for Consumers

InJourney Group pays great attention to customer satisfaction. The Company continues to strive to improve and perfect the services provided to customers through various programs carried out by each InJourney member.

Selain itu, sebagai bagian dari upaya untuk terus meningkatkan pelayanan kepada pelanggan, setiap member InJourney melakukan *survey* kepuasan pelanggan.

In addition, as part of efforts to continuously improve service to customers, each InJourney member conducts a customer satisfaction survey.

Berikut tingkat kepuasan pelanggan dari masing-masing *member* InJourney:

The following is the level of customer satisfaction for each InJourney member:

Airport Service Quality (ASQ) yang dilakukan Airports Council International (ACI)
Airport Service Quality (ASQ) carried out by Airports Council International (ACI)

Sistem penilaian kepuasan penumpang yang komprehensif, dengan memasukkan 32 aspek bandar udara.
A comprehensive passenger satisfaction rating system, by incorporating 32 airport aspects.

Angkasa Pura I: Skor rata-rata
Angkasa Pura I: Average score

5,00

Angkasa Pura II: Skor rata-rata
Angkasa Pura II: Average score

4,99

PT Taman Wisata Candi Borobudur

Customer Satisfaction Index (CSI) 2021-2022

88,81

Customer Engagement Score (CES)

95,81

The Nusa Dua

Kinerja Variabel Keterjangkauan
The Performance of Affordability Variable

Skor Rata-Rata | Average Score	Kategori | Category
4,32	Sangat Baik *Very Good*

Kinerja dari Variabel Aktivitas, Even, dan Olahraga
The Performance of the Activity, Event, and Sports Variable

Skor Rata-Rata | Average Score	Kategori | Category
4,34	Sangat Baik *Very Good*

Kinerja Variabel Lingkungan
The Performance of Environmental Variable

Skor Rata-Rata | Average Score	Kategori | Category
4,43	Sangat Baik *Very Good*

Kinerja Variabel *Shopping* (Berbelanja)
Performance of Shopping Variable

Skor Rata-Rata | Average Score	Kategori | Category
4,34	Sangat Baik *Very Good*

Kinerja Variabel Akomodasi
The Performance of Accommodation Variable

Skor Rata-Rata | Average Score	Kategori | Category
4,42	Sangat Baik *Very Good*

Kinerja Makan dan Minuman
The performance of food and beverages

Skor Rata-Rata | Average Score	Kategori | Category
4,42	Sangat Baik *Very Good*

Variabel Bersantai
The leisure variable

Skor Rata-Rata | Average Score	Kategori | Category
4,48	Sangat Baik *Very Good*

Program TJSL Pilar Hukum dan Tata Kelola

TJSL Program of Law and Governance Pillar

Tahun 2022 InJourney secara *group* telah merealisasikan anggaran di Pilar Hukum dan Tata Kelola sebesar Rp96.229.590 dengan program sebagai berikut:

1. Program Pembinaan Lapas berupa Pembangunan Ruang Kelas Kegiatan Pembinaan Kemandirian Lapas Klas IIA Salemba;
2. PANGKU (Perempuan dan Anak Generasi Kemajuan Utama) yaitu Program kampanye *stop* kekerasan terhadap perempuan.

In 2022, InJourney as a group has realized a budget in the Law and Governance Pillar of Rp96,229,590 with the following programs:

1. *Prison Coaching Program in the form of Building Classrooms for the Independence Coaching Activities for Class IIA of Salemba Prison;*
2. *PANGKU (Perempuan dan Anak Generasi Kemajuan Utama/Women and Children of the Main Progress Generation), namely a campaign program to stop violence against.*



Referensi SEOJK No. 16/SEOJK.04/2021: Laporan Tahunan Emiten atau Perusahaan Publik

SEOJK No. 16/SEOJK.04/2021: Annual Report of Public Company

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A	Ikhtisar Data Keuangan Penting Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat: 1. Pendapatan/penjualan; 2. Laba bruto; 3. Laba (rugi); 4. Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; 5. Total laba (rugi) komprehensif; 6. Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; 7. Laba (rugi) per saham; 8. Jumlah aset; 9. Jumlah liabilitas; 10. Jumlah ekuitas; 11. Rasio laba (rugi) terhadap jumlah aset; 12. Rasio laba (rugi) terhadap ekuitas; 13. Rasio laba (rugi) terhadap pendapatan/penjualan; 14. Rasio lancar; 15. Rasio liabilitas terhadap ekuitas; 16. Rasio liabilitas terhadap jumlah aset; dan 17. Informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya	A	Summary of Key Financial Information Summary of Key Financial Information contains financial information presented in comparison with the previous 3 (three) fiscal years or since commencement of business. This is in the event that the Issuer or the Public Company commences the business less than 3 (three) years, and the report shall at least contain: 1. Income/sales; 2. Gross profit; 3. Profit (loss); 4. Total profit (loss) attributable to equity holders of the parent entity and noncontrolling interest; 5. Total comprehensive profit (loss); 6. Total comprehensive profit (loss) attributable to equity holders of the parent entity and non-controlling interest; 7. Earning (loss) per share; 8. Total assets 9. Total liabilities; 10. Total equities 11. Profit (loss) to total assets ratio; 12. Profit (loss) to equities ratio; 13. Profit (loss) to income ratio; 14. Current ratio; 15. Liabilities to equities ratio; 16. Liabilities to total assets ratio; and 17. Other information and financial ratios relevant to the Issuer or Public Company and type of industry;	18-20
B	Informasi Saham Informasi saham bagi Perusahaan Terbuka paling sedikit memuat: 1. Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat: A. Jumlah saham yang beredar; B. Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan; C. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan D. Volume perdagangan pada bursa efek tempat saham dicatatkan. Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;	B	Stock Information Stock Information for Public Company at least contains: 1. Shares issued for each three- month period in the last 2 (two) fiscal years, at least covering: A. Total of outstanding shares; B. Market capitalization based on the price of the shares listed on the Stock Exchange; C. Highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and D. Share volume at the Stock Exchange where the shares listed on. Information in point b), point c), and point d) only be disclosed if the Issuer is a public company which shares is listed on the Stock Exchange;	23

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	2. Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai: A. Tanggal pelaksanaan aksi korporasi; B. Rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham; C. Jumlah saham beredar sebelum dan sesudah aksi korporasi; D. Jumlah efek konversi yang dilaksanakan (jika ada); dan E. Harga saham sebelum dan sesudah aksi korporasi;	2. In the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, issuance of convertible securities, as well as additions and subtractions of capital, then the share information referred to in point 1) should be added with explanation on: A. Date of corporate action; B. Stock split ratio, reverse stock, dividend, bonus shares, total of convertible securities issued, and change in par value of shares; C. Total of outstanding shares prior to and after corporate action; D. Total of convertible securities issued; and E. Share price prior to and after corporate action;	n/a
	3. Dalam hal terjadi penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut; dan	3. In the event that the company's shares were suspended and/or delisted from trading during the fiscal year, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and	n/a
	4. Dalam hal penghentian sementara perdagangan saham (*suspension*) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (*delisting*) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut.	4. In the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the last period of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting.	n/a
C	Laporan Direksi Laporan Direksi paling sedikit memuat uraian singkat mengenai: 1. Kinerja Emiten atau Perusahaan Publik, paling sedikit memuat: A. Strategi dan kebijakan strategis Emiten atau Perusahaan Publik; B. Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik; C. Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik; D. Perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan E. Kendala yang dihadapi Emiten atau Perusahaan Publik; 2. Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan 3. Penerapan tata kelola Emiten atau Perusahaan Publik.	C	Board of Directors Report The Board of Directors Report should at least contain the following items regarding: 1. The performance of the Issuer or Public Company, at least covering: A. Strategy and strategic policies of the Issuer or Public Company; B. The role of the Board of Directors in formulating strategies and strategic policies of Issuer or Public Company; C. The process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy; D. Comparison between achievement of results and targets; and E. Challenges faced by the Issuer or Public Company; 2. Description on business prospects; 3. Implementation of good corporate governance by Issuer or Public Company.	52-67
D	Laporan Dewan Komisaris Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai: 1. Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi; 2. Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan 3. Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik.	D	Board of Commissioners Report The Board of Commissioners Report should at least contain the following items regarding: 1. Assessment on the performance of the Board of Directors in managing the Issuer or the Public Company, including the supervision of the Board of Commissioners in the formulation and implementation of the strategy of the Issuer or Public Company carried out by the Board of Directors; 2. View on the business prospects of the Issuer or Public Company as established by the Board of Directors; 3. View on the implementation of the corporate governance by the Issuer or Public Company.	36-51

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E	Profil Perusahaan Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi: 1. Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku; 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: A. Alamat; B. Nomor telepon; C. Alamat surat elektronik; dan D. Alamat situs web; 3. Riwayat singkat Emiten atau Perusahaan Publik; 4. Visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (*corporate culture*) atau nilai-nilai perusahaan; 5. Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan; 6. Wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan. 7. Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan; 8. Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan; 9. Profil Direksi, paling sedikit memuat: A. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab; B. Foto terbaru; C. Usia; D. Kewarganegaraan; E. Riwayat pendidikan dan/atau sertifikasi; F. Riwayat jabatan, meliputi informasi: • Dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan; • Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	E	Company Profile Profile of the Issuer or Public Company should cover at least: 1. Name of Issuer or Public Company, including change of name, reason of change, and the effective date of the change of name during the fiscal year; 2. Access to Issuer or Public Company, including branch office or representative office, where public can have access of information of the Issuer or Public Company, which include: A. Address; B. Telephone number; C. E-mail address; and D. Website address; 3. Brief history of the Issuer or Public Company; 4. Vision and mission of the Issuer or Public Company and corporate culture; 5. Line of business based on the latest Articles of Association in the fiscal year, and types of products and/or services produced; 6. Operational area of the Issuer or Public Company; operational area is the area for the implementation of operational activities or the range of the company's operational activities. 7. Organization structure of the Issuer or Public Company in the form of a chart, at least up to the structure of 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, along with their names and positions; 8. List of industry association memberships on a national and international scale related to the implementation of sustainable finance; 9. Board of Directors profiles include: A. Name and short description of duties and functions; B. Latest photograph C. Age; D. Citizenship E. Education and certification; F. History position, covering information on: • Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company; • Concurrent positions, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other positions both inside and outside the Issuer or Public Company. If a member of the Board of Directors does not have any concurrent positions, this matter shall be disclosed; and	72 72 73-75 10-11 78-83 123-126 84-85 83 96-105

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	• Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; • Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan • Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	• Work experience and period in and outside the Issuer or Public Company; • Disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major shareholders either directly or indirectly to the individual owner, including name of the affiliated party. If a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and • Changes in the composition of the members of the Board of Directors and the reasons for the changes. If there is no change in the composition of the members of the Board of Directors, this matter shall be disclosed;	
10.	Profil Dewan Komisaris, paling sedikit memuat: A. Nama dan jabatan; B. Foto terbaru; C. Usia; D. Kewarganegaraan; E. Riwayat pendidikan dan/atau sertifikasi; F. Riwayat jabatan, meliputi informasi: • Dasar hukum pengangkatan sebagai anggota Dewan Komisaris; • Dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan; • Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan • Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; G. Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; H. Pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan I. Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	10. Profile of the Board of Commissioners, at least containing: A. Name and position; B. Recent photograph; C. Age; D. Nationality; E. Education history and certification; F. Position history, including information on: • Legal basis for appointment as member of the Board of Commissioners; • The legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company; • Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member as well as other positions both inside and outside the Issuer or Public Company. If a member of the Board of Commissioners does not have concurrent positions, the matter shall be disclosed; and • Work experience and period of time both inside and outside the Issuer or Public Company; G. Affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including names of affiliated parties; If the members of the Board of Commissioners have no affiliation, the Issuer or Public Company shall disclose this matter; H. Statement of independence of the independent commissioner if the independent commissioner has served more than 2 (two) terms; and I. Changes in the composition of the members of the Board of Commissioners and the reasons for the changes. If there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;	86-95

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11.	Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	11. If there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;	n/a
12.	Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	12. Total employees by gender, position, age, education level, and employment status (permanent/contracted) in the fiscal year; the disclosure of information can be presented in table.	197-198
13.	Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai: A. Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; B. Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan C. Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; Informasi di atas dapat disajikan dalam bentuk tabel.	13. Names of shareholders and ownership percentage at the end of the fiscal year, consisting of information regarding: A. Shareholders having 5% (five percent) or more shares of Issuer or Public Company; B. The Board of Commissioners and the Board of Directors members who own shares of the Issuers or Public Company. If all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, this matter shall be disclosed; and C. Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuer or Public Company; The aforementioned information is presented in table.	197-198
14.	Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.	14. Percentage of indirect ownership of the Issuer or Public Company shares by the Board of Directors and the Board of Commissioners members at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of the Board of Directors and the Board of Commissioners members; If all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.	108
15.	Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: A. Kepemilikan institusi lokal; B. Kepemilikan institusi asing; C. Kepemilikan individu lokal; dan D. Kepemilikan individu asing;	15. Total shareholders and ownership percentage at the end of the fiscal year, based on: A. Ownership of local institutions; B. Ownership of foreign institutions; C. Ownership of local individual; and D. Ownership of foreign individual;	108
16.	Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	16. Information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder. The information is presented in scheme or diagram;	108
17.	Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.	17. Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company with entity (if any), percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company, associates, joint ventures; For subsidiaries, the information on the addresses of the subsidiaries is included;	110-119

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	18. Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada);	18. Chronology of share listing, total of shares, nominal value, and offering price from the beginning of listing to the end of the fiscal year as well as the name of the stock exchange where the shares of the Issuer or Public Company are listed, including stock splits, reverse stock, dividends shares, bonus shares, and change in par value of shares, implementation of conversion effects, implementation of capital additions and subtractions (if any);	109
	19. Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	19. Other securities listing information other than securities as referred to in point 18), which have not yet matured in the fiscal year at least contain the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and rating of securities (if any);	109
	20. Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi: A. Nama dan alamat; B. Periode penugasan; C. Informasi jasa audit dan/atau non audit yang diberikan; D. Biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan E. Dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel.	20. Information on the use of the services of a public accountant (AP) and a public accounting firm (KAP) and their networks/associations/allies include: A. Name and address; B. Assignment period; C. Information on audit and/or non-audit services provided; D. Audit and non-audit fees for each assignment given during the fiscal year; and E. If AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, the information shall be disclosed; and Disclosure of information on the use of AP and KAP services and their networks/associations/allies is presented in table.	120-121
	21. Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP.	21. Name and address of capital market supporting institutions and/or professions other than AP and KAP.	122
F	Analisis dan Pembahasan Manajemen Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat: 1. Tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: A. Produksi, yang meliputi proses, kapasitas, dan perkembangannya; B. Pendapatan/penjualan; dan C. Profitabilitas;	F	Management Discussion and Analysis Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including: 1. Operational review per business segment, according to the type of industry of the Issuer or Public Company including: A. Production, including process, capacity, and growth; B. Income/sales; and C. Profitability;	138-153
	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: A. Aset lancar, aset tidak lancar, dan total aset; B. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; C. Ekuitas; D. Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan E. Arus kas;		2. Comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning: A. Current assets, non-current assets, and total assets; B. Short term liabilities, long term liabilities, total liabilities; C. Equity; D. Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and E. Cash flows;	153-167

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	3. Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;	3. Capacity to pay debts by including the computation of relevant ratios;	168
	4. Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	4. Account receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;	168-169
	5. Struktur modal (*capital structure*) dan kebijakan manajemen atas struktur modal (*capital structure*) tersebut disertai dasar penentuan kebijakan dimaksud;	5. Capital structure and management policies concerning capital structure, including the basis for determining the said policy;	169
	6. Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat: A. Tujuan dari ikatan tersebut; B. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut; C. Mata uang yang menjadi denominasi; dan D. Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	6. Discussion on material ties for the investment of capital goods, including the explanation on at least: A. The purpose of such ties; B. Source of funds expected to fulfill the said ties; C. Currency of denomination; and D. Steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;	170
	7. Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat: A. Jenis investasi barang modal; B. Tujuan investasi barang modal; dan C. Nilai investasi barang modal yang dikeluarkan;	7. Discussion on investment of capital goods which was realized in the last fiscal year, at least include: A. Type of investment of capital goods; B. Objective of the investment of capital goods; and C. Value of the investment of capital goods;	170
	8. Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	8. Material Information and facts that occurring after the date of the accountant's report (if any);	172-175
	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;	9. Information on the prospects of the Issuer or the Public Company in connection with industry, economy in general, accompanied with supporting quantitative data if there is a reliable data source;	189-191
	10. Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: A. Pendapatan/penjualan; B. Laba (rugi); C. Struktur modal (*capital structure*); atau D. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	10. Comparison between target/projection at beginning of year and result (realization), concerning: A. Income/sales B. Profit (loss); C. Capital structure; or D. Others that deemed necessary for the Issuer or Public Company;	176-177
	11. Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai: A. Pendapatan/penjualan; B. Laba (rugi); C. Struktur modal (*capital structure*); D. Kebijakan dividen; atau E. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	11. Target/projection at most for the next one year of the Issuer or Public Company, concerning: A. Income/sales; B. Profit (loss); C. Capital structure; or D. Dividend policy; E. Or others that deemed necessary for the Issuer or Public Company;	177-178
	12. Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	12. Marketing aspects of the Company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;	142
	13. Uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit: A. Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih; B. Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas; C. Jumlah dividen per saham (kas dan/atau non kas); dan D. Jumlah dividen per tahun yang dibayar; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.	13. Description regarding the dividend policy during the last 2 (two) fiscal years, at least: A. Dividend policy, among others, containing information on the percentage of dividends distributed to net income; B. The date of the payment of cash dividend and date of distribution of non-cash dividend; C. Total of cash per share (cash and/or non cash); and D. Total of dividend per year paid; Disclosure of information is presented in table. If the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.	178

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14.	Realisasi penggunaan dana hasil penawaran umum, dengan ketentuan: 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 B. Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut;	14. Use of proceeds from Public Offerings, under the condition of: A. During the fiscal year, on which the Issuer has the obligation to report the realization of the use of proceeds, the realization of the cumulative use of proceeds until the end of fiscal year should be disclosed; and B. If there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, Issuer should explain the changes;	180
15.	Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat: A. Tanggal, nilai, dan objek transaksi; B. Nama pihak yang melakukan transaksi; C. Sifat hubungan afiliasi (jika ada); D. Penjelasan mengenai kewajaran transaksi; E. Pemenuhan ketentuan terkait; dan F. Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi: • Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*); dan • Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*) G. Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut. H. Untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut; I. Dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	15. Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, among others include: A. Transaction date, value, and object; B. Name of transacting parties; C. Nature of related parties (if any); D. Description of the fairness of the transaction; and E. Compliance with related rules and regulations; F. If there is an affiliation relationship, in addition to disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses the following information: • Statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out in accordance with generally accepted business practices, among others, by complying with the arms-length principle; and • Role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, by complying with the arms-length principle G. For affiliated transactions or material transactions which are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation shall be disclosed that the affiliated transactions or material transactions are business activities carried out in order to generate operating income, and those are run regularly, repeatedly, and/or continuously; If the affiliated transactions or material transactions in question have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added. H. For disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS that approved the affiliated transactions and/or conflict of interest transactions is disclosed; I. If there is no affiliated transaction and/or conflict of interest transactions, such matters shall be disclosed;	179-188
16.	Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	16. Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and	188
17.	Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).	17. Changes in the accounting policy, rationale and impact on the financial statement (if any).	188

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G	Tata Kelola Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai: 1. RUPS, paling sedikit memuat: A. Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi: • Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan • Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan; B. Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut; 2. Direksi, paling sedikit memuat: A. Tugas dan tanggung jawab masing-masing anggota Direksi; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel. B. Pernyataan bahwa Direksi memiliki pedoman atau piagam (*charter*) Direksi C. Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel. D. Pelatihan dan/atau peningkatan kompetensi anggota Direksi: • Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan • Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada); E. Penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: • Prosedur penilaian kinerja; dan • Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan F. Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	G Corporate Governance Corporate Governance of the Issuer or Public Company contains at least: 1. GMS, at least contains: A. Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year prior to the fiscal year include: • GMS resolutions in the fiscal year and 1 (one) year before the fiscal year are realized; and • GMS resolutions for the fiscal year and 1 (one) year prior to the fiscal year that have not been realized and the reasons for not being realized; B. If the Issuer or Public Company uses an independent party in the implementation of the GMS to calculate the votes, this matter shall be disclosed; 2. Board of Directors, at least contains: A. Duties and responsibilities of each member of the Board of Directors; Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in table. B. Statement that the Board of Directors has guidelines or charter for the Board of Directors C. Policies and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners, and the level of attendance of members of the Board of Directors in the meeting including attendance at the GMS; Information on the level of attendance of members of the Board of Directors at the meeting of the Board of Directors, the meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in table. D. Training and/or competency improvement of members of the Board of Directors: • Policy on training and/or improving the competence of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and • Training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any); E. Board of Directors' assessment of the performance of the committees that support the implementation of the duties of the Board of Directors in the fiscal year shall at least contain: • Performance appraisal procedures; and • Criteria used are performance achievements during the fiscal year, competence and attendance at meetings; and F. If the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.	229-231 243-252

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3.	Dewan Komisaris, paling sedikit memuat: A. Tugas dan tanggung jawab Dewan Komisaris; B. Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (*charter*) Dewan Komisaris; C. Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel. D. Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris: • Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan • Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada); E. Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat: • Prosedur pelaksanaan penilaian kinerja; • Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan • Pihak yang melakukan penilaian; dan F. Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: • Prosedur penilaian kinerja; dan • Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat;	3. The Board of Commissioners, at least contains: A. Duties and responsibilities of the Board of Commissioners; B. Statement that the Board of Commissioners has guidelines or charter for the Board of Commissioners; C. Policies and implementation of the frequency of the Board of Commissioners meetings, the Board of Commissioners meeting with the Board of Directors and the level of attendance of the Board of Commissioners members in such meetings including attendance at the GMS; Information on the level of attendance of the Board of Commissioners members at the Board of Commissioners meeting, the Board of Commissioners meeting with the Board of Directors, or the GMS can be presented in table. D. Training and/or competency improvement of members of the Board of Commissioners: • Policy on training and/or improving the competence of the Board of Commissioners members, including orientation programs for newly appointed members of the Board of Commissioners (if any); and • Training and/or competency improvement attended by the Board of Commissioners members during the fiscal year (if any); E. Performance assessment of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least containing: • Procedures for implementing performance assessment; • Criteria used are performance achievements during the fiscal year, competence and attendance at meetings; and • The party conducting the assessment; and F. Assessment of the Board of Commissioners on the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the fiscal year includes: • Performance assessment procedures; and • Criteria used are performance achievements during the fiscal year, competence and attendance at meetings;	232-242
4.	Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat: A. Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan B. Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: • Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	4. Nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain: A. Nomination procedure, including brief description of the policy and nomination process for the Board of Directors members and/or the Board of Commissioners members; and B. Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, including: • Procedures for determining remuneration for the Board of Directors and the Board of Commissioners;	253-257

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	• Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan • Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	• Remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and • Total remuneration for each member of the Board of Directors and the Board of Commissioners; Disclosure of information can be presented in table.	
5.	Dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: A. Nama; B. Dasar hukum pengangkatan dewan pengawas syariah; C. Periode penugasan dewan pengawas syariah; D. Tugas dan tanggung jawab dewan pengawas syariah; dan E. Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik;	5. Sharia supervisory board, for Issuer or Public Company that carries out business activities based on sharia principles as stated in the articles of association, shall at least contain the following information: A. Name; B. Legal basis for the appointment of the sharia supervisory board; C. Period of assignment of the sharia supervisory board; D. Duties and responsibilities of the sharia supervisory board; and E. Frequency and method of providing advice and suggestions as well as supervising the fulfillment of sharia principles in the capital market to Issuer or Public Company;	n/a
6.	Komite audit, paling sedikit memuat: A. Nama dan jabatannya dalam keanggotaan komite; B. Usia; C. Kewarganegaraan; D. Riwayat pendidikan; E. Riwayat jabatan, meliputi informasi: • Dasar hukum penunjukan sebagai anggota komite; • Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan • Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; F. Periode dan masa jabatan anggota komite audit; G. Pernyataan independensi komite audit; H. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); I. Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan J. Pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (*charter*) komite audit;	6. The Audit Committee, at least contains the following information: A. Name and position in the committee; B. Age; C. Citizenship D. Education background; E. History of position; including: • Legal basis for the appointment as member of the committee; • Concurrent position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and • Work experience and period in and outside the Issuer or Public Company; F. Period and terms of office of the member of Audit Committee; G. Statement of independence of the Audit Committee; H. Training and/or competency improvement that have been followed in the fiscal year (if any); I. Policies and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members in those meetings; and J. Implementation of the audit committee's activities for the fiscal year in accordance with the guidelines or charter of the audit committee;	261-269
7.	Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat: A. Nama dan jabatannya dalam keanggotaan komite; B. Usia; C. Kewarganegaraan; D. Riwayat pendidikan;	7. Nomination and remuneration committee or function of the Issuer or Public Company, at least contains the following information: A. Name and position in committee membership; B. Age; C. Nationality; D. Education background;	270-279

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	E. Riwayat jabatan, meliputi informasi: • Dasar hukum penunjukan sebagai anggota komite; • Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan • Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; F. Periode dan masa jabatan anggota komite; G. Pernyataan independensi komite; H. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); I. Uraian tugas dan tanggung jawab; J. Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*); K. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut; L. Uraian singkat pelaksanaan kegiatan pada tahun buku; dan M. Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksuddalam huruf i) sampai dengan huruf l) dan mengungkapkan: • Alasan tidak dibentuknya komite; dan • Pihak yang melaksanakan fungsi nominasi dan remunerasi;	E. History of position, including information on: • Legal basis for appointment as committee member; • Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and • Work experience and period of time both inside and outside the Issuer or Public Company; F. Period and term of office of the committee members; G. Statement of committee independence; H. Training and/or competency improvement that the committee members participated in the fiscal year (if any); I. Description of duties and responsibilities; J. Statement that the committee members have a guideline or charter; K. Policies and implementation of the frequency of meetings and the level of attendance of members at the meeting; L. Brief description of the implementation of activities in the financial year; and M. If no nomination and remuneration committee is formed, the Issuer or Public Company only discloses the information as referred to in point i) to point l) and disclose: • Reasons for not forming the committee; and • Parties who carry out the nomination and remuneration functions;	
8.	Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat: A. Nama dan jabatannya dalam keanggotaan komite; B. Usia; C. Kewarganegaraan; D. Riwayat pendidikan; E. Riwayat jabatan, meliputi informasi: • Dasar hukum penunjukan sebagai anggota komite; • Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan • Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; F. Periode dan masa jabatan anggota komite; G. Pernyataan independensi komite; H. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan I. Uraian tugas dan tanggung jawab; J. Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) komite; K. Kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan L. Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	8. Other committees by the Issuer or Public Company in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, at least contain the following information: A. Name and position in committee membership; B. Age; C. Nationality; D. Education background; E. History of position, including information on: • Legal basis for appointment as committee member; • Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and • Work experience and period of time both inside and outside the Issuer or Public Company; F. Period and term of office of the committee members; G. Statement of committee independence; H. Training and/or competency improvement that the committee members participated in the fiscal year (if any); and I. Description of duties and responsibilities; J. Statement that the committee has guidelines or charters; K. Policies and implementation of the frequency of committee meetings and the level of attendance of committee members at the L. Brief description of the committee's activities for the fiscal year; meeting; and	277-284

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9.	Sekretaris perusahaan, paling sedikit memuat: A. Nama; B. Domisili; C. Riwayat jabatan, meliputi: • Dasar hukum penunjukan sebagai sekretaris perusahaan; dan • Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; D. Riwayat pendidikan; E. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan F. Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;	9. Corporate Secretary, including: A. Name; B. Domicile; C. History of position, including • Legal basis for the appointment as Corporate Secretary; and • Work experience and period in and outside the Issuer or Public Company; D. Education background; E. Education and/or training during the fiscal year; and F. Brief description on the implementation of duties of the Corporate Secretary in the fiscal year;	285-290
10.	Unit audit internal, paling sedikit memuat: A. Nama kepala unit audit internal; B. Riwayat jabatan, meliputi: • Dasar hukum penunjukan sebagai kepala unit audit internal; dan • Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; C. Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); D. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; E. Struktur dan kedudukan unit audit internal; F. Uraian tugas dan tanggung jawab; G. Pernyataan bahwa telah memiliki pedoman atau piagam (charter) unit audit internal; dan H. Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit;	10. The Internal Audit Unit, at least contains the following information: A. Name of Head of Internal Audit Unit; B. History of position, including: • Legal basis for the appointment as Head of Internal Audit Unit; and • Work experience and period I and outside the Issuer or Public Company; C. Qualification or certification as internal auditor (if any); D. Education and/or training during the fiscal year; E. Structure and position of Internal Audit Unit; F. Description of duties and responsibilities; G. Statement that the Internal Audit Unit has Internal Audit Unit charter; and H. Brief description on the implementation of duty of Internal Audit Unit during the fiscal year;	290-298
11.	Uraian mengenai sistem pengendalian internal (internal control) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: A. Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; B. Tinjauan atas efektivitas sistem pengendalian internal; dan C. Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	11. Description on internal control system adopted by the Issuer or Public Company, at least covering: A. Finan ial and operational control, and compliance to the other prevailing rules; and B. Review on the effectiveness of internal control systems; C. Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;	299-300
12.	Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: A. Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik; B. Jenis risiko dan cara pengelolaannya; C. Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan D. Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	12. Risk management system implemented by the Issuer or Public Company, at least includes: A. General description about the company's risk management system the Issuer or Public Company; B. Types of risk and the management; and C. Review the effectiveness of the risk management system applied by the Issuer or Public Company D. Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;	301-321
13.	Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat: A. Pokok perkara/gugatan; B. Status penyelesaian perkara/gugatan; dan C. Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	13. Important cases faced by the Issuer or Public Company, subsidiaries, current members of the Board of Commissioners and the Board of Directors (if any), among others include: A. Substance of the case/claim; B. Status of settlement of case/claim; and C. Potential impacts on the condition of the Issuer or Public Company	322-328
14.	Informasi tentang sanksi administratif/sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada);	14. Information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);	328
15.	Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: A. Pokok-pokok kode etik; B. Bentuk sosialisasi kode etik dan upaya penegakannya; dan C. Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	15. Information about codes of conduct of the Issuer or Public Company, includes: A. Key points of the code of conduct B. Socialization of the code of conduct and enforcement; and C. Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;	329-331

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	16. Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP), informasi yang diungkapkan paling sedikit memuat: A. Jumlah saham dan/atau opsi; B. Jangka waktu pelaksanaan; C. Persyaratan karyawan dan/atau manajemen yang berhak; dan D. Harga pelaksanaan atau penentuan harga pelaksanaan;		16. Brief description of the policy for providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or program share ownership by employees (employee stock ownership program/ESOP); In terms of providing compensation through management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the disclose of information must at least contain: A. Total shares and/or options; B. Implementation period; C. Requirements for eligible employees and/or management; and D. Exercise price or determination of exercise price;	343
	17. Uraian singkat mengenai kebijakan pengungkapan informasi mengenai: A. Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan B. Pelaksanaan atas kebijakan dimaksud;		17. Brief description of the information disclosure policy regarding: A. Share ownership of the Board of Directors and the Board of Commissioners members is no later than 3 (three) working days after the ownership or any change in ownership of shares of a Public Company; and B. Implementation of the policy;	343
	18. Uraian mengenai sistem pelaporan pelanggaran (*whistleblowing system*) di Emiten atau Perusahaan Publik, paling sedikit memuat: A. Cara penyampaian laporan pelanggaran; B. Perlindungan bagi pelapor; C. Penanganan pengaduan; D. Pihak yang mengelola pengaduan; dan E. Hasil dari penanganan pengaduan, paling sedikit: • Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan • Tindak lanjut pengaduan; Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (*whistleblowing system*), maka diungkapkan mengenai hal tersebut.		18. Description of whistleblowing system at the Issuer or Public Company (if any), among others include: A. Mechanism for violation reporting; B. Protection for the whistleblower; C. Handling of violation reports; D. Unit responsible for handling of violation report; and E. Results from violation report handling, at least includes: • Total of complaints received and processed during the fiscal year; and • Follow up of complaints; If the Issuer or Public Company does not have a whistleblowing system, this matter shall be disclosed.	332-336
	19. Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat: A. Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), *fraud*, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan B. Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.		19. Description of the anti-corruption policy of the Issuer or Public Company, at least containing: A. Programs and procedures implemented in overcoming corruption, kickbacks, fraud, bribery and gratuities in Issuer or Public Company; and B. Anti-corruption training/socialization to employees of Issuer or Public Company; If the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the policy should be disclosed.	336
	20. Penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi: A. Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau B. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada; Pengungkapan informasi dapat disajikan dalam bentuk tabel.		20. Implementation of the Guidelines of Corporate Governance for Public Company for Issuer issuing Equity-based Securities or Public Company, including: A. Statement regarding recommendation that have been implemented; and/or B. Description of recommendation that have not been implemented, alon with the reason and alternatives of implementation (if any) Disclosure of information is presented in table.	n/a
H	Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik yang merupakan Laporan Keberlanjutan (*Sustainability Report*) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik	H	Social and Environmental Responsibility of Issuers or Public Companies that are Sustainability Reports as referred to in the Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies	346-375
I	Laporan Keuangan Tahunan yang Telah Diaudit	I	Audited Annual Financial Report	393-625
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08

Laporan Keuangan Konsolidasi

Consolidated Financial Statement

PT AVIASI PARIWISATA INDONESIA (PERSERO) DAN ENTITAS ANAK

Laporan Keuangan Konsolidasian
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2022 dan 2021

PT AVIASI PARIWISATA INDONESIA (PERSERO) AND SUBSIDIARIES

Consolidated Financial Statements
For the Years Ended
December 31, 2022 and 2021

injourney
Indonesia
Aviation and Tourism

PT AVIASI PARIWISATA INDONESIA (PERSERO) DAN ENTITAS ANAK

PT AVIASI PARIWISATA INDONESIA (PERSERO) AND SUBSIDIARIES

Daftar Isi

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Laporan Posisi Keuangan Konsolidasian	1	*Consolidated Statements of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	3	*Consolidated Statements of Profit or Loss and Other Comprehensive Income*
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SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN (INDUK) UNTUK TAHUN-TAHUN YANG BERAKHIR PADA 31 DESEMBER 2022 DAN 2021

DIRECTORS' STATEMENT LETTER RELATING TO THE RESPONSIBILITY ON THE FINANCIAL STATEMENTS (PARENT) FOR THE YEARS ENDED DECEMBER 31, 2022 AND 2021

PT AVIASI PARIWISATA INDONESIA (PERSERO)

Kami yang bertanda tangan dibawah ini — *We, the undersigned:*

1.	Nama/ *Name*	:	Dony Oskaria
	Alamat Kantor/ *Office Address*	:	Gedung Sarinah Lantai 14 JL MH Thamrin No. 11 Jakarta Pusat
	Alamat Domisili sesuai KTP atau Kartu Identitas Lain/ *Domicile as stated in ID Card*	:	JL Samudra No.39 Cipulir Kebayoran Lama Jakarta
	Nomor Telepon/ *Phone Number*	:	021-29065224
	Jabatan/ *Position*	:	Direktur Utama/ *President Director*
2.	Nama/ *Name*	:	Edwin Hidayat Abdullah
	Alamat Kantor/ *Office Address*	:	Gedung Sarinah Lantai 14 JL MH Thamrin No. 11 Jakarta Pusat
	Alamat Domisili sesuai KTP atau Kartu Identitas Lain/ *Domicile as stated in ID Card*	:	Jl. Widya Chandra XIII No.1-D Kebayoran Baru Jakarta
	Nomor Telepon/ *Phone Number*	:	021-29065224
	Jabatan/ *Position*	:	Wakil Direktur Utama/ *Vice President Director*

Menyatakan bahwa: — *State that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan (induk) PT Aviasi Pariwisata Indonesia (Persero) ("Perusahaan");
2. Laporan keuangan (induk) telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan (induk) telah dimuat secara lengkap dan benar;
   b. Laporan keuangan (induk) Perusahaan tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan
4. Kami bertanggung jawab atas sistem pengendalian intern dan apilkasinya di dalam Perusahaan.

1. *We are responsible for the preparation and the presentation of the financial statements (parent) of PT Aviasi Pariwisata Indonesia (Persero) ("the Company");*
2. *The financial statements (parent) have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information contained in the financial statements (parent) is complete and correct;*
   b. *The Company's financial statements (parent) do not contain misleading material information or facts, nor do not omit material information or facts; and*
4. *We are responsible for the Company's internal control system and its application.*

Demikian pernyataan ini dibuat dengan sebenarnya — *This statement letter is made truthfully*

Jakarta, 27 April 2023
Atas Nama dan Mewakili Direksi/ *On Behalf on the Board of Directors*

Direktur Utama/ *President Director*	Wakil Direktur Utama/ *Vice President Director*
DONY OSKARIA	EDWIN HIDAYAT ABDULLAH

METERAI TEMPEL 3B41CAKX386691415

PT Aviasi Pariwisata Indonesia (Persero)
Gedung Sarinah Lantai 14
JL. MH Thamrin No. 11
Jakarta Pusat 10350, INDONESIA
P : 021-29065224

RSM

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Amir Abadi Jusuf, Aryanto, Mawar & Rekan
Registered Public Accountants

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Plaza ASIA, Level 10
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www.rsm.id

Nomor/*Number* : **00570/2.1030/AU.1/06/1155-2/1/IV/2023**

Laporan Auditor Independen/
Independent Auditor's Report

Pemegang Saham, Dewan Komisaris dan Direksi/
The Shareholders, Board of Commissioners, and Directors

PT Aviasi Pariwisata Indonesia (Persero)

Laporan Audit atas Laporan Keuangan Konsolidasian

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Aviasi Pariwisata Indonesia (Persero) dan Entitas Anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2022, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of PT Aviasi Pariwisata Indonesia (Persero) and its Subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at December 31, 2022, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at December 31, 2022, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan is a member of the RSM network. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

Licence: KMK No.477/KM.1/2015
Registered at the Indonesia
Financial Services Authority (OJK)

Informasi Lain
Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk dalam laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas jika tersedia, dan dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dalam laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian
Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Other Information
Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements
Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standard on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Sebagai bagian dan suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We Also:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

  Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

  Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group internal control.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

  Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang

  Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast

dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

significant doubt on the Group ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Laporan Kepatuhan terhadap Peraturan Perundang-undangan dan Pengendalian Internal

Kami juga melakukan pengujian atas kepatuhan Entitas Induk terhadap peraturan perundang-undangan tertentu dan pengendalian internal. Kepatuhan terhadap peraturan perundang-undangan tertentu dan pengendalian internal adalah tanggung jawab manajemen. Tanggung jawab kami terletak pada pernyataan kesimpulan atas kepatuhan terhadap peraturan perundang-undangan dan pengendalian internal berdasarkan audit kami. Pengujian atas kepatuhan terhadap peraturan perundang-undangan tertentu dan pengendalian internal tersebut kami laksanakan berdasarkan Standar Pemeriksaan Keuangan Negara yang diterbitkan Badan Pemeriksa Keuangan Republik Indonesia dan Pernyataan Standar Audit No. 62 (Seksi 801) yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Report on the Compliance to Regulations and Internal Controls

We also have tested on the Parent Entity compliance with certain regulations and internal controls. The compliance with certain regulations and internal controls are the responsibility of the management. Our responsibility is to express a conclusion on the compliance with certain regulations and internal controls based on our audit. Testing of the compliance with certain regulations and internal controls that we performed were in accordance with State Financial Auditing Standards established by the Supreme Audit Board of the Republic of Indonesia and Statement of Standards on Auditing No. 62 (Section 801) established by the Indonesian Institute of Certified Public Accountants.

Laporan kepatuhan terhadap peraturan perundang-undangan dan pengendalian intern disampaikan secara terpisah kepada manajemen, masing-masing dalam laporan kami nomor R/192.AAT/eiz/2023 dan R/193.AAT/eiz/2023.

The reports of compliance to laws and regulations and internal controls, are submitted separately to the management, in our reports number R/192.AAT/eiz/2023 and R/193.AAT/eiz/2023 respectively.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Eishennoraz
Nomor Izin Akuntan Publik: AP.1155/
Public Accountant License Number: AP.1155

Jakarta, 27 April/ *April 27,* 2023

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PT AVIASI PARIWISATA INDONESIA (PERSERO) DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Per 31 Desember 2022 dan 2021
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT AVIASI PARIWISATA INDONESIA (PERSERO) AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
As of December 31, 2022 and 2021
(In Thousand Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	2022 Rp	2021 Rp	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan Setara Kas	4, 43, 47	5,817,311,403	3,725,597,431	*Cash and Cash Equivalents*
Investasi Jangka Pendek	5, 47	159,988,146	141,656,618	*Short-Term Investment*
Piutang Usaha	6, 47			*Trade Receivables*
Pihak Berelasi	43	746,960,792	576,651,735	*Related Parties*
Pihak Ketiga		1,094,670,849	1,057,789,779	*Third Parties*
Piutang Lain-lain	7, 47			*Other Receivables*
Pihak Berelasi	43	11,221,843	20,185,129	*Related Parties*
Pihak Ketiga		114,368,411	86,493,036	*Third Parties*
Persediaan	8	49,222,389	57,950,557	*Inventories*
Uang Muka	9	194,629,483	120,884,222	*Advances*
Biaya Dibayar di Muka	10	76,194,198	85,532,423	*Prepaid Expenses*
Pendapatan yang Masih Harus Diterima	11	524,951,944	297,333,970	*Accrued Revenue*
Pajak Dibayar di Muka	12.a	99,092,762	1,280,690,665	*Prepaid Taxes*
Aset Lancar Lainnya		32,102,490	28,391,413	*Other Current Assets*
TOTAL ASET LANCAR		8,920,714,710	7,479,156,978	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Piutang Usaha - Pihak Berelasi	6, 43, 47	242,030,072	--	*Trade Receivable - Related Parties*
Estimasi Tagihan Pajak	12.b	356,908,715	516,235,090	*Estimated Claims for Refundable Tax*
Aset Pajak Tangguhan	12.f	2,422,089,643	1,979,570,515	*Deferred Tax Assets*
Investasi Jangka Panjang	13	32,633,441	35,242,078	*Long Term Investments*
Investasi pada Entitas Asosiasi dan Ventura Bersama	14	2,346,237,600	2,505,628,933	*Investment in Associates and Joint Venture*
Uang Muka Investasi	15	251,223,003	--	*Advance for Investments*
Uang Muka Pembelian Tanah	16	--	1,960,000	*Advance for Land Acquisition*
Properti Investasi	17	2,805,450,963	221,442,982	*Investment Properties*
Aset Tetap	18	75,532,960,992	80,788,882,877	*Fixed Assets*
Aset Hak-Guna	19	1,485,500,029	682,329,661	*Right-of-Use Assets*
Aset Takberwujud		167,569,908	226,151,607	*Intangible Assets*
Aset Tidak Lancar Lain-lain	20	100,572,182	101,213,827	*Other Non-Current Assets*
TOTAL ASET TIDAK LANCAR		85,743,176,548	87,058,657,570	***TOTAL NON-CURRENT ASSETS***
TOTAL ASET		**94,663,891,258**	**94,537,814,548**	***TOTAL ASSETS***

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

PT AVIASI PARIWISATA INDONESIA (PERSERO) DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Per 31 Desember 2022 dan 2021
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT AVIASI PARIWISATA INDONESIA (PERSERO) AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
As of December 31, 2022 and 2021
(In Thousand Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	2022 Rp	2021 Rp	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang Usaha	21, 47			*Trade Payables*
Pihak Berelasi	43	415,585,187	184,107,523	*Related Parties*
Pihak Ketiga		451,637,243	596,402,658	*Third Parties*
Utang Lain-lain	22, 47			*Other Payables*
Pihak Berelasi	43	289,231,354	866,199,845	*Related Parties*
Pihak Ketiga		1,461,228,002	2,718,321,020	*Third Parties*
Beban Akrual	24, 47			*Accrued Expenses*
Pihak Berelasi	43	678,890	1,329,666	*Related Parties*
Pihak Ketiga		2,672,000,992	3,000,712,890	*Third Parties*
Utang Pajak	12.c	274,001,820	210,284,807	*Taxes Payables*
Pendapatan Diterima di Muka	25	384,478,294	361,941,337	*Unearned Revenues*
Liabilitas Imbalan Kerja				*Short-Term Employees*
Jangka Pendek		241,471,522	304,519,387	*Benefits Liabilities*
Utang Bank dan Lembaga				*Short-Terms Bank and Other Financial*
Keuangan Lainnya - Jangka Pendek	23, 43, 47	899,757,062	1,722,245,844	*Institutions Loans*
Liabilitas Jangka Panjang yang Jatuh				*Current Maturities of Long-Term*
Tempo dalam Waktu Satu Tahun:				*Liabilities:*
Utang Bank Jangka Panjang dan				*Long-Term Bank and*
Lembaga Keuangan Lainnya	26, 47	3,209,336,141	1,463,087,314	*Other Financial Institutions Loans*
Utang Obligasi dan Sukuk Ijarah	27, 47	1,126,000,000	--	*Bonds Payable and Sukuk Ijarah*
Liabilitas Sewa	19	153,970,716	91,080,336	*Lease Liabilities*
TOTAL LIABILITAS JANGKA PENDEK		11,579,377,223	11,520,232,627	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas Jangka Panjang Setelah				
Dikurangi Bagian yang Jatuh				*Long-Term Liabilities - Net Of*
Tempo dalam Waktu Satu Tahun:				*Current Maturities:*
Utang Bank Jangka Panjang dan				*Long-Term Bank and*
Lembaga Keuangan Lainnya	26	35,285,770,340	35,337,790,753	*Other Financial Institutions Loans*
Utang Obligasi dan Sukuk Ijarah	27	6,381,281,013	7,505,553,188	*Bonds Payable and Sukuk Ijarah*
Liabilitas Sewa	19	1,522,332,171	525,528,288	*Lease Liabilities*
Utang Jangka Panjang Lainnya	28, 47	1,424,731,290	459,867,588	*Other Long-Term Liabilities*
Liabilitas Imbalan Kerja	30	2,426,766,900	2,275,765,106	*Employee Benefits Liabilities*
Liabilitas Pajak Tangguhan	12.f	--	262,115,001	*Deferred Tax Liabilities*
Pendapatan Ditangguhkan		718,747,081	429,331,717	*Deferred Revenue*
Pendapatan Diterima di Muka		7,500,000	1,430,585	*Advances from Customers*
Utang Provisi	29	13,814,557	20,367,575	*Provisions Payables*
TOTAL LIABILITAS JANGKA PANJANG		47,780,943,352	46,817,749,801	***TOTAL NON-CURRENT LIABILITIES***
TOTAL LIABILITAS		**59,360,320,575**	**58,337,982,428**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal Saham - Nilai Nominal				*Capital Stock - Par Value*
Rp1.000.000 (Angka Penuh)				*Rp1.000.000 (Full Amount)*
Modal Dasar - 260.000.000 Saham				*Authorized Capital - 260,000,000 Shares*
Modal Ditempatkan dan Disetor Penuh -				*Issued and Fully Paid -*
65.164.367 Saham	31	65,164,367,000	65,164,367,000	*65,164,367 Shares*
Tambahan Modal Disetor	32	(28,765,976,052)	(28,765,976,052)	*Additional Paid in Capital*
Saldo Laba				*Retained Earnings*
Dicadangkan		2,110,870	2,110,870	*Appropriated*
Belum Dicadangkan		(1,125,191,377)	(202,320,210)	*Unappropriated*
Penghasilan Komprehensif Lain		(163,069,095)	(44,891)	*Other Comprehensive Income*
Ekuitas yang Dapat Diatribusikan				***Equity Attributable to Owner of***
Kepada Pemilik Entitas Induk		**35,112,241,346**	**36,198,136,717**	***the Parent Entity***
Kepentingan Non Pengendali	33	191,329,337	1,695,403	*Non Controlling Interests*
TOTAL EKUITAS		**35,303,570,683**	**36,199,832,120**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS		**94,663,891,258**	**94,537,814,548**	***TOTAL LIABILITIES AND EQUITY***

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

PT AVIASI PARIWISATA INDONESIA (PERSERO) DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2022 dan 2021
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT AVIASI PARIWISATA INDONESIA (PERSERO) AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME
For the Years Ended December 31, 2022 and 2021
(In Thousand Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	2022 Rp	2021 Rp	
PENDAPATAN	34	15,498,534,792	9,732,833,584	***REVENUES***
BEBAN POKOK PENDAPATAN	35	(9,117,070,586)	(8,760,520,441)	***COST OF REVENUES***
LABA BRUTO		**6,381,464,206**	**972,313,143**	***GROSS PROFIT***
Beban Pemasaran	36	(2,920,026,674)	(2,723,905,528)	*Marketing Expenses*
Beban Umum dan Administrasi	37	(2,653,238,396)	(3,719,845,907)	*General and Administrative Expenses*
Beban Lain-lain	39	(209,771,066)	(343,911,418)	*Other Expenses*
Pendapatan Lain-lain	38	747,395,199	333,655,168	*Other Income*
LABA (RUGI) USAHA		**1,345,823,269**	**(5,481,694,542)**	***OPERATING GAIN (LOSS)***
Pendapatan Keuangan	40	410,071,389	83,921,402	*Finance Income*
Beban Keuangan	41	(2,901,011,805)	(2,780,798,012)	*Finance Costs*
Bagian Rugi Entitas Asosiasi	14	(172,434,327)	(131,478,148)	*Equity Loss of Associates Entities*
RUGI SEBELUM BEBAN PAJAK FINAL DAN MANFAAT PAJAK PENGHASILAN BADAN		**(1,317,551,474)**	**(8,310,049,300)**	***LOSS BEFORE FINAL TAX EXPENSE AND INCOME TAX BENEFIT***
RUGI OPERASI YANG DIHENTIKAN	42	--	(84,116,150)	***LOSS OF DISCONTINUED OPERATIONS***
RUGI SEBELUM PAJAK		**(1,317,551,474)**	**(8,394,165,450)**	***LOSS BEFORE TAX***
Pajak Final		(177,798,363)	(162,275,156)	*Final Tax Expense*
RUGI SEBELUM PAJAK PENGHASILAN BADAN		**(1,495,349,837)**	**(8,556,440,606)**	***LOSS BEFORE CORPORATE INCOME TAX***
Pajak Kini	12.d	(61,165,747)	(103,946,324)	*Current Tax*
Pajak Tangguhan		642,688,626	1,124,222,719	*Deferred Tax*
RUGI TAHUN BERJALAN SETELAH EFEK PENYESUAIAN PROFORMA		**(913,826,958)**	**(7,536,164,211)**	***LOSS FOR THE YEAR AFTER EFFECT OF PROFORMA ADJUSTMENT***
RUGI KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE LOSS***
Pos yang Tidak akan Direklasifikasikan ke Laba Rugi				***Items That will Not be Reclassified to Profit or Loss***
Kerugian Aktuarial dari Pengukuran Kembali atas Program Imbalan Pascakerja		(231,461,946)	(26,253,220)	*Actuarial Losses from Remeasurement on the Post-Employement Benefits Program*
Keuntungan yang Belum Direalisasi dari Kenaikan Nilai Wajar Aset Keuangan		150,000	--	*Unrealized Gain on Fair Value Increase of Financial Assets*
Manfaat (Beban) Pajak Terkait		78,580,957	2,801,877	*Related Tax Benefits (Expense)*
Laba Komprehensif Entitas Asosiasi		1,042,994	1,693,562	*Comprehensive Income of Associate*
Pos yang akan Direklasifikasikan ke Laba Rugi				***Items That will Not be Reclassified to Profit or Loss***
Perubahan Nilai Wajar Aset Keuangan		(3,346,500)	(1,431,252)	*Changes in Fair Value of Financial Assets*
RUGI KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK		**(155,034,495)**	**(23,189,033)**	***OTHER COMPREHENSIVE LOSS FOR THE YEAR AFTER TAX***
TOTAL RUGI KOMPREHENSIF TAHUN BERJALAN SETELAH EFEK PENYESUAIAN PROFORMA		**(1,068,861,453)**	**(7,559,353,244)**	***TOTAL COMPREHENSIVE LOSS FOR YEAR AFTER EFFECT OF PROFORMA ADJUSTMENT***
Penyesuaian Proforma Rugi Tahun Berjalan		**--**	**7,495,116,524**	***Proforma Adjustment of Loss for the Year***
TOTAL RUGI TAHUN BERJALAN SEBELUM EFEK PENYESUAIAN PROFORMA				***TOTAL LOSS FOR THE YEAR BEFORE EFFECT OF PROFORMA ADJUSTMENT***
YANG DAPAT DIATRIBUSIKAN:				***ATTRIBUTABLE TO:***
Pemilik Entitas Induk		(922,871,167)	(41,047,687)	*Owners of the Parent Entity*
Kepentingan Non Pengendali		9,044,209	--	*Non-Controlling Interests*
		(913,826,958)	**(41,047,687)**	
Penyesuaian Proforma Rugi Komprehensif Tahun Berjalan		**--**	**7,518,260,666**	***Proforma Adjustment of Comprehensive Loss for the Year***
TOTAL RUGI KOMPREHENSIF TAHUN BERJALAN SEBELUM EFEK PENYESUAIAN PROFORMA				***TOTAL COMPREHENSIFE LOSS FOR THE YEAR BEFORE EFFECT OF PROFORMA ADJUSTMENT***
YANG DAPAT DIATRIBUSIKAN:				***ATTRIBUTABLE TO:***
Pemilik Entitas Induk		(1,085,895,371)	(41,092,578)	*Owners of the Parent Entity*
Kepentingan Non Pengendali		17,033,918	--	*Non-Controlling Interests*
		(1,068,861,453)	**(41,092,578)**	

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

PT AVIASI PARIWISATA INDONESIA (PERSERO) DAN ENTITAS ANAK
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2022 dan 2021
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT AVIASI PARIWISATA INDONESIA (PERSERO) AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
For the Years Ended
December 31, 2022 and 2021
(In Thousand Rupiah, Unless Otherwise Stated)

	Catatan/ *Note*	Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/ *Equity Attributable to Owners of the Parent Entity*									
		Modal Disetor/ *Share Capital* Rp	Tambahan Modal Disetor/ *Additional Paid - in Capital* Rp	Proforma Ekuitas yang Timbul dari Transaksi Restrukturisasi Entitas Sepengendali/ *Proforma Equity Arising from Restructuring Transactions of Entities Under Common Control* Rp	Penghasilan Komprehensif Lain/ *Others Comprehensive Income* Rp	Saldo laba/ *Retained Earnings*		Total/ *Total* Rp	Kepentingan Non Pengendali/ *Non Controlling Interests* Rp	Total Ekuitas/ *Total Equity* Rp	
						Dicadangkan/ *Appropiated* Rp	Belum Dicadangkan/ *Unappropiated* Rp				
SALDO PER 31 DESEMBER 2020		**13,000,000**	**--**	**43,748,607,061**	**--**	**2,111,085**	**(161,272,523)**	**43,602,445,623**	**--**	**43,602,445,623**	***BALANCE AS OF DECEMBER 31, 2020***
Akuisisi Saham Entitas Sepengendali	32	65,151,367,000	(28,765,976,052)	(36,230,346,395)	--	(215)	--	155,044,338	1,695,403	156,739,741	*Acquisition of Under Common Entities Shares*
Penghasilan Komprehensif Lain		--	--	(23,144,142)	(44,891)	--	--	(23,189,033)	--	(23,189,033)	*Others Comprehensive Income*
Rugi Tahun Berjalan		--	--	(7,495,116,524)	--	--	(41,047,687)	(7,536,164,211)	--	(7,536,164,211)	*Loss for the Year*
SALDO PER 31 DESEMBER 2021		**65,164,367,000**	**(28,765,976,052)**	**--**	**(44,891)**	**2,110,870**	**(202,320,210)**	**36,198,136,717**	**1,695,403**	**36,199,832,120**	***BALANCE AS OF DECEMBER 31, 2021***
Penghasilan Komprehensif Lain		--	--	--	(163,024,204)	--	--	(163,024,204)	7,989,709	(155,034,495)	*Others Comprehensive Income*
Rugi Tahun Berjalan		--	--	--	--	--	(922,871,167)	(922,871,167)	9,044,209	(913,826,958)	*Loss for the Year*
Dividen Anak kepada Kepentingan Non Pengendali		--	--	--	--	--	--	--	(1,065,984)	(1,065,984)	*Dividend in Subsidiaries for Non Controlling Interests*
Penambahan Modal Entitas Anak oleh Kepentingan Non Pengendali		--	--	--	--	--	--	--	173,666,000	173,666,000	*Paid up Capital of Subsidiary from Non Controlling Interests*
SALDO PER 31 DESEMBER 2022		**65,164,367,000**	**(28,765,976,052)**	**--**	**(163,069,095)**	**2,110,870**	**(1,125,191,377)**	**35,112,241,346**	**191,329,337**	**35,303,570,683**	***BALANCE AS OF DECEMBER 31, 2022***

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

PT AVIASI PARIWISATA INDONESIA (PERSERO) DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2022 dan 2021
(Dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT AVIASI PARIWISATA INDONESIA (PERSERO) AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Years Ended December 31, 2022 and 2021
(In Thousand Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	2022 Rp	2021 Rp	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan Kas dari Pelanggan		14,878,626,424	9,578,200,283	*Cash Received from Customers*
Pembayaran Kas kepada Pemasok dan Pihak Ketiga		(9,536,684,619)	(7,401,984,546)	*Cash Paid to Suppliers and Third Parties*
Kas yang Dihasilkan dari Aktivitas Operasi		5,341,941,805	2,176,215,737	*Cash Provided from Operating Activities*
Penghasilan Bunga		95,725,570	81,624,374	*Interest Received*
Pembayaran Bunga		(2,297,489,325)	(2,824,873,509)	*Payment of Interest*
Restitusi Pajak		1,273,978,791	562,099,391	*Tax Restitution*
Pembayaran Pajak Penghasilan		(3,348,013)	(292,977,043)	*Payment of Tax Income*
Pembayaran Lainnya		--	(39,183,000)	*Received from Other Income*
Pembayaran kepada Karyawan		(2,124,511,587)	(2,871,103,440)	*Payment to Employee*
Arus Kas Bersih Diperoleh Dari (Digunakan untuk) Aktivitas Operasi		2,286,297,241	(3,208,197,490)	*Net Cash Flows Provided by (Used in) Operating Activities*
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Hasil Pelepasan Aset Tetap	18	49,987,109	106,246,512	*Proceeds from Disposal of Fixed Assets*
Perolehan Aset Tetap dan Properti Investasi	17, 18, 48	(925,360,151)	(2,493,336,411)	*Acquisitions of Fixed Assets and Investment Property*
Penerimaan dari Investasi Jangka Pendek	5	25,820,000	43,203,865	*Receipt from Short-Term Investment*
Pengeluaran untuk Investasi Jangka Pendek	5	(46,000,000)	(33,320,000)	*Payment for Short-Term Investment*
Perolehan Aset Takberwujud		(450,074)	(11,690,965)	*Acquisitions of Intangible Assets*
Penerimaan dari Investasi Jangka Panjang	13	--	5,164,000	*Receipt from Long-Term Investment*
Pembayaran Penambahan Investasi Asosiasi Tahun Sebelumnya		(162,628,023)	--	*Payment of Addition of Invesment in Associates from Previous Year*
Penerimaan dari Pelepasan Entitas Anak		--	439,998,887	*Receipts from Disposal of Subsidiaries*
Penambahan Uang Muka Setoran Modal	15	(251,223,003)	--	*Additional Capital Deposit Advances*
Penambahan Investasi Asosiasi	14	(12,000,000)	(366,283,690)	*Addition of Investment in Associates*
Penerimaan Dividen		--	30,000,000	*Dividend Receipt*
Arus Kas Bersih Digunakan untuk Aktivitas Investasi		(1,321,854,142)	(2,280,017,802)	*Net Cash Flows Used in Investing Activities*
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pencairan Utang Bank Jangka Pendek		16,605,030	1,402,991,008	*Drawdown of Short Term Bank Loans*
Pembayaran Utang Bank Jangka Pendek		(19,845,270)	--	*Payment of Short Term Bank Loans*
Pencairan Utang Bank dan Lembaga Keuangan Lainya Jangka Panjang		2,020,187,525	4,936,281,720	*Drawdown of Long Term Bank and Finance Institutions Loans*
Pembayaran Utang Bank dan Lembaga Keuangan Lainya Jangka Panjang		(919,172,753)	(519,275,042)	*Payment of Long Term Bank and Finance Institutions Loans*
Penerimaan Utang Obligasi dan Sukuk Ijarah		--	1,611,900,000	*Receipt of Bonds Payable and Sukuk Ijarah*
Pembayaran Utang Obligasi dan Sukuk Ijarah		--	(2,090,000,000)	*Payment of Bonds and Sukuk Ijarah*
Pembayaran Liabilitas Sewa		(106,035,503)	(151,356,132)	*Payment of Lease Liabilities*
Pembayaran Biaya Transaksi Utang Bank		(7,217,000)	(4,500,000)	*Payment of Bank Debt Transaction Fee*
Pembayaran Biaya Transaksi Utang Obligasi		--	(1,623,508)	*Payment of Bonds Payable Transaction Fee*
Pembayaran Dividen Tunai kepada Kepentingan Non-Pengendali		(1,065,984)	--	*Cash Dividend Paid to Non-Controlling Interest*
Penerimaan Penyertaan Modal Entitas Anak dari Kepentingan Non-Pengendali		173,665,000	--	*Receipt of Additional Capital in Subsidiaries from Non-Controlling Interest*
Penerimaan dari (Pembayaran kepada) Pihak Berelasi		(14,188,566)	(8,934,504)	*Receipts from (Payment to) Related Parties*
Arus Kas Bersih Diperoleh dari Aktivitas Pendanaan		1,142,932,479	5,175,483,542	*Net Cash Flows Provided by Financing Activities*
KENAIKAN (PENURUNAN) KAS DAN SETARA KAS		2,107,375,578	(312,731,750)	***INCREASE (DECREASE) IN CASH IN CASH AND CASH EQUIVALENTS***
DAMPAK DARI PERUBAHAN KURS TERHADAP KAS DAN SETARA KAS		(15,661,606)	(1,801,453)	***EXCHANGE RATES FLUCTUATION EFFECTS ON CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS AWAL TAHUN		3,725,597,431	4,040,130,634	***CASH DAN CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	4	**5,817,311,403**	**3,725,597,431**	***CASH DAN CASH EQUIVALENTS AT END OF YEAR***

*) Tambahan informasi arus kas disajikan dalam Catatan 48

**) Additional information of cash flows presented in Note 48*

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements taken as a whole

1. Umum

1.a. Pendirian dan Informasi Umum

PT Aviasi Pariwisata Indonesia (Persero) sebelumnya bernama PT Survai Udara Penas (Persero) ("Perusahaan") didirikan pada tanggal 31 Mei 1961 sesuai Peraturan Pemerintah No. 197 tahun 1961 dengan status Perusahaan Negara (PN) bernama Perusahaan Negara Aerial Survey disingkat Penas. Pada tahun 1974 berdasarkan Peraturan Pemerintah No. 46/1974 bentuk perusahaan berubah menjadi Perusahaan Umum (Perum) Penas. Pada tahun 1991 berdasarkan Peraturan Pemerintah No. 48, status perusahaan ditingkatkan menjadi Perusahaan Terbatas (Persero) bernama PT Survai Udara Penas (Persero) yang berorientasi profit. Badan hukum PT Survai Udara Penas (Persero) sebagai Perusahaan Terbatas (Persero) dimuat dalam Akta Notaris Muhani Salim, S.H., No. 203 tanggal 30 Desember 1992. Perubahan nama PT Survai Udara Penas (Persero) menjadi PT Aviasi Pariwisata Indonesia (Persero) dilakukan berdasarkan Akta No. 23 tanggal 9 Agustus 2021 oleh Desman, S.H., M.Kn., Notaris di Jakarta. Perubahan tersebut telah diterima oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan AHU-AH.01.03-0438677 tanggal 19 Agustus 2021.

Anggaran dasar Perusahaan telah mengalami beberapa kali perubahan, yang terakhir dengan Akta No.65 tanggal 15 Desember 2021 yang dibuat di hadapan Desman, S.H., M.Hum., Notaris di Jakarta, yang Akta tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan Nomor AHU-0076120.AH.01.02. TAHUN 2021 tanggal 28 Desember 2021 (Catatan 1.b).

Berdasarkan pasal 3 Anggaran Dasar Perusahaan, kegiatan utama Perusahaan adalah untuk melaksanakan kegiatan usaha sebagai perusahaan holding di bidang pariwisata dan pendukung, melaksanakan kegiatan investasi dan konsultasi manajemen pada sektor transportasi, pariwisata, retail, dan sektor lain yang terkait dengan kegiatan usaha, serta melakukan optimalisasi pemanfaatan sumber daya Perusahaan berdasarkan prinsip tata kelola perusahaan yang baik.

Perusahaan berkedudukan di Gedung. Sarinah Lt. 14, Jl. MH Thamrin, Jakarta Pusat.

1. General

1.a. Establisment and General Information

PT Aviasi Pariwisata Indonesia (Persero) previously named PT Survai Udara Penas (Persero) (the "Company") was established on May 31, 1961 in accordance with Government Regulation No. 197 year 1961 with the status of a State Company (PN) named the State Company Aerial Survey abbreviated Penas. In 1974 based on Government Regulation no. 46/1974 the form of the Company changed to Public Company (Perum) Penas. In 1991 based on Government Regulation No. 48, the status of the Company was upgraded to a Limited Company (Persero) named PT Survai Udara Penas (Persero) which was profit oriented. The legal entity of PT Survai Udara Penas (Persero) as a Limited Liability Company (Persero) is contained in the Notary Deed of Muhani Salim, S.H., No. 203 dated December 30, 1992. The name change of PT Survai Udara Penas (Persero) to PT Aviasi Pariwisata Indonesia (Persero) was based on Deed No. 23 dated August 9, 2021 by Desman, S.H., M.Kn., Notary in Jakarta. The amendment has been accepted by the Minister of Law and Human Rights of the Republic of Indonesia by decree AHU-AH.01.03-0438677 dated August 19, 2021.

The Articles of Association have been amended several times, most recently by Deed No.65 dated December 15, 2021 was made in presence of Desman, S.H., M.Hum., Notary in Jakarta, which the Deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree Number AHU-0076120.AH.01.02.TAHUN 2021 on December 28, 2021 (Note 1.b).

Based on article 3 of the Company's Articles of Association, the Company's main activities are to carry out business activities as a holding company in the tourism and supporting sectors, carry out investment and management consulting activities in the transportation, tourism, retail and other sectors related to business activities, as well as optimize utilization of Company resources based on the principles of good corporate governance.

The Company is domiciled at Puri Building Sarinah 14th Floor, Jl. MH Thamrin, Central Jakarta.

1.b. Holding BUMN Pariwisata dan Pendukung

Pada tahun 2021, Kementerian Badan Usaha Milik Negara (BUMN) resmi membentuk Holding BUMN Pariwisata dan Pendukung di bawah PT Aviasi Pariwisata Indonesia (Persero) yang sebelumnya bernama PT Survai Udara Penas (Persero), yang berganti nama seiring dengan penunjukkan PENAS sebagai induk Holding Pariwisata. Hal ini mengacu pada Peraturan Pemerintah (PP) Nomor 72 Tahun 2021 tanggal 1 Juli 2021 tentang Perubahan Atas Peraturan Pemerintah Nomor 48 Tahun 1991 tentang Pengalihan Bentuk Perusahaan Umum (Perum) Survai Udara ("Penas") menjadi Perusahaan Perseroan (Persero). Tugas dan tujuan Holding BUMN Pariwisata Dalam PP Nomor 72 Tahun 2021 tersebut, dijelaskan mengenai maksud dan tujuan pembentukan Holding BUMN Pariwisata dan Pendukung di bawah PT Aviasi Pariwisata Indonesia (Persero), yaitu melaksanakan kegiatan usaha sebagai perusahaan holding di bidang pariwisata dan pendukung, melaksanakan kegiatan investasi dan konsultasi manajemen pada sektor transportasi, pariwisata, retail, dan sektor lain yang terkait dengan kegiatan usaha, serta melakukan optimalisasi pemanfaatan sumber daya perusahaan berdasarkan prinsip tata kelola perusahaan yang baik.

Untuk tahap pertama, PT Aviasi Pariwisata Indonesia (Persero) menjadi pemimpin Holding BUMN Pariwisata dan Pendukung yang beranggotakan PT Angkasa Pura I ("AP I"), PT Angkasa Pura II ("AP II"), PT Hotel Indonesia Natour ("HIN"), PT Sarinah ("Sarinah") dan PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC"). PT Aviasi Pariwisata Indonesia (Persero) akan menjadi pemimpin dari Holding BUMN Pariwisata dan Pendukung yang merupakan Holding bersifat ekosistem untuk mengintegrasikan berbagai fungsi dalam menunjang sektor pariwisata.

Selanjutnya untuk memperkuat struktur permodalan dan meningkatkan kapasitas usaha Perusahaan, ditetapkanlah PP No. 104 Tahun 2021 tanggal 6 Oktober 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Aviasi Pariwisata Indonesia (Persero) yang berasal dari pengalihan seluruh saham Seri B milik Negara Republik Indonesia pada AP I, AP II, HIN, Sarinah dan TWC yang kemudian dinilai penyertaan tersebut melalui Keputusan

1.b. Holding for Tourism and Supporting SOEs

In 2021, the Ministry of State-Owned Enterprises (SOE) officially formed aTourism and Supporting SOEs Holding under PT Aviasi Pariwisata Indonesia (Persero) previously named PT Survai Udara Penas (Persero), which changed its name along with the appointment of PENAS as the holding company for Tourism. This refers to Government Regulation (PP) Number 72 of 2021 dated July 1, 2021 concerning Amendments to Government Regulation Number 48 of 1991 concerning the Transfer of the Form of a Public Company (Perum) Survai Udara ("Penas") to a State Owned Enterprises (Persero). Duties and objectives of Holding Tourism SOEs In PP Number 72 in 2021, it is explained about the tasks and objectives of establishing Tourism and Supporting SOEs Holdings under PT Aviasi Pariwisata Indonesia (Persero), namely carrying out business activities as holding companies in the tourism and supporting sectors, carrying out activities investment and management consulting in the transportation, tourism, retail, and other sectors related to business activities, as well as optimizing the utilization of Company resources based on the principles of good corporate governance.

For the first stage, PT Aviasi Pariwisata Indonesia (Persero) became the leader of the Tourism and Supporting SOEs Holding consisting of PT Angkasa Pura I ("AP I"), PT Angkasa Pura II ("AP II"), PT Hotel Indonesia Natour (HIN"), PT Sarinah ("Sarinah") and PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko. ("TWC"). PT Aviasi Pariwisata Indonesia (Persero) will be the leader of the Tourism and Supporting SOEs Holding which is an ecosystem holding to integrate various functions in supporting the tourism sector.

Furthermore, to strengthen the capital structure and increase the Company's business capacity, Government Regulation No. 104 of 2021 dated October 6, 2021 concerning the addition of the Republic of Indonesia's State Equity Participation to the Share Capital of PT Aviasi Pariwisata Indonesia (Persero) has been enacted from the transfer of all Series B shares owned by the Republic of Indonesia. Indonesia's participation in AP I, AP II, HIN, Sarinah and TWC which assessed for participation through

Menteri Keuangan RI No. 498/KMK.06/2021 tanggal 6 Desember 2021 sebesar total Rp65.151.366.785.

the Decree of the Minister of Finance of the Republic of Indonesia No. 498/KMK.06/2021 dated December 6, 2021, amounting to a total of Rp65,151,366,785.

Setelah melalui Perjanjian No. PERJ-14/MBU/12/2021 No. Perjj-14/AVIATA-BUMN/ 12/2021 tanggal 14 Desember 2021 tentang Perjanjian Pengalihan Hak atas Saham Negara Republik Indonesia pada AP I, AP II, HIN, Sarinah dan TWC kepada dan dalam rangka penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan ("inbreng"), dibuatlah Akta No.65 tanggal 15 Desember 2021 yang dibuat di hadapan Desman, S.H., M.Hum., Notaris di Jakarta, yang Akta tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan Nomor AHU-0076120.AH. 01.02.TAHUN 2021 tanggal 28 Desember 2021.

After going through the Agreement No. PERJ-14/MBU/12/2021 No. Perjj-14/AVIATA-BUMN/ 12/2021 dated December 14, 2021 regarding the Agreement on the Transfer of Rights to the Shares of the Republic of Indonesia at AP I, AP II, HIN, Sarinah and TWC to and in the context of adding the Republic of Indonesia State Equity Participation to the Company's Share Capital ("inbreng"), a Deed No. 65 dated December 15, 2021 was made in presence of Desman, S.H., M.Hum., Notary in Jakarta, which the Deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree Number AHU-0076120.AH. 01.02.TAHUN 2021 on December 28, 2021.

Dengan demikian Holding BUMN Pariwisata dan Pendukung efektif terbentuk setelah Perusahaan menjadi pemegang saham mayoritas dan menerima Surat Kuasa Khusus Nomor: SKK-107/MBU/12/2021 tanggal 14 Desember 2021 dari Pemerintah RI terkait pemberian kuasa khusus kepada Perusahaan untuk melakukan tindakan-tindakan yang menjadi kewenangan dan/atau hak Pemegang Saham Seri A Dwiwarna pada AP I, AP II, HIN, Sarinah dan TWC.

Therefore the Tourism and Supporting SOEs Holding is effectively formed after the Company becomes the majority shareholder and receives a Special Power of Attorney Number: SKK-107/MBU/12/2021 dated December 14, 2021 from the Government of the Republic of Indonesia regarding the granting of special powers to the Company to take actions that become the authority and/or rights of Series A Dwiwarna Shareholder in AP I, AP II, HIN, Sarinah and TWC.

1.c. Dewan Komisaris, Direksi dan Karyawan

1.c. Board of Commissioners, Directors and Employees

Susunan dewan Komisaris dan Direksi Perusahaan pada 31 Desember 2022 dan 2021 adalah sebagai berikut:

The composition of the Company's Board of Commissioners and Directors of December 31, 2022 and 2021 are as follows:

	2022	2021	
Dewan Komisaris			***Board of Commissioners***
Komisaris Utama dan Komisaris Independen	Triawan Munaf	Triawan Munaf	*President Commissioner and Independent Commissioner*
Komisaris	Odo Rene Mathew Manuhutu	Odo Rene Mathew Manuhutu	*Commissioner*
Komisaris	Wihana Kirana Jaya	Wihana Kirana Jaya	*Commissioner*
Komisaris Independen	Elwin Chandra Mochsin	Elwin Chandra Mochsin	*Independent Commissioner*
Dewan Direksi			***Board of Directors***
Direktur Utama	Dony Oskaria	Dony Oskaria	*President Director*
Wakil Direktur Utama	Edwin Hidayat Abddullah	Edwin Hidayat Abddullah	*Vice President Director*
Direktur SDM dan Digital	Herdy Rosadi Harman	Herdy Rosadi Harman	*Human Capital and Digital Director*
Direktur Pemasaran dan Program Pariwisata	Maya Carolina Watono	--	*Director of Marketing and Tourism Programs*

Jumlah karyawan Perusahaan dan entitas anak pada tanggal 31 Desember 2022 dan 2021 masing-masing sebanyak 17.307 dan 19.870 orang (tidak diaudit).

The number of employees of the Company and subsidiaries as of December 31, 2022 and 2021 were 17,307 and 19,870, respectively (unaudited).

1.d. Entitas Anak / ***1.d. Subsidiaries***

Perusahaan memiliki pengendalian entitas anak yang dikonsolidasi sebagai berikut:

The Company has consolidated control of subsidiaries as follows:

Entitas Anak/ *Subsidiaries*	Domisili/ *Domicile*	Kegiatan Usaha Utama/ *Business Activities*	Presentase Kepemilikan Langsung dan Tidak Langsung) *Percentage of Ownership (Direct and Indirect)* 2022 %	2021 %	Total Aset (dalam Ribuan Rupiah)/ *Total Assets (In Thousand Rupiah)* 2022 Rp	2021 Rp
PT Angkasa Pura I (AP I)	Jakarta	Jasa	99.99	99.99	41,135,340,830	42,627,524,784
PT Angkasa Pura Logistik (APL)	Jakarta	Logistik	99.72	99.72	507,151,161	458,037,854
PT Angkasa Pura Hotel (APH)	Jakarta	Hotel	99.99	99.99	734,402,710	649,566,966
PT Angkasa Pura Properti (APP1)	Jakarta	Properti	99.96	99.96	304,076,705	295,290,473
PT Angkasa Pura Suport (APS1)	Jakarta	Jasa	99.81	99.81	1,043,766,402	1,194,271,156
PT Angkasa Pura Retail (APR)	Jakarta	Trading	97.50	97.50	17,897,239	121,718,145
PT Gapura Angkasa (GA)	Jakarta	Jasa	7.76	7.76	1,227,478,000	1,086,021,000
PT Angkasa Pura II (AP II)	Tangerang	Jasa	99.99	99.99	42,354,178,000	41,764,049,000
PT Gapura Angkasa (GA)	Jakarta	Jasa	46.62	46.62	1,227,478,000	1,086,021,000
PT Angkasa Pura Kargo (APK)	Tangerang	Logistik	99.95	99.95	449,749,000	485,409,000
PT Angkasa Pura Propertindo (APP2)	Tangerang	Properti	99.93	99.93	208,377,000	190,155,000
PT Angkasa Pura Aviasi (APA)	Tangerang	Jasa	51.00	100.00	2,677,010,000	26,325,000
PT Angkasa Pura Solusi (APS2)	Tangerang	Jasa	99.99	99.99	1,032,289,000	1,021,353,000
PT Angkasa Pura Solusi Integra (APSI)	Tangerang	Jasa	80.00	80.00	39,958,000	33,353,000
PT Angkasa Pura Solusi Digital (APSD)	Tangerang	Jasa	99.00	99.00	177,249,000	146,071,000
PT Hotel Indonesia Natour (HIN)	Jakarta	Hotel	99.99	99.99	9,831,924,224	8,766,245,762
PT Hotel Indonesia Group (HIG)	Jakarta	Hotel	51.00	51.00	11,147,829	1,037,299
PT Sarinah (Sarinah)	Jakarta	Perdagangan	99.99	99.99	1,439,262,472	514,231,153
PT Sari Valuta Asing (Sari Valas)	Jakarta	Perdagangan	99.99	99.99	8,024,429	7,206,101
PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (TWC)	Yogyakarta	Jasa	99.99	99.99	822,054,477	802,410,733
PT Bhumi Visatanda Indonesia (BVI)	Yogyakarta	Jasa	99.98	99.98	25,895,684	23,469,165
PT Manajemen CBT Nusantara (MCN)	Magelang	Perdagangan	51.22	51.22	688,313	1,553,482

PT Angkasa Pura I ("AP I")

AP I 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.

Anggaran Dasar AP I beberapa kali mengalami perubahan, terakhir berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham AP I No. 66 tanggal 15 Desember 2021 mengenai perubahan struktur pemegang saham AP I. Perubahan Anggaran Dasar tersebut telah disetujui oleh Kementerian Hukum dan Hak Asasi Manusia tanggal 13 Januari 2022.

PT Angkasa Pura I ("AP I")

AP I 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.

The Articles of Association of AP I have changed several times, most recently based on the Deed of Statement of Decision of the Shareholders of AP I No. 66 dated December 15, 2021 concerning the change of the shareholder structure of AP I. The amendment to the Articles of Association has been approved by the Ministry of Law and Human Rights dated January 13, 2022.

Susunan pemegang saham dan kepemilikan saham AP I pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The details of the shareholders and their share ownerships of AP I as of December 31, 2022 and 2021 are as follows:

Pemegang Saham/ *Shareholders*	Jenis Saham/ *Type of Shares*	Lembar Saham/ *Shares*	Kepemilikan/ *Ownership* %	Total/ *Total* Rp
Pemerintah Indonesia/ *Government of The Republic of Indonesia*	Seri A Dwiwarna	1	0.00002	1,000
PT Aviasi Pariwisata Indonesia (Persero)	Seri B	6,414,411	99.99998	6,414,411,000
Total		**6,414,412**	**100**	**6,414,412,000**

PT Angkasa Pura II ("AP II")
AP II sebelumnya bernama Perum Pelabuhan Udara Jakarta Cengkareng, didirikan berdasarkan Peraturan Pemerintah (PP) No. 20 Tahun 1984.

PT Angkasa Pura II ("AP II")
AP II previously named Perum Pelabuhan Udara Jakarta Cengkareng, was established by Government Regulation (PP) No. 20 Year 1984.

Anggaran Dasar AP II telah beberapa kali mengalami perubahan, terakhir berdasarkan Akta Notaris I Ketut R. Herawan, S.H., M.Kn., No. 91 tanggal 22 Desember 2021 mengenai perubahan nama AP II dan struktur pemegang saham AP II. Perubahan Anggaran Dasar tersebut telah disetujui oleh Kementerian Hukum dan Hak Asasi Manusia tanggal 4 Januari 2022 melalui keputusan No. AHU-AH.01.03-0004213.

AP II articles of association have been amended several times, the latest amendments through Notarial Deeds No. 91 dated December 22, 2020 of I Ketut R. Herawan, S.H., M.Kn., regarding change of AP II's name and AP II shareholder structure. Such Amendment of Article of Association has been approved by Ministry of Law and Human Rights in decission letter No.AHU-AH.01.03-0004213 dated January 4, 2022.

Susunan pemegang saham dan kepemilikan saham AP II pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The details of the shareholders and their share ownerships of AP II as of December 31, 2022 and 2021 are as follows:

Pemegang Saham/ *Shareholders*	Jenis Saham/ *Type of Shares*	Lembar Saham/ *Shares*	Kepemilikan/ *Ownership* %	Total/ *Total* Rp
Pemerintah Indonesia/ *Government of The Republic of Indonesia*	Seri A Dwiwarna	1	0.00001	1,000
PT Aviasi Pariwisata Indonesia (Persero)	Seri B	15,971,651	99.99999	15,971,651,000
Total		**15,971,652**	**100**	**15,971,652,000**

PT Hotel Indonesia Natour ("HIN")
HIN merupakan perubahan nama dari PT Hotel Indonesia Internasional (Persero) setelah bergabungnya PT National Hotel & Tourism (Persero) ("PT Natour") ke dalam PT Hotel Indonesia Natour (Persero). Kedua HIN tersebut merupakan Perusahaan Badan Usaha Milik Negara (BUMN) yang bergerak dalam bidang jasa kepariwisataan, khususnya hotel dan restoran. Penggabungan tersebut dilaksanakan berdasarkan Peraturan Pemerintah Republik Indonesia No. 27 tahun 1998.

PT Hotel Indonesia Natour ("HIN")
HIN is a name change from PT Hotel Indonesia Internasional (Persero) after the joining of PT National Hotel & Tourism (Persero) ("PT Natour") into PT Hotel Indonesia Natour (Persero). The two companies are State-Owned Enterprises (SOEs) engaged in tourism services, especially hotels and restaurants. The merger was carried out based on Government Regulation of the Republic of Indonesia No. 27 of 1998.

Pada tahun 2021, anggaran dasar HIN mengalami perubahan berdasarkan Akta Penyesuaian Kegiatan Usaha KBLI HIN, Notaris Lenny Faisyah, S.H.,M.Kn No. 69 tanggal 25 Agustus 2021 yang berisikan penambahan jenis usaha dan perubahan pada pasal 3, maksud dan tujuan HIN adalah melakukan usaha dibidang industri jasa perhotelan dan optimalisasi pemanfaatan sumber daya yang dimiliki oleh HIN untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/ mengejar keuntungan guna meningkatkan nilai HIN dengan menerapkan prinsip-prinsip Perusahaan Terbatas.

In 2021, the articles of association of HIN underwent changes based on the Deed of Adjustment of KBLI Business Activities of HIN, Notary Lenny Faisyah, S.H., M.Kn No. 69 dated August 25, 2021 which contains additional types of business and changes to article 3, the aims and objectives of HIN are to conduct business in the hospitality service industry and optimize the use of resources owned by HIN to produce high quality and powerful goods and/or services. strong competitiveness to gain/pursue profits in order to increase the value of HIN by applying the principles of a Limited Liability Company.

Susunan pemegang saham dan kepemilikan saham HIN pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The details of the shareholders and their share ownerships of HIN as of December 31, 2022 and 2021 are as follows:

Pemegang Saham/ *Shareholders*	**Jenis Saham/ *Type of Shares***	**Lembar Saham/ *Shares***	**Kepemilikan/ *Ownership* %**	**Total/ *Total* Rp**
Pemerintah Indonesia/ *Government of The Republic of Indonesia*	Seri A Dwiwarna	1	0.001	1,000
PT Aviasi Pariwisata Indonesia (Persero)	Seri B	101,699	99.999	101,699,000
Total		**101,700**	**100**	**101,700,000**

PT Sarinah (“Sarinah”)
Sarinah didirikan berdasarkan Akta No. 33 tanggal 17 Agustus 1962 dengan nama PT Departement Store Indonesia dan diubah dengan nama PT Departement Store Indonesia (DSI) Sarinah dengan Akta No. 50 tanggal 18 Oktober 1962 dan Akta No. 89 tanggal 29 Januari 1963 ketiganya dari Notaris Eliza Pondaag.

PT Sarinah (“Sarinah”)
Sarinah was established based on Deed No. 33 dated August 17, 1962 under the name PT Department Store Indonesia and changed to PT Department Store Indonesia (DSI) Sarinah with Deed No. 50 dated October 18, 1962 and Deed No. 89 dated January 29, 1963 all three from Notary Eliza Pondaag.

Berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan No. S-973/MBU/ 12/2021 dan No. S-081/PD/12/2021 tentang perubahan anggaran dasar dan telah di aktakan dengan Akta No. 5 tanggal 12 Januari 2022 dan telah disetujui oleh Kementerian Hukum dan Hak Asasi Manusia tanggal 4 Februari 2022 melalui keputusan No. AHU-008604. AH.01.02.Tahun 2022.

Based on the Decision of the Company's Shareholders No. S-973/MBU/12/2021 and No. S-081/PD/12/2021 concerning changes to the articles of association and has been notarized by Deed No. 5 dated 12 January 2022 and was approved by the Ministry of Law and Human Rights on 4 February 2022 through decision No. AHU-008604.AH.01.02.Year 2022.

Susunan pemegang saham dan kepemilikan saham Sarinah pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The details of the shareholders and their share ownerships of Sarinah as of December 31, 2022 and 2021 are as follows:

Pemegang Saham/ *Shareholders*	Jenis Saham/ *Type of Shares*	Lembar Saham/ *Shares*	Kepemilikan/ *Ownership* %	Total/ *Total* Rp
Pemerintah Indonesia/ *Government of The Republic of Indonesia*	Seri A Dwiwarna	1	0.002	1,000
PT Aviasi Pariwisata Indonesia (Persero)	Seri B	46,849	99.998	46,849,000
Total		**46,850**	**100**	**46,850,000**

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")
TWC didirikan berdasarkan Peraturan Pemerintah Republik Indonesia No. 7 tahun 1980 dengan Akta Notaris No. 19 tanggal 15 Juli 1980 oleh Soeleman Ardjosasmita S.H., Notaris di Jakarta, semula dengan nama PT Taman Wisata Candi Borobudur dan Prambanan. Dengan masuknya kawasan Ratu Boko menjadi bagian dari Taman Wisata, maka nama Perusahaan berubah menjadi PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (Persero) sesuai dengan Akta Notaris No. 15 tanggal 3 Agustus 1994 oleh Soekeimi, S.H.

Anggaran dasar TWC telah mengalami beberapa kali perubahan. Perubahan terakhir berdasarkan Keputusan Para Pemegang Saham TWC No. S-974/MBU/12/2021 tanggal 14 Desember 2021 dan telah dimuat dalam Akta No. 1 tanggal 1 Maret 2022 oleh Ir. Edwin Rusdy, S.H., M.Kn., M.Hum., Notaris di Bantul dan telah mendapatkan persetujuan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU-0014673.AH.01.02.Tahun 2022 tanggal 1 Maret 2022 dan telah diterbitkan dalam Berita Negara No. 018 tambahan Berita Negara RI No.007968 tanggal 4 Maret 2022.

Susunan pemegang saham dan kepemilikan saham TWC pada tanggal 31 Desember 2021 dan 2021 adalah sebagai berikut:

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")
TWC was established based on Government Regulation of the Republic of Indonesia No. 7 year 1980 with Notarial Deed No. 19 dated July 15, 1980 by Soeleman Ardjosasmita S.H., Notary in Jakarta, originally under the name PT Taman Wisata Candi Borobudur and Prambanan. With the inclusion of the Ratu Boko area as part of the Taman Wisata, the Company's name changed to PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) in accordance with Notarial Deed No. 15 dated August 3, 1994 by Soekeimi, S.H.

TWC's articles of association have been amended several times. The last amendment based on TWC Shareholders Decree No. S-974/MBU/12/2021 dated 14 December 2021 and has been contained in Deed No. 1 March 1, 2022 by Ir. Edwin Rusdy, S.H., M.Kn., M.Hum., Notary in Bantul and has obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia with No. AHU-0014673.AH.01.02.Tahun 2022 dated March 1, 2022 and has been published in State Gazette No. 018 Supplement to the State Gazette of the Republic of Indonesia No.007968 dated March 4, 2022.

The details of the shareholders and their share ownerships of TWC as of December 31, 2022 and 2022 are as follows:

Pemegang Saham/ *Shareholders*	Jenis Saham/ *Type of Shares*	Lembar Saham/ *Shares*	Kepemilikan/ *Ownership* %	Total/ *Total* Rp
Pemerintah Indonesia/ *Government of The Republic of Indonesia*	Seri A Dwiwarna	1	0.0004	1,000
PT Aviasi Pariwisata Indonesia (Persero)	Seri B	249,999	99.9996	249,999,000
Total		**250,000**	**100**	**250,000,000**

Dalam laporan keuangan konsolidasian ini, Perusahaan dan entitas anaknya secara bersama-sama disebut sebagai "Grup".

In these consolidated financial statements, the Company and its subsidiaries are collectively referred to as the "Group"

2. Kebijakan Akuntansi Signifikan / *2. Significant Accounting Policies*

2.a. Pernyataan Kepatuhan

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia (DSAK – IAI).

2.a. Statement of Compliance

The consolidated financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standard Board – Indonesian Institute of Accountant (DSAK – IAI).

2.b. Dasar Penyajian dan Penyusunan Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun dan disajikan berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas konsolidasian. Dasar pengukuran dalam penyusunan laporan keuangan konsolidasian ini adalah konsep biaya perolehan, kecuali beberapa akun tertentu yang didasarkan pengukuran lain sebagaimana dijelaskan dalam kebijakan akuntansi masing-masing akun tersebut. Biaya perolehan umumnya didasarkan pada nilai wajar imbalan yang diserahkan dalam pemerolehan aset.

Laporan arus kas konsolidasian disajikan dengan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan konsolidasian ini adalah Rupiah yang merupakan mata uang fungsional Grup. Setiap entitas di dalam Grup menetapkan mata uang fungsional sendiri dan unsur-unsur dalam laporan keuangan dari setiap entitas diukur berdasarkan mata uang fungsional tersebut.

2.b. Basis of Presentation and Preparation of the Consolidated Financial Statement

The consolidated financial statements have been prepared and presented based on going concern assumption and accrual basis of accounting, except for the consolidated statements of cash flows. Basis of measurement in preparation of these consolidated financial statements is the historical costs concept, except for certain accounts which have been prepared on the basis of other measurements as described in their respective policies. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

The consolidated statements of cash flows are prepared using the direct method by classifying cash flows into operating, investing and financing activities.

The presentation currency used in the preparation of the consolidated financial statements is Rupiah which is the functional currency of the Group. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

2.c. Pernyataan dan Interpretasi Standar Akuntansi Baru dan Revisi yang Berlaku Efektif pada Tahun Berjalan

Berikut amendemen dan penyesuaian atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 22: Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual;
- Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Memberatkan - Biaya Memenuhi Kontrak;

2.c. New and Revised Statements and Interpretation of Financial Accounting Standards Effective in the Current Year

The following are amendment and improvements to standards which effective for periods beginning on or after January 1, 2022, with early adoption is permitted, are as follows:

- *Amendments to PSAK 22: Business Combinations concerning Reference to the Conceptual Framework;*
- *Amendments to PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets on Onerous Contracts - Cost of Fulfilling Contracts;*

- Amendemen PSAK 16: Aset Tetap tentang Hasil Sebelum Penggunaan yang Diintensikan;
- PSAK 69 (Penyesuaian Tahunan 2020): Agrikultur;
- PSAK 71 (Penyesuaian Tahunan 2020):Instrumen Keuangan; dan
- PSAK 73 (Penyesuaian Tahunan 2020): Sewa.

Implementasi standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

- *Amendments to PSAK 16: Property, Plant and Equipment concerning Proceeds Before Intensified Use;*
- *PSAK 69 (2020 Annual Adjustment): Agriculture;*
- *PSAK 71 (2020 Annual Adjustment): Financial Instruments; and*
- *PSAK 73 (2020 Annual Adjustment): Leases.*

The implementation of the above standards had no significant effect on the amounts reported for the current period or prior financial year.

2.d. Prinsip-prinsip Konsolidasian

Laporan keuangan konsolidasian mencakup laporan keuangan Perusahaan dan entitas-entitas anaknya seperti disebutkan pada Catatan 1.d.

Entitas anak adalah entitas yang dikendalikan oleh Perusahaan, yakni Perusahaan terekspos, atau memiliki hak, atas imbal hasil variabel dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kemampuan kini untuk mengarahkan aktivitas relevan dari entitas (kekuasaan atas *investee*).

Keberadaan dan dampak dari hak suara potensial dimana Perusahaan memiliki kemampuan praktis untuk melaksanakan (yakni hak substantif) dipertimbangkan saat menilai apakah Perusahaan mengendalikan entitas lain.

Laporan keuangan konsolidasian Grup mencakup hasil usaha, arus kas, aset dan liabilitas dari Perusahaan dan seluruh entitas anak yang secara langsung dan tidak langsung dikendalikan oleh Perusahaan. Entitas anak dikonsolidasikan sejak tanggal efektif akuisisi, yaitu tanggal dimana Perusahaan secara efektif memperoleh pengendalian atas bisnis yang diakuisisi, sampai tanggal kehilangan pengendalian.

Entitas induk menyusun laporan keuangan konsolidasian dengan menggunakan kebijakan akuntansi yang sama untuk transaksi dan peristiwa lain dalam keadaan yang serupa. Seluruh transaksi, saldo, penghasilan, beban, dan arus kas dalam Grup terkait dengan transaksi antar entitas dalam grup dieliminasi secara penuh.

Grup mengatribusikan laba rugi dan setiap komponen dari penghasilan komprehensif lain kepada pemilik entitas induk dan kepentingan non-pengendali meskipun hal tersebut mengakibatkan kepentingan non-pengendali

2.d. Principles of Consolidation

The consolidated financial statements in comprise the financial statements of the Company and its subsidiary as described in Note 1.d.

A subsidiary is an entity controlled by the Company, which the Company is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its current ability to direct the entity's relevant activities (power over the investee).

The existence and effect of substantive potential voting rights that the Group has the practical ability to exercise (which substantive rights) are considered when assessing whether the Company controls another entity.

The Group's consolidated financial statements in Corporate the results, cash flows, assets and liabilities of the Company and all of its subsidiaries are directly and indirectly controlled. Subsidiaries are consolidated from the effective date of acquisition, which is the date on which the Company effectively obtains control of the acquired business, until that loses control.

A parent prepares consolidated financial statements using uniform accounting policies for like transactions and other events in similar circumstances. All intragroup transactions, balances, income, expenses and cash flows relating to transaction between entities of the group are eliminated in full.

The Group attributed the profit or loss each component of other comprehensive income to the owners of the parent and non-controlling interest even though this results in the non-controlling interests having a deficit balance.

memiliki saldo defisit. Grup menyajikan kepentingan non-pengendali di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian adalah transaksi ekuitas (yaitu transaksi dengan pemilik dalam kapasitasnya sebagai pemilik). Ketika proporsi ekuitas yang dimiliki oleh kepentingan non-pengendali berubah, Grup menyesuaikan jumlah tercatat kepentingan pengendali dan kepentingan non-pengendali untuk mencerminkan perubahan kepemilikan relatifnya dalam entitas anak. Selisih antara jumlah dimana kepentingan non-pengendali disesuaikan dan nilai wajar dari jumlah yang diterima atau dibayarkan diakui langsung dalam ekuitas dan diatribusikan pada pemilik dari entitas induk.

Jika Grup kehilangan pengendalian, maka Grup:
a. Menghentikan pengakuan aset (termasuk *goodwill*) dan liabilitas entitas anak pada jumlah tercatatnya ketika pengendalian hilang;
b. Menghentikan pengakuan jumlah tercatat setiap kepentingan nonpengendali pada entitas anak terdahulu ketika pengendalian hilang (termasuk setiap komponen penghasilan komprehensif lain yang diatribusikan pada kepentingan non-pengendali);
c. Mengakui nilai wajar pembayaran yang diterima (jika ada) dari transaksi, peristiwa, atau keadaan yang mengakibatkan hilangnya pengendalian;
d. Mengakui sisa investasi pada entitas anak terdahulu pada nilai wajarnya pada tanggal hilangnya pengendalian;
e. Mereklasifikasi ke laba rugi, atau mengalihkan secara langsung ke saldo laba jika disyaratkan oleh SAK lain, jumlah yang diakui dalam penghasilan komprehensif lain dalam kaitan dengan entitas anak; dan
f. Mengakui perbedaan apapun yang dihasilkan sebagai keuntungan atau kerugian dalam laba rugi yang diatribusikan kepada entitas induk.

2.e. Kombinasi Bisnis Entitas Sepengendali

Transaksi kombinasi bisnis entitas sepengendali, berupa pengalihan bisnis yang dilakukan dalam rangka reorganisasi entitas-entitas yang berada dalam suatu Grup yang sama, bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi, sehingga transaksi tersebut tidak dapat menimbulkan laba atau rugi bagi Grup secara

The Group presents non-controlling interest in equity in the consolidated statement of financial position, separately from the equity owners of the parent.

Changes in the parent's ownership interest in a subsidiary that do not result in loss of control are equity transactions (which transactions with owners in their capacity as owners). When the proportion of equity held by non-controlling interest change, the Group adjusted the carrying amounts of the controlling interest and non-controlling interest to reflect the changes in their relative interest in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration received or paid is recognized directly in equity and attributed to the owners of the parent.

If the Group loses control, the Group:
a. Derecognizes the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
b. Derecognizes the carrying amount of any non-controlling interests in the former subsidiary at the date when control is lost (including any components of other comprehensive income attributable to them);
c. Recognizes the fair value of the consideration received, (if any) from the transaction, event or circumstances that resulted in the loss of control;
d. Recognizes any investment retained in the former subsidiary at fair value at the date when control is lost;
e. Reclassifies to profit or loss, or transfer directly to retained earnings if required by other FAS's, the amount recognized in other comprehensive income in relation to the subsidiary; and
f. Recognizes any resulting difference as a gain or loss attributable to the parent.

2.e. Business Combinations of Entities Under Common Control

Business combination of entities under common control transactions, such as transfers of business conducted within the framework of the reorganization of the entities that are in the same group, not a change of ownership in terms of economic substance, so that the transaction can not result in a gain or loss for

keseluruhan ataupun bagi entitas individual dalam Grup.

Karena transaksi kombinasi bisnis entitas sepengendali tidak mengakibatkan perubahan substansi ekonomi pemilikan atas aset, liabilitas, saham atau instrumen kepemilikan lainnya yang dipertukarkan, maka aset ataupun liabilitas yang pemilikannya dialihkan (dalam bentuk hukumnya) dicatat sesuai dengan nilai buku seperti penggabungan usaha berdasarkan metode penyatuan kepemilikan.

Entitas yang menerima bisnis, dalam kombinasi bisnis entitas sepengendali, mengakui selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat dari setiap transaksi kombinasi bisnis entitas sepengendali di ekuitas dalam akun tambahan modal disetor.

Bila entitas yang menerima bisnis kemudian melepas entitas bisnis yang sebelumnya diperoleh, akun tambahan modal disetor yang dicatat sebelumnya, tidak dapat diakui sebagai laba rugi direalisasi maupun direklasifikasi ke saldo laba.

the Group as a whole or the individual entity within the Group.

Due to business combination transactions of entities under common control does not lead to change in economic substance of ownership on the exchanged asset, liability, shares or other exchange ownership instrument, then the transferred asset or liability (in its legal form) is recorded at its carrying amount as well as a business combination under the pooling of interest method.

An entity that receives the business, in a business combination of entities under common control, recognizes the difference between the amount of the consideration transferred and the carrying amount of each transaction of a business combination of entities under common control in equity under additional paid-in capital.

If the entity that received the business, subsequently dispose the business entity acquired previously, the additional paid-in capital recorded before, can not be recognized as a realized gain or loss nor reclassified to retained earning.

2.f. Instrumen Keuangan

Pengakuan dan Pengukuran Awal

Grup mengakui aset keuangan atau liabilitas keuangan dalam laporan posisi keuangan konsolidasian, jika dan hanya jika, Grup menjadi salah satu pihak dalam ketentuan pada kontrak instrumen tersebut. Pada saat pengakuan awal aset keuangan atau liabilitas keuangan, Grup mengukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah atau dikurang dengan biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan atau liabilitas keuangan tersebut.

Biaya transaksi yang dikeluarkan sehubungan dengan perolehan aset keuangan dan penerbitan liabilitas keuangan yang diklasifikasikan pada nilai wajar melalui laba rugi dibebankan segera.

Pengukuran Selanjutnya Aset Keuangan

Aset keuangan Grup diklasifikasikan sebagai berikut: aset keuangan yang diukur pada biaya perolehan yang diamortisasi, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan aset keuangan yang diukur pada nilai wajar melalui laba rugi.

2.f. Financial Instrument

Initial Recognition and Measurement

The Group recognizes a financial asset or a financial liability in the consolidated statement of financial position when, and only when, it becomes a party to the contractual provisions of the instrument. At initial recognition, the Group measures all financial assets and financial liabilites at its fair value. In the case of a financial asset or financial liability not at fair value through profit or loss, fair value plus or minus with the transaction costs that are directly attributtable to the acquisition or issue of the financial asset or financial liability.

Transaction costs incurred on acquisition of a financial asset and issue of a financial liability classified at fair value through profit or loss are expensed immediately.

Subsequent Measurement of Financial Assets

The Group's financial assets are classified into the following specified categories: financial assets at amortized costs, financial assets at fair value through other comprehensive income, and financial assets at fair value through profit or loss.

Aset keuangan diklasifikasikan menjadi kategori tersebut di atas dengan menggunakan dua dasar yaitu: model bisnis Grup dalam mengelola aset keuangan dan karakteristik arus kas kontraktual dari aset keuangan.

Financial assets are classified into these categories on the basis of both: the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

i. Aset Keuangan yang Diukur pada Biaya Perolehan Diamortisasi
Aset keuangan diukur pada biaya perolehan diamortisasi ketika kedua kondisi berikut terpenuhi:
- Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual saja; dan
- Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga (*solely payments of principal and interest* - SPPI) dari jumlah pokok terutang.

Aset keuangan ini diukur pada jumlah yang diakui pada awal pengakuan dikurangi dengan pembayaran pokok, kemudian dikurangi atau ditambah dengan jumlah amortisasi kumulatif atas perbedaan jumlah pengakuan awal dengan jumlah pada saat jatuh tempo, dan penurunan nilainya.

Pendapatan keuangan dihitung dengan menggunakan metode suku bunga efektif dan diakui di laba rugi. Perubahan pada nilai wajar diakui di laba rugi ketika aset dihentikan atau direklasifikasi.

Aset keuangan yang diklasifikasikan menjadi aset keuangan yang diukur pada biaya perolehan diamortisasi dapat dijual ketika terdapat peningkatan risiko kredit. Penghentian untuk alasan lain diperbolehkan namun jumlah penjualan tersebut harus tidak signifikan jumlahnya atau tidak sering.

i. Financial Assets Measured at Amortized Costs
Financial assets are measured at amortized costs if these conditions are met:
- *The financial assets is held within a business model whose objective is to hold the financial assets in order to collect contractual cash flows (held to collect); and*
- *The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.*

The financial asset is measured at the amount recognized at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount and any loss allowance.

Interest income is calculated using the effective interest method and is recognized in profit or loss. Changes in fair value are recognized in profit or loss when the asset is derecognized or reclassified.

Financial assets classified to amortized cost may be sold where there is an increase in credit risk. Disposals for other reasons are permitted but such sales should be insignificant in value or infrequent in nature.

ii. Aset Keuangan yang Diukur pada Nilai Wajar Melalui Penghasilan Komprehensif Lain ("FVTOCI")
Aset keuangan diukur pada FVTOCI jika kedua kondisi berikut terpenuhi:
- Aset keuangan dikelola dalam model bisnis yang tujuannya akan terpenuhi dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan

ii. Financial Assets Measured at Fair Value Through Other Comprehensive Income ("FVTOCI")
The financial assets are measured at FVTOCI if these conditions are met:
- *The financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and*

- Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga (*solely payments of principal and interest* - SPPI) dari jumlah pokok terutang.

Aset keuangan tersebut diukur sebesar nilai wajar, dimana keuntungan atau kerugian diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian akibat penurunan nilai dan keuntungan atau kerugian akibat perubahan kurs, diakui pada laba rugi. Ketika aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

iii. Aset Keuangan yang Diukur pada Nilai Wajar Melalui Laba Rugi ("FVTPL")
Aset keuangan yang diukur pada FVTPL adalah aset keuangan yang tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau untuk diukur FVTOCI.

Setelah pengakuan awal, aset keuangan yang diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

Aset keuangan berupa derivatif dan investasi pada instrumen ekuitas tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau kriteria untuk diukur pada FVTOCI, sehingga diukur pada FVTPL. Namun demikian, Grup dapat menetapkan pilihan yang tidak dapat dibatalkan saat pengakuan awal atas investasi pada instrumen ekuitas yang bukan untuk diperjualbelikan dalam waktu dekat (*held for trading*) untuk diukur pada FVTOCI. Penetapan ini menyebabkan semua keuntungan atau kerugian disajikan di penghasilan komprehensif lain, kecuali pendapatan dividen tetap diakui di laba rugi. Keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke saldo laba tidak melalui laba rugi.

- *The contractual term of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.*

The financial assets are measured at fair value, where the changes in fair value are recognized initially in other comprehensive income (OCI), except for impairment losses, and foreign exchange gains and losses, are recognized in profit or loss. When the asset is derecognized or reclassified, changes in fair value previously recognized in other comprehensive income and accumulated in equity are reclassified from equity to profit and loss as a reclassification adjustment.

iii. Financial Assets at Fair Value Through Profit or Loss ("FVTPL")
Financial assets measured at FVTPL are those which do not meet both criteria for neither amortized costs nor FVTOCI.

After initial recognition, FVTPL financial assets are measured at fair value. The changes in fair value are recognized in profit or loss.

Financial assets in form of derivatives and investment in equity instrument are not eligible to meet both criteria for amortized costs or FVTOCI. Hence, these are measured at FVTPL. Nonetheless, the Group may irrevocably designate an investment in an equity instrument which is not held for trading in any time soon as FVTOCI. This designation result in gains and losses to be presented in other comprehensive income, except for dividend income on a qualifying investment which is recognized in profit or loss. Cumulative gains or losses previously recognized in other comprehensive income are reclassified to retained earnings, not to profit or loss.

Pengukuran Selanjutnya Liabilitas Keuangan

Grup mengklasifikasikan seluruh liabilitas keuangan sehingga setelah pengakuan awal liabilitas keuangan diukur pada biaya perolehan diamortisasi, kecuali:

- Liabilitas keuangan pada nilai wajar melalui laba rugi. Liabilitas dimaksud, termasuk derivatif yang merupakan liabilitas, selanjutnya akan diukur pada nilai wajar.
- Liabilitas keuangan yang timbul ketika pengalihan aset keuangan yang tidak memenuhi kualifikasi penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan.
- Kontrak jaminan keuangan dan komitmen untuk menyediakan pinjaman dengan suku bunga dibawah pasar. Setelah pengakuan awal, penerbit kontrak dan penerbit komitmen selanjutnya mengukur kontrak tersebut sebesar jumlah yang lebih tinggi antara:
  i. Jumlah penyisihan kerugian; dan
  ii. Jumlah yang pertama kali diakui dikurangi dengan, jika sesuai, jumlah kumulatif dari penghasilan yang diakui sesuai dengan prinsip PSAK 72.
- Imbalan kontijensi yang diakui oleh pihak pengakusisi dalam kombinasi bisnis ketika PSAK 22 diterapkan. Imbalan kontijensi selanjutnya diukur pada nilai wajar dan selisihnya dalam laba rugi.

Saat pengakuan awal Grup dapat membuat penetapan yang takterbatalkan untuk mengukur liabilitas keuangan pada nilai wajar melalui laba rugi, jika diizinkan oleh standar atau jika penetapan akan menghasilkan informasi yang lebih relevan, karena:

- Mengeliminasi atau mengurangi secara signifikan inkosistensi pengukuran atau pengakuan (kadang disebut sebagai "*accounting mismatch*") yang dapat timbul dari pengukuran aset atau liabilitas atau pengakuan keuntungan dan kerugian atas aset atau liabilitas dengan dasar yang berbeda beda; atau
- Sekelompok liabilitas keuangan atau aset keuangan dan liabilitas keuangan dikelola dan kinerjanya dievaluasi berdasarkan nilai wajar, sesuai manajemen risiko atau strategi investasi yang terdokumentasi, dan informasi dengan dasar nilai wajar dimaksud atas kelompok tersebut disediakan secara internal untuk personil manajemen kunci Grup.

Subsequent Measurement of Financial Liabilities

The Group shall classify all financial liabilities as subsequently measured at amortised cost, except for:

- *Financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.*
- *Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies.*
- *Financial guarantee contracts and commitments to provide a loan at a below-market interest rate. After initial recognition, an issuer of such a contract and an issuer of such a commitment shall subsequently measure it at the higher of:*
  i. The amount of the loss allowance; and
  ii. The amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of PSAK 72.
- *Contingent consideration recognised by an acquirer in a business combination to which PSAK 22 applies. Such contingent consideration shall subsequently be measured at fair value with changes recognised in profit or loss.*

The Group may, at initial recognition, irrevocably designate a financial liability as measured at fair value through profit or loss when permitted by the standard or when doing so results in more relevant information, because either:

- *It eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as "an accounting mismatch") that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases; or*
- *A group of financial liabilities or financial assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to the Grup's key management personnel.*

Penghentian Pengakuan Aset Keuangan

Grup menghentikan pengakuan aset keuangan jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset berakhir, atau Grup mentransfer aset keuangan dan secara substansial mentransfer seluruh risiko dan manfaat atas kepemilikan aset kepada entitas lain. Jika Grup tidak mentransfer serta tidak memiliki secara substansial atas seluruh risiko dan manfaat kepemilikan serta masih mengendalikan aset yang ditransfer, maka Grup mengakui keterlibatan berkelanjutan atas aset yang ditransfer dan liabilitas terkait sebesar jumlah yang mungkin harus dibayar. Jika Grup memiliki secara substansial seluruh risiko dan manfaat kepemilikan aset keuangan yang ditransfer, Grup masih mengakui aset keuangan dan juga mengakui pinjaman yang dijamin sebesar pinjaman yang diterima.

Saat penghentian pengakuan aset keuangan secara keseluruhan, selisih antara jumlah tercatat aset dan jumlah pembayaran dan piutang yang diterima dan keuntungan atau kerugian kumulatif yang telah diakui dalam penghasilan komprehensif lain dan terakumulasi dalam ekuitas direklasifikasi ke laba rugi.

Saat penghentian pengakuan aset keuangan terhadap satu bagian saja (misalnya ketika Grup masih memiliki hak untuk membeli kembali bagian aset yang ditransfer), Grup mengalokasikan jumlah tercatat sebelumnya dari aset keuangan tersebut pada bagian yang tetap diakui berdasarkan keterlibatan berkelanjutan dan bagian yang tidak lagi diakui berdasarkan nilai wajar relatif dari kedua bagian tersebut pada tanggal transfer. Selisih antara jumlah tercatat yang dialokasikan pada bagian yang tidak lagi diakui dan jumlah dari pembayaran yang diterima untuk bagian yang tidak lagi diakui dan setiap keuntungan atau kerugian kumulatif yang dialokasikan pada bagian yang tidak lagi diakui tersebut yang sebelumnya telah diakui dalam penghasilan komprehensif lain diakui pada laba rugi. Keuntungan dan kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dialokasikan pada bagian yang tetap diakui dan bagian yang dihentikan pengakuannya, berdasarkan nilai wajar relatif kedua bagian tersebut.

Derecognition of Financial Assets

The Group derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire, or when they transfer the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfer nor retain substantially all the risks and rewards of ownership and continue to control the transferred asset, the Group recognize their retained interest in the asset and an associated liability for amounts they may have to pay. If the Group retain substantially all the risks and rewards of ownership of a transferred financial asset, the Group continue to recognize the financial asset and also recognize a collateralized borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the assets carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognized in other comprehensive income and accumulated in equity is reclassified to profit or loss.

On derecognition of a financial asset other than in its entirety (e.g., when the Group retain an option to repurchase part of a transferred asset), the Group allocate the previous carrying amount of the financial asset between the part they continue to recognize under continuing involvement and the part they no longer recognize on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognized and the sum of the consideration received for the part no longer recognized and any cumulative gain or loss allocated to it that had been recognized in other comprehensive income is recognized in profit or loss. A cumulative gain or loss that had been recognized in other comprehensive income is allocated between the part that continues to be recognized and the part that is no longer recognized on the basis of the relative fair values of those parts.

Penghentian Pengakuan Liabilitas Keuangan
Grup menghentikan pengakuan liabilitas keuangan, jika dan hanya jika, liabilitas Grup telah dilepaskan, dibatalkan atau kadaluarsa. Selisih antara jumlah tercatat liabilitas keuangan yang dihentikan pengakuannya dan imbalan yang dibayarkan dan utang diakui dalam laba rugi.

Derecognition of Financial Liabilities
The Group derecognizes financial liabilities, if and only if the Group obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability derecognized and the considerations paid and payable is recognized in profit or loss.

Metode Suku Bunga Efektif
Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset atau liabilitas keuangan (atau kelompok aset atau liabilitas keuangan) dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan.

The Effective Interest Method
The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period.

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas masa depan selama perkiraan umur dari instrumen keuangan, atau jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh jumlah tercatat neto dari aset keuangan atau liabilitas keuangan.

The effective interest rate is the rate that exactly discount estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability.

Pada saat menghitung suku bunga efektif, Grup mengestimasi arus kas dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, seperti pelunasan dipercepat, opsi beli dan opsi serupa lain, tetapi tidak mempertimbangkan kerugian kredit masa depan. Perhitungan ini mencakup seluruh komisi dan bentuk lain yang dibayarkan atau diterima oleh pihak-pihak dalam kontrak yang merupakan bagian takterpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premium atau diskonto lain.

When calculating the effective interest rate, the Group estimates cash flows considering all contractual terms of the financial instrument, for example, prepayment, call and similar option, but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Penurunan Nilai Aset Keuangan
Grup mengakui kerugian kredit ekspektasian untuk aset keuangan yang diukur pada biaya perolehan diamortisasi, aset keuangan yang diukur pada FVTOCI, piutang sewa, aset kontrak atau komitmen pinjaman dan kontrak jaminan keuangan. Aset keuangan yang berupa investasi pada instrumen ekuitas tidak dilakukan penurunan nilai.

Impairment of Financial Assets
The Group recognized expected credit loss for its financial assets measured at amortized costs and financial assets measured at FVTOCI, lease receivables, contract assets or loan commitments and financial guarantee contracts. Financial asset in form of investment in equity instrument is not impaired.

Pada setiap tanggal pelaporan, Grup mengukur penyisihan kerugian instrumen keuangan sejumlah kerugian kredit ekspektasian sepanjang umurnya jika risiko kredit atas instrumen keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal. Namun, jika risiko kredit instrumen keuangan tersebut tidak meningkat secara signifikan sejak pengakuan awal, maka mengakui sejumlah kerugian kredit ekspektasian 12 bulan.

At the end of each reporting date, the Group calculates any impairment provision in financial instruments based on its lifetime expected credit loss if the credit risk of the financial instruments has increased significantly since its initial recognition. However, if credit risk has not increased significantly since initial recognition, then 12 months expected credit loss is recognized.

Grup menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang usaha dan aset kontrak tanpa komponen pendanaan yang signifikan.

Grup menganggap aset keuangan gagal bayar ketika pihak ketiga tidak mampu membayar kewajiban kreditnya kepada Grup secara penuh. Periode maksimum yang dipertimbangkan ketika memperkirakan kerugian kredit ekspektasian adalah periode maksimum kontrak dimana Grup terekspos terhadap risiko kredit.

Penyisihan kerugian diakui sebagai pengurang jumlah tercatat aset keuangan kecuali untuk aset keuangan yang diukur pada FVTOCI yang penyisihan kerugiannya diakui dalam penghasilan komprehensif lain. Sedangkan jumlah kerugian kredit ekspektasian (atau pemulihan kerugian kredit) diakui dalam laba rugi, sebagai keuntungan atau kerugian penurunan nilai.

Pengukuran kerugian kredit ekspektasian dari instrumen keuangan dilakukan dengan suatu cara yang mencerminkan:
i. Jumlah yang tidak bias dan rata-rata probabilitas tertimbang yang ditentukan dengan mengevaluasi serangkaian kemungkinan yang dapat terjadi;
ii. Nilai waktu uang; dan
iii. Informasi yang wajar dan terdukung yang tersedia tanpa biaya atau upaya berlebihan pada tanggal pelaporan mengenai peristiwa masa lalu, kondisi kini, dan perkiraan kondisi ekonomi masa depan.

Aset keuangan dapat dianggap tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal jika aset keuangan memiliki risiko kredit yang rendah pada tanggal pelaporan. Risiko kredit pada instrumen keuangan dianggap rendah ketika aset keuangan tersebut memiliki risiko gagal bayar yang rendah, peminjam memiliki kapasitas yang kuat untuk memenuhi kewajiban arus kas kontraktualnya dalam jangka waktu dekat dan memburuknya kondisi ekonomik dan bisnis dalam jangka waktu panjang mungkin, namun tidak selalu, menurunkan kemampuan peminjam untuk memenuhi kewajiban arus kas kontraktualnya. Untuk menentukan apakah aset keuangan memiliki risiko kredit rendah, Grup dapat menggunakan peringkat risiko kredit internal atau penilaian eksternal.

The Group applied a simplified approach to measure such expected credit loss for trade receivables and contract assets without significant financing component.

The Group considers a financial asset to be in default when the counterparty is unlikely to pay its credit obligations to the Group in full. The maximum period considered when estimating expected credit loss is the maximum contractual period over which the Group is exposed to credit risk.

Impairment losses are recognized as a deduction in financial assets' carrying amount, except for financial assets measured at FVTOCI where its impairment is recognized in other comprehensive income. The expected credit loss (or recovery of credit loss) is recognized in profit or loss, as gains or losses of financial asset impairment.

The expected credit loss of financial intruments are conducted by a means which reflect:

i. An unbiased and probability-weighted amount that reflects a range of possible outcomes;

ii. Time value of money; and
iii. Reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future conditions.

Financial assets may be considered to not having significant increase in credit risk since initial recognition if the financial assets have a low credit risk at the reporting date. Credit risk on financial instrument may be considered be low if there is a low risk of default, the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. To determine whether a financial asset has a low credit risk, the Group may use internal credit risk rating or external assessment.

Misal, aset keuangan dengan peringkat *"investment grade"* berdasarkan penilaian eksternal merupakan instrumen yang memiliki risiko kredit yang rendah, sehingga tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal.

For example, a financial asset with "investment grade" according to external assessment has a low credit risk rating, thus it does not experience an increase in significant credit risk since initial recognition.

Reklasifikasi

Grup mereklasifikasi aset keuangan ketika Grup mengubah tujuan model bisnis untuk pengelolaan aset keuangan sehingga penilaian sebelumnya menjadi tidak dapat diterapkan.

Reclassification

The Group reclassifies a financial asset if and only if the Group's business model objective for its financial assets changes so its previous model assessment would no longer apply.

Ketika Grup mereklasifikasi aset keuangan, maka Grup menerapkan reklasifikasi secara prospektif dari tanggal reklasifikasi. Grup tidak menyajikan kembali keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai), atau bunga yang diakui sebelumnya.

If the Group reclassifies a financial asset, it is required the Group to apply the reclassification prospectively from the reclassification date. The Group does not restate previously recognized gains, losses (including impairment gains or losses) or interest.

Ketika Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran biaya perolehan diamortisasi menjadi kategori FVTPL, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar aset keuangan diakui dalam laba rugi. Pada saat Grup melakukan reklasifikasi sebaliknya, yaitu dari aset keuangan kategori FVTPL menjadi kategori pengukuran biaya perolehan diamortisasi, maka nilai wajar pada tanggal reklasifikasi menjadi jumlah tercatat bruto yang baru.

When the Group reclassifies its financial asset out of the amortized cost into FVTPL, then its fair value is measured at reclassification date. Any gains or losses resulted from the difference between previous amortized cost and its fair value is recognized in profit or loss. Otherwise, if the Group reclassifies its financial asset from FVTPL into amortized cost, then its fair value at the date of reclassification becomes new gross carrying amount.

Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran biaya perolehan diamortisasi menjadi kategori FVTOCI, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar aset keuangan diakui dalam penghasilan komprehensif lain. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi. Ketika Grup mereklasifikasi aset keuangan sebaliknya, yaitu keluar dari kategori FVTOCI menjadi kategori pengukuran biaya perolehan diamortisasi, aset keuangan direklasifikasi pada nilai wajarnya pada tanggal reklasifikasi. Akan tetapi keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dihapus dari ekuitas dan disesuaikan terhadap nilai wajar aset keuangan pada tanggal reklasifikasi. Akibatnya, pada tanggal reklasifikasi aset keuangan diukur seperti halnya jika aset keuangan tersebut selalu diukur pada biaya perolehan diamortisasi.

When the Group reclassifies its financial asset out of the amortized cost into FVTOCI, its fair value is measured at the reclassification date. Any gains or losses resulted from the difference between previous amortized cost and fair value is recognized in other comprehensive income. Effective interest rate and expected credit loss measurement are not adjusted as a result of the reclassification. Otherwise, when the Group reclassifies its financial asset out of FVTOCI into amortized cost, the financial asset is reclassified by its fair value at the reclassification date. However, any cumulative gains or losses previously recognized in other comprehensive income are omitted from equity and adjusted to the financial asset's fair value at the date of reclassification. Consequently, at the reclassification date, the financial asset is measured the same way as if it were amortized cost.

Penyesuaian ini memengaruhi penghasilan komprehensif lain tetapi tidak memengaruhi laba rugi, dan karenanya bukan merupakan penyesuaian reklasifikasi. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi.

This adjustment affects other comprehensive income but not profit or loss, and hence it is not a reclassification adjustment. Effective interest rate and expected credit loss are no longer adjusted as a result of the reclassification.

Pada saat Grup mereklasifikasi aset keuangan keluar dari kategori pengukuran FVTPL menjadi kategori pengukuran FVTOCI, aset keuangan tetap diukur pada nilai wajarnya. Sama halnya, ketika Grup mereklasifikasi aset keuangan keluar dari kategori FVTOCI menjadi kategori pengukuran FVTPL, aset keuangan tetap diukur pada nilai wajarnya. Keuntungan atau kerugian kumulatif yang sebelumnya diakui di penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi pada tanggal reklasifikasi.

When the Group reclassifies its financial asset out of the FVTPL into FVTOCI, the financial asset is measured at its fair value. Similarly, when the Group reclassifies its financial asset out of the FVTOCI into FVTPL, the financial asset is measured at its fair value. Any gains or losses previously recognized in other comprehensive income are reclassified out of the equity to profit or loss as a reclassification adjustment at the date of reclassification.

Saling Hapus Aset Keuangan dan Liabilitas Keuangan
Aset keuangan dan liabilitas keuangan disalinghapuskan, jika dan hanya jika, Grup saat ini memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut; dan berintensi untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Offsetting a Financial Asset and a Financial Liability
A financial asset and financial liability shall be offset when and only when, the Group currently has a legally enforceable right to set off the recognized amount; and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Pengukuran Nilai Wajar
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.

Fair Value Measurement
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.

Nilai wajar aset dan liabillitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan.

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Nilai wajar dikategorikan dalam level yang berbeda dalam suatu hirarki nilai wajar berdasarkan pada apakah input suatu pengukuran dapat diobservasi dan signifikansi input terhadap keseluruhan pengukuran nilai wajar:

i. Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran (Level 1);
ii. Input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung maupun tidak langsung (Level 2);

Fair values are categorized into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

i. Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date (Level 1);
ii. Inputs other than quoted prices included in Level 1 that are observable for the assets or liabilities, either directly or indirectly (Level 2);

iii. Input yang tidak dapat diobservasi untuk aset atau liabilitas (Level 3).

Dalam mengukur nilai wajar aset atau liabilitas, Grup sebisa mungkin menggunakan data pasar yang dapat diobservasi. Apabila nilai wajar aset atau liabilitas tidak dapat diobservasi secara langsung, Grup menggunakan teknik penilaian yang sesuai dengan keadaannya dan memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Perpindahan antara level hirarki nilai wajar diakui oleh Grup pada akhir periode pelaporan dimana perpindahan terjadi.

iii. Unobservable inputs for the assets or liabilities (Level 3).

When measuring the fair value of an asset or a liability, the Group uses market observable data to the extent possible. If the fair value of an asset or a liability is not directly observable, the Group uses valuation techniques that appropriate in the circumstances and maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs.

Transfers between levels of the fair value hierarchy are recognized by the Group at the end of the reporting period during which the change occurred.

2.g. Kas dan Setara Kas

Kas dan setara kas terdiri dari kas, bank dan semua investasi yang jatuh tempo dalam waktu tiga bulan atau kurang dari tanggal perolehannya dan yang tidak dijaminkan serta tidak dibatasi penggunaannya.

2.g. Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and in banks and all unrestricted investments with maturities of three months or less from the date of placement and are not issued as collateral and are not restricted in use.

2.h. Persediaan

Persediaan dinyatakan berdasarkan jumlah terendah antara biaya perolehan dan nilai realisasi neto. Biaya persediaan terdiri dari seluruh biaya pembelian, biaya konversi, dan biaya lain yang timbul sampai persediaan berada dalam kondisi dan lokasi saat ini. Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi neto merupakan taksiran harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk membuat penjualan.

Setiap penurunan nilai persediaan di bawah biaya perolehan menjadi nilai realisasi neto dan seluruh kerugian persediaan diakui sebagai beban pada periode terjadinya penurunan atau kerugian tersebut. Setiap pemulihan kembali penurunan nilai persediaan karena peningkatan kembali nilai realisasi neto, diakui sebagai pengurangan terhadap jumlah beban persediaan pada periode terjadinya pemulihan tersebut.

2.h. Inventories

Inventories are carried at the lower of cost and net realizable value. The cost of inventories comprise all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Cost is determined using the weighted average method. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

The amount of any write-down of inventories to net realisable value and all losses of inventories shall be recognized as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value, is recognized as a reduction in the amount of inventories recognized as an expense in the period in which the reversal occurs.

2.i. Biaya Dibayar di Muka

Biaya dibayar di muka diamortisasi sesuai masa manfaat masing-masing beban dengan menggunakan metode garis lurus *(straight-line method).*

2.i. Prepaid Expenses

Prepaid expenses are amortized over the useful life of each expense on a straight-line method (straight-line method).

2.j. Investasi pada Entitas Asosiasi

Entitas asosiasi adalah entitas dimana Grup memiliki kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional *investee*, tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut (pengaruh signifikan).

Investasi pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, pengakuan awal investasi diakui sebesar biaya perolehan, dan jumlah tercatat ditambah atau dikurang untuk mengakui bagian atas laba rugi investee setelah tanggal perolehan. Bagian atas laba rugi investee diakui dalam laba rugi. Penerimaan distribusi dari investee mengurangi nilai tercatat investasi. Penyesuaian terhadap jumlah tercatat tersebut juga mungkin dibutuhkan untuk perubahan dalam proporsi bagian investor atas *investee* yang timbul dari penghasilan komprehensif lain, termasuk perubahan yang timbul dari revaluasi aset tetap dan selisih penjabaran valuta asing. Bagian investor atas perubahan tersebut diakui dalam penghasilan komprehensif lain.

Grup menghentikan penggunaan metode ekuitas sejak tanggal ketika investasinya berhenti menjadi investasi pada entitas asosiasi sebagai berikut:

a. Jika investasi menjadi entitas anak, Grup mencatat investasinya sesuai dengan PSAK 22 dan PSAK 65;
b. Jika sisa kepentingan dalam entitas asosiasi merupakan aset keuangan, maka Grup mengukur sisa kepentingan tersebut pada nilai wajar; dan
c. Ketika Grup menghentikan penggunaan metode ekuitas, Grup mencatat seluruh jumlah yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang terkait dengan investasi tersebut menggunakan dasar perlakuan yang sama dengan yang disyaratkan jika *investee* telah melepaskan secara langsung aset dan liabilitas terkait.

2.j. Investments in Associates

Associates are entities which the Group has the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies (significant influence).

Investment in associates accounted for using the equity method. Under the equity method, the investment in an associate is initially recognized at cost and the carrying amount is increased or decreased to recognize the investor's share of the profit or loss of the investee after the date of acquisition. The investor's share of the profit or loss of the investee is recognized in profit or loss. Distributions received from an investee reduce the carrying amount of the investment. Adjustments to the carrying amount may also be necessary for changes in the investor's proportionate interest in the investee arising from changes in the investee's other comprehensive income, including those arising from the revaluation of property, plant and equipment and from foreign exchange translation differences. The investor's share of those changes is recognized in other comprehensive income.

The Group discontinue the use of the equity method from the date when its investment ceases to be an associate as follows:

a. If the investment becomes a subsidiary, the Group account for its investment in accordance with PSAK 22 and PSAK 65;
b. If the retained interest in the former associate is a financial asset, the Group measures the retained interest at fair value; and
c. When the Group discontinue the use of the equity method, the Group account for all amounts previously recognized in other comprehensive income in relation to that investment on the same basis as would have been required if the investee had directly disposed of the related assets or liabilities.

2.k. Pengaturan Bersama

Pengaturan bersama adalah pengaturan yang dua atau lebih pihak memiliki pengendalian bersama, yaitu persetujuan kontraktual untuk berbagi pengendalian atas suatu pengaturan, yang ada hanya ketika keputusan mengenai

2.k. Joint Arrangement

Joint arrangement is an arrangement of which two or more parties have joint control, i.e. the contractually agreed sharing of control of an arrangement, which exist only when decisions about the relevant actvities require

aktivitas relevan mensyaratkan persetujuan dengan suara bulat dari seluruh pihak yang berbagi pengendalian. Klasifikasi pengaturan bersama terdiri atas operasi bersama dan ventura bersama.

the unanimous consent of the parties sharing control. The classification of joint arrangement consists of joint operation and joint venture.

Grup mengklasifikasikan pengaturan bersama sebagai ventura bersama. Ventura bersama merupakan pengaturan bersama yang mengatur bahwa para pihak yang memiliki pengendalian bersama atas pengaturan memiliki hak atas aset neto pengaturan tersebut. Para pihak tersebut disebut sebagai venturer bersama. Venturer bersama mengakui kepentingannya dalam ventura bersama sebagai investasi dan mencatat investasi tersebut dengan menggunakan metode ekuitas.

The Group classified joint arrangement as joint venture. Joint venture represents joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Those parties are called joint venturers. A joint venturer recognize its interest in a joint venture as an investment and account for that investment using the equity method.

2.I. Properti Investasi

Properti investasi adalah properti (tanah atau bangunan atau bagian dari suatu bangunan atau kedua-duanya) yang dikuasai oleh pemilik atau penyewa melalui sewa pembiayaan untuk menghasilkan sewa atau untuk kenaikan nilai atau kedua-duanya, dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif; atau dijual dalam kegiatan usaha sehari-hari.

2.I. Investment Properties

Investment properties are properties (land or a building or part of a building or both) held by the owner or the lessee under a finance lease to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes; or sale in the daily business activities.

Properti investasi diakui sebagai aset jika dan hanya jika besar kemungkinan manfaat ekonomik masa depan yang terkait dengan properti investasi akan mengalir ke entitas; dan biaya perolehan properti investasi dapat diukur dengan andal.

Investment property is recognied as an asset when, and only when it is probable that the future economic benefits that are associated with the investment property will flow to the entity; and the cost of the investment property can be measured reliably.

Properti investasi pada awalnya diukur sebesar biaya perolehan, meliputi harga pembelian dan setiap pengeluaran yang dapat diatribusikan secara langsung (biaya jasa hukum, pajak pengalihan properti, dan biaya transaksi lain). Biaya transaksi termasuk dalam pengukuran awal tersebut. Selanjutnya, properti investasi diukur berdasarkan biaya perolehan dikurangi akumulasi penyusutan (kecuali tanah yang tidak disusutkan) dan rugi penurunan nilai. Jumlah tercatat termasuk bagian biaya penggantian properti investasi yang ada pada saat terjadinya biaya, jika kriteria pengakuan terpenuhi dan tidak termasuk biaya harian penggunaan properti investasi. Bangunan disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis selama 20 tahun.

Investment properties are initially measured at cost, including the purchase price and any directly attributable expenses (legal service fees, property transfer taxes, and other transaction costs). Transaction costs are included in the initial measurement. Furthermore, investment properties are measured at cost less accumulated depreciation (except land which is not depreciated) and impairment losses. The carrying amount includes the cost of replacing an existing investment property at the time the cost is incurred, if the recognition criteria are met and does not include the daily cost of using the investment property. Buildings are depreciated using the straight-line method over their estimated useful lives of 20 years.

Grup mengalihkan properti ke, atau dari properti investasi jika, dan hanya jika, ketika properti memenuhi, atau berhenti memenuhi, definisi properti investasi dan terdapat bukti atas perubahan penggunaan, mencakup:

- Dimulainya penggunaan oleh pemilik, atau pengembangan untuk pemilik, untuk pengalihan dari properti investasi menjadi properti yang digunakan sendiri;
- Dimulainya pengembangan untuk dijual, untuk pengalihan dari properti investasi menjadi persediaan;
- Berakhirnya pemakaian oleh pemilik, untuk dijual, untuk pengalihan dari properti yang digunakan sendiri menjadi properti investasi;
- Insepsi sewa operasi kepada pihak lain, untuk pengalihan dari persediaan menjadi properti investasi.

Properti investasi dihentikan pengakuannya pada saat dilepaskan atau ketika tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomi masa depan yang diperkirakan dari pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan ditentukan dari selisih antara hasil neto pelepasan dan jumlah tercatat aset, dan diakui dalam laba rugi pada periode terjadinya penghentian atau pelepasan.

The Group shall transfer a property, to, or from investment property when, and only when, there the property meets, or ceases to meet, the definition of investment property and there is evidence of the change in use, include:

- *Commencement of owner-occupation, or of development with a view to owner occupation, for a transfer from investment property to owner-occupied property;*
- *Commencement of development with a view to sale, for a transfer from investment property to inventories;*
- *End of owner-occupation, for a transfer from owner-occupied property to investment property; and*
- *Inception of an operating lease to another party, for a transfer from inventories to investment property.*

An investment property is derecognized on disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Gains or losses arising from the retirement or disposal are determined as the difference between the net disposal proceeds and the carrying amount of the asset, and are recognized in profit or loss in the period of the retirement or disposal.

2.m. Aset Tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan yang meliputi harga perolehannya dan setiap biaya yang dapat diatribusikan langsung untuk membawa aset ke kondisi dan lokasi yang diinginkan agar aset siap digunakan sesuai intensi manajemen.

Apabila relevan, biaya perolehan juga dapat mencakup estimasi awal biaya pembongkaran dan pemindahan aset tetap dan restorasi lokasi aset tetap, kewajiban tersebut timbul ketika aset tetap diperoleh atau sebagai konsekuensi penggunaan aset tetap selama periode tertentu untuk tujuan selain untuk memproduksi persediaan selama periode tersebut.

Setelah pengakuan awal, aset tetap kecuali tanah dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

2.m. Fixed Assets

Fixed assets are initially recognized at cost, which comprises its purchase price and any cost directly attributable in bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

When applicable, the cost may also comprises the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

After initial recognition, fixed assets, except land, are carried at its cost less any accumulated depreciation, and any accumulated impairment losses.

Tanah diakui sebesar harga perolehannya dan tidak disusutkan

Lands are recognised at its cost and are not depreciated

Penyusutan diakui dengan menggunakan metode garis lurus *(straight-line method)*. Tanah diakui sebesar biaya perolehan dan tidak disusutkan. Estimasi masa manfaat aset tetap adalah sebagai berikut:

Depreciation is recognized using the straight-line method. Land is recognized at acquisition cost and not depreciated. Estimated useful lives of the assets are as follows:

	Tahun/ *Years*	
Bangunan Lapangan	5 - 80	*Buildings/Fields*
Bangunan Gedung	10 - 40	*Buildings*
Pesawat	30	*Aircraft*
Kendaraan Bermotor	5 - 10	*Vehicles*
Mesin dan Peralatan	3 - 15	*Machinery and Equipments*
Perlengkapan Terminal dan Gedung	5 - 15	*Terminal dan Building Equipments*
Instalasi dan Jaringan	5 - 20	*Installation and Network*
Overlay	1.5 - 20	*Overlay*
Renovasi Bangunan	10	*Buildings Renovation*
Lain-lain	1 - 20	*Others*

Aset tetap yang dikonstruksi sendiri disajikan sebagai bagian aset tetap sebagai "Aset Dalam Penyelesaian" dan dinyatakan sebesar biaya perolehannya. Semua biaya, termasuk biaya pinjaman, yang terjadi sehubungan dengan konstruksi aset tersebut dikapitalisasi sebagai bagian dari biaya perolehan aset dalam penyelesaian. Biaya perolehan aset dalam penyelesaian tidak termasuk setiap laba internal, jumlah tidak normal dari biaya pemborosan yang terjadi dalam pemakaian bahan baku, tenaga kerja atau sumber daya lain.

Self-constructed fixed assets are presented as part of the fixed assets under "Assets Under Construction" and are stated at its cost. All costs, including borrowing costs, incurred in relation with the construction of these assets are capitalized as part of the cost of construction in progress. Cost construction in progress shall exclude any internal profits, cost of abnormal amounts of wasted material, labour, or other resources incurred.

Akumulasi biaya perolehan yang akan dipindahkan ke masing-masing pos aset tetap yang sesuai pada saat aset tersebut selesai dikerjakan atau siap digunakan dan disusutkan sejak beroperasi.

The accumulated costs will be transferred to the respective fixed assets items at the time the asset is completed or ready for use and are depreciated since the operation.

Nilai tercatat dari suatu aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak terdapat lagi manfaat ekonomi masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (yang ditentukan sebesar selisih antara jumlah hasil pelepasan neto, jika ada, dan jumlah tercatatnya) dimasukkan dalam laba rugi pada saat penghentian pengakuan tersebut dilakukan.

The carrying amount of an item of fixed assets is derecognized on disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arrising from derecognition (that determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item) is included in profit or loss when item is derecognized.

Pada akhir periode pelaporan, Grup melakukan penelaahan berkala atas masa manfaat, nilai residu, metode penyusutan, dan sisa umur pemakaian berdasarkan kondisi teknis.

At the end of each reporting period, the Group made regular review of the useful lives, residual values, depreciation method and residual life based on the technical conditions.

2.n. Sewa

Pada tanggal insepsi kontrak, Grup 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.

2.n. Lease

At inception of a contract, the Group shall assess whether the contract is, or contains, a lease. A contract is, or contains, a lease if he contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu, Grup menilai apakah selama periode penggunaan, Grup memiliki dua hal berikut:

a. Hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan
b. Hak untuk mengarahkan penggunaan aset identifikasian, yaitu hanya jika:
   (i) Grup memiliki hak untuk mengarahkan bagaimana dan untuk tujuan apa aset digunakan selama periode penggunaan; atau
   (ii) keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:
   - Grup memiliki hak mengoperasikan aset (atau mengarahkan pihak lain untuk mengoperasikan aset dengan cara yang telah ditentukan) selama periode penggunaan, tanpa pemasok memiliki hak untuk mengubah instruksi operasi tersebut; atau
   - Grup mendesain aset (atau aspek tertentu dari aset) dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

To assess whether a contract conveys the right to control the use of an identified asset for a period of time, the Company shall assess whether, throughout the period of use, the Group has both of the following:

a. The right to obtain substantially all of the economic benefits from use of the identified asset; and
b. The right to direct the use of the identified asset, only if either:
   (i) The Group has the right to direct how and for what purpose the asset is used throughout the period of use; or

   (ii) the relevant decisions about how and for what purpose the asset is used are predetermined and

   - *The Group has the right to operate the asset (or to direct others to operate the asset in a manner that it determines) throughout the period of use, without the supplier having the right to change those operating instructions; or*
   - *The Group designed the asset (or specific aspects of the asset) in a way that predetermines how and for what purpose the asset will be used throughout the period of use.*

Grup Sebagai Penyewa (*Lessee*)

Grup menerapkan satu pendekatan pengakuan dan pengukuran bagi seluruh sewa, kecuali untuk sewa jangka pendek dan sewa aset bernilai rendah. Grup mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak guna yang merupakan hak untuk menggunakan aset pendasar.

The Group as Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right of use assets representing the the right to use the underlying assets.

Grup mengakui aset hak guna pada tanggal dimulainya sewa (yaitu tanggal aset tersedia untuk digunakan). Aset hak guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, dan disesuaikan untuk setiap pengukuran kembali liabilitas sewa. Biaya perolehan aset hak guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung yang timbul di awal, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal mulai dikurangi setiap insentif sewa yang diterima. Aset hak guna disusutkan dengan metode garis lurus selama periode yang lebih pendek antara sewa dan estimasi masa manfaat aset.

The Group recognizes right of use assets at the commencement date of the lease (i.e., the date underlying assets is available for use). Right of use assets are measure at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right of use assets includes the amount of lease liabilities recognized, intitial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right of use assets are depreciated on a straght-line basis over the shorter period of the lease term and the estimated useful lives of the assets.

Jika kepemilikan aset sewa beralih ke Grup pada akhir masa sewa atau biaya perolehan mencerminkan pelaksanaan opsi beli, penyusutan dihitung dengan menggunakan estimasi masa manfaat aset.

If ownership of the leased assets transfers to the Group at the end of the lease term or the cost reflects to exercise of a purchase option, depreciation is calculated using the estimated useful life of the assets.

Pada tanggal dimulainya sewa, Grup mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa. Pembayaran sewa mencakup pembayaran tetap (termasuk pembayaran tetap secara substansi) dikurangi piutang insentif sewa, pembayaran sewa variabel yang bergantung pada indeks atau tarif, dan jumlah yang diharapkan akan dibayar dibawah jaminan nilai residu. Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang cukup pasti akan dilaksanakan oleh Perusahaan, dan pembayaran denda untuk penghentian sewa, jika masa sewa merefleksikan Perusahaan melaksanakan opsi untuk menghentikan sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban (kecuali terjadi untuk menghasilkan persediaan) pada periode dimana peristiwa atau kondisi yang memicu terjadinya pembayaran.

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expexted to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

Dalam menghitung nilai kini pembayaran sewa, Grup menggunakan suku bunga pinjaman inkremental pada tanggal dimulainya sewa karena tingkat bunga implisit dalam sewa tidak dapat segera ditentukan. Setelah tanggal permulaan, jumlah liabilitas sewa ditingkatkan untuk merefleksikan penambahan bunga dan mengurangi pembayaran sewa yang dilakukan. Selain itu, nilai tercatat liabilitas sewa diukur kembali jika ada modifikasi, perubahan masa sewa, perubahan pembayaran sewa (misalnya, perubahan pembayaran masa depan akibat perubahan indeks atau kurs yang digunakan untuk pembayaran sewa) atau perubahan penilaian opsi untuk membeli aset pendasar.

In calculating the present value of lease payments, The Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the assessment of an option to purchase the underlying asset.

Ketika liabilitas sewa diukur kembali dengan cara ini, penyesuaian terkait dilakukan terhadap jumlah tercatat aset hak guna, atau dicatat dalam laba rugi jika jumlah tercatat aset hak guna telah berkurang menjadi nol.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use assets, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Grup menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa bangunan (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang, dari tanggal permulaan dan tidak mengandung opsi beli). Hal ini juga berlaku untuk pengecualian pengakuan sewa aset bernilai rendah untuk sewa bangunan yang dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

The Group applies the short-term lease recognition exemption to its short-term leases of buildings and infrastructures (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-values assets recognition exemption to leases of buildings and infrastructures that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognized as expense on a straight-line basis over the lease term.

Grup mencatat modifikasi sewa sebagai sewa terpisah jika:

- Modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- Imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

The Group accounts for a lease modification as a separate lease if both:

- *The modification increases the scope of the lease by adding the right to use one or more underlying assets; and*
- *The consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.*

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, pada tanggal efektif modifikasi sewa, Grup:

- Mengukur kembali dan mengalokasikan imbalan kontrak modifikasian;
- Menentukan masa sewa dari sewa modifikasian;
- Mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revisian menggunakan tingkat diskonto revisian berdasarkan sisa umur sewa dan sisa pembayaran sewa dengan melakukan penyesuaian terhadap aset hak guna. Tingkat diskonto revisian ditentukan sebagai suku bunga pinjaman inkremental Grup pada tanggal efektif modifikasi;

For a lease modification that is not accounted for as a separate lease, at the effective date of the lease modification, the Group:

- *Remeasure and allocate the consideration in the modified contract;*
- *Determine the lease term of the modified lease;*
- *Remeasure the lease liability by discounting the revised lease payments using a revised discount rate on the basis of the remaining lease term and the remaining lease payment with a corresponding adjustment to the right-of use assets. The revised discount rate is determined as The Group's incremental borrowing rate at the effective date of the modification;*

- Menurunkan jumlah tercatat aset hak guna untuk merefleksikan penghentian sebagian atau sepenuhnya sewa untuk modifikasi sewa yang menurunkan ruang lingkup sewa. Grup mengakui dalam laba rugi setiap laba rugi yang terkait dengan penghentian sebagian atau sepenuhnya sewa tersebut; dan
- Membuat penyesuaian terkait dengan aset hak guna untuk seluruh modifikasi sewa lainnya.

Grup Sebagai Pemberi Sewa (*Lessor*)
Grup mengakui aset untuk sewa operasi di laporan posisi keuangan sesuai sifat aset tersebut. Biaya langsung awal sehubungan proses negosiasi sewa operasi ditambahkan ke jumlah tercatat dari asset sewaan dan diakui sebagai beban selama masa sewa dengan dasar yang sama dengan pendapatan sewa operasi. Sewa kontinjen, apabila ada, diakui sebagai pendapatan pada periode terjadinya. Pendapatan sewa operasi diakui sebagai pendapatan atas dasar garis lurus selama masa sewa.

- *Decrease the carrying amount of the right of-use asset to reflect the partial or full termination of the lease for lease modifications that decrease the scope of the lease. The Group recognize in profit or loss any gain or loss relating to the partial or full termination of the lease; and*
- *Make a corresponding adjustment to the right-of-use asset for all other lease modifications.*

The Group as Lessor
The Group presents assets subject to operating leases in the statement of financial position according to the nature of the asset. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized as an expense over the lease term on the same basis as the lease income. Contingent rents, if any, are recognized as income in the period incurred. Lease income from operating leases is recognized as revenue on a straight-line basis over the lease term.

2.o. Aset Takberwujud
Aset takberwujud diukur sebesar nilai perolehan pada pengakuan awal. Setelah pengakuan awal, aset takberwujud dicatat pada biaya perolehan dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai. Umur manfaat aset takberwujud dinilai apakah terbatas atau tidak terbatas.

Aset Takberwujud dengan Umur Manfaat Terbatas
Aset takberwujud dengan umur manfaat terbatas diamortisasi selama umur manfaat ekonomi dengan metode garis lurus.

Amortisasi dihitung sebagai penghapusan biaya perolehan aset, dikurangi nilai residunya, atas umur ekonomisnya sebagai berikut:

Perangkat Lunak Komputer dan Lisensi serta Hak Paten; 12,5% - 20% garis lurus.

Periode amortisasi dan metode amortisasi untuk aset takberwujud dengan umur manfaat terbatas ditelaah setidaknya setiap akhir tahun buku.

2.o. Intangible Assets
Intangible asset is measured on initial recognition at cost. After initial recognition, intangible asset is carried at cost less any accumulated amortization and any accumulated impairment loss. The useful life of intangible asset is assessed to be either finite or indefinite.

Intangible Asset with Finite Useful Life

Intangible asset with finite life is amortized over the economic useful life by using a straight-line method.

Amortisation is calculated so as to write off the cost of the asset, less its estimated residual value, over its useful economic life as follows:

Software and License as well as Patent; 12,5% - 20% straight line.

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.

Aset Takberwujud dengan Umur Manfaat Tidak Terbatas

Aset takberwujud dengan umur manfaat tidak terbatas tidak diamortisasi. Masa manfaat aset takberwujud dengan umur tak terbatas ditelaah setiap tahun untuk menentukan apakah peristiwa dan kedaan dapat terus mendukung penilaian bahwa umur manfaat tetap tidak terbatas. Jika tidak, perubahan masa manfaat dari tidak terbatas menjadi terbatas diterapkan secara prospektif.

Aset takberwujud dengan umur tidak terbatas diuji untuk penurunan nilai setiap tahun dan kapanpun terdapat suatu indikasi bahwa aset takberwujud mungkin mengalami penurunan nilai.

Intangible Asset with Indefinite Useful Life

Intangible assets with unlimited useful life are not amortized. The useful life of an intangible asset with an indefinite that is not being amortized is reviewed annually to determine whether events and circumstances continue to support an indefinite useful life assessment for that asset. If they do not, the change in the useful life assessment from indefinite to finite is accounted for on a prospective basis.

Intangible asset with indefinite life is tested for impairment annually and whenever there is an indication that the intangible asset may be impaired.

2.p. Biaya Pinjaman

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, pembangunan atau pembuatan aset kualifikasian, dikapitalisasi sebagai bagian biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadi. Biaya pinjaman dapat mencakup beban bunga, beban keuangan dalam sewa pembiayaan atau 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 Grup telah melakukan aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan atau dijual sesuai dengan intensinya serta pengeluaran untuk aset dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan ketika secara substansial seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan atau dijual sesuai dengan intensinya telah selesai.

2.p. 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 that asset. Other borrowing costs are recognized as an expense when incurred. Borrowing costs may include interest expense, finance charges in respect of finance leases, or exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs.

Capitalization of borrowing costs commences when the Group undertakes activities necessary to prepare the asset for its intended use or sale and expenditures for the asset and its borrowing costs has been incurred. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying assets for its intended use or sale are complete.

2.q. Pajak Penghasilan

Beban pajak adalah jumlah gabungan pajak kini dan pajak tangguhan yang diperhitungkan dalam menentukan laba rugi pada suatu periode. Pajak kini dan pajak tangguhan diakui dalam laba rugi, kecuali pajak penghasilan yang timbul dari transaksi atau peristiwa yang diakui dalam penghasilan komprehensif lain atau secara langsung di ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

2.q. Income Tax

Tax expense is the aggregate amount included in the determinination of profit or loss for the period in respect of current tax and deferred tax. Current tax and deferred tax is recognized in profit or loss, except for income tax arising from transactions or events that are recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

Jumlah pajak kini untuk periode berjalan dan periode sebelumnya yang belum dibayar diakui sebagai liabilitas. Jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang untuk periode tersebut, maka kelebihannya diakui sebagai aset. Liabilitas (aset) pajak kini untuk periode berjalan dan periode sebelumnya diukur sebesar jumlah yang diperkirakan akan dibayar kepada (direstitusi dari) otoritas perpajakan, yang dihitung menggunakan tarif pajak (dan undang-undang pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan.

Current tax for current and prior periods shall, to the extent unpaid, be recognized as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognized as an asset. Current tax liabilities (assets) for the current and prior periods shall be measured at the amount expected to be paid to (recovered from) the taxation authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset. Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

Tax benefits related to tax loss that can be carried back to recover current tax of prior periods is recognized as an asset. Deferred tax asset is recognized for the carryforward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized.

Seluruh perbedaan temporer kena pajak diakui sebagai liabilitas pajak tangguhan, kecuali perbedaan temporer kena pajak yang berasal dari:
a. pengakuan awal *goodwill*; atau
b. pengakuan awal aset atau liabilitas dari transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak).

A deferred tax liability shall be recognized for all taxable temporary differences, except to the extent that the deferred tax liability arises from:
a. the initial recognition of goodwill; or
b. the initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan untuk mengurangi laba dimaksud, kecuali jika aset pajak tangguhan timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak).

A deferred tax asset shall be recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilized, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting profit nor taxable profit (tax loss).

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan. Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara Grup memperkirakan,

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and deferred tax assets shall reflect the tax consequences that would follow from the

pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir periode pelaporan. Grup mengurangi jumlah tercatat aset pajak tangguhan jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut. Setiap pengurangan tersebut dilakukan pembalikan atas aset pajak tangguhan hingga kemungkinan besar laba kena pajak yang tersedia jumlahnya memadai.

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika:
a. Grup memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini; dan
b. Aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas:
   i. entitas kena pajak yang sama; atau
   ii. entitas kena pajak yang berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan dimana jumlah signifikan atas aset atau liabilitas pajak tangguhan diperkirakan untuk diselesaikan atau dipulihkan.

Grup melakukan saling hapus atas aset pajak kini dan liabilitas pajak kini jika dan hanya jika, Grup:
a. Memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan
b. Bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

2.r. Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek diakui ketika pekerja telah memberikan jasanya dalam suatu periode akuntansi, sebesar jumlah tidak terdiskonto dari imbalan kerja jangka pendek yang diharapkan akan dibayar sebagai imbalan atas jasa tersebut.

manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

The carrying amount of a deferred tax asset reviewed at the end of each reporting period. The Group shall reduce the carrying amount of a deferred tax asset 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. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

The Group offset deferred tax assets and deferred tax liabilities if, and only if:

a. The Group has a legally enforceable right to set off current tax assets against current tax liabilities; and

b. The deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either:

   i. the same taxable entity; or
   ii. different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

The Group offset current tax assets and current tax liabilities if, and only if, the Group:

a. Has legally enforceable right to set off the recognized amounts; and

b. Intends either to settle on a net basis, or to realize the assets and settle liabilities simultaneously.

2.r. Employee Benefits

Short-Term Employee Benefits

Short-term employee benefits are recognized when an employee has rendered service during accounting period, at the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service.

Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus dan insentif.

Imbalan Pascakerja
Imbalan pascakerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Undang-Undang Cipta Kerja No.11 Tahun 2020 tanggal 2 November 2020 dan Peraturan Pemerintah No. 35 Tahun 2021.

Grup mengakui jumlah liabilitas imbalan pasti neto sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program yang dihitung oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan imbalan tersebut.

Grup mencatat tidak hanya kewajiban hukum berdasarkan persyaratan formal program imbalan pasti, tetapi juga kewajiban konstruktif yang timbul dari praktik informal entitas.

Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian atas penyelesaian, serta bunga neto atas liabilitas (aset) imbalan pasti neto diakui dalam laba rugi.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang terdiri dari keuntungan dan kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

Pesangon
Grup mengakui pesangon sebagai liabilitas dan beban pada tanggal yang lebih awal di antara:

a. Ketika Grup tidak dapat lagi menarik tawaran atas imbalan tersebut; dan
b. Ketika Grup mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 57 dan melibatkan pembayaran pesangon.

Grup mengukur pesangon pada saat pengakuan awal, dan mengukur dan mengakui perubahan selanjutnya, sesuai dengan sifat imbalan kerja.

Short-term employee benefits include such as wages, salaries, bonus and incentive.

Post-employment Benefits
Post-employment benefits such as retirement, severance and service payments are calculated based on Omnibus Law on Job Creation No. 11 Year 2020 dated November 2, 2020 and Government Regulation No. 35 Year 2021.

The Group recognizes the amount of the net defined benefit liability at the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets which calculated by independent actuaries using the Projected Unit Credit method. Present value benefit obligation is determined by discounting the benefit.

The Group account not only for its legal obligation under the formal terms of a defined benefit plan, but also for any constructive obligation that arises from the entity's informal practices.

Current service cost, past service cost and gain or loss on settlement, and net interets on the net defined benefit liability (asset) are recognized in profit or loss.

The remeasurement of the net defined benefit liability (assets) comprises actuarial gains and losses, the return on plan assets, and any change in effect of the asset ceiling are recognized in other comprehensive income.

Termination Benefits
The Group recognizes a liability and expense for termination benefits at the earlier of the following dates:
a. When the Group can no longer withdraw the offer of those benefits; and
b. When the Group recognizes costs for a restructuring that is within the scope of PSAK 57 and involves payment of termination benefits.

The Group measures termination benefits on initial recognition, and measures and recognizes subsequent changes, in accordance with the nature of the employee benefits.

Imbalan Pasca Kerja Jangka Panjang Lainnya
Grup memberikan imbalan kerja jangka panjang lainnya. Pengukuran liabilitas imbalan kerja jangka panjang lainnya konsisten dengan pengukuran liabilitas imbalan pascakerja kecuali untuk keuntungan/kerugian aktuaria atas liabilitas imbalan kerja jangka panjang lainnya diakui pada laba rugi.

Other Long Term Post-Employement Benefits
The Group provides other long-term employee benefits. The measurement of other long-term employee benefit liabilities is consistent with the measurement of post employment benefit liabilities except for actuarial gain/loss in other long-term employee benefit liability is recognised on profit or loss.

2.s. Pengakuan Pendapatan dan Beban

Dalam menentukan pengakuan pendapatan, Grup melakukan analisa transaksi melalui lima langkah analisa berikut:

a. Mengidentifikasi kontrak dengan pelanggan, dengan kriteria sebagai berikut:
   - Kontrak telah disetujui oleh pihak-pihak terkait dalam kontrak;
   - Grup bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan;
   - Kontrak memiliki substansi komersial.
b. Mengidentifikasi kewajiban pelaksanaan dalam kontrak, untuk menyerahkan barang atau jasa yang memiliki karakteristik yang berbeda ke pelanggan.
c. Menentukan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan, pajak penjualan barang mewah, pajak pertambahan nilai dan pungutan ekspor, yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan.
d. Mengalokasikan harga transaksi kepada setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual dari setiap barang atau jasa yang dijanjikan di kontrak.
e. Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi (sepanjang waktu atau pada suatu waktu tertentu).

Kewajiban pelaksanaan dapat dipenuhi dengan cara sebagai berikut:

a. Suatu waktu tertentu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
b. Sepanjang waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi sepanjang waktu waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

2.s. Revenue and Expense Recognition

In determining revenue recognition, the Group perform analysis transaction through the following five steps of assessment:

a. Identify contracts with customers, with certain criteria as follows:
   - *The contract has been agreed by the parties involved in the contract;*
   - *The Group can identify the rights of relevant parties and the term of payment for the goods or services to be transferred*
   - *The contract has commercial substance.*
b. Identify the performance obligations in the contract, to transfer distinctive goods or services to the customer.
c. Determine the transaction price, net of discounts, returns, sales incentives, luxury sales tax, value added tax and export duty, which an entity expects to be entitled in exchange for transferring promised goods or services to a customer.
d. Allocate the transaction price to each performance obligation on the basis of the selling prices of each goods or services promised in the contract.
e. Recognise revenue when performance obligation is satisfied (over time or at a point in time).

A performance obligation may be satisfied at the following:

a. A point in time (typically for promises to transfer goods to a customer); or
b. Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that should be recognized as the performance obligation is satisfied.

Suatu kewajiban pelaksanaan dipenuhi pada suatu waktu tertentu kecuali jika memenuhi salah satu kriteria berikut, dalam hal ini dipenuhi dari sepanjang waktu:

c. Pelanggan secara bersamaan menerima dan menggunakan manfaat yang diberikan oleh pelaksanaan Grup sebagaimana yang dilakukan Grup;
d. Pelaksanaan Grup menciptakan atau meningkatkan aset yang dikendalikan pelanggan saat aset itu dibuat atau ditingkatkan; dan
e. Pelaksanaan Grup tidak menciptakan aset dengan penggunaan alternatif untuk Grup dan Grup memiliki hak yang dapat diberlakukan atas pembayaran untuk pelaksanaan yang diselesaikan hingga saat ini.

A performance obligation is satisfied at a point in time unless it meets one of the following criteria, in which case it is satisfied over time:

c. The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
d. The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; and
e. The Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Pendapatan kontrak terdiri dari jumlah pendapatan semula yang disetujui dalam kontrak dan penyimpangan dalam pekerjaan kontrak, klaim, dan pembayaran insentif sepanjang hal ini memungkinkan untuk menghasilkan pendapatan dan dapat diukur dengan andal.

Contract revenue comprises the initial amount of revenue that agreed in the contract and variations in contract work, claims, and incentive payments to the extent that is probable that it will result in revenue and can be realiably measured.

Jika adanya kemungkinan bahwa kontrak akan menghasilkan kerugian pada saat penyelesaian kontrak, penyisihan atas kerugian yang diperkirakan hingga penyelesaian kontrak diakui sebagai penyisihan kini pada laporan keuangan konsolidasian. Kerugian diakui secara penuh ketika dapat diukur secara andal, terlepas dari tingkat penyelesaian.

If it is regarded as probable that a contract will generate a loss on completion, a provision for expected losses to completion is recognised as a current provision in the consolidated financial statements. The loss is provided for in full as soon as it is can be reliably measured, irrespective of the completion rate.

Biaya kontrak yang tidak mungkin dipulihkan diakui segera sebagai beban tahun berjalan pada laba rugi.

Contract costs that are not probable of being recovered are recognised as current year expenses in profit or loss.

Pendapatan dari penjualan barang diakui pada saat pengendalian atas barang telah berpindah kepada pelanggan. Pendapatan jasa diakui pada saat pelanggan menerima dan mengonsumsi manfaat dari jasa tersebut.

Revenue from the sale of goods is recognised when the control of goods has been transferred to the customer. Revenue from the rendering of services is recognised when the customer has received and consumed benefit from the services.

Beban diakui pada saat terjadinya (basis akrual), kecuali merupakan aset yang terkait dengan aktivitas kontrak masa depan.

Expenses are recognised as incurred (accrual basis), unless they create an asset related to future contract activity.

2.t. Transaksi Dalam Mata Uang Asing

Dalam menyiapkan laporan keuangan, setiap entitas di dalam Grup mencatat dengan menggunakan mata uang dari lingkungan ekonomi utama di mana entitas beroperasi ("mata uang fungsional"). Mata uang fungsional Grup adalah Rupiah.

Transaksi-transaksi selama tahun berjalan dalam mata uang asing dicatat dalam Rupiah dengan kurs spot antara Rupiah dan valuta asing pada tanggal transaksi. Pada akhir periode pelaporan, pos moneter dalam mata uang asing dijabarkan ke dalam Rupiah menggunakan kurs penutup, yaitu kurs tengah Bank Indonesia pada 31 Desember 2022 dan 2021 sebagai berikut:

2.t. Transactions in Foreign Currency

In preparing financial statements, each of the entities within the Group record by using the currency of the primary economic environment in which the entity operates ("the functional currency"). The Group's functional currency is Rupiah.

Transactions during the year in foreign currencies are recorded in Rupiah by applying to the foreign currency amount the spot exchange rate between Rupiah and the foreign currency at the date of transactions. At the end of reporting period, foreign currency monetary items are translated to Rupiah using the closing rate, which middle rate of Bank of Indonesia at December 31, 2022 and 2021 as follows:

	2022 Rp	**2021 Rp**	
1 Arab Emirates Dirham (AED)	3.785	3.874	*1 Arab Emirates Dirham (AED)*
1 Australia Dollar (AUD)	10.581	10.344	*1 Australia Dollar (AUD)*
1 Brunei Darussalam Dollar (BND)	11.659	10.534	*1 Brunei Darussalam Dollar (BND)*
1 Canadian Dollar (CAD)	11.566	11.139	*1 Canadian Dollar (CAD)*
1 Swiss Franc (CHF)	16.968	15.544	*1 Swiss Franc (CHF)*
1 China Yuan (CNY)	2.257	2.238	*1 China Yuan (CNY)*
1 Uni Europa (EUR)	2.247	16.127	*1 Uni Europa (EUR)*
1 Great British Poundsterling (GBP)	18.926	19.200	*1 Great British Poundsterling (GBP)*
1 Hongkong Dollar (HKD)	2.019	1.830	*1 Hongkong Dollar (HKD)*
1 Japannese Yen (JPY)	11.757	124	*1 Japannese Yen (JPY)*
1 Korea Won (KRW)	12	12	*1 Korea Won (KRW)*
1 Malaysia Ringit (MYR)	3.556	3.416	*1 Malaysia Ringit (MYR)*
1 New Zealand Dollar (NZD)	9.944	9.729	*1 New Zealand Dollar (NZD)*
1 Philipinas Peso (PHP)	282	280	*1 Philipinas Peso (PHP)*
1 Russian Rubel (RUB)	113	238	*1 Russian Rubel (RUB)*
1 Saudi Arabia Real (SAR)	4.184	3.801	*1 Saudi Arabia Real (SAR)*
1 Singapura Dollar (SGD)	11.659	10.534	*1 Singapura Dollar (SGD)*
1 Thailand Bath (THB)	455	428	*1 Thailand Bath (THB)*
1 Turkish Lira (TRY)	890	1.550	*1 Turkish Lira (TRY)*
1 Taiwan Dollar (TWD)	535	513	*1 Taiwan Dollar (TWD)*
1 Dolar Amerika Serikat (USD)	15.731	14.269	*1 United Stated Dollar (USD)*
1 Vietnam Dong (VND)	0,66	0,63	*1 Vietnam Dong (VND)*

Selisih kurs yang timbul dari penyelesaian pos moneter dan dari penjabaran pos moneter dalam mata uang asing diakui dalam laba rugi.

Exchange differences arising on the settlement of monetary items or on translating monetary items in foreign currencies are recognized in profit or loss.

2.u. Transaksi dengan Pihak-pihak Berelasi

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

a. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
   i. Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   ii. Memiliki pengaruh signifikan atas entitas pelapor; atau
   iii. Personil manajemen kunci entitas pelapor atau entitas induk entitas pelapor.

b. Satu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   i. Entitas dan entitas pelapor adalah anggota dari Grup yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
   ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu Grup, yang mana entitas lain tersebut adalah anggotanya);
   iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   v. Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
   vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
   vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas); atau
   viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas palapor atau kepada entitas induk dari entitas pelapor.

2.u. Transactions with Related Parties

A related party is a person or an entity that is related to the reporting entity:

a. A person or a close member of that persons family is related to a reporting entity if that person:
   i. Has control or joint control over the reporting entity;
   ii. Has significant influence over the reporting entity; or
   iii. Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

b. One entity is related to the reporting entity if it meets one of the following:
   i. The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others;
   ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
   iii. Both entities are joint ventures of the same third party;
   iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity in itself such a plan, the sponsoring employers are also related to the reporting entity;
   vi. The entity is controlled or jointly controlled by a person identified in (a);
   vii. A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity); or
   viii. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada pemerintah, instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

Seluruh transaksi dan saldo yang signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga diungkapkan pada Catatan 43.

A government-related entity is an entity that is controlled, jointly controlled or significant influence by a government. Government refers to government, government agencies and similar bodies whether local, national or international.

All significant transactions and balances with related parties, whether or not made at similar terms and conditions as those done with third parties, are disclosed in Note 43.

2.v. Provisi

Provisi diakui bila Grup memiliki kewajiban kini (baik bersifat hukum maupun konstruktif) sebagai akibat peristiwa masa lalu dan kemungkinan besar penyelesaian kewajiban menyebabkan arus keluar sumber daya serta jumlah kewajiban tersebut dapat diestimasi secara andal.

Jumlah yang diakui sebagai provisi merupakan estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan, dengan mempertimbangkan berbagai risiko dan ketidakpastian yang selalu mempengaruhi berbagai peristiwa dan keadaan. Apabila suatu provisi diukur menggunakan arus kas yang diperkirakan untuk menyelesaikan kewajiban kini, maka nilai tercatatnya adalah nilai kini dari arus kas.

Jika sebagian atau seluruh pengeluaran untuk menyelesaikan provisi diganti oleh pihak ketiga, maka penggantian itu diakui hanya pada saat timbul keyakinan bahwa penggantian pasti akan diterima jika Grup menyelesaikan kewajiban. Penggantian tersebut diakui sebagai aset yang terpisah. Jumlah yang diakui sebagai penggantian tidak boleh melebihi provisi.

Provisi 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.v. Provisions

A provision is recognized when Group has a present obligation (legal or constructive) as a result of past event and it is probable that an outflow of resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

The amount recognized as a provision shall be the best estimate of the expenditure required to settle the present obligation at the end of the reporting period, by taking into account the risks and uncertainties that inevitably surround many events and circumstances. Where a provision is measured using the estimated cash flows to settle the present obligation, its carrying amount is the present value of those cash flows.

If some or all of the expenditure to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognized when, it is virtually certain that reimbursement will be received when the Group settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognized for the reimbursement shall not exceed the amount of the provisions.

Provisions are reviewed at each reporting date and adjusted to reflect the most current best estimate. If it is no longer probable that an outflow of resources will be required to settle the obligation, the provision is reversed.

2.w. Sukuk

Sukuk adalah efek syariah berupa sertifikat atau bukti kepemilikan yang bernilai sama dan mewakili bagian yang tidak tertentu (tidak terpisahkan atau tidak terbagi) atas: (a). aset berwujud tertentu; (b). manfaat atas aset berwujud tertentu baik yang sudah ada maupun yang akan ada; (c). jasa yang sudah ada maupun yang akan ada; (d). aset proyek tertentu; atau (e). kegiatan investasi yang telah ditentukan.

Grup menerapkan PSAK 110 “Akuntansi Sukuk” untuk entitas yang melakukan transaksi sukuk ijarah dan sukuk mudharabah, baik sebagai penerbit sukuk maupun investor sukuk.

Sukuk ijarah adalah sukuk yang menggunakan akad ijarah. Sukuk mudharabah adalah sukuk yang menggunakan akad mudharabah.

Grup Sebagai Penerbit

Sukuk Ijarah

Pengakuan awal sukuk ijarah dilakukan pada saat sukuk ijarah diterbitkan. Sukuk ijarah diakui pada saat Grup menjadi pihak terikat dengan ketentuan penerbitan sukuk ijarah.

Sukuk ijarah diakui sebesar nilai nominal, disesuaikan dengan premium atau diskonto, dan biaya transaksi terkait dengan penerbitannya.

Setelah pengakuan awal, jika jumlah tercatat berbeda dengan nilai nominal yang disebabkan karena penyesuaian yang tersebut diatas, maka perbedaan tersebut diamortisasi secara garis lurus selama jangka waktu sukuk ijarah. Amortisasi tersebut tidak diakui sebagai beban ijarah, tetapi diakui sebagai beban penerbitan sukuk ijarah.

Beban Ijarah diakui pada saat terutang.

Sukuk ijarah disajikan sebagai liabilitas secara neto setelah premium atau diskonto dan biaya transaksi yang belum diamortisasi. Grup menyajikan sukuk ijarah menjadi liabilitas jangka panjang dan liabilitas jangka pendek.

2.w. Sukuk

Sukuk are the sharia securities represented by a certificate or evidence of ownership of equal denomination and representing individual ownership interest in (not separated or divided): (a). particular intangible assets; (b).existing or future benefits of particular intangible assets; (c).existing or future services; (d).particular project assets; or (e).determined investment activity.

Group adopted PSAK 110 "Accounting Sukuk" to an entity who enters sukuk Ijarah sukuk mudaraba transactions, either as sukuk issuers and investors.

Sukuk ijarah is a sukuk using ijarah’s contract. Sukuk mudaraba is sukuk using a mudaraba’s contract.

Group as Issuer

Sukuk Ijarah

Initial recognition is done at the time of sukuk ijarah issued. Sukuk Ijarah is recognized when the Group becomes a party bound by the provisions of sukuk ijarah issuance.

Sukuk Ijarah is recognized at its nominal amount, adjusted with any premium or discount, and the transaction costs related with the issuance.

After initial recognition, if the carrying amount is different from the nominal value due to the adjustments mentioned above, the difference is amortized using a straight line method over the period of sukuk ijarah. Amortization is not recognized as an ijarah’s expense, but is recognized as an issuance expense of sukuk ijarah.

Ijarah expense recognized when due.

Sukuk Ijarah is presented as a liability at a net of premium or discount and unamortized transaction costs. Group presents Sukuk Ijarah as long-term liabilities and short-term liabilities.

3. Sumber Ketidakpastian Estimasi dan Pertimbangan Akuntansi Kritis

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat pada aset dan liabilitas dalam periode pelaporan berikutnya.

i. Estimasi dan Asumsi Akuntansi

Asumsi utama masa depan dan sumber utama ketidakpastian estimasi lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Estimasi Umur Manfaat Aset Tetap, Properti Investasi dan Aset Takberwujud

Grup melakukan penelaahan berkala atas masa manfaat ekonomis aset tetap dan aset takberwujud berdasarkan faktor-faktor seperti kondisi teknis dan perkembangan teknologi di masa depan. Hasil operasi di masa depan akan dipengaruhi secara material atas perubahan estimasi ini yang diakibatkan oleh perubahan faktor yang telah disebutkan di atas. Nilai tercatat aset tetap dan properti investasi disajikan dalam Catatan 18 dan 17.

Estimasi Beban Pensiun dan Imbalan Pascakerja

Nilai kini liabilitas imbalan pascakerja dan beban pensiun yang masih harus dibayar tergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya (penghasilan) pensiun neto mencakup tingkat diskonto dan tingkat kenaikan gaji. Perubahan asumsi ini akan mempengaruhi jumlah tercatat imbalan pascakerja dan beban pensiun.

3. Source of Estimation Uncertainty and Critical Accounting Judgment

The preparation of the Group consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset and liability affected in future periods.

i. Accounting Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Estimated Useful Lives of Fixed Assets, Investment Properties and Intangible Assets

The Group reviews periodically the estimated useful lives of fixed assets and intangible assets based on factors such as technical specification and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned. Carrying amounts of fixed assets and investment properties are disclosed in Notes 18 and 17.

Estimated Pension Expenses and Post Employment Benefits

The present value of post-employment benefits obligations and accrued pension expenses depends on several factors that are determined by actuarial basis based on several assumptions. Assumptions used to determine net pension cost (income) include the discount rate and salary increase rate. Changes in these assumptions will affect the carrying amount of post-employment benefits and pension expenses.

Grup menentukan tingkat diskonto yang sesuai pada akhir periode pelaporan, yakni tingkat suku bunga yang harus digunakan untuk menentukan nilai kini arus kas keluar masa depan estimasian yang diharapkan untuk menyelesaikan liabilitas. Dalam menentukan tingkat suku bunga yang sesuai, Grup mempertimbangkan tingkat suku bunga obligasi pemerintah yang didenominasikan dalam mata uang imbalan akan dibayar dan memiliki jangka waktu yang serupa dengan jangka waktu liabilitas yang terkait.

The Group determines the appropriate discount rate at the end of each reporting period, this is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the obligations. In determining the appropriate discount rate, the Group considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related obligation.

Asumsi kunci liabilitas imbalan pascakerja dan cadangan dana pensiun lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini. Informasi mengenai asumsi dan jumlah liabilitas dan beban imbalan pascakerja serta dana pensiun diungkapkan pada Catatan 30.

Key assumptions for post-employment benefit obligations and other pension fund reserves are based in part on current market conditions. Information regarding the assumptions and Additional information and total liabilities and post-employment benefits expenses and include pension funds are disclosed in Note 30.

Pajak Penghasilan

Pertimbangan dan asumsi diperlukan dalam menentukan pengurangan biaya tertentu ketika mengestimasi penyisihan pajak penghasilan Grup. Terdapat transaksi dan perhitungan yang memungkinkan penentuan pajak akhir menjadi tidak pasti selama kegiatan usaha normal. Dimana perhitungan pajak akhir dari hal-hal tersebut berbeda dengan jumlah yang sebelumnya dicatat, perbedaan tersebut akan berdampak pada penetapan pajak penghasilan dan pajak penghasilan yang ditangguhkan dalam periode penentuan pajak tersebut.

Income Tax

Judgements and assumptions are required in determining the deduction of certain costs when estimating the Groups income tax allowances. There are transactions and calculations that allow the determination of the final tax to be uncertain during the normal course of business. Where the final tax calculation of these matters differs from the amount previously recorded, the difference will have an impact on the determination of income tax and with holding tax withheld during the tax determination period.

Aset pajak tangguhan, termasuk yang timbul dari kerugian pajak yang dapat dikompensasikan kembali, penyisihan modal dan perbedaan temporer diakui hanya ketika hal-hal tersebut diperhitungkan untuk dapat dipulihkan, yang tergantung pada pembentukan laba kena pajak yang mencukupi di masa depan. Asumsi pembentukan laba kena pajak di masa depan tergantung pada estimasi manajemen untuk arus kas di masa depan. Hal ini tergantung pada estimasi produksi, jumlah penjualan barang dan jasa, harga komoditas, biaya operasi, belanja modal, dividen dan transaksi manajemen modal lainnya di masa depan.

Deferred tax assets, including those arising from recoverable tax losses, capital allowance, temporary differences are recognized only when they are calculated to be recoverable, depending on the formation of sufficient future taxable profit. The assumption of forming future taxable income depends on management's estimate of future cash flows. This depends on estimated future production, total sales of goods and services, commodity prices, operating costs, capital expenditures, dividends and other capital management transactions.

Rugi Penurunan Nilai Piutang
Pada tanggal pelaporan Grup menilai apakah risiko kredit atas instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian tersebut, Grup mempertimbangkan perubahan risiko gagal bayar yang terjadi selama umur instrumen keuangan, bukan perubahan atas jumlah kerugian kredit ekspektasian. Dalam melakukan penilaian tersebut, Grup membandingkan risiko gagal bayar pada tanggal pelaporan dengan risiko gagal bayar pada saat pengakuan awal serta mempertimbangkan informasi yang wajar dan terdukung yang tersedian tanpa biaya.

Risiko kredit pada instrumen keuangan dianggap rendah jika instrumen keuangan memiliki risiko gagal bayar yang rendah, peminjam memiliki kapasitas yang kuat untuk memenuhi kewajiban arus kas kontraktualnya dalam jangka waktu dekat dan kondisi ekonomik dan bisnis yang memburuk dalam jangka waktu panjang, namun tidak selalu, menurunkan kemampuan peminjam untuk memenuhi kewajiban arus kas kontraktualnya.

Nilai tercatat piutang usaha dan piutang lain-lain diungkapkan dalam Catatan 6 dan 7.

Nilai Wajar Instrumen Keuangan
Bila nilai wajar aset keuangan dan liabilitas keuangan yang tercatat pada laporan posisi keuangan konsolidasian tidak tersedia di pasar aktif, ditentukan dengan menggunakan berbagai teknik penilaian termasuk penggunaan model matematika. Masukan (*input*) untuk model ini berasal dari data pasar yang bisa diamati sepanjang data tersebut tersedia. Bila data pasar yang bisa diamati tersebut tidak tersedia, pertimbangan manajemen diperlukan untuk menentukan nilai wajar. Pertimbangan tersebut mencakup pertimbangan likuiditas dan masukan model seperti volatilitas untuk transaksi derivatif yang berjangka waktu panjang dan tingkat diskonto, tingkat pelunasan dipercepat dan asumsi tingkat gagal bayar. Pengungkapan lebih lanjut tentang nilai wajar terdapat dalam Catatan 47.

Impairment Loss on Receivables
At the reporting date, the Group assesses whether the credit risk on financial instruments has increased significantly since initial recognition. When making this assessment, the Group considers changes in default risk that occurs over the life of the financial instruments, not changes in the amount of expected credit losses. In making this assessment, the Group compares the risk of default at the reporting date with the risk of default at initial recognition and considers reasonable and supportable information that is available free of charge.

The credit risk of a financial instrument is considered low if the financial instrument has a low risk of default, the borrower has strong capacity to meet its contractual cash flow obligations in the near term and economic and business conditions deteriorate in the long term, but not always, deteriorate capacity, the borrower to meet its contractual cash flow obligations.

The carrying amounts of acount receivables and other receivables are disclosed in Notes 6 and 7.

Fair Value of Financial Instruments
Where the fair value of financial assets and financial liabilities recorded on the statement of financial position cannot be derived from active markets, they are determined using a variety of valuation techniques that include the use of mathematical models. The inputs to these models are derived from observable market data where possible, but where observable market data are not available, management judgment is required to establish fair values. The judgments include considerations of liquidity and model inputs such as volatility for long term derivatives and discount rates, prepayment rates, and default rate assumptions. The other disclosures on fair value are presented in Note 47.

ii. Pertimbangan Penting dalam Penentuan Kebijakan Akuntansi

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian.

Klasifikasi Aset dan Liabilitas Keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan definisi yang ditetapkan PSAK 71. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2.f dan 47.

ii. Judgements in Applying the Accounting Policies

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements.

Classification of Financial Assets and Liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by considering the definition set forth in PSAK 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in Notes 2.f and 47.

4. Kas dan Setara Kas / *4. Cash and Cash Equivalents*

	2022 Rp	2021 Rp	
Kas	3,595,140	3,099,148	*Cash on Hand*
Bank	3,326,419,503	2,759,653,283	*Cash in Banks*
Deposito Berjangka	2,487,296,760	962,845,000	*Time Deposits*
Total	**5,817,311,403**	**3,725,597,431**	***Total***
Kas			***Cash on Hand***
Rupiah	3,004,655	2,958,842	*Rupiah*
Dolar AS	331,908	71,166	*US Dollar*
Dolar Singapura	17,640	26,292	*Singapore Dollar*
Kas Mata Uang Asing Lainnya	240,937	42,848	*Other Cash in Foreign Currency*
Subtotal	**3,595,140**	**3,099,148**	***Subtotal***
Bank			***Cash in Banks***
Pihak Berelasi			***Related Parties***
Rupiah			***Rupiah***
PT Bank Mandiri (Persero) Tbk	1,118,373,203	702,183,977	*PT Bank Mandiri (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	444,218,990	545,834,425	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	395,846,773	373,806,488	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	283,947,244	546,978,977	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	192,695,896	217,629,658	*PT Bank Syariah Indonesia Tbk*
	2,435,082,106	2,386,433,525	
Dolar AS			***US Dollar***
PT Bank Negara Indonesia (Persero) Tbk	161,802,498	163,536,633	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	20,313,158	18,834,424	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	1,168,692	1,061,532	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	--	314,359	*PT Bank Syariah Indonesia Tbk*
	183,284,348	183,746,948	
Dolar Singapura			***Singapore Dollar***
PT Bank Mandiri (Persero) Tbk	15,540	119,270	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	--	27,637	*PT Bank Negara Indonesia (Persero) Tbk*
	15,540	146,907	
Euro			***Euro***
PT Bank Mandiri (Persero) Tbk	22,061	21,270	*PT Bank Mandiri (Persero) Tbk*
	22,061	21,270	
Subtotal	**2,618,404,055**	**2,570,348,650**	***Subtotal***

	2022 Rp	2021 Rp	
Pihak Ketiga			***Third Parties***
Rupiah			***Rupiah***
PT Bank Danamon Indonesia Tbk	462,782,572	1,056,296	*PT Bank Danamon Indonesia Tbk*
PT Bank DKI	95,214,378	57,208,805	*PT Bank DKI*
PT Bank Central Asia Tbk	57,499,895	17,320,193	*PT Bank Central Asia Tbk*
PT Bank CIMB Niaga Tbk	49,582,833	45,594,083	*PT Bank CIMB Niaga Tbk*
PT Bank Pembangunan Daerah Jawa Tengah	28,417,796	52,725,664	*PT Bank Pembangunan Daerah Jawa Tengah*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	3,374,670	3,144,097	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Pembangunan Daerah Jawa Timur Tbk	3,367,889	3,097,977	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
PT Bank Pembangunan Daerah Istimewa Yogyakarta	2,862,251	--	*PT Bank Pembangunan Daerah Istimewa Yogyakarta*
PT Bank Maybank Indonesia Tbk	1,589,277	399,000	*PT Bank Maybank Indonesia Tbk*
PT Bank Mega Tbk	1,252,922	3,981,185	*PT Bank Mega Tbk*
PT Bank Muamalat Indonesia Tbk	455,956	177,749	*PT Bank Muamalat Indonesia Tbk*
PT Bank Pembangunan Daerah Kalimantan Timur	230,658	1,732,783	*PT Bank Pembangunan Daerah Kalimantan Timur*
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	217,229	160,502	*PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung*
PT Bank KB Bukopin Tbk	30,069	57,168	*PT Bank KB Bukopin Tbk*
PT Bank Pembangunan Daerah Sumatera Utara	4,432	559,656	*PT Bank Pembangunan Daerah Sumatera Utara*
PT Bank Pembangunan Daerah Bali	2,339	4,603	*PT Bank Pembangunan Daerah Bali*
PT Bank MNC Internasional Tbk	--	630,000	*PT Bank MNC Internasional Tbk*
PT Bank Permata Tbk	--	396,554	*PT Bank Permata Tbk*
PT Bank Sinarmas Tbk	--	31,124	*PT Bank Sinarmas Tbk*
	706,885,166	188,277,439	
Dolar AS			***US Dollar***
Citibank N.A.	798,468	724,000	*Citibank N.A.*
PT Bank Central Asia Tbk	331,814	301,832	*PT Bank Central Asia Tbk*
PT Bank Permata Tbk	--	1,362	*PT Bank Permata Tbk*
	1,130,282	1,027,194	
Subtotal	**708,015,448**	**189,304,633**	***Subtotal***
Total Bank	**3,326,419,503**	**2,759,653,283**	***Total Cash in Banks***
Deposito Berjangka			***Time Deposits***
Pihak Berelasi			***Related Parties***
Rupiah			***Rupiah***
PT Bank Mandiri (Persero) Tbk	540,200,000	161,084,000	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	520,800,000	112,800,000	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	454,254,760	369,461,000	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	410,475,000	176,500,000	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	20,000,000	--	*PT Bank Rakyat Indonesia Syariah*
PT Bank Mandiri Taspen	--	5,000,000	*PT Bank Mandiri Taspen*
	1,945,729,760	824,845,000	
Subtotal	**1,945,729,760**	**824,845,000**	***Subtotal***

	2022 Rp	2021 Rp	
Pihak Ketiga			***Third Parties***
Rupiah			***Rupiah***
PT Bank Muamalat Indonesia Tbk	225,000,000	--	*PT Bank Muamalat Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Tengah	204,000,000	102,000,000	*PT Bank Pembangunan Daerah Jawa Tengah*
PT Bank Maybank Indonesia Tbk	50,000,000	--	*PT Bank Maybank Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	33,317,000	--	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Mega Tbk	18,000,000	5,000,000	*PT Bank Mega Tbk*
PT Bank Central Asia Tbk	5,250,000	5,000,000	*PT Bank Central Asia Tbk*
PT Bank KB Bukopin Tbk	3,000,000	25,000,000	*PT Bank KB Bukopin Tbk*
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta	3,000,000	1,000,000	*PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta*
Subtotal	541,567,000	138,000,000	***Subtotal***
Total Deposito Berjangka	**2,487,296,760**	**962,845,000**	***Total Time Deposits***
Total	**5,817,311,403**	**3,725,597,431**	***Total***
Tingkat Suku Bunga			***Interest Rate***
Rupiah			***Rupiah***
Deposito Berjangka	2.00% - 5.75%	2.00% - 7.75%	*Time Deposit*

Deposito berjangka merupakan deposito waktu sampai dengan 3 bulan.

Time deposits are time deposits up to 3 months.

5. Investasi Jangka Pendek / *5. Short Term Investments*

a. Investasi Jangka Pendek Terdiri dari: / *a. Short Term Investments Consist of:*

	2022 Rp	2021 Rp	
Deposito Berjangka yang Dibatasi Penggunaanya	35,000,000	33,320,000	*Restricted Time Deposits*
Deposito Berjangka > 3 Bulan	34,000,000	3,000,000	*Time Deposits > 3 Months*
Reksadana	33,492,146	39,494,118	*Mutual Fund*
Obligasi	57,496,000	65,842,500	*Bonds*
Total	**159,988,146**	**141,656,618**	***Total***

1) Deposito Berjangka Lebih dari 3 Bulan Sampai dengan 1 Tahun – Biaya Perolehan Diamortisasi / *1) Time Deposits above 3 Months up to 1 Year – Amortised Cost*

	2022		2021		
	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	
Rupiah					***Rupiah***
Pihak Berelasi					*Related Parties*
PT Bank Rakyat Indonesia (Persero) Tbk	3,000,000	3,000,000	3,000,000	3,000,000	*PT Bank Rakyat Indonesia (Persero) Tbk*
Subtotal	**3,000,000**	**3,000,000**	**3,000,000**	**3,000,000**	***Subtotal***
Pihak Ketiga					*Third Parties*
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	30,000,000	30,000,000	--	--	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta	1,000,000	1,000,000	--	--	*PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta*
Subtotal	**31,000,000**	**31,000,000**	**--**	**--**	***Subtotal***
Total	**34,000,000**	**34,000,000**	**3,000,000**	**3,000,000**	***Total***

2) Obligasi – Nilai Wajar diukur Melalui Penghasilan Komprehensif Lain / ***2) Bonds – Fair Value through Other Comprehensive Income***

	2022		2021		
	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	
Rupiah					***Rupiah***
Pihak Berelasi					*Related Parties*
BEXI04BCN7	--	--	5,000,000	4,955,000	*BEXI04BCN7*
FR0028 (2005), 10%	5,000,000	5,065,000	5,000,000	5,462,500	*FR0028 (2005), 10%*
Obligasi Negara Tahun 2007					*Obligasi Negara Tahun 2007*
Seri FR0047	30,000,000	34,260,000	30,000,000	36,594,000	*Seri FR0047*
Obligasi Negara Tahun 2007					*Obligasi Negara Tahun 2007*
Seri FR0045	15,150,000	18,171,000	15,150,000	18,831,000	*Seri FR0045*
Total	**50,150,000**	**57,496,000**	**55,150,000**	**65,842,500**	***Total***

3) Reksadana / ***3) Mutual Fund***

	2022		2021		
	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	
Biaya Perolehan Diamortisasi					***Amortized Cost***
Rupiah					***Rupiah***
RDT Panin 12	--	--	7,500,000	7,500,000	*RDT Panin 12*
Subtotal	**--**	**--**	**7,500,000**	**7,500,000**	***Subtotal***
Nilai Wajar Diukur Melalui Laba Rugi					***Fair Value Through Profit or Loss***
Rupiah					***Rupiah***
SAM Indonesia Equity Fund	30,000,000	26,052,084	30,000,000	24,396,780	*SAM Indonesia Equity Fund*
HPAM Flexi Plus	10,000,000	7,440,062	10,000,000	7,597,338	*HPAM Flexi Plus*
Subtotal	**40,000,000**	**33,492,146**	**40,000,000**	**31,994,118**	***Subtotal***
Total	**40,000,000**	**33,492,146**	**47,500,000**	**39,494,118**	***Total***

4) Deposito yang Dibatasi Penggunaanya / ***4) Restricted Time Deposits***

	2022		2021		
	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	
Rupiah					***Rupiah***
Pihak Berelasi					*Related Parties*
PT Bank Mandiri (Persero) Tbk	35,000,000	35,000,000	20,000,000	20,000,000	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	--	--	13,320,000	13,320,000	*PT Bank Negara Indonesia (Persero) Tbk*
Total	**35,000,000**	**35,000,000**	**33,320,000**	**33,320,000**	***Total***

b. Tingkat Suku Bunga / ***b. Interest Rate***

	2022 Rp	2021 Rp	
Rupiah:			***Rupiah:***
Deposito Berjangka	2.25% - 2.50%	2.75% - 3.25%	*Time Deposits*
Obligasi	7.99% - 8.10 %	7.00% - 8.10 %	*Bonds*

c. Keuntungan yang Belum Direalisasi dari Investasi – Nilai Wajar diukur Melalui Penghasilan Komprehensif Lain / ***c. Unrealized Gains from Investment – Fair Value through Other Comprehensive Income***

	2022 Rp	2021 Rp	
Nilai Wajar Pada Awal Tahun	65,842,500	80,943,752	*Fair Value at Beginning Year*
Nilai Nominal Penjualan Aset Keuangan	(5,000,000)	(13,670,000)	*Nominal Value of Instrument Assets Selling*
Diakui sebagai Penghasilan			*Recognize as Other*
Komprehensif Lain:			*Comprehensive Income:*
Keuntungan (Kerugian) Belum Direalisasi			*Unrealized Gain (Loss)*
Nilai Wajar - Tahun Berjalan	(3,391,500)	2,997,813	*at Fair Value - Current Year*
Penyesuaian Reklasifikasi	45,000	(4,429,065)	*Reclassification Adjustments*
Nilai Wajar pada Akhir Tahun	**57,496,000**	**65,842,500**	***Fair Value at Year End***

Nilai wajar seluruh aset keuangan berdasarkan harga penawaran yang berlaku dalam pasar yang aktif dan input selain harga pasar yang dapat diobservasi.

The fair value of all financial assets is based on the current bid price in active markets and observable inputs other than quoted prices.

6. Piutang Usaha / *6. Account Receivables*

a. Berdasarkan Pelanggan / *a. By Customers*

	2022 Rp	2021 Rp	
Piutang Usaha - Lancar			***Trade Receivables - Current***
Pihak Berelasi (Catatan 43)	901,817,086	2,292,873,995	*Related Parties (Note 43)*
Cadangan Kerugian Penurunan Nilai	(154,856,294)	(1,716,222,260)	*Allowance for Impairment Losses*
Subtotal	746,960,792	576,651,735	*Subtotal*
Pihak Ketiga	2,203,735,315	1,852,103,955	*Third Parties*
Cadangan Kerugian Penurunan Nilai	(1,109,064,466)	(794,314,176)	*Allowance for Impairment Losses*
Subtotal	1,094,670,849	1,057,789,779	*Subtotal*
Total Piutang Usaha - Lancar	**1,841,631,641**	**1,634,441,514**	***Total Trade Receivables - Current***
Piutang Usaha - Tidak Lancar			***Trade Receivables - Non Current***
Pihak Berelasi (Catatan 43)	1,571,053,548	--	*Related Parties (Note 43)*
Cadangan Kerugian Penurunan Nilai	(1,329,023,476)	--	*Allowance for Impairment Losses*
Total Piutang Usaha - Tidak Lancar	**242,030,072**	**--**	***Total Trade Receivable - Non Current***
Total Piutang Usaha	**2,083,661,713**	**1,634,441,514**	***Total Trade Receivables***

b. Berdasarkan Umur / *b. By Aging*

	2022 Rp	2021 Rp	
Belum Jatuh Tempo	572,722,778	508,795,218	*Not yet due*
Telah Jatuh Tempo			*Overdue*
1-30 Hari	192,851,178	172,788,627	*1-30 days*
31-60 Hari	84,450,279	95,795,206	*31-60 days*
61-90 Hari	727,508,211	373,553,380	*61-90 days*
91-180 Hari	119,890,645	300,114,817	*91-180 days*
181-365 Hari	422,142,410	754,633,240	*181-365 days*
Lebih dari 365 Hari	2,557,040,448	1,939,297,462	*Over 365 days*
Subtotal	4,676,605,949	4,144,977,950	***Subtotal***
Cadangan Kerugian Penurunan Nilai	(2,592,944,236)	(2,510,536,436)	*Allowance for Impairment Losses*
Total	**2,083,661,713**	**1,634,441,514**	***Total***

c. Bedasarkan Mata Uang / *c. By Currencies*

	2022 Rp	2021 Rp	
Rupiah	4,647,506,949	4,066,033,289	*Rupiah*
Mata Uang Asing	29,099,000	78,944,661	*Foreign Currencies*
Cadangan Kerugian Penurunan Nilai	(2,592,944,236)	(2,510,536,436)	*Allowance for Impairment Losses*
Total	**2,083,661,713**	**1,634,441,514**	***Total***

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

Movements in the allowance for impairment losses are as follows:

	2022 Rp	2021 Rp	
Saldo Awal	2,510,536,436	822,111,863	*Beginning Balance*
Divestasi HIPRO, entitas anak HIN	--	(1,336,846)	*Divestment of HIPRO, HIN subsidiary*
Penambahan	265,273,301	1,731,613,260	*Addition*
Pemulihan	(176,431,627)	(4,397,841)	*Recovery*
Penghapusan	(6,433,874)	(37,454,000)	*Write-Off*
Saldo Akhir	**2,592,944,236**	**2,510,536,436**	***Ending Balance***

Piutang kepada PT Garuda Indonesia (Persero) Tbk sebesar Rp1.435.604.027 sudah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke rekening Piutang usaha tidak lancar. PT Garuda Indonesia (Persero) Tbk telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat tanggal 20 Juni 2022. Per 31 Desember 2022 masih terdapat saldo piutang usaha sebesar Rp188.196.535 yang merupakan piutang usaha lancar.

Receivables from PT Garuda Indonesia (Persero) Tbk amounting to Rp1,435,604,027 have been declared bad and the balance of these receivables has been reclassified to non-current accounts receivable. PT Garuda Indonesia (Persero) Tbk has submitted a Postponement of Debt Payment Obligations (PKPU) which has been approved by the Commercial Court at the Court Negeri Jakarta Pusat on June 20 2022. As of December 31, 2022 there was still a balance of trade receivables of Rp188,196,535 which is a current trade receivable.

Piutang kepada PT Aerofood Indonesia sebesar Rp121.212.972 sudah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke rekening Piutang usaha tidak lancar. PT Aerofood Indonesia telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat tanggal 20 Juli 2022. Per 31 Desember 2022 masih terdapat saldo piutang usaha sebesar Rp29.424.815 yang merupakan piutang usaha lancar.

Receivables from PT Aerofood Indonesia amounting to Rp121,212,972 have been declared bad and the balance of these receivables has been reclassified to non-current accounts receivable. PT Aerofood Indonesia has filed a Postponement of Debt Payment Obligations (PKPU) which was approved by the Commercial Court at the Central Jakarta District Court on July 20, 2022. As of December 31, 2022 there was still a balance of trade receivables of Rp29,424,815 which are current trade receivables.

Piutang kepada PT Barata Indonesia (Persero) sebesar Rp14.236.550 sudah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke rekening Piutang usaha tidak lancar. PT Barata Indonesia (Persero) telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat tanggal 20 Juli 2022.

Receivables from PT Barata Indonesia (Persero) amounting to Rp14,236,550 have been declared bad and the balance of these receivables has been reclassified to non-current accounts receivable. PT Barata Indonesia (Persero) has filed a Postponement of Debt Payment Obligations (PKPU) which was approved by the Commercial Court at the Central Jakarta District Court on July 20, 2022.

Manajemen berkeyakinan bahwa cadangan kerugian penurunan nilai atas piutang usaha cukup untuk menutupi kerugian yang mungkin timbul dari tidak tertagihnya piutang tersebut.

Management believes that the allowance for impairment losses on trade receivables is adequate to cover possible losses from uncollectible accounts.

Pada tanggal 31 Desember 2022 dan 2021, piutang usaha sebesar Rp50.000.000 dijaminkan untuk fasilitas pinjaman jangka pendek PT Bank Syariah Indonesia Tbk (Catatan 23).

As of December 31, 2022 and 2021, trade receivables amounting to Rp50,000,000 are used for collateral for short-term loan facility of PT Bank Syariah Indonesia Tbk (Note 23).

7. Piutang Lain-lain / *7. Other Receivables*

a. Berdasarkan Pelanggan / *a. By Customers*

	2022 Rp	2021 Rp	
Pihak Berelasi (Catatan 43)	60,014,772	60,871,512	*Related Parties (Note 43)*
Cadangan Kerugian Penurunan Nilai	(48,792,929)	(40,686,383)	*Allowance for Impairment Losses*
Subtotal	11,221,843	20,185,129	*Subtotal*
Pihak Ketiga	132,804,632	115,103,133	*Third Parties*
Cadangan Kerugian Penurunan Nilai	(18,436,221)	(28,610,097)	*Allowance for Impairment Losses*
Subtotal	114,368,411	86,493,036	*Subtotal*
Total	**125,590,254**	**106,678,165**	***Total***

b. Berdasarkan Umur / *b. By Aging*

	2022 Rp	2021 Rp	
Belum Jatuh Tempo	38,143,417	24,743,607	*Not Yet Due*
Telah Jatuh Tempo			*Overdue*
< 1 Tahun	36,662,756	33,512,316	*< 1 Year*
1 - 2 Tahun	57,047,694	65,670,972	*1 - 2 Years*
> 2 Tahun	60,965,537	52,047,750	*> 2 Years*
Subtotal	192,819,404	175,974,645	***Subtotal***
Cadangan Kerugian Penurunan Nilai	(67,229,150)	(69,296,480)	*Allowance for Impairment Losses*
Total	**125,590,254**	**106,678,165**	***Total***

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

Movements in the allowance for impairment losses are as follows:

	2022 Rp	2021 Rp	
Saldo Awal	69,296,480	55,516,790	*Beginning Balance*
Divestasi HIPRO, entitas anak HIN	--	(2,765,063)	*Divestment of HIPRO, HIN subsidiary*
Penambahan	19,760,762	18,343,468	*Addition*
Pemulihan	(21,828,092)	(1,798,715)	*Recovery*
Saldo Akhir	**67,229,150**	**69,296,480**	***Ending Balance***

Piutang lain-lain pihak ketiga terutama merupakan piutang yang timbul dari pembayaran pada pegawai, jaminan, talangan, Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia ("LPPNPI") dan pihak lain di luar kegiatan utama Grup.

Other receivables third parties mainly represents receivables arise from payment to employee, deposits, temporary loan, Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia ("LPPNPI") and others outside the Group's main business.

Piutang pegawai merupakan kekurangan pembayaran biaya berobat yang ditanggung oleh Grup yang akan ditagihkan kemudian kepada pegawai. Piutang pegawai juga berisikan piutang atas pembayaran gaji karyawan PT Bandarudara Internasional Jawa Barat ("BIJB") yang akan ditagihkan ke BIJB dan biaya sertifikasi petugas keamanan bandara (*aviation security*) yang ditanggung oleh Grup yang akan ditagihkan dengan cara pemotongan gaji bulanan pegawai *aviation security*.

Employee receivables represent underpayment of medical expenses borne by the Group which will be billed later to employees. Employee receivables also contain receivables for payment of salaries of PT Bandarudara Internasional Jawa Barat ("BIJB") employees which will be billed to BIJB and airport security officer certification fees (aviation security) borne by the Group which will be billed by deducting the monthly salary of aviation security employees.

Piutang lain-lain kepada PT Hotel Indonesia Properti terkait dengan utang kontraktor yang kontrak perjanjiannya masih dengan PT Hotel Indonesia Natour dan belum di novasikan ke PT Hotel Indonesia Properti. Selain itu piutang lain-lain kepada PT Hotel Indonesia Properti juga terkait biaya operasional PT Hotel Indonesia Properti yang ditanggung oleh Grup periode 1 Mei sampai dengan 30 September 2021.

Other receivables from PT Hotel Indonesia Properti related to debts of contractors whose contractual agreements are still with PT Hotel Indonesia Natour and have not been novated to PT Hotel Indonesia Properti. In addition, other receivables from PT Hotel Indonesia Properti are also related to the operational costs of PT Hotel Indonesia Properti which are borne by the Group for the period May 1 to September 30, 2021.

Pada tanggal 31 Oktober 2022 melalui perjanjian Nomor 0060.1/PERJ/DF/HIN/X/2022 atau Nomor 4222/EXT/PP/DKMR/2022 atau Nomor 0051/PERJ/DIRUT/HIP/X/2022, telah terjadi perjanjian novasi antara HIN, PT Pembangunan Perumahan (PP) (Persero) Tbk dan PT Hotel Indonesia Properti (HIP) atas perjanjian pemborongan pekerjaan pembangunan kembali Hotel Inna Muara Padang, dalam perjanjian novasi sepakat bahwa HIN dan HIP dengan ini memberikan persetujuan atas penunjukan dan pengalihan kepada HIP atas kewajiban pembayaran perjanjian serta perubahannya sesuai dengan nilai yang dibukukan oleh HIN dan telah menjadi nilai valuasi HIP sebesar Rp9.252.582 sehingga pelaksanaan kewajiban pembayaran serta perubahannya yang akan dilaksanakan HIP kepada PP sebesar Rp9.252.582. Perjanjian novasi ini berlaku efektif sejak tanggal efektif dan akan tetap berlaku hingga pelaksanaan kewajiban sebesar Rp9.252.582 telah diselesaikan oleh HIP.

On October 31, 2022 through agreement Number 0060.1/PERJ/DF/HIN/X/2022 or Number 4222/EXT/PP/DKMR/2022 or Number 0051/PERJ/DIRUT/HIP/X/2022, there was a novation agreement between HIN, PT Pembangunan Perumahan (PP) (Persero) Tbk and PT Hotel Indonesia Properti (HIP) for the contracting agreement for the redevelopment of the Inna Muara Padang Hotel, in the novation agreement agreed that HIN and HIP hereby give approval for the appointment and transfer to HIP of the obligations the payment of the agreement and its amendments is in accordance with the value recorded by HIN and has become the HIP valuation value of Rp9,252,582 so that the implementation of the payment obligations and the changes that will be carried out by HIP to PP is Rp9,252,582. This novation agreement is effective from the effective date and will remain in effect until the implementation of the obligation amounting to Rp9,252,582 has been settled by HIP.

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.

Based on the review of the arker ability 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.

8. Persediaan / *8. Inventories*

	2022 Rp	2021 Rp	
Alat Kantor dan Percetakan	11,944,178	11,657,477	*Office and Equipment*
Barang Dagang	11,461,766	15,485,867	*Merchandise*
Suku Cadang Pemeliharaan	9,800,118	18,799,700	*Maintenance Sparepart*
Bahan Bakar	4,767,901	3,751,508	*Fuel*
Hotel dan *Lounge*	4,655,906	3,482,925	*Hotel and Lounge*
Elektronika	3,076,276	2,466,000	*Electronics*
Mekanikal dan Pendingin Udara	1,781,719	1,954,000	*Mechanical and Air Conditioning*
Keamanan dan Pemadam Kebakaran	1,400,851	547,000	*Secure and Firefighter*
Pemeliharaan Alat Besar	74,750	257,000	*Large Tool Maintenance*
Lain-lain	1,588,087	1,669,215	*Others*
Subtotal	50,551,552	60,070,692	***Subtotal***
Cadangan Kerugian Penurunan Nilai	(1,329,163)	(2,120,135)	*Allowance for Impairment Losses*
Total	**49,222,389**	**57,950,557**	***Total***

Persediaan barang dagang pada 31 Desember 2022 dan 2021 telah diasuransikan terhadap risiko kerugian akibat bencana alam, kebakaran dan risiko lainnya dengan nilai pertanggungan sebesar Rp2.729.041 dan Rp1.969.360.

Merchandise inventories as of December 31, 2022 and 2021 are insured against the risk of loss due to natural disasters, fire and other risks for a total coverage of Rp2,729,041 and Rp1,969,360, respectively.

Manajemen berpendapat bahwa nilai pertanggungan asuransi tersebut cukup untuk menutupi kemungkinan kerugian atas persediaan yang dipertanggungkan.

Management believes that the sum insured amount is adequate to cover possible losses from such risk.

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

Movements in the allowance for impairment losses are as follows:

	2022 Rp	2021 Rp	
Saldo Awal	2,120,135	2,025,308	*Beginning Balance*
Penambahan	247,517	299,294	*Addition*
Pemulihan	(1,038,489)	--	*Recovery*
Penghapusan	--	(204,467)	*Write-Off*
Saldo Akhir	**1,329,163**	**2,120,135**	***Ending Balance***

Berdasarkan hasil penelaahan pada akhir tahun, manajemen berkeyakinan bahwa penyisihan penurunan nilai persediaan di atas adalah cukup.

Based on the review at the end of the year, the management believes that the above allowance for impairment loss of inventories is sufficient.

Manajemen berkeyakinan bahwa nilai tercatat persediaannya tidak melebihi nilai realisasi netonya pada tanggal 31 Desember 2022 dan 2021.

Management believes that the carrying values of its inventories do not exceed their net realizable values as of December 31, 2022 and 2021.

Pada tanggal 31 Desember 2022 dan 2021, tidak terdapat yang dijaminkan sehubungan dengan liabilitas apapun.

As of December 31, 2022 and 2021, there are no collateral for any obligations.

9. Uang Muka / *9. Advances*

	2022 Rp	2021 Rp	
Pembelian	109,472,892	93,451,080	*Purchases*
Ekspedisi Muatan	35,204,000	11,526,000	*Freight Forwarder*
Dinas dan Operasional	25,367,962	1,204,495	*Service and Operation*
Karyawan	14,628,419	7,975,000	*Employee*
Lain-lain	10,151,563	6,923,000	*Other*
Subtotal	194,824,836	121,079,575	***Subtotal***
Penyisihan Kerugian Penurunan Nilai	(195,353)	(195,353)	*Allowance for Impairment Losses*
Total	**194,629,483**	**120,884,222**	***Total***

Akun ini merupakan biaya yang dibayar terlebih dahulu untuk kepentingan operasional Grup yang akan dipertanggungjawabkan atau akan jatuh tempo dalam tahun berikutnya.

This account represents cost paid in advance for the benefit of the Group's operations that will be accounted for or due within the next year.

Uang muka pembelian merupakan uang muka pembelian beras dan *duty free*. Uang muka digunakan untuk pembelian barang dagangan, aset bernilai rendah, operasional dan lain-lain.

Advances for purchases represent advances for the purchase of rice and duty free. Advances are used for the purchase of merchandise, low value assets, operations and others.

10. Biaya Dibayar di Muka / *10. Prepaid Expenses*

	2022 Rp	2021 Rp	
Asuransi	53,903,945	50,361,698	*Insurance*
Umum	1,821,082	8,283,853	*General*
Pegawai	1,558,760	1,974,904	*Personnel*
Sewa	931,441	1,828,506	*Rent*
Lain-lain	17,978,970	23,083,462	*Others*
Total	**76,194,198**	**85,532,423**	***Total***

Beban umum dibayar di muka terdiri dari biaya pemeliharaan dan utilitas.

General purpose of prepaid expenses are consist of maintenance expenses and utility.

Asuransi terutama adalah asuransi dibayar di muka atas aset tetap Grup.

Insurance mainly represents prepaid expenses insurance for fixed assets of the Group.

Beban dibayar di muka lain-lain terutama sehubungan dengan pemakaian persediaan.

Prepaid expenses are mainly consist of the use of supplies.

11. Pendapatan yang Masih Harus Diterima / *11. Accrued Revenues*

	2022 Rp	2021 Rp	
Aeronautika	414,338,906	283,354,355	*Aeronautika*
Non-Aeronautika	234,049,235	176,009,498	*Non-Aeronautika*
Lain-lain	29,794,927	4,567,437	*Others*
Subtotal	678,183,068	463,931,290	***Subtotal***
Cadangan Kerugian Penurunan Nilai	(153,231,124)	(166,597,320)	*Allowance for Impairment Losses*
Total	**524,951,944**	**297,333,970**	***Total***

Pendapatan yang masih harus diterima untuk aeronautika mencakup pendapatan-pendapatan atas Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U), Jasa Penumpang Pesawat Udara (PJP2U), Jasa Kargo dan Pos Pesawat Udara (PJKP2U), Jasa *Aviobridge* dan *Extended Fee*.

Accrued revenues of aeronautical consist of Aircraft Landing, Placing and Storing Service (PJP4U), Aircraft Passengers Handling Service (PJP2U), Cargo and Post Services (PJKP2U), Aviobridge Services and Extended Fee.

Pendapatan yang masih harus diterima untuk non-aeronautika mencakup pendapatan-pendapatan atas jasa sewa ruang, pemakaian jasa gudang, sewa tanah, konsesi, parkir, pemakaian listrik/telepon/air, pemakaian premium lounge dan jasa lainnya.

Accrued revenues of non-aeronautical consist of revenues for space rental services, use of warehouse, land rental, concessions, parking, electricity/telephone/water, the use of premium lounges and other services.

Pendapatan yang masih harus diterima lain-lain merupakan akrual atas pendapatan bunga deposito.

Other accrued revenues consist of the interest income on deposits

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

Movements in the allowance for impairment losses are as follows:

	2022 Rp	2021 Rp	
Saldo Awal	166,597,320	92,477,923	*Beginning Balance*
Penambahan	18,821,691	74,119,397	*Addition*
Pemulihan	(32,187,887)	--	*Recovery*
Saldo Akhir	**153,231,124**	**166,597,320**	***Ending Balance***

Berdasarkan hasil penelaahan pada akhir tahun, manajemen berkeyakinan bahwa penyisihan penurunan nilai di atas adalah cukup.

Based on the review at the end of the year, the management believes that the above allowance for impairment loss of inventories is sufficient.

12. Perpajakan / *12. Taxation*

a. Pajak Dibayar di Muka / *a. Prepaid taxes*

	2022 Rp	2021 Rp	
Perusahaan			*The Company*
Pasal 4(2)	14,600	--	*Article 4(2)*
Pajak Pertambahan Nilai (PPN)	921,210	2,006,574	*Value Added Tax (VAT)*
Entitas Anak			*Subsidiaries*
Pajak Pertambahan Nilai (PPN)	98,156,952	1,278,684,091	*Value Added Tax (VAT)*
Total	**99,092,762**	**1,280,690,665**	***Total***

b. Estimasi Tagihan Pajak / *b. Estimated Claims for Refundable Tax*

	2022 Rp	2021 Rp	
Perusahaan			*The Company*
Pajak Penghasilan:			*Income Taxes:*
Pasal 28A Tahun 2022	1,302,472	--	*Article 28A Year 2022*
Entitas Anak			*Subsidiaries*
Pajak Penghasilan:			*Income Taxes:*
Pasal 28A Tahun 2022	159,860,842	--	*Article 28A Year 2022*
Pasal 28A Tahun 2021	130,143,764	137,978,286	*Article 28A Year 2021*
Pasal 28A Tahun 2020	--	378,256,804	*Article 28A Year 2020*
Pajak Pertambahan Nilai	65,601,637	--	*Value Added Tax*
Total	**356,908,715**	**516,235,090**	***Total***

c. Utang Pajak / *c. Tax Payables*

	2022 Rp	2021 Rp	
Perusahaan			*The Company*
Pajak Penghasilan:			*Income Taxes:*
Pasal 4(2)	11,885	66,431	*Article 4(2)*
Pasal 15	--	21,777	*Article 15*
Pasal 21	964,730	1,004,169	*Article 21*
Pasal 23	332,073	567,028	*Article 23*
SKPKB PPN yang Diangsur	2,045,595	4,141,747	*Installment SKPKB VAT*
Entitas Anak			*Subsidiaries*
Pajak Penghasilan:			*Income Taxes:*
Pasal 4(2)	32,590,461	24,050,038	*Article 4(2)*
Pasal 15	54,270	--	*Article 15*
Pasal 21	46,208,908	49,358,819	*Article 21*
Pasal 22	987,923	153,093	*Article 22*
Pasal 23	17,480,495	13,754,988	*Article 23*
Pasal 25	769,883	2,378,593	*Article 25*
Pasal 26	2,635	--	*Article 26*
Pasal 29	20,084,228	20,915,142	*Article 29*
Pajak PB 1	6,485,048	4,771,937	*PB Tax 1*
Pajak Pertambahan Nilai (PPN)	139,612,972	80,177,854	*Value Added Tax (VAT)*
PPh 15, STP dan Lainnya	6,370,714	8,923,192	*Article 15, STP, and Others*
Total	**274,001,820**	**210,284,807**	***Total***

d. Manfaat (Beban) Pajak Penghasilan Badan / *d. Corporate Income Tax Benefit (Expense)*

	2022 Rp	2021 Rp	
Pajak Kini			***Current Tax***
Perusahaan			*The Company*
Entitas Anak			*Subsidiaries*
Tahun Berjalan	(60,870,987)	(83,682,606)	*Current Year*
Penyesuaian Periode Sebelumnya	(294,760)	(20,263,718)	***Adjustment from Prior Year***
Subtotal	**(61,165,747)**	**(103,946,324)**	***Subtotal***
Pajak Tangguhan			***Deferred Tax***
Perusahaan	295,636	(1,931,615)	*The Company*
Entitas Anak	642,392,990	1,126,154,334	*Subsidiaries*
Subtotal	**642,688,626**	**1,124,222,719**	***Subtotal***
Total	**581,522,879**	**1,020,276,395**	***Total***

e. Taksiran Pajak Penghasilan

Rekonsiliasi antara laba sebelum pajak penghasilan badan, seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan taksiran rugi fiskal Perusahaan adalah sebagai berikut:

e. Provision for income tax

The reconciliation between profit before corporate income tax, as presented in the consolidated statements of profit or loss and other comprehensive income, and the Company's estimated tax loss is as follows:

	2022 Rp	2021 Rp	
Rugi Sebelum Pajak Penghasilan Badan Menurut Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	(1,495,349,837)	(8,556,440,606)	*Loss Befor Corporate Income Tax in Consolidated Statement of Profit or Loss and Other Comprehensive Income*
Dikurangi:			*Less:*
Rugi Entitas Anak Sebelum Beban Pajak Penghasilan Badan dan Efek Eliminasi serta Proforma	(1,404,928,012)	(8,517,324,531)	*Loss of Subsidiaries Before Corporate Income Tax Expense and Elimination and Proforma Effect*
Rugi Perusahaan Sebelum Pajak Penghasilan Badan Setelah Beban (Penghasilan) yang Pajaknya Bersifat Final	(90,421,825)	(39,116,075)	*Loss Before Corporate Income Tax After Expenses (Revenues) Subjected to Final Tax Attributable to the Company*
Ditambah (Dikurangi):			***Add (Deduct):***
Beda Tetap:			*Permanent Difference:*
Sumbangan	--	450	*Donation*
Konsumsi	--	22,673	*Consumption*
Umum Lainya	23,864,417	69,958	*Other General*
Pajak Penghasilan 21	10,176,459	645,765	*Income Tax Article 21*
Denda Keterlambatan Pokok	--	6,987	*Principal Late Penalty*
Bunga Deposito dan Jasa Giro	(1,839,736)	(15,690)	*Interest on Deposits and Giro Services*
Beban Pajak Tabungan Giro	2,972	3,138	*Bank Interest Tax*
Beda Waktu:			*Timing Difference:*
Imbalan Pascakerja	1,288,298	65,834	*Post-employment Benefit*
Penyisihan Penurunan Nilai	55,500,000	--	*Allowance for Impairment Losses*
Subtotal	88,992,410	799,115	***Subtotal***
Rugi Fiskal 2022	(1,429,415)	--	*Fiscal Loss 2022*
Rugi Fiskal 2021	(38,316,960)	(38,316,960)	*Fiscal Loss 2021*
Laba Fiskal 2020	339,586	339,586	*Fiscal Income 2020*
Rugi Fiskal 2019	(6,824,194)	(6,824,194)	*Fiscal Loss 2019*
Rugi Fiskal 2018	(2,776,399)	(2,776,399)	*Fiscal Loss 2018*
Rugi Fiskal 2017	(1,883,785)	(1,883,785)	*Fiscal Loss 2017*
Total Rugi Fiskal	**(50,891,167)**	**(49,461,752)**	***Total Fiscal Loss***
Dikurangi:			*Deducted:*
Pajak Dibayar di Muka			*Prepaid Tax*
Pajak Penghasilan Pasal 23	1,302,472	--	*Income Tax Article 23*
Pajak Penghasilan Badan Lebih Bayar	**(1,302,472)**	**--**	***Corporate Income Tax Overpayment***

Perhitungan taksiran pajak penghasilan kena pajak pada akhir tahun menjadi dasar dalam pengisian Surat Pemberitahuan Tahunan Pajak Penghasilan Badan.

The calculation of estimated taxable income at the end of the year is used as a basis in filing the annual corporate income tax return.

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.

Based on the Taxation Laws of Indonesia, entities within the group calculate and pay tax on the basis of self assesment. The Directorate General of Tax may asess or amend tax liabilities within 5 (five) years of the time the tax becomes due.

Rekonsiliasi antara hasil perkalian laba akuntansi sebelum pajak penghasilan badan dengan tarif pajak yang berlaku dan manfaat 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 benefit is as follows:

	2022 Rp	2021 Rp	
Rugi Sebelum Pajak Penghasilan Badan Menurut Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	(1,495,349,837)	(8,556,440,606)	*Loss Befor Corporate Income Tax in Consolidated Statement of Profit or Loss and Other Comprehensive Income*
Dikurangi:			*Less:*
Rugi Entitas Anak Sebelum Beban Pajak Penghasilan Badan dan Efek Eliminasi serta Proforma	(1,404,928,012)	(8,517,324,531)	*Loss of Subsidiaries Before Corporate Income Tax Expense and Elimination and Proforma Effect*
Laba Sebelum Beban Pajak Penghasilan - Perusahaan	(90,421,825)	(39,116,075)	*Income Before Income Tax Expense - The Company*
Beban Pajak Penghasilan - Perusahaan	--	--	*Income Tax Expense - The Company*
Pajak Tangguhan - Perusahaan	295,636	(1,931,615)	*Deferred tax - The Company*
Pajak Tangguhan - Entitas Anak	642,392,990	1,126,154,334	*Deferred tax - Entity Subsidaries*
Beban Pajak Penghasilan - Entitas Anak	(61,165,747)	(103,946,324)	*Income Tax Expense - Entity Subsidaries*
Beban Pajak Penghasilan Konsolidasian	**581,522,879**	**1,020,276,395**	***Income Tax Expense Consolidation***

f. Aset Pajak Tangguhan / *f. Deferred Tax Assets*

Perhitungan beban (manfaat) dan aset pajak tangguhan sebagai berikut:

The calculation of deferred tax expense (benefit) and deferred tax assets is as follows:

	1 Januari / *January 1, 2022* Rp	Dikreditkan (Dibebankan) Ke Laba Rugi / *Credited (Charged) to Profit or Loss* Rp	Dikreditkan ke Ekuitas / *Credited to Equity* Rp	Penyesuaian / *Adjustment* Rp	Divestasi / *Divestment* Rp	31 Desember / *December 31, 2022* Rp	
Liabilitas Pajak Tangguhan							***Deferred Tax Liabilities***
Entitas Anak	(262,115,001)	186,760,001	75,355,000	--	--	--	*Subsidiaries*
Aset Pajak Tangguhan							***Deferred Tax Assets***
Entitas Anak	1,971,286,723	814,340,649	(25,238,705)	(346,861,621)	--	2,413,527,046	*Subsidiaries*
Aset (Liabilitas) Pajak Tangguhan							***Deferred Tax Asset (Liabilities)***
Perusahaan:							*The Company:*
Penyisihan Penurunan Nilai Piutang Usaha	253,066	--	--	--	--	253,066	*Allowance for Impairment of Trade Receivable*
Penyisihan Penurunan Nilai Piutang Lain-lain	1,465,972	12,210	--	--	--	1,478,182	*Allowance for Impairment of Other Receivable*
Penyisihan Penurunan Nilai Persediaan	34,546	--	--	--	--	34,546	*Allowance for Impairment of Inventories*
Penyisihan Penurunan Nilai Uang Muka	42,978	--	--	--	--	42,978	*Allowance for Impairment of Advances*
Akumulasi Penyusutan dan Amortisasi Aset Tetap, Properti Investasi dan Aset Tak Berwujud	6,449,369	--	--	--	--	6,449,369	*Accumulated Depreciation and Amortization of Fixed Assets, Propery Investment and Intangible Assets*
Imbalan Kerja Karyawan	37,861	283,426	(16,831)	--	--	304,456	*Employee Benefits*
Subtotal	8,283,792	295,636	(16,831)	--	--	8,562,597	***Subtotal***
Total	**1,979,570,515**	**814,636,285**	**(25,255,536)**	**(346,861,621)**	**--**	**2,422,089,643**	***Total***

	1 Januari / *January 1, 2021* Rp	Dikreditkan (Dibebankan) Ke Laba Rugi / *Credited (Charged) to Profit or Loss* Rp	Dikreditkan ke Ekuitas / *Credited to Equity* Rp	Penyesuaian Tarif Pajak / *Tax Rate Adjustment* Rp	Divestasi / *Divestment* Rp	31 Desember / *December 31, 2021* Rp	
Liabilitas Pajak Tangguhan							***Deferred Tax Liabilities***
Entitas Anak	(231,024,839)	(33,873,162)	2,783,000	--	--	(262,115,001)	*Subsidiaries*
Aset Pajak Tangguhan							***Deferred Tax Assets***
Entitas Anak	812,344,977	1,079,759,773	9,888,252	79,680,715	(10,386,994)	1,971,286,723	*Subsidiaries*
Perusahaan :							*The Company :*
Penyisihan Penurunan Nilai Piutang Usaha	287,575	--	--	(34,509)	--	253,066	*Allowance for Impairment of Trade Receivable*
Penyisihan Penurunan Nilai Piutang Lain-lain	1,668,378	--	--	(202,405)	--	1,465,972	*Allowance for Impairment of Other Receivable*
Penyisihan Penurunan Nilai Persediaan	39,257	--	--	(4,711)	--	34,546	*Allowance for Impairment of Inventories*
Penyisihan Penurunan Nilai Uang Muka	48,838	--	--	(5,861)	--	42,978	*Allowance for Impairment of Advances*
Akumulasi Penyusutan dan Amortisasi Aset Tetap, Properti Investasi dan Aset Tak Berwujud	3,920,667	982,454	--	1,546,248	--	6,449,369	*Accumulated Depreciation and Amortization of Fixed Assets, Propery Investment and Intangible Assets*
Imbalan Kerja Karyawan	--	14,483	12,661	10,716	--	37,861	*Employee Benefits*
Rugi Fiskal	4,238,031	--	--	(4,238,031)	--	--	*Fiscal Loss*
Subtotal	10,202,745	996,937	12,661	(2,928,552)	--	8,283,792	***Subtotal***
Total	**822,547,722**	**1,080,756,711**	**9,900,913**	**76,752,163**	**(10,386,994)**	**1,979,570,515**	***Total***

g. Surat Ketetapan Pajak

Pada tanggal 28 Desember 2021, AP I menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) atas PPN masa Desember 2020 sebesar Rp952.396.513 dari yang dilaporkan pada surat pemberitahuan pajak sebesar Rp965.197.266. AP I menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban sebesar Rp12.800.752 dalam laba rugi tahun 2021. Pada tanggal 24 Januari 2022, AP I telah menerima pengembalian pajak tersebut sebesar Rp913.977.858, dan sisanya dikompensasi dengan denda pajak sebesar Rp38.418.655.

Pada tanggal 15 April 2021, AP I menerima SKPLB atas Pajak Penghasilan Badan tahun 2019 sebesar Rp82.633.287 dari yang dilaporkan pada surat pemberitahuan pajak sebesar Rp102.897.005. AP I menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban sebesar Rp20.263.718 dalam laba rugi tahun 2021. Pada tanggal 21 Mei 2021, AP I telah menerima pengembalian pajak tersebut sebesar Rp59.317.361, dan sisanya dikompensasi dengan denda pajak sebesar Rp23.315.926.

Pada tanggal 23 Juni 2021 Sarinah menerima SKPLB atas restitusi Pajak Penghasilan Badan tahun 2019 senilai Rp7.868.698 dan telah menerima restitusi tersebut pada tanggal 17 Juni 2021 sebesar Rp6.008.268 dikompensasikan terkait dengan kekurangan pajak PPN sebesar Rp1.826.244 dan mengakui beban sebesar Rp34.187 dalam laba rugi tahun 2021.

Pada tanggal 28 Desember 2021, AP I menerima ketetapan pajak lebih bayar atas PPN masa Desember 2020 sebesar Rp952.396.513 dari yang dilaporkan pada surat pemberitahuan pajak sebesar Rp965.197.266. AP I menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban sebesar Rp12.800.752 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2021. Pada tanggal 24 Januari 2022, AP I telah menerima pengembalian pajak tersebut sebesar Rp913.977.858.

g. Tax Assessment Letters

On December 28, 2021, AP I received a Tax Overpayment Assessment Letter (SKPLB) of VAT for period December 2020 totalling to Rp952,396,513 compared to the overpayment reported in tax returns amounting to Rp965,197,266. AP I accepted these assessed overpayments and recognized expense amounting to Rp12,800,752 in 2021 profit or loss. On January 24, 2022, AP I has received the tax refund amounting to Rp913,977,858, and the rest was compensated with a tax penalty of Rp38,418,655.

On April 15, 2021, AP I received SKPLB on Corporate Income Tax year 2019 amounting to Rp82,633,287 compared to the reported amount in the tax return amounting to Rp102,897,005. AP I accepted this assessed overpayment and recognized expenses of Rp20,263,718 in profit or loss in 2021. On May 21, 2021, AP I has received the tax refund amounting to Rp 59,317,361, and the rest was compensated with a tax penalty of Rp23,315,926.

On June 23, 2021, Sarinah received SKPLB on Corporate Income Tax year 2019 for the 2019 corporate income tax refund amounting to Rp7,868,698 and has received the restitution on 17 June 2021 amounting to Rp6,008,268 compensated for the shortfall in VAT tax of Rp1,826,244 and recognized expenses of Rp34,187 in profit or loss in 2021.

On December 28, 2021, AP I received tax assessments refleting overpayment of VAT for period December 2020 totalling to Rp952,396,513 compared to the overpayment reported in tax returns totalling to Rp965,197,266. AP I accepted these assessed overpayments and recognized expense amounting to Rp12,800,752 in 2021 consolidated statement of profit or loss and other comprehensive income. On January 24, 2022, AP I has received the tax return amounting to Rp913,977,858.

Pada tanggal 1 April 2022, AP I menerima Surat Pemberitahuan Hasil Pemeriksaan atas tahun pajak 2020. Berdasarkan Laporan SPT Badan tahun 2020, AP I mencatat rugi fiskal sebesar Rp2.770.534.577 dengan nilai lebih bayar sebesar Rp98.365.149. Sedangkan menurut hasil pemeriksaan, rugi fiskal yang disetujui adalah sebesar Rp2.454.834.624 dengan nilai lebih bayar sebesar Rp98.201.037. Selain itu, terdapat temuan pajak kurang bayar terhadap objek PPh pasal 23, PPh pasal 26, PPh pasal 4 ayat 2 tahun 2020, sehingga nilai restitusi yang diterima oleh AP I setelah dikurangi oleh penyesuaian denda atau sanksi yang timbul adalah Rp93.261.756 dan telah diterima pada tanggal 9 Mei 2022.

On the 1st of April 2022, AP I received an Audit Result Notification Letter regarding the results of the 2020 tax inspection. Based on the 2020 Corporate SPT, AP I recorded a fiscal loss amounting to Rp2,770,534,577 with an overpayment value of Rp98,261,149. Meanwhile, according to the results of the audit, the approved tax loss amounted to Rp2,454,834,624 with an overpayment value of Rp98,201,037. In addition, there were findings ounderpayment of tax on objects of PPh article 23, PPh article 26, PPh article 4 paragraph 2 of 2020, so that the amount of restitution received by AP I after being deducted by adjustments to fines or sanctions arising was Rp93,261,756 and was received in May 9, 2022.

Pada tanggal 24 Oktober 2022, AP I menerima Surat Pemberitahuan Pemeriksaan atas tahun pajak 2021. Berdasarkan Laporan SPT Badan tahun 2021, AP I mencatat rugi fiskal sebesar Rp3.519.369.416 dengan nilai lebih bayar sebesar Rp26.485.664. Sedangkan menurut hasil pemeriksaan, rugi fiskal yang disetujui adalah sebesar Rp3.437.071.479 dengan nilai lebih bayar sebesar Rp25.397.079. Selain itu, terdapat temuan pajak kurang bayar terhadap objek PPh pasal 21, PPh pasal 22, PPh pasal 23, PPh pasal 26, PPh pasal 4 ayat 2 dan PPN tahun 2021, sehingga nilai restitusi yang diterima oleh AP I adalah Rp25.397.079 dan telah diterima pada tanggal 30 November 2022.

On October 24, 2022, AP I received an Audit Result Notification Letter regarding the results of the 2021 tax inspection. Based on the 2021 Corporate SPT Report, AP I recorded a fiscal loss amounting to Rp3,519,369,416 with an overpayment value of Rp26,485,664. Meanwhile, according to the results of the audit the approved tax loss amounted to Rp3,437,071,479. In addition, there were findings of underpayment of tax on objects of PPh article 23, PPh article 26, PPh article 4 paragraph 2 of 2021, so that the amount of restitution received by AP I after being deducted by adjustments to fines or sanctions arising was Rp25,397,079 and was received in November 30, 2022.

Pada tahun 2022, AP II menerima surat ketetapan pajak badan untuk tahun pajak 2020. Atas ketetapan pajak tersebut terdapat penurunan rugi fiskal yang dapat dikompensasikan dalam lima tahun mendatang sebesar Rp6.467.000.

In 2022, AP II received a corporate tax assessment letter for the 2020 tax year. Based on this tax assessment, there is a decrease in compensable fiscal losses in the next five years amounting to Rp6,467,000.

Pada tahun 2021, Gapura (entitas anak AP II) menerima surat ketetapan pajak badan untuk tahun pajak 2019. atas ketetapan pajak tersebut, AP II mengakui beban sebesar Rp5.304.000 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2021 atas selisih hasil pemeriksaan sebesar Rp24.652.000 dengan nilai yang dilaporkan sebelumnya sebesar Rp29.956.000.

In 2021, Gapura (AP II subsidiary) received tax assessment letter on corporate income tax for fiscal year 2019. In relation to the assessment, AP II recognized expenses amounted to Rp5,304,000 in the 2021 consolidated statement of profit or loss and other comprehensive income on the difference between the assessment result of Rp24,652,000 with amount previously reported of Rp29,956,000.

Pada tanggal 27 Juni 2022 Sarinah menerima SKPLB No. 0039/406/20/051/22 atas restitusi pajak penghasilan badan tahun 2020 senilai Rp9.735.986 dan Sarinah telah menerima restitusi tersebut pada tanggal 28 Juli 2022 sebesar Rp8.743.877 dikompensasikan ke utang dan atau pajak yang akan terutang melalui potongan SPMKP sejumlah Rp992.108.

On June 27, 2022 Sarinah received SKPLB No. 0039/406/20/051/22 for the 2020 corporate income tax refund of Rp9,735.986 and Sarinah has received the refund on July 28, 2022 in the amount of Rp8,743,877 compensated for debts and or taxes that will be payable through deductions SPMKP in the amount of Rp992,108.

Pada tahun 2022, TWC menerima SKPLB No. 00034/406/20/093/22 tanggal 26 April 2022 dan SPMKP No. 00316A tanggal 30 Mei 2022. TWC menerima restitusi sebesar Rp12.955.337. Restitusi tersebut dikompensasi dengan SKPKB PPh Pasal 21, PPh Pasal 23, PPh Final Pasal 4 (2) dan PPN masing-masing sebesar Rp2.868.249, Rp135.240, Rp176.258 dan Rp138.927. Sisa restitusi setelah kompensasi diterima TWC pada tanggal 7 Juni 2022 sebesar Rp9.636.662.

In 2022, TWC has received SKPLB No. 00034/406/20/093/22 dated April 26, 2022 and SPMKP No. 00316A dated May 30, 2022. TWC received a restitution amounting to Rp12,955,337. The restitution has been compensated with SKPKB PPh Article 21, PPh Article 23, Final Income Tax Article 4 (2) and VAT amounting to Rp2,868,249, Rp135,240, Rp176,258, and Rp138,927, respectively. The remaining restitution after compensation is received by TWC on June 7, 2022 amounting to Rp9,636,662.

13. Investasi Jangka Panjang / *13. Long-Term Investments*

	2022 Rp	2021 Rp	
Obligasi	18,630,441	21,389,078	*Bonds*
Penyertaan Saham	14,003,000	13,853,000	*Investment in Shares*
Total	**32,633,441**	**35,242,078**	***Total***

a. Obligasi / *a. Bonds*

	2022		2021		
	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	Nilai Nominal/ *Nominal Value*	Nilai Tercatat/ *Carrying Value*	
Pihak Berelasi					***Related Parties***
Obligasi:					***Bonds:***
RI0148	15,206,000	13,630,441	15,206,000	16,389,078	*RI0148*
BEXI04CCN7	5,000,000	5,000,000	5,000,000	5,000,000	*BEXI04CCN7*
Subtotal	**20,206,000**	**18,630,441**	**20,206,000**	**21,389,078**	***Subtotal***

b. Penyertaan Saham / *b. Investment in Shares*

	2022 Rp	2021 Rp	
PT Sinergi Colomadu	8,600,000	8,600,000	*PT Sinergi Colomadu*
PT Putrantara Mitra Angkasa Dua	5,253,000	5,253,000	*PT Putrantara Mitra Angkasa Dua*
PT Pembangunan Pariwisata Sulawesi Utara	2,285,000	2,285,000	*PT Pembangunan Pariwisata Sulawesi Utara*
PT Manajemen CBT Nusantara	250,000	250,000	*PT Manajemen CBT Nusantara*
	16,388,000	16,388,000	
Perubahan Nilai Wajar Investasi Ekuitas yang Diukur pada Nilai Wajar Melalui Komprehensif Lain	(100,000)	(250,000)	*Changes in the Fair Value of Equity Investments Measured at Fair Value Through Other Comprehensive*
Cadangan Kerugian Penurunan Nilai	(2,285,000)	(2,285,000)	*Allowance for Impairment Losses*
Total	**14,003,000**	**13,853,000**	***Total***

PT Sinergi Colomadu
PT Sinergi Colomadu adalah badan usaha hasil kerjasama antara PT Pembangunan Perumahan (Persero) Tbk, PT Jasa Marga (Persero) Tbk, PT Pembangunan Perumahan Properti Tbk dan TWC. Badan usaha ini bergerak dalam bidang jasa komersial area. TWC memiliki kepemilikan saham pada PT Sinergi Colomadu dengan persentase sebesar 10%.

PT Sinergi Colomadu
PT Sinergi Colomadu is a joint venture company between PT Pembangunan Perumahan (Persero) Tbk, PT Jasa Marga (Persero) Tbk, PT Pembangunan Perumahan Properti Tbk and TWC. This business entity is engaged in commercial area services. TWC owns shares in PT Sinergi Colomadu with a percentage of 10%.

Nilai wajar investasi saham di PT Sinergi Colomadu ditentukan dengan menggunakan metode diskonto arus kas. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Suwendho Rinaldy dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 21 Maret 2023. Nilai wajar penyertaan saham pada PT Sinergi Colomadu per 31 Desember 2022 adalah sebesar Rp8.750.000. Keuntungan yang belum direalisasi sebesar Rp150.000 diakui pada penghasilan komprehensif lain.

The fair value of the investment in shares in PT Sinergi Colomadu is determined using the discounted cash flow method. The fair value of the investment in shares is based on an assessment made by KJPP Suwendho Rinaldy and Partners, an independent appraiser registered with the OJK, in its report dated March 21, 2023. The fair value of the investment in shares in PT Sinergi Colomadu as of December 31, 2022 is Rp8,750,000. The unrealized gain of Rp150,000 was recognized in other comprehensive income.

Nilai investasi di PT Sinergi Colomadu pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp8.750.000 dan Rp8.600.000.

The balance of investment in PMAD as of December 31, 2022 and 2021 amounted to Rp8,750,000 and Rp8,600,000, respectively

PT Purantara Mitra Angkasa Dua ("PMAD")
Kepemilikan AP II di PMAD sebesar 0,11% merupakan kompensasi sewa tanah selama periode 11 tahun 3 (tiga) bulan sesuai dengan perjanjian sewa tanah No.SPSW.02.1/TU.308/ APII-2000 tanggal 1 Mei 2000 yang kemudian di adendum melalui surat perjanjian tambahan (addendum) I No. ADD.I. SPSW.12/TU.308/ 2002-AP II tanggal 15 April 2002.

PT Purantara Mitra Angkasa Dua ("PMAD")
AP II's ownership in PMAD amounting to 0.11% represents a land lease compensation for 11 years and 3 (three) months in accordance with the land lease agreement No. SPSW.02.1/ TU.308/APII-2000 dated May 1, 2000 which has been amended by letter of additional agreement (addendum) I No. ADD.I.SPSW.12/TU.308/ 2002-AP II dated April 15, 2002.

Nilai investasi di PMAD pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp5.253.000.

The balance of investment in PMAD as of December 31, 2022 and 2021 is Rp5,253,000, respectively.

PT Pembangunan Pariwisata Sulawesi Utara ("PPSU")
Investasi saham pada PPSU ini telah mendapat persetujuan dari Menteri Keuangan sesuai surat No. S/114/M K.013/1991 tanggal 24 Januari 1991. Investasi saham pada PT Pengembangan Pariwisata Sulawesi Utara (PPSU) dengan kepemilikan sebesar 8,26%, berdasarkan Akta No. 23 tanggal 24 November 2008 Notaris Eddy Frans Sarapung, S.H., M.H., PPSU sudah tidak menjalankan kegiatan operasinya.

PT Pembangunan Pariwisata Sulawesi Utara ("PPSU")
This share investment in PPSU has received approval from the Minister of Finance in accordance with letter No. S/114/M K.013/1991 dated January 24, 1991. Investment in shares in PT Pembangunan Wisata North Sulawesi (PPSU) with ownership of 8.26%, based on Deed No. 23 dated November 24, 2008 Notary Eddy Frans Sarapung, S.H., M.H. PPSU is no longer operating.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai adalah cukup untuk menutupi kerugian yang mungkin timbul dari penurunan nilai permanen akibat tidak beroperasinya PPSU.

Management believes that the allowance for impairment losses is adequate to cover losses that may arise from permanent impairment due to PPSU not operating.

PT Manajemen CBT Nusantara
Investasi saham pada PT Manajemen CBT Nusantara ini telah mendapat persetujuan dari Menteri Badan Usaha Milik Negara Republik Indonesia sesuai surat No.SR-796/MRU/11/2018 tanggal 30 November 2018. Investasi saham pada PT Manajemen CBT Nusantara dengan kepemilikan sebesar 8,33% dengan penyetoran saham yaitu sebesar Rp250.000.

PT Manajemen CBT Nusantara
This investment in shares in PT Management CBT Nusantara has received approval from the Minister of State-Owned Enterprises of the Republic of Indonesia in accordance with letter No. SR-796/MRU/11/2018 dated November 30, 2018. Investment in shares in PT Manajemen CBT Nusantara with ownership of 8.33% with a share deposit of Rp250,000.

14. Investasi pada Entitas Asosiasi dan Ventura Bersama / *14. Investment in Associates and Joint Venture*

			2022					
	Persentase Kepemilikan/ *Percentage* %	Biaya Perolehan/ *Acquisition Cost* Rp	Nilai Tercatat Awal Tahun/ *Carrying Value at Beginning of the Year* Rp	Penambahan Investasi Periode Berjalan/ *Additional Investment for the Period* Rp	Penerimaan Dividen Periode Berjalan/ *Dividend Received for the Year* Rp	Bagian Laba (Rugi)/ *Share of Profit (Loss)* Rp	Bagian Penghasilan Komprehensif Lain/ *Share of Other Comprehensive Income* Rp	Nilai Tercatat Akhir Periode/ *Carrying Value at End of the Period* Rp
Metode Ekuitas/ *Equity Method*								
Entitas Asosiasi/ *Associates*								
PT Wijaya Karya Realty	22.57%	1,755,999,882	1,752,748,285	--	--	(10,904,391)	718,631	1,742,562,525
PT Bandarudara Internasional Jawa Barat	16.76%	285,000,000	254,634,000	--	--	(26,270,571)	--	228,363,429
PT Railink	40.00%	316,000,000	138,265,000	--	--	(96,752,609)	1,000	41,513,391
PT Sariarthamas Hotel International	50.00%	63,809,675	45,700,264	--	--	(8,973,820)	336,362	37,062,806
PT Jasa Marga Bali Tol	6.31%	59,635,000	17,757,694	--	--	(6,500,310)	(12,999)	11,244,385
PT Sarinah Duffry Indonesia	40.00%	12,000,000	--	12,000,000	--	(1,541,943)	--	10,458,057
Ventura Bersama/ *Joint Venture*								
PT Bandara International Batam	51.00%	296,523,690	296,523,690	--	--	(21,490,683)	--	275,033,007
Total		**2,788,968,247**	**2,505,628,933**	**12,000,000**	**--**	**(172,434,327)**	**1,042,994**	**2,346,237,600**

			2021						
	Persentase Kepemilikan/ *Percentage* %	Biaya Perolehan/ *Acquisition Cost* Rp	Nilai Tercatat Awal Tahun/ *Carrying Value at Beginning of the Year* Rp	Penambahan Investasi Periode Berjalan/ *Additional Investment for the Period* Rp	Penerimaan Dividen Periode Berjalan/ *Dividend Received for the Year* Rp	Bagian Laba (Rugi)/ *Share of Profit (Loss)* Rp	Bagian Penghasilan Komprehensif Lain/ *Share of Other Comprehensive Income* Rp	Selisih Transaksi Kombinasi Bisnis Entitas Sepengendali/ *Difference in the Value of Business Combination Under Common Control* Rp	Nilai Tercatat Akhir Periode/ *Carrying Value at End of the Period* Rp
Metode Ekuitas/ *Equity Method*									
Entitas Asosiasi/ *Associates*									
PT Wijaya Karya Realty	22.57%	1,755,999,882	--	1,755,999,882	--	(4,097,056)	845,459	--	1,752,748,285
PT Bandarudara Internasional Jawa Barat	16.76%	285,000,000	238,539,858	50,000,000	--	(33,905,858)	--	--	254,634,000
PT Railink	40.00%	316,000,000	182,769,299	19,760,000	--	(64,244,299)	(20,000)	--	138,265,000
PT Sariarthamas Hotel International	50.00%	63,809,675	91,594,388	--	(30,000,000)	(16,762,227)	868,103	--	45,700,264
PT Jasa Marga Bali Tol	6.31%	59,635,000	30,232,340	--	--	(12,468,708)	--	(5,938)	17,757,694
Ventura Bersama/ *Joint Venture*									
PT Bandara International Batam	51.00%	296,523,690	--	296,523,690	--	--	--	--	296,523,690
Total		**2,776,968,247**	**543,135,885**	**2,122,283,572**	**(30,000,000)**	**(131,478,148)**	**1,693,562**	**(5,938)**	**2,505,628,933**

Ringkasan informasi keuangan dari entitas asosiasi dan ventura bersama di atas adalah sebagai berikut:

Summary of financial information of associates and joint venture above are as follows:

	2022			2021		
	Total Aset/ *Total Assets* Rp	**Total Liabilitas/ *Total Liabilities*** Rp	**Laba (Rugi) Neto/ *Net Profit (Loss)*** Rp	**Total Aset/ *Total Assets*** Rp	**Total Liabilitas/ *Total Liabilities*** Rp	**Laba (Rugi) Neto/ *Net Profit (Loss)*** Rp
PT Wijaya Karya Realty	20,269,621,949	13,865,961,149	(48,313,653)	19,025,915,518	12,570,306,721	10,027,028
PT Bandara Internasional Batam	576,633,452	37,340,933	(42,138,591)	581,431,111	--	12,111
PT Bandarudara Internasional Jawa Barat	2,924,301,000	1,928,056,000	(156,748,000)	3,065,671,000	1,917,362,000	(172,870,000)
PT Railink	560,542,000	387,704,000	(241,880,000)	1,000,069,000	658,647,000	(162,229,000)
PT Sariarthamas Hotel Internasional	208,441,662	133,860,938	(17,947,640)	176,960,933	85,105,293	(33,524,454)
PT Jasa Marga Bali Tol	1,909,162,000	1,696,686,000	(103,016,000)	1,827,452,099	1,511,754,790	(155,679,067)
PT Sarinah Duffry Indonesia	51,007,431	24,862,290	(3,854,859)	--	--	--

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.

AP I memiliki 59.635 saham atau sebesar Rp59.635.000 dan tambahan modal disetor lainnya sebesar Rp14.908.400 dengan jumlah kepemilikan sebesar 8%.

AP I mencatat investasi saham pada JMBT menggunakan metode ekuitas karena pengaruh signifikan di investee sesuai PSAK 15 paragraf 6 dan 16.

Berdasarkan Akta Keputusan Rapat Nomor 46 Tanggal 22 Oktober 2020 dari Leolin Jayanti, S.H. Notaris di Jakarta, pemegang saham sepakat melakukan peningkatan modal dasar dari semula Rp745.434.000 menjadi Rp1.440.434.000. Berdasarkan Akta Keputusan Rapat Nomor 24 Tanggal 12 November 2020 yang dibuat dihadapan Leolin Jayanti, S.H., Notaris di Jakarta, PT Jasa Marga (Persero) Tbk dan PT Wijaya Karya (Persero) Tbk melakukan setoran modal disetor sejumlah Rp 200.000.000, sehingga membuat persentase kepemilikan AP I di PT Jasamarga Bali Tol terdilusi dari 8,00% menjadi 6,31%.

PT Jasa Marga Bali Tol ("JMBT")
JMBT is engaged in the operation of Nusa Dua - Ngurah Rai - Benoa toll road.

The investment in shares in JMBT is an investment consortium for the construction of the Nusa Dua - Ngurah Rai - Benoa toll road in the Bali area by several state-owned companies.

AP I has 59,635 shares or Rp59,635,000 and additional paid-in capital amounting to Rp14,908,400 with ownership of 8%.

AP I recorded its investments in shares in JMBT using the equity method due to significant influence over investee in accordance with PSAK 15, paragraphs 6 and 16.

Based on the Deed of Meeting Resolutions Number 46 dated October 22, 2020 from Leolin Jayanti, S.H., Notary in Jakarta, the shareholders agreed to increase the authorized capital from Rp745,434,000 to Rp1,440,434,000. Based on the Deed of Meeting Resolutions Number 24 dated November 12, 2020 from Leolin Jayanti, S.H., Notary in Jakarta, PT Jasa Marga (Persero) Tbk and PT Wijaya Karya (Persero) Tbk made injection of Rp200,000,000, which made AP I's ownership in PT Jasamarga Bali Tol to be diluted from 8.00% to 6.31%.

PT Bandara Internasional Batam ("BIB")
BIB didirikan pada tanggal 13 September 2021 untuk melaksanakan kegiatan usaha di bidang pengembangan, pengoperasian, dan pengelolaan kegiatan kebandarudaraan di bandara Hang Nadim Batam.

AP I memiliki 296.523.690 saham atau sebesar Rp296.523.690 dengan persentase kepemilikan sebesar 51%. AP I mencatat investasi saham pada BIB menggunakan metode ekuitas sesuai PSAK 66 tentang Pengaturan Bersama.

PT Bandara Internasional Batam ("BIB")
BIB was established in September 13, 2021 to manage business activities in the development, operation, and management of airport activities at Hang Nadim airport, Batam.

AP I has 296,523,690 shares or Rp296,523,690 with percentage ownership of 51%. AP I recorded its investments in BIB using the equity method according to PSAK 66 about Joint Arrangements.

PT Railink ("Railink")
Berdasarkan Akta Notaris Hadijah S.H., No.14 tanggal 12 Mei 2020, Pemegang Saham menyetujui penambahan modal dasar PT Railink yang semula sebesar Rp790.000.000 yang terbagi atas 790.000 lembar saham menjadi Rp839.400.000 yang terbagi dalam 839.400 lembar saham dan menyetujui pengeluaran/ penempatan saham yang masih disimpan sebesar 29.640 lembar yang masing-masing bernilai Rp1 juta dengan total Rp29.640.000 yang seluruhnya diambil oleh PT Kereta Api Indonesia (KAI) sehingga persentase kepemilikan saham AP II terdilusi menjadi 38,55%.

PT Railink ("Railink")
Based on Notarial Deed of Hadijah S.H., No. 14, dated May 12, 2020, the Shareholders approved the addition of PT Railink's authorized capital from Rp790,000,000 which was consist of 790,000 shares to become Rp839,400,000 consist of 839,400 shares and approved the issuance or placement of unauthorized shares of 29,640 shares with a par value of Rp1 million with total value of Rp29,640,000, which all were acquired by PT Kereta Api Indonesia (KAI) and made AP II percentage of ownership decreased into 38.55%.

Berdasarkan Akta Notaris Ariani L. Rachim, S.H., No. 06 Tanggal 19 April 2021, Pemegang Saham menyetujui pengeluaran/ penempatan saham yang masih disimpan sebesar 19.760 lembar yang masing-masing bernilai Rp1 juta dengan total Rp19.760.000 yang seluruhnya diambil oleh AP II sehingga persentase kepemilikan saham AP II menjadi 40%.

Based on Notarial Deed of Ariani L. Rachim, S.H., No. 06, dated April 19, 2021, the Shareholders approved the issuance or placement of unauthorized shares of 19,760 shares with a par value of Rp1 million with total value of Rp19,760,000, which all were acquired by AP II and made AP II percentage of ownership into 40%.

PT Bandarudara Internasional Jawa Barat ("BIJB")
Berdasarkan Rapat Umum Pemegang Saham Luar Biasa BIJB yang telah diaktakan dengan akta notaris Surjadi Jasin, S.H., No. 9 pada tanggal 15 Desember 2020, AP II menambah penyertaan saham di BIJB sebesar Rp85.000 sehingga meningkatkan persentase kepemilikan menjadi 15,41%. AP II telah melakukan pembayaran atas penambahan kepemilikan saham tersebut pada tanggal-tanggal 1 April 2020, 29 Mei 2020 dan 29 September 2020 dengan masing-masing pembayaran sebesar Rp35.000.000, Rp15.000.000 dan Rp35.000.000.

PT Bandarudara Internasional Jawa Barat ("BIJB")
Based on Extraordinary General Meeting of Shareholders of BIJB which has been notarized by notarial deed of Surjadi Jasin, S.H., No. 9 dated December 15, 2020, AP II made additional investment of Rp85,000 which increased their percentage ownership to 15.41%. AP II has fully paid the additional investment on April 1, 2020, May 29, 2020 and September 29, 2020 amounted Rp35,000,000, Rp15,000,000 and Rp35,000,000, respectively.

Berdasarkan Akta Notaris Surjadi Jasin, S.H., No. 27 tanggal 29 September 2021, Pemegang Saham menyetujui pengeluaran/penempatan saham sebesar 99.968 lembar yang masing-masing bernilai Rp1.000.000 dengan total Rp99.968.000 yang seluruhnya diambil oleh Pemprov Jabar sehingga persentase kepemilikan saham AP II terdilusi menjadi 14,62%.

Based on Notarial Deed of Surjadi Jasin, S.H., No. 27 dated September 29, 2021, the Shareholders approved the issuance or placement of 99,968 shares with a par value of Rp1,000,000 with total value of Rp99,968,000 which all were acquired by Pemprov Jabar and made AP II's percentage of ownership decreased into 14.62%.

Berdasarkan Akta Notaris Surjadi Jasin, S.H., No. 10 Tanggal 29 Desember 2021, Pemegang Saham menyetujui penempatan saham sebesar 50.000 lembar yang masing- masing bernilai Rp1.000.000 dengan total Rp50.000.000 yang seluruhnya diambil oleh AP II sehingga persentase kepemilikan saham AP II menjadi 16,76%.

Based on Notarial Deed of Surjadi Jasin, S.H., No. 10 dated December 29, 2021, the Shareholders approved the issuance or placement of 50,000 shares with a par value of Rp1,000,000 with total value of Rp50,000,000 which all were acquired by AP II and made AP II percentage of ownership into 16.76%.

PT Wijaya Karya Realty
Investasi saham pada PT Wijaya Karya Realty Berdasarkan Akta Notaris No.189 tanggal 30 September 2021 dari Rosida Rajagukguk-Siregar, S.H., M.Kn., Notaris di Jakarta Selatan, yang telah memperoleh persetujuan dan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No.AHUAH.01.03-0460507 tanggal 13 Oktober 2021, sehubungan dengan penyerahan inbreng saham PT Hotel Indonesia Properti. HIN berhak menerima dari PT Wijaya Karya Realty hak atas kepemilikan sebanyak 16.566.614.132 lembar saham, dengan harga perolehan sebesar Rp1.755.999.882, sehingga persentase kepemilikan saham HIN menjadi 22,57%.

PT Wijaya Karya Realty
Investment in shares in PT Wijaya Karya Realty Based on Notarial Deed No.189 dated 30 September 2021 of Rosida Rajagukguk-Siregar, SH., M.Kn., Notary in South Jakarta, which has been approved and ratified by the Minister of Law and Human Rights of the Republic of Indonesia Indonesia by Decree No.AHUAH.01.03-0460507 dated October 13, 2021, in connection with the transfer of shares in PT Hotel Indonesia Properti. HIN is entitled to receive from PT Wijaya Karya Realty the ownership rights of 16,566,614,132 shares, with acquisition cost of Rp1,755,999,882, so that the percentage of HIN share ownership becomes 22.57%.

PT Sariarthamas Hotel International
Sarinah menguasai saham pada PT Sariarthamas Hotel International sebesar 50% atau 3.750 lembar saham dengan nilai nominal USD1,000 per lembar saham. Sehingga penyertaan dicatat dengan menggunakan metode ekuitas.

PT Sariarthamas Hotel International
Sarinah owns 50% shares in PT Sariarthamas Hotel International or 3,750 shares with a par value of USD1,000 per share. Therefore, the investment is recorded using the equity method.

Tanah yang merupakan bagian dari setoran modal inbreng Sarinah ke PT Sariarthamas Hotel International (SHI) yang luasnya 2.280 m^2 yang berlokasi di Jalan H. Agus Salim Jakarta. Tanah setoran modal imbreng tersebut tertuang dalam beberapa perjanjian diantara pemegang saham PT Sarinah termasuk tetapi tidak terbatas dalam *Basic Agreement* tanggal 30 September 1970. Terkait dengan hal tersebut, PT Sarinah juga telah mengkonfirmasi kewajibannya kepada PT Sariarthamas Hotel International yang dituangkan dalam Memorandum Agreement tanggal 8 Maret 1983 diantara pemegang saham PT Sarinah.

Land which is part of the Sarinah's inbreng capital injection to PT Sariarthamas Hotel International (SHI) with an area of 2,280 sqm located at Jalan H. Agus Salim Jakarta. The land for paid-in capital imbreng is contained in several agreements between PT Sarinah shareholders including but not limited to the Basic Agreement dated September 30, 1970. In this regard, PT Sarinah has also confirmed its obligations to PT Sariarthamas Hotel International as stated in the Memorandum Agreement dated March 8, 1983 among PT Sarinah shareholders.

PT Sarinah Duffry Indonesia ("SDI")
SDI didirikan sesuai dengan Akta Notaris Humberg Lie, S.H., S.E., M.Kn No. 234 tanggal 29 Juni 2022 dan telah disetujui oleh Kemenkumham Nomor AHU-0126328.AH. 01.11.Tahun 2022 Tanggal 04 Juli 2022. SDI merupakan hasil *joint venture* antara PT Sarinah, Dufry International AG dan Groupo Industrial Omega S.A. DE C.v.

PT Sarinah Duffry Indonesia("SDI")
SDI was established in accordance with the Deed of Notary Humberg Lie, S.H., S.E, M.Kn No. 234 dated June 29, 2022 and has been approved by the Ministry of Law and Human Rights Number AHU-0126328.AH.01.11.Tahun 2022 July 4, 2022. SDI is a joint venture between PT Sarinah, Dufry International AG and Groupo Industrial Omega S.A. DE C.v.

Sarinah menempatkan investasi sebagai penyertaan pada SDI Indonesia dengan kepemilikan 40%. Sarinah mengakui bagian dari rugi SDI sebesar Rp3.854.858.743 sesuai dengan bagian investasi Perusahaan berdasarkan laporan laba rugi SDI 31 Desember 2022 (Tidak diaudit).

Sarinah places the investment as an investment in SDI Indonesia with 40% ownership. Sarinah recognized SDI's share of losses amounting to Rp3,854,858,743 in accordance with the Company's share of investment based on SDI's December 31, 2022 profit or loss statement (Unaudited).

15. Uang Muka Investasi / *15. Advance for Investments*

	2022 Rp	2021 Rp	
Entitas Anak HIN	235,223,003	--	*HIN subsidiary*
Railink	16,000,000	--	*Railink*
Total	**251,223,003**	**--**	***Total***

PT Angkasa Pura II ("AP II")
PT Railink ("Railink")
Berdasarkan Akta Notaris Ariani L. Rachim, S.H., No. 05 Tanggal 27 Januari 2023 yang disahkan oleh Kementrian Hukum dan Hak Asasi Manusia No. AHU-AH.01.03-0017880 tanggal 31 Januari 2023, Pemegang Saham menyetujui perubahan peningkatan modal ditempatkan/disetor dengan penerbitan saham baru sebanyak 40.000 lembar saham yang masih-masing bernilai Rp1 juta, berdasarkan total nilai atas dana pinjaman PT Kereta Api Indonesia sebesar Rp24.000.000 dan dana talangan dan injeksi kas dari AP II sebesar Rp16.000.000 yang telah disetorkan oleh AP II dalam dua tahap pada tanggal 30 Maret 2022 dan 4 Agustus 2022 masing-masing sebesar Rp8.429.000 dan Rp7.571.000.

Per 31 Desember 2022, setoran modal tersebut masih dicatatkan pada uang muka setoran modal dikarenakan belum terdapat akta perubahan peningkatan modal ditempatkan/ disetor.

PT Angkasa Pura II ("AP II")
PT Railink ("Railink")
Based on Notarial Deed No. 05 of Ariani L. Rachim, S.H. dated January 27, 2023 which was legalized by the Ministry of Law and Human Rights No. AHU-AH.01. .03-0017880 dated January 31, 2023, the Shareholders approved the amendment to increase the issued/paid-up capital with the issuance of 40,000 new shares with a value of Rp1 million each, based on the total value of PT Kereta Api Indonesia's loan fund of Rp24,000,000 and AP II cash injection of Rp16,000,000 which has been deposited by AP II in two phases on March 30, 2022 and August 4, 2022 amounting to Rp8,429,000 and Rp7,571,000, respectively.

As of December 31, 2022, the capital deposit is still recorded as capital deposit advance because there has not yet been a deed of change for the increase of issued/paid-up capital.

PT Hotel Indonesia Natour ("HIN")
Uang muka setoran modal adalah uang muka terkait dengan pembentukan Entitas Anak dan sudah mendapat persetujuan dari pemegang saham. Pada tanggal 25 Oktober 2022 Melalui pemegang saham (PT Aviasi Pariwisata Indonesia (Persero)) proses pengajuan sudah disampaikan kepada Kementrian BUMN dan sampai dengan tanggal laporan keuangan belum mendapat tanggapan.

Penggunaan uang muka tersebut adalah untuk pembayaran Pembangunan Infrastruktur Dasar Kawasan Ekonomi Khusus Kesehatan Sanur dan Pekerjaan Pembangunan tersebut akan dinovasikan kepada Entitas Anak setelah Entitas Anak Berdiri.

Per 31 Desember 2022, setoran modal tersebut masih dicatatkan pada uang muka setoran modal dikarenakan belum terdapat akta perubahan peningkatan modal ditempatkan/ disetor.

PT Hotel Indonesia Natour ("HIN")
Advances for paid-up capital are advances related to the formation of Subsidiaries and have received approval from the shareholders. On October 25, 2022 through the shareholders (PT Aviasi Wisata Indonesia (Persero)) the submission process was submitted to the Ministry of SOEs and up to the date of the financial statements had not received a response.

The use of the down payment is for the payment of Basic Infrastructure Development for the Sanur Health Special Economic Zone and the Development Work will be novated to the Subsidiary after the Subsidiary is Established.

As of December 31, 2022, the capital deposit is still recorded as capital deposit advance because there has not yet been a deed of change for the increase of issued/paid-up capital.

16. Uang Muka Pembelian Tanah / *16. Advance for Land Acquisition*

Uang muka pembelian tanah terutama untuk pembelian tanah sehubungan dengan perluasan Bandar Udara Internasional Soekarno-Hatta.

Advance for land acquisition mainly for land acquisition regarding expansion of Soekarno-Hatta International Airport.

Pada tanggal 25 September 2008, Kementerian Perhubungan mengeluarkan Peraturan Menteri Perhubungan Nomor: KM 48 Tahun 2008 tentang Rencana Induk Bandar Udara Internasional Soekarno-Hatta Tangerang, di mana kegiatan pengoperasian, pelayanan, pengelolaan dan pengusahaan serta pengembangan bandar udara sesuai rencana induk, membutuhkan lahan seluas kurang lebih 2.137,82 Ha untuk memenuhi kebutuhan operasi penerbangan dan pelayanan bandar udara dilakukan terutama berdasarkan perkembangan lalu lintas angkutan udara.

On September 25, 2008, Ministry of Transportation issued a Ministry of Transportation Regulation Number: KM 48 Year 2008 on Soekarno-Hatta International Airport Master Plan that states the airport operation, service, management, and business as well as the development of airport following the master plan requires land area about 2,137.82 Ha. The plan to build and develop airport's facilities is to accommodate flight operations and airport services needs based on recent air traffic growth.

Berdasarkan Surat Gubernur Banten perihal Rekomendasi Kesesuaian Pemanfaatan Ruang Pengembangan Bandar Udara Soekarno-Hatta Tangerang Nomor 050/1152-BAPP/2015 menerangkan bahwa proses pengadaan lahan untuk pengembangan Bandar Udara Soekarno-Hatta Tangerang harus memperhatikan pentahapan pengadaan lahan sesuai ketentuan Undang-undang Nomor 2 tahun 2012 tentang pengadaan tanah bagi pembangunan untuk kepentingan umum.

Based on Governor of Banten's letter about the Suitability for Utilization of Soekarno-Hatta Airport Development Space Recommendation number 050/1152-BAPP/2015 explains that the process for land acquisition for the development of Soekarno- Hatta Airport Tangerang must be based on the land acquisition phasing regulated in Act Number 2 year 2012 regarding Land Acquisition for Construction for Public Interest.

AP II, melalui Surat AP II kepada Gubernur Provinsi Banten Nomor 06.02/00.1/10/ 2015/0799 tanggal 23 Oktober 2015 perihal permohonan penetapan lokasi untuk pembangunan *runway* 3 Bandar Udara Internasional Soekarno-Hatta Tangerang, telah menyampaikan dokumen perencanaan pengadaan tanah untuk pembangunan runway 3 Bandar Udara Internasional Soekarno-Hatta Tangerang.

AP II, through AP II's Letter to Governor of Banten Number 06.02/00.1/10/2015/0799 dated October 23, 2015 concerning the proposal to determine the location for developing runway 3 of Soekarno-Hatta International Airport Tangerang, has submitted the document on land acquisition schemes to develope runway 3 Soekarno-Hatta International Airport Tangerang.

Berdasarkan Peraturan Pemerintah ("PP") No. 130 Tahun 2015 tanggal 28 Desember 2015, AP II menerima tambahan penyertaan modal Negara Republik Indonesia sebesar Rp2.000.000.000 dalam rangka pembebasan lahan terkait dengan pembangunan landasan pacu (*runway*) 3 Bandar Udara Internasional Soekarno-Hatta.

Based on the Government Regulation ("PP") No. 130 Year 2015 dated December 28, 2015, AP II received additional capital investment of the Republic of Indonesia amounting to Rp2,000,000,000 in relation with the land acquisition related to the construction of runway 3 at Soekarno-Hatta International Airport.

Berdasarkan Peraturan Pemerintah ("PP") No. 69 Tahun 2016 tanggal 29 Desember 2016, AP II menerima tambahan penyertaan modal Negara Republik Indonesia sebesar Rp2.000.000.000 dalam rangka pembebasan lahan terkait dengan pembangunan landasan pacu *(runway)* 3 Bandar Udara Internasional Soekarno-Hatta.

Based on the Government Regulation ("PP") No. 69 Year 2016 dated December 29, 2016, AP II received additional capital investment of the Republic of Indonesia amounting to Rp2,000,000,000 in relation with the land acquisition related to the construction of runway 3 at Soekarno-Hatta International Airport.

Selanjutnya, Keputusan Gubernur Banten Nomor 598/Kep.83-Huk/2016 tanggal 5 Februari 2016 tentang Penetapan Lokasi Pembangunan Runway 3 Bandar Udara Internasional Soekarno-Hatta, menyatakan bahwa menetapkan lokasi pembangunan *runway* 3 Bandar Udara Internasional Soekarno-Hatta seluas ±173,19 Hektar (Ha) yang terletak di wilayah Kelurahan Benda, Kelurahan Selapajang Jaya, Desa Rawa Burung, Desa Rawa Rengas dan Desa Bojong Renged.

Then, Decree of Governor of Banten Number 598/Kep.83-Huk/2016 dated February 5, 2016 concerning the Runway 3 Soekarno-Hatta International Airport Development Location Establishment, confirmed that the location for the development of Runway 3 Soekarno-Hatta International Airport with an area of ±173.19 Hectare (Ha) located in Kelurahan Benda, Kelurahan Selapajang Jaya, Desa Rawa Burung, Desa Rawa Rengas and Desa Bojong Renged.

Keputusan Gubernur Banten Nomor 598/Kep.83-Huk/2016 dimaksud berlaku untuk jangka waktu 2 Tahun dan diperpanjang selama 1 Tahun melalui Keputusan Gubernur Banten Nomor 598/Kep.19-Huk/2018 tanggal 25 Januari 2018 tentang Perpanjangan Penetapan Lokasi Pembangunan *runway* 3 Bandar Udara Internasional Soekarno-Hatta.

The Decree of Governor of Banten Number 598/Kep.83-Huk/2016 valid for 2 years period and has been extend for another 1 year through the Decree of Governor of Banten Number 598/Kep.19-Huk/2018 dated January 25, 2018 concerning the Extension of Runway 3 Soekarno-Hatta International Airport Development Location Establishment.

Dalam pelaksanaan pembebasan lahan tersebut, AP II berkoordinasi dengan BPN Kanwil Banten terkait pelaksanaan pengadaan tanahnya, yang mana pada prosesnya pelaksanaan pembebasan lahan tersebut dilaksanakan oleh BPN Kota Tangerang dan BPN Kabupaten Tangerang.

In the process of land clearing, AP II coordinates with the National Land Agency (BPN) of Banten Regional Office related to the land acquisition process which conducted by BPN Kota Tangerang and BPN Kabupaten Tangerang.

Pada tanggal 4 Maret 2019, BPN Kabupaten Tangerang telah menyerahkan hasil pembebasan tanah kepada AP II dengan total luas 134,06 Ha berdasarkan Berita Acara Serah Terima Hasil Pengadaan Tanah No.263/BA-36.03.AT.02/III/2019.

On March 4, 2019 BPN Kabupaten Tangerang has handed over the results of the land acquisition to AP II with a total area 134.06 Ha based on the Minutes of Handover of the Results of Land Acquisition No.263/BA-36.03.AT.02/III/2019.

Pada tanggal 11 Maret 2019, BPN Kota Tangerang telah menyerahkan hasil pembebasan tanah kepada AP II dengan total luas 33,46 Ha berdasarkan Berita Acara Serah Terima Hasil Pengadaan Tanah No. 01/PH/RW.3/III/2019.

On March 11, 2019 BPN Kota Tangerang has handed over the results of the land acquisition to AP II with a total area 33.46 Ha based on the Minutes of Handover of the Results of Land Acquisition Number 01/PH/RW.3/III/2019.

Dengan demikian, berdasarkan Berita Acara di atas, pembebasan tanah yang telah dilakukan oleh AP II untuk pembangunan *runway* 3 Bandar Udara Internasional Soekarno-Hatta adalah seluas 167,52 Ha.

Therefore, based on the Minutes above, the land acquisition that has been carried out by AP II for the development of Runway 3 Soekarno-Hatta International Airport is an area of 167.52 Ha.

Lahan yang telah diserahterimakan kepada Perusahan di atas saat ini telah diajukan untuk proses Sertitikasi Lahan atas nama AP II di BPN Kanwil Banten berdasarkan Surat AP II Nomor. 06.04/00/10/2019/11388-11389 tanggal 7 Oktober 2019 untuk lahan yang terletak di wilayah Kota Tangerang dan Surat AP II Nomor. 06.04/00/10/2019/12216-12218 tanggal 28 Oktober 2019 untuk lahan yang terletak di wilayah Kabupaten Tangerang.

Land that has been handed over to AP II has now been submitted for the process of Land Certification in BPN Banten Regional Office on behalf of AP II based on AP II Letter Number. 06.04/00/10/2019/11388-11389 dated October 7, 2019 for land located in Kota Tangerang area and AP II Letter Number. 06.04/00/10/ 2019/12216-12218 dated October 28, 2019 land located in Kabupaten Tangerang area.

Pada tahun 2021, AP II telah mendapatkan dua peta bidang tanah untuk area Benda dan Selapajang, sebagai salah satu syarat penerbitan sertifikat tanah oleh BPN.

In 2021, AP II has obtained land map for Benda and Selapajang as one of the requirements for the issuance of the land certificate.

Pembebasan tanah yang telah dilakukan oleh AP II untuk pembangunan *runway* 3 Bandar Udara Internasional Soekarno-Hatta masing-masing seluas 167,5 Ha dengan jumlah pembayaran kepada pemilik lahan total sebesar Rp3.269.013.000.

The progress of completion of land acquisition by AP II for constructions of Runway 3 of Soekarno-Hatta International Airport are 167.5 Ha with total payments to land owners amounted to Rp3,269,013,000, in total.

Pada tahun 2021, AP II mereklasifikasi uang muka tanah menjadi aset tetap sebesar Rp3.314.043.000 (Catatan 18). Hingga tanggal penyelesaian laporan keuangan konsolidasian ini, sertifikat tanah tersebut masih dalam proses penerbitan oleh BPN.

In 2021, AP II has reclassified the advance for land into fixed assets of Rp3,314,043,000 (Note 18). Until the completion date of these consolidated financial statements, the land certificate is still in the process of being issued by BPN.

17. Properti Investasi / *17. Investment Properties*

	2022					
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Addition*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification* (Catatan/ *Note* 18)	Saldo Akhir/ *Ending Balance*	
	Rp	Rp	Rp	Rp	Rp	
Biaya Perolehan						***Acquisitions Cost***
Tanah	104,376,168	--	(2,380,000)	2,434,340,569	2,536,336,737	*Lands*
Bangunan/ Lapangan	226,309,036	28,730,126	--	144,538,341	399,577,503	*Building/ Fields*
Total	**330,685,204**	**28,730,126**	**(2,380,000)**	**2,578,878,910**	**2,935,914,240**	***Total***
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan/ Lapangan	86,234,761	10,987,494	--	10,233,561	107,455,816	*Building/ Fields*
Penurunan Nilai						***Impairment Value***
Bangunan/ Lapangan	23,007,461	--	--	--	23,007,461	*Building/ Fields*
Nilai Buku	**221,442,982**				**2,805,450,963**	***Book Value***

	2021					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Deduction***	**Reklasifikasi/ *Reclassification* (Catatan/ *Note* 18)**	**Saldo Akhir/ *Ending Balance***	
	Rp	**Rp**	**Rp**	**Rp**	**Rp**	
Biaya Perolehan						***Acquisitions Cost***
Tanah	104,376,168	--	--	--	104,376,168	*Lands*
Bangunan/ Lapangan	179,804,985	--	--	46,504,051	226,309,036	*Building/ Fields*
Total	**284,181,153**	**--**	**--**	**46,504,051**	**330,685,204**	***Total***
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan/ Lapangan	60,919,615	3,855,589	--	21,459,557	86,234,761	*Building/ Fields*
Penurunan Nilai						***Impairment Value***
Bangunan/ Lapangan	23,007,461	--	--	--	23,007,461	*Building/ Fields*
Nilai Buku	**200,254,077**				**221,442,982**	***Book Value***

Properti investasi Grup terutama terdiri dari:

- Tanah dan gedung di Jl. Majapahit No. 8, Kelurahan Petojo Selatan, Kecamatan Gambir, Jakarta Pusat, Jl. MH. Thamrin dan aset tanah di Braga yang terletak di Jalan Braga No. 10, Bandung yang dimiliki oleh Sarinah. Pada tahun 2022, Sarinah melakukan reklasifikasi atas bangunan yang sebelumnya tercatat pada aset tetap bangunan dan aset dalam penyelesaian sebesar Rp144.538.340 (Catatan 18). Sarinah juga melakukan reklasifikasi atas tanah yang sebelumnya tercatat dalam aset tetap tanah sebesar Rp63.809.674 (Catatan 18)
- Tanah yang akan dikembangkan untuk kawasan wisata di sekitar Candi Ijo, Candi Sewu dan Candi Ratu Boko yang dimiliki oleh TWC.
- Tanah, gedung, dan fasilitas penunjang, eks-unit Hotel Indonesia serta Unit Inna Wisata dengan masa 30 tahun dan dengan Hak Opsi Perpanjangan selama 20 tahun yang dimiliki oleh HIN.
- Tanah ex Perusahaan Umum Pengangkutan Penumpang Djakarta (Perum PPD) yang berada di Jalan Kramat Raya No. 21 DKI Jakarta seluas 16.101 m^2 dan di Jalan Batas II Kebagusan Pasar Minggu Jakarta Selatan seluas 14.303 m^2 yang dimiliki oleh AP II. Nilai wajar dari properti investasi tanah ex-PPD di Jalan Kramat, tanah di Pasar Minggu, tanah di Deli Serdang, tanah dan bangunan di kawasan bandara Soekarno-Hatta dan bangunan di bandara Kualanamu pada tanggal 31 Desember 2022 adalah masing-masing sebesar Rp618.488, Rp72.874, Rp11.482, Rp61.781.812, dan Rp11.798.057 yang ditentukan berdasarkan Nilai Jual Objek Pajak (NJOP) atas properti investasi.

- Tanah yang berada di Desa Saentis, Kecamatan Percut Sei Tuan, Kabupaten Deli Serdang seluas 40.000 m^2 yang dimiliki oleh AP II.

The Group's investment properties mainly consist of:

- *Land and building on Jl. Majapahit No. 8, South Petojo Village, Gambir District, Central Jakarta, Jl. MH. Thamrin and land assets in Braga which is located at Jalan Braga No. 10, Bandung which is owned by Sarinah. In 2022, Sarinah will reclassify buildings which were previously recorded as building fixed assets and construction in progress of Rp144,538,340 (Note 18). Sarinah also reclassified the land which was previously recorded in land fixed assets amounting to Rp63,809,674 (Note 18).*

- *The land which will be developed for tourist areas around Ijo Temple, Sewu Temple and Ratu Boko Temple which are owned by TWC.*
- *Land, building, and supporting facilities ex. Hotel Indonesia Unit and the Inna Wisata Unit with a 30-year term and with an Optional Extension of 20 years owned by HIN.*
- *Ex Perusahaan Umum Pengangkutan Penumpang Djakarta (Perum PPD) land located in Kramat Raya Street No. 21 DKI Jakarta totaling 16,101 sqm and in Batas II Street Kebagusan Pasar Minggu Jakarta Selatan totaling 14,303 sqm which is owned by AP II. The fair value of the investment properties of ex-PPD land on Jalan Kramat, land in Pasar Minggu, land in Deli Serdang, land and buildings in the Soekarno-Hatta airport area and buildings in Kualanamu airport as of December 31, 2022 amounted to Rp618,488, Rp72,874, Rp11,482, Rp61,781,812, and Rp11,798,057, respectively which were determined based on the Sales Value of Taxable Objects (NJOP) on investment properties.*
- *Land located at Saentis Village, Sub-District Percut Sei Tuan, District Deli Serdang with an area of 40,000 sqm which is owned by AP II.*

- Tanah dan bangunan yang merupakan tanah, bangunan dan ruang yang dimanfaatkan oleh pihak lain untuk ruang tunggu di bandara, pergudangan, hotel dan perkantoran di kawasan Bandara Soekarno-Hatta dan Kualanamu yang dimiliki oleh AP II.
- Bangunan dan lapangan di Bandara Sultan Aji Muhammad Sulaiman Cabang Balikpapan yang dimiliki oleh AP I. Nilai wajar dari properti investasi pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp1.403.005 dan Rp1.091.012 yang ditentukan berdasarkan nilai jual objek pajak (NJOP) atas properti investasi.

- *Land and buildings which consist of land, building and space utilized by other parties for airport lounge, warehouse, hotel and office around Soekarno-Hatta and Kualanamu Airports area which is owned by AP II.*
- *Buildings and fields at Sultan Aji Muhammad Sulaiman Airport Balikpapan Branch owned by AP I. The fair value of the investment property as of December 31, 2022 and 2021 amounted to Rp1,403,005 and Rp1,091,012, respectively, which is determined based on the selling price of the taxable object (NJOP) of the investment property.*

Beban penyusutan dialokasi sebagai berikut:

Depreciation is allocated as follows:

	2022 Rp	2021 Rp	
Beban Pokok Pendapatan (Catatan 35)	4,921,450	3,545,011	*Cost of Revenues (Note 35)*
Beban Umum dan Administrasi (Catatan 37)	6,066,154	310,578	*General and Administrative Expenses (Note 37)*
Total	**10,987,604**	**3,855,589**	***Total***

Pada tahun 2021, aset tetap berupa gudang Marunda dan gudang Bali Logistics Park (BLP) milik Angkasa Pura Logistik (APL) direklasifikasi ke properti investasi (Catatan 18).

In 2021, fixed assets in form of Marunda and Bali Logistics Park (BLP) warehouses owned by Angkasa Pura Logistik (APL) have been reclassified to investment properties (Note 18).

Pada tahun 2022, HIN dan Sarinah melakukan reklasifikasi atas tanah dan bangunan yang sebelumnya tercatat pada aset tetap sebesar Rp2.432.496.049 dan Rp144.538.341.

In 2022, HIN and Sarinah will reclassify land and buildings which were previously recorded as fixed assets amounting to Rp2,432,496,049 and Rp144,538,341, respectively.

Tanah milik Sarinah dijadikan sebagai jaminan kepada PT Bank Rakyat Indonesia (Persero) Tbk (Catatan 26).

Land owned by Sarinah was used as collateral to PT Bank Rakyat Indonesia (Persero) Tbk (Note 26).

Nilai wajar properti investasi Grup ditentukan berdasarkan Nilai Jual Objek Pajak (NJOP), manajemen berkeyakinan bahwa NJOP telah mendekati nilai wajarnya.

The Group's fair value of investment properties is determined based on the Selling Value of Tax Object (NJOP), management believes that the NJOP is close to its fair value.

18. Aset Tetap / *18. Fixed Assets*

	2022						
	Saldo Awal/ *Beginning Balance* Rp	Penambahan/ *Addition* Rp	Pengurangan/ *Deduction* Rp	Divestasi/ *Divest* Rp	Reklasifikasi/ Koreksi *Reclassification/ Adjutsment* Rp	Saldo Akhir/ *Ending Balance* Rp	
Biaya Perolehan							***Acquisitions Cost***
Tanah	18,795,358,286	--	(21,156,000)	--	(2,414,140,850)	16,360,061,436	*Lands*
Bangunan Lapangan	27,139,957,201	8,919,315	(11,625,158)	--	528,016,289	27,665,267,647	*Buildings/Fields*
Bangunan Gedung	21,218,429,023	33,435,914	(47,252,662)	--	636,252,278	21,840,864,553	*Buildings*
Pesawat	1,030,643	--	--	--	4,465,700	5,496,343	*Aircraft*
Kendaraan Bermotor	940,728,628	7,383,466	(15,924,583)	--	(59,913,160)	872,274,351	*Vehicles*
Mesin dan Peralatan	11,704,438,585	54,346,441	(140,806,596)	--	393,033,724	12,011,012,154	*Machinery and Equipments*
Perlengkapan Terminal dan Gedung	5,755,297,077	91,478,000	(825,000)	--	1,108,710,705	6,954,660,782	*Terminal dan Building Equipments*
Instalasi dan Jaringan	10,396,645,400	24,040,638	(1,849,561)	--	(906,470,495)	9,512,365,982	*Installation and Network*
Overlay	1,545,985,000	30,134,000	--	--	73,121,000	1,649,240,000	*Overlay*
Renovasi Bangunan	30,640,630	23,893,827	--	--	1,566,064	56,100,521	*Buildings Renovation*
Lain-lain	351,628,956	18,000	(7,360,000)	--	(331,253,000)	13,033,956	*Others*
Aset dalam Penyelesaian	6,627,087,899	943,992,580	(65,701,551)	--	(1,752,554,799)	5,752,824,129	*Assets Under Construction*
Total	**104,507,227,328**	**1,217,642,181**	**(312,501,111)**	**--**	**(2,719,166,544)**	**102,693,201,854**	***Total***

	2022						
	Saldo Awal/ *Beginning Balance* Rp	Penambahan/ *Addition* Rp	Pengurangan/ *Deduction* Rp	Divestasi/ *Divest* Rp	Reklasifikasi/ Koreksi *Reclassification/ Adjutsment* Rp	Saldo Akhir/ *Ending Balance* Rp	
Akumulasi Penyusutan							***Accumulated Depreciation***
Bangunan Lapangan	5,392,723,044	960,880,892	(92,919,039)	--	11,580,897	6,272,265,794	*Buildings/Fields*
Bangunan Gedung	3,885,782,930	772,648,639	(246,384,547)	--	(44,487,540)	4,367,559,482	*Buildings*
Pesawat	1,030,643	--	--	--	--	1,030,643	*Aircraft*
Kendaraan Bermotor	548,457,806	78,863,479	(13,665,920)	--	(57,340,997)	556,314,368	*Vehicles*
Mesin dan Peralatan	6,604,186,796	977,798,013	(187,368,504)	--	116,664,649	7,511,280,954	*Machinery and Equipments*
Perlengkapan Terminal dan Gedung	1,975,882,448	322,598,198	(825,000)	--	73,192,135	2,370,847,781	*Terminal dan Building Equipments*
Instalasi dan Jaringan	4,327,788,061	818,373,926	(8,620,367)	--	27,658,678	5,165,200,298	*Installation and Network*
Overlay	606,180,000	152,244,000	--	--	--	758,424,000	*Overlay*
Renovasi Bangunan	18,179,238	2,614,598	--	--	(3,867,698)	16,926,138	*Buildings Renovation*
Lain-lain	248,594,000	25,107,000	(7,360,000)	--	(261,025,487)	5,315,513	*Others*
Total	**23,608,804,966**	**4,111,128,745**	**(557,143,377)**	**--**	**(137,625,363)**	**27,025,164,971**	***Total***
Cadangan Penurunan Nilai	109,539,485	21,070,706			4,465,700	135,075,891	*Allowance for Impairment*
Nilai Buku	**80,788,882,877**					**75,532,960,992**	***Book Value***

	2021						
	Saldo Awal/ *Beginning Balance* Rp	Penambahan/ *Addition* Rp	Pengurangan/ *Deduction* Rp	Divestasi/ *Divest* Rp	Reklasifikasi/ Koreksi *Reclassification/ Adjutsment* Rp	Saldo Akhir/ *Ending Balance* Rp	
Biaya Perolehan							***Acquisitions Cost***
Tanah	16,307,795,296	--	(30,103)	(1,783,005,114)	4,270,598,207	18,795,358,286	*Lands*
Bangunan Lapangan	26,198,858,449	(5,317,875)	(606,249)	--	947,022,876	27,139,957,201	*Buildings/Fields*
Bangunan Gedung	20,954,215,529	109,685,925	(1,294,084)	(894,461,019)	1,050,282,672	21,218,429,023	*Buildings*
Pesawat	5,496,343	--	--	--	(4,465,700)	1,030,643	*Aircraft*
Kendaraan Bermotor	1,123,217,301	68,484,019	(11,539,831)	(324,962,287)	85,529,426	940,728,628	*Vehicles*
Mesin dan Peralatan	11,299,604,319	84,687,911	(55,553,598)	(217,669,653)	593,369,606	11,704,438,585	*Machinery and Equipments*
Perlengkapan Terminal dan Gedung	5,459,809,827	124,372,388	(199,000)	(38,653,138)	209,967,000	5,755,297,077	*Terminal dan Building Equipments*
Instalasi dan Jaringan	9,718,937,968	86,186,196	(216,446)	--	591,737,682	10,396,645,400	*Installation and Network*
Overlay	1,432,353,000	5,255,000	--	--	108,377,000	1,545,985,000	*Overlay*
Renovasi Bangunan	29,356,016	1,284,614	--	--	--	30,640,630	*Buildings Renovation*
Lain-lain	350,538,814	11,142	(20,000)	--	1,099,000	351,628,956	*Others*
Aset dalam Penyelesaian	8,952,303,932	2,450,908,015	(77,388,709)	(66,299,051)	(4,632,436,287)	6,627,087,899	*Assets Under Construction*
Total	**101,832,486,794**	**2,925,557,335**	**(146,848,020)**	**(3,325,050,263)**	**3,221,081,482**	**104,507,227,328**	***Total***
Akumulasi Penyusutan							***Accumulated Depreciation***
Bangunan Lapangan	4,499,849,820	892,500,651	(33,226)	--	405,799	5,392,723,044	*Buildings/Fields*
Bangunan Gedung	3,615,848,686	603,306,188	(447,381)	(309,420,877)	(23,503,686)	3,885,782,930	*Buildings*
Pesawat	1,030,643	--	--	--	--	1,030,643	*Aircraft*
Kendaraan Bermotor	739,458,779	75,863,311	(922,215)	(265,946,487)	4,418	548,457,806	*Vehicles*
Mesin dan Peralatan	5,945,623,802	923,528,346	(53,552,528)	(212,855,006)	1,442,182	6,604,186,796	*Machinery and Equipments*
Perlengkapan Terminal dan Gedung	1,661,958,097	326,351,236	(5,000)	(12,421,884)	--	1,975,882,448	*Terminal dan Building Equipments*
Instalasi dan Jaringan	3,507,515,114	820,159,092	(99,250)	--	213,105	4,327,788,061	*Installation and Network*
Overlay	511,308,000	94,872,000	--	--	--	606,180,000	*Overlay*
Renovasi Bangunan	15,651,968	2,527,270	--	--	--	18,179,238	*Buildings Renovation*
Lain-lain	207,668,000	40,945,000	(19,000)	--	--	248,594,000	*Others*
Total	**20,705,912,909**	**3,780,053,095**	**(55,078,600)**	**(800,644,256)**	**(21,438,181)**	**23,608,804,966**	***Total***
Cadangan Penurunan Nilai	109,127,129	412,356	--	--	--	109,539,485	*Allowance for Impairment*
Nilai Buku	**81,017,446,756**					**80,788,882,877**	***Book Value***

Beban penyusutan untuk tahun tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Depreciation expenses for the years ended December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Beban Pokok Pendapatan (Catatan 35)	4,101,812,666	3,771,773,654	*Cost of Revenues (Note 35)*
Beban Umum dan Administrasi (Catatan 37)	9,316,079	8,279,441	*General and Administrative Expenses (Note 37)*
Jumlah	**4,111,128,745**	**3,780,053,095**	***Total***

Pengurangan aset tetap terdiri dari penghapusan dan penjualan aset tetap sebagai berikut:

Disposal of fixed assets consist of write off and sale of fixed assets as follows:

	2022 Rp	2021 Rp	
Harga Jual	49,987,109	106,246,512	*Proceeds*
Dikurangi: Nilai Buku Penjualan dan Penghapusan Aset Tetap	29,856,168	91,769,420	*Less: Net Book Value of Sale and Retirement of Fixed Assets*
Keuntungan Penjualan Aset Tetap (Catatan 38)	**20,130,941**	**14,477,092**	***Gain on Sale of Fixed Assets*** *(Note 38)*

Aset dalam penyelesaian merupakan proyek yang masih belum selesai pada tanggal laporan posisi keuangan konsolidasian dengan rincian sebagai berikut:

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:

	2022			
	Perkiraan % Penyelesaian / *Estimated % of Completion*	**Nilai Tercatat / *Carrying Value***	**Tahun Perkiraan Penyelesaian / *Estimated Years of Completion***	
Landasan, Apron	82.12	65,457,404	2023	*Runways, Apron*
Lapangan, Jalan dan Pagar	92.50	665,260,712	2023	*Field, Roads, Fences*
Bangunan	92.50	4,652,454,565	2024	*Buildings*
Peralatan Mekanik	85.62	70,694,471	2023	*Mechanical Equipments*
Tanah	98.02	17,210,035	2023	*Land*
Sistem Pengolahan Data Berbantuan Komputer	98.02	49,896,373	2023	*Computer Assisted Data Processing System*
Lain-lain	86.00	231,850,569	2024	*Others*
Aset Dalam Penyelesaian		**5,752,824,129**		***Assets Under Construction***

	2021			
	Perkiraan % Penyelesaian / *Estimated % of Completion*	**Nilai Tercatat / *Carrying Value***	**Tahun Perkiraan Penyelesaian / *Estimated Years of Completion***	
Landasan, Apron	92.85	377,671,558	2022	*Runways, Apron*
Lapangan, Jalan dan Pagar	86.13	853,430,839	2022	*Field, Roads, Fences*
Bangunan	88.59	4,970,866,914	2022	*Buildings*
Peralatan Mekanik	65.77	71,556,805	2022	*Mechanical Equipments*
Tanah	99.15	17,210,035	2022	*Land*
Sistem Pengolahan Data Berbantuan Komputer	95.51	24,970,978	2022	*Computer Assisted Data Processing System*
Lain-lain	68.00	311,380,770	2022	*Others*
Aset Dalam Penyelesaian		**6,627,087,899**		***Assets Under Construction***

Pada tahun 2021, aset tetap tanah sebesar Rp3.314.043.000 merupakan reklasifikasi dari uang muka pembelian tanah (Catatan 16).

In 2021, fixed assets of land amounting to Rp3,314,043,000 represents a reclassification of advances for land acquisition (Note 16).

Pada tanggal 30 April 2021, HIN telah melepas pengendalian terhadap HIPRO sehingga terjadi pengurangan pada aset tetap dengan nilai buku sebesar Rp2.524.406.007.

On April 30, 2021, HIN has relinquished control of HIPRO, resulting in a reduction in fixed assets with a book value of Rp2,524,406,007.

Efektif 1 Januari 2022, Grup melakukan perubahan umur manfaat 20-60 untuk bangunan lapangan dan 20-50 untuk gedung untuk mencerminkan umur ekonomis pada saat ini. Dampak dari perubahan tersebut adalah beban penyusutan untuk tahun yang berakhir pada tanggal 31 Desember 2022 adalah sebesar Rp126.326.456.

Effective January 1, 2022, the Group changed the useful life of 20-60 for field buildings and 20-50 for buildings to reflect the current economic life. The impact of such changes is a reduction of depreciation expense by Rp126,326,456 for the year ended December 31, 2022.

Pada tahun 2022, beberapa aset bangunan, gedung, kendaraan, instalasi, peralatan, dan aset dalam konstruksi dilepas oleh Grup terutama disebabkan aset tetap tidak produktif dan pembongkaran untuk pekerjaan terminal VVIP Bandara I Gusti Ngurah Rai (DPS) - Bali.

In 2022, several assets such as buildings, vehicles, installations, equipments and assets under constructions were disposed by the Group mainly due to unproductivity of the fixed assets and demolition for VVIP terminal I Gusti Ngurah Rai Airport (DPS) – Bali.

Pada tanggal 31 Desember 2022 dan 2021 aset tetap berupa gedung terminal penumpang, gedung operasional, fasilitas terminal penumpang dan gedung operasi dan aset lainnya diasuransikan dengan nilai pertanggungan semua risiko, gempa bumi, kerusakan mesin dan peralatan elektronik masing-masing sebesar Rp40.583.487.644 dan Rp36.128.638.865 Manajemen berpendapat bahwa nilai pertanggungan asuransi tersebut cukup untuk menutupi kemungkinan kerugian atas aset tetap yang dipertanggungkan.

On December 31, 2022 and 2021, fixed assets in the form of passenger terminal building, operational building, passenger terminal facility and operational building and other assets are insured with an all risk coverage, earthquake, marchinery breakdown and electronic equipment amounting to Rp40,583,487,644 and Rp36,128,638,865 respectively. Management believes that the insured amount is adequate to cover possible losses from such risk.

Manajemen berkeyakinan bahwa cadangan penurunan nilai pada tanggal 31 Desember 2022 dan 2021 adalah cukup.

Management believes that the allowance for impairment as of December 31, 2022 and 2021 is adequate.

Pada tanggal 31 Desember 2022 dan 2021, tidak terdapat aset tetap yang dihentikan dari penggunaan aktif.

As of December 31, 2022 and 2021, there are no fixed assets classified as terminated from active.

19. Aset Hak Guna dan Liabilitas Sewa / *19. Right-of-Use Assets and Lease Liabilities*

a. Aset Hak Guna / *a. Right-of-Use*

	2022				
	Saldo Awal/ *Beginning Balance* Rp	Penambahan/ *Addition* Rp	Pengurangan/ *Deduction* Rp	Saldo Akhir/ *Ending Balance* Rp	
Biaya Perolehan					***Acquisitions Cost***
Tanah	592,470,008	13,776,000	(61,667,347)	544,578,661	*Land*
Bangunan	43,926,169	850,427,303	(36,501,988)	857,851,484	*Building*
Kendaraan	48,069,319	12,645,400	(11,694,274)	49,020,445	*Vehicles*
Peralatan	29,457,654	23,993,966	(208,000)	53,243,620	*Equipment*
Taman Mini Indonesia Indah	126,981,814	--	--	126,981,814	*Taman Mini Indonesia Indah*
Subtotal	**840,904,964**	**900,842,669**	**(110,071,609)**	**1,631,676,024**	***Subtotal***
Akumulasi Penyusutan					***Accumulated Depreciation***
Tanah	62,177,530	14,667,391	(19,103,685)	57,741,236	*Land*
Bangunan	50,742,421	19,731,381	(42,143,599)	28,330,203	*Building*
Kendaraan	31,541,786	13,098,315	(13,767,880)	30,872,221	*Vehicles*
Peralatan	11,573,931	12,190,496	(2,151,000)	21,613,427	*Equipment*
Taman Mini Indonesia Indah	2,539,636	5,079,273	--	7,618,909	*Taman Mini Indonesia Indah*
Subtotal	**158,575,304**	**64,766,856**	**(77,166,164)**	**146,175,996**	***Subtotal***
Nilai Buku	**682,329,661**			**1,485,500,029**	***Book Value***

	2021					
	Saldo Awal/ *Beginning Balance* Rp	Penambahan/ *Addition* Rp	Pengurangan/ *Deduction* Rp	Divestasi/ *Divest* Rp	Saldo Akhir/ *Ending Balance* Rp	
Biaya Perolehan						***Acquisitions Cost***
Tanah	866,241,297	16,424,407	(21,643,000)	(268,552,696)	592,470,008	*Land*
Bangunan	44,879,095	30,409,141	(31,362,067)	--	43,926,169	*Building*
Kendaraan	398,253,128	3,906,141	(354,089,950)	--	48,069,319	*Vehicles*
Peralatan	27,883,776	1,714,056	(140,178)	--	29,457,654	*Equipment*
Taman Mini Indonesia Indah	--	126,981,814	--	--	126,981,814	*Taman Mini Indonesia Indah*
Subtotal	**1,337,257,296**	**179,435,559**	**(407,235,195)**	**(268,552,696)**	**840,904,964**	***Subtotal***
Akumulasi Penyusutan						***Accumulated Depreciation***
Tanah	62,112,521	29,784,488	--	(29,719,479)	62,177,530	*Land*
Bangunan	30,824,655	20,036,321	(118,555)	--	50,742,421	*Building*
Kendaraan	51,183,167	10,256,673	(29,898,054)	--	31,541,786	*Vehicles*
Peralatan	3,964,407	7,609,524	--	--	11,573,931	*Equipment*
Taman Mini Indonesia Indah	--	2,539,636	--	--	2,539,636	*Taman Mini Indonesia Indah*
Subtotal	**148,084,750**	**70,226,641**	**(30,016,609)**	**(29,719,479)**	**158,575,304**	***Subtotal***
Nilai Buku	**1,189,172,546**				**682,329,661**	***Book Value***

b. Liabilitas Sewa / ***b. Lease Liabilities***

	2022 Rp	2021 Rp	
Liabilitas Sewa			***Lease Liabilities***
Bagian Jangka Pendek	153,970,716	91,080,336	*Current Portion*
Bagian Jangka Panjang	1,522,332,171	525,528,288	*Non-Current Portion*
Total	**1,676,302,887**	**616,608,624**	***Total***

Beban bunga atas liabilitas sewa untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp94.960.792 dan Rp57.920.377 yang dicatat sebagai bagian dari beban keuangan.

Interest expense on lease liabilities for the years ended December 31, 2021 and 2020 amounting to Rp94,960,792 and Rp57,920,377, respectively, recorded as part of financial expenses.

Penyusutan aset hak guna dibebankan pada beban pokok pendapatan masing-masing sebesar Rp64.766.856 dan Rp70.226,641 pada tanggal 31 Desember 2022 dan 2021 (Catatan 35).

Depreciation of right-of-use assets is charged to cost of revenue amounting to Rp64,766,856 and Rp70,226.641 as of December 31, 2022 and 2021, respectively (Note 35).

Beberapa transaksi sewa mengandung opsi perpanjangan yang dapat diambil oleh Grup sebelum masa berakhirnya kontrak yang tidak dapat dibatalkan. Opsi perpanjangan yang dimiliki hanya dapat diambil oleh Grup. Grup mengevaluasi pada awal dimulainya masa sewa apakah besar kemungkinan akan diambilnya opsi perpanjangan. Grup mengevaluasi kembali penentuan ini apabila ada peristiwa signifikan atau ada perubahan keadaan signifikan di dalam kendali Grup.

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.

20. Aset Tidak Lancar Lain-lain / *20. Other Non-Current Assets*

Aset Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI) merupakan alat bantu navigasi yang belum diserahkan AP II kepada LPPNPI.

Ther assets of Perum Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI) are navigation support equipment that have not been transferred yet by AP II to LPPNPI.

Uang jaminan merupakan uang jaminan atas petugas keamanan dan langganan listrik.

Deposits represents guarantee deposits from security personnel and electricity.

Saldo per tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp100.572.182 dan Rp101.213.827.

The balance as of December 31, 2022 and 2021 amounted to Rp100,572,182 and Rp101,213,827, respectively.

21. Utang Usaha / *21. Account Payables*

	2022 Rp	2021 Rp	
Pihak Berelasi (Catatan 43)	415,585,187	184,107,523	*Related Parties (Note 43)*
Pihak Ketiga	451,637,243	596,402,658	*Third Parties*
Total	**867,222,430**	**780,510,181**	***Total***

22. Utang Lain-lain / *22. Other Payables*

	2022 Rp	2021 Rp	
Pihak Berelasi (Catatan 43)	289,231,354	866,199,845	*Related Parties (Note 43)*
Pihak Ketiga	1,461,228,002	2,718,321,020	*Third parties*
Total	**1,750,459,356**	**3,584,520,865**	***Total***

Utang lain-lain mayoritas terdiri dari perolehan aset tetap, jaminan pelanggan dan titipan pembayaran.

The majority of other payables consist of acquisitions of fixed assets, customer guarantees and payment deposits.

Perolehan aset tetap merupakan utang kepada kontraktor sehubungan proyek-proyek aset tetap Grup yang dibangun oleh kontraktor.

Acquisition of fixed asset payable mainly represent payable to contractors who build the Group'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 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.

23. Utang Bank dan Lembaga Keuangan Lainnya Jangka Pendek / *23. Short-Term Bank and Other Financial Institution Loans*

	2022 Rp	2021 Rp	
PT Bank Negara Indonesia (Persero) Tbk	788,946,344	801,596,344	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	72,840,958	381,089,500	*PT Bank Mandiri (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	33,839,000	39,560,000	*PT Bank Syariah Indonesia Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	4,130,760	--	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Maybank Indonesia Tbk	--	500,000,000	*PT Bank Maybank Indonesia Tbk*
Total	**899,757,062**	**1,722,245,844**	***Total***

PT Angkasa Pura I ("AP I") dan Entitas Anak

a. PT Bank Negara Indonesia (Persero) Tbk ("BNI")

Pada tanggal 11 Desember 2014, PT Angkasa Pura Support (APS) memperoleh pinjaman jangka pendek sebesar Rp40.000.000 dari PT Bank Negara Indonesia (Persero) Tbk (BNI) dengan jangka waktu 12 bulan dan 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 2022 dengan tingkat suku bunga 10,00% per tahun. Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp38.946.344 dan Rp51.596.344.

PT Angkasa Pura I ("AP I") and Subsidiaries

a. PT Bank Negara Indonesia (Persero) Tbk ("BNI")

On December 11, 2014, PT Angkasa Pura Support (APS) obtained short- term bank loan amounting to Rp40,000,000 from PT Bank Negara Indonesia (Persero) Tbk (BNI) with 12 months term and 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, 2022, bearing interest rate at 10.00% per annum. As of December 2022 and 2021 the outstanding balance of this facility amounting to Rp38,946,344 and Rp51,596,344.

APS diwajibkan untuk menjaga rasio keuangan berupa rasio lancar minimum sebesar 1 kali, *debt service coverage ratio* minimum sebesar 1 kali dan *debt to equity ratio* (DER) maksimal sebesar 2,50 kali.

APS is required to maintain the debtor's financial ratios, minimum current ratio of 1 time, debt service coverage ratio minimum of 1 time, debt to equity ratio (DER) maximum of 2.50 times.

b. PT Bank Syariah Indonesia Tbk ("BSI")

b. PT Bank Syariah Indonesia Tbk ("BSI")

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. APS telah melunasi pinjaman ini pada tanggal 24 Juni 2021.

On December 29, 2020, APS obtained financing working capital facility amounting to Rp20,000,000 with 6 months term with due date on June 20, 2021. APS has repaid the outstanding loan on June 24, 2021.

Pada tanggal 5 Maret 2021, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp13.839.000 dengan jangka waktu 6 bulan dan jatuh tempo pada tanggal 20 September 2021 dengan bunga bagi hasil 4,75% ke BSI. Fasilitas ini telah diperpanjang hingga 17 Juni 2022.

On March 5, 2021, APS obtained financing working capital facility amounting to Rp13,839,000 with 6 months term with due date on September 20, 2021 with sharing interest 4.75%. This facility had been extended until june 17, 2022.

Pada tanggal 18 Juni 2021, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp20.000.000 dengan jangka waktu 6 bulan dan jatuh tempo pada tanggal 20 Desember 2021 dengan bunga bagi hasil 4,92% ke BSI. Fasilitas ini telah diperpanjang hingga 17 Juni 2022 dengan bunga bagi hasil 0,62% ke BSI.

On June 18, 2021, APS obtained financing working capital facility amounting to Rp20,000,000 with 6 months term with due date on December 20, 2021 with sharing interest at 4.92% to BSI. This facility had been extended until June 17, 2022 with sharing interest 0.62% to BSI.

Seluruh fasilitas pinjaman yang diperoleh pada tahun 2022 dan 2021 dijamin dengan piutang usaha senilai Rp50.000.000 (Catatan 6).

All working capital facilities obtained in 2022 and 2021 are secured by trade receivable amounting to Rp50,000,000 (Note 6).

Pada tanggal 2 Juli 2021, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp5.721.000 dengan jangka waktu 6 bulan dan jatuh tempo pada tanggal 20 Januari 2022. Fasilitas ini telah diperpanjang hingga 17 Juni 2022. Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp33.839.000 dan Rp39.560.000.

On July 2, 2021, APS obtained financing working capital facility amounting Rp5,721,000 with 6 months term with due date on January 20, 2022. This facility had been extended until June 17, 2022. As of December 31, 2022 and 2021 the outstanding balance of this facility amounting to Rp33,839,000 and Rp39,560,000.

c. PT Bank Mandiri (Persero) Tbk

Pada tanggal 7 Agustus 2020, AP I bersama dengan entitas anak menandatangani perjanjian fasilitas notional pooling Nomor: SP.DK.155/HK.06/2020 dengan PT Bank Mandiri (Persero) Tbk (Bank Mandiri). Jangka waktu fasilitas ini adalah 1 tahun terhitung sejak ditandatanganinya perjanjian. Atas fasilitas ini, bank memberikan jasa giro efektif dan membebankan biaya bunga

c. PT Bank Mandiri (Persero) Tbk

On August 7, 2020, AP I and its subsidiaries signed a notional pooling facility agreement Number: SP.DK.155/HK.06/2020 with PT Bank Mandiri (Persero) Tbk (Bank Mandiri). 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

efektif yang dihitung atas dasar posisi saldo akhir harian. Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman pada fasilitas ini masing-masing sebesar Rp21.000.000 dan Rp10.000.000.

Pada tanggal 4 Maret 2021, PT Angkasa Pura Logistik (APL) memperoleh fasilitas pinjaman jangka pendek dari Bank Mandiri dengan jumlah maksimum fasilitas pinjaman sebesar Rp15.000.000. Pada tanggal 17 Maret 2021, APL telah melakukan penarikan pinjaman tersebut sebesar Rp15.000.000 dengan jangka waktu 12 bulan dan tingkat bunga 1% diatas tingkat suku bunga deposito counter. Seluruh fasilitas yang diperoleh dijaminkan dengan deposito sebesar Rp15.000.000 (Catatan 5). Saldo pinjaman per 31 Desember 2022 dan 2021 sebesar Rp13.500.000.

calculated on the basis of the daily at ending balance. As of December 31, 2022 and 2021, the outstanding balance of these facility are Rp21,000,000 and Rp10,000,000, respectively.

On March 4, 2021, PT Angkasa Pura Logistik (APL) obtained short-term loan facility from Bank Mandiri with maximum credit facility limit of Rp15,000,000. On March 17, 2021, APL has withrawn this loan amounted to Rp15,000,000 with 12 months term and the interest rate of 1% above the counter deposit rate. All facilities are secured by time deposits amounting to Rp15,000,000 (Note 5). As of December 31, 2022 and 2021 the outstanding balance of this facility amounting to Rp13,500,000.

PT Angkasa Pura II ("AP II")

a. PT Bank Negara Indonesia (Persero) Tbk

Berdasarkan perjanjian kredit tanggal 29 Mei 2020, AP II memperoleh *revolving loan facility* dari PT Bank Negara Indonesia (Persero) Tbk ("BNI") dengan jumlah maksimum fasilitas pinjaman sebesar Rp750.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal kerja AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 6,50% - 6,75% pada tahun 2022 dan antara 5,50% - 7,50% pada tahun 2021.

Berdasarkan perjanjian kredit tanggal 27 Mei 2022, AP II dan BNI setuju memperpanjang jangka waktu pinjaman hingga tanggal 28 Mei 2023.

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp750.000.000.

PT Angkasa Pura II ("AP II")

a. PT Bank Negara Indonesia (Persero) Tbk

Based on a loan agreement dated May 29, 2020, AP II obtained a revolving loan facility from PT Bank Negara Indonesia (Persero) Tbk ("BNI") with maximum credit facility limit of Rp750,000.000. The proceeds of the loan from this facility were used to to finance AP II's working capital. This loan bears interest at annual rates ranging from 6.50% - 6.75% in 2022 and ranging from 5,50% - 7,50% in 2021.

Based on a loan agreement dated May 27, 2022, AP II and BNI agreed to extend the loan period until May 28, 2023.

As of December 31, 2022 and 2021, the loan balance in this facility amounted to Rp750,000,000, respectively.

b. PT Bank Maybank Indonesia Tbk

Berdasarkan akad line fasilitas pembiayaan Musyarakah tanggal 3 Juni 2020, AP II memperoleh fasilitas pembiayaan dari PT Bank Maybank Indonesia Tbk. ("Maybank") dengan jumlah maksimum sebesar Rp500.000.000. Hasil penerimaan dari pinjaman ini digunakan untuk kebutuhan modal kerja AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 6,36% - 6,77% pada tahun 2022 dan berkisar antara 6,60% - 6,36% pada tahun 2021.

b. PT Bank Maybank Indonesia Tbk

Based on Musyarakah line financing facility agreement dated June 3, 2020, AP II obtained a financing facility from PT Bank Maybank Indonesia Tbk. ("Maybank") with maximum financing facility limit of Rp500,000,000. The proceeds of the loan from this facility were used to finance AP II's operation. This loan bears annual interest rates ranging from 6.36 - 6.77% in 2022 and ranging from 6.60% - 6.36% in 2021.

Berdasarkan perjanjian kredit tanggal 29 Desember 2022, AP II dan Maybank setuju memperpanjang jangka waktu pinjaman hingga tanggal 29 Desember 2025. Maybank juga menyetujui penyesuaian *financial covenants* yang akan diperhitungkan mulai kuartal pertama tahun 2025. Oleh karena itu, pada tanggal 31 Desember 2022, pinjaman ini disajikan sebagai utang bank jangka panjang (Catatan 26).

Based on a loan agreement dated December 29, 2022, AP II and Maybank agreed to extend the loan period until December 29, 2025. Maybank also agreed to adjust the financial covenants that will be required starting from the first quarter of 2025. Therefore, as of December 31, 2022, this loan is presented as a long-term loan (Note 26).

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar nihil dan Rp500.000.000.

As of December 31, 2022 and 2021 the outstanding balance of this facility amounting to nil and Rp500,000,000.

c. PT Bank Mandiri (Persero) Tbk

Berdasarkan perjanjian tanggal 29 November 2021, AP II memperoleh *Supplier Financing Facility* dari Bank Mandiri dengan jumlah limit fasilitas Rp400.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal pengembangan bandar udara. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 6,75% - 8,68% pada tahun 2022.

c. PT Bank Mandiri (Persero) Tbk

Based on agreement dated November 29, 2021, AP II obtained a Supplier Financing Facility from Bank Mandiri with total limit of Rp400,000,000. The proceeds of the loan from this facility were used to to finance airport development. This loan bears interest at annual rates ranging from 6.75% - 8.68% in 2022.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pembiayaan sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali yang diperhitungkan mulai periode Desember 2024.
- *Debt Equity Ratio* (DER) maksimum sebesar 2 kali.

AP II is also required to maintain certain financial ratios during the period of financing agreement as follows:
- *Minimum Debt Service Coverage Ratio (DSCR) of 1 time that started to be accounted on December 2024.*
- *Maximum Debt Equity Ratio (DER) of 2 times.*

Pada tanggal 31 Desember 2022, AP II telah memenuhi seluruh kewajiban yang tercantum dalam perjanjian utang banknya.

As of December 31, 2022, AP II has complied with all covenant stated in its bank loan agreements.

Berdasarkan perjanjian kredit tanggal 30 November 2022, AP II dan Bank Mandiri setuju memperpanjang jangka waktu pinjaman hingga tanggal 28 November 2023.

Based on a loan agreement dated November 30, 2022, AP II and Mandiri agreed to extend the loan period until November 28, 2023.

AP II diwajibkan untuk membayar *provision fee* atau *up-front fee* sebesar 0,25% dari jumlah fasilitas pinjaman yang tersedia yang dibayarkan diawal masa peminjaman.

AP II is required to pay a provision fee or an up-front fee of 0.25% from the total loan facility, paid at the beginning of loan period.

Pada tanggal 14 Juni 2022 dan 19 Oktober 2022, AP II melakukan konversi penarikan pinjaman SF Mandiri menjadi fasilitas pinjaman berjangka, berdasarkan perjanjian tanggal 29 November 2021 (Catatan 26), masing-masing sebesar Rp337.692.000 dan Rp26.561.000.

On June 14, 2022 and October 19, 2022, AP II converted SF Mandiri loan withdrawals into term loan facilities, based on the agreement dated November 29, 2021 (Note 26), for amounts of Rp337,692 and Rp26,561.000, respectively.

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp18.443.458 dan Rp337.692.000.

As of December 31, 2022 and 2021, the loan balance on this facility amounted to Rp18,443,458 and Rp337,692,000, respectively.

PT Hotel Indonesia Natour ("HIN")
PT Bank Rakyat Indonesia (Persero) Tbk

HIN mengadakan perjanjian kerjasama tentang penggunaan aplikasi Ecopay BRI dengan PT Bank Rakyat Indonesia (Persero) Tbk (Bank BRI) berdasarkan perjanjian Nomor 0056/PERJ/VPCAFIS/HIN/X/2023 atau Nomor B.43-CDD/CMA/10/2022 tanggal 19 Oktober 2022. Bentuk kerjasama ini Bank BRI akan memberikan fasilitas *credit line* kepada HIN dengan tingkat suku bunga kartu kredit yang berlaku di Bank BRI dengan jangka waktu selama 2 (dua) tahun terhitung sejak tanggal perjanjian ditandatangani dan akan diperpanjang secara otomatis apabila tidak terdapat pemberitahuan secara tertulis untuk mengakhiri perjanjian ini selambat-lambatnya 30 hari kalender.

PT Hotel Indonesia Natour ("HIN")
PT Bank Rakyat Indonesia (Persero) Tbk

HIN entered into a cooperation agreement regarding the use of the BRI Ecopay application with PT Bank Rakyat Indonesia (Persero) Tbk (Bank BRI) based on agreement Number 0056/PERJ/VPCAFIS/HIN/X/2023 or Number B.43-CDD/CMA/10/2022 dated October 19, 2022. This form of cooperation, Bank BRI will provide a credit line facility to HIN at the credit card interest rate applicable at the Bank BRI for a period of 2 (two) years from the date the agreement was signed and will be automatically extended if there is no written notification for terminate this agreement no later than 30 calendar days.

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp4.130.760 dan nihil.

As of December 31, 2022 and 2021, the loan balance on this facility amounted to Rp4,130,760 and nil, respectively.

PT Sarinah
PT Bank Mandiri (Persero) Tbk

Sarinah mendapatkan kredit modal kerja dari Bank Mandiri dan perjanjian kredit telah mengalami beberapa kali perubahan dengan perubahan terakhir berdasarkan surat dari Bank Mandiri No. KP.CRO/041/PK/PK-KMK/2010 adendum XIII tanggal 28 Oktober 2022.

PT Sarinah
PT Bank Mandiri (Persero) Tbk

Sarinah obtained a working capital loan from Bank Mandiri and the credit agreement has been amended several times with the latest amendment based on a letter from Bank Mandiri No. KP.CRO/041/PK-KMK/2010 addendum XIII dated October 28, 2022.

Fasilitas yang diperoleh Sarinah antara lain:

- Plafond pinjaman sebesar Rp20.000.000.
- Jangka waktu 1 tahun (28 Oktober 2022 – 27 Oktober 2023).
- Tingkat suku bunga 7,75%

The facilities obtained by Sarinah among others:

- *Loan ceiling of Rp20,000,000.*
- *1 year period (28 October 2022 – 27 October 2023).*
- *Interest rate 7.75%*

Fasilitas ini dijamin dengan (Catatan 18), sebidang Tanah SHGB No.1.170 m^2 Terletak di Jl. Jend. Basuki Rahmat Nomor 2A Malang, Kelurahan Kiduldalem, Kecamatan Klojen, Kota Malang, Jawa Timur.

This facility is secured by (Note 18), plot of Land SHGB No.1.170 sqm Located on Jl. Gen. Basuki Rahmat Number 2A Malang, Kiduldalem Village, Klojen District, Malang City, East Java.

Sehubungan dengan perjanjian kredit tersebut, Sarinah memiliki kewajiban untuk mempertahankan:

- Menjaga rasio keuangan yaitu *current ratio* minimal 110%.
- *Debt to Equity Ratio* tidak melebihi 230%.

In connection with the credit agreement, Sarinah has an obligation to maintain:

- *Maintain financial ratios, which is current ratio at least 110%.*
- *Debt to Equity Ratio does not exceed 230%.*

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp19.897.500.

As of December 31, 2022 and 2021 the outstanding balance of this facility amounting to Rp19,897,500, respectively.

24. Beban Akrual / *24. Accrued Expense*

	2022 Rp	2021 Rp	
Pihak Berelasi	678,890	1,329,666	***Related Parties***
Pihak Ketiga			***Third Parties***
Umum	1,133,778,133	1,413,179,601	*General*
Pelayanan Bandara	441,593,557	459,710,044	*Passenger Services*
Penerimaan Negara Bukan Pajak	429,906,224	293,488,000	*Non-Tax Revenue*
Gaji dan Tunjangan	160,950,111	281,564,072	*Salaries and Allowance*
Sewa	110,325,610	142,100,586	*Rent*
Bunga	104,344,402	141,512,579	*Interest*
Jasa Profesional	68,432,510	26,568,378	*Professional Services*
Persediaan	49,941,572	75,070,253	*Inventories*
Utilitas	39,682,613	24,833,649	*Utilities*
Pajak	9,269,602	46,584,739	*Taxes*
Lain-lain	123,776,658	96,100,989	*Others*
Subtotal	**2,672,000,992**	**3,000,712,890**	***Subtotal***
Total	**2,672,679,882**	**3,002,042,556**	***Total***

Beban akrual - pelayanan bandara terutama merupakan biaya konsesi kepada Direktorat Jenderal Perhubungan Udara (DJPU). Pada tanggal 15 Desember 2015, AP I mengadakan Perjanjian dengan DJPU (Catatan 45).

Accrued expenses - airport services mainly represents of concession charge to the Direktorat Jenderal Perhubungan Udara (DJPU) (Note 45)

Beban akrual umum terutama merupakan management fee atas kerjasama pengelolaan tenant dengan PT GVK Services Indonesia, beban penyediaan *x-ray*, jaringan telekomunikasi dan jasa tenaga kerja.

General accrued expenses consist of management fee on collaborative tenants management with PT GVK Services Indonesia, x-ray providing expense, telecommunication network and outsourcing services.

Beban akrual gaji dan tunjangan mencakup beban manfaat pegawai diantaranya beban bonus, beban cuti, beban kelebihan jam kerja, beban uang makan harian yang akan dibayarkan Grup kepada pegawai.

Accrued expenses related to salaries and allowance consist of employee benefits expenses including bonus expenses, leave expenses, overtime expenses, daily meal allowances which will be paid by the Group to employees.

25. Pendapatan Diterima di Muka / *25. Unearned Revenues*

	2022 Rp	2021 Rp	
Sewa Lahan dan Tanah	207,249,639	201,600,481	*Space and Land Rental*
Penjualan Impor Beras	112,988,500	113,777,000	*Selling of Imported Rice*
Konsesi dan Tiket Bandara	9,760,855	7,098,000	*Concession and Airport Pass*
Pemasangan Reklame	7,135,719	9,151,000	*Advertising Installation*
Lain-lain	47,343,581	30,314,856	*Others*
Total	**384,478,294**	**361,941,337**	***Total***

26. Utang Bank dan Lembaga Keuangan Lainnya – Jangka Panjang / *26. Long-Term Bank and Other Financial Institutions Loans*

	2022 Rp	2021 Rp	
Perusahaan			***The Company***
Pihak Berelasi			*Related Parties*
PT Bank Tabungan Negara (Persero) Tbk	360,115,000	270,115,000	*PT Bank Tabungan Negara (Persero) Tbk*
Sub Total	**360,115,000**	**270,115,000**	***Subtotal***
Entitas Anak			***Subsidiaries***
Pihak Berelasi			*Related Parties*
PT Bank Mandiri (Persero) Tbk	7,758,221,365	7,143,243,825	*PT Bank Mandiri (Persero) Tbk*
PT Sarana Multi Infrastruktur (Persero)	6,119,130,833	5,195,415,691	*PT Sarana Multi Infrastruktur (Persero)*
PT Bank Tabungan Negara (Persero) Tbk	4,465,913,720	4,486,678,000	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	2,161,757,042	2,189,811,222	*PT Bank Syariah Indonesia Tbk*
PT Bank Negara Indonesia (Persero) Tbk	1,551,694,076	1,597,170,707	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	1,542,241,834	1,461,332,216	*PT Bank Rakyat Indonesia (Persero) Tbk*
Lembaga Pembiayaan Ekspor Indonesia	1,166,799,016	1,297,941,000	*Lembaga Pembiayaan Ekspor Indonesia*
PT Indonesia Infrastruktur Finance Tbk	795,075,345	1,138,053,737	*PT Indonesia Infrastruktur Finance Tbk*
Subtotal	**25,560,833,231**	**24,509,646,398**	***Subtotal***
Pihak Ketiga			*Third parties*
PT Bank Maybank Indonesia Tbk	4,266,863,402	4,104,730,000	*PT Bank Maybank Indonesia Tbk*
PT Bank Central Asia Tbk	2,758,562,519	2,759,810,780	*PT Bank Central Asia Tbk*
PT Bank DKI	1,699,231,090	1,700,000,000	*PT Bank DKI*
PT Bank Danamon Indonesia Tbk	1,249,434,625	1,250,000,000	*PT Bank Danamon Indonesia Tbk*
PT Bank Pembangunan Daerah Jawa Timur Tbk	999,547,700	1,000,000,000	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
PT Bank Pembangunan Daerah Jawa Tengah	700,000,000	413,891,000	*PT Bank Pembangunan Daerah Jawa Tengah*
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta	255,659,540	257,000,000	*PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta*
PT Bank Pembangunan Daerah Papua	499,773,850	499,999,999	*PT Bank Pembangunan Daerah Papua*
PT Bank Muamalat Indonesia Tbk	385,861,314	--	*PT Bank Muamalat Indonesia Tbk*
PT Bank Pembangunan Daerah Bali	99,954,770	100,000,000	*PT Bank Pembangunan Daerah Bali*
Subtotal	**12,914,888,810**	**12,085,431,779**	***Subtotal***
Total	**38,835,837,041**	**36,865,193,177**	**Total**
Biaya Pinjaman yang Belum Diamortisasi	(340,730,560)	(64,315,110)	*Unamortized cost of loans*
Dikurangi : Bagian Jangka Pendek Utang Bank Jangka Panjang	(3,209,336,141)	(1,463,087,314)	*Less: Current Portion Long-Term Bank Loans*
Bagian Jangka Panjang	**35,285,770,340**	**35,337,790,753**	***Long-Term Portion***

Perusahaan

PT Bank Tabungan Negara (Persero) Tbk ("Bank BTN")

Berdasarkan Perjanjian Kredit No. 169 tanggal 29 Desember 2021, Perusahaan memperoleh fasilitas kredit dari Bank BTN dalam rangka mendukung pelaksanaan pembentukan Holding BUMN Pariwisata dengan plafond setinggi-tingginya sebesar Rp500.000.000 dengan jangka waktu 5 (lima) tahun dan *grace period* selama 3 (tiga) tahun, serta tingkat bunga Lembaga Pinjaman Simpanan (LPS) + 4,50% eq 8,00% per tahun.

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp360.115.000 dan Rp270.115.000.

The Company

PT Bank Tabungan Negara (Persero) Tbk ("Bank BTN")

Based on the Credit Agreement No. 169 dated December 29, 2021, the Company obtained a credit facility from Bank BTN in order to support the implementation of the establishment of a Tourism SOEs Holding with a maximum ceiling of Rp500,000,000 with a term of 5 (five) years and a grace period of 3 (three) years, as well as a Lembaga Pinjaman Simpanan (LPS) interest + 4.50% eq 8.00% per annum.

As of December 31, 2022 and 2021 the outstanding balance of this facility amounting to Rp360,115,000 and Rp270,115,000.

PT Angkasa Pura I ("AP I)

Perjanjian Kredit Sindikasi Restrukturisasi Pinjaman

Sehubungan dengan kondisi operasi dan keuangan AP I, pada tanggal 30 Juni 2022, AP I telah menandatangani Perjanjian Restrukturisasi Induk dengan Bank Mandiri, BNI, BSI, BTN, BPD Jawa Timur, DKI, BPD Papua, BPD DIY, BPD Bali, Danamon, untuk seluruh saldo pinjaman yang masih terutang. Pada tanggal 15 Juli 2022, BCA, IIF, BRI dan SMI telah menandatangani dokumen aksesi yang menyatakan penundukan diri terhadap perjanjian restrukturisasi pinjaman.

Perjanjian restrukturisasi pinjaman ini mengubah beberapa ketentuan-ketentuan dari perjanjian pinjaman sebelumnya dari masing masing kreditur yaitu perubahan jangka waktu pinjaman, suku bunga dan jadwal pembayaran pokok pinjaman dan bunga. Dalam perjanjian ini, Bank Mandiri bertindak sebagai agen fasilitas, agen jaminan dan agen penampungan

Berdasarkan perjanjian restrukturisasi pinjaman ini, seluruh pinjaman dikenakan suku bunga dan indikasi bagi hasil sebesar 5% untuk tahun 2022 - 2023, LPS + margin 2% untuk tahun 2024 - 2028, dan LPS + margin 2,5% untuk tahun 2029 - 2031. Tingkat suku bunga yang dibayarkan selama tahun 2022 dan 2023 adalah sebesar 2%, dimana sisanya akan ditangguhkan dan dibayarkan pada tahun 2025-2026 (Catatan 27).

Selain itu, apabila selama tahun 2022 dan 2023 terdapat kenaikan tingkat suku bunga LPS dari tingkat suku bunga LPS yang berlaku pada 1 Juni 2022, maka AP I akan membayarkan selisih tingkat suku bunga tersebut setelah seluruh bunga yang tertunggak telah dilunasi atau paling lambat pada 2027 dan 2028.

Setelah tanggal efektif, AP I wajib untuk membayar angsuran pokok pinjaman secara triwulanan dengan tanggal jatuh tempo terakhir adalah pada tanggal 23 Desember 2031.

Terkait dengan perjanjian di atas, AP I juga telah menandatangani perjanjian gadai rekening dan pengelolaan rekening dengan Bank Mandiri. Rekening ini digunakan untuk pembayaran pinjaman dan dikelola penuh oleh Bank Mandiri.

PT Angkasa Pura I ("AP I")

Syndicated Credit Agreement Loan Restructuring

In connection with the operational and financial conditions of AP I, on June 30 2022, AP I has signed a Master Restructuring Agreement with Bank Mandiri, BNI, BSI, BTN, BPD East Java, DKI, BPD Papua, BPD DIY, BPD Bali, Danamon, for all outstanding loan balances. On July 15, 2022, BCA, IIF, BRI and SMI have signed accession document which acts as a proof of submission to loan restructuring agreement.

This loan restructuring agreement has changed several terms from previous loan agreements with its creditors such as changes in maturity date of loans, interest rates and payment schedules of loan principal and interests. Under this agreement, Bank Mandiri acts as a facility agent, guarantee agent and collecting agent.

Based on this loan restructuring agreement, all loans bear interest at 5% for 2022 - 2023, LPS + 2% margin for 2024 - 2028, and LPS + 2.5% margin for 2029 - 2031. Interest rate paid during 2022 and 2023 is 2%, of which the remaining will be deferred and paid in 2025 – 2026 (Note 27)

In addition, if during 2022 and 2023 there is an increase in interest rate from the LPS interest rate applicable on June 1, 2022, AP I will pay the difference in interest rates after all outstanding interest has been paid or in 2027 and 2028 at the latest.

After the effective date, AP I is required to pay the principal installments on a quarterly basis with the latest due date on December 23, 2031.

Related to the above agreement, AP I has also signed an account pawn agreement and account management with Bank Mandiri. These accounts will be used to pay the loans and are fully managed by Bank Mandiri.

Pinjaman ini dijamin dengan setiap rekening pembayaran utang, rekening cadangan pembayaran utang dan rekening penerimaan program deleveraging kepada para pemberi fasilitas. Khusus sehubungan dengan gadai atas rekening penerimaan program deleveraging, jaminan gadai tersebut akan dilepaskan setelah nasabah telah menggunakan dana hasil program deleveraging tersebut sampai dengan jumlah kumulatif sebesar Rp10,5 (sepuluh koma lima) triliun untuk pelunasan dipercepat dan belanja modal sesuai ketentuan perjanjian.

This loan is guaranteed by each debt payment account, debt payment reserve account and deleveraging program receipt account to the facility providers. Particularly in relation to the pawning of deleveraging program receipt account, the collateral will be released after the customer has used the deleveraging program proceeds up to a cumulative amount of Rp10.5 (ten point five) trillion for early repayment and capital expenditures in accordance with the provisions of the agreement.

Utang bank jangka panjang terdiri dari:

Long-term bank loans consist of:

	Jumlah Utang Direstrukturisasi/ *Amount of Loan restructured* Rp	Saldo Pinjaman 31 Desember 2022/ *Outstanding Balance as of December 31, 2022* Rp	
Sindikasi 2019 - BCA Mandiri	4,000,000,000	3,998,190,800	*Syndicated 2019 - BCA Mandiri*
Sindikasi Mandiri, BRI, BCA, SMI, IIF	3,799,053,899	3,797,335,586	*Syndicated Mandiri, BRI, BCA, SMI, IIF*
Bilateral 2019 - Mandiri	3,000,000,000	2,998,643,100	*Bilateral 2019 - Independent*
Sindikasi 2019 - BPD	2,500,000,000	2,498,869,250	*Syndication 2019 - BPD*
Bilateral 2018 - SMI	2,000,000,000	1,999,095,400	*Bilateral 2018 - SMI*
Bilateral 2018 - BTN	2,000,000,000	1,999,095,400	*Bilateral 2018 - BTN*
Bilateral 2020 - Danamon	1,250,000,000	1,249,434,625	*Bilateral 2020 - Danamon*
Bilateral 2020 - DKI (KMK)	1,000,000,000	999,547,700	*Bilateral 2020 - DKI (KMK)*
Bilateral 2019 - BTN	1,000,000,000	999,547,700	*Bilateral 2019 - BTN*
Bilateral 2019 - BSI	1,000,000,000	999,547,700	*Bilateral 2019 - BSI*
Bilateral 2018 - BSI	1,000,000,000	999,547,700	*Bilateral 2018 - BSI*
Bilateral 2021 - BNI	886,585,000	886,585,000	*Bilateral 2021 - BNI*
Total	**23,435,638,899**	**23,425,439,961**	***Total***

AP I diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali sejak tahun 2023;
- *Debt to Equity Ratio* (DER) maksimum sebesar 5 kali untuk tahun 2022-2024 dan maksimum sebesar 3 kali untuk tahun 2025;
- *Current Ratio* minimal sebesar 1 kali berlaku sejak tahun 2024.

AP I is required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio (DSCR) minimum of 1 time since 2023 and after;*
- *Debt Equity Ratio (DER) maximum of 5 times for the year 2022-2024 and maximum of 3 times since 2025 and after;*
- *Current Ratio minimum of 1 time since 2024 and after.*

Sebelum Restrukturisasi Pinjaman
Perjanjian Kredit Sindikasi 2016
Pada tanggal 18 Agustus 2016, AP I menandatangani Perjanjian Kredit Sindikasi dengan Bank dan Lembaga Keuangan Non-Bank dimana Mandiri sebagai agen sindikasi. Rincian utang jangka panjang atas perjanjian kredit sindikasi sebelum restrukturisasi adalah sebagai berikut:

Before Loan Restructuring
Syndicated Credit Agreement 2016
On August 18, 2016, AP I signed Syndicated Credit Agreement with a Bank and a Non-Bank Financial Institution which Mandiri as an syndicated agent. The details of long-term bank loans of syndicated credit agreement before restructuring are as follows:

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
PT Sarana Multi Infrastruktur (Persero)	1,350,000,000	1,349,663,885	336,115	1,282,180,691	*PT Sarana Multi Infrastruktur (Persero)*
PT Bank Mandiri (Persero) Tbk	1,000,000,000	999,751,026	248,974	949,763,475	*PT Bank Mandiri (Persero) Tbk*
PT Bank Central Asia Tbk	800,000,000	799,800,821	199,179	759,810,780	*PT Bank Central Asia Tbk*
PT Indonesia Infrastruktur Finance Tbk	500,000,000	499,875,513	124,487	474,881,737	*PT Indonesia Infrastruktur Finance Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	350,000,000	349,912,859	87,141	332,417,216	*PT Bank Rakyat Indonesia (Persero) Tbk*
Total	**4,000,000,000**	**3,999,004,104**	**995,896**	**3,799,053,899**	***Total***

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 September 2021, sedangkan bunga dibayar secara bulanan.

The principal facility is payable in 40 installments starting on September 23, 2021, while the interest is paid monthly.

Pinjaman tersebut digunakan untuk pembiayaan dan atau pembiayaan kembali proyek pengembangan bandara dan/atau investasi.

Credit facilities is used for financing and/or refinancing airport and/or investment development projects.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,75% sampai dengan 6,75% pada tahun 2021 dan 7,25% sampai dengan 8,50% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

This loan bears annual interest ranging from 5.75% to 6.75% in 2021 and ranging from 7.25% to 8.50% in 2020 and represent unsecured loans.

Perjanjian Kredit Sindikasi BCA dan Mandiri 2019
Pada tanggal 23 Desember 2019, AP I menandatangani Perjanjian Kredit Sindikasi dimana PT Bank Central Asia Tbk ("BCA") sebagai agen fasilitas. Rincian utang jangka panjang atas perjanjian kredit sindikasi sebelum restrukturisasi adalah sebagai berikut:

BCA and Mandiri Syndicated Credit Agreement 2019
On December 23, 2019, AP I signed Syndicated Credit Agreement which PT Bank Central Asia Tbk ("BCA") as an facility agent. The details of long-term bank loans of syndicated credit agreement before restructuring are as follows:

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
PT Bank Mandiri (Persero) Tbk	2,000,000,000	2,000,000,000	--	2,000,000,000	*PT Bank Mandiri (Persero) Tbk*
PT Bank Central Asia Tbk	2,000,000,000	2,000,000,000	--	2,000,000,000	*PT Bank Central Asia Tbk*
Total	**4,000,000,000**	**4,000,000,000**	**--**	**4,000,000,000**	***Total***

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 Maret 2025, sedangkan bunga dibayar secara bulanan.

Loan facility is payable in 40 quarterly installments starting on March 23, 2025, while interest will be paid on monthly basis.

Pinjaman tersebut digunakan untuk pembiayaan investasi dan belanja modal.

Credit facilities is used for investment financing and capital expenditure.

Pinjaman ini dikenakan suku bunga tahunan LPS + margin dan merupakan pinjaman tanpa jaminan.

This loan bears annual interest LPS + margin and represent unsecured loan.

Jangka waktu perjanjian kredit sindikasi adalah 15 tahun terhitung sejak tanggal 23 Desember 2019 sampai dengan tanggal 23 Desember 2034 termasuk masa tenggang waktu *(grace period)* selama 5 tahun.

The Syndicated Loan Agreement is valid for 15 years from December 23, 2019 until December 23, 2034 including grace period of 5 years.

AP I 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.

AP I is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time.*
- *Debt Equity Ratio (DER) maximum of 3 times.*
- *Current Ratio minimum of 1 time since 2024 and after.*

Perjanjian Kredit Sindikasi Bank Pembangunan Daerah
Pada tanggal 23 Desember 2019, AP I menandatangani Perjanjian Kredit Sindikasi Bank Pembangunan Daerah dimana Bank DKI sebagai agen sindikasi. Rincian utang jangka panjang atas perjanjian kredit sindikasi sebelum restrukturisasi adalah sebagai berikut:

Regional Development Banks Syndicated Credit Agreement
On December 23, 2019, AP I 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 before restructuring are as follows:

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
PT Bank Pembangunan Daerah Jawa Timur Tbk	1,000,000,000	1,000,000,000	--	1,000,000,000	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
PT Bank DKI	700,000,000	700,000,000	--	700,000,000	*PT Bank DKI*
PT Bank Pembangunan Daerah Papua	500,000,000	500,000,000	--	500,000,000	*PT Bank Pembangunan Daerah Papua*
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta	200,000,000	200,000,000	--	200,000,000	*PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta*
PT Bank Pembangunan Daerah Bali	100,000,000	100,000,000	--	100,000,000	*PT Bank Pembangunan Daerah Bali*
Total	**2,500,000,000**	**2,500,000,000**	**--**	**2,500,000,000**	***Total***

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 Maret 2025, sedangkan bunga dibayar secara bulanan.

Loan facility is payable in 40 quarterly installments starting on March 23, 2025, while interest will be paid on monthly basis.

Pinjaman tersebut digunakan untuk pembiayaan investasi rutin, pengembangan bandara *existing* maupun bandara baru yang dikelola AP I tahun 2019 - 2022.

Credit facilities is used for routine investment financing, development of existing and new airport managed by AP I in 2019 - 2022.

Pinjaman ini dikenakan suku bunga tahunan sebesar LPS + margin dan merupakan pinjaman tanpa jaminan.

This loan bears interest at annual rate of LPS + margin and represent unsecured loans.

Jangka waktu perjanjian kredit sindikasi adalah 15 tahun terhitung 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.

The Syndicated Loan Agreement is valid for 15 years from December 23, 2019 until Decem-ber 23, 2034 with grace period and drawdown period of 5 years, respectively from the signing date of loan agreement.

AP I 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.

AP I is also required to maintain cer-tain financial ratios during the period of loan agreement as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time.*
- *Debt Equity Ratio (DER) maximum of 3 times.*

AP I tidak dapat memenuhi persyaratan *Debt Service Coverage Ratio* (DSCR) minimum 1 kali pada tanggal 31 Desember 2021 dan 31 Desember 2020. Namun demikian pada tanggal 10 Desember 2021 dan 22 Desember 2020, AP I telah menerima surat persetujuan pengampunan dari agen sindikasi atas tidak terpenuhinya DSCR minimum 1 kali.

AP I can not meet the Debt Service Coverage Ratio (DSCR) requirement minimum of 1 time as of December 31, 2021 and December 31, 2020. However, on December 10, 2021, and December 22, 2020, AP I has received waiver approval letter from the syndicated agent for not fulfilling the DSCR of minimum 1 time.

Pada tanggal 25 Februari 2021, 29 April 2021 dan 21 Mei 2021, AP I telah melakukan penarikan atas fasilitas tersebut masing-masing sebesar Rp85.373.366, Rp119.036.549 dan Rp150.000.000.

On February 25, 2021, April 29, 2021 and May 21, 2021, AP I has withdrawn the facility amounting to Rp85,373,366, Rp119,036,549 and Rp150,000,000, respectively

PT Sarana Multi Infrasruktur (Persero) ("SMI")
Pada tanggal 18 Desember 2018, AP I memperoleh fasilitas pinjaman berjangka dari maksimum fasilitas pinjaman sebesar Rp2.000.000.000.

PT Sarana Multi Infrasruktur (Persero) ("SMI")
On December 18, 2018, AP I obtained a term loan facility from SMI with maximum credit facility limit of Rp2,000,000,000.

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
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 AP I.

The proceeds of the loan from this facility were used to finance development and routine investment of airports which are managed by AP I.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7,00%% sampai dengan 8,25%% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and ranging from 7.00% to 8.25% in 2020 and represent unsecured loans.

Jangka waktu kredit adalah 10 tahun sejak tanggal perjanjian kredit dengan opsi perpanjangan selama 5 tahun dengan masa *grace period* dan masa penarikan kredit masing-masing selama 5 tahun dan 3 tahun sejak ditandatanganinya perjanjian kredit.

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.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali.
- *Debt Equity Ratio* (DER) maksimum sebesar 3 kali.
- Rasio Lancar minimum sebesar 1 kali.

AP I is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time.*
- *Debt Equity Ratio (DER) maximum of 3 times.*
- *Current Ratio minimum of 1 time.*

PT Bank Tabungan Negara (Persero) Tbk ("BTN")
Pada tanggal 18 Desember 2018, AP I memperoleh fasilitas pinjaman dari BTN jumlah maksimum fasilitas pinjaman sebesar Rp2.000.000.000.

PT Bank Tabungan Negara (Persero) Tbk ("BTN")
Based on a loan agreement dated December 18, 2018, AP I obtained a term loan facility from BTN with maximum credit facility limit of Rp2,000,000,000.

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
BTN	2,000,000,000	2,000,000,000	--	2,000,000,000	*BTN*

Pada tanggal 18 Desember 2018, AP I 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 AP I. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

On December 18, 2018, AP I 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 AP I's business operation, airport development and routine investment. This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and 7% to 8.25% in 2020 and represent unsecured loan.

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.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali.
- *Debt Equity Ratio* (DER) maksimum sebesar 3 kali.
- Rasio Lancar minimum sebesar 1 kali.

AP I is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time.*
- *Debt Equity Ratio (DER) maximum of 3 times.*
- *Current Ratio minimum of 1 time.*

Berdasarkan perjanjian, jika AP I tidak dapat memenuhi persyaratan yang ditetapkan, maka pemberi pinjaman dapat sewaktu-waktu meminta pembayaran penuh atas seluruh saldo pinjaman.

Based on credit agreement, if AP I cannot fulfill such covenants, lender may request AP I to repay all outstanding loan balances at any times.

Pada tanggal 26 Juli 2019, AP I memperoleh fasilitas pinjaman dari BTN dengan maksimum fasilitas sebesar Rp1.000.000.000.

On July 26, 2019, AP I obtained a term loan facility from BTN with maximum credit facility limit of Rp1,000,000,000

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
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.

Loan facility is payable in 40 quarterly installments starting on September 7, 2024, while interest will be paid on monthly basis.

Hasil penerimaan dari pinjaman ini digunakan untuk membiayai aktivitas usaha, pengembangan bandara, *refinancing* dan investasi rutin AP I. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7,00% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan. Pada tanggal 15 Oktober 2020, AP I telah menerima surat persetujuan untuk pembayaran kewajiban bunga secara triwulanan pada bulan September 2020 sampai dengan Maret 2021.

The proceeds of the loan from this facility were used to finance AP I's business operation, airport development, refinancing and routine investment. This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and ranging from 7.00% to 8.25% in 2020 and represent unsecured loan. On October 15, 2020, AP I received approval letter for payment of interest on quarterly basis for period from September 2020 until March 2021.

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.

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.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali.
- *Debt Equity Ratio* (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).

AP I is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time.*
- *Debt Equity Ratio (DER) maximum of 3 times.*
- *Current Ratio minimum of 1 time (total current liabilities are not include accrual liabilities to contractors which not invoiced yet).*

PT Bank Syariah Indonesia Tbk ("BSI")
Pada tanggal 18 Desember 2018, AP I memperoleh fasilitas plafon pembiayaan dari BSI dengan jumlah maksimum fasilitas pinjaman sebesar Rp1.000.000.000.

PT Bank Syariah Indonesia Tbk ("BSI")
On December 18, 2018, AP I obtained a term plafond loan facility from BSI with Maximum credit facility limit of Rp1,000,000,000.

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
BSI	1,000,000,000	1,000,000,000	--	1,000,000,000	*BSI*

Hasil penerimaan dari pinjaman ini digunakan untuk membiayai investasi rutin, pengembangan dan pembangunan bandar udara baru serta bandara lainnya sesuai Rencana Kerja dan Anggaran AP I (RKAP) yang dikelola oleh AP I.

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 AP I Budget (RKAP) which is managed by AP I.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7,00% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and ranging from 7.00% to 8.25% in 2020 and represent unsecured loan.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali.
- *Debt Equity Ratio* (DER) maksimum sebesar 3 kali.
- Rasio Lancar minimum sebesar 1 kali.

AP I is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time.*
- *Debt Equity Ratio (DER) maximum of 3 times.*
- *Current Ratio minimum of 1 time.*

Pada tanggal 2 September 2019, AP I memperoleh fasilitas pembiayaan Musyarakah dari BSI dengan jumlah maksimum fasilitas sebesar Rp1.000.000.000.

On September 2, 2019, AP I obtained a Musyarakah financing facility from BSI with maximum limit facility of Rp1,000,000,000.

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
BSI	1,000,000,000	1,000,000,000	--	1,000,000,000	*BSI*

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 AP I (RKAP) tahun 2021 dan 2020. Fasilitas ini merupakan fasilitas tanpa jaminan.

The proceeds of the this facility were used for capital expenditure in 2021 and 2020 Work Plan and AP I Budget (RKAP). This facility represents unsecured facility.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 6,50% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and 6,50% to 8.25% in 2020 and represent unsecured loan.

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.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian fasilitas pembiayaan sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali.
- *Debt Equity Ratio* (DER) maksimum sebesar 3 kali.
- Rasio Lancar minimum sebesar 1 kali untuk periode 2024 dan setelahnya.

AP I is also required to maintain certain financial ratios during the period of financing facilty agreement as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time.*
- *Debt Equity Ratio (DER) maximum of 3 times.*
- *Current Ratio minimum of 1 time for period 2024 and after.*

PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")
Pada tanggal 26 September 2019, AP I memperoleh fasilitas pinjaman dari Mandiri dengan jumlah maksimum fasilitas pinjaman sebesar Rp3.000.000.000.

PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")
Based on a loan agreement dated September 26, 2019, AP I obtained a term loan facility from Mandiri with maximum credit facility limit of Rp3,000,000,000.

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
Mandiri	3,000,000,000	3,000,000,000	--	3,000,000,000	*Mandiri*

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 Desember 2024, sedangkan bunga dibayar secara bulanan.

Loan facility is payable in 40 quarterly installments starting on December 23, 2024, while interest will be paid on monthly basis.

Hasil penerimaan dari pinjaman ini digunakan untuk membiayai belanja modal atas dasar Rencana Kerja dan Anggaran AP I (RKAP) tahun 2019 dan 2020. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7,00% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

The proceeds of the loan from this facility were used to capital expenditure to 2019 and 2020 Work Plan and AP I Budget (RKAP). This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and ranging from 7.00% to 8.25% in 2020 and represent unsecured loan.

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.

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.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali.
- *Debt Equity Ratio* (DER) maksimum sebesar 3 kali.
- Rasio Lancar minimum sebesar 1 kali untuk periode 2024 dan setelahnya.

AP I is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time.*
- *Debt Equity Ratio (DER) maximum of 3 times.*
- *Current Ratio minimum of 1 time for period 2024 and after.*

Pada tanggal 3 Desember 2021, AP I memperoleh fasilitas pinjaman dari Bank Mandiri dengan jumlah maksimum fasilitas sebesar Rp1.000.000.000.

On December 3, 2021, AP I obtained a financing facility from Bank Mandiri with maximum limit facility of Rp1,000,000,000.

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
Mandiri	1,000,000,000	1,000,000,000	--	1,000,000,000	*Mandiri*

Hasil penerimaan dari fasilitas ini digunakan untuk modal kerja untuk mendukung kegiatan operasional sesuai RKAP 2021-2022. Fasilitas ini merupakan fasilitas tanpa jaminan.

The proceeds of the this facility were used for working capital to support operational activities according to Work Plan and Company Budget (RKAP) 2021-2022. This facility represents unsecured facility.

PT Bank DKI

Pada tanggal 18 Desember 2020, AP I memperoleh fasilitas kredit modal kerja dari Bank DKI dengan jumlah maksimum fasilitas sebesar Rp1.000.000.000

PT Bank DKI

On December 18, 2020, AP I obtained a financing working capital facility from Bank DKI with maximum limit facility of Rp1,000,000,000.

	Plafond/ *Plafonds* Rp	Penarikan/ *Drawdown* Rp	Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp	Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp	
Bank DKI	1,000,000,000	1,000,000,000	--	1,000,000,000	*Bank DKI*

Fasilitas pembiayaan pokok akan dibayar dalam 4 kali angsuran triwulanan mulai dari tanggal 23 Maret 2023, sedangkan bunga dibayar secara bulanan.

Financing facility is payable in 40 quarterly installments starting on March 23, 2023, while interest will be paid on monthly basis.

Hasil penerimaan dari fasilitas ini digunakan untuk tambahan modal kerja untuk mendukung kegiatan operasional AP I yang terdampak Pandemi Covid-19. Fasilitas ini merupakan fasilitas tanpa jaminan.

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.

Pinjaman ini dikenakan suku bunga tahunan sebesar 6,5% per tahun yang dapat direviu setiap saat dengan ketentuan yang berlaku di Bank DKI dan merupakan pinjaman tanpa jaminan.

This loan bears annual interest is 6.5% per annum which can be reviewed at any time with the provisions applicable in Bank DKI and represent unsecured loan.

Jangka waktu perjanjian kredit adalah 36 bulan terhitung sejak 18 Desember 2020 sampai 17 Desember 2023 dengan masa *grace period* dan masa penarikan kredit masing-masing selama 2 tahun dan 6 bulan sejak ditandatanganinya perjanjian kredit.

The loan credit agreement is valid for 36 months from December 18, 2020 until December 17, 2023 with grace period and drawdown period of 2 years and 6 months, respectively from the signing date of loan agreement.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu dari tahun 2022 sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali mulai berlaku pada tahun 2022.
- *Debt Equity Ratio* (DER) maksimum sebesar 3 kali mulai berlaku pada tahun 2022.

AP I is also required to maintain certain financial ratios started from year 2022 as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time start from 2022.*
- *Debt Equity Ratio (DER) maximum of 3 times start from 2022.*

Pada tanggal 29 April 2021, AP I telah melakukan penarikan atas pinjaman ini sebesar Rp150.000.000.

On April 29, 2021, AP I has withdrawn this loan amounting to Rp150,000,000.

PT Bank Danamon Indonesia Tbk
Pada tanggal 28 Desember 2020, AP I memperoleh fasilitas kredit angsuran berjangka dari Bank Danamon dengan jumlah maksimum fasilitas sebesar Rp500.000.000 dan Rp750.000.000.

PT Bank Danamon Indonesia Tbk
On December 28, 2020, AP I obtained a financing term installment credit facility from Bank Danamon with maximum limit facility of Rp500,000,000 and Rp750,000,000.

	Plafond/ *Plafonds* Rp	**Penarikan/ *Drawdown* Rp**	**Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp**	**Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp**	
Danamon - KAB 1	500,000,000	500,000,000	--	500,000,000	*Danamon - KAB 1*
Danamon - KAB 2	750,000,000	750,000,000	--	750,000,000	*Danamon - KAB 2*
Total	**1,250,000,000**	**1,250,000,000**	**--**	**1,250,000,000**	***Total***

Pinjaman ini dikenakan suku bunga mengambang atau tetap yang disepakati.

This loan bears an agreed floating rate or fixed rate.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum sebesar 1 kali mulai tahun 2022.
- Rasio Lancar minimum sebesar 1 kali mulai tahun 2024.

AP I is also required to maintain certain financial ratios as follows:
- *Debt Service Coverage Ratio (DSCR) minimum of 1 time starting 2022.*
- *Current Ratio minimum of 1 time starting 2024.*

PT Bank Negara Indonesia (Persero) Tbk ("BNI")
Pada tanggal 21 Juli 2021, AP I memperoleh fasilitas pinjaman dari Bank BNI dengan jumlah maksimum fasilitas sebesar Rp1.500.000.000

PT Bank Negara Indonesia (Persero) Tbk ("BNI")
On July 21, 2021, AP I obtained a financing facility from Bank BNI with maximum limit facility of Rp1,500,000,000.

	Plafond/ *Plafonds* Rp	**Penarikan/ *Drawdown* Rp**	**Jumlah Sisa Fasilitas Pinjaman/ *Remaining Amount of Loan Facilities* Rp**	**Jumlah Pinjaman Jangka Panjang/ *Amount of Drawdown* Rp**	
BNI	1,500,000,000	886,585,000	613,415,000	886,585,000	*BNI*

Fasilitas pembiayaan pokok akan dibayar dalam angsuran triwulanan mulai dari 21 Oktober 2023, sedangkan bunga dibayarkan secara triwulanan.

Financing facility will be paid in quarterly installments starting on October 21, 2023, while interest will be paid on quarterly basis.

Hasil penerimaan dari fasilitas ini digunakan untuk investasi sesuai dengan RKAP 2021. Fasilitas ini merupakan fasilitas tanpa jaminan.

The proceeds of the this facility were used for investments according to Work Plan and Company Budget (RKAP). This facility represents unsecured facility.

Pinjaman ini dikenakan suku bunga tahunan sebesar LPS + margin dan merupakan pinjaman tanpa jaminan.

This loan bears interest at annual rate of LPS + margin and represent unsecured loans.

Entitas Anak AP I / ***Subsidiaries of AP I***

Kreditur/ *Lenders*	Fasilitas/ *Facility*	Tanggal Efektif Pinjaman/ *Effective Loan Date*	Jadwal Pelunasan/ *Repayment Schedule*	Jaminan/ *Security*	Jaminan/ *Security*
PT Bank Negara Indonesia (Persero) Tbk	Pinjaman Kredit Fasilitas *Credit Term Loan* Sebesar Rp185,000,000/ *Credit Term Loan Amounting to Rp185.000.000*	11 Desember 2014/ *December 11, 2014*	28 Mei 2024/ *May 28, 2024*	Beberapa aset tetap berupa Peralatan/ *Secured by assets*	10% per tahun/ *10% per annum*
PT Bank Syariah Indonesia Tbk	Pembiayaan Musyarakah/ *Musyarakah Financing*	7 November 2014/ *November 7, 2014*	20 November 2024/ *November 20, 2024*	Seluruh fasilitas pembiayaan ini dijamin dengan seluruh obyek investasi yang dibiayai bank dan piutang usaha APS kepada Bank sebesar Rp50,000,000/ *This facility is secured by all objected financing investment and account receivables APS to the Bank amounted Rp50,000,000*	7,50% - 13% per tahun/ *7.50% - 13% per annum*
PT Bank Muamalat Indonesia Tbk	Pembiayaan Musyarakah/ *Musyarakah Financing*	1 Agustus 2019/ *August 1, 2019*	12 Februari 2027/ *February 12, 2027*	Aset tetap (garbarata)/ *fixed assets (aviobridge)*	8% per tahun/ *8% per annum*

Kreditur/ *Lenders*	Persyaratan Rasio Keuangan/ *Financial Ratio Covenant*	Status per 31 Desember 2022/ *Status as of December 31, 2022*
PT Bank Negara Indonesia (Persero) Tbk	- Rasio lancar minimal sebesar 1 kali/ *current ratio minimum of 1 time* - *Debt Service Coverage Ratio* minimal 1 kali dihitung mulai 1 Januari 2022/ *Debt Service Coverage ratio at minimum 1 times applies from January 1, 2022.* - *Debt to Equity Ratio* maksimal 2,5 kali/ *Debt to Equity ratio maximum 2.5 times*	APS telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya/ *the Company has complied with all covenant stated in all of its long-term bank loan agreements.*
PT Bank Syariah Indonesia Tbk	- Rasio lancar minimal sebesar 1 kali/ *current ratio minimum of 1 time* - *Debt Service Coverage Ratio* minimal 1 kali dihitung mulai 1 Januari 2022/ *Debt Service Coverage ratio at minimum 1 times applies from January 1, 2022.* - *Debt to Equity Ratio* maksimal 3 kali/ *Debt to Equity ratio maximum 3 times.*	APS telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya/ *the Company has complied with all covenant stated in all of its long-term bank loan agreements.*
PT Bank Muamalat Indonesia Tbk	- Rasio lancar minimal sebesar 1 kali/ *current ratio minimum of 1 time* - *Debt Service Coverage Ratio* minimal 1 kali dihitung mulai 1 Januari 2022/ *Debt Service Coverage ratio at minimum 1 times applies from January 1, 2022.* - *Debt to Equity Ratio* maksimal 3 kali/ *Debt to Equity ratio maximum 3 times.*	APP telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya/ *the Company has complied with all covenant stated in all of its long-term bank loan agreements.*

Tujuan dari pinjaman-pinjaman di atas adalah untuk modal kerja AP I dan entitas anak terkait.

The purpose of the above loans is for working capitals of AP I and subsidiaries.

PT Angkasa Pura Suport ("APS")
PT Bank Negara Indonesia (Persero) Tbk

Pada tanggal 11 Desember 2014, APS memperoleh fasilitas *Credit 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:

PT Angkasa Pura Suport ("APS")
PT Bank Negara Indonesia (Persero) Tbk

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:

- 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 (Catatan 18). 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. APS telah melunasi pinjaman ini pada tanggal 25 Agustus 2021.
- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah masing-masing sebesar nihil dan Rp1.955.555.
- 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 (Catatan 18). Jangka waktu pinjaman ini adalah 34 bulan. APS telah melunasi pinjaman pada tanggal 16 Maret 2021.
- Pada tanggal 18 Desember 2018, APS memperoleh pinjaman dari BNI sebesar Rp29.431.000 dengan suku bunga 9,75% per tahun. Pinjaman bersifat aflopend dan dijamin dengan beberapa peralatan yang dimiliki oleh APS (Catatan 18). Jangka waktu pinjaman ini adalah 57 bulan dan akan jatuh tempo pada tanggal 31 Agustus 2023. Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas ini adalah masing-masing sebesar Rp2.799.590 dan Rp8.838.752.
- Pada tanggal 5 Maret 2021, APS memperoleh pinjaman dari BNI sebesar Rp35.800.000 dengan suku bunga 10% per tahun. Pinjaman bersifat aflopend dan dijamin dengan beberapa peralatan yang dimiliki oleh APS (Catatan 18). Jangka waktu pinjaman ini adalah 65 bulan dan akan jatuh tempo pada tanggal 30 April 2023. Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas ini sebesar Rp4.287.131 dan Rp14.989.966.

- *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 (Note 18). 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. APS have repaid the outstanding loan on August 25, 2021.*
- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to nihil and Rp1,955,555, 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 (Note 18). The term of this loan is 34 months. APS has fully repaid on March 16, 2021.*
- *On December 18, 2018, APS obtained loan from BNI with amount of Rp29,431,000 with bear interest 9,75% per annum. This loan is an aflopend and secured by some equipments assets owned by APS (Note 18). The term of this loan is 57 months and will be due on August 31, 2023. As of December 31, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp2,799,590 and Rp8,838,752, respectively.*
- *On March 5, 2021, APS obtained loan from BNI with amount of Rp35,800,000 with bear interest 10% per annum. This loan is an aflopend and secured by some equipments assets owned by APS (Note 18). The term of this loan is 65 months and will be due on April 30, 2023. As of December 31, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp4,287,131 and Rp14,989,966, respectively.*

- Pada tanggal 6 Mei 2021, APS memperoleh fasilitas pembiayaan modal kerja sebesar Rp2.499.000 dan jatuh tempo pada tanggal 31 Agustus 2022. Saldo per 31 Desember 2022 dan 2021 adalah sebesar nihil dan Rp1.249.500.

- *On May 6, 2021, APS obtained financing working capital facility amounting Rp2,499,000 with due date on August 31, 2022. As of December 31, 2022 and 2021 the ending balance is nil and Rp1,249,500, respectively.*

PT Bank Syariah Indonesia Tbk ("BSI")

APS memperoleh beberapa fasilitas pembiayaan Murabahah dari BSI sebagai berikut:

- Pada 7 November 2014, APS memperoleh fasilitas pembiayaan dengan skema Murabahah sebesar Rp3.575.200 dengan marjin sebesar 13% efektif *single price* per tahun dengan jangka waktu 10 tahun. Agunan atas pinjaman ini adalah 1 unit ruko di Denpasar (Catatan 18). Fasilitas pembiayaan akan jatuh akan tempo pada tanggal 20 November 2024. Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas ini masing-masing sebesar Rp1.081.616 dan Rp1.548.089.
- Pada tanggal 28 Oktober 2015, APS memperoleh pembiayaan Murabahah dengan jumlah keseluruhan sebesar Rp3.650.000 dengan marjin 12% efektif per tahun dengan jangka waktu 10 tahun. Agunan atas pinjaman ini adalah 2 unit ruko yang terdapat di Denpasar dan Makassar (Catatan 18). Fasilitas pembiayaan akan jatuh akan tempo pada tanggal 16 dan 20 November 2025. Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas ini masing-masing sebesar Rp1.540.036 dan Rp1.956.097.
- Pada tanggal 22 Agustus 2016 dari BSI, APS memperoleh pembiayaan Murabahah sebesar Rp1.800.000 dengan marjin sebesar 11,50% per tahun dengan jangka waktu 10 tahun. Agunan atas pinjaman ini adalah 1 unit ruko milik APS yang terdapat di Balikpapan (Catatan 18). Fasilitas pembiayaan akan jatuh akan tempo pada tanggal 20 Agustus 2026. Pada tanggal 31 Desember 2022 dan 2021, saldo pinjaman fasilitas ini masing- masing sebesar Rp905.062 dan Rp1.092.768.
- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah sebesar Rp57.751.512 dan Rp69.805.032.

PT Bank Syariah Indonesia Tbk ("BSI")

APS obtained several Murabahah financing facilities from BSI 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 (Note 18). Financing facility will be due on November 20, 2024. As of December 31, 2022 and 2021, the outstanding balances of these loan facilities amounted to Rp1,081,616 and Rp1,548,089, respectively.*
- *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 (Note 18). Financing facility will be due on November 16 and 20, 2025. As of December 31, 2022 and 2021, the outstanding balances of these loan facilities amounted to Rp1,540,036 and Rp1,956,097, 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 (Note 18). Financing facility will be due on August 20, 2026. As of December 31 2022 and 2021, the outstanding balances of these loan facilities amounted to Rp905,062 and Rp1,092,768, respectively.*
- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp57,751,512 and Rp69,805,032, respectively.*

- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah sebesar Rp11.916.501 dan Rp12.929.628.
- 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 2022 dan 2021, saldo pinjaman fasilitas ini masing-masing sebesar Rp316.006 dan Rp1.882.907.

- *On May 31, 2019, APS obtained facility amounting to Rp15,949,000 with profit sharing ratio at 14.20% 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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp11,916,501 and Rp12,929,628 respectively.*

- *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, 2022 and 2021, the outstanding balances of these loan facilities amounted to Rp316,006 and Rp1,882,907, respectively.*

APS memperoleh beberapa fasilitas Pembiayaan Investasi dengan Musyarakah Mutanaqishah dari BSI sebagai berikut:

- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah sebesar Rp564.439 dan Rp801.432.
- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah sebesar Rp2.842.213 dan Rp3.076.265.
- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah sebesar nihil dan Rp341.612.

APS obtained several Musyarakah Mutanaqishah financing investment facilities from BSI as follows:

- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp564,439 and Rp801,432, respectively.*
- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp2,842,213 and Rp3,076,265, respectively.*
- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to nil and Rp341,612, respectively.*

- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah masing-masing sebesar Rp18.290.127 dan Rp19.729.480.
- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah masing-masing sebesar Rp3.213.174 dan Rp3.768.448.
- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah masing-masing sebesar Rp5.910.366 dan Rp6.844.051.
- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah sebesar Rp21.501.346 dan Rp23.219.008.
- 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 2022 dan 2021, saldo pinjaman fasilitasi ini adalah masing-masing sebesar Rp44.011 dan Rp269.225.

- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp18,290,127 and Rp19,729,480, respectively.*
- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp3,213,174 and Rp3,768,448, respectively.*

- *On January 24, 2020, APS obtained facility amounting to Rp8,944,000 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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp5,910,366 and Rp6,844,051, respectively.*

- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp21,501,346 and Rp23,219,008, respectively.*

- *On January 24, 2020, APS obtained facility amounting to Rp1,115,000 with profit sharing ratio at 10.00% per annum. The term of this financing is 29 months with due date on June 28, 2022 with grace period of 2 months. As of December 31 2022 and 2021, the outstanding balances of this loan facility amounted to Rp44,011 and Rp269,225, respectively.*

- 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 2022 dan 2021, saldo pinjaman fasilitas ini adalah sebesar Rp1.833.773 dan Rp2.123.461.
- 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 2022 dan 2021, saldo pinjaman fasilitasi ini adalah sebesar Rp13.076.584 dan Rp15.080.751.
- 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 selama 9 bulan. Pada tanggal 31 Desember 2022 dan 2021, saldo kredit fasilitas ini adalah sebesar Rp10.430.804 dan Rp11.938.903.
- 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 selama 9 bulan. Pada tanggal 31 Desember 2022 dan 2021, saldo kredit fasilitas ini adalah sebesar Rp7.109.741 dan Rp8.338.409.
- 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 selama 9 bulan. Pada tanggal 31 Desember 2022 dan 2021, saldo kredit fasilitas ini adalah sebesar Rp1.039.445 dan Rp1.188.565.
- 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 selama 9 bulan. Pada tanggal 31 Desember 2022 dan 2021, saldo kredit fasilitas ini adalah sebesar Rp1.622.329 dan Rp1.869.007.

- *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 2022 and 2021, the outstanding balances of this loan facility amounted to Rp1,833,773 and Rp2,123,461, respectively.*
- *On January 28, 2020, APS obtained facility amounting to Rp19,267,000 with profit sharing ratio at 10.00% per annum. The term of this financing is 60 months with due date on February 20, 2025 with grace period of 9 months. As of December 31, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp13,076,584 and Rp15,080,751, respectively.*
- *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. As of December 31, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp10,430,804 and Rp11,938,903, respectively.*
- *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. As of December 31, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp7,109,741 and Rp8,338,409, respectively*
- *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. As of December 31, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp1,039,445 and Rp1,188,565, respectively.*
- *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. As of December 31, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp1,622,329 and Rp1,869,007, respectively.*

- 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 2022 dan 2021, saldo pinjaman fasilitasi ini adalah sebesar Rp1.672.959 dan Rp2.008.074.

Seluruh fasilitas pembiayaan ini dijamin dengan seluruh obyek investasi yang dibiayai bank dan piutang usaha APS kepada Bank sebesar Rp50.000.000 (Catatan 6).

- *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, 2022 and 2021, the outstanding balances of this loan facility amounted to Rp1,672,959 and Rp2,008,074, respectively.*

This facility is secured by all objected financing investment and account receivables APS to the Bank amounted Rp50,000,000 (Note 6).

PT Angkasa Pura Properti ("APP")
PT Bank Muamalat Indonesia Tbk

Pada tanggal 1 Agustus 2019, APP memperoleh fasilitas Pembiayaan Musyarakah 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, saldo pinjaman fasilitas ini sebesar Rp11.969.824 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.

PT Angkasa Pura Properti ("APP")
PT Bank Muamalat Indonesia Tbk

On August 1, 2019, APP obtained Musyarakah 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, the outstanding balances of these financing facility amounted to Rp11,969,824 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 non-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.

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.

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 Rp22,555,471 and has fully repaid on January 18, 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.

On October 27, 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.

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.

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 diwajibkan untuk menyampaikan pemberitahuan secara tertulis apabila membagikan dividen kepada pemegang saham.

APP is required to made written-notice once there are any dividend distributed to shareholders.

APP diwajibkan oleh Muamalat untuk menjaga rasio keuangan yaitu rasio lancar minimum sebesar 1 kali, *debt service coverage* (DSCR) minimum sebesar 1,5 kali, *debt to equity ratio* (DER) maksimal 3 kali. Pada tanggal 31 Desember 2021, APP telah memenuhi semua persyaratan pinjaman.

APP is required by Muamalat to maintain the financial ratios, minimum current ratio of 1 time, debt service coverage (DSCR) at least 1.5 time, debt to equity ratio (DER) maximum of 3 times. As of December 31, 2021, APP complies with all of the loan covenants.

Pada tanggal 18 Januari 2021, seluruh saldo pinjaman fasilitas ini telah dilunasi seluruhnya oleh APP.

On January 18, 2021, the outstanding balances of these loan facilities has fully repaid by APP.

PT Angkasa Pura II ("AP II")
PT Bank Maybank Indonesia Tbk ("Maybank")
Berdasarkan perjanjian kredit tanggal 11 Agustus 2014, AP II memperoleh fasilitas pinjaman berjangka dari Maybank dengan jumlah maksimum fasilitas pinjaman sebesar Rp1.500.000.000. Hasil penerimaan dari pinjaman ini digunakan untuk membiayai pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% - 5,75% pada tahun 2022 dan antara 5,50% - 6,50% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 29 Desember 2025.

PT Angkasa Pura II ("AP II")
PT Bank Maybank Indonesia Tbk ("Maybank")
Based on a loan agreement dated August 11, 2014, AP II obtained a term loan facility from Maybank with maximum credit facility limit of Rp1,500,000,000. The proceeds of the loan from this facility were used to finance AP II's airport development. This loan bears interest at annual rates ranging from 5.50% - 5.75% in 2022 and 5.50% - 6.50% in 2021. The term of this agreement is until December 29, 2025

Pada tanggal 3 Juni 2020, Maybank setuju memberikan penangguhan pembayaran angsuran hutang pokok yang jatuh tempo pada tanggal 1 Mei 2020 hingga 30 April 2021. Disamping kewajiban pembayaran tersebut, Maybank juga menyetujui untuk melakukan penyesuaian *financial covenant* sebagai berikut:
- Penyesuaian *Debt Service Coverage Ratio* (DSCR) sebesar 1 kali akan diperhitungkan mulai periode Desember 2022.
- Penyesuaian *Debt to Equity* (DER) sebesar 2 kali akan diperhitungkan mulai periode Desember 2021.

On June 3, 2020, Maybank agreed to postpone the payment of installments of principal debt due on May 1, 2020 to April 30, 2021. In addition to the payment obligations, Maybank also agreed to make financial covenant adjustments as follows:

- *To adjust the Debt Service Coverage Ratio (DSCR) of 1 time will be calculated starting from December 2022.*
- *To adjust Debt to Equity (DER) of 2 times will be calculated starting from December 2021.*

Berdasarkan perjanjian kredit tanggal 12 Oktober 2018, AP II memperoleh fasilitas pinjaman berjangka dari Maybank dengan jumlah maksimum fasilitas pinjaman sebesar Rp3.000.000.000 Hasil penerimaan dari pinjaman ini digunakan untuk membiayai pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,65% - 5,90% pada tahun 2022 dan 5,65% - 6,65% pada tahun 2021.

Based on a loan agreement dated October 12, 2018, AP II obtained a term loan facility from Maybank with maximum credit facility limit of Rp3,000,000,000. The proceeds of the loan from this facility were used to finance AP II's airport development. This loan bears interest at annual rates ranging from 5.65% - 5.90% in 2022 and 5.65% - 6.65% in 2021.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali.
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 2 kali.

AP II 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 2 times.*

Berdasarkan akad line fasilitas pembiayaan Musyarakah tanggal 7 November 2019, AP II memperoleh fasilitas pembiayaan dari Maybank dengan jumlah maksimum sebesar Rp1.000.000.000 AP II juga menandatangani akad Perjanjian Limit Gabungan No. PJJ.04.04./00/11/ 2019/0792 pada tanggal 7 November 2019 dengan Maybank dimana AP II tidak dapat menggunakan limit fasilitas perjanjian kredit yang disepakati sebelumnya pada tanggal 12 Oktober 2018 jika jumlah kewajiban AP II gabungan yang harus dibayar (Limit Kredit dan Limit Pembiayaan Musyarakah) kepada Maybank telah melebihi Rp3.000.000.000.

Based on Musyarakah line financing facility agreement dated November 7, 2019, AP II obtained a financing facility from Maybank with maximum financing facility limit of Rp1,000,000,000. AP II also signed Combined Limit Agreement No.PJJ.04.04./00/11/ 2019/0792 dated November 7, 2019 with Maybank where AP II would not be able to use the credit facility limit which previously agreed on October 12, 2018 if the total AP II liability to Maybank (Credit limit and Financing Limit) has exceeded Rp3,000,000,000.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pembiayaan sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali.
- Rasio Hutang Terhadap Ekuitas (DER) *maksimum* sebesar 2 kali.

AP II is also required to maintain certain financial ratios during the period of financing agreement as follows:
- *Minimum Debt Service Coverage Ratio (DSCR) of 1 time.*
- *Maximum Debt Equity Ratio (DER) of 2 times.*

Pada tanggal 19 Mei 2020, Maybank setuju memberikan penangguhan pembayaran angsuran hutang pokok yang jatuh tempo pada tanggal 1 Mei 2020 hingga 30 April 2021. Disamping kewajiban pembayaran tersebut, Maybank juga menyetujui untuk melakukan penyesuaian *financial covenant* sebagai berikut:
- Penyesuaian *Debt Service Coverage Ratio* (DSCR) sebesar 1 kali akan diperhitungkan mulai periode Desember 2022.
- Penyesuaian *Debt to Equity* (DER) sebesar 2 kali akan diperhitungkan mulai periode Desember 2021.

On May 19, 2020, Maybank agreed to postpone the payment of installments of principal debt due on May 1, 2020 to April 30, 2021. In addition to the payment obligations, Maybank also agreed to make financial covenant adjustments as follows:

- *To adjust the Debt Service Coverage Ratio (DSCR) of 1 time will be calculated starting from December 2022.*
- *To adjust Debt to Equity (DER) of 2 times will be calculated starting from December 2021.*

Pada tanggal 26 Mei 2022, Maybank setuju untuk memberikan pengesampingan atas *financial covenant Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali selama tahun 2022.

On May 26, 2022, Maybank agreed to waive financial covenant Debt Service Coverage Ratio (DSCR) of minimum 1 time during 2022.

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp4.266.863.402 dan Rp4.104.730.000.

The loan balance as of December 31, 2022 and 2021 amounted to Rp4,266,863,402 and Rp4,104,730,000, respectively.

PT Sarana Multi Infrastruktur (Persero) ("SMI")
Berdasarkan perjanjian kredit tanggal 20 Maret 2015, AP II memperoleh fasilitas pembiayaan dari SMI dengan jumlah maksimum fasilitas pinjaman sebesar Rp500.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% - 5,75% pada tahun 2022 dan antara 5,50% - 6,50% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 18 Desember 2030.

PT Sarana Multi Infrastruktur (Persero) ("SMI")
Based on a loan agreement dated March 20, 2015, AP II obtained a financing facility from SMI with maximum credit facility limit of Rp500,000,000. The proceeds of the loan from this facility were used to to finance AP II airport development. This loan bears interest at annual rates ranging from 5.50% - 5.75% in 2022 and 5.50% - 6.50% in 2021. The term of this agreement is until December 18, 2030.

Pada tanggal 20 September 2018, SMI menyetujui untuk melakukan perubahan *financial covenant* menjadi sebagai berikut :
- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali.
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 2 kali.

On September 20, 2018, SMI agreed to adjust financial covenant to become as follows:

- *Minimum Debt Service Coverage Ratio (DSCR) of 1 time.*
- *Maximum Debt Equity Ratio (DER) of 2 times.*

Berdasarkan perjanjian kredit tanggal 21 November 2018, AP II memperoleh fasilitas pembiayaan dari SMI dengan jumlah maksimum fasilitas pinjaman sebesar Rp1.500.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,65% - 5,90% pada tahun 2022 dan antara 5,65% - 6,65% pada tahun 2021.

Based on a loan agreement dated November 21, 2018, AP II obtained a financing facility from SMI with maximum credit facility limit of Rp1,500,000,000. The proceeds of the loan from this facility were used to finance AP II airport development. This loan bears interest at annual rates ranging from 5.65% -5.90% in 2022 and 5.65% - 6.65% in 2021.

Berdasarkan perjanjian kredit tanggal 19 Desember 2022, AP II memperoleh fasilitas pembiayaan dari SMI dengan jumlah maksimum fasilitas pinjaman sebesar Rp2.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar 8,45% pada tahun 2022.

Based on a loan agreement dated December 19, 2022, AP II obtained a financing facility from SMI with maximum credit facility limit of Rp2,000,000. The proceeds of the loan from this facility were used to finance AP II airport development. This loan bears interest at annual rates ranging 8.45% in 2022.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- Debt *Service Coverage Ratio* (DSCR) minimal sebesar 1 kali sejak tahun 2025.
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 2 kali.

AP II 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 beginning in 2025.*
- *Maximum Debt Equity Ratio (DER) of 2 times.*

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp2.838.435.672 dan Rp1.913.235.000.

The loan balance as of December 31, 2022 and 2021 amounted to Rp2,838,435,672 and Rp1,913,235,000, respectively.

Lembaga Pembiayaan Ekspor Indonesia ("LPEI")
Berdasarkan perjanjian kredit tanggal 1 April 2015, AP II memperoleh fasilitas pinjaman berjangka dari LPEI dengan jumlah maksimum fasilitas pinjaman sebesar Rp1.500.000.000. Hasil penerimaan dari pinjaman ini digunakan untuk membiayai pengembangan bandar udara AP II Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% - 5,75% pada tahun 2022 dan antara 5,50% - 6,50% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 1 April 2025.

Lembaga Pembiayaan Ekspor Indonesia ("LPEI")
Based on a loan agreement dated April 1, 2015, AP II obtained a term loan facility from LPEI with maximum credit facility limit of Rp1,500,000,000. The proceeds of the loan from this facility were used to finance AP II airport development. This loan bears interest at annual rates ranging from 5.50% - 5.75% in 2022 and 5.50% - 6.50% in 2021. The term of this agreement is until April 1, 2025.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1,20 kali.
- *Debt Equity Ratio* (DER) maksimum sebesar 2 kali.
- Rasio Lancar minimum sebesar 1,10 kali.

AP II is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Minimum Debt Service Coverage Ratio (DSCR) of 1.20 times.*
- *Maximum Debt Equity Ratio (DER) of 2 times.*
- *Minimum Current Ratio of 1.10 times.*

AP II juga diwajibkan untuk melakukan pemberitahuan tertulis kepada LPEI terkait dengan pembagian dividen.

AP II is also required to provide written notification to LPEI regarding dividend declaration.

Pada tanggal 29 Juli 2021, LPEI setuju untuk memberikan pengesampingan atas financial *covenant Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali selama tahun 2022 hingga tahun 2024.

On July 29, 2021, LPEI agreed to waive financial covenant Debt Service Coverage Ratio (DSCR) of minimum 1 time during 2022 unti 2024.

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp1.166.799.016 dan Rp1.297.941.000.

The loan balance as of December 31, 2022 and 2021 amounted to Rp1,166,799,016 and Rp1,297,941,000, respectively.

PT Indonesia Infrastruktur Finance Tbk ("IIF")
Berdasarkan perjanjian kredit tanggal 15 Juli 2015, AP II memperoleh fasilitas pinjaman berjangka dari IIF dengan jumlah maksimum fasilitas pinjaman sebesar Rp400.000.000. Hasil penerimaan dari pinjaman ini digunakan untuk membiayai pengembangan bandar udara AP II khususnya Bandara Soekarno-Hatta. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% - 5,75% pada tahun 2022 dan antara 5,50% - 6,50% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 15 Juli 2025.

Pada tanggal 9 Oktober 2020, IIF setuju memberikan penangguhan pembayaran angsuran hutang pokok yang jatuh tempo pada tanggal 15 Juli 2020 hingga 15 Januari 2021.

Pada tanggal 29 September 2021, IIF setuju untuk memberikan pengesampingan atas financial *covenant Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali selama tahun 2022 hingga tahun 2024.

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp320.408.397 dan Rp663.172.000.

PT Indonesia Infrastruktur Finance Tbk ("IIF")
Based on a loan agreement dated July 15, 2015, AP II obtained a term loan facility from IIF with maximum credit facility limit of Rp400,000,000. The proceeds of the loan from this facility were used to to finance AP II airport development, especially in Soekarno-Hatta Airport. This loan bears interest at annual rates ranging from 5.50% - 5.75% in 2022 and 5.50% - 6.50% in 2021. The term of this agreement is until July 15, 2025.

On October 9, 2020, IIF agreed to postpone the payment of installments of principal debt due on July 15, 2020 to January 15, 2021.

On September 29, 2021, IIF agreed to waive financial covenant Debt Service Coverage Ratio (DSCR) of minimum 1 time during 2022 until 2024.

The loan balance as of December 31, 2022 and 2021 amounted to Rp320,408,397 and Rp663,172,000, respectively.

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")
Berdasarkan perjanjian kredit tanggal 1 April 2016, AP II memperoleh fasilitas pinjaman berjangka dari BRI dengan jumlah maksimum fasilitas pinjaman sebesar Rp700.000. Hasil penerimaan dari pembiayaan ini digunakan untuk pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% -5,75% pada tahun 2022 dan antara 5,50% - 6,50% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 30 Juli 2023.

Disamping kewajiban pembayaran tersebut, BRI juga menyetujui untuk melakukan penyesuaian *financial covenant* atas *Debt Service Coverage Ratio* (DSCR) sebesar 1 kali akan diperhitungkan mulai periode Desember 2021.

Berdasarkan perjanjian kredit tanggal 30 Juli 2020, AP II memperoleh *revolving loan facility* dari BRI dengan jumlah maksimum fasilitas pinjaman sebesar Rp700.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal kerja AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 6,50% - 6,75% pada tahun 2022 dan antara 6,50% - 7,50% pada tahun 2021.

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")
Based on a loan agreement dated April 1, 2016, AP II obtained a term loan facility from BRI with maximum credit facility limit of Rp700,000. The proceeds of the loan from this facility were used to to finance AP II airport development. This loan bears interest at annual rates ranging from 5.50% - 5.75% in 2022 and 5.50% - 6.50% in 2021. The term of this agreement is until July 30, 2023.

In addition to the payment obligations, BRI also agreed to make financial covenant adjustments of Debt Service Coverage Ratio (DSCR) of 1 time will be calculated starting from December 2021.

Based on a loan agreement dated July 30, 2020, AP II obtained a revolving loan facility from BRI with maximum credit facility limit of Rp700,000,000. The proceeds of the loan from this facility were used to to finance AP II working capital. This loan bears interest at annual rate ranging from 6.50% - 6.75% in 2022 and 6.50% - 7.50% in 2021.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- Menjaga ekuitas selalu positif.
- Rasio Hutang Terhadap Ekuitas (DER) maksimum sebesar 2 kali.

AP II is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Maintain a postive equity.*
- *Maximum Debt Equity Ratio (DER) of 2 times.*

Pada tanggal 22 Desember 2021, BRI setuju untuk memberikan pengesampingan atas *financial covenant Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali selama tahun 2022 hingga tahun 2024.

On December 22, 2021, BRI agreed to waive financial covenant Debt Service Coverage Ratio (DSCR) of minimum 1 time during 2022 until 2024.

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp1.166.224.970 dan Rp1.079.415.000.

The loan balance as of December 31, 2022 and 2021 amounted to Rp1,166,224,970 and Rp1,079,415,000, respectively.

PT Bank Negara Indonesia (Persero) Tbk ("BNI")
Berdasarkan perjanjian kredit tanggal 1 April 2016, AP II memperoleh fasilitas pinjaman berjangka dari BNI dengan jumlah maksimum fasilitas pinjaman sebesar Rp700.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% - 5,75% pada tahun 2022 dan antara 5,50% - 6,50% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 31 Maret 2026.

PT Bank Negara Indonesia (Persero) Tbk ("BNI")
Based on a loan agreement dated April 1, 2016, AP II obtained a term loan facility from BNI with maximum credit facility limit of Rp700,000,000. The proceeds of the loan from this facility were used to finance AP II airport development. This loan bears interest at annual rates ranging from 5.50% - 5.75% in 2022 and 5.50% - 6.50% in 2021. The term of this agreement is until March 31, 2026.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali.
- *Debt Equity Ratio* (DER) maksimum sebesar 2 kali.

AP II 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 2 times.*

Pada tanggal 29 Mei 2020, BNI setuju memberikan penangguhan pembayaran angsuran hutang pokok yang jatuh tempo pada tanggal 15 Juli 2020 hingga 15 Januari 2021. Disamping kewajiban pembayaran tersebut, BNI juga menyetujui untuk melakukan penyesuaian atas *financial covenant Debt Service Coverage Ratio* (DSCR) sebesar 1 kali baru akan diperhitungkan mulai periode Desember 2022.

On May 29, 2020, BNI agreed to postpone the payment of installments of principal debt due on July 15, 2020 to January 15, 2021. In addition to the payment obligations, BNI also agreed to make financial covenant adjustments of Deferral calculation of Debt Service Coverage Ratio (DSCR) of 1 time until December 2022.

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp594.356.296 dan Rp662.740.000.

The loan balance as of December 31, 2022 and 2021 amounted to Rp594,356,296 and Rp662,740,000, respectively.

PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")
Berdasarkan perjanjian kredit tanggal 1 April 2016, AP II memperoleh fasilitas pinjaman berjangka dari Mandiri dengan jumlah maksimum fasilitas pinjaman sebesar Rp700.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% - 5,75% pada tahun 2022 dan antara 5,50% - 6,50% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 28 November 2031.

Pada tanggal 25 Juni 2020, Mandiri setuju memberikan penangguhan pembayaran angsuran hutang pokok yang jatuh tempo pada tanggal 15 Juli 2020 hingga 15 Januari 2021. Disamping kewajiban pembayaran tersebut, Mandiri juga menyetujui untuk melakukan penyesuaian *financial covenant* atas *Debt Service Coverage Ratio* (DSCR) sebesar 1 kali akan diperhitungkan mulai periode Desember 2022.

Berdasarkan perjanjian kredit tanggal 25 Juni 2020, AP II memperoleh *revolving loan facility* dari Mandiri dengan jumlah maksimum fasilitas pinjaman sebesar Rp750.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal kerja AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 6,50% - 6,75% pada tahun 2022 dan antara 6,50% - 7,50% pada tahun 2021.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman atas *Debt Equity Ratio* (DER) maksimum sebesar 2 kali.

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp1.714.510.924 dan Rp1.105.984.000.

PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")
Based on a loan agreement dated April 1, 2016, AP II obtained a term loan facility from Mandiri with maximum credit facility limit of Rp700,000,000. The proceeds of the loan from this facility were used to finance AP II airport development. This loan bears interest at annual rates ranging from 5.50% - 5.75% in 2022 and 5.50% - 6.50% in 2021. The term of this agreement is until November 28, 2031.

On June 25, 2020, Mandiri agreed to postpone the payment of installments of principal debt due on July 15, 2020 to January 15, 2021. In addition to the payment obligations, Mandiri also agreed to make financial covenant adjustments of Debt Service Coverage Ratio (DSCR) of 1 time will be calculated starting from December 2022.

Based on a loan agreement dated June 25, 2020, AP II obtained a revolving loan facility from Mandiri with maximum credit facility limit of Rp750,000,000. The proceeds of the loan from this facility were used to to finance AP II working capital. This loan bears interest at annual rates ranging from 6.50% - 6.75% in 2022 and 6.50% - 7.50% in 2021.

AP II is also required to maintain certain financial ratios during the period of loan agreement of Maximum Debt Equity Ratio (DER) of 2 times.

The loan balance as of December 31, 2022 and 2021 amounted to Rp1,714,510,924 and Rp1,105,984,000, respectively.

PT Bank Tabungan Negara (Persero) Tbk ("BTN")
Berdasarkan perjanjian kredit tanggal 12 September 2018, AP II memperoleh fasilitas pinjaman berjangka dari BTN dengan jumlah maksimum fasilitas pinjaman sebesar Rp1.000.000.000. Hasil penerimaan dari pembiayaan ini digunakan untuk pengembangan bandar udara AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,65% - 5,90% pada tahun 2022 dan antara 5,65% - 6,65% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 6 Juli 2023.

PT Bank Tabungan Negara (Persero) Tbk ("BTN")
Based on a loan agreement dated September 12, 2018, AP II obtained a term loan facility from BTN with maximum credit facility limit of Rp1,000,000,000. The proceeds of the loan from this facility were used to finance AP II airport development. This loan bears interest at annual rates ranging from 5.65% - 5.90% in 2022 and 6.25% - 7.50% in 2021. The term of this agreement is until July 6, 2023.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Service Coverage Ratio* (DSCR) minimum 1 kali.
- *Debt Equity Ratio* (DER) maksimum sebesar 2 kali.

AP II 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 2 times.*

Pada tanggal 13 Juli 2020, BTN setuju memberikan jadwal pembayaran pokok atau angsuran baru yang jatuh tempo mulai dari tanggal 12 Desember 2021. Disamping kewajiban pembayaran tersebut, BTN juga menyetujui untuk melakukan penyesuaian *financial covenant* atas *Debt Service Coverage Ratio* (DSCR) sebesar 1 kali akan diperhitungkan mulai periode Desember 2023.

On July 13, 2020, BTN agreed to provide a new schedule for payment of principal or installments due starting from December 12, 2021. In addition to these payment obligations, BTN also agreed to make financial covenant adjustments of Debt Service Coverage Ratio (DSCR) of 1 time will be calculated starting from December 2023.

Berdasarkan perjanjian kredit tanggal 6 Juli 2020, AP II memperoleh *revolving loan facility* dari BTN dengan jumlah maksimum fasilitas pinjaman sebesar Rp500.000. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal kerja AP II. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 6,25% - 6,50% pada tahun 2022 dan antara 6,25% - 7,50% pada tahun 2021.

Based on a loan agreement dated July 6, 2020, AP II obtained a revolving loan facility from BTN with maximum credit facility limit of Rp500,000. The proceeds of the loan from this facility were used to to finance AP II working capital. This loan bears interest at annual rate ranging from 6.25% - 6.50% in 2022 and 6.25% - 7.50% in 2021.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Cash in Bank* minimum 2,50% dari Baki Debet.

AP II is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Minimum Cash in Bank 2.50% of the outstanding balance.*

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp1.467.270.620 dan Rp1.486.678.000.

The loan balance as of December 31, 2022 and 2021 amounted to Rp1,467,270,620 and Rp1,105,984,000, respectively.

PT Bank Pembangunan Daerah Jawa Tengah

PT Bank Pembangunan Daerah Jawa Tengah

Berdasarkan perjanjian kredit tanggal 22 Oktober 2021, AP II memperoleh fasilitas pinjaman modal kerja dari Bank Jateng dengan jumlah limit kredit sebesar Rp700.000.000. Pinjaman ini dikenakan suku bunga tahunan 7,50% pada tahun 2021. Jangka waktu perjanjian ini sampai dengan 22 Oktober 2025.

Based on a loan agreement dated October 22, 2021, AP II obtained a working capital loan from BTN with credit limit of Rp700,000,000. This loan bears interest at annual rate of 7.50% in 2021. The term of this agreement is until October 22, 2025.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:
- *Debt Equity Ratio* (DER) maksimum sebesar 2,2 kali.
- Ekuitas positif.

AP II is also required to maintain certain financial ratios during the period of loan agreement as follows:
- *Maximum Debt Equity Ratio (DER) of 2.2 times.*
- *Positive equity.*

Pada tanggal 31 Desember 2022 dan 2021, AP II telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya.

As of December 31, 2022 and 2021, AP II has complied with all covenant stated in all of its long-term bank loan agreements

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp700.000.000 dan Rp413.891.000.

The loan balance as of December 31, 2022 and 2021 amounted to Rp700,000,000 and Rp413,891,000, respectively.

PT Sarinah

PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")

Berdasarkan Akta Perjanjian Kredit Investasi II No. WCO.KP/592/KI/2021 pada tanggal 8 Desember 2021, PT Sarinah mendapatkan kredit investasi dari Bank Mandiri.

Fasilitas yang diperoleh PT Sarinah antara lain:
- Fasilitas kredit investasi 1 sebesar Rp98.800.000.
- Fasilitas kredit investasi 2 sebesar Rp3.000.000.
- Jangka waktu 5 tahun (31 Desember 2021 - 31 Desember 2026).
- Tingkat suku bunga 7,75%.

Fasilitas ini dijamin dengan jaminan sebagai berikut (Catatan 18):
- Gedung parkir yang dibiayai dari fasilitas KI-1 akan diikat fidusia.
- Sebidang tanah Sertifikat Hak Guna Bangunan Nomor 163/Margasari seluas 1.750 m^2 yang terletak di Jl. Jend Basuki Rachmat No 2a Malang, Kel kiduldalem, Kec klojen Kota Malang Jawa Timur.
- Sebidang tanah sertifikat Hak Guna bangunan No. 112 seluas 4.135 m^2 yang terletak di Jl. Jend Basuki Rachmat No.2A Malang.

Sehubungan dengan perjanjian kredit tersebut, Sarinah memiliki kewajiban untuk mempertahankan *financial covenant* yaitu:
- *Current Ratio* minimum 110% selama masa konstruksi mulai dihitung sejak terbitnya Laporan Keuangan posisi 31 Desember 2022.
- *Debt to Equity Ratio* (DER) tidak melebihi 230%.

Saldo pinjaman pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp96.638.044 dan Rp87.496.350.

PT Sarinah

PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")

Based on the Deed of Investment Credit Agreement II No. WCO.KP/592/KI/2021 on December 8, 2021, PT Sarinah received an investment credit from Bank Mandiri.

Facilities obtained by PT Sarinah include:
- *Investment credit facility 1 amounting to Rp98,800,000.*
- *Investment credit facility 2 amounting to Rp3,000,000.*
- *5 years period (31 December 2021 - December 31, 2026).*
- *Interest rate 7.75%.*

This facility is secured by the following collaterals (Note 18):
- *The parking building financed from the KI-1 facility will be tied on fiduciary basis.*
- *A plot of land with Building Use Rights Certificate Number 163/Margasari covering an area of 1,750 sqm located at Jl. Jend. Basuki Rachmat No. 2a Malang, Kel kiduldalem, Kec Klojen Malang City, East Java.*
- *A plot of land with a Right of Use certificate for building No. 112 covering an area of 4,135 sqm located on Jl. Jend. Basuki Rachmat No. 2A Malang.*

In connection with the credit agreement, Sarinah has an obligation to maintain financial covenants namely:
- *A minimum Current Ratio of 110% during the construction period starting from the publication of the Financial Statements for the position of December 31, 2022.*
- *Debt to Equity Ratio does not exceed 230%.*

The loan balance as of December 31, 2022 and 2021 amounted to Rp96,638,044 and Rp87,496,350, respectively.

PT Bank Negara Indonesia (Persero) Tbk ("BNI")

Berdasarkan Akta Kredit Investasi No 1 tertanggal 2 November 2021 dibuat dihadapan Fessy Farizqoh Alwi, S.H., dan Surat Persetujuan Kredit No. BIN/3.2/112/R tanggal 19 Maret 2021 Bank setuju memberikan fasilitas kredit investasi kepada Sarinah.

PT Bank Negara Indonesia (Persero) Tbk ("BNI")

Based on the Investment Credit Deed No. 1 dated November 2, 2021, it was drawn up before Fessy Farizqoh Alwi, S.H., and the Credit Approval Letter No. BIN/3.2/112/R dated March 19, 2021, the Bank agreed to provide an investment credit facility to Sarinah.

Fasilitas yang diperoleh PT Sarinah antara lain:
- Fasilitas Kredit Investasi sebesar Rp65.000.000.
- Jangka waktu 8 tahun (2 November 2021 - 2 November 2029).
- Tingkat suku bunga 9%.

Fasilitas ini dijamin dengan (Catatan 18), sebidang tanah dan bangunan ruko diatasnya yang terletak di Jl. Ir H Juanda Raya No. 27 Kebon Kelapa, Gambir, Jakarta Pusat.

Sehubungan dengan perjanjian kredit tersebut, Sarinah memiliki kewajiban untuk mempertahankan menjaga rasio keuangan yaitu:
- *Debt Equity Ratio* (DER) maksimal 3 (tiga) kali.
- *Current ratio* minimal 1 (satu) kali.
- *Debt Service Cov*erage *Ratio* minimal 100%.

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp64.067.061 dan Rp20.811.933.

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")
Berdasarkan Akta Perjanjian Kredit No 5 tertanggal 26 April 2021 dibuat di hadapan Sri Budi Lestariningsih, S.H., BRI setuju memberikan fasilitas kredit transaksi khusus kepada PT Sarinah, sebagai berikut:
- Plafond pinjaman sebesar Rp50.000.000.
- Jangka waktu 5 tahun (26 April 2021 - 26 April 2026).
- Tingkat suku bunga 9,25%

Fasilitas ini dijamin (Catatan 18), sebidang tanah sertifikat Hak Guna Bangunan Nomor 1725 Petojo Selatan, seluas 1.159 m^2 yang terletak di provinsi daerah khusus Ibukota Jakarta, Kota Administrasi Jakarta Pusat, kecamatan Gambir, kelurahan petojo Selatan.

Sehubungan dengan perjanjian kredit tersebut, PT Sarinah memiliki kewajiban untuk mempertahankan rasio keuangan yaitu:
- *Debt Equity Ratio* (DER) maksimal 300%.
- *Current ratio* minimal 1 (satu) kali.
- *Debt Service Coverage Ratio* minimal 100%.

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp43.750.000 dan Rp49.500.000.

Facilities obtained by PT Sarinah include:
- *Investment Credit Facility amounting to Rp65,000,000.*
- *8 years period (November 2, 2021 - November 2, 2029).*
- *9% interest rate.*

This facility is secured by (Note 18), a plot of land and a shophouse building on it which is located on Jl. Ir H Juanda Raya No. 27 Kebon Kelapa, Gambir, Central Jakarta.

In connection with the credit agreement, Sarinah has an obligation to maintain:
- *Debt Equity Ratio (DER) a maximum of 3 (three) times.*
- *Current ratio at least 1 (one) time.*
- *Debt Service Coverage Ratio at least 100%.*

As of December 31, 2022 and 2021 the outstanding balance of this facility amounting to Rp64,067,061 and Rp20,811,933.

PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")
Based on the Deed of Credit Agreement No. 5 dated April 26, 2021, made in presence of Sri Budi Lestariningsih, S.H., BRI agreed to provide a special transaction credit facility to PT Sarinah, as follows:
- *Loan ceiling of Rp50,000,000.*
- *5 years period (April 26, 2021 – April 26, 2026).*
- *Interest rate 9.25%*

This facility is secured by (Note 18), a plot of land with Building Use Rights Certificate Number 1725 Petojo Selatan, covering an area of 1,159 sqm which is located in the province of the Special Capital Region of Jakarta, Central Jakarta Administrative City, Gambir sub-district, Petojo Selatan sub-district.

In connection with the credit agreement, PT Sarinah has an obligation to maintain financial ratio:
- *Debt Equity Ratio (DER) of a maximum of 300%.*
- *Current ratio at least 1 (one) time.*
- *Debt Service Coverage Ratio at least 100%.*

As of December 31, 2022 and 2021 the outstanding balance of this facility amounting to Rp43,750,000 and Rp49,500,000.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta

Berdasarkan Akta Perjanjian Kredit No. 2 tanggal 3 November 2021 yang dibuat di hadapan Anita Kurniawati S.H. M.Kn., Notaris di Sleman, TWC memperoleh fasilitas kredit investasi dari PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta dengan nilai maksimum sebesar Rp57.000.000 dengan jangka waktu selama 36 bulan.

Tujuan penggunaan fasilitas ini adalah untuk *refinancing* Hotel The Manohara. Fasilitas ini dikenakan bunga sebesar 9% per tahun *(floating).*

Pinjaman ini dijamin dengan tanah seluas 1.835 m^2 dan bangunan yang berdiri di atasnya seluas 9.529 m^2 (Catatan 18).

TWC harus memenuhi kewajiban-kewajiban keuangan, antara lain:
- Rasio utang terhadap modal paling tinggi sebesar 200%.
- Rasio likuiditas paling rendah sebesar 100%.

Pada tanggal 31 Desember 2022 dan 2021 TWC dapat memenuhi seluruh kewajiban keuangan yang dinyatakan dalam perjanjian.

Selama kredit belum lunas, TWC tidak diperbolehkan melakukan hal-hal sebagai berikut:
- Melakukan penjualan aset, kecuali dilakukan dalam rangka menjalankan operasional TWC dan/ atau sekuritas aset sesuai dengan anggaran dasar dan ketentuan peraturan perundang-undangan yang berlaku.
- Melakukan penggabungan atau akuisisi, kecuali dilakukan dalam rangka menjalankan peraturan perundang-undangan yang berlaku.
- Melakukan perubahan bidang usaha, kecuali dilakukan dalam rangka menjalankan peraturan perundang-undangan yang berlaku.
- Melakukan transaksi yang menimbulkan benturan kepentingan dengan kepentingan pihak Bank.
- Mengubah periode pelaporan keuangan.

Per 31 Desember 2022 dan 2021 saldo pinjaman pada fasilitas ini masing-masing sebesar Rp55.750.000 dan Rp57.000.000.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")
PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta

Based on the Deed of Credit Agreement No. 2 dated November 3, 2021, made in presence of Anita Kurniawati S.H. M.Kn., Notary in Sleman, TWC obtained an investment credit facility from PT Bank Pembangunan Daerah Daerah Istimewa Yogyakarta with a maximum value of Rp57,000,000 with a period of 36 months.

The purpose of using this facility is for refinancing Hotel The Manohara. This facility bears interest at 9% per annum (floating).

This loan is secured by land with an area of 1,835 sqm and a building that stands on it with an area of 9,529 sqm (Note 18).

TWC must fulfill its financial obligations, including:
- *Debt to equity ratio maximum of 200%.*
- *Liquidity ratio minimum of 100%.*

As of December 31, 2022 and 2021, TWC is able to fulfill all financial obligations thant stated in the agreement.

As long as the credit has not been paid off, TWC is not allowed to do the following:
- *Selling assets, except for carrying out TWC's operations and/or asset securities in* accordance *with the articles of association and the provisions of the applicable laws and regulations.*
- *Perform mergers or acquisitions, unless carried out in the context of implementing the applicable laws and regulations.*
- *Make changes to the business field, unless it is carried out in the context of implementing the applicable laws and regulations.*
- *Conduct transactions that cause conflicts of interest with the interests of the Bank.*
- *Change the financial reporting period.*

As of December 31, 2022 and 2021 the outstanding balance of this facility amounting to Rp55,750,000 and Rp57,000,000.

27. Utang Obligasi dan Sukuk Ijarah / *27. Bonds Payable And Sukuk Ijarah*

	2022 Rp	2021 Rp	
Utang Obligasi	6,793,900,000	6,793,900,000	*Bonds Payable*
Utang Sukuk Ijarah	728,000,000	728,000,000	*Sukuk Ijara Payable*
Biaya Pinjaman yang Belum Diamortisasi	(14,618,987)	(16,346,812)	*Unamortized Cost of Loans*
Total	**7,507,281,013**	**7,505,553,188**	***Total***

	2022 Rp	2021 Rp	
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Waktu Satu Tahun	1,126,000,000	--	*Current Maturities of Long-Term Liabilities*
Liabilitas Jangka Panjang Setelah Dikurangi Bagian Jatuh Tempo dalam Waktu Satu Tahun	6,381,281,013	7,505,553,188	*Long Term Liabilities - Net of Current Maturities*
Total	**7,507,281,013**	**7,505,553,188**	***Total***

PT Angkasa Pura I ("AP I") / *PT Angkasa Pura I ("AP I")*

a. Obligasi dan Sukuk Ijarah 2016

Pada tanggal 10 November 2016, AP I telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi I AP I Tahun 2016 dengan rincian sebagai berikut:

a. Bonds Payable and Sukuk Ijarah 2016

On November 10, 2016, AP I has obtained effective statement from Financial Services Authority (OJK) on the issuance of Bonds I AP I Year 2016 with detail as follows:

	Obligasi/ *Bonds*				
	Nominal	Bunga per Tahun/ *Interest per Annum*	Jangka Waktu/ *Periods*	Jatuh Tempo/ *Due Date*	
Seri B	389,000,000	8.40%	7 Tahun/*Years*	2023	*Seri B*
Seri C	1,489,000,000	8.55%	10 Tahun/*Years*	2026	*Seri C*
Total	**1,878,000,000**				***Total***

	Sukuk Ijarah/*Sukuk Ijarah*				
	Nominal	Imbalan per Tahun/ *Benefit per Annum*	Jangka Waktu/ *Periods*	Jatuh Tempo/ *Due Date*	
Seri B	55,000,000	4,620,000	7 Tahun/*Years*	2023	*Seri B*
Seri C	177,000,000	15,133,500	10 Tahun/*Years*	2026	*Seri C*
Total	**232,000,000**	**19,753,500**			***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.

Obligasi dan sukuk ijarah ini tidak dijamin dengan jaminan khusus, tetapi baik langsung maupun tidak langsung dijamin dengan seluruh harta kekayaan AP I, baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Bonds and sukuk ijarah are not secured by specific collateral, but either directly or indirectly secured by all assets of AP I wealth, goods moveable or immovable, either existing or that will exist in the future.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:
a) Perbandingan aset lancar terhadap kewajiban lancar tidak kurang dari 1 kali.
b) Perbandingan total pinjaman terhadap total ekuitas tidak lebih dari 3 kali.
c) Perbandingan penghasilan sebelum beban pajak penghasilan, penyusutan dan amortisasi terhadap beban bunga pinjaman tidak kurang dari 1 kali.

AP I is also required to maintain certain financial ratios during the bonds payable ratio as follows:
a) Ratio of current assets to current liabilities not less than 1 time.
b) Ratio of total debt to total equity not more than 3 times.
c) Ratio of earnings before income tax, depreciation and amortization to interest expenses not less than 1 time.

AP I tidak dapat memenuhi persyaratan tersebut pada tanggal 31 Desember 2022 dan 2021. Berdasarkan Rapat Umum Pemegang Obligasi dan Rapat Umum Pemegang Sukuk Ijarah pada tanggal 29 November 2022, seluruh pemegang obligasi dan sukuk ijarah menyetujui pengesampingan pemenuhan kewajiban keuangan pada poin (a) dan (c) untuk periode tahun 2022 dan 2023, serta poin (b) untuk periode tahun 2022, 2023, dan 2024.

AP I was unable to meet these requirements on December 31, 2022 and December 31, 2021. Based on the General Meeting of Bondholders and General Meeting of Sukuk Ijarah on November 29, 2022, all bond and sukuk ijarah holders agreed to waive the fulfilment of the financial covenants in points (a) and (c) for the 2022 and 2023 periods, as well as point (b) for the 2022, 2023 and 2024 periods

Pada tanggal 1 Agustus 2022, peringkat obligasi AP I yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi dan idAA+(sy) untuk Sukuk Ijarah.

On August 1, 2022, AP I bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable and idAA+(sy) for Sukuk Ijarah.

b. Obligasi dan Sukuk Ijarah 2021

Pada tanggal 8 September 2021, AP I telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan I Angkasa Pura I Tahun 2021 dengan rincian sebagai berikut:

b. Bonds Payable and Sukuk Ijarah 2021

On September 8, 2021, AP I has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Bonds I Angkasa Pura I Year 2021 with detail as follows:

	Obligasi/ *Bonds*				
	Nominal	**Bunga per Tahun/ *Interest per Annum***	**Jangka Waktu/ *Periods***	**Jatuh Tempo/ *Due Date***	
Seri A	272,500,000	6.70%	3 Tahun/*Years*	2024	*Seri A*
Seri B	66,000,000	7.10%	5 Tahun/*Years*	2026	*Seri B*
Seri C	280,400,000	8.00%	7 Tahun/*Years*	2028	*Seri C*
Seri D	497,000,000	8.60%	10 Tahun/*Years*	2031	*Seri D*
Total	**1,115,900,000**				***Total***

	Sukuk Ijarah/ *Sukuk Ijarah*				
	Nominal	**Imbalan per Tahun/ *Interest per Annum***	**Jangka Waktu/ *Periods***	**Jatuh Tempo/ *Due Date***	
Seri A	215,000,000	14,405,000	3 Tahun/*Years*	2024	*Seri A*
Seri B	215,000,000	15,265,000	5 Tahun/*Years*	2026	*Seri B*
Seri B	52,000,000	4,160,000	7 Tahun/*Years*	2028	*Seri B*
Seri C	14,000,000	1,204,000	10 Tahun/*Years*	2031	*Seri C*
Total	**496,000,000**	**35,034,000**			***Total***

Berdasarkan perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat utang obligasi dan sukuk ijarah, bahwa dana sebesar Rp622.000.000 dan Rp199.900.205 akan digunakan untuk melunasi surat utang Obligasi Seri A 2016, dana sisa hasil penawaran umum obligasi sebanyak 73% akan digunakan untuk investasi antara lain overlay landasan pacu, penggantian peralatan, renovasi terminal beserta fasilitas penunjang, dan lain-lain. Sedangkan sebanyak 27% digunakan untuk modal kerja.

Based on the agreement with PT Bank Mega Tbk as Trustee for bonds payable and sukuk ijarah, Rp622,000,000 and Rp199,900,205 of funds will be used to pay off the 2016 Series A Bonds, the remaining 73% proceeds from the public offering of bonds will be used for investments including runway overlay, equipment replacement, terminal renovation and supporting facilities, and others. Meanwhile, 27% is used for working capital.

Berdasarkan perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat utang obligasi dana sebesar Rp199.950.205 akan digunakan untuk melunasi sebagian pokok utang Pinjaman Kredit Sindikasi 2016.

Based on the agreement with PT Bank Mega Tbk as Trustee for bonds payable, Rp199,950,205 of funds will be used to pay off part of the principal debt of the 2016 Syndicated Credit Loans.

Obligasi dan sukuk ijarah ini tidak dijamin dengan jaminan khusus, tetapi baik langsung maupun tidak langsung dijamin dengan seluruh harta kekayaan AP I, baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Bonds and sukuk ijarah are not secured by specific collateral, but either directly or indirectly secured by all assets of AP I wealth, goods moveable or immovable, either existing or that will exist in the future.

AP I juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

a) Perbandingan total pinjaman terhadap total ekuitas tidak lebih dari 5 kali.
b) Perbandingan penghasilan sebelum beban pajak penghasilan, penyusutan dan amortisasi terhadap beban bunga pinjaman tidak kurang dari 1 kali yang dimulai pada tahun 2022.

AP I is also required to maintain certain financial ratios during the bonds payable ratio as follows:

a) Ratio of total debt to total equity not more than 5 times.
b) Ratio of earnings before income tax, depreciation and amortization to interest expenses not less than 1 time starting from 2022.

AP I tidak dapat memenuhi persyaratan poin (b) pada tanggal 31 Desember 2022. Berdasarkan Rapat Umum Pemegang Obligasi dan Rapat Umum Pemegang Sukuk Ijarah pada tanggal 29 November 2022, seluruh pemegang obligasi dan sukuk ijarah menyetujui pengesampingan pemenuhan kewajiban keuangan pada poin (b) untuk periode tahun 2022 dan 2023.

AP I was unable to meet requirement for point (b) on December 31, 2022 and December 31, 2021. Based on the General Meeting of Bondholders and General Meeting of Sukuk Ijarah on November 29, 2022, all bond and sukuk ijarah holders agreed to waive the fulfilment of the financial covenants in 2022 and 2023 for point (b).

Pada tanggal 1 Agustus 2022, peringkat obligasi AP I yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi dan idAA+(sy) untuk Sukuk Ijarah.

On August 1, 2022, AP I bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable and idAA+(sy) for Sukuk Ijarah.

PT Angkasa Pura II ("AP II")

a. Obligasi 2016

Pada tanggal 23 Juni 2016, AP II telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi I Angkasa Pura II tahun 2016 dengan 3 (tiga) seri yaitu:

PT Angkasa Pura II ("AP II")

a. Bonds 2016

On June 23, 2016, AP II has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Bonds I Angkasa Pura II Year 2016 with 3 (three) series as follows:

	Obligasi/ *Bonds*				
	Nominal	Bunga per Tahun/ *Interest per Annum*	Jangka Waktu/ *Periods*	Jatuh Tempo/ *Due Date*	
Seri A	1,000,000,000	8.60%	5 Tahun/*Years*	2021	*Seri A*
Seri B	100,000,000	8.80%	7 Tahun/*Years*	2023	*Seri B*
Seri C	900,000,000	9.00%	10 Tahun/*Years*	2026	*Seri C*
Total	**2,000,000,000**				***Total***

Total dana yang diterima AP II pada tanggal 30 Juni 2016 dari hasil penerbitan perdana Obligasi I Angkasa Pura II tahun 2016 adalah sebesar Rp2.000.000.000. Sesuai dengan perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus utang obligasi AP II, 92% dari dana tersebut akan digunakan untuk pengembangan bandara Soekarno-Hatta dan 8% akan digunakan untuk pengembangan bandara lainnya.

Total fund received by AP II on June 30, 2016 from the first issuance of Bonds I Angkasa Pura II Year 2016 was Rp2,000,000.000. Based on the agreement with PT Bank Mega Tbk as Trustee and AP II prospectus for bonds payable, 92% of the funds will be used for the development of Soekarno-Hatta airport and 8% will be used for the development of other airports.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

a) Perbandingan Aset Lancar terhadap Kewajiban Lancar tidak kurang dari 1 kali.
b) Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 2 kali.
c) Perbandingan Profit Sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1 kali.

AP II is also required to maintain certain financial ratios during the bonds payable period as follows:

a) Ratio of Current Assets to Current Liabilities not less than 1 time.
b) Ratio of Total Debt to Total Equity not more than 2 times.
c) Ratio of Earnings Before Income Tax and Depreciation and Amortization to Interest Expenses not less than 1 time.

AP II juga akan dianggap wanprestasi terhadap kewajibannya sehubungan dengan utang obligasinya apabila terdapat utang jangka panjang lainnya yang tidak memenuhi persyaratan, sejumlah lebih dari 25% dari ekuitas AP II.

AP II will also be declared incompliance with its covenant relating to the bonds payable if there is any other long-term loan that is not in compliance with their covenant, totaling more than 25% of the AP II equity.

Pada tanggal 14 Juni, 2021, AP II melakukan pembayaran obligasi sebesar Rp1.000.000.000 atas Obligasi I Angkasa Pura II tahun 2016 Seri A.

On June 14, 2021, AP II has paid the Bonds I Angkasa Pura II Year 2016 Seri A of Rp1,000,000,000.

Pada tanggal 19 November 2020 dan 16 Desember 2020, Pemegang Obligasi I Angkasa Pura II 2016 setuju untuk melakukan penyesuaian *financial covenant* sebagai berikut:

On November 19, 2020 and December 16, 2020, holders of Bonds I Angkasa Pura II Year 2016 agreed to to make financial covenant adjustments as follows:

- Penghapusan Perbandingan Aset Lancar terhadap Kewajiban Lancar tidak kurang dari 1 kali.
- Pengesampingan Perbandingan Profit Sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1 kali untuk periode laporan keuangan 31 Desember 2020 dan 31 Desember 2021.

Pada tanggal 26 September 2022, peringkat obligasi AP II yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi.

- *Invalidation of Ratio of Current Assets to Current Liabilities not less than 1 time.*
- *Waive Ratio of Earnings Before Income Tax and Depreciation and Amortization to Interest Expenses not less than 1 time for financial reporting period of December 31, 2020 and December 31, 2021.*

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On September 26, 2022, AP II bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable.

b. Obligasi 2018

Pada tanggal 13 Desember 2018, AP II telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan I Angkasa Pura II Tahap I Tahun 2018 dengan 2 (dua) seri yaitu:

b. Bonds 2018

On December 13, 2018, AP II has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Obligasi Berkelanjutan I Angkasa Pura II Phase I Year 2018 with 2 (two) series as follows:

	Obligasi/ *Bonds*				
	Nominal	Bunga per Tahun/ *Interest per Annum*	Jangka Waktu/ *Periods*	Jatuh Tempo/ *Due Date*	
Seri A	200,000,000	8.65%	3 Tahun/*Years*	2021	*Seri A*
Seri B	550,000,000	8.95%	5 Tahun/*Years*	2023	*Seri B*
Total	**750,000,000**				***Total***

Total dana yang diterima AP II pada tanggal 12 Desember 2018 dari hasil penerbitan Obligasi Berkelanjutan I Angkasa Pura II Tahap I Tahun 2018 adalah sebesar Rp750.000.000. Sesuai dengan perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus utang obligasi AP II, seluruh dari dana tersebut akan digunakan untuk pengembangan sisi udara dan sisi darat di Bandara Soekarno Hatta dan bandara lainnya yang dikelola oleh AP II.

Total funds received by AP II on December 12, 2018 from the issuance of Obligasi Berkelanjutan I Angkasa Pura II Year 2018 is Rp750,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and AP II bonds payable prospectus, all of the funds will be used for the development of airside and landside of Soekarno-Hatta Airport and other airports managed by AP II.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

a) Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 2 kali.
b) Perbandingan Profit Sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1 kali.

AP II is also obligated to maintain certain financial ratios along the bonds payable period as follows:

a) Ratio of Total Debt to Total Equity not less than 2 times.
b) The comparison of Profit Before Income Tax and Depreciation and Amortisation to Debt Interest Expense not less than 1 time.

AP II juga akan dianggap wanprestasi terhadap kewajibannya sehubungan dengan utang obligasinya apabila terdapat utang jangka panjang lainnya yang tidak memenuhi persyaratan, sejumlah lebih dari 30% dari ekuitas AP II.

AP II will also be declared incompliance with its covenant relating to the bonds payable if there is any other long-term loan that is not in compliance with their covenant, totaling more than 30% of AP II equity.

Pada tanggal 4 November 2020, Pemegang Obligasi Berkelanjutan I Angkasa Pura II Tahap I Tahun 2018 setuju untuk melakukan penyesuaian *financial covenant* sebagai berikut:

On November 4, 2020, holders of Obligasi Berkelanjutan I Angkasa Pura II Phase I Year 2018 agreed to to make financial covenant adjustments as follows:

- Pengesampingan Perbandingan Profit Sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1 kali untuk periode laporan keuangan 31 Desember 2022 dan 2021

- *Waive Ratio of Earnings Before Income Tax and Depreciation and Amortization to Interest Expenses not less than 1 time for financial reporting period of December 31, 2022 and 2021.*

Pada tanggal 30 November 2021, AP II melakukan pembayaran obligasi sebesar Rp200.000.000 atas Obligasi II Angkasa Pura II tahun 2018 Seri A.

On November 30, 2021, AP II has paid the Bonds II Angkasa Pura II Year 2018 Seri A of Rp200,000,000.

Pada tanggal 12 September 2022, peringkat obligasi AP II yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi.

On September 12, 2022, AP II bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable.

c. Obligasi 2020

Pada tanggal 13 Agustus 2020, AP II menerbitkan Obligasi Berkelanjutan I Angkasa Pura II Tahap II Tahun 2020 dengan 4 (empat) seri yaitu:

c. Bonds 2020

On August 13, 2020, AP II issued Obligasi Berkelanjutan I Angkasa Pura II Phase II Year 2020 with 4 (four) series as follows:

	Obligasi/ *Bonds*				
	Nominal	**Bunga per Tahun/ *Interest per Annum***	**Jangka Waktu/ *Periods***	**Jatuh Tempo/ *Due Date***	
Seri A	32,000,000	7.80%	3 Tahun/*Years*	2023	*Seri A*
Seri B	159,000,000	8.50%	5 Tahun/*Years*	2025	*Seri B*
Seri C	1,602,000,000	9.10%	7 Tahun/*Years*	2027	*Seri C*
Seri D	457,000,000	9.25%	10 Tahun/*Years*	2030	*Seri D*
Total	**2,250,000,000**				***Total***

Total dana yang diterima AP II pada tanggal 13 Desember 2020 dari hasil penerbitan Obligasi Berkelanjutan I Angkasa Pura II Tahap II Tahun 2020 adalah sebesar Rp2.250.000.000 Sesuai dengan perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat dan prospektus utang obligasi AP II, seluruh dari dana tersebut akan digunakan untuk pengembangan sisi udara dan sisi darat di Bandara Soekarno Hatta dan bandara lainnya yang dikelola oleh AP II.

Total funds received by AP II on December 12, 2020 from the issuance of Obligasi Berkelanjutan I Angkasa Pura II Phase II Year 2020 is Rp2,250,000,000. Based on the agreement with PT Bank Mega Tbk as Trustee and AP II bonds payable prospectus, all funds will be used for the development of airside and landside of Soekarno-Hatta Airport and other airports managed by AP II.

AP II juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:
a) Perbandingan Total Pinjaman terhadap Total Ekuitas tidak lebih dari 2 kali dan
b) Perbandingan Profit Sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1 kali.

AP II is also obligated to maintain certain financial ratios along the bonds payable period as follows:
a) Ratio of Total Debt to Total Equity not less than 2 times and
b) The comparison of Profit Before Income Tax and Depreciation and Amortisation to Debt Interest Expense not less than 1 time.

AP II juga akan dianggap wanprestasi terhadap kewajibannya sehubungan dengan utang obligasinya apabila terdapat utang jangka panjang lainnya yang tidak memenuhi persyaratan, sejumlah lebih dari 30% dari ekuitas AP II.

AP II will also be declared incompliance with its covenant relating to the bonds payable if there is any other long-term loan that is not in compliance with their covenant, totaling more than 30% of the AP II equity.

Pada tanggal 4 November 2020, Pemegang Obligasi Berkelanjutan I AP II Tahap II Tahun 2020 setuju untuk melakukan penyesuaian *financial covenant* sebagai berikut:
- Pengesampingan Perbandingan Profit Sebelum Beban Pajak Penghasilan dan Penyusutan dan Amortisasi terhadap Beban Bunga Pinjaman tidak kurang dari 1 kali untuk periode laporan keuangan 31 Desember 2021 dan 31 Desember 2022.

On November 4, 2020, holders of Obligasi Berkelanjutan I AP II Phase II Year 2020 agreed to to make financial covenant adjustments as follows:
- *Waive Ratio of Earnings Before Income Tax and Depreciation and Amortization to Interest Expenses not less than 1 time for financial reporting period of December 31, 2021 and December 31, 2022.*

Pada tanggal 31 Desember 2022 dan 2021, AP II telah memenuhi semua kewajiban.

As of December 31, 2022 and 2021 AP II has complied with all covenant required.

Pada tanggal 12 September 2022, peringkat obligasi AP II yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi.

On September 12, 2022, AP II bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable.

28. Utang Jangka Panjang Lainnya / *28. Other Long-Term Liabilities*

	2022 Rp	2021 Rp	
Utang Bunga Ditangguhkan	649,002,768	--	*Deffered Interest Expense*
Utang Konstruksi	265,765,757	--	*Construction Debt*
Jaminan Pelanggan	316,658,479	281,987,622	*Customer Deposit*
Lain-lain	193,304,286	177,879,966	*Others*
Total	**1,424,731,290**	**459,867,588**	***Total***

Utang bunga ditangguhkan merupakan selisih lebih akrual beban bunga berdasarkan bunga yang dikenakan dengan bunga yang dibayar atas pinjaman utang bank dan lembaga keuangan lainnya - jangka panjang (Catatan 26).

Deferred interest payable represents the excess of accrued interest expense based on interest charged and interest paid on loans from banks and other financial institutions - long term (Note 26).

Utang jaminan pelanggan terutama merupakan jaminan yang diterima Grup dari para penyewa (*tenant*) atas sewa ruangan, tanah dan instalasi listrik, air dan telepon di awal perjanjian. Utang jaminan tersebut akan dibayar kembali kepada penyewa apabila hubungan sewa menyewa dan pemakaian fasilitas berakhir.

Customer deposit payables mainly represent guarantees received by the Group from tenants for space, land and electricity, water and telephone installations at the beginning of the agreement. The security debt will be repaid to the lessee when the rental relationship and use of the facility ends.

Berdasarkan Perjanjian Kerja Sama Operasi (KSO), utang konstruksi merupakan Pengelolaan pada Proyek Kerjasama Pemerintah dan Badan Usaha (KPBU) pada tanggal 26 Januari 2021 yang ditandatangani oleh Grup dan Gudang Garam penyelenggaraan jasa kebandarudaraan di Bandar Udara Kediri (Catatan 45h).

Based on the Joint Operation Agreement (KSO), the construction debt represents the Management of Public Private Partnership Project (KPBU) on January 26, 2021 which was signed by the Group and Gudang Garam for providing airport services at Kediri Airport (Note 45h).

29. Utang Provisi / *29. Provisions Payable*

Utang provisi pada 31 Desember 2022 dan 2021 masing-masing sebesar Rp13.814.557 Rp20.367.575.

Provisions payable on December 31, 2022 and 2021 amounted to Rp13,814,557 Rp20,367,575, respectively.

Pada tanggal 31 Desember 2020, TWC melakukan pembentukan biaya provisi sehubungan dengan restrukturisasi aset program dana pensiun yang ditempatkan pada PT Asuransi Jiwasraya (Persero). Restrukturisasi tersebut mengakibatkan adanya kewajiban PT TWC yang belum dipenuhi sebelum dilakukannya restrukturisasi. Nilai provisi tersebut berdasarkan Surat dari PT Asuransi Jiwasraya (AJS) (Persero) No. 00017/S/CBR9/1220 tanggal 30 Desember 2020 mengenai besaran nilai top up premi sebesar Rp20.367.575 yang telah disetujui oleh Dewan Komisaris pada tanggal 19 Januari 2021.

As of December 31, 2020, TWC established a provision expense regarding with the restructuring of the pension plan assets placed at PT Asuransi Jiwasraya (Persero). The restructuring resulted in PT TWC's obligations which had not been fulfilled prior to the restructuring. The value of the provision is based on a letter from PT Asuransi Jiwasraya (AJS) (Persero) No. 00017/S/CBR9/1220 dated December 30, 2020 regarding the top up premi amounting to Rp20,367,575 which was approved by the Board of Commissioners on January 19, 2021.

Pada tanggal 30 April 2021, terdapat Kesepakatan Bersama No. 88/KP.605/IV/2021 antara PT TWC dengan PT Asuransi Jiwasraya (Persero) tentang Persetujuan Mengikuti Restrukturisasi Polis. Para pihak sepakat bahwa proses restrukturisasi polis akan berlaku efektif setelah diterbitkannya polis baru hasil restrukturisasi atas polis lama. Terhitung sejak tanggal 28 Juni 2022, polis PT TWC telah dialihkan pengelolaannya ke PT Asuransi Jiwa IFG (IFG Life).

On April 30, 2021, there was a Joint Agreement No. 88/KP.605/IV/2021 between PT TWC and PT Asuransi Jiwasraya (Persero) regarding Approval to Participate in Policy Restructuring. The parties agree that the restructuring process will be effective after the issuance of a new policy resulting from the policy restructuring of the old policy. Since June 28, 2022, PT TWC policy has been transferred to PT Asuransi Jiwa IFG (IFG Life).

Berdasarkan Berita Acara Rekonsiliasi Data Program Anuitas Polis Peserta Anuitas Pasif PT TWC No. 193/KP.605/I/2023 tanggal 17 Januari 2023, menyatakan besaran *top up* premi untuk peserta anuitas pasif yang dicatat oleh PT Asuransi Jiwasraya (Persero) adalah sebesar Rp4.725.439 sehingga terdapat penambahan provisi pada tahun 2022 sebesar Rp202.016 yang dicatat pada Beban Umum dan Administrasi (Catatan 37), dan telah diperhitungkan melalui perhitungan *net off* utang klaim dan telah dilakukan migrasi pembukuan ke IFG Life per tanggal 30 November 2022, sehingga utang provisi atas anuitas pasif pada tanggal 31 Desember 2022 sebesar nihil.

Based on the Minutes of Data Reconciliation Program of Passive Annuity Policy Participants of PT TWC No. 193/KP.605/I/2023 dated January 17, 2023, stated the amount of premium top up for passive annuity participants recorded by PT Asuransi Jiwasraya (Persero) amounting to Rp4,725,439 so that there is addition of provision in 2022 amounting to Rp202,016 recorded as General and Administrative Expenses (Note 37), and has been calculated through the calculation of net off claims payable and the bookkeeping migration has been carried out to IFG Lif as of November 30, 2022, so that the provision payable for passive annuities as of December 31, 2022 amounting to nil.

Berdasarkan Berita Acara Rekonsiliasi Data Program Pendanaan Hari Tua Peserta Karyawan Aktif PT TWC No. 193/KP.605/I/2023 tanggal 17 Januari 2023, menyatakan besaran *top up* premi untuk peserta karyawan aktif yang dicatat oleh PT Asuransi Jiwasraya (Persero) adalah sebesar Rp2.029.596 dan telah diperhitungkan melalui perhitungan net off utang klaim dan telah dilakukan migrasi pembukuan ke IFG Life per tanggal 27 Juni 2022, sehingga utang provisi atas karyawan aktif pada tanggal 31 Desember 2022 sebesar Rp10.939.093. Berdasarkan Surat No. 38/AJIFG/CBR4/I/2023 tanggal 25 Januari 2023 dari IFG Life kepada PT TWC perihal Penawaran Simulasi *Top Up*. Sampai dengan tanggal laporan keuangan, PT TWC belum memutuskan pilihan alternatif top up premi yang diberikan oleh IFG Life.

Based on the Minutes of Data Reconciliation of the Old Age Funding Program for Active Employee Participants of PT TWC No. 193/KP.605/I/2023 dated January 17, 2023, stated that the amount of the top up premium for active employee participants recorded by PT Asuransi Jiwasraya (Persero) amounting to Rp2,029,596 and has been calculated through the calculation of net off claims debt and has bookkeeping migration was carried out to IFG Life as of June 27, 2022, so that the provision payable for active employees as of December 31, 2022 amounting to Rp10,939,093. Based on Letter No. 38/AJIFG/CBR4/I/2023 dated January 25, 2023 from IFG Life to PT TWC regarding the Top Up Simulation Offer. As of the date of the financial statements, PT TWC has not yet decided on alternative premium top up options provided by IFG Life.

30. Liabilitas Imbalan Kerja / *30. Employee Benefits Liabilities*

Liabilitas imbalan kerja karyawan pada tanggal 31 Desember 2022 dan 2021 dihitung dengan menggunakan metode *projected unit credit* oleh aktuaris independen adalah sebagai berikut:

The employee benefits liabilities as of December 31, 2022 and 2021 were calculated using the projected unit credit method by the independent actuarists are as follows:

	2022 Rp	2021 Rp	
Tunjangan Hari Tua	135,723,357	123,415,567	*Pension*
Tunjangan Perumahan	30,923,320	16,134,616	*Housing Allowance*
Penghargaan Pengabdian	56,107,104	23,545,221	*Service Award*
Kesehatan Pensiun	--	152,856,920	*Retirement Health*
Program Pensiun	1,595,250,279	1,495,938,913	*Retirement Program*
Program Imbalan Pascakerja	549,527,198	409,517,251	*Post-Employment Benefit Program*
Program Imbalan Jangka Panjang Lainnya	59,235,642	54,356,618	*Other Long Term Benefit Programs*
Total	**2,426,766,900**	**2,275,765,106**	***Total***

Asumsi aktuaria yang digunakan dalam menentukan beban dan liabilitas adalah sebagai berikut:

The actuarial assumptions used in determining expenses and liabilities are as follows:

	2022	2021	
Tingkat Diskonto	5.17% - 7.60%	3.40% - 7.55%	*Discount Rate*
Tingkat Mortalita	TMI IV 2019	TMI IV 2019	*Morality Rate*
Tingkat Cacat	1%	1%	*Disability Rate*
Metode Aktuaria	*Projected Unit Credit*		*Actuarial Method*
Umur Pensiun	56 Tahun/*Years*	56 Tahun/*Years*	*Retirement Rate*
Tingkat Mengundurkan Diri	5% pada usia 20 - 25 tahun, menurun secara linear sampai dengan 0% pada usia pensiun normal/ *5% for employees with ages 20 - 25 years old, decreasing linearly to 0% at age of normal pension* 0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021/ *0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021*		*Resignation Rate*

a. Tunjangan Hari Tua

Tunjangan hari tua diberikan kepada karyawan yang diberhentikan dan janda/duda dari karyawan yang meninggal dunia.

a. Retirement Allowance

Retirement allowance are given to employees who are dismissed and to widows/widowers of employees who die.

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	575,379,801	564,948,557	*Present Value of Liabilities*
Nilai Wajar Aset Program	(439,656,444)	(441,532,990)	*Fair Value of Plan Assets*
Total	**135,723,357**	**123,415,567**	***Total***

Nilai kini liabilitas pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities as of December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Saldo Awal	564,948,557	586,150,167	*Beginning Balance*
Dampak Perubahan Metode Atribusi Imbalan Kerja	(29,582,827)	--	*Impact of Changes on Employee Benefit Attribution Method*
Biaya Jasa Kini	34,652,977	36,191,929	*Current Service Cost*
Biaya Bunga	36,646,509	36,268,755	*Interest Cost*
Iuran Peserta Program	--	6,426,054	*Plan Participant's Contribution*
Pembayaran Imbalan	(52,772,885)	(73,247,154)	*Benefits Paid*
Kerugian/ (Keuntungan) Aktuarial	21,487,470	(26,841,194)	*Actuarial (Gain)/ Loss*
Saldo Akhir	**575,379,801**	**564,948,557**	***Ending Balance***

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:

	2022 Rp	2021 Rp	
Saldo Awal	441,532,990	475,807,614	*Beginning Balance*
Iuran Peserta Program	7,370,269	6,426,054	*Plan Participant's Contribution*
Iuran Pemberi Kerja	39,683,009	23,299,071	*Employer Contribution*
Imbal Hasil Aset Program	31,584,469	29,967,076	*Program Asset Return*
Pembayaran Imbalan	(52,772,885)	(73,247,154)	*Rewards Payment*
Keuntungan Aktuarial	(27,741,408)	(20,719,671)	*Actuarial Gain*
Saldo Akhir	**439,656,444**	**441,532,990**	***Ending Balance***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of expenses recognized in profit or loss are as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	34,652,977	36,191,929	*Current Service Cost*
Dampak Perubahan Metode Atribusi Imbalan Kerja	(29,582,827)	--	*Impact of Changes on Employee Benefit Attribution Method*
Biaya Bunga	36,646,509	36,268,755	*Interest Cost*
Iuran Peserta	(7,370,269)	--	*Participant Contribution*
Ekspektasi Hasil Program	(31,584,469)	(29,967,076)	*Expectations Plan Assets*
Total	**2,761,921**	**42,493,608**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	123,415,567	110,342,553	*Beginning Balance*
Beban yang Diakui dalam Laba Rugi	2,761,921	42,493,608	*Expense Recognized in Profit or Loss*
Beban (Penghasilan) yang Diakui dalam Penghasilan Komprehensif Lain	49,228,878	(6,121,523)	*Expense (Income) recognized in Other Comprehensive Income*
Pembayaran Iuran	(39,683,009)	(23,299,071)	*Contribution Paid*
Saldo Akhir	**135,723,357**	**123,415,567**	***Ending Balance***

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
Jika Tingkat +1%	530,428,821	517,354,880	*If Rate +1%*
Jika Tingkat -1%	613,435,682	620,661,375	*If Rate -1%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
Jika Tingkat +1%	617,710,727	628,566,481	*If Rate +1%*
Jika Tingkat -1%	526,136,679	510,117,282	*If Rate -1%*

Komposisi pengelolaan dana atas aset ditempatkan adalah pada deposito berjangka, piutang pinjaman, reksadana, obligasi dan aset lainnya.

The composition of management of planned asset are on time deposits, loan receivables, mutual funds, bonds and other assets.

b. Tunjangan Perumahan

Sesuai ketentuan Grup, karyawan AP I yang telah bekerja secara terus menerus selama 20 tahun diberikan tunjangan perumahan.

b. Housing allowance

Based on Groups provisions, AP I employees who have worked continuously for 20 years are given a housing allowance.

Nilai kini liabilitas pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities as of December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	30,923,320	16,134,616	*Present Value of Liabilities*
Total	**30,923,320**	**16,134,616**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	16,134,616	20,375,494	*Beginning Balance*
Biaya Jasa Kini	3,528,451	2,722,959	*Current Service Cost*
Biaya Bunga	947,960	986,174	*Interest Cost*
Pembayaran Imbalan	(3,101,241)	(7,878,514)	*Benefits Paid*
Kerugian/ (Keuntungan) Aktuarial	13,413,534	(71,497)	*Actuarial (Gain)/ Loss*
Saldo Akhir	**30,923,320**	**16,134,616**	***Ending Balance***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of expenses recognized in profit or loss are as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	3,528,451	2,722,959	*Current Service Cost*
Biaya Bunga	947,960	986,175	*Interest Cost*
Kerugian Aktuarial	13,413,534	--	*Actuarial Loss*
Total	**17,889,945**	**3,709,134**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	16,134,616	20,375,493	*Beginning Balance*
Beban yang Diakui dalam Laba Rugi	17,889,945	3,709,134	*Expenses Recognized in Profit and Loss*
(Penghasilan) Beban yang diakui dalam Penghasilan Komprehensif Lain	--	(71,497)	*(Income) Expenses Recognized in Other Comprehensive Income*
Pembayaran Iuran	(3,101,241)	(7,878,514)	*Contribution Paid*
Saldo Akhir	**30,923,320**	**16,134,616**	***Ending Balance***

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
Jika Tingkat +1%	26,940,177	14,919,112	*If Rate +1%*
Jika Tingkat -1%	34,906,463	17,214,241	*If Rate -1%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
Jika Tingkat +1%	33,825,420	16,134,616	*If Rate +1%*
Jika Tingkat -1%	28,021,220	16,134,616	*If Rate -1%*

c. Penghargaan Pengabdian

Penghargaan pengabdian diberikan kepada pegawai yang mengabdi terus menerus selama sekurang-kurangnya 25 tahun di Grup termasuk masa kerja pada masa penugasan di luar Grup 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.

c. Employee Appreciation

Employee appreciation are given to employees who serve continuously for at least 25 years in Group 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.

Nilai kini liabilitas pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities as of December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	56,107,104	23,545,221	*Present Value of Liabilities*
Total	**56,107,104**	**23,545,221**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	23,545,221	23,612,467	*Beginning Balance*
Dampak Perubahan Metode Atribusi Imbalan Kerja	48,407,787	--	*Impact of Changes on Employee Benefit Attribution Method*
Biaya Jasa Kini	5,243,584	2,189,692	*Current Service Cost*
Biaya Bunga	4,927,744	1,491,534	*Interest Cost*
Pembayaran Imbalan	(7,024,243)	(2,026,927)	*Benefits Paid*
Keuntungan Aktuarial	(18,992,989)	(1,721,545)	*Actuarial Gain*
Saldo Akhir	**56,107,104**	**23,545,221**	***Ending Balance***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of expenses recognized in profit or loss are as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	5,243,584	2,189,692	*Current Service Cost*
Biaya Bunga	4,927,744	1,491,534	*Interest Cost*
Dampak Perubahan Metode Atribusi Imbalan Kerja	48,407,787	--	*Impact of Changes on Employee Benefit Attribution Method*
Total	**58,579,115**	**3,681,226**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	23,545,221	23,612,467	*Beginning Balance*
Beban (Pendapatan) yang Diakui dalam Laba Rugi	58,579,115	3,681,226	*Expense (Income) recognized in Profit or Loss*
Beban yang diakui dalam Penghasilan Komprehensif Lain	(18,992,989)	(1,721,545)	*Expenses Recognized in Other Comprehensive Income*
Pembayaran	(7,024,243)	(2,026,927)	*Contribution*
Saldo Akhir	**56,107,104**	**23,545,221**	***Ending Balance***

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
Jika Tingkat +1%	48,885,901	21,786,169	*If Rate +1%*
Jika Tingkat -1%	62,062,908	25,566,691	*If Rate -1%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
Jika Tingkat +1%	56,154,401	25,854,761	*If Rate +1%*
Jika Tingkat -1%	53,756,362	21,415,006	*If Rate -1%*

d. Kesehatan Pensiun / ***d. Pension Health***

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	345,635,844	541,623,320	*Present Value of Liabilities*
Nilai Wajar Aset Program	(392,205,561)	(388,766,400)	*Fair Value of Plan Assets*
Batas Atas Aset	46,569,717	--	*Upper Asset Limit*
Total	**--**	**152,856,920**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	541,623,320	517,775,500	*Beginning Balance*
Biaya Jasa Kini	12,811,377	4,050,018	*Current Service Cost*
Biaya Bunga	40,914,636	38,529,946	*Interest Cost*
Iuran Peserta Program	--	3,543,684	*Plan Participant's Contribution*
Pembayaran Imbalan	(6,545,700)	(8,085,769)	*Benefits Paid*
Keuntungan Aktuarial	(243,167,789)	(14,190,059)	*Actuarial Gain*
Saldo Akhir	**345,635,844**	**541,623,320**	***Ending Balance***

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:

	2022 Rp	2021 Rp	
Saldo Awal	388,766,400	387,090,980	*Beginning Balance*
Hasil Pengembangan Riil	4,102,000	3,543,684	*Plan Participant's Contribution*
Imbal Hasil Aset Program	29,453,386	28,861,495	*Return on Plan Assets*
Pembayaran imbalan	(6,545,700)	(8,085,769)	*Benefits Paid*
Keuntungan Aktuarial	(23,570,525)	(22,643,990)	*Actuarial Gain*
Saldo Akhir	**392,205,561**	**388,766,400**	***Ending Balance***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of expenses recognized in profit or loss are as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	8,709,376	4,050,018	*Current Service Cost*
Biaya Bunga	40,914,636	38,529,946	*Interest Cost*
Ekspektasi Hasil Program	(29,453,386)	(28,861,495)	*Expectations Plan Assets*
Total	**20,170,626**	**13,718,469**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	152,856,920	130,684,520	*Beginning Balance*
Beban yang Diakui dalam Laba Rugi	20,170,627	13,718,469	*Expenses Recognized in Profit and Loss*
Beban yang diakui dalam Penghasilan Komprehensif Lain	(173,027,547)	8,453,931	*Expenses Recognized in Other Comprehensive Income*
Saldo Akhir	**--**	**152,856,920**	***Ending Balance***

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
Jika Tingkat +1%	286,998,619	454,878,025	*If Rate +1%*
Jika Tingkat -1%	424,213,290	628,368,615	*If Rate -1%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
Jika Tingkat +1%	413,700,053	566,721,871	*If Rate +1%*
Jika Tingkat -1%	297,173,476	516,524,769	*If Rate -1%*

e. Program Imbalan Pascakerja / ***e. Post-Employment Benefit Program***

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	777,393,532	509,247,974	*Present Value of Liabilities*
Nilai Wajar Aset Program	(227,866,334)	(99,730,723)	*Fair Value of Plan Assets*
Total	**549,527,198**	**409,517,251**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	509,247,974	538,046,139	*Beginning Balance*
Dampak Perubahan Metode Atribusi Imbalan Kerja	20,103,442	--	*Impact of Changes on Employee Benefit Attribution Method*
Biaya Jasa Kini	93,734,048	44,066,116	*Current Service Cost*
Biaya Jasa Lalu	50,102,201	(36,486,818)	*Past Service Cost*
Biaya Bunga	37,011,807	35,390,771	*Interest Cost*
Dampak Mutasi Pegawai	--	(52,379,303)	*Impactt of Employee Transfer*
Iuran Peserta Program	--	142,644	*Plan Participant's Contribution*
Imbalan Kerja yang Sudah Tercatat Bagi Pegawai Keluar	(26,162,175)	(4,437,820)	*Recorded Employee Benefits for Exiting Employees*
Pembayaran Imbalan	(179,663,465)	(33,829,377)	*Benefits Paid*
Kerugian Aktuarial	273,019,700	18,735,622	*Actuarial Gain Loss*
Saldo Akhir	**777,393,532**	**509,247,974**	***Ending Balance***

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:

	2022 Rp	2021 Rp	
Saldo Awal	99,730,723	102,774,287	*Beginning Balance*
Iuran Peserta Program	17,979,985	3,208,986	*Plan Participant's Contribution*
Iuran Pemberi Kerja	128,429,058	13,532,387	*Employer Contribution*
Imbal Hasil Aset Program	(2,746,521)	4,902,942	*Program Asset Return*
Pembayaran Imbalan	(11,174,162)	(16,667,294)	*Benefit Paid*
Keuntungan Aktuarial	(4,352,749)	(8,020,585)	*Actuarial Gain*
Saldo Akhir	**227,866,334**	**99,730,723**	***Ending Balance***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of expenses recognized in profit or loss are as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	93,734,048	44,066,116	*Current Service Cost*
Biaya Jasa Lalu	50,102,201	(36,486,818)	*Past Service Cost*
Dampak Perubahan Metode Atribusi Imbalan Kerja	20,103,442	--	*Impact of Changes on Employee Benefit Attribution Method*
Biaya Bunga	37,011,807	35,390,771	*Interest Cost*
Selisih Imbalan Pascakerja	(23,415,654)	(9,340,762)	*Difference in Post-Employment Benefits*
Total	**177,535,844**	**33,629,307**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	409,517,251	435,271,852	*Beginning Balance*
Dampak Mutasi Pegawai	--	(52,379,303)	*Impactt of Employee Transfer*
Beban yang Diakui dalam Laba Rugi	177,535,844	33,629,307	*Expenses Recognized in Profit and Loss*
Beban yang Diakui dalam Penghasilan Komprehensif Lain	277,372,449	26,756,207	*Expenses Recognized in Other Comprehensive Income*
Iuran Pemberi Kerja	(146,409,043)	(16,598,729)	*Employer Contribution*
Pembayaran Manfaat	(168,489,303)	(17,162,083)	*Benefit Paid*
Saldo Akhir	**549,527,198**	**409,517,251**	***Ending Balance***

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
Jika Tingkat +1%	605,074,204	197,663,000	*If Rate +1%*
Jika Tingkat -1%	949,712,860	820,832,948	*If Rate -1%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
Jika Tingkat +1%	961,738,051	630,006,726	*If Rate +1%*
Jika Tingkat -1%	593,049,013	388,489,222	*If Rate -1%*

f. Program Pensiun

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2022 dan 2021 adalah:

f. Retirement Program

The present value of liabilities and fair value of plan assets as of December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	3,623,205,747	3,413,090,372	*Present Value of Liabilities*
Nilai Wajar Aset Program	(2,027,955,468)	(1,917,151,459)	*Fair Value of Plan Assets*
Total	**1,595,250,279**	**1,495,938,913**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	3,413,090,372	3,480,483,207	*Beginning Balance*
Dampak Perubahan Metode Atribusi Imbalan Kerja	(1,066,281)	--	*Impact of Changes on Employee Benefit Attribution Method*
Biaya Jasa Kini	55,256,933	37,813,357	*Current Service Cost*
Biaya Jasa Lalu	(2,943,749)	(9,594,821)	*Past Service Cost*
Biaya Bunga	252,486,124	251,505,173	*Interest Cost*
Iuran Peserta Program	1,185,609	2,256,004	*Plan Participant's Contribution*
Pembayaran Imbalan	(247,102,014)	(229,267,634)	*Benefits Paid*
Kerugian/ (Keuntungan) Aktuarial	152,298,753	(120,104,914)	*Actuarial (Gain)/ Loss*
Saldo Akhir	**3,623,205,747**	**3,413,090,372**	***Ending Balance***

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:

	2022 Rp	2021 Rp	
Saldo Awal	1,917,151,459	2,077,318,493	*Beginning Balance*
Iuran Peserta Program	3,308,563	3,538,310	*Plan Participant's Contribution*
Iuran Pemberi Kerja	183,961,002	48,087,767	*Employer Contribution*
Imbal Hasil Aset Program	97,854,286	120,324,377	*Program Asset Return*
Pembayaran Imbalan	(229,737,440)	(224,716,264)	*Benefits Paid*
Kerugian/(Keuntungan) Aktuarial	55,417,598	(107,401,224)	*Actuarial (Gain)/ Loss*
Saldo Akhir	**2,027,955,468**	**1,917,151,459**	***Ending Balance***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of expenses recognized in profit or loss are as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	55,256,933	37,813,357	*Current Service Cost*
Biaya Jasa Lalu	(2,943,749)	(9,594,821)	*Past Service Cost*
Dampak Perubahan Metode Atribusi Imbalan Kerja	(1,066,281)	--	*Impact of Changes on Employee Benefit Attribution Method*
Biaya Bunga	252,486,124	251,505,173	*Interest Cost*
Ekspektasi Hasil Program	(97,854,286)	(149,796,091)	*Expectations Plan Assets*
Total	**205,878,741**	**129,927,618**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	1,495,938,913	1,403,164,714	*Beginning Balance*
Beban yang Diakui dalam Laba Rugi	205,878,741	129,927,618	*Expenses Recognized in Profit and Loss*
Beban yang Diakui dalam Penghasilan Komprehensif Lain	96,881,155	9,417,943	*Expenses Recognized in Other Comprehensive Income*
Pembayaran Manfaat	(17,364,574)	(19,465,987)	*Benefit Paid*
Iuran Pemberi Kerja	(186,083,956)	(27,105,375)	*Employer Contribution*
Saldo Akhir	**1,595,250,279**	**1,495,938,913**	***Ending Balance***

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
Jika Tingkat +1%	1,026,685,775	1,001,699,601	*If Rate +1%*
Jika Tingkat -1%	1,897,817,828	1,830,909,332	*If Rate -1%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
Jika Tingkat +1%	1,552,376,031	1,417,807,360	*If Rate +1%*
Jika Tingkat -1%	1,372,127,571	1,370,063,462	*If Rate -1%*

g. Program Imbalan Jangka Panjang Lainnya

g. Other Long Term Rewards Programs

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Nilai Kini Liabilitas	59,235,642	54,356,618	*Present Value of Liabilities*
Total	**59,235,642**	**54,356,618**	***Total***

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:

	2022 Rp	2021 Rp	
Saldo Awal	54,356,618	47,565,919	*Beginning Balance*
Biaya Jasa Kini	5,709,514	11,351,607	*Current Service Cost*
Biaya Jasa Lalu	--	154,458	*Past Service Cost*
Biaya Bunga	1,261,742	3,534,615	*Interest Cost*
Pembayaran Imbalan	(3,497,130)	(3,482,598)	*Benefits Paid*
Kerugian/ (Keuntungan) Aktuarial	1,404,898	(4,767,383)	*Actuarial (Gain)/ Loss*
Saldo Akhir	**59,235,642**	**54,356,618**	***Ending Balance***

Rincian beban yang diakui dalam laba rugi adalah sebagai berikut:

The details of expenses recognized in profit or loss are as follows:

	2022 Rp	2021 Rp	
Biaya Jasa Kini	5,709,514	11,351,607	*Current Service Cost*
Biaya Jasa Lalu	--	154,458	*Past Service Cost*
Biaya Bunga	1,261,742	3,534,615	*Interest Cost*
Kerugian/ (Keuntungan) Aktuarial	1,404,898	(4,767,383)	*Actuarial (Gain)/ Loss*
Saldo Akhir	**8,376,154**	**10,273,297**	***Ending Balance***

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:

	2022 Rp	2021 Rp	
Saldo Awal	54,356,618	47,565,919	*Beginning Balance*
Beban yang Diakui dalam Laba Rugi	8,376,154	10,273,297	*Expenses Recognized in Profit and Loss*
Pembayaran Imbalan	(3,497,130)	(3,482,598)	*Benefits Paid*
Saldo Akhir	**59,235,642**	**54,356,618**	***Ending Balance***

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 and 2021 are as follows:

	2022 Rp	2021 Rp	
Asumsi Tingkat Diskonto			*Discount Rate Assumptions*
Jika Tingkat +1%	37,100,493	45,515,000	*If Rate +1%*
Jika Tingkat -1%	81,370,791	63,198,236	*If Rate -1%*
Asumsi Tingkat Kenaikan Gaji			*Salary Increment Assumptions*
Jika Tingkat +1%	81,356,414	74,655,383	*If Rate +1%*
Jika Tingkat -1%	37,114,870	34,057,853	*If Rate -1%*

Asumsi aktuarial yang signifikan untuk penentuan kewajiban imbalan pasti adalah tingkat diskonto dan kenaikan gaji yang diharapkan. Sensitivitas analisis ditentukan berdasarkan masing-masing perubahan asumsi yang mungkin terjadi pada akhir periode pelaporan dan semua asumsi lain akhir periode pelaporan, dengan semua asumsi lain konstan.

Significant actuarial assumption for the determination of the defined benefit obligation are discount rate and expected salary increase. The sensitivity analysis have been determined based on reasonably posibble change of the respective assumption occury at the end of the reporting period, while holding all other assumption constant.

Risiko Tingkat Bunga
Nilai kini kewajiban pensiun imbalan pasti dihitung menggunakan tingkat diskonto yang ditetapkan dengan mengacu pada obligasi pemerintah jangka Panjang. Penurunan suku bunga obligasi akan meningkatkan liabilitas program.

Interest Rate Risk
The present value of the defined benefitpension obligation is calculated using a discount rate determined by reference to Long-term government bonds. A reduction in the bond interest rate will increase the program liability.

Risiko Gaji
Nilai kini kewajiban imbalan pasti dihitung dengan mengacu pada gaji masa depan peserta program. Dengan demikian, kenaikan gaji peserta program akan meningkatkan liabilitas program itu.

Salaries Risk
The present value of the defined benefit obligation is calculated by reference to the salary of the future program participants. Thus, the salary increase program participants will enhance the program's liabilities.

31. Modal Saham / *31. Capital Stock*

Pemegang Saham/ *Shareholder*	2021 dan/ *and* 2022 Jumlah Lembar Saham/ *Total Shares*	Nilai Nominal per Lembar Saham/ *Par Value per Share* Rp	Jumlah Nilai Saham/ *Total Share Value* Rp	Persentase Kepemilikan Saham/ *Percentage of Ownership* %
Negara Republik Indonesia	65,164,367	1,000	65,164,367,000	100%

Rekonsiliasi jumlah saham beredar pada awal dan akhir tahun adalah sebagai berikut:

Reconciliation of the number of outstanding shares at the beginning and the end of the year is as follows:

	Lembar Saham/ *Shares*		
	2022	2021	
Saldo Awal	65,164,367	13,000	*Beginning Balance*
Penambahan	--	65,151,367	*Addition*
Saldo Akhir	**65,164,367**	**65,164,367**	***Ending Balance***

Berdasarkan Akta No. 65 tanggal 15 Desember 2021 oleh Notaris Desman, S.H., M.Hum., Notaris di Jakarta telah diputuskan:

a) Menyetujui Peningkatan Modal Dasar Perusahaan menjadi sejumlah Rp260.000.000 yang terbagi atas 260.000.000 lembar saham dengan nilai nominal sebesar Rp1.000;
b) Modal ditempatkan dan disetor penuh sebesar Rp65.164.367 oleh Negara Republik Indonesia.

Based on Deed No. 65 dated December 15, 2021 by Notary Desman, S.H., M.Hum., Notary in Jakarta has been decided:

a) Approved the increase in the Company's Authorized Capital to Rp260,000,000 which is divided into 260,000.000 shares with a nominal value of Rp1,000;

b) The issued and fully paid-up capital of Rp65,164,367 by the Republic of Indonesia.

Akta tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan Nomor AHU-0076120.AH.01.02. TAHUN 2021.

The deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree Number AHU-0076120.AH.01.02. YEAR 2021.

32. Tambahan Modal Disetor / *32. Additional Paid in Capital*

Perusahaan telah melakukan kombinasi bisnis atau akuisisi dengan AP I, AP II, HIN, Sarinah dan TWC yang merupakan entitas dalam pengendalian yang sama dengan Perusahaan, yaitu entitas di bawah pengendali Pemerintah Republik Indonesia. Kombinasi bisnis ini diakui pada jumlah tercatat berdasarkan metode penyatuan kepemilikan sesuai dengan PSAK 38: Kombinasi Bisnis Entitas Sepengendali.

The Company has entered into a business combination or acquisition with AP I, AP II, HIN, Sarinah and TWC which are entities under the same control as the Company, namely entities under the control of the Government of the Republic of Indonesia. This business combination is recognized at carrying amount based on the pooling of interest method in accordance with PSAK 38: Business Combinations of Entities Under Common Control.

Selisih antara bagian kepemilikan Perusahaan atas aset bersih masing-masing entitas sepengendali tersebut dengan biaya perolehan investasi dicatat sebagai Selisih Kombinasi Bisnis Entitas Sepengendali dengan rincian sebagai berikut:

The difference between the Company's ownership interest in the net assets of each entity under common control and the acquisition cost of the investment is recorded as difference between business combinations of entities under common control with details as follows:

	Biaya Perolehan/ *Acquisition Cost* Rp	Nilai Aset Bersih/ *Net Asset Value* Rp	Total/ *Total* Rp
PT Angkasa Pura I	16,750,717,972	10,060,881,637	6,689,836,335
PT Angkasa Pura II	36,200,821,092	17,509,402,904	18,691,418,188
PT Hotel Indonesia Nataour	8,736,217,019	8,190,986,543	545,230,476
PT Sarinah	448,527,127	76,114,969	372,412,158
PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko	3,015,083,575	548,004,680	2,467,078,895
Total	**65,151,366,785**	**36,385,390,733**	**28,765,976,052**

33. Kepentingan Non Pengendali / *33. Non-Controling Interest*

	2022					
	Saldo Awal/ *Begining Balance* Rp	Laba Tahun Berjalan/ *Current Year Profit* Rp	Penghasilan Komprehensif Lain Tahun Berjalan/ *Total Other Comprehensive Income for the Year* Rp	Dividen/ *Devidend* Rp	Penambahan Modal Entitas Anak/ *Additional Capital of the Subsidiary* Rp	Saldo Akhir/ *Ending Balance* Rp
PT Angkasa Pura I dan Entitas Anak	3,734,736	176,125	2,179	--	--	3,913,040
PT Angkasa Pura II dan Entitas Anak	(1,548,372)	8,175,765	7,996,652	(1,055,000)	173,666,000	187,235,045
PT Hotel Indonesia Natour dan Entitas Anak	(784,049)	737,047	(8,957)	--	--	(55,959)
PT Sarinah dan Entitas Anak dan Entitas Anak	66,869	13,533	(188)	(10,984)	--	69,230
PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko dan Entitas Anak	226,219	(58,261)	23	--	--	167,981
Total	**1,695,403**	**9,044,209**	**7,989,709**	**(1,065,984)**	**173,666,000**	**191,329,337**

	2021				
	Saldo Awal/ *Begining Balance* Rp	Akuisisi Saham Entitas Sepengendali/ *Acquisition of Under Common Entities Shares* Rp	Laba Tahun Berjalan/ *Current Year Profit* Rp	Penghasilan Komprehensif Lain Tahun Berjalan/ *Total Other Comprehensive Income for the Year* Rp	Saldo Akhir/ *Ending Balance* Rp
PT Angkasa Pura I dan Entitas Anak	--	3,734,736	--	--	3,734,736
PT Angkasa Pura II dan Entitas Anak	--	(1,548,372)	--	--	(1,548,372)
PT Hotel Indonesia Natour dan Entitas Anak	--	(784,049)	--	--	(784,049)
PT Sarinah dan Entitas Anak dan Entitas Anak	--	66,869	--	--	66,869
PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko dan Entitas Anak	--	226,219	--	--	226,219
Total	**--**	**1,695,403**	**--**	**--**	**1,695,403**

34. Pendapatan / *34. Revenues*

a. Berdasarkan Jenis / *a. By Type*

	2022 Rp	2021 Rp	
Aviasi			***Aviation***
Aeronautika	7,437,003,914	3,244,932,590	*Aeronautical*
Non Aeronautika	6,090,964,450	5,189,295,659	*Non Aeronautical*
Kargo	796,515,984	169,384,038	*Cargo*
Sub Total	**14,324,484,348**	**8,603,612,287**	***Sub Total***
Perhotelan			***Hospitality***
Jasa Hotel	7,544,960	55,502,329	*Hotel Services*
Jasa Non Hotel	59,149,268	30,547,840	*Non Hotel Services*
Sub Total	**66,694,228**	**86,050,169**	***Sub Total***
Pariwisata			***Tourism***
Taman Nasional	158,090,585	36,415,553	*Heritage Park*
Fasilitas Pariwisata	65,136,392	33,556,889	*Tourism Amenities*
Taman Budaya	30,712,335	17,008,860	*Cultural Park*
Atraksi	13,036,232	1,080,736	*Attraction*
Sub Total	**266,975,544**	**88,062,038**	***Sub Total***

	2022 Rp	2021 Rp	
Retail			***Retail***
Jasa *Money Changer*	302,322,551	604,623,008	*Money Changer Service*
Perdagangan (Ekspor dan Impor)	389,544,131	310,648,407	*Trading (Ekspor and Import)*
Property Management	92,659,941	31,175,419	*Property Management*
Penjualan Ritel	50,509,566	8,662,256	*Retail Sales*
Sub Total	**835,036,189**	**955,109,090**	***Sub Total***
Management Fee			***Management Fee***
Lain-lain	5,344,483	--	*Others*
Sub Total	**5,344,483**	**--**	***Sub Total***
Total	**15,498,534,792**	**9,732,833,584**	***Total***

b. Berdasarkan Transaksi / *b. By Transaction*

	2022 Rp	2021 Rp	
Pihak Berelasi	2,797,221,830	2,157,252,280	*Related Parties*
Pihak Ketiga	12,701,312,962	7,575,581,304	*Third Parties*
Total	**15,498,534,792**	**9,732,833,584**	***Total***

35. Beban Pokok Pendapatan / *35. Cost of Revenues*

	2022 Rp	2021 Rp	
Aviasi			***Aviation***
Penyusutan (Catatan 17 dan 18)	4,106,734,116	3,775,318,665	*Depreciation (Note 17 dan 18)*
Pemeliharaan	839,768,067	886,423,369	*Maintenance*
Utilitas	766,250,861	642,547,562	*Utilities*
Jasa Alih Daya	688,841,412	589,517,132	*Outsourcing Services*
Groundhandling and Aircraft Handling Additional Note (AHAN)	505,985,000	531,595,000	*Ground handling and Aircraft Handling Additional Note (AHAN)*
Logistik	462,163,987	261,479,033	*Logistic*
Sewa	158,934,912	171,937,834	*Rent*
Penyusutan Aset Hak Guna (Catatan 19)	59,441,707	67,632,975	*Depreciation of Right of Use Assets (Note 19)*
Lain-lain	644,301,983	746,672,723	*Others*
Subtotal	**8,232,422,045**	**7,673,124,293**	***Subtotal***
Perhotelan			***Hospitality***
Travel Management	17,052,288	--	*Travel Management*
Kamar	6,073,974	20,745,262	*Room*
Makanan dan Minuman	5,659,232	28,765,656	*Food and Beverages*
Management Fee	1,517,722	761,957	*Management Fee*
Lain-lain	329,820	8,410,736	*Others*
Subtotal	**30,633,036**	**58,683,611**	***Subtotal***
Pariwisata			***Tourism***
Taman Nasional	64,699,131	55,626,339	*Heritage Park*
Taman Budaya	54,473,197	26,061,882	*Cultural Park*
Fasilitas Pariwisata	33,606,629	30,457,810	*Tourism Amenities*
Atraksi	10,404,451	9,207,542	*Attraction*
Penyusutan Aset Hak Guna (Catatan 19)	5,325,149	2,593,666	*Depreciation of Right of Use Assets (Note 19)*
Subtotal	**168,508,557**	**123,947,239**	***Subtotal***

	2022 Rp	2021 Rp	
Retail			***Retail***
Penukaran Uang	302,098,629	604,212,788	*Money Changer*
Ekspor dan Impor	350,910,401	288,060,309	*Export and Import*
Sewa	25,504,412	6,574,513	*Rent*
Canvasing	5,105,742	3,959,853	*Canvasing*
Digital Bisnis	707,629	365,492	*Digital Business*
Distribusi	616,887	964,739	*Distribution*
Specialty Store	563,248	627,605	*Merchandise*
Subtotal	**685,506,948**	**904,765,298**	***Subtotal***
Total	**9,117,070,586**	**8,760,520,441**	***Total***

36. Beban Pemasaran / *36. Marketing Expenses*

	2022 Rp	2021 Rp	
Pegawai	2,878,318,445	2,699,286,625	*Employee*
Promosi/Pemasaran	41,708,229	24,618,903	*Promotion/Marketing*
Total	**2,920,026,674**	**2,723,905,528**	***Total***

37. Beban Umum dan Administrasi / *37. General and Administrative Expenses*

	2022 Rp	2021 Rp	
Penurunan Nilai Piutang (Catatan 6 dan 7)	285,034,063	1,749,956,728	*Impairment of Receivable (Notes 6 and 7)*
Pajak	441,765,675	417,158,374	*Tax*
Imbalan Pascakerja dan Iuran Pensiun	412,048,612	399,774,743	*Post-Employment Benefits and Pension Contributions*
Gaji dan Tunjangan	439,333,417	312,071,801	*Salaries and Allowances*
Jasa Profesional	246,691,498	155,796,992	*Professional Services*
Asuransi	135,662,784	125,112,709	*Insurance*
Kantor	81,611,102	55,892,144	*Office*
Collection Fee	72,671,839	18,851,000	*Collection Fee*
Perjalanan Dinas dan Transportasi	62,140,183	38,863,964	*Business Travel and Transportation*
Keamanan	57,559,199	16,689,923	*Security*
Pendidikan dan Pelatihan	43,192,570	36,970,507	*Education and Training*
Pemakaian Persediaan	33,248,390	27,034,450	*Inventory Usage*
Air, Listrik dan Gas	19,859,858	33,819,851	*Water, Electricity and Gas*
Aset Dibiayakan	18,301,759	30,157,967	*Financed Assets*
Penyusutan (Catatan 17 dan 18)	15,382,233	8,590,019	*Depreciation (Note 17 and 18)*
Pemeliharaan	6,326,201	16,264,923	*Maintenance*
Lain-lain	282,409,013	276,839,812	*Others*
Total	**2,653,238,396**	**3,719,845,907**	***Total***

38. Pendapatan Lain-Lain / *38. Other Income*

	2022 Rp	2021 Rp	
Pembalikan Beban Akrual	252,467,733	27,626,641	*Reversal of Accrued Expense*
Pemulihan Cadangan Penurunan Nilai	221,178,890	79,656,930	*Impairment Reserve Recovery*
Laba Penjualan Aset Tetap (Catatan 18)	20,130,941	14,477,092	*Gain on Sale of Fixed Assets (Note 18)*
Denda	11,753,236	12,511,406	*Penalty*
Laba Selisih Kurs	5,557,572	6,259,261	*Profit on Foreign Exchange*
Lelang	1,571,677	--	*Auction*
Pendapatan atas Penghapusan Utang	1,101,357	7,410,209	*Income on Debt Elimination*
Klaim Asuransi	980,933	2,134,730	*Insurance Claim*
Keuntungan Modifikasi Kontrak Sewa	--	15,872,107	*Gain on Lease Contract Modification*
Pendapatan atas Ganti Rugi Tenant	--	13,138,578	*Income on Tenant Compensation*
Pendapatan atas Pengelolaan Wisma Atlet	--	7,908,001	*Income on Athlete Village Management*
Lain-lain	232,652,860	146,660,213	*Others*
Total	**747,395,199**	**333,655,168**	***Total***

39. Beban Lain-Lain / *39. Other Expenses*

	2022 Rp	2021 Rp	
Beban TJSL	30,807,537	55,995,060	*TJSL Expense*
Penurunan Nilai Aset Tetap	19,687,874	8,266,082	*Impairment of Fixed Assets*
Beban Asuransi Pensiunan	9,457,200	7,970,000	*Retired Employees Insurance Expense*
Beban dokter jaga	2,731,333	3,160,000	*Doctor Expense*
Sanksi Denda	1,235,497	6,594,731	*Penalty Sanctions*
Sumbangan	1,056,205	948,724	*Donation*
Penghapusan PPN Masukan	--	61,440,975	*Write off of VAT In*
Beban Ganti Rugi Sewa	--	22,732,500	*Rent Compensation Expense*
Konsultan Holding	--	5,043,500	*Holding Consultant*
Lain-lain	144,795,420	171,759,846	*Others*
Total	**209,771,066**	**343,911,418**	***Total***

40. Pendapatan Keuangan / *40. Financial Income*

	2022 Rp	2021 Rp	
Keuntungan Restrukturisasi Pinjaman	311,588,936	--	*Gain on Loan Restructuring*
Bunga Jasa Giro	66,291,588	46,235,336	*Giro Service Interest*
Bunga Deposito	23,036,557	27,295,758	*Time Deposit Interest*
Bunga Obligasi dan Reksadana	8,386,547	10,258,515	*Bonds and Mutual Funds Interest*
Bunga Pinjaman	767,761	131,793	*Loan Interest*
Total	**410,071,389**	**83,921,402**	***Total***

41. Beban Keuangan / *41. Financial Expense*

	2022 Rp	2021 Rp	
Beban Bunga Pinjaman Bank dan Obligasi	2,765,826,375	2,709,597,982	*Bank Loans and Bonds Interest Expense*
Beban Bunga Liabilitas Sewa	94,960,792	57,920,377	*Interest on Lease Liabilities*
Beban Pendanaan	20,342,278	--	*Financing Expenses*
Beban Administrasi Bank	14,556,532	10,352,850	*Bank Administrative Expense*
Lain-lain	5,325,828	2,926,803	*Others*
Total	**2,901,011,805**	**2,780,798,012**	***Total***

42. Rugi Operasi yang Dihentikan / *42. Loss of Discontinued Operations*

Berdasarkan Akta Notaris No.189 tanggal 30 September 2021 dari Rosida Rajagukguk-Siregar, S.H., M.Kn., Notaris di Jakarta Selatan, sehubungan dengan pelepasan hak atas 79% kepemilikan saham HIN di PT Hotel Indonesia Properti kepada PT Wijaya Karya Realty dengan nilai akuisisi Rp1.755.999.882. Serta berdasarkan akta No.190 tanggal 30 September 2021 dari Rosida Rajagukguk-Siregar, S.H., M.Kn., Notaris di Jakarta Selatan, sehubungan pelepasan hak atas 20% kepemilikan saham HIN di PT Hotel Indonesia Properti kepada PT Wijaya Karya Realty dengan nilai akuisisi Rp439.998.887.

Based on Notarial Deed No.189 dated September 30, 2021 from Rosida Rajagukguk-Siregar, S.H., M.Kn., Notary in South Jakarta, in connection with the opening of the rights to 79% share ownership of HIN in PT Hotel Indonesia Properti to PT Wijaya Karya Realty with a value of acquisition of Rp1,755,999,882. And based on deed No.190 dated September 30, 2021 from Rosida Rajagukguk-Siregar, S.H., M.Kn., Notary in South Jakarta, in connection with the disclosure of the rights to 20% ownership of HIN in PT Hotel Indonesia Properti to PT Wijaya Karya Realty with acquisition value Rp439,999,887.

	2021 Rp	
Pendapatan	58,035,287	*Revenues*
Beban Pokok Pendapatan	(36,758,330)	*Cost of Revenues*
Laba Kotor dari Operasi yang Dihentikan	21,276,957	*Gross Profit from Discontinued Operations*
Beban Usaha	(76,800,352)	*Operating expenses*
Rugi Usaha dari Operasi yang Dihentikan	(55,523,395)	*Loss from Discontinued Operations*
Beban Lain-lain	(29,040,610)	*Other Expenses*
Rugi Sebelum Pajak dari Operasi yang Dihentikan	(84,564,005)	*Loss Before Tax from Discontinued Operations*
Manfaat Pajak Penghasilan	447,855	*Income Tax Benefit*
Rugi Setelah Pajak dari Operasi yang Dihentikan	(84,116,150)	*After-Tax Loss from Discontinued Operations*
Pendapatan Komprehensif Lain	--	*Other Comprehensive Income*
Rugi Komprehensif Lain dari Operasi yang Dihentikan	**(84,116,150)**	***Other Comprehensive Loss from Discontinued Operations***

43. Transaksi Dengan Pihak Berelasi / *43. Transaction With Related Parties*

a. Sifat Hubungan Pihak Berelasi / *a. Nature of Relationship*

Pihak Berelasi/ *Related Parties*	Sifat Hubungan/ *Nature of Relationship*	Jenis Transaksi/ *Nature of Transaction*
Pemerintah Republik Indonesia/ *The Government of The Republic of Indonesia*	Pemegang Saham/ *Shareholders*	Setoran Saham/ *Share Capital*
PT Bank Mandiri (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Jasa Perbankan, Piutang Usaha, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan/ *Banking Services, Account Receivables, Short-Term Bank and Other Financial Institution Loans, Revenues*
PT Bank Rakyat Indonesia (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Jasa Perbankan, Piutang Usaha, Utang Usaha, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan/ Banking Services, Account Receivables/ *Banking Services, Account Receivables, Account Payables, Short-Term Bank and Other Financial Institution Loans, Revenues*
PT Bank Negara Indonesia (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Jasa Perbankan, Piutang Usaha, Piutang Lain-lain, Utang Usaha, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan/ *Banking Services, Account Receivables, Other Receivables, Account Payables, Short-Term Bank and Other Financial Institution Loans, Revenues*
PT Bank Tabungan Negara (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Jasa Perbankan, Piutang Usaha, Piutang Lain-lain, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan/ *Banking Services, Account Receivables, Other Receivables, Short-Term Bank and Other Financial Institution Loans, Revenues*
PT Bank Syariah Indonesia Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Jasa Perbankan, Utang Bank dan Lembaga Keuangan Lainnya, Pendapatan/ *Banking Services, Short-Term Bank and Other Financial Institution Loans, Revenues*
PT Bank KB Bukopin Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Pendapatan/ *Revenues*
Lembaga Pembiayaan Ekspor Indonesia	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Jasa Perbankan, Utang Bank dan Lembaga Keuangan Lainnya/ *Banking Services, Short-Term Bank and Other Financial Institution Loans*

Pihak Berelasi/ ***Related Parties***	**Sifat Hubungan/** ***Nature of Relationship***	**Jenis Transaksi/** ***Nature of Transaction***
PT Bank Mandiri Taspen	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Jasa Perbankan/ *Banking Services*
PT Garuda Indonesia (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Pendapatan/ *Account Receivables, Account Payables, Revenues*
PT Citilink Indonesia	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Pendapatan/ *Account Receivables, Revenues*
PT Garuda Maintenance Facility AeroAsia Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Pendapatan/ *Account Receivables, Account Payables, Revenues*
PT Aerofood Indonesia	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Pendapatan/ *Account Receivables, Revenues*
PT Pertamina Patra Niaga	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Piutang Lain-lain, Pendapatan/ Account Receivables, Other Receivables, Revenues
PT Merpati Nusantara Airlines	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Pendapatan/ *Account Receivables, Revenues*
PT Railink	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PT Telekomunikasi Indonesia (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Utang Lain-lain, Pendapatan/ *Account Receivables, Account Payables, Other Payables, Revenues*
PT Waskita Karya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Utang Lain-lain, Pendapatan/ *Account Receivables, Account Payables, Other Payables, Revenues*
Koperasi Karyawan PT Angkasa Pura (Kokapura)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha/ *Account Receivables, Account Payables*
PT Wijaya Karya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Lain-lain, Pendapatan/ *Account Receivables, Other Payables, Revenues*
PT Propernas Griya Utama	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PT Aero Wisata	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Pendapatan/ *Account Receivables, Revenues*
PT Telekomunikasi Seluler	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Pendapatan/ *Account Receivables, Account Payables, Revenues*
PT Yapro Artha Perdana	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PP KSO	Kerjasama Operasi/ *Joint Operation*	Piutang Usaha/ *Account Receivables*
PT Pertamina (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Pendapatan/ *Account Receivables, Revenues*
PT Kereta Api Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
Perum LPPNPI	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Pendapatan/ *Account Receivables, Revenues*
PT Nindya Karya (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Utang Lain-lain, Beban Akrual/ *Account Receivables, Account Payables, Other Payables, Accrued Expenses*
PT Merpati Maintenance Facility	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
Perum DAMRI	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Pendapatan/ *Account Receivables, Account Payables, Revenues*
PT Pertamina Bina Medika IHC	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Pendapatan/ *Account Receivables, Revenues*
PT Antam (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PT Bandarudara Internasional Jawa Barat	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PT Adhi Karya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Lain-lain, Pendapatan/ *Account Receivables, Other Payables, Revenues*
PT Hutama Karya (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Utang Lain-lain, Pendapatan/ *Account Receivables, Account Payables, Other Payables, Revenues*
PT ITDC Nusantara Utilitas	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
Kementerian Perhubungan/ *Ministry of Transportation*	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PT Brantas Abipraya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Lain-lain/ *Account Receivables, Other Payables*
PT Pembangunan Perumahan Presisi Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PT Pelabuhan Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PT Barata Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha/ *Account Receivables*
PT Sariarthamas Hotel Indonesia	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Lain-lain/ *Other Receivables*

Pihak Berelasi/ ***Related Parties***	**Sifat Hubungan/** ***Nature of Relationship***	**Jenis Transaksi/** ***Nature of Transaction***
PT Percetakan Negara RI (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Lain-lain/ *Other Receivables*
Perum Produksi Film Negara (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Lain-lain/ *Other Receivables*
PT Varuna Tirta Prakasya (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ Account *Payables*
PT Jasa Raharja Putera	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Lain-lain/ *Other Receivables*
Kementerian Sekretariat Negara RI/ *Ministry of State Secretariat of the Republic of Indonesia*	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Lain-lain/ *Other Receivables*
PT Asuransi Jiwa IFG (IFG Life)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Lain-lain/ *Other Receivables*
PT Pelita Air Service (PAS)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha, Pendapatan/ *Account Payables, Revenues*
PT Pembangunan Perumahan (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Lain-lain, Utang Usaha/ *Other Receivable, Account Payable*
Koperasi Karyawan PT Taman Wisata Borobudur, Prambanan, dan Ratu Boko	Entitas Sepengendali/ *Entities Under Common Control*	Utang Usaha/ *Account Payables*
PT PP Urban	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Aero System Indonesia Konstruksi	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Asuransi Jasa Indonesia	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha, Utang Lain-lain, Pendapatan/ *Account Payables, Other Payables, Revenues*
PT Garuda Daya Pratama Sejahtera	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Sucofindo (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Amarta Karya (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha, Utang Lain-lain, Pendapatan/ *Account Payables, Other Payables, Revenues*
PT Yodya Karya (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha, Utang Lain-lain/ *Account Payables, Other Payables*
PT Kimia Farma Apotek	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
Badan Pengkajian dan Penerapan Teknologi (BPPT)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PDAM Tirta Mangutama	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
BPJS Kesehatan	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Pos Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha, Pendapatan/ *Account Payables, Revenues*
PT Taspen (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Asuransi Jiwasraya (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Jasa Raharja (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Berdikari Meubel Nusantara	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Wijaya Karya Rekayasa Konstruksi	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha, Utang Lain-lain/ *Account Payables, Other Payables*
BPJS Ketenagakerjaan	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Usaha/ *Account Payables*
PT Perusahaan Listrik Negara (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha, Utang Usaha, Pendapatan/ *Account Receivable* , *Account Payables, Revenues*
PT Pembangunan Perumahan (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Lain-lain/ *Other Payables*
PT Perusahaan Pengelola Aset (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Lain-lain/ *Other Payables,Beban Akrual, Utang Bank dan Lembaga Keuangan Lainnya/ Accrued Expenses,Short-Term Bank and Other Financial Institution Loans*
PT Istaka Karya (Persero) Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Lain-lain/ *Other Payables*
PT Surveyor Indonesia (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Lain-lain/ *Other Payables*
PT Kadomas Aviasindo	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Lain-lain/ *Other Payables*
PT Pratama Persada Airborne	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Beban Akrual/ *Accrued Expenses*
PT Inaca	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Beban Akrual/ *Accrued Expenses,* Utang Bank dan Lembaga Keuangan Lainnya/ *Short-Term Bank and Other Financial Institution Loans*

Pihak Berelasi/ *Related Parties*	Sifat Hubungan/ *Nature of Relationship*	Jenis Transaksi/ *Nature of Transaction*
PT Indonesia Infrastructure Finance Tbk	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Bank dan Lembaga Keuangan Lainnya/ *Short-Term Bank and Other Financial Institution Loans*
PT Pos Logistik Indonesia	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Pendapatan/ *Revenues*
PT Sarana Multi Infrastruktur (Persero)	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Utang Bank dan Lembaga Keuangan Lainnya/ *Short-Term Bank and Other Financial Institution Loans*
PT Purantara Mitra Angkasa Dua	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Piutang Usaha dan Pendapatan/ *Accoutn Receivable and Revenues*
PT Pertamina Hulu Kalimantan Timur	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Pendapatan/ *Revenues*
PT Wijaya Karya Realty	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Pendapatan/ *Revenues*
PT Pupuk Kalimantan Timur	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Pendapatan/ *Revenues*
PT Badak Natural Gas Liquefaction	Entitas yang Berelasi dengan Pemerintah/ *Government Related Entities*	Pendapatan/ *Revenues*

b. Transaksi dengan Pihak Berelasi
Dalam kegiatan usahanya, Grup melakukan transaksi tertentu dengan pihak berelasi.

b. Transaction with Related Parties
In the normal course of business, Group entered into transactions with related parties.

	2022 Rp	2021 Rp	
Bank			***Cash in Bank***
Rupiah			***Rupiah***
PT Bank Mandiri (Persero) Tbk	1,118,373,203	702,183,977	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	283,947,244	546,978,977	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	444,218,990	545,834,425	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	395,846,773	373,806,488	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	192,695,896	217,629,658	*PT Bank Syariah Indonesia Tbk*
	2,435,082,106	2,386,433,525	
Dolar AS			***US Dollar***
PT Bank Negara Indonesia (Persero) Tbk	161,802,498	163,536,633	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	20,313,158	18,834,424	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	1,168,692	1,061,532	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	--	314,359	*PT Bank Syariah Indonesia Tbk*
	183,284,348	183,746,948	
Dolar Singapura			***Singapore Dollar***
PT Bank Mandiri (Persero) Tbk	15,540	119,270	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	--	27,637	*PT Bank Negara Indonesia (Persero) Tbk*
	15,540	146,907	
Euro			***Euro***
PT Bank Mandiri (Persero) Tbk	22,061	21,270	*PT Bank Mandiri (Persero) Tbk*
	22,061	21,270	
Subtotal	**2,618,404,055**	**2,570,348,650**	***Subtotal***

	2022 Rp	2021 Rp	
Deposito Berjangka			***Time Deposits***
Pihak Berelasi			***Related Parties***
Rupiah			***Rupiah***
PT Bank Mandiri (Persero) Tbk	540,200,000	161,084,000	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	520,800,000	112,800,000	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	454,254,760	369,461,000	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	410,475,000	176,500,000	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	20,000,000	--	*PT Bank Syariah Indonesia Tbk*
PT Bank Mandiri Taspen	--	5,000,000	*PT Bank Mandiri Taspen*
	1,945,729,760	824,845,000	
Total Kas dan Setara Kas	**4,564,133,815**	**3,395,193,650**	***Total Cash and Cash Equivalent***
Persentase Terhadap Total Aset	**4.82%**	**3.59%**	***Percentage to Total Assets***

	2022 Rp	2021 Rp	
Piutang Usaha			***Account Receivables***
Lancar			***Current***
PT Garuda Maintenance Facility AeroAsia Tbk	214,864,379	160,944,260	*PT Garuda Maintenance Facility AeroAsia Tbk*
PT Citilink Indonesia	206,800,477	265,221,868	*PT Citilink Indonesia*
PT Garuda Indonesia (Persero) Tbk	188,196,535	1,502,545,845	*PT Garuda Indonesia (Persero) Tbk*
PT Merpati Nusantara Airlines	56,867,036	56,460,446	*PT Merpati Nusantara Airlines*
PT Railink	52,268,266	22,530,000	*PT Railink*
PT Pertamina Patra Niaga	40,399,882	62,741,672	*PT Pertamina Patra Niaga*
PT Aerofood Indonesia	29,424,815	116,506,799	*PT Aerofood Indonesia*
PT Purantara Mitra Angkasa Dua	17,534,000	--	*PT Purantara Mitra Angkasa Dua*
PT Percetakan Negara RI (Persero)	9,647,587	9,647,587	*PT Percetakan Negara RI (Persero)*
PT Telekomunikasi Seluler	8,745,640	1,907,484	*PT Telekomunikasi Seluler*
PT Bank Rakyat Indonesia (Persero) Tbk	8,366,000	5,023,333	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	6,743,241	1,886,617	*PT Bank Mandiri (Persero) Tbk*
PT Telekomunikasi Indonesia (Persero) Tbk	5,139,578	10,310,558	*PT Telekomunikasi Indonesia (Persero) Tbk*
PT Merpati Maintenance Facility	3,883,664	--	*PT Merpati Maintenance Facility*
PP KSO	3,449,291	1,418,019	*PP KSO*
PT Wijaya Karya (Persero) Tbk	3,039,000	4,022,083	*PT Wijaya Karya (Persero) Tbk*
PT Aero Wisata	1,234,275	1,965,510	*PT Aero Wisata*
PT Bank Negara Indonesia (Persero) Tbk	740,228	1,977,506	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	20,495	1,737,834	*PT Bank Tabungan Negara (Persero) Tbk*
PT Perusahaan Listrik Negara (Persero)	15,750	706,915	*PT Perusahaan Listrik Negara (Persero)*
PT Pelabuhan Indonesia (Persero)	850	15,750	*PT Pelabuhan Indonesia (Persero)*
PT Waskita Karya (Persero) Tbk	--	7,126,311	*PT Waskita Karya (Persero) Tbk*
Koperasi Karyawan PT Angkasa Pura (Kokapura)	--	4,441,278	*Koperasi Karyawan PT Angkasa Pura (Kokapura)*
PT Propernas Griya Utama	--	2,405,306	*PT Propernas Griya Utama*
PT Yapro Artha Perdana	--	1,858,833	*PT Yapro Artha Perdana*
Instansi Pemerintah	--	1,749,324	*Instansi Pemerintah*
PT Pertamina (Persero)	--	1,330,723	*PT Pertamina (Persero)*
PT Kereta Api Indonesia (Persero)	--	1,122,217	*PT Kereta Api Indonesia (Persero)*
Perum LPPNPI	--	827,418	*Perum LPPNPI*
PT Nindya Karya (Persero)	--	810,865	*PT Nindya Karya (Persero)*
Perum DAMRI	--	595,313	*Perum DAMRI*
PT Pertamina Bina Medika IHC	--	570,048	*PT Pertamina Bina Medika IHC*
PT Antam (Persero) Tbk	--	496,065	*PT Antam (Persero) Tbk*
PT Bandarudara Internasional Jawa Barat	--	463,549	*PT Bandarudara Internasional Jawa Barat*
PT Adhi Karya (Persero) Tbk	--	376,994	*PT Adhi Karya (Persero) Tbk*
PT Hutama Karya (Persero)	--	361,214	*PT Hutama Karya (Persero)*
PT ITDC Nusantara Utilitas	--	306,130	*PT ITDC Nusantara Utilitas*
Kementerian Perhubungan	--	279,382	*Kementerian Perhubungan*
PT Brantas Abipraya (Persero) Tbk	--	255,082	*PT Brantas Abipraya (Persero) Tbk*
PT Pembangunan Perumahan Presisi Tbk	--	126,314	*PT Pembangunan Perumahan Presisi Tbk*
Lain-lain	44,436,097	39,801,543	*Others*
Cadangan Kerugian Penurunan Nilai	(154,856,294)	(1,716,222,260)	*Allowance for Impairment Losses*
Subtotal	**746,960,792**	**576,651,735**	***Subtotal***

	2022 Rp	2021 Rp	
Tidak Lancar			***Non-Current***
PT Garuda Indonesia (Persero) Tbk	1,435,604,027	--	*PT Garuda Indonesia (Persero) Tbk*
PT Aerofood Indonesia	121,212,971	--	*PT Aerofood Indonesia*
PT Barata Indonesia (Persero)	14,236,550	--	*PT Barata Indonesia (Persero)*
Cadangan Kerugian Penurunan Nilai	(1,329,023,476)	--	*Allowance for Impairment Losses*
Subtotal	**242,030,072**	**--**	***Subtotal***
Total Piutang Usaha	**988,990,864**	**576,651,735**	***Total Account Receivables***
Persentase Terhadap Total Aset	**1.04%**	**0.61%**	***Percentage to Total Assets***
Piutang Lain-lain			***Other Receivables***
PT Railink	17,897,362	--	*PT Railink*
PT Sariarthamas Hotel Indonesia	15,000,000	15,000,000	*PT Sariarthamas Hotel Indonesia*
Kementerian Sekretariat Negara RI	8,787,633	2,284,282	*Kementerian Sekretariat Negara RI*
Perum Produksi Film Negara (Persero)	4,545,455	4,545,455	*Perum Produksi Film Negara (Persero)*
PT Jasa Raharja Putera	1,425,000	2,275,000	*PT Jasa Raharja Putera*
PT Asuransi Jiwa IFG (IFG Life)	1,146,981	--	*PT Asuransi Jiwa IFG (IFG Life)*
PT Bank Tabungan Negara (Persero) Tbk	857,469	857,469	*PT Bank Tabungan Negara (Persero) Tbk*
PT Pembangunan Perumahan (Persero) Tbk	532,219	--	*PT Pembangunan Perumahan (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	87,719	87,719	*PT Bank Negara Indonesia (Persero) Tbk*
PT Pertamina Patra Niaga	55,000	55,000	*PT Pertamina Patra Niaga*
PT Percetakan Negara RI (Persero)	--	9,647,587	*PT Percetakan Negara RI (Persero)*
Lain-lain	9,679,934	26,119,000	*Others*
Total Piutang Lain-lain	**60,014,772**	**60,871,512**	***Total Other Receivables***
Persentase Terhadap Total Aset	**0.06%**	**0.06%**	***Percentage to Total Assets***

	2022 Rp	2021 Rp	
Utang Usaha			***Account Payables***
PT Waskita Karya (Persero)	100,609,479	18,285,219	*PT Waskita Karya (Persero)*
PT Pembangunan Perumahan (Persero) Tbk	89,206,307	29,651,818	*PT Pembangunan Perumahan (Persero) Tbk*
PT Garuda Indonesia (Persero) Tbk	82,914,453	13,643,000	*PT Garuda Indonesia (Persero) Tbk*
PT Adhi Karya (Persero)	75,290,581	--	*PT Adhi Karya (Persero)*
PT Nindya Karya	23,994,024	17,516,886	*PT Nindya Karya*
PT Varuna Tirta Prakasya (Persero)	12,052,563	--	*PT Varuna Tirta Prakasya (Persero)*
Koperasi Karyawan PT Angkasa Pura (Kokapura)	5,129,000	2,874,612	*Koperasi Karyawan PT Angkasa Pura (Kokapura)*
PT Berdikari Meubel Nusantara	3,647,876	--	*PT Berdikari Meubel Nusantara*
PT Pelita Air Service (PAS)	3,274,804	14,648,505	*PT Pelita Air Service (PAS)*
PT Garuda Daya Pratama Sejahtera	2,594,574	6,561,000	*PT Garuda Daya Pratama Sejahtera*
Koperasi Karyawan PT Taman Wisata Borobudur, Prambanan, dan Ratu Boko	777,002	8,145,167	*Koperasi Karyawan PT Taman Wisata Borobudur, Prambanan, dan Ratu Boko*
PT Jasa Raharja (Persero)	659,793	21,845	*PT Jasa Raharja (Persero)*
Badan Pengkajian dan Penerapan Teknologi (BPPT)	514,364	514,364	*Badan Pengkajian dan Penerapan Teknologi (BPPT)*
BPJS Ketenagakerjaan	123,936	--	*BPJS Ketenagakerjaan*
PT Perusahaan Listrik Negara (Persero)	74,737	--	*PT Perusahaan Listrik Negara (Persero)*
BPJS Kesehatan	49,501	254,917	*BPJS Kesehatan*
PT Hutama Karya (Persero)	--	22,229,299	*PT Hutama Karya (Persero)*
PT PP Urban	--	7,200,000	*PT PP Urban*
PT Telekomunikasi Indonesia (Persero) Tbk	--	7,035,258	*PT Telekomunikasi Indonesia (Persero) Tbk*
PT Aero System Indonesia Konstruksi	--	6,992,000	*PT Aero System Indonesia Konstruksi*
PT Asuransi Jasa Indonesia	--	6,794,714	*PT Asuransi Jasa Indonesia*
PT Sucofindo (Persero)	--	3,215,727	*PT Sucofindo (Persero)*
PT Amarta Karya (Persero)	--	2,550,047	*PT Amarta Karya (Persero)*
PT Garuda Maintenance Facility Aerosia Tbk	--	1,718,000	*PT Garuda Maintenance Facility Aerosia Tbk*
PT Yodya Karya (Persero)	--	1,145,373	*PT Yodya Karya (Persero)*
PT Kimia Farma Apotek	--	972,055	*PT Kimia Farma Apotek*
PT Bank Negara Indonesia (Persero) Tbk	--	592,900	*PT Bank Negara Indonesia (Persero) Tbk*
PDAM Tirta Mangutama	--	293,412	*PDAM Tirta Mangutama*

	2022 Rp	2021 Rp	
Utang Usaha			***Account Payables***
PT Bank Rakyat Indonesia (Persero) Tbk	--	200,000	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Pos Indonesia (Persero)	--	109,940	*PT Pos Indonesia (Persero)*
PT Taspen (Persero)	--	109,451	*PT Taspen (Persero)*
Perum DAMRI	--	109,099	*Perum DAMRI*
PT Telekomunikasi Seluler	--	108,165	*PT Telekomunikasi Seluler*
PT Asuransi Jiwasraya (Persero)	--	97,200	*PT Asuransi Jiwasraya (Persero)*
Lain-lain	14,672,193	10,517,550	*Others*
Total Utang Usaha	**415,585,187**	**184,107,523**	***Total Account Payables***
Persentase Terhadap Total Liabilitas	**0.70%**	**0.32%**	***Percentage to Total Liabilities***
Utang Lain-lain			***Other Payables***
PT Hutama Karya (Persero)	84,404,032	37,323,376	*PT Hutama Karya (Persero)*
PT Waskita Karya (Persero) Tbk	58,785,518	159,206,571	*PT Waskita Karya (Persero) Tbk*
PT Wijaya Karya (Persero) Tbk	48,364,579	287,793,189	*PT Wijaya Karya (Persero) Tbk*
PT PP (Persero) Tbk	22,940,306	91,530,957	*PT PP (Persero) Tbk*
PT Nindya Karya	14,953,569	67,303,892	*PT Nindya Karya*
PT Adhi Karya (Persero) Tbk	14,400,430	147,210,722	*PT Adhi Karya (Persero) Tbk*
PT Wijaya Karya Rekayasa Konstruksi	11,995,546	15,302,649	*PT Wijaya Karya Rekayasa Konstruksi*
PT Amarta Karya (Persero)	8,980,953	11,440,098	*PT Amarta Karya (Persero)*
PT Istaka Karya (Persero) Tbk	3,672,439	15,073,024	*PT Istaka Karya (Persero) Tbk*
PT Asuransi Jasa Indonesia (Persero)	3,554,007	5,945,374	*PT Asuransi Jasa Indonesia (Persero)*
PT Telekomunikasi Indonesia (Persero) Tbk	3,963,618	2,734,937	*PT Telekomunikasi Indonesia (Persero) Tbk*
PT Brantas Abipraya (Persero) Tbk	1,815,021	2,543,202	*PT Brantas Abipraya (Persero) Tbk*
PT Surveyor Indonesia (Persero)	982,808	915,372	*PT Surveyor Indonesia (Persero)*
PT Yodya Karya (Persero) Tbk	500,919	4,444,509	*PT Yodya Karya (Persero) Tbk*
PT Kadomas Aviasindo	430,091	430,091	*PT Kadomas Aviasindo*
PT Perusahaan Pengelola Aset (Persero)	--	15,525,233	*PT Perusahaan Pengelola Aset (Persero)*
Lain-lain	9,487,518	1,476,648	*Lain-lain*
Total Utang Lain-lain	**289,231,354**	**866,199,845**	***Total Other Payables***
Persentase Terhadap Total Liabilitas	**0.49%**	**1.48%**	***Percentage to Total Liabilities***

	2022 Rp	2021 Rp	
Beban Akrual			***Accrued Expenses***
PT Pratama Persada Airborne	654,890	654,890	*PT Pratama Persada Airborne*
PT Inaca	24,000	24,000	*PT Inaca*
PT Perusahaan Pengelola Aset (Persero)	--	650,776	*PT Perusahaan Pengelola Aset (Persero)*
Total Beban Akrual	**678,890**	**1,329,666**	***Total Accrued Expenses***
Persentase Terhadap Total Liabilitas	**0.00%**	**0.00%**	***Percentage to Total Liabilities***
Utang Bank Jangka Pendek			***Short-Term Bank Loan***
PT Bank Negara Indonesia (Persero) Tbk	788,946,344	801,596,344	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	33,839,000	39,560,000	*PT Bank Syariah Indonesia Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	4,130,760	--	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	72,840,958	381,089,500	*PT Bank Mandiri (Persero) Tbk*
Total Utang Bank Jangka Pendek	**899,757,062**	**1,222,245,844**	***Total Short-Term Bank Loan***
Persentase Terhadap Total Liabilitas	**1.52%**	**2.10%**	***Percentage to Total Liabilities***
Utang Bank dan Lembaga Keuangan Lainnya			***Bank Loan and Other Financial Institutions***
PT Bank Mandiri (Persero) Tbk	7,758,221,365	7,143,243,825	*PT Bank Mandiri (Persero) Tbk*
PT Sarana Multi Infrastruktur (Persero)	6,119,130,833	5,195,415,691	*PT Sarana Multi Infrastruktur (Persero)*
PT Bank Tabungan Negara (Persero) Tbk	4,826,028,720	4,756,793,000	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	2,161,757,042	2,189,811,222	*PT Bank Syariah Indonesia Tbk*
PT Bank Negara Indonesia (Persero) Tbk	1,551,694,076	1,597,170,707	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	1,542,241,834	1,461,332,216	*PT Bank Rakyat Indonesia (Persero) Tbk*
Lembaga Pembiayaan Ekspor Indonesia	1,166,799,016	1,297,941,000	*Lembaga Pembiayaan Ekspor Indonesia*
PT Indonesia Infrastructure Finance Tbk	795,075,345	1,138,053,737	*PT Indonesia Infrastructure Finance Tbk*
Total	**25,920,948,231**	**24,779,761,398**	***Total***
Persentase Terhadap Total Liabilitas	**43.67%**	**42.48%**	***Percentage to Total Liabilities***

	2022 Rp	2021 Rp	
Pendapatan Usaha			***Revenues***
PT Garuda Indonesia (Persero) Tbk	1,272,405,651	967,111,870	*PT Garuda Indonesia (Persero) Tbk*
PT Citilink Indonesia	716,522,286	637,848,962	*PT Citilink Indonesia*
PT Pertamina Patra Niaga	206,982,563	53,242,932	*PT Pertamina Patra Niaga*
PT Garuda Maintenance Facility AeroAsia Tbk	96,581,854	98,143,571	*PT Garuda Maintenance Facility AeroAsia Tbk*
PT Aerofood Indonesia	63,340,054	54,075,856	*PT Aerofood Indonesia*
PT Bank Negara Indonesia (Persero) Tbk	54,908,319	38,942,567	*PT Bank Negara Indonesia (Persero) Tbk*
PT Pelita Air Service (PAS)	46,850,317	2,502,395	*PT Pelita Air Service (PAS)*
PT Bank Mandiri (Persero) Tbk	45,282,853	42,378,991	*PT Bank Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	44,636,699	32,059,378	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Pos Logistik Indonesia	29,545,055	39,271,312	*PT Pos Logistik Indonesia*
Perum LPPNPI	24,581,478	28,022,297	*Perum LPPNPI*
PT Purantara Mitra Angkasa Dua	11,175,128	10,462,671	*PT Purantara Mitra Angkasa Dua*
PT Pertamina (Persero)	5,809,645	96,728,572	*PT Pertamina (Persero)*
PT Telekomunikasi Seluler	3,591,619	18,594,818	*PT Telekomunikasi Seluler*
PT Bank Tabungan Negara (Persero) Tbk	2,581,617	937,964	*PT Bank Tabungan Negara (Persero) Tbk*
PT Hutama Karya (Persero)	2,544,348	397,091	*PT Hutama Karya (Persero)*
PT Bank Syariah Indonesia Tbk	1,678,766	121,000	*PT Bank Syariah Indonesia Tbk*
Perum DAMRI	1,422,624	1,205,580	*Perum DAMRI*
PT Telekomunikasi Indonesia (Persero) Tbk	987,564	2,469,237	*PT Telekomunikasi Indonesia (Persero) Tbk*
PT Wijaya Karya Realty	984,493	2,288,520	*PT Wijaya Karya Realty*
PT Pertamina Bina Medika IHC	486,688	3,719,654	*PT Pertamina Bina Medika IHC*
PT Waskita Karya (Persero) Tbk	309,334	240,398	*PT Bank Tabungan Negara (Persero) Tbk*
PT Perusahaan Listrik Negara (Persero)	236,702	35,160	*PT Perusahaan Listrik Negara (Persero)*
PT Pupuk Kalimantan Timur	93,063	92,568	*PT Pupuk Kalimantan Timur*
PT Pertamina Hulu Kalimantan Timur	89,462	4,761,157	*PT Bank Syariah Indonesia Tbk*
PT Badak Natural Gas Liquefaction	70,049	77,876	*(formerly PT Bank Syariah Mandiri, PT Bank*
PT Adhi Karya (Persero) Tbk	67,548	342,722	*PT Adhi Karya (Persero) Tbk*
PT Wijaya Karya (Persero) Tbk	101,248	790,476	*PT Wijaya Karya (Persero) Tbk*
PT Pos Indonesia (Persero)	--	631,797	*PT Pos Indonesia (Persero)*
PT Bank KB Bukopin Tbk	--	275,100	*PT Bank KB Bukopin Tbk*
PT Aero Wisata	--	111,084	*PT Aero Wisata*
PT Asuransi Jasa Indonesia	--	3,600	*PT Asuransi Jasa Indonesia*
Lain-lain	163,354,803	19,365,103	*Lain-lain*
Total Pendapatan Usaha	**2,797,221,830**	**2,157,252,280**	***Total Revenues***
Persentase Terhadap Total Pendapatan	**18.05%**	**22.16%**	***Percentage to Total Revenues***

Kompensasi Personil Manajemen Kunci

Total manfaat yang dibayarkan oleh Perusahaan untuk Dewan Komisaris dan Direksi sebesar Rp24.805.906 dan Rp4.163.215 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 (tidak diaudit).

Key Management Personnel Compensation

Total benefits paid by the Company for the Board of Commissioners and Directors amounted to Rp24,805,906 and Rp4,163,215 for the years ended December 31, 2022 and 2021 respectively (unaudited).

44. Informasi Segmen Operasi / *44. Operation Segmen Operation*

	2022					
	Aviasi/ *Aviation* Rp	Jasa dan Perdagangan Umum/ *Services and Trading* Rp	*Pariwisata* Lainnya/ *Other Tourism* Rp	Eliminasi/ *Elimination* Rp	Total Rp	
PENDAPATAN	14,381,023,158	840,615,109	415,158,289	(138,261,764)	15,498,534,792	***REVENUES***
BEBAN POKOK PENDAPATAN	(8,361,644,891)	(688,077,518)	(200,809,941)	133,461,764	(9,117,070,586)	***COST OF REVENUES***
LABA BRUTO	6,019,378,267	152,537,591	214,348,348	(4,800,000)	6,381,464,206	***GROSS PROFIT***
Beban Pemasaran	(2,871,086,970)	(13,112,865)	(35,826,839)	--	(2,920,026,674)	*Marketing Expenses*
Beban Umum dan Administrasi	(2,222,838,174)	(120,083,694)	(313,785,686)	3,469,158	(2,653,238,396)	*General and Administrative Expenses*
Beban Lain-lain	(208,143,066)	(1,811,167)	(1,007,736,091)	1,007,919,258	(209,771,066)	*Other Expenses*
Pendapatan Lain-lain	732,730,947	6,348,464	17,205,568	(8,889,780)	747,395,199	*Other Income*
LABA USAHA	1,450,041,004	23,878,329	(1,125,794,700)	997,698,636	1,345,823,269	***OPERATING GAIN***
Pendapatan Keuangan	404,951,057	362,323	4,758,009	--	410,071,389	*Finance Income*
Beban Keuangan	(2,816,388,337)	(54,359,403)	(30,264,065)	--	(2,901,011,805)	*Finance Costs*
Bagian Rugi Entitas Asosiasi	(146,494,382)	(10,515,764)	(10,904,391)	(4,519,790)	(172,434,327)	*Equity Loss of Associates Entities*
Pajak Final	(177,798,363)	--	--	--	(177,798,363)	*Final Tax*
RUGI SEBELUM PAJAK PENGHASILAN BADAN	(1,285,689,021)	(40,634,515)	(1,162,205,147)	993,178,846	(1,495,349,837)	***LOSS BEFORE CORPORATE INCOME TAX***
Manfaat Pajak Penghasilan	553,345,583	14,576,593	13,600,703	--	581,522,879	*Income Tax Benefit*
RUGI TAHUN BERJALAN SETELAH EFEK PENYESUAIAN PROFORMA	**(732,343,438)**	**(26,057,922)**	**(1,148,604,444)**	**993,178,846**	**(913,826,958)**	***LOSS FOR THE YEAR AFTER EFFECT OF PROFORMA ADJUSTMENT***
RUGI KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK	(147,573,685)	(7,750,245)	905,626,180	(905,336,745)	(155,034,495)	*OTHER COMPREHENSIVE LOSS FOR THE YEAR AFTER TAX*
TOTAL RUGI KOMPREHENSIF TAHUN BERJALAN SETELAH	**(879,917,123)**	**(33,808,167)**	**(242,978,264)**	**87,842,101**	**(1,068,861,453)**	***TOTAL COMPREHENSIVE LOSS FOR YEAR AFTER***
Aset Segmen	83,489,521,346	1,439,262,472	46,235,479,835	(36,500,372,395)	94,663,891,258	*Segment Assets*
Liabilitas Segmen	56,608,645,956	1,409,120,595	15,418,880,111	(14,076,326,087)	59,360,320,575	*Segment Liabilities*

	2021					
	Aviasi/ *Aviation* Rp	Jasa dan Perdagangan Umum/ *Services and Trading* Rp	*Pariwisata* Lainnya/ *Other Tourism* Rp	Eliminasi/ *Elimination* Rp	Total Rp	
PENDAPATAN	8,652,601,458	956,002,840	174,112,207	(49,882,921)	9,732,833,584	***REVENUES***
BEBAN POKOK PENDAPATAN	(7,723,007,214)	(904,765,297)	(182,630,851)	49,882,921	(8,760,520,441)	***COST OF REVENUES***
LABA BRUTO	929,594,244	51,237,543	(8,518,644)	--	972,313,143	***GROSS PROFIT***
Beban Pemasaran	(2,696,016,015)	(3,617,190)	(24,272,323)	--	(2,723,905,528)	*Marketing Expenses*
Beban Umum dan Administrasi	(3,338,764,491)	(121,593,833)	(246,715,357)	(12,772,226)	(3,719,845,907)	*General and Administrative Expenses*
Beban Lain-lain	(262,634,206)	(9,102,891)	(43,599,102)	(28,575,219)	(343,911,418)	*Other Expenses*
Pendapatan Lain-lain	293,745,528	20,671,214	19,238,426	--	333,655,168	*Other Income*
RUGI USAHA	(5,074,074,940)	(62,405,157)	(303,867,000)	(41,347,445)	(5,481,694,542)	***OPERATING LOSS***
Pendapatan Keuangan	81,095,196	412,545	2,413,661	--	83,921,402	*Finance Income*
Beban Keuangan	(2,757,802,033)	(5,162,272)	(17,833,707)	--	(2,780,798,012)	*Finance Costs*
Bagian Rugi Entitas Asosiasi	(149,635,777)	(16,762,227)	(4,097,056)	39,016,912	(131,478,148)	*Equity Loss of Associates Entities*
Rugi Operasi yang Dihentikan	--	--	(84,116,150)	--	(84,116,150)	*Loss of Discontinued Operations*
Pajak Final	(162,275,156)	--	--	--	(162,275,156)	*Final Tax*
RUGI SEBELUM PAJAK PENGHASILAN BADAN	(8,062,692,710)	(83,917,111)	(407,500,252)	(2,330,533)	(8,556,440,606)	***LOSS BEFORE CORPORATE INCOME TAX***
Manfaat Pajak Penghasilan	981,319,570	13,907,651	25,049,174	--	1,020,276,395	*Income Tax Benefit*
RUGI TAHUN BERJALAN SETELAH EFEK PENYESUAIAN PROFORMA	**(7,081,373,140)**	**(70,009,460)**	**(382,451,078)**	**(2,330,533)**	**(7,536,164,211)**	***LOSS FOR THE YEAR AFTER EFFECT OF PROFORMA ADJUSTMENT***
RUGI KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK	(25,173,750)	(876,582)	2,861,299	--	(23,189,033)	*OTHER COMPREHENSIVE LOSS FOR THE YEAR AFTER TAX*
TOTAL RUGI KOMPREHENSIF TAHUN BERJALAN SETELAH EFEK PENYESUAIAN PROFORMA	**(7,106,546,890)**	**(70,886,042)**	**(379,589,779)**	**(2,330,533)**	**(7,559,353,244)**	***TOTAL COMPREHENSIVE LOSS FOR YEAR AFTER EFFECT OF PROFORMA ADJUSTMENT***
Aset Segmen	84,391,575,784	514,231,153	46,103,552,160	(36,471,544,549)	94,537,814,548	*Segment Assets*
Liabilitas Segmen	56,815,611,411	438,049,316	11,669,820,513	(10,585,498,812)	58,337,982,428	*Segment Liabilities*

45. Perjanjian-Perjanjian Penting / *45. Significant Agreements*

PT Angkasa Pura I ("AP I")

a) Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara

Pada tanggal 15 Desember 2015, AP I 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).

PT Angkasa Pura I ("AP I")

a) Concession Agreement - Directorate General of Civil Aviation

On December 15, 2015, AP I entered into an agreement with the Directorate General of Civil Aviation (DJPU) regarding the concession provided to AP I 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 memberikan hak kepada AP I 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.

DJPU granted the right to AP I 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.*

Ketentuan-ketentuan penting dalam Perjanjian Konsesi adalah sebagai berikut, antara lain:
- AP I 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 AP I, setelah AP I mendapat persetujuan Rapat Umum Pemegang Saham.

Important conditions in the Concession Agreement, among others, are as follows:
- *AP I 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 AP I, after AP I received approval from Shareholders General Meeting.*

DJPU memiliki kewenangan untuk melakukan pengawasan dan pengendalian terhadap pelaksanaan Konsesi berdasarkan Perjanjian Konsesi sesuai dengan kewenangannya yang diatur oleh Undang-Undang.

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.

Pada tahun 2022, AP I mencatat besaran untuk konsesi untuk tahun 2022 sebesar 1% dari pendapatan jasa kebandarudaraan berdasarkan proposal yang disepakati oleh AP I dan AP II yang telah diajukan ke Kementerian Perhubungan. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perpanjangan perjanjian dan persetujuan proposal tersebut masih dalam proses.

In 2022, AP I recognized concession fee for the year 2022 of 1% of airport service revenue based on a proposal agreed upon by AP1 and AP2 that has been submitted to the Ministr of Transportation. Up until the date of completion of the consolidated financial statements, the extension of the agreement and approval of those proposal is still in process.

Sehubungan dengan kerterlambatan pembayaran tagihan tersebut di atas, AP I telah membayar denda sebesar Rp33.586.076 pada tanggal 1 Juli 2022.

In relation with the late payment of the invoice as stated above, AP I has paid the penalty amount of Rp33,586,076 on July 1, 2022.

Pada tanggal 31 Desember 2022 dan 2021, AP I mencatat akrual beban konsesi masing-masing sebesar Rp209.295.910 dan Rp287.070.364.

On December 31, 2022 and 2021, AP I has recorded accrued concession expense amounted to Rp209,295,910 and Rp287,070,364, respectively.

b) Perjanjian kerja sama pemanfaatan tanah milik Tentara Nasional Indonesia Angkatan Darat (TNI AD) di Bandara Internasional Ahmad Yani

b) Cooperation agreements utilization of land owned by Indonesian Army (TNI AD) in Ahmad Yani International Airport

Pada tanggal 17 Juni 2014, AP I dan TNI AD menandatangani perjanjian kerjasama pemanfaatan sebagian tanah Milik TNI AD di Bandara International 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 International Ahmad Yani Semarang untuk penerbangan sipil dan penerbangan militer dengan prinsip prinsip korporasi.

On June 17, 2014 AP I 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.

Ruang lingkup kerjasama adalah:
- Pemanfaatan tanah milik TNI AD seluas 885.500 m^2 dimana tanah seluas 676.089 m^2 akan digunakan untuk areal pengembangan bandar udara dan tanah seluas 208.411 m^2 akan digunakan untuk areal resapan pada sisi utara areal pengembangan bandar udara.
- Pembayaran kontribusi kepada negara oleh AP I berupa kontribusi tetap dan pembagian keuntungan atas pemanfaatan lahan.
- Aset yang diperoleh dari kerja sama pemanfaatan ini akan diserahkan oleh AP I kepada TNI AD setelah perjanjian berakhir yang dituangkan dalam berita acara serah terima.

The scope of cooperation are:
- *The utilization of land owned by TNI AD area of 885,500 sqm where the land of 676,089 sqm will be used for airport development area and the land of 208,411 sqm will be used for recharge areas on the north side of the airport development area.*
- *Payment of contributions to the country by AP I is in the form of fixed contributions and profit sharing on land use.*
- *Assets obtained from this utilization cooperation will be handed over by AP I to TNI AD after the agreement ends which is stated in the minutes of handover.*

Sarana dan prasarana yang telah ada sebelumnya maupun dibangun oleh AP I akan diserahkan kepada TNI AD.

Facilities and infrastructure that have been previously established or built by AP I will be handed over to TNI AD.

AP I 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 Kerja Sama Pemanfaatan (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 tahun yang berakhir pada 31 Desember 2022 dan 2021, nilai arus kas bersih dari aktivitas operasi dan investasi Bandara International Ahmad Yani Semarang masing-masing adalah arus kas negatif Rp55.660.844 dan arus kas negatif Rp35.831.522.

AP I is subject to a fixed contribution to the state for the utilization of the land belonging to the Indonesian Army, which is 0.6% of the fair value of the land that is the object of the joint utilization or 0.6% x Rp219,471,288, which is Rp1,316,827. Where it is assumed that the increase in land value which is the object of the Utilization Cooperation (KSP) is 4.14% every year. In addition, there is also a profit sharing of 12.29% of the net cash flow from operating and investing activities per year. For the years ended December 31, 2022 and 2021, the net cash flows from operating and investment activities at Ahmad Yani International Airport Semarang were negative cash flows of Rp55,660,844 and negative cash flows of Rp35,831,522, respectively.

c) Perjanjian kerja sama pemanfaatan tanah milik Tentara Nasional Indonesia Angkatan Laut (TNI AL) di Bandar Udara Internasional Juanda Surabaya

c) Cooperation agreements utilization of land owned by Indonesian Navy (TNI AL) Juanda International Airport in Surabaya

Pada tanggal 13 Februari 2014, AP I 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.

On February 13, 2014, AP I 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.

Objek perjanjian kerjasama ini adalah tanah seluas 3.143.352 m^2 beserta fasilitas di atasnya milik TNI AL yang akan dimanfaatkan oleh AP I.

The object of this cooperation agreement is an area of 3,143,352 sqm and the facilities on it owned by TNI AL which will be utilized by AP I.

Sarana dan prasarana yang telah ada sebelumnya maupun dibangun oleh AP I akan diserahkan kepada TNI AL. AP I diwajibkan melaksanakan pembayaran kontribusi tetap dan pembagian keuntungan atas pemanfaatan tanah beserta fasilitasnya dari hasil pembangunan dan pengembangan Terminal 2 Bandara.

Facilities and infrastructure that have been previously established or built by AP I will be handed over to TNI AL. AP I 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) Perjanjian jasa kontruksi gedung terminal dan fasilitas penunjang Bandara Surabaya Internasional Juanda

Pada tanggal 4 Juli 2019, AP I dan PT Waskita Karya (Persero) Tbk. Menandatangani perjanjian pengadaan jasa No. PJKP-19003930 untuk melakukan perluasan dan pembenahan interior gedung terminal 1 dan fasilitas penunjangnya di Bandara Internasional Juanda Surabaya dengan addendum terakhir, yaitu addendum II Nomor : 253-AD/4700019318/PL.02/2021 tanggal 16 April 2021 dengan nilai kontrak termasuk addendum sebesar Rp770.358.053 (termasuk PPN). Jangka waktu perjanjian selama 420 hari terhitung sejak 4 Juli 2019 sampai dengan 26 Agustus 2020 dan diperpanjang hingga tanggal 30 Agustus 2021. Pada Tanggal 31 Desember 2021, persentase penyelesaian atas pengerjaan konstruksi tersebut telah mencapai 100% dari keseluruhan pekerjaan.

d) Construction service agreements of terminal building and supporting facilities at Juanda International Airport Surabaya

On July 4, 2019, AP I and PT Waskita Karya (Persero) Tbk. signed a construction service agreement No. PJKP- 19003930 to expand and revamp terminal building and its supporting facilities of Juanda International Airport Surabaya with the last addendum, namely addendum II Number : 253-AD/4700019318/PL.02/2021 dated April 16, 2021 with a contract value including an addendum of Rp770,358,053 (including VAT). The agreement period is 420 days from July 4, 2019 to August 26, 2020 and is extended until August 30, 2021. As of December 31, 2021, the percentage of completion of the construction has reached 100% from total construction.

e) Perjanjian jasa kontruksi gedung terminal dan fasilitas penunjang Bandara Internasional Sultan Hasanuddin Makassar

Pada tanggal 19 Maret 2019, AP I dan PT Wijaya Karya (Persero) Tbk. menandatangani perjanjian pengadaan jasa No. PJKP-19003608 untuk melakukan konstruksi dan pengembangan gedung terminal dan fasilitas penunjangnya di Bandara Sultan Hasanuddin Makassar dengan nilai kontrak sebesar Rp2.666.418.700 (nilai termasuk PPN). Jangka waktu perjanjian terhitung sejak 27 Februari 2019 sampai dengan 11 Mei 2021 dan sudah berakhir pada tanggal 24 Oktober 2022. Pada tanggal 28 September 2022, terdapat addendum nilai kontrak sehubungan peningkatan pajak dari 10% ke 11%. Pada tanggal 31 Desember 2022, persentase penyelesaian atas pengerjaan konstruksi tersebut telah mencapai 65,06% dari keseluruhan pekerjaan.

e) Construction service agreements of terminal building and supporting facilities at Sultan Hasanuddin International Airport Makassar

On March 19, 2019, AP I and PT Wijaya Karya (Persero) Tbk. signed construction service agreement No. PJKP19003608 to construct and develop terminal building and its supporting facilities of Sultan Hasanuddin Airport Makassar with contract value of Rp2,666,418,700 (include VAT). The term of the agreement started on February 27, 2019 until May 11, 2021 and has ended on October 24, 2022. On September 28, 2022, there is an addendum to the contract value in conncetion with the increase in taxes from 10% to 11%. As of Desember 31, 2022, the percentage of completion of the construction has reached 65.06% from total construction.

f) Perjanjian dengan PT Angkasa Pura Propertindo (“APP”)

- Perjanjian kerjasama tentang bangun guna serah (BOT) atas tanah seluas 12.000 m² di Sunset Road Bali antara AP I dengan APP

f) Agreements with PT Angkasa Pura Propertindo (“APP”)

- *Cooperation agreement on build operation transfer (BOT) on land covering an area of 12,000 m² in Sunset Road Bali between AP I and APP*

Pada tanggal 19 September 2012, AP I dan APP menandatangani perjanjian kerjasama No.SP/96.HK.06.03/ 2012/DU dan No. APP.001/PKS/2012/DU tentang bangun serah guna (BOT) atas tanah seluas 12.000 m^2 di Sunset Road Bali dimana tanah milik AP I 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 AP I adalah sebesar Rp39.168.000.

On September 19, 2012, AP I 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 sqm on Sunset Road Bali where AP I'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 AP I amounting to Rp39,168,000.

- Perjanjian kerjasama tentang bangun guna serah (BOT) atas tanah seluas 16.386 m² di Sunset Road Bali antara AP I dan APP

  Pada tanggal 4 Agustus 2014, AP I dan APP menandatangani perjanjian kerjasama No. SP.187/KB.03.02/2014/PD dan No. APP. 001/PKS/2014/DU tentang bangun serah guna (BOT) atas tanah seluas 16.386 m^2 di Sunset Road Bali dimana tanah milik AP I 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 AP I 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 AP I sebesar Rp5.400.000.

- *Cooperation agreement on build operation transfer (BOT) on land covering an area of 16,386 m² in Sunset Road Bali between AP I and APP*

  On August 4, 2014, AP I 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 sqm on Sunset Road Bali where AP I's land will be handed over to APP to build condotel, vilatel, commercial areas and supporting facilities which are managed by APP.

  The term of this agreement is 32 (thirty two) years with 6 (six) months from the date of preparation of August 4, 2014. Compensation for AP I 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 AP I amounted to Rp5,400,000.

g) Perjanjian Kerjasama Pemanfaatan Bandara Sentani

   Pada tanggal 13 Oktober 2019, AP I 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. Perjajian ini berlaku selama 30 tahun sejak ditandatanganinya perjanjian.

g) Cooperation Agreement of Utilization of Sentani Airport

On October 13, 2019, AP I 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.

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 AP I kepada Dephub.

AP I dikenakan kontribusi tetap tahun pertama sebesar Rp10.206.694 dengan kenaikan sebesar 3,60% setiap tahun serta pembagian keuntungan sebesar 7,43% dari pendapatan per tahun apabila BMN yang menjadi objek KSP telah menghasilkan keuntungan.

Sehubungan dengan penurunan kinerja keuangan akibat pandemi Covid-19, AP I mengajukan permohonan keringanan kontribusi tetap atas KSP Bandara Sentani, dimana AP I telah mendapatkan persetujuan untuk mendapatkan keringanan kontribusi tetap sebesar 50% untuk tahun 2022 dan 2023.

Pada tanggal 18 Maret 2022, AP I telah melakukan pembayaran kontribusi tetap tahun kedua sebesar Rp5.477.848.

h) Perjanjian Kerjasama Pemberian Dukungan dan Pengelolaan pada Proyek Kerjasama Pemerintah dan Badan Usaha (KPBU) Bandar Udara Kediri

Pada tanggal 26 Oktober 2020, AP I dan PT Gudang Garam Tbk (Gudang Garam) menandatangani Perjanjian Induk tentang Perjanjian Kerjasama Pemberian Dukungan dan Pengelolaan pada Proyek KPBU Bandar Udara Kediri dimana kerjasama akan dilakukan dalam 2 (dua) tahap:
- Tahap penetapan badan usaha pemrakarsa dan pengadaan Badan Usaha Pelaksana (BUP);
- Tahap pembangunan dan pengelolaan bandar udara Kediri.

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 AP I to Dephub.*

AP I is subject to a fixed contribution in first year amounted Rp10,206,694 with an annual increase of 3.60% as well as a profit sharing of 7.43% of annual revenue if BMN as the KSP object has made a profit.

In connection with the decline in financial performance due to the Covid-19 pandemic, AP I applied for permanent contribution relief for the Sentani Airport KSP, where AP I has obtained approval to obtain a fixed contribution relief of 50% for 2022 and 2023.

On March 18, 2021, AP I has paid the second year fixed contribution amounting to Rp5,477,848.

h) Cooperation Agreement of Support and Operation of Government and Business Entity Cooperation Project (KPBU) Kediri Airport

On October 26, 2020, AP I and PT Gudang Garam Tbk (Gudang Garam) signed a Master Agreement regarding the Cooperation Agreement for Providing Support and Operation of Kediri Airport KPBU Project, whereas the cooperation will be carried out in 2 (two) stages:
- *The appointment stage of the initiating business entity and the procurement of the Implementation Business Entity (BUP);*
- *The construction and operation stage of Kediri airport.*

Atas kerjasama tersebut, Gudang Garam akan membayarkan kompensasi kepada AP I sebagai berikut:
- *Upfront fee/Technical Expertise Fee* atas advis yang diberikan oleh AP I pada proses pengadaan BUP dan *technical know-how* dalam pembangunan dan pengelolaan di bidang kebandarudaraan;
- *Management fee* atas biaya pengelolaan bandar udara Kediri;
- *Variable Incentives*, yaitu bagi hasil atas pendapatan kegiatan pengelolaan bandar udara Kediri.

For the cooperation, Gudang Garam will pay compensation to AP I as follows:

- *Upfront fee/Technical Expertise Fee for the advice given by AP I on the BUP procurement process and technical know-how in the development and operation of the airport sector;*
- *Management fee for the operation fee of Kediri airport;*
- *Variable Incentives, which is revenue sharing from the operation of Kediri airport*

Perjanjian ini berlaku sejak ditandatangani perjanjian sampai dengan Perjanjian Kerjasama Pengelolaan Bandar Udara Kediri berlaku efektif dan mengikat para pihak.

This Agreement is valid from the signing of the agreement until the Kediri Airport Operation Cooperation Agreement becomes effective and binding on the parties.

Pada tanggal 11 Februari 2021, AP I telah menerima 25% pembayaran *Upfront Fee/Technical Expertise Fee* sebesar Rp22.028.500.

On February 11, 2021, AP I has received 25% of the Upfront Fee/Technical Expertise Fee amounted to Rp22,028,500.

Sehubungan dengan telah keluarnya Surat Pengumuman Hasil Pengadaan Badan Usaha Pelaksana Proyek Kerja Sama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Baru di Kabupaten Kediri Nomor: PL.104/02/07/Panpel-Kediri-2022 tanggal 29 Juli 2022 yang menyatakan bahwa PT Gudang Garam sebagai pemenang lelang, maka pada tanggal 16 Agustus 2022, AP I telah menerima sisa 75% pembayaran *Upfront Fee/ Technical Expertise Fee* sebesarRp66.085.500.

In connection with the issuance of the Letter of Announcement on the Procurement of Business Entities Implementing the Public Private Partnership Project (PPP) for the New Airport in Kediri Regency Number: PL.104/02/07/Panpel-Kediri-2022 dated July 29, 2022 stating that PT Gudang Garam as the winner of the auction, on August 16, 2022, AP I has received the remaining 75% payment of the Upfront Fee/Technical Expertise Fee of Rp66,085,500.

Pada tanggal 26 Januari 2021, AP I dan Gudang Garam menandatangani Perjanjian Kerja Sama Operasi (KSO) Penyelenggaraan Jasa Kebandarudaraan di Bandar Udara Kediri dimana Gudang Garam menyerahkan pengoperasian bandar udara Kediri kepada AP I. Atas kegiatan pengoperasian tersebut, AP I memperoleh *management fee* dan *variable incentives* sebagaimana dijelaskan di atas. Jangka waktu perjanjian ini akan ditetapkan kemudian berdasarkan perjanjian KPBU antara Gudang Garam dengan Penanggung Jawab Proyek Kerjasama, yaitu DJPU.

On January 26, 2021, AP I and Gudang Garam signed Joint Operation Agreement of Operating Airport Services at Kediri Airport whereas Gudang Garam handover the operation of Kediri airport to AP I. For the operational activities, AP I will obtain management fee and variable incentives as explained above. The period of the agreement will be determined later based on KPBU agreement between Gudang Garam and the Representation of of the Project Cooperation, which is DJPU.

i) Perjanjian Penyelesaian Pembayaran Progres Termin VI atas Pekerjaan *Design & Build* Pengembangan Bandar Udara Sultan Hasanuddin Makassar, Sulawesi Selatan Tahap 1 – *Stage I* – Paket 1.

Pada tanggal 30 Desember 2022, AP I dan PT Wijaya Karya (Persero) Tbk (WIKA) menandatangani Perjanjian Penyelesaian Pembayaran atas tagihan progress termin VI untuk pekerjaan *design & build* pengembangan Bandar Udara Sultan Hasanuddin Makassar, Sulawesi Selatan Tahap I – *Stage I* – Paket 1 dimana disepakati untuk pembayaran kewajiban oleh AP I kepada WIKA akan dilakukan melalui penggunaan instrumen/fasilitas perbankan oleh AP I yang akan jatuh tempo setelah 15 (lima belas) bulan.

i) Settlement Agreement for Payment Term VI Progress for project related the Design & Build the Development of Sultan Hasanuddin Airport Makassar, South Sulawesi Phase 1 – Stage I – Package 1.

On December 30, 2022, AP I and PT Wijaya Karya (Persero) Tbk (WIKA) signed Settlement Agreement for Payment Term VI Progress for project related the Design & Build the Development of Sultan Hasanuddin Airport Makassar, South Sulawesi Phase 1 – Stage I – Package 1, where it was agreed that the payment of obligations by AP I to WIKA would be carried out through the use of banking instruments/facilities by AP I which would due after 15 (fifteen) months.

j) Perjanjian dengan Perusahaan
Pada tanggal 28 Desember 2021, AP I dan Perusahaan menandatangani perjanjian No: PJJ.INJ.05.03/23/12/2022/A.0118 tentang Layanan Manajemen Holding BUMN Pariwisata dan Pendukung. Jangka waktu perjanjian ini selama 12 bulan sejak 1 Januari 2022. Dalam perjanjian ini, AP I berkewajiban untuk:

- Melaksanakan seluruh kewajibannya berdasarkan Perjanjian ini untuk memastikan bahwa pelaksanaan Layanan Manajemen dilakukan sesuai dengan syarat dan ketentuan perjanjian ini.
- Menyiapkan dan memberikan data serta informasi yang diperlukan oleh Aviata untuk pelaksanaan pekerjaan atas layanan manajemen yang akan diberikan oleh Aviata kepada AP I.
- Melakukan pembayaran atas jasa layanan manajemen kepada Aviata sebesar nilai bersih 0,5% yang dihitung berdasarkan pendapatan usaha terkonsolidasi dengan mengacu kepada RKAP tahunan AP I termasuk perubahannya. Apabila biaya jasa layanan manajemen yang dibayarkan berdasarkan poin tersebut menjadi kurang atau lebih dari biaya yang seharusnya dibayarkan, maka selisih kurang atau lebih dari biaya jasa layanan manajemen akan direkonsiliasi dan dibuar berita acara untuk diperhitungkan sesuai dengan laporan keuangan auditan AP I.

j) Agreement with the Company
On December 28, 2021, AP II and the Company signed an agreement No: PJJ.INJ.05.03/23/12/2022/A.0118 regarding the Holding Company for State-Owned Tourism and Supporting Management Services. The term of this agreement is 12 months starting from January 1, 2022. Under this agreement, AP II is obligated to:

- *Fulfill all obligations under this Agreement to ensure that the Management Services are carried out in accordance with the terms and conditions of this agreement.*
- *Prepare and provide the necessary data and information to Aviata for the implementation of the work on the management services that will be provided by Aviata to AP I.*
- *Make payment for management service fees to Aviata in the amount of net value of 0.5% calculated based on consolidated business revenue referring to AP I annual RKAP including changes. If the management service fee paid based on this point becomes less or more than the amount that should be paid, then the difference of less or more than the management service fee will be reconciled and made into a report to be calculated in accordance with AP I audited financial statements.*

PT Angkasa Pura ("AP II")

a) Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara

Pada tanggal 15 Desember 2015, AP II mengadakan Perjanjian dengan Direktorat Jenderal Perhubungan Udara (DJPU) mengenai pemberian konsesi untuk melakukan kegiatan pelayanan jasa kebandarudaraan sebagaimana yang dituangkan dalam perjanjian No. HK.201/2/6/DRJU.kum 2015 dan PJJ.04.04/00.02/12/2015/0025 (Perjanjian Konsesi).

DJPU memberikan hak kepada AP II melakukan kegiatan pelayanan jasa kebandarudaraan termasuk meliputi pelayanan sehubungan dengan jasa pesawat udara, penumpang, barang dan pos. Layanan tersebut mencakup penyediaan dan/atau pengembangan:

- Fasilitas kegiatan pelayanan pendaratan, lepas landas, manuver, parkir dan penyimpanan pesawat udara;
- Fasilitas terminal untuk pelayanan angkutan penumpang, kargo dan pos;
- Fasilitas elektronika, listrik, air dan instalasi limbah buangan; dan
- Lahan untuk bangunan, lapangan dan industri serta gedung atau bangunan yang digunakan untuk mendukung transportasi udara.

Ketentuan-ketentuan penting dalam Perjanjian Konsesi adalah sebagai berikut, antara lain:

- AP II 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. Nilai yang dibayarkan tersebut akan diakui sebagai Penerimaan Negara Bukan Pajak (PNBP).
- Perjanjian Konsesi berlaku selama 2 (dua) tahun, terhitung sejak ditandatanganinya perjanjian dan diperpanjang selama 30 tahun sesuai kesepakatan DJPU dan AP II setelah AP II mendapat persetujuan rapat umum pemegang saham.

PT Angkasa Pura ("AP II")

a) Concession Agreement - Directorate General of Civil Aviation

On December 15, 2015, AP II entered into Agreement with the Directorate General of Civil Aviation (DJPU) regarding the concession provided to AP II to conduct airport services as stated in agreement No. HK.202/2/6/DRJU.kum 2015 and PJJ.04.04/00.02/12/2015/0025 (Concession Agreement).

DJPU granted the right to AP II to conduct the airport service activities including aircraft, passenger, freight and postal related services. Such services encompass for the provision and/or development of:

- *Facilities for service activities for landing, takeoff, maneuvering, parking and storage of aircraft;*
- *Terminal facilities for passenger transport services, cargo and mail;*
- *Electronic facilities, electricity, water and waste disposal installations; and*
- *Areas for the building, grounds and industry as well as buildings provided to support air transportation.*

Important conditions in the Concession Agreement, among others, are as follows:

- *AP II 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 amount paid will be recognized as Non Tax Revenue (PNBP).*
- *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 AP II, after AP II received approval from shareholders general meeting.*

DJPU memiliki kewenangan untuk melakukan pengawasan dan pengendalian terhadap pelaksanaan Konsesi berdasarkan Perjanjian Konsesi sesuai dengan kewenangannya yang diatur oleh Undang-Undang.

Per 31 Desember 2022, AP II mencatat estimasi perhitungan akrual beban konsesi kepada DJPU untuk tahun 2018, 2019, 2020 dan Jan-Mei 2021 sebesar 2,5% serta untuk Jun-Des 2021 dan 2022 sebesar 1% dari pendapatan aeronautika dan kargo berdasarkan informasi baru yang diterima pada tahun 2022. Sehingga saldo beban akrual per 31 Desember 2022 dan 2021 untuk PNBP adalah Rp429.906.000 dan Rp270.174.000.

Pada tanggal 28 Juni 2018, AP II telah menerima tagihan pembayaran konsesi pelayanan jasa kebandarudaraan tahun 2016 dari DJPU sebesar Rp102.578.000. Berdasarkan surat tagihan tersebut setiap keterlambatan pembayaran akan dikenakan denda sebesar 2% setiap bulannya, setelah 30 hari sejak dikeluarkannya tagihan tersebut.

Pada tanggal 13 Mei 2022, AP II telah menerima surat tagihan konsesi tahun 2017 dan denda atas tagihan konsesi tahun 2016 masing-masing sebesar Rp128.898.000 dan Rp41.190.000.

b) PT Garuda Indonesia (Persero) Tbk ("Garuda")

i. Pada tanggal 3 Juli 2014, AP II mengadakan Perjanjian Kerjasama Pemanfaatan Tanah No.PJJ.15.02.01/00/07/ 2014/119 dengan Garuda, dimana AP II bertindak sebagai pemberi sewa dan Garuda sebagai penyewa. Beberapa isi perjanjian sebagai berikut:
   - Lahan yang dimanfaatkan seluas 164.742 m^2.
   - Tujuan pemanfaatan lahan untuk administrasi perkantoran, penunjang kegiatan operasional penerbangan berikut fasilitas penunjangnya.
   - Jangka waktu perjanjian adalah 1 Januari 2012 sampai dengan 31 Desember 2016.

DJPU has the authority to supervise and control the implementation of the Concession based on Concession Agreement in accordance with its authority regulated by the Law.

As of December 31, 2022, AP II records the estimated calculation of the concession fee to DJPU for 2018, 2019, 2020, and Jan-May 2021 by 2.5%, and for Jun-Dec 2021 and 2022 by 1% of aeronautics and cargo revenue, based on new information received in 2022. As a result, the accrual expense balance as of December 31, 2022, and 2021 for PNBP was Rp429,906,000 and Rp270,174,000, respectively.

On June 28, 2018, AP II has received a payment bill for aeronautical service concession for year 2016 from DJPU amounted to Rp102,578,000. Based on the bill, every late payment will be subjected to penalty of 2% for each month, 30 days after the bill issue date.

On May 13, 2022, AP II received a bill for the 2017 concession and a penalty for the 2016 concession amounting to Rp128,898,000 and Rp41,190,000, respectively.

b) PT Garuda Indonesia (Persero) Tbk ("Garuda")

i. On July 3, 2014, AP II entered into Land Use Agreement No.PJJ.15.02.01/00/ 07/2014/119 with Garuda, where AP II acts as lessor and Garuda as lessee. Some terms of the agreement are as follows:
   - *Area utilization of 164,742 sqm.*
   - *Land use objectives are for the administrative offices, flight operations, including its supporting facilities.*
   - *The agreement is valid from January 1, 2012 until December 31, 2016.*

Pada tanggal 29 Juli 2020, AP II dan Garuda telah melakukan perpanjangan Perjanjian Nomor PJJ.04.04/00/07/ 2020/0258 dan IG/PERJ/DI-4173/2020/ NON-LEG dengan jangka waktu perjanjian hingga 31 Desember 2021.

On July 29, 2020, AP II and Garuda agreed to extend the agreement Number PJJ.04.04/00/07/2020/0258 and IG/PERJ/DI-4173/2020/NON-LEG with period up to December 31, 2021.

Pada tanggal 31 Desember 2021, berdasarkan Berita Acara No. BAC.06.04/00/12/202/6935 Garuda tidak lagi memperpanjang sewa lahan berdasarkan Perjanjian Kerjasama Pemanfaatan Fasilitas Komersil AP II (Persero) Nomor PJJ.04.04/00/07/ 2020/0258 dan IG/PERJ/DI-4173/2020/ NON-LEG tanggal 29 Juli 2020.

On December 31, 2021, based on Minutes No. BAC.06.04/00/12/202/6935, Garuda did not extend the Utilization of Commercial Facilities Agreement of AP II (Persero) Number PJJ.04.04/00/07/ 2020/0258 and IG/PERJ/DI-4173/2020/ NON-LEG dated July 29, 2020.

Atas bangunan di atas lahan tersebut, yang bukan merupakan objek yang harus dikembalikan sesuai perjanjian, AP II setuju untuk membayar bangunan tersebut sebesar Rp142.500.000 melalui mekanisme penjumpaan utang atas tagihan yang dimiliki oleh AP II kepada Garuda. Nilai bangunan tersebut berdasarkan Laporan Penilaian yang dilakukan oleh KJPP Muttaqin Bambang Purwanto Rozak Uswatun dan Rekan pada tanggal 15 Desember 2021. Hingga tanggal penyelesaian laporan keuangan konsolidasian, pemindahan kepemilikan aset tersebut masih dalam proses.

Regarding the building bulit on the land, which is not an object that must be returned to AP II according to the agreement, AP II agreed to pay the building totalling to Rp142,500,000 through a set off wih the outstanding receivables of AP II from Garuda. The value of the building is based on the Valuation Report conducted by KJPP Muttaqin Bambang Purwanto Rozak Uswatun and Partners on December 15, 2021. As of the completion date of the consolidated financial statements, the transfer of ownership of the assets is still in process.

ii. Pada tanggal 13 Oktober 2016, AP II mengadakan perjanjian dengan Garuda No. PJJ.04.04/00.02/10/2016/0009 dan No. WI/PERJ/DG-3368 tentang pemanfaatan fasilitas komersial, yaitu ruangan di gedung 510, 520 dan 530, dimana AP II bertindak sebagai pemberi sewa dan Garuda sebagai penyewa.

ii. On October 13, 2016, AP II entered into agreement with Garuda No. PJJ.04.04/00.02/10/2016/0009 and No. WI/PERJ/DG-3368 regarding the use of ommercial facility, such as building 510, 520 and 530, where AP II acts as lessor and Garuda as lessee.

Perjanjian ini telah diperpanjang pada tanggal 28 Juni 2022, berdasarkan Perjanjian Kerja Sama Pemanfaatan Fasilitas Komersial AP II Nomor PJJ.04.04/00/06/2022/A.0320 dan IG/PERJ/DO-4155/2022/NON-LEG dengan jangka waktu terhitung sampai dengan 30 Juni 2024.

This agreement has been extended on June 28, 2022, based on the AP II Commercial Facility Utilization Cooperation Agreement Number PJJ.04.04/00/06/ 2022/A.0320 and IG/PERJ/DO-4155/2022/NON-LEG with period until June 30, 2024.

c) PT Pertamina (Persero) ("Pertamina")

i. Pada tanggal 4 Mei 2018, AP II dan Pertamina mengadakan perjanjian No. PJJ.04.04/00/05/2018/0170 dan 007/F20100/2018-SO untuk melaksanakan pelayanan pengisian bahan bakar pesawat udara dan sewa pemanfaatan fasilitas Depot Pengisian Pesawat Udara (DPPU) milik AP II di Bandar Udara Internasional Soekarno-Hatta.

Perjanjian tersebut telah diperpanjang sampai dengan 31 Maret 2024 berdasarkan Perjanjian Nomor PJJ.04.04/00/08/2022/ A.0220 dan KTR-026/PN0000000/2022-S0 Tanggal 5 Agustus 2022.

ii. Pada tanggal 4 Mei 2018, AP II dan Pertamina mengadakan perjanjian No. PJJ.04.04/00/05/2018/0171 dan 007/F20100/ 2018-SO untuk melaksanakan pelayanan pengisian bahan bakar pesawat udara di Bandar Udara Halim Perdanakusuma, Minangkabau, Sultan Syarif Kasim II, Sultan Mahmud Badaruddin II dan Banyuwangi. Perjanjian ini berlaku selama 5 tahun terhitung sejak tanggal 1 April 2018 sampai dengan 31 Maret 2023.

iii. Pada tanggal 31 Maret 2015, AP II dan Pertamina mengadakan perjanjian No. 008/F20100/2015-S0 dan No. PJJ.04.04/ 00.04/03/2015/0048 untuk melaksanakan pelayanan pengisian bahan bakar pesawat udara di Bandara Kualanamu. Perjanjian telah diperpanjang sampai dengan tanggal 24 Juli 2023 berdasarkan perjanjian No. PJJ.04.04/ 00/08/2018/0626 dan No. 013/F20100/ 2018-S0 tanggal 7 Agustus 2018.

iv. Pada tanggal 14 Desember 2015, AP II dan Pertamina mengadakan perjanjian No. 041/F00000/2015-03 dan No. PJJ.04.04/00.02/ 12/2015/0106 untuk melaksanakan pelayanan pengisian bahan bakar pesawat udara di Bandara Husein Sastranegara, Supadio, Sultan Iskandar Muda, Raja Haji Fisabilillah, Sultan Thaha, Depati Amir dan Silangit. Perjanjian telah diperpanjang sampai dengan tanggal 30 September 2022 berdasarkan perjanjian No. PJJ.04.04/00/03/2018/0069 dan No. 003/ F20100/2018-S3 tanggal 14 Maret 2018.

c) PT Pertamina (Persero) ("Pertamina")

i. On May 4, 2018, AP II and Pertamina entered into an agreement No. PJJ.04.04/00/05/2018/0170 and 007/F20100/2018-SO to perform the airline refueling services and Aircraft Charging Depot (DPPU) facilities rental at Soekarno-Hatta International Airport.

The agreement was extended until March 31, 2024 based on Agreement Number PJJ.04.04/00/08/2022/A.0220 and KTR-026/PN0000000/2022-S0 dated August 5, 2022.

ii. On May 4, 2018, AP II and Pertamina entered into an agreement No. PJJ.04.04/00/05/2018/0171 and 007/F20100/2018-SO to perform the airline refueling services at Halim Perdanakusuma, Minangkabau, Sultan Syarif Kasim II, and Sultan Mahmud Badaruddin II and Banyuwangi Airport. This agreement is valid for 5 years starting on April 1, 2018 until March 31, 2023.

iii. On March 31, 2015, AP II and Pertamina entered into an agreement No. 008/F20100/2015-S0 and No. PJJ. 04.04/00.04/03/2015/0048 to perform the airline refueling services at Kualanamu Airport. The agreement was extended until July 24, 2023 based on agreement No. PJJ.04.04/00/08/2018/ 0626 and No. 013/F20100/2018-S0 dated August 7, 2018.

iv. On December 14, 2015, AP II and Pertamina entered into an agreement No. 041/F00000/2015-03 and No. PJJ.04.04/00.02/12/2015/0106 to perform the airline refueling services at Husein Sastranegara, Supadio, Sultan Iskandar Muda, Raja Haji Fisabilillah, Sultan Thaha, Depati Amir and Silangit Airport. The agreement was extended until September 30, 2022 based on agreement No. PJJ.04.04/00/03/ 2018/0069 and No. 003/F20100/2018-S3 dated March 14, 2018.

Perjanjian tersebut masih dalam proses perpanjangan dan sudah diterbitkan Berita Acara Kesepakatan Perpanjangan Kerjasama Pemanfaatan Fasilitas Komersil AP II No. BAC.15.04/ 00/09/2022/A.4100 tanggal 19 September 2022 terhitung sejak tanggal 1 Oktober 2022 sampai dengan 30 September 2023.

The agreement is still in the process of being extended and the Minutes of Commercial Facilities Utilization Agreement AP II No. BAC.15.04/00/09/2022/ A.4100 dated September 19, 2022 started from October 1, 2022 to September 30, 2023.

d) Perjanjian Kerjasama Pemanfaatan Bandara Banyuwangi

Pada tanggal 30 Agustus 2018, AP II dan Pemerintah Kabupaten Banyuwangi menandatangani Perjanjian Kerja Sama Pemanfaatan (KSP) Tanah dan Bangunan untuk Kegiatan Pengusahaan dan/atau Pengembangan Bandar Udara Banyuwangi No. 188/524/429.012/2018 dan PJJ.04.04/00 /08/2018/0754. Perjanjian ini berlaku selama 30 tahun sejak ditandatanganinya perjanjian.

Ruang lingkup kerjasama tersebut adalah sebagai berikut :
- Memanfaatkan tanah dan bangunan dengan situasi dan kondisi yang telah diketahui untuk kegiatan pengusahaan dan/atau pengembangan Bandar Udara Banyuwangi.
- Memberikan kontribusi tetap dan pembagian keuntungan atas pengelolaan Bandar Udara Banyuwangi.
- Rencana pemanfaatanan tanah dan/atau bangunan adalah khusus untuk kegiatan pengusahaaan dan/atau pengembangan Bandar Udara Banyuwangi.
- Tanah dan/atau bangunan yang menjadi objek KSP tidak boleh dijaminkan dan/atau dibebani hak tanggungan dalam bentuk apapun kepada pihak lain.

d) Cooperation Agreement of Utilization of Banyuwangi

On August 30, 2018, AP II and Government of Banyuwangi signed Cooperation Agreement of State Property Utilization of Organizing Unit Banyuwangi Airport No. 188/524/429.012/2018 and PJJ.04.04/00/08/2018/0754. This agreement is effective for 30 years from signing date of the agreement.

Scopes of the cooperation are as follows:

- *Utilize land and building with known situation and condition for commercial activities and/or development of Banyuwangi Airport.*
- *Provide fixed contribution and profit sharing for management of Banyuwangi Airport.*
- *Planning for land and building utilization is specific for commercial activities and/or development of Banyuwangi Airport.*
- *Land and/or building that become objects of KSP should not be guaranteed and/or burdened with dependent rights of any kind to other parties.*

e) Perjanjian Kerjasama Pemanfaatan Bandara Tjilik Riwut

Pada tanggal 19 Desember 2018, AP II dan Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan Republik Indonesia (Dephub) menandatangani Perjanjian Kerja Sama Pemanfaatan (KSP) Barang Milik Negara Pada Unit Penyelenggara Bandar Udara (UPBU) Tjilik Riwut Palangka Raya No. AU.2136/KUM/DJU/XII/2018 dan PJJ.04.04/00/ 12/2018/1246. Perjanjian ini berlaku selama 30 tahun sejak ditandatanganinya perjanjian.

e) Cooperation Agreement of Utilization of Tjilik Riwut Airport

On December 19, 2018, AP II and Directorate General of Civil Aviation Ministry of Transportation Republic Indonesia (Dephub) signed Cooperation Agreement of State Property Utilization of Organizing Unit Tjilik Riwut Airport (UPBU) Palangka Raya No. AU.2136/KUM/DJU/XII/2018 and PJJ.04.04/00/12/2018/1246. This agreement is effective for 30 years from signing date of the agreement.

Ruang lingkup kerjasama tersebut adalah sebagai berikut:
- Mengelola dan melakukan optimalisasi penyediaan dan pengembangan Bandar Udara Tjilik Riwut Palangka Raya sehingga meningkatkan perannya dalam mendukung kegiatan perekonomian.
- Memberikan kontribusi tetap dan pembagian keuntungan atas pengelolaan Bandar Udara Tjilik Riwut Palangka Raya sebagai Penerimaan Negara Bukan Pajak (PNBP).
- Penyerahan hasil pengembangan, pembangunan dan penambahan fasilitas Bandar Udara Tjilik Riwut Palangka Raya dari AP II kepada Kementerian Perhubungan.

Scopes of the cooperation are as follows:
- *Manage and optimize provision and development of Tjilik Riwut Airport Palangka Raya as the result increase its role in developing the economy activities.*
- *Provide fixed contribution and profit sharing for management of Tjilik Riwut Airport Palangka Raya as non-tax state revenue (PNBP).*
- *Hand over of the result of the development, construction and addition facilities of Tjilik Riwut Palangka Raya Airport from AP II to Ministry of Transportation.*

f) Perjanjian Kerjasama Pemanfaatan Bandara Kelas I Radin Inten II Lampung

Pada tanggal 12 Oktober 2019, AP II dan Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan Republik Indonesia (Dephub) menandatangani Perjanjian Kerja Sama Pemanfaatan (KSP) Barang Milik Negara Pada Bandar Udara Kelas I Radin Inten II Lampung No. HK.201/0030/KUM/DRJU/X/2019 dan PJJ.04.04.01/00/10/2019/0917. Perjanjian ini berlaku selama 30 tahun sejak tanggal 1 Januari 2020 hingga 31 Desember 2049.

Ruang lingkup kerjasama tersebut adalah sebagai berikut:
- Mengelola dan melakukan optimalisasi penyediaan dan pengembangan Bandar Udara Kelas I Radin Inten II Lampung sehingga meningkatkan perannya dalam mendukung kegiatan perekonomian.
- Memberikan kontribusi tetap dan pembagian keuntungan atas pengelolaan Bandar Udara Kelas I Radin Inten II Lampung.
- Penyerahan hasil pengembangan, pembangunan dan penambahan fasilitas Bandar Udara Kelas I Radin Inten II Lampung dari AP II kepada Kementerian Perhubungan.

f) Cooperation Agreement of Utilization of Radin Inten II Class I Airport Lampung

On October 12, 2019, AP II and Directorate General of Civil Aviation Ministry of Transportation Republic Indonesia (Dephub) signed Cooperation Agreement of State Property Utilization of Raden Inten II Class I Airport Lampung No. HK.201/0030/KUM/DRJU/X/2019 and PJJ.04.04.01/00/10/2019/0917. This agreement is effective for 30 years start from January 1, 2020 to December 31, 2049.

Scopes of the cooperation are as follows:
- *Manage and optimize provision and development of Radin Inten II Class I Airport Lampung as the result increase its role in developing the economy activities.*
- *Provide fixed contribution and profit sharing for management of Radin Inten II Class I Airport Lampung.*
- *Hand over of the result of the development, construction and addition facilities of Radin Inten II Class I Airport Lampung from AP II to Ministry of Transportation.*

g) Perjanjian Kerjasama Pemanfaatan Bandara Kelas I H. AS. Hanandjoeddin Tanjung Pandan dan Bandara Kelas I Fatmawati Soekarno Bengkulu

Pada tanggal 13 Oktober 2019, AP II dan Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan Republik Indonesia (Dephub) menandatangani Perjanjian Kerja Sama Pemanfaatan (KSP) Barang Milik Negara Pada Bandar Udara Kelas I H. AS. Hanandjoeddin Tanjung Pandan No. HK.201/0029/KUM/DRJU/X/2019 dan PJJ.04.04.01/00/10/2019/0918 dan Bandar Udara Kelas I Fatmawati Soekarno Bengkulu No. HK.201/0028/KUM/DRJU/X/2019 dan PJJ.04.04.01/00/10/2019/0919. Perjanjian ini berlaku selama 30 tahun sejak tanggal 1 Januari 2020 hingga 31 Desember 2049.

Ruang lingkup kerjasama tersebut adalah sebagai berikut:
- Mengelola dan melakukan optimalisasi penyediaan dan pengembangan Bandar Udara Kelas I H. AS. Hanandjoeddin Tanjung Pandan dan Bandar Udara Kelas I Fatmawati Soekarno Bengkulu sehingga meningkatkan perannya dalam mendukung kegiatan perekonomian.
- Memberikan kontribusi tetap dan pembagian keuntungan atas pengelolaan Bandar Udara Kelas I H. AS. Hanandjoeddin Tanjung Pandan dan Bandar Udara Kelas I Fatmawati Soekarno Bengkulu.
- Penyerahan hasil pengembangan, pembangunan dan penambahan fasilitas Bandar Udara Kelas I H. AS. Hanandjoeddin Tanjung Pandan dan Bandar Udara Kelas I Fatmawati Soekarno Bengkulu oleh AP II kepada Kementerian Perhubungan.

h) Perjanjian Kerjasama Pemanfaatan Bandara Siborong-Borong

Pada tanggal 7 Oktober 2021, AP II dan Pemerintah Kabupaten Tapanuli Utara menandatangani Perjanjian Kerja Sama Pemanfaatan Tanah untuk Kegiatan Pengusahaan dan/atau Pengembangan Bandar Udara Siborong-Borong No.16/SKB/TU/X/2021 dan PJJ.04.04/00/10/2021/0389. Perjanjian ini berlaku selama 30 tahun sejak ditandatanganinya perjanjian.

g) Cooperation Agreement of Utilization of H. AS. Hanandjoeddin Class I Airport Tanjung Pandan and Fatmawati Soekarno Class I Airport Bengkulu

On October 13, 2019, AP II and Directorate General of Civil Aviation Ministry of Transportation Republic Indonesia (Dephub) signed Cooperation Agreement of State Property Utilization of H. AS. Hanandjoeddin Class I Airport Tanjung Pandan No. HK.201/0029/KUM/DRJU/X/2019 and PJJ.04.04.01/00/10/2019/0918 and Fatmawati Soekarno Class I Airport Bengkulu No. HK.201/0028/KUM/DRJU/X/2019 and PJJ.04.04.01/00/10/2019/0919. This agreement is effective for 30 years start from January 1, 2020 to December 31, 2049.

Scopes of the cooperation are as follows:

- *Manage and optimize provision and development of H. AS. Hanandjoeddin Class I Airport Tanjung Pandan and Fatmawati Soekarno Class I Airport Bengkulu as the result increase its role in developing the economy activities.*
- *Provide fixed contribution and profit sharing for management of H. AS. Hanandjoeddin Class I Airport Tanjung Pandan and Fatmawati Soekarno Class I Airport Bengkulu.*
- *Hand over of the result of the development, construction and addition facilities of H. AS. Hanandjoeddin Class I Airport Tanjung Pandan and Fatmawati Soekarno Class I Airport Bengkulu from AP II to Ministry of Transportation.*

h) Cooperation Agreement of Utilization of Siborong-Borong Airport

On October 7, 2021, AP II and District Government of Tapanuli Utara signed Cooperation greement of Land Utilization for the commercial activities and/or development of Siborong-Borong Airport No.16/SKB/TU/X/2021 and PJJ.04.04/00/10/2021/0389. This agreement is effective for 30 years from signing date of the agreement.

Ruang lingkup kerjasama tersebut adalah sebagai berikut:
- Memanfaatkan tanah dan bangunan dengan situasi dan kondisi yang telah diketahui untuk kegiatan pengusahaan dan/atau pengembangan Bandar Udara Siborong-Borong.
- Memberikan kontribusi tetap dan pembagian keuntungan atas pengelolaan Bandar Udara Siborong-Borong.
- Rencana pemanfaatanan tanah dan/atau bangunan adalah khusus untuk kegiatan pengusahaaan dan/atau pengembangan Bandar Udara Siborong-Borong.
- Tanah dan/atau bangunan yang menjadi objek kerjasama tidak boleh dijaminkan dan/atau dibebani hak tanggungan dalam bentuk apapun kepada pihak lain.

Scopes of the cooperation are as follows:
- *Utilize land and building with known situation and condition for commercial activities and/or development of Siborong-Boron Airport.*
- *Provide fixed contribution and profit sharing for management of Siborong-Borong Airport.*
- *Planning for land and building utilization is specific for commercial activities and/or development of Siborong-Borong Airport.*
- *Land and/or building that become objects of agreement should not be guaranteed and/or burdened with dependent rights of any kind to other parties.*

i) Perjanjian Kerjasama Pemanfaatan Bandara Sultan Thaha Jambi

Pada tanggal 26 Februari 2015, AP II dan Pemerintah Provinsi Jambi menandatangani Perjanjian Kerja Sama Pemanfaatan Tanah untuk Kegiatan Pengusahaan dan/atau Pengembangan Bandar Udara Sultan Thaha Jambi No. 03/PK.GUB/BPKAD/2015 dan No. PJJ.04.04/00.04/02/2015/0012. Perjanjian ini berlaku selama 50 tahun sejak ditandatanganinya perjanjian, sebagaimana diubah dengan:
- Addendum I Nomor PJJ.04.04/00.04/07/ 2015/0074 dan 07/PK.GUB/BPKAD/2015 tanggal 10 Juli 2015.
- Addendum II Nomor 01 tanggal 4 Desember 2018.

i) Cooperation Agreement of Utilization of Sultan Thaha Airport

On February 26, 2015, AP II and Provincial Government of Jambi signed Cooperation Agreement of Land Utilization for the commercial activities and/or development of Sultan Thaha Jambi Airport No. 03/PK.GUB/BPKAD/2015 and No. PJJ.04.04/00.04/02/2015/0012. This agreement is effective for 50 years from signing date of the agreement as amended with:
- *Addendum I No. PJJ.04.04/00.04/07/ 2015/0074 and 07/PK.GUB/BPKAD/2015 dated July 10, 2015.*
- *Addendum II Number 01 dated December 4, 2018.*

Ruang lingkup kerjasama tersebut adalah sebagai berikut:
- Memanfaatkan tanah dan bangunan dengan situasi dan kondisi yang telah diketahui untuk kegiatan pengusahaan dan/atau pengembangan Bandar Udara Sultan Thaha Jambi.
- Memberikan kontribusi tetap dan pembagian keuntungan atas pengelolaan Bandar Udara Sultan Thaha Jambi.
- Rencana pemanfaatanan tanah dan/atau bangunan adalah khusus untuk kegiatan pengusahaaan dan/atau pengembangan Bandar Udara Sultan Thaha Jambi.
- Tanah dan/atau bangunan yang menjadi objek kerjasama tidak boleh dijaminkan dan/atau dibebani hak tanggungan dalam bentuk apapun kepada pihak lain.

Scopes of the cooperation are as follows:
- *Utilize land and building with known situation and condition for commercial activities and/or development of Sultan Thaha Jambi Airport.*
- *Provide fixed contribution and profit sharing for management of Sultan Thaha Jambi Airport.*
- *Planning for land and building utilization is specific for commercial activities and/or development of Sultan Thaha Jambi Airport.*
- *Land and/or building that become objects of agreement should not be guaranteed and/or burdened with dependent rights of any kind to other parties.*

j) Kerjasama Pengelolaan dan Pengoperasian Bandar Udara Internasional Halim Perdanakusuma ("HLP") dengan PT Angkasa Transportindo Selaras ("ATS")

Pada tanggal 31 Agustus 2022, AP II menandatangani Perjanjian Induk dengan ATS No. PJJ.04.04/00/08/2022/A.0237. AP II dengan pihak ATS melakukan Kerjasama Pengelolaan dan Pengoperasian HLP di Jakarta dengan skema pembagian keuntungan dan dengan Jangka waktu perjanjian sampai dengan 30 September 2022 atau hingga ditandatanganinya Perjanjian Kerjasama Operasi (KSO) Administratif.

Selama jangka waktu perjanjian, seluruh pendapatan HLP akan ditampung dalam Rekening Bersama, dan akan dibagikan kepada Para Pihak setelah adanya kesepakatan terkait besaran pembagian keuntungan. Sementara, seluruh Biaya Operasional HLP di bulan September sebesar Rp8.100.000 ditanggung oleh para pihak dengan proporsi AP II sebesar 50% dan ATS sebesar 50%.

Pada tanggal 7 Oktober 2022, AP II dan ATS menandatangani Addendum dimana kedua belah pihak menyetujui untuk memperpanjang perjanjian kerjasama hingga tanggal 14 Oktober 2022 dan penggunaan pendapatan yang tertampung dalam Rekening Bersama untuk pengeluaran pengeloaan HLP, jika biaya operasional yang telah disetorkan tidak mencukupi.

Pada tanggal 14 Oktober 2022, AP II dan ATS menandatangani Addendum dimana kedua belah pihak menyetujui untuk meperpanjang perjanjian kerjasama hingga tanggal 31 Oktober 2022.

Pada tanggal 31 Oktober 2022, AP II dan ATS menandatangani Addendum dimana kedua belah pihak menyetujui untuk meperpanjang perjanjian kerjasama hingga ditandatanganinya perjanjian KSO.

j) Management and Operation Cooperation Agreement for the Halim Perdanakusuma International Airport ("HLP") with PT Angkasa Transportindo Selaras ("ATS")

On August 31, 2022, AP II signed a Master Agreement with ATS No. PJJ.04.04/00/08/ 2022/A.0237. AP II collaborated with ATS to manage and operate HLP in Jakarta with a profit-sharing scheme and a term of agreement until September 30, 2022, or until the signing of the Administrative Joint Operation Agreement (JO).

During the term of the agreement, all HLP revenues will be collected in a Joint Account and distributed among the Parties after an agreement is reached regarding the profit-sharing amount. Meanwhile, all HLP operational costs in September amounted to Rp8,100,000 wil be borne by the parties with a proportion of 50% for AP II and 50% for ATS.

On October 7, 2022, AP II and ATS signed an Addendum in which both parties agreed to extend the cooperation agreement until October 14, 2022, and to use the revenue collected in the Joint Account for HLP operational expenditures if the deposited operational costs are insufficient.

On October 14, 2022, AP II and ATS signed an Addendum in which both parties agreed to extend the cooperation agreement until October 31, 2022.

On October 31, 2022, AP II and ATS signed an Addendum in which both parties agreed to extend the cooperation agreement until the signing of the KSO agreement.

k) Perjanjian Kerjasama Strategis Bandara Kualanamu

Pada tanggal 23 Desember 2021, AP II, PT Angkasa Pura Aviasi (APA) dan GMR Airport Netherlands B.V telah menandatangani *Shareholders Agreement* (SHA) dan *Subscription of Share Agreement* (SSA) terkait pengelolaan dan pengembangan bandara Kualanamu.

Pada tanggal 3 Juni 2022, AP II menandatangani Perjanjian Induk dengan APA No. PJJ.04.04/00/06/2022/A.0077. Perusahaan memberikan hak tunggal dan eksklusif kepada APA untuk mengembangkan, mengoperasikan, mengelola, dan memiliki hak guna usaha atas Bandara Kualanamu dan lahan proyek, termasuk hak eksklusif untuk melaksanakan kewajibannya selama jangka waktu kerjasama. Jangka waktu kerjasama adalah jangka waktu 25 tahun terhitung sejak tanggal operasi komersial kecuali diperpanjang atau diakhiri sesuai dengan perjanjian.

Sebagai persyaratan yang harus dipenuhi, APA wajib, paling lambat saat Tanggal Wajib Operasi Komersial, membayar kepada AP II sejumlah Rp162.078.000. APA telah melakukan pembayaran pada tanggal 7 Juli 2022. Pada tanggal tersebut juga ditandatangani Berita Acara Serah Terima Operasi Nomor BAC.04.04/00/07/2022/A.2586 antara AP II dan APA yang berisikan bahwa tanggal operasi komersial dan perjanjian kerja sama aset berlaku efektif sejak tanggal berita acara ini ditandatangani dan pada tanggal ini AP II dengan ini mengalihkan kepada APA dan APA dengan ini menerima pengalihan atas hak dan kewajiban dari pengoperasian, pengelolaan dan pemeliharaan dari Bandar Udara Kualanamu.

Pada tahun pertama sampai dengan tahun kedua dari Tanggal Operasi Komersial, APA wajib membayar kepada AP II dalam jumlah Rp162.078.000 sebagai cicilan kedua dan ketiga dari Pembayaran Sewa Dimuka.

k) Strategic Partnership Agreement Kualanamu Airport

On December 23, 2021, AP II, PT Angkasa Pura Aviasi (APA) and GMR Airport Netherlands B.V had signed Shareholders Agreement (SHA) and Subscription of Share Agreement (SSA) regarding Kualanamu airport's operation and development.

On June 3 2022, AP II signed Master Agreement with APA No. PJJ.04.04/00/06/2022/A.0077. AP II grants APA the sole and exclusive rights to develop, operate, manage, and leasehold right to the existing Kualanamu Airport and project land, including the exclusive rights to carry out its obligations for the duration of the co-operation period. the cooperation period shall be a period of 25 years commencing from the commercial operation date unless otherwise extended or terminated in accordance with the agreement.

As a condition further to the fulfilment of conditions precedent APA must, no later than the Required Commercial Operation Date, provide payment to AP II in the amount of Rp162,078,000. APA has made the payment on July 7, 2022. On that date, Minutes of Operation Handover Number BAC.04.04/00/07/2022/A.2586 was signed between AP II and APA which contains that the date of commercial operation and asset cooperation agreement is effective from the date this minutes is signed and on this date AP II hereby transfers to APA and APA hereby accepts the transfer of all rights and obligations from the operation, management and maintenance of Kualanamu Airport.

On the first until the second year of the Commercial Operation Date, APA shall pay to AP II in the amount of Rp162,078,000 as the second and third installment of the Advance Site Rent.

Pada tahun ketiga sampai dengan tahun kelima dari Tanggal Operasi Komersial, APA wajib membayar kepada Perusahaan dalam jumlah Rp405.195.000 sebagai cicilan keempat, kelima dan keenam Pembayaran Sewa Dimuka.

On the third until the fifth year of the Commercial Operation Date, APA shall pay to AP II in the amount of Rp405,195,000 as the fourth, fifth and sixth installment of the Advance Site Rent.

Pada tahun keenam sampai dengan tahun ketujuh dari Tanggal Operasi Komersial, APA wajib membayar kepada AP II dalam jumlah Rp769.871.000 sebagai cicilan ketujuh dan kedelapan Pembayaran Sewa Dimuka.

On the sixth until the seventh year of the Commercial Operation Date, APA shall pay to AP II in the amount of Rp769,871,000 as the seventh and eighth installment of the Advance Site Rent.

Selain itu, pada Perjanjian Induk juga diatur bahwa AP II akan menerima bagi hasil sejumlah 19% dari pendapatan bruto APA.

In addition, the Master Agreement also stipulates that AP II will receive a revenue share of 19% of APA's gross revenue.

l) Perjanjian Kerjasama Penyelenggaraan Jasa Kebandarudaraan di Bandar Udara Internasional Jawa Barat

l) Cooperation Agreement on Airport Service Provision at West Java International Airport

Pada tanggal 22 Januari 2018, AP II, Pemerintah Daerah Provinsi Jawa Barat (Pemprov Jabar) dan PT Bandar Udara Internasional Jawa Barat (BIJB) menandatangani Perjanjian Kerjasama Penyelenggaraan Jasa Kebandarudaraan di Bandar Udara Internasional Jawa Barat, dimana para pihak sepakat menunjuk AP II sebagai operator untuk melaksanakan penyelenggaraan jasa kebandarudaraan, termasuk pengoperasian dan pemeliharaan Bandar Udara Internasional Jawa Barat di Kecamatan Kertajati. Jangka waktu perjanjian ini berlaku selama 17 tahun terhitung sejak ditandatangani perjanjian dan dapat diperpanjang atas kesepakatan tertulis para pihak.

On January 22, 2018, AP II, Pemerintah Daerah Provinsi Jawa Barat (Pemprov Jabar) and PT Bandar Udara International Jawa Barat (BIJB) signed a Cooperation Agreement on Airport Service Provision at West Java International Airport, whereby the parties agreed to appoint AP II as operator to carry out the service airport, including the operation and maintenance of West Java International Airport in Kertajati Sub-district. The term of this agreement is valid for 17 years commencing from the signing of the agreement and may be extended upon the parties' written agreement.

Pada tanggal 14 Mei 2018, AP II menerima Berita Acara Serah Terima Operasional (BASTO) Hasil Pekerjaan Direktorat Bandar Udara di Bandar Udara Internasional Kertajati Jawa Barat dari DJPU dengan No. BA. 503 Tahun 2018 atas fasilitas sisi udara dengan nilai total sebesar Rp831.757.000. Aset Bandar Udara Kertajati yang dinyatakan dalam BASTO akan dicatat sebagai aset AP II dan penyertaan modal Negara pada saat telah diterbitkan Peraturan Pemerintah.

On May 14, 2018, AP II received Minutes of Operational Handover (BASTO) of the Work Results of the Airport Directorate at Kertajati International Airport, West Java from DJPU with No. BA. 503 Tahun 2018 for air side facilities amounted to Rp831,757,000. Asset of Kertajati Airport which stated in the BASTO will be recorded as AP II asset and government's investment when Government Regulation is issued.

m) PT Sanggraha Daksa Mitra ("SDM")

AP II mengadakan perjanjian penggunaan tanah di area Bandara Soekarno-Hatta seluas 1.020.000 m^2 dengan SDM sesuai Perjanjian Sewa Tanah No. SPKS.07.1/TU.208/APII-2000 tanggal 30 Maret 2000 dan berlaku selama 20 (dua puluh) tahun sejak 1 Mei 2000 sampai dengan 6 Januari 2019. AP II menyewakan tanah tersebut kepada SDM untuk dikelola sebagai fasilitas usaha yaitu lapangan golf, taman niaga dan pusat pertokoan berikut fasilitas penunjangnya.

AP II juga memperoleh pendapatan konsesi yang dihitung berdasarkan jumlah pendapatan kotor dengan persentase konsesi. Pada akhir periode perjanjian, SDM wajib mengembalikan tanah tersebut kepada AP II dan AP II wajib membayar kepada SDM sebesar nilai pasar yang wajar dari bangunan gedung serta kelengkapannya yang melekat termasuk infrastruktur yang terdapat di pusat pertokoan dan taman niaga tersebut.

Pada tanggal 31 Mei 2017, AP II dan SDM menandatangani addendum I No. PJJ.04.04/00.02/05/2017/0011 atas Perjanjian Kerjasama Penggunaan Tanah No. SPKS.07.1/TU.208/APII-2000 tanggal 30 Maret 2000, dimana AP II dan SDM sepakat antara lain:

- Seluruh fasilitas usaha yang dibangun SDM, pada akhir masa perjanjian diserahkan dan menjadi milik AP II tanpa kompensasi dalam bentuk apapun.
- Mengubah objek perjanjian yang dikenakan kompensasi dan besaran kompensasi penggunaan tanah.
- Mengubah objek perjanjian yang dikenakan konsesi dan prosentase konsesi.
- Mengembalikan sebagian tanah seluas ±57.000 m² yang telah disewa SDM kepada AP II sehingga luas objek perjanjian menjadi 963.000 m².
- SDM melakukan pembongkaran dan/atau relokasi aset milik SDM yang berlokasi di area lahan seluas ±57.000 m². Bentuk dan cara kompensasi yang akan dibayarkan oleh AP II kepada SDM antara lain dapat diperhitungkan dari pembebasan kewajiban kompensasi dan/atau pembebasan nilai konsesi.

m) PT Sanggraha Daksa Mitra ("SDM")

AP II entered into land use agreement at Soekarno-Hatta Airport area covering 1,020,000 sqm with SDM in accordance with Land Lease Agreement No. SPKS.07.1/TU.208/APII-2000 dated March 30, 2000 and valid for 20 (twenty) years from May 1, 2000 untill January 6, 2019. AP II leased the land to SDM to be used as business facilities such as golf course, park and shopping centre, including its supporting facilities.

AP II also obtained a concession income calculated based on the amount of gross income with the percentage of concession. At the end of the agreement, SDM is required to return the land to AP II and AP II shall pay to SDM for the fair market value of the building as well as the accessories attached including infrastructure located in the shopping centre and commercial parks.

On May 31, 2017, AP II and SDM signed addendum I No. PJJ.04.04/00.02/05/2017/ 0011 of Land Use Cooperation Agreement No. SPKS.07.1/TU.208/APII-2000 dated March 30, 2000, whereas AP II and SDM agreed:

- *All business facilities that were built by SDM, at the end of the agreement shall be returned and become the property of AP II without any compensation.*
- *Changes the object of the agreement subject to compensation and the amount of land use compensation.*
- *Changes the object of the agreement subject to concession and percentages of concession.*
- *Returns part of the land that has been rented by SDM measuring ±57,000 sqm to AP II and changes the object of agreement to 963,000 sqm.*
- *SDM dismantling and/or relocating assets owned by SDM located in an area of ±57,000 sqm. The form and method of compensation that will be paid by AP II to SDM may be calculated from the exemption of compensation and/or exemption of the concession.*

- Memperhitungkan jangka waktu perjanjian antara lain:
  i. Tanggal 1 Mei 2000 sampai dengan tanggal 6 Januari 2019.
  ii. Tanggal 7 Januari 2019 sampai dengan tanggal 6 Januari 2021 untuk objek perjanjian seluas ±643.000 m².
  iii. Tanggal 7 Januari 2019 sampai dengan tanggal 6 Januari 2021 untuk objek perjanjian seluas ±320.000 m². Jangka waktu tersebut akan diperpanjang otomatis sampai dengan maksimal tanggal 6 Januari 2024 apabila AP II tidak menggunakan objek perjanjian untuk kepentingan pembangunan Terminal 4 Bandara Soekarno-Hatta.

Pada tanggal 22 Februari 2018, AP II dan SDM menandatangani addendum II Perjanjian Kerjasama Penggunaan Tanah No. PJJ.04.04/00/02/2018/0043 dimana AP II dan SDM menyepakati antara lain:
- Rincian aset yang akan direlokasi.
- Total biaya pembongkaran dan/atau aset yang akan direlokasi.
- Bentuk dan cara kompensasi yang akan diberikan dan/atau dibayarkan oleh AP II kepada SDM atas biaya pembongkaran dan/atau aset yang akan direlokasi.

Pada tanggal 7 Januari 2021, AP II dan SDM menandatangani addendum III Perjanjian Kerjasama Penggunaan Tanah No. PJJ.04.04/00/01/2021/0322 yang menyatakan:
- AP II dan SDM menyepakati masa perpanjangan selama 3 (tiga) tahun atas objek perjanjian seluas ±643.000 m^2 (lahan golf) dari tanggal 7 Januari 2021 sampai dengan maksimal tanggal 6 Januari 2024.
- Bahwa AP II belum melaksanakan pembangunan Terminal 4 Bandara Soekarno-Hatta, sehingga Para Pihak menyepakati untuk melaksanakan Masa Perpanjangan II sebagaimana disepakati dalam Berita Acara Kesepakatan Kerjasama Penggunaan Tanah AP II (Persero) Nomor BAC.15.02/00/01/2021/0405 Tanggal 4 Januari 2021.
- AP II dapat melakukan survei topografi dan *soil investigation* serta kegiatan lainnya yang berhubungan dengan perencanaan pembangunan Terminal 4 Bandara Soekarno-Hatta di area Obyek Perjanjian, dan SDM akan memberikan akses dan mengizinkan AP II untuk melakukan kegiatan tersebut.

- *Considering term of agreement among others:*
  i. May 1, 2000 until January 6, 2019.
  ii. January 7, 2019 until January 6, 2021 for the object of the agreement of ±643,000 sqm.
  iii. January 7, 2019 until January 6, 2021 for the object of the agreement of ±320,000 sqm. The term will automatically be extended until January 6, 2024 if AP II does not use the object of the agreement for the construction of Terminal 4 of Soekarno-Hatta Airport.

On February 22, 2018, AP II and SDM signed addendum II of Land Use Cooperation Agreement No. PJJ.04.04/00/02/2018/0043 whereas AP II and SDM agreed:
- *Details of the assets to be relocated.*
- *Total cost of dismantling and/or assets to be relocated.*
- *The method of compensation to be provided and/or paid by AP II to SDM for the costs of dismantling and/or assets to be relocated.*

On January 7, 2021, AP II and SDM signed addendum III of Land Use Cooperation Agreement No. PJJ.04.04/00/01/2021/0322 that state:
- *AP II and SDM agreed the extend the agreement for 3 (three) years for the object of the agreement of ±643,000 sqm (golf land) from January 7, 2021 to the maximum of January 6, 2024.*
- *AP II has not performed the construction of Terminal 4 of Soekarno-Hatta Airport as the parties agree to carried out the extension period II as agreed on Minutes of AP II Land Use Agreement No. BAC.15.02/00/01/2021/0405 dated January 4, 2021.*
- *AP II may conduct topography and soil investigation surveys and other activities related to the development planning of Terminal 4 of Soekarno-Hatta Airport in the Agreement Object area and SDM provides access and allows AP II to carry out these activities.*

n) Perjanjian dengan Perusahaan

Pada tanggal 28 Desember 2021, AP II dan Perusahaan menandatangani perjanjian No. PJJ.04.04/00/12/2021/0615 tentang Layanan Manajemen Holding BUMN Pariwisata dan Pendukung. Jangka waktu perjanjian ini selama 12 bulan sejak 1 Januari 2022.

Perjanjian tersebut telah diperpanjang sampai dengan tanggal 31 Desember 2023 berdasarkan perjanjian No. PJJ.INJ.05.03/23/ 12/2022/A.0107 tanggal 30 Desember 2022.

Dalam perjanjian ini, AP II berkewajiban untuk:
- Melaksanakan seluruh kewajibannya berdasarkan Perjanjian ini untuk memastikan bahwa pelaksanaan Layanan Manajemen dilakukan sesuai dengan syarat dan ketentuan perjanjian ini.
- Menyiapkan dan memberikan data serta informasi yang diperlukan oleh Aviata untuk pelaksanaan pekerjaan atas layanan manajemen yang akan diberikan oleh Aviata kepada AP II.
- Melakukan pembayaran atas jasa layanan manajemen kepada Aviata sebesar nilai bersih 0,5% yang dihitung berdasarkan pendapatan usaha terkonsolidasi dengan mengacu kepada RKAP tahunan AP II termasuk perubahannya. Apabila biaya jasa layanan manajemen yang dibayarkan berdasarkan poin tersebut menjadi kurang atau lebih dari biaya yang seharusnya dibayarkan, maka selisih kurang atau lebih dari biaya jasa layanan manajemen akan direkonsiliasi dan dibuar berita acara untuk diperhitungkan sesuai dengan laporan keuangan auditan AP II.

o) Perjanjian Ijarah Muntahiyah bit Tamlik ("IMBT") dengan CIMB Niaga

PT Gapura Angkasa melakukan kerjasama pembiayaan dengan PT Bank CIMB Niaga Tbk dalam bentuk fasilitas pembiayaan langsung IMBT, berdasarkan Perjanjian Pembiayaan Nomor 092/CB/JKT/2017 yang dituangkan dalam Akta Notaris No. 02 tanggal 9 Agustus 2017 oleh Dewi Tenty Septi Artiany, S.H., M.H., M.Kn., Notaris di Jakarta. Pembiayaan ini ditandatangani dalam rangka penyewaan alat *ground support equipment* (GSE) untuk keperluan operasi PT Gapura

n) Agreement with the Company

On December 28, 2021, AP II and the Company signed agreement No. PJJ.04.04/00/12/2021/0615 concerning Tourism and Support BUMN Holding Management Services. The term of this agreement is 12 months from January 1, 2022.

The agreement has been extended until December 31, 2023 based on agreement No. PJJ.INJ.05.03/23/ 12/2022/A.0107 dated 30 December 2022.

In this agreement, AP II is obliged to:

- *Fulfill all obligations under this Agreement to ensure that the Management Services are carried out in accordance with the terms and conditions of this agreement.*
- *Prepare and provide the necessary data and information to Aviata for the implementation of the work on the management services that will be provided by Aviata to AP II.*
- *Make payment for management service fees to Aviata in the amount of net value of 0.5% calculated based on consolidated business revenue referring to AP II annual RKAP including changes. If the management service fee paid based on this point becomes less or more than the amount that should be paid, then the difference of less or more than the management service fee will be reconciled and made into a report to be calculated in accordance with AP II audited financial statements.*

o) Ijarah Muntahiyah bit Tamlik ("IMBT") Agreement with CIMB Niaga

PT Gapura Angkasa entered into a financing partnership with PT Bank CIMB Niaga Tbk in the form of an IMBT direct financing facility, based on the Financing Agreement Number 092/CB/JKT/2017 as stated in the Notary Deed. 02 dated August 9, 2017 by Dewi Tenty Septi Artiany, S.H., M.H., M.Kn., Notary in Jakarta. This financing was signed in the context of ground support equipment (GSE) leasing for PT Gapura Angkasa's operations. The contract value of the

Angkasa. Nilai kontrak atas pokok sewa adalah sebesar Rp425.803.142 dengan jangka waktu pembiayaan maksimal 120 bulan, atau jatuh tempo pada 7 Agustus 2027. Kepemilikan atas GSE tersebut akan berpindah dari bank kepada PT Gapura Angkasa seiring dengan berakhirnya kontrak.

principal lease amounted to Rp425,803,142 with a maximum financing term of 120 months, or due on August 7, 2027. The ownership of the GSE will be transferred from the bank to PT Gapura Angkasa along with the end of the contract.

Pada 12 April 2021, kedua belah pihak menandatangani kesepakatan dalam surat No. 025/EXT/KPP/CBTVIII/CBGII/IV/2021 yang berisi perpanjangan masa *grace period* selama 12 bulan (April 2021 - Maret 2022) dan perpanjangan jangka waktu pembiayaan hingga 7 Maret 2028.

On April 12, 2021, both parties signed the agreement on Letter No. 025/EXT/KPP/ CBTVIII/CBGII/IV/2021 which contains extension of grace period for 12 months (April 2021 - March 2022) and extension of financing period until March 7, 2028.

Pada 31 Mei 2022, kedua belah pihak menandatangani addendum keempat atas Perjanjian Pembiayaan No. 092/CB/ JKT/2017 yang berisi perubahan skedul pembayaran bulanan pada periode setelah masa *grace period* hingga tanggal jatuh tempo yang diperpanjang hingga Juli 2028.

On May 31, 2022, both parties signed the fourth addendum to Financing Agreement No. 092/CB/JKT/2017 which contains change of monthly payment schedule after grace period for until the due date, which extended until July 2028.

Total komitmen IMBT pada 31 Desember 2022 dan 2021 adalah sebagai berikut.

IMBT's total commitments as of December 31, 2022 and 2021 are as follows.

	2022 Rp	2021 Rp	
< 1 Tahun	50,422,000	55,049,000	*< 1 Year*
1-5 Tahun	328,673,000	304,705,000	*1 - 5 Years*
> 5 Tahun	82,599,000	118,272,000	*> 5 Years*
Total	**461,694,000**	**478,026,000**	***Total***

p) Kerjasama Penyelenggaraan Perkeretaapian Bandara

Pada tanggal 7 Juli 2015, AP II mengadakan perjanjian No. HK.223/VII/5/KA2015, PJJ.15.01/00.1/07/2015/0061 dan RL/DIR/ 028/VII/2015 dengan KAI dan Railink ("Para Pihak"). Perjanjian ini berlaku sejak penandatanganan Perjanjian sampai dengan berakhirnya Masa Konsesi. Ruang Lingkup Kerjasama Penyelenggaraan Perkeretaapian Bandara ialah Penyelenggaraan sarana Perkeretaapian meliputi pembangunan, pengadaan, pengoperasian, perawatan dan pengusahaan sarana.

AP II beserta para Pihak sepakat bahwa Kerjasama Penyelenggaraan Perkeretaapian Bandara ini menggunakan skema bagi hasil dengan ketentuan sebagai berikut:

- Perhitungan nilai bagi hasil adalah berdasarkan EBITDA dikurangi dengan pembayaran utang;

p) Cooperation Arrangement of Airport Railway

On July 7, 2015, AP II entered into an agreement No. HK.223/VII/5/KA-2015, PJJ.15.01/00.1/07/2015/0061 and RL/DIR/028/VII/2015 with KAI and Railink ("the Parties"). This agreement is valid since the signing of the Agreement until the end of the Concession Period. The scope of Cooperation Arrangement of Airport Railway is Railway Infrastructure Implementation service including construction, procurement, operation, maintenance and operation of infrastructure.

AP II and the Parties agreed that the Cooperation Arrangement of Airport Railway will use the following profit sharing scheme:

- *The calculation of the profits is based on EBITDA less the payment of the debt;*

- Nilai bagi hasil yang ditentukan, mengacu kepada laporan keuangan Railink dan dilakukan berdasarkan proporsi realisasi AP II dan para Pihak;
- Pembayaran Bagi Hasil mulai dilakukan pada tahun ketiga setelah penyelenggaraan Kereta Api Bandara Soekarno-Hatta beroperasi penuh untuk 1 (satu) tahun anggaran.

Pada tanggal 25 April 2022, para pihak melaksanakan Amendemen dan Pernyataan Kembali Perjanjian Induk Antara PT Kereta Api Indonesia (Persero), AP II, PT Railink dan PT Kereta Commuter Indonesia (KCI) yang menyepakati sehubungan dengan adanya pelaksanaan transaksi pengalihan aset KA Basoetta dari PT Railink.

Perjanjian turunan antara AP II dan PT Railink Nomor PJJ.04.04/00/06/2022.A.0221 dengan jangka waktu kerjasama tanggal 2 Februari 2018 s.d. 31 Desember 2022. Menunjuk Keputusan Pemegang saham di luar Rapat Umum Pemegang Saham (Sirkuler) PT Railink tentang persetujuan transaksi pengalihan bisnis kereta api Bandara Soekarno-Hatta No. PT KAI: KL.310/XII/18/KA-2022 tanggal 26 Desember 2022 dan AP II: kep.08.03.01/00/12/ 2022/A.0623 tanggal 27 Desember 2022, telah disetujui pengalihan bisnis pengoperasian kereta api Bandara Soekarno-Hatta termasuk pemanfaatan fasilitas penyelenggaraan perkeretaapian di area *Airport Railways Station* (ARS) dari PT Railink kepada KCI.

- *The profit sharing portions are referred to the Railink's financial statements and is based on the proportion of the realization of AP II and the Parties;*
- *Revenue Sharing Payment began to be made in the third year after the implementation of the Soekarno-Hatta Airport Railway fully operational for 1 (one) fiscal year.*

On April 25, 2022, the parties perform the Amandement and Restatement of Master Agreement between PT Kereta Api Indonesia (Persero), AP II, PT Railink and PT Kereta Commuter Indonesia (KCI) that agreed the implementation of KA Basoetta asset transfer transaction from PT Railink.

Derivative agreement between AP II and PT Railink Number PJJ.04.04/00/06/2022/ A.0221 period February 2, 2018 until December 31, 2022. Based on the general meeting of shareholder (cirkuler) PT Railink regarding approval of transaction for the transfer of Soekarno-Hatta Airport train business No. PT KAI:KL.310/XII/18/KA-2022 dated December 26, 2022, the transfer of the railroad Soekarno-Hatta International Airport has been approved including utilization of the railroad operation facilities in Airport Railways Station (ARS) from PT Railink to KCI.

q) PT Mandara Jasindo Sena ("MJS")

Pada tanggal 15 Maret 1991, AP II mengadakan Surat Perjanjian Kerja Sama Pemanfaatan Lahan Bandara Soekarno-Hatta dengan MJS berdasarkan Perjanjian No. SPKPL.01/TU.308/PAPII-91 sebagaimana terakhir diubah melalui Addendum IV No. ADD.IV.SPKS.004/ KM.103/2006-APII Tanggal 30 Januari 2006 ("SPKL.01"), seluas 150.000 m^2.

q) PT Mandara Jasindo Sena ("MJS")

On March 15, 1991, AP II entered into a Letter of Agreement on Land Use of Soekarno-Hatta Airport with MJS based on Agreement No. SPKPL.01/TU.308/PAPII-91 as last amended through Addendum IV No. ADD.IV.SPKS.004/KM.103/2006-APII Dated January 30, 2006 ("SPKL.01"), covering an area of 150,000 sqm.

MJS menggunakan lahan tersebut untuk membangun serta mengusahakan fasilitas hotel, balai sidang, perkantoran, pertokoan, restoran, fasilitas olah raga, perparkiran dan sarana rekreasi ("fasilitas"). Jangka waktu perjanjian adalah 30 tahun. Pemanfaatan lahan dibagi menjadi 2 tahap. Untuk tahap pertama dibahas dalam perjanjian ini sedangkan tahap kedua dibahas terpisah dalam Perjanjian Sewa Tanah No. SPKS.21/TU.208/APII-96 ("SPKS.21") tanggal 1 Maret 1996.

- Tahap pertama meliputi lahan seluas 50.000 m^2 untuk jangka waktu 30 tahun yang berakhir bulan Maret 2021. AP II memperoleh kompensasi sebesar Rp10.800.000 dan konsesi sebesar persentase tertentu dari pendapatan bersih MJS atas hasil operasi komersial dari fasilitas, terhitung sejak dimulainya operasi komersial dari fasilitas.
- Tahap kedua meliputi lahan seluas 100.000 m^2 untuk jangka waktu 30 tahun yang berakhir tanggal 8 Februari 2026. AP II memperoleh kompensasi yang setiap lima tahun meningkat mulai dari Rp600 hingga Rp3.226,94 (nilai penuh) per m^2 per bulan atau seluruhnya sebesar Rp58.766.000 dan konsesi sebesar persentase tertentu dari pendapatan bersih atas hasil operasi komersial dari fasilitas, terhitung sejak dimulainya operasi komersial dari fasilitas.
- Pada akhir periode perjanjian, MJS akan mengembalikan lahan tersebut dan mengalihkan kepemilikan seluruh fasilitas yang telah dibangun di atas lahan tersebut kepada AP II.

Sehubungan dengan terjadinya krisis ekonomi sejak tahun 1997 sampai dengan 2003, MJS terkena dampak dari krisis ekonomi tersebut sehingga MJS tidak dapat memenuhi ketentuan dalam perjanjian kerjasama pemanfaatan tanah untuk mengembangkan lahan 100.000 m^2 yang telah disebutkan dalam perjanjian sebelumnya.

Dengan mempertimbangkan hal tersebut, maka AP II melalui Surat Direksi No. 15.02.01/00/10/2007/004 tanggal 4 Oktober 2007 telah membatalkan Perjanjian SPKL.01 dan SPKS.21 yang menyangkut lahan seluas 100.000 m^2 .

MJS used the land to build and commercialize facilities of hotel, convention center, offices, stores, restaurant, sport facilities, parking and recreation ("facilities"). The agreement is valid for 30 years. Land utilization is divided into 2 phases. The first phase was described in this agreement while the second phase was described in Land Lease Agreement No. SPKS.21/TU.208/APII-96 ("SPKS.21") dated March 1, 1996.

- *The first phase covers an area of 50,000 sqm for period of 30 years ending in March 2021. AP II received compensation amounted Rp10,800,000 and concession for a certain percentage of MJS net income over the commercial operation of the facility, starting from the commencement of the commercial operation of the facility.*
- *The second phase covers a land area of 100,000 sqm for a period of 30 years which expired on February 8, 2026. AP II received compensation increases every five years starting from Rp600 to Rp3,226.94 (full amount) per sqm per month or total amounted Rp58,766,000 and concession for a certain percentage of net income over the commercial operation of the facility, starting from the commencement of commercial operation of the facility.*
- *At the end of the agreement period, MJS will restore the land and transfer ownership of the entire facility that was built on the land to AP II.*

With the economic crisis from year 1997 to 2003, MJS was affected by the crisis hence MJS could not meet the requirements in the land use agreement to develop 100,000 sqm of land that has been mentioned in the previous agreement.

By considering the matter, AP II through Director Letter No. 15.02.01/00/10/2007/004 dated October 4, 2007 has canceled SPKL.01 and SPKS.21 Agreement concerning a land area of 100,000 sqm.

Berdasarkan Berita Acara Penyerahan Lahan dan Sertitikat Hak Guna Bangunan ("HGB") No. 15.02.01/00/05/2008/101 tanggal 21 Mei 2008, MJS menyerahkan secara fisik lahan seluas 100.000 m^2 dan 4 (empat) buah sertifikat HGB kepada AP II.

Based on Acceptance of Land Transfer and Land Rights ("HGB") No. 15.02.01/00/05/2008/101 dated May 21, 2008, MJS physically submit a land area of 100,000 sqm and 4 (four) HGB to AP II.

Pelepasan Hak Atas Tanah tersebut telah diaktakan melalui Akta No. 4 oleh Notaris Muhammad Taufiq, S.H., tanggal 16 April 2009.

Such release of Land Rights has been ratified by the Deed No. 4 of Muhammad Taufiq, S.H., dated April 16, 2009.

Pada tahun 2021, masa Perjanjian Kerja Sama Pemanfaatan Lahan Bandara Soekarno-Hatta seluas 50.000 m^2 telah berakhir seperti dituangkan dalam Berita Acara Pengakhiran Kerjasama Pemanfaatan Fasilitas Komersial PT Angkasa Pura II No. BAC.15.02/00/10/2021/4815 Tanggal 13 Oktober 2021. Sesuai dengan perjanjian, pada akhir periode perjanjian, MJS telah mengembalikan lahan tersebut dan mengalihkan kepemilikan seluruh fasilitas yang telah dibangun di atas lahan tersebut kepada AP II. Hal ini dituangkan dalam Berita Acara Pengembalian lahan dan Pengalihan Pemilikan Fasilitas Bandara Internasional Hotel Nomor BAC.06.04/00/07/2021/4651 tanggal 28 Juli 2021.

In 2021, the period of Land Use Agreement of Soekarno-Hatta Airport has ended as documented in Berita Acara Pengakhiran Kerjasama Pemanfaatan Fasilitas Komersial PT Angkasa Pura II No. BAC.15.02/00/10/2021/4815 dated October 13, 2021. In accordance with the agreement, at the end of the agreement period, MJS has returned the land and transfer the ownership of all the facilities that have been built on the land to AP II. This has been documented in the Minutes of Land Return and Transfer of Ownership of Hotel International Airport Facilities Number BAC.06.04/00/07/2021/4651 dated July 28, 2021.

Selain menerima kembali lahan yang dikerjasamakan, AP II juga menerima seluruh fasilitas yang dibangun di atas lahan tersebut dengan total nilai sebesar Rp94.031.000. Nilai tersebut berdasarkan Laporan Penilaian yang dilakukan oleh KJPP Joko Suratno sesua dengan laporannya per tanggal 23 Juli 2021. AP II mencatat penerimaan aset tersebut pada aset tetap dan mengakui pendapatan lain-lain pada laporan keuangan konsolidasian tahun buku 2021.

In addition to receiving back the land, AP II also received all the facilities built on the land with a total value of Rp94,031,000. The value is based on the Valuation Report conducted by KJPP Joko Suratno as reported in its its report as of July 23, 2021. AP II records the receipt of these assets as fixed assets and recognizes other income in the 2021 consolidated financial statements.

Berdasarkan Berita Acara Pengakhiran Kerja Sama Pemanfaatan Fasilitas Komersial AP II Nomor BAC.15.02/00/10/2021/4815 tanggal 13 Oktober 2021, telah dilaksanakan pengakhiran kerja sama antara AP II (Persero) dengan PT Mandara Jasindo Sena sebagaimana tertuang dalam Surat Perjanjian Kerjasama Pemanfaatan Tanah Nomor SPKL.01/TU.308/PAP II-91 yang dimulai pada tanggal 5 Maret 1991.

Based on the Minutes of Termination AP II Number BAC.15.02/00/10/2021/4815 dated October 13, 2021, regarding the Utilization of Commercial Facilities Agreement, the termination agreement between AP II and PT Mandara Jasindo Sena has been carried out as stated in Land Use Agreement Number SPKL.01/TU.308/PAP II-91 that started on March 5, 1991.

PT Hotel Indonesia Natour ("HIN")

a) Pada tanggal 31 Oktober 2022 melalui nomor perjanjian 0060.1/PERJ/DF/HIN/X/2022 atau nomor 4222/EXT/PP/DKMR/2022 atau nomor 0051/PERJ/DIRUT/HIP/X/2022, telah terjadi perjanjian novasi antara HIN, PT Pembangunan Perumahan (Persero) Tbk (PP) dan PT Hotel Indonesia Properti (HIP) atas perjanjian pemborongan pekerjaan pembangunan kembali Hotel Inna Muara Padang. Dalam perjanjian novasi sepakat bahwa HIN dan HIP dengan ini memberikan persetujuan atas penunjukan dan pengalihan kepada HIP atas kewajiban pembayaran perjanjian serta perubahannya sesuai dengan nilai yang dibukukan oleh HIN dan telah menjadi nilai valuasi HIP sebesar Rp9.252.582 sehingga pelaksanaan kewajiban pembayaran serta perubahannya yang akan dilaksanakan HIP kepada PP sebesar Rp9.252.582. Perjanjian novasi ini berlaku efektif sejak tanggal efektif dan akan tetap berlaku hingga pelaksanaan kewajiban sebesar Rp9.252.582 telah diselesaikan oleh HIP.

b) HIN mengadakan perjanjian kerjasama penerbitan BRI *Corporate Card* dengan PT Bank Rakyat Indonesia (Persero) Tbk (Bank BRI) berdasarkan perjanjian Nomor 0056/PERJ/VPCAFIS/HIN/X/2023 atau nomor B.43-CDD/CMA/10/2022 pada tanggal 19 Oktober 2022. Bentuk kerjasama ini Bank BRI akan memberikan fasilitas *credit line* kepada HIN dengan tingkat suku bunga kartu kredit yang berlaku di Bank, dengan ketentuan bahwa suku bunga tersebut tidak berlaku jika pembayaran tagihan untuk penggunaan BRI *Corporate Card* dilakukan secara penuh/lunas sebelum atau pada saat jatuh tempo, besarnya iuran tahunan senilai Rp200 per tahun untuk setiap tahun sementara biaya keterlambatan pembayaran dihitung sesuai ketentuan Bank BRI.

c) HIN mengadakan perjanjian kerjasama tentang penggunaan aplikasi *Ecopay* BRI dengan PT Bank Rakyat Indonesia (Persero) Tbk berdasarkan perjanjian nomor 0056/PERJ/VPCAFIS/HIN/X/2023 atau nomor B.43-CDD/CMA/10/2022 pada tanggal 19 Oktober 2022. Bentuk kerjasama ini Bank BRI akan memberikan fasilitas *credit line* kepada HIN dengan tingkat suku bunga kartu kredit yang berlaku di Bank dengan jangka

PT Hotel Indonesia Natour ("HIN")

a) On October 31, 2022 through agreement number 0060.1/PERJ/DF/HIN/X/2022 or number 4222/EXT/PP/DKMR/2022 or number 0051/PERJ/DIRUT/HIP/X/2022, a novation agreement has taken place between HIN, PT Pembangunan Perumahan PP (Persero) Tbk (PP) and PT Hotel Indonesia Properti (HIP) for the contracting agreement for the redevelopment of the Inna Muara Padang Hotel. In the novation agreement agreed that HIN and HIP hereby give approval for the appointment and transfer to HIP for the payment obligations of the agreement and the changes are in accordance with the value recorded by HIN and has become HIP's valuation value of Rp9,252,582 so that the implementation of payment obligations and changes to HIP to PP is Rp9,252,582. This novation agreement is effective from the effective date and will remain valid until the implementation of the obligation amounting to Rp9,252,582 has been completed by HIP.

b) HIN entered into a cooperation agreement the issuance of the BRI Corporate Card with PT Bank Rakyat Indonesia (Persero) Tbk (Bank BRI) based on agreement Number 0056/PERJ/VPCAFIS/ HIN/X/2023 or number B.43-CDD/CMA/10/ 2022 on October 19, 2022. This form of cooperation, Bank BRI will provide a credit line facility to HIN at the credit card interest rate that applies to the Bank, provided that the interest rate does not apply if the bill payment for using the BRI Corporate Card is made in full/paid off before or at maturity, the amount of the annual contribution is Rp200 per year for each year while the late payment fee is calculated according to Bank BRI regulations.

c) HIN entered into a cooperation agreement regarding the use of the BRI Ecopay application with PT Bank Rakyat Indonesia (Persero) Tbk based on agreement number 0056/PERJ/VPCAFIS/HIN/X/2023 or number B.43-CDD/CMA/10/2022 on the October 19, 2022. This form of cooperation, Bank BRI will provide a credit line facility to HIN at the credit card interest rate that applies to the Bank for a period of 2 (two)

waktu selama 2 (dua) tahun terhitung sejak tanggal perjanjian ditandatangani dan akan diperpanjang secara otomatis apabila tidak terdapat pemberitahuan secara tertulis untuk mengakhiri perjanjian ini selambat-lambatnya 30 (tiga puluh) hari kalender.

years from the date the agreement was signed and will be automatically extended if there is no written notification to terminate this agreement no later than 30 (thirty) calendar days.

d) Pada tanggal 18 Oktober 2021, HIN dan PT Pembangunan Perumahan (Persero) Tbk (PT PP) menandatangani perjanjian No. 0079.1/PERJ/DA/HIN/X/2021 perihal kerjasama Jasa Konstruksi Infrastruktur Dasar Untuk Revitalisasi Kawasan Sanur. Dalam kontrak tersebut, ruang lingkup pekerjaan yang akan dilakukan oleh PT PP adalah Fase I: Konsultan Reverse Engineering, Konsultan Operator Area, Konsultan Detail Engineering Design dan Pekerjaan Ground Breaking dan Fase II: Kontraktor Infrastruktur Dasar. Jenis kontraknya adalah kontrak turn key dan merupakan gabungan antara lump sum dan harga satuan dengan total nilai perjanjian sebesar Rp289.304.594 dengan jangka waktu 365 hari kalender atau sejak terpenuhinya syarat dimulainya pekerjaan. Pembayaran nilai kontrak secara sekaligus setelah Berita Acara Serah Terima (BAST) 1 diterima, paling lambat 5 hari kerja setelah tanggal 17 Oktober 2022.

d) On October 18, 2021, HIN and PT Pembangunan Perumahan (Persero) Tbk (PT PP) signed an agreement No. 0079.1/PERJ/DA/HIN/X/2021 regarding cooperation in Basic Infrastructure Construction Services for Revitalization of the Sanur Area. In the contract, the scope of work to be carried out by PT PP is Phase I: Reverse Engineering Consultant, Area Operator Consultant, Detail Engineering Design Consultant and Ground Breaking Work and Phase II: Basic Infrastructure Contractor. The type of contract is a turn key contract and is a combination of lump sum and unit price with a total agreement value of Rp289,304,594 with a period of 365 calendar days or from the fulfillment of the requirements for the commencement of work. Payment of the contract value in one lump sum after the Minutes of Handover (BAST) 1 are received, no later than 5 working days after October 17, 2022.

Pada tanggal 8 Juli 2022, HIN dan PP melakukan perubahan perjanjian No. ADD.1.0079.1/PERJ/DA/HIN/X/2021 dalam beberapa hal terkait dengan nilai perjanjian seluruhnya menjadi Rp284.027.610 dengan jangka waktu 397 hari kalender atau sejak terpenuhinya syaratsyarat mulai bekerja. Pembayaran nilai kontrak secara sekaligus setelah Berita Acara Serah Terima (BAST) 1 diterima, paling lambat 14 hari kerja setelah tanggal 18 November 2022.

On July 8, 2022, HIN and PP amended the agreement No. ADD.1.0079.1/PERJ/DA/HIN/X/2021 in several respects related to the total agreement value being Rp284,027,610 with a period of 397 calendar days or since fulfillment conditions for starting work. Payment of the contract value in one lump sum after the Minutes of Handover (BAST) 1 are received, no later than 14 working days after November 18, 2022.

Pada tanggal 10 November 2022, HIN dan PT PP melakukan amendemen perjanjian No. ADD.2.0079.1/PERJ/DA/HIN/X/2021 dalam beberapa hal terkait dengan nilai perjanjian sebesar Rp257.481.459 dengan jangka waktu 440 hari kalender atau karena syarat untuk memulai pekerjaan telah terpenuhi dan PPN tidak dipungut. Pembayaran nilai kontrak secara sekaligus setelah Berita Acara Serah Terima (BAST) 1 diterima, selambat-lambatnya 14 hari kerja setelah tanggal 31 Desember 2022.

On November 10, 2022, HIN and PT PP amended the agreement No. ADD.2.0079.1/PERJ/DA/HIN/X/2021 in several matters related to the agreement value of Rp257,481,459 with a period of 440 calendar days or because of conditions for starting work has been fulfilled and VAT is not collected. Payment of the contract value in one lump sum after the Minutes of Handover (BAST) 1 are received, no later than 14 working days after December 31, 2022.

e) Pada tanggal 20 April 2022, HIN dan PT Nindya Karya (Persero) menandatangani perjanjian No. 0018/PERJ/DA/HIN/IV/2022 perihal perjanjian jasa konstruksi Revitalisasi Hotel GIBB di kawasan Sanur. Dalam kontrak tersebut, ruang lingkup pekerjaan yang akan dilakukan oleh PT NK adalah rancang bangun antara lain Revitalisasi Grand Inna Bali Beach (GIBB) dan Inna Bali Beach Garden (IBBG) serta Pembangunan Bung Karno *Convention Center* (BKCC) di kawasan Sanur dan fasilitas penunjangnya. Jenis perjanjian adalah kontrak *turn key* dan merupakan kombinasi *lump sum* dengan total nilai kontrak sebesar Rp898.572.910 dengan jangka waktu 16 bulan dengan pekerjaan dimulai pada tanggal 20 April 2022 dan selesai serta siap beroperasi pada tanggal 20 Agustus 2023. Pembayaran nilai kontrak dilakukan sekaligus setelah Berita Acara Serah Terima (BAST) 1 diterima, yaitu paling lambat 30 hari setelah penyerahan pembayaran.

e) On April 20, 2022, HIN and PT Nindya Karya (Persero) signed an agreement No. 0018/PERJ/DA/HIN/IV/2022 regarding the GIBB Hotel Revitalization construction service agreement in the Sanur area. In the contract, the scope of work to be carried out by PT NK is design and construction, including the Revitalization of Grand Inna Bali Beach (GIBB) and Inna Bali Beach Garden (IBBG) and the Development of the Bung Karno Convention Center (BKCC) in the Sanur area and its supporting facilities. The type of agreement is a turn key contract and is a lump sum combination with a total contract value of Rp898,572,910 with a period of 16 months with work starting on April 20, 2022 and completed and ready to operate on August 20, 2023. Payment of the contract value is made at once after the News Handover Event (BAST) 1 received, ie no later than 30 days after submission of payment.

f) HIN mengadakan Perjanjian Pembangunan, Pemilikan, Pengelolaan dan Penyerahan Kembali Tanah, Gedung dan Fasilitas Penunjang dengan PT Cipta Karya Bumi Indah dan PT Grand Indonesia berdasarkan Akta No. 141 Notaris Dr. Irawan Soerodjo, S.H., M.Si., Notaris di Jakarta pada tanggal 13 Mei 2004. Bentuk kerjasama yang disepakati dalam rangka mengembangkan Eks. Unit Hotel Indonesia dan Unit Inna Wisata dengan pola *Build Operate and Transfer* (BOT) untuk masa 30 tahun dan dengan Hak Opsi Perpanjangan selama 20 tahun.

f) HIN entered into Development, Ownership, Management, and Handover Agreements of Land, Buildings, and Supporting Facilities with PT Cipta Karya Bumi Indah and PT Grand Indonesia based on Deed No. 141 Notary Dr. Irawan Soerodjo, S.H., M.Si., Notary in Jakarta on May 13, 2004. The agreed form of cooperation in the context of developing Ex. Hotel Indonesia Units and Inna Wisata Units with a Build Operate and Transfer (BOT) pattern for 30 years and with Optional Extension Rights for 20 years.

Kompensasi yang akan diterima HIN terdiri dari penggantian biaya pindah kantor pusat selama masa konstruksi dan kompensasi tahunan. Besarnya kompensasi tahunan pada 9 tahun pertama sebesar Rp10.000.000 pertahun dan akan terus meningkat pada tahun-tahun berikutnya sehingga seluruhnya berjumlah Rp355.000.000.

The compensation to be received by HIN consists of reimbursement of the cost of moving the head office during the construction period and annual compensation. Annual compensation for the first 9 years is Rp10,000,000 per year and will continue to increase in the following years so that the total becomes Rp355,000,000.

Pada tanggal 22 Desember 2010, HIN menerima kompensasi sebesar Rp400.000.000 atas Pelaksanaan Hak Opsi Perpanjangan atas Perjanjian Pembangunan, Pemilikan, Pengelolaan dan Penyerahan Kembali Tanah, Gedung dan Fasilitas Penunjang berdasarkan Akta No. 195 Notaris Lim Robbyson Halim, S.H., M.H., Notaris pengganti di Jakarta.

On December 22, 2010, HIN received compensation amounting to Rp400,000,000 for the Exercise of Extension of Option Rights on Development, Ownership, Management, and Handover of Land, Buildings, and Supporting Facilities based on Deed No. 195 Notary Lim Robbyson Halim, S.H., M.H., substitute Notary in Jakarta.

g) HIN mengadakan Perjanjian Penggunaan dan/atau Pemanfaatan Tanah dengan cara Bangun Guna Serah (*Build Operate and Transfer*/BOT) dengan PT Karya Cipta Balindo berdasarkan Akta No. 6 Notaris Betsil Untajana, S.H., Notaris di Jakarta pada tanggal 14 Juli 2004. Kesepakatan tersebut untuk merenovasi Golf Course dan pembangunan Club House di Unit Inna Grand Bali Beach, Bali dengan pola kerjasama Build Operate and Transfer (BOT) untuk jangka waktu 25 tahun. Dengan kesepakatan ini, HIN harus menyerahkan hak penguasaan Golf Course dan Club House selama masa BOT. Sebaliknya HIN akan menerima kompensasi untuk kerugian selama masa konstruksi dan kompensasi tahunan selama masa BOT. Dengan kerja sama ini HIN akan mendapat kompensasi sebesar Rp42.000.000 yang terdiri dari kompensasi kerugian selama masa konstruksi sebesar Rp1.500.000 dan kompensasi selama masa BOT sebesar Rp40.500.000.

Pada 22 Desember 2021, PT Hotel Indonesia Natour (“HIN”) dan PT Karya Cipta Balindo (“KCB”) menandatangani Berita Acara Kesepakatan Pengakhiran Kerja Sama BOT Pengembangan Bali Beach Golf Course (“BA Pengakhiran”), adapun BA Pengakhiran ini didasari atas rencana HIN untuk melakukan Revitalisasi Grand Inna Bali Beach menjadi Kawasan Ekonomi Khusus Pariwisata Kesehatan, sehingga pada 21 Juli 2021 HIN dan KCB menandatangani Komitmen Bersama penunjukan KJPP Pengakhiran Kerja Sama BOT, guna melakukan penilaian dan penghitungan atas sisa investasi yang akan dibayarkan.

Berdasarkan hasil perhitungan KJPP, didapat nilai kompensasi pengakhiran lebih awal kerja sama BOT adalah sebesar Rp24.000.000 terhadap nilai ini dikurangi biaya kompensasi BOT Juli – Desember 2021 sebesar Rp840.000 dan biaya novasi tenant ruko sebesar Rp427.500, sehingga total nilai kompensasi pengakhiran lebih awal kerja sama BOT adalah sebesar Rp22.732.500.

g) HIN entered into a Land Use and/or Utilization Agreement through Build Operate and Transfer (BOT) with PT Karya Cipta Balindo based on Deed No. 6 Notary Betsil Untajana, S.H., Notary in Jakarta on July 14, 2004. The agreement is to renovate the Golf Course and build a Club House at the Inna Grand Bali Beach Unit, Bali with a Build Operate and Transfer (BOT) cooperation pattern for 25 years. With this agreement, HIN must transfer the ownership rights to the Golf Course and Club House during the BOT period. In return, HIN will receive compensation for losses during the construction period and annual compensation during the BOT period. With this collaboration, HIN will receive compensation of Rp42,000,000 consisting of compensation for losses during the construction period of Rp1,500,000 and compensation during the BOT period is Rp40,500,000.

On December 22, 2021, PT Hotel Indonesia Natour ("HIN") and PT Karya Cipta Balindo ("KCB") signed the Minutes of Termination of the BOT Cooperation for the Development of Bali Beach Golf Course ("Termination of BA"), while the termination of BA was based on the HIN plan to revitalize Grand Inna Beach Bali into a Special Economic Zone for Health Tourism, so that on July 21, 2021, HIN and KCB signed a Joint Commitment to appoint KJPP for Termination of BOT Cooperation, to evaluate and calculate the remaining investment to be paid.

Based on the results of the KJPP calculation, the compensation value for the early termination of the BOT cooperation is Rp24,000,000 against this value less the cost of compensation for BOT in July – December 2021 of Rp840,000 and the novation fee for shophouse tenants of Rp427,500 so the total value of compensation for early termination of BOT cooperation is Rp22,732,500.

h) Berdasarkan Perjanjian Sewa Ruangan No. 38/PERJ/DIRUT/HIN/XXI/2015 tanggal 15 Desember 2015 dan telah dilakukan addendum Pertama Kontrak Sewa Ruangan tanggal 10 Oktober 2016, HIN menyewakan sebuah ruangan di Menara BCA Lantai 39 kepada PT Pengembangan Pariwisata Indonesia (Persero), yaitu zona F, G, dan H yang menghadap ke sisi jalan Teluk Betung dengan luas ± 605 m^2 selama 5 tahun. Harga sewa ruangan sebesar Rp556 per meter persegi per bulan (belum termasuk PPN). Sehingga total biaya sewa 605 meter persegi untuk 5 tahun adalah sebesar Rp18.120.040 belum termasuk biaya lainnya seperti *service charge*, parkir, pemakaian listrik dan telepon yang akan disesuaikan tarif yang berlaku umum untuk sewa di gedung Menara yang ditagih dari PT Grand Indonesia. Kontrak berlaku untuk jangka waktu 5 tahun dimulai sejak tanggal ditandatanganinya kontrak tersebut, kontrak dapat diperpanjang dengan melakukan pemberitahuan tertulis paling lambat 3 bulan sebelum jangka waktu kontrak berakhir.

Pada 26 Oktober 2021, HIN dan PT Pengembangan Pariwisata Indonesia (Persero) telah menandatangani Addendum Ketiga Kontrak Sewa Ruangan No. 0083/ADD/PERJ/DZ/HIN/X/2021 adapun dalam perjanjian ini disepakati sewa ruangan di Menara BCA Lantai 39 untuk Zona A, Zona F, Zona G, dan Zona H, untuk jangka waktu 5 (lima) tahun terhitung sejak 15 Desember 2021 sampai dengan tanggal 14 Desember 2026. Adapun total nilai sewa ruangan yang disepakati untuk jangka waktu tersebut adalah sebesar Rp15.724.800 adapun terhadap nilai tersebut disepakati untuk *set-off* dengan sebagian nilai tunggakan kewajiban HIN berdasarkan Perjanjian Pemanfaatan Lahan, adapun hal ini sebagaimana diatur dalam Pasal 7 Perjanjian Restrukturisasi Utang dan Pengalihan Kewajiban antara PT Pengembangan Pariwisata Indonesia (Persero), PT Hotel Indonesia Natour dan PT Hotel Indonesia Properti, No. 0076/PERJ/DF/HIN/IX/2021 tanggal 24 September 2021.

h) Based on the Room Rental Agreement No. 38/PERJ/DIRUT/HIN/XXI/2015 dated December 15, 2015, and the First Addendum to the Room Rental Contract was made on October 10, 2016, HIN leased a room at Menara BCA 39th Floor to PT Pembangunan Wisata Indonesia (Persero), namely zones F, G, and H facing the side of Teluk Betung road with an area of ± 605 sqm for 5 years. The room rental price is Rp556 per square meter per month (excluding VAT). So that the total rental fee of 605 square meters for 5 years is Rp18,120,040 not including other costs such as service charges, parking, electricity, and telephone usage which will be adjusted to the generally accepted rate for rent in the Menara building which is billed from PT Grand Indonesia. The contract is valid for 5 years starting from the date of signing the contract, the contract can be extended by giving written notification at least 3 months before the contract period ends.

On October 26, 2021, HIN and PT Pengembangan Pariwisata Indonesia (Persero) signed the Third Addendum to the Room Lease Contract No.: 0083/ADD/PERJ/DZ/HIN/X/2021, while in this agreement it was agreed to rent a room in the Tower BCA Floor 39 for Zone A, Zone F, Zone G, and Zone H, for 5 (five) years starting from December 15, 2021, until December 14, 2026. The total agreed rental value for this period is Rp15,724,800 as for that value, it was agreed to set off with a portion of the value of the arrears of HIN's obligations based on the Land Utilization Agreement, while this is as stipulated in Article 7 of the Debt Restructuring and Transfer of Liability Agreement between PT Pembangunan Wisata Indonesia (Persero), PT Hotel Indonesia Natour and PT Hotel Indonesia Properti, No. 0076/PERJ/DF/HIN/IX/2021 dated September 24, 2021.

i) Berdasarkan Laporan Hasil Evaluasi Badan Pengawasan Keuangan dan Pembangunan Perwakilan Provinsi Bali No. LHE-282/PW22/2017 Tanggal 10 Juli 2017 mengenai hambatan kelancaran pembangunan atas klaim tambahan PT Waskita Karya (Persero) Tbk pada pelaksanaan proyek Inaya Putri Bali, Kedua belah pihak sepakat untuk menerima hasil evaluasi BPKP untuk menerima klaim tambahan atas *cost of money* sebesar Rp5.915.072, hasil perhitungan tersebut telah disesuaikan dengan basis tingkat suku bunga BI. Semula, PT Waskita Karya (Persero) Tbk mengajukan 6 item atas biaya kompensasi/ganti rugi perihal IMB akibat penambah luasan, CAR *(Contractor All Risk),* biaya perencanaan dan pengembangan, *Overhead* Kontrak Induk, *Overhead* Kontrak Lanjutan, dan *Cost of Money*. Namun, hanya *Cost of Money* yang disepakati atas klaim Tambahan kepada pihak HIN. Jumlah total keseluruhan utang HIN kepada PT Waskita Karya (Persero) Tbk, sesuai dengan surat Direktur Operasi Waskita, No. 1273/WK/DIR/2017 tanggal 28 Juli 2017, perihal kepastian pembayaran Tagihan Proyek Inaya Putri Bali, adalah sebesar Rp41.161.105 dan ditambahkan dengan klaim atas *Cost of Money* seperti yang sudah dijelaskan sebelumnya sebesar Rp5.915.072.

i) Based on the Evaluation Report of the Financial and Development Supervisory Agency for the Province of Bali No. LHE-282/PW22/2017 dated July 10, 2017 regarding the obstacles to the smooth development of PT Waskita Karya (Persero) Tbk's additional claims on the implementation of the Inaya Putri Bali project, both parties agreed to accept the results of the BPKP evaluation to receive an additional claim on the cost of money amounting to Rp5,915,072, the calculation results have been adjusted to the basis of the BI rate. Initially, PT Waskita Karya (Persero) Tbk proposed 6 items for compensation/ compensation costs regarding the IMB due to the increase in area, CAR (Contractor All Risk), planning and development costs, Master Contract Overhead, Continuation Contract Overhead, and Cost of Money. However, only the Cost of Money was agreed upon for the Additional claim to HIN. 1273/WK/DIR/2017 dated July 28, 2017, regarding the certainty of payment of the Inaya Putri Bali Project Bill, amounting to Rp41,161,105 and added to the claim for Cost of Money as previously explained of Rp5,915,072.

j) HIN mengadakan perjanjian pembangunan Hotel Grand Inna Muara Padang dengan PT Pembangunan Perumahan (Persero). Dalam proses pembangunan tersebut, terjadi pekerjaan tambah kurang yang dilaksanakan oleh PT Pembangunan Perumahan (Persero). Atas nilai dari pekerjaan tambah kurang tersebut masih belum ada kesepakatan diantara kedua belah pihak. Untuk menyelesaikan perbedaan pengakuan tersebut, kedua belah pihak sepakat menunjuk Badan Pengawasan Keuangan dan Pembangunan untuk melakukan kajian atas pekerjaan tambah kurang tersebut. Sampai dengan tanggal laporan ini, masih dalam proses kajian dari pihak Badan Pengawasan Keuangan dan Pembangunan (BPKP).

j) HIN entered into an agreement to build Grand Inna Muara Padang Hotel with PT Pembangunan Perumahan (Persero). In the development process, there was additional work carried out by PT Pembangunan Perumahan (Persero). On the value of the added work less there is still no agreement between the two parties. To resolve the difference in recognition, both parties agreed to appoint the Financial and Development Supervisory Agency to conduct a study on the added or less work. As of the date of this report, it is still in the process of being reviewed by the Financial and Development Supervisory Agency (BPKP).

Merujuk pada surat PT PP Nomor 364/EXT/PP/DU/2019 tanggal 10 September 2019 perihal Penyelesaian Piutang Proyek HIN Padang yang dimana dalam surat tersebut disampaikan Hasil Laporan Audit BPKP dengan total sebesar Rp17.073.575 ditambah dengan Pekerjaan *Up Grade* yang sudah di sepakati oleh HIN melalui surat No. 742/DIROPSDM/HIN/08/2011 sebesar Rp2.027.741 dengan *Grand Total* Rp19.101.316 Berdasarkan hal tersebut PT PP mengajukan permohonan untuk dilakukannya pertemuan erjasa dalam penyelesaian kewajiban piutang PT PP. Sampai dengan tanggal laporan ini, belum ada pertemuan antara HIN dengan PP.

Referring to PT PP's letter Number 364/EXT/PP/DU/2019 dated September 10, 2019, regarding the Settlement of Receivables for the Padang HIN Project, which in the letter submitted the results of the BPKP Audit Report with a total of Rp17,073,575 plus the work Up Grade which has been approved by HIN through letter No. 742/DIROPSDM/HIN/08/2011 amounting to Rp2,027,741 with a Grand Total of Rp19,101,316 Based on this, PT PP applied to a joint meeting to settle PT PP's debt obligations. As of the date of this report, there has been no meeting between HIN and PP.

k) Berdasarkan Perjanjian Kerja Sama sewa tanah dan bangunan (*ex* Suzuki) di kawasan Grand Inna Bali Beach No. 0006/PERJ/DIRPB/HIN/I/2021 antara HIN dengan Bapak Ketut Bagus Angga Yudistira, adapun tanah dan bangunan seluas ±739 m^2 tersebut akan dimanfaatkan sebagai café, *fashion boutique*, penyewaan motor, UTV dan *Storage Jet Ski*, untuk jangka waktu 5 (lima) tahun, terhitung sejak 15 Maret 2021 hingga 14 Maret 2026, dengan nilai sewa selama 5 (lima) tahun sebesar Rp550.000.

k) Based on the Cooperation Agreement for renting land and buildings (ex Suzuki) in the Grand Inna Bali Beach area No. 0006/PERJ/DIRPB/HIN/I/2021 between HIN and Mr. Ketut Bagus Angga Yudistira, as for the land and building covering an area of ±739 sqm will be used as a café, fashion boutique, motorbike rental, UTV, and Storage Jet Ski, for a period of 5 (five) years, starting from March 15, 2021, to March 14, 2026, with a 5 (five) year rental value of Rp550,000.

l) Berdasarkan Perjanjian Sewa Lahan antara HIN dengan PT Pertamina Bina Medika IHC No. 0099/PERJ/DZ/HIN/XII/2021 tanggal 10 Desember 2021, disepakati sewa lahan di kawasan Grand Inna Bali Beach seluas ±5 Ha (lima hektar) untuk jangka waktu 30 tahun, dengan nilai sewa per m^2 per tahun sebesar Rp172 dengan total nilai sewa selama jangka waktu sebesar Rp258.000.000. HIN dan PT Pertamina Bina Medika IHC sepakat bahwa harga sewa lahan tersebut akan tetap berlaku selama periode sewa lahan dan tidak akan dilakukan kenaikan atas harga sewa lahan dalam kondisi apapun dan sepakat bahwa pembayaran harga sewa lahan akan dibayarkan sekaligus untuk periode sewa dan dilakukan pada tanggal efektif.

l) Based on the Land Lease Agreement between HIN and PT Pertamina Bina Medika IHC No. 0099/PERJ/DZ/HIN/ XII/2021 dated December 10, 2021, it was agreed to lease land in the Grand Inna Bali Beach area of ±5 Ha (five hectares) for 30 years, with a rental value per sqm per year of Rp172 with a total rental value of Rp258,000,000. HIN and PT Pertamina Bina Medika IHC agreed that the land rental price would remain in effect during the land lease period and there would be no increase in the land rental price under any circumstances and agreed that payment of the land rental price would be paid all at once for the rental period and made on the effective date.

m) Pada tanggal tanggal 16 Maret 2022 PT Hotel Indonesia Group menandatangani perjanjian sewa kendaraan dengan Koperasi Tamansari berdasarkan perjanjian No. 023/ SPK/KOPTAM/2022 atas sewa mobil Honda CRV nomer polisi B 1895 TJW dengan jangka waktu sewa kendaraan selama tanggal 6 Maret 2022 sampai dengan tanggal 16 Maret 2027 besar biaya sewa Tahun I (Satu) Rp15.300, Tahun II (Dua) Rp14.800, Tahun III (Tiga) Rp14.300, Tahun IV (Empat) Rp13.800, Tahun V (Lima) Rp13.300.

m) On March 16, 2022 PT Hotel Indonesia Group signed a vehicle rental agreement with the Tamansari Cooperative based on agreement No. 023/SPK/KOPTAM/2022 for the rental of a Honda CRV car, police number B 1895 TJW with a vehicle rental period of March 6, 2022 up to March 16, 2027 the rental fee for Year I (One) is Rp15,300, Year II (Two) is Rp14,800, Year III (Three) is Rp14,300, Year IV (Four) Rp13,800, Year V (Five) Rp13,300.

n) Pada tanggal tanggal 20 April 2022 PT Hotel Indonesia Group menandatangani perjanjian sewa kendaraan dengan Koperasi Tamansari berdasarkan perjanjian No. 035/ SPK/KOPTAM/2022 atas sewa mobil Honda CRV nomer polisi B1958TJW dengan jangka waktu sewa kendaraan selama tanggal 20 April 2022 sampai dengan tanggal 20 April 2027 besar biaya sewa Tahun I (Satu) Rp15.600, Tahun II (Dua) Rp15.100, Tahun III (Tiga) Rp14.600, Tahun IV (Empat) Rp14.100, Tahun V (Lima) Rp13.600.

n) On April 20, 2022 PT Hotel Indonesia Group signed a vehicle rental agreement with the Cooperative Tamansari based on agreement No. 035/SPK/KOPTAM/2022 for renting a Honda CRV car with police number B1958TJW with a vehicle rental period from 20 April 2022 to 20 April 2027, the amount of the rental fee for Year I (One) is Rp15,600, Year II (Two) Rp15,100, Year III (Three) Rp14,600, Year IV (Four) Rp14,100, Year V (Five) Rp13,600.

o) HIN Pada tanggal 20 April 2022 melalui perjanjian Nomor 006/LGL-HIG/PERJ/IV/ 2022 atau Nomor Perjanjian APH.027/HK.09.01/IV/ 2022/DUTA, telah terjadi perjanjian antara PT Hotel Indonesia Group dengan PT Angkasa Pura Hotel (APH) yaitu pengelolaan dan pengoperasian cordia hotel di Bandar Udara Internasional Syamsudin Noor – Banjarmasin sesuai dengan standar Hotel HIG, Jangka waktu perjanjian adalah sebelum Hotel beroperasi dan tahap persiapan pembukaan (*pre-opening*) sampai dengan dimulainya *trial*/*soft opening* Hotel dan tahap setelah Hotel beroperasi adalah 10 (sepuluh) tahun terhitung sejak tanggal pembukaan hotel dengan menerima tamu berbayar (*soft opening*).

o) HIN On April 20, 2022 through agreement Number 006/LGL-HIG/PERJ/IV/2022 or Agreement Number APH.027/HK.09.01/IV/ 2022/DUTA, an agreement has been made between PT Hotel Indonesia Group and PT Angkasa Pura Hotel (APH), namely the management and operation of cordia hotels at Syamsudin Noor International Airport - Banjarmasin in accordance with HIG Hotel standards, the term of the agreement is before the hotel operates and the pre-opening stage until the start of the trial/soft opening of the hotel and the stage after The hotel operates for 10 (ten) years from the opening date of the hotel by accepting paid guests (soft opening).

p) Pendapatan jasa yang diterima oleh PT Hotel Indonesia Group (HIG) dari HIN adalah *joining fee* sebesar Rp75.000.000, *Basic Management Fee* sebesar 2,5% dari pendapatan kotor Hotel perbulan, selain itu HIG juga akan mendapatkan Insentif *Fee* sebesar 3% jika *Gross Operating Profit* (GOP) mencapai 30% s/d 35%, 4% jika GOP mencapai 36% s/d 40%, 5% jika GOP mencapai 41% s/d 45%, dan 6% jika GOP mencapai 46% atau lebih. HIG juga akan mendapatkan *Marketing Fee* sebesar 1% dari pendapatan kamar hotel perbulan.

p) Service income received by HIG from HIN is a joining fee of Rp75,000,000, a Basic Management Fee of 2.5% of the hotel's gross income per month, in addition to that HIG will also receive an Incentive Fee of 3% if the GOP reaches 30% to 35%, 4% if the Gross Operating Profit (GOP) reaches 36% to 40%, 5% if the GOP reaches 41% to 45%, and 6% if the GOP reaches 46% or more. HIG will also receive a Marketing Fee of 1% of hotel room revenue per month.

q) Pada tanggal 1 Februari 2021 melalui perjanjian Nomor 002/DIRUT/HIG-PERJ/ II/2021 atau Nomor Perjanjian 0018/PERJ/ DIRUT/HIN/II/2021, telah terjadi perjanjian antara PT Hotel Indonesia Group (HIG) dengan HIN mengenai kerjasama manajemen hotel milik HIN yang menggunakan salah satu merek Hotel milik HIG yang bernama Grand Inna Bali Beach, Inaya Putri Bali, Inna Bali Heritage, Inna Sindhu Beach, Grand Inna Kuta, Grand Inna Tunjungan, Inna Tretes, Grand Inna Malioboro, Grand Inna Samudra, Grand Inna Medan, Inna Parapat, Grand Inna Padang. Jangka waktu perjanjian adalah sebelum hotel beroperasi dan tahap persiapan pembukaan *(pre-opening)* sampai dengan dimulainya *trial/soft opening Hotel* dengan besarnya Jasa *Technical Assistant* adalah sebesar nihil dan hotel beroperasi adalah 10 (sepuluh) tahun dengan besaran *basic management fee* adalah sebesar 3% pendapatan kotor/*Gross Revenue* perbulan. Selain *Basic Management Fee*, HIG juga akan mendapatkan Insentif *Fee* sebesar 3% jika GOP mencapai 30% s.d. 35%, 4% jika GOP mencapai 35% s.d. 40%, 5% jika GOP mencapai 41% s.d. 45%, dan 6% jika GOP mencapai 45% atau lebih. HIG juga akan mendapatkan *Marketing Fee* sebesar Rp329.242 termasuk pajak setiap bulan dan pembayaran tersebut akan dilakukan dalam 12 (dua belas) tahap. Setelah ditandatangani dokumen transaksi kepemilikan dalam rangka pembentukan *Holding* Hotel BUMN, biaya jasa *Sales* dan *Marketing* diatas dinyatakan tidak berlaku seiring dengan berlakunya pembayaran *Basic Fee* dan *Incentive Fee*.

Pada tanggal 3 Mei 2021 melalui perjanjian Nomor 014/DIRUT/HIG-PERJ/X/2021 atau Nomor Perjanjian 0045.3/ADD/PERJ/ DIRUT/HIN/V/2021, adanya kerjasama I terkait perjanjian kerjasama antara PT Hotel Indonesia Group dengan PT Hotel Indonesia Natour bahwa sehubungan dengan Program Holding Hotel BUMN, melalui Akta Pemisahan Aktiva dan Passiva Perusahaan Perseroan PT Hotel Indonesia Natour kedalam PT Hotel Indonesia Properti Nomor 31, tanggal 30 April 2021 HIN telah melakukan pemisahan Aktiva dan Passiva 11 Aset hotelnya kepada PT Hotel Indonesia Properti. Bahwa terhitung sejak ditandatanganinya Akta Pemisahan maka seluruh kebijakan atas 11 Aset Hotel menjadi kewenangan PT Hotel Indonesia Properti. Maka dari itu, perjanjian kerjasama

q) On February 1, 2021, through Agreement Number 002/DIRUT/HIG-PERJ/II/2021 or Agreement Number 0018/PERJ/DIRUT/ HIN/II/2021, there has been an agreement between PT Hotel Indonesia Group (HIG) and HIN regarding hotel management collaboration that uses one of HIG hotel brands, namely Grand Inna Bali Beach, Inaya Putri Bali, Inna Bali Heritage, Inna Sindhu Beach, Grand Inna Kuta, Grand Inna Tunjungan, Inna Tretes, Grand Inna Malioboro, Grand Inna Samudra, Grand Inna Medan, Inna Parapat, Grand Inna Padang. The term of the agreement is before the Hotel operates and the pre-opening preparation stage until the start of the trial/soft opening Hotel with a Technical Assistant Services amount of nil and the Hotel operates for 10 (ten) years with a basic management fee of 3% of revenue. Gross / Gross Income per month. In addition to the Basic Management Fee, HIG will also get an Incentive Fee of 3% if GOP reaches 30% to 35%, 4% if GOP reaches 35% to 40%, 5% if GOP reaches 41% to d 45%, and 6% if GOP reaches 45% or more. HIG will also get a Marketing Fee of Rp329,242 including tax every month and payment will be made in 12 (twelve) stages. After signing the ownership transaction document in the context of establishing a SOEs Holding Hotel, the Sales and Marketing service fees above are declared invalid by the payment of the Basic Fee and Incentive Fee.

On May 3, 2021 through agreement Number 014/DIRUT/HIG-PERJ/X/2021 or Agreement Number 0045.3/ADD/PERJ/DIRUT/HIN/V/ 2021, there is an addendum I related to the cooperation agreement between PT Hotel Indonesia Group and PT Hotel Indonesia Natour that in connection with the SOEs Hotel Holding Program, through the Deed of Separation of the Company's Assets and Liabilities of the Company PT Hotel Indonesia Natour into PT Hotel Indonesia Properti Number 31, dated April 30, 2021 HIN has separated the Assets and Liabilities of 11 of its hotel assets to PT Hotel Indonesia Properti. That as of the signing of the Deed of Separation, all policies on 11 Hotel Assets become the authority of PT Hotel Indonesia Properti. Therefore, the HIN-owned Hotel management cooperation

manajemen Hotel milik HIN yang menggunakan salah satu merek Hotel milik HIG yang bernama Grand Inna Bali Beach. Dengan adanya perubahan di bagian biaya *Sales* and *Marketing Fee*.

agreement uses one of HIG's hotel brands named Grand Inna Bali Beach. With the change in the cost of Sales and Marketing Fee.

r) Pada tanggal 3 Mei 2021 melalui perjanjian Nomor 0001.1b/PERJ/DIR/HIP/V/2021, telah terjadi perjanjian antara PT Hotel Indonesia Group (HIG) dengan PT Hotel Indonesia Properti (HIP) yaitu menggunakan salah satu merek Hotel milik HIG yang bernama Merusaka Nusa Dua, Inna Bali Heritage, Inna Sindhu Beach, Grand Inna Kuta, Grand Inna Tunjungan, Inna Tretes, Grand Inna Malioboro, Grand Inna Samudra, Grand Inna Medan, Khas Parapat dan Truntum Padang. Jangka waktu perjanjian adalah sejak ditandatanganinya perjanjian ini hingga penandatangani Akta Jual Beli Saham antara PT Hotel Indonesia Natour dan Koperasi Grand Inna Bali Beach, selaku pemegang saham dengan PT Wijaya Karya Realty dalam rangka program intergrasi dan peningkatan nilai hotel BUMN.

r) On May 3, 2021, through agreement Number 0001.1b/PERJ/DIR/HIP/V/2021, there has been an agreement between PT Hotel Indonesia Group (HIG) and PT Hotel Indonesia Properti (HIP), namely using one of the hotel brands owned by HIG named Merusaka Nusa Dua, Inna Bali Heritage, Inna Sindhu Beach, Grand Inna Kuta, Grand Inna Tunjungan, Inna Tretes, Grand Inna Malioboro, Grand Inna Samudra, Grand Inna Medan, Khas Parapat and Truntum Padang. The term of the agreement is from the signing of this agreement until the signing of the Deed of Sale and Purchase of Shares between PT Hotel Indonesia Natour and the Grand Inna Bali Beach Cooperative, as shareholders with PT Wijaya Karya in the context of the integration program and increasing the value of SOEs hotels.

s) Pada tanggal 10 Desember 2021 melalui Nomor Perjanjian HK.02.09/A.DIR.WR.4414/ 2021 atau Nomor 016/DIRUT/HIG-PERJ/XII/2021, HIG dan PT Wijaya Karya Realty (WIKA Realty) sepakat untuk membuat dan mengikatkan diri dalam perjanjian pengelolaan hotel. Dalam perjanjian tersebut, WIKA Realty memberikan izin pengelolaan hotel milik WIKA Realty kepada PT Hotel Indonesia Grup (HIG) dan HIG setuju untuk mengelola Hotel-hotel milik WIKA Realty sebagai berikut: Hotel Khas Ampel Surabaya, Hotel Khas Pekalongan, Hotel Khas Semarang, Hotel Khas Malioboro, Hotel Khas Makasar, Hotel Khas Pekanbaru, Hotel Khas Tugu Yogyakarta, Hotel Khas Gresik, dan Hotel Khas Tegal. Perjanjian ini berlaku sejak tanggal efektif dengan kewajiban HIG melaksanakan pengelolaan hotel. Berita Acara Operasi sampai dengan tanggal 31 Desember 2021 ditambah masa pengelolaan pertama dan dapat di perpanjang untuk masa pengelolaan kedua apabila pengelolaan pertama menunjukkan Hasil Evaluasi Kinerja Positif. Sebagai kontra prestasi atas pelaksanaan kewajiban-kewajiban HIG dengan baik dan sesuai dengan perjanjian maka HIG mendapatkan imbalan jasa sebagai berikut:

s) On December 10, 2021 through Agreement Number HK.02.09/A.DIR.WR.4414/2021 or Number 016/DIRUT/HIG-PERJ/XII/2021, HIG and PT Wijaya Karya Realty (WIKA Realty) agreed to make and bind themselves In the hotel management agreement. In the agreement WIKA Realty gave PT Hotel Indonesia Group (HIG) a hotel management license owned by WIKA Realty and HIG agreed to manage the hotels owned by WIKA Realty as follows: Hotel Khas Ampel Surabaya, Hotel Khas Pekalongan, Hotel Khas Semarang, Hotel Khas Malioboro, Hotel Khas Makasar, Hotel Khas Pekanbaru, Hotel Khas Tugu Yogyakarta, Hotel Khas Gresik, dan Hotel Khas Tegal. This agreement is effective from the effective date with HIG's obligation to carry out hotel management. Minutes of Operation until December 31, 2021, plus the first management period and can be extended for a second management period if the first management shows Positive Performance Evaluation Results. As a counter achievement for implementing HIG's obligations properly and in accordance with the agreement, HIG will receive the following service fees:

- Biaya dasar pengelolaan (*Basic Fee*) adalah sebesar 2,5% dari Laba Kotor Usaha (*Gross Operating Profit*) setiap bulan kalender yang bersangkutan.
- Biaya Insentif pengelolaan hotel dimana imbalan yag diterima adalah 0% dari *Gross Operating Profit* (GOP) jika GOP hotel tidak mencapai 30%, 2% dari GOP jika GOP hotel mencapai 30% s.d. 35%, atau 3% dari GOP jika GOP hotel mencapai >35% s.d. 40%, atau 4% dari GOP jika GOP hotel mencapai >40%.

Pembayaran atas imbalan jasa dapat diajukan setiap bulan kalender dalam satu tahun buku oleh HIG dan dibayarkan oleh WIKA Realty dalam waktu 30 hari kalender pada bulan berikutnya setelah WIKA Realty menerima dari HIG laporan manajemen bulanan untuk bulan kalender yang relevan, berikut tagihan *invoice* dan dokumen pendukung lainnya yang telah di verifikasi oleh WIKA Realty secara lengkap dan benar.

t) Pada tanggal 10 Desember 2021 melalui Nomor Perjanjian 0023/PERJ/DIRUT/HIP/XII/2021 atau Nomor 019/DIRUT/HIG-PERJ/XII/2021, PT Hotel Indonesia Grup (HIG) dan PT Hotel Indonesia Properti (HIPRO) sepakat untuk membuat dan mengikatkan diri dalam perjanjian pengelolaan hotel, dalam perjanjian tersebut HIPRO memberikan ijin pengelolaan hotel milik HIPRO kepada HIG dan HIG setuju untuk mengelola hotel-hotel milik HIPRO sebagai berikut: Truntum Padang. Perjanjian ini berlaku sejak tanggal efektif dengan kewajiban HIG melaksanakan pengelolaan hotel setak tanggal Berita Acara Operasi sampai dengan tanggal 31 Desember 2021 ditambah masa pengelolaan pertama dan dapat di perpanjang untuk masa pengelolaan kedua apabila pengelolaan pertama menunjukan Hasil Evaluasi Kinerja Positif.

Pembayaran atas imbalan jasa dapat diajukan setiap bulan kalender dalam satu tahun buku oleh HIG dan dibayarkan oleh PT HIPRO dalam waktu 30 hari kalender pada bulan berikutnya setelah PT HIPRO menerima dari HIG laporan manajemen bulanan untuk bulan kalender yang relevan, berikut tagihan *invoice* dan dokumen pendukung lainnya yang telah di verifikasi oleh PT HIPRO secara lengkap dan benar.

- *The basic management fee (Basic Fee) is 2.5% of Gross Operating Profit for each calendar month concerned.*

- *Incentive costs for hotel management where the reward received is 0% of Gross Operating Profit (GOP) if the GOP of the hotel does not reach 30%, 2% of the GOP if the GOP of the hotel reaches 30% to 30%. 35%, or 3% of GOP if the hotel's GOP reaches >35% to 40%, or 4% of GOP if the hotel's GOP reaches >40%.*

Payment for service fees can be submitted every calendar month in one financial year by HIG and paid by WIKA Realty within 30 calendar days of the following month after WIKA Realty receives from HIG the monthly management report for the relevant calendar month, along with invoices and other supporting documents. Which has been verified by WIKA Realty completely and correctly.

t) On December 10, 2021, through Agreement Number 0023/PERJ/DIRUT/HIP/XII/2021 or Number 019/DIRUT/HIG-PERJ/XII/2021, PT Hotel Indonesia Group (HIG) and PT Hotel Indonesia Properti (HIPRO) agreed to make and bind themselves in an agreement hotel management, in the agreement PT HIPRO granted HIPRO's hotel management license to HIG and HIG agreed to manage HIPRO's hotels as follows: Truntum Padang. This agreement is valid from the effective date with the obligation of HIG to carry out hotel management from the date of the Minu'es of Operation until December 31, 2021, plus the first management period, and can be extended for a second management period if the first management shows Positive Performance Evaluation Results.

Payment for service fees can be submitted every calendar month in one financial year by HIG and paid by PT HIPRO within 30 calendar days of the following month after PT HIPRO receives from HIG a monthly management report for the relevant calendar month, including invoices and other supporting documents which has been verified by PT HIPRO completely and correctly.

u) Pada tanggal 10 Desember 2021 melalui Nomor Perjanjian 0021/PERJ/DIRUT/HIP/XII/2021 atau Nomor 017/DIRUT/HIG-PERJ/XII/2021, PT Hotel Indonesia Grup (HIG) dan PT Hotel Indonesia Properti (HIPRO) sepakat untuk membuat dan mengikatkan diri dalam perjanjian pengelolaan hotel, dalam perjanjian tersebut PT HIPRO memberikan ijin pengelolaan hotel milik PT HIPRO kepada HIG dan HIG setuju untuk mengelola hotel milik PT HIPRO yaitu Hotel Merusaka Nusa Dua. Perjanjian ini berlaku sejak tanggal efektif dengan kewajiban HIG melaksanakan pengelolaan hotel sejak tanggal Berita Acara Operasi sampai dengan tanggal 31 Desember 2021 ditambah masa pengelolaan pertama dan dapat di perpanjang untuk masa pengelolaan kedua apabila pengelolaan pertama menunjukkan Hasil Evaluasi Kinerja Positif.

Sebagai kontraprestasi atas pelaksanaan kewajiban-kewajiban HIG dengan baik dan sesuai dengan perjanjian maka HIG mendapatkan imbalan jasa sebagai berikut:

- Biaya dasar pengelolaan (*Basic Fee*) adalah sebesar 2,5% dari Laba Kotor Usaha (*Gross Operating Profit*) setiap bulan kalender yang bersangkutan.
- Biaya Insentif pengelolaan hotel dimana imbalan yag diterima adalah 0% dari *Gross Operating Profit* (GOP) jika GOP hotel tidak mencapai 30%, 2% dari GOP jika GOP hotel mencapai 30% s.d. 35%, atau 3% dari GOP jika GOP hotel mencapai >35% s.d. 40%, atau 4% dari GOP jika GOP hotel mencapai >40%.

Pembayaran atas imbalan jasa dapat diajukan setiap bulan kalender dalam satu tahun buku oleh HIG dan dibayarkan oleh PT HIPRO dalam waktu 30 hari kalender pada bulan berikutnya setelah PT HIPRO menerima dari HIG laporan manajemen bulanan untuk bulan kalender yang relevan, berikut tagihan *invoice* dan dokumen pendukung lainnya yang telah di verifikasi oleh PT HIPRO secara lengkap dan benar.

u) On December 10, 2021 through Agreement Number 0021/PERJ/DIRUT/HIP/XII/2021 or Number 017/DIRUT/HIG-PERJ/XII/2021, PT Hotel Indonesia Group (HIG) and PT Hotel Indonesia Properti (HIPRO) agreed to make and bind themselves in a hotel management agreement, in the agreement PT HIPRO grants a hotel management permit belonging to PT HIPRO to HIG and HIG agrees to manage a hotel owned by PT HIPRO, namely the Merusaka Nusa Dua Hotel. This agreement is valid from the effective date with the obligation of HIG to carry out hotel management from the date of the Minutes of Operation until December 31, 2021 plus the first management period and can be extended for a second management period if the first management shows Positive Performance Evaluation Results.

As a contravention of the implementation of HIG's obligations properly and in accordance with the agreement, HIG receives the following compensation for services:

- *The basic management fee (Basic Fee) is 2.5% of Gross Operating Profit for each calendar month concerned.*
- *Incentive costs for hotel management where the reward received is 0% of Gross Operating Profit (GOP) if the GOP of the hotel does not reach 30%, 2% of the GOP if the GOP of the hotel reaches 30% to 30%. 35%, or 3% of GOP if the hotel's GOP reaches >35% to 40%, or 4% of GOP if the hotel's GOP reaches >40%.*

Payment for service fees can be submitted every calendar month in one financial year by HIG and paid by PT HIPRO within 30 calendar days of the following month after PT HIPRO receives from HIG a monthly management report for the relevant calendar month, including invoices and other supporting documents which has been verified by PT HIPRO completely and correctly.

v) Pada tanggal 10 Desember 2021 melalui Nomor Perjanjian 0022/PERJ/DIRUT/HIP/XII/2021 atau Nomor 018/DIRUT/HIG-PERJ/XII/2021, PT Hotel Indonesia Grup (HIG) dan PT Hotel Indonesia Properti (HIPRO) sepakat untuk membuat dan mengikatkan diri dalam perjanjian pengelolaan hotel, dalam perjanjian tersebut HIPRO memberikan ijin pengelolaan hotel milik HIPRO kepada HIG dan HIG setuju untuk mengelola Hotel-hotel milik PT HIPRO sebagai berikut: Khas Parapat. Perjanjian ini berlaku sejak tanggal efektif dengan kewajiban HIG melaksanakan pengelolaan hotel sejak tanggal Berita Acara Operasi sampai dengan tanggal 31 Desember 2021 ditambah masa pengelolaan pertama dan dapat di perpanjang untuk masa pengelolaan kedua apabila pengelolaan pertama menunjukan Hasil Evaluasi Kinerja Positif.

Pembayaran atas imbalan jasa dapat diajukan setiap bulan kalender dalam satu tahun buku oleh HIG dan dibayarkan oleh PT HIPRO dalam waktu 30 hari kalender pada bulan berikutnya setelah PT HIPRO menerima dari HIG laporan manajemen bulanan untuk bulan kalender yang relevan, berikut tagihan *invoice* dan dokumen pendukung lainnya yang telah di verifikasi oleh PT HIPRO secara lengkap dan benar.

w) Tanggal 10 Desember 2021 PT Hotel Indonesia Group menandatangani perjanjian Pengelolaan Hotel dengan PT Senggigi Pratama Internasional (SPI) dengan Nomor Perjanjian 020/DIRUT/HIGPERJ/XII/2021 dan 8005/PERJ/SPI-DIR/XII/2021 dalam perjanjian tersebut SPI memberikan izin pengelolaan hotel milik SPI kepada HIG dan HIG setuju untuk mengelola hotel milik SPI yaitu Hotel Merumatta. Perjanjian ini berlaku sejak tanggal efektif dengan kewajiban HIG melaksanakan pengelolaan hotel sejak tanggal Berita Acara Operasi sampai dengan tanggal 31 Desember 2021 ditambah masa pengelolaan pertama dan dapat di perpanjang untuk masa pengelolaan kedua apabila pengelolaan pertama menunjukan Hasil Evaluasi Kinerja Positif.

Sebagai kontraprestasi atas pelaksanaan kewajiban-kewajiban HIG dengan baik dan sesuai dengan perjanjian maka HIG mendapatkan imbalan jasa sebagai berikut:

v) On December 10, 2021, through Agreement Number 0022/PERJ/DIRUT/HIP/XII/2021 or Number 018/DIRUT/HIG-PERJ/XII/2021, PT Hotel Indonesia Group (HIG) and PT Hotel Indonesia Properti (HIPRO) agreed to make and bind themselves in an agreement hotel management, in the agreement HIPRO granted HIPRO hotel management license to HIG and HIG agreed to manage HIPRO hotels as follows: Khas Parapat. This agreement is effective from the effective date with HIG obligation to Carry out hotel management from the date of the Minu'es of Operation until december 31, 2021, plus the first management period, and can be extended for a second management period if the first management shows Positive Performance Evaluation Results.

Payment for service fees can be submitted every calendar month in one financial year by HIG and paid by PT HIPRO within 30 calendar days of the following month after PT HIPRO receives from HIG a monthly management report for the relevant calendar month, including invoices and other supporting documents which has been verified by PT HIPRO completely and correctly.

w) On December 10, 2021, PT Hotel Indonesia Group signed a Hotel Management Agreement with PT Senggigi Pratama Internasional (SPI) with agreement numbers 020/DIRUT/HIG PERJ/XII/2021 and 8005/PERJ/SPI-DIR/XII/2021 in the agreement SPI provides SPI's hotel management license to HIG and HIG agreed to manage SPI's hotel, Merumatta Hotel. This agreement is effective from the effective date with HIG's obligation to carry out hotel management from the date of the Minutes of Operation until December 31, 2021, plus the first management period, and can be extended for a second management period if the first management shows Positive Performance Evaluation Results.

As a contravention of the implementation of HIG's obligations properly and in accordance with the agreement, HIG receives the following compensation for services:

- Biaya dasar pengelolaan (*Basic Fee*) adalah sebesar 2,5% dari Laba Kotor Usaha (*Gross Operating Profit*) setiap bulan kalender yang bersangkutan.
- Biaya Insentif pengelolaan hotel dimana imbalan yag diterima adalah 0% dari *Gross Operating Profit* (GOP) jika GOP hotel tidak mencapai 30%, 2% dari GOP jika GOP hotel mencapai 30% s.d. 35%, atau 3% dari GOP jika GOP hotel mencapai >35% s.d. 40%, atau 4% dari GOP jika GOP hotel mencapai >40%.

Pembayaran atas imbalan jasa dapat diajukan setiap bulan kalender dalam satu tahun buku oleh HIG dan dibayarkan oleh SPI dalam waktu 30 hari kalender pada bulan berikutnya setelah SPI menerima dari HIG laporan manajemen bulanan untuk bulan kalender yang relevan, berikut tagihan *invoice* dan dokumen pendukung lainnya yang telah di verifikasi oleh SPI secara lengkap dan benar.

x) Pada tanggal 18 April 2019, melalui perjanjian Nomor 001/DIRUT/HIG-PERJ/IV/2019 atau Nomor Perjanjian 002/IFPRO/PKS/IV/2019, telah terjadi perjanjian antara PT Hotel Indonesia Group (HIG) dengan PT Indonesia Ferry Properti (IFPRO) yaitu kerjasama manajemen Hotel milik IFPRO yang menggunakan salah satu merek Hotel milik HIG, yang terletak di Labuan Bajo, Manggarai Barat, Flores Barat.

Jangka waktu perjanjian adalah sebelum Hotel Beroperasi dan tahap persiapan pembukaan *(pre-opening)* sampai dengan dimulainya *trial/soft opening Hotel* dengan besarnya Jasa *Technical Assistant* adalah sebesar Rp735.000 yang akan dibayarkan selama 4 tahap dan setelah Hotel beroperasi adalah 10 (sepuluh) tahun dengan besaran *basic management fee* adalah sebesar 2% pendapatan kotor/*Gross Revenue* perbulan. Selain *Basic Management Fee*, HIG Juga akan mendapatkan *Insentif Fee* sebesar 3% jika GOP mencapai 35%, 4% jika GOP mencapai 36% s.d. 40%, 5% jika GOP mencapai 41% s.d. 45%, dan 6% jika GOP mencapai 46% atau lebih.

- *The basic management fee (Basic Fee) is 2.5% of Gross Operating Profit for each calendar month concerned.*

- *Incentive costs for hotel management where the reward received is 0% of Gross Operating Profit (GOP) if the GOP of the hotel does not reach 30%, 2% of the GOP if the GOP of the hotel reaches 30% to 30%. 35%, or 3% of GOP if the hotel's GOP reaches >35% to 40%, or 4% of GOP if the hotel's GOP reaches >40%.*

Payment of service fees can be submitted every calendar month in one financial year by HIG and paid by SPI within 30 calendar days of the following month after SPI receives from HIG the monthly management report for the relevant calendar month, including invoices and other supporting documents that have been submitted. Verified by SPI completely and correctly.

x) On April 18, 2019, through agreement Number 001/DIRUT/HIG-PERJ/IV/2019 or Agreement Number 002/IFPRO/PKS/IV/2019, there was an agreement between PT Hotel Indonesia Group (HIG) with PT Indonesia Ferry Properti (IFPRO) is a hotel management collaboration owned by IFPRO that uses one of the hotel brands owned by HIG, which is located in Labuan Bajo, West Manggarai, West Flores.

The term of the agreement is before the Hotel Operates and the pre-opening stage until the start of the trial/soft opening of the Hotel with the amount of Technical Assistant Services is Rp735,000 which will be paid in 4 stages and after the hotel operates is 10 (ten) years with a basic management fee of 2% gross income per month. In addition to the Basic Management Fee, HIG will also get an Incentive Fee of 3% if the GOP reaches 35%, 4% if the GOP reaches 36% to 40%, and 5% if the GOP reaches 41% to 45%, and 6% if the GOP reaches 46 % or more.

HIG juga akan mendapatkan *Marketing Fee* sebesar 1,5% dari pendapatan kamar Hotel, dan akan dibayarkan setiap bulannya paling lambat dalam waktu 30 hari setelah HIG menyampaikan secara tertulis laporan bulanan mengenai hasil pendapatan kotor dan besarnya Biaya Operasional Hotel, berikut tagihan kepada IFPRO secara lengkap.

HIG will also receive a Marketing Fee of 1.5% of hotel room revenue and will be paid every month no later than 30 days after HIG submits a written monthly report regarding the results of gross income and the amount of Hotel Operational Costs, along with invoices to IFPRO in full.

y) Tanggal 12 Oktober 2019 PT Hotel Indonesia Group (HIG) menandatangani perjanjian kerjasama dengan Perum Jasa Tirta II atas pengelolaan Hotel, Restoran dang Bungalow yang terletak di Hotel Pesangrahan, Jatiluhur, Purwakarta. HIG berhak untuk memperoleh *joining fee* sebesar Rp150.000.000. HIG juga berhak untuk memperoleh *management fee* sebesar 2%-5% dari laba usaha kotor, tergantung dari *Gross Operating Profit* (GOP) dari hotel yang dikelola, bila GOP 30-35% maka *management fee* adalah sebesar 2%, bila GOP 36-40% maka *management fee* adalah 3%, bila GOP adalah 41-45% maka *management fee* sebesar 4%, bila GOP melebihi 46% maka *management fee* adalah sebesar 5% selain itu HIG juga berhak untuk mendapatkan biaya penjualan dan pemasaran sebesar 2% dari pendapatan kamar per bulan, dan 10% dari nilai transaksi bila terdapat penjualan melalui portal HIG.

y) On October 12, 2019, PT Hotel Indonesia Group (HIG) signed a cooperation agreement with Perum Jasa Tirta II for the management of the Hotel, Restaurant dang Bungalow located at Hotel Pesangrahan, Jatiluhur, Purwakarta. HIG has the right to obtain a joining fee of Rp150,000,000. HIG is also entitled to receive a management fee of 2%-5% of gross operating profit, depending on the Gross Operating Profit (GOP) of the hotel being managed, if the GOP is 30-35%, the management fee is 2%, if the GOP is 36-40% then the management fee is 3%, if the GOP is 41-45% then the management fee is 4%, if the GOP exceeds 46% then the management fee is 5% besides that HIG is also entitled to get sales fees and marketing of 2% of room revenue per month, and 10% of transaction value if there are sales through the HIG portal.

z) Pada tanggal 15 Agustus 2018 HIN Membuat Perjanjian Kerjasama pengelolaan Hotel dengan PT Bukit Asam Tbk (PT BA) dengan Nomor Perjanjian T/062.J/0400/HK.03/ VIII/2018 dan No. 32.a.PERJ/DIRUT/HIN/ VIII/2018 dimana maksud dan tujuan perjanjian ini sebagai pedoman dalam melakukan kerjasama pengelolaan hotel yang menggunakan merek Hotel milik HIN, untuk kepentingan PT BA sesuai dengan standar perhotelan pada umumnya dan sesuai standar hotel HIN pada khususnya, antara lain standar pemberian nama di hotel dan lain-lain.

z) On August 15, 2018, HIN made a Hotel Management Cooperation Agreement with PT Bukit Asam Tbk (PT BA) with agreement numbers T/062.J/0400/HK.03/VIII/2018 and No. 32.a. PERJ/DIRUT/HIN/VIII /2018 where the intent and purpose of this agreement is as a guideline in conducting cooperation in hotel management using the Hotel brand belonging to HIN, for the benefit of PT BA by hospitality standards in general and according to HIN hotel standards in particular, including naming standards in hotels and others.

Objek perjanjian yang dimanfaatkan oleh HIN adalah Hotel yang bernama Hotel Ombilin, dengan jumlah kamar sebanyak 21 kamar yang beralamat di Jl. Ahmad Yani Kelurahan Sawahlunto Sumatera Barat, Atas pengelolaan aset milik PT BA oleh HIN, PT BA bersedia membayar biaya jasa pengelolaan HIN melakukan jasa asistensi teknis atas persiapan hotel maupun saat

The object of the agreement used by HIN is a hotel called Hotel Ombilin, with a total of 21 rooms having its address at Jl. Ahmad Yani, Sawahlunto sub-district, West Sumatra, For the management of PT BA's assets by HIN, PT BA is willing to pay the HIN management service fee to provide technical assistance services for the hotel preparation and when the hotel is ready to

Hotel sudah siap dikelola sepenuhnya. Biaya jasa pengelolaan hotel yang berupa Biaya Dasar Pengelolaan (*Basic Fee*) dan Biaya Insentif Pengelolaan akan di berikan oleh PT BA kepada HIN dengan besaran, mekanisme, dan perhitungan sebagaimana akan dituangkan kemudian pada Berita Acara Kesepakatan.

be fully managed. Hotel management service fees in the form of Basic Management Fees and Management Incentive Fees will be given by PT BA to HIN with the amount, mechanism, and calculation as will be stated later in the Minutes of Agreement.

aa) Pada tanggal 27 Agustus 2018 terdapat Berita Acara Kesepakatan antara PT BA dengan HIN melalui Nomor 09.2/BA/DIRUT/ HIN/VIII/2018 atau Nomor T/068.1.J/0400/ HK.03/VIII/2018 dimana PT BA dan HIN sepakat bahwa objek perjanjian yang dimanfaatkan oleh HIN adalah hotel sebagaimana diatur dalam perjanjian kerjasama adalah berjumlah 21 kamar, ditambah dengan 8 kamar yang ditetapkan oleh PT BA, biaya dasar pengelolaan hotel adalah sebesar 15% dari total pendapatan kotor (*Gross Revenue*) hotel perbulan. Biaya Insentif Pengelolaan yang akan diberikan oleh PT BA kepada HIN adalah 5% dari Laba Usaha Kotor (*Gross Operating Profit*) hotel perbulan jika GOP Hotel mencapai sampai dengan 30% s.d. 35%, 6% dari Laba Usaha Kotor (*Gross Operating Profit*) hotel perbulan jika GOP Hotel mencapai sampai dengan 35% s.d. 40%, 7% dari Laba Usaha Kotor (*Gross Operating Profit*) hotel perbulan jika GOP Hotel mencapai lebih dari 40%.

aa) On August 27, 2018, there was a Minutes of Agreement between PT BA and HIN through Number 09.2/BA/DIRUT/ HIN/VIII/2018 or Number T/068.1.J/0400/ HK.03/VIII/2018 where PT BA and HIN agrees that the object of the agreement used by HIN is the hotel as stipulated in the cooperation agreement which is 21 rooms, plus 8 rooms set by PT BA, the basic cost of hotel management is 15% of the total gross revenue of the hotel per month. Management Incentive Fee that will be given by PT BA to HIN is 5% of the hotel's Gross Operating Profit per month if the GOP of the hotel reaches 30% to 35%, 6% of Gross Operating Profit) hotel per month if the hotel's GOP reaches up to 35% to 40%, 7% of the hotel's Gross Operating Profit per month if the hotel's GOP reaches more than 40%.

bb) Pada tanggal 8 September 2020 melalui Nomor Perjanjian 0058/PERJ/DIRPB/ HIN/IX/2020 atau Nomor 002/DIRUT/HIG-PERJ/IX/2020, atau Nomor T/404A/14300/ HK.03/IX/2020, atau Nomor 004/PJJ-BMP.02/IX/2020, telah terjadi Perjanjian Novasi antara PT HIG dengan PT Bukit Multi Properti (PT BMP) atas perjanjian kerjasama pengelolaan hotel antara PT Bukit Asam Tbk (PT BA) dan HIN para pihak dalam perjanjian novasi sepakat bahwa HIN dan PT BA dengan ini memberikan persetujuan atas penunjukan dan pengalihan seluruh tugas dan tanggung jawab serta hak-hak dan manfaat yang di terima oleh Assignor berdasarkan Perjanjian Kerjasama dan Berita Acara Kesepakatan untuk sepenuhnya beralih, dilaksanakan, dan diterima manfaatnya oleh PT BMP dan PT HIG.

bb) On September 8, 2020, through agreement Number 0058/PERJ/DIRPB/HIN/IX/2020 or Number 002/DIRUT/HIG-PERJ/IX/2020, or Number T/404A/14300/HK.03/IX/2020, or Number 004/PJJ-BMP.02/IX/2020, there has been a Novation Agreement between PT HIG and PT Bukit Multi Properti (PT BMP) on a hotel management cooperation agreement between PT Bukit Asam, Tbk (PT BA), and HIN, the parties in the novation agreement agree that HIN and PT BA hereby agree to the appointment and transfer of all duties and responsibilities as well as the rights and benefits received by the Assignor based on the Cooperation Agreement and the Minutes of Agreement to fully transfer, implement, and receive benefits by PT BMP and PT HIG.

cc) Perjanjian dengan Perusahaan

Pada tanggal 28 Desember 2021, HIN dan Perusahaan menandatangani perjanjian No. Perjj-21.3/AVIATA-HIN/12/2021 tentang Layanan Manajemen Holding BUMN Pariwisata dan Pendukung. Jangka waktu perjanjian ini selama 12 bulan sejak 1 Januari 2022. Perjanjian tersebut telah diperpanjang sampai dengan tanggal 31 Desember 2023 berdasarkan perjanjian No. PJJ.INJ.05.03/23/12/2022/A.0109 tanggal 30 Desember 2022.

Dalam perjanjian ini, HIN berkewajiban untuk:
- Melaksanakan seluruh kewajibannya berdasarkan Perjanjian ini untuk memastikan bahwa pelaksanaan Layanan Manajemen dilakukan sesuai dengan syarat dan ketentuan perjanjian ini.
- Menyiapkan dan memberikan data serta informasi yang diperlukan oleh Aviata untuk pelaksanaan pekerjaan atas layanan manajemen yang akan diberikan oleh Aviata kepada HIN.
- Melakukan pembayaran atas jasa layanan manajemen kepada Aviata sebesar nilai bersih 0,5% yang dihitung berdasarkan pendapatan usaha terkonsolidasi dengan mengacu kepada RKAP tahunan HIN termasuk perubahannya. Apabila biaya jasa layanan manajemen yang dibayarkan berdasarkan poin tersebut menjadi kurang atau lebih dari biaya yang seharusnya dibayarkan, maka selisih kurang atau lebih dari biaya jasa layanan manajemen akan direkonsiliasi dan dibuar berita acara untuk diperhitungkan sesuai dengan laporan keuangan auditan HIN.

cc) Agreement with the Company

On December 28, 2021, HIN and the Company signed agreement No. Perjj-21.3/AVIATA-HIN/12/2021 concerning Tourism and Support BUMN Holding Management Services. The term of this agreement is 12 months from January 1, 2022. The agreement has been extended until December 31, 2023 based on agreement No. PJJ.INJ.05.03/23/12/2022/A.0109 dated December 30, 2022.

In this agreement, HIN is obliged to:

- *Fulfill all obligations under this Agreement to ensure that the Management Services are carried out in accordance with the terms and conditions of this agreement.*
- *Prepare and provide the necessary data and information to Aviata for the implementation of the work on the management services that will be provided by Aviata to HIN.*
- *Make payment for management service fees to Aviata in the amount of net value of 0.5% calculated based on consolidated business revenue referring to HIN annual RKAP including changes. If the management service fee paid based on this point becomes less or more than the amount that should be paid, then the difference of less or more than the management service fee will be reconciled and made into a report to be calculated in accordance with HIN audited financial statements.*

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PT Sarinah

a) Kerjasama Bangun Guna Serah (BGS)
Berdasarkan surat tertanggal 8 Juni 2020 Nomor 607/DIREKSI/E/VI/2020 perihal Kerjasama Bangun Guna Serah (*Building Operating Transfer*) transformasi sarinah Thamrin, PT Sarinah telah menunjuk PT Wijaya Karya Realty sebagai mitra kerjasama BOT atas Obyek BOT yaitu lantai basement sampai dengan dan termasuk lantai 5 gedung Sarinah Thamrin dengan luas total ±28.864 m².

PT Sarinah

a) Build to Handover Cooperation
Based on a letter dated June 8, 2020 Number 607/Directors/E/VI/2020 regarding the collaboration to hand up (Building Operating Transfer) Transformation of the Sarinah Thamrin Building, PT Sarinah has visited PT Wijaya Karya Realty Cooperation with and incenses the 5th floor of the Sarinah Thamrin building with a vast A total of ± 28,864 sqm.

Total Investasi yang dilakukan atas proyek BOT tersebut ialah sebesar Rp560.723.090 dengan jangka waktu selama 30 tahun dengan *Internal Rate of Return* (IRR) sebesar 13,85%, para pihak sepakat bahwa nilai investasi tersebut adalah berdasarkan gambar *visioning*, lingkup pekerjaan, spesifikasi teknis dan rencana anggaran biaya dari pelaksanaan pemugaran objek BOT.	*The total investment made on the BOT project is Rp560,723,090 with a period of 30 years with the Internal Rate of Return (IRR) of 13.85%, the parties agreed that the investment value was based on visioning images, the scope of work, Technical specifications, and budget plans from the implementation of the restoration of objects.*
PT Sarinah berhak atas kompensasi bisnis dari PT Wijaya Karya Realty yang nilainya dihitung sebesar 3% dari pendapatan sewa. Pendapatan sewa adalah penghasilan kotor tidak termasuk PPN dan *Service Charge* dengan syarat setelah terbitnya laporan audit tahunan atas pengelolaan proyek BOT dan PT Sarinah telah membayarkan biaya sewa ruangan dan biaya-biaya lainnya atas penggunaan objek BOT.	*PT Sarinah is entitled to business compensation from PT Wijaya Karya Realty whose value is calculated at 3% of rental income. Rental income is gross income excluding VAT and Service Charges provided that after the publication of the annual audit report on the management of the BOT project and PT Sarinah has paid the room rental fee and other costs for the use of the BOT object.*
PT Sarinah berhak melakukan audit teknis obyek BOT setiap 5 tahun sekali, dengan biaya yang ditanggung PT Sarinah sendiri dan PT Wijaya Karya Realty berhak atas Hak Melakukan Pengelolaan (HMP) selama masa BOT.	*PT Sarinah has the right to conduct a technical audit of the BOT object once every 5 years, with the costs being borne by PT Sarinah itself and PT Wijaya Karya Realty entitled to the Right to Manage (HMP) during the BOT period.*
Berdasarkan Perjanjian Sewa Menyewa Gedung Sarinah antara PT Sarinah dengan PT Wijaya Karya Realty No. 15 tanggal 6 Mei 2021 yang menyebutkan bahwa perjanjian ini merupakan pelaksanaan atas kesepakatan para pihak sebagaimana yang diatur dalam Pasal 11 Perjanjian Bangun Guna Serah (BGS) dengan demikian perjanjian ini merupakan perjanjian yang bersifat accesoir (pelengkap/turunan dari Perjanjian Bangun Guna Serah (BGS).	*Based on the Sarinah Building Lease Agreement between PT Sarinah and PT Wijaya Karya Realty No. 15 dated 6 May 2021 which states that this agreement is an implementation of the agreement of the parties as regulated in Article 11 of the Build-to-Transfer Agreement (BGS).*
PT Sarinah setuju untuk menyewakan bangunan kepada PT Wijaya Karya Realty seluas 22.985 m^2 yang terdiri dari lantai *basement*, lantai *ground*, dan lantai 1 sampai 6. Dimana jangka waktu sewa adalah selama 30 tahun terhitung sejak ditanda tangani Berita Acara Mulai Beroperasi.	*PT Sarinah agreed to lease a building with PT Wijaya Karya Realty with an area of 22,985 sqm consisting of a basement floor, ground floor, and floors 1 to 6. Where the lease term is 30 years from the signing of the Minutes of Operation Start.*

b) Kerjasama Operasi Hotel D'Braga
PT Sarinah melakukan perjanjian Bangun, Guna, Serah (*Bulid, Operate, and Tranfer*/BOT) dengan PT Wijaya Karya Gedung Tbk tentang Pengembangan Properti di Jalan Braga No. 10 Bandung - Jawa Barat. Pembangunan tersebut tertuang dalam sertifikat Hak Guna Bangunan dengan Nomor 649 seluas 1.763 m^2.

Untuk melakukan kerjasama dengan PT Sarinah, PT Wijaya Karya Gedung Tbk telah memperoleh persetujuan dari para Pemegang Saham yang tertuang dalam Keputusan Pemegang Saham di luar Rapat PT Wijaya Karya Gedung Tbk No. MJ.01.00/PS.WG.037/2015 tertanggal 13 November 2015. Sedangkan Sarinah telah memperoleh persetujuan dari Menteri Badan Usaha Milik Negara seperti tertuang dalam Rapat Umum Pemegang Saham No. s-89/MBU/01/2016 tertanggal 25 Januari 2016 tentang Persetujuan Pendayagunaan Aset Milik PT Sarinah di Jl. Braga No. 10, Bandung Jawa barat.

PT Sarinah berhak atas pembayaran sewa lahan sebesar 3,33% dari nilai NJOP tanah setiap tahunnya sebagaimana tertera dalam Peraturan Kementrian Keuangan No. 33/ PMK.06/2012 dan berhak mendapatkan ruang komersial seluas 132 m^2 selama masa berlakunya perjanjian kerjasama tanpa dikenakan biaya sewa ruang dan *service charge*. Sedangkan PT Wijaya Karya Gedung Tbk telah merencanakan jumlah investasi yang akan ditanamkan untuk membangun hotel dan fasilitas penunjang dengan investasi awal sebesar Rp81.192.000 dengan jangka waktu pengelolaan selama 25 tahun.

PT Sarinah tidak memiliki kewajiban memberikan ganti rugi kepada PT Wijaya Karya Gedung Tbk sebagai bentuk penyerahan dan atau transfer, yang timbul dalam perjanjian kerjasama ini. Sedangkan PT Wijaya Karya Gedung Tbk berkewajiban menyerahkan kembali dan mengalihkan obyek BOT pada tanggal pengalihan bangunan dan penyerahan kembali tanah kepada PT Sarinah.

b) D'Braga Hotel Operation Cooperation
PT Sarinah entered into a Build, Use, Transfer (Build, Operate, and Transfer/BOT) agreement with PT Wijaya Karya Gedung Tbk regarding Property Development at Jalan Braga No. 10 Bandung - West Java. The construction of the building is stated in the Hak Guna certificate with Number 649 covering an area of 1,763 sqm.

To cooperate with PT Sarinah, PT Wijaya Karya Gedung Tbk has obtained the approval of the Shareholders as stated in the Shareholders' Decision outside the PT Wijaya Karya Gedung Tbk Meeting No. MJ.01.00/PS.WG.037/2015 dated November 13, 2015. Meanwhile, Sarinah has obtained approval from the Minister of State-Owned Enterprises as stated in the General Meeting of Shareholders No. s-89/MBU/01/2016 dated January 25, 2016, concerning Approval for the Utilization of Assets Owned by PT Sarinah on Jl. Braga No. 10, Bandung, West Java.

PT Sarinah is entitled to a land lease payment of 3.33% of the NJOP value of the land annually as stated in the Ministry of Finance Regulation No. 33/PMK.06/2012 and is entitled to a commercial space of 132 sqm for the duration of the cooperation agreement without being charged a space rental fee and service charges. Meanwhile, PT Wijaya Karya Gedung Tbk has planned the amount of investment to be invested in building a hotel and supporting facilities with an initial investment of Rp81,192,000 with a management period of 25 years.

PT Sarinah has no obligation to provide compensation to PT Wijaya Karya Gedung Tbk as a form of submission and or transfer, which arises in this cooperation agreement. Meanwhile, PT Wijaya Karya Gedung Tbk is obliged to return and transfer the BOT object on the date of the transfer of the building and the handover of the land to PT Sarinah.

c) Kuota Impor
PT Sarinah dalam menjalankan usahanya di bidang perdagangan terutama usaha impor telah memperoleh persetujuan dari Direktorat Jenderal Perdagangan Luar Negeri dengan Nomor 04.PI-11.22.0438 perihal Persetujuan Impor Beras untuk keperluan lainnya (BUMN), dimana PT Sarinah diberikan alokasi kuota sebagai berikut:
- Beras Basmati dengan alokasi kuota sebesar 5.300 metrik ton.
- Beras Ketan dengan alokasi kuota sebesar 21.700 metrik ton.
- Beras Kukus dengan alokasi kuota sebesar 950 metrik ton.
- Beras Japonica dengan alokasi kuota sebesar 7.000 metrik ton.
- Beras Hom Mali dengan alokasi kuota sebesar 1.000 metrik ton.
- Beras Jasmine dengan alokasi kuota sebesar 7.300 metrik ton.

c) Import Quotas
PT Sarinah in carrying out its business in the trading sector, especially the import business, has obtained approval from the Directorate General of Foreign Trade with Number 04.PI-11.22.0438 concerning the Approval for Importing Rice for Other Purposes (BUMN), in which PT Sarinah is given a quota allocation as follows:
- *Basmati rice with a quota allocation of 5,300 metric tons.*
- *Glutinous Rice with a quota allocation of 21,700 metric tons.*
- *Steamed Rice with a quota allocation of 950 metric tons.*
- *Japonica rice with a quota allocation of 7,000 metric tons.*
- *Hom Mali rice with a quota allocation of 1,000 metric tons.*
- *Jasmine rice with a quota allocation of 7,300 metric tons.*

d) Perjanjian dengan Perusahaan
Pada tanggal 28 Desember 2021, Sarinah dan Perusahaan menandatangani perjanjian No. Perjj-21.4/AVIATA-SARINAH/12/2021 tentang Layanan Manajemen Holding BUMN Pariwisata dan Pendukung. Jangka waktu perjanjian ini selama 12 bulan sejak 1 Januari 2022. Perjanjian tersebut telah diperpanjang sampai dengan tanggal 31 Desember 2023 berdasarkan perjanjian No. PJJ.INJ.05.03/23/12/2022/A.0108 tanggal 30 Desember 2022.

Dalam perjanjian ini, Sarinah berkewajiban untuk:
- Melaksanakan seluruh kewajibannya berdasarkan Perjanjian ini untuk memastikan bahwa pelaksanaan Layanan Manajemen dilakukan sesuai dengan syarat dan ketentuan perjanjian ini.
- Menyiapkan dan memberikan data serta informasi yang diperlukan oleh Aviata untuk pelaksanaan pekerjaan atas layanan manajemen yang akan diberikan oleh Perusahaan kepada Sariah.
- Melakukan pembayaran atas jasa layanan manajemen kepada Perusahaan sebesar nilai bersih 0,5% yang dihitung berdasarkan pendapatan usaha terkonsolidasi dengan mengacu kepada RKAP tahunan Sarinah termasuk perubahannya. Apabila biaya jasa layanan manajemen yang dibayarkan

d) Agreement with the Company
On December 28, 2021, Sarinah and the Company signed agreement No. Perjj-21.4/AVIATA-SARINAH/12/2021 concerning Tourism and Support BUMN Holding Management Services. The term of this agreement is 12 months from January 1, 2022. The agreement has been extended until December 31, 2023 based on agreement No. PJJ.INJ.05.03/23/12/2022/A.0108 dated December 30, 2022.

In this agreement, Sarinah is obliged to:

- *Fulfill all obligations under this Agreement to ensure that the Management Services are carried out in accordance with the terms and conditions of this agreement.*
- *Prepare and provide the necessary data and information to Aviata for the implementation of the work on the management services that will be provided by the Companyto Sarinah.*
- *Make payment for management service fees to the Company in the amount of net value of 0.5% calculated based on consolidated business revenue referring to Sarinah annual RKAP including changes. If the management service fee paid based on this point becomes less or more than the amount that should be*

berdasarkan poin tersebut menjadi kurang atau lebih dari biaya yang seharusnya dibayarkan, maka selisih kurang atau lebih dari biaya jasa layanan manajemen akan direkonsiliasi dan dibuar berita acara untuk diperhitungkan sesuai dengan laporan keuangan auditan Sarinah.

paid, then the difference of less or more than the management service fee will be reconciled and made into a report to be calculated in accordance with Sarinah audited financial statements.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

a) Perjanjian Pemanfaatan Materi Promosi "Prambanan Jazz Festival" (PJF) dengan PT Syakira Ghyna Rajawali Indonesia Communication (Rajawali)

TWC melakukan perjanjian kerjasama pemanfaatan materi promosi PJF dengan Rajawali sesuai dengan Surat Perjanjian Kerjasama No. 361/HM.301/XI/2019 tanggal 26 November 2019.

Dalam perjanjian tersebut disepakati bahwa TWC berhak menggunakan Invensi Materi Promosi PJF selama jangka waktu 8 tahun terhitung sejak tanggal ditandatangani perjanjian. TWC memiliki hak sebagai Co-Promotor PJF untuk turut serta mencari dan mendapatkan sponsor dari pihak lain di luar perjanjian dengan menggunakan Invensi Materi Promosi PJF.

Apabila akan diadakan event PJF, TWC dapat mencari *sponsorship* dengan usaha sendiri dengan kesepakatan nilai minimal sebesar Rp3.000.000. Atas pemanfaatan materi promosi tersebut, TWC telah melakukan pembayaran sebesar Rp36.548.616. Pembayaran tersebut merupakan jasa penyelenggaraan PJF ke 5 sekaligus merupakan pembayaran Royalti Invensi Materi Promosi PJF dengan *branding value* sebesar Rp37.000.000. Atas pembayaran tersebut TWC berhak mencatat sebagai aset selama masa perjanjian.

b) Perjanjian Pembiayaan Modal Kerja kepada Perusahaan Umum Produksi Film Negara (Perum PFN)
TWC mengadakan perjanjian kerjasama pembuatan dan komersialisasi film layar lebar berdurasi 90 menit berjudul "Akhir Pekan Panjang" dengan Perum PFN berdasarkan Perjanjian Kerjasama No. 272/OP.302/XI/2017 pada 16 November 2017 dan Addendum Pertama

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

a) Agreement on the Utilization of Promotional Materials "Prambanan Jazz Festival" (PJF) with PT Syakira Ghyna Rajawali Indonesia Communication (Rajawali)

TWC entered into a cooperation agreement for the use of PJF promotional materials with Rajawali in accordance with the Cooperation Agreement No. 361/HM.301/XI/2019 dated November 26, 2019.

In the agreement, it was agreed that TWC has the right to use PJF's Promotional Material Inventions for a period of 8 years from the date of signing the agreement. TWC has the right as Co-Promoter of PJF to participate in seeking and obtaining sponsorship from other parties outside the agreement by using PJF Promotional Material Inventions.

If a PJF event will be held, TWC can seek sponsorship with its own business with an agreement of a minimum value of Rp3,000,000. For the use of these promotional materials, TWC has made a payment amounting to Rp36,548,616. The payment is a service for organizing the 5th PJF as well as a royalty payment for the Invention of PJF Promotional Materials with a branding value amounting to Rp37,000,000. For this payment, TWC has the right to record it as an asset during the term of the agreement.

b) Working Capital Financing Agreement to the Produksi Film Negara Public Company (Perum PFN)
TWC entered into a cooperation agreement for the production and commercialization of a 90-minute widescreen film entitled "Akhir Pekan Panjang" with Perum PFN based on Cooperation Agreement No. 272/OP.302/XI/2017 on November 16, 2017 and First Addendum No.

No. 160/PL.102/VI/2018 tanggal 29 Juni 2018. Produksi film sebagaimana dimaksud Perjanjian ini dibiayai oleh Para Pihak dengan Rencana Anggaran dan Biaya (RAB) sebesar Rp10.000.000, dengan rincian pembiayaan dalam bentuk modal untuk produksi film berdasarkan Perjanjian ini oleh TWC sebesar Rp5.000.000, sedangkan pembiayaan dari Perum PFN sebesar Rp5.000.000 yang berasal dari pihak sponsor. Perum PFN menyatakan bahwa proses produksi film selesai dalam 1 tahun terhitung sejak ditandatanganinya perjanjian.

Komponen pendapatan berdasarkan perjanjian ini terbagi atas:
- Pendapatan pra-proyek adalah pendapatan yang diterima oleh para pihak sebelum produksi film selesai sesuai jangka waktu Perjanjian, yang meliputi kelebihan penerimaan sponsorship setelah digunakan untuk menutup biaya sesuai RAB.
- Pendapatan pasca-proyek adalah pendapatan yang diterima oleh para pihak setelah produksi film dinyatakan selesai sesuai jangka waktu Perjanjian, yang rneliputi penjualan tiket film.
- Pembagian Pendapatan dimaksud diatas menggunakan dasar perhitungan Bagi Hasil sebesar 25% untuk TWC dan 75% untuk Perum PFN, khusus bagi pendapatan pasca proyek akan dibagi setelah dikurangi beban biaya dan pajak Perum PFN terkait operasional film.

c) Perjanjian Kerjasama tentang Kerjasama Pemanfaatan Barang Milik Negara (BMN) di Taman Mini Indonesia Indah (TMII) dengan Kementerian Sekretariat Negara

Berdasarkan Akta No. 1 tanggal 1 Juli 2021 oleh Notaris Buntario Tigris, S.H., S.E., M.H., Notaris di Jakarta, atas Perjanjian Kerjasama antara Kementerian Sekretariat Negara Republik Indonesia dengan TWC tentang Kerja Sama Pemanfaatan Barang Milik Negara pada Kementerian Sekretariat Negara Republik Indonesia di Taman Mini Indonesia Indah. Kerja Sama Pemanfaatan (KSP) dimaksudkan untuk mengoptimalkan daya guna dan hasil guna BMN berupa tanah dan bangunan serta aset lainnya TMII milik Kementerian Sekretariat Negara dengan melakukan pengelolaan sesuai kesepakatan para pihak.

160/PL.102/VI/2018 dated June 29, 2018. The film production as referred to in this Agreement is financed by the Parties with a Budget and Cost Plan (RAB) of Rp10,000,000, with details of financing in the form of capital for film production based on the Agreement. In this case TWC is Rp5,000,000, while the financing from Perum PFN is Rp5,000,000 hich comes from the sponsor. Perum PFN stated that the film production process was completed within 1 year from the signing of the agreement.

The revenue components under this agreement are divided into:
- *Pre-project income is income received by the parties before film production is completed according to the term of the Agreement, which includes the excess of sponsorship receipts after being used to cover costs according to the RAB.*
- *Post-project income is the income received by the parties after the film production is declared completed according to the term of the Agreement, which includes the sale of film tickets.*
- *Revenue sharing referred to above using the calculation basis for Profit Sharing of 25% for TWC and 75% for Perum PFN, specifically for post-project income, it will be divided after deducting the costs and taxes of Perum PFN related to film operations.*

c) Cooperation Agreement regarding of Cooperation in the Utilization of Owned State Property (BMN) in Taman Mini Indonesia Indah (TMII) with Ministry of State Secretariat
Based on Deed No. 1 dated July 1, 2021 by Notary Buntario Tigris, S.H., S.E., M.H., Notary in Jakarta, of Cooperation Agreement between Ministry of State Secretariat Negara Republik Indonesia with TWC regarding od Cooperation in the Utilization of Owned State Property on Kementerian Sekretariat Negara Republik Indonesia in Taman Mini Indonesia Indah. Utilization cooperation (KSP) intended for optimize the usability of BMN in the form of land and buildings and other assets of TMII belonging to the Ministry of State Secretariat by managing according to the agreement of the parties.

Kerjasama yang disepakati antara lain sebagai berikut:

- Nilai dan objek KSP:
  i. Nilai wajar BMN Objek KSP adalah sebesar Rp12.824.485.985.
  ii. Objek KSP yaitu tanah, bangunan eksisting fasilitas lainnya sesuai dengan lampiran Surat Menteri Keuangan tentang Persetujuan KSP yang berada dalam Kawasan KSP.
  iii. Dalam hal terdapat perubahan atas Objek KSP, Para Pihak sepakat akan melakukan addendum dan memperhitungkan kembali kontribusi tetap dan pembagian keuntungan atas Objek KSP sesuai dengan ketentuan peraturan perundang-undangan
- Ruang lingkup pelaksanaan KSP sebagai berikut: penggunaan atau pemanfaatan, pembangunan, renovasi dan pemeliharaan, pengelolaan, laporan tahunan, dan pembayaran kontribusi kepada negara oleh TWC berupa kontribusi tetap dan pembagian keuntungan atas pemanfatan Objek KSP.
- TWC berhak membangun, merenovasi dan memelihara Objek KSP dengan didasarkan pada Program Pengajuan KSP TMII.
- Pembayaran Kontribusi Tetap:
  i. Kontribusi tetap dihitung mulai dari awal KSP dan dibayarkan mulai tahun 2021 sebesar Rp1.385.044.486, untuk tahun pertama dan untuk tahun berikutnya dihitung dengan kenaikan sebesar 2,91% per tahun dari kontribusi tetap tahun sebelumnya.
  ii. TWC diberikan keringanan untuk kontribusi tetap 3 tahun pertama sebesar 50%.
  iii. selanjutnya dilakukan setiap tahun paling lambat 30 Juni pada tahun berjalan.
- Pembagian keuntungan KSP dihitung sebesar 40,54% dari Laba Bersih KSP per tahun.
- Jangka waktu pelaksanaan KSP selama 25 tahun terhitung mulai berlaku 1 Juli 2021 sampai 30 Juni 2046 dan dapat diperpanjang sesuai dengan ketentuan Perjanjian ini dan Peraturan Perundang- undangan yang berlaku.

The agreed collaborations include the following:

- *Values and object of KSP:*
  i. The fair value of KSP Object BMN amounting to Rp12,824,485,985.
  ii. KSP objects are land, existing buildings and other facilities in accordance with the attachment to the Letter of the Minister of Finance concerning the KSP Approval located in the KSP Area.
  iii. In the event that there is a change in the KSP Object, the Parties agree to make an addendum and recalculate the fixed contribution and profit sharing on the KSP Object in accordance with the provisions of the laws and regulations
- *The scope of the KSP implementation as follows: use or utilization, construction, renovation and maintenance, management, annual reports, and payment of contributions to the state by TWC in the form of fixed contributions and profit sharing on the utilization of KSP Objects.*
- *TWC has the right to build, renovate and maintain KSP Objects based on the TMII KSP Submission Program.*
- *Fixed Contribution Payment:*
  i. Fixed contributions are calculated starting from the beginning of the KSP and paid started in 2021 amounting tp Rp1,385,044,486, for the first year and for the following year calculated with an increase of 2.91% per year from the previous year's fixed contributions.
  ii. TWC is given discount for the first 3 years fixed contribution of 50%.
  iii. Subsequent fixed contribution payments are made annually no later than June 30 of the current year.
- *KSP profit sharing is calculated at 40.54% of KSP Net Profit per year.*
- *The KSP implementation period is 25 years starting from July 1, 2021 until June 30, 2046 and can be extended in accordance with the provisions of this Agreement and the prevailing laws and regulations.*

d) Perjanjian Kerjasama dengan PT Dapur Film Production tentang Produksi Film Layar Lebar "Ibu".
- TWC mengadakan Perjanjian tentang Produksi Film Layar Lebar (PKS Produksi) No. 03/PL.102/I/2019 tanggal 24 Januari 2019 beserta Addendum Perjanjian No. 363/PL.102/XI/2019 tanggal 28 November 2019.
- TWC mengadakan Perjanjian tentang Promosi dan Pemasaran Film (PKS Markom) No. 04/HM.301/I/2020, No. 01/FILM-MKT/DFP/IBU/I/2020 tanggal 9 Januari 2020.
- Para Pihak melakukan pengakhiran Perjanjian yang dituangkan dalam Berita Acara Pengakhiran Perjanjian Kerjasama No. 2158/PL.1021/VII/2020 tanggal 22 Juli 2020.
- TWC melakukan Perjanjian Baru tentang Produksi Film Layar Lebar No. 124/PL.102/VIII/2020 tanggal 19 Agustus 2020 Jo. Addendum Perjanjian tentang Produksi Film Layar Lebar No. 286/PL.102/XII/2020 tanggal 30 Desember 2020.

Produksi film sebagaimana dimaksud Perjanjian ini dibiayai oleh Para Pihak dengan Rencana Anggaran dan Biaya (RAB) sebesar Rp6.959.184 dengan rincian pembiayaan dalam bentuk modal untuk produksi film berdasarkan Perjanjian ini.

Dalam perjanjian tersebut disepakati porsi kepemilikan diantara kedua belah pihak selama 5 (lima) tahun pertama dan 50%-50% untuk tahun berikutnya.

d) Cooperation Agreement with PT Dapur Film Production regarding the Production of the Wide Screen Film "Ibu".
- *TWC entered into an Agreement on Wide Screen Film Production (PKS Production) No. 03/PL.102/I/2019 dated January 24, 2019 along with Addendum to Agreement No.363/PL.102/XI/2019 dated November 28, 2019.*
- *TWC entered into Agreement on Film Promotion and Marketing (PKS Markom) No. 04/HM.301/I/2020, No. 01/FILM-KT/DFP/IBU/I/2020 dated January 9, 2020.*
- *The parties terminate the Agreement as outlined in the Minutes of Termination of the Cooperation Agreement No. 2158/PL.1021/VII/2020 dated July 22, 2020.*
- *TWC entered into a New Agreement on Widescreen Film Production No. 124/PL.102/VIII/2020 dated August 19, 2020 Jo. Addendum to the Agreement on Widescreen Film Production No. 286/ PL.102/XII/2020 on December 30, 2020.*

The film production as referred to in this Agreement is financed by the Parties with a Budget and Cost Plan (RAB) of Rp6,959,184 with details of financing in the form of capital for film production based on this Agreement.

In the agreement, the share of ownership between the two parties is agreed for the first 5 (five) years and 50%-50% for the following year.

e) Perjanjian Sewa Mobil Listrik di Taman Mini Indonesia antara PT Bhiva dan PT Bathara Mobilindo Transportasi
PT Bhiva melakukan perjanjian sewa mobil listrik dengan PT Bathara Mobilindo Transportasi sesuai dengan surat Perjanjian No. 977/PL.10/XI/2022 tanggal 18 November 2022. Dalam perjanjian tersebut disepakati bahwa PT Bhiva menyewa mobil listrik selama jangka waktu 3 tahun terhitung sejak tanggal 18 November 2022 sampai dengan 18 November 2025. PT Bhiva berhak menggunakan dan mengoperasikan sepenuhnya sewa mobil listrik di lokasi TMII.

e) Electric Car Rental Agreement at Taman Mini Indonesia between PT Bhiva and PT Bathara Mobilindo Transportasi
PT Bhiva entered into an electric car rental agreement with PT Bathara Mobilindo Transportasi in accordance with the Agreement Letter No. 977/PL.10/XI/2022 dated November 18, 2022. In the agreement, it was agreed that PT Bhiva rents an electric car for a period of 3 years start from November 18, 2022 to November 18, 2025. PT Bhiva has the right to fully use and operate the electric car rental in the are of TMII.

f) Perjanjian dengan Perusahaan
Pada tanggal 28 Desember 2021, TWC dan Perusahaan menandatangani perjanjian No. Perjj-21/AVIATA-TWC/12/2021 tentang Layanan Manajemen Holding BUMN Pariwisata dan Pendukung. Jangka waktu perjanjian ini selama 12 bulan sejak 1 Januari 2022. Perjanjian tersebut telah diperpanjang sampai dengan tanggal 31 Desember 2023 berdasarkan perjanjian No. PJJ.INJ.05.03/23/12/2022/A.0110 tanggal 30 Desember 2022.

Dalam perjanjian ini, TWC berkewajiban untuk:
- Melaksanakan seluruh kewajibannya berdasarkan Perjanjian ini untuk memastikan bahwa pelaksanaan Layanan Manajemen dilakukan sesuai dengan syarat dan ketentuan perjanjian ini.
- Menyiapkan dan memberikan data serta informasi yang diperlukan oleh Aviata untuk pelaksanaan pekerjaan atas layanan manajemen yang akan diberikan oleh Perusahaan kepada TWC.
- Melakukan pembayaran atas jasa layanan manajemen kepada Perusahaan sebesar nilai bersih 0,5% yang dihitung berdasarkan pendapatan usaha terkonsolidasi dengan mengacu kepada RKAP tahunan TWC termasuk perubahannya. Apabila biaya jasa layanan manajemen yang dibayarkan berdasarkan poin tersebut menjadi kurang atau lebih dari biaya yang seharusnya dibayarkan, maka selisih kurang atau lebih dari biaya jasa layanan manajemen akan direkonsiliasi dan dibuar berita acara untuk diperhitungkan sesuai dengan laporan keuangan auditan TWC.

f) Agreement with the Company
On December 28, 2021, TWC and the Company signed agreement No. Perjj-21 /AVIATA-TWC/12/2021 concerning Tourism and Support BUMN Holding Management Services. The term of this agreement is 12 months from January 1, 2022. The agreement has been extended until December 31, 2023 based on agreement No. PJJ.INJ.05.03/23/12/2022/A.0110 dated December 30, 2022.

In this agreement, TWC is obliged to:
- *Fulfill all obligations under this Agreement to ensure that the Management Services are carried out in accordance with the terms and conditions of this agreement.*
- *Prepare and provide the necessary data and information to Aviata for the implementation of the work on the management services that will be provided by the Companyto TWC.*
- *Make payment for management service fees to the Company in the amount of net value of 0.5% calculated based on consolidated business revenue referring to TWC annual RKAP including changes. If the management service fee paid based on this point becomes less or more than the amount that should be paid, then the difference of less or more than the management service fee will be reconciled and made into a report to be calculated in accordance with TWC audited financial statements.*

46. Kontinjensi / *46. Contingencies*

PT Angkasa Pura I ("AP I") / ***PT Angkasa Pura I ("AP I")***

a) Gugatan Paulus Wuwungan
AP I menerima gugatan perdata dari Paulus Wuwungan melalui Pengadilan Negeri Manado tanggal 28 Mei 2019 sehubungan dengan dua bidang tanah di Douna Sekolah, Manado dengan total luas tanah 33.500 m^2 dan nilai gugatan sebesar Rp10.000 per m^2 atau sebesar Rp335.000.000. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan Menteri BUMN Republik Indonesia.

a) Paulus Wuwungan's lawsuit
AP I 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 sqm and a claim value of Rp10,000 per sqm or Rp335,000,000. The other defendants are the Minister of Transportation of the Republic of Indo-nesia and the Minister of State-Owned Entities of the Republic of Indonesia.

Berdasarkan putusan Pengadilan Negeri Manado tanggal 29 Juni 2020, gugatan dikabulkan dan AP I serta Menteri BUMN Republik Indonesia diharuskan melakukan pembayaran secara tanggung renteng ganti kerugian atas tanah sebesar Rp1.000 per m^2 atau sebesar Rp33.500.000.

Based on the decision of the Manado District Court dated June 29, 2020, the lawsuit was granted and AP I 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 sqm or Rp33,500,000.

Pada tanggal 13 Agustus 2020, Perusahaan AP I kepada Pengadilan Tinggi Manado. Pada tanggal 2 Juli 2021, telah terbit putusan banding yang membatalkan putusan tingkat pertama.

On August 13, 2020, AP I submitted an appeal to the Manado High Court. On July 2, 2021, an appeal decision has been issued which annuls the decision of the first instance.

Pada tanggal 23 Februari 2022, Paulus Wuwungan melakukan upaya hukum luar biasa berupa Peninjauan Kembali. AP I juga telah mengajukan kontra memori Peninjauan Kembali pada tanggal 11 April 2022.

On February 23, 2022, Paul Wuwungan made an extraordinary legal remedy in the form of a Judicial Review. AP I has also filed a counter memory Review on April 11, 2022

Per 31 Desember 2022, perkara tengah diperiksa pada tingkat Kasasi dan AP I menunggu Putusan.

As of December 31, 2022, the case is being examined at the Cassation level and AP I is awaiting a Verdict.

b) Gugatan Maria Nellie Awuy

AP I menerima gugatan perdata dari Maria Nellie Awuy Sumakul melalui Pengadilan Negeri Manado tanggal 18 November 2016 sehubungan dengan tanah seluas 26.880 m^2 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.

b) Maria Nellie Awuy's lawsuit

AP I 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 sqm 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.

Berdasarkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018, sebagian gugatan dikabulkan dan AP I diharuskan melakukan pembayaran ganti kerugian atas tanah sebesar Rp17.203.200 dan uang paksa sebesar Rp1.000 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 AP I 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.

Pada tanggal 19 Oktober 2018, AP I mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 17 Desember 2019, putusan Pengadilan Tinggi Manado menguatkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018.

On October 19, 2018, AP I 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.

Pada tanggal 12 Februari 2020, AP I mengajukan permohonan kasasi kepada Mahkamah Agung Republik Indonesia. Pada tanggal 21 Maret 2022 telah diterbitkan Putusan Kasasi Mahkamah Agung yang mengabulkan Permohonan Kasasi AP I, dimana AP I dibebaskan dari hukuman membayar ganti kerugian sebesar Rp17.203.200.

On February 12, 2020, AP I filed an appeal to the Supreme Court of the Republic of Indonesia. On March 21, 2022, a Supreme Court Cassation Decision was issued granting AP I Cassation Application, in which AP I was exempted from the penalty of paying compensation of Rp17,203,200

c) Gugatan Sylvana Yunita

AP I menerima gugatan perdata dari Sylvana Yunita sehubungan dengan sebidang tanah Pasini (*Individual Bezit*) seluas 19.300 m^2 yang terletak di tempat yang terdahulu bernama Koyawas, di Desa Mapanget Barat, Kecamatan Dimembe, Minahasa (saat ini masuk wilayah Manado) dengan nilai gugatan sebesar Rp11.850.200.

Pada tanggal 7 Januari 2021, telah disampaikan Putusan Pengadilan Negeri Manado yang menyatakan bahwa gugatan Penggugat tidak dapat diterima. Selanjutnya, pada tanggal 14 Januari 2021, Penggugat mengajukan upaya hukum banding. Pada tanggal 24 Maret 2021, AP I mengajukan kontra memori banding. Pada tanggal 21 September 2021, telah ada Putusan Banding yang menguatkan Putusan Pengadilan tingkat pertama. Pada tanggal 22 Oktober 2021, Sylvana Yunita mengajukan permohonan kasasi. Adapun saat ini AP I sedang menunggu Putusan Kasasi.

c) Sylvana Yunita's lawsuit

AP I received a civil lawsuit from Sylvana Yunita for a piece of land Pasini (Individual Bezit) covering an area of 19,300 sqm which was located in a place previously called Koyawas, in Mangapet Barat Village, Dimembe sub-district, Minahasa (currently included in Manado area) with a claim value of Rp11,850,200.

On January 7, 2021, the Decision made by Manado District Court has been delivered, which states that the Plaintiff's Claim cannot be accepted. Furthermore, on January 14, 2021, the Plaintiff filed an appeal. On March 24, 2021, AP I filed a counter memorandum of appeal. On September 21, 2021, there has been an Appeals Decision which affirms the Court's Decision on the first instance. On October 22, 2021, Sylvana Yunita filed an appeal. As for now, AP I is awaiting a Cassation Ruling

Angkasa Pura II

a) AJB Bumiputera 1912 ("AJB")

Pada tanggal 25 Juli 2018, AP II mengajukan permohonan ke Arbitrase Nasional Indonesia ("BANI") terhadap AJB Bumiputera 1912 ("AJB") sebagaimana terdaftar dalam perkara Nomor 41072/VIII/ARV-BANI/2018. Permohonan tersebut diajukan sehubungan dengan kewajiban AJB dalam melakukan pembayaran atas manfaat pengelolaan dana Tunjangan Hari Tua (THT) kepada pegawai AP II.

Terhadap permohonan tersebut, pada tanggal 4 Februari 2019, BANI memberikan putusan antara lain sebagai berikut:

1. Menghukum AJB untuk membayar kewajiban kepada AP II atas klaim asuransi sebesar Rp30.469.

Angkasa Pura II

a) AJB Bumiputera 1912 ("AJB")

On July 25, 2018, AP II submitted an application to the Indonesian National Arbitration ("BANI") against AJB Bumiputera 1912 ("AJB") as registered in case number 41072/VIII/ARV-BANI/2018. The application was submitted in relation with AJB's obligation to provide benefit payment of retirement funds to the AP II's employees.

In regard with the application, on February 4, 2019, BANI has made decision, among others, is as follows:

1. Convict AJB to paid its obligation to AP II for the insurance benefit claim of Rp30,469.

2. Menghukum dan memerintahkan AJB untuk mengganti kerugian AP II sebesar Rp104.298 yang harus menunjuk pengelola dana THT baru untuk menggantikan AJB.

Pada tanggal 28 Maret 2019, AJB mengajukan permohonan pembatalan atas Putusan BANI kepada Pengadilan Negeri Jakarta Selatan (PN Jaksel). Pada tanggal 6 Agustus 2019, PN Jaksel telah menolak Permohonan AJB tersebut. Pada tanggal 20 Agustus 2019, AJB mengajukan upaya hukum banding terhadap Putusan PN Jaksel kepada Mahkamah Agung Republik Indonesia dengan mengajukan memori permohonan kasasi pada tanggal 2 September 2019. Berdasarkan nomor putusan kasasi nomor 98B/Pdt.Sus-Arbt/2020 tanggal 29 Januari 2020, Mahkamah Agung menolak permohonan kasasi tersebut.

Pada tanggal 22 Februari 2021, AP II mengirimkan surat permohonan eksekusi atas keputusan BANI tanggal 4 Februari 2019 ke Pengadilan Negeri Jakarta Selatan. Permohonan ekseskusi tersebut dikabulkan oleh Pengadilan Negeri Jakarta pada tanggal 20 Januari 2022.

b) PT Asuransi Jiwasraya (Persero) ("AJS")

Program imbalan pascakerja - THT AP II bagi karyawannya diantaranya dikelola oleh AJS dalam bentuk program asuransi kumpulan untuk 1.118 karyawan.

Pada tanggal 23 Desember 2020, AJS mengirimkan surat kepada AP II dimana AJS menyampaikan Penawaran Restrukturisasi Polis Asuransi Kumpulan. Kementerian BUMN sebagai pemegang saham AJS bekerjasama dengan PT Bahana Pembinaan Usaha Indonesia (BPUI) telah merancang Rencana Penyehatan Keuangan Jiwasraya dengan cara:

1. Restruktrisasi Polis Asuransi
2. Pendirian IFG Life dan Transfer Portofolio dari AJS ke IFG Life
3. Pemerintah akan melakukan *bail-in* berupa Penyertaan Modal Negara (PMN) kepada IFG sebagai holding asuransi dan penjaminan untuk kemudian IFG akan mendirikan IFG Life untuk menyelamatkan polis asuransi Jiwasraya.

2. *Convict and instruct AJB to compensate AP II loss of Rp104,298 which must appoint new retirement fund manager to replace AJB.*

On March 28, 2019, AJB has submitted a revocation letter on the BANI's Decision to the South Jakarta District Court. On August 6, 2019, the South Jakarta District Court rejected the AJB request. On August 20, 2019, AJB filed an appeal against the South Jakarta District Court's decision to the Supreme Court of the Republic of Indonesia by submitting a memorandum of cassassion on September 2, 2019. Based on cassasion decision number 98B/Pdt.Sus-Arbt/2020 dated January 29, 2020, the Supreme Court rejected that appeal request.

On February 22, 2021, AP II send execution request letter for BANI's decision dated February 4, 2019 to South Jakarta District Court. The execution request is granted by South Jakarta District Court on January 20, 2022.

b) PT Asuransi Jiwasraya (Persero) ("AJS")

One of AP II post employment benefits - THT is being managed by AJS in the form of collective insurance program for 1,118 employees.

On December 23, 2020, AJS send a letter to AP II, where AJS present The Restructurisation of Collective Insurance Policy Proposal. Ministry of State-owned Enterprises (SOE) as the shareholder of AJS cooperate with PT Bahana Pembinaan Usaha Indonesia (BPUI) had devised a Plan to Financially Restructure Jiwasraya, which is as follows:

1. *Restructuring the Insurance Policy*
2. *Establishment of IFG Life and Transfer Portofolio from AJS to IFG Life*
3. *The Government will bail-in in the form of State Equity Participation (PMN) to IFG as the insurance holding and guarantor, where IFG will then establish IFG Life to bail insurance policy of Jiwasraya.*

Restrukturisasi polis asuransi dilakukan dengan menawarkan penghentian polis asuransi eksisting, dimana 95% dari Nilai Tunai menjadi saldo awal produk Pendanaan Hari Tua yang disebut JS PHT.

Pada tanggal 10 Maret 2021, AP II kembali menerima surat dari AJS terkait tindak lanjut penawaran restrukturisasi polis, dimana dalam surat tersebut AJS menyatakan bahwa nilai tunai program THT adalah sebesar Rp128.281.000.

Pada tanggal 26 Maret 2021, Kementerian Negara BUMN mengirimkan surat kepada BUMN-BUMN terkait dukungan restrukturisasi polis BUMN dan Afiliasi yang akan dilakukan oleh AJS. Dalam surat tersebut dihimbau kepada BUMN-BUMN yang memiliki polis di AJS untuk turut mendukung program tersebut.

Pada tanggal 4 Juli 2022, AP II menerima surat dari AJS yang memberitahukan bahwa polis asuransi AP II telah dialihkan kepada PT Asuransi Jiwa IFG.

The restructurisation of insurance policy will be performed by offering the termination of the existing insurance policy, where 95% of cash value will be the beginning balance of Pendanaan Hari Tua product called JS PHT.

On March 10, 2021, AP II received letter from AJS in relation to the restructurisation of insurance policy proposal's response, where in the letter, AJS stated that the cash value for the THT program is amounting to Rp128,281,000.

On March 26, 2021, Ministry of SOEs sent a letter to BUMNs to endorse the BUMN's and their Affliations insurance policy restructuring done by AJS. In the letter, SOEs are appealed to own policy in AJS to support the program.

On July 4, 2022, AP II received a letter from AJS informing that AP II insurance policy has been transferred to PT Asuransi Jiwa IFG.

c) PT Angkasa Transportindo Selaras ("ATS")

Pada tahun 2010, terdapat gugatan yang dilakukan oleh PT Angkasa Transportindo Selaras ("ATS") kepada AP II dan Induk Koperasi Angkatan Udara ("INKOPAU") sehubungan dengan pengelolaan lahan seluas 21 Ha di Bandara Halim Perdanakusuma. Berdasarkan Putusan Pengadilan Negeri Jakarta Timur No. 492/PDT.G/2010, Putusan Pengadilan Tinggi DKI Jakarta No. 10/PDT/2012/PT/DKI dan Putusan Mahkamah Agung No. 688K/PDT/2013, AP II dan INKOPAU dinyatakan kalah.

Pada tanggal 28 April 2015, AP II mengajukan permohonan Peninjauan Kembali ("PK"). Pada tanggal 26 Juli 2016, AP II telah menerima Putusan Mahkamah Agung No. 527 PK/Pdt/2015 tanggal 11 Februari 2016, dimana permohonan PK AP II telah ditolak oleh Mahkamah Agung.

c) PT Angkasa Transportindo Selaras ("ATS")

In 2010, there was claim made by PT Angkasa Transportindo Selaras ("ATS") to AP II and Induk Koperasi Angkatan Udara ("INKOPAU") relating to land operation of 21 Ha in Halim Perdanakusuma Airport. Based on Decision No. 492/PDT.G/2010 of East Jakarta District Court, Decision No. 10/PDT/2012/PT/DKI of DKI Jakarta High Court and Decision No. 688K/PDT/2013 of Supreme Court, AP II and INKOPAU were declared in lost position.

On April 28, 2015, AP II submitted Judicial Review ("PK"). On July 26, 2016, AP II received Supreme Court Decision No. 527 PK/Pdt/2015 dated February 11, 2016, where the application for the PK of AP II was rejected.

AP II merupakan pemegang izin BUBU berdasarkan KM No 107 tahun 2021 dan KP No 1230 tahun 2022. Sehingga, AP II merupakan pihak yang berwenang untuk melakukan pelayanan jasa kebandarudaraan di Bandar Udara Halim Perdanakusuma. Selain itu, AP II adalah pemilik sah atas beberapa objek yang berdiri di atas lahan seluas 21 Ha. Oleh karena itu, sehubungan dengan adanya Putusan PK MA No. 527, AP II perlu melakukan kerja sama pengelolaan dan pengoperasian Bandar Udara Halim Perdanakusuma di lahan seluas 21 Ha dengan PT ATS.

AP II is a BUBU permit holder based on KM No 107 tahun 2021 and KP No 1230 tahun 2022, AP II is the authorized party to operate airport services at Halim Perdanakusuma Airport. In addition, AP II is the legal owner of several objects that stand on an area of 21 hectares. Therefore, regarding to PK MA Decision No. 527, AP II needs to cooperate in the management and operation of Halim Perdanakusuma International airport with an area of 21 hectares with PT ATS.

AP II telah menandatangani Perjanjian Induk Nomor: PJJ.04.04/00/08/2022/A.0237 dan Nomor: 0003/HOA/ATS-APII/VIII/2022 tanggal 31 Agustus 2022 tentang Kerja Sama Pengelolaan dan Pengoperasian Bandar Udara Internasional Halim Perdanakusuma Jakarta beserta perubahannya. Perjanjian Induk ini merupakan dasar Para Pihak untuk melakukan pembahasan kesepakatan lanjutan dalam pelaksanaan kerja sama pengelolaan dan pengoperasian Bandara Udara Halim Perdanakusuma di atas lahan 21 Ha dan sebagai tindaklanjutnya AP II telah menandatangani Kerja Sama Operasional dengan PT ATS (Catatan 45).

AP II signed the Joint Operation Head of Agreement Number PJJ.04.04/00/08/ 2022/A.0237 and Number: 0003/HOA/ATS-APII/VIII/2022 dated August 31, 2022 regarding Management Cooperation and Operation of Halim Perdanakusuma International Airport Jakarta and its amendments. This Head of Agreement is the basis for the Parties to do discussion of further agreements of Halim Perdanakusuma International Airport Management and Operations and as a follow-up AP II signed Joint-Operation Cooperation Agreement with PT ATS (Note 45).

d) PT Taurus Gemilang ("TG")

Pada tanggal 29 Juli 2020, PT Taurus Gemilang ("TG") mengajukan gugatan kepada AP II atas Perjanjian Kerjasama Pemanfaatan Fasilitas Komersial AP II di Terminal 3 Ultimate Bandara Soekarno-Hatta. Berdasarkan keputusan Pengadilan Negeri Tangerang Nomor 638/PDT.G/2020 PN.TNG tanggal 2 Agustus 2021, AP II dinyatakan menang dan TG diminta untuk membayar ganti rugi sebesar Rp58.471. Pada tanggal 12 Oktober 2021, TG mengajukan banding atas keputusan Pengadilan tersebut.

d) PT Taurus Gemilang ("TG")

On July 29, 2020, PT Taurus Gemilang ("TG") filed a lawsuit against the Company in regards with the Cooperation Agreement for the Utilization of Commercial Facilities of PT Angkasa Pura II at Terminal 3 Ultimate Soekarno-Hatta Airport. Based on the decision of the Tangerang District Court Number 638/PDT.G/2020PN.TNG dated August 2, 2021, AP II was declared victorious and TG was asked to pay compensation amounting to Rp58,471. On October 12, 2021, TG filed an appeal against the Court's decision.

Putusan tingkat banding berdasarkan Putusan Pengadilan Tinggi Banten Nomor 53/PDT/2022/PT.BTN tanggal 13 April 2022 menyatakan menguatkan Putusan Pengadilan Negeri Tangerang Nomor 638/PDT.G/2020/PN.TNG tanggal 2 Agustus 2021 yang dimohonkan banding tersebut. Pada tanggal 5 Agustus 2022, TG mengajukan permohonan kasasi terhadap Putusan Pengadilan Tinggi Banten tersebut. Hingga tanggal penyelesaian laporan keuangan konsolidasian ini, belum ada hasil putusan tingkat kasasi yang diinformasikan kepada AP II.

The appeal level decision based on the Banten High Court Decision Number 53/PDT/2022/PT.BTN dated April 13, 2022 stated that it upheld the Tangerang District Court Decision Number 638/PDT.G/2020/ PN.TNG dated August 2, 2021 which was appealed. On August 5, 2022, TG filed a cassation appeal against the Banten High Court Decision. Until the completion date of these consolidated financial statements, there is no result of the cassation level decision that has been informed to AP II.

e) PT Bunga Tanjung Raya ("BTR")

Pada tanggal 31 Juli 2019, BTR mengajukan permohonan arbitrasi atas AP II sehubungan dengan Pekerjaan Perluasan Apron Bandara Husein Sastranegara kepada BANI. BANI melalui Keputusan Nomor 14/VII/ARB/BANI-Mdn/2019 tanggal 22 Februari 2020 memutus perkara dalam tingkat pertama dan terakhir yang menyatakan bahwa AP II telah melakukan wanprestasi dan menghukum untuk membayar progress pekerjaan BTR sebesar Rp5.196.000.

Pada 16 Juni 2020, terdapat gugatan yang dilakukan oleh AP II terhadap BTR sehubungan dengan Pekerjaan Perluasan Apron Bandara Husein Sastranegara. Berdasarkan Putusan Pengadilan Negeri Bandung Nomor 216/Pdt.Bth/2020/PN.Bdg tanggal 19 November 2020 menyatakan bahwa AP II kalah. Pada tingkat banding melalui putusan Nomor 92/PDT/2021/ PT.BDG tanggal 9 Maret 2021 membatalkan putusan sebelumnya dan menyatakan AP II menang. Pada tingkat kasasi melalui putusan Nomor 1914K/PDT/2022 tanggal 22 Juni 2022 menyatakan bahwa Perusahaan kalah. Saat ini, AP II sedang dalam proses pengajuan Peninjauan Kembali (PK).

e) PT Bunga Tanjung Raya ("BTR")

On July 31, 2019, BTR filed a request for arbitration against AP II in connection with the Husein Sastranegara Airport Apron Expansion Work to BANI. BANI through Decision Number 14/VII/ARB/BANI-Mdn/2019 dated February 22, 2020 decided the case in the first and last level which stated that AP II had defaulted and ordered to pay BTR's work progress in the amount of Rp5,196,000.

On June 16, 2020, there was a lawsuit filed by AP II against BTR in connection with the Husein Sastranegara Airport Apron Expansion Work. Based on the Bandung District Court Decision Number 216/Pdt.Bth/2020/PN.Bdg dated November 19, 2020, AP II lost. At the appeal level through decision Number 92/PDT/2021/ PT.BDG dated March 9, 2021 canceled the previous decision and stated that AP II won. At the cassation level through decision Number 1914K/PDT/2022 dated June 22, 2022 stated that AP II lost. Currently, AP II is in the process of filing a Judicial Review (PK).

f) PT Pharma Kasih Sentosa ("PKS")

Pada tanggal 31 Juli 2019, PKS mengajukan permohonan arbitrasi atas AP II sehubungan dengan Pekerjaan Tentang Overlay Taxiway B, C, D dan Paralel Taxiway Serta Lanjutan Perluasan Apron B-C Bandara Husein Sastranegara kepada BANI.

f) PT Pharma Kasih Sentosa ("PKS")

On July 31, 2019, PKS filed a request for arbitration against AP II in connection with the Work on Overlay Taxiway B, C, D and Parallel Taxiway and Continued Expansion of Apron B-C of Husein Sastranegara Airport to BANI.

BANI melalui Keputusan Nomor 15/VII/ARB/ BANI-Mdn/2019 tanggal 22 Februari 2020 memutus perkara dalam tingkat pertama dan terakhir yang menyatakan bahwa AP II telah melakukan wanprestasi dan menghukum untuk membayar progress pekerjaan PKS sebesar Rp951.000.

BANI through Decision Number 15/VII/ARB/BANI-Mdn/2019 dated February 22, 2020 decided the case in the first and last level which stated that AP II had defaulted and ordered to pay PKS's work progress of Rp951,000.

Pada 16 Juni 2020, terdapat gugatan yang dilakukan oleh Perusahaan terhadap PKS sehubungan dengan Pekerjaan Tentang Overlay Taxiway B, C, D dan Paralel Taxiway Serta Lanjutan Perluasan Apron B-C Bandara Husein Sastranegara. Berdasarkan Putusan Pengadilan Negeri Bandung Nomor 217/Pdt.Bth/2020/PN.Bdg tanggal 19 November 2020 menyatakan bahwa AP II kalah. Pada tingkat banding melalui putusan Nomor 134/PDT/2021/PT BDG tanggal 19 April 2021 menyatakan AP II kalah. Pada tingkat kasasi melalui putusan Nomor 1915K/PDT/2022 tanggal 22 Juni 2022 menyatakan bahwa AP II kalah. Saat ini, AP II sedang dalam proses pengajuan Peninjauan Kembali (PK).

On June 16, 2020, there was a lawsuit filed by the Company against BTR in connection with the Husein Sastranegara Airport Work on Overlay Taxiway B, C, D and Parallel Taxiway and Continued Expansion of Apron B-C. Based on the Bandung District Court Decision Number 217/Pdt.Bth/2020/PN.Bdg dated November 19, 2020, AP II lost. At the appeal level through decision Number 217/Pdt.Bth/2020/PN.Bdg dated April 19, 2021 stated that AP II lost. At the cassation level through decision Number 1915K/PDT/2022 dated June 22, 2022 stated that AP II lost. Currently, AP II is in the process of filing a Judicial Review (PK).

g) PT Yamin Duta Makmur ("YDM")

Pada tanggal 19 Januari 2021, YDM mengajukan gugatan kepada AP II sehubungan dengan pengelolaan jasa handling pelayanan wisata dan umroh di Bandara Soekarno Hatta. Berdasarkan putusan Nomor 70/Pdt.G/2021/PN.Tng, Pengadilan Negeri Tangerang memutuskan bahwa pada intinya AP II menang. YDM kemudian mengajukan banding kepada AP II melalui Pegadilan Tinggi Banten. Berdasarkan putusan Nomor 183/PDT/2021/PT BTN tanggal 5 Oktober 2021, diputuskan bahwa AP II kalah dan menghukum AP II untuk membayar ganti rugi sebesar Rp59.531.000. AP II kemudian mengajukan kasasi melalui Pengadilan Negeri Tangerang. Berdasarkan putusan Nomor 70/Pdt.G/ 2021/PN Tng tanggal 5 Juli 2022, permohonan kasasi oleh Perusahaan ditolak. Saat ini, AP II sedang dalam proses Peninjauan Kembali (PK).

g) PT Yamin Duta Makmur ("YDM")

On January 19, 2021, YDM filed a lawsuit against AP II in relation to the management of handling services for tourism and umrah services at Soekarno Hatta Airport. Based on decision Number 70/Pdt.G/2021/PN.Tng, the Tangerang District Court determined that in essence AP II won. YDM then made an appeal to AP II through the Banten High Court. Based on decision Number 183/PDT/2021/PT BTN dated October 5, 2021, it is determined that AP II lost and ordered AP II to pay compensation of Rp59,531,000. AP II then filed an appeal through the Tangerang District Court. Based on decision Number 70/Pdt.G/ 2021/PN Tng dated July 5, 2022, the cassation request by AP II was rejected. Currently, AP II is in the process of Judicial Review (PK).

h) Klaim kontraktor

AP II menandatangani kontrak pengadaan jasa konstruksi dengan beberapa kontraktor.

Pada tahun 2020, Direksi AP II menerbitkan instruksi tentang Pemberitahuan Keadaan Tidak Terduga (*Force Majeure*) uang dialami Perusahaan akibat pandemi Covid-19 kepada kontraktor diantaranya:

- Menghentikan sementara waktu seluruh kegiatan perencanaan dan kontruksi yang sedang berjalan.
- Mengajukan permohonan penundaan pembayaran.

Para pihak sepakat untuk melakukan penghentian sementara waktu pelaksanaan pekerjaan namun hingga saat ini belum ada keputusan dari AP II terkait kelanjutan pelaksanaan kontrak sehingga AP II menerima klaim dari beberapa kontraktor.

Atas klaim tersebut di atas, AP II meminta pendapat hukum kepada Kejaksaan Agung Republik Indonesia – Jaksa Agung Muda Bidang Perdata dan Tata Usaha Negara (''Jamdatun'') terkait dengan penyesuaian harga, biaya kompensasi dan material on site di mana para pihak dapat melakukan kesepakatan dan melakukan renegosiasi kontrak berdasarkan ketentuan Peraturan Perundang-undangan yang berlaku dan tata kelola Perusahaan yang baik serta prinsip kehati-hatian dalam pengambilan keputusan.

Sampai dengan tanggal penerbitan laporan keuangan, AP II belum melakukan kesepakatan dengan para kontraktor.

PT Hotel Indonesia Natour ("HIN")

a) Perkara Perkara Perdata No. 363/PDT.G/ 2012/PN.JKT.UT atas objek tanah sesuai Sertifikat HGB No.4480 dan No.4481 di Kelapa Gading Jakarta Utara milik HIN sudah diputus pada tingkat kasasi, tetapi saat ini amar/salinan putusannya masih belum dikeluarkan. Perkara ini bermula dari rencana Dinas Bina Marga (PU) Provinsi DKI Jakarta akan memberikan ganti rugi atas tanah milik HIN yang terkena rencana jalan koridor busway. Pembayaran ganti rugi tersebut belum dapat dibayarkan karena objek tanah tersebut masih dalam sengketa/perkara No. 577/PDT/2009/PT.DKI tanggal 2 Agustus 2010 antara HIN dengan Ahli waris Alm H.

h) Contractor claim

AP II has signed a contract for construction services with multiple contractors.

In 2020, AP II Board of Directors issued instructions regarding the Notification of Force Majeure circumstances experienced by AP II due to the Covid-19 pandemic to its contractors, which include:

- *Temporarily halting all ongoing planning and construction activities.*
- *Applying for a payment deferral.*

The parties have agreed to temporarily suspend the work, but so far, there has been no decision from AP II regarding the continuation of the contract implementation, resulting in AP II receiving claims from several contractors.

Regarding the aforementioned claims, AP II has requested legal advice from the Attorney General's Office of the Republic of Indonesia - Deputy Attorney General for Civil and State Administrative Affairs ("Jamdatun") regarding price adjustments, compensation costs, and on-site materials, where the parties can reach an agreement and renegotiate the contract based on the applicable laws and regulations, good corporate governance, and the principle of prudence in decision-making.

Up to the date of issuance of the financial statements, AP II has not entered into an agreement with the contractors.

PT Hotel Indonesia Natour ("HIN")

a) Civil Case No. 363/PDT.G/2012/PN.JKT.UT regarding Land Objects According to HGB Certificates No.4480 and No.4481 in Kelapa Gading, North Jakarta, belonging to HIN have been decided at the cassation, but at this time the order/decision has not been issued. It starts from DKI Jakarta Provincial Toll Road (PU) plans to provide compensation for owned land HIN was affected by the planned busway corridor road. Compensation payment has not been received because the land object is still in dispute/case No. 577/PDT/2009/PT.DKI dated August 2, 2010, between HIN and the heirs of the late H. Hanafi. Therefore handed

Hanafi. Oleh karena itu, diajukan Permohonan Penetapan Konsinyasi atau penitipan ganti rugi di Pengadilan Negeri. Perkara ini sebenarnya telah selesai dengan adanya Putusan Kasasi No. 1459 k/Pdt/2013 tanggal 26 Agustus 2016 karena objek konsinyasi adalah HGB No. 4480 dan No. 4481, namun karena adanya Perkara No. 588/Pdt.G/ 2015/PN.JKT.UT maka status hukum atas objek tanah sesuai SHGB No. 4480 dan No. 4481 di Kelapa Gading masih sengketa.

over an application for Determination of Consignment or Compensation in the District Court. This matter has been equipped with the Decision of Cassation No. 1459 k/Pdt/2013 dated August 26, 2016, because the object of the deposit is HGB No. 4480 and No. 4481, but because of Case No. 588/Pdt.G/2015/ PN.JKT.UT, the legal status of the land object is SHGB No. 4480 and No. 4481 in Kelapa Gading is still a dispute.

b) Pada tanggal 17 Desember 2015, HIN (Tergugat I) menghadapi gugatan perdata dari ahli waris Alm. H. Hanafi bin H. Mursid, melalui Pengadilan Negeri Jakarta Utara dengan Nomor : 588/Pdt.G/2015/PN.JKT.UTR tanggal 17 Desember 2015 atas kepemilikan lahan yang terletak di Jl. Perintis Kemerdekaan RW.05 Kel. Kelapa Gading Timur, Kec. Kelapa Gading, Jakarta Utara. HIN digugat atas dasar penguasaan lahan dengan Sertifikat Hak Guna Bangunan No. 4481 dengan luas 10.000 m² atas nama PT Hotel Indonesia Natour.

Berdasarkan salinan Putusan Pengadilan Negeri Jakarta Utara No. 588/Pdt.G/2016/ PN.JKT.UTR, Pengadilan Negeri Jakarta Utara mengabulkan gugatan para Penggugat. Berdasarkan putusan tersebut, HIN telah mengajukan upaya banding namun hasil putusan banding masih belum sesuai dengan harapan, untuk itu atas Putusan Banding PT Hotel Indonesia Natour telah mengajukan Akta Pernyataan Kasasi dan Memori Kasasi.

Sampai saat ini masih berperkara di tingkat Pengadilan Negeri Jakarta Utara, dengan Penggugat ahli waris Alm. H. Hanafi dengan HIN sebagai salah satu tergugat. Adapun objek gugatan adalah tanah milik di Kelapa Gading sesuai Sertifikat HGB No. 4481 yang tertulis atas nama PT Hotel Indonesia Natour. Salinan putusan No 151/PDT/2020/PT.DKI Jo. No. 588/PDT/G/2015/PN.JKT.UTR telah dikeluarkan pada tanggal 15 Desember 2020. Dan atas hal tersebut HIN telah mengajukan Pernyataan Kasasi dan Permohonan Memori Kasasi tertanggal 23 Desember 2020; Pengajuan Permohonan Memori Kasasi tanggal 26 Desember 2020.

b) On December 17, 2015, HIN (Defendant I) faced a civil lawsuit from the heirs of Alm. H. Hanafi bin H. Mursid, through the North Jakarta District Court with number: 588/Pdt.G/ 201/pn.jkt.UTR dated December 17, 2015, for land ownership located on. Pioneer Independence St RW.05 Kel. East Kelapa Gading, Kec. Kelapa Gading, North Jakarta. HIN was sued on the basis of land tenure with the Certificate of Building Use Rights No. 4481 with an area of 10,000 sqm on behalf of PT Hotel Indonesia Natour.

Based on a copy of the North Jakarta District Court Decision No. 588/Pdt.G/2016/ PN.JKT.UTR, North Jakarta District Court granted Plaintiff's lawsuit. Based on the verdict, HIN has submitted an appeal effort but the results of the appeal verdict are still not in line with expectations, for that on the decision of the appeal of PT Hotel Indonesia Natour has submitted a Cassation and Cassation Statement Deed.

Until now, it is still lawful at the North Jakarta District Court, with the Plaintiff of the Almy Heirs. H. Hanafi with HIN as one of the Defendants. The lawsuit object island owned in Kelapa Gading according to the certificate of HGB No. 4481 written in the name of PT Hotel Indonesia Natour. Copies of Decision No. 151/PDT/2020/PT.DKI JO. No. 588/Pdt/g/ 2015/pn.jkt.UTR has been issued on December 15, 2020. And on the case of HIN has submitted a Cassation Statement and Cassation Memory Application dated December 23, 2020; Submission of a memory appeal on December 26, 2020.

c) Berdasarkan Perkara Perdata antara HIN sebagai Penggugat, melawan PT Mahkota Mulia Mumpuni sebagai Tergugat atas perkara terkait Karaoke Crown di Unit Hotel Grand Inna Malioboro, dengan tuntutan Materiil sebesar Rp649.723 dan bunga moratoir sebesar 6% x Rp649.723 setiap tahunnya sejak gugatan ini didaftarkan hingga Tergugat melunasi seluruh kerugian yang dialami Penggugat.

c) Based on the Civil Case between HIN as the Plaintiff, against PT Mahkota Mulia Mumpuni as a Defendant for the case regarding Karaoke Crown in the Grand Inna Malioboro hotel unit, with material demands of Rp649,723 and Moratoir interest of 6% x Rp649,723 Every year since the lawsuit is registered until the Defendant pays off all the losses experienced by the Plaintiff.

PT Sarinah

a) PT Dutaswara Berkah Pratama (Masterpiece)

Bahwa antara PT Sarinah dengan Masterpiece telah ditandatangani suatu perjanjian sewa menyewa Nomor: 056IDIREKSIIPerj./IIIJ2016 tanggal 14 Maret 2016 dan Addendum IPerjanjian Sewa Menyewa Nornor: Add-I-081.1/DIREKSI/IV/2017 tanggal 25 April 2017 dengan masa sewa terhitung sejak 15 Oktober 2015 sampai dengan 14 Oktober 2016 kemudian diperpanjang sampai dengan tanggal 29 Oktober 2019. Setelah masa sewa ruangan Masterpiece berakhir di PT Sarinah, Masterpiece belum melakukan pengosongan ruangan sewa dan belum menyelesaikan kewajiban pembayaran sewa kepada PT Sarinah yang berdasarkan catatan di bagian keuangan PT Sarinah saat ini berjumlah sebesar Rp2.466.995 dikarenakan tindakan Masterpiece yang melalaikan kewajibannya sebagaimana isi perjanjian yang telah ditandatangani para pihak, maka PT Sarinah melalui kuasa hukum mengajukan gugatan wanprestasi kepada Masterpiece di Pengadilan Negeri Jakarta Pusat dengan register perkara tercatat Nomor: 26/PDT.G/2022/PN.JKT.PST tanggal 17 Januari 2022.

Pada tanggal 5 Juli 2022 perkara perdata wanprestasi antara PT Sarinah dengan PT Dutaswara Berkah Pratama telah diputus oleh Pengadilan Jakarta Pusat yang pada intinya mengabulkan gugatan PT Sarinah untuk sebagian dengan verstek dan PT Sarinah telah menerima Salinan Resmi Putusan Pengadilan Negeri Jakarta Pusat Nomor: 26/PDT.G/2022/ PN.Jkt.Pt tanggal 5 Juli 2022. Menindaklanjuti Putusan Pengadilan Negeri tersebut PT Sarinah akan mengajukan permohonan eksekusi ke Pengadilan Jakarta Pusat.

PT Sarinah

a) PT Dutaswara Berkah Pratama (Masterpiece)

That between PT Sarinah and Masterpiece a lease agreement has been signed Number: 056IDIREKSIPerj./IIIJ2016 dated March 14, 2016 and Addendum I to Lease Agreement Nornor: Add-I-081.1/DIREKSI/ IV/2017 dated April 25, 2017 with the lease term starting from October 15, 2015 to October 14, 2016 and then extended to October 29, 2019. After the Masterpiece space lease period ended at PT Sarinah, Masterpiece has not vacated the leased space and has not completed the lease payment obligations to PT Sarinah based on the current records in PT Sarinah's finance section in the amount of Rp2,466,995 due to the actions of Masterpiece which neglected its obligations as contained in the agreement signed by the parties, PT Sarinah through its attorneys filed a lawsuit for default against Masterpiece at the Central Jakarta District Court with the registered case Number 26/PDT.G/2022/ PN.JKT.PST dated January 17, 2022.

On July 5, 2022 the civil default case between PT Sarinah and PT Dutaswara Berkah Pratama was decided by the Central Jakarta Court which essentially granted PT Sarinah's lawsuit in part with verstek and PT Sarinah has received an official copy of the Central Jakarta District Court Decision Number: 26/PDT .G/2022/ PN.Jkt.Pt dated July 5, 2022. Following up on the District Court's decision, PT Sarinah will submit a request for execution to the Central Jakarta Court.

b) Ahli Waris Alm. Togi Situmorang
PT Sarinah memiliki tanah seluas 223 m^2 dari keseluruhan tanah seluas 860 m^2. Tanah seluas 860 m^2 tersebut berasal dari SHGB No. 250/Gondangdia seluas 2.754 atas nama Johanna Maria Tambajong Manotutu dan tanah seluas 2.754 m^2 tersebut berasal dari tanah Negara Konversi Eigendom Verponding Nomor 14983.

Selanjutnya SHGB No. 250/Gondangdia dipisahkan tidak sempurna sehingga tersisa tanah 1.021 m^2, atas sisa seluas 1.021 m^2 tersebut terdapat SHGB No.129/Kebon Sirih seluas 303 m^2 atas nama Togi Situmorang juga tanah seluas 860 m^2 milik PT sarinah. Pada awalnya Tubagus Moh. Joesoep membeli tanah seluas 860 m^2 tersebut dari Johanna Maria Tambajong Manotutu berdasarkan surat jual beli tanggal 29 April 1961, selanjutnya PT Sarinah memberikan uang kerugian kepada Tubagus Moh. Joeseoep pada tahun 1964 atas tanah seluas 860 m^2.

Kemudian ahli waris Maria Tambajong Manotutu bernama G.M.E. Tambajong mengajukan gugatan atas kepemilikan tanah milik PT Sarinah yang berasal dari SHGB No. 250/Gondagdia. Perkara ini kemudian dimenangkan oleh PT Sarinah sebagaimana dimuat dalam salinan Putusan Peninjauan Kembali No. 191 PKIPdt/2004.

Ahli waris Aim. Togi Situ morang, yaitu Ny. Meta Situmorang pada tahun 2005 mengajukan permohonan perpanjangan SHGB No. 129/Kebon Sirih kepada Kepala Kantor Pertanahan Kota Administrasi Jakarta Pusat, akan tetapi Kepala Kantor Pertanahan Kota Adm. Jakarta Pusat tidak mengeluarkan perpanjangan SHGB No. 129/Kebon Sirih tersebut dan menyatakan bahwa:

- Tanah seluas 303 m^2 overlaap dengan sebagian tanah dalam SHGB No. 250/Gondangdia seluas 223 m^2.

- Pada tahun 2009 Kepala Kantor Pertanahan Kota Jakarta Pusat dalam suratnya kepada Kepala Kanwil BPN Provinsi DKI Jakarta menyampaikan bahwa atas tanah dalam SHGB No. 129/Kebon Sirih sedang dalam sengketa di Pengadilan Tinggi dan putusan pengadilan menyatakan bahwa tanah seluas 303 m^2 merupakan bagian dari milik PT Sarinah.

b) Heirs of the Alm. Togi Situmorang
PT Sarinah owns 223 sqm of land out of a total land area of 860 sqm. The land area of 860 sqm comes from SHGB No. 250/Gondangdia with an area of 2,754 in the name of Johanna Maria Tambajong Manotutu and the land area of 2,754 sqm comes from Eigendom Verponding State Conversion land Number 14983.

Furthermore, SHGB No. 250/Gondangdia was separated imperfectly so that 1,021 sqm of land remained, of the remaining 1,021 sqm there was SHGB No.129/Kebon Sirih with an area of 303 sqm in the name of Togi Situmorang as well as 860 sqm of land belonging to PT Sarinah. At first, Tubagus Moh. Joesoep bought the 860 sqm of land from Johanna Maria Tambajong Manotutu based on a sale and purchase agreement dated April 29, 1961, then PT Sarinah subsequently paid the loss to Tubagus Moh. Joeseoep in 1964 on a land area of 860 sqm.

That later the heir of Maria Tambajong Manotutu was named G.M.E. Tambajong filed a lawsuit over the ownership of land owned by PT Sarinah which came from SHGB No. 250/Gondagdia. This case was later won by PT Sarinah as contained in a copy of the Judicial Review Decision No. 191 PKIPdt/2004.

The heir of Aim. Togi Situ morang, namely Mrs. Meta Situmorang in 2005 submitted an application for an extension of SHGB No. 129/Kebon Sirih to the Head of the Central Jakarta Administrative City Land Office, however, the Head of the City Land Office Adm. Jakarta Pusat did not issue an extension of SHGB No. 129/Kebon Sirih and stated that:

- *Land area of 303 sqm overlapped with part of the land in SHGB No. 250/Gondangdia covering an area of 223 sqm.*
- *In 2009 the Head of City Land Office Jakarta Pusat in his letter to the Head of DKI Jakarta Provincial BPN Regional Office stated that the land under SHGB No. 129/Kebon Sirih is currently under dispute at the High Court and the court's decision states that the land area of 303 sqm is part of the property of PT Sarinah.*

Sehingga pihak ahli waris Alm. Togi Situmorang selanjutnya mengajukan gugatan tata usaha negara agar Pengadilan dalam putusannya mewajibkan Kepala Kantor Pertanahan Kota Jakarta Pusat menerbitkan perpanjangan SHGB No. 129/Kebon Sirih dan dalam hal ini pihak ahli waris beranggapan bahwa SHGB No. 129/Kebon Sirih dan SHGB No. 250 adalah objek yang berbeda, kemudian BPN dalam jawaban gugatan menyatakan bahwa terdapat kesalahan administrasi atas SHGB No. 250/Gondangdia dari yang seharusnya adalah SHGB No. 250/Kebon Sirih dan dalam SHGB No. 129/Kebon Sirih adalah bagian dari kepemilikan PT Sarinah. Sengketa Tata Usaha Negara ini telah memperoleh Putusan berkekuatan hukum tetap di tingkat Peninjauan Kembali yang pada intinya menolak Permohonan Peninjauan Kembali Ny. Meta Situmorang Tobing.

So that the heirs of Alm. Togi Situmorang then filed a state administrative lawsuit so that the Court in its decision required the Head of the City Land Office Jakarta Pusat issued an extension of SHGB No. 129/Kebon Sirih and in this case the heirs assumed that SHGB No. 129/Kebon Sirih and SHGB No. 250 were different objects, then BPN in the answer to the lawsuit stated that there was an administrative error over the SHGB SHGB No. 250/Gondangdia from what should have been SHGB No. 250/Kebon Sirih and in SHGB No. 129/Kebon Sirih is part of the ownership of PT Sarinah. This State Administrative Dispute has obtained a Decision with permanent legal force at the Judicial Review level which essentially rejects Mrs. Meta Situmorang Tobing.

Pada tahun 2021, pihak ahli waris Alm. Meta Situmorang Tobing mengajukan gugatan Perbuatan Melawan Hukum di Pengadilan Negeri Jakarta Pusat dengan register perkara tercatat Nomor 327/PDT.G/2021/PNJKT.PST tanggal 28 Mei 2021, dalam gugatan tersebut pada intinya Penggugat menyatakan bahwa PT Sarinah telah melakukan perbuatan melawan hukum atas klaim kepemilikan tanah seluas 223 m^2 yang oleh Kepala Kantor Pertanahan Kota Jakarta Pusat dinyatakan overlaap dan perkara perdata Perbuatan Melawan Hukum antara PT Sarinah (Tergugat) dengan Ny. Meta Situmorang Tobing Cs (penggugat) ini telah memperoleh Putusan Pengadilan Negeri Nomor: 327/PDT.G/2021/ PN.Jkt.Pst tanggal 7 April 2022. Dalam amar putusan Majelis Hakim Pengadilan Negeri Jakarta Pusat menyatakan:

- Mengabulkan gugatan Para Penggugat untuk sebagian;
- Menyatakan Tergugat telah melakukan Perbuatan Melawan Hukum;
- Menyatakan Sertifikat Nomor 250/Gondangdia tidak memiliki kekuatan hukum karena sudah berakhir jangka waktunya sebagaimana ditetapkan tanggal 12 Mei 1994 di dalam Sertifikat tersebut;
- Menyatakan Para Penggugat sebagai pemilik hak yang sah dan sesuai ketentuan hukum atas tanah dan bangunan berupa rumah yang terletak diatasnya, terletak di Jalan H. Agus Salim 32/4, RT 002/RW 001, Kelurahan Kebon Sirih, Kecamatan Menteng, Jakarta Pusat, se1uas 303 m^2 bekas SHGB Nomor 129/Kebun Sirih;

In 2021, the heirs of Alm. Meta Situmorang Tobing filed a lawsuit for Unlawful Acts at the Central Jakarta District Court with the registered case Number 327/PDT.G/2021/ PNJKT.PST dated May 28 2021, in the lawsuit in essence the Plaintiff stated that PT Sarinah has committed an unlawful act over a claim to ownership of 223 sqm of land by the Head of the City Land Office, Jakarta Pusat was declared overlapped and the unlawful act civil case between PT Sarinah (Defendant) and Mrs. Meta Situmorang Tobing Cs (the plaintiff) has obtained a District Court Decision Number: 327/PDT.G/2021/PN.Jkt.Pst dated April 7 2022. In the decision of the Panel of Judges at the Central Jakarta District Court stated:

- *Granted the Plaintiffs' lawsuit in part;*
- *Declare the Defendant has committed an unlawful act;*
- *Declare Certificate Number 250/Gondangdia has no legal force because the term has expired as stipulated on May 12, 1994 in the Certificate;*
- *Declare the Plaintiffs as the owners of legal rights and in accordance with legal provisions over the land and building in the form of a house located on it, located at Jalan H. Agus Salim 32/4, RT 002/RW 001, Kebon Sirih Village, Menteng District, Central Jakarta, an area of 303 sqm of ex-SHGB No. 129/Garden Sirih;*

- Menyatakan Para Penggugat memiliki hak prioritas untuk dapat diterbitkan Sertifikat atas Hak atas tanah dan bangunan berupa rumah yang terletak diatasnya, terletak di Jalan H.Agus Salim 32/4, RT 002/RW 001, Kelurahan Kebon Sirih, Kecamatan Menteng, Jakarta Pusat, seluas 223 m^2 yang merupakan sisa dari SHGB Nomor 29/Kebun Sirih;
- Memerintahkan Tergugat dan Turut Tergugat I untuk menghapusbukukan tanah dan bangunan berupa rumah yang terletak diatasnya, terletak di Jalan H. Agus Salim 32/4, RT 002/RW 001, Kelurahan Kebon Sirih, Kecamatan Menteng, Jakarta Pusat, seluas kurang lebih 223 m^2 (sisa dari 303 m^2) dari daftar aset dan/atau bagian aset miliknya sesuai ketentuan hukum yang berlaku;
- Memerintahkan Turut Tergugat I dan Turut Tergugat II untuk tunduk pada isi Putusan Perkara ini;
- Menghukum Tergugat untuk membayar Biaya Perkara yang hingga saat ini sebesar Rp3.630.

Terhadap putusan tersebut PT Sarinah melalui Kuasa Hukum telah mengajukan upaya hukum Kasasi di Mahkamah Agung pada tanggal 23 November 2022 dan sampai dengan saat ini masih dalam proses pemeriksaan oleh Mahkamah Agung.

- *Declare that the Plaintiffs have priority rights to be able to issue Certificates of Rights over land and buildings in the form of houses located on it, located at Jalan H.Agus Salim 32/4, RT 002/RW 001, Kebon Sirih Village, Menteng District, Central Jakarta, an area of 223 sqm which is the remainder of SHGB Number 29/Kebun Sirih;*
- *Ordered the Defendant and Co-Defendant I to write-off the land and building in the form of a house located on it, located on Jalan H. Agus Salim 32/4, RT 002/RW 001, Kebon Sirih Village, Menteng District, Central Jakarta, with an area of approximately 223 sqm (the remainder of 303 sqm) from the list of assets and/or part of his assets in accordance with applicable law;*
- *Ordered Co-Defendant I and Co-Defendant II to comply with the contents of this Case Decision;*
- *Punish the Defendant to pay the Court Fee which up to now is Rp3,630.*

Regarding this decision, PT Sarinah through its Legal Counsel has filed a cassation lawsuit at the Supreme Court on November 23, 2022 and is still in the process of being examined by the Supreme Court.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

Perkara Perdata dengan registrasi No. 133/Pdt.G/ 2020/PK/Kln dengan Sumanti Untung Suronto (Penggugat I), dr. Tri Wisnu Nugroho (Penggugat II) dan Emi Yuliani (Penggugat III) terkait proses kepemilikan dan penguasaan satu unit bidang tanah hak pengelolaan di Tlogo melalui skema pembebasan tanah. Para penggugat adalah ahli waris atas tanah Tlogo yang menjadi objek sengketa.

Para Penggugat menghendaki TWC melakukan pembayaran sebesar Rp9.683.000. Atas gugatan tersebut, TWC mengajukan gugatan rekonvensi (gugat balik/ *countersuit*) sebesar Rp5.775.000.

Pada tanggal 20 Mei 2021, terbit putusan PN Klaten yang menyatakan bahwa gugatan Penggugat tidak dapat diterima.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

Civil Cases with registration No. 133/Pdt.G/ 2020/PK/Kln with Sumanti Untung Suronto (Plaintiff I), dr. Tri Wisnu Nugroho (Plaintiff II) and Emi Yuliani (Plaintiff III) related to the process of ownership and control of a unit of land with management rights in Tlogo through a land acquisition scheme. The plaintiffs are the heirs of the Tlogo land which is the object of the dispute.

The Plaintiffs require TWC to make a payment of Rp9,683,000. Based on the lawsuit, TWC filed a countersuit amounting to Rp5,775,000.

On May 20, 2021, the decision of the Klaten District Court was issued which stated that the Plaintiff's claim was unacceptable.

Para Penggugat mengajukan banding dengan registrasi No. 415/Pdt/2021/PT SMG ke Pengadilan Tinggi Semarang dan telah terdapat putusan pada tanggal 18 November 2021 yang menyatakan bahwa gugatan Penggugat ditolak.

The Plaintiffs filed an appeal with registration No. 415/Pdt/2021/PT SMG to the Semarang High Court and there was a decision on November 18, 2021 which stated that the Plaintiff's claim was rejected.

Para Penggugat mengajukan permohonan pemeriksaan tingkat kasasi atas Perkara Tanah Tlogo dan telah mengajukan Memori Kasasi pada tanggal 28 Desember 2021 ke Mahkamah Agung.

The Plaintiffs filed a petition for an examination of the cassation level on the Tlogo Land Case and have submitted a Memorandum of Cassation on December 28, 2021 to the Supreme Court.

Sudah terdapat Putusan Mahkamah Agung Republik Indonesia ("MARI") No. 155 K/Pdt/2022 tanggal 19 Mei 2022 atas permohonan pemeriksaan tingkat kasasi tersebut yang pada pokoknya berbunyi Menolak permohonan kasasi dari Para Pemohon Kasasi dan sekaligus menghukum Para Pemohon Kasasi tersebut untuk membayar biaya perkara.

There is already a Decision of the Supreme Court of the Republic of Indonesia ("MARI") No. 155 K/Pdt/2022 dated May 19, 2022 regarding the request for an examination at the cassation level which basically reads Rejecting the cassation request from the Cassation Petitioners and simultaneously punishing the Cassation Petitioners to pay court costs.

47. Manajemen Risiko Keuangan dan Modal / *47. Financial and Capital Risks Managements*

a. Kebijakan Manajemen Risiko Keuangan / *a. Financial Risk Management Policy*

Dalam menjalankan aktivitas operasi, investasi dan pendanaan, Grup menghadapi risiko keuangan yaitu risiko kredit, risiko likuiditas, risiko mata uang dan risiko suku bunga. Grup mendefinisikan risiko-risiko tersebut sebagai berikut:

- Risiko kredit merupakan risiko yang muncul dikarenakan debitur tidak membayar semua atau sebagian piutang atau tidak membayar secara tepat waktu dan akan menyebabkan kerugian Grup.
- Risiko likuiditas merupakan risiko atas ketidakmampuan Grup membayar liabilitasnya pada saat jatuh tempo. Saat ini Grup berharap dapat membayar semua liabilitas pada saat jatuh tempo.

In its operating, investing and financing activities, the Group is exposed to the following financial risks: credit risk, liquidity risk and market risk. The Group define those risks as follows:

- *Credit risk is possibility that a customer will not pay the whole or part of a receivable or will not pay in timely manner and hence, the Group will incur loss.*
- *Liquidity risk is the risk of the Group's inability to pay its liabilities at maturity. Currently, the Group expects to pay all liabilities at due date.*

Dalam rangka untuk mengelola risiko tersebut secara efektif, Direksi Grup telah menyetujui beberapa strategi untuk pengelolaan risiko keuangan, yang sejalan dengan tujuan Grup secara keseluruhan, program manajemen risiko keuangan berfokus untuk meminimalisasi potensi kerugian yang berdampak buruk pada kinerja keuangan Grup. Pedoman ini menetapkan tujuan dan tindakan yang harus diambil dalam rangka mengelola risiko keuangan yang dihadapi Grup.

To manage these risks effectively, the Group's Directors have approved several strategies for financial risk management, which are in line with the Group's overall objectives, a financial risk management program that focuses on minimizing potential losses that adversely affect the Group's financial performance. This guideline sets out the objectives and actions that must be taken in order to manage the financial risks faced by the Group.

Pedoman utama dari kebijakan ini adalah sebagai berikut:

- Dalam mengelola risiko likuiditas Grup selalu menjaga dan menyediakan jumlah kas dan setara kas dalam jumlah yang memadai. Manajemen juga melakukan perencanaan setiap bulan dan pemantauan yang ketat terhadap realisasi serta saldo kas secara rutin; dan
- Semua kegiatan manajemen risiko keuangan dilakukan secara bijaksana, konsisten dan mengikuti praktik pasar terbaik.

The main guidelines for this policy are as follows:

- *In managing liquidity risk, the Group always maintains and provides adequate amounts of cash and cash equivalents. Management also conducts monthly planning and close monitoring of cash realization and balances on a regular basis; and*
- *All financial risk management activities are carried out prudently, consistently and in accordance with best market practices.*

i. Risiko Kredit

Risiko kredit Grup terutama melekat pada kas dan setara kas, piutang usaha, aset keuangan lancar lainnya, aset keuangan tidak lancer lainnya dan uang jaminan. Grup mengelola risiko kredit terkait penempatan saldo rekening di bank hanya dengan menggunakan bank-bank yang memiliki reputasi dan predikat yang baik untuk mengurangi kemungkinan kerugian akibat kebangkrutan bank. Grup mengendalikan eksposur risiko kredit terkait dengan piutang dengan menetapkan kebijakan, dimana persetujuan atau penolakan kontrak kredit baru dan kepatuhan atas kebijakan tersebut dipantau oleh Direksi. Sebagai bagian dari proses dalam persetujuan atau penolakan tersebut, reputasi dan jejak rekam pelanggan menjadi bahan pertimbangan. Saat ini tidak terdapat risiko kredit yang terkonsentrasi secara signifikan. Hal ini dikarenakan seluruh pendapatan usaha Grup dapat ditagihkan secara tepat waktu.

i. Credit Risk

The Group's credit risk is inherent in cash and cash equivalents, trade receivables, other current financial assets, other non current financial assets and security deposits. The Group manages credit risk related to placement of bank account balances only in reputable banks and has good predicate to reduce the possibility of losses due to bank bankruptcy. The Group manages credit risk exposure related to trade receivables by implement policies whereby the approval or rejection of new credit contracts and compliance with these policies is monitored by the Board of Directors. As part of the process of approval or rejection, the customer's reputation and track record are taken into consideration. Currently, there are no significant credit risks. This is because of all the Group's revenues can be collected on time.

Pada tanggal pelaporan, eksposur maksimum Grup terhadap risiko kredit adalah sebesar nilai tercatat masing-masing kategori aset keuangan yang disajikan pada laporan posisi keuangan konsolidasian.

At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets presented in the consolidated statements of financial position.

	2022 Rp	2021 Rp	
Kas dan Setara Kas	5,817,311,403	3,725,597,431	*Cash and Cash Equivalents*
Investasi Jangka Pendek	159,988,146	141,656,618	*Short-Term Investment*
Piutang Usaha			*Trade Receivables*
Pihak Berelasi	746,960,792	576,651,735	*Related Parties*
Pihak Ketiga	1,094,670,849	1,057,789,779	*Third Parties*
Piutang Lain-lain			*Other Receivables*
Pihak Berelasi	11,221,843	20,185,129	*Related Parties*
Pihak Ketiga	114,368,411	86,493,036	*Third Parties*
Pendapatan yang Masih Harus Diterima	524,951,944	297,333,970	*Accrued Revenues*
Piutang Usaha Jangka Panjang -			*Long Term Trade Receivable -*
Pihak Berelasi	242,030,072	--	*Related Parties*
Investasi Jangka Panjang	32,633,441	35,242,078	*Long Term Investments*
Total	**8,744,136,901**	**5,940,949,776**	***Total***

ii. Risiko Likuiditas

Pada saat ini, Grup berharap dapat membayar semua liabilitas pada saat jatuh tempo. Untuk memenuhi komitmen kas, Grup berharap kegiatan operasinya dapat menghasilkan arus kas masuk yang cukup. Selain itu, Grup memiliki kas dan setara kas (Catatan 4) yang cukup tinggi untuk memenuhi kebutuhan likuiditas.

Tabel berikut menganalisis liabilitas keuangan yang diukur pada biaya perolehan diamortisasi berdasarkan sisa umur jatuh temponya:

ii. Liquidity Risk

Currently, the Group expect able to pay all liabilities at due date. To fulfill commitments on cash, the Group Expect its operating activities to generate sufficient cash inflows. In addition, the Group has cash and cash equivalents (Note 4) which are sufficient to meet liquidity requirements.

The following table analyzes financial liabilities measured at amortized cost based on their remaining maturity:

	2022				
	< 1 Tahun/ *Year* Rp	**1-2 Tahun/ *Years* Rp**	**> 2 Tahun/ *Years* Rp**	**Total/ *Total* Rp**	
Utang Usaha					*Trade Payables*
Pihak Berelasi	415,585,187	--	--	415,585,187	*Related Parties*
Pihak Ketiga	451,637,243	--	--	451,637,243	*Third Parties*
Utang Lain-lain					*Other Payables*
Pihak Berelasi	289,231,354	--	--	289,231,354	*Related Parties*
Pihak Ketiga	1,461,228,002	--	--	1,461,228,002	*Third Parties*
Beban Akrual					*Accrued Expenses*
Pihak Berelasi	678,890	--	--	678,890	*Related Parties*
Pihak Ketiga	2,672,000,992	--	--	2,672,000,992	*Third Parties*
Utang Bank Jangka Pendek	899,757,062	--	--	899,757,062	*Short-Terms Bank Loans*
Utang Bank dan Lembaga Keuangan Lainnya	3,209,336,141	2,931,286,999	32,395,349,250	38,535,972,390	*Bank Loan and Other Financial Institutions*
Utang Obligasi dan Sukuk Ijarah	1,126,000,000	487,500,000	5,893,781,013	7,507,281,013	*Bonds Payable and Sukuk Ijarah*
Surat Utang Jangka Menengah	--			--	*Medium Term Notes*
Liabilitas Sewa	153,970,716	47,636,585	1,474,695,586	1,676,302,887	*Lease Liabilities*
Utang Jangka Panjang Lainnya	--	1,397,066,290	27,665,000	1,424,731,290	*Other Long-Term Liabilities*
Total	**10,679,425,587**	**4,863,489,874**	**39,791,490,849**	**55,334,406,310**	***Total***

	2021				
	< 1 Tahun/ *Year* Rp	**1-2 Tahun/ *Years* Rp**	**> 2 Tahun/ *Years* Rp**	**Total/ *Total* Rp**	
Utang Usaha					*Trade Payables*
Pihak Berelasi	184,107,523	--	--	184,107,523	*Related Parties*
Pihak Ketiga	596,402,658	--	--	596,402,658	*Third Parties*
Utang Lain-lain					*Other Payables*
Pihak Berelasi	866,199,845	--	--	866,199,845	*Related Parties*
Pihak Ketiga	2,718,321,020	--	--	2,718,321,020	*Third Parties*
Beban Akrual					*Accrued Expenses*
Pihak Berelasi	1,329,666	--	--	1,329,666	*Related Parties*
Pihak Ketiga	3,000,712,890	--	--	3,000,712,890	*Third Parties*
Utang Bank Jangka Pendek	1,722,245,844	--	--	1,722,245,844	*Short-Terms Bank Loans*
Utang Bank dan Lembaga Keuangan Lainnya	1,463,087,314	27,734,542,753	7,603,248,000	36,800,878,067	*Bank Loan and Other Financial Institutions*
Utang Obligasi dan Sukuk Ijaarah	--	4,394,680,188	3,110,873,000	7,505,553,188	*Bonds Payable and Sukuk Ijarah*
Surat Utang Jangka Menengah	--	--	--	--	*Medium Term Notes*
Liabilitas Sewa	91,080,336	153,488,288	372,040,000	616,608,624	*Lease Liabilities*
Utang Jangka Panjang Lainnya	--	432,202,588	27,665,000	459,867,588	*Other Long-Term Liabilities*
Total	**10,643,487,096**	**32,714,913,817**	**11,113,826,000**	**54,472,226,913**	***Total***

iii. Risiko Mata Uang

Grup secara signifikan terekspos risiko mata uang Dolar Amerika Serikat (USD) karena sebagian besar pembelian material dalam mata uang USD. Tidak ada aktivitas lindung nilai mata uang per tanggal 31 Desember 2022 dan 2021.

Grup mengelola eksposur terhadap mata uang asing dengan melakukan pengawasan secara periodik terhadap pergerakan nilai tukar mata uang asing sehingga dapat mengambil tindakan yang diperlukan.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat pertukaran Rupiah terhadap mata uang asing dengan asumsi variabel lain konstan, dampak terhadap laba sebelum beban pajak penghasilan.

iii. Currency Risk

The Group is significantly exposed to currency risk in United States Dollars (USD) due to the majority of material purchases denominated in USD. There was no currency hedging activity as of December 31, 2022 and 2021.

The Group manages its exposure to foreign currencies by periodically monitoring movements in foreign currency exchange rates so that it can take necessary actions.

The following table shows the sensitivity of possible changes in the exchange rate of Rupiah against foreign currencies with other variable assumptions, the impact on profit before tax expense.

	2022 Rp	2021 Rp	
Dampak Terhadap Laba Sebelum Pajak Penghasilan			***Impact on Profit Before Income Tax***
Perubahan Tingkat Pertukaran Terhadap Rupiah (1%)	(63,679,812)	(19,017,150)	*Change in exchange rate against Rupiah (1%)*
Perubahan Tingkat Pertukaran Terhadap Rupiah (-1%)	63,679,812	19,017,150	*Change in exchange rate against Rupiah (-1%)*

iv. Risiko Suku Bunga

Grup terekspos risiko suku bunga terutama menyangkut liabilitas keuangan. Untuk meminimalkan risiko tingkat suku bunga, Grup mengelola beban bunga dengan melakukan pengawasan terhadap dampak pergerakan suku bunga untuk meminimalisasi dampak negatif terhadap Grup.

Tabel berikut menganalisis rincian liabilitas keuangan berdasarkan jenis bunga:

iv. Interest Rate Risk

The Groups is exposed to interest rate risk primarily related to financial liabilities. To minimize interest rate risk, the Group manages interest expense by monitoring the impact of interest rate movements to minimize the negative impact on the Group.

The following table analyse the breakdown of financial liabilities by type of Interest:

	2022 Rp	2021 Rp	
Bunga Mengambang	39,435,729,452	38,523,123,911	*Floating Rate*
Bunga Tetap	9,183,583,900	8,122,161,812	*Fixed Rate*
Tanpa Bunga	6,715,092,958	7,826,941,190	*Without Rate*
Total	**55,334,406,310**	**54,472,226,913**	***Total***

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat suku bunga pinjaman, dengan asumsi variabel lain konstan, dampak terhadap laba sebelum beban pajak penghasilan sebagai berikut:

The following table demonstrates the sensitivity to a reasonably changes of interest rate on loans, with all other variable held constant, with the effect to the consolidated income before corporate tax expense:

	2022 Rp	2021 Rp	
Dampak Terhadap Laba (Rugi) Sebelum Beban Pajak Penghasilan			***Effect on Income (Loss) Before Income Tax***
Perubahan Tingkat Suku Bunga (1%)	35,045,130	34,622,361	*Changes in Interest Rates (1%)*
Perubahan Tingkat Suku Bunga (-1%)	(35,045,130)	(34,622,361)	*Interest Rate Change (-1%)*

b. Estimasi Nilai Wajar / *b. Fair Value Measurements*

Tabel di bawah ini menggambarkan nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan:

The table below illustrates the carrying values and fair values of financial assets and liabilities:

	2022		2021		
	Nilai tercatat/ *Carrying value* Rp	Nilai wajar/ *Fair value* Rp	Nilai tercatat/ *Carrying value* Rp	Nilai wajar/ *Fair value* Rp	
Aset Keuangan					***Financial Assets***
Kas dan Setara Kas	5,817,311,403	5,817,311,403	3,725,597,431	3,725,597,431	*Cash and Cash Equivalents*
Investasi Jangka Pendek	159,988,146	159,988,146	141,656,618	141,656,618	*Short-Term Investment*
Piutang Usaha					*Trade Receivables*
Pihak Berelasi	746,960,792	746,960,792	576,651,735	576,651,735	*Related Parties*
Pihak Ketiga	1,094,670,849	1,094,670,849	1,057,789,779	1,057,789,779	*Third Parties*
Piutang Lain-lain					*Other Receivables*
Pihak Berelasi	11,221,843	11,221,843	20,185,129	20,185,129	*Related Parties*
Pihak Ketiga	114,368,411	114,368,411	86,493,036	86,493,036	*Third Parties*
Piutang Usaha Jangka Panjang -					*Long Term Trade Receivable -*
Pihak Berelasi	242,030,072	242,030,072	--	--	*Related Parties*
Investasi Jangka Panjang	32,633,441	32,633,441	35,242,078	35,242,078	*Long Term Investments*
Total	**8,219,184,957**	**8,219,184,957**	**5,643,615,806**	**5,643,615,806**	***Total***
Liabilitas Keuangan					***Financial Liabilities***
Utang Usaha					*Trade Payables*
Pihak Berelasi	415,585,187	415,585,187	184,107,523	184,107,523	*Related Parties*
Pihak Ketiga	451,637,243	451,637,243	596,402,658	596,402,658	*Third Parties*
Utang Lain-lain					*Other Payables*
Pihak Berelasi	289,231,354	289,231,354	866,199,845	866,199,845	*Related Parties*
Pihak Ketiga	1,461,228,002	1,461,228,002	2,718,321,020	2,718,321,020	*Third Parties*
Beban Akrual					*Accrued Expenses*
Pihak Berelasi	678,890	678,890	1,329,666	1,329,666	*Related Parties*
Pihak Ketiga	2,672,000,992	2,672,000,992	3,000,712,890	3,000,712,890	*Third Parties*
Utang Bank dan Lembaga Keuangan Lainnya - Jangka Pendek	899,757,062	899,757,062	1,722,245,844	1,722,245,844	*Short-Terms Bank and Other Financial Institutions Loans*
Utang Bank dan Lembaga Keuangan Lainnya	38,495,106,481	38,495,106,481	36,800,878,067	36,800,878,067	*Bank Loan and Other Financial Institutions*
Utang Obligasi dan Sukuk Ijarah	7,507,281,013	7,507,281,013	7,505,553,188	7,505,553,188	*Bonds Payable and Sukuk Ijarah*
Liabilitas Sewa	1,676,302,887	1,676,302,887	616,608,624	616,608,624	*Lease Liabilities*
Utang Jangka Panjang Lainnya	1,424,731,290	1,424,731,290	459,867,588	459,867,588	*Other Long-Term Liabilities*
Total	**55,293,540,401**	**55,293,540,401**	**54,472,226,913**	**54,472,226,913**	***Total***

Nilai wajar atas sebagian besar aset dan liabilitas keuangan mendekati nilai tercatat karena dampak pendiskontoan yang tidak signifikan.

Fair values of the most financial assets and liabilities approximate their carrying values because the effect of discounting is not significant.

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 Grup akan catat pada saat pelepasan/penghentian aset dan liabilitas keuangan.

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.*

c. Manajemen Permodalan

Tujuan Grup dalam mengelola permodalan adalah untuk melindungi kemampuan Grup dalam mempertahankan kelangsungan usaha, sehingga entitas dapat tetap memberikan imbal hasil bagi pemegang saham dan manfaat bagi pemangku kepentingan lainnya dan untuk mengelola struktur modal yang optimal untuk meminimalisasi biaya modal yang efektif. Dalam rangka mengelola struktur modal, Grup mungkin menyesuaikan jumlah dividen, menerbitkan saham baru atau menambah/mengurangi jumlah utang.

c. Capital Management

The Group's objective when managing capital is to protect the Group's ability to maintain business continuity, so the entity can provide returns for shareholders and benefits for other stakeholders and to manage an optimal capital structure to minimize the cost of capital effectively. In order to manage the capital structure, the Group may adjust the amount of dividends, issue new shares or increase / decrease the amount of debt.

48. Tambahan Informasi Arus Kas / *48. Additional Information of Cash Flows*

Transaksi Non Kas

Informasi pendukung laporan arus kas sehubungan dengan aktivitas investasi dan pendanaan adalah sebagai berikut:

Non Cash Transaction

Supporting information for the statement of cash flows in connection with investing and financing activities is as follows:

	2022 Rp	2021 Rp	
Penambahan Properti Investasi, Aset Tetap dan Aset Hak Guna Melalui Utang	238,242,516	165,784,935	*Addition of Investment Properties, Fixed Assets and Use Rights Assets Through Payables*
Penambahan Aset Tetap Melalui Kapitalisasi Biaya Pinjaman	82,769,640	266,435,989	*Additional Fixed Assets Through Capitalization of Borrowing Costs*
Penambahan Entitas Asosiasi Melalui Imbreng	--	1,755,999,882	*Additional Investment in Associate Through Imbreng*
Penambahan Modal Saham Melalui Imbreng Investasi Entitas Anak	--	65,151,367,000	*Additional Capital Stock Though Imbreng of Investment in Subsidiaries*

Rekonsiliasi Liabilitas yang Timbul dari Aktivitas Pendanaan

Tabel di bawah ini menjelaskan perubahan dalam liabilitas Grup yang timbul dari aktivitas pendanaan, termasuk perubahan kasnya. Liabilitas yang timbul dari aktivitas pendanaan adalah liabilitas yang arus kas, atau arus kas masa depannya, diklasifikasikan dalam laporan arus kas Grup sebagai arus kas dari aktivitas pendanaan.

Reconciliation of Liabilities Arising from Financing Activities

The table below detail changes in the Group's liabilities arising from financing activities, including cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's statement of cash flows as cash flows rom financing activities.

	1 Januarl 2022/ *January 1, 2022* Rp	Arus kas/ *Cash Flow* Rp	Non Kas/ *Non Cash* Salisih kurs/ *Foreign Exchange Difference* Rp	Non Kas/ *Non Cash* Lainnya/ *Other* Rp	31 December 2022/ *December 31, 2022* Rp	
Utang Bank dan Lembaga Keuangan Lainnya - Jangka Pendek	1,722,245,844	(3,240,240)	--	(819,248,542)	899,757,062	*Short-Terms Bank and Other Financial Institutions Loans*
Utang Bank Jangka Panjang dan Lembaga Keuangan Lainnya	36,800,878,067	1,101,014,772	--	593,213,642	38,495,106,481	*Long-Term Bank and Other Financial Institutions Loans*
Obligasi dan Sukuk Ijarah	7,505,553,188	--	--	1,727,825	7,507,281,013	*Bonds Payable and Sukuk Ijarah*
Liabilitas Sewa	616,608,624	(106,035,503)	--	1,165,729,766	1,676,302,887	*Lease Liabilities*
Total	**46,645,285,723**	**991,739,029**	**--**	**941,422,691**	**48,578,447,443**	***Total***

	1 Januarl 2021/ *January 1, 2021* Rp	Arus kas/ *Cash Flow* Rp	Non Kas/ *Non Cash* Salisih kurs/ *Foreign Exchange Difference* Rp	Lainnya/ *Other* Rp	31 December 2021/ *December 31, 2021* Rp	
Utang Bank dan Lembaga Keuangan Lainnya - Jangka Pendek	656,946,836	1,402,991,008	--	337,692,000	1,722,245,844	*Short-Terms Bank and Other Financial Institutions Loans*
Utang Bank Jangka Panjang dan Lembaga Keuangan Lainnya	32,391,671,389	4,417,006,678	--	7,800,000	36,800,878,067	*Long-Term Bank and Other Financial Institutions Loans*
Obligasi dan Sukuk Ijarah	7,991,247,132	(478,100,000)	--	(7,593,944)	7,505,553,188	*Bonds Payable and Sukuk Ijarah*
Liabilitas Sewa	1,101,947,389	(151,356,132)	--	(333,982,633)	616,608,624	*Lease Liabilities*
Total	**42,141,812,746**	**5,190,541,554**	**--**	**3,915,423**	**46,645,285,723**	***Total***

49. Peristiwa Penting Lainnya / *49. Other Significant Event*

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

TWC dan BHIVA

Penunjukan BHIVA sebagai *Special Purpose Vehicle* (SPV) untuk Pengelolaan Taman Mini Indonesia Indah (TMII)

Berdasarkan surat dari Kementerian Sekretariat Negara Republik Indonesia (Kemensetneg) No. B-48/KSN/S/PB.02/12/2022 tanggal 29 Desember 2022 yang ditujukan kepada Direktur Utama TWC perihal Jawaban Permohonan Persetujuan BHIVA sebagai *Special Purpose Vehicle* (SPV) TMII, Kemensetneg menyatakan dapat mempertimbangkan permohonan tersebut sepanjang sesuai dengan ketentuan Perjanjian Kerjasama Pemanfaatan (KSP) BMN antara Kemensetneg dengan TWC No. 1 tanggal 1 Juli 2021, dengan ketentuan:

- Kerja sama pemanfaatan (KSP) tetap dilakukan antara Kemensetneg dengan TWC, sedangkan TWC melakukan kerjasama operasional dengan BHIVA;
- Dengan adanya kerjasama operasional tersebut, tidak mengurangi kontribusi tetap dan pembagian keuntungan (*profit sharing*) yang menjadi bagian Kemensetneg sebagaimana yang tertuang dalam perjanjian KSP;
- TWC harus melakukan kajian dari aspek legalitas, finansial, investasi, perpajakan, dan sumber daya manusia dengan due diligence sebelum menetapkan BHIVA sebagai mitra kerjasama operasional sehingga tercipta *Good Corporate Governance*;
- Kerjasama operasional antara TWC dengan BHIVA mulai dilaksanakan 1 April 2023 setelah serah terima aset hasil revitalisasi TMII dari Kementeri Pekerjaan Umum dan Perumahan Rakyat kepada Kemensetneg dan ditandatanganinya addendum Perjanjian KSP antara Kemensetneg dengan TWC;

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

TWC and BHIVA

Appointment of BHIVA as a Special Purpose Vehicle (SPV) for the Management of Taman Mini Indonesia Indah (TMII)

Based on a letter from the Ministry of State Secretariat of the Republic of Indonesia (Kemensetneg) No. B-48/KSN/S/PB.02/12/2022 dated December 29, 2022 addressed to the President Director of TWC regarding the Answer to the Request for BHIVA Approval as a Special Purpose Vehicle (SPV) for TMII, the Ministry of State Secretariat stated that it could consider the request as long as it complies with the provisions of the Agreement BMN Utilization Cooperation (KSP) between the Ministry of State Secretariat and TWC No. 1 dated July 1, 2021, with the following provisions:

- *Agreement Utilization Cooperation (KSP) is still being carried out between the Ministry of State Secretariat and TWC, while TWC is conducting operational agreement with BHIVA;*
- *With this operational agreement, it does not reduce the fixed contribution and profit sharing which is part of the Ministry of State Secretariat as stipulated in the KSP agreement;*
- *TWC must conduct a study from the aspects of legality, finance, investment, taxation, and human resources with due diligence before establishing BHIVA as an operational cooperation partner so as to create Good Corporate Governance;*
- *The operational agreement between TWC and BHIVA began April 1, 2023, after the handover of the assets resulting from the revitalization of TMII from the Ministry of Public Works and Public Housing to the Ministry of State Secretariat and the signing of the KSP Agreement addendum between the Ministry of State Secretariat and TWC;*

- Isi perjanjian kerjasama operasional antara TWC dengan BHIVA harus mendapat persetujuan dari Kementerian Sekretariat Negara.

- *The contents of the operational cooperation agreement between TWC and BHIVA must obtain approval from the Ministry of State Secretariat.*

50. Reklasifikasi Akun / *50. Reclassification of Account*

Manajemen Perusahaan telah mereklasifikasi beberapa akun dalam laporan keuangan tahun 2021 agar sesuai dengan ketentuan penyajian dan pengungkapan laporan keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2022. Reklasifikasi tersebut adalah sebagai berikut:

The Company's management has reclassified several accounts in the 2021 financial statements to comply with the provision and presentation of financial statements for the year ended December 31, 2022. The reclassification is as follows:

	2021			
	Dilaporkan Sebelumnya/ *As Previously Reported* Rp	Reklasifikasi/ *Reclassification* Rp	Setelah Reklasifikasi/ *After Reclassification* Rp	
Laporan Posisi Keuangan				***Statements of Financial Position***
Investasi Jangka Pendek	107,557,146	52,431,000	159,988,146	*Short-Term Investment*
Investasi Jangka Panjang	85,064,441	(52,431,000)	32,633,441	*Long Term Investments*
Modal Saham	65,164,366,785	215	65,164,367,000	*Capital Stock*
Saldo Laba - Dicadangkan	2,111,085	(215)	2,110,870	*Retained Earning - Appropriated*

51. Peristiwa Setelah Tanggal Laporan Keuangan / *51. Events After Reporting Period*

Perusahaan

Berdasarkan Peraturan Pemerintah Republik Indonesia No. 3 tahun 2023 tanggal 18 Januari 2023 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan yang berasal dari pengalihan seluruh saham Seri B milik Negara Republik Indonesia sebanyak 2.147.659 lembar saham Seri B pada PT Pengembangan Pariwisata Indonesia (ITDC), yang telah ditempatkan dan disetor oleh Negara. Nilai penambahan penyertaan modal Negara sebagaimana dimaksud ditetapkan oleh Menteri Keuangan berdasarkan usulan dari Menteri Badan Usaha Milik Negara.

Berdasarkan Keputusan Menteri Keuangan Republik Indonesia No. 53/KMK.06/2023 tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke modal saham Perusahaan sebesar Rp11.679.371.956 sesuai dengan perhitungan nilai wajar saham per 30 Juni 2022 yang berasal dari pengalihan seluruh saham seri B milik Negara Republik Indonesia pada PT Pengembangan Pariwisata Indonesia (ITDC) sebanyak 2.147.658 lembar.

The Company

Based on Government Regulation of the Republic of Indonesia No. 3 of 2023 dated January 18, 2023 concerning the addition of the Republic of Indonesia's Equity Participation into the Company's Share Capital originating from the transfer of all Series B shares owned by the Republic of Indonesia in the amount of 2,147,659 Series B shares at PT Pembangunan Pariwisata Indonesia (ITDC), which have been placed and paid up by the State. The value of additional State capital participation as referred to is determined by the Minister of Finance based on a proposal from the Minister of State-Owned Enterprises.

Based on the Decree of the Minister of Finance of the Republic of Indonesia No. 53/KMK.06/2023 concerning Determination of the Addition Value of the Republic of Indonesia Equity Participation to the Company's share capital of Rp11,679,371,956 in accordance with the calculation of the fair value of shares as of June 30, 2022 originating from the transfer of all series B shares owned by the Republic of Indonesia to PT Pengembangan Pariwisata Indonesia (ITDC) as many as 2,147,658 shares.

PT Angkasa Pura I ("AP I")

Penyelesaian pembayaran termin VI atas Pekerjaan Design & Build Pengembangan Bandar Udara Sultan Hasanuddin Makassar kepada PT Wijaya Karya (Persero) Tbk (WIKA).

Dalam rangka menindaklanjuti Perjanjian penyelesaian pembayaran progress termin IV atas pekerjaan Design & Build Pengembangan Bandar Udara Sultan Hasanuddin, Makassar, pada tanggal 22 Februari 2023, Perusahaan menandatangani perjanjian kredit non tunai dengan PT Bank Tabungan Indonesia (Persero) Tbk untuk memperoleh fasilitas SCF skema Payable Financing, SKBDN, dan Trust Receipt atas SKBDN yang telah diterbitkan oleh Bank dengan limit fasilitas sebesar Rp1.500.000.000. Fasilitas tersebut digunakan untuk kebutuhan modal kerja untuk pembayaran kepada pemasok AP I. Pada tanggal 24 Februari 2023, AP I mengajukan dokumen surat keterangan pembayaran atas invoice ynga diajukan dalam SKBDN kepada BTN dan pada tanggal 27 Februari 2023, BTN menerbitkan SKBDN untuk pembayaran tagihan kepada WIKA sebesar Rp265.765.757.

PT Angkasa Pura I ("AP I")

Completion of payment for term VI of the Sultan Hasanuddin Makassar Airport Development Design & Build Work to PT Wijaya Karya (Persero) Tbk (WIKA).

In order to follow up on the Agreement for settlement of the progress of payment for term IV for the Design & Build job of Sultan Hasanuddin Airport Development, Makassar, on February 22, 2023, AP I signed a non-cash credit agreement with PT Bank Savings Indonesia (Persero) Tbk to obtain an SCF facility for the Payable Financing scheme, SKBDN, and Trust Receipt for SKBDN issued by the Bank with a facility limit of Rp1,500,000,000. This facility is used for working capital needs such as payments to AP I suppliers. On February 24, 2023, AP I submitted a payment statement document for the invoice submitted in the SKBDN to BTN and on February 27, 2023, BTN issued an SKBDN for bill payments to WIKA amounting to Rp265,765,757.

PT Angkasa Pura II ("AP II")

Fasilitas Pinjaman Berjangka - Mandiri

Pada tanggal 20 Maret 2023, AP II memperoleh fasilitas pinjaman berjangka dari Mandiri dengan jumlah maksimum fasilitas pinjaman sebesar Rp725.000.000. Jangka waktu pinjaman adalah maksimal 5 tahun sejak tanggal penandatanganan Perjanjian Kredit. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal kerja AP II dalam rangka jatuh temponya *revolving loan facility* Mandiri pada tahun 2023 (Catatan 26). Pinjaman ini dikenakan suku bunga sebesar 8,90% saat penandatanganan.

Fasilitas Pinjaman Berjangka - BRI

Pada tanggal 27 Maret 2023, AP II memperoleh fasilitas pinjaman berjangka dari BRI dengan jumlah maksimum fasilitas pinjaman sebesar Rp675.000.000. Jangka waktu pinjaman adalah maksimal 5 tahun sejak tanggal penandatanganan Perjanjian Kredit. Hasil penerimaan dari pembiayaan ini digunakan untuk kebutuhan modal kerja AP II dalam rangka jatuh temponya *revolving loan facility* BRI pada tahun 2023 (Catatan 26). Pinjaman ini dikenakan suku bunga sebesar 8,90% saat penandatanganan.

PT Angkasa Pura II ("AP II")

Term Loan Facility - Mandiri

On March 20, 2023, AP II obtained a term loan facility from Mandiri with a maximum loan facility amounting Rp725,000.000. The loan term is for maximum of 5 years from the date of signing the Agreement. The proceeds from this facility will be used for the refinancing AP II working capital in relation with maturity of revolving loan facility from Mandiri which will be due in 2023 (Note 26). This loan is subject to an interest rate of 8.90% at the time of signing.

Term Loan Facility - BRI

On March 27, 2023, AP II obtained a term loan facility from BRI with a maximum loan facility amounting Rp675,000,000. The loan term is for maximum of 5 years from the signing date of the Agreement. The proceeds from this facility will be used for the refinancing AP II working capital in relation with maturity of revolving loan facility from BRI which will be due in 2023 (Note 26). This loan is subject to an interest rate of 8.90% at the time of signing.

Fasilitas Pinjaman Berjangka - BTN
Pada tanggal 24 Maret 2023, AP II memperoleh fasilitas pinjaman berjangka dari BTN dengan jumlah maksimum fasilitas pinjaman sebesar Rp481.000.000. Jangka waktu pinjaman adalah maksimal 5 tahun sejak tanggal penandatanganan Perjanjian Kredit. Hasil penerimaan dari pembiayaan ini digunakan untuk mendanai Perusahaan secara umum termasuk pengeluaran terkait biaya dikapitalisasi dan biaya operasi yang telah ditagih dan dibayarkan pada tahun 2022 dan 2023 yang tercantum dalam Rencana Kerja Anggaran Perusahaan ("RKAP). Pinjaman ini dikenakan suku bunga sebesar 8,90% saat penandatanganan.

Term Loan Facility - BTN
On March 24, 2023, AP II obtained a term loan facility from BTN with a maximum loan facility amounting Rp481,000,000. The loan term is for maximum of 5 years from the signing date of the Agreement. The proceeds from this facility will be used for general funding of AP II capital expenditure and operating expenditure that was billed and paid in 2022 and 2023 that were stated in AP II Annual Budget Plan ("RKAP"). This loan is subject to an interest rate of 8.90% at the time of signing.

PT Railink ("Railink")
Berdasarkan Akta Notaris Ariani L. Rachim, S.H., No. 05 Tanggal 27 Januari 2023 yang disahkan oleh Kementrian Hukum dan Hak Asasi Manusia No. AHU-AH.01.03-0017880 tanggal 31 Januari 2023, Pemegang Saham menyetujui perubahan peningkatan modal ditempatkan/disetor dengan penerbitan saham baru sebanyak 40.000 lembar saham yang masih-masing bernilai Rp1 juta, berdasarkan total nilai atas dana pinjaman PT Kereta Api Indonesia sebesar Rp24.000.000 dan dana talangan dan injeksi kas dari AP II sebesar Rp16.000.000 yang telah disetorkan oleh AP II dalam dua tahap pada tanggal 30 Maret 2022 dan 4 Agustus 2022 masing-masing sebesar Rp8.429.000 dan Rp7.571.000.

PT Railink ("Railink")
Based on Notarial Deed No. 05 of Ariani L. Rachim, S.H. dated January 27, 2023 which was legalized by the Ministry of Law and Human Rights No. AHU-AH.01. .03-0017880 dated January 31, 2023, the Shareholders approved the amendment to increase the issued/paid-up capital with the issuance of 40,000 new shares with a value of Rp1 million each, based on the total value of PT Kereta Api Indonesia's loan fund of Rp24,000,000 and AP II cash injection of Rp16,000,000 which has been deposited by AP II in two phases on March 30, 2022 and August 4, 2022 amounting to Rp8,429,000 and Rp7,571,000, respectively.

Surat Ketetapan Pajak
Pada bulan Februari 2023, Gapura (entitas anak AP II) menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") atas Pajak Penghasilan Badan ("PPh Badan") tahun 2020 sebesar Rp15.573.000 Gapura memutuskan untuk menerima hasil SKPLB tersebut. Selisih antara jumlah yang ditagihkan oleh Gapura dengan jumlah yang disetujui dalam SKPLB sebesar Rp5.304.000 dibebankan pada laporan laba rugi tahun berjalan.

Tax Assessment Letter
In February 2023, Gapura (AP II subsidiary) received a Notice of Overpayment of Corporate Income Tax ("SKPLB PPh Badan") for the year 2020 in the amount of Rp15,573,000 Gapura decided to accept the outcome of the SKPLB. The difference between the amount billed by Gapura and the amount agreed upon in the SKPLB, amounting to Rp5,304,000 is charged to the current year's profit and loss statement.

Perjanjian Penting
a) Perjanjian Konsesi – Direktorat Jendral Perhubungan Udara
AP II sedang dalam proses pembahasan dengan DJPU untuk perpanjangan konsesi selama 50 tahun ke depan. Pada tanggal 4 Agustus 2022, AP II telah mengirimkan rencana usaha (business plan) dan konsep perjanjian konsesi jasa kebandarudaraan kepada Direktorat Jenderal Perhubungan Udara (DJPU) Kemenhub.

Significant Agreement
a) Concession Agreement – Directorate General of Civil Aviation
AP II is in the process of discussing with DJPU to extend the concession for the next 50 years. On August 4, 2022, AP II has submitted a business plan and draft of concession agreement to Directorate General of Civil Aviation (DJPU) of the Ministry of Transportation

Selain itu, AP II melalui surat No.04.02.03/00/07/2022/A.5093 pada tanggal 8 Juli 2022 telah mengajukan permohonan legal opinion dan legal assistance ke Jamdatun. Pada tanggal 17 Februari 2023, AP II telah mendapatkan respon dari Jamdatun atas surat permohonan tersebut antara lain:

- PM 81/2021 tidak dapat berlaku retroaktif. Periode 2018 hingga saat ini dikategorikan sebagai perjanjian diam-diam karena AP II masih melaksanakan usaha kebandarudaraan dan tidak ada keberatan dari Kementerian Perhubungan meskipun perjanjian telah berakhir. Mengacu pada perjanjian sebelum PM81/2021, *rate* adalah sebesar 2,5%.
- Ruang lingkup jasa kebandarudaraan yang menjadi objek perjanjian merupakan kewenangan Menteri yang membidangi urusan penerbangan.
- Dalam hal besaran konsesi tidak diatur dalam peraturan perundang-undangan, para pihak dapat menyepakati besaran nilai konsesi yang akan dicantumkan dalam perjanjian konsesi dengan tetap mengacu pada peraturan perundang-undangan yang berlaku.

Pada tanggal 21 Februari 2023, berdasarkan surat DJPU Nomor AU.108/2/9/DBU-2023 perihal penyampaian risalah rapat pembahasan self assessment besaran nilai konsesi pelayanan jasa kebandarudaraan yang menyebutkan bahwa Kementrian Perhubungan mengajukan nilai besaran konsesi 2,5% untuk periode tahun 2018-2020. Mengingat peraturan yang mengatur terkait konsesi pada saat itu adalah Peraturan Menteri Perhubungan Nomor PM 193 Tahun 2015 dimana dalam peraturan tersebut mengatur besaran konsesi minimal 2,5%.

Pada tanggal 3 Maret 2023, AP II dan Direksi InJourney melaksanakan rapat untuk menindaklanjuti pembahasan pada tanggal 13 Februari 2023 tersebut, dimana didapatkan kesimpulan dibawah ini:

- Diputuskan pencadangan yang dilakukan sampai dengan berakhirnya PM 193 tahun 2015 per bulan Mei 2021 masih mengacu perjanjian terdahulu sebesar 2,5% sedangkan untuk pencadangan beban konsesi setelah PM 193 tersebut dicabut menggunakan estimasi terbaik yang sudah dicadangkan oleh Manajemen AP II yaitu sebesar 1%.

In addition, AP II through letter No.04.02.03/00/07/2022/A.5093 dated July 8, 2022 has submitted a request for legal opinion and legal assistance to Jamdatun. On February 17, 2023, AP II has received a response from Jamdatun on the application letter, including:

- *PM 81/2021 cannot be applied retroactively. The period 2018 to date is categorized as a silent agreement because AP II is still carrying out airport business and there is no objection from the Ministry of Transportation even though the agreement has expired. Referring to the agreement before PM81/2021, the rate is 2.5%.*
- *The scope of airport services which is the object of the agreement is the authority of the Minister in charge of aviation affairs.*
- *In the event that the amount of concession is not regulated in laws and regulations, the parties may agree on the amount of concession value to be included in the concession agreement while still referring to the applicable laws and regulations.*

On February 21, 2023, based on DJPU Number AU.108/2/9/DBU-2023 regarding the submission of the meeting discussion about the self assessment for airport services concession rates that stated the Ministry of Transportation proposed concession rates at 2.5% for year 2018-2020. Considering the regulations governing concession at that time were Minister of Transportation Regulations Number PM 193 Year 2015 that regulated the minimum concession rates 2.5%.

On March 3, 2023, AP II and InJourney's Board of Directors held a meeting to follow up on the discussion on February 13, 2023, where the following conclusions were reached:

- *It was decided that the provision made until the expiration of PM 193 of 2015 as of May 2021 still refers to the previous agreement of 2.5%, while the provision for concession expenses after PM 193 is revoked uses the best estimate that has been reserved by AP II Management which is 1%.*

b) Kerjasama Pengelolaan dan Pengoperasian Bandar Udara Internasional Halim Perdanakusuma ("HLP") dengan PT Angkasa Transportindo Selaras ("ATS")
Pada Tanggal 19 Januari 2023, AP II dan ATS membuat Perjanjian KSO dengan nomor PJJ.04.04/00/01/2023/0005 dan 089/ATS/DIR/PKS-APII/I/2023, untuk membentuk KSO HLP, dalam rangka pengelolaan dan pengoperasian HLP di Jakarta, yang meliputi penyelenggaraan jasa kebandarudaraan dan jasa terkait Bandar udara. Perjanjian ini juga mengatur mengenai hak dan kewajiban AP II atas keuntungan/kerugian dari KSO sebesar 50%, dengan jangka waktu hingga tanggal 17 Mei 2025.

b) Management and Operation Cooperation Agreement for the Halim Perdanakusuma International Airport ("HLP") with PT Angkasa Transportindo Selaras ("ATS")
On January 19, 2023, AP II and ATS entered into a Joint Operation Agreement (JOA) with the reference number PJJ.04.04/00/01/2023/0005 and 089/ATS/DIR/ PKS-APII/I/2023, to establish the JOA HLP for the purpose of managing and operating HLP in Jakarta, including the provision of airport services and related airport services. This agreement also stipulates AP II rights and obligations regarding the profits/losses of the JOA, which amounts to 50%, with a term until May 17, 2025.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

a. Perjanjian Penyediaan Prasarana dan Perbaikan Infrastruktur Untuk Pengoperasian *Tram Mover* di Kawasan Taman Mini Indonesia Indah
Pada tanggal 6 Februari 2023, TWC melakukan kerjasama dengan PT Bhiva (Entitas Anak) dalam Penyediaan Prasarana dan Perbaikan Infrastruktur Untuk Pengoperasian *Tram Mover* di Kawasan Taman Mini Indonesia Indah sesuai dengan Perjanjian Kerjasama No. 110/PF.01/II/ 2023. Jangka waktu perjanjian tersebut berlaku sejak 1 September 2022 sampai dengan tanggal 31 Maret 2023.

PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko ("TWC")

a. Infrastructure Provision and Infrastructure Improvement Agreement for Tram Mover Operations in area Taman Mini Indonesia Indah
On February 6, 2023, TWC entered into a partnership with PT Bhiva (Subsidiary), in Provision of Infrastructure and Infrastructure Improvement For the Operation of Tram Mover in the Taman Mini Indonesia Indah Area in accordance with the Agreement Cooperation No. 110/PF.01/II/2023. The term of the agreement is valid from September 1, 2022 until March 31, 2023.

b. Perjanjian Penyediaan Moda Transportasi Kendaraan Listrik (*Electric Vehicle*) di Kawasan Taman Mini Indonesia Indah
Pada tanggal 6 Februari 2023, TWC melakukan kerjasama dengan PT Bhiva (Entitas anak) dalam Penyediaan Moda Transportasi Kendaraan Listrik (Electric Vehicle) di Kawasan Taman Mini Indonesia Indah sesuai dengan Perjanjian Kerjasama No. 109/OP.30/II/2023. Jangka waktu perjanjian tersebut berlaku sejak 1 September 2022 sampai dengan tanggal 31 Desember 2022. Sampai dengan tanggal laporan keuangan, perjanjian masih dalam proses perpanjangan.

b. Agreement for the Provision of Electric Vehicles in the Area Taman Mini Indonesia Indah
On February 6, 2023, TWC entered into a partnership with PT Bhiva (subsidary) in Provision of Electric Vehicle Transportation Modes (Electric Vehicle) in the Taman Mini Indonesia Indah Area in accordance with the Cooperation Agreement No. 109/OP.30/II/ 2023. The term of the agreement is valid from September 1, 2022 until December 31, 2022. As of the date of the financial statements, the agreement is still in the process of being extended.

52. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

DSAK-IAI telah menerbitkan beberapa standar baru, amendemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2022.

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi;
- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang;
- Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan tentang Definisi Estimasi Akuntansi;
- Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal; dan
- Revisi PSAK 107; Akuntansi Ijarah.

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 74: Kontrak Asuransi; dan
- Amendemen PSAK 74: Kontrak Asuransi tentang Penerapan Awal PSAK 74 dan PSAK 71 – Informasi Komparatif.

Hingga tanggal laporan keuangan ini diotorisasi, Perusahaan masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amendemen standar dan interpretasi standar tersebut.

52. New Accounting Standard and Interpretation of Standard which Has Issued but Not Yet Effective

DSAK-IAI has issued several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on January 1, 2022.

Amendment to standards which effective for periods beginning on or after January 1, 2023, with early adoption is permitted, are as follows:

- *Amendments PSAK 1: Presentation of Financial Statements regarding Disclosure of Accounting Policies;*
- *Amendments PSAK 1: Presentation of Financial Statements regarding Classification of Liabilities as a Current or Non-Current;*
- *Amendments PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates;*
- *Amendments PSAK 46: Income Tax regarding Deferred Tax related to Assets and Liabilities arising from a Single Transaction; and*
- *Revised PSAK 107: Accounting for Ijarah.*

New standard and amendment to standard which effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- *PSAK 74: Insurance Contract; and*
- *Amendments PSAK 74: Insurance Contract regarding Initial Application of PSAK 74 and PSAK 71 – Comparative Information.*

Until the date of the financial statements is authorized, the Group is still evaluating the potential impact of the adoption of new standards, amendments to standards and interpretations of these standards.

53. Tanggung Jawab Manajemen atas Laporan Keuangan Konsolidasian

Manajemen Perusahaan bertanggung-jawab atas penyusunan laporan keuangan konsolidasian dan telah menyetujui laporan keuangan konsolidasian yang berakhir 31 Desember 2022 untuk diterbitkan pada tanggal 27 April 2023.

53. Responsibility for Consolidated Financial Statements

The Company's management is responsible for the preparation of consolidated financial statements and has approved the consolidated financial statements ended December 31, 2022 to be published on April 27, 2023.

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