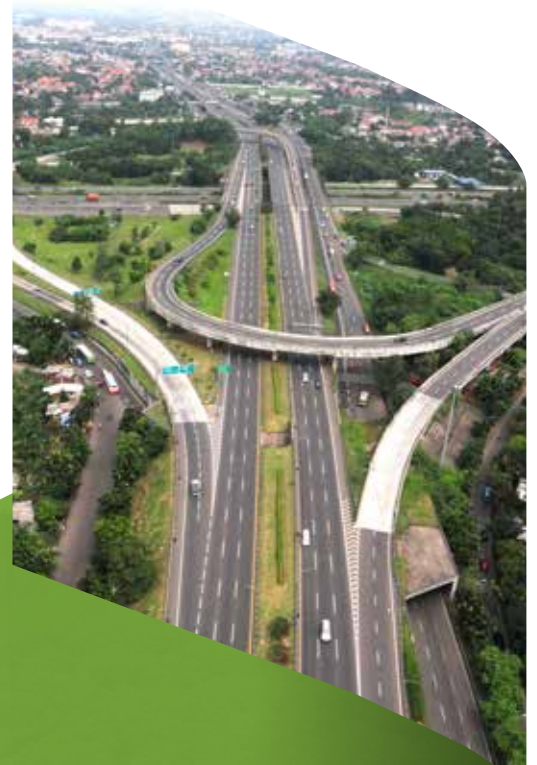


TRANSFORMATION FOR SUSTAINABILITY





5

HIGHLIGHTS OF SUSTAINABILITY PERFORMANCE



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COMPANY PROFILE



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REPORT OF THE BOARD OF DIRECTORS



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CONCERNING SUSTAINABILITY REPORT 2017



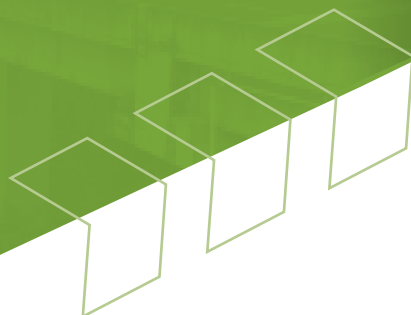
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SUSTAINABLE GOVERNANCE



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TRANSFORMATION FOR SUSTAINABILITY

In community improvement and economic development, investments and innovations were conducted in many ways. Conventional and traditional ways were transformed and upgraded to achieve the targeted and sustainable objectives.

Transformation is a part of economic characteristic changes, including its function and structure, as well as the essential parts. In achieving a sustainable development, the requirements include long term plannings and considerations, and user-stakeholders engagement. Moreover, a sustainable development concept is closely related to the efficient-effective behaviour that focusses on future development.

Therefore, governance, social environment and connectivity principals are very important, because the essence of sustainable development is to deliver prosperity and life development in the community for today and for the future. In overseeing economic development, the availability of infrastructure is one of indicators in productivity and efficiency improvements, where the community has accessible resources. The infrastructure significantly contributes in many aspects, including economic, social community, as well as environmental sustainability.

The Government targeted Indonesian economic development in around 5% in 2017, that grown to 5.4% in 2017. It was depending on self-improvement awareness and investment that was successfully becoming the economic development booster. In keeping the economic booster balanced, investment can be done along with the global markets, as well as non-conventional and non-traditional markets.

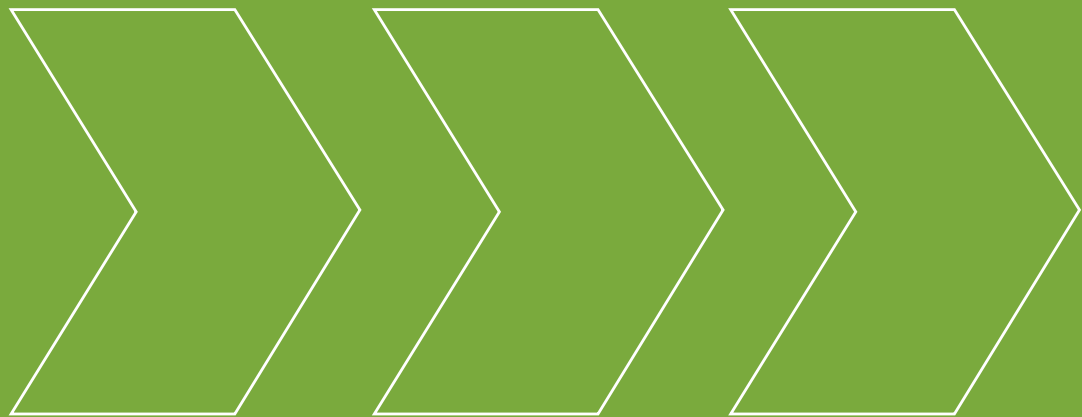
While the opportunity in toll road industries is widely open along with the Government's program in developing thousands kilometres of toll road until 2025, competition is also getting fonder with the joining of local and foreign newcomers in the industry and mass transportation development. Therefore, efficiency is required to be highly improved in funding as well as operational aspects. Technology development and its practices in toll road operation are implemented in line with the cashless program (100% cashless payment). The improvement in Company's capabilities of the existed value chain and business lines is highly required.



Ngawi Kertosono Toll Road (87 km) managed by PT Ngawi Kertosono Jaya (NKJ) which is part of Trans Java Toll Road.

01

HIGHLIGHTS OF
SUSTAINABILITY
PERFORMANCE



HIGHLIGHT OF SUSTAINABILITY PERFORMANCE

ECONOMIC PERFORMANCE

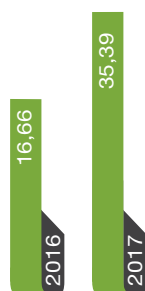


Semarang-Solo Toll Road, Bawen-Salatiga Section



ACQUISITION OF ECONOMIC VALUE

Operating Revenues
(in Trillion Rupiah)



Rp35.39 trillion

OPERATING REVENUES

During 2017, the Company's Operating Revenues reach Rp35.39 trillion, increased 112.42 % of its revenues in 2016 of Rp16.66 trillion. The Company's revenues consist of Toll Revenue, Construction Revenue and Other Operating Revenue.

Rp1.91 trillion

Comprehensive Profit of Current Year (in Trillion Rupiah)



COMPREHENSIVE PROFIT OF CURRENT YEAR

The Company's comprehensive profit for current year amounts to Rp 1.91 trillion, when compared to its achievement in 2017, the current year's comprehensive profit increased by 13.17 %. The comprehensive profit of current year is attributed, among others, to the owners of the parent entities and to the non-controlling

interests. The comprehensive income of current year attributed to the parent entities reaches Rp 1.99 trillion or increased by 12.27 % compared to the achievement in 2016. While the current year comprehensive income attributable to non-controlling interests in 2017 reaches Rp 107 billion.

Tax Payment (in Billion Rupiah)



Rp911.13 trillion

CONTRIBUTIONS TO THE STATE

The payment of taxes payable by the Company in 2017 amounts to Rp 911,13 trillion, there was an decrease compared to the 2016 tax payment of Rp1.111,17 trillion.

ENVIRONMENTAL PERFORMANCE



Forestry in Bali Province

SUMMARY OF ENVIRONMENTAL PERFORMANCE

Rp 33.35 billion



ENVIRONMENTAL MANAGEMENT FUND

In order to optimize the implementation of environmental management programs and activities, the Company has specifically allocated the cost of environmental management. In 2017, the Company has spent funds for environmental management amounting to Rp 33.35 billion.

Major Programs

- **Reforestation**

In the year 2017, in the form of tree planting activities and beautifications in the Toll Road area. The tree planting activities consists of various types, among them bougenville, red bull, mahogany tree, trembesi tree and acacia trees.

- **AMDAL and RKL/RPL Management**

The Company's concern for the environment has been started since the toll road development plan, where the Company has been concerned with environmental management through the implementation of AMDAL for new toll road projects. In order to manage and maintain the environmental quality of all toll roads in operation, the Company through its Branches and Subsidiaries has implemented the Environmental Monitoring Plan (RPL) and Environmental Management Plan (RKL) on operating toll roads.

- **Waste Management**

Done by sorting organic and non-organic waste and B3 waste in the Work Unit. Improvement of waste management at toll gates is also conducted as evidence of the Company's concern as well as for the fulfillment of Minimum Service Standards.

178,229 trees



TOLL ROADS' REFORESTATION

Toll road reforestation as an effort to mitigate environmental impact change by planting more than 178,229 trees that have been distributed to be planted around toll roads in 2017, among them are mahogany tree, trembesi, acacia and other trees.

6,075 point locations



LED LIGHT UTILIZATION

uses PJU lamps by using LEDs, for the saving of electrical energy as much as 6,075 points.



REDUCE CO2 EMISSIONS

minimum equivalent to 3.445 tons of carbon.

- **Water Efficiency and Conservation**

Conducted with monitoring and supervision to ensure water use as needed. Promote water savings by installing water-efficient stickers in every means of water use.

Constructing ablution (wudhu') water reservoirs from the mosque area and reusing it to water the plants within the office environment. Making biopore holes in some areas of the Company.

- **Carbon Emission Mitigation Efforts**

Performed by saving electrical energy. The Company is striving to implement an energy-saving culture by installing energy-saving equipment and using energy-saving lamps. The Company also

KINERJA SOSIAL



Public health program for Toll Road neighborhood

SUMMARY OF SOCIAL PERFORMANCE

Rp53.69 billion



Partnership Program Fund for 1,484 Assisted Partners who are scattered throughout Indonesia.

Rp19.74 billion



Community Development Program.

>254%

Lowest Service Return
Compared to UMR

ZERO (0)

Work Accidents of Jasa
Marga Employees

Rp427.30 billion

Scrapping Filling Overlay
(SFO) Fund for Toll Roads

Major Programs

- Community Economic Empowerment**
 Implementation of Partnership Program (PK) in 2017, Community Development Program has channeled funds amounting to Rp 53.69 billion. The fund is absorbed by 1,484 assisted partners (MB) scattered throughout the regions of Jasa Marga Branches. The business fields run by the assisted partners varying from the sectors of Industry, Service, Trade, Plantation, Agriculture and Livestock.
- Environmental Development & Poverty Alleviation**
 In 2017, the Company contributes to the improvement of the quality of life of the community through environmental development programs and environmental poverty eradication in the form of natural disaster relief, health promotion assistance, infrastructure and public facilities development assistance, worship facilities and poverty alleviation assistance in all Jasa Marga branches with Rp 19.74 billion.
- Over 254% Lower Revenue Compared to UMR**
 The lowest percentage of the lowest rate issued by the Company is Rp 4.988.063 This value is 254% greater than the UMR in the area concerned. Provision of reward for service and promotion of employees who are competent without distinguishing gender, ethnic group, race or religion (SARA).
- ZERO (0) work accident of Jasa Marga Employee**
 In 2017, employment injury statistics in Jasa Marga remained the same as the previous year, i.e. no workplace injuries resulting in minor injuries, serious injuries or deaths.
- Rp296 Billion Consumer CSR**
 The value of costs incurred for activities related to consumer protection during 2016 is approximately Rp 296 billion.
- Toll Roads' Scrapping Filling Overlay (SFO) with a total fund of Rp 427.30 billion**
 In 2017, the Company has undertaken SFO activities to maintain the quality of toll roads spreading across all sections managed by the Company. The Company spent approximately Rp 427.30 billion for the activity.

AWARDS AND CERTIFICATIONS [102-12]

AWARDS



Contact Center Service Excellence Award (CCSEA) 2017 for Public Service category with value 89.729 or Excellent predicate for the fifth time.

Carre CCSL and Service Excellence Magazine

Hotel Mulia Jakarta, 12 April 20167



Category II Appreciation of Optimal Transportation Service in Lebaran Transportation Year 2017

Ministry of Transportation

Ministry of Transportation, 12 July 2017



Category III Fully Active Support in Lebaran Transportation

Ministry of Transportation

Jakarta, 10 July 2017



Award for achieving the improvement in safety & smoothness of Lebaran 2017

Chief of Police of the Republic of Indonesia

Jakarta, 30 July 2017



Social Business Innovation Award 2017 Category Toll Road Product

Warta Ekonomi Magazine

10 August 2017

CERTIFICATION

IMPLEMENTATION OF INTEGRATED MANAGEMENT SYSTEM AT PT JASA MARGA (PERSERO) TBK

All Branch Offices of Jasa Marga have been certified ISO 9001:2008 for toll road administration and OHSAS 18001:2007 for occupational health and safety, proving that Jasa Marga has fulfilled international standards for quality management system and occupational health and safety system, which aims to manage occupational health and safety aspect for all work processes in the workplace. The certifications of all Branch Offices of Jasa Marga was performed by the SGS Certification Body.

Table of Toll Operation Quality and OSHA Certifications at Jasa Marga

TABLE OF TOLL OPERATION QUALITY AND OSHA CERTIFICATIONS AT JASA MARGA

No.	Branch	OHSAS 18001:2007 Certification			ISO 9001:2008 Certification		
		Auditing Institution	Certified since (year)	Registration no.	Auditing Institution	Certified since (year)	Registration no.
1.	Jagorawi	SGS	2011	ID11/1102954096	SGS	2000	ID00/17172
2.	Cawang-Tomang-Cengkareng	SGS	2011	ID11/1102954092	SGS	2005	ID04/D0554
3.	Jakarta-Cikampek	SGS	2011	ID11/1102954070	SGS	2005	ID05/D0550.01
4.	Jakarta-Tangerang	SGS	2011	ID11/1102954016	SGS	2013	ID04/D0516
5.	Purbaleunyi	SGS	2013	ID11/1102954054	SGS	2004	ID04/D0515
6.	Semarang	SGS	2014	ID11/01882	SGS	2005	ID05/D0530.01
7.	Palikanci	SGS	2012	ID12/02180	SGS	2004	ID04/D0439
8.	Surabaya-Gempol	SGS	2011	ID11/1102954122	SGS	2001	ID04/D0376
9.	Belmera	SGS	2014	ID14/02870	SGS	2004	ID04/D0481

In order to achieve the goals of PT. Jasa Marga (Persero) Tbk, in improving service effectiveness for customers in anticipation to toll road development in Indonesia, as well as to form similar organizational patterns to support optimal and harmonious business management, the Jasa Marga Integrated Management System named JM WAY is formed, which integrates ISO 9001:2015, ISO 14001:2015, ISO/DIS 45001:2016, and Baldrige Criteria.

Benefits applying the Integrated Management System Include:

- Increasing customer trust
- Ensuring the quality of products and processes
- Increasing Company productivity and market gain
- Increasing motivation, morality, and performance of employees and internal communication I
- Maintaining a mutually beneficial relationship with suppliers
- Increasing cost efficiency and product security using a documented system, as well as minimizing lost work time due to accidents, decline in health, and legal compensation fees
- Improving the Company positive image through the verification of independent parties according to standards acknowledged to protect workers from various occupational hazards, which can also confound health during work.
- Improving the efficiency and productivity of workers by preventing/reducing the risk of accidents and diseases due to work
- kerja Implementing Government regulation regarding worker protection
- the Company to achieve world-class high performance by taking into account the 11 core company values, namely:
 - Visionary leadership
 - Customer-driven excellence
 - Organizational and individual learning
 - Dignifying workers and partners
 - Agility
 - Future-oriented
 - Innovation management
 - Fact-based management
 - Corporate social responsibility
 - Focus on achieving results and values
 - Leadership perspective

IMPORTANT EVENTS



01 **1 Mar** 39th Anniversary of PT Jasa Marga (Persero) Tbk.

02 **9 Apr** Integrated System of Toll Payment Transaction in Jakarta-Tangerang-Merak Toll Road has been Officially Obtained, therefore Toll Road Transaction in Karang Tengah Toll Gate was Dispensed.

03 **12 Jul** Jasa Marga Achieved Two Awards from the Ministry of Transportation; Category II Appreciation for Best Transportation Hospitality Services in Lebaran Transportation Implementation Year 2017 and Category III of Actively Supporting the Lebaran Transportation Implementation.



04



06



05

04 **17**
Agst **SOE's Synergy; PT Jasa Marga (Persero) Tbk (Jasa Marga), PT Surveyor Indonesia (SI), and PT Pengembangan Pariwisata Indonesia (Persero) in SOE's Program Presented in Bali Province in 2017.**

05 **25**
Sep **The Simultaneous Validation of 100% Cashless-Payment in Toll Road Transaction.**

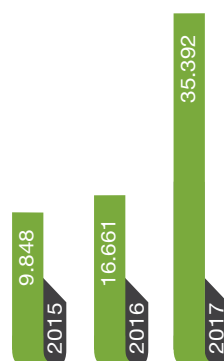
06 **31**
Okt **On 8 September, At 00:00 Indonesian Western Time, The New Transaction System of Jagorawi Toll Road was Obtained, therefore Toll Transaction in Cimanggis Utama Toll Gate and Cibubur Utama Toll Gate was Dispensed.**

SUMMARY OF SUSTAINABILITY PERFORMANCE ASPECTS

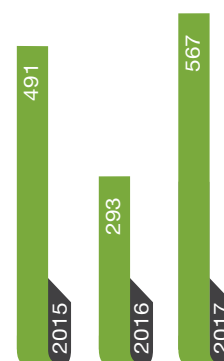
ECONOMIC ASPECT

ECONOMIC PERFORMANCE	2015	2016	2017
PRODUCTION/SERVICE QUANTITY			
Total Road Concession (Km)	590	593	680
FINANCIAL PERFORMANCE (Rp Million)			
Operating Revenue	9,848	16,661	35,392
Operating Profit	3,478	4,166	4,465
Profit of the Current Year (Net)	1,319	1,803	2,224
Comprehensive Income of the Current Year	1,302	1,684	1,906
Basic Earnings per Share (full amount in Rupiah)	216	277	303
Distribution of Benefits to the Economy (Rp billion)			
Payment to Suppliers and Third Parties	1,650	1,927	1,463
Payment to Employees	1,586	1,929	1,955
Payment of Co-Operation Expenses	294	171	-
Refund Cost Payment (Operation)	289	250	445
Tax Payment	1,015	1,169	911
Payment of Interest on Loan	993	1,410	1,257
Dividend Payment	491	293	567

Operating Revenue
(in Billion Rupiah)



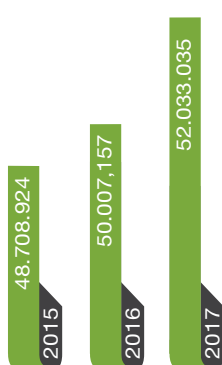
Dividend Payment
(in Billion Rupiah)



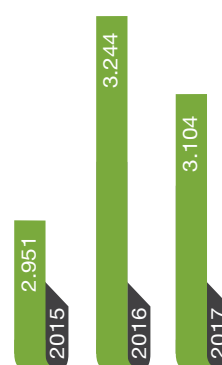
ENVIRONMENTAL ASPECT

ENVIRONMENTAL PERFORMANCE	2015	2016	2017
ENERGY USAGE			
Total Electrical Energy Consumption (KWh)	48,708,924	50,007,157	52,033,035
Primary Energy Source Consumption (Liter)	2,522,247	3,951,361	3,953,027
Water Volume Consumption Taken from PDAM (m3)	2,951	3,244	3,104
CONSERVATION OF BIODIVERSITY			
Tree Planting	57,088	178,229	178,529
Distribution of Nature Conservation Fund (Rp million)	5,600	830	1,426

Total Electrical Energy Consumption
(KWh)



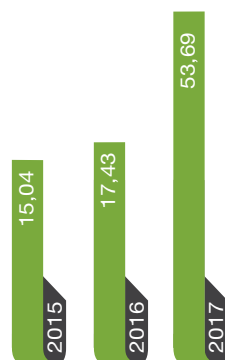
Water Volume Consumption - PDAM
(Rp Million)



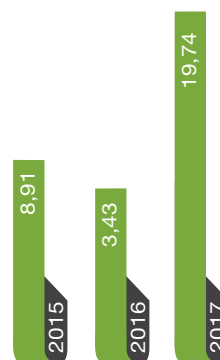
SOCIAL ASPECT

SOCIAL PERFORMANCE	2015	2016	2017
EMPLOYMENT DIVERSITY			
Number of Employees	4,561	4,447	4,205
Level of Employee Turnover (%)	0.53	0.16	0.07
COMMUNITY INVESTMENT (Rp Billion)			
Assisted Partners	451	672	1,484
Recipients of Environmental Development Fund PKBL Regions/Areas			
Partnership Program Loan Fund	15.04	17.43	53.69
Environmental Development Fund (social community)	8.91	3.43	19.74
PELANGGAN			
Customer Satisfaction Index (1-6)	5.00	4.56	5.20
Fund Scrapping Filling Overlay/SFO (in Rp billion)	294	317	427

Partnership Program Loan Fund
(in Billion Rupiah)



Environmental Development Fund
(in Billion Rupiah)





Rest Area on Semarang-Solo Toll Road

COMPANY PROFILE



Head Office PT Jasa Marga (Persero) Tbk

VISION, MISSION, AND SUSTAINABLE VALUES [102-16]

JASA MARGA VISION

To Be the Biggest, Most Trusted and Sustainable National Toll Road Company



National Toll Road Company

Definition:

- To have toll road business as the main business
- To have assets and operational areas distributed throughout Indonesia

Measurement of Potential Indicator:

- Assets Composition of toll road vs non-toll road
- Distribution of assets and operational areas



Biggest

Definition:

- To have total toll road assets
- To have the business scope throughout toll road value chain

Measurement of Potential Indicator:

- The Company's vs Competitor's length of toll roads
- Scope of business in every value chain



Trusted

Definition:

- To become the government's backbone in developing and managing toll roads
- To become the main choice for investors, partners, and customers
- To operate according to the principles of good corporate governance

Measurement of Potential Indicator:

- Perception from the government, investors, and partners
- Customer satisfaction level
- Number of disputes with investors and partners
- GCG Score



Sustainable

Definition:

- To have a sustainable growth of business scale and profit
- To have non-toll road businesses that are synergized with toll road business

Measurement of Potential Indicator:

- Assets growth
- The growth of financial performance of toll road and non-toll road business

JASA MARGA MISSION

- Leading the Toll Road Development in Indonesia to Improve National Connectivity
- Managing the Toll Road Business throughout the Value Chain Professionally and Sustainably
- Maximizing the Regional Development to Improve Public Development and Increase the Company's Profits
- To Improve Customer Satisfaction with Excellent Service



Leading Toll Road Development in Indonesia to Improve National Connectivity

Description:

- To improve interregional connectivity in Indonesia through the development of toll roads with various business schemes
- To participate in the government flagship toll road projects with due regard to factors of commercial feasibility



Running a Toll Road Business Throughout the Value Chain Professionally and Continually

Description:

- To run businesses across toll road value chain with various business schemes efficiently and competitively
- To ensure a sustainable business growth throughout toll road value chain
- To optimize synergy among businesses across toll road value chain



Maximizing Regional Development to Improve Public Progress and Corporate Profits

Description:

To ensure that the business potentials from the toll road development can be utilized under the various business schemes for community development and the Company's profits



Improving Customer Satisfaction with Excellent Service

Description:

To ensure customer satisfaction with:

- The Provision of Safe and High Quality Toll Road
- Good, responsive, and accurate traffic and transaction services by utilizing technology optimally

VALUES AND CULTURE OF JASA MARGA

In order to run the Company's Mission in an effort to achieve the established Vision, Jasa Marga has developed a Code of Practice that guides principles in behavior and decision making. The Values are built on the basis of the four principal values that are recognized and developed together, i.e. JSMR (Honest/Jujur – Sprightful/Sigap – Capable/Mumpuni – Respectful/Respek).

This Values have been approved by the Board of Commissioners and the Board of Directors by the Decision of the Board of Directors No. 50/KPTS/2013 dated 01 March 2013 on Corporate Vision, Mission and Values. As a form of seriousness and in order to monitor the effectiveness of the implementation of corporate values, a guideline for socialization and evaluation of Vision, Mission and Corporate Values as stated in Directors Decision No. 173/KPTS/2014 dated October 15, 2014 is stipulated.



J

JUJUR (HONEST)

In managing its business activities, Jasa Marga is always HONEST (*jujur*), fair, transparent, and free from any conflict of interests.

HONEST:

The spirit of integrity comes from self conscience, not just for the sake of compliance.

FAIR:

Upholding the principle of equality and fairness

Transparent and Free from Any Conflict of Interests:
Independent and objective



S

SIGAP (SPRIGHTFUL)

Jasa Marga is AGILE (*sigap*) to serve its customers and other stakeholders, acting with care and proactive while maintaining caution.

AGILE TO PROVIDE SERVICE:

Acting with enthusiasm in providing the service

CARE:

Caring with empathy

Be proactive while Maintaining Caution
Preparing for future actions with due regards to the risks

Four Principal Values of Jasa Marga which are Recognized and Developed Together, and Used as the Foundation of Jasa Marga Personnels in Interacting with Stakeholders



M

MUMPUNI (CAPABLE)

Jasa Marga is **COMPETENT** (*mumpuni*) in working on the basis of competency, consistency and innovation.

COMPETENT:

Having the ability and willingness to carry out the task

CONSISTENT:

Being courageous and acting as a role model

INNOVATIVE:

Developing ideas for continuous improvement



R

RESPEK (RESPECTFUL)

Jasa Marga is **RESPECTFUL** (*respek*) towards its stakeholders to achieve in synergy.

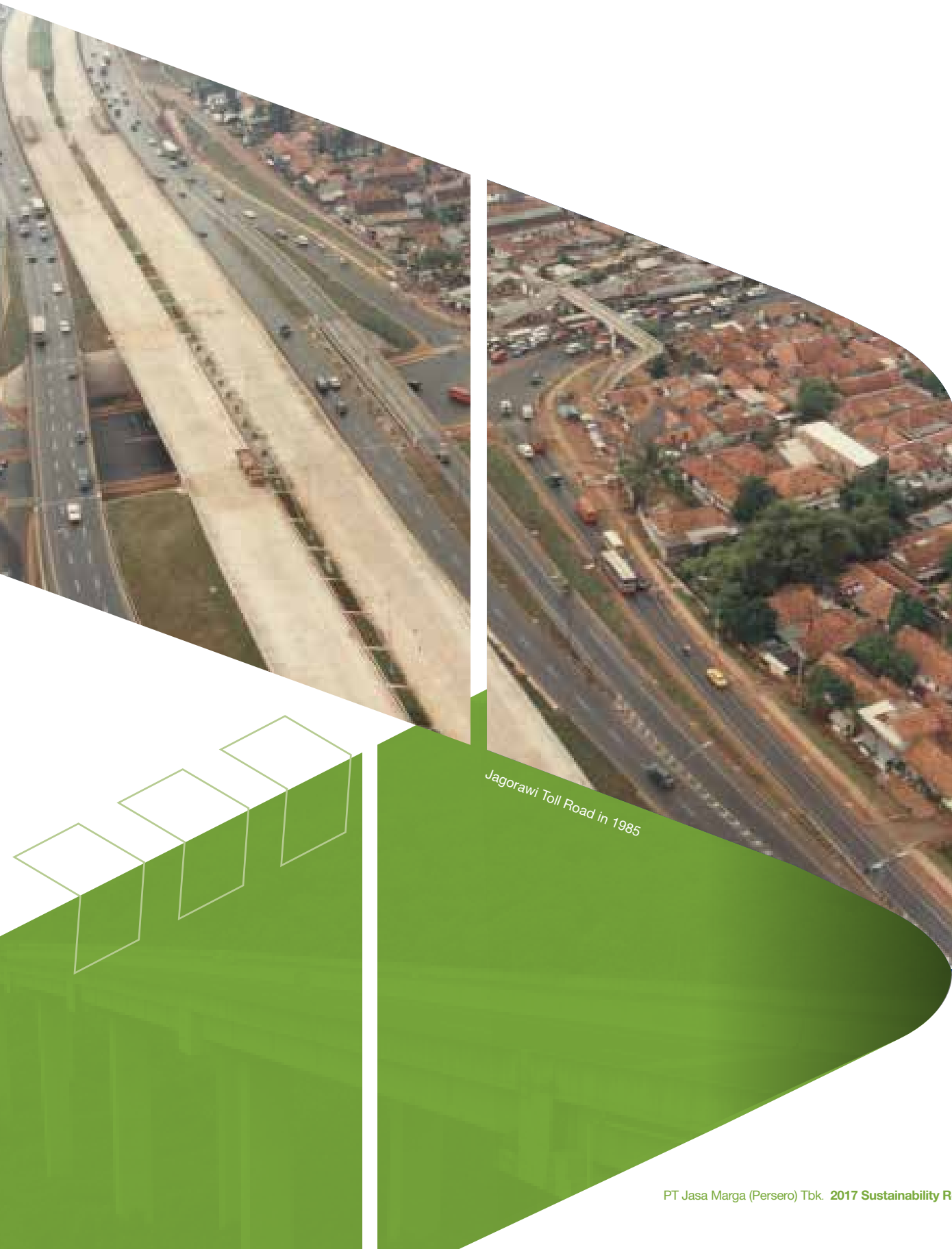
RESPECT:

Respecting others proportionately

TO ACHIEVE IN SYNERGY:

Upholding teamwork and managing diversity to deliver an added value

BRIEF PROFILE



Jagorawi Toll Road in 1985

NAME [102-1]

PT Jasa Marga (Persero) Tbk.
Position: Based in Jakarta

HEAD OFFICE ADDRESS [102-3]

Plaza Tol Taman Mini Indonesia Indah
Jakarta 13550 Indonesia
Tel. 62-21 841 3526, 841 3630
Fax. 62-21 841 3540
e-mail jsmr@jasamarga.co.id
Website www.jasamarga.com

**TRAFFIC INFORMATION CENTER AND
OTHER SERVICES**

JMTIC

(Jasa Marga Traffic
Information Center):

14080

Twitter:

@PTJASAMARGA

(khusus informasi lalu lintas)

@official_JSMR

(untuk informasi umum lainnya)

Instagram:

@official.jasamarga

Facebook:

PT Jasa Marga – Persero Tbk

Aplikasi Mobile:

JMCARe

INFORMATION ON ESTABLISHMENT [102-5]

Date of Establishment : 01 Maret 1978
Legal Basis for
Establishment : Peraturan Pemerintah No. 04 tahun 1978
Authorized Capital : Rp 9.52 triliun
Issued and Fully Paid-Up
Capital : Rp 3.6 triliun

STOCK INFORMATION

Ownership : - Indonesian Government 70%
- Public 30%

Stock Exchange : PT Bursa Efek Indonesia/BEI
(The Indonesia Stock Exchange/IDX)

IPO Date : November 12, 2007

Code of Stock Exchange : BEI/IDX: JSMR
Bloomberg: JSMR IJ
Reuters: JSMR.JK

BUSINESS SCALE [102-7]

TOTAL ASSETS OR CAPITALIZATION OF ASSETS, AND TOTAL LIABILITIES (IN MILLION RUPIAH)

Description	Reporting Period		
	2015	2016	2017
Number of Employees (person)	4,561	4,447	4,205
Operating Revenue (billion Rp)	9,848	16,661	35,392
Total capital (equity) (billion Rp)			
Asset	36,725	53,500	78,974
Liability	24,356	37,161	60,589
Equity	12,368	16,339	18,385
Quantity of service products (KM)			
North Sumatera			
Belmera Toll Road	42.7	42.7	42.7
Medan - Kualanamu - Tebing Tinggi Toll Road	0 from 61.7	0 from 61.7	42 from 61.7
Jakarta and surrounding, and West Java			
Jagorawi Toll Road	59	59	59
Jakarta-Cikampek Toll Road	83	83	83
Jakarta-Tangerang Toll Road	33	33	33
Purbaleunyi Toll Road	122.9	122.9	122.9
Ulujami-Pondok Aren Toll Road	5.55	5.55	5.55
Jakarta Inner Ring Road	23.55	23.55	23.55
Prof. Dr. Ir Sedyatmo Toll Road	14.3	14.3	14.3
JORR	43	43	43
Palikanci Toll Road	26.3	26.3	26.3
Bogor Outer Ring Road	5.8 from 11	5.8 from 11	5.8 from 11
Cengkareng-Kunciran* Toll Road	0 from 14.2	0 from 14.2	0 from 14.2
Kunciran-Serpong* Toll Road	0 from 11.2	0 from 11.2	0 from 11.2
JORR W2 North	7.67	7.67	7.67
Cinere Serpong Toll Road	0 from 10.2	0 from 10.2	0 from 10.2
Jakarta Cikampek Elevated Toll Road	-	0 from 36.4	0 from 36.4
Central Java			
Semarang Toll Road	24.75	24.75	24.75
Semarang - Batang Toll Road	-	0 from 75	0 from 75
Semarang - Solo Toll Road	23.1 from 72.6	23.1 from 72.6	40.6 from 72.6
Solo-Ngawi Toll Road	0 from 90.1	0 from 90.1	0 from 90.1
East Java			
Surabaya Gempol Toll Road	49 from 49	49 from 49	49 from 49
Gempol-Pasuruan* Toll Road	0 from 34.15	0 from 34.15	13.9 from 34.15
Surabaya-Mojokerto Toll Road	2.3 from 36.3	20.7 from 36.3	36.3
Gempol-Pandaan Toll Road	13.61	13.61	13.61
Ngawi - Kertosono Toll Road	0 from 87.0	0 from 87.0	0 from 87.0
Pandaan - Malang Toll Road	-	0 from 37.62	0 from 37.62
Bali			
Nusa Dua-Ngurah Rai-Benoa Toll Road	10	10	10
Kalimantan			
Samarinda-Balikpapan Toll Road	-	0 from 39.9	0 from 39.9
Sulawesi			
Manado-Bitung Toll Road	-	0 from 99.35	0 from 99.35

EMPLOYEE PROFILE [102-8], [401-1]

In order to support sustainable growth, the Company is currently trying to optimize the utilization of existing human capital. The number of permanent employees of the Parent Company in 2017 reached 4,205 people, down 5.44% compared to 2016 which reached 4,447 people. This number is decreasing when compared to the number of permanent employees of the Parent Company in 2015 which reached 4,561 people, in 2014 reached 4,692 people, and in 2013 reached 4875 people.

Meanwhile, the number of permanent and non-permanent Employees of Parent Company and Subsidiaries increased from 9,153 in 2015 to 9,376 in 2016, to 9,080 in 2017.

The consolidated total number of employees in the Parent Company and Subsidiaries in 2017 decreased by 3,16% from 2016 which experienced an increase by 2.44% from 2015 with the establishment of a subsidiary namely PT Jasa Layanan Operasi.

TABLE OF NUMBER OF PERMANENT EMPLOYEES OF PARENT COMPANY IN 2013-2017

	2013	2014	2015	2016	2017
Number of Permanent Employees of Parent Company (person)	4,875	4,692	4,561	4,447	4,205

GRAPH OF PERMANENT EMPLOYEES OF PARENT COMPANY IN 2013-2017

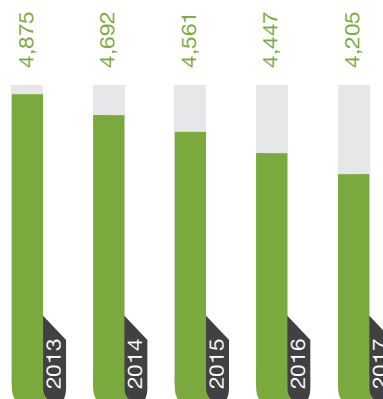


TABLE OF EMPLOYEE COMPOSITION BASED ON EMPLOYMENT STATUS IN 2015-2017

Status	2015		2016		2017	
	Number (person)	Proportion (%)	Number (person)	Proportion (%)	Number (person)	Proportion (%)
Permanent Employee of Parent Company	4,561	49.83	4,447	47.43	4,205	44.85
Permanent Employee of Subsidiaries	3,517	38.42	4,007	42.74	3,906	41.66
Sub Total	8,078	88.26	8,454	90.17	8,111	86.51
Non Permanent Employee of Parent Company	51	0.56	45	0.48	54	0.58
Non Permanent Employee of Subsidiaries	1,024	11.19	877	9.35	915	9.76
Sub Total	1,075	11.74	922	9.83	969	10.33
Total	9,153	100.00	9,376	100.00	9,080	96.84

GRAPH OF EMPLOYEE COMPOSITION BASED ON EMPLOYMENT STATUS IN 2015-2017

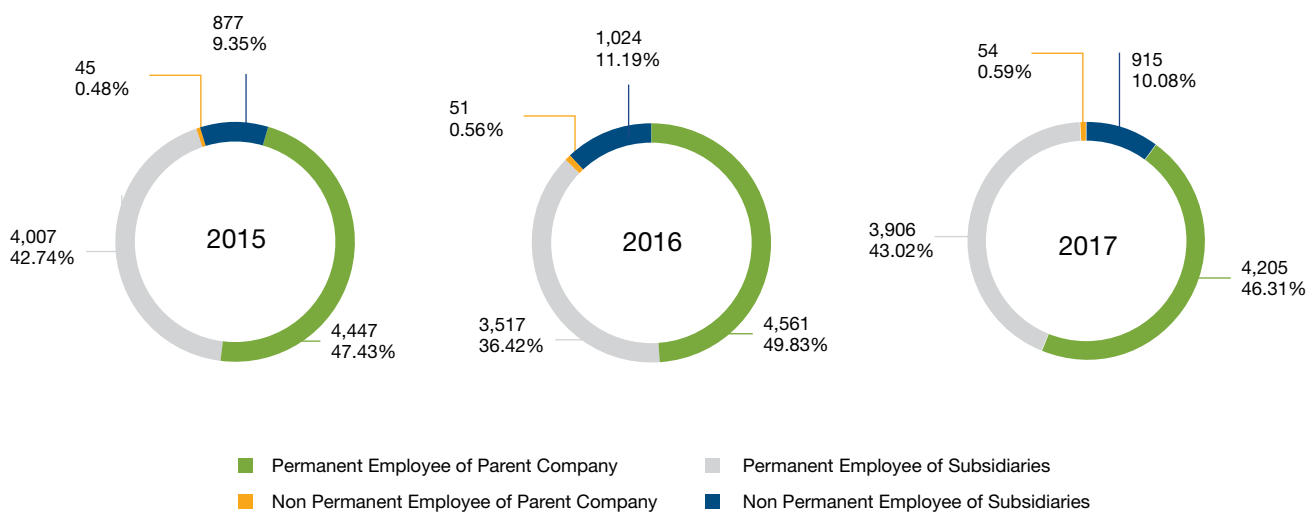


TABLE OF EMPLOYEE COMPOSITION BASED ON EDUCATION LEVEL IN 2015-2017

Status	2015		2016		2017	
	Number (person)	Proportion (%)	Number (person)	Proportion (%)	Number (person)	Proportion (%)
Doctoral (S3)	1	0.01	2	0.02	1	0.01
Master (S2)	109	1.19	119	1.27	136	1.50
Under Graduate (S1)	1,623	17.73	1,951	20.81	1,930	21.26
Diploma	423	4.62	426	4.54	279	3.07
High School (SMA)	6,936	75.78	6,803	72.56	6,637	73.09
Junior Secondary School (SMP)	21	0.23	42	0.45	61	0.67
Elementary School (SD)	40	0.44	33	0.35	36	0.40
Total	9,153	100.00	9,376	100.00	9,080	100.00

GRAPH OF EMPLOYEE COMPOSITION BASED ON EDUCATION LEVEL IN 2015-2017

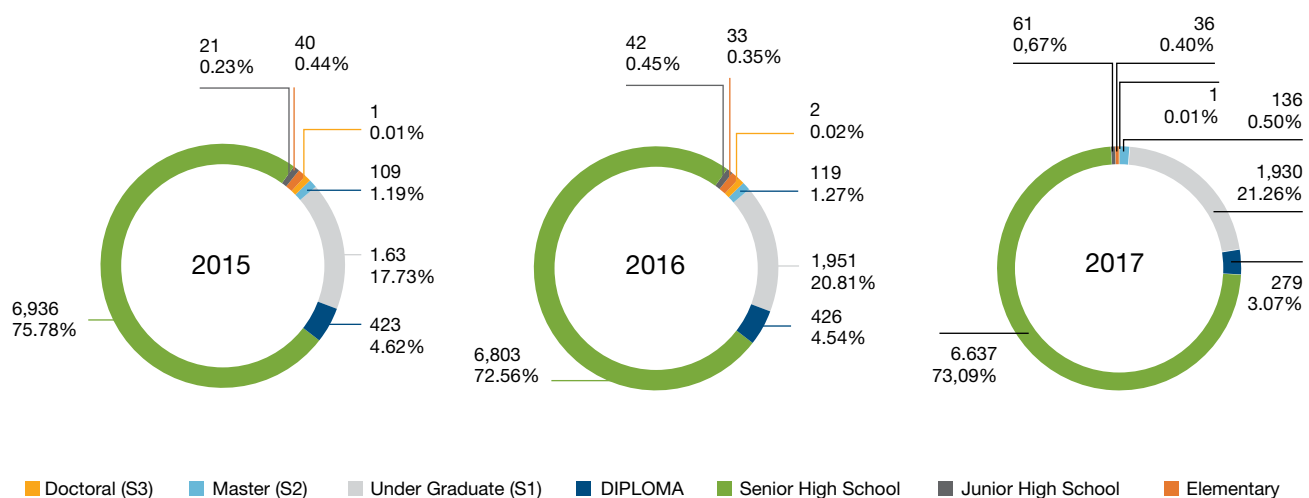


TABLE OF EMPLOYEE COMPOSITION BY POSITION LEVEL IN 2015-2017

Status	2015		2016		2017	
	Number (person)	Proportion (%)	Number (person)	Proportion (%)	Number (person)	Proportion (%)
Top Management	100	1.08	127	1.35	106	1.17
Middle Management	199	2.15	236	2.52	221	2.43
Basic Management	605	6.55	589	6.28	490	5.40
Manager	8,249	90.21	8,424	89.25	8,263	91.00
Total	9,153	100.00	9,376	100.00	9,080	100.00

GRAPH OF EMPLOYEE COMPOSITION BY POSITION LEVEL IN 2015-2017

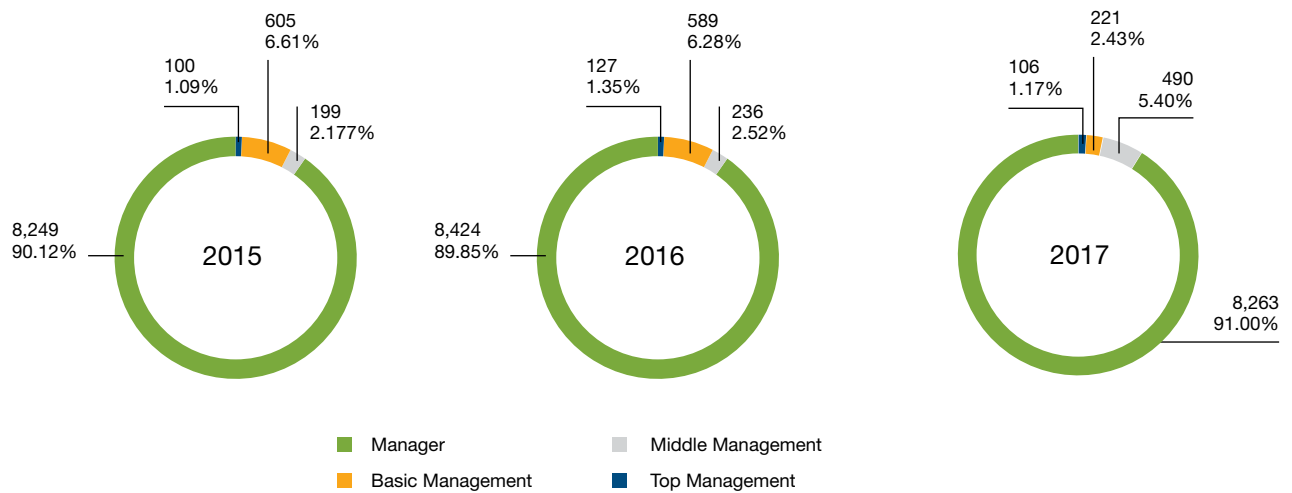
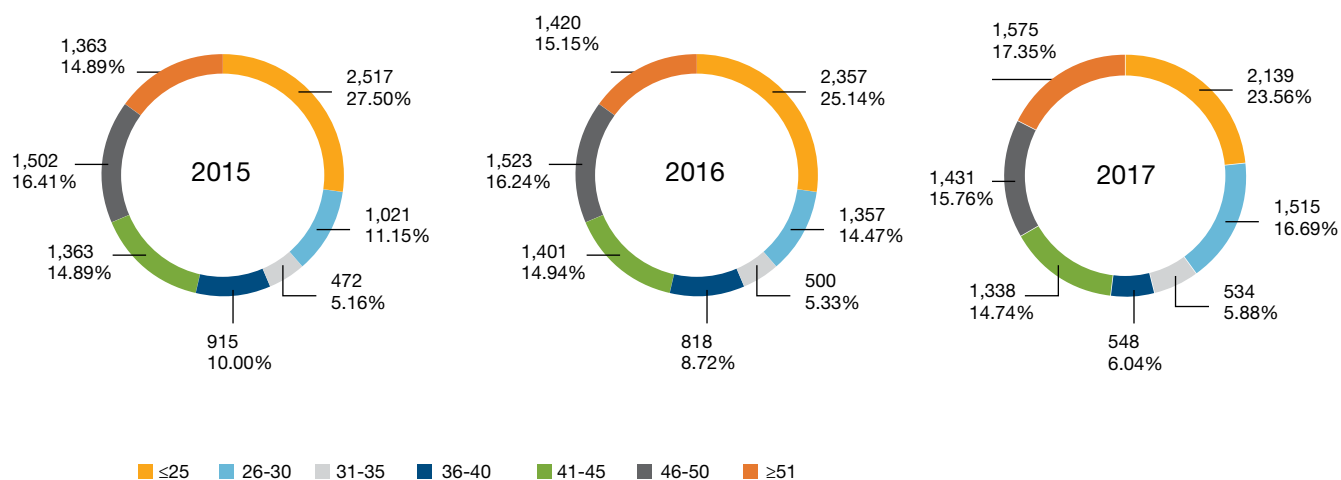


TABLE OF EMPLOYEE COMPOSITION BY AGE IN 2015-2017

Usia (tahun)	2015		2016		2017	
	Number (person)	Proportion (%)	Number (person)	Proportion (%)	Number (person)	Proportion (%)
≤25	2,517	27.50	2,357	25.14	2,139	23.56
26-30	1,021	11.15	1,357	14.47	1,515	16.69
31-35	472	5.16	500	5.33	534	5.88
36-40	915	10.00	818	8.72	548	6.04
41-45	1,363	14.89	1,401	14.94	1,338	14.74
46-50	1,502	16.41	1,523	16.24	1,431	15.76
≥51	1,363	14.89	1,420	15.15	1,575	17.35
Total	9,153	100.00	9,376	100.00	9,080	100.00

GRAPH OF EMPLOYEE COMPOSITION BY AGE IN 2015-2017



SHARE OWNERSHIP INFORMATION [102-5]

Ownership:	Indonesian Government 70% Public 30%
Stock Exchange Name:	PT Bursa Efek Indonesia/BEI (The Indonesia Stock Exchange/IDX)
IPO Date:	12 November 2007
Exchange Code:	BEI/IDX: JSMR Bloomberg: JSMR IJ Reuters: JSMR.JK



- BORR Section 1 (3.8 km), operates since 23 November 2009; Section 2A (2.0 km) operates since 04 June 2014.
- Surabaya-Mojokerto Section 1A (2.3 km) operates since 05 September 2011, Section 4 (18.47 km) operates since 19 March 2017.
- Semarang-Solo Section 1 (10.8 km) operates since 12 November 2011; Section 2 operates since 04 April 2014.
- Nusa Dua-Ngurah Rai-Benoa (10 km), fully operations since 01 October 2013.
- JORR W2 North (7.7 km), fully operates since July 22, 2014.
- Gempol-Pandaan (13.61 km), fully operates on June 12, 2016.
- In 2017, Jasa Marga was selected as the initiator of the Jakarta-Cikampek II Toll Road project

BUSINESS SECTOR [102-2], [102-6], [407-1]

Based on Article 3 of the Articles of Association, the purpose and objective of the Company is to participate in implementing and supporting Government policies and programs in the field of economy and national development in general, and the development of toll road concessions with supporting facilities by applying the principles of limited companies in particular. To achieve such aims and objectives, the Company carries out its main business activities as follows:

1. Performing technical planning, construction implementation, operation and/or maintenance of toll road.
2. Procuring land in the space belonging to the toll road (Rumijatul) and the land adjacent to Rumijatul for rest and service areas, along with facilities and other businesses.

The business activities are carried out by the Company through the process of planning, constructing, operating and

maintaining of toll roads and equipment to enable toll roads to function as expressways that provide higher benefits than non-toll roads.

Based on the Company's Articles of Association, in addition to conducting core business activities, the Company also conducts supporting business activities, namely:

1. Property development in areas adjacent to toll road corridors.
2. Service development for business enterprises related to modes/means of transportation, distribution of liquid/solid/gas materials, network of information facilities, technology and communications, related to toll road corridors.
3. Services and trade for construction, maintenance and operation of toll roads.

Jasa Marga operates 11 toll roads managed by nine branches and 14 subsidiaries, with details as follows:

Branch Office	Toll Road Segment	Road Length (KM)
Jagorawi	Jakarta - Bogor - Ciawi	59
Jakarta - Tangerang	Jakarta - Tangerang	33
Cawang - Tomang - Cengkareng	Cawang - Tomang - Pluit dan Prof. Dr. Ir. Sedyatmo	24 and 14
Surabaya - Gempol	Surabaya - Gempol	49
Jakarta - Cikampek	Jakarta - Cikampek	83
Purbaleunyi	Cikampek - Padalarang dan Padalarang - Cileunyi	59 and 64
Semarang	Semarang Seksi A B C	25
Belmera	Belawan - Medan - Tanjung Morawa	43
Palikanci	Palimanan - Kanci	26
Head Office	Ruas Lingkar Luar Jakarta (JORR)	49

In addition, the Company also conducts other business through the following branches:

Unit Rest Area and Business*	Management of rest areas on toll roads and gas stations (SPBU)
Jasa Marga Development Center	Organizers of training and human resources development
Jasa Marga Development Center	Penyelenggara pelatihan dan pengembangan SDM

*) In January 2017, it was liquidated and transferred to PT Jasa Marga Properti (JMP, a subsidiary)

Meanwhile, the subsidiaries of PT Jasa Marga (Persero) Tbk. are presented in the following table:

TABLE OF SUBSIDIARIES OF JASA MARGA (AS OF DECEMBER 31, 2017)

No.	Entity Name	Share Ownership	Business Sector	Status*
1	PT Jalantol Lingkarluar Jakarta	<ul style="list-style-type: none"> · Jasa Marga: 99.90% · Inkopkar Jasa Marga: 0.1% 	Jakarta Outer Ring Road (JORR) Toll Road Management	Operating
2	PT Marga Sarana Jabar	<ul style="list-style-type: none"> · Jasa Marga: 55.00% · PT CMNP Tbk: 30.00% · PT Jasa Sarana: 15.00% 	Bogor Outer Ring Road Toll Road Management	Operating
3	PT Trans Marga Jateng	<ul style="list-style-type: none"> · Jasa Marga: 73.91% · PT Sarana Pembangunan Jawa Tengah: 1.09% · PT Astratel Nusantara: 25.00% 	Semarang-Solo Toll Road Management	Operating
4	PT Marga Kunciran Cengkareng	<ul style="list-style-type: none"> · Jasa Marga: 76.20% · CMS WIL: 21.00% · PT Wijaya Karya: 2.10% · PT Nindya Karya: 0.28% · PT Istaka Karya: 0.42% 	Cengkareng-Kunciran Toll Road Management	Not Yet Operating
5	PT Marga Trans Nusantara	<ul style="list-style-type: none"> · Jasa Marga: 60.00% · PT Astratel Nusantara: 30.00% · PT Transumata Arya Sejahtera: 10.00% 	Kunciran-Serpong Toll Road Management	Not Yet Operating
6	PT Marga Lingkar Jakarta	<ul style="list-style-type: none"> · Jasa Marga: 65.00% · PT Jakarta Marga Jaya: 35.00% 	JORR W2 North Toll Road Management	Operating
7	PT Jasamarga Surabaya Mojokerto	<ul style="list-style-type: none"> · Jasa Marga: 55.00% · Moeladi Grup: 25.00% · PT Wijaya Karya: 20.00% 	Surabaya-Mojokerto Toll Road Management	Operating
8	PT Transmarga Jatim Pasuruan	<ul style="list-style-type: none"> · Jasa Marga: 98.09% · PT Jatim Marga Utama: 1.91% 	Gempol-Pasuruan Toll Road Management	Not Yet Operating
9	PT Jasamarga Pandaan Tol	<ul style="list-style-type: none"> · Jasa Marga: 90.71% · Perusahaan Daerah Jalan Tol Pasuruan Regency: 9.29% 	Gempol-Pandaan Toll Road Management	Operating
10	PT Jasamarga Bali Tol	<ul style="list-style-type: none"> · Jasa Marga: 55.00% · PT Angkasa Pura I : 8.00% · PT Pelindo III: 17.58% · PT Pengembangan Pariwisata Bali: 1.00% · PT Adhi Karya: 1.00% · PT Hutama Karya: 1.00% · Bali Provincial Government: 8.01% · Badung Regency Government: 8.01% · PT Wijaya Karya: 0.40% 	Nusa Dua-Ngurah Rai-Benoa Toll Road Management	Operating
11	PT Jasa Marga Kualanamu Tol	<ul style="list-style-type: none"> · Jasa Marga: 55.00% · PT Waskita Karya: 15.00% · PT Pembangunan Perumahan: 15.00% · PT Hutama Karya: 15.00% 	Medan-Kualanamu-Tebing Tinggi Toll Road Management	Not Yet Operating
12	PT Solo Ngawi Jaya	<ul style="list-style-type: none"> · Jasa Marga: 59.99% · PT Waskita Toll Road: 40.00% · PT Ferino Putra: 1 share 	Solo-Ngawi Toll Road Management	Not Yet Operating
13	PT Ngawi Kertosono Jaya	<ul style="list-style-type: none"> · Jasa Marga: 59.99% · PT Waskita Toll Road: 40.00% · PT Ferino Putra: 1 share 	Ngawi-Kertosono Toll Road Management	Not Yet Operating
14	PT Cinere Serpong Jaya	<ul style="list-style-type: none"> · Jasa Marga: 55.00% · PT Waskita Toll Road: 35.00% · PT Jakarta Propertindo: 10.00% · PT Waskita Karya: 1 share 	Cinere-Serpong Toll Road Management	Not Yet Operating

No.	Entity Name	Share Ownership	Business Sector	Status*
15	PT Jasamarga Semarang Batang	<ul style="list-style-type: none"> Jasa Marga: 60,00% PT Waskita Toll Road: 40,00% 	Batang-Semarang Toll Road Management	Not Yet Operating
16	PT Jasamarga Balikpapan Samarinda	<ul style="list-style-type: none"> Jasa Marga: 55,00% PT Wijaya Karya: 15,00% PT Pembangunan Perumahan: 15,00% PT Bangun Tjipta Sarana: 15,00% 	Balikpapan-Samarinda Toll Road Management	Not Yet Operating
17	PT Jasamarga Manado Bitung	<ul style="list-style-type: none"> Jasa Marga: 65,00% PT Wijaya Karya: 20,00% PT Pembangunan Perumahan: 15,00% 	Manado-Bitung Toll Road Management	Not Yet Operating
18	PT Jasamarga Pandaan Malang	<ul style="list-style-type: none"> Jasa Marga: 65,00% PT Pembangunan Perumahan: 35,00% PT Sarana Multi Infrastruktur: 5,00% 	Pandaan-Malang Toll Road Management	Not Yet Operating
19	PT Jasamarga Jalanlayang Cikampek	<ul style="list-style-type: none"> Jasa Marga: 80,00% PT Rangi Sugiron Perkasa: 20% 	Jakarta-Cikampek II Elevated Toll Road Management	Not Yet Operating
20	PT Jasa Layanan Pemeliharaan	<ul style="list-style-type: none"> Jasa Marga: 99,49% Inkopkar Jasa Marga: 0,51% 	Construction Services, Toll Road Maintenance, Toll Vehicles Rental	Operating
21	PT Jasamarga Properti	<ul style="list-style-type: none"> Jasa Marga: 99,48% Inkopkar Jasa Marga: 0,52% 	Property Development Business, and Trade and Services	Operating
22	PT Jasa Layanan Operasi	<ul style="list-style-type: none"> Jasa Marga: 99,90% Inkopkar Jasa Marga: 0,1% 	Toll Road Operations Service	Operating

Explanation:

*) Status is the status of toll road operation for toll road business sector and other service/business status for non-toll business sector.

In addition to engaging in toll road business, the Company also undertakes several other business activities to synergize and maximize the development of its assets. This business activity is strengthened by establishing three subsidiaries namely PT Jasa Layanan Pemeliharaan (JLP) - formerly PT Sarana Marga Utama, established in 1988 and acquired since 2010 engaged in construction, trading and rental services; PT Jasamarga Properti established in 2013 and engaged in development, trading and property-related services; and PT Jasa Layanan Operasi which was established in 2016 and is engaged in Toll Road business operation.

Based on the type of business undertaken, the Company's revenues arise from vehicle transactions through toll roads (toll revenues) and other operating revenues comprising land lease, advertising revenue, rest areas and other parties' toll road operations as well as maintenance services.

MEMBERSHIP OF THE ASSOCIATION [102-13]

In order to build synergy and strengthen the position of Jasa Marga as an organizational entity that has an important role in community development, the Company has an active role in various organizational associations, among others:

1. Indonesian Toll Road Association,
2. HPJI (Himpunan Pengembang Jalan Indonesia)
3. KADIN (Kamar Dagang dan Industri Indonesia)
4. REAAA (Road Engineering Association of Asia and Australasia)
5. AEI (Asosiasi Emiten Indonesia)
6. PII (Persatuan Insinyur Indonesia)

SIGNIFICANT CHANGES [102-10]

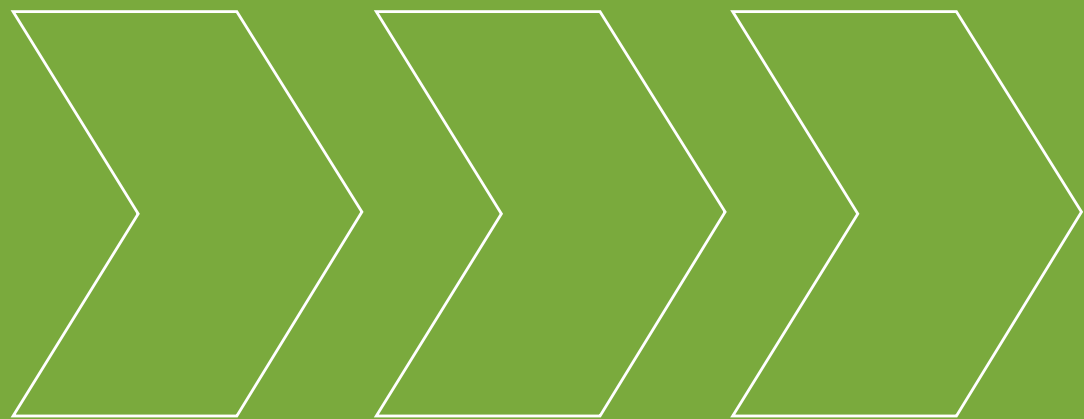
There are no significant changes to Jasa Marga or its subsidiaries' operations in 2017.



Visitation from PT Jasamarga Kunciran Cengkareng (JKC) Board of Commissioners as the subsidiary of PT Jasa Marga (Persero) Tbk. managing Kunciran-Cengkareng Toll Road as long as 14.19 km as an alternative route reaching Soekarno-Hatta International Airport on 4 November 2017.

02

MESSAGE FROM
THE BOARD OF
COMMISSIONERS





Refly Harun
President Commissioner/
Independent Commissioner

MESSAGE FROM THE BOARD OF COMMISSIONER [102-14]

We are committed to maintain the economic, environmental and social performance (sustainability performance) as the main pillars to achieve Jasa Marga's vision, mission and strategy to grow in a healthy, strong and recognized by all stakeholders as Good Corporate Citizens.

Respected Stakeholders,

The success of Jasa Marga's performance is achieved through the commitment to maintain the economic, environmental and social performance, thereby providing an added value to the shareholders and stakeholders. The Company is aware that the concept of Triple Bottom Line or Profit, People, and Planet (3Ps) serves as our guidance that must be implemented in a planned, systemic, and sustainable manner within the business strategy and process. The dramatic change in business environment also led to the emergence of new awareness in that competitive advantage is not only determined by profitability, but must also be sustained by an excellence within the social welfare and natural preservation.

The Board of Commissioners recognizes that the Company must be able to bring about a responsible and mutually beneficial business management behavior to all stakeholders. In line with the achievement of financial/economic performance, we would like to inform you that implementation of all our duties and responsibilities as Board of Commissioners has proceeded according to the expectations of our respective shareholders and stakeholders.

As presented during Balikpapan-Samarinda Toll Road project visit, at the Master of Training (MoT) event, the Board of Commissioners has presented the overview and direction related to SOE's effort within the environmental and conservation management of PT Jasa Marga (Persero) Tbk toll road. We make sure that the Directors execute the development planning and land acquisition for toll road projects initiated by Jasa Marga and its subsidiaries and they are always in accordance with the applicable regulation of Environmental Impact Assessment (AMDAL) and environmental permit, including on Balikpapan-Samarinda Toll Road project.

The Board of Commissioners also make sure that, in carrying out toll road management activities, the Company has complied with the applicable laws and regulations, namely Law no. 32 of 2009 on Environment Protection and Management, Government Regulation no. 27 of 2012 on Environmental Permit, and Decree of the Minister of Environment no. 45 of 2005 on Guidelines for Report Preparation on Implementation of Environmental Management Plan (RKL) and Environmental Monitoring Plan (RPL).

Furthermore, the Board of Commissioners acknowledges Jasa Marga's commitment and efforts in managing and preserving the environment, namely the commitment to safeguard the environment through the Environmental Management System (SML), efficiency of energy consumption, energy saving, air pollution emission control, building additional structure to avoid extreme weather damage, as well as toll road reforestation and environmental conservation.

The above commitments are realized in the form of a number of natural conservation activities undertaken by Jasa Marga which include planting 4,031 trees in 2015, planting 11,400 trees in 2016, planting 22,016 trees in 2017, and in 2018, Jasa Marga plans to plant more than 25,000 trees.

We as Jasa Marga Board of Commissioners and Jasa Marga Board of Directors fully believe that the commitment and initiative in applying the concept of Triple Bottom Line will become a competitive advantage to Jasa Marga.



The visit of Board of Commissioners to Balikpapan-Samarinda Toll Road Project.

Jasa Marga Board of Commissioners and Jasa Marga Board of Directors fully believe that the commitment and initiative in applying the concept of Triple Bottom Line will become a competitive advantage to Jasa Marga. Therefore, we support all management efforts to continuously improve the sustainability performance for the sustainability of our business.

This Sustainability Report presents the economic, social and environmental performance in an integrated manner. It serves as part of Jasa Marga commitment in implementing the provisions of Regulation of Financial Services Authority (POJK) No. 51/POJK.03/2017, while communicating the whole program of work and activities in the economy, social and environment in accordance with the best practices based on the Global Reporting Initiative (GRI) Standard.

The theme of this year's Sustainability Report Jasa Marga is "Transformation for Sustainability" which demonstrates Jasa Marga's commitment to continuous improvement in the provision of and managing toll road infrastructure with good quality and reliable manner. Finally, we would like to thank the management and all employees for the success in achieving the performance, and we hope that this improvement shall continue in all aspects of managerial and service to the stakeholders.

Greetings.



Refly Harun

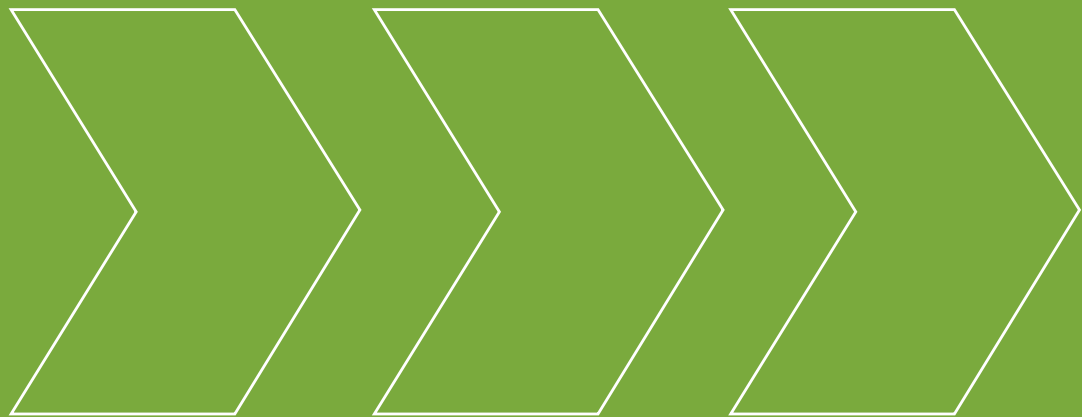
President Commissioner/Independent Commissioner



Desi Arryani, CEO

03

MESSAGE FROM
THE BOARD OF
DIRECTORS





Desi Arrayani
President Director

MESSAGE FROM THE BOARD OF DIRECTORS

[102-14]

2017 has become a momentum of crucial steps in the company's transformation for achieving the Company's strategic objectives in supporting the Government's programs in infrastructure development acceleration and the Company's long-term value improvement.

Honorable Stakeholders,

The sustainability of Jasa Marga's business is a precious bounty that we must be grateful for and we are obliged to maintain it through our best efforts to realize a brilliant and sustainable performance growth. To achieve this, it requires solid commitment and cooperation between all parties, i.e. between management and all employees, and supported by a harmonious relationship between the Company and its stakeholders.

SUSTAINABILITY POLICY AND STRATEGY

The synergy between the Company and stakeholders provides a solid foundation for realizing the Company's commitment in carrying out its responsibilities for environmental and social management. We believe that with our competitive advantage and sustainable values, the Company is able to realize a balance between economic performance (profit), employee support and the social environment (people), and support of the natural environment around (the planet). We realize that Triple Bottom Line (3Ps) is

not just a concept that needs to be understood, but must be implemented in everyday business strategies and processes.

SUSTAINABLE FINANCE IMPLEMENTATION

Awareness and strategy on the application of Triple Bottom Line principles has supported the achievement of the Company's performance. This is indicated by the achievement of the company's business income in 2017 amounting to Rp 35.39 trillion growth 190.19% and current year profit of Rp 2.22 trillion (increased 31.91 %). Meanwhile, Jasa Marga's sustainability commitment is realized by allocating a partnership program fund of Rp 53.69 billion, environmental development program fund and poverty alleviation of Rp19.74 billion.

The commitment is then spelled out through the unit responsible for various work programs especially related to social and environmental responsibility. The commitment is also contained in the budget we are allocating specifically



Social activity through veteran house repair in Bali.

to encourage various activities and programs in the areas of: social and community development, health and safety, consumer protection and education, and programs in the field of natural conservation.

Jasa Marga's commitment to continue to contribute and emerge as a pillar and a driver for the speed of national economic development through the provision and management of quality infrastructure, especially toll roads. As a business entity that facilitates toll road operations, Jasa Marga plays a strategic role in connecting the center and economic distribution of the community so as to generate economic value added and equitable national development.

Throughout the year 2017, we have been running various activities related to environmental sustainability, among others: 6.075 point of use of LED lights, as much 178.529 trees planted as a form of reforestation of toll roads by planting and conservating Bintaro plants.

In 2017, the Company conducted a financial capacity development with a financial alternative initiative effort to get new financial resources in toll road development acceleration.

In connection with the development of social community (community development), throughout the year 2017 we have implemented various activities and initiatives include: the distribution of community economic empowerment funds amounting to Rp 53.69 billion, funds for the Community Development program of Rp19.74 billions, quality improvement of toll road/Scrapping Filling Overlay (SFO) spreading over all segments managed by Jasa Marga with cost of Rp 427.30 billion.

TARGET ACHIEVEMENT STRATEGY

Going forward, we will continue to increase our commitment to allocate funds related to social and environmental responsibilities in terms of community development, education and protection of workers, workers' safety and health, and environmental and natural sustainability.

This Sustainability Report is an inseparable part of our Annual Report which holistically reflects our vision, commitment and initiatives in encouraging Jasa Marga to become a modern corporation characterized by good corporate governance, enterprise risk management, and corporate social and environmental responsibility. We believe all of our efforts will be able to encourage the confidence of market participants and stakeholders (public & market confidence).

Sincerely yours,

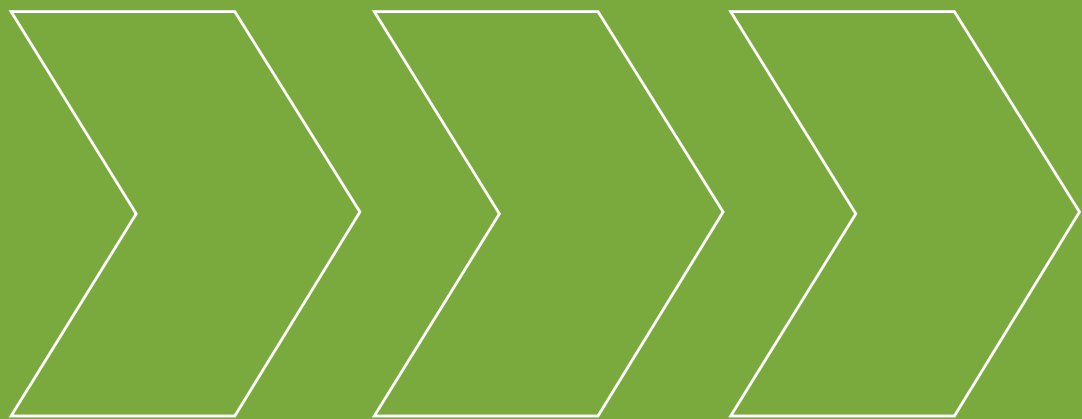


Desi Arryani
President Director



Gempol-Pasuruan Toll Road

04 | CONCERNING
SUSTAINABILITY
REPORT 2017



CONCERNING SUSTAINABILITY REPORT 2017

This Sustainability Report is created by standardizing the GRI Standard reporting. Topic and content of this report are based on consideration of materiality principles that are critical to the stakeholders. The information delivered includes the economic, environment and social performance comprehensively.

Drafting the Sustainability Report that specifically explains Jasa Marga's strategy and performance in ensuring the sustainability good business of the world and its contents, perceived from the Triple Bottom Line (TBL) point of view, namely: people, planet and profit. This report provides an added value for the stakeholders which serves as a sincere endeavor carried out by Jasa Marga (the Company) as our commitment in maintaining the business sustainability.

This Sustainability Report is the seventh year report created by Jasa Marga using the Global Reporting Initiative (GRI) standard. This report is published in compliance with the provisions of Law no. 40 of 2007 concerning Limited Liability Company, which requires the Company to submit a report on its social and environmental responsibility (TJSL) activities in its Annual Report. Furthermore, as a public company, it is required to comply with the provisions of Financial Services Authority (OJK) Regulation of Financial Services Authority (POJK) no. 51/POJK.03/2017 on Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. Submission of specific sustainability report is a form of commitment from the Company to continue to provide the added value that will be compiled side by side annually with the Company Annual Report.

REPORTING PERIOD [102-50], [102-51], [102-52]

We are committed to periodically prepare and submit Sustainability Report annually. The 2017- Sustainability Report presents reporting information from January 1 to December 31, 2017. Topics and content of the report are based on the materiality principle that are critical to the stakeholders. This report discloses information that includes overall economic, environmental and social performance.

Information presented in this report may be used as a basis of decision-making for the stakeholders, including creditors, unions, suppliers, customers, government and other interested parties. This Sustainability Report also maintains information continuity with report of the previous year to illustrate the growth of the Company's sustainability

performance. With this report, the stakeholders shall be able to assess the extent of social and environmental responsibility obligations to which Jasa Marga has carried out, as mandated by the applicable laws and regulations.

GRI STANDARD OF REFERENCE [102-54]

In preparing this Sustainability Report, Jasa Marga employs GRI Standards as its reference. The Sustainability Report standard issued by the Global Reporting Initiative (GRI) provides two options for drafting of the Sustainability Report, i.e. the Core and Comprehensive option. As in previous year's report, this year's report is the first annual report with reference to the GRI Standards version, which discloses a fundamental and sustainability information useful to the stakeholders for their decision-making.

In disclosing the information, we provide a special mark for every relevant page as an indicator of compliance fulfillment towards the GRI Standards of reference. We would hope that such practice will make it easier for the readers to find any related information for every indicator. Furthermore, this Report is accompanied by a list of GRI Standards indices as an overall information guide. [102-45]

REPORT BOUNDARY

The sustainability data and information presented in this report includes three performance indicators, i.e.: economic, environmental and social performance. Information concerning financial data includes financial data of consolidated subsidiaries. Until end of 2017, Jasa Marga has eight branches and 22 subsidiaries with the majority of equity participation (controlling shareholders as follows PT Jalantol Lingkarluar Jakarta (JLJ), PT Marga Sarana Jabar (MSJ), PT Trans Marga Jateng (TMJ), PT Marga Kunciran Cengkareng (MKC), PT Marga Trans Nusantara (MTN), PT Marga Lingkar Jakarta (MLJ), PT Jasamarga Surabaya Mojokerto (JSM), PT Transmarga Jatim Pasuruan (TJP), PT Jasamarga Bali Tol (JBT), PT Jasamarga Pandaan Tol (JPT), PT Jasamarga Kualanamu Tol (JMKT), PT Ngawi Kertosono Jaya (NKJ), PT Solo Kertosono Jaya (SKJ), PT Cinere Serpong Jaya (CSJ), PT Jasamarga Semarang Batang, PT Jasamarga Manado Bitung, PT Jasamarga Balikpapan Samarinda), PT Jasamarga Pandaan Malang, PT Jakarta Cikampek Elevated, PT Jasa Layanan Pemeliharaan (JLP) and PT Jasamarga Properti (JMP), PT Jasamarga Layanan Operasi (JLO). A total of 20 Jasa Marga subsidiaries are engaged in toll road management and 3 (three) other subsidiaries engaged in maintenance, toll road and property services.

Data and information on environmental and social performance originate from a combination of the Parent Company (head office and branch office) and subsidiaries. The reporting material includes both qualitative and quantitative data.

PROCESS OF CONTENT REPORTING DETERMINATION [102-46]

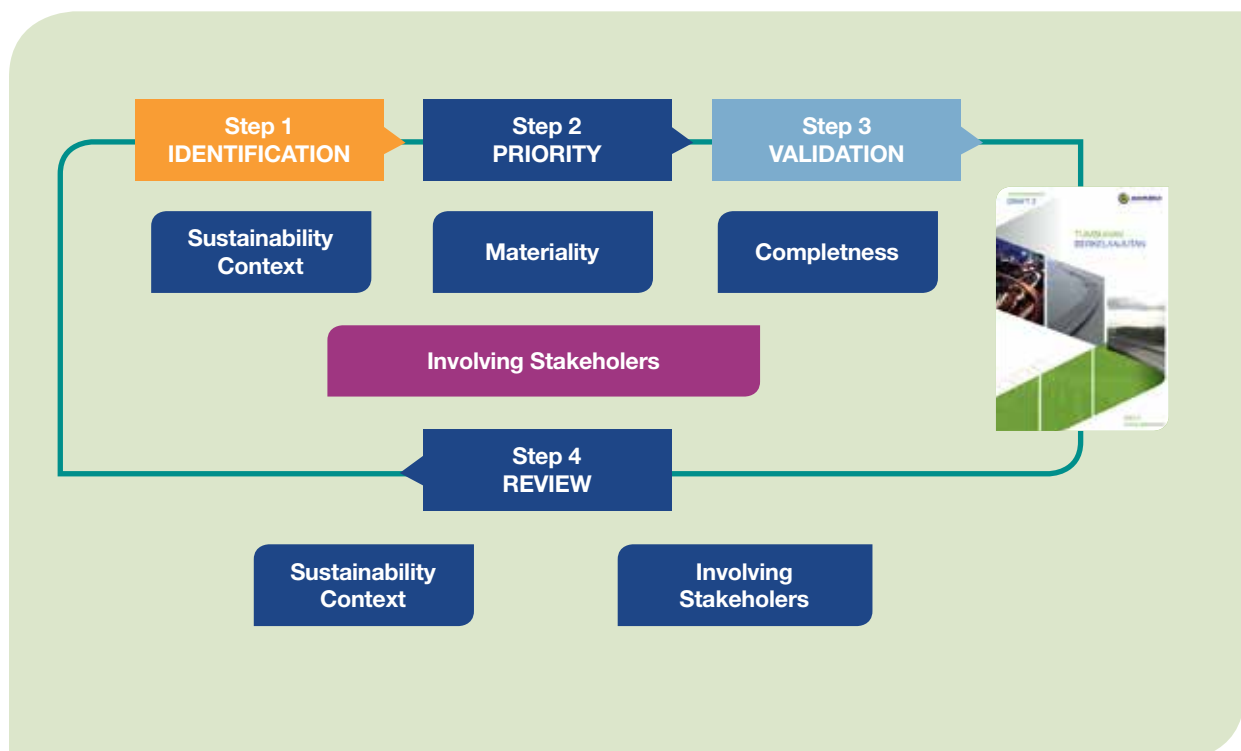
In determining content of the report, in accordance with GRI G4 Guidelines, Jasa Marga takes into account the 4 (four) principles, namely: 1) Stakeholders Inclusiveness; 2) Materiality; 3) Sustainability Context; and 4) Completeness.

In determining content of the report, we listen and consider all inputs from the stakeholder. We examined stakeholders' opinions through surveys to determine the materiality level of the issues and topics reported. This report only covers issues that are categorized as materialized/significant, which have a significant and extensive impact on the stakeholders.

Selection of report content is based on sustainability considerations, and only information in the sustainability context is included in this report. Content of this report that complies with the above principles shall be supported by a complete data in accordance with the scope and period of reporting as the GRI Standards of Reference.

The process of determining content of this report is carried out through 4 (four) stages, as illustrated in the Flow Chart of Report Content Decision Process. The first stage, identify the material aspects. The second stage, i.e. prioritizing, is an assessment of the many aspects of sustainability to determine which aspects shall be prioritized for reporting. The third stage, i.e. validate, is to consider the completeness of the data supporting information reported. The fourth stage is to review the report based on stakeholders' inputs with the objective to refine the next year's report. The above process is illustrated as follows.

FLOW CHART OF REPORT CONTENTS DETERMINING PROCESS



PRESENTATION OF INFORMATION AND REPORTING CHANGES [102-48], [102-49]

In the reporting period of 2017, Jasa Marga conducted a restatement of the report content in accordance with the needs of data and information presentation. The restatements in this Report include:

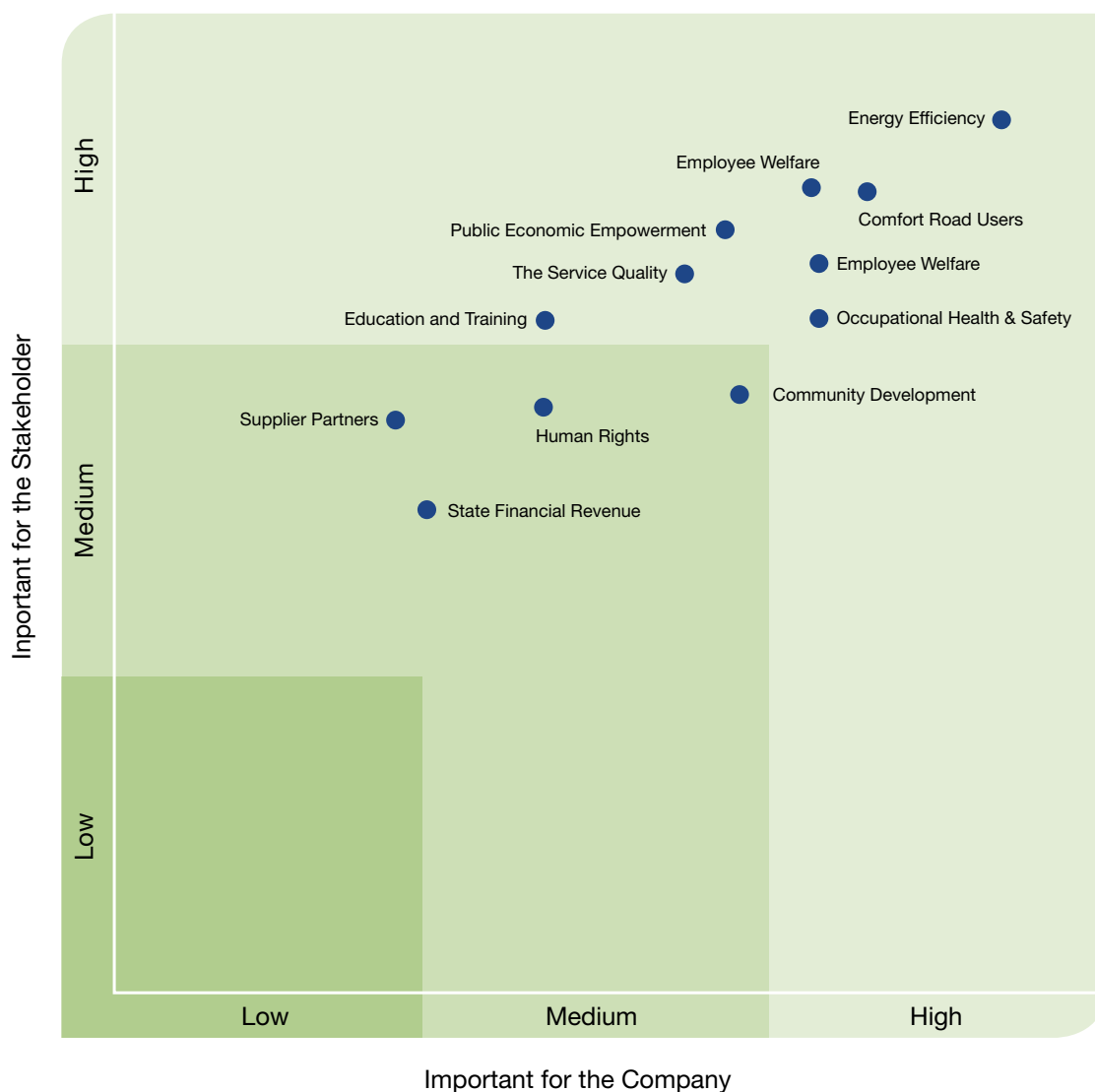
1. Restatement of financial data of 2016 financial statements in accordance with Audited Financial Statements 2017.
2. Restatement of employment-related data, Partnership and Community Development Program 2016 as a comparison material to the realization of 2017.

In reporting there was no significant change from the previous reporting period related to the review of materiality aspects.

DETERMINATION OF MATERIALITY LEVEL [103-1], [103-2]

Determination of Materiality Level Information disclosure in this Sustainability Report is based on materiality determination of material issues which concern the Stakeholders in accordance to the Stakeholders inclusiveness principle. Stakeholders involved by advising and stating their opinion on the material issues of the Company business management, performed through Stakeholders survey which consist of worker's union, suppliers, road users, and the local communities. The representation of the survey on materiality level of material issues disclosed in the report, is illustrated in the chart of materiality level below.

CHART OF MATERIALITY LEVEL



DETERMINATION OF MATERIAL AND BOUNDARY ASPECTS

The process of determining material and boundary aspects in this report content is based on issues that significantly affect Jasa Marga and its subsidiaries. The mechanism for determining material aspects involves employees of Jasa Marga from various work units through focus group discussions (FGDs) conducted on February 28, 2014. The Company believes the FGD results are still relevant to determine the content of Sustainability Report 2017. From the workshop, we received a list of material and boundary aspects as follows:

Aspects	Boundary		
	Internal Company		External Company
	Jasa Marga	Subsidiaries	
Economics			
Economic Performance	■	■	
Market Presence	■		
Economic Impact	■		
Environmental			
Energy	■		
Emission	■		
Social			
Employment	■		
Occupational Health and Safety	■		
Training and Education	■		
Diversity and Equal Opportunity	■		
Assessment of Supplier Labor Practices			■
Assessment of Supplier Labor Practices...	■		
Human Rights and Supplier Assessment			■
Local Communities	■		
Anti-Corruption	■		
Labeling Products and Services	■		



■ Jasa Marga
 ■ Subsidiaries
 ■ External Company

EXTERNAL ASSURANCE

Jasa Marga continues to strive to improve the quality of this sustainability report from year to year. To support this effort, we always open ourselves to the suggestions and inputs from all shareholders and stakeholders. As for the Sustainability Report 2017, the Company has not assigned independent assurers to perform assurance services for the report. To ensure the reliability of this sustainability data, we plan to assign independent external assurers to conduct assurance on this sustainability report on the upcoming reporting year.

CONTACT ADDRESS

In an effort to improve the Sustainability Report in the coming period, suggestions and feedback on this report shall be submitted to Jasa Marga through the this contact person.

COMPANY'S CONTACT PERSON

M. Agus Setiawan

PT Jasa Marga (Persero) Tbk.

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sekper@jasamarga.co.id



Salatiga Toll Gate is called similar with a toll gate in Switzerland for its breathtaking scenery of Mount Merbabu.



Semarang-Solo Toll Road, Section Bawen-Salatiga

05

SUSTAINABLE
GOVERNANCE



SUSTAINABLE GOVERNANCE

Jasa Marga understands the implementation of GCG with a broad perspective as a system of performance support and a fulfillment of compliance aspect with various laws and regulations. It is further an awareness that is implemented into a culture in an ethical business.

GCG Development of the Company follows and adapts to changes in laws and regulations as well as best practices on corporate governance. In order to apply the principles of GCG, Jasa Marga is guided by the Minister of State-Owned Enterprise Regulation No. PER-01/MBU/2011 dated 01 August 2011 on the Implementation of Good Governance in State-Owned Enterprises, with its latest amendment, i.e. the Minister of State-Owned Enterprise Regulation No. PER-09/MBU/2012, stating that "SOEs are required to carry out the

operations of the company by adhering to GCG principles of transparency, accountability, responsibility, independence and fairness."

Jasa Marga continues to make various efforts and initiatives for GCG implementation, either independently or assisted by independent parties in achieving sustainable governance.

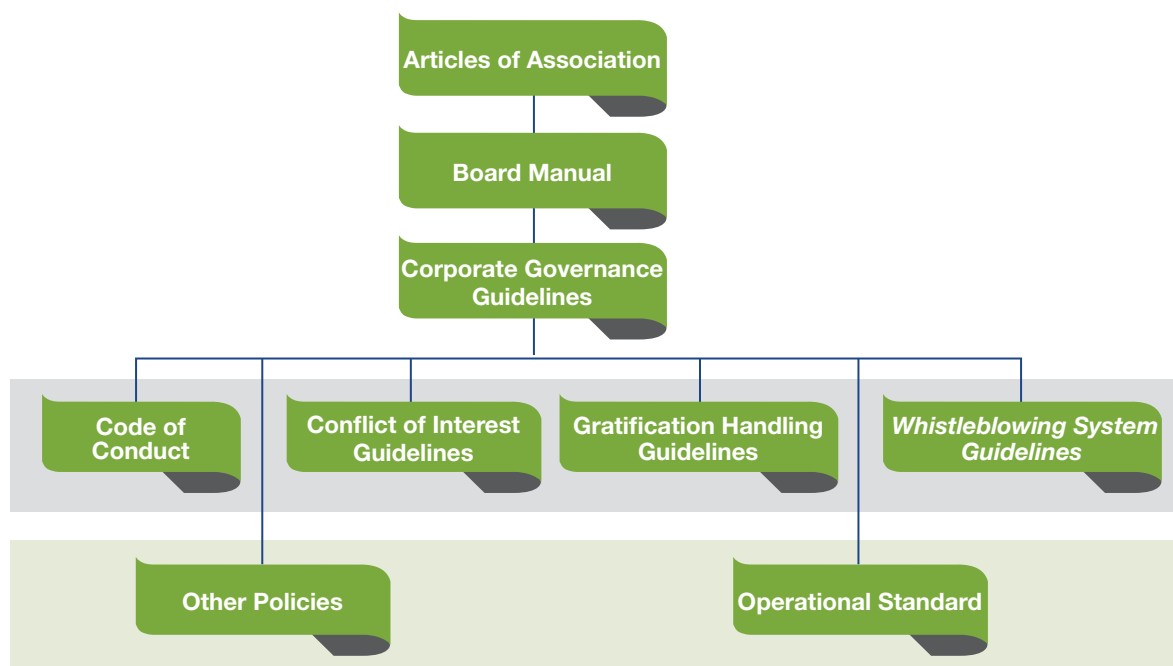
GOVERNANCE STRUCTURE

Jasa Marga is fully committed and consistently enforces GCG implementation by referring to several formal rules that form the basis for the Company in implementing GCG. To facilitate the implementation of GCG, the Company has established the GCG Roadmap, as follows:

CHART ROADMAP OF JASA MARGA GCG



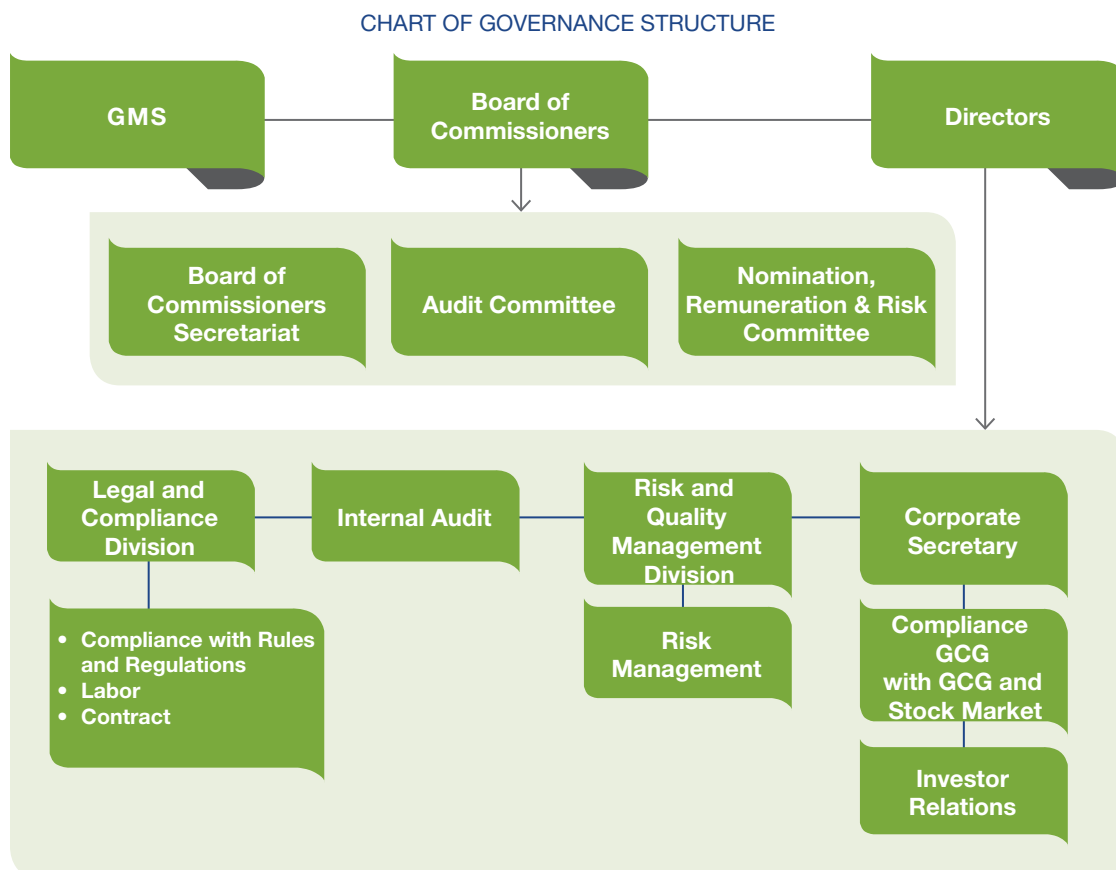
GCG implementation commitment is contained in internal policies/guidelines related to GCG implementation through Board of Directors' decisions, including: Corporate Governance Guidelines, Code of Conduct, Conflict of Interest Guidelines, Whistleblowing System Guidelines, Gratification Handling Guidelines, Board Manual of the Board of Commissioners and Directors, Division of Duties and Powers of Directors, Board of Directors' Meetings Guidelines and other policies.



With reference to Law No. 40 of 2007 on Limited Liability Companies, Article 1, the governance structure of Jasa Marga establishes major Company Organs consisting of General Meeting of Shareholders (GMS), Board of Commissioners and Board of Directors and Supporting Bodies covering Committees under the Board of Commissioners. So Jasa Marga governance structure consists of:

- General Meeting of Shareholders (GMS) means the Company's organ that has authority not granted to the Board of Directors or Board of Commissioners within the limits specified in the Law and/or Articles of Association.
- The Board of Directors is a competent corporate body and fully responsible for the maintenance of the Company for the benefit of the Company, in accordance with the purposes and objectives of the Company and to represent the Company, both inside and outside the court in accordance with the provisions of the Articles of Association.
- The Board of Commissioners is an organ of the Company responsible for supervising publicly and/or specifically in accordance with the Articles of Association and giving advice to the Board of Directors.

Jasa Marga has a complete Governance Structure, especially in the application of GCG principles, as follows:



The Company's organs play a key role in the successful implementation of GCG. The Company's organs perform their functions in accordance with the provisions of the laws and regulations, the Company's Articles of Association and other provisions on the basis of the principle that each organ has an independence in performing its duties, functions and responsibilities for the benefit of the Company.

GMS, Board of Directors and Board of Commissioners shall respect each other's duties, responsibilities and authorities in accordance with the Laws and Articles of Association.

POSITION OF GMS, BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders (GMS) is the highest organ of the Company in GCG structure, having authority not granted to the Board of Commissioners or Board of Directors within the limits specified in the Articles of Association and prevailing laws and regulations. Such powers include requests for the responsibility of the Board of Commissioners and the Board of Directors in relation to the management

of the Company, amend the Articles of Association, appoint and dismiss Directors and members of the Board of Commissioners, decide on the distribution of duties and authority of management among Directors and others.

The holding of the GMS is as follows:

- Annual General Meeting of Shareholders is held every book year not later than 6 (six) months after the end of the financial year of the Company.
- Extraordinary General Meeting of Shareholders is a General Meeting of Shareholders which may be held at any time based on the need or interest of the Company to discuss and decide on the agenda of the General Meeting of Shareholders, except for the agenda of the General Meeting of Shareholders referred to in Article 20 paragraph 2 letters a, b, c, and d taking into account the laws and regulation as well as the Company's Articles of Association.

Jasa Marga Shareholders

The Shareholders of Jasa Marga are divided into 2 (two) types namely one Series A Dwiwarna share (as controlling Shareholder) and 7,257,871,199 Series B Shares. The controlling shareholders of Jasa Marga are the Government of the Republic of Indonesia and the Public with a percentage of 70% and 30% respectively.

Rights & Responsibilities of the Shareholders in the GMS

In the General Meeting of Shareholders, Shareholders shall be entitled to equal treatment in voicing their opinions and contribute to the Company's important and strategic decision-making process, among others related to the following matters:

- Appointment and dismissal of the Board of Directors and the Board of Commissioners of Jasa Marga.
- Determination of remuneration and allowance for Directors and Commissioners of Jasa Marga.
- Assessment of the Company's performance for the relevant fiscal year.
- Approval of the use of the Company's net income, including dividends.
- Amendment to the Company's Articles of Association.
- All corporate actions that require GMS resolutions as set forth in the Articles of Association of the Company.

The AGMS is authorized to approve the Company's Financial Statements and Annual Reports. The Government of the Republic of Indonesia as the controlling shareholder with the ownership of Series A Dwiwarna share shall pay attention to its responsibility in exercising its rights, both when exercising the voting rights and in other cases. The Government has special rights that may be used when approving the merger, acquisition, divestment or liquidation plan through the GMS forum.

Implementation of the GMS of Jasa Marga in 2017

During 2017 Jasa Marga has held 1 (one) GMS, which is the Annual GMS for 2016 Fiscal Year on March 15, 2017.

TABLE OF THE IMPLEMENTATION OF THE GMS OF JASA MARGA IN 2017

GMS	Day & Date	Venue
Annual	Wednesday, 15 March 2017	Mawar Room 2nd Floor Gedung Balai Kartini Jln. Gatot Subroto Kav. 37 Jakarta 12950

Annual GMS March 15, 2017

The Implementation of Annual General Meeting of Shareholders of the Company for 2016 fiscal year is as follows:

Day/date:	Wednesday, 15 March 2017
Time:	11:10-14:04 WIB
Venue:	Mawar Room 2nd Floor Gedung Balai Kartini Jln. Gatot Subroto Kav. 37 Jakarta 12950

BOARD OF COMMISSIONERS

The Board of Commissioners is an assembly and each member of the Board of Commissioners can not act individually but on the basis of the Board of Commissioners' decision. As a corporate organ collectively responsible for supervising and providing advice to the Board of Directors in the management and development of the Company.

The Board of Commissioners ensures that all levels or stages of Jasa Marga organization implement GCG. In performing its duties and obligations, the Board of Commissioners is assisted by the supporting organ of the Board of Commissioners comprising the Secretariat of the Board of Commissioners, the Audit Committee and the Nomination, Remuneration and Risk Committee.

The responsibility of the Board of Commissioners to the General Meeting of Shareholders is a form of accountability for supervision and advice on the management of the Company by the Board of Directors in the context of applying the principles of good corporate governance (GCG).

COMPOSITION OF THE BOARD OF COMMISSIONERS

The composition and number of members of the Board of Commissioners shall be determined by the GMS with due regard to the Company's vision, mission and strategic plan

to enable effective, prompt and prompt decision-making and to act independently. The Board of Commissioners consists of Independent Commissioners and Commissioners. The number of Independent Commissioners is in accordance with prevailing laws and regulations, as mentioned in Article 120 of the Company Law No. 40 of 2007 and the regulatory provisions in the field of capital market in the Regulation of the Financial Services Authority No. 33/POJK.04/2014 dated December 08, 2014, in which the number of members of the Board of Commissioners is 2 (two) persons or 30% (thirty percent) of the total members of the Board of Commissioners.

Until the closing of the Annual General Meeting of the fiscal year 2016 held on March 15, 2017, the members of the Board of Commissioners of the Company amount to 6 (six) persons with the following composition:

TABLE OF COMMISSIONERS OF JASA MARGA UNTIL MARCH 15, 2017

Name	Position	Basis of Appointment
Refly Harun	President Commissioner/ Independent Commissioner	Annual GMS Decision dated March 18, 2015
Sigit Widyanan	Independent Commissioner	Annual GMS Decision dated March 18, 2015
Boediarso Teguh Widodo	Commissioner	Annual GMS Decision dated March 11, 2014
Taufik Widjoyono	Commissioner	Annual GMS Decision dated March 18, 2015
Muhammad Sapta Murti	Commissioner	Annual GMS Decision dated March 30, 2016
Agus Suharyono	Commissioner	Annual GMS Decision dated March 30, 2016

In 2017 there is a change in the composition of the Board of Commissioners of the Company. The inauguration of the dismissal and appointment of the Board of Commissioners is based on the GMS Decision through the voting mechanism.

Based on the Minutes of Annual GMS No. 20 dated March 15, 2017, there was the inauguration of the dismissal of 1 (one) member of the Board of Commissioners, Taufik Widjoyono and the appointment of 1 (one) member of the Board of Commissioners, Sugihardjo filed by Series A Dwiwarna Shareholder through Letter of the Minister of SOEs as Series A Dwiwarna Shareholder No. SR-171/MBU/03/2017 on the Proposed Changes of the Management of PT Jasa Marga (Persero) Tbk., And in accordance with the provisions of Article 15 paragraph 4 of the Company's Articles of Association, it is proposed to the GMS to approve the change of management of the Company after an assessment of professionalism and integrity to candidate member of the Board of Commissioners concerned by reasonably taking into account the interests of the Minority Shareholders, to ensure the supervisory competence in the Company's business field.

The new member of the Board of Commissioners complements the diversity of experience and understanding of the Company's business activities in the toll road sector.

Therefore, based on the Annual General Meeting of Shareholders of the Company which was held on March 15, 2017, the composition of the Board of Commissioners of Jasa Marga is as follows:

TABLE OF COMMISSIONERS OF JASA MARGA BY VIRTUE OF THE RESOLUTION OF THE ANNUAL GMS ON MARCH 15, 2017

Name	Position	Basis of Appointment
Refly Harun	President Commissioner/ Independent Commissioner	Annual GMS Decision dated March 18, 2015
Sigit Widyanan	Independent Commissioner	Annual GMS Decision dated March 18, 2015
Boediarso Teguh Widodo	Commissioner	Annual GMS Decision dated March 11, 2013
Sugihardjo	Commissioner	Annual GMS Decision dated March 15, 2017
Muhammad Sapta Murti	Commissioner	Annual GMS Decision dated March 30, 2016
Agus Suharyono	Commissioner	Annual GMS Decision dated March 30, 2016

The approval for the dismissal and appointment of the new members of the Board of Commissioners shall be conducted by voting from the Annual General Meeting of Shareholders attending with Total Agree Vote of 91.63% of the total votes cast in the Annual General Meeting of Shareholders (including abstain voting according to Bapepam-LK Regulation No. IX.J.1, abstained votes are deemed to emit the same votes as the majority of shareholders).

The Working Guidelines and Code of Conduct of the Board of Commissioners (Board Manual)

In performing its obligations, the Board of Commissioners shall be guided by the Board Manual of Commissioners of PT Jasa Marga (Persero) Tbk in Chapter II regarding the Board of Commissioners as follows:

1. Duties of the Board of Commissioners
2. Obligations of the Board of Commissioners
3. Authorities of the Board of Commissioners
4. Rights of the Board of Commissioners
5. Requirements of the Board of Commissioners
6. Membership of the Board of Commissioners
7. Independent Commissioner
8. Board of Commissioners Committees
9. Secretary of the Board of Commissioners
10. Introduction and Capability Improvement Program
11. Board of Commissioners Ethics
12. Meetings of the Board of Commissioners
13. Supervisory Function of the Board of Commissioners
14. Performance and Reporting of the Board of Commissioners

Duties and Authorities of the Board of Commissioners

The main duties of the Board of Commissioners are:

1. Supervising the management policy, the general management of the Company and the Company's

- business conducted by the Board of Directors, and providing advice to the Board of Directors in running the Company, including advice on the preparation of the Company's Long Term Plan and Annual Work Plan and Budget and approval of the Company's Long Term Plan and the Company's Annual Work Plan and Budget including its proposed revision submitted by the Board of Directors, and supervising their implementation, including the implementation of the Articles of Association and the resolutions of the General Meeting of Shareholders and prevailing laws and regulations for the benefit of the Company and in accordance with the intent and purpose of the Company.
2. Providing advice and encouragement to the Board of Directors in running the Company to apply the principles of Good Corporate Governance (GCG) consistently and continuously, and having high morale in the effort.

In performing its duties every member of the Board of Commissioners shall:

1. Subject to and comply with the Company's Articles of Association, Regulations and GMS decisions and laws and regulations and be professional, efficient, transparent, maintain self-reliance, accountability, responsibility and fairness.
2. Act for the benefit of the Company and in accordance with the purposes and objectives of the Company, and not intended for the benefit of certain parties and groups.
3. Have good faith, integrity, prudence, upholding and/or hold GCG principles.
4. Maintain the confidentiality of the Company's data and/or information.

Authorities of the Board of Commissioners

Dalam melaksanakan tugas pokok sebagaimana dimaksud di atas, maka Dewan Komisaris berwenang untuk:

1. Check books, letters, and other documents, check cash for purposes of verification and other securities and check the Company's assets.
2. Enter the yard, building and office used by the Company.
3. Request an explanation from the Board of Directors and/or other officials regarding any issues related to the management of the Company.
4. Know all policies and actions that have been and will be carried out by the Board of Directors.
5. Request the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend the Board of Commissioners meeting.
6. Appoint and dismiss a Secretary of the Board of Commissioners.
7. Temporarily suspend members of the Board of Directors in accordance with the provisions of the Articles of Association.
8. Establish an Audit Committee, Remuneration and Nomination Committee, Risk Monitoring Committee and other committees, if deemed necessary by

observing the Company's capabilities.

9. Appoint specialists for certain matters and within a certain period of time at the expense of the Company, if deemed necessary.
10. Conduct the Company's management actions in certain circumstances for a certain period of time in accordance with the provisions of the Articles of Association.
11. Approve the appointment and dismissal of the Corporate Secretary and/or the Head of the Internal Control Unit.
12. Attend meetings of the Board of Directors and provide views on the issues discussed.
13. Carry out other oversight authority to the extent not inconsistent with the Rules of Law, Articles of Association and/or resolutions of the GMS.

ATTENDANCE OF THE MEETING OF THE BOARD OF COMMISSIONERS

Until the closing of the Annual General Meeting of the fiscal year 2016 held on March 30, 2017, the members of the Board of Commissioners of the Company amount to 6 (six) persons with the following composition:

TABLE OF COMMISSIONERS OF JASA MARGA UNTIL 30 MARCH 2017

Name	Position	Basis of Appointment	Shareholder Representation
Refly Harun	President Commissioner/ Independent Commissioner	Annual GMS Decision dated March 18, 2016	Independent
Akhmad Syakhroza	Commissioner	Extraordinary GMS Decision dated January 30, 2012	Republic of Indonesia
Boediarso Teguh Widodo	Commissioner	Annual GMS Decision dated March 11, 2013	Republic of Indonesia
Taufik Widjoyono	Commissioner	Annual GMS Decision dated March 18, 2016	Republic of Indonesia
Hambra	Commissioner	Annual GMS Decision dated March 18, 2016	Republic of Indonesia
Sigit Widyanan	Independent Commissioner	Annual GMS Decision dated March 18, 2016	Independent

Based on the resolution of the AGMS of the Company held on March 30, 2017, the composition of the Board of Commissioners of Jasa Marga is as follows:

TEBLE OF THE BOARD OF COMMISSIONERS OF JASA MARGA BASED ON ANNUAL GMS RESOLUTION DATED 30 MARCH 2017

Name	Position	Basis of Appointment	Shareholder Representation
Refly Harun	President Commissioner/ Independent Commissioner	Annual GMS Decision dated March 18, 2016	Independent
Sigit Widyanan	Independent Commissioner	Annual GMS Decision dated March 18, 2016	Independent
Boediarso Teguh Widodo	Commissioner	Annual GMS Decision dated March 11, 2013	Republic of Indonesia
Taufik Widjoyono	Commissioner	Annual GMS Decision dated March 18, 2016	Republic of Indonesia
Muhammad Sapta Murti	Commissioner	Annual GMS Decision dated March 30, 2017	Republic of Indonesia
Agus Suharyono	Commissioner	Annual GMS Decision dated March 30, 2017	Republic of Indonesia

During 2017, the Board of Commissioners conducted 11 internal meetings of the Board of Commissioners.

ATTENDANCE OF BOARD OF COMMISSIONERS MEETING OF 2017

Name	Position	Number of Meetings That Can Be Attended	Number of Meetings Attended	Percent Attendance (%)
Refly Harun	President Commissioner/ Independent Commissioner	11	11	100.0
Boediarso Teguh Widodo	Commissioner	11	2	18.2
Taufik Widjoyono	Commissioner	11	9	81.8
Muhammad Sapta Murti *	Commissioner	7	5	71.4
Agus Suharyono *	Commissioner	7	4	57.1
Sigit Widyanan	Independent Commissioner	11	11	100.0
Akhmad Syakhroza **	Commissioner	4	4	100.0
Hambra **	Commissioner	4	4	100.0
Mean				78.6

Independent Commissioner and Independence of the Board of Commissioners

Independent Commissioner is a member of the Board of Commissioners who is from outside the Issuer or the Company and meets the requirements as Independent Commissioner i.e. has no financial relationship, stewardship, share ownership and/or family relationship with other members of Board of Commissioners, Board of Directors and/or Controlling Shareholders or another relation that may affect his/her ability to act independently and has fulfilled the requirements as Independent Commissioner as governed by applicable laws and regulations and shall be guided by GCG principles.

The existence of Independent Commissioners is intended to create a more objective and independent climate, as well as to maintain “fairness” and be able to provide a balance between the interests of majority shareholders and the protection of the interests of minority shareholders including public shareholders and other stakeholders.

CRITERIA OF INDEPENDENT COMMISSIONER

As a public company listed on the Indonesia Stock Exchange, Jasa Marga has complied with the regulations stipulated by the capital market regulator related to the criteria of Independent Commissioners. Terms that must be met are as follows:

- a. Not a person working or having the authority and responsibility to plan, lead, control or supervise the activities of Issuers or Jasa Marga in the last 6 (six) months, except for re-appointment as an Independent Commissioner of the Company in the next period.
- b. Not having any shares either directly or indirectly to the Company.
- c. Not having any affiliation with the Issuer (the Company), members of the Board of Commissioners, members of the Board of Directors or the Principal Shareholders of the Company.
- d. Not having direct or indirect business relationship relating to the Issuer (Persero) business activities.
- e. Other provisions include the following:
 - 1) Derived from outside public company.
 - 2) Not working as a director in another company affiliated with the company concerned.
 - 3) Understanding legislation in Capital Market area.

The number of Independent Commissioners of Jasa Marga has complied with the provisions in accordance with the Decision of the Board of Directors of PT Bursa Efek Indonesia No. Kep-305/BEJ/07-2004 concerning Regulation no. IA on Stock and Equity Securities Listing In addition to Shares Issued by Listed Company, where every public company must have an Independent Commissioner of at least 30% of the total members of the Board of Commissioners, as well as the Financial Services Authority Regulations on the Board of Directors and Board of Commissioners of Issuers or Public Companies No. 33/POJK.04/2014 dated December 08 where in the event that the Board of Commissioners consists of more than 2 (two) members of the Board of Commissioners,

the total number of Independent Commissioners shall be at least 30% (thirty) percent of the total members of the Board of Commissioners.

Based on the Annual General Meeting of Shareholders of the Company dated March 18, 2015, the Company has 2 (two) Independent Commissioners, Refly Harun and Sigit Widyawan, out of a total of 6 (six) members of the Board of Commissioners or 33.33%, which means that the Company has complied with the prevailing laws and regulations.

Committees of the Board of Commissioners

In order to support the implementation of supervisory duties, the Board of Commissioners is assisted by established and accountable Committees to the Board of Commissioners. The committees are the Audit Committee and Investment and Risk Committee.

Audit Committee

The Committee is established by the Board of Commissioners to assist the Board of Commissioners in fulfilling its duties and obligations in assessing the effectiveness of the internal control system, the effectiveness of the external and internal auditor duties, and in reviewing and approving all information and suggestions prepared and submitted by other parties such as Financial and Non Financial Report, as well as Company Annual Report.

The Audit Committee of the Company is determined through a Board of Commissioners’ Decision with membership composition consisting of 1 (one) Chairman of the Committee and 2 (two) members of the Committee. In performing its duties, the Audit Committee is responsible to the Board of Commissioners.

The Audit Committee of the Company is determined by a Board of Commissioners Decision. Based on the resolution of the Annual General Meeting of Shareholders of the Company for the fiscal year 2014 held on March 18, 2017, the composition of the Audit Committee for the Year 2016 is amended and re-established by Decision of the Board of Commissioners No. KEP-066/IV/2016 dated April 24, 2016 regarding Chair and Appointment Reimbursement as Member of Audit Committee of PT Jasa Marga (Persero) Tbk. Based on the decision, the membership of the Audit Committee of the Company is as follows:

TABLE DISPLAYING THE COMPOSITION OF JASA MARGA AUDIT COMMITTEE UNTIL MARCH 2017

Sigit Widyawan	Chairman (Independent Commissioner)
Agita Widjajanto	Member
Rustam Wahjudi	Member

In relation to the termination of the members of the Audit Committee, based on the Decision of the Board of Commissioners No. KEP-036/III/2017 the composition of the Audit Committee of the Company as of March 2017 is as follows:

TABLE DISPLAYING THE COMPOSITION OF JASA MARGA AUDIT COMMITTEE SINCE APRIL 2017

Sigit Widyawan	Chairman (Independent Commissioner)
Teguh Prastiyo	Member
Triono Junoasmono	Member

The accountability of the Audit Committee to the Board of Commissioners is a manifestation of the accountability of oversight of the management of the company in the context of the implementation of GCG principles. The duties and responsibilities of the Audit Committee are set forth in the Charter of the Audit Committee approved in the Board of Commissioners' Decision No. Kep-0038/III/2013 dated March 11, 2013 concerning Changes to the Charter of the Audit Committee of PT Jasa Marga (Persero) Tbk.

Based on the Charter of the Audit Committee, the duties and responsibilities of the Audit Committee are to assist the Board of Commissioners in:

1. Assisting the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of the execution of the external duties of auditors and internal auditors.
2. Assessing the implementation of activities and audit results to be undertaken by the Internal Audit or external auditor.
3. Providing recommendations on the improvement of management control system and its implementation.
4. Ensuring that satisfactory reviews have been complied with with respect to information issued by the company, including periodic financial reports, projection/financial prognoses and other financial information submitted to shareholders.

5. Ensuring that the satisfactory review procedures are adhered to the organization of the Company's activities in accordance with applicable Standard Operating Procedures.
6. Providing an opinion to the Board of Commissioners on reports or matters submitted by the Board of Directors to the Board of Commissioners.
7. Identifying issues that require the attention of the Board of Commissioners, and carrying out other tasks related to the duties of the Board of Commissioners.

NOMINATION, REMUNERATION AND RISK COMMITTEE

The establishment of the Nomination, Remuneration and Risk Committee (KNRR) of the Company is determined based on the Decision of the Board of Commissioners of the Company No. KEP-063/IV/2016 dated April 20, 2016. While the appointment of Nomination, Remuneration and Risk Committee members is determined through Decision of the Board of Commissioners of the Company No. KEP-065/IV/2016 dated 24 April 2016. Dismissal of members of the Nomination, Remuneration and Risk Committee may be exercised if the member terminates his/her membership and based on the Board of Commissioners' decision, dismissed for not meeting the performance stipulated and/or incompetent in carrying out the task.

KNRR consists of 1 (one) Chairman of the Committee and serves as a member, of 1 (one) Vice Chairman of the Committee and serves as member and 2 (two) members of the Committee.

The membership structure of the KNRR of the Company is as follows:

TABLE DISPLAYING THE COMPOSITION OF JASA MARGA KNRR UNTIL MARCH 2017

Refly Harun	Chairman
Akhmad Syakhroza	Vice Chairman
Nasikhin Ahsanto	Member
Eduard T. Pauner	Member

Due to the expiration of the term of member of KNRR, based on the Decision of the Board of Commissioners No. KEP-040a/IV/2017 the membership of KNRR of the Company since April 2017 is as follows:

TABLE DISPLAYING THE COMPOSITION OF JASA MARGA KNRR SINCE APRIL 2017

Refly Harun	Chairman
Agus Suharyono	Vice Chairman
Vera Diyanty	Member
Abram Elsajaya Barus	Member

All Members of the Nomination, Remuneration and Risk Committee of Jasa Marga have good integrity, competence and reputation.

KNRR is responsible to the Board of Commissioners and assists the Board of Commissioners in the performance of its duties so that the management of the Company can take place efficiently and effectively through a system and implementation of a competent and independent supervision.

The duties and responsibilities of KNRR are contained in the Charter of the Nomination, Remuneration and Risk Committee. Based on the Charter of the Nomination, Remuneration and Risk Committee, the duties and responsibilities of KNRR are as follows:

Nomination Function

1. Provide input to the Board of Commissioners in the framework of determining the membership/composition of the Board of Directors.
2. Provide input to the Board of Commissioners in order to formulate the policies, criteria and/or requirements required in the nomination process of candidates for the Board of Directors.
3. Provide input to the Board of Commissioners in monitoring and evaluating the determination of criteria used by the Board of Directors to evaluate the performance of members of the Board of Directors.
4. Assist the Board of Commissioners in monitoring and evaluating the performance appraisal results of each Director based on the benchmarks that have been prepared as evaluation materials.
5. Provide input to the Board of Commissioners on the capacity building program of the Board of Directors, as well as monitoring and evaluating the effectiveness of the program.
6. In performing the aforesaid Nomination functions, the Committee shall:
 - a. Develop the Nomination Committee Working Manual.
 - b. Monitor and evaluate the policies and criteria for the nomination process of candidates for the Board of Directors.
 - c. Monitor and evaluate the performance appraisal results of each Director and assist in the evaluation of the performance of the Board of Directors.
 - d. Monitor and evaluate the effectiveness of each capability development program.

Remuneration Function

1. Provide input to the Board of Commissioners in the framework of determining the structure, policies and the amount of remuneration for the Board of Directors.
2. Provide input to the Board of Commissioners in order to determine the amount of remuneration for the Board of Directors.
3. Assist the Board of Commissioners in monitoring and evaluating the appropriateness of remuneration received with the workload and work responsibilities of each Board of Directors.
4. In performing the above Remuneration functions, the Committee shall be obliged:
 - a. Prepare the Working Manual of the Remuneration Committee.
 - b. Review the structure, policies and magnitudes of Remuneration for the Board of Directors.
 - c. Monitor and evaluate the suitability of remuneration received with the workload and responsibilities of each Board of Directors.
5. Remuneration structure may be salary, honorarium, incentive and/or fixed and/or variable allowance
6. In reviewing the composition, policies, and amount of Remuneration should take into account:
 - a. Remuneration granted shall be in accordance with the business activities and business scale of Issuers or similar Public Companies in the industry.
 - b. Duties, responsibilities, authorities of the Board of Directors.
 - c. Determination of performance target or performance of each Board of Directors.
 - d. The balance between fixed and variable allowances.
7. The structure, policies and amount of Remuneration shall be evaluated by the Committee at least 1 (once) per year.

Risk Function

1. Providing advice and inputs to the Board of Commissioners on investment policies and strategies in toll road and non-toll road business, as well as for the preparation of the Company's Long Term Plan (RJPP)
2. Convey the result of the review of the Company's investment plans in the Company's RJPP and RKAP for the Board of Commissioners as a suggestion, input and opinion of the Board of Commissioners to the Board of Directors in reviewing the RKAP and RJPP.
3. Convey the result of the review of the investment plan proposed by the Board of Directors to the Board of Commissioners, as input for the Board of Commissioners in providing advice, input, opinion and approval of the Board of Commissioners to the Board of Directors in the field of new investment.
4. Delivering the review of the Company's risk management, which covers the various risks faced by the Company, its systems and strategies, and the Company's risk management policies, the Company's internal controls, including policies, methodologies and infrastructure, in collaboration with the Risk & Quality Management Division.
5. Convey the review of various risk measurement models used by the Company and the implementation of risk management, as input for the Board of Commissioners in providing advice and opinion to the Board of Directors for further improvement.
6. Monitor and convey the results of conformity evaluation on various policies and implementation of risk management of the Company, as well as various potential risks faced by the Company, as input for the Board of Commissioners in providing advice and opinions to the Board of Directors to review and improve various policies and implementation of risk management of the Company and risk mitigation policy.
7. Preparing information, materials, analysis and assessment related to the implementation of investment and risk management, as a matter of the Board of Commissioners in providing inputs, suggestions and opinions to the Directors in order to suppress and/or prevent the Company from cost overrun and increase efficiency and effectiveness in the field of toll road and non-toll road investment.
8. Reviewing the feasibility of toll road and non-toll road investment and its risks, related to the accuracy of the traffic volume projection, land acquisition, financing engineering and the appropriate use of technology and innovation and value engineering as input for the Board of Commissioners in providing advice and opinion to the Board of Directors before undertaking toll road and non-toll road investment.

BOARD OF DIRECTORS

The Board of Directors is a corporate organ having coolegial duty and responsibility for managing the Company and implementing GCG at all stages or levels of the organization. In performing its duties, the Board of Directors shall be responsible to the GMS. The responsibility of the Board of Directors to the GMS is the realization of the accountability of the management of the Company in accordance with GCG principles.

Members of the Board of Directors are appointed and dismissed by the General Meeting of Shareholders (GMS), which in the GMS must be attended by the Series A Dwiwarna Shareholder and the resolution of the GMS must be approved by the Series A Dwiwarna Shareholder.

Composition of the Board of Directors

Until the closing of the Annual General Meeting of the 2016 Fiscal Year, held on March 15, 2017, the members of the Company's Board of Directors are as follows:

TABLE DISPLAYING THE COMPOSITION OF JASA MARGA BOARD OF DIRECTORS UNTIL MARCH 15, 2017

Name	Position	Basis of Appointment
Desi Arryani	President Director	Extraordinary GMS Decision dated 29 August 2016
Muh Najib Fauzan	Director of Operations I	Extraordinary GMS Decision dated 30 January 2012 and Extraordinary GMS Decision dated 29 August 2016
Subakti Syukur	Director of Operations II	Extraordinary GMS Decision dated 29 August 2016
Hasanudin	Director of Development	Extraordinary GMS Decision dated 30 January 2012 and Extraordinary GMS Decision dated 29 August 2016
Anggiasari	Director of Finance/Independent Director	Annual GMS Decision dated 30 March 2016
Christantio Prihambodo	Director of Human Resources and General Affairs	Annual GMS Decision dated 18 March 2015

Based on the Minutes of Annual GMS No. 20 dated March 15, 2017, there was a change of 2 (two) members of the Board of Directors, Anggiasari, replaced by new member of the Board of Directors, Donny Arsal as Director, and Christantio Prihambodo replaced by Kushartanto Koeswiranto based on the proposal of the Minister of SOEs as Series A Dwiwarna Shareholder by mail No. SR-171/MBU/03/2017 on Proposed Changes of the Management of PT Jasa Marga (Persero) Tbk. Based on the resolution of the GMS, the proposal of the Dwiwarna Series A Shareholder is approved by tenure from the closing date of the AGMS until the close of the 5th Annual General Meeting of Shareholders after the date of its appointment and a maximum of 5 years with due observance of legislation in the Capital Market and without reducing the GMS right to terminate it at any time. Therefore based on the Annual General Meeting of Shareholders of the Company for the fiscal year 2016 held on March 15, 2017, the composition of the Board of Directors of Jasa Marga is as follows:

TABLE DISPLAYING THE COMPOSITION OF DIRECTORS OF JASA MARGA BASED ON ANNUAL GMS DECISION DATED MARCH 15, 2017

Nama	Jabatan	Dasar Pengangkatan
Desi Arryani	President Director	Extraordinary GMS Decision dated 29 August 2016
Mohammad Sofyan	Director of Operations I	Annual GMS Decision dated 15 March 2017
Subakti Syukur	Director of Operations II	Extraordinary GMS Decision dated 29 August 2016
Hasanudin	Director of Development	Extraordinary GMS Decision dated 30 January 2012 and Extraordinary GMS Decision dated 29 August 2016
Donny Arsal	Director of Finance	Annual GMS Decision dated 15 March 2017
Kushartanto Koeswiranto	Director of Human Resources and General Affairs/Independent Director	Annual GMS Decision dated 15 March 2017

Approval for dismissal and appointment of members of the Board of Directors shall be conducted by voting from the Annual General Meeting of Shareholders attending with Total Agree Vote of 91.63% of the total votes cast in the Annual General Meeting of Shareholders (including abstained votes: Regulation of the Financial Services Authority No. 32/POJK.04/2014 on the Plan and Implementation of the Open Company General Meeting of Shareholders, abstention votes shall follow majority votes issued in the GMS).

Duties and Responsibilities of the Board of Directors

Pembagian tugas dan wewenang setiap anggota Direksi
The division of duties and authorities of each member of the Board of Directors shall be determined by the position of each member of the Board of Directors.

The main duties of the Board of Directors are:

1. Leading and managing the Company in accordance with the purposes and objectives of the Company and continuously striving to improve the efficiency and effectiveness of the Company.
2. Mastering, maintaining and managing the Company's assets.

In performing its main duties, the Board of Directors shall:
performing its main duties, the Board of Directors shall:

1. Subject to the prevailing laws and regulations, the Company's Articles of Association and the resolutions of the GMS.
2. Take into account the interests of the Company in accordance with the purposes and objectives of the Company and is not intended for the benefit of certain parties and groups.
3. Have good faith, integrity, professional, prudent, and responsible and consistently apply the principles of GCG.
4. Maintain the confidentiality of the Company's data and/or information

The basic principles in carrying out the duties of the Board of Directors are as follows:

1. Taking full responsibility in performing its duties for the interests and business of the Company in achieving its aims and objectives.
2. In any decision-making/action must consider business risks.
3. Each member of the Board of Directors shall be fully liable for the loss of the Company due to the error or negligence of the members of the Board of Directors in performing their duties.
4. The members of the Board of Directors shall not be liable for losses of the Company, if the parties can prove that:
 - a. Such losses are not due to his/her errors or omissions.
 - b. Have conducted good faith and prudent care for the interests and in accordance with the purposes and objectives of the Company.

- c. It has no direct or indirect conflicts of interest on the proceedings which result in loss, and
- d. Have taken action to prevent the continuation of such losses.

Responsibilities of the Board of Directors

Responsibilities of the President Director

1. Acting as the leader of the Company and coordinating all activities of the Company in accordance with the established plans and policies.
2. Establishing the Company's vision, mission and values.
3. Establishing a Long Term Corporate Plan (RJPP) consisting of a strategic plan and the Company's work objectives for a period of 5 (five) years.
4. Establishing a Work Plan and Corporate Budget (RKAP) consisting of mission, business goals, business strategy and Company policy on every work program and budget.
5. Establishing the Company's Management Report on a regular basis on the implementation of the RKAP as well as the Company's Annual Report and Consolidated Financial Statements in accordance with applicable regulations.
6. Ensuring the implementation of General Meeting of Shareholders (AGMS), Joint Meeting of Directors and Board of Commissioners and Board of Directors Meetings.
7. Ensuring the operation of the Company in accordance with prevailing laws and regulations of the Company.

Responsibilities of Director of Development

1. Leading and ensuring the toll road business development activities related to the business plan in the preparation and submission of tender proposals for new toll road sections as well as preparation and implementation of toll road acquisitions.
2. Leading and ensuring other business development management activities by utilizing the Company's potential resources.
3. Leading and ensuring that execution control activities of toll road and other business investments are conducted on target.
4. Guiding and ensuring the activities of road and traffic engineering can be done to support the availability of the Company's strategic recommendations.

5. Ensuring the implementation of risk management activities related to policies in the field of toll road business development, other business development and road and traffic engineering.
6. Coordinate with other Directorates to ensure the implementation of activities and business performance of Toll Road Subsidiaries (APJT) and Other Business Subsidiaries (APUL).

Responsibilities of Director of Operations I

1. Ensuring that the operation of Toll Road Subsidiaries in operation phase along with all its equipments can be implemented in accordance with Minimum Service Standards so as to provide services to toll road users.
2. Leading and ensuring the management activities of the Company's information and communication technology.
3. Leading and ensuring risk management activities related to the Company's information and communication technology and related to toll road operation, maintenance and upgrading of Toll Road Subsidiaries and Other Business Subsidiaries in operating phase.
4. Coordinate with other Directorates to ensure the implementation of toll road operations, including toll collection transactions, traffic services and maintenance at Toll Road Subsidiaries in accordance with established targets.

Responsibilities of Director of Operations II

1. Ensuring that toll road operation activities including toll collection management and traffic management can be implemented in accordance with Minimum Service Standards so as to provide services to toll road users.
2. Ensuring that the maintenance and upgrading of toll roads and all of its facilities can be accomplished in accordance with Minimum Service Standards so as to provide services to toll road users.
3. Leading and ensuring risk management activities related to toll road operation and maintenance and upgrading of toll roads.
4. Ensuring the security of toll collection carried out by the Branches and Subsidiaries ranging from toll collection transactions at the substations to cash collection into cash boxes and taken to the Gate Office.
5. Leading and ensuring that the preparation of toll road safety system can be implemented in accordance with the needs of toll road operation.

6. Coordinate with the Directorate of Development and Director of Operations I to ensure the implementation of toll road operations, including toll collection transactions, traffic services and maintenance on Toll Road Subsidiaries in accordance with predetermined targets.

Responsibilities of Director of Human Resources and General Affairs

1. Directing and leading the development of human capital management system and procedures.
2. Controlling the implementation of human capital management system and procedures.
3. Directing and leading the development of systems and procedures for logistics management activities, safeguarding State assets and Company assets and other general activities based on the applicable principles, rules and regulations.
4. Ensuring the implementation of risk management related policy activities in the field of human capital management and general affairs field and partnership programs and community development.
5. Ensuring the development and implementation of the Company's culture.
6. Coordinate with the Directorate of Business Development to ensure the development of human capital and general system in Toll Road Subsidiaries and Other Business Subsidiaries in accordance with prevailing regulations.
7. Guiding and ensuring that the management of partnership and community development programs is in accordance with the initiative of the Ministry of State-Owned Enterprises.

Responsibilities of the Director of Finance

1. Leading and ensuring that the preparation of the Company's Long Term Plan is in accordance with the Company's strategic plan.
2. Guiding and ensuring that the Company's financial management activities are conducted in accordance with applicable standards.
3. Guiding and ensuring the preparation and control of the Company's financial investment portfolio.
4. Ensuring the implementation of risk management policy related activities in the fields of finance, investment management and accounting, risk management and quality as well as legal and compliance fields.

5. Guiding and monitoring the implementation of the Company's and Subsidiary's work programs to ensure integration and alignment of the Company's and Subsidiaries' direction and objectives with the Company's Strategic Plan.
6. Leading and ensuring the security of toll revenues conducted by Branches and Subsidiaries starting from the money at the Gate Offices until it is deposited into the Company's account.
7. Leading and ensuring the Company's activities are in accordance with applicable laws and regulations of the Company.
8. Leading and ensuring that the implementation of service management activities and problem solving in the field of law can run in accordance with the provisions of laws and regulations.
9. Leading and ensuring the implementation of risk management system, quality management, HSE and environmental management as well as excellent performance of the Company.

Coordinate with the Directorate of Development and Director of Operations I to ensure control of financial management, risk and quality management, as well as the legal and compliance fields of Toll Road Subsidiaries and Other Business Subsidiaries.

Board of Directors' Guidelines and Working Procedures (Board Manual)

The Board of Directors shall be guided by the Manual of Board of Commissioners and Board of Directors (Board Manual). The Board Manual contains instructions on the work of the Board of Commissioners and the Board of Directors and explains the stages of activities in a structured, systematic, understandable and consistent manner that can serve as a reference for the Board of Commissioners and the Board of Directors in performing their respective duties.

The arrangements of the Board Manual regarding the Board of Directors are contained in Chapter III of the Board of Directors governing the following matters:

1. Duties of the Board of Directors
2. Obligations of the Board of Directors
3. Authorities of the Board of Directors
4. Rights of the Board of Directors
5. Board of Directors' Requirements
6. Membership of the Board of Directors
7. Introduction and Capability Improvement Program
8. Board of Directors' Ethics
9. Board of Directors' Meetings
10. Performance Evaluation of the Board of Directors
11. Corporate Secretary
12. Internal Audit

Explanation of competency development carried out on the members of the Board of Directors, members of the Board of Commissioners, employees, officers and/or work units responsible for the implementation of Sustainable Finance.

Trainings and Competence Development of Board of Commissioners and Board of Directors

During 2017 members of the Board of Commissioners have attended the following training and seminar activities:

TABEL PENGEMBANGAN KOMPETENSI YANG DIKUTI OLEH ANGGOTA DEWAN KOMISARIS TAHUN 2017

No.	Anggota Dewan Komisaris	Pelatihan
1	Refly Harun	<ul style="list-style-type: none"> · Workshop "Negotiation Skill". · Workshop "Legal Opinion & Legal Audit"
2	Sigit Widyawan	Expand Leadership Program for BOD/BOC
3	Boediarso Teguh Widodo	
4	Sugihardjo*	
5	Muhammad Sapta Murti	
6	Agus Suharyono	
7	Taufik Widjoyono**	

Explanation:

* Become a member of the Board of Commissioners of Jasa Marga since March 15, 2017.

** Become a member of the Board of Commissioners of Jasa Marga until March 15, 2017.

During 2017 members of the Board of Directors have attended the following training and seminar activities:

TABLE OF COMPETENCY DEVELOPMENT ACTIVITIES ATTENDED BY THE MEMBERS OF THE BOARD OF DIRECTORS IN 2017

No.	Member of BoD	Material
1	Desi Arryani	BUMN Executive Leadership Program-2 (ELP-2)
2	Mohammad Sofyan*	BUMN Executive Leadership Program-1 (ELP-1)
3	Subakti Syukur	BUMN Executive Leadership Program-3 (ELP-3)
4	Hasanudin	BUMN Executive Leadership Program-1 (ELP-1)
5	Donny Arsal*	BUMN Executive Leadership Program-1 (ELP-1)
6	Kushartanto Koeswiranto*	BUMN Executive Leadership Program-3 (ELP-3)
7	Christantio Prihambodo**	
8	Anggiasari**	
9	Muh Najib Fauzan**	

Explanation:

* Become a member of the Board of Directors of Jasa Marga since March 15, 2017

** Become a member of the Board of Directors of Jasa Marga until March 15, 2017



Board of Directors PT Jasa Marga (Persero) Tbk

RISK MANAGEMENT

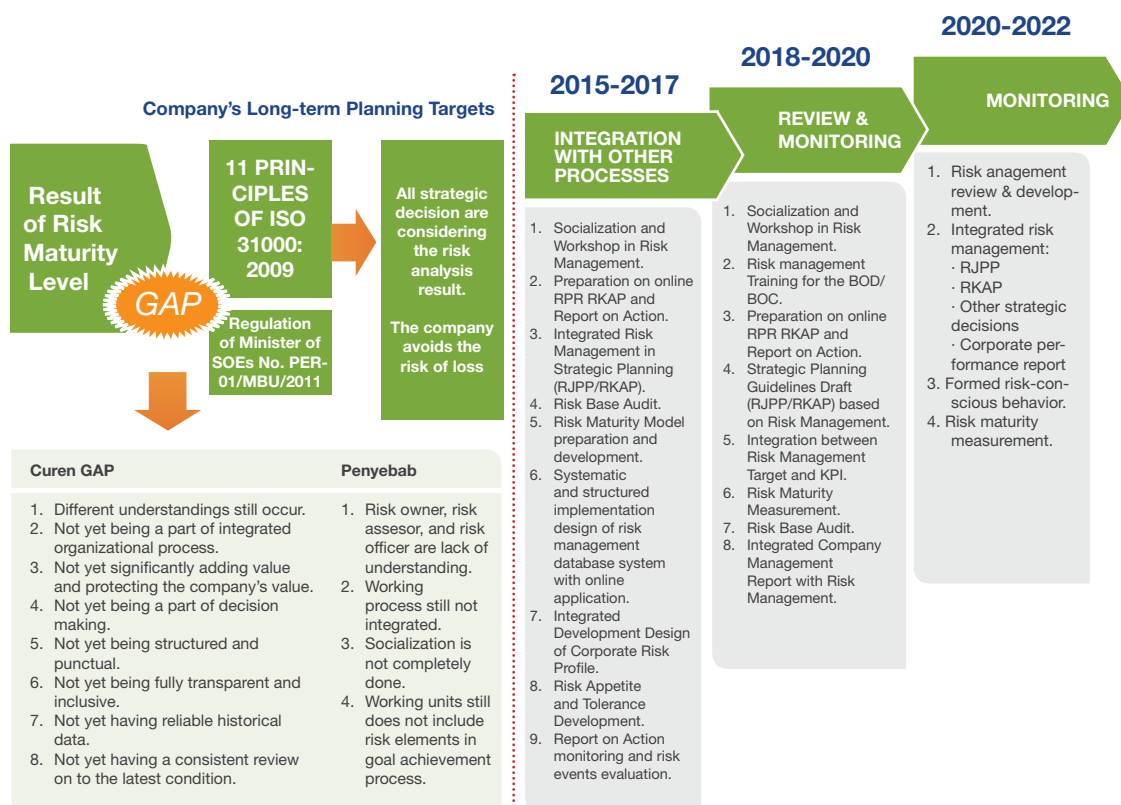
In conducting its business activities, the Company recognizes that risks are an integral part of each of its operational activities and may affect the results of operations and performance of the Company. Since toll road business is a major investment with long-term returns and high uncertainty during development and operation, the implementation of risk management is becoming increasingly important for Jasa Marga's moves in conducting its business.

Risk management assists decision making by considering the uncertainty and impact on the achievement of the Bank's strategic objectives. Recognizing the risks faced, the Company is proactively seeking to improve its risk management capabilities in the Company. In order to gain legitimacy throughout the organization, the risk management implementation policy needs to be confirmed through management commitments that are tailored to the prevailing rules.

Since 2007, Jasa Marga has implemented Risk Management System based on AS/NZS 4360:1999 standard as stipulated in Decision of the Board of Directors No. 139/KPTS/2007 on the Risk Management Manual. Furthermore, with the issuance of ISO 31000:2009 on 31 October 2009, Jasa Marga conducted management review to change the risk management implementation guidelines with new standards oriented to Enterprise Risk Management (ERM) by issuing the Decision of Jasa Marga Directors No. 129.2/KPTS/2010 on Risk Management Policy and Risk Management Manual in PT Jasa Marga (Persero) Tbk.

Jasa Marga's road map in applying risk management can be seen in the Roadmap for Development of Risk Management System below. This roadmap is updated annually to keep pace with the environmental developments and internal and external policies of the Company.

CHART OF ROADMAP FOR RISK MANAGEMENT SYSTEM DEVELOPMENT OF JASA MARGA



To support the effective implementation of risk management, Jasa Marga has developed several procedures, among others:

- a) Risk Management Procedures (PK/PR/01-BMMR).
- b) RPR Preparation Procedures (PPR PK/PR/02-BMMR).
- c) Monitoring Procedures for Implementation of Protection (PK/PR/03-BMMR).
- d) Procedures of Preparation of Company Risk Profile (PK/PR/04-BMMR).
- e) Documentation and Reporting Procedures (PK/PR/05-BMMR).
- f) Risk Evaluation Procedures (PK/PR/06-BMMR).
- g) Risk Registration Preparation Procedure (PK/PR/07-BMMR).

RISK OF THE COMPANY AND ITS MANAGEMENT

In line with the commitment of Jasa Marga Board of Directors, to implement risk management effectively and efficiently, at every level of the Company's organization, corporate and business units must implement risk management with due regard to the priorities and benefits of each work program/project for the sustainability of the

Company. In 2017, the Company continues to use risk management procedures that divide 8 (eight) areas of risk (same as 2016), namely toll road business development, toll road operations, non-toll road development, finance, human, legal/regulatory/environmental sector of toll road, information technology as well as communications and corporate imaging. In addition, the company has established Minimum Risk List of branch offices and subsidiaries of both operating and non-operating toll roads as well as minimum risk list of non-toll road subsidiaries. The Minimum Risk List aims to align the risks between branches and subsidiaries.

2017 RKAP Top Risk per Sector

2017 RKAP Top Risk per field represents the highest risks that have been grouped into 8 (eight) areas which result from risk consolidation with high risk status filtered based on criteria of corporate acceptance from each work unit of Head Office, Toll Road Subsidiaries, Other Business Subsidiaries and Branch Offices.

The Company's top risk identified and compiled based on the weight of each risk is as follows:

TABLE DISPLAYING 2017 RISK FIELD DESCRIPTION

No.	Field	Inherent Risk		Realization of 2017 Residual Risk	
		Exposure	Level	Exposure	Level
1	Toll Road Development	2.52	2.78	1.91	2.09
2	Operation	2.10	2.68	1.24	1.41
3	Other Business Development	2.09	2.68	1.28	1.90
4	Toll Road Finance	1.95	2.60	1.05	1.82
5	Human Resources of Toll Road	2.29	2.80	1.71	2.04
6	Toll Road Regulation	2.75	3.36	1.89	1.78
7	Toll Road Information Technology	3.50	3.00	2.71	2.14
8	Communication/Corporate Image of Toll Road	1.50	3.00	1.00	2.48

E = Extreme
T = High
M = Moderate
R = Low

In addition to the top risk areas that most influence the Company's performance in the future, the Company also identifies each risk area in detail based on top risk in each of these areas.

Implementation of Risk Management Work Program of 2017

In accordance with the risk management framework in 2017 the risk management program takes the concept of plan do check action (PDCA)

1. Integration of Risk Management into the Entire Business Process of the Company.
 - a. Preparation of 2017 RKAP Based on Risk Management.
2. Promotion, Sharing, Training and Risk Management Certification
 - a. Individual Learning on Risk Management System
 - b. Organizational Learning on Risk Management System
3. Web Based Risk Management Application
4. Measurement of the Effectiveness of Risk Management Implementation
 - b. Preparation of Risk Management Plan Program.
 - c. Preparation of 2017 Risk Profile.
 - d. Risk Management Report.
 - e. Preparation of 2017 Business Risk Assessment

STAKEHOLDER MANAGEMENT

Jasa Marga recognizes the existence of stakeholders as having influence and is influenced towards the achievement of the Company's objectives, and has different expectations and interests in each operation area. The Company hopes that interaction and positive relationships can provide mutual benefit between the company and stakeholders in supporting long-term business success.

Therefore, Jasa Marga sets up a framework for stakeholder engagement and involvement in corporate management activities. The Company seeks to identify multiple stakeholders and group them into 8 stakeholder groups, among others:

1. Shareholders,
2. Creditor,
3. Government, both Central and Regional, includes
4. existing institutions therein,
5. Employees,
6. Customers/Users of Toll Roads,
7. Competitors,
8. Business Partners/Suppliers/Contractors,
9. Public Communities and their institutions,
10. Mass media

Stakeholder identification analysis is conducted through focus group discussion (FGD) method, in-depth interviews, observation and literature study to analyze the strength, influence, legitimacy, issue and depth of stakeholder importance to the Company. The unit of analysis used is an institution or group that has been defined as a stakeholder.

Jasa Marga continuously conducts relationship building with stakeholders, including internal and external parties to the Company. This is done to ensure that the Company is aware of the stakeholders' expectations and interests, and strives to synchronize its work programs according to the dynamics.

From various interaction activities with these stakeholders, Jasa Marga then realizes the pattern of relationship and coaching with each interest group according to relevant topics. The pattern of coaching is tailored to the characteristics of each stakeholder, as well as the frequency of coaching. Pattern of relationship and coaching is presented in the following table.

RELATIONS AND DEVELOPMENT WITH STAKEHOLDERS

Stakeholder	Basis of Identification	Major Topic	Stakeholder Expectation	Interactional Approach
Customer	Dependency	<ul style="list-style-type: none"> · Customer Complaints Management · Customer service center 	<ol style="list-style-type: none"> 1. Maintained quality of toll roads. 2. Equipment and security for toll road usage. 3. Sprightful relief in accident events. 4. Service that exceeds expectations. 	<ul style="list-style-type: none"> · Provision of traffic condition information to customers. · Realization of road maintenance and repair program on a regular basis. · Service access facilities for customers and · Implementation of Customer Gatherings.
Shareholder and investor	Responsibility, Influence	<ul style="list-style-type: none"> · Performance of the Company for one year · Reporting of the Company's operational, financial and social performance 	<ol style="list-style-type: none"> 1. Maintain and enhance the value of investments through improved performance of the Company. 2. The fulfillment of the rights of shareholders, majority or minority. 3. Disclosure of information for substantial matters and clarity of direction of business development 4. Respect rights of shareholders according to Law, Regulation, AD/ART. 	<ul style="list-style-type: none"> · GMS · Investor road shows · Investor gathering · Project visit · Public Expose
Government/ Regulator	Influence	<ul style="list-style-type: none"> · Payment of the Company's obligations to the State · Discussion and feedback regarding the Company's programs and plans 	<ol style="list-style-type: none"> 1. A harmonious and constructive relationship with the regulator. 2. Jasa Marga and all its employees shall be subject to and comply with laws, 3. Positive contribution to the surrounding community. 4. Fulfillment of LKHPN provisions. 5. Regular reporting to regulators, including to BPJT (Toll Road Regulatory Agency). 	<ul style="list-style-type: none"> · Bipartite meetings in both central and local government. · House of Representatives' Hearings · Working Visit to Project Site · Fulfillment of other taxes, levies and other non-tax state (PNBP) taxes according to the laws and regulations.

Stakeholder	Basis of Identification	Major Topic	Stakeholder Expectation	Interactional Approach
Employee	Dependency	<ul style="list-style-type: none"> An agreement between the management of the Company and employees Resolving employment issues Opportunity to increase competence and career 	<ol style="list-style-type: none"> Clarity of rights and obligations. Provision of remuneration package according to performance. Equality in career path and remuneration. Security, health and safety assurance. Comfort of work environment 	<ul style="list-style-type: none"> Preparation and establishment of collective labor agreements (PKB) through dialogue with the Employee Union. Regular meetings between employees and the Management of the Company as a forum for direct dialogue. Development of employee competencies as well as preparing professional management/corporate leaders. Enforcement of human resource management system and performance based incentive system
Assisted Partner/ Contractor (Vendor)	Influence	<ul style="list-style-type: none"> Procurement of goods and services as required by the Company Performance of assisted partners 	<ol style="list-style-type: none"> Fair and transparent procurement process Objective selection and evaluation in determining the winner of contract of development service/ supply of goods Accurate but simple procurement administration procedures Completion of payment of products and services on time. Mutually beneficial relationship. 	<ul style="list-style-type: none"> Implementation of contract offerings (tender) in an open and transparent manner. Monitoring and evaluating the implementation of the vendor's contract of employment through periodic regular assessment.
Creditor	Responsibility	<ul style="list-style-type: none"> Provision of Information and Accountability for the implementation of development project/facilities managed by Jasa Marga. 	<ol style="list-style-type: none"> Clarity of development plan. Payment of obligations on time. Transparency of operational and financial conditions. Update information on new sections development conditions. 	<ul style="list-style-type: none"> Site Visit, creditor's direct visit to the project development site or facilities managed by Jasa Marga. Non-deal roadshows, Company management visits to forum meetings with fund managers of both existing and prospective Investors. Conference-call, dialogue or communication via phone/ multimedia with investors as needed.

Stakeholder	Basis of Identification	Major Topic	Stakeholder Expectation	Interactional Approach
Public Communities/ NGO	Responsibility, Influence	<ul style="list-style-type: none"> Community economic empowerment. Improvement of people's quality of life. 	<ol style="list-style-type: none"> The establishment of good and harmonious relationships. Minimize the impact of road development on the environment. Participation in environmental conservation activities. Implement revegetation and reforestation program. Positive contribution to the economic, social and environmental life of surrounding communities. 	<ul style="list-style-type: none"> Implementation of public consultations and social mapping. Promotion of CSR plan and coordination of Corporate CSR implementation.
Mass Media	Influence	A constructive relationship that provides mutual benefit between the needs of news sources with Jasa Marga as a party requiring Media.	<ol style="list-style-type: none"> Accuracy of news object. Submission of updated information and timely news. Transparency of operational and financial conditions 	<ul style="list-style-type: none"> Press release, delivery of news about the success or realization of work plans that have been prepared to the mass media without going through a face-to-face event. Media Visit, Media Gathering & Press conference, delivery of news directly, along with question and answer session.
Competitor	Influence	Fair competition in the concession tender process.	<ul style="list-style-type: none"> Transparency and fairness in the execution of tender process of toll road segment. Smooth traffic on toll roads integrated with other parties' tolls 	<ul style="list-style-type: none"> Joint Forum Involvement in professional institution

THE PROBLEMS ENCOUNTERED

The cases faced by the Company are legal issues faced by Jasa Marga during the reporting year and has been filed through the court proceedings. Whereas the Claim Value is the value of claims for compensation submitted to the Company as a defendant or the value of claim for compensation submitted by the Company as the plaintiff, both material and immaterial losses.

As a pioneer company in toll road sector, the Company is involved in various legal cases, positioning the Company either as Plaintiff, Defendant, or as Co-Defendant. During 2017, the entire cases faced by the Company are civil cases. Based on the main type of cases encountered, the important cases of Jasa Marga can be grouped into Land Cases and Corporate Cases

For the following legal matters, the Company is of the opinion that the proceeds of the continuing examination or judgment of such Court will not bring any material impact to the Company or its subsidiaries. Based on Management's estimation to settle such cases, the Company reserves the fund for the settlement of cases amounting to Rp 9,423,039,329 in 2017 RKAP.

TABLE OF 2017 CASE DETAILS

Type of Case	Number of Case	
	2016	2017
Land Case	12	11
Corporate Case	5	2
Industrial Relations Case	-	-
Other Cases	-	4
Total	17	17

In detail the important cases faced by the Company based on the type of cases are as follows:

Land Case

1. Mustafa Rahman Case (Resistance)

Case No. 7/Pdt/2017/PT.DKI.

Institution: Supreme Court of the Republic of Indonesia

Parties

Plaintiff:	Mustafa Rahman
Defendant I:	Public Works Department
Defendant II:	Mayor of East Jakarta
Defendant III:	Jasa Marga

Substance

The Lawsuit related to land ownership of 6.670 m2 affected by JORR E1 TMII-Cikunir Toll Road.

Case Status

The District Court verdict received Mustafa Rachman suit and sentenced Jasa Marga for a total of Rp 13,505,000,000. The High Court's verdict, the Supreme Court's verdict and the Judicial Review reinforce the Court's verdict.

Jasa Marga conducted a Resistance lawsuit. The District Court and High Court verdicts rejected the Jasa Marga Resistance lawsuit.

Jasa Marga has submitted an appeal memorandum on August 22, 2017 and until now the case is still in the process of Cassation submitted by Jasa Marga.

Managerial Effort

Jasa Marga has filed a Resistance lawsuit against the verdicts and is currently in the process of appeal filed by Jasa Marga.

Claim Value

Rp 13.505.000.000

Influence of the Case on the Company

No effect.

2. Fikri Gani Case

Case No. 23/Akta.K/2016/PN.Bks.

Institution: Supreme Court of the Republic of Indonesia

Parties

Plaintiff: Fikri Gani
 Defendant I: National Land Agency
 Defendant II: Jasa Marga

Substance

Compensation lawsuit over a plot of land of ± 1.935 m2 in Jln. Raya Caman RT 004 / RW 001 Kelurahan Jatibening, Kecamatan Pondok Gede, Bekasi affected by the construction of the Jakarta-Cikampek Toll Road off ramp.

Case Status

For Jasa Marga's Appeal, on May 24, 2016, Jasa Marga received Relas Notice of the Verdict of DKI Jakarta High Court No. 518/PDT/2015/PT.Bdg through the East Jakarta District Court which was received on 25 May 2016 with the substance of the verdict to strengthen the previous District Court Verdict.

Jasa Marga filed a memorandum of appeal on June 16, 2016 as set forth in the Deed of Cassation Application No. 23/Akta.K/2016/PN.Bks. and the Panel of Judges has passed a verdict that granted the Jasa Marga lawsuit and canceled the previous verdict.

On November 10, 2017 Jasa Marga has accepted the Release of Notice of Judicial Review towards the Supreme Court's Civil Case Verdict No. 2943 K/PDT/2016 through East Jakarta District Court filed by Fikri Ghani.

Managerial Effort

Against the judicial review from Fikri Ghani, Jasa Marga has submitted a counter-memorandum of the judicial review on December 7, 2017 through Bekasi District Court.

Claim Value

Rp 13,545,000,000

Influence of the Case on the Company

No effect.

3. Raharja Mukti Case

Case No. 303/Pdt.G/2015/PN.JKT.SEL

Institution: East Jakarta District Court

Parties

Plaintiff: Raharja Mukti
 Defendant I: Minister of Public Works and Human Settlements
 Defendant II: Jasa Marga
 Defendant III: Mayor of South Jakarta
 Co-Defendant I: PT Bank Pacific (Liquidation Bank)/ Momo Adi Suganda
 Co-Defendant II: Arianto

Substance

Lawsuit compensation as well as the legal and valuable statement of Collateral Forclosure on Land Ownership Title (SHM) No. 2524 Pesanggrahan (formerly SHM 456/Bintaro) covering an area of 1,303 m² on behalf of Co-Defendant II JORR Toll Road Area of Pondok Aren-Ulujami Segment.

Case Status

The District Court's verdict rejected the Plaintiff's claim. On the basis of the verdict, the Plaintiff filed an appeal.

Managerial Effort

Currently the case is still in the process of investigation at the appeal level.

Claim Value

Rp 11,515,000,000

Influence of the Case on the Company

No effect.

4. Kasan Basri Case

Case No. 224/Pdt.G/2017/PN.Smg

Institution: Semarang District Court

Parties

Plaintiff:	Kasan Basri
Defendant:	Jasa Marga
Co-Defendant I:	Head of Kalicari Village
Co-Defendant II:	Head of Sendangguwo Village
Co-Defendant III:	Head of Land Office of Semarang City

Substance

Claim for damages over land of Book C No. 56 Persil 2 Class S 1 of 5.650 m² on Semarang Toll Road Section C Segment of Genuk-Jatingaleh.

Case Status

Until now the case still undergoes legal processing in Semarang District Court.

Managerial Effort

Jasa Marga has coordinated with related agencies to strengthen Jasa Marga's position in this case.

Claim Value

Rp 76,000,000,000

Influence of the Case on the Company

No effect.

Corporate Case

1. BTS Case

Case No. 299/Pdt.Arb/2017/PN.Jkt.Tim

Institution: East Jakarta District Court

Parties

Applicant:	Jasa Marga
Respondent:	PT BTS

Substance

BTS filed a lawsuit through BANI against Jasa Marga on a Production Sharing Agreement relating to the construction of the Jakarta-Cikampek Cawang-Cibitung toll road extension. BANI handed down a ruling that sentenced Jasa Marga to pay BTS of Rp 113,160,713,901. On the verdict of BANI, Jasa Marga filed a lawsuit to cancel the decision of BANI to the East Jakarta District Court.

Case Status

On October 10, 2017, the Panel of Judges handed down a verdict refusing the request for cancellation submitted by Jasa Marga.

Managerial Effort

Jasa Marga has made a legal appeal to the Supreme Court.

Claim Value

Rp 113,160,713,901

Influence of the Case on the Company

No effect.

2. Mitra Jujur Indonesia Case

Case No. 252/Pdt.G/2014/PN.Jkt.Tim

Institution: DKI Jakarta High Court

Parties

Plaintiff:	PT Mitra Jujur Indonesia (MJI)
Defendant I:	Jasa Marga
Defendant II:	PT Purnajasa Bimapatama
Co-Defendant:	PT Bank Sumut Jakarta Special Branch

Substance

Objection of Termination of Contract of Working Services Renovation of Tomang Toll Gate at Cawang-Tomang-Cengkareng Toll Road.

Case Status

The case at the District Court level has been decided by the Panel of Judges with the substance of the verdict to reject the lawsuit of PT Mitra Jujur Indonesia.

Upon the verdict, MJI filed an appeal to DKI Jakarta High Court.

Managerial Effort

Jasa Marga has filed a Contra Memorandum of Appeal. Currently the case is in the process of Appeals in DKI Jakarta High Court.

Claim Value

Rp 13,200,000,000

Influence of the Case on the Company

No effect.

SUSTAINABLE PERFORMANCE

ECONOMIC PERFORMANCE

The Company has made various efforts to continue the transformation in order to improve competitiveness and strengthen Jasa Marga's position in the toll road industry in the future. Until the end of 2017, the Company is able to maintain its position as a leader in the toll road industry by mastering 62% of toll road market share operating from the entire total length of toll roads operating in Indonesia.

Along with this, the Company continues to improve the quality of toll road operation performance, as well as diversify non toll roads that support the development and operation of toll roads. The Company also performed transformation in the field of organization and human resource management and transformation in the field of information technology to improve efficiency and productivity.

ECONOMIC PERFORMANCE ACHIEVEMENT

In 2017, the Company succeeded in increasing 2 (two) toll road concession rights, among others: Probolinggo-Banyuwangi Toll Road and Jakarta-Cikampek II Selatan Toll Road with the addition of two toll road segments, the Company has the concession right for along 1,497 km of toll road with a length of operating toll roads of 680 km.

Along with the successful achievement of operational performance improvement, the Company is required to provide the best service in toll road operation. Improving services to road users is manifested by establishing PT Jasa Layanan Operasi which operates in toll road operating business either it is the one owned by the Company or other Toll Road Business Enterprises. In addition, the Company continues to provide the best services for toll road users by operating toll roads that are efficient, safe and well-qualified by continuing to add Automatic Toll Pass (GTO), Traffic Information Board (VMS), CCTV and Minimum Service Standards (SPM) .

In the financial performance, the Company managed to record revenues of Rp 35.39 trillion, growing 112.42 % compared to the achievement of 2016 business revenues of Rp16.66 trillion. Meanwhile net profit reached Rp 2.22 trillion or grow 23.35 % compared to the net profit recorded in the previous year which was amounted Rp 1.80 trillion. The efforts undertaken to develop the Company are proven to be positive as seen from the Company's assets of Rp 78.97 trillion, or grow 47.61 % compared to the assets of 2016 of Rp. 53.50 trillion.

DISTRIBUTION OF ECONOMIC VALUE

As one of the companies that manage public services especially in toll road management business, the Company is required to provide the best service. In providing the best services to meet the interests of toll road users, sometimes the Company is faced with several problems and constraints such as land acquisition process, climate change that leads to floods and road congestion especially in Jakarta. This, of course, is quite an impact on the achievement of targets both toll revenue and financial performance of the Company. To overcome these constraints, the Company continues to initiate solutions both internally and in synergy with other parties.

In the midst of the settlement of these business constraints, Jasa Marga continues to provide the economic value distributed to its stakeholders. This is a significant aspect for the Company and a clear proof of Jasa Marga's commitment in providing added value for all stakeholders.

ECONOMIC VALUES RECEIVED AND DISTRIBUTED

No	Description	Amount as of 31 December (in Rp Billion)		
		2015	2016	2017
I	DIRECT ECONOMIC VALUES RECEIVED			
	Toll and Other Businesses Revenues	7,631	8,832	8,922
	Construction Revenue	2,218	7,829	26,171
	Total of Direct Economic Values Received	9,848	16,661	35,392
II	ECONOMIC VALUES DISTRIBUTED			
	Payment to Suppliers and Third Parties	1,650	1,927	1,463
	Payment to Employees	1,586	1,929	1,955
	Payment of Co-Operation Expenses	294	171	-
	Refund Cost Payment (Operation)	289	250	445
	Payment of Taxes	1,015	1,169	911
	Payment of Interest on Loan	993	1,410	1,257
	Dividend Payment	491	293	567
	Total of Economic Value Distributed	6,319	7,149	6,598
III	ECONOMIC VALUES SUBMITTED	3,530	9,513	28,794

SOCIAL PERFORMANCE

COMMITMENT TO CONSUMERS

The Company's top priority in providing the best services to customers is summarized in strategic steps, among others:

1. Increasing transaction time speed to reduce queue at toll gates.
2. Streamlining traffic through increased service capacity and delivering real time traffic information in order to reduce travel disruption.
3. Improving the quality of road construction, bridges and complementary operational buildings.

Jasa Marga, as a company engaged in toll road industry, has a Minimum Service Standards (SPM) stipulated under the Regulation of the Minister of Public Works No.16/PRT/M/2014 dated October 17, 2014 on Minimum Service Standards to be achieved Business Entity Road Toll in order to improve services to toll road users.

In order to improve services to toll road users as customers and for the fulfillment of SPM, the Company undertakes the following initiatives:

2017 SERVICE AND APPLICATION STRATEGIES

Service Strategy	Application
Improve the accuracy of toll revenues so as to achieve zero loss through upgrading of toll revenue security system which is done gradually with priority branches that have high traffic volume and make replacement of toll equipment which is more than 5 years old	<ol style="list-style-type: none"> 1. Adding GTO Entrances, Exit Gates, and E-Toll GTO 2. Installing CCTV, RTMS, TCT, ALB, magazine train in gates 3. Improving toll equipments

Service Strategy

Creating smooth, secure and convenient toll roads through the modernization of technology operations with the application of technology preferred to toll road segments with high traffic volumes and improving traffic services and complaint service centers that are easily accessible and always in real time

Application

1. Provision of operational technology facilities (CCTV, VMS, RTMS, Fiber Optics)
2. Provision of operational support facilities (communication radio, speed gun, retrolektometer, moving roller, fire extinguisher)
3. Painting of GTO custom road lane marks and procurement of GTO portal installation
4. Zero Potholes and preventive maintenance
5. Scrapping-Filling-Overlay (SFO) Program, preferably in locations with critical load reps and/or critical damage (road conditions)
6. Capacity building programs are prioritized on toll roads with a v/c ratio close to 0.8 based on ppjt
7. Modernization of the use of appropriate and innovative operating technologies with the use of high-value economic materials to support the efficiency and effectiveness of maintenance and ensure the availability of functions and supporting/supplementary facilities of toll roads to maintain security and safety in accordance with the corridors of MSS requirements
8. Improvement of toll road aesthetic program
9. Responsive to natural conservation efforts through road tolls reforestation in order to support carbon emission reduction program and use of green technology and green construction

Access Information on Toll Road Products and Services

Jasa Marga provides access for customers complaining of inconsistencies between information standards of service products and customer requirements standards, through: Jasa Marga Traffic Information Center (JMTIC).

Jasa Marga Traffic Information Center (JMTIC), as a means of providing product information services that support security for customers, Jasa Marga has an information center, namely Jasa Marga Traffic Information Center (JMTIC) which is a communication medium for toll road users. JMTIC will record and follow up on road users' questions and complaints.

Product information services provided through JMTIC are accessible to the public, especially road users through 4 media channels among others:

1. Website: www.jasamarga.com

As an open company, the Company is required to perform with a positive image that continues to increase. In addition, the demands of fast, precise, and accurate corporate information disclosure is one of the characteristics of an open company. In order to do this, the Company already has

Butuh Informasi Jalan Tol?



JASAMARGA TRAFFIC INFORMATION CENTER



www.jasamarga.com

socialization media and online information that support the company's communication strategy, i.e. www.jasamarga.com.

2. Social Media: Twitter @PTJASAMARGA

Along with the increasing needs of toll road users for the latest traffic condition information and in order to improve services to toll road users, in addition to providing Call Center Services, JMTIC also provides access to toll road users via twitter @PTJASAMARGA. Currently, twitter @PTJASAMARGA is controlled by a twitter operator integrated with JMTIC work unit.

Incoming information is divided into several categories, among others:

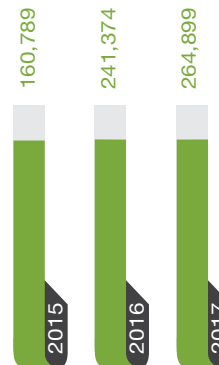
- a. Request traffic condition information
- b. Ask the officer for help
- c. Provide traffic condition information
- d. Complaint/criticism
- e. Suggestion

Currently twitter @PTJASAMARGA provides information on traffic conditions every 20 minutes. In 2017, the number of twitter followers of Jasa Marga reaches 264,899, or increasing 9.75% compared to 2016 as much as 25,525 followers.

3. Closed-Circuit Television (CCTV)

To obtain visual traffic condition information on toll roads in real time, the Company provides CCTV monitoring apps for the segments of toll road that can be accessed via inter-platform browser. For Desktop computer users with different types of operating systems, such as Microsoft Windows, Apple MacOS or Linux, can access the CCTV at the address m.jasamargalive.com.

GRAPH NUMBER OF TWITTER FOLLOWERS 2017

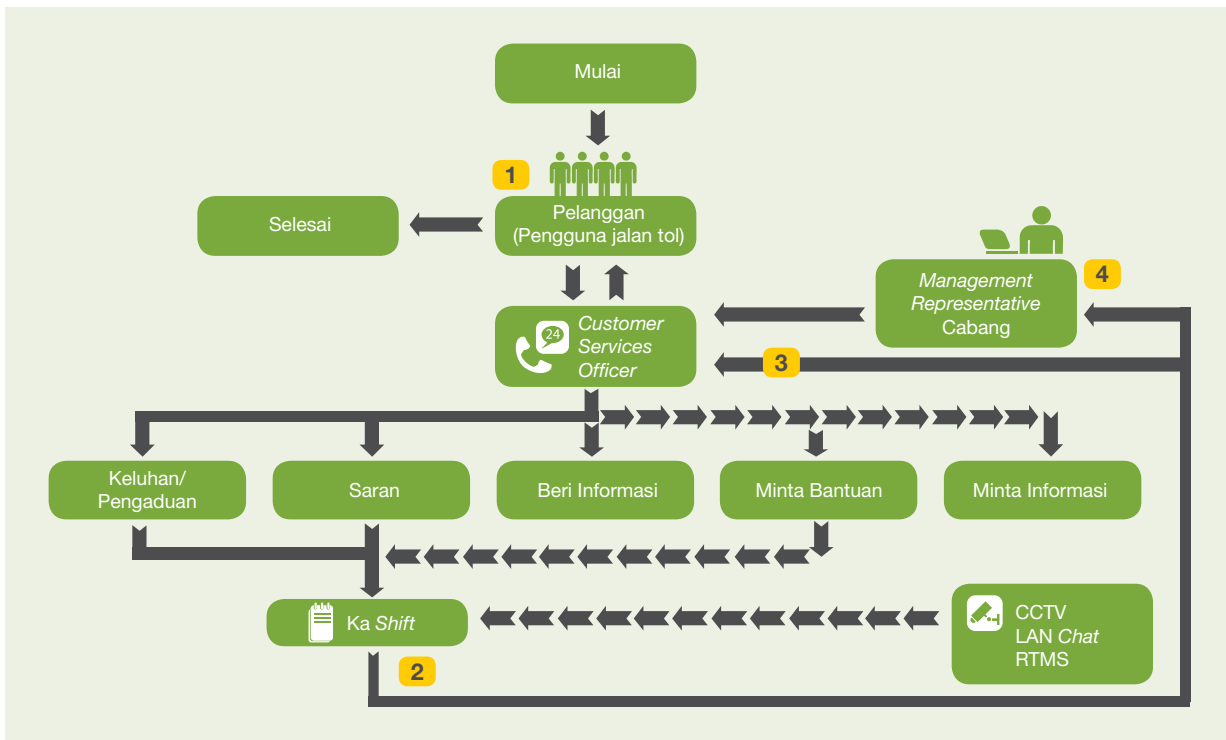


As for users who use gadgets like Google Android, Apple iOS or Blacberry, can access the CCTV at m.jasamargalive.com address. This action is performed so that toll road users can access data presented by the Company with various kinds of computers and latest gadgets. In order to maintain and improve the service quality of real time information presentation, in 2017, the Company conducts routine maintenance activities and optimizes the increase of streaming capability with server improvement.

4. Variable Message Sign (VMS)

In order to raise awareness of JMTIC call center, the Company actively promotes to toll road users through advertisements in online media (www.detik.com) and Variable Message Sign (VMS).

The flowchart displaying customer communication through JMTIC can be explained through the following 4 Flows of Customer communication processes.



Use of Information Channels and Customer Complaints

Throughout the year 2017, the number of incoming calls as many as 368,003 phone calls or decreased 5.52% from 2016 who received the total 389,523 phone calls.

JMTIC CHANNEL USERS DATA

No.	Status	2015	2016	2017
1	Give Information	1,775	725	349
2	Ask for assistance	5,429	6,560	5,077
3	Request Information	492,376	381,611	362,324
4	Complaint/Criticism	568	599	244
5	Suggestion	63	28	9
TOTAL		500,211	389,523	368,003

EMPLOYMENT

EQUALITY OF EMPLOYMENT AND GENDER OPPORTUNITIES

Policies in terms of employment opportunities in the Company, are conducted selectively and openly, without discrimination (gender, race, ethnicity, religion). Policies in terms of employment opportunities, both employee placement and employee career development are set forth in the Collective Labor Agreement (PKB). The Company conducts selective and open career formation and career development without discrimination (ethnicity, race, religion, gender), by prioritizing internal resources with regard to employee performance, competence and ability.

In addition, the Company provides opportunities for employees who have physical limitations in the form of disability of motor function of hand or foot by still fulfilling job requirements in functional group positions and functional staffs.

Employee career movement in the form of promotion and or rotation from 2015 to 2017 can be seen in the following table:

TABLE OF EMPLOYEE CAREER DEVELOPMENT DURING 2015-2017 BY LOCATION

Description	Work Area									Amount		
	Head Office			Branch Office & Project			Subsidiary					
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Promotion	30	101	71	124	127	149	31	63	54	185	291	274
Rotation	143	52	317	267	417	838	47	42	164	457	511	1,319
TOTAL	173	153	388	391	544	987	78	105	642	642	802	1,593

FORCED LABOR AND CHILDREN

In running the business, Jasa Marga is committed to respecting and upholding human rights. It is realized, inter alia, by treating all employees and suppliers/partners equally without discrimination. In 2017, there were no reports of incidents or acts of discrimination. The company also does not exploit or employ children, and all employees work according to the usual working hours of other companies so there is no forced labor in them.

EMPLOYEE REMUNERATION

In order to provide an attractive and competitive remuneration so that it can maintain the retention and can increase employee motivation to produce high performance, in 2017 the Company restructured the employee remuneration. Employee earnings arrangements are made by establishing a market-based salary structure (Minimum Regional Wage/UMR) in addition to salary increases and performance incentives based on employee performance gains.

As one of the SOEs, the Company is committed to pay employee wages in accordance with the provisions of the Ministry of State-Owned Enterprises and the Ministry of Manpower, which meets the minimum regional wage standard (UMR).

EMPLOYEE TRAINING AND CAPACITY DEVELOPMENT

The determination of employee competency development programs is based on Training Need Analysis (TNA) which is determined based on the job description of each level of position. The priority of the development program is in line with the achievement of the Company's business targets in 2016 in order to obtain a 1,260 km concession and to improve employee competency and productivity, the Company focuses on achieving the Key Performance Indicator (KPI) for technical and non-technical competence. Through Jasa Marga Learning Institute (JMLI), employee competency development programs in the form of education and training are continuously carried out, with 3 (three) main focuses:

- Development of technical and non-technical competence of employees in accordance with the requirements of the position.
- Self learning programs equivalent with trainings, including knowledge sharing activities, benchmarking, journal writing, and others.
- Cadre scholarship.

The Training Program in 2017 is focused on the Main Program Groups and their respective objectives as follows:

1. Development of competence in Toll Road Development.
In order to support the accelerated business development program of the Company's toll road, the Management designed a special program of Jasa Marga namely Project Management Workshop with the method of Experiences Learning. As a company that has various prestigious toll road projects and plays an important role in the toll road industry, the Company makes these projects a learning laboratory and a learning-based experience site. The presenters and resource persons of this training are also filled by experts from the Internal parties of the Company

who are directly involved in these important projects, experts in the field of toll roads that take part in the Ministry of PUPR, BPJT officials as well as researchers from independent institutions.

Furthermore, training participants who have been prepared as cadres of toll road project leaders and strategic positions in toll road projects are included in the certification program in collaboration with experienced professional institutions such as the Indonesian Engineers Association, Indonesian Road Development Association and other professional institutions.

2. Program Leadership
In line with efforts to prepare the cadres of the Company's leaders in the future, Management has developed a Leadership program consisting of 5 (five) program levels, namely Basic Leadership, Junior Leadership, Advance Leadership, Senior Leadership and Corporate Leadership.
3. Improving the competence of Operations Officers
In order to improve the carrying capacity of operational employees' performance that interact directly with the road users, the Company in a consistent manner provides motivational training, cultural ethics as well as refresher material standard of service procedures to all Operational Officers such as Toll Collectors, Toll Road Service Officers and Information and Communications Officers. The Heads of each Shift who are the direct supervisors of operational employees, are also given training on supervisory skills to improve their ability to direct the officers in the field. Thus, it is expected that the quality of service to customers can be maintained.

In addition to training in the country, the Company is also commissioned several employees to attend overseas training in order to keep abreast of international developments, as well as Overseas Scholarship as one of Jasa Marga Future Leader development program.

By 2017, the Company has set target training days for each employee, with the realization of 22,639 training days per employee. The number of training days and trainees of 2015-2017 is presented in the table as follows:

TABLE OF TRAINING PROGRAM REALIZATION DURING 2015-2017

Description	2015			2016			2017		
	No. of Days per Person	No. of Participants	No. of Program	No. of Days per Person	No. of Participants	No. of Program	No. of Days per Person	No. of Participants	No. of Program
1. Toll Road Business	1,249	745	53	341	148	15	884	562	18
2. Highway and Traffic Engineering	443	55	7	489	71	4	482	260	12
3. Leadership and Culture	15,287	1,088	30	15,739	3,274	146	4,841	4,140	134
4. Corporate Enabler	4,321	1,651	209	3,280	1,310	175	8,176	3,404	255
5. Related Business	162	19	11	150	15	8	322	143	11
6. Scholarship	-	4	4	-	3	3	126	7	5
7. Self Learning Program Equals with Training	11,501	9,963	325	11,103	10,374	385	7,808	6,735	233
Total	32,963	13,525	639	31,102	15,195	736	22,639	15,251	668

During 2017, the Company has spent Rp. . billion for employee education and training.

TABLE OF EDUCATION AND TRAINING COST DURING 2015-2017 (RP FULL)

Type	2015	2016	2017
Education and Training Cost	15,746,611,916	17,458,508,986	21,054,608,254,00

COMMUNITY ECONOMIC EMPOWERMENT

Economic empowerment of the community is implemented through the implementation of Partnership Program which is part of Partnership and Community Development Program (PKBL) of PT. Jasa Marga (Persero) Tbk. The organizational unit of PKBL was formed based on the Decision of the Board of Directors No. 010/KPTS/1997 dated February 3, 1997 on PKBL Unit as a form of compliance with Decision of the Minister of Finance of the Republic of Indonesia No. 316/KMK/1994, then amended by Regulation of the Minister of State-Owned Enterprises No. 05/MBU/2007 dated 27 April 2007 concerning Partnership Program of State-Owned Enterprises with Small Business and Community Development Program (PKBL) which has been amended by the Regulation of State Minister of State-Owned Enterprises No.: PER-09/MBU/07/2016 dated July 3, 2016 concerning Partnership Program and Community Development Program of State-Owned Enterprises.

The objective of the activities of the PKBL Unit is small business, in this case is individuals or business entities and cooperatives which have net worth of not more than Rp500,000,000.00 (five hundred million rupiah) excluding land and building of business premises, or having annual sales proceeds of at most Rp2.500.000.000,00 (two billion five hundred million rupiah).

Provision of business capital loans in revolving to small and medium enterprises and performing business coaching in order to become strong and independent. The efforts of business coaching are done through:

- a. Educational, training, apprenticeship, marketing, promotion and other assistance related to capacity building of Assisted Partnership Program.
- b. The grant referred to in letter a shall be derived from the allocation of BL Program funds, a maximum of 20% (twenty percent) calculated from Assisted Partnership Program funds disbursed in the current year.

AREAS OF OPERATIONS AND ASSISTED PARTNERS

Implementation of 2017 Partnership Program (PK), Community Development Program has disbursed funds amounting to Rp 52.845.000,- the fund is absorbed by 1428 assisted partners (MB) scattered throughout the territory of Jasa Marga Branches. The business fields run by the assisted partners vary from the sectors of Industry, Service, Trade, Plantation, Agriculture and Livestock.

The Community Development Unit Policy within the Company is conducted through a network of offices comprising of Head Office and eight branch offices with the division of the target area and number of assisted partners from 2015 to 2017 as follows:

ACCUMULATION OF ASSISTED PARTNERS AND AREAS IN 2014 AND 2016 AND 30 JUNE 2017

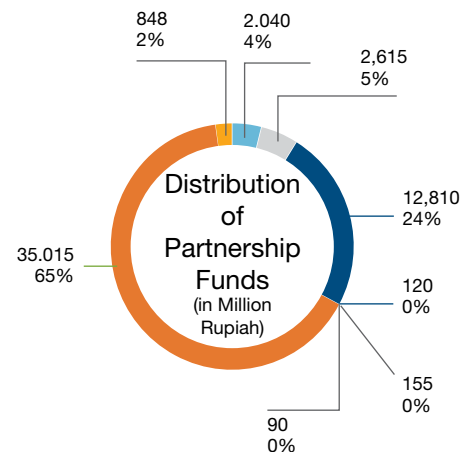
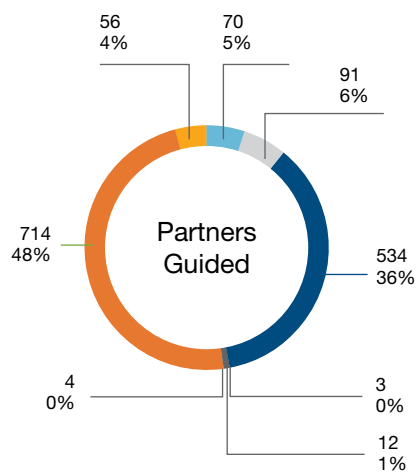
No	Kantor Pusat/Cabang	Wilayah Binaan	2015	2016	2017
1.	Head Office	Outside the operational area of the branch offices	9,149	9149	9,862
2.	Jagorawi	East Jakarta, Bogor, Sukabumi	1,053	1098	1,243
3.	Jakarta-Cikampek	Bekasi, Cikarang, Karawang, Cikampek, Purwakarta	1,413	1439	1,584
4.	Jakarta-Tangerang	West Jakarta, Banten	1,115	1155	1,313
5.	Cawang-Tomang-Cengkareng	South Jakarta, North Jakarta, East Jakarta, Central Jakarta	1,174	1219	1,233
6.	Purbaleunyi	Bandung, Sumedang, Ciamis	1,349	1399	1,523
7.	Surabaya-Gempol	East Java	2,312	2365	2,516
8.	Semarang	Central Java	2,381	2400	2,483
9.	Belmera	North Sumatera	1,577	1606	1,736
10.	Palikanci	Cirebon, Majalengka, Kuningan, Indramayu	1,305	1348	1,435
Total Accumulated Established Partners			24,843	25,194	26,945

In addition to loan disbursement, Community Development has also conducted monitoring to the assisted partners as well as collecting MB obligations, in order to be rolled back to the people who still need it. To support the distribution of partnership programs above, Community Development also provides support through the implementation of training

with various modules of activities such as bookkeeping, entrepreneurship and motivation. In order to help advancing the partners, in addition to channeling, the Community Development rolling fund also provides promotional assistance to the partners in the form of exhibitions.

DISTRIBUTION OF ASSISTED PARTNERSHIP PROGRAM LOAN YEAR 2017

No.	Branch	Industry		Service		Trading		Fishery		Agriculture		Farms		Plantation		MB	Rp
		MB	Rp	MB	Rp	MB	Rp	MB	Rp	MB	Rp	MB	Rp	MB	Rp		
1	Jagorawi	6	185,000,000	5	300,000,000	89	2,035,000,000	-	-	-	-	-	-	-	-	100	2,520,000,000
2	Jakarta-Cikampek	6	100,000,000	24	610,000,000	70	95,000,000	-	-	7	80,000,000	-	-	1	15,000,000	108	1,755,000,000
3	Jakarta-Tangerang-Cengkareng																
	In Town	3	75,000,000	4	285,000,000	58	1,555,000,000	-	-	-	-	-	-	-	-	65	1,915,000,000
	Tangerang	6	145,000,000	11	220,000,000	30	835,000,000	1	30,000,000	-	-	-	-	-	-	48	1,230,000,000
4	Purbaleunyi	20	460,000,000	12	320,000,000	56	1,475,000,000	1	15,000,000	-	-	-	-	-	-	89	2,270,000,000
5	Surabaya-Gempol	9	370,000,000	11	165,000,000	84	1,470,000,000	2	75,000,000	6	75,000,000	-	-	-	-	111	2,155,000,000
6	Semarang	9	410,000,000	6	160,000,000	32	1,340,000,000	-	-	-	-	3	-	-	-	50	2,000,000,000
7	Belmera	3	120,000,000	12	375,000,000	69	1,505,000,000	-	-	-	-	-	90,000,000	-	-	84	2,000,000,000
8	Palikanci	8	175,000,000	6	180,000,000	46	1,645,000,000	-	-	-	-	-	-	-	-	60	2,000,000,000
9	Head Office	-	-	-	-	-	-	-	-	-	-	-	-	713	35,000,000,000	713	35,000,000,000
	Total	70	2,040,000,000	91	2,615,000,000	534	12,810,000,000	4	120,000,000	12	135,000,000	4	90,000,000	714	35,015,000,000	1,428	52,845,000,000



■ Grants (Training & Exhibition)
 ■ Industry
 ■ Service
 ■ Trading
■ Fishery
 ■ Agriculture
 ■ Farms
■ Plantation

COMMUNITY DEVELOPMENT PROGRAM



Is an activity of empowerment and giving of assistance among others development of public facilities and public infrastructure at operational area of PT. Jasa Marga (Persero) Tbk. The Community Development Program is used for purposes that benefit the communities in the Company's operational areas.

In accordance with Regulation of the Minister of State-Owned Enterprises Number: PER-09/MBU/07/2016 dated July 3, 2016 BL program funds are disbursed in the form of:

1. Natural disaster victims assistance.
2. Education and/or training assistance.
3. Health improvement assistance.
4. Development of infrastructure and/or public facilities assistance.
5. Religious facilities assistance.
6. Natural conservation assistance.
7. Social assistance in the context of poverty alleviation.
8. Education assistance, training, apprenticeship, marketing, promotion, and other forms of assistance related to capacity building efforts for the Assisted Partners of the Assisted Partnership Program

TABLE OF COMMUNITY DEVELOPMENT PROGRAM (IN MILLION RUPIAH)

No	Assisted Area	2015	2016	2017
1.	Health	500	808	1,364
2.	Education	3,489	3,344	2,947
3.	Public facilities	1,737	5,785	5,234
4.	Place of worship	1,626	1,887	2,158
5.	Natural disasters	248	449	274
6.	Nature Conservation	157	830	1,426
7.	Poverty Alleviation	437	3,430	7,761
	Total Fund Distribution	8,094	16,533	21,166

Kegiatan program Bina Lingkungan yang telah dilakukan oleh Perusahaan sepanjang tahun 2017 dengan rincian sebagai berikut:

NATURAL CONSERVATION PROGRAM

Activity	Number	Location	Note
In form of:			
1. Planting productive fruit trees i.e.: mango, breadfruit, rambutan,	4,700	Trees	9 Branches
2. Giving of crystal longan seedlings	2,500	Trees	Dusun Krembangan Kec.Panjatan, Dusun Penjalin, Dukuh & Kemiri Kec. Nanggulan Kab. Kulonptogo
3. Provision of Rambutan Rapih Seeds	3,655	Trees	Kel. Ujung-Ujung, Nyamat & Barukan Kec. Tenganan Kota Salatiga
4. Provision of chillies and protective tree seeds	2,500	Trees	RT and RW around Cipayung Sub District
5. Giving of flamboyant tree, golden rain & mahogany	3,470	Trees	Ngawi Kertosono Toll Road
6. Giving of petai, jengkol, mango, jamaican guava, rambutan & orange trees	1,300	Trees	Cisadane river banks, Bojong menteng Village, Rawa Lumbu Sub-District
7. Giving of rambutan, water guava, mango & breadfruit tree seedlings	800	Trees	Cidepit River Banks Semplak Village
8. Giving seeds of mango trees, rambutan, guava, guava crystals	500	Trees	Cibinong Raya Environment
9. Provision of mango seedlings, rambutan	500	Trees	Koang Jaya Village, Karawaci Sub-District
10. Giving seeds of mango, durian and mahogany	1,000	Trees	Jl. Ibrahim Ajie Kiaracandong
11. Giving of mahogany plants	1,500	Trees	KM 9+500 B/B and Gayamsari Circle Semarang
12. Giving seedlings of durian, klengkeng, mango, breadfruit and matoa, red buds, angsana and glodokan	500	Trees	KM 22+000 to KM 23+300 A/B, Jl. Prumnas Mandala, Medan

NATURAL DISASTER RELIEF PROGRAM

Activity	Number	Location	Note
1. Water pump & cleaning equipment assistance for flood victims			Bale Endah Bandung
2. Providing basic food, post-disaster & material support for flood victims			Semarang, Wonogiri and Kulonprogo
3. Providing school supplies, food & post-flood supplies			Banaran Village, Pulung, Dayakan, Badungan Ponorogo & Pacitan, East Java
4. Providing post-disaster food supplies			Posko Terong Peren Gudang Konco, Diardungdung Village Tiganderket Sub-District, Karo Medan North Sumatera

EDUCATION FACILITY PROGRAM

Activity	Number	Location	Note
1. Education assistance in the form of renovation of elementary school library and provision of enrichment books, reference books, local content, teacher's handbook and library supplies	18	Public & Private Elementary Schools	Elementary School within the Toll Roads' Operational Areas
2. Support desk, study chair, Bookshelf and library bench	60	Set	SD Advent Bogor Jl. Pajajaran No. 39 Sukasari, Bogor Timur
3. Al Quran recitation tables, bookcase, white board, LED Projector, fan			TPA Masjid Pondok Hijau
4. Book of 6000 years of the Red and White	150	Piece	UIN Jl. Ir. H. Juanda No. 95 Ciputat
5. Macbook Air, laser printer, Cisco Aironet 1700 series			UIN Jl. Ir. H. Juanda No. 95 Ciputat
6. School equipment (books, pencils, pens)			YPAAB Pondok Cabe Cinangka Sawangan
7. Learning desk facilities, elementary school chairs (@ 20 Tables @ 40 stools)	7	Class	SDN Anggadita V Klari, SDN Duren Jaya I & X, SDN Bojong Menteng V & VI, SDN Bojong Menteng V
8. Sports field materials	1	Package	SMPN 3 Babakan Cikao, Jl. SMP Perum Gandasari Desa Cigelam Kec. Babakancikao, Purwakarta
9. Table, chair, projector, screen tripod, gate			SDN 157 Sukaraja Jl. Terusan Pasteur No. 38 Kel. Husein Sastranegara Kec. Cicendo, Bandung
10. Painting of school walls			SDN Ngesrep 01 Semarang
11. Printer 1 set, library book			SDN Sawah Besar 01 Semarang
12. Projector, laptop, wall fan, rebana instrument			MI Yayasan Baiturrahim Semarang
13. Futsal ball 50, soccer ball 50, volley ball(50), basketball (50)	200	Piece	SD, SMP, SMA in Toll road corridor in Surabaya
14. Toilets and ablution site			SD in Toll road corridor in Surabaya

HEALTH FACILITY PROGRAM

Activity	Number	Location	Note
1. Health Assistance in the form of Free Medicine	10.030	Patient	9 branches of 11 subsidiaries
2. Takjil Distribution to Road Users	37.800	Package	Main Jabotabek toll gate
3. Hearing equipment and sticks for veterans			Badung Bali

WORSHIP FACILITY PROGRAM

Activity	Number	Location	Note
1. Ceramics, Cement, Carpets, Speakers, Dome	13	location	Sabilun Najah Mosque, Al Ahdhar Mosque, At Muttaqin Mosque, Jami Ar Rahman Mosque, Nurul Islam Mosque, Siti Khadijah Mosque, etc
2. Chairs, Material for Pura	2	pura	Pasraman Purna Widya, wantilan Pura Raditya Dharma Cibinong
3. Building Material, Carpets	11	Lokasi	Mosques in Tangerang
4. Building Material Assistance	3	Lokasi	Mosques in Bekasi
5. Building Material Assistance and fence	1	lokasi	Mosques in Bandung
6. Building Material Assistance	2	lokasi	Mosques in semarang
7. Carpet mat	1	lokasi	Mosques in Surabaya
8. Equipment, carpet, generator set	7	lokasi	Mosques in Medan

PUBLIC FACILITY PROGRAM

Activity	Number	Location	Note
1. Development of market phara module C papua	1	location	Jayapura- Papua
2. Development of Village Economic Center	1	Location	Majaksingi Village, Magelang Central Java
3. Mama mama market development	1	Location	Jayapura- Papua
4. RPTRA Equipment and Infrastructures	1	Location	Kramatjati, Jakarta Timur
5. Jogging track and field material	2	Location	Jatiasih and rawalumbu Bekasi City
6. Making gate, public sanitary, road	1	Location	East Jakarta
7. drainage and waste treatment, canteen	5	Location	Tangerang
8. Garbage cart assistance	2	Location	Semarang
9. Garbage bin	75	Piece	Surabaya
10. Police Headquarters	4	Unit	Surabaya
11. Lighting Electricity			Mundu Sub District, Cirebon

POVERTY ALLEVIATION SOCIAL PROGRAM

Activity	Number	Location	Note
1. Three-wheeled transport	1	Piece	Gapoktan which manages HPHKM Bima City
2. Printer supplies, afdruk lamps, cap press machine, screen printing machine, pressing machine	1	package	LPPDSDM Youth Communication Agency of Indonesian Mosque, Tebing tinggi
3. Package distribution of basic needs	15.000	Package	Jabotabek
4. Veteran child trade equipment	1	Package	RT 04/01 Karangsari Village, Cikarang Sub-District, Bekasi
5. basic needs for HKSN & Mother's Day	100	Package	Pesona Mandiri Foundation Perumahan Mutiara Gading Timur Blok B-1 No. 30 Mustika Jaya
6. Goat breeding farms for 5 families	5	Pair	Mluweh Village, East Ungaran Sub-District & Jabungan Village, banyumanik, semarang
7. Village gate for assisted village of Kembang Goyang production	1	Package	Jl. Raya Lenteng Agung
8. Veteran House Reconstruction in Bali Province	9	house	The purpose of BRV's activity is to realize the appreciation of SOEs to the veterans for their services to fight for national independence and sovereignty.
9. Veteran House Reconstruction in South Sulawesi Province	30	House	
10. Provision of working capital for Former Athletes	6	Person	The aid for former national athletes aims to improve the skills of former athletes to get decent work/entrepreneurship considering the condition of former national athletes who are currently under-paid and not being able to get decent jobs.

EDUCATION PROGRAM

Activity	Number	Location	Note
<p>Siswa Mengenal Nusantara (Students Know the Archipelago)</p> <p>The purpose of Siswa Mengenal Nusantara (SMN) program is to instill a sense of pride and love of the homeland since early to high school/vocational school/SLB students. The diversity of the archipelago's wealth and potentials is introduced through the direct interaction of students with the components of Government and communities in the visited province</p>	18	Public & Private Elementary Schools	Participants of the activities are high school/vocational/SLB class XI students from a number of districts and cities within the province, 2 of them are students who have disability and attend school in SLB. Balinese students are sent to North Maluku, North Maluku students sent to Bali

ENVIRONMENTAL PERFORMANCE

ENVIRONMENTAL COSTS

In 2017, Jasa Marga issues an environmental cost of Rp 33.53 billion for environmental management, monitoring and research, as well as prevention and anticipation of environmental degradation including climate change and toll road operations management.

USE OF ENVIRONMENTALLY FRIENDLY MATERIALS

Operational activities for the construction and repair of toll roads and facilities using sturdy materials that will produce good road quality by paying attention to the environmentally friendly aspects of the material. The Company uses the main materials such as aggregate, asphalt, sand, cement or some other material. The Company ensures the use of environmentally friendly materials and no material classified as toxic and hazardous materials (B3) used in this process. The following is the data information on the use of materials based on the volume of its use.

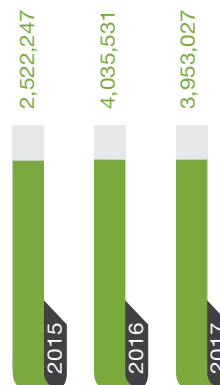
TYPES OF RECYCLED MATERIALS

The periodic toll road construction improvement activities resulted in residuals from the main materials of used asphalt. This residual material is not recycled, but can be used directly. One form of direct utilization of this residual material is for the construction of roads in the areas surrounding the toll roads under construction.

ENERGY UTILIZATION

Energy utilization is used for the purpose of supporting operational activities. Jasa Marga's operational activities can not be separated from the use of direct and indirect energy. The direct energy use of these primary energy sources consists of diesel and gasoline (premium and pertamax). Both types of energy sources are used as the energy source for operational vehicles and toll road material transport vehicles. All operational vehicles use pertamax fuel, in accordance with the policy of the Ministry of SOEs, that SOEs should use non-subsidized fuel. While heavy equipment, genset, etc. use diesel fuel. During 2017, the total fuel costs already incurred by the Head Office and Branches for both types of energy sources, namely Pertamina/Pertalite amounted Rp 1.449.794, and Diesel Fuel (Dex) amounted Rp 1,763,023.

FUEL BURDEN OF HEAD OFFICE AND BRANCHES (In Full Rupiah)



The Company realizes that the energy sources used in the operational process of toll road management are generally sources of non renewable energy. Therefore, Jasa Marga continuously makes efforts to reduce this energy consumption by increasing efficiency and seeking alternative renewable energy sources. The following is the information on the use of primary energy resources.

THE USE OF PRIMARY ENERGY RESOURCES (THE COMPANY AND SUBSIDIARIES)

Energy Resources	Satuan	2015	2016	2017
Diesel Fuel	liter	21,325,75	93,589,00	134,999
Premium	liter	392,882,76	1,452,974,12	1,449,794
Pertamax	liter	1,137,201,34	673,503,47	605,208
Dex	liter	970,837,50	1,731,294,45	1,763,026
Total	liter	2,522,247,35	4,035,531,04	3,953,027

Towards the use of those primary energy sources, the Company has calculated the energy conversion used and the resulting CO2 emissions. Here are the data of used energy conversion and the resulting CO2 emissions.

ENERGY CONVERSION (THE COMPANY AND SUBSIDIARIES)

Energy Resources	Energy Conversion	2015	2016	2017
Diesel Fuel	GJ	2.39	19.88	28.68
Premium	GJ	387.76	1,434.03	1,430.89
Pertamax	GJ	94.70	56.09	50.40
Dex	GJ	75.77	135.12	137.60
Total	GJ	560.62	1,645.12	1,611.49

EMISSION CO2 (THE COMPANY AND SUBSIDIARIES)

Energy Resources	Emisi CO2	2015	2016	2017
Diesel Fuel	kg eq CO2	56,910.11	474,369.40	684,261.98
Premium	kg eq CO2	953,284.34	3,525,472.80	3,517,756.61
Pertamax	kg eq CO2	2,553,464.79	1,512,280.50	1,358,930.28
Dex	kg eq CO2	2,059,101.98	3,671,996.40	3,739,297.57
Total	kg eq CO2	5,622,761.22	9,184,119.14	8,996,355.27

In performing the operational activities of toll road management, in addition to using indirect energy, the Company also utilizes indirect energy. Such Indirect energy is the electrical energy supplied by State Electricity Company (PLN). Utilization of this energy is to meet the needs of head office, branch offices, lighting for substations and lighting around the operational facilities.

USE OF ELECTRICAL ENERGY (THE COMPANY AND SUBSIDIARIES)

Explanation	Unit	2015	2016	2017
PLN Electricity	KWh	48,708,924.00	50,007,156.85	52,033,034.901
	GJ	175,352.13	180,025.77	187,318,931.20

ENERGY SAVING

The Company realizes that the need for raw materials in the form of non-renewable energy sources can not be replaced in this reporting period. Nevertheless, in order to continue to contribute to the environment, Jasa Marga is making serious efforts in managing energy sources to be effective and efficient. Some of the electrical energy saving initiatives undertaken among others:

1. Use of Public Street Lighting (PJU) using LED, for electrical energy saving in as much as 7.004 points.
2. Use of Solar Cell for general street lighting
3. Energy-efficient AC replacement program and the use and regulation of AC temperature according to the company's requirements.
4. Policy to turn off unused room lights.

SOLAR CELL UTILIZATION

Toll Road Segment	Energy Utilization		
	2015	2016	2017
Jagorawi	543	567	567
In the city - Airport	43	382	382
Jakarta-Tangerang	0	1,053	1,053
Jakarta-Cikampek	0	628	828
JLJ	0	0	0
Purbaleunyi	780	778	778
Palikanci	306	366	366
Semarang	95	424	424
Surabaya-Gempol	1,295	1,325	1,325
Belmera n.a	100	245	352

SOLAR POWER PLANT

The installation of Solar Power Plant is done in Head Office environment, covering the existing Head Office, New Head Office Building and New Building of Jagorawi Branch Office with 1,435 solar modules with the total power of PLTS is estimated at 47.340 kWp.

AIR POLLUTION AND EMISSION CONTROL

In order to control pollution and greenhouse gas (GRK) emission, Jasa Marga continues to undertake various initiatives, in addition to saving on the use of existing electrical energy. Seriousness in reducing GRK emission is realized through the use of fuel with higher octane value on the vehicle operational company. Emissions from exhaust gases released by fuel (BBM) with higher octane values are considered more environmentally friendly.

Jasa Marga also pays close attention to emission control efforts that potentially contain ozone-depleting substances (ODS). Potential emission sources of ODS are the use of chlorofluorocarbon (CFC) freons in air conditioning, and the use of halons for light extinguishers (APARs). To that end, Jasa Marga realizes the replacement of refrigerant in air conditioning equipment with refrigerant that is more environmentally friendly. (G4-EN20)

2015 AIR QUALITY MONITORING RESULT

Threshold	CO	SO2	NO2	Dust
	30,000	900	400	230
Palikanci	1145	38	16.85	74.14
Semarang	7453	20,575	97,75	321.25
Jagorawi	56338.8	50.50	43.1	65.3
Jakarta-Tangerang	6506.75	231.75	180.5	185.4
Jakarta-Cikampek	6063.4	290	162.3	221.1
Belmera	309.8125	84.18	81.66	147.25
Purbaleunyi	972.44	22.90	39.05	103.185
Surabaya - Gempol	2	15	15.8	0.41
CTC	358	48	91.1	122.8

2016 AIR QUALITY MONITORING RESULT

Threshold	CO	SO2	NO2	Dust
	30.000	900	400	230
Palikanci	1145	26.8	22.1	98.9
Semarang	3507.1	20.54	15.5	246.3
Jagorawi	4407	10.95	40.75	339.08
Jakarta-Tangerang	6506.75	231.75	180.5	185.4
Jakarta-Cikampek	7564.75	319.63	186.6	230.13
Belmera				
Purbaleunyi				
Surabaya - Gempol				
CTC	7441	298.67	172.3	0.32

2017 AIR QUALITY MONITORING RESULT

Ambang Baku	CO	SO2	NO2	Debu
	30.000	900	400	230
Palikanci	1145	38	16.85	74.14
Semarang	7453	20.575	97.75	321.25
Jagorawi	56338.8	50.50	43.1	65.3
Jakarta-Tangerang	6506.75	231.75	180.5	185.4
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CTC	358	48	91.1	122.8

WATER UTILIZATION

In general, the use of water in operational activities for the purposes of workers, especially the needs of Office Household (RTK). The use of water applies to all head office, branches or operating units. The fulfillment of water needs in Jasa Marga is obtained from PDAM and ground wells. In relation to the use of water sourced from the ground wells, Jasa Marga undertakes supervision and monitoring in order to ensure that the fetching and utilization of water do not interfere with water sources. Here is the data of the use of water payment.

WATER UTILIZATION (COMPANY)

Water Source	Unit	2015	2016	2017
PDAM	Rp	2,950,837,952	3,244,148,138	3,103,743,241

PRODUCT DEVELOPMENT RESPONSIBILITY

The Company places customer satisfaction as a fundamental and important aspect. Security, convenience and smoothness on toll roads for toll road users is a commitment of the Company to realize customer satisfaction.

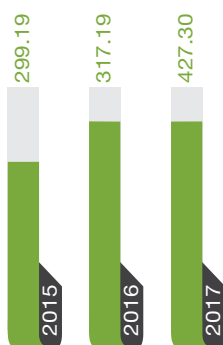
ROAD USER SAFETY GUARANTEE

The Company always maintains the quality of the road in an effort to maintain the comfort, safety and smoothness of the toll road as well as the safety guarantee for toll road users. Some of the initiatives undertaken by the Company are among others:

1. Scrapping Filling Overlay (SFO)

Scrapping Filling Overlay (SFO) is a toll road maintenance activity undertaken to keep the asphalt of toll roads in good condition. In 2017, the Company has undertaken SFO activities to maintain the quality of toll roads spread across all sections managed by the Company. The toll road SFO fund in 2017 reaches Rp 427.30 billion, experienced an increase compared to SFO toll roads in 2016 amounting to Rp 317.19 billion.

GRAPH OF MAINTENANCE PERIODIC FUND (SFO) TOLL ROAD
(in Rp Billion)



2. Lighting of Toll Roads

In 2017, toll road electronic facilities in the form of toll road lightings cover 433 PJU lamp points and PJU lamp replacement of 375 points. For the installation and replacement of the PJU lamp, the Company spent approximately Rp22 billion.

3. Gate Capacity Improvement

Service improvement to meet the needs of traffic volume services continue to increase. The improvement of the service is focused on modernizing the operating system and increasing the gate capacity. Modernization is done by continuing to add the number of Automatic Toll Gates (GTO) and increasing access to real time traffic service information.

Road Hole Management Team (Tim Sapu Lubang)

Tim Sapu lubang is a team formed by each Branch to organize hole handling. This team in the Board of Directors' Decision number 25/KPTS/2017, dated February 10, 2017 on the Hole Handling Procedure on Toll Road, is referred to as the Hole Handling Team (*Tim Penanganan Lubang*).

The team is working to realize the Zerophothole program, with the task to close the road hole within 1x 24 hours after receiving inspection reports or complaints from road users. Each Branch has a number of Tim Sapu Lubang who are always ready to serve the convenience of toll road construction as for the team.

No	Branch/Segment	Number of Tim Sapu Lubang
1	Dalam Kota dan Sedyatmo	2 team
2	Jakarta-Tangerang	1 team
3	Purbaleunyi	6 team : - Cipularang A (2 team) - Cipularang B (2 team) - Padaleunyi (2 team)
4	Surabaya-Gempol	1 team
5	Semarang	1 team
6	Palikanci	2 team
7	Belmera	1 team
8	JORR	Night Shift: 4 regular team, 1 team for SFO Day Shift : 2 team (1 team coolmix, morning), (1 team hotmix, afternoon)
9	Jagorawi	1 team
10	Japek	12 team

Overload Vehicle Operation

In addition to efforts to improve the quality of toll road services, the Company conducted an Integrated Operation of Controlling Overload Vehicle in cooperation with the Department of Transportation and the Police. Overload Vehicles are caught on the operations performed by each branch with varied time of implementation (5-7 days).

The purpose of those operations is to create a culture of orderly traffic, so that the condition of toll road is smooth, safe and comfortable for the riders. Heavy vehicles with excessive loads are subjected to those operations, as they often cause damage to road pavement and hamper traffic as they travel at underspeed speeds.

DATA OF OVERLOAD VEHICLES (IN UNITS)

No	Description of Branch	No. of Vehicle (Overload)		
		2015	2016	2017
1.	Surabaya Gempol	20	78	418
2.	Cawang Tomang Cengkareng	-	-	251
3.	Cabang Jagorawi	248	280	232
4.	Cabang Palikanci	104	-	170
5.	Cabang Jakarta-Cikampek	451	-	392
6	Purbaleunyi	159	-	9,925
7	Semarang	83	426	35
8	Belmera	1	24	125
9	Jakarta Tangerang	217	-	8

Zero Pothole (The Road Without a Hole)

In serving the road users, Jasa Marga always ensures the toll roads are in good condition and comfortable to pass. Various construction service programs such as zero pothole (no hole), scrapping filling and overlay i.e. routine maintenance are performed by Jasa Marga to keep the road condition always in high performance condition. Also, the widening or addition of road capacity is carried out to keep the road users' traveling speed in control.

Based on the study conducted by the Company, the hole emerging on the toll road is not only due to high rainfall, but also supported by other factors such as the age of toll road equipments (already old) and vehicle loads that exceeded the maximum limit set above 10 tons, so it will not be suitable for use since the roads are built only for vehicles under 10 tons.

The Company and its subsidiaries continue to develop and innovate in resolving hole problems on toll roads by using the slogan "Zero Pothole." If in 2017, the Company closes the hole with a commonly-applied method, i.e. with Cold Mix asphalt and Hotmix asphalt, then in 2016 the Company adds its innovation by using concrete material i.e. Rapid Setting (Concrete Patching) and Asphaltic Plug. These methods are used according to the condition of the located hole and road.

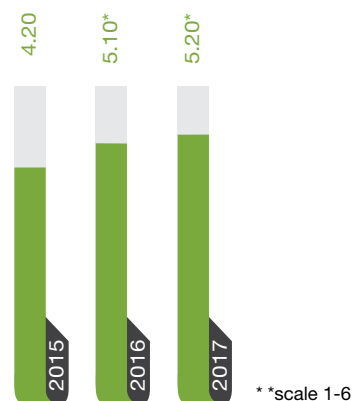
In some locations there are toll roads with construction of concrete pavement (rigid pavement). It is required a form of technology that can accelerate the implementation of the repair of concrete damage at the site with certain condition where the lane of the toll road has relatively high volume of vehicles, so it will not be possible to repair the damage during the day or by closing the lane on the location where the repair is conducted in a long time because it will have an impact on the occurrence of traffic congestion.

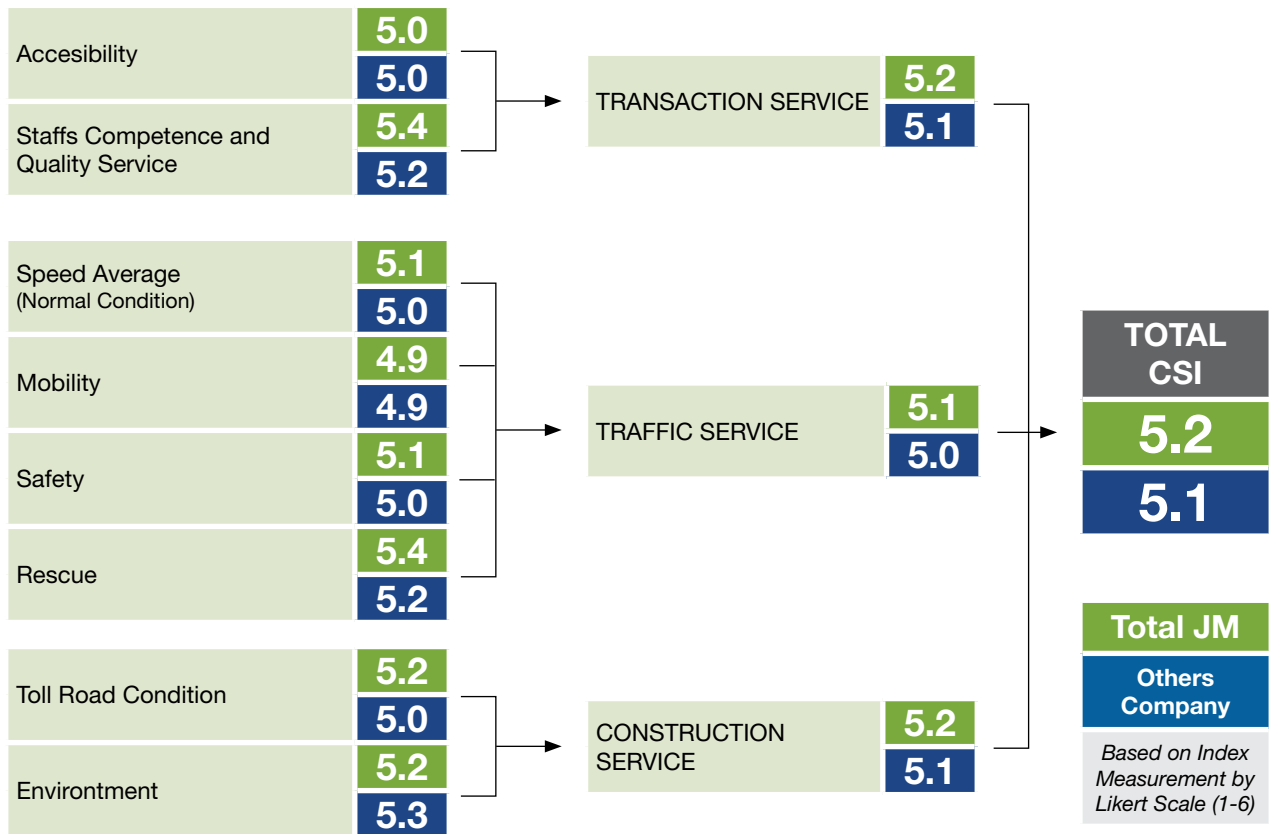
Customer Satisfaction Survey

Customer satisfaction level survey was conducted by using questionnaire method to the respondents. This survey was conducted to measure stakeholders' perceptions on the quality of the Service and other information among others:

- Understanding customer profile based on customer characteristics (social demography) and mobility characteristics;
- Understanding customer behavior related to toll road services;
- Obtaining customer perception and type of services including understanding the reasons why those customers use toll roads as well as the needs and demands of toll road users on Jasa Marga services;
- Measuring customer index, i.e. customer satisfaction and dissatisfaction indices, customer prioritized needs, priority for improvement, speed of response and completion of customer complaints, as well as customer loyalty index;
- Measuring media effectiveness to communicate with customers in 2016.

GRAPH OF CUSTOMER SATISFACTION SURVEY





Jasa Marga is committed to implementing customer satisfaction programs by campaigning on the importance of excellent service or Service Excellence with the highest priority on the safety aspects of workers, work areas, equipments and the environment. This commitment is done by performing the following strategic steps:

1. Increasing transaction time speed to reduce queue at toll gates.
2. Streamlining traffic through increased service capacity and delivering real time traffic information in order to reduce travel disruption.
3. Improving the quality of road, bridges and complementary operational buildings' construction.

FEEDBACK SHEET

We would like to ask all stakeholders to kindly provide feedback after reading this sustainability report by sending email or send this form by fax or mail.

You're Profile

Nama (If applicable) : _____
 Institution/Company : _____
 Email : _____
 Phone/Mobile : _____

Stakeholders Group

- Government Media
 NGO Academic
 Company Others, please explain: _____
 Community

Please choose the most suitable answer

- This report is useful to you:
 Strongly Disagree Disagree Neutral Agree Strongly Agree
- This report describes the Company's performance in sustainability development:
 Strongly Disagree Disagree Neutral Agree Strongly Agree
- This report is easy to understand:
 Strongly Disagree Disagree Neutral Agree Strongly Agree
- This report is interesting:
 Strongly Disagree Disagree Neutral Agree Strongly Agree
- This report increases your confidence in the Company's sustainability:
 Strongly Disagree Disagree Neutral Agree Strongly Agree

Please complete the below statements:

- Which report sections are most useful to you:

- Which report sections are less useful to you:

- Which sections on the report are most interesting to you:

- Which report sections are less interesting to you:

- Please provide your *advice/suggestions/comments* on this report:

Thank you for your participation.
 Kindly send this form to:

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GRI STANDARDS APPLICATION STATEMENT [102-54]

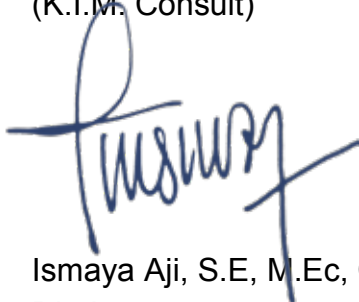


Laporan Penerapan *Global Reporting Initiative (GRI) Standards*

PT Kharisma Integrasi Manajemen (K.I.M. Consult) telah melakukan pengecekan kesesuaian kriteria *Global Reporting Initiative (GRI) Standards* untuk pilihan inti atas Laporan Keberlanjutan PT Jasa Marga (Persero) Tbk. 2017 ("Laporan"). Pengecekan dilakukan untuk memberikan gambaran tentang sejauh mana kriteria GRI Standards telah diterapkan dalam Laporan tersebut. Pengecekan ini bukan merupakan opini atas kinerja keberlanjutan maupun kualitas informasi yang dimuat dalam Laporan tersebut.

Kami menyimpulkan bahwa Laporan ini telah menyajikan pengungkapan informasi-informasi keberlanjutan, baik sepenuhnya maupun sebagian, sesuai dengan kriteria GRI Standards.

PT Kharisma Integrasi Manajemen
(K.I.M. Consult)



Ismaya Aji, S.E, M.Ec, CSRA.
Direktur

CROSS REFERENCE TO FINANCIAL SERVICES AUTHORITY REGULATION (POJK) NO. 51/POJK.03/2017

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Note:

*) N.A (Not Available)

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2017

SUSTAINABILITY REPORT



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