



Adaptif dan Inovatif Mengatasi Tantangan untuk Wujudkan Jalan Tol Berkelanjutan

Adaptive and Innovative,
Overcoming Challenges Towards
More Sustainable Toll Roads



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Laporan tahunan ini memuat kata "Jasa Marga", dan "Perseroan" yang didefinisikan sebagai PT Jasa Marga (Persero) Tbk yang menjalankan kegiatan usaha di bidang perusahaan jalan tol. Penyebutan satuan mata uang "Rupiah", "Rp" atau IDR merujuk pada mata uang resmi Republik Indonesia, sedangkan "Dolar AS" atau USD merujuk pada mata uang resmi Amerika Serikat. Semua informasi keuangan disajikan dalam mata uang Rupiah.

This Annual Report may contain several statements which are projections and future views that illustrate the Company's perspective on future financial events and performances, as well as financial conditions, business and operations results, economic conditions, sector conditions, traffic conditions, and related plans and objectives.

These views are based on current estimates and assumptions that can change along with uncertainties, contingencies and various business, economic and competition risks that can change at any time; can cause actual results, performance and events to differ materially from those predicted or projected; and this is beyond the control of the Company and the Company's Board of Directors. These statements are not directly or exclusively related to historical facts and do not reflect the Company's intentions, plans, expectations, assumptions and beliefs about future events. There is no guarantee that future events will occur, projections will be achieved, or the Company's assumptions are correct. These statements are not and cannot be considered as a representation of the Company's future performance.

This Annual Report contains the terms "Jasa Marga" and the "Company" that are defined as PT Jasa Marga (Persero) Tbk that runs business activity in toll road concessions. The mention of currency "Rupiah", "Rp" or IDR refers to official currency of Republic of Indonesia, meanwhile, "US Dollar" or USD refers to official currency of United States of America. All of the financial information are presented in Rupiah currency.

PEMBERITAHUAN TABEL DAN GRAFIK

TABLES AND CHARTS INFORMATION

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

The tables and charts in this Annual Report describe numerical data with writing standards following Indonesian rules. Numerical writing in the text uses Indonesian and English language standards accordingly.

TEMA DAN ARTI TEMA

THEME AND THE MEANING OF THEME



Jalan Tol Ngawi-Kertosono-Kediri
Ngawi-Kertosono-Kediri Toll Road



ADAPTIF DAN INOVATIF MENGATASI TANTANGAN UNTUK WUJUDKAN JALAN TOL BERKELANJUTAN

Tahun 2021 menjadi tahun kedua pandemi COVID-19 muncul di Indonesia dan masih merupakan periode yang penuh tantangan untuk bisnis Jasa Marga. Peluang dari perkembangan teknologi digital yang begitu pesat dimanfaatkan oleh Perseroan untuk terus berinovasi dalam meningkatkan pelayanan. Pandemi COVID-19 memberikan pengaruh yang cukup signifikan pada penurunan mobilitas masyarakat yang tentunya berdampak pada kinerja Perseroan. Namun, Jasa Marga berhasil meningkatkan kinerja positif di tahun ini dengan adanya pertumbuhan pendapatan tol, implementasi *asset recycling* dan penetapan prioritas program kerja dalam rangka efisiensi beban usaha.

Seluruh upaya Perseroan dalam menjalankan bisnisnya dilakukan dengan asas keberlanjutan dengan memperhatikan keselarasan antara ekonomi, sosial, dan lingkungan.

ADAPTIVE AND INNOVATIVE, OVERCOMING CHALLENGES TOWARDS MORE SUSTAINABLE TOLL ROADS

The year 2021 was the second year the COVID-19 pandemic hit Indonesia and was still the period full of challenges for Jasa Marga's business. Jasa Marga has made use of the opportunities arising from the rapid development of digital technology in innovating continuously to improve its services. The COVID-19 pandemic has influenced the decline of people's mobility quite significantly, leading to the impact on the Company's performance. This year, however, Jasa Marga has succeeded in improving its positive performance shown in the growth of toll revenues, implementation of asset recycling and setting up of priorities for work programs in order to maintain efficiency in operating expenses.

All of the Company's efforts in running its business are carried out on the principle of sustainability by taking into account the harmony between economic, social, and environmental aspects.

KESINAMBUNGAN TEMA THEME CONTINUITY

2020

Menyeimbangkan Pertumbuhan Berkelanjutan dan Stabilitas Finansial untuk Membangun Ketahanan Balancing Sustainable Growth and Financial Stability to Build Resilience

PT Jasa Marga (Persero) Tbk merupakan operator jalan tol pertama dan terbesar di Indonesia. Perseroan telah mengoperasikan 1.191 km jalan tol atau 51% dari keseluruhan total panjang jalan tol beroperasi di Indonesia ± 2.346 km. Dengan kondisi-kondisi tersebut di atas, menjadikan Jasa Marga sebagai pemimpin dalam industri jalan tol di Indonesia baik dari sisi panjang jalan tol beroperasi maupun volume lalu lintas transaksi yang melalui jalan tol.

PT Jasa Marga (Persero) Tbk is the first and largest toll road operator in Indonesia. The Company has operated 1,191 km toll road or 51% of the total length of operated toll roads in Indonesia, covering ± 2,346 km. Considering these conditions, Jasa Marga has become the Indonesian toll road industry leader in terms of the total length of operated toll roads and the volume of traffic transactions passing the toll roads.



2019

Mengandakan Bisnis, Memperkuat Konektivitas Doubling the Business, Strengthening Connectivity

Jasa Marga terus mengembangkan ruas-ruas tol baru dalam rangka mendukung tercapainya percepatan pertumbuhan dan pemerataan ekonomi Indonesia. Jasa Marga berkontribusi terhadap penguatan konektivitas antarwilayah sekaligus mengembangkan pertumbuhan dan melipatgandakan bisnis Perseroan.

Jasa Marga continuously developed new toll roads to support the achievement of Indonesian economic growth acceleration and distribution. Jasa Marga contributes to the inter-region connectivity strengthening while developing and doubling the Company's business growth.





2018

Connecting Indonesia Connecting Indonesia

Jasa Marga berkomitmen dalam mewujudkan salah satu misi Perseroan yaitu "Memimpin Pembangunan Jalan Tol di Indonesia untuk Meningkatkan Konektivitas Nasional". Perseroan memiliki sasaran dalam lima tahun ke depan untuk terus tumbuh dan meningkatkan nilai Perseroan.

Jasa Marga has always been committed to realizing one of the Company's missions of "Leading the Development of Toll Roads in Indonesia to Enhance National Connectivity." One of the Company's goals in the next five years is to continue growing and increasing the Company's value.

2017

Transformasi untuk Pertumbuhan Berkelanjutan Transformation for Sustainable Growth

Jasa Marga terus melakukan inovasi dan bertransformasi menjadi perusahaan modern yang memegang kepemilikan jalan tol terbesar di Indonesia. Berbagai inovasi dalam bidang teknologi dan operasional jalan tol mulai dikembangkan oleh Perseroan guna memenuhi misi Perseroan dalam memimpin pembangunan jalan tol di Indonesia.

Jasa Marga continued innovating and transforming into a modern company with the most significant ownership of toll roads in Indonesia. Various innovations in technology and toll road operational necessities have been developed by the Company to fulfill the Company's mission in leading the development of toll roads in Indonesia.

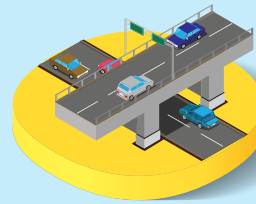


KEUNGGULAN JASA MARGA JASA MARGA'S EXCELLENCE



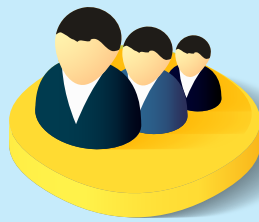
Kemampuan Pendanaan yang Kuat Strong Financial Capability

- Memiliki kemampuan keuangan yang solid untuk menunjang ekspansi bisnis dengan ditopang oleh 13 ruas jalan tol di level induk yang telah optimal (*mature*).
- Mampu menjaga kinerja keuangan dari tahun ke tahun di tengah fase investasi yang masif dengan beragam penerbitan alternatif pendanaan.
- Having a strong financial capability to support business expansion supported by 13 toll roads at the parent level that have been optimized (*mature*).
- Able to maintain financial performance from year to year amid a massive investment phase with various alternative funding issuances.



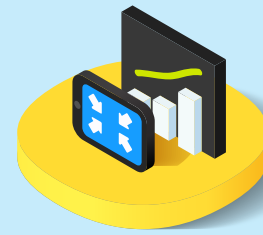
Pengoperasian Jalan Tol Terpanjang dan Inovatif The Longest and Innovative Toll Road Operation

- Mengoperasikan jalan tol sepanjang 1.246 km dan menguasai *market share* dalam total jalan tol yang telah beroperasi yaitu sebesar 51%.
- Mengembangkan sistem pembayaran tol non tunai nir henti berbasis *Single Lane Free Flow (SLFF) with barrier* dengan teknologi *Radio Frequency Identification (RFID)* melalui aplikasi *Let It Flo* dan melakukan Uji Coba SLFF secara Terbatas Non Komersial.
- Melakukan peningkatan kualitas layanan pengoperasian dan pemeliharaan dengan layanan yang inovatif, mengedepankan perkembangan teknologi, ramah lingkungan, dan berkesinambungan secara konsisten.
- Operating 1,246 km of toll roads and dominating the market share in terms of operated toll road by 51%.
- Develop drive-thru tap-less toll payment system based on Single Lane Free Flow (SLFF) with a barrier with Radio Frequency Identification (RFID) technology through Let It Flo application and Conduct a Non-Commercial Limited Trial of SLFF.
- Improving the quality of operation and maintenance services with innovative services, prioritizing technological developments, being environmentally friendly, and consistently sustainable.



Modal Insani yang Handal Reliable Human Capital

- Memiliki modal insani yang handal dan berpengalaman di bisnis industri jalan tol.
 - Mengoptimalkan peran strategis Jasa Marga Group melalui penerapan model interaksi antara *Asset Owner*, *Asset Manager*, dan *Service Provider* serta melakukan perbaikan proses bisnis secara berkelanjutan.
 - Mengimplementasikan *Jasa Marga Performance Development Management* dan integrasi Sistem *Human Capital* berbasis *Information & Communication Technology* (ICT).
 - Memperdalam internalisasi budaya perusahaan sebagai salah satu upaya mendorong pengembangan dan peningkatan kinerja karyawan dalam lingkungan yang harmoni.
- Having reliable and experienced human capital in toll road industry business.
 - Optimizing the strategic role of the Jasa Marga Group by implementing business interaction model between Asset Owners, Asset Managers, and Service Providers as well as carry out continuous improvement of business processes.
 - Implementing *Jasa Marga Performance Development Management* and Integration of Human Capital System based on Information & Communication Technology (ICT).
 - Deepening the internalization of corporate culture to encourage the development and improvement of employee performance in a harmonious environment.



Resilient Industry Resilient Industry

Umumnya bisnis jalan tol memiliki karakteristik *resilient industry*. Secara historis pertumbuhan pendapatan tol selama 42 tahun cenderung stabil menghadapi siklus ekonomi seperti di saat krisis ekonomi tahun 1998, kenaikan harga minyak tahun 2008, dan perlambatan ekonomi tahun 2015. Kejadian luar biasa di akhir tahun 2019 dengan munculnya pandemi COVID-19 membawa dampak yang besar terhadap industri jalan tol karena diberlakukannya pembatasan sosial. Namun demikian, seiring dengan membaiknya kondisi dan penanganan pandemi COVID-19, *recovery* dari sisi kinerja bisnis jalan tol cukup cepat dan mulai berangsur normal.

Generally, the toll road business has the characteristics of resilient industry. Historically, for 42 years toll revenues tend to be on the stable side when it comes to facing economic crises. Such as the situation during the 1998 economic crisis, the rise of oil price in 2008, and deceleration of economic growth in 2015. The extraordinary event at the end of 2019, signified by the emergence of the COVID-19 pandemic, brought significant impacts to toll road industry due to the implementation of social restrictions. However, along with the improvement of the general conditions as well as the management of COVID-19 pandemic, recovery on the side of toll road business performance occurs quite fast and gradually turns to normal.

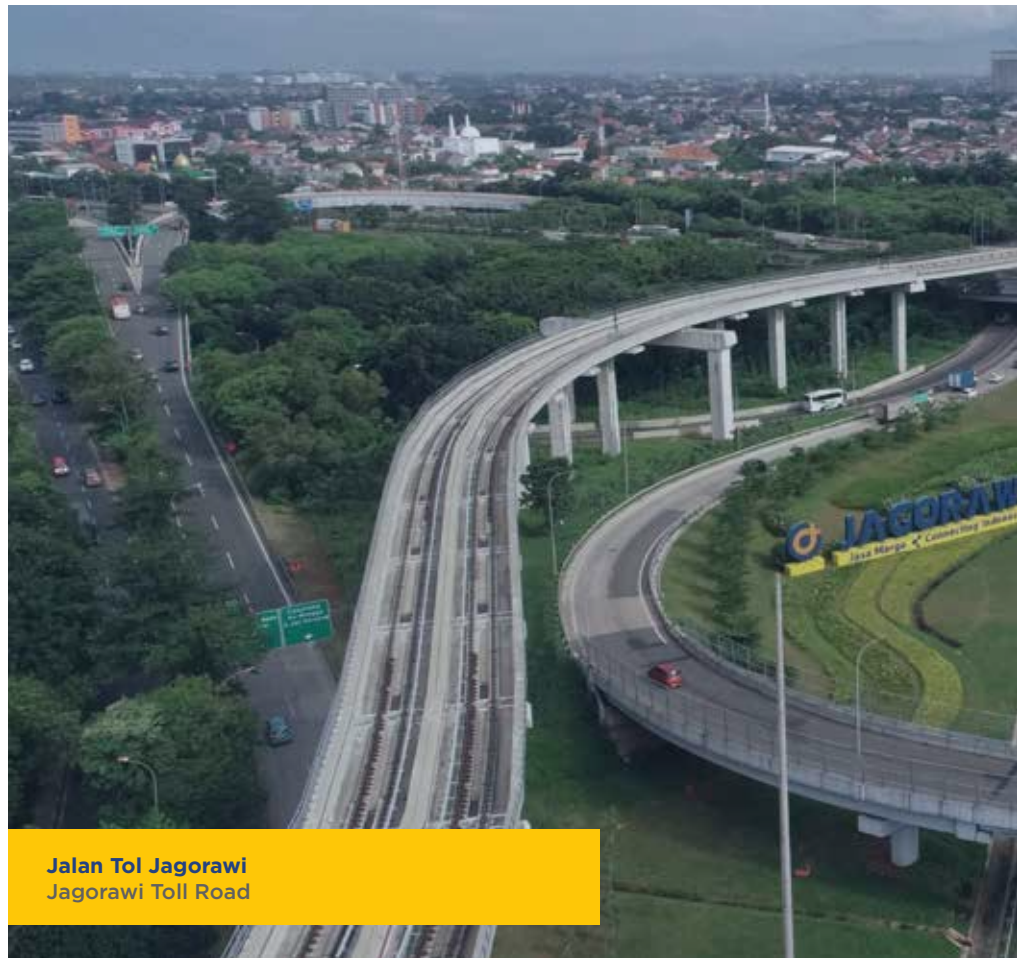
KINERJA 2021 2021 PERFORMANCE



65,2%
MARGIN EBITDA
EBITDA MARGIN

Dalam rangka menghadapi ketidakpastian atas adanya pembatasan akibat penyebaran COVID-19, Perseroan melakukan mitigasi risiko dengan beberapa skema rencana aksi, meliputi: melakukan prioritas program kerja baik beban maupun belanja modal dengan tetap menjaga pemenuhan Standar Pelayanan Minimal (SPM), mengupayakan relaksasi dan/atau restrukturisasi pendanaan untuk menekan biaya keuangan, dan *re-view* jadwal pengoperasian proyek sesuai dengan kondisi Perseroan. Keberhasilan pelaksanaan mitigasi risiko ini membawa Perseroan tetap dapat mempertahankan kinerjanya dengan mencatatkan Laba Bersih yang masih positif di tahun 2021 sebesar Rp1.615,3 miliar serta menjaga stabilitas Margin EBITDA di level 65,2% secara konsolidasi.

In order to face the uncertainty of restrictions due to the spread of COVID-19, the Company conducted risk mitigations through several action plan schemes, including: prioritizing work programs in both expenses and capital expenditures while maintaining compliance with Minimum Service Standards (SPM), striving for financing relaxation and/or restructurisation to reduce financial costs, and reviewing project operation schedule based on the Company's conditions. The successful implementation of this risk mitigation has led the Company to maintain its performance by recording a consolidated positive Net Profit of Rp1,615.3 billion in 2021 and holding a stable EBITDA margin of 65.2%.



Jalan Tol Jagorawi
Jagorawi Toll Road

Kinerja Tahun 2021 vs Tahun 2020 2021 vs 2020 Performance

Keberhasilan Perseroan dalam meningkatkan kinerjanya di tahun 2021 dapat dilihat dari pencapaian pendapatan usaha di luar konstruksi sebesar Rp11.776,4 miliar atau tumbuh 22,8% dibandingkan tahun 2020. Hal ini menunjukkan komitmen Perseroan untuk mendorong realisasi penyesuaian tarif di tahun 2021. Selain itu, Perseroan terus mengupayakan pengendalian beban usaha yang tercermin dari pencapaian EBITDA sebesar Rp7.675,5 miliar atau tumbuh 28,3% dari tahun sebelumnya. Adapun untuk meningkatkan profitabilitas di tahun 2021, Perseroan melakukan aksi korporasi dimana laba bersih tercatat sebesar Rp1.615,3 miliar atau meningkat 222,4% dari tahun 2020.

The Company has succeeded to improve its performance in 2021 as shown at the non-construction operation revenues achieved at Rp11,776.4 billion or increased by 22.8% compared to 2020. It shows the Company's commitment to pursue toll road's tariff adjustment in 2021. In addition, the Company has been striving continuously to control operating expenses which reflected in EBITDA, at Rp7,675.5 billion or increased by 28.3% compared with the previous year. As for profitability enhancement in 2021, the Company took corporate actions where net profit was recorded at Rp1,615.3 billion or increasing by 222.4% from 2020.

PENDAPATAN USAHA | REVENUE

Rp **11.776,4**
miliar | billion





**Pengembangan Bisnis
Prospektif**
Prospective Business
Development

Hingga Desember 2021, Perseroan berhasil mengoperasikan 28 Tempat Istirahat (TI) dan Tempat Istirahat dan Pelayanan (TIP).

As of December 2021, the Company has successfully operated 28 Rest Areas (TI) and Rest and Service Areas (TIP).

Penambahan Panjang Jalan Tol Beroperasi
Operated Toll Road Length Addition

Hingga Desember 2021, Perseroan telah mengoperasikan sepanjang 1.246 km jalan tol, dengan penambahan pengoperasian jalan tol di tahun 2021 sebesar 55,9 km dengan rincian sebagai berikut:

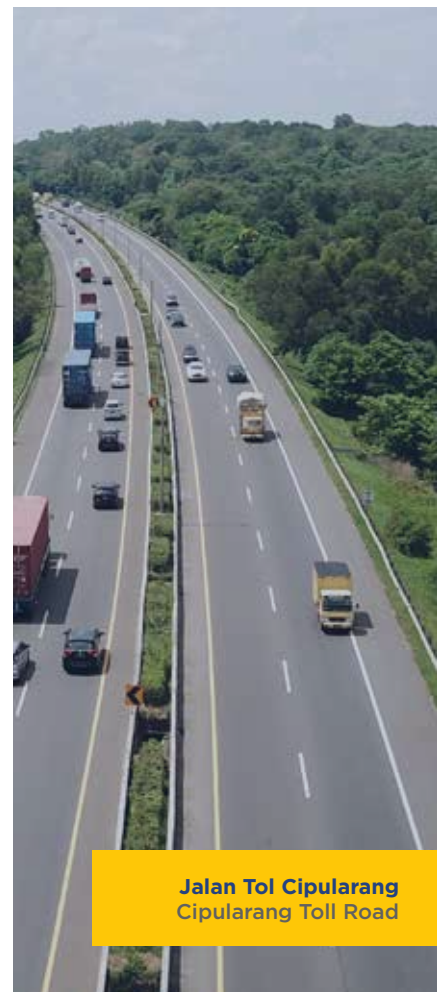
- Pengoperasian Bogor Ring Road Seksi 3A sepanjang 2,9 km.
- Pengoperasian ruas Serpong-Cinere Seksi 1 Serpong-Pamulang sepanjang 6,5 km.
- Pengoperasian ruas Cengkareng-Batu Ceper-Kunciran sepanjang 14,2 km.
- Pengoperasian ruas Balikpapan-Samarinda Seksi 1 dan 5 sepanjang 32,4 km.

As of December 2021, the Company has operated 1,246 km of toll roads, with the addition of 55.9 km of toll road operations in 2021 with details as follows:

- Operation of Bogor Ring Road Section 3A along 2.9 km.
- Operation of Serpong-Cinere Section 1 Serpong-Pamulang section along 6.5 km.
- Operation of the 14.2 km Cengkareng-Batu Ceper-Kunciran section.
- Operation of the Balikpapan-Samarinda Sections 1 and 5 sections of 32.4 km.

PANJANG JALAN TOL BEROPERASI
LENGTH OF TOLL ROAD OPERATING

1.246 KM



Pengembangan Bisnis Pengoperasian Jalan Tol Toll Road Operating Business Development

Dalam bidang pengoperasian jalan tol, Perseroan telah melakukan berbagai pengembangan yaitu:

- Pengembangan dan uji coba sistem pembayaran tol non tunai nir-henti berbasis *Single Lane Free Flow (SLFF) with barrier* dengan teknologi *Radio Frequency Identification (RFID)* melalui aplikasi *Let It Flo* pada 100 titik ruas Jasa Marga Group.
- Pengembangan sistem penentuan golongan kendaraan secara otomatis atau *Automatic Vehicle Classification (AVC)* dengan melakukan beberapa uji coba dengan menggunakan teknologi *sensor based* dan *AI based* yang telah diimplementasikan di beberapa lajur transaksi di ruas Jagorawi, Jakarta-Cikampek, JORR E1, E2, E3, JORR W2S, dan Ulujami-Pondok Aren.
- Pengendalian kendaraan angkutan barang di jalan tol dengan teknologi *Weigh in Motion (WIM)* dan uji coba penegakan hukum terintegrasi sistem *Electronic Traffic Law Enforcement (ETLE)* milik Kepolisian, telah diterapkan di ruas JORR Seksi E. Sampai dengan tahun 2021, Perseroan telah memiliki Sertifikasi Tera untuk WIM di ruas Jagorawi dan Jakarta-Tangerang, sedangkan untuk semua jenis WIM (ruas JORR Seksi E, Jagorawi, Jakarta-Tangerang, Semarang ABC, Surabaya-Gempol, Ngawi-Kertosono, dan Padaleunyi) telah memiliki Surat Izin Tipe.
- Pengembangan *Jasa Marga Toll Road Command Center (JMTC)* melalui penerapan *Intelligent Transportation System (ITS)* seperti *Jasamarga Integrated Digitalmap (JID)* dan *digital mobile app* untuk pengguna jalan tol (Travoy).
- Penerapan *Intelligent Maintenance System (IMS)* seperti pengembangan aplikasi pemeliharaan di ruas Jasa Marga Group dan realisasi pemantauan Nilai Ketidakrataan Jalan dari pengukuran menggunakan *Hawkeye* melalui aplikasi JID.
- Memperoleh sertifikat *green toll road* untuk Jalan Tol Pandaan-Malang dan Gempol-Pandaan, yang diselenggarakan oleh *Green Infrastructure and Facilities Indonesia*, sub divisi dari *Green Product Council Indonesia (GPCI)*, dan *Star Rating Certificate* berstandar internasional dari *International Road Assessment Programme (iRAP)* untuk ruas Jagorawi, Cipularang dan Sedyatmo serta berhasil memenuhi target *star rating 3* (atau lebih) sesuai *United Nation's Sustainable Development Goals* dan *Global Road Safety Performance Target*.
- Hingga Desember 2021, Jasa Marga melalui anak perusahaannya PT Jasamarga Tollroad Operator (JMTO) telah mengoperasikan 1.371,9 km jalan tol beroperasi termasuk jalan tol milik Badan Usaha Jalan Tol lain sepanjang 108 km.

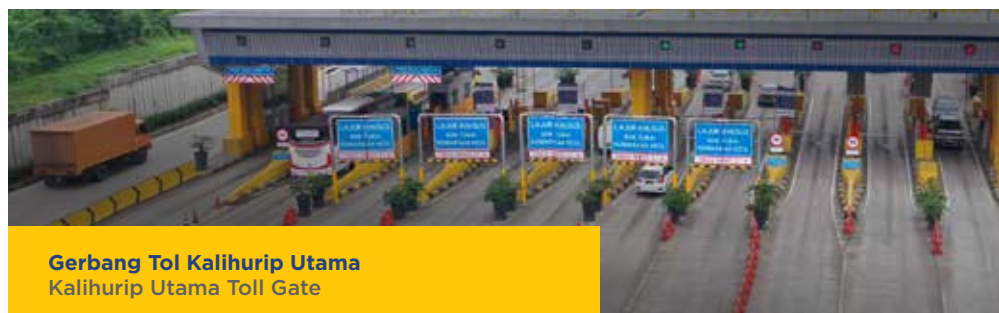
In toll road operations sector, the Company has carried out various developments, as follows:

- Development of drive-thru cashless toll payment system based on *Single Lane Free Flow (SLFF) with barrier* with *Radio Frequency Identification (RFID)* technology using *Let It Flo* application at 100 points of the *Jasa Marga Group* section.
- Development of *Automatic Vehicle Classification (AVC)* by doing some trial using *sensor-based* and *AI-based* technologies that has been implemented in several transaction lines in Jagorawi, Jakarta-Cikampek, JORR E1, E2, E3, JORR W2S, and Ulujami-Pondok Aren section.
- The control of freight vehicles on toll roads with *Weigh in Motion (WIM)* technology and an integrated law enforcement trial of the Police's *Electronic Traffic Law Enforcement (ETLE)* system, has been implemented in the JORR E section. Until 2021, the Company has obtained a Certification for Services Capability in Calibration for WIM in Jagorawi and Jakarta-Tangerang sections, while for all types of WIM (JORR E Section, Jagorawi, Jakarta-Tangerang, Semarang ABC, Surabaya-Gempol, Ngawi-Kertosono, and Padaleunyi sections) already have Certification of Type Approval.
- Development of *Jasa Marga Toll Road Command Center (JMTC)* through the implementation of *Intelligent Transportation System (ITS)* such as *Jasamarga Integrated Digitalmap (JID)* application and digital mobile app for toll road users (Travoy).
- Application of *Intelligent Maintenance System (IMS)* such as the development of maintenance applications at *Jasa Marga's Group* and the realization of *Roughness Index* monitoring which measured using *Hawkeye* through the JID application.
- Obtained *green toll road* certificate for Pandaan-Malang and Gempol-Pandaan Toll Roads held by *Green Infrastructure and Facilities Indonesia*, a sub-division of *Green Product Council Indonesia (GPCI)* and international standard *Star Rating Certificate* recognized by *International Road Assessment Program (iRAP)* and has successfully fulfilled the target *star rating of 3* (or higher) based on the *United Nation's Sustainable Development Goals* and *Global Road Safety Performance Targets*.
- Until December 2021, *Jasa Marga* through its subsidiary, *PT Jasamarga Tollroad Operator (JMTO)* has operated 1,371.9 km of operating toll roads, including toll roads owned by *Other Toll Roads Business Entity* with 108 km long.



RFID 100

Gardu Tol | Toll Gates



Gerbang Tol Kalihurip Utama
Kalihurip Utama Toll Gate



Pengembangan Bisnis Pengoperasian Jalan Tol Toll Road Operating Business Development

Dalam bidang pemeliharaan jalan tol, hingga Desember 2021, Perseroan melalui salah satu anak usahanya yaitu PT Jasamarga Tollroad Maintenance (JMTM), telah memiliki Kontrak Manajemen Pemeliharaan Jalan Tol sepanjang 1.117,5 km dan 22 Kontrak Proyek di luar Kontrak Manajemen.

In toll road maintenance sector, until December 2021, the Company, through one of its subsidiary, PT Jasamarga Tollroad Maintenance (JMTM) signed Toll road maintenance management contract along 1,117.5 km and signed 22 projects contract besides management contract.

Pengembangan Talenta Talent Development

Dalam bidang *Human Capital*, Perseroan berhasil melakukan pengembangan sebagai berikut:

- Mencetak 5 kader yang diangkat menjadi Direksi BUMN, baik di dalam internal Perseroan maupun di BUMN lain, dimana satu diantaranya merupakan Direksi Milenial.
- Melakukan pengembangan pada *platform* terintegrasi JM Click 2.0 melalui penambahan fitur *Employee Development Plan* dan perbaikan pada fitur *Jasa Marga Performance Management*.
- Perseroan mendorong pengembangan talenta-talenta yang berkualitas serta meningkatkan keterwakilan perempuan dan milenial di jajaran BOD-1. Realisasi persentase jumlah perempuan dalam *nominated talent* Perusahaan adalah 22,8% dan realisasi persentase milenial dalam *nominated talent* Perseroan adalah 32,9%.

In *Human Capital* sector, the Company has managed various development as follows:

- To produce 5 cadres who were appointed as Board of Directors of SOEs, both internally in the Company and in other SOEs, where one of them is a Millennial Board of Directors.
- To conduct development on the integrated JM Click 2.0 platform through the addition of the Employee Development Plan feature and improvements to the Jasa Marga Performance Management feature.
- The Company encourages the development of quality talents and increases the representation of women and millennials in the BOD-1 range. The realization percentage of women in the Company's nominated talent was 22.8% and the realization percentage of millennials in the Company's nominated talent was 32.9%.



**KONTRAK PEMELIHARAAN
MAINTENANCE CONTRACT**

1.117,5 km

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02 LAPORAN MANAJEMEN

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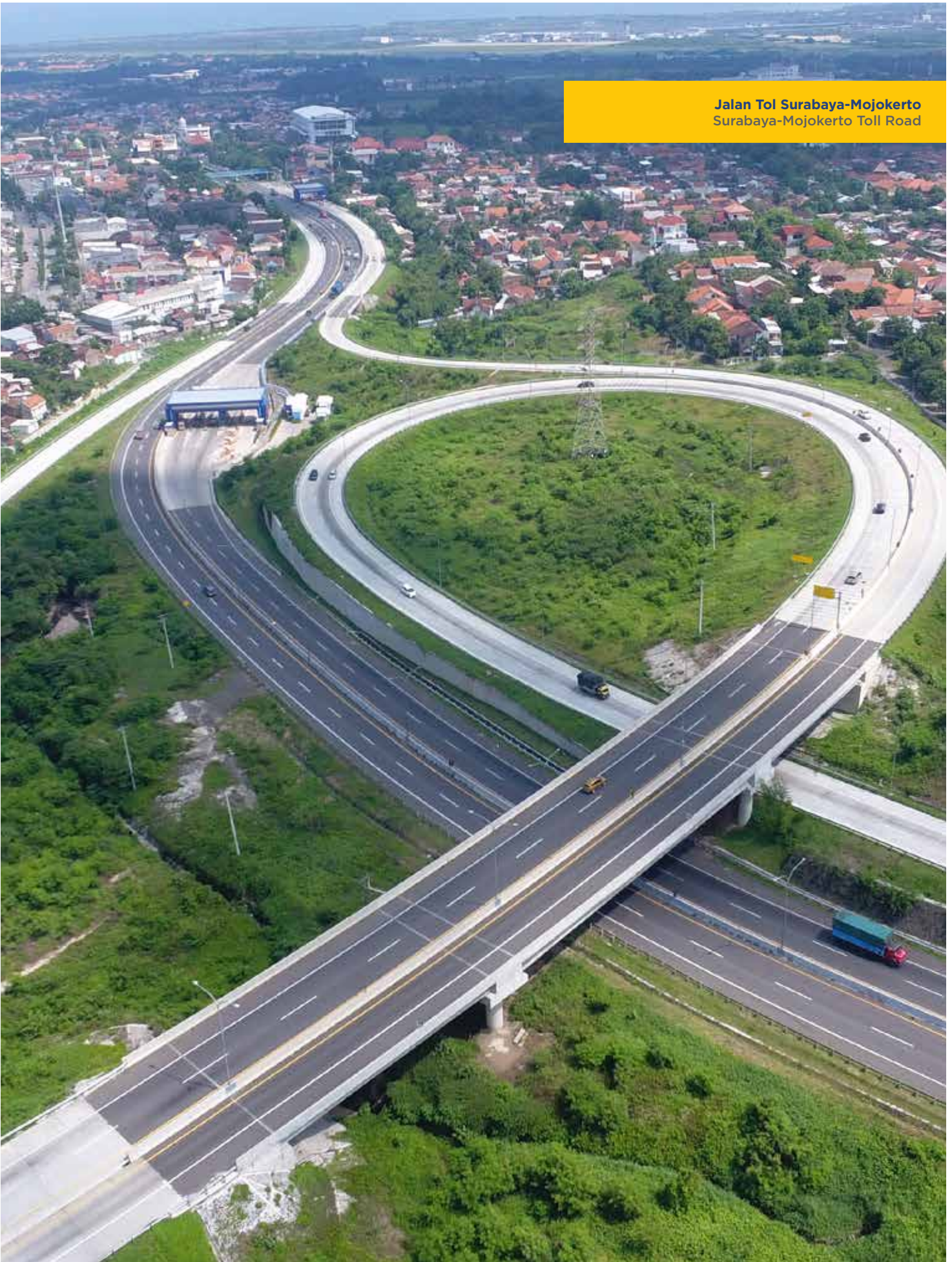
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Jalan Tol Surabaya-Mojokerto
Surabaya-Mojokerto Toll Road

01



IKHTISAR

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Situasi pandemi COVID-19 di Indonesia terus menunjukkan perbaikan, kasus harian COVID-19 mulai berkurang. Perkembangan tersebut sejalan dengan penanganan pandemi yang semakin membaik di berbagai kawasan. Hal tersebut berdampak peningkatan kinerja keuangan 2021 yang lebih baik dibandingkan tahun sebelumnya. Perseroan masih dapat memenuhi Standar Pelayanan Minimum (SPM) dengan pencapaian 100% dan melakukan penambahan panjang jalan tol beroperasi menjadi 1.246 km.

COVID-19 pandemic in Indonesia continues to showing improvement, daily cases of COVID-19 are starting to decrease. This is in line with the improvement of handling process in several areas. It has an impact on 2021 Company's financial performance which was better compared to previous year. The Company can still fulfill Minimum Service Standards (SPM) with 100% achievement and increase the length of operating toll roads to 1,246 km.

IKHTISAR KEUANGAN

FINANCIAL HIGHLIGHTS

(Dalam miliar Rupiah, kecuali dinyatakan lain)
(In billion Rupiah, unless stated otherwise)

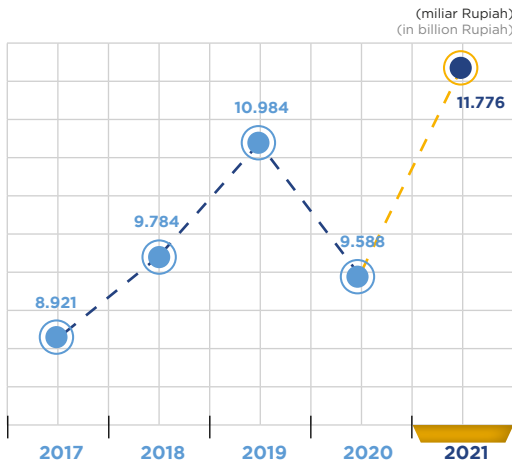
Uraian Description	2021	2020	2019	2018	2017
Laporan Laba Rugi dan Penghasilan Komprehensif Lainnya Konsolidasian Consolidated Statement of Profit or Loss and Other Comprehensive Income					
Pendapatan Usaha Operating Revenue	11.776	9.588	10.984	9.784	8.921
Pendapatan Tol Toll Operating Revenue	10.786	8.763	10.131	9.036	8.281
Pendapatan Usaha Lain Other Operating Revenue	990	825	853	748	640
Pendapatan Konstruksi Construction Revenue	3.393	4.116	15.361	27.189	26.170
Beban Pendapatan Cost of Revenue	(8.667)	(8.349)	(19.901)	(31.057)	(29.784)
Laba Usaha Profit from Operations	6.720	4.466	5.857	5.415	4.648
EBITDA EBITDA	7.676	5.984	6.882	6.023	5.481
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	2.072	696	3.098	3.210	3.250
Beban Pajak Penghasilan Income Tax Expense	(1.201)	(738)	(1.024)	(1.174)	(1.157)
Laba Tahun Berjalan yang Dapat Diatribusikan kepada: Profit for the Year Attributable to:					
Pemilik Entitas Induk Owners of the Parent Entity	1.615	501	2.207	2.203	2.200
Kepentingan Non Pengendali Non-controlling Interest	(744)	(543)	(133)	(166)	(107)
Total Laba (Rugi) Tahun Berjalan Total Profit for the Year	871	(42)	2.074	2.036	2.094
Total Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan kepada: Total Comprehensive Income for the Year Attributable to:					
Pemilik Entitas Induk Owners of the Parent Entity	1.532	644	2.130	2.250	1.988
Kepentingan Non Pengendali Non-controlling Interest	(744)	(543)	(133)	(165)	(107)
Total Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	788	(101)	1.996	2.084	1.881
Laba per Saham (Rupiah penuh) Earning per Share (in Rupiah, full amount)	222,6	69,0	304,1	303,5	303,2
Posisi Keuangan Konsolidasian Consolidated Statements of Financial Position					
Total Aset Total Assets	101.243	104.087	99.680	82.419	79.193
Total Liabilitas Total Liabilities	75.743	79.311	76.494	62.220	60.833
Total Ekuitas Total Equity	25.500	24.776	23.186	20.199	18.359
Belanja Modal Capital Expenditure	5.836	7.369	20.711	24.974	26.783
Investasi pada Entitas Asosiasi dan Ventura Bersama Investment in Associates and Joint Ventures	6.537	4.591	4.395	3.160	887
Modal Kerja Bersih Net Working Capital	(1.653)	(4.223)	(29.914)	(19.451)	(6.011)

(Dalam miliar Rupiah, kecuali dinyatakan lain)
(In billion Rupiah, unless stated otherwise)

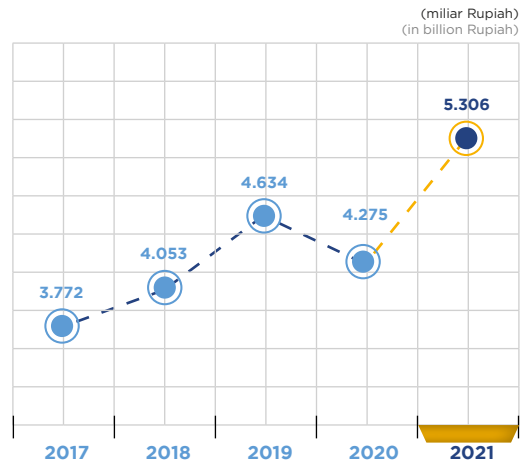
Uraian Description	2021	2020	2019	2018	2017
Arus Kas Konsolidasian Consolidated Cash Flows					
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	2.767	1.441	3.405	910	4.356
Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	(4.363)	(24.183)	(15.915)	(7.179)	(12.678)
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	3.447	22.998	10.983	6.214	11.185
Kenaikan Neto Kas dan Setara Kas Net Increase of Cash and Cash Equivalents	1.851	256	(1.527)	(55)	2.863
Kas dan Setara Kas pada Awal Tahun Cash and Cash Equivalents at Beginning of the Year	4.597	4.342	5.943	6.873	4.125
Kas dan Setara Kas pada Akhir Tahun Cash and Cash Flows at End of Year	6.279	4.597	4.342	5.943	6.873
Rasio Keuangan Utama (%) Financial Ratios (%)					
Rasio Laba (Rugi) terhadap Aset Return on Asset Ratio	1,6	0,5	2,2	2,7	2,8
Rasio Laba (Rugi) terhadap Ekuitas Return on Equity Ratio	6,3	2,0	9,5	10,9	12,0
Marjin Laba (Rugi) terhadap Pendapatan Usaha Net Profit Margin Ratio	13,7	5,2	20,1	22,5	24,7
Rasio Lancar Current Ratio	86,2	71,7	28,0	38,0	76,0
Rasio Liabilitas terhadap Jumlah Ekuitas Debt to Equity Ratio	297,0	320,1	329,9	308,0	330,9
Rasio Liabilitas terhadap Jumlah Aset Debt to Asset Ratio	74,8	76,2	76,8	75,5	76,8
EBITDA Margin EBITDA Margin	65,2	62,4	62,7	61,6	61,4



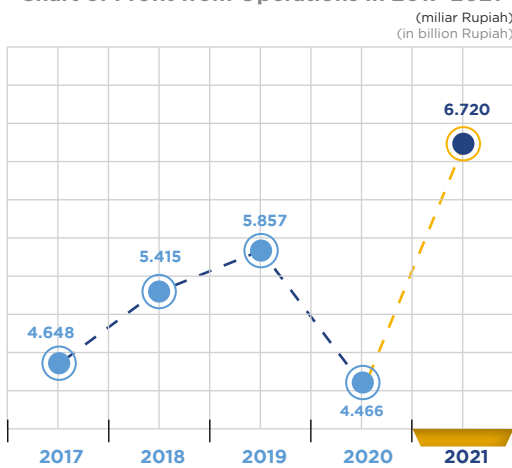
Grafik Pendapatan Usaha di Luar Pendapatan Konstruksi 2017-2021
Chart of Non-Construction Operating Revenue in 2017-2021



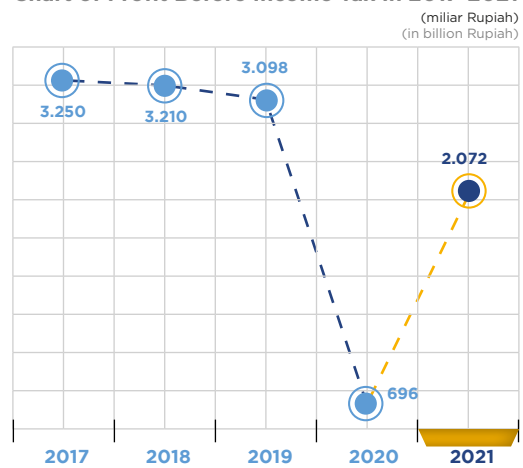
Grafik Beban Pendapatan di Luar Beban Konstruksi 2017-2021
Chart of Non-Construction Operating Cost in 2017-2021



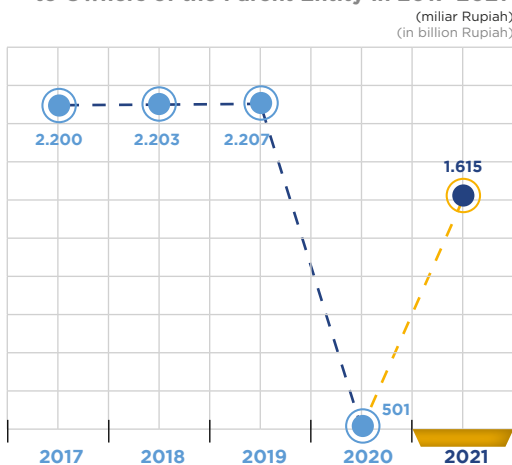
Grafik Laba Usaha 2017-2021
Chart of Profit from Operations in 2017-2021



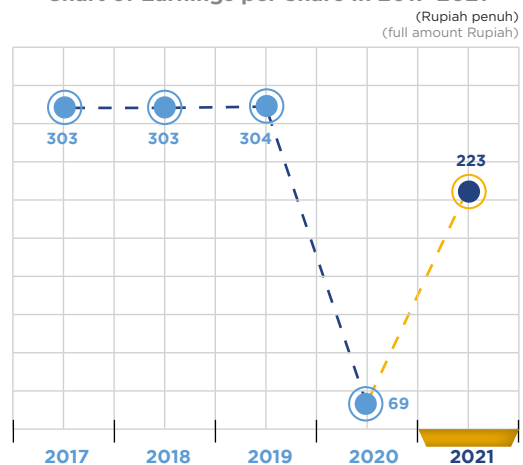
Grafik Laba Sebelum Pajak Penghasilan 2017-2021
Chart of Profit Before Income Tax in 2017-2021



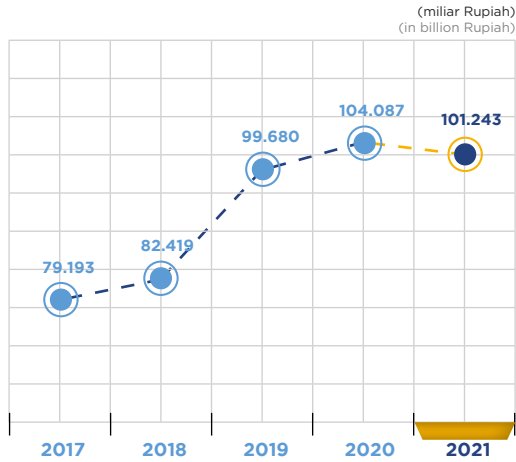
Grafik Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk 2017-2021
Chart of Profit for the Year Attributable to Owners of the Parent Entity in 2017-2021



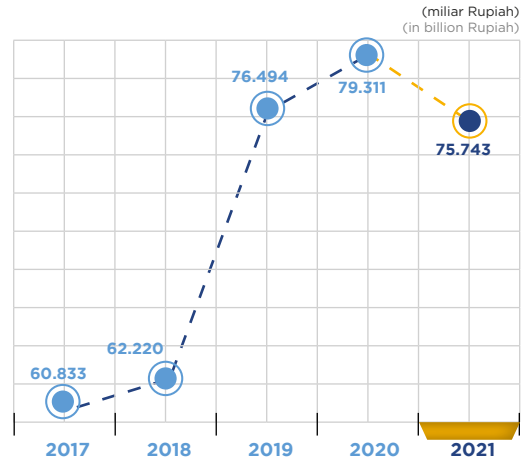
Grafik Laba Bersih per Saham 2017-2021
Chart of Earnings per Share in 2017-2021



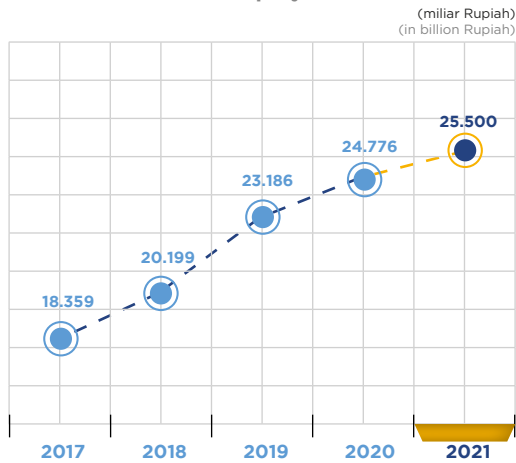
Grafik Total Aset 2017-2021
Chart of Total Assets in 2017-2021



Grafik Total Liabilitas 2017-2021
Chart of Total Liabilities in 2017-2021



Grafik Total Ekuitas 2017-2021
Chart of Total Equity in 2017-2021



Lajur Khusus Pengguna FLO Gerbang Tol Cengkareng
Special Lane for Cengkareng Toll Gate FLO Users

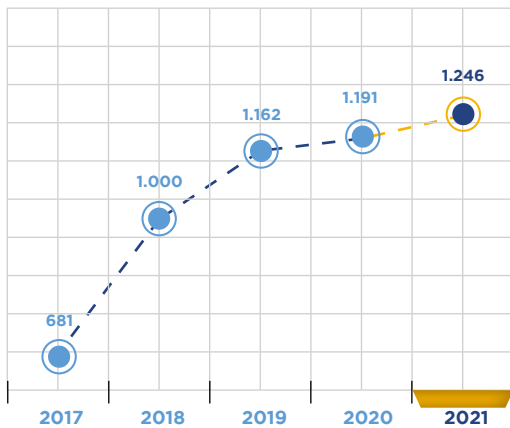
IKHTISAR OPERASIONAL OPERATIONAL HIGHLIGHTS

(Dalam miliar Rupiah, kecuali dinyatakan lain)
(In billion Rupiah, unless stated otherwise)

Uraian Description	2021	2020	2019	2018	2017
Panjang Jalan Tol Beroperasi (km) Total Length of Operated Toll Roads (km)	1.246	1.191	1.162	1.000	681
Hak Konsesi Jalan Tol (km) Toll Roads Concession Rights (km)	1.603	1.603	1.527	1.527	1.497
Volume Lalu Lintas Transaksi (jutaan kendaraan) Volume of Traffic Transactions (million vehicles)	1.066	979	1.234	1.263	1.350
Volume Lalu Lintas Transaksi Harian Rata-Rata (ribuan kendaraan) Volume of Traffic Transactions on Average Daily (thousand vehicles)	2.922	2.682	3.380	3.459	3.694
Pendapatan Tol Harian Rata-Rata (jutaan Rupiah) Toll Road Revenue on Average Daily (million Rupiah)	29.552	24.008	27.755	26.807	24.443
Jumlah Karyawan Konsolidasi (orang) Number of Employees (people)	8.160	7.783	8.311	8.418	9.080
Jumlah Petugas Customer Service (orang) Number of Toll Road Collectors (people)	3.490	3.119	3.292	2.643	4.542
Pemenuhan Standar Pelayanan Minimum/SPM Fulfillment of Minimum Standard of Services	100%	100%	100%	100%	100%

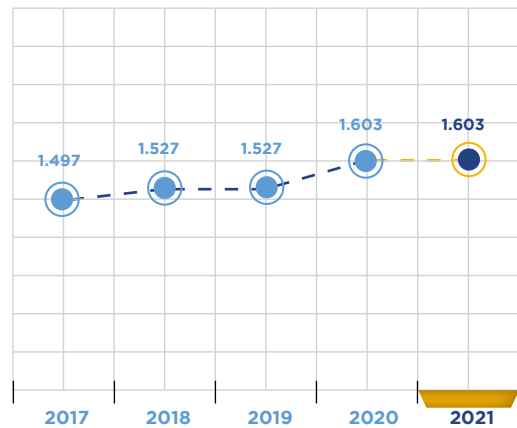
Panjang Jalan Tol Operasi 2017-2021
Total Length of Operated Toll Roads in 2017-2021

(dalam Km)
(in Km)



Hak Konsesi Jalan Tol 2017-2021
Total Roads Concession Rights in 2017-2021

(dalam Km)
(in Km)



INFORMASI HARGA SAHAM SHARES HIGHLIGHTS

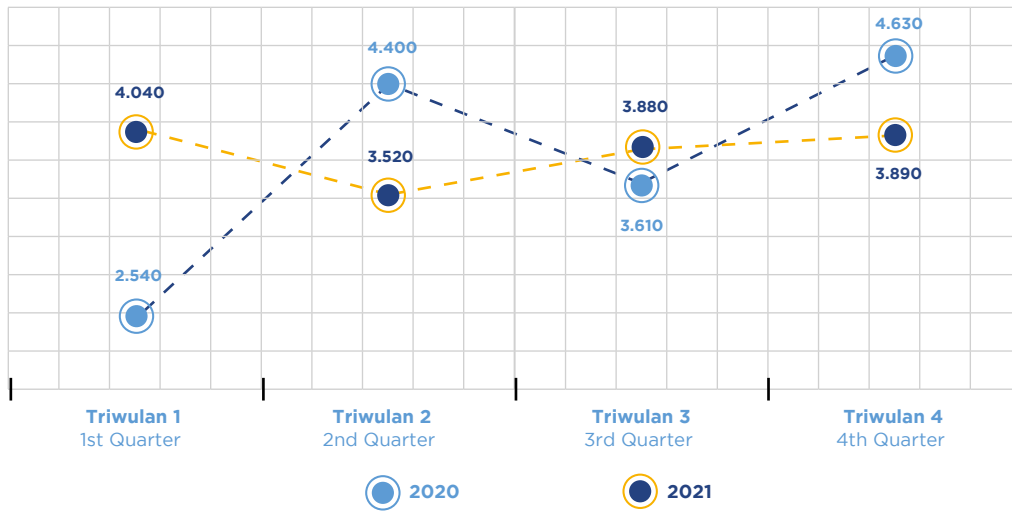
Tabel Harga, Volume, dan Kapitalisasi Saham JSMR 2020-2021
Table of JSMR Stocks Price, Volume, and Market Capitalization in 2020-2021

Periode Period	Harga per Saham (Rupiah Penuh) Price per Share (Full Amount Rupiah)				Jumlah Saham Beredar (lembar) Total Shares Outstanding (shares)	Volume Transaksi (lembar) Transaction Volume (shares)	Kapitalisasi Pasar (Rp triliun) Market Capitalization (Rp trillion)
	Pembukaan Opening	Tertinggi Highest	Terendah Lowest	Penutupan Closing			
2021							
Triwulan I 1st Quarter	4.110	4.140	4.020	4.040	7.257.871.200	4.981.100	29,3
Triwulan II 2nd Quarter	3.320	3.580	3.320	3.520	7.257.871.200	7.959.900	28,1
Triwulan III 3rd Quarter	3.870	3.890	3.830	3.880	7.257.871.200	6.658.200	28,2
Triwulan IV 4th Quarter	3.900	3.920	3.870	3.890	7.257.871.200	4.497.600	28,2
2020							
Triwulan I 1st Quarter	5.225	5.275	2.230	2.540	7.257.871.200	10.902.300	18,4
Triwulan II 2nd Quarter	2.540	4.550	2.410	4.400	7.257.871.200	7.558.900	31,9
Triwulan III 3rd Quarter	4.410	4.570	3.050	3.610	7.257.871.200	7.427.600	26,2
Triwulan IV 4th Quarter	4.720	4.750	4.620	4.630	7.257.871.200	6.976.500	33,6

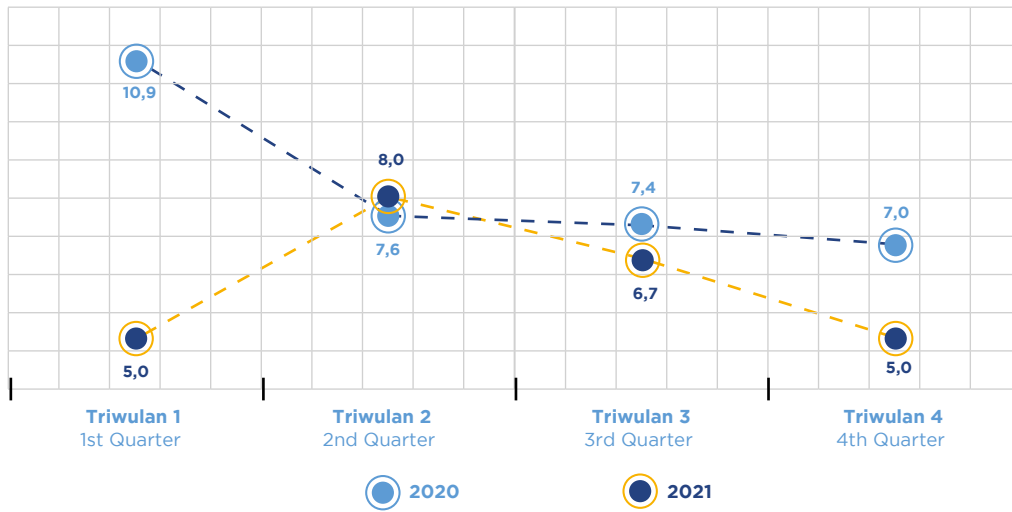
Grafik Pergerakan Harga dan Volume Saham JSMR Tahun 2020-2021
JSMR Stocks Price and Volume Movement Chart in 2020-2021



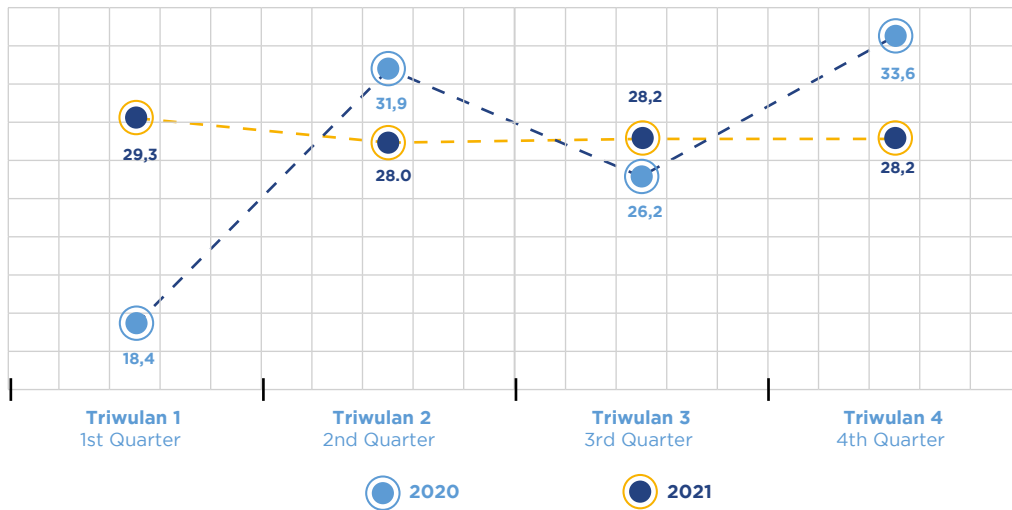
Grafik Pergerakan Harga Penutupan Saham Triwulanan Tahun 2020-2021
Quarterly Stock Closing Prices Movement Chart in 2020-2021



Grafik Pergerakan Volume Saham Triwulanan Tahun 2020-2021
Quarterly Stocks Volume Movement Chart in 2020-2021



Grafik Kapitalisasi Pasar Saham Tahun 2020-2021
Stock Market Capitalization Chart in 2020-2021



LAPORAN ANALIS PERSEROAN COMPANY ANALYST REPORT

No	Tanggal Date	Sekuritas – Analisis Security – Analyst	Rekomendasi Recommendation	Target Price	Ringkasan Summary
1.	15 Januari 2021 January 15, 2021	Sinarmas – Kharel Fielim	Buy	Rp5.400,-	<p>1. Belanja modal yang lebih rendah seiring dengan suku bunga yang menurun. Kondisi jalan tol Transjawa yang hampir selesai di FY20E dapat mengurangi pengeluaran capex JSMR secara signifikan di FY21F menjadi Rp7,8 miliar untuk membangun jalan tol tambahan sekitar 70 km, yang akan membawa total jalan tol operasional menjadi 1.261 km. Berdasarkan panduan manajemen, belanja capex tahunan untuk tiga tahun ke depan akan lebih rendah dari Rp13 triliun, karena perusahaan telah mengubah strateginya dari ekspansi jalan tol ke restrukturisasi keuangan untuk meningkatkan likuiditas dan neraca.</p> <p>2. Meskipun pertumbuhan pendapatan negatif di FY20E karena COVID-19 yang berdampak pada volume lalu lintas, namun diproyeksikan FY21F perseroan akan membukukan pemulihan pendapatan yang signifikan akibat penambahan jalan tol baru dan penyesuaian tarif di FY21F untuk jalan tol Jakarta Cikampek dan JORR. Hal ini akan meningkatkan pendapatan JSMR karena jalan tol tersebut menghasilkan pendapatan Rp2,5 triliun (-24% dari total pendapatan).</p> <p>1. Lower capital expenditure along with lower interest rates. With the condition of the Trans-Java toll road nearing completion in FY20E, JSMR was able to significantly reduce their CAPEX expenditure in FY21F to Rp7.8 billion to build an additional toll road of around 70 km, which will bring the total operational toll road to 1,261 km. Based on management guidelines, annual CAPEX spending for the next three years will be lower than Rp13 trillion since the Company has changed its strategy from toll road expansion to financial restructuring to improve liquidity and balance sheet.</p> <p>2. Despite negative revenue growth in FY20E due to COVID-19 impacting traffic volume, it is projected that FY21F the Company will post a sharp revenue recovery, driven by higher traffic volume, the addition of new toll roads, and tariff adjustments in FY21F, namely for the Jakarta Cikampek and JORR toll roads. This occurrence will significantly increase JSMR's revenue as the toll road generates Rp2.5 trillion-IDR 2.5tn of revenue (-24% of total revenue).</p>
2.	30 Maret 2021 March 30, 2021	UBS – Bob Setiadi	Buy	Rp5.100,-	<p>1. Penurunan pendapatan Q420 sebagian besar berasal dari laba perusahaan asosiasi yang lebih baik dari perkiraan (yaitu investasi jalan tol yang menggunakan metode ekuitas) berubah positif di Q420.</p> <p>2. Jasa Marga tidak membuka jalan tol baru di Q420, sehingga pertumbuhan pendapatan jalan tol sebesar 7% QoQ di Q420 seharusnya mencerminkan situasi lalu lintas yang membaik. COGS JSMR tumbuh 20% QoQ menjadi Rp1,3 triliun di Q420, lebih tinggi dari perkiraan kami.</p> <p>3. JSMR menargetkan total belanja modal sebesar Rp7-9 triliun pada tahun 2021 untuk menyelesaikan JORR 2 (Serpong-Cinere dan Kunciran-Cengkareng), tol Manado-Bitung, dan Balikpapan-Samarinda.</p> <p>1. The decline in Q420 revenue was primarily due to better-than-expected earnings from associates (i.e., toll road investments using the equity method), which turned positive in Q420.</p> <p>2. Jasa Marga did not open new toll roads in Q420, so the toll road revenue growth of 7% QoQ in Q420 should reflect the improved traffic situation. JSMR COGS grew 20% QoQ to Rp1.3 trillion in Q420, higher than our forecast.</p> <p>3. JSMR targets a total capital expenditure of Rp7-9 trillion in 2021 to complete JORR 2 (Serpong-Cinere and Kunciran-Cengkareng), Manado-Bitung and Balikpapan-Samarinda toll roads.</p>

No	Tanggal Date	Sekuritas – Analisis Security – Analyst	Rekomendasi Recommendation	Target Price	Ringkasan Summary
3.	23 Juni 2021 June 23, 2021	MayBank Kim Eng – Willy Goutama	Buy	Rp5.500,-	<ol style="list-style-type: none"> 1. <i>Traffic</i> Jasa Marga pada awal Juni 2021 telah meningkat menjadi 8% di atas normal pada Februari 2020, didorong oleh asumsi aktivitas ekonomi dengan adanya percepatan vaksinasi yang berdampak pada pariwisata domestik. Selain itu, pengoperasian jalan tol Jakarta-Cikampek II Elevated membuka lebih banyak lalu lintas antarwilayah dan penyelesaian tol JORR2 yang terintegrasi dengan jalan tol eksisting milik Jasa Marga. 2. Selain itu, kami berharap siklus belanja modal yang tinggi akan berakhir, dan Jasa Marga diuntungkan dari lingkungan suku bunga rendah saat ini. <ol style="list-style-type: none"> 1. In early June 2021, Jasa Marga Traffic has increased to 8% above normal in February 2020, driven by the assumption of economic activity through acceleration of vaccination which has impacted domestic tourism. In addition, the operation of the Jakarta-Cikampek II Elevated toll road facilitate more traffic between regions and the completion of the JORR2 toll road which is integrated with the existing Jasa Marga toll road. 2. In addition, we expect the high capital expenditure cycle to be over, and Jasa Marga can be benefit from the current low interest rate environment.
4.	28 Juni 2021 June 28, 2021	J.P. Morgan – Arnanto Januri	Buy	Rp5.200,-	<ol style="list-style-type: none"> 1. Pendapatan tol ditopang oleh jalan tol yang baru dioperasikan. Pendapatan jalan tol di tingkat induk turun 4% QoQ dan 6% YoY, karena penurunan <i>volume</i> lalu lintas sementara atas kondisi PPKM. Namun, pendapatan jalan tol secara keseluruhan ditopang oleh pendapatan jalan tol di tingkat anak perusahaan yang naik 23% QoQ dan 28% YoY, didorong oleh beberapa operasi jalan tol baru (Jakarta-Cikampek Elevated, Balikpapan-Samarinda, dan Manado-Bitung). 2. JSMR menandatangani perjanjian divestasi 14% saham di Marga Lingkar Jakarta, anak perusahaan pengelola 8 km Ruas JORR W2 Ulujami-Kebun Jeruk. Setelah divestasi, JSMR akan memiliki 51%, sedangkan Astra memiliki 49%. Asumsi valuasi PBV 2x-2,5x, kami perkirakan JSMR mendapatkan keuntungan Rp150 miliar s.d. Rp220 miliar (setelah pajak) dari divestasi di FY21E, yang dapat memberikan tambahan 13-18% potensi kenaikan untuk laba bersih FY21. <ol style="list-style-type: none"> 1. Toll revenues are supported by newly operated toll roads. Toll road revenues at the primary level decreased by 4% QoQ and 6% YoY, due to a temporary decrease in traffic volume due to PPKM conditions. However, toll road revenues at the subsidiary level supported overall toll-road revenues, which increased 23% QoQ and 28% YoY, driven by several new toll road operations (Jakarta-Cikampek Elevated Balikpapan-Samarinda, and Manado-Bitung). 2. JSMR signed a divestment agreement of 14% shares in Marga Lingkar Jakarta, a subsidiary that manages 8 km JORR W2 Ulujami-Kebun Jeruk Section (link). After the divestment, JSMR will own 51%, while Astra will own the remaining 49%. Assuming a PBV Valuation of 2x-2.5x, we estimate that JSMR could profit from Rp150 billion to Rp220 billion (after-tax) from the divestment in FY21E, which could provide an additional 13-18% potential increase in FY21 net profit.
5.	28 Juni 2021 June 28, 2021	Ciptadana Sekuritas – Fahressi Fahalmesta	Buy	Rp5.300,-	<ol style="list-style-type: none"> 1. Kami menilai dengan meningkatnya kasus COVID-19 pada bulan Juni, dampak jangka pendek terhadap lalu lintas jalan tol akan ada. Namun, kemungkinan tidak akan sama dengan kondisi saat <i>lockdown</i> karena pemerintah hanya menerapkan pembatasan atau PPKM skala mikro. <ol style="list-style-type: none"> 1. We assess that with the increase in COVID-19 cases in June, there will be a short-term impact on toll road traffic. However, likely, it will not be the same as the conditions during the lockdown because the government only applies micro-scale restrictions or Micro PPKM.

No	Tanggal Date	Sekuritas – Analisis Security – Analyst	Rekomendasi Recommendation	Target Price	Ringkasan Summary
5.	28 Juni 2021 June 28, 2021	Ciptadana Sekuritas – Fahressi Fahalmesta	Buy	Rp5.300,-	<p>2. Selain itu, perlu diketahui bahwa lalu lintas tol merupakan salah satu variabel yang menunjukkan laju pemulihan tercepat. Oleh karena itu, kami mempertahankan pandangan positif kami terhadap JSMR dan mempertahankan rekomendasi Beli kami dengan TP Rp5.300. Saat ini <i>counter</i> diperdagangkan pada 11,9x EV/EBITDA.</p> <p>2. In addition, please note that toll traffic is one of the variables that shows the fastest recovery rate. Therefore, we maintain our positive view of JSMR and maintain our Buy recommendation with TP of Rp5,300. Currently, the counter is trading at 11.9x EV/EBITDA.</p>
6.	30 Juni 2021 June 30, 2021	Mandiri Sekuritas – Edbert Surya	Buy	Rp6.640,-	<p>1. Laju pemulihan pendapatan JSMR mencapai 6% di atas pra-pandemi pada paruh pertama Juni 2021, meskipun pengetatan pembatasan sosial (PPKM) baru-baru ini akan melemahkan mobilitas. JSMR kembali menegaskan rencananya untuk memonetisasi jalan tol Transjawa dengan mencari mitra strategis sebagai opsi pertama. Capex yang menguntungkan pada tahun 2021-22 sebesar Rp5-7 triliun, menunjukkan bahwa siklus capex puncak sudah menurun.</p> <p>2. Capex 2021 diproyeksikan sebesar Rp5-7 triliun dan 2022 sebesar Rp5 triliun untuk menyelesaikan beberapa jalan tol yang sedang dibangun. Perseroan juga berencana melanjutkan skema <i>turn-key payment</i> dalam pengembangan jalan tol baru. Opini kami siklus capex yang tinggi JSMR sudah berlalu, mengikuti pendekatan yang diusung oleh Kementerian Badan Usaha Milik Negara (BUMN) dengan mengutamakan kondisi kehati-hatian dan arus kas dan neraca yang sehat.</p> <p>1. The pace of recovery of JSMR's revenues is noteworthy, reaching 6% above pre-pandemic in the first half of June 2021, although the recent tightening of social restrictions (PPKM) will weaken mobility. JSMR reiterates its plan to monetize the Trans-Java Toll Road by seeking strategic partners as the first option. Profitable capex in 2021-22, amounting to Rp5-7 trillion indicates that the peak capex cycle is already slowing down.</p> <p>2. Capex 2021 is projected at Rp5-7 trillion and 2022 at Rp5 trillion to complete several toll roads that are under construction. The Company also plans to continue the turn-key payment scheme in the development of new toll roads. In our opinion, JSMR's high capex cycle has passed, following the approach promoted by the Ministry of State-Owned Enterprises (BUMN) by prioritizing prudential conditions and cash flow and a healthy balance sheet.</p>
7.	1 Juli 2021 July 1, 2021	BRI Danareksa Sekuritas – Maria Renata	Buy	Rp5.000,-	<p>1. JSMR menandatangani akta perjanjian jual beli saham di Marga Lingkar Jakarta (MLJ). JSMR menjual 91,8 juta saham MLJ, sekitar 14% saham, ke Jakarta Marga Jaya (JMJ) sebagai anak perusahaan Astra Tol Nusantara (Astra Infra). Sebelum transaksi, JSMR memiliki 65% saham di MLJ, dengan JMJ memegang 35%. Pasca transaksi, JSMR memegang 51% saham di MLJ dan JMJ 49%. Beberapa ruas tol JSMR yang terbuka untuk investor baru, yaitu: Gempol-Pasuruan, Pandaan-Malang, Jakarta Cikampek Elevated. JSMR sedang berdiskusi dengan INA, SWF, mengenai potensi divestasi aset. JSMR menargetkan valuasi untuk divestasi asetnya berkisar antara 2,0x hingga 2,5x dari ekuitas awal.</p> <p>1. JSMR signed a deed of share purchase agreement at Marga Lingkar Jakarta (MLJ). JSMR sold 91.8 million shares of MLJ, about 14%, to Jakarta Marga Jaya (JMJ). Before the transaction, JSMR had a 65% shares in MLJ, with JMJ holding 35%. After the transaction, JSMR owns 51% shares in MLJ and 49% in JMJ. JMJ is a subsidiary of Astra Tol Nusantara (Astra Infra). Several JSMR toll roads are open to new investors, namely: Gempol-Pasuruan, Pandaan-Malang, Jakarta Cikampek Elevated. JSMR is in discussion with INA, SWF, regarding the potential for asset divestment. JSMR targets the valuation for its asset divestment to range from 2.0x to 2.5x from the initial equity.</p>

No	Tanggal Date	Sekuritas – Analisis Security – Analyst	Rekomendasi Recommendation	Target Price	Ringkasan Summary
7.	1 Juli 2021 July 1, 2021	BRI Danareksa Sekuritas – Maria Renata	Buy	Rp5.000,-	<p>2. Pendapatan tol hampir kembali normal, bahkan melampaui <i>level</i> normal pada minggu terakhir 21 Mei dan minggu pertama 21 Juni (masing-masing +12% dan +8%). Namun, pemerintah menerapkan PPKM yang lebih ketat pada periode 11 Juni hingga 2 Juli 2021 dan PPKM yang lebih ketat akan diterapkan di Jawa dan Bali mulai 3 Juli hingga 20 Juli. Pendapatan tol turun -49% pada implementasi pertama PSBB 1 (pertengahan Maret hingga awal 20 Juni). PSBB 2 diterapkan mulai pertengahan September 20 selama 4 minggu, sehingga pendapatan tol turun 17%. Namun, ada perbedaan dalam pelaksanaan PSBB dan PPKM dan kami yakin tidak memberikan dampak yang signifikan.</p> <p>2. Toll revenues are almost back to normal, even exceeding normal levels in the last week of May 21 and the first week of June 21 (+12% and +8%, respectively). However, the government implemented a more stringent PPKM from June 11 to July 2, 2021, and a stricter PPKM will be implemented in Java and Bali from July 3 to July 20. Toll revenue decreased by -49% in the first implementation of 1st PSBB (mid-March to early June 20). 2nd PSBB was implemented starting mid-September 20 for four weeks so that toll revenues fell 17%. However, there are differences in the implementation of PSBB and PPKM, and we believe the latter's impact will not be significant.</p>
8.	8 November 2021 November 8, 2021	PT Mandiri Sekuritas - Edbert Surya	Buy	Rp6.640,-	<p>1. Rugi bersih pada 3q21 mencapai Rp106 miliar karena pengetatan pembatasan sosial pada Juli 2021, dengan laba bersih pada 9M21 sebesar Rp749 miliar, ditopang oleh <i>gain</i> divestasi PT Marga Lingkar Jakarta yang dibukukan pada triwulan sebelumnya.</p> <p>2. Pendapatan tol pada 3q2021 mencapai Rp8,3 triliun. Pemulihan pendapatan tol pada Oktober 2021 berjalan dengan baik dengan pencapaian melebihi level sebelum pandemi, sehingga diperkirakan di tahun 2021 pendapatan/EPS akan mencapai perkiraan konsensus.</p> <p>3. Penanganan COVID-19 dengan lebih baik dan percepatan vaksinasi menunjukkan risiko yang lebih rendah atas adanya pengetatan pembatasan sosial di 4q21. Jasa Marga merupakan pilihan di sektor infrastruktur dengan pemulihan kepadatan trafik seiring pelonggaran pembatasan mobilitas.</p> <p>1. Net Loss in 3q21 was Rp106 billion due to the restricted of social distancing in July 2021, and recorded net profit of Rp749 billion on 9M21, supported by gain divest on the last quarter of PT Marga Lingkar Jakarta.</p> <p>2. Toll revenue on 3q2021 was Rp8.3 trillion. Toll revenue recovery in October 2021 was exceeding the level before pandemic and earning per share in 2021 is estimated will reach the consensus forecast.</p> <p>3. The improvement of COVID-19 handling and the acceleration of vaccination shows the lower risk on the social distancing restriction on 4q21. Jasa Marga is an option in the infrastructure sector with the restoration of traffic density along with the easing of mobility restrictions.</p>
9.	13 Desember 2021 December 13, 2021	Citi - Felicia Asrinanda Barus	Buy	Rp5.500,-	<p>1. Penyesuaian asumsi pajak lebih tinggi efektif di 9M2021 diestimasikan menurunkan keuntungan Perseroan secara berturut-turut -8/-4/-7% dari tahun 2021-2023.</p> <p>2. Meskipun PPKM akan kembali diberlakukan di tahun 2022, EBITDA dan Pendapatan Jasa Marga diproyeksikan pada tahun 2022 akan tetap tumbuh sebesar 26% YoY dan 45% YoY. Hal tersebut dipengaruhi antara lain: (i) semakin cepatnya pemulihan lalu lintas, (ii) realisasi penyesuaian tarif di tahun 2021 termasuk kompensasi Pemerintah melalui penyesuaian tarif yang signifikan pada ruas tol Batang-Semarang dan Solo-Ngawi, (iii) komitmen manajemen menjaga tingkat suku bunga pinjaman, dan (iv) pengelolaan kas secara disiplin untuk menyelesaikan proyek dengan skala prioritas yang paling menguntungkan.</p> <p>1. Adjustment of higher tax assumptions effective in 9M2021 is estimated to reduce the Company's profits successively -8/-4/-7% from 2021 to 2023.</p> <p>2. Although social restriction will be re-enacted in 2022, EBITDA and Jasa Marga revenues are projected to grow by 26% YoY and 45% YoY. These are due to among others: (i) faster recovery of traffic, (ii) realization of rate adjustment in 2021 including the Government compensation through significant rate adjustment on Batang-Semarang toll road and Solo-Ngawi toll road, (iii) management is committed to maintain loan interest rate, and (iv) a proper cash management to complete projects with the most profitable priority scale.</p>

No	Tanggal Date	Sekuritas – Analisis Security – Analyst	Rekomendasi Recommendation	Target Price	Ringkasan Summary
10.	15 Desember 2021 December 15, 2021	PT UOB Kay Hian - Akhmad Nurcahyadi	Buy	Rp5.200,-	<ol style="list-style-type: none"> 1. Penurunan kasus COVID-19 dan pelonggaran PPKM diperkirakan akan meningkatkan trafik dan mendukung pertumbuhan Jasa Marga di tahun 2022. Pendapatan tol di tahun 2022 juga diproyeksikan tumbuh 12,5%, disebabkan oleh pertumbuhan volume lalu lintas sebesar 14,7%. EBITDA pada tahun 2022 diperkirakan meningkat 12,2% (YoY) dengan pertumbuhan NPAT sebesar 39,3%. 2. Terdapat potensi divestasi jalan tol yang ditawarkan kepada Indonesia Investment Authority (INA). Divestasi ini akan membuat Jasa Marga mencapai <i>low-cost</i> capex untuk menyelesaikan proyek yang sedang berjalan. Selain itu, <i>gain</i> atas divestasi akan meningkatkan Laba Bersih Perseroan. <ol style="list-style-type: none"> 1. The decline of COVID-19 cases and the easing of social restriction are expected to increase traffic and support Jasa Marga's growth in 2022. Toll revenues in 2022 are also projected to grow by 12.5%, due to traffic volume growth of 14.7%. EBITDA in 2022 is estimated to increase by 12.2% (YoY) with a NPAT growth of 39.3%. 2. There are potential toll road divest that was offered to Indonesia Investment Authority (INA). This divest will supported Jasa Marga to reach low-cost capex to finish the ongoing projects. Besides, gain on divest will increase the Company Net Profit.

AKSI KORPORASI CORPORATE ACTION

Selama tahun 2021, Jasa Marga tidak melakukan aksi korporasi yang mengakibatkan terjadinya perubahan rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), pembagian dividen saham dan saham bonus, penambahan jumlah dan harga saham beredar, serta perubahan nilai nominal saham Perseroan.

In 2021, Jasa Marga did not execute any corporate action that may cause any change in stock ratio (stock split), reverse stock, shares dividend and bonus shares payment, addition and price of shares outstanding or change in the Company's shares par value.

INFORMASI PENGHENTIAN SEMENTARA PERDAGANGAN SAHAM (*SUSPENSION*) DAN/ATAU PENGHAPUSAN PENCATATAN SAHAM (*DELISTING*)

INFORMATION ON STOCKS SUSPENSION AND/OR DELISTING

Sampai Desember 2021, PT Jasa Marga (Persero) Tbk tidak pernah dikenakan sanksi penghentian sementara perdagangan saham (*suspension*) dan/atau penghapusan pencatatan saham (*delisting*).

As of December 2021, PT Jasa Marga (Persero) Tbk. has never been charged by any stocks suspension and/or delisting.

INFORMASI OBLIGASI, SUKUK, DAN/ATAU OBLIGASI KONVERSI SERTA PENDANAAN LAINNYA

INFORMATION ON BONDS, SUKUK AND/OR CONVERTED BONDS AND OTHER FINANCING

INFORMASI OBLIGASI

Information on Bonds

Tabel Obligasi PT Jasa Marga (Persero) Tbk Tahun 2021
Table of Bonds of PT Jasa Marga (Persero) Tbk in 2021

No	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (tahun) Tenor (year)	Mata Uang Currency	Jumlah Obligasi/ Sukuk (juta) Total Bonds/ Sukuk (million)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga (%) Interest Rate (%)	Status Pembayaran Payment Status	Peringkat Rating		Wali Amanat Trustee
									2021	2020	
1	Obligasi I Marga Lingkar Jakarta Tahun 2017 Bonds I Marga Lingkar Jakarta Year 2017	8 November 2017 November 8, 2020	Seri A : 3 Seri B : 5 Seri C : 7 Seri D : 10 Seri E : 12	Rp	Seri A : 200.000 Seri B : 217.000 Seri C : 299.000 Seri D : 320.000 Seri E : 464.000	Seri A : 8 November 2020 Seri B : 8 November 2022 Seri C : 8 November 2024 Seri D : 8 November 2027 Seri E : 8 November 2029	Seri A : 7,45% Seri B : 7,75% Seri C : 8,30% Seri D : 8,70% Seri E : 8,85%	Seri A: Lunas Paid off Seri B-E: Belum Lunas Not Yet Paid off	idAAA (sf) oleh/by Pefindo	idAAA (sf) oleh/by Pefindo	PT Bank Mega Tbk
2	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Shelf-Registration Bonds II Jasa Marga Phase I Year 2020	8 September 2020 September 8, 2020	Seri A : 3 Seri B : 5 Seri C : 7 Seri D : 10	Rp	Seri A : 1.100.350 Seri B : 286.000 Seri C : 90.050 Seri D : 523.600	Seri A : 8 September 2023 Seri B : 8 September 2025 Seri C : 8 September 2027 Seri D : 8 September 2030	Seri A : 7,90% Seri B : 8,25% Seri C : 8,60% Seri D : 9,00%	Belum Lunas Not Yet Paid off	idAA-oleh/by Pefindo	idAA-oleh/by Pefindo	PT Bank Mega Tbk

INFORMASI SUKUK

Information on Sukuk

Pada tahun 2019, Perseroan melalui PT Jasamarga Pandaan Tol (JPT) yang merupakan Ventura Bersama menerbitkan Sukuk Ijarah Jangka Menengah, dengan rincian sebagai berikut:

In 2019, through PT Jasamarga Pandaan Tol (JPT) as a Joint Venture Entity, the Company issued Medium-term Ijarah Sukuk, with detail information, as follows:

Tabel Sukuk PT Jasa Marga (Persero) Tbk Tahun 2021
Table of Sukuk of PT Jasa Marga (Persero) Tbk in 2021

No	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (tahun) Tenor (year)	Mata Uang Currency	Jumlah Obligasi/ Sukuk (juta) Total Bonds/ Sukuk (million)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga (%) Interest Rate(%)	Status Pembayaran Payment Status	Peringkat Rating		Wali Amanat Trustee
									2021	2020	
1	Sukuk Ijarah Jangka Menengah PT Jasamarga Pandaan Tol Tahun 2019 Medium-term Ijarah Sukuk PT Jasamarga Pandaan Tol Year 2019	19 Juli 2019 July 19, 2019	Seri A : 3 Seri B : 5	Rp	Seri A : 100.000 Seri B : 685.000	Seri A : 17 Juli/July 2022 Seri B : 17 Juli/July 2024	Seri A : 8,50% Seri B : 9,00%	Belum Lunas Not Yet Paid off	idA+ (sy) oleh/by Pefindo	idA+ (sy) oleh/by Pefindo	PT Bank Mega Tbk

INFORMASI OBLIGASI KONVERSI

Information on Converted Bonds

Selama tahun 2021, Jasa Marga tidak menerbitkan obligasi konversi. Dengan demikian, Perseroan tidak memiliki informasi mengenai obligasi konversi.

In 2021, Jasa Marga did not issue any converted bonds. Therefore, the Company does not have any information about converted bonds.

INFORMASI SUMBER PENDANAAN LAINNYA

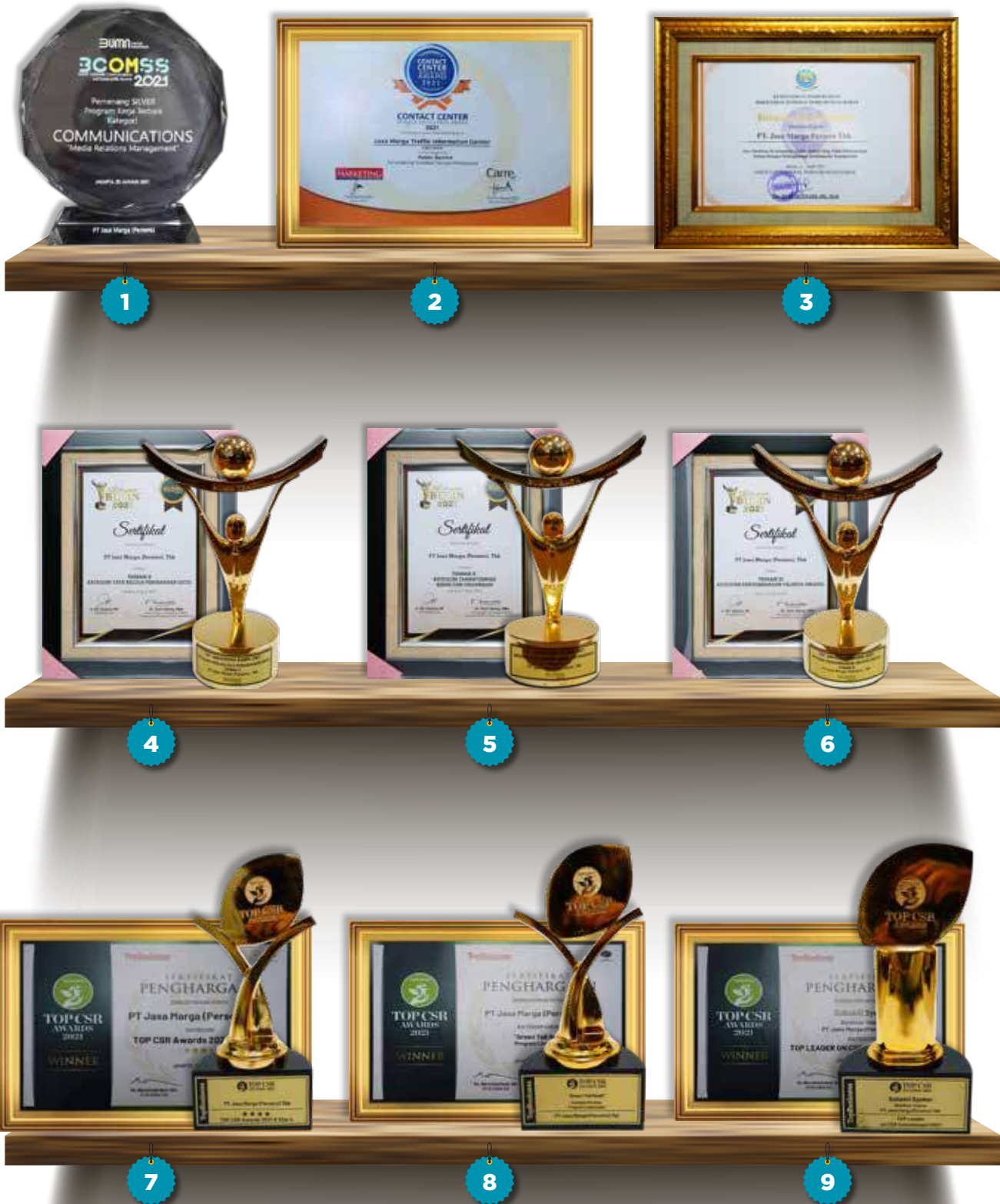
Information on Other Sources of Financing

Tabel Sumber Pendanaan Lainnya PT Jasa Marga (Persero) Tbk Tahun 2021
Table of Other Funding Sources of PT Jasa Marga (Persero) Tbk in 2021

No	Uraian Description	Tahun Terbit Issuance Year	Tenor (tahun) Term (Year)	Mata Uang Currency	Nilai (juta) Value (million)	Jatuh Tempo Maturity Date	Tingkat Imbal Hasil Yield (%)	Tujuan Penerbitan Purpose of Issuance
1	Kontrak Investasi Kolektif Efek Beragun Aset (KIK-EBA) Mandiri JSMR01 - Hak atas Pendapatan Tol Jagorawi Assets-Backed Securities Collective Investment Contract (KIK-EBA) Mandiri JSMR01 - Right of (Hak) on Jagorawi Toll Revenues	2017	5	Rp	2.000.000	2022	8,40%	Mendanai pembangunan ruas jalan tol baru Financing new toll road development
2	Reksa Dana Penyertaan Terbatas Mandiri Infrastruktur Ekuitas Transjawa (RDPT MIET) Limited Participation Mutual Fund in Mandiri's Transjava Infrastructure Equity (RDPT MIET)	2018	-	Rp	1.970.000	-	-	Mendanai ekuitas di PT Jasamarga Semarang Batang, PT Jasamarga Solo Ngawi, dan PT Jasamarga Ngawi Kertosono Financing equity at PT Jasamarga Semarang Batang, PT Jasamarga Solo Ngawi and PT Jasamarga Ngawi Kertosono
3	Kontrak Investasi Kolektif Dana Investasi Infrastruktur (KIK-DINFRA) Toll Road Mandiri 001 Infrastructure Investment Funds Collective Investment Contract (KIK-DINFRA) Toll Road Mandiri 001	2019	-	Rp	1.303.400	-	-	Mendanai ekuitas di PT Trans Marga Jateng, PT Jasamarga Pandaan Tol Financing equity at PT Trans Marga Jateng, PT Jasamarga Pandaan Tol
4	Surat Berharga Komersial I Jasa Marga Tahun 2020 Commercial Papers I Jasa Marga Year 2020	2020	1	Rp	566.000	2021	6,80%	Memperbaiki arus kas Perseroan dalam jangka pendek dan dapat digunakan sebagai modal kerja serta belanja modal Perseroan Improving the Company's cash flows in the current period and can also be used as the Company's working capital and capital expenditure

PENGHARGAAN DAN SERTIFIKASI AWARDS AND CERTIFICATIONS

PENGHARGAAN YANG DITERIMA PERSEROAN TAHUN 2021 Awards Received by the Company in 2021



No	Nama Acara Event	Penghargaan/ Kategori Award/Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
1	BUMN <i>Corporate Communications and Sustainability Summit</i> (BCOMSS) 2021	Silver kategori <i>Communication Media Relations</i> Silver Category on Communication Media Relations	BCOMSS Kementerian BUMN BCOMSS SOE Ministry	Nasional National	29 Januari 2021 January 29, 2021
2	Ajang <i>Contact Center Service Excellence Award</i> (CCSEA) 2021 Contact Center Service Excellence Award (CCSEA) 2021 Event	Jasa Marga <i>Traffic Information Center</i> Meraih Predikat " <i>Excellent</i> " kategori Pelayanan Publik Pusat Informasi Panggilan (<i>Call Center</i>) untuk <i>Call Center 14080</i> Jasa Marga Traffic Information Center got "Excellent" predicate on Call Center category through Call Center 14080	Care Center for Customer Satisfaction and Loyalty (CCSL)	Nasional National	18 Maret 2021 penilaian dari Januari -Desember 2020 March 18, 2021 assessment from January -December 2020
3	Penghargaan sebagai BUJT Berdedikasi atas Tindakan Keselamatan Awards of Dedicated Toll Road Company on Safety Action	Penghargaan atas Tindakan Keselamatan (<i>Safety Action</i>) Award on Safety Action	Kementerian Perhubungan Ministry of Transportation	Nasional National	08 April 2021 April 8, 2021
4	Ajang 10 th Anugerah BUMN 2021 Jakarta, Tema " <i>Strategi dan Transformasi di Masa Pandemi</i> " Event of 10 th Anugerah BUMN 2021 Jakarta, Theme "Strategy and Transformation in Pandemic"	Terbaik II (Kategori Tata Kelola Perusahaan (GCG)) The Best II (Good Corporate Governance Category)	BUMN <i>Track</i> dan PPM Manajemen BUMN Track and PPM Management	Nasional National	8 April 2021 April 8, 2021
5	Ajang 10 th Anugerah BUMN 2021 Jakarta, Tema " <i>Strategi dan Transformasi di Masa Pandemi</i> " Event of 10 th Anugerah BUMN 2021 Jakarta, Theme "Strategy and Transformation in Pandemic"	Terbaik II (Kategori Transformasi Bisnis dan Organisasi) The Best II (Transformation of Business and Organization Category)	BUMN <i>Track</i> dan PPM Manajemen BUMN Track and PPM Management	Nasional National	8 April 2021 April 8, 2021
6	Ajang 10 th Anugerah BUMN 2021 Jakarta, Tema " <i>Strategi dan Transformasi di Masa Pandemi</i> " Event of 10 th Anugerah BUMN 2021 Jakarta, Theme "Strategy and Transformation in Pandemic"	Terbaik III (Kategori Pengembangan Talenta Unggul) The Best III (Excellent Talent Development Category)	BUMN <i>Track</i> dan PPM Manajemen BUMN Track and PPM Management	Nasional National	8 April 2021 April 8, 2021
7	Ajang <i>Top CSR Awards</i> 2021 Top CSR Awards 2021 Event	<i>Top CSR Awards Star 4</i>	TopBusiness	Nasional National	22 April 2021 April 22, 2021
8	Ajang <i>Top CSR Awards</i> 2021 Top CSR Awards 2021 Event	<i>Special Category: Program Lingkungan-Green Toll Road</i> Special Category: Environment Program-Green Toll Road	TopBusiness	Nasional National	22 April 2021 April 22, 2021
9	Ajang <i>Top CSR Awards</i> 2021 Top CSR Awards 2021 Event	<i>Top Leader on CSR Commitment</i>	TopBusiness	Nasional National	22 April 2021 April 22, 2021



No	Nama Acara Event	Penghargaan/ Kategori Award/Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
10	Ajang Indonesia Human Resources Awards 2021 (Empowering Human Resources as the Core of Economic Recovery) Indonesia Human Resources Awards 2021 (Empowering Human Resources as the Core of Economic Recovery) Event	<i>The Best HR Management for the Outstanding of Interest of Thing (IoT) Training Programs to Elevate HR Skills and Performance Category : Construction</i>	Warta Ekonomi	Nasional National	28 April 2021 April 28, 2021
11	Ajang The 12 th Indonesia IICD Institute for Corporate Directorship (IICD) Corporate Governance Conference and Award 2021 The 12th Indonesia IICD Institute For Corporate Directorship (IICD) Corporate Governance Conference and Award 2021 Event	<i>"Best Right of Shareholders"</i>	IICD Corporate Governance Award 2021	Nasional National	31 Mei 2021 May 31, 2021
12	Ajang BUMN Marketeers Award 2021 BUMN Marketeers Award 2021 Event	Penghargaan Silver Medal untuk Kategori The Most Promising Company in Entrepreneurial SOE Silver Medal Award on The Most Promising Company in Entrepreneurial SOE Category	MarkPlus, Inc. secara virtual MarkPlus, Inc. (online)	Nasional National	9 Juni 2021 June 9, 2021
13	Ajang Human Capital on Resilience Excellence Award 2021 Human Capital on Resilience Excellence Award 2021 Event	<i>The Best Employee Value & Performance</i>	PT Indonesia Populer Mandiri	Nasional National	7 Juli 2021 July 7, 2021
14	Ajang Human Capital on Resilience Excellence Award 2021 Human Capital on Resilience Excellence Award 2021 Event	<i>The Best in HR Crisis Management</i>	PT Indonesia Populer Mandiri	Nasional National	7 Juli 2021 July 7, 2021
15	Ajang Human Capital on Resilience Excellence Award 2021 Human Capital on Resilience Excellence Award 2021 Event	<i>The Best Leaders in Human Capital 2021</i>	PT Indonesia Populer Mandiri	Nasional National	7 Juli 2021 July 7, 2021
16	Ajang TOP GRC (Governance, Risk, and Compliance) Awards 2021 TOP GRC (Governance, Risk, and Compliance) Awards 2021 Event	TOP GRC 2021# 4 stars untuk Perseroan TOP GRC 2021# 4 stars for the Company	TopBusiness	Nasional National	7 Oktober 2021 October 7, 2021
17	Ajang TOP GRC (Governance, Risk, And Compliance) Awards 2021 TOP GRC (Governance, Risk, And Compliance) Awards 2021 Event	<i>Special Appreciation Application to Support GRC Infrastructure</i>	TopBusiness	Nasional National	7 Oktober 2021 October 7, 2021



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No	Nama Acara Event	Penghargaan/ Kategori Award/Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
18	Ajang Indonesia BUMN Awards 2021 Indonesia BUMN Awards 2021 Event	<i>The Best Brand Popularity in Toll Road Operator Category</i>	The Iconomics	Nasional National	12 Oktober 2021 October 12, 2021
19	Ajang Indonesia BUMN Awards 2021 Indonesia BUMN Awards 2021 Event	<i>The Best Brand Image in Toll Road Operator Category</i>	The Iconomics	Nasional National	12 Oktober 2021 October 12, 2021
20	Ajang Indonesia BUMN Awards 2021 Indonesia BUMN Awards 2021 Event	<i>Best Corporate Communication Strategy in Transportation & Logistics Group Category</i>	The Iconomics	Nasional National	12 Oktober 2021 October 12, 2021
21	Ajang Indonesia BUMN Awards 2021 Indonesia BUMN Awards 2021 Event	<i>Indonesia Best Corporate Secretary Awards 2021 in Infrastructure, Utility, and Transportation Sector</i>	The Iconomics	Nasional National	12 Oktober 2021 October 12, 2021
22	Ajang Indonesia Digital Marketing Champion 2021 Indonesia Digital Marketing Champion 2021 Event	<i>1st Digital Marketing Champion in BUMN Services (Predikat Good)</i>	SWA Network dan (Business Digest) SWA Network and (Business Digest)	Nasional National	12 Oktober 2021 October 12, 2021
23	Anugerah Keterbukaan Informasi Badan Publik Tahun 2021 Awards on 2021 Public Company Information Transparency	Kategori Badan Usaha Milik Negara sebagai Badan Publik Menuju Informatif State Owned Enterprise Category as Public Company towards Informative	Komisi Informasi Pusat Republik Indonesia Central Information Commission of the Republic of Indonesia	Nasional National	26 Oktober 2021 October 26, 2021
24	SNI Award 2021	Kategori Organisasi Besar Jasa Peringkat Emas Gold Rank on Big Service Organization Category	Badan Standarisasi Nasional National Standardization Agency	Nasional National	18 November 2021 November 18, 2021
25	Indonesia Finance Award-IV-2021 (IFA-IV-2021)	Kategori Public Company Sector: Infrastructure and Transportation Public Company Sector: Infrastructure and Transportation Category	Economic Review	Nasional National	19 November 2021 November 19, 2021



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No	Nama Acara Event	Penghargaan/ Kategori Award/Category	Penyelenggara Organizer	Lingkup Scope	Tanggal Date
26	Indonesia Best BUMN Awards 2021	<i>Outstanding Financial Performance of Indonesia Best BUMN Awards 2021</i>	Warta Ekonomi. co.id	Nasional National	24 November 2021 November 24, 2021
27	Penilaian Jalan Tol Berkelanjutan oleh Kementerian PUPR Sustainable Toll Road Assessment by Ministry of Public Works and Public Housing of Republic of Indonesia	Penghargaan Pengelolaan Jalan Tol Berkelanjutan Ruas Jalan Tol Prof. Dr. Ir. Sedyatmo Awards on Sustainable Toll Road for Prof. Dr. Ir. Sedyatmo Toll Road	Kementerian Pekerjaan Umum dan Perumahan Rakyat Ministry of Public Works and Public Housing of Republic of Indonesia	Nasional National	3 Desember 2021 December 3, 2021
28	Penilaian Jalan Tol Berkelanjutan oleh Kementerian PUPR Sustainable Toll Road Assessment by Ministry of Public Works and Public Housing of Republic of Indonesia	Penghargaan Pengelolaan Jalan Tol Berkelanjutan Ruas Jalan Tol Jagorawi Awards on Sustainable Toll Road for Jagorawi Toll Road	Kementerian Pekerjaan Umum dan Perumahan Rakyat Ministry of Public Works and Public Housing of Republic of Indonesia	Nasional National	3 Desember 2021 December 3, 2021
29	Penilaian Jalan Tol Berkelanjutan oleh Kementerian PUPR Sustainable Toll Road Assessment by Ministry of Public Works and Public Housing of Republic of Indonesia	Penghargaan Pengelolaan Jalan Tol Berkelanjutan Rest Area Terbaik Awards on Sustainable Toll Road for the Best Rest Area	Kementerian Pekerjaan Umum dan Perumahan Rakyat Ministry of Public Works and Public Housing of Republic of Indonesia	Nasional National	3 Desember 2021 December 3, 2021

SERTIFIKASI YANG DIMILIKI PERSEROAN YANG MASIH BERLAKU HINGGA 31 DESEMBER 2021

The Company's Valid Certifications (as of December 31, 2021)



No	Lingkup Sertifikasi Certification Scope	ISO	Masa Berlaku Valid Period		Lembaga Sertifikasi yang Memberikan Certification Provider
			Mulai From	Berakhir To	
1	Kantor Pusat PT Jasa Marga (Persero) Tbk Head Office of PT Jasa Marga (Persero) Tbk	<i>Environmental Management System - ISO 14001:2015</i>	27 Desember 2019 December 27, 2019	26 Desember 2022 December 26, 2022	PT BSI Group Indonesia
2	Kantor Pusat PT Jasa Marga (Persero) Tbk Head Office of PT Jasa Marga (Persero) Tbk	<i>Quality Management System - ISO 9001:2015</i>	27 Desember 2019 December 27, 2019	26 Desember 2022 December 26, 2022	PT BSI Group Indonesia
3	Kantor Pusat PT Jasa Marga (Persero) Tbk Head Office of PT Jasa Marga (Persero) Tbk	<i>Occupational Health & Safety Management System - ISO 45001:2018</i>	27 Desember 2019 December 27, 2019	26 Desember 2022 December 26, 2022	PT BSI Group Indonesia
4	PT Jasa Marga (Persero) Tbk Ruas Jalan Tol Pandaan-Malang PT Jasa Marga (Persero) Tbk Pandaan-Malang Toll Road	<i>Green Toll Road Indonesia</i>	11 Februari 2020 February 11, 2020	11 Februari 2023 February 11, 2023	Green Infrastructure and Facilities Indonesia
5	PT Jasa Marga (Persero) Tbk Ruas Jalan Tol Gempol-Pandaan PT Jasa Marga (Persero) Tbk Gempol-Pandaan Toll Road	<i>Green Toll Road Indonesia</i>	11 Februari 2020 February 11, 2020	11 Februari 2023 February 11, 2023	Green Infrastructure and Facilities Indonesia
6	Kantor Pusat PT Jasa Marga (Persero) Tbk Head Office of PT Jasa Marga (Persero) Tbk	<i>Anti-Bribery Management System - ISO 37001:2016</i>	6 Desember 2020 December 6, 2020	5 Desember 2023 December 5, 2023	PT BSI Group Indonesia

PERISTIWA PENTING IMPORTANT EVENTS

23 Januari
January

Jasa Marga salurkan bantuan ratusan alat kebersihan kepada korban bencana banjir bandang Gunung Mas, Bogor. Jasa Marga distributes the aid of hundreds of cleaning tools to victims of the flash flood disaster of Gunung Mas, Bogor.



04 Februari
February

Jasa Marga terjunkan tim evakuasi dan bantu distribusi bantuan sosial kepada korban gempa bumi di Kabupaten Mamuju, Sulawesi Barat. Jasa Marga deploys an evacuation team and helps distribute social assistance to earthquake victims in Mamuju Regency, West Sulawesi.



01 Maret
March

Jasa Marga resmikan sejumlah inovasi berbasis teknologi sebagai komitmen peningkatan pelayanan dalam rangka memperingati HUT Jasa Marga ke-43. Jasa Marga inaugurated several technology-based innovations as a commitment to service improvement in commemoration of Jasa Marga's 43rd Anniversary.



30 Januari
January

Jasa Marga raih penghargaan Silver untuk kategori *Communication : Media Relations Management* dalam ajang BUMN Corporate Communication and Sustainability Summit (BCOMSS) 2021. Jasa Marga won a Silver award for the Communication: Media Relations Management category at the 2021 BUMN Corporate Communication and Sustainability Summit (BCOMSS).



08 Februari
February

Berperan sebagai koordinator bencana wilayah Jawa Barat, Jasa Marga dukung penuh Program Donor Plasma BUMN untuk Indonesia. Act as disaster coordinator for the West Java region, Jasa Marga fully supports "BUMN Plasma Donor Program for Indonesia."



02 Maret
March

Jasa Marga raih Standar Internasional Bintang Tiga berdasarkan Standar Global iRAP untuk Jalan Tol Jagorawi dan Cipularang. Jasa Marga achieves Three Star International Standard based on iRAP Global Standard for Jagorawi and Cipularang Toll Roads.



03 Maret March

Jasa Marga dan Komisi Pemberantasan Korupsi (KPK) tandatangani Perjanjian Kerja Sama (PKS) Implementasi *Whistleblowing System* (WBS) untuk mendukung upaya pemerintah dalam pemberantasan korupsi.

Jasa Marga and the Corruption Eradication Commission (KPK) sign a Cooperation Agreement (PKS) on the Implementation of the Whistleblowing System (WBS) to support the government's efforts to eradicate corruption.



01 April April

Presiden Joko Widodo resmikan Jalan Tol Serpong-Cinere Ruas Serpong-Pamulang sepanjang 6,50 km dan Jalan Tol Cengkareng-Batucaeper-Kunciran sepanjang 14,19 km.

President Joko Widodo inaugurated the 6.50 km Serpong-Cinere Toll Road Serpong-Pamulang and 14.19 km Cengkareng-Batucaeper-Kunciran Toll Road.



09 April April

Jasa Marga raih penghargaan atas tindakan keselamatan (*Safety Action*) dari Kementerian Perhubungan.

Jasa Marga won an award for safety action (*Safety Action*) from the Ministry of Transportation.



19 Maret March

Jasa Marga raih predikat *Excellent* untuk *Call Center* 14080 dalam *Contact Center Service Excellence Award* 2021.

Jasa Marga won the Excellent predicate for Call Center 14080 in the Contact Center Service Excellence Award 2021.



09 April April

Jasa Marga raih penghargaan untuk kategori Tata Kelola Perusahaan (GCG), kategori Transformasi Bisnis dan Organisasi, dan kategori Pengembangan Talenta Unggul pada ajang 10th Anugerah BUMN 2021.

Jasa Marga won awards for the Corporate Governance (GCG) category, the Business and Organizational Transformation category, and the Superior Talent Development category at the 10th Anugerah BUMN 2021 event.



16 April April

Jasa Marga dan BASARNAS tandatangani MoU Penyelenggaraan Operasi Pencarian dan Pertolongan/*Search and Rescue* (SAR) serta Peningkatan Pelayanan di Jalan Tol. Jasa Marga and BASARNAS sign MoU on the Implementation of Search and Rescue (SAR) Operations and Service Improvement on Toll Roads.



22 April April

Jasa Marga raih tiga penghargaan dalam ajang TOP CSR Awards 2021 yang diselenggarakan oleh TopBusiness atas rangkaian program Tanggung Jawab Sosial Lingkungan (TJSL) yang digagas Perseroan.

Jasa Marga won three awards in the TOP CSR Awards 2021 organized by TopBusiness for a series of Environmental Social Responsibility (TJSL) programs initiated by the Company.



05 Mei May

Jasa Marga bekerja sama dengan Indonesia Flying Club (IFC) melakukan uji coba patroli udara (*highway sky patrol*) dengan pesawat Cessna untuk mendukung pemantauan pergerakan lalu lintas di jalan tol Trans Jawa pada masa libur Idul Fitri 1442 H.

In collaboration with the Indonesia Flying Club (IFC), Jasa Marga conducted a test of air patrol (*highway sky patrol*) with Cessna aircraft to support monitoring of traffic movements on the Trans Java toll road during the Eid al-Fitr 1442 H holiday.



27 Mei May

Penyelenggaraan Rapat Umum Pemegang Saham Tahunan Jasa Marga Tahun Buku 2020 di Kantor Pusat PT Jasa Marga (Persero) Tbk.

Jasa Marga held Annual General Meeting of Shareholders for the Financial Year of 2020 at the Head Office of PT Jasa Marga (Persero) Tbk.



04 Mei May

Jasa Marga mendukung kebijakan Peniadaan Mudik Hari Raya Idul Fitri 1442 H dengan pengendalian transportasi yang bekerja sama dengan *stakeholder* lainnya seperti pihak Kepolisian, Direktorat Jenderal Perhubungan Darat Kementerian Perhubungan dan Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR).

Jasa Marga supports the policy of Homecoming Ban for Eid Al-Fitr 1442 H by controlling transportation which collaborated with other stakeholders such as the Police, Directorate General of Land Transportation, Ministry of Transportation, and Ministry of Public Works and Public Housing (PUPR).



10 Mei May

Jasa Marga bekerja sama dengan BASARNAS menggelar simulasi penyelamatan khusus kecelakaan di Jalan Layang MBZ dan Jalan Tol Jagorawi dengan *rescue* udara berupa *helicopter*.

In collaboration with BASARNAS, Jasa Marga held a particular rescue simulation for accidents on the MBZ Flyover and Jagorawi Toll Road with air rescue in the form of helicopters.



31 Mei May

Jasa Marga raih *Best Right of Shareholders* dalam ajang 12th Indonesian Institute for Corporate Directorship (IICD) Corporate Governance Conference and Awards 2021.

Jasa Marga won "Best Right of Shareholders" at the 12th Indonesian Institute for Corporate Directorship (IICD) Corporate Governance Conference and Awards 2021.



09 Juni June

Jasa Marga raih penghargaan Silver Medal untuk kategori *The Most Promising Company in Entrepreneurial SOE* dalam ajang *BUMN Marketeers Award 2021* yang digelar oleh MarkPlus, Inc.

Jasa Marga won the Silver Medal for *The Most Promising Company in Entrepreneurial SOE* in the 2021 *BUMN Marketeers Award* event held by MarkPlus, Inc.



07 Juli July

Jasa Marga raih tiga penghargaan dalam ajang *Human Capital on Resilience Excellence Award 2021* yang diselenggarakan oleh PT Indonesia Popular Mandiri.

Jasa Marga won three awards at the *Human Capital on Resilience Excellence Award 2021* organized by PT Indonesia Popular Mandiri.



24 Agustus August

Presiden Joko Widodo resmikan Ruas Balikpapan-Samarinda Seksi Balikpapan-Samboja (Seksi 1 dan 5) sepanjang 32,4 km.

President Joko Widodo inaugurated the Balikpapan-Samarinda Section Balikpapan-Samboja (Sections 1 and 5) along the 32.4 km.



28 Juni June

Jasa Marga melakukan divestasi atas 14% kepemilikan saham Jasa Marga di PT Marga Lingkar Jakarta (MLJ) dalam rangka memperkuat *capital structure* Perseroan.

Jasa Marga divested its 14% stake in Jasa Marga in PT Marga Lingkar Jakarta (MLJ) to strengthen the Company's capital structure.



12 Juli July

Jasa Marga berkomitmen untuk tetap menjaga pemenuhan Standar Pelayanan Minimal (SPM) yang menerapkan protokol kesehatan dalam pelayanan kepada pengguna jalan tol di tengah penurunan *volume* lalu lintas pada periode Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) Darurat.

Jasa Marga is committed to maintaining the fulfillment of Minimum Service Standards (SPM), which implement health protocols in services to toll road users amidst a decrease in traffic volume during the period of the Emergency Community Activity Restrictions (PPKM).



27 Agustus August

Penyelenggaraan Rapat Umum Pemegang Saham Luar Biasa Jasa Marga secara elektronik.

Extraordinary General Meeting of Shareholders of Jasa Marga has been held electronically.



02 September September

Jasa Marga tandatangani perjanjian kerja sama dengan Jaksa Agung Muda Bidang Perdata dan Tata Usaha Negara (JAMDATUN) Republik Indonesia. Jasa Marga signed a cooperation agreement with the Deputy Attorney General for Civil and State Administration (JAMDATUN) of the Republic of Indonesia.



08 Oktober October

Jasa Marga Raih Dua Penghargaan di Ajang TOP GRC 2021 yaitu TOP GRC 2021 #4 Stars untuk Perseroan dan *The Most Committed GRC Leader 2021* untuk Direktur Utama Jasa Marga. Jasa Marga won two awards from TOP GRC 2021 event on TOP GRC 2021 #4 Stars for the Company and The Most Committed GRC Leader 2021 for President Director of Jasa Marga.



26 Oktober October

Jasa Marga Raih Predikat Menuju Informatif Dalam Anugerah Keterbukaan Informasi Publik 2021. Jasa Marga won predicate Towards Informative on Public Information Transparency Awards.



16 September September

Jasa Marga turut berpartisipasi dalam kegiatan Penanaman Pohon Langka yang diinisiasi oleh Institut Pertanian Bogor (IPB). Jasa Marga participated in the Rare Tree Planting activity initiated by the Bogor Agricultural University (IPB).



12 Oktober October

Jasa Marga Raih Tiga Penghargaan pada Ajang BUMN Awards 2021 untuk kategori *The Best Brand Popularity in Toll Road Operator Category*, *The Best Brand Image in Toll Road Operator Category* dan *Best Corporate Communication Strategy in Transportation & Logistic Group Category*. Jasa Marga won three awards on BUMN Awards 2021 for The Best Brand Popularity in Toll Road Operator Category, The Best Brand Image in Toll Road Operator Category, and Best Corporate Communication Strategy in Transportation & Logistic Group Category.



31 Oktober October

Sinergi BUMN, Jasa Marga salurkan bantuan Rp40 miliar untuk Petani Tebu di Madiun dan Jombang melalui PTPN X dan PTPN XI. SOEs Synergy, Jasa Marga distributed Rp40 billion for sugarcane farmers in Madiun and Jombang through PTPN X and PTPN XI.



19 November November

Terapkan standar pelayanan terbaik, Jasa Marga raih penghargaan emas di Ajang SNI Award 2021.
Implemented the Best Services Standard, Jasa Marga won Gold Awards on SNI Award 2021.



03 Desember December

Jasa Marga meraih tiga predikat jalan tol terbaik dan rest area terbaik dalam penilaian jalan tol berkelanjutan oleh Kementerian PUPR.
Jasa Marga won three predicate of the best Toll Road and the best Rest Area in Sustainable Toll Road Assessment by Ministry of Public Works and Public Housing of Republic of Indonesia.



22 Desember December

Penyelenggaraan Rapat Umum Pemegang Saham Luar Biasa Jasa Marga secara elektronik putuskan perubahan pengurus Perseroan.
Extraordinary General Meeting of Shareholder of Jasa Marga has been held electronically to determined the change in the Management of the Company.



25 November November

Tingkatkan kesadaran keselamatan berkendara, Jasa Marga gelar rangkaian Program Road Safety Rangers.
To increase awareness of driving safety, Jasa Marga held a series of Road Safety Rangers Program.



03 Desember December

Jasa Marga melalui PT Jasamarga Bali Tol siap menyambut KTT G20 dengan melakukan penataan dan penghijauan di Jalan Tol Bali Mandara.
Jasa Marga, through PT Jasamarga Bali Tol, is Ready to Welcome the G-20 Summit by Organizing and Reforesting the Bali Mandara Toll Road.



30 Desember December

Jasa Marga melakukan divestasi atas 9% kepemilikan sahamnya di PT Jasamarga Pandaan Malang (JPM) sebagai bagian dari strategi korporasi untuk menyeimbangkan pertumbuhan dan kesinambungan bisnis Perseroan.
Jasa Marga divested its share ownership of 9% in PT Jasamarga Pandaan Malang (JPM) as a part of Corporation strategy to balancing growth and business sustainability of the Company.





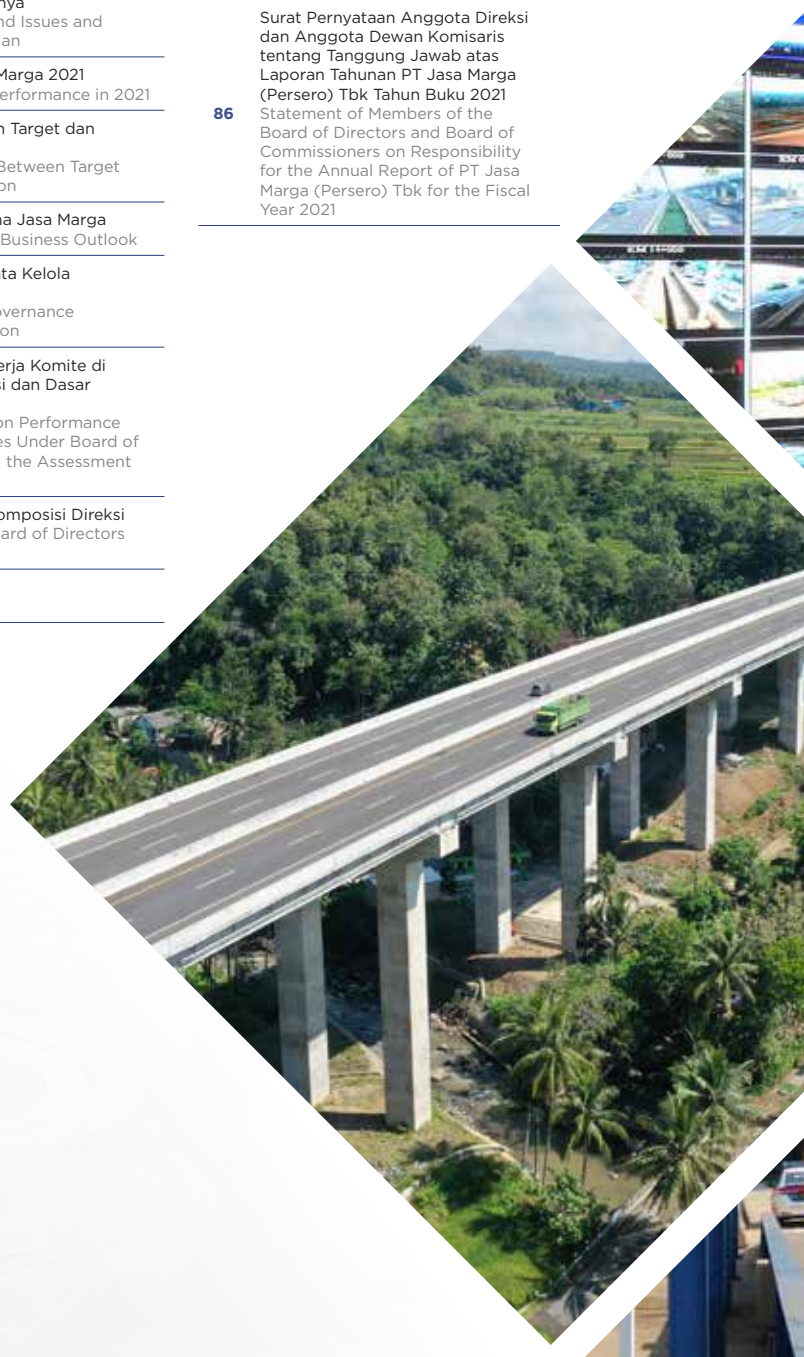
Jalan Tol Semarang-Solo
Semarang-Solo Toll Road

02



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Dewan Komisaris dan Direksi berkomitmen untuk secara konsisten mengimplementasikan prinsip-prinsip *Good Corporate Governance* di Perseroan.

The Board of Commissioners and the Board of Directors are committed to consistently implementing the principles of *Good Corporate Governance* in the Company.

MOBILE CUSTOMER SERVICE
Jasa Marga
Connecting Indonesia

LAPORAN DEWAN KOMISARIS

BOARD OF COMMISSIONERS REPORT



Yuswanda A. Temenggung

Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner



Dewan Komisaris terus memastikan bahwa pengelolaan Perseroan tetap berlandaskan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*), memenuhi ketentuan peraturan perundang-undangan yang berlaku, serta memenuhi ketentuan perjanjian dengan pihak ketiga. Setiap temuan auditor eksternal serta temuan dan rekomendasi auditor internal telah ditindaklanjuti sesuai dengan rekomendasi/saran yang diberikan.

The Board of Commissioners continues to ensure that the management of the Company remains based on the principles of Good Corporate Governance (GCG), complies with the prevailing laws and regulations, and complies with the provisions of agreements with third parties. Every external auditor's findings, as well as the findings and recommendations of the internal auditors, have been followed up based on the recommendations/suggestions given.

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa yang telah melimpahkan rahmat dan karunia-Nya kepada kita semua, sehingga PT Jasa Marga (Persero) Tbk dapat melalui tahun 2021 dengan capaian kinerja yang baik. Suatu kehormatan bagi saya mewakili Dewan Komisaris untuk menyajikan laporan pengawasan terhadap kinerja Perseroan di Tahun Buku 2021.

Dewan Komisaris telah menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi dengan itikad baik, bertanggung jawab, dan penuh kehati-hatian demi kepentingan Perseroan. Dalam melaksanakan tugas dan fungsinya, Dewan Komisaris melakukannya secara independen, berpedoman kepada ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku, serta berdasarkan prinsip-prinsip Tata Kelola Perusahaan yang Baik.

Fokus pengawasan dan pemberian nasihat oleh Dewan Komisaris dalam tahun 2021 meliputi: pelaksanaan, evaluasi dan penyesuaian Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021, *review* Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2021-2025, tindak lanjut atas Keputusan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2021 dan

Dear Shareholders and Stakeholders,

We express our gratitude to the presence of God Almighty, who has bestowed His grace and gifts on all of us so that PT Jasa Marga (Persero) Tbk can go through 2021 with good performance achievements. It is an honor for me to represent the Board of Commissioners to present a supervisory report on the Company's performance in the 2021 Fiscal Year.

The Board of Commissioners has carried out the duties of supervising and providing advice to the Board of Directors in good intention, being responsible, and full of prudence in the interest of the Company. In carrying out its duties and functions, the Board of Commissioners performs it independently, guided by the provisions of the Company's Articles of Association and applicable laws and regulations, and based on the principles of Good Corporate Governance.

The focus of supervision and advice provision by the Board of Commissioners in 2021 includes implementation, evaluation, and adjustment of the Company's Work Plan and Budget (RKAP) 2021, review the Company's Long-term Plan (RJPP) 2021-2025, follow up on the decisions of the General Meeting of Shareholders (GMS) for the 2021 Fiscal Year and the Extraordinary General Meeting of Shareholders

Rapat Umum Pemegang Saham Luar Biasa Tanggal 27 Agustus 2021 dan 22 Desember 2021, penerapan Tata Kelola Perusahaan yang Baik, peningkatan efektivitas sistem pengendalian internal dan penerapan budaya Perseroan, serta pelaksanaan dan kepatuhan terhadap ketentuan perundang-undangan yang berlaku.

on August 27, 2021 and December 22, 2021, the implementation of Good Corporate Governance, internal control system effectiveness increase and the implementation of the Company's culture, as well as implementation and compliance with applicable laws and regulations.

PENILAIAN DEWAN KOMISARIS TERHADAP KINERJA DIREKSI MENGENAI PENGELOLAAN PERSEROAN

Assessment of the Board of Commissioners on the Performance of the Board of Directors Regarding the Company's Management

Pandangan atas Penilaian Kinerja Keuangan

Tahun 2021 menjadi tahun yang penuh tantangan bagi Perseroan. Kondisi dunia yang masih mengalami pandemi COVID-19 menyebabkan terjadinya perlambatan pertumbuhan ekonomi dunia dan imbasnya pun dirasakan di Indonesia.

Pembatasan kegiatan masyarakat dalam bentuk Pembatasan Sosial Berskala Besar (PSBB) maupun Pelaksanaan Pembatasan Kegiatan Masyarakat (PPKM) menyebabkan dibatasinya mobilitas orang, termasuk larangan mudik di saat Idul Fitri dan Idul Adha.

Dewan Komisaris dapat memahami tantangan yang dihadapi Perseroan di tahun 2021. Untuk itu, Dewan Komisaris mengapresiasi berbagai inisiatif strategis yang diambil Direksi dalam menghadapi kondisi yang sulit tersebut.

Dewan Komisaris menyadari, bahwa kinerja Perseroan di tahun 2021 tidak lebih baik dari tahun 2020 akibat kondisi perekonomian yang kurang mendukung. Namun, Dewan Komisaris menilai bahwa Direksi telah berupaya maksimal untuk tetap menjaga stabilitas Perseroan, serta menjaga kepercayaan para investor. Selain itu, keselamatan dan kesehatan karyawan Jasa Marga juga menjadi titik fokus yang sangat penting dalam kondisi pandemi dan menjadi perhatian utama dari Direksi.

Di tengah kondisi yang cukup sulit di tahun 2021, Jasa Marga masih tetap berhasil membukukan laba bersih sebesar Rp1.615,3 miliar, mengalami peningkatan 222,4% dibandingkan tahun sebelumnya sebesar Rp501,1 triliun. Sedangkan, perolehan laba bersih tahun 2021 tercatat mencapai 1.771,6% atau di atas target yang ditetapkan dalam Revisi RKAP 2021 yakni sebesar Rp86,3 miliar.

Atas pencapaian tersebut, Dewan Komisaris menilai kinerja Direksi dalam menjalankan tugas dan tanggung jawabnya dalam mengelola Perseroan di tahun buku 2021 berjalan dengan baik. Selain itu,

Views on Financial Performance Assessment

The year 2021 was a year full of challenges for the Company. The world condition, which is still experiencing the COVID-19 pandemic, has caused a slowdown in world economic growth and its impact has also been felt in Indonesia.

Restrictions on community activities in the form of Large-Scale Social Restrictions (PSBB) and the Implementation of Community Activity Restrictions (PPKM) have resulted in the limitation of people's mobility, including the prohibition of homecoming during Eid-al-Fitr and Eid-al-Adha.

The Board of Commissioners can understand the challenges faced by the Company in 2021. For this reason, the Board of Commissioners appreciates the various strategic initiatives taken by the Board of Directors in dealing with these challenging conditions.

The Board of Commissioners realizes that the Company's performance in 2021 would not be better than 2020 due to unfavorable economic conditions. However, the Board of Commissioners considers that the Board of Directors has made maximum efforts to maintain the Company's stability and maintain the trust of investors. In addition, the safety and health of Jasa Marga's employees have also become a critical focal point in a pandemic and are the primary concern of the Board of Directors.

Amid quite difficult conditions in 2021, Jasa Marga still managed to record a net profit of Rp1,615.3 billion, or an increase of 222.4% compared to the previous year's achievement of Rp501.1 billion. The net profit in 2021 reached 1,771.6% above the target set in the 2021 RKAP Revision of Rp86.3 billion.

For this achievement, the Board of Commissioners assesses the performance of the Board of Directors in carrying out their duties and responsibilities in managing the Company in the 2021 financial year

Direksi mampu mencatatkan peningkatan kinerja Perseroan dengan mengupayakan pertumbuhan pendapatan dan peningkatan laba bersih Perseroan.

running well. In addition, the Board of Directors was able to record an increase in the Company's performance by seeking revenue growth and increasing the Company's net profit.

PANDANGAN ATAS PROSPEK USAHA PERSEROAN

Views on the Company's Business Prospects

Dewan Komisaris menilai bahwa prospek usaha yang telah disusun Perseroan cukup memadai dalam menghadapi tantangan bisnis di masa mendatang.

The Board of Commissioners considers that the business prospects that the Company has prepared are adequate in facing future business challenges.

Pemulihan kondisi perekonomian dunia yang mulai membaik dari dampak pandemi COVID-19, merupakan momentum bagi Perseroan untuk meraih kembali pertumbuhan kinerja Perseroan, melalui terobosan-terobosan dan memaksimalkan setiap potensi serta peluang yang ada.

The recovery of world economic conditions, which began to improve from the impact of the COVID-19 pandemic, is a momentum for the Company to regain the Company's performance growth through breakthroughs and maximizing every potential and opportunity that exists.

Dewan Komisaris mengharapkan Direksi untuk selalu berhati-hati dalam menjalankan aksi korporasi dan mengambil keputusan maupun tindakan agar tetap mengacu pada pelaksanaan kegiatan usaha Perseroan yang sesuai dengan prinsip Tata Kelola Perusahaan yang Baik.

The Board of Commissioners hopes that the Board of Directors will continue to be careful and ensure that every corporate action and action taken in the implementation of the Company's business activities are based on the principle of prudence and apply the principles of Good Corporate Governance.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Views on the Implementation of Good Corporate Governance

Penyusunan Program Kerja Tahunan Dewan Komisaris

Sebagai bentuk penerapan Tata Kelola Perusahaan yang Baik, Dewan Komisaris menyusun program kerja tahunan Dewan Komisaris yang akan dilaksanakan di tahun 2021. Perangkat Dewan Komisaris ikut terlibat pula dalam penyusunan program kerja tahunan tersebut.

Preparation of the Board of Commissioners' Annual Work Program

As part of the implementation of Good Corporate Governance, the Board of Commissioners prepares the Annual Work Program of the Board of Commissioners, which in its preparation involves the components of the Board of Commissioners.

Program kerja tahunan Dewan Komisaris akan digunakan sebagai bahan pelaksanaan evaluasi kinerja Dewan Komisaris dan penyusunan laporan Dewan Komisaris yang akan disampaikan pada Rapat Umum Pemegang Saham (RUPS).

The Board of Commissioners annual work program is used as material for evaluating the performance of the Board of Commissioners and preparing the report of the Board of Commissioners to be submitted at the General Meeting of Shareholders (GMS).

Selain itu, Komite-Komite Dewan Komisaris juga menyusun Program Kerja Tahunan Komite yang disampaikan kepada Dewan Komisaris.

In addition, the Committees of the Board of Commissioners also prepare the Committee's Annual Work Program, which is submitted to the Board of Commissioners.

Pembagian Tugas dan Mekanisme Pengawasan Dewan Komisaris

Pengaturan pembagian tugas dan tanggung jawab masing-masing anggota Dewan Komisaris yang semula mengacu pada Surat Keputusan

Division of Duties and Supervisory Mechanism of the Board of Commissioners

The Board of Commissioners members' respective duties and responsibilities arrangements initially referred to the Decree of the Board of Commissioners

Dewan Komisaris No. KEP-139/IX/2018 tanggal 27 September 2018, diubah dengan Surat Keputusan Dewan Komisaris No. KEP-077/VI/2020 tanggal 30 Juni 2020. Berdasarkan hal tersebut, dilakukan restrukturisasi Komite-Komite di bawah Dewan Komisaris dan pembentukan komite baru, sebagai tindak lanjut dari ketentuan Menteri Badan Usaha Milik Negara selaku Pemegang Saham Seri A Dwiwarna, sehingga Dewan Komisaris memiliki 3 (tiga) Komite, yakni: (i) Komite Audit, (ii) Komite Nominasi dan Remunerasi, dan (iii) Komite Risiko dan Hukum.

Sebagaimana tahun-tahun sebelumnya, pelaksanaan pengawasan dan pemberian nasihat Dewan Komisaris kepada Direksi dalam pengelolaan Perseroan mengacu pada program kerja tahunan Dewan Komisaris, yang ditetapkan pada awal tahun buku berjalan. Sesuai Anggaran Dasar Perseroan, setiap bulannya diselenggarakan minimal 2 (dua) kali rapat, yaitu rapat internal Dewan Komisaris dan rapat gabungan Dewan Komisaris-Direksi. Hal-hal yang membutuhkan keputusan segera diagendakan dalam agenda lain-lain dalam rapat-rapat Dewan Komisaris dan/atau rapat khusus Dewan Komisaris-Direksi. Setiap keputusan rapat dipantau dan dievaluasi tindak lanjutnya.

Sepanjang tahun 2021 telah diselenggarakan rapat internal Dewan Komisaris sebanyak 14 sesi rapat dengan tingkat kehadiran rata-rata sebesar 94,4% dan rapat gabungan Dewan Komisaris-Direksi sebanyak 16 sesi rapat dengan tingkat kehadiran rata-rata sebesar 96,1%. Keputusan rapat diambil secara musyawarah untuk mufakat, dan belum pernah terjadi proses pengambilan keputusan rapat secara "*dissenting opinion*". Sampai dengan akhir 2021 hampir seluruh keputusan rapat telah selesai ditindaklanjuti dengan beberapa keputusan masih dalam proses karena kewenangannya menyangkut pihak/instansi di luar Perseroan namun diupayakan segera dapat diselesaikan dalam tahun 2022.

Penyelenggaraan rapat sebelum Maret 2020 dilaksanakan secara tatap muka tetapi dengan pemberlakuan protokol kesehatan sejak terjadinya wabah COVID-19, rapat dilakukan secara daring melalui *video conference*. Adapun pelaksanaan rapat *virtual* dinilai cukup efektif dengan tata cara penyelenggaraan rapat mengikuti ketentuan yang diatur dalam peraturan internal perusahaan.

Selain penyelenggaraan rapat-rapat, Dewan Komisaris juga menyelenggarakan kunjungan kerja dalam rangka pengawasan secara langsung ke *Regional Office* dan/atau ke proyek-proyek jalan tol baru yang sedang dibangun, dan/atau sudah dalam tahap operasi atau operasi penuh yang ditangani oleh anak perusahaan. Selama tahun 2021 dilakukan sebanyak 2 (dua) kali kunjungan.

No. KEP-139/IX/2018 dated September 27, 2018, amended by the Decree of the Board of Commissioners No. KEP-077/VI/2020 dated June 30, 2020. There was a Committee restructuring and formation of a new committee under the Board of Commissioners, as a follow-up to the provisions of the Minister of State-Owned Enterprises as Series A Dwiwarna Shareholder, so that the Board of Commissioners has 3 (three) Committees, namely (i) the Audit Committee; (ii) the Nomination and Remuneration Committee; and (iii) the Risk and Legal Committee.

As in previous years, the supervision and advice provision from the Board of Commissioners to the Board of Directors in managing the Company refers to the Board of Commissioners' annual work program, which is set at the beginning of the current financial year. Following the Company's Articles of Association, a minimum of 2 (two) meetings are held every month, namely an internal meeting of the Board of Commissioners and a joint meeting of the Board of Commissioners-Directors. Matters that require immediate decisions are scheduled in other agendas at the meetings of the Board of Commissioners and/or special meetings of the Board of Commissioners-Directors. Every meeting decision is monitored, and its follow-up evaluated.

Throughout 2021, the Board of Commissioners held 14 internal meetings with an average attendance rate of 94.4% and 16 joint meetings of the Board of Commissioners-Directors with an average attendance rate of 96.1%. Meeting decisions are taken by deliberation to reach consensus, and there has never been a "*dissenting opinion*" meeting in the decision-making process. Until the end of 2021, almost all meeting decisions have been followed up, with several decisions still in process because their authority concerns parties/agencies outside the Company. Still, they are trying to be completed in 2022.

Before March 2020, the meeting was held face-to-face, but with the implementation of health protocols since the COVID-19 outbreak, the meeting was held online via video conference. The implementation of virtual meetings is considered quite effective with the procedures for holding meetings following the provisions stipulated in the Company's internal regulations.

In addition to holding meetings, the Board of Commissioners also conducts work visit for direct supervision to Regional Offices and/or new toll road projects currently under construction and/or toll road in operational stage or fully operational managed by subsidiaries. Throughout 2021, there have been (2) two visits.

Hasil Asesmen GCG

Pada tahun 2021, asesmen *Good Corporate Governance* (GCG) dilakukan secara mandiri oleh Perseroan dengan menggunakan parameter penilaian Kementerian BUMN berdasarkan Surat Keputusan Sekretaris Kementerian BUMN No.SK-16/S.MBU/2012 tanggal 6 Juni 2012. Berdasarkan hasil asesmen tersebut, Perseroan memperoleh skor 98,20 dan masuk dalam kategori "Sangat Baik". Sementara itu khusus untuk Aspek Dewan Komisaris, Perseroan memperoleh skor sebesar 99,10 dan masuk dalam kategori "Sangat Baik".

Penilaian Direksi dan Komite Dewan Komisaris serta Penilaian Kinerja Dewan Komisaris Tahun 2021

Memenuhi fungsi dan tugas Dewan Komisaris berdasarkan Peraturan Menteri BUMN No. 01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik di BUMN dan Surat Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi Penerapan Tata Kelola Perusahaan yang Baik, Lampiran 1/6-15 Aspek Pengujian/Indikator Butir 17 Parameter No. 58, 59, dan 67, Dewan Komisaris telah menilai kinerja Direksi dan menyampaikan hasil penilaian kepada Pemegang Saham Seri A Dwiwarna sebagai masukan untuk keputusan-keputusan penting yang akan diambil yang menyangkut kepentingan Perseroan.

Dewan Komisaris menilai bahwa kinerja Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Risiko dan Hukum tahun 2021 dalam memberikan masukan dan kajian yang diperlukan Dewan Komisaris dalam melakukan pengawasannya semakin berbobot, intensif, dan efektif.

Dengan dukungan Komite-Komite dan Sekretariat Dewan Komisaris, Dewan Komisaris terus mendorong dan memastikan bahwa prinsip-prinsip GCG dilakukan secara konsisten, berkelanjutan, dan membudaya di lingkungan Dewan Komisaris dan juga di Jasa Marga untuk mewujudkan Visi dan Misi Perseroan dalam bisnis jalan tol, sehingga Perseroan memiliki kemampuan beradaptasi, daya tahan, serta daya saing yang kuat di tingkat nasional maupun regional. Hal ini tentunya akan menguntungkan seluruh pemangku kepentingan serta menyukseskan program Pemerintah dalam mempercepat pembangunan infrastruktur nasional untuk kemajuan ekonomi nasional.

GCG Assessment Results

In 2021, the Good Corporate Governance (GCG) assessment is carried out independently by the Company using the assessment parameters of the Ministry of SOEs based on the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012. Based on the assessment results, the Company obtained a score of 98.20 and was included in the "Very Good" category. Meanwhile, specifically for the Board of Commissioners Aspect, the Company obtained a score of 99.10 and was included in the "Very Good" category.

Assessment of the Board of Directors and the Committee of the Board of Commissioners and Performance Assessment of the Board of Commissioners in 2021

Fulfill the functions and duties of the Board of Commissioners based on the Regulation of the Minister of SOEs No. 01/MBU/2011 dated August 1, 2011, concerning the Implementation of Good Corporate Governance in BUMN and Decree of the Secretary of the Ministry of BUMN No. SK-16/S.MBU/2012 dated June 6, 2012, concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance, Appendix 1/6-15 Aspects of Testing/Indicators Item 17 Parameter No. 58, 59, and 67, the Board of Commissioners has assessed the performance of the Board of Directors and submitted the results of the assessment to the Series A Dwiwarna Shareholders as input for important decisions to be taken concerning the interests of the Company.

The Board of Commissioners considers the performance of the Audit Committee, Nomination and Remuneration Committee, and the Risk and Legal Committee in 2021 in providing input and studies needed by the Board of Commissioners in carrying out their supervision is increasingly weighty, intensive, and effective.

With the support of the Committees and the Secretariat of the Board of Commissioners, the Board of Commissioners continues to encourage and ensure that GCG principles are carried out consistently, sustainably, and culturally within the Board of Commissioners and also at Jasa Marga to realize the Company's Vision and Mission in the toll road business, so that the Company has the adaptability, resilience, and firm competitiveness at the national and regional levels. This will undoubtedly benefit all stakeholders and the success of the Government's program in accelerating the development of national infrastructure for the advancement of the national economy.

Skor penilaian kinerja Dewan Komisaris Tahun 2021 yang dilakukan secara *self-assessment* atas 8 Perspektif dan 21 *Performance Indicator* adalah sebesar 4,9 dari total skor 5,0 atau sebesar 98,3%, dengan klasifikasi penilaian "Sangat Baik" dan melampaui target Tahun 2021 yang ditetapkan sebesar 4,8.

The score for the 2021 Board of Commissioners performance assessment carried out by self-assessment on 8 Perspectives and 21 Performance Indicators was 4.9 out of a total score of 5.0 or 98.3%, with an assessment classification of "Very Good" and exceeded the 2021 target set at 4.8.

PELAKSANAAN KEGIATAN PENGAWASAN DAN PEMBERIAN NASIHAT OLEH DEWAN KOMISARIS

Implementation of Supervisory and Advisory Activities by the Board of Commissioners

Dewan Komisaris terus memastikan bahwa pengelolaan Perseroan tetap berlandaskan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*), memenuhi ketentuan peraturan perundang-undangan yang berlaku, serta memenuhi ketentuan perjanjian dengan pihak ketiga. Setiap temuan auditor eksternal serta temuan dan rekomendasi auditor internal telah ditindaklanjuti sesuai dengan rekomendasi/saran yang diberikan.

The Board of Commissioners continues to ensure that the Company's management remains based on the principles of Good Corporate Governance (GCG), complies with the prevailing laws and regulations, and complies with the provisions of agreements with third parties. Each external auditor's findings and the findings and recommendations of the internal auditors have been followed up following the advice/suggestions given.

Kegiatan-kegiatan Pengawasan yang dilakukan oleh Dewan Komisaris, antara lain:

The supervisory activities carried out by the Board of Commissioners include:

Pelaksanaan Kesesuaian Pengelolaan Perseroan berdasarkan RJPP dan RKAP

Selama tahun 2021 Dewan Komisaris telah melakukan pengawasan atas kesesuaian pengelolaan Perseroan berdasarkan pada rencana kerja yang telah ditetapkan dalam RJPP 2021-2025 dan RKAP 2021. Hasil dari pengawasan, evaluasi, dan kajian yang dilakukan, Dewan Komisaris dan Direksi sampai pada kesimpulan bahwa RKAP 2021 dan/atau RJPP 2021-2025 perlu direvisi untuk mengantisipasi dan menjawab tuntutan kebutuhan dan dinamika Perseroan. Sebagai tindak lanjutnya, Dewan Komisaris memberikan persetujuan atas usulan revisi RKAP 2021 dan penyesuaian RJPP 2021-2025 yang diajukan oleh Direksi, melalui surat-surat keputusan Dewan Komisaris pada bulan Agustus 2021.

Implementation of Company Management Compliance based on RJPP and RKAP

During 2021 the Board of Commissioners has supervised the suitability of the Company's management based on the work plan set out in the 2021-2025 RJPP and 2021 RKAP. As a result of the supervision, evaluation, and study conducted, the Board of Commissioners and the Board of Directors concluded the 2021 RKAP and/or RJPP 2021-2025 needs to be revised to anticipate and answer the Company's needs and dynamics demands. As a follow-up, the Board of Commissioners approved the 2021 RKAP proposed revision and the RJPP 2021-2025 adjustment submitted by the Board of Directors through the Board of Commissioners' decision letters in August 2021.

Dewan Komisaris terus mendorong Direksi dan segenap jajaran Perseroan melakukan upaya terbaik untuk mencapai kinerja yang telah ditetapkan. Setiap kendala-kendala yang dihadapi dapat dikomunikasikan dan dibahas dengan Dewan Komisaris dalam suatu rapat koordinasi Dewan Komisaris-Direksi, untuk mencari solusi dan menetapkan jalan keluarnya. Dengan demikian diharapkan Perseroan dapat memenuhi harapan dari seluruh pemegang saham dan pemangku kepentingan dengan sebaik-baiknya.

The Board of Commissioners continues to encourage the Board of Directors and all levels of the Company to make the best efforts to achieve the performance that has been set. Any obstacles encountered can be communicated and discussed with the Board of Commissioners in a coordination meeting between the Board of Commissioners and the Board of Directors to find solutions and determine solutions. Thus, the Company is expected to fulfill the expectations of all shareholders and stakeholders as well as possible.

Pelaksanaan Pengawasan terhadap Kebijakan Pengelolaan Anak Perusahaan

Sejalan dengan semakin bertambahnya anak-anak perusahaan jalan tol dan non tol yang telah beroperasi, yang pada awal tahun 2021 total sebanyak 21 (dua puluh satu), dan jumlah anak perusahaan jalan tol akan terus bertambah sejalan dengan akan dibangunnya ruas-ruas jalan tol baru, Dewan Komisaris perlu melakukan pengawasan yang lebih cermat dan ketat atas kebijakan dan pelaksanaan pengelolaan anak perusahaan yang dilakukan oleh Direksi. Hal ini dilakukan agar aset Perseroan dikelola secara efektif dan efisien. Dewan Komisaris meminta kepada Direksi agar pengawasan telah dilakukan secara ketat dan efektif sejak saat anak perusahaan melakukan tahap konstruksi pembangunan jalan tol, yaitu untuk memastikan pelaksanaan pekerjaan konstruksi telah memenuhi spesifikasi yang ditentukan, maupun pada saat anak perusahaan mengoperasikannya untuk memastikan bahwa semua ketentuan Standar Pelayanan Minimum (SPM) telah dipenuhi, serta Perseroan telah dikelola dengan baik, secara efektif dan efisien.

Pengawasan terhadap Penguatan Sistem Pengendalian Internal Perseroan

Dalam rangka memperkuat sistem pengendalian internal Perseroan, Dewan Komisaris meminta agar Direksi melakukan peningkatan fungsi dan peran Internal Audit dalam melakukan audit dan tindakan-tindakan untuk mencegah terjadinya suatu rencana dan tindakan yang melanggar ketentuan peraturan perundang-undangan dan prinsip-prinsip Tata Kelola Perusahaan yang Baik, yang berpengaruh terhadap tujuan dan sasaran pengelolaan dan pengembangan Perseroan, sebagaimana tercantum dalam RKAP dan/atau RJPP Perseroan. Selain itu, Internal Audit diharapkan dapat melihat isu strategis di tingkat induk dan kegiatan di tingkat anak perusahaan sifatnya sebagai *sampling* untuk memperdalam *review* atau audit atas isu-isu strategis. Dengan langkah tersebut, kegiatan *review* atau audit yang dilakukan oleh Internal Audit akan menjadi lebih komprehensif, efisien dan efektif, sehingga dapat menghasilkan temuan dan rekomendasi yang jelas, terukur, dan berdampak signifikan bagi perbaikan sistem pengendalian internal Perseroan. Internal Audit dapat merumuskan temuan dan rekomendasi dengan jelas dan dilengkapi dengan tindak lanjut yang disepakati bersama, target waktu penyelesaian, serta unit yang akan bertanggung jawab dalam menindaklanjuti temuan tersebut.

Internal Audit diharapkan dapat menjadi garda terdepan pada saat pemeriksaan oleh auditor eksternal dalam mengantisipasi isu-isu yang ada, dan fungsi pengawasan dan pengelolaan Perseroan dapat berjalan secara efektif dan efisien dalam mendukung pencapaian target-target Perseroan.

Implementation of Supervision of Subsidiary Management Policies

In line with the increasing number of toll road and non-toll road subsidiaries operating in early 2021, a total of 21 (twenty one) and the number of toll road subsidiaries will continue to grow in line with the construction of new toll road sections, the Board of Commissioners needs to carry out more careful and strict supervision of the policies and implementation of subsidiary management carried out by the Board of Directors. This is done so that the Company's assets are managed effectively and efficiently. The Board of Commissioners requests the Board of Directors to strictly and effectively supervise from the time the subsidiary carries out the construction phase of the toll road construction, namely to ensure that the implementation of the construction work has met the specified specifications, and when the subsidiary operates it to ensure that all provisions of the Minimum Service Standards (SPM) has been met, and the Company has been managed properly, effectively, and efficiently.

Supervision of Strengthening the Company's Internal Control System

To strengthen the Company's internal control system, the Board of Commissioners requested the Board of Directors to improve the Internal Audit function and role in conducting audits and taking actions to prevent plans and actions that violate the provisions of laws and regulations and the principles of Good Corporate Governance, which affected the Company's management goals, objective, and development, as stated in the Company's RKAP and/or RJPP. In addition, the Internal Audit is expected to be able to see strategic issues at the parent level and activities at the subsidiary level as sampling to deepen the review or audit of these strategic issues. With this step, the review or audit activities carried out by the Internal Audit will become more comprehensive, efficient, and effective to produce clear, measurable findings and recommendations and have a significant impact on the improvement of the Company's internal control system. The Internal Audit can formulate findings and recommendations clearly and are equipped with mutually agreed follow-ups, target completion times, and the unit responsible for following up on these findings.

The Internal Audit is expected to be at the forefront of inspections by external auditors in anticipating existing issues, and the supervisory and management functions of the Company can run effectively and efficiently in supporting the achievement of the Company's targets. The Board of Commissioners underlined the

Dewan Komisaris menggarisbawahi pentingnya peningkatan standar kompetensi personil Internal Audit untuk meningkatkan kualitas pengendalian internal Perseroan. Dewan Komisaris juga memberikan catatan agar pengamanan data dan digitalisasi arsip dapat diterapkan di seluruh unit kerja dan anak perusahaan di Jasa Marga Group. Dengan sistem pengendalian internal yang efektif, tujuan dan sasaran target RKAP 2021 dan/atau RJPP 2021-2025 diharapkan dapat tercapai dengan efektif, efisien serta tepat waktu dan manfaat.

Dewan Komisaris menyarankan Direksi agar Internal Audit dapat merumuskan temuan dan rekomendasi dengan jelas dan dilengkapi dengan tindak lanjut yang disepakati bersama, target waktu penyelesaian, serta unit yang akan bertanggung jawab dalam menindaklanjuti temuan tersebut. Dengan demikian, Internal Audit diharapkan dapat memberikan solusi yang komprehensif atas penyelesaian suatu temuan.

Pengawasan terhadap Pelaksanaan Manajemen Risiko Perseroan

Terkait dengan risiko-risiko yang dihadapi Direksi dalam mengelola Perseroan, terjadinya mutasi varian virus COVID-19 mengakibatkan ketidakpastian dalam lingkungan usaha khususnya di industri jalan tol. Pembatasan mobilitas masyarakat berpotensi tetap berlanjut dan membawa pengaruh dalam implementasi strategi, pelaksanaan operasi, dan pengembangan bisnis Perseroan kedepan. Oleh karena itu, Dewan Komisaris dan Direksi bersepakat melakukan Review RJPP tahun 2021-2025 dan Revisi RKAP tahun 2021.

Pelaksanaan pekerjaan terutama terkait dengan pembangunan jalan tol baru, Direksi disarankan untuk melakukan *review* risiko-risiko terkait serta memastikan desain dan pilihan teknologi yang akan digunakan. Sedangkan terkait risiko pengoperasian jalan tol, Dewan Komisaris meminta Direksi menyiapkan data-data volume lalu lintas dan mengkaji dampaknya bagi keuangan Perseroan serta langkah-langkah yang telah dan akan dilakukan.

Dewan Komisaris menyarankan Direksi untuk melanjutkan dan mengawal pelaksanaan rencana mitigasi risiko agar *residual risk* dan target *maturity risk* tahun 2021 sebesar 3,8 dapat tercapai, serta melakukan percepatan penerapan digitalisasi secara menyeluruh dalam pengelolaan Perseroan untuk memperkuat penerapan manajemen risiko di Perseroan.

Untuk mendorong peningkatan efisiensi usaha dan mengurangi dampak risiko dalam pengembangan bisnis penunjang, Dewan Komisaris menyarankan agar Direksi meneruskan kebijakan bagi anak perusahaan untuk menerapkan *Project Based*

importance of improving the competency standards of the Internal Audit personnel to improve the quality of the Company's internal control. The Board of Commissioners also noted that data security and archive digitization could be applied in all work units and subsidiaries in the Jasa Marga Group. With an effective internal control system, the objectives and targets of the 2021 RKAP and/or RJPP 2021-2025 targets are expected to be achieved effectively, efficiently, on time, and with benefits.

The Board of Commissioners recommends the Board of Directors so that the Internal Audit can formulate findings and recommendations clearly and are equipped with mutually agreed follow-ups, target completion times, and the unit responsible for following up on these findings. Thus, the Internal Audit is expected to be able to provide a comprehensive solution for resolving a finding.

Supervision of the Implementation of the Company's Risk Management

Regarding the risks faced by the Board of Directors in managing the Company, the mutation of the COVID-19 virus variant has resulted in uncertainty in the business environment, especially in the toll road industry. Restrictions on community mobility can continue and impact the implementation of the Company's strategy, operations, and business development as we advance. Therefore, the Board of Commissioners and the Board of Directors have agreed to review the 2021-2025 RJPP and revise the 2021 RKAP.

In carrying out the work, especially related to the construction of new toll roads, the Board of Directors is advised to review the associated risks and ensure the design and choice of technology to be used. Meanwhile, related to the risk of toll road operations, the Board of Commissioners asked the Board of Directors to prepare traffic volume data and assess the impact on the Company's finances and the steps that have been and will be taken.

The Board of Commissioners recommends the Board of Directors to continue and oversee the risk mitigation plan implementation so that the residual risk and maturity risk target for 2021 of 3.8 can be achieved and accelerate the digitalization implementation as a whole in the management of the Company to strengthen the application of risk management in the Company.

To encourage increased business efficiency and reduce the impact of risk in supporting business development, the Board of Commissioners recommends that the Board of Directors continue the policy for subsidiaries to implement a Project Based Management Contract

Management Contract (PBMC). Terkait risiko hukum dari rencana divestasi, agar dilakukan kajian secara mendalam dan menyeluruh.

Pengawasan terhadap Kebijakan dan Pelaksanaan Pengembangan Karier

Dalam memberikan persetujuan terkait pengembangan karir karyawan Perseroan, Dewan Komisaris menggunakan data *talent mobility* dan *mapping talent classification*, serta kompetensi dan kinerja karyawan. Dewan Komisaris mendukung pelaksanaan program pembelajaran melalui aplikasi JM Click untuk mendorong terwujudnya perubahan dalam *learning culture* di Perseroan.

Dewan Komisaris mendukung perubahan struktur organisasi Perseroan dalam rangka mendorong percepatan transformasi Perseroan dan implementasi RJPP, dan menyetujui usulan perubahan struktur organisasi 1 (satu) tingkat di bawah Direksi. Setelah pembagian tugas antarunit di bawah Direktorat dituangkan secara tertulis dengan jelas, Direksi diminta untuk segera mulai melakukan langkah-langkah persiapan penerapan struktur organisasi, termasuk dalam hal ini melakukan sosialisasi kepada seluruh karyawan, serta melakukan perubahan *cascading* KPI setiap Direktorat jika diperlukan.

Terkait evaluasi perkembangan modal insani Perseroan, Dewan Komisaris memberikan arahan agar target utama organisasi dari tahun 2021 dimasukkan ke program AKHLAK sebagai acuan, dengan terus mengembangkan aplikasi JM Click sebagai alat untuk meningkatkan kapasitas dan produktivitas karyawan.

Pengawasan Terkait Kebijakan Akuntansi dan Penyusunan Laporan Keuangan sesuai Standar Akuntansi Keuangan

Dewan Komisaris mengingatkan adanya isu terkait akuntansi sehubungan dengan penerapan PSAK baru, yaitu PSAK 71 tentang Instrumen Keuangan, PSAK 72 tentang Pendapatan Kontrak Pelanggan, dan PSAK 73 tentang Sewa.

Dewan Komisaris meminta agar Direksi memberikan perhatian penuh atas implementasi SAP di Jasa Marga Group mengingat hal ini sangat penting dalam efisiensi proses bisnis Perseroan.

Dewan Komisaris juga menyampaikan agar Direksi memperhatikan pelaksanaan Peraturan OJK (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik; POJK No. 65/

(PBMC). Regarding the legal risks of the divestment plan, an in-depth and thorough study should be carried out.

Supervision of Career Development Policy and Implementation

In approving the career development of the Company's employees, the Board of Commissioners uses talent mobility data, talent classification mapping, and employee competence and performance. The Board of Commissioners supports the implementation of learning programs through the JM Click application to encourage changes in the Company's learning culture.

The Board of Commissioners supports changes to the Company's organizational structure to accelerate the Company's transformation and implementation of the RJPP and approves the proposed changes to the organizational structure 1 (one) level below the Board of Directors. After the division of tasks between units under the Directorate is clearly written, the Board of Directors is asked to immediately start taking steps to prepare for the implementation of the organizational structure, including, in this case, socializing to all employees, as well as making cascading changes to the KPI per Directorate if necessary.

Regarding the evaluation of the development of the Company's human capital, the Board of Commissioners provides directions so that the organization's primary target from 2021 is included in the AKHLAK program as a reference by continuing to develop the JM Click application as a tool to increase employee capacity and productivity.

Supervision of Accounting Policies and Preparation of Financial Statements following Financial Accounting Standards

The Board of Commissioners reminded that there are issues related to accounting in connection with implementing the new PSAK, namely PSAK 71 regarding Financial Instruments, PSAK 72 regarding Customer Contract Revenue, and PSAK 73 regarding Leases.

The Board of Commissioners requests that the Board of Directors give full attention to the implementation of SAP in the Jasa Marga Group, considering this is very important in the efficiency of the Company's business processes.

The Board of Commissioners also convey that the Board of Directors pay attention to the implementation of OJK Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies;

POJK.04/2017 tentang Pedoman Penerbitan dan Pelaporan Efek Beragun Aset Berbentuk Kontrak Investasi Kolektif; dan POJK No. 52/POJK.04/2017 tentang Dana Investasi Infrastruktur Berbentuk Kontrak Investasi Kolektif.

Pengawasan Terkait Sistem Pengendalian Internal Perseroan

Dalam rangka memperkuat Sistem Pengendalian Internal Perseroan, Dewan Komisaris, mengarahkan perlunya peningkatan dalam penerapan sistem "Tiga Lini Pertahanan" yang terintegrasi dengan manajemen risiko. Desain pengendalian internal untuk memperbaiki berbagai kelemahan pengendalian internal dilakukan dengan mengacu pada kerangka *Committee of Sponsoring Organizations of the Treadway Commission (COSO)*.

Dewan Komisaris juga menyarankan agar persiapan penerapan SNI ISO 37001:2016 *Anti Bribery Management System* (Sistem Manajemen Anti Penyuapan/SMAP), tata laksana serta pengorganisasiannya dapat dilakukan dengan baik dan efektif, sehingga sertifikasi SNI ISO 37001:2016 pada lingkup Direktorat Utama Kantor Pusat Perseroan tercapai sesuai dengan target yang ditetapkan Kementerian BUMN.

Penerapan sistem-sistem pengendalian lainnya seperti *Whistleblowing System (WBS)*, Pedoman Penanganan Gratifikasi, Pedoman *Conflict of Interest*, *Code of Conduct*, dan *Code of Corporate Governance* serta pedoman lainnya agar dilakukan juga secara konsisten dan berkelanjutan. Dengan sistem pengendalian internal yang efektif, tujuan dan sasaran target RKAP dan/atau RJPP dapat tercapai secara efektif, efisien, tepat waktu, dan tepat manfaat.

Pengawasan terhadap Kebijakan Pengadaan dan Pelaksanaannya

Direksi diminta melaporkan perkembangan penyusunan perubahan Keputusan Direksi mengenai Pengadaan Barang dan Jasa di Lingkungan Jasa Marga dengan menambahkan prinsip-prinsip ISO 370001:2016 Sistem Manajemen Anti Penyuapan (SMAP). Terkait pengadaan jasa Kantor Akuntan Publik (KAP) untuk tahun buku 2021, Dewan Komisaris memandang bahwa prosesnya telah sesuai dengan peraturan perundang-undangan yang berlaku.

Terkait proses pengadaan tanah dan konstruksi, Dewan Komisaris menekankan pentingnya Direksi Jasa Marga dan Direksi Anak Perusahaan

POJK No. 65/POJK.04/2017 concerning Guidelines for Issuance and Reporting of Asset-Backed Securities in the Form of Collective Investment Contracts; and POJK No. 52/POJK.04/2017 concerning Infrastructure Investment Funds in the Form of Collective Investment Contracts.

Supervision Related to the Company's Internal Control System

To strengthen the Company's Internal Control System, the Board of Commissioners, directs the need for improvement in implementing the "Three Lines of Defense" system that is integrated with risk management. Internal control design to improve internal control weaknesses refers to the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework.

The Board of Commissioners also recommends that the preparation for the application of SNI ISO37001:2016 Anti Bribery Management System (Anti Bribery Management System/ABMS), its management and organization can be carried out effectively and adequately so that SNI ISO 37001:2016 certification in the scope of the Main Directorate of the Company's Head Office is achieved following the target set by the Ministry of SOEs.

The implementation of other control systems such as the Whistleblowing System (WBS), Guidelines for Handling Gratification, Guidelines for Conflict of Interest, Code of Conduct, Code of Corporate Governance, and other guidelines must also be carried out consistently and sustainably. With an effective internal control system, the objectives and targets of the RKAP and/or RJPP can be achieved in an effective, efficient, timely, and appropriate manner.

Supervision of Procurement Policy and Its Implementation

The Board of Directors was requested to report on drafting changes progress to the Board of Directors' Decree regarding the Procurement of Goods and Services within the Jasa Marga environment by adding the principles of ISO 370001:2016 Anti-Bribery Management System (ABMS). Regarding the procurement of Public Accounting Firm (KAP) services for the fiscal year 2021, the Board of Commissioners views that the process is in accordance with the prevailing laws and regulations.

Regarding the land acquisition and construction process, the Board of Commissioners emphasizes the importance of Jasa Marga's Directors and Subsidiaries'

mempunyai komitmen dan langkah-langkah untuk segera menyelesaikan permasalahan tanah dan konstruksi, serta diharapkan konstruksi dapat diselesaikan sesuai target dalam RKAP.

Terkait dengan penetapan target pengadaan proyek-proyek jalan tol baru, pemilihan agar dilaksanakan secara bertahap dan menggunakan 4 (empat) kriteria utama sebagai panduan dalam melakukan evaluasi, yaitu *project economics* (kelayakan proyek), *project timeline*, *partners profile*, dan *project financing scheme*.

Pengawasan terhadap Kebijakan Pengelolaan Aset

Dalam rangka memenuhi Standar Pelayanan Minimum (SPM) dan/atau peningkatan kualitas kinerja pelayanan transaksi lalu lintas tol, serta menjaga kondisi dan mutu jalan tol agar dapat aman dan nyaman dipergunakan sesuai tuntutan dan harapan para pengguna jalan tol, berbagai upaya dan teknologi informasi yang diimplementasikan untuk mempercepat proses transaksi pembayaran tol sangat menjadi perhatian Dewan Komisaris. Demikian halnya pada saat konstruksi pembangunan jalan tol baru. Mutu, kecepatan, efektivitas dan efisiensi kerja juga menjadi atensi Dewan Komisaris, karena hal ini akan sangat berpengaruh terhadap pengoperasian jalan tol yang bersangkutan.

Dewan Komisaris juga memberi arahan agar hasil evaluasi penanganan lalu lintas dilaksanakan dengan sebaik-baiknya. Dewan Komisaris mendukung langkah Direksi dalam melakukan rencana peningkatan aspek keselamatan, dengan pemasangan *Variable Message Sign* (VMS), dengan tetap memperhatikan masukan dan keluhan dari pengguna jalan tol sebagai bagian dari upaya untuk meningkatkan kualitas fisik dan layanan jalan tol.

Terkait dengan pemenuhan SPM sepanjang tahun 2021, Dewan Komisaris melihat perkembangan pemenuhan SPM sudah sesuai dengan rencana. Namun Direksi diminta untuk tetap memantau dan memastikan pemenuhan SPM, serta agar pengawasan terhadap *Overload and Over Dimension* (ODOL) menjadi perhatian Manajemen pada tahun 2021.

Pengawasan terhadap Kebijakan Mutu dan Pelayanan serta Pelaksanaannya

Terkait kebijakan pengelolaan aset, Dewan Komisaris meminta Direksi agar memastikan kelengkapan administrasi dan *accounting treatment* yang sesuai dengan Standar Akuntansi Keuangan, serta pelaksanaannya dilakukan sesuai dengan prinsip Tata Kelola Perusahaan yang Baik dan ketentuan peraturan perundang-undangan.

Directors having the commitment and steps to resolve land and construction problems immediately. It is hoped that construction can be completed according to the targets in the RKAP.

Concerning setting the target for the procurement of new toll road projects, the selection should be carried out in stages and using 4 (four) main criteria as a guide in conducting the evaluation, namely *project economics* (project feasibility), *project timeline*, *partners profile*, and *project financing scheme*.

Supervision of Asset Management Policy

To meet the Minimum Service Standards (SPM) and/or improve the quality of toll-traffic transaction service performance, and maintain the condition and quality of toll roads so that they can be safely and comfortably used according to the demands and expectations of toll road users, various efforts and information technology have been implemented to speed up the toll payment transaction process, the Board of Commissioners was very concerned about. This was also the case during the construction of new toll roads. The quality, speed, effectiveness, and efficiency of work were also the attention of the Board of Commissioners because this would significantly affect the operation of the toll road concerned.

The Board of Commissioners also provided direction to evaluate traffic handling results was carried out the best way possible. The Board of Commissioners supported the steps of the Board of Directors in carrying out a plan to improve safety aspects by installing a *Variable Message Sign* (VMS) while still paying attention to inputs and complaints from toll road users as part of efforts to improve physical quality and toll road services.

Regarding SPM fulfillment throughout 2021, the Board of Commissioners sees that the progress of SPM fulfillment is following the plan. However, the Board of Directors is requested to continue monitoring and ensuring the fulfillment of SPM so that the supervision of *Overload and Over Dimension* (ODOL) became the Management's attention in 2021.

Supervision of Quality and Service Policy and Its Implementation

Regarding asset management policies, the Board of Commissioners asked the Board of Directors to ensure the completeness of administration and accounting treatment per Financial Accounting Standards, and their implementation is carried out following the principles of Good Corporate Governance and the provisions of laws and regulations.

Dalam kebijakan pengelolaan aset sesuai dengan strategi jangka panjang Perseroan, Direksi diharapkan fokus untuk mengedepankan pencapaian "*Balancing the Growth and Financial Sustainability to Build Jasa Marga Resilience*". Dewan Komisaris pada prinsipnya menyetujui pelaksanaan strategi pencapaiannya melalui 4 (empat) strategi dan tema kunci, yang salah satunya adalah *asset recycling*.

Pengawasan terhadap Sistem Teknologi Informasi

Dewan Komisaris memandang pentingnya Perseroan menyesuaikan perkembangan dengan berdasarkan pada perkembangan sistem Teknologi Informasi. Dewan Komisaris meminta agar pengembangan atas sistem *Enterprise Resource Planning* (ERP) korporasi dengan SAP S/4 HANA untuk dapat membuat proses bisnis berjalan dengan lebih sinergis dapat berjalan dengan baik. Dewan Komisaris berharap bahwa pengembangan Teknologi Informasi dapat memberikan kemudahan dalam proses bisnis Perseroan.

In the following asset management policy, following the Company's long-term strategy, the Board of Directors are expected to focus on prioritizing the achievement of "*Balancing the Growth and Financial Sustainability to Build Jasa Marga Resilience*," the Board of Commissioners in principle approved the achievement strategy implementation through 4 (four) strategy and critical themes, one of which is *asset recycling*.

Supervision of Information Technology Systems

The Board of Commissioners viewed the importance of the Company adapting developments based on the Information Technology system development. The Board of Commissioners requested the corporate *Enterprise Resource Planning* (ERP) system development with SAP S/4 HANA to make business processes run more synergistically and smoothly. The Board of Commissioners hoped that the development of Information Technology could provide convenience in the Company's business processes.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Changes in the Composition of the Board of Commissioners

Pada tahun 2021 terdapat 2 (dua) kali perubahan komposisi Dewan Komisaris. Perubahan pertama berdasarkan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020 pada tanggal 27 Mei 2021 dengan diangkatnya 3 (tiga) orang Anggota Dewan Komisaris baru yakni Saudara Eman Salman Arief sebagai Komisaris Independen, serta Saudara M. Roskanedi dan Saudara Raja Erizman masing-masing sebagai Komisaris.

RUPS Tahunan tersebut memberhentikan dengan hormat Saudara Agus Suharyono dan Saudara Sugihardjo sebagai Komisaris.

Perubahan kedua terjadi pada saat pelaksanaan RUPS Luar Biasa pada tanggal 27 Agustus 2021 yaitu dengan mengangkat Saudara Yohanes Baptista Satya Sananugraha sebagai Komisaris dan mengukuhkan pemberhentian Saudara Eman Salman Arief selaku Komisaris Independen sehubungan dengan penugasan dan pengangkatan sebagai Anggota Komite Badan Pengatur Penyediaan dan Pendistribusian Bahan Bakar Minyak dan Kegiatan Usaha Pengangkutan Gas Bumi melalui Pipa (BPH Migas) periode 2021-2025.

Atas nama Perseroan, Dewan Komisaris mengucapkan terima kasih kepada Saudara Agus Suharyono, Saudara Sugihardjo dan Saudara Eman Salman Arief atas kontribusi dan dedikasinya selama menjabat sebagai anggota Dewan Komisaris Perseroan.

In 2021 there were 2 (two) changes in the composition of the Board of Commissioners. The first amendment was based on the Annual General Meeting of Shareholders (GMS) for the Fiscal Year 2020 on May 27, 2021, with the appointment of 3 (three) new members of the Board of Commissioners, namely Mr. Eman Salman Arief as Independent Commissioner, and Mr. M. Roskanedi and Mr. Raja Erizman respectively as Commissioner.

The Annual GMS honorably dismissed Mr. Agus Suharyono and Mr. Sugihardjo as Commissioners.

The second change occurred during the Extraordinary GMS on August 27, 2021, namely by appointing Mr. Yohanes Baptista Satya Sananugraha as Commissioner and confirming the dismissal of Mr. Eman Salman Arief as Independent Commissioner in connection with the assignment and appointment as Member of the Committee for the Regulatory Body for the Supply and Distribution of Oil Fuel, and Business Activities of Transporting Natural Gas through Pipes (BPH Migas) for the period 2021-2025.

On behalf of the Company, the Board of Commissioners would like to thank Mr. Agus Suharyono, Mr. Sugihardjo, and Mr. Eman Salman Arief for their contribution and dedication while serving as members of the Company's Board of Commissioners.

Dengan demikian komposisi Dewan Komisaris Perseroan pada 31 Desember 2021 adalah sebagai berikut:

Accordingly, the composition of the Company's Board of Commissioners as of December 31, 2021, is as follows:

Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Yuswanda A. Temenggung
Wakil Komisaris Utama/Komisaris Independen Vice President Commissioner/Independent Commissioner	Zulfan Lindan
Komisaris Commissioner	Anita Firmanti Eko Susetyowati
Komisaris Commissioner	Yohanes Baptista Satya Sananugraha
Komisaris Commissioner	M. Roskanedi
Komisaris Commissioner	Raja Erizman

APRESIASI

Appreciation

Mengakhiri laporan Dewan Komisaris tahun 2021 ini, kami menyampaikan penghargaan setinggi-tingginya atas kerja sama seluruh pemangku kepentingan, yang memungkinkan Perseroan terus tumbuh dan berkembang menjadi Perseroan yang besar, tangguh dan berdaya tahan tinggi dalam bisnis jalan tol. Dewan Komisaris juga mengucapkan terima kasih dan selamat atas prestasi Direksi dan seluruh jajaran pejabat dan karyawan atas keberhasilan dalam mencapai target-target yang telah ditetapkan. Kami dengan penuh semangat akan terus meningkatkan komitmen agar Perseroan dikelola secara lebih baik, efisien, efektif, dan modern dengan senantiasa mengedepankan penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik.

Concluding this 2021 Board of Commissioners report, we express our highest appreciation for the cooperation of all stakeholders, which has enabled the Company to continue to grow and develop into a large, strong, and highly resilient company in the toll road business. The Board of Commissioners also expresses gratitude and congratulate for the Board of Directors' achievements and all ranks of officials and employees for their success in achieving the targets set. We will vigorously continue to increase our commitment so that the Company is managed in a better, efficient, effective, and modern way by always prioritizing the application of the principles of Good Corporate Governance.

Jakarta, 5 April 2022

Jakarta, April 5, 2022

Atas Nama Dewan Komisaris
On Behalf of the Board of Commissioners



Yuswanda A. Temenggung
Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner

DEWAN KOMISARIS BOARD OF COMMISSIONERS

Yuswanda A. Temenggung

Komisaris Utama/
Komisaris Independen
President Commissioner/
Independent Commissioner



Zulfan Lindan

Wakil Komisaris Utama/
Komisaris Independen
Vice President Commissioner/
Independent Commissioner



Raja Erizman

Komisaris
Commissioner



**Yohanes Baptista Satya
Sananugraha**

Komisaris
Commissioner



**Anita Firmanti
Eko Susetyowati**

Komisaris
Commissioner



M. Roskanedi

Komisaris
Commissioner



LAPORAN DIREKSI

BOARD OF DIRECTORS REPORT



Subakti Syukur

Direktur Utama
President Director



Untuk memastikan pengelolaan bisnis sejalan dengan arah pencapaian Visi dan Misi Perseroan, di tahun 2021 Jasa Marga berfokus pada peningkatan produktivitas dan pemulihan kinerja melalui implementasi program inisiatif strategis.

To ensure business management is in line with the direction of achieving the Company's Vision and Mission, in 2021, Jasa Marga will focus on increasing productivity and restoring performance through the implementation of strategic initiative programs.

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji dan syukur ke hadirat Tuhan Yang Maha Esa, PT Jasa Marga (Persero) Tbk ("Jasa Marga" atau "Perseroan") mampu melewati tahun 2021 dengan pencapaian kinerja cukup baik.

Atas nama segenap Direksi dan jajaran manajemen, perkenankan kami menyampaikan pencapaian kinerja dan kegiatan pengelolaan Perseroan selama tahun 2021, khususnya dalam upaya mewujudkan Visi, Misi, dan tujuan Perseroan serta kontribusi bagi negeri tercinta Indonesia.

Dear Respected Stakeholders,

Praise and gratitude to the presence of God Almighty, PT Jasa Marga (Persero) Tbk ("Jasa Marga" or "the Company") was able to pass 2021 with quite a good performance.

On behalf of the entire Board of Directors and management, allow us to convey the achievements of the Company's performance and management activities during 2021, especially in the effort to realize the Company's Vision, Mission, and goals and contributions to our beloved country, Indonesia.

KONDISI EKONOMI DAN INDUSTRI 2021 Economics and Industry Overview in 2021

Tahun 2021, tahun kedua pandemi COVID-19 masih menjadi tahun penuh tantangan bagi semua pihak. Namun demikian, semua negara memiliki optimisme untuk keluar dari krisis akibat pandemi ini melalui berbagai upaya dan kebijakan.

Pemulihan ekonomi global diprediksi masih akan terus berlanjut. Proyeksi *International Monetary Fund* (IMF) dalam rilis terbaru *World Economic Outlook* (WEO) menyatakan ekonomi global tumbuh 5,9% di tahun 2021 dan 4,9% pada tahun 2022.

The year 2021, the second year of the COVID-19 pandemic, was still a year full of challenges for all parties. However, all countries are optimistic about getting out of the crisis caused by this pandemic through various efforts and policies.

The global economic recovery was predicted to continue. The International Monetary Fund (IMF) projections in the latest release of the World Economic Outlook (WEO) stated that the global economy would grow by 5.9% in 2021 and 4.9% in 2022.

Solidnya proyeksi perekonomian global didukung oleh tambahan stimulus fiskal yang kuat dan akselerasi vaksinasi yang memungkinkan *reopening* lebih luas, khususnya di negara-negara maju seperti Amerika Serikat dan Eropa. Namun demikian, pemulihan ekonomi global terjadi tidak merata (*uneven recovery*) karena perbedaan situasi pandemi COVID-19, kecepatan vaksinasi, dan dukungan stimulus ekonomi.

Perekonomian Indonesia menunjukkan perbaikan dengan kontraksi yang semakin menipis pada tahun 2021 tumbuh sebesar 4,5% (yoy), tertinggi dalam 16 tahun terakhir. Perbaikan terjadi di seluruh sektor dengan kontraksi yang mengecil dan pertumbuhan positif pada enam sektor lainnya. Pemulihan ekonomi didorong oleh kinerja sektor eksternal yang meningkat tinggi dan berlanjutnya stimulus fiskal. Kecepatan pemulihan sektor transportasi dan pergudangan tergolong paling lambat sejalan dengan pembatasan mobilitas yang masih berlaku.

Perkembangan fiskal menunjukkan peningkatan baik pada pendapatan maupun belanja. Realisasi pendapatan negara dan hibah mencapai 114,9% dari target Anggaran Pendapatan dan Belanja Negara (APBN) 2021. Sementara itu, realisasi belanja negara mencapai 101,3% dari APBN 2021. Realisasi bantuan sosial telah mencapai 97,8% dari pagu yang didorong oleh program bantuan sosial dalam rangka pemulihan ekonomi masyarakat miskin dan rentan miskin. Sementara itu, realisasi Transfer ke Daerah dan Dana Desa (TKDD) lebih tinggi 3,0% dibandingkan dengan periode Desember tahun 2020. Berdasarkan realisasi pendapatan dan belanja tersebut, defisit anggaran sampai dengan dengan 31 Desember 2021 sebesar Rp783,7 triliun atau sekitar 4,7% dari Produk Domestik Bruto (PDB).

Dari sisi moneter, BI7DRR diturunkan menjadi 3,5% sejak Februari sebagai upaya percepatan pemulihan ekonomi di tengah inflasi yang rendah. Tingkat inflasi pada tahun 2021 sebesar 1,9% (YoY), Perkembangan inflasi di tahun 2021 dipengaruhi oleh penurunan inflasi inti dan belum kuatnya permintaan domestik sebagai dampak pandemi COVID-19. Sampai dengan Desember tahun 2021, Bank Indonesia menambah likuiditas di perbankan sekitar Rp147,8 triliun (per tahun 2021). Ekspansi moneter juga diperkuat dengan pembelian Surat Berharga Negara (SBN) di pasar perdana. Sementara itu, nilai tukar rupiah melemah seiring dengan meningkatnya *yield US Treasury* sehingga menghambat aliran modal asing masuk ke Indonesia.

The solid projection of the global economy is supported by the addition of a robust fiscal stimulus and accelerated vaccinations that would allow wider reopenings, particularly in developed countries such as United States of America and Europe. However, there has been uneven recovery in the global economic due to differences in the COVID-19 pandemic situation, speed of vaccination, and support for economic stimulus.

Indonesia's economy shows improvement with diminishing contractions in 2021, growing by 4.5% year-over-year (YoY), the highest in the last 16 years. Improvements occurred in all sectors with a contraction that eased and positive growth in the other six sectors. The economic recovery was driven by higher performance in the external sector and continued fiscal stimulus. The speed of recovery in the transportation and warehousing sector was considered the slowest in line with the mobility restrictions.

Fiscal developments showed an increase in both income and expenditure. Realization of state revenues and grants reached 114.9% of the 2021 State Budget (APBN) target. Meanwhile, state expenditure realization reached 101.3% of the 2021 State Budget. Realization of social assistance had reached 97.8% of the ceiling driven by social assistance programs in the context of economic recovery for the poor and vulnerable poor. Meanwhile, the realization of Transfers to Regions and Village Funds (TKDD) was 3.0% higher compared to the December 2020 period. Based on the realization of these revenues and expenditures, the budget deficit as of December 31, 2021, was Rp783.7 trillion, or around 4.7% of Gross Domestic Product (GDP).

From the monetary side, BI7DRR was lowered to 3.5% since February to accelerate economic recovery amidst low inflation. Inflation rate in 2021 was 1.9% (YoY), the progress of inflation in 2021 would be affected by a decline in core inflation and weak domestic demand as a result of the COVID-19 pandemic. Up to December 2021, Bank Indonesia added liquidity in banking at around Rp147.8 trillion (per 2021). Monetary expansion was also strengthened by purchasing Government Securities (SBN) in the primary market. Meanwhile, the rupiah exchange rate weakened in line with rising US Treasury yields, which hampered the flow of foreign capital into Indonesia.

Tingginya kasus penyebaran virus COVID-19 sepanjang awal sampai pertengahan tahun 2021, memberikan pengaruh yang sangat besar terhadap kinerja industri jalan tol. Hal ini disebabkan oleh menurunnya mobilitas masyarakat, yang menghindari terpapar oleh virus COVID-19 dan Pemerintah memutuskan untuk memperpanjang Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) di banyak wilayah di tanah air. Kedua hal tersebut membuat volume kendaraan yang melintas di jalan tol mengalami penurunan yang signifikan.

Namun demikian, industri jalan tol tetap menjanjikan potensi yang sangat besar. Sebagai negara berkembang dengan luas wilayah yang sangat besar, keberadaan jalan tol mutlak dibutuhkan. Jalan tol berfungsi untuk meningkatkan konektivitas antarwilayah, dan arus barang dan jasa serta mobilitas masyarakat dapat lebih ditingkatkan sehingga memperlancar pergerakan masyarakat, barang, dan jasa.

Pembangunan jalan tol menjadi salah satu infrastruktur yang masuk dalam Proyek Strategis Nasional (PSN) di era pemerintahan Joko Widodo (Jokowi). Pemerintahan akan terus membangun jalan tol hingga 2024. Ruas tol yang masuk dalam daftar Proyek Strategis Nasional 2020-2024 era kepemimpinan Presiden Jokowi meliputi 53 ruas tol. Hingga akhir tahun ini, Pemerintah menargetkan menambah jalan tol sepanjang 346 km dimana 97 km diantaranya telah beroperasi.

Mengacu pada Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024, Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR) menargetkan penambahan panjang tol Indonesia hingga mencapai 5.103 kilometer (km) pada tahun 2024 mendatang.

Tingginya target yang ditetapkan Pemerintah merupakan upaya untuk mendorong pertumbuhan dan pemerataan ekonomi nasional. Pemerintah berkeyakinan bahwa pengembangan jalan tol memiliki korelasi yang sangat erat dengan pertumbuhan ekonomi nasional.

KEBIJAKAN STRATEGIS Strategic Policy

Untuk memastikan pengelolaan bisnis sejalan dengan arah Pencapaian Visi dan Misi Perseroan, di tahun 2021 Jasa Marga berfokus pada peningkatan produktivitas dan pemulihan kinerja melalui

The COVID-19 virus high cases spread from the beginning to the middle of 2021 had an enormous influence on the performance of the toll road industry. This is due to people's decreased mobility who avoided being exposed to the COVID-19 virus, and the Government decided to extend the Implementation of Community Activity Restrictions (PPKM) in many areas in the country. These things caused the volume of vehicles that pass on the toll road to decrease significantly.

However, the toll road industry still promises vast potential. As a developing country with an extensive area, toll roads are necessary. Toll roads function to improve connectivity between regions, and the flow of goods and services and community mobility can be further enhanced to facilitate the movement of people, goods, and services.

The construction of toll roads is one of the infrastructures included in the National Strategic Project (PSN) in the Joko Widodo (Jokowi) administration era. The Government will continue to build toll roads until 2024. The toll roads included in the 2020-2024 National Strategic Projects list under President Jokowi's leadership include 53 toll roads. By the end of this year, the Government is targeting to add 346 km of toll roads, of which 97 km have been operating.

Referring to the 2020-2024 National Medium-Term Development Plan (RPJMN), the Ministry of Public Works and Public Housing (PUPR) targets the addition of Indonesia's toll roads to reach 5,103 kilometers (km) by 2024.

The high target set by the Government is an effort to encourage growth and equitable distribution of the national economy. The Government believes that toll road development has a close correlation with national economic growth.

To ensure business management was in line with the direction of achieving the Company's Vision and Mission, in 2021, Jasa Marga focused on increasing productivity and restoring performance through

implementasi program inisiatif strategis. Perseroan telah merumuskan inisiatif strategis dalam rangka transformasi secara berkesinambungan, meliputi: 1) *Fix Fundamentals*; 2) *Core Business Expansion*; 3) *Related Business Expansion*; 4) *Financing and Asset Recycling*; 5) *Organization, Human Resource, and Capabilities*; 6) *Technology*.

Kebijakan Jasa Marga dalam memastikan implementasi inisiatif *Fix Fundamentals* yakni dengan melakukan integrasi pengelolaan ruas jalan tol oleh JMTO meliputi: (i) ruas tol Medan-Kualanamu-Tebing Tinggi, dengan Belawan-Medan-Tanjung Morawa, dan Medan-Binjai; serta (ii) ruas tol Jalan Layang MBZ Sheikh Mohamed Bin Zayed dengan Jakarta-Cikampek. Selain itu, Perseroan menginisiasi pembentukan Komite Investasi guna memberikan pertimbangan keputusan investasi yang tepat sebagai salah satu upaya meningkatkan nilai Jasa Marga secara kelompok usaha. Untuk peningkatan efisiensi bisnis dan operasional, Jasa Marga melakukan formalisasi standarisasi biaya unit dan layanan bersama berupa standar biaya BBM kendaraan operasional dan kendaraan dinas serta biaya operasi dan pemeliharaan.

Pada strategi *Core Business Expansion*, Perseroan melakukan pengembangan proyeksi lalu lintas, anggaran, dan kontrol proyek serta keuangan secara aktif di anak perusahaan konsesi jalan tol berbasis data. Selain itu, Jasa Marga menerapkan transformasi model bisnis PT Jasamarga Tollroad Operator (JMTO) dan PT Jasamarga Tollroad Maintenance (JMTM) dari berbasis tenaga kerja dan volume ke berbasis teknologi dan kontrak berdasarkan kinerja operasi.

Sedangkan pada *Related Business Expansion*, Perseroan melalui anak usahanya PT Jasamarga Related Business (JM RB) melakukan penentuan kembali fokus bisnis dan model bisnis dari pengembangan bisnis terkait guna mendukung optimalisasi aset jalan tol yang dimiliki Perseroan.

Adapun dalam *Financing and Asset Recycling*, Jasa Marga menetapkan kerangka pengelolaan portofolio dan mendukung aksi korporasi, serta mengorganisir IPO untuk ruas tol transjawa. Di samping itu, Perseroan juga mencari dan menjalankan *asset recycling* pada PT Marga Lingkar Jakarta (MLJ) dan PT Jasamarga Pandaan Malang (JPM).

Pada *Organization, Human Resource and Capabilities*, Jasa Marga mengoptimalkan peran strategis kelompok usahanya melalui perbaikan proses bisnis dan model interaksi secara berkelanjutan antara *asset owner*, *asset manager*, dan *service provider*. Perseroan

implementing strategic initiative programs. The Company has formulated strategic initiatives in the context of sustainable transformation, including: 1) *Fix Fundamentals*; 2) *Core Business Expansion*; 3) *Related Business Expansion*; 4) *Financing and Asset Recycling*; 5) *Organization, Human Resources, and Capabilities*; 6) *Technology*.

Jasa Marga's policies in ensuring *Fix Fundamentals* by integrating the management of toll roads by JMTO include: (i) the Medan-Kualanamu-Tebing Tinggi toll roads, with Belawan-Medan-Tanjung Morawa, and Medan-Binjai; and (ii) the MBZ Sheikh Mohamed Bin Zayed Elevated toll road with the Jakarta-Cikampek toll road. In addition, the Company initiated the formation of an Investment Committee to provide consideration for appropriate investment decisions to increase the value of Jasa Marga as a business group. To increase business and operational efficiency, Jasa Marga formalized the standardization of unit costs and joint services in the form of standardized fuel costs for operating vehicles and official vehicles and operating and maintenance costs.

The *Core Business Expansion* strategy developed traffic projections, budgets, and project control and actively financed its data-based toll road concession subsidiaries. In addition, Jasa Marga has implemented the business model transformation of PT Jasamarga Tollroad Operator (JMTO) and PT Jasamarga Tollroad Maintenance (JMTM) from labor and volume-based to technology and contract-based based on operating performance.

Meanwhile, in the *Related Business Expansion* strategy, the Company, through its subsidiary PT Jasamarga Related Business (JM RB), has redefined the business focus and business model of related business development to support the optimization of toll road assets owned by the Company.

As for the *Financing and Asset Recycling* strategy, Jasa Marga established a portfolio management framework, and support corporate actions, as well as organized an IPO for the Transjava toll road. In addition, the Company was also seeking and implementing *asset recycling*, one of which is PT Marga Lingkar Jakarta (MLJ) and PT Jasamarga Pandaan Malang (JPM).

In the *Organization, Human Resource and Capabilities* strategy, Jasa Marga optimized the strategic role of the Jasa Marga business group by improving business processes and interaction models. The Company also implemented Human

juga melakukan implementasi Arsitektur Modal Insani dan *Crash Program* untuk karyawan operasional, serta pengembangan kapabilitas data analitik.

Dalam rangka menciptakan keunggulan bersaing, Jasa Marga mengoptimalkan peran *Technology* dalam pengelolaan usaha. Di tahun 2021, Perseroan mengimplementasikan *roadmap* pengembangan teknologi terintegrasi melalui JMTC, penerapan IMS, uji coba SLFF, dan pengembangan aplikasi *human capital* terintegrasi melalui JM Click.

Capital Architecture and Crash Training programs for operational employees and developed data analytic capabilities.

To create a competitive advantage, Jasa Marga optimized the role of technology in business management. In 2021, the Company implemented an integrated technology development roadmap through JMTC, IMS, SLFF trials, and integrated human capital applications development through JM Click.

PERANAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGIS

The Role of the Board of Directors in Strategic Policy and Strategy Formulation

Direksi sebagai manajemen puncak memiliki peran kunci dalam merumuskan strategi dan kebijakan strategis Perseroan. Strategi dan kebijakan strategis korporat tersebut dituangkan dalam dokumen Rencana Jangka Panjang Perseroan (RJPP).

Kegiatan perumusan strategi diawali dengan *brainstorming* antara Direksi dan Dewan Komisaris melalui *visioning workshop* untuk menentukan arahan Visi dan Misi Perseroan. Memperhatikan hasil analisis eksternal dan internal Perseroan, Direksi kemudian menyusun arahan strategis Perseroan yang dituangkan menjadi beberapa tema besar dalam rangka mencapai Visi dan Misi Perseroan. Arahan strategis dikembangkan oleh Direksi untuk masing-masing lini bisnis Perseroan sehingga setiap lini bisnis mendapatkan arahan yang jelas secara kelompok usaha Perseroan.

Selain itu, Direksi kemudian akan merumuskan kebijakan strategis sebagai ketentuan atau aturan Perseroan dalam melaksanakan kegiatan usahanya. Adapun kebijakan strategis disusun dan disempurnakan oleh Direksi dengan melibatkan unit terkait melalui penyelenggaraan rapat secara terbatas.

Hasil dari penyusunan strategi dan kebijakan strategis Perseroan tersebut akan diajukan Direksi kepada Dewan Komisaris melalui persetujuan dalam RJPP.

The Board of Directors as top management plays an important role in formulating Companies strategies and strategic policies. The corporate strategies and strategic policies are outlined in the document of Company's Long-Term Plans (RJPP).

The formulation of strategies begins with brainstorming between the Board of Directors and Board of Commissioners through visioning workshop to determine the directives of Company's Vision and Mission. Taking into account the results of Company's external and internal analysis, the Board of Directors subsequently prepares Company's strategic directives, classified into several bigger themes to accomplish Company's Vision and Mission. The Board of Directors develops strategic directives for each business line of the Company so they can be clearly guided based on Company's business groups.

In addition, the Board of Directors will formulate strategic directives as provisions or regulations for the Company to carry out its business activities. The strategic plans are prepared and refined by the Board of Directors by involving related units through limited implementation of meetings.

The results of the formulation of Company's strategies and strategic policies will be submitted by the Board of Directors to the Board of Commissioners through approval in the RJPP.

PROSES YANG DILAKUKAN DIREKSI UNTUK MEMASTIKAN IMPLEMENTASI STRATEGI

Processes Performed by the Board of Directors to Ensure Strategy Implementation

Dalam rangka memastikan implementasi strategi Perseroan berjalan sesuai dengan arahan strategisnya, setiap tahun Perseroan menyusun

To ensure that the implementation of Company's strategies is carried out in accordance with their strategic directives, the Company prepares work

program kerja pada Rencana Kerja dan Anggaran Perusahaan (RKAP) mengacu pada RJPP yang telah disahkan. Namun demikian, target kinerja Perseroan pada RKAP juga mempertimbangkan surat aspirasi pemegang saham yang dikeluarkan oleh Kementerian BUMN sebagai pemegang saham mayoritas Perseroan.

Program kerja disusun oleh seluruh lini bisnis usaha Peseroan dengan memperhatikan target pencapaian sasaran operasional, pengembangan, keuangan, dan sumber daya manusia. Seluruh program kerja yang akan dijalankan tersebut akan diseleksi berdasarkan analisis biaya-manfaat dan perlu mendapatkan persetujuan dari Direksi.

Selain itu untuk memantau pelaksanaan implementasi strategi, Direksi juga menjalankan aktivitas *monitoring* secara berkala guna mengevaluasi pencapaian kinerja Perseroan dari sisi: (i) Nilai ekonomi dan sosial untuk Indonesia, (ii) Inovasi model bisnis, (iii) Kepemimpinan teknologi, (iv) Peningkatan investasi, dan (v) Pengembangan talenta.

plan every year in the Company's Work and Budget Plan (RKAP), referring to the ratified RJPP. However, Company's performance targets also consider the aspiration letter of the shareholders issued by the Ministry of SOEs as the Company's majority shareholders.

Work plan is arranged by all Company's business lines by taking into account targets of operational goal accomplishment, development, finance, and human resources. All work plans that are to be carried out will be selected based on the analysis of cost-benefit and require approval by the Board of Directors.

In addition, to monitor the implementation of strategies, the Board of Directors also conducts monitoring activities periodically to evaluate Company's performance achievement in the aspects of (i) economic and social values for Indonesia, (ii) innovation of business models, (iii) technological leadership, (iv) increase in investment, and (v) talent development.

TANTANGAN DAN KENDALA YANG DIHADAPI DAN LANGKAH PENYELESAIANNYA

Processes Performed by the Board of Directors to Ensure Strategy Implementation

Pandemi COVID-19 masih menjadi tantangan utama yang dihadapi Perseroan di tahun 2021. Tingginya angka penyebaran COVID-19 mendorong Pemerintah mengambil inisiatif untuk melakukan PPKM di berbagai daerah. Aturan PPKM tersebut membatasi okupansi perkantoran maksimal 50%, sehingga hal ini secara langsung mempengaruhi kegiatan operasional Perseroan.

Menghadapi kondisi tersebut, Perseroan mengambil kebijakan untuk memberlakukan sistem kerja *Work from Home* (WFH). Perseroan mewajibkan karyawan untuk tetap melakukan konfirmasi kehadiran melalui aplikasi terintegrasi *Human Capital*, JM Click. Selain itu, dengan memanfaatkan media pertemuan secara daring, komunikasi dan sharing informasi serta *monitoring* pekerjaan tetap dapat dilakukan sehingga pekerjaan dapat diselesaikan dengan baik.

Sedangkan untuk karyawan yang harus melakukan aktivitas di kantor, Perseroan memberlakukan protokol kesehatan yang ketat sesuai anjuran Pemerintah. Demikian juga halnya dengan pekerja di lapangan, Perseroan juga memberlakukan protokol kesehatan yang ketat agar karyawan terhindar dari penyebaran COVID-19.

The COVID-19 pandemic was still the main challenge faced by the Company in 2021. The high number of COVID-19 spreads had prompted the Government to take the initiative to conduct PPKM in various regions. The PPKM regulation limits office occupancy to a maximum of 50%, directly affecting the Company's operational activities.

Facing these conditions, the Company adopted a policy to implement a *Work from Home* (WFH) system. The Company required employees to continue to confirm attendance through the integrated *Human Capital* application, JM Click. In addition, utilizing online meeting media, communication and information sharing, and monitoring of work can still be carried out so that work can be completed properly.

As for employees who had to carry out activities in the office, the Company enforced strict health protocols following Government recommendations. Likewise, with workers in the field, the Company also implemented strict health protocols to avoid the spread of COVID-19.

Selain itu, dengan semakin banyak ruas jalan tol baru yang beroperasi di tahun 2021, beban bunga Perseroan pun semakin meningkat. Di sisi lain, pendapatan tol yang dihasilkan oleh ruas-ruas jalan tol baru tersebut masih belum optimal. Oleh karena itu, Perseroan berupaya untuk mengajukan relaksasi kepada perbankan, mencari alternatif pendanaan yang paling sesuai dengan kondisi Perseroan, dan melakukan *review* atas jadwal pengoperasian bertarif ruas jalan tol baru.

KINERJA JASA MARGA 2021

Jasa Marga Performance in 2021

Di tengah masa pandemi, Jasa Marga masih dapat mencatat kinerja yang baik. Perseroan dari aspek keuangan menargetkan pada tahun 2021 akan mencapai pendapatan tol sebesar Rp9.891,6 miliar, pendapatan usaha lain Rp911,7 miliar, dan mendapatkan laba bersih sebesar Rp86,3 miliar.

Pada aspek pengembangan usaha, Perseroan telah memperoleh konsesi jalan tol sepanjang 1.603 km dengan 1.246 km di antaranya telah beroperasi. Penambahan panjang jalan tol operasi tahun 2021 yakni pada Bogor Ring Road Seksi 3A sepanjang 2,9 km pada Januari 2021, ruas Serpong-Cinere Seksi I Serpong-Pamulang sepanjang 6,5 km pada April 2021, ruas Cengkareng-Batu Ceper-Kunciran sepanjang 14,2 km pada April 2021, dan ruas Balikpapan-Samarinda Seksi I dan V sepanjang 32,4 km pada Agustus 2021.

Adapun pencapaian pada sisi operasional, Perseroan telah mencatatkan volume lalu lintas transaksi tahun 2021 sebesar 1.066,4 juta transaksi, tercapai 7,4% dari rencana sebesar 992,5 juta transaksi. Secara tren pertumbuhan, volume lalu lintas transaksi menunjukkan peningkatan sebesar 8,0% bila dibandingkan dengan realisasi tahun 2020. Hal ini dipengaruhi oleh peningkatan frekuensi mobilitas masyarakat seiring dengan percepatan program vaksinasi COVID-19.

Dari aspek keuangan, Perseroan mampu membukukan pendapatan usaha di luar konstruksi sebesar Rp11.776,4 miliar dengan kontribusi diantaranya dari pendapatan tol Rp10.786,3 miliar dan pendapatan usaha lain Rp990,1 miliar. Selaras dengan pengendalian Perseroan yang baik atas beban usaha khususnya terkait aktivitas administrasi pendukung yang memengaruhi beban umum dan administrasi, kinerja EBITDA terealisasi Rp7.675,5 miliar atau tercapai 16,3% dari rencana.

In addition, with more and more new toll roads operating in 2021, the Company's interest expense would also increase. On the other hand, the toll revenue generated by the new toll road sections was still not optimal. Therefore, the Company sought to propose relaxation to banks, alternative funding that best suits the Company's conditions, and reviewed the operating schedule for new toll road sections.

Amid the pandemic, Jasa Marga could still record a good performance. From the financial aspect, the Company targeted that in 2021 it would achieve toll revenues of Rp9,891.6 billion, other operating revenues of Rp911.7 billion, and a net profit of Rp86.3 billion.

In the aspect of business development, the Company already has a toll road concession of 1,603 km, 1,246 km of which are already operational. The addition of the operating toll road length in 2021 was implemented on the Bogor Outer Ring Road Section 3A with 2.9 km long on January 2021; Serpong-Cinere toll road Section I Serpong-Pamulang with 6.5 km long in April 2021; Cengkareng-Batu Ceper-Kunciran toll road with 14.2 km long in April 2021, and Balikpapan-Samarinda toll road Section I and V with 32.4 km long in August 2021.

As for achievement from the operational side, the Company has recorded transactional traffic volume for 2021 at 1,066.4 million transactions, achieving 7.4% of the planned 992.5 million transactions. Traffic volume growth trend showed an increase of 8.0% compared to 2020. This was due to the increase in the frequency of community mobility that went along with the acceleration of COVID-19 vaccination program.

From the financial aspect, the Company recorded non-construction operating revenues of Rp11,776.4 billion with contributions including from toll revenues of Rp10,786.3 billion and other operating revenues of Rp990.1 billion. In line with the Company's reasonable control over operating expenses, especially related to supporting administrative activities that affect general and administrative expenses, EBITDA performance was realized at Rp7,675.5 billion or 16.3% of the plan.

Sementara itu, beban bunga terealisasi 7,6% di bawah rencana, hal ini dipengaruhi oleh realisasi beban bunga yang lebih rendah akibat rendahnya suku bunga BI 7 *days-repo rate*, serta upaya Perseroan untuk melakukan *refinancing* hutang bank guna mendapatkan *rate* bunga yang lebih rendah.

Pada tanggal 28 Juni 2021, Perseroan melakukan dua aksi korporasi yaitu divestasi kepemilikan saham Perusahaan di PT Marga Lingkar Jakarta (MLJ) sebesar 14% (28 Juni 2021) dan PT Jasamarga Pandaan Malang (JPM) sebesar 9% (30 Desember 2021). Aksi korporasi ini dilakukan untuk memperkuat *capital structure* Perseroan ditengah *massive*-nya pembangunan ruas-ruas tol baru. Dari aksi Korporasi ini, Perseroan mendapatkan *gain* sebesar Rp786,5 miliar dari PT MLJ dan Rp796,8 miliar dari PT JPM. Dengan demikian, Perseroan membukukan laba bersih Rp1.615,3 miliar pada tahun 2021 atau terealisasi 1.771,6% dari rencana sebesar Rp86,3 miliar.

Meanwhile, the realized interest expense was 7.6% below the plan, the realization of lower interest expense influenced this due to the lower BI 7-day-repo rate and the Company's efforts to refinance bank loans to obtain a lower interest rate.

On June 28, 2021, the Company conducted two corporate actions, namely divestment of Company's share ownership at PT Marga Lingkar Jakarta (MLJ) at 14% (June 28, 2021) and at PT Jasamarga Pandaan Malang (JPM) at 9% (December 30, 2021). These corporate actions were carried out to strengthen the Company's capital structure in the middle of massive construction of new toll roads. From the corporate actions, the Company gained Rp786.5 billion from PT MLJ and Rp796.8 billion from PT JPM. Therefore, the company posted a net profit of Rp1,615.3 billion in 2021 or realized 1,771.6% of the plan amounting to Rp86.3 billion.

PERBANDINGAN TARGET DAN REALISASI Comparison Between Target and Realization

Secara umum, kinerja Perseroan tahun 2021 berhasil mencapai target yang ditetapkan pada Rencana Kerja dan Anggaran Perusahaan (RKAP) 2021. Meskipun kondisi di berbagai sektor bisnis secara umum mengalami penurunan, Perseroan tetap berupaya mengoptimalkan pencapaian target *Key Performance Indicator* (KPI) dan menjaga tingkat kesehatan Perseroan di tahun 2021.

In general, the Company's performance in 2021 succeeded in achieving the targets set in the Company's Work Plan and Budget (RKAP) 2021. Even though conditions in various business sectors generally decreased, the Company continued to strive to optimize the achievement of Key Performance Indicator (KPI) targets and maintain a healthy level of Company in 2021.

Pencapaian Ukuran Kinerja Utama/*Key Performance Indicator* Korporat tahun 2021 tercapai 104,6 atau 104,6% dari rencana. Hal ini disebabkan oleh pencapaian lima perspektif kinerja, yakni kinerja nilai ekonomi dan sosial untuk Indonesia, inovasi model bisnis, kinerja kepemimpinan teknologi, kinerja peningkatan investasi, dan kinerja pengembangan talenta.

Achievement from the side of Corporate Key Performance Indicator in 2021 was 104.6 or 104.6% of the plan. This is due to the achievement of five performance perspectives, namely the performance of economic and social values for Indonesia, business model innovation, technology leadership performance, investment enhancement performance, and talent development performance.

PROSPEK USAHA JASA MARGA Jasa Marga's Business Outlook

Proses pemulihan ekonomi global akibat pandemi COVID-19 terus berlangsung dan berjalan cukup baik. Sementara, IMF memproyeksikan ulang pertumbuhan ekonomi Indonesia di tahun 2021 menjadi 3,2%. Begitu pula dengan pertumbuhan ekonomi dunia di tahun 2021 menurun dari 6,0%

The process of global economic recovery due to the COVID-19 pandemic continued and was going quite well. Meanwhile, IMF recalculated the projection of Indonesian economic growth for 2021 to 3.2%. Likewise, world economic growth in 2021 decreased from 6.0% to 5.9%. This projection adjustment by

menjadi 5,9%. Penyesuaian proyeksi oleh IMF ini disebabkan oleh adanya mutasi varian COVID-19, risiko inflasi, volatilitas pasar modal, dan penurunan stimulus ekonomi di berbagai negara.

Pertumbuhan ekonomi Indonesia pada tahun 2021 tumbuh sebesar 4,5% (YoY). Perbaikan terjadi di seluruh sektor dengan kontraksi yang mengecil dan pertumbuhan positif pada enam sektor lainnya. Pemulihan ekonomi didorong oleh kinerja sektor eksternal yang meningkat tinggi dan berlanjutnya stimulus fiskal. Kecepatan pemulihan sektor transportasi dan perdagangan tergolong paling lambat sejalan dengan pembatasan mobilitas yang masih berlaku.

Seiring dengan pelaksanaan program vaksinasi tahun 2021 yang telah dijalankan oleh Pemerintah secara masif yang mampu membentuk *herd immunity* di masyarakat secara meluas. Hal ini diharapkan memberikan perlindungan kesehatan secara kolektif, sehingga mendorong kembali mobilitas masyarakat untuk beraktivitas kembali dengan tetap menerapkan protokol kesehatan. Perbaikan kondisi tersebut menjadi harapan dan optimisme bagi Perseroan untuk pemulihan kinerja dan kesinambungan keuangan untuk membangun ketahanan Jasa Marga.

PENERAPAN TATA KELOLA PERUSAHAAN Corporate Governance Implementation

Pandemi COVID-19 menjadi pelajaran yang sangat berarti bagi Jasa Marga, khususnya terkait dengan langkah mitigasi risiko yang disiapkan Perseroan guna menghadapi kejadian luar biasa. Perseroan telah melakukan *review* secara menyeluruh terhadap dampak yang ditimbulkan oleh pandemi tersebut. Kendati kondisi pandemi tidak mengakibatkan adanya perubahan risiko utama bagi Perseroan, namun Perseroan juga telah menetapkan langkah mitigasi untuk mengantisipasi tatkala kejadian serupa akan terjadi lagi. Perseroan telah melakukan perubahan dan penyempurnaan terhadap prosedur kerja dan melakukan koordinasi dengan pihak terkait.

Manajemen risiko menjadi salah satu bagian dari penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*), yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan *fairness*. Jasa Marga berkomitmen untuk menjadikan prinsip *Good Corporate Governance (GCG)* sebagai bagian yang tidak terpisahkan dalam aktivitas operasional Perseroan. Tahun 2021, Perseroan telah melakukan sosialisasi Sistem Manajemen Anti Penyuapan

the IMF was due to the mutation of the COVID-19 variant, inflation risk, capital market volatility, and a decrease in economic stimulus in various countries.

Indonesia's economic growth in 2021 grew by 4.5% (YoY). Improvements occurred in all sectors with reduced contraction and positive growth in the other six sectors. The economic recovery was driven by higher performance in the external sector and continued fiscal stimulus. The speed of recovery in the transportation and warehousing sector was considered the slowest in line with the mobility restrictions still in effect.

Along with implementing the vaccination program in 2021, the Government had carried it out on a massive scale, forming herd immunity in the broader community. This was expected to provide collective health protection, encouraging community mobility to resume activities while implementing health protocols. The improvement in these conditions has become hope and optimism for the Company for performance recovery and financial sustainability to build the resilience of Jasa Marga.

The COVID-19 pandemic has become a meaningful lesson for Jasa Marga, particularly about risk mitigation measures prepared by the Company to deal with extraordinary events. The Company conducted a thorough review of the impact caused by the pandemic. Although the pandemic conditions did not result in changes in the main risks for the Company, the Company had also set mitigation measures to anticipate when a similar incident would occur again. The Company has made changes and improvements to work procedures and coordinated with related parties.

Risk management is a part of implementing the principles of Good Corporate Governance (GCG), namely transparency, accountability, responsibility, independence, and fairness. Jasa Marga is committed to making the principles of Good Corporate Governance (GCG) an integral part of the Company's operational activities. In 2021, the Company disseminated the Anti-Bribery Management System (ABMS) 2 (two) times, aiming to provide an understanding of ABMS and measure

(SMAP) sebanyak 2 (dua) kali yang bertujuan untuk memberikan pemahaman atas SMAP dan mengukur tingkat pemahaman atas materi yang disampaikan. Materi yang disampaikan antara lain Pengenalan SMAP, Komitmen Pelaksanaan SMAP, Tata Kelola Pelaksanaan SMAP, Ketentuan Umum Pelaksanaan SMAP, Pengawasan atas Kegiatan Anti Penyusapan. Hal ini merupakan salah satu upaya yang dilakukan Perseroan untuk terus meningkatkan kualitas penerapan *Good Corporate Governance* (GCG).

Dalam rangka mengukur efektivitas dan kesesuaian penerapan *Good Corporate Governance* (GCG) di lingkungan Perseroan, Jasa Marga juga secara rutin melakukan asesmen *Good Corporate Governance* (GCG) yang menjadi bagian dari mekanisme *check and balances*. Dengan asesmen, maka capaian kegiatan dapat diketahui dengan pasti dan tindakan lebih lanjut untuk memperbaiki kinerja suatu kegiatan dapat ditetapkan.

Tahun 2021, asesmen *Good Corporate Governance* (GCG) dilakukan secara mandiri oleh Jasa Marga (*self assessment*) dengan menggunakan parameter penilaian Kementerian BUMN yaitu No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Berdasarkan hasil asesmen tersebut, Perseroan meraih skor 98,20 dengan predikat "Sangat Baik". Pencapaian tersebut lebih tinggi dibandingkan hasil asesmen tahun sebelumnya, dimana Perseroan meraih skor 98,16 dengan predikat "Sangat Baik".

the level of knowledge of the material presented. The materials presented included Introduction to ABMS, Commitment to Implementation of ABMS, Governance of ABMS Implementation, General Provisions for Implementation of ABMS, Supervision of Anti-Bribery Activities. This was one of the efforts made by the Company to continuously improve the quality of the implementation of Good Corporate Governance (GCG).

To measure the effectiveness and suitability of the implementation of Good Corporate Governance (GCG) within the Company, Jasa Marga also routinely conducts Good Corporate Governance (GCG) assessments which are part of the check and balances mechanism. With an appraisal, the achievement of an activity can be known with certainty, and further action to improve the performance of an activity can be determined.

In 2021, the Good Corporate Governance (GCG) assessment was carried out independently by Jasa Marga (*self assessment*) using the assessment parameter of the Ministry of SOEs, namely No. SK-16/S.MBU/2012 dated June 6, 2012, concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises. Based on the assessment results, the Company received a score of 98.20 with the predicate of "Very Good." This achievement is higher than the previous year's assessment results, where the Company achieved a score of 98.16 with the predicate of "Very Good."

PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI DAN DASAR PENILAIANNYA

Assessment on Performance of Committees under Board of Directors and the Assessment Framework

Untuk menunjang pelaksanaan tugas dan tanggung jawabnya, Direksi telah membentuk 2 (dua) Komite yang bertanggung jawab terhadap bidang tertentu, yaitu Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi. Kedua Komite tersebut bertugas untuk melakukan *review* dan memberikan rekomendasi terkait bidangnya masing-masing baik untuk kondisi saat ini maupun ke depan.

Pada tahun 2021, Komite Manajemen Risiko telah melaksanakan tugasnya melalui pertemuan dengan agenda yaitu *review* kebijakan dan tim strategis manajemen risiko Perseroan, *monitoring* profil risiko korporat, *monitoring* rencana pengelolaan risiko, pembahasan aksi korporasi/rencana strategis Perseroan dan evaluasi hasil pengukuran maturitas

To support the implementation of its duties and responsibilities, the Board of Directors has established 2 (two) Committees responsible for specific fields, namely the Risk Management Committee and the Information Technology Steering Committee. The two committees are tasked with reviewing and providing recommendations related to their respective fields, both for current and future conditions.

In 2021, the Risk Management Committee carried out its duties through meetings with the agenda of reviewing policies and the Company's strategic risk management team, monitoring corporate risk profiles, monitoring risk management plans, discussing corporate actions/Company strategic plans, and evaluating the results of measuring the

manajemen risiko korporat terintegrasi. Komite Manajemen Risiko juga telah memberi arahan pelaksanaan saat kondisi darurat, rencana kerja serta pengendalian terhadap kondisi darurat saat pandemi COVID-19 melanda.

Sedangkan Komite Pengarah Teknologi Informasi (*IT Steering Committee*) telah memberikan arahan terkait pengembangan Teknologi Informasi, baik *IT Enterprise* maupun *IT Business*. Saat ini, Jasa Marga telah memiliki laboratorium *Internet of Things* (IoT) yang berfungsi sebagai unit riset dan pengembangan terkait TI yang bertujuan untuk memperkaya kompetensi internal Jasa Marga untuk teknologi pengoperasian jalan tol seperti *Single Lane Free Flow* (SLFF), *Electronic Toll Collection* (ETC), *Intelligent Transportation System* (ITS), dan *Automatic Vehicle Classification* (AVC).

Selain itu, sehubungan dengan masih adanya pandemi COVID-19 di tahun 2021, Komite Pengarah Teknologi Informasi juga memberikan arahan terkait Teknologi Informasi dalam memfasilitasi karyawan agar dapat bekerja dari rumah dan menggunakan *Virtual Private Network* (VPN) guna mengurangi penyebaran COVID-19 sehingga proses bisnis Perseroan tetap berjalan dengan baik.

Direksi menilai, selama tahun 2021, Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi telah melaksanakan tugas dan tanggung jawabnya dengan baik.

PERUBAHAN KOMPOSISI DIREKSI

Change in Board of Directors Composition

Pada tahun 2021 terdapat 2 (dua) kali perubahan komposisi Direksi. Perubahan pertama berdasarkan Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020 pada tanggal 27 Mei 2021. Pemegang Saham dengan suara bulat mengukuhkan pemberhentian Saudara Mohammad Sofyan sebagai Direktur Bisnis.

Perubahan kedua terjadi pada saat pelaksanaan RUPS Luar Biasa pada tanggal 22 Desember 2021 yaitu dengan mengangkat Saudara Ade Wahyu sebagai Direktur Keuangan dan Manajemen Risiko, Saudara Reza Febriano sebagai Direktur Bisnis, Saudara Bagus Cahya Arinta B. sebagai Direktur Human Capital dan Transformasi, mengalihkan tugas Saudara Mohamad Agus Setiawan yang semula menjabat sebagai Direktur Bisnis menjadi

maturity of integrated corporate risk management. The Risk Management Committee had also provided implementation directions during an emergency, work plans, and control over emergency conditions during the COVID-19 pandemic.

Meanwhile, the Information Technology Steering Committee (IT Steering Committee) had provided direction regarding the development of Information Technology, both IT Enterprise and IT Business. Currently, Jasa Marga has an Internet of Things (IoT) laboratory that functions as a research and development unit related to IT, which aims to enrich Jasa Marga's internal competencies for toll road operation technology such as Single Lane Free Flow (SLFF), Electronic Toll Collection (ETC), Intelligent Transportation System (ITS), and Automatic Vehicle Classification (AVC).

In addition, in connection with the ongoing COVID-19 pandemic in 2021, the Information Technology Steering Committee also provided directions regarding Information Technology in facilitating employees to work from home and use a Virtual Private Network (VPN) to reduce the spread of COVID-19 so that business processes the Company is still doing well.

The Board of Directors considers, during 2021, the Risk Management Committee and the Information Technology Steering Committee had carried out their duties and responsibilities well.

In 2021 there were 2 (two) changes in the composition of the Board of Directors. The first amendment was based on the 2020 Annual General Meeting of Shareholders (GMS) on May 27, 2021. The Shareholders unanimously confirmed the dismissal of Mr. Mohammad Sofyan as Director of Business.

The second change occurred during the Extraordinary GMS on December 22, 2021, by appointing Mr. Ade Wahyu as Director of Finance and Risk Management, Mr. Reza Febriano as Director of Business, Mr. Bagus Cahya Arinta B. as Director of Human Capital and Transformation, transferring Mr. Mohamad Agus Setiawan's duties who initially served as Director of Business became Director of Business Development and confirmed the dismissal

Direktur Pengembangan Usaha dan mengukuhkan pemberhentian Saudara Donny Aرسال sebagai Direktur Keuangan dan Manajemen Risiko sehubungan dengan adanya penunjukan penugasan baru sebagai Direktur Utama PT Semen Indonesia pada tanggal 21 Desember 2021.

of Mr. Donny Aرسال as Director of Finance and Risk Management in connection with the appointment of a new assignment as President Director of PT Semen Indonesia on December 21, 2021.

Dengan demikian, komposisi Direksi Jasa Marga pada 31 Desember 2021 adalah sebagai berikut:

Accordingly, the composition of Jasa Marga's Board of Directors as of December 31, 2021, is as follows:

Direktur Utama President Director	Subakti Syukur
Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Ade Wahyu
Direktur Bisnis Director of Business	Reza Febriano
Direktur Pengembangan Usaha Director of Business Development	Mohamad Agus Setiawan
Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Bagus Cahya Arinta B.
Direktur Operasi Director of Operations	Fitri Wiyanti

Atas nama Perseroan, kami mengucapkan terima kasih kepada Saudara Mohammad Sofyan, Saudara Donny Aرسال, Saudara Enkky Sasono Anas Wijaya, dan Saudara Aرسال Ismail atas dedikasi yang diberikan selama menjabat sebagai anggota Direksi Perseroan.

On behalf of the Company, we would like to thank Mr. Mohammad Sofyan, Mr. Donny Aرسال, Mr. Enkky Sasono Anas Wijaya, and Mr. Aرسال Ismail for their dedication while serving as members of the Company's Board of Directors.

APRESIASI Appreciation

Dengan segala pencapaian yang telah diraih Perseroan di tahun 2021, izinkan Direksi mengucapkan syukur kepada Tuhan yang Maha Esa atas kelancaran perjalanan operasi dan bisnis Perseroan. Direksi menyampaikan terima kasih kepada seluruh Pemegang Saham dan investor atas kepercayaan yang telah diberikan. Direksi juga menyampaikan rasa hormat dan terima

With all the Company's achievements in 2021, allow the Board of Directors to express gratitude to God Almighty for the smooth operation of the Company's operations and business. The Board of Directors would like to thank all shareholders and investors for the trust that has been given. The Board of Directors also expresses respect and gratitude to the Board of Commissioners for their direction and strategic

kasih kepada Dewan Komisaris atas arahan dan kemitraan strategis dalam pengelolaan operasi dan bisnis Perseroan. Demikian pula kepada regulator, pelanggan, pemasok, dan mitra usaha, Direksi mengucapkan terima kasih atas kerja sama yang telah tercipta.

Kepada seluruh insan Jasa Marga, Direksi menyampaikan apresiasi setinggi-tingginya atas dedikasi dan kerja keras yang telah diberikan di sepanjang tahun 2021 yang penuh tantangan. Seluruh kerja keras dan kerja cerdas ini akan menjadi fondasi bagi Perseroan untuk dapat mengoptimalkan potensinya dan meraih kinerja terbaiknya di masa yang akan datang.

partnership in managing the Company's operations and business. Likewise, to regulators, customers, suppliers, and business partners, the Board of Directors would like to thank you for the cooperation that has been created.

To all Jasa Marga people, the Board of Directors expresses the highest appreciation for the dedication and hard work that has been given throughout the challenging 2021. All of this hard work and brilliant work will be the foundation for the Company to optimize its potential and achieve its best performance in the future.

Jakarta, 5 April 2022
Jakarta, April 5, 2022

Atas Nama Direksi
On Behalf of the Board of Directors



Subakti Syukur
Direktur Utama
President Director

DIREKSI BOARD OF DIRECTORS

Subakti Syukur

Direktur Utama
President Director



Ade Wahyu

Direktur Keuangan dan
Manajemen Risiko
Director of Finance and
Risk Management

Mohamad Agus Setiawan

Direktur Pengembangan Usaha
Director of Business Development



Reza Febriano

Direktur Bisnis
Director of Business



Fitri Wiyanti

Direktur Operasi
Director of Operations



Bagus Cahya Arinta B.

**Direktur Human Capital
dan Transformasi**
Director of Human Capital
and Transformation



SURAT PERNYATAAN ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN PT JASA MARGA (PERSERO) TBK TAHUN BUKU 2021

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Jasa Marga (Persero) Tbk Tahun Buku 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 5 April 2022

Anggota Dewan Komisaris
Member of the Board of Commissioners



Yuswanda A. Temenggung
Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner



Zulfan Lindan
Wakil Komisaris Utama/
Komisaris Independen
Vice President Commissioner/
Independent Commissioner



M. Raskanedi
Komisaris
Commissioner



**Anita Firmanti
Eko Susetyowati**
Komisaris
Commissioner



Raja Erizman
Komisaris
Commissioner



**Yohanes Baptista
Satya Sananugraha**
Komisaris
Commissioner

STATEMENT OF MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON RESPONSIBILITY FOR THE ANNUAL REPORT OF PT JASA MARGA (PERSERO) TBK FOR THE FISCAL YEAR 2021

We, the undersigned, declare that all information in the Annual Report of PT Jasa Marga (Persero) Tbk for the Fiscal Year 2021 has been duly disclosed and take full responsibility for the accuracy of the information on the Company's Annual Report.

This statement is made truthfully.

Jakarta, April 5, 2022

Anggota Direksi
Members of the Board of Directors



Subakti Syukur
Direktur Utama
President Director



Ade Wahyu
Direktur Keuangan dan
Manajemen Risiko
Director of Finance and
Risk Management



Reza Febriano
Direktur Bisnis
Director of Business



Mohamad Agus Setiawan
Direktur Pengembangan Usaha
Director of Business Development



Fitri Wiyanti
Direktur Operasi
Director of Operations



Bagus Cahya Arinta B.
Direktur Human Capital dan Transformasi
Director of Human Capital
and Transformation





Jalan Tol Manado-Bitung
Manado-Bitung Toll Road

03



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Jasa Marga memiliki peran yang sangat sentral dalam mendukung percepatan pembangunan nasional. Keberadaan jalan tol dan infrastruktur lainnya sangat membantu dalam kelancaran perdagangan barang dan jasa.

Jasa Marga has a very central role in supporting national development acceleration. Existence of toll roads and other infrastructure is very beneficiary to smooth trade of goods and services.

IDENTITAS JASA MARGA

JASA MARGA IDENTITY

Nama Perusahaan | Company's Name
PT Jasa Marga (Persero) Tbk

Nama Panggilan | Called Name
Jasa Marga

Bidang Usaha | Line of Business
Pengusahaan Jalan Tol
Toll Road Business

Tanggal Pendirian | Establishment Date
1 Maret 1978
March 1, 1978

Dasar Hukum Pendirian | Legal Basis of Establishment
Peraturan Pemerintah No. 04 Tahun 1978
Government Regulation No. 04 year 1978

Kepemilikan Saham | Shares Ownership

- Pemerintah Indonesia 70%
- Republic of Indonesia Government 70%
- Publik Nasional 30%
- Public (Indonesian) 30%

Modal Dasar | Authorized Capital
Rp9,52 triliun
Rp9.52 trillion

Modal Ditempatkan | Subscribed Capital
Rp3,63 triliun
Rp3.63 trillion

Tanggal IPO | Initial Public Offering (IPO) Date
12 November 2007
November 12, 2007

Kode Saham | Stock Ticker
JSMR
JSMR

Nama Bursa | Stock Exchange
Bursa Efek Indonesia
Indonesia Stock Exchange

Jumlah Pegawai | Total Employees
8.160 Pegawai
8,160 Employees

Sekretaris Perusahaan | Corporate Secretary
Dadan Waradia

Entitas Anak | Subsidiaries

- PT Marga Sarana Jabar
- PT Cinere Serpong Jaya
- PT Marga Trans Nusantara
- PT Jasamarga Kunciran Cengkareng
- PT Jasamarga Japek Selatan
- PT Jasamarga Jalanlayang Cikampek
- PT Jasamarga Surabaya Mojokerto
- PT Jasamarga Gempol Pasuruan
- PT Jasamarga Jogja Bawen
- PT Jasamarga Probolinggo Banyuwangi
- PT Jasamarga Kualanamu Tol
- PT Jasamarga Balikpapan Samarinda
- PT Jasamarga Manado Bitung
- PT Jasamarga Bali Tol
- PT Jasamarga Transjawa Tol
- PT Jasamarga Tollroad Operator
- PT Jasamarga Tollroad Maintenance
- PT Jasamarga Related Business
- PT Jalantol Lingkarluar Jakarta

Entitas Asosiasi dan Ventura Bersama |

Associates and Joint Ventures

- PT Jasamarga Semarang Batang
- PT Trans Marga Jateng
- PT Jasamarga Solo Ngawi
- PT Jasamarga Ngawi Kertosono Kediri
- PT Jasamarga Pandaan Tol
- PT Marga Lingkar Jakarta
- PT Jasamarga Pandaan Malang
- PT Trans Lingkar Kita Jaya
- PT Ismawa Trimitra
- PT PP Sinergi Banjaratma
- PT Jogjasolo Marga Makmur

Alamat Kantor Pusat | Head Office Address

Plaza Tol Taman Mini Indonesia Indah
Jakarta 13550 Indonesia

Telepon | Phone : +62-21 841 3526, +62-21 841 3630
Faksimile | Fax : +62-21 841 3540
Email | Email : corcomm@jasamarga.co.id
investor.relations@jasamarga.co.id

Situs Perusahaan | Company Website : www.jasamarga.com

Pusat Informasi Lalu Lintas dan Pelayanan Lainnya

Center for Traffic Information and Other Services

Jasa Marga Tollroad Command Center

- ☎ One Call Center 24 Jam/24 Hours: 14080
- 📱 Mobile Apps Travoy
- 📺 Official Jasa Marga
- 📺 PT Jasa Marga – Persero Tbk
- 📺 @official.jasamarga
- 📺 @official.jasamarga
- 📺 @PTJASAMARGA (khusus informasi lalu lintas)
(dedicated for traffic information)
- 📺 @OFFICIAL_JSMR (untuk informasi umum lainnya)
(for other general information)

RIWAYAT SINGKAT PERSEROAN BRIEF HISTORY

PT Jasa Marga (Persero) Tbk, selanjutnya disebut "Jasa Marga" atau "Perseroan", dibentuk berdasarkan Peraturan Pemerintah No. 04 tahun 1978 tentang Peraturan Pemerintah (PP) tentang Penyertaan Modal Negara Republik Indonesia dalam Pendirian Perusahaan Perseroan (Persero) di Bidang Pengelolaan, Pemeliharaan, dan Pengadaan Jaringan Jalan Tol, serta Ketentuan-Ketentuan Pengusahaannya tanggal 27 Februari 1978.

Perseroan kemudian didirikan berdasarkan Akta No. 1 tanggal 1 Maret 1978 dengan nama PT Jasa Marga (*Indonesia Highway Corporation*) yang dibuat di hadapan Kartini Muljadi, S.H., Notaris di Jakarta. Berdasarkan Akta No. 187 tanggal 19 Mei 1981 yang dibuat di hadapan Notaris yang sama, nama Perseroan diubah menjadi "PT Jasa Marga (Persero)".

Pada awal berdirinya, selain sebagai operator jalan tol, Jasa Marga juga berperan sebagai otoritas jalan tol di Indonesia. Hingga tahun 1987, Perseroan adalah satu-satunya penyelenggara jalan tol di Indonesia yang pengembangannya dibiayai Pemerintah dengan dana berasal dari pinjaman luar negeri serta penerbitan obligasi. Jalan tol pertama di Indonesia yang dioperasikan oleh Perseroan adalah jalan tol Jagorawi (Jakarta-Bogor-Ciawi) yang mulai dioperasikan tahun 1978 dan menjadi tonggak sejarah bagi perkembangan industri jalan tol di Tanah Air.

Pada 12 November 2007, Perseroan menapaki babak baru dalam perjalanan usahanya, yaitu dengan melakukan Penawaran Saham Perdana (*Initial Public Offering/IPO*) dengan mencatatkan 30% sahamnya di Bursa Efek Indonesia.

Jasa Marga memiliki peran yang sangat sentral dalam mendukung percepatan pembangunan nasional. Keberadaan jalan tol dan infrastruktur lainnya sangat membantu dalam kelancaran perdagangan barang dan jasa.

Pada tahun 2017, Jasa Marga bekerja sama dengan Bank Pemerintah, memberikan kemudahan bagi para pengguna jalan tol untuk dapat menggunakan kartu elektronik sebagai sistem pembayaran sehingga dapat menghemat waktu pengguna pembayaran dan memperlancar aksesibilitas pada gerbang masuk maupun gerbang keluar. Peningkatan dalam penerapan sistem elektronifikasi senantiasa dilakukan oleh Perseroan.

Sejak tahun 2019, Perseroan memulai uji coba sistem elektronifikasi dengan konsep *Single Lane Free Flow* (SLFF) di beberapa jalan tol. Target utama penerapan

PT Jasa Marga (Persero) Tbk, later stated as "Jasa Marga" or "the Company", was established under Government Regulation No. 04 of 1978 concerning Government Regulation (PP) on Republic of Indonesia Government's Investment in the Establishment of Perusahaan Perseroan (Persero) in Toll Road Network Management, Maintenance and Procurement sector, altogether with the Operational Provisions dated February 27, 1978.

The Company was later established pursuant to Deed No. 1 dated March 1, 1978 under the name PT Jasa Marga (Indonesia Highway Corporation) as enacted before Kartini Muljadi, S.H., Notary in Jakarta. Based on Deed No. 187 dated May 19, 1981 drafted before the same Notary, the Company's name was changed into "PT Jasa Marga (Persero)".

In its early establishment, other than a toll road operator, Jasa Marga also was also operated as the toll road authority in Indonesia. Until 1987, the Company was the only toll road operator in Indonesia whose development was financed by the Government using the proceeds from foreign loans and bonds issuance. The first toll road in Indonesia operated by the Company is Jagorawi (Jakarta-Bogor-Ciawi) toll road which commenced operation in 1978 and became a milestone for national toll road industry development.

On November 12, 2007, the Company embraced a new chapter in our business journey, including the execution of Initial Public Offering (IPO) by listing 30% of its shares at Indonesia Stock Exchange.

Jasa Marga has a very central role in supporting national development acceleration. Existence of toll roads and other infrastructure is very beneficiary to smooth trade of goods and services.

In 2017, Jasa Marga collaborated with the Government Bank to ease the toll road users to use electronic cards as a means of payment to save time for payment users and facilitate accessibility at both the entry and exit gates. The Company continues to improve the implementation of the electronification system.

Since 2019, the Company has started testing the electronification system with the Single Lane Free Flow (SLFF) concept on several toll roads. The main

sistem elektronifikasi adalah sistem tol tanpa berhenti yang akan memberikan kemudahan dan kecepatan transaksi bagi para pengguna di setiap gerbang tol.

Perseroan mulai mempertimbangkan untuk mengembangkan usaha non tol dalam rangka mengoptimalkan aset untuk meningkatkan nilai tambah bagi *stakeholder*. Pengembangan bisnis mulai dilaksanakan pada tahun 2018, baik secara mandiri maupun bekerjasama dengan mitra strategis.

Hingga akhir tahun 2021, Perseroan telah memiliki 19 Entitas Anak dan 11 Entitas Asosiasi dan Ventura Bersama sebagai pendukung strategis dalam pengembangan usaha dan meningkatkan profitabilitas.

Perseroan menjalankan fungsi sebagai sebuah perusahaan pengembang dan operator jalan tol yang mendapatkan izin penyelenggaraan tol dari Pemerintah sebagai upaya mendukung gerak pertumbuhan ekonomi nasional.

target of the electronification system implementation is a drive thru toll system that will provide convenience and speed of transactions for users at each toll gate.

The Company started to consider developing a non-toll road business to optimize assets to increase added value for stakeholders. Business development, both independently and in collaboration with strategic partners, was commenced in 2018.

As end of 2021, the Company had 19 Subsidiaries and 11 Associates and Joint Ventures entities as the strategic supports for business development and to increase profitability.

The Company exercise its function as a toll road developer and operator company with a toll road operation license from the Government as the initiative to support national economic growth.

INFORMASI TENTANG PERUBAHAN NAMA

INFORMATION ON NAME ALTERATION

Perseroan didirikan berdasarkan Akta No. 01 tanggal 1 Maret 1978, dengan nama, "PT Jasa Marga (Indonesia Highway Corporation)", yang kemudian diubah berdasarkan Akta No. 187 tanggal 19 Mei 1981 dan nama Perseroan diubah menjadi "PT Jasa Marga (Persero)", keduanya dibuat di hadapan Notaris Kartini Muljadi, S.H., di Jakarta. Selanjutnya nama Perseroan diubah kembali berdasarkan Akta No. 27 tanggal 12 September 2007 yang dibuat di hadapan Notaris Poerbaningsing Adi Warsito, S.H., Notaris di Jakarta yaitu menjadi Perusahaan Perseroan (Persero) PT Jasa Marga (Indonesia Highway Corporatama) Tbk, disingkat PT Jasa Marga (Persero) Tbk, setelah Perseroan secara resmi mencatatkan saham di Bursa Efek Indonesia.

Hingga saat ini nama Perseroan tetap "PT Jasa Marga (Persero) Tbk".

The Company was established pursuant to Deed No. 01 dated March 1, 1978 under the name of "PT Jasa Marga (Indonesia Highway Corporation)", that was later amended under Deed No. 187 dated May 19, 1981 and the Company's name was later altered into "PT Jasa Marga (Persero)", which both were drafted before Notary Kartini Muljadi, S.H., in Jakarta. Hereinafter, the Company's name was once again changed under Deed No. 27 dated September 12, 2007 drafted before Notary Poerbaningsing Adi Warsito, S.H., Notary in Jakarta, into Perusahaan Perseroan (Persero) PT Jasa Marga (Indonesia Highway Corporatama) Tbk, abbreviated PT Jasa Marga (Persero) Tbk, following the Company's initial public offering at Indonesia Stock Exchange.

Nowadays, The Company's name remains "PT Jasa Marga (Persero) Tbk".

KEANGGOTAAN DALAM ASOSIASI

MEMBERSHIP IN ASSOCIATION

Nama Organisasi Organization Name	Status Anggota Membership Status
Asosiasi Jalan Tol Indonesia (ATI) Indonesian Toll Road Association (ATI)	Anggota Aktif Active Member
Asosiasi Emiten Indonesia (AEI) Association of Indonesian Issuers (AEI)	Anggota Aktif Active Member
Forum Human Capital Indonesia (FHCI) Indonesian Human Capital Forum (FHCI)	Anggota Aktif Active Member
Forum Manajemen Risiko Badan Usaha Milik Negara (BUMN) State-Owned Enterprise (SOE) Risk Management Forum	Anggota Aktif Active Member
Forum Humas BUMN SOEs Public Relations Forum	Anggota Aktif Active Member

JEJAK LANGKAH MILESTONE EVENT

2017

- 100% pembayaran elektronik di seluruh jalan tol di Indonesia.
- Memulai pembangunan jalan tol yang masif.
- 100% electronic payment for all toll roads in Indonesia.
- Initiation of massive toll road construction.

2019

- Menambah 162 km pengoperasian jalan tol, sehingga total pengoperasian menjadi 1.162 km.
- Pendirian IoT Laboratorium sebagai platform pusat pembelajaran, penelitian dan pengembangan.
- Uji coba terbatas pembayaran elektronik Nir-Henti (*Single Lane Free Flow /SLFF*).
- Penerbitan Sukuk Ijarah pertama.
- Pengembangan bisnis usaha non tol.
- Addition of 162 km toll road operations resulting the total operation reaching to 1,162 km.
- Establishment of IoT Laboratory as center of learning, research and development platform.
- Limited trial of Drive Thru Electronic Payment (*Single Lane Free Flow/SLFF*).
- Issuance of the first Ijarah Sukuk.
- Non-toll business development.

2016

- Mengoperasikan 593 km jalan tol.
- Operating toll roads that span 593 km.

2021

- Menambah 55,9 km pengoperasian jalan tol, sehingga total pengoperasian menjadi 1.246 km.
- Peresmian *Jasa Marga Tollroad Command Center* sebagai pusat kendali yang berbasis *Intelligent Transportation System* pertama di Indonesia.
- Peluncuran aplikasi *Travoy 3.0* yang dirancang sebagai asisten perjalanan digital untuk membantu pengguna jalan tol berkendara secara aman dan nyaman.
- Added 55.9 km of toll road operations, bringing the total operation to 1,246 km.
- Inauguration of the *Jasa Marga Tollroad Command Center* as the first *Intelligent Transportation System*-based control center in Indonesia.
- Launch of the *Travoy 3.0* application which is designed as a digital travel assistant to help toll road users drive safely and comfortably.

2007

- *Jasa Marga* melakukan *Penawaran Umum Perdana (Initial Public Offering)* di Bursa Efek Indonesia (BEI) dengan kode saham *JSMR*.
- Perubahan Logo *Jasa Marga* yang menggambarkan *Modernisasi dan Transformasi Perseroan*.
- *Jasa Marga* executed *Initial Public Offering* at Indonesia Stock Exchange (IDX) with stock ticker *JSMR*.
- Change of *Jasa Marga* Logo illustrating the Company's modernization and transformation.

2004

- Berdasarkan Undang-Undang No. 38/2004, *Jasa Marga* tidak lagi berperan sebagai regulator penyelenggara jalan tol di Indonesia. Fungsi sebagai regulator selanjutnya dilaksanakan oleh Badan Pengatur Jalan Tol sesuai Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat No. 295/PRT/M/2005.
- According to Law No. 38/2004, *Jasa Marga* no longer acts as toll road operations regulator in Indonesia. The regulator function delegated to the Toll Road Operator Agency with reference to Minister of Public Works and Public Housing No. 295/PRT/M/2005.

1978

- *PT Jasa Marga (Indonesia Highway Corporation)* didirikan Pemerintah Republik Indonesia berdasarkan Akta No. 1 tanggal 1 Maret 1978 sebagai penyelenggara jalan tol di Indonesia.
- Pengoperasian jalan Tol Jagorawi (Jakarta-Bogor-Ciawi) sebagai jalan tol pertama di Indonesia.
- *PT Jasa Marga (Indonesia Highway Corporation)* was established by Republic of Indonesia Government pursuant to Deed No. 1 dated March 1, 1978 as toll road operator in Indonesia.
- The operation of Jagorawi (Jakarta-Bogor-Ciawi) Toll road as the first toll road in Indonesia.

WILAYAH OPERASIONAL PERSEROAN COMPANY'S OPERATIONAL AREA



1 Sumatera Utara North Sumatra	2 Jabodetabek	3 Jawa Barat West Java	4 Jawa Tengah/DIY Central Java/Special Region of Yogyakarta
<p>Kantor Regional Region Office</p> <ul style="list-style-type: none"> • Medan: 1 Kantor Regional / 1 Region Office <ul style="list-style-type: none"> » Jasamarga Nusantara Tollroad Regional Division <p>Representative Office</p> <ul style="list-style-type: none"> • Medan: 1 Representative Office <ul style="list-style-type: none"> » Regional Jasamarga Nusantara Tollroad Representative Office 1 (Ruas Belawan-Medan-Tj. Morawa) <p>Entitas Anak Subsidiaries</p> <ul style="list-style-type: none"> • Deli Serdang: 1 Entitas Anak/1 Subsidiaries <ul style="list-style-type: none"> » PT Jasamarga Kualanamu Tol 	<p>Kantor Pusat Head Office</p> <ul style="list-style-type: none"> • Jakarta: 1 Kantor Pusat/ 1 Head Office <ul style="list-style-type: none"> » PT Jasa Marga (Persero) Tbk <p>Kantor Regional Region Office</p> <ul style="list-style-type: none"> • Jakarta: 1 Kantor Regional/1 Region Office <ul style="list-style-type: none"> » Jasamarga Metropolitan Tollroad Regional Division • Bekasi: 1 Kantor Regional/ 1 Region Office <ul style="list-style-type: none"> » Jasamarga Transjawa Tollroad Regional Division <p>Representative Office</p> <ul style="list-style-type: none"> • Jakarta: 2 Representative Offices <ul style="list-style-type: none"> » Regional Jasamarga Metropolitan Tollroad Representative Office 1 (Ruas Jagorawi-JORR E1 E2 E3-Pondok Aren-Ulujam) » Regional Jasamarga Metropolitan Tollroad Representative Office 2 (Ruas Cawang-Tomang-Pluit atau Dalam Kota, Ruas Sedyatmo, Ruas Jakarta-Tangerang) • Bekasi: 1 Representative Office <ul style="list-style-type: none"> » Regional Jasamarga Transjawa Tollroad Representative Office 1 (Ruas Jakarta-Cikampek) <p>Entitas Anak Subsidiaries</p> <ul style="list-style-type: none"> • Jakarta: 8 Entitas Anak/ 8 Subsidiaries <ul style="list-style-type: none"> » PT Jasamarga Japek Selatan » PT Jasamarga Jalanayang Cikampek » PT Jasamarga Transjawa Tol » PT Jasamarga Related Business » PT Jasamarga Tollroad Operator » PT Jasamarga Tollroad Maintenance • Bogor: 1 Entitas Anak/ 1 Subsidiary <ul style="list-style-type: none"> » PT Marga Sarana Jabar • Tangerang: 2 Entitas Anak/2 Subsidiaries <ul style="list-style-type: none"> » PT Jasamarga Kunciran Cengkareng » PT Marga Trans Nusantara • Tangerang Selatan: 1 Entitas Anak/ 1 Subsidiary <ul style="list-style-type: none"> » PT Cinere Serpong Jaya • Bekasi: 1 Entitas Anak/ 1 Subsidiary <ul style="list-style-type: none"> » PT Jalan tol Lingkarluar Jakarta <p>Ventura Bersama Joint Venture</p> <ul style="list-style-type: none"> • Jakarta: 1 Ventura Bersama/1 Joint Venture <ul style="list-style-type: none"> » PT Marga Lingkar Jakarta 	<p>Representative Office</p> <ul style="list-style-type: none"> • Cirebon: 1 Representative Office <ul style="list-style-type: none"> » Regional Jasamarga Transjawa Tollroad Representative Office 2 (Ruas Palimanan-Kanci) • Bandung: 1 Representative Office <ul style="list-style-type: none"> » Regional Jasamarga Metropolitan Tollroad Representative Office 3 (Ruas Cikampek-Padalarang-Cileunyi) 	<p>Representative Office</p> <ul style="list-style-type: none"> • Semarang: 1 Representative Office <ul style="list-style-type: none"> » Regional Jasamarga Transjawa Tollroad Representative Office 2 (Ruas Semarang Seksi A,B,C) <p>Entitas Anak Subsidiaries</p> <ul style="list-style-type: none"> » PT Jasamarga Jogja Bawen <p>Ventura Bersama Joint Venture</p> <ul style="list-style-type: none"> • Semarang: 2 Ventura Bersama/2 Joint Ventures <ul style="list-style-type: none"> » PT Jasamarga Semarang-Batang » PT Trans Marga Jateng • Boyolali: 1 Ventura Bersama/ 1 Joint Venture <ul style="list-style-type: none"> » PT Jasamarga Solo Ngawi

Perseroan memiliki 1 (satu) Kantor Pusat, 3 (tiga) Kantor Regional, 8 (delapan) *Representative Office*, 19 (sembilan belas) Entitas Anak, dan 7 (tujuh) Ventura Bersama yang tersebar di seluruh Indonesia.

The Company has 1 (one) Head Office, 3 (three) Regional Offices, 8 (eight) Representative Offices, 19 (nineteen) Subsidiaries and 7 (seven) Joint Ventures located nationwide.



5

Jawa Timur
East Java

Representative Office

- **Surabaya:** 1 Representative Office
 - » Regional Jasamarga Transjawa Tollroad Representative Office 3 (Ruas Surabaya-Gempol)

Entitas Anak Subsidiaries

- **Sidoarjo:** 1 Entitas Anak/ 1 Subsidiary
 - » PT Jasamarga Surabaya Mojokerto
- **Pasuruan:** 1 Entitas Anak/ 1 Subsidiary
 - » PT Jasamarga Gempol Pasuruan
- **Probolinggo:** 1 Entitas Anak/ 1 Subsidiary
 - » PT Jasamarga Probolinggo Banyuwangi

6

Bali

Entitas Anak Subsidiaries

- **Denpasar:** 1 Entitas Anak/ 1 Subsidiary
 - » PT Jasamarga Bali Tol

7

Kalimantan Timur
East Kalimantan

Entitas Anak Subsidiaries

- **Samboja:** 1 Entitas Anak/ 1 Subsidiary
 - » PT Jasamarga Balikpapan Samarinda

8

Sulawesi Utara
North Sulawesi

Entitas Anak Subsidiaries

- **Manado:** 1 Entitas Anak/ 1 Subsidiary
 - » PT Jasamarga Manado Bitung

Jaringan Kantor Office Networks	2021	2020	2019	2018	2017
Kantor Pusat Head Office	1	1	1	1	1
Kantor Regional Regional Office	3	3	3	-	-
<i>Representative Office</i>	8	8	8	8	8
Entitas Anak Subsidiary	19	21	20	21	24
Ventura Bersama Joint Venture	7	5	5	4	-

AKSES TERHADAP PERSEROAN ACCESS TO THE COMPANY

Kantor Pusat/ Head Office



PT Jasa Marga (Persero) Tbk
Plaza Tol Taman Mini Indonesia Indah
Jakarta 13550 - Indonesia
☎ +6221 841 3630
☎ +6221 841 3526
☎ +6221 841 3640
✉ corcomm@jasamarga.co.id
Web : www.jasamarga.com



**Jasamarga Metropolitan
Tollroad Regional Division**
Plaza Tol Cililitan
Jl. Cililitan Besar Jakarta 13510
☎ 021-80887227
☎ 021-80887228
✉ jm.regmetropolitan@jasamarga.co.id

**Regional Jasamarga Metropolitan Toll Road
Representative Office 1**
(Ruas jagorawi-JORR E1,E2,E3-
Pondok Aren-Ulujami)
Plaza Tol Cibubur 1
Jl. Buperta-Jambore, Pondok Ranggon
Jakarta Timur 13860
✉ ro1jmt@jasamarga.co.id



PT Marga Sarana Jabar
Plaza Tol Sentul Barat
Jl. Tol Lingkar Luar Bogor 16710
☎ 021-29255000
☎ 021-29259942
✉ sekper.ms@gmail.com



PT Marga Lingkar Jakarta
Plaza Tol Meruya, Jl. Raya Meruya Utara
No. 1 Meruya Utara, Jakarta Barat 11620
☎ 021-58908462
☎ 021-58908447
✉ margalingkarjakarta@mlj-tollroad.co.id



PT Marga Trans Nusantara
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RT. 004/RW. 002
Kecamatan Pondok Aren
Tangerang Selatan 15228
☎ 021-22215888
☎ 021-22215888
✉ kunciranserpongntollroad@mtn.co.id



PT Jasamarga Kunciran Cengkareng
Business Park Tangerang City Blok A19
Jl. Jenderal Sudirman No. 1
Banten, Cikokol, Tangerang 15117
☎ 021-55782453
☎ 021-55782456
✉ jasamargakuncirancengkareng@gmail.com



PT Cinere Serpong Jaya
Plaza Tol Pamulang
Kantor Operasional PT Cinere Serpong Jaya
Jalan RE Martadinata, Ciputat
Tangerang Selatan 15411
☎ 021-74783000
✉ csj@jasamarga.co.id



PT Jasamarga Japek Selatan
Plaza Tol Pondok Gede Timur
Kel. Jatibening, Kec. Pondok Gede
Bekasi 17412
☎ 021-852 11970
✉ jasamargajapekselatan@gmail.com

**Regional Jasamarga Metropolitan Toll Road
Representative Office 2**
(Ruas Cawang-Sedyatmo-Tangerang)
Plaza Tol Cililitan
Jl. Cililitan Besar Jakarta 13510
☎ 021-80887227
☎ 021-80887228
✉ ro2jmt@jasamarga.co.id

**Regional Jasamarga Metropolitan Toll Road
Representative Office 3**
(Ruas Cikampek-Padalarang-Cileunyi)
Plaza Tol Pasteur
Jl. Dr. Djundjuna No. 257, Bandung 40164
☎ 022-2000867, 2000868
☎ 022-2011433
✉ purbaleunyi@jasamarga.co.id



**Jasamarga Transjawa
Tollroad Regional Division**
Plaza Tol Jakarta-Cikampek, Jl. Teuku Umar
Sepanjang Jaya Rawalumbu, Bekasi 17114
☎ 021-8216515
☎ 021-8413630
✉ jmtransjawatollroad@jasamarga.co.id

**Regional Jasamarga Transjawa Tollroad
Representative Office 1**
Plaza Tol Jakarta-Cikampek
Jl. Teuku Umar, Sepanjang Jaya
Rawalumbu Bekasi, Jawa Barat 17114
☎ 021-8216515, 82430046
✉ japek@jasamarga.co.id



PT Jasamarga Jalanlayang Cikampek
Jl. Teuku Umar No. 14, RT. 03/RW. 01
Kel. Sepanjang Jaya, Kec. Rawalumbu
Bekasi 17114
☎ 021-82738397
✉ jasamarga.jjc@gmail.com

**Regional Jasamarga Transjawa Tollroad
Representative Office 2**
(Ruas Palimanan-Kanci)
Jl. Jenderal Sudirman No. 138
Ciperna, Cirebon 45171
☎ 0231-489800,484268
☎ 0231-483457
✉ palikanci@jasamarga.co.id
(Ruas Semarang Seksi A, B, C)
Plaza Tol Manyaran, Jl. Tol Semarang 50147
☎ 024-76066012
✉ semarang@jasamarga.co.id



PT Jasamarga Semarang Batang
Plaza Tol Kalikangkung RW. 01
Kel. Gondoriyo, Kec. Ngaliyan
Semarang 50187
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PT Trans Marga Jateng
Plaza Tol Banyumanik
Jl. Mulawarman Raya No. 1 B, Pedalangan
Banyumanik, Jawa Tengah, Semarang 50268
☎ 024-7475222
☎ 024-7475735
✉ admin@transmargajateng.com



PT Jasamarga Jogja Bawen
Jalan Sareh Nomor 3
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☎ 081294297521
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PT Jasamarga Solo Ngawi
Plaza Tol Ngemplak
Ds. Sawahan RT. 06/RW. 01, Kec. Ngemplak
Kab. Boyolali, Jawa Tengah 57375
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✉ solongawijaya@gmail.com

Regional Jasamarga Transjawa Tollroad Representative Office 3

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☎ 031-7329941
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PT Jasamarga Ngawi Kertosono Kediri

Plaza Tol Madiun, Jl. Akses Tol Dumpil
RT. 026/RW. 004, Desa Bagi
Kecamatan/Kabupaten Madiun
Jawa Timur 63151
☎ 08113782403
✉ jnk@jnk tollroad.com



PT Jasamarga Surabaya Mojokerto

Jl. Raya Taman, Plaza Tol Waru 1 & Ramp
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✉ sekretariat@tolsumo.com



PT Jasamarga Pandaan Tol

Plaza Tol Pandaan
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PT Jasamarga Pandaan Malang

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☎ 0341-4378788
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PT Jasamarga Gempol Pasuruan

Plaza Tol Pasuruan, Jl. Urip Sumoharjo
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✉ gempas@jmgempas.co.id



PT Jasamarga Probolinggo Banyuwangi

Jl. Panglima Sudirman KM. 120, Tanggul Angin
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Probolinggo, Jawa Timur 67281
☎ 0335-8473333
☎ 0335-8473999
✉ tolprobowangi@jpb.co.id



Jasamarga Nusantera Toll Road Regional Division

Plaza Tol Kualanamu, Ground Floor Building
PT Jasamarga Kualanamu, Penara Kebun
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Deli Serdang, Sumatera Utara
☎ 0811613999
✉ nusantara@jasamarga.co.id

Regional Jasamarga Nusantera Tollroad Representative Office 1

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☎ 061-6611055
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PT Jasamarga Kualanamu Tol

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PT Jasamarga Balikpapan Samarinda

Jl. Sungai Merdeka KM. 1.5
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PT Jasamarga Bali Tol

Jl. By Pass I Gusti Ngurah Rai No. 2
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Kecamatan Denpasar Selatan, Denpasar, Bali
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☎ 0361-725327
✉ sekertaris.direksi@jasamargabalitol.co.id



PT Jasamarga Manado Bitung

Plaza Toll Jasamarga Manado Bitung
Jl. Toll Manado - Bitung KM. 0
Ds. Maumbi, Kec. Kalawat, Minahasa Utara
Sulawesi Utara 95378
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✉ jmmanadobitung@gmail.com



PT Jasamarga Tollroad Operator

Gedung C Lt. 3 & 4
PT Jasa Marga (Persero) Tbk
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Jakarta 13550
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☎ 021-29835370
✉ support@jmto.co.id



PT Jasamarga Tollroad Maintenance

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☎ 021-22819474
✉ cs@jmto.co.id



PT Jasamarga Related Business

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PT Jasamarga Transjawa Tol

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Jasa Marga Toll Road Command Center

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Jawa Barat 17423
☎ 14080



Internet of Things (IOT) Laboratory Jasa Marga

Plaza Tol Tangerang
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Penunggangan Utara, Kec. Pinang
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VISI, MISI, DAN BUDAYA PERSEROAN

VISION, MISSION, AND THE COMPANY'S CULTURE

Visi dan Misi Jasa Marga ditetapkan berdasarkan Surat Keputusan Direksi No. 150/KPTS/2018 tanggal 14 Desember 2018 tentang Visi dan Misi Perseroan. Sedangkan Tata Nilai Perusahaan telah disetujui oleh Dewan Komisaris dan Direksi melalui Keputusan Direksi No. 58/KPTS/2020 tanggal 29 Juli 2020 tentang Tata Nilai Perusahaan.

Vision and Mission of Jasa Marga are stipulated under Board of Directors Decree No. 150/KPTS/2018 dated December 14, 2018 concerning Vision and Mission of the Company. Meanwhile, Corporate Values have been approved by the Board of Commissioners and Board of Directors through Board of Directors Decree No. 58/KPTS/2020 dated July 29, 2020 on Corporate Value.


VISI | Vision

"Menjadi Perusahaan Jalan Tol Nasional Terbesar, Terpercaya, dan Berkesinambungan."
"Becoming the Largest, Trustworthy, and Sustainable National Toll Road Company."

<p>Kata Kunci Keyword</p>  <p>Perusahaan Jalan Tol Nasional National Toll Road Company</p>	<p>Pengertian:</p> <ul style="list-style-type: none"> Memiliki bisnis jalan tol sebagai bisnis utama. Memiliki sebaran aset dan wilayah operasi di seluruh Indonesia. <p>Potensi Indikator Pengukuran:</p> <ul style="list-style-type: none"> Komposisi aset jalan tol vs. non-jalan tol. Persebaran aset dan wilayah operasi. <p>Definition:</p> <ul style="list-style-type: none"> Running toll road business as the core business. Having assets and operating areas across Indonesia. <p>Potential Measurement Indicators:</p> <ul style="list-style-type: none"> Composition of toll road vs. non-toll road assets. Distribution of assets and operating areas.
<p>Kata Kunci Keyword</p>  <p>Terbesar The Largest</p>	<p>Pengertian:</p> <ul style="list-style-type: none"> Memiliki total aset jalan tol terpanjang di Indonesia. Memiliki cakupan bisnis di seluruh rantai nilai jalan tol. <p>Potensi Indikator Pengukuran:</p> <ul style="list-style-type: none"> Panjang jalan tol yang dimiliki vs. kompetitor. Cakupan bisnis di setiap rantai nilai. <p>Definition:</p> <ul style="list-style-type: none"> Owning longest toll road assets in Indonesia. Having business coverage in the entire toll road value chains. <p>Potential Measurement Indicators:</p> <ul style="list-style-type: none"> Length of toll roads owned vs. competitors. Business coverage in every value chain.
<p>Kata Kunci Keyword</p>  <p>Terpercaya Trustworthy</p>	<p>Pengertian:</p> <ul style="list-style-type: none"> Menjadi tulang punggung pemerintah dalam pembangunan dan pengelolaan jalan tol. Menjadi pilihan utama investor, mitra, dan pelanggan. Beroperasi sesuai dengan prinsip-prinsip <i>good corporate governance</i>. <p>Potensi Indikator Pengukuran:</p> <ul style="list-style-type: none"> Persepsi pemerintah, investor, dan mitra. Tingkat kepuasan pelanggan. Jumlah <i>dispute</i> dengan investor dan mitra. GCG Score. <p>Definition:</p> <ul style="list-style-type: none"> Becoming the backbone of the government in the toll roads construction and management. Becoming the preferred choice of investors, partners and customers. Operating in accordance with the principles of good corporate governance. <p>Potential Measurement Indicators:</p> <ul style="list-style-type: none"> Perception of the government, investors and partners. Customer satisfaction level. Number of disputes against investors and partners. GCG Score.
<p>Kata Kunci Keyword</p>  <p>Berkesinambungan Sustainable</p>	<p>Pengertian:</p> <ul style="list-style-type: none"> Memiliki pertumbuhan skala bisnis dan keuntungan yang berkelanjutan. Memiliki bisnis non-tol yang bersinergi dengan bisnis jalan tol. <p>Potensi Indikator Pengukuran:</p> <ul style="list-style-type: none"> Pertumbuhan aset. Pertumbuhan kinerja keuangan jalan tol dan non tol. <p>Definition:</p> <ul style="list-style-type: none"> Having sustainable growth in business scale and profit. Running non-toll business in synergy with toll road business. <p>Potential Measurement Indicators:</p> <ul style="list-style-type: none"> Asset Growth. Growth in financial performance of non-toll and toll road businesses.

Untuk mendukung Visi dimaksud, Perseroan juga telah menyusun Misi sebagai berikut:
To support its vision, the Company has also compiled the mission as follows:

MISI | Mission

 <p>Memimpin Usaha Jalan Tol di Seluruh Rantai Nilai Secara Profesional dan Berkesinambungan Guna Meningkatkan Konektivitas Nasional</p> <p>Leading Toll Road Businesses throughout the Value Chains in a Professional and Sustainable Way to Strengthen National Connectivity</p>	<p>Penjelasan:</p> <ul style="list-style-type: none"> Meningkatkan konektivitas antar daerah di Indonesia melalui pengembangan jalan tol dengan berbagai skema bisnis. Turut serta dalam proyek-proyek jalan tol <i>flagship</i> Pemerintah dengan tetap memperhatikan faktor kelayakan komersial. Menjalankan usaha diseluruh rantai nilai jalan tol dengan berbagai skema bisnis secara efisien dan kompetitif. Mengoptimalkan sinergi antar bisnis di seluruh rantai nilai jalan tol. <p>Description:</p> <ul style="list-style-type: none"> Improving connectivity between regions in Indonesia through the development of toll roads with various business schemes. Participating in government <i>flagship</i> toll road projects by concerning commercial feasibility. Run the business in all toll road value chains with the various business schemes in efficient and competitive ways. Optimize synergy among businesses in the entire toll road value chains.
 <p>Mengoptimalkan Pengembangan Kawasan untuk Kemajuan Masyarakat</p> <p>Optimizing the Development of Regions for Community Advancement</p>	<p>Penjelasan:</p> <p>Memastikan potensi-potensi bisnis yang timbul dari pembangunan jalan tol dapat dimanfaatkan dengan berbagai skema bisnis untuk kemajuan masyarakat.</p> <p>Description:</p> <p>Ensure sustainable business growth in the entire toll road value chains to increase the Company's values.</p>
 <p>Meningkatkan Nilai bagi Pemegang Saham</p> <p>Increasing the Value for Shareholders</p>	<p>Penjelasan:</p> <p>Memastikan pertumbuhan bisnis di seluruh rantai nilai jalan tol secara berkelanjutan untuk menambah nilai Perusahaan.</p> <p>Description:</p> <p>Ensure sustainable business growth in the entire toll road value chains to increase the Company's values.</p>
 <p>Meningkatkan Kepuasan Pelanggan dengan Pelayanan Prima</p> <p>Increasing Customer Satisfaction through Service of Excellent</p>	<p>Penjelasan:</p> <p>Memastikan kepuasan pelanggan melalui:</p> <ul style="list-style-type: none"> Penyediaan jalan tol yang aman dan berkualitas. Pelayanan lalu lintas dan transaksi yang baik, cepat tanggap, dan akurat dengan memanfaatkan teknologi secara optimal. <p>Description:</p> <p>Ensuring customer satisfaction through:</p> <ul style="list-style-type: none"> Provision of safe and quality toll roads. Good, quick response, and accurate traffic and transaction services by utilizing technology optimally.
 <p>Mendorong Pengembangan dan Peningkatan Kinerja Karyawan dalam Lingkungan yang Harmoni</p> <p>Encouraging the Development and Improvement of Employee Performance in a Harmonious Environment</p>	<p>Penjelasan:</p> <p>Memastikan terlaksananya <i>Employee Value Proposition</i> secara konsisten dengan menciptakan lingkungan kerja yang kompetitif untuk kesejahteraan karyawan serta mempertahankan <i>talent</i> terbaik Perseroan.</p> <p>Description:</p> <p>Ensuring the implementation of the <i>Employee Value Proposition</i> consistently by creating a competitive work environment for employee welfare and maintaining the Company's best talents.</p>

REVIEW VISI DAN MISI PERSEROAN

Review on Company's Vision and Mission

Perumusan Visi, Misi, dan Tata Nilai Perseroan dilakukan dengan melibatkan seluruh pihak terkait, antara lain: Dewan Komisaris, Direksi, Karyawan, serta memperhatikan kepentingan dari para pemangku kepentingan.

Tahun 2021, Visi dan Misi Jasa Marga tidak mengalami perubahan. Manajemen telah melakukan pengkajian terhadap kesesuaian Visi dan Misi Perseroan terhadap tantangan dan rencana pengembangan usaha Perseroan ke depan. Manajemen menilai, bahwa Visi dan Misi Perseroan yang ada saat ini masih relevan. Hal ini juga telah mendapat persetujuan dari Dewan Komisaris.

Formulation of the Company's Vision, Mission and Values is done by involving all related parties, including: Board of Commissioners, Board of Directors, Employees as well as concerning interests of the stakeholders.

In 2021, Vision and Mission of Jasa Marga did not experience any change. The Management has also reviewed relevancy of the Company's Vision and Mission towards the Company's future challenges and business development. The Management assessed that the current Vision and Mission are still relevant as also approved by the Board of Commissioners.

BUDAYA PERSEROAN

Company's Culture

Sesuai dengan Surat Edaran Menteri BUMN No. SE-7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia BUMN, maka seluruh BUMN termasuk Jasa Marga menerapkan tata nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif) sebagai landasan dalam berperilaku bagi seluruh karyawan yang bekerja di lingkungan Jasa Marga.

Menindaklanjuti arahan dari Kementerian BUMN tersebut, Jasa Marga telah melakukan berbagai langkah dalam implementasi tata nilai AKHLAK, baik di lingkungan induk maupun anak perusahaan. Diharapkan implementasi tata nilai AKHLAK ini dapat mengakselerasi pengembangan talenta Jasa Marga Group.

Melalui Surat Keputusan Direksi No. 58/KPTS/2020 tanggal 29 Juli 2020 tentang Tata Nilai Perusahaan, maka secara resmi Jasa Marga telah mengubah tata nilai Perseroan yang semula APIC (*Agility, Professionalism, Integrity dan Customer Focus*) menjadi AKHLAK. Kemudian, Jasa Marga juga telah mempersiapkan 4 (empat) tahapan kegiatan untuk transformasi Budaya Perusahaan yaitu tahap *Awareness* (Sosialisasi), tahap *Understanding* (Internalisasi), tahap *Acceptance* (Penerimaan) dan tahap *Commitment* (Penguatan) yang dilakukan secara bertahap dan konsisten, sehingga diharapkan dapat membentuk budaya AKHLAK untuk insan (*Roadster*) Jasa Marga. Tata Nilai AKHLAK terdiri dari 6 *core values* dan 18 perilaku utama, sebagaimana dijelaskan sebagai berikut:

According to the Minister of SOEs Circular Letter No. SE-7/MBU/07/2020 dated July 1, 2020 concerning Core Values for SOEs personnel, all SOEs, including Jasa Marga, shall adapt AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative) as the basis for behavior of all employees working at Jasa Marga.

As the follow-up to direction from the Ministry of SOEs, Jasa Marga has taken several committed measures in implementing AKHLAK values, both within the parent and subsidiary circumstances. The Company expects that implementation of AKHLAK values will accelerate development of Jasa Marga Group's talents.

Through the Decree of the Board of Directors No. 58/KPTS/2020 dated July 29, 2020 regarding Corporate Values, Jasa Marga has officially changed the Company's values from APIC (Agility, Professionalism, Integrity and Customer Focus) to AKHLAK. Then, Jasa Marga has also prepared 4 (four) phase of activities for the transformation of Corporate Culture, namely the Awareness (Socialization) phase, Understanding (Internalization) phase, Acceptance (Approval) phase and Commitment (Strengthening) phase which are carried out gradually and consistently, so that it is expected can form a culture of morals for Jasa Marga people (Roadster). AKHLAK Values consist of 6 core values and 18 main behaviors, as explained below:



TATA NILAI VALUE	MAKNA MEANING	PERILAKU UTAMA MAIN ATTITUDE
A AMANAH TRUSTWORTHY	Memegang teguh kepercayaan yang diberikan. Firmly uphold the given trust.	<ul style="list-style-type: none"> Memenuhi janji dan komitmen. Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan. Berpegang teguh kepada kejujuran, nilai moral dan etika. Fulfilling promise and commitment. Responsible over duties, decision and actions taken. Uphold honesty, moral and ethical values.
K KOMPETEN COMPETENT	Terus belajar dan mengembangkan kapabilitas. Continuous learning and develop capacity.	<ul style="list-style-type: none"> Kreatif dan inovatif serta meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah. Memberikan solusi terbaik dan membantu orang lain belajar. Disiplin dalam menyelesaikan tugas dan bekerja tuntas dengan kualitas terbaik. Creative and innovative as well as improving individual competency to answer the changing challenges. Provide the best solution and help others to learn. Discipline in fulfilling the duties and work completely with excellent quality.
H HARMONIS HARMONIOUS	Saling peduli dan menghargai perbedaan. Care each other and respect diversity.	<ul style="list-style-type: none"> Menghargai pendapat, ide atau gagasan setiap orang apapun latar belakangnya. Peduli dan suka menolong orang lain. Menghargai kontribusi setiap orang. Respect everyone's opinions, ideas or ideas regardless of their background. Care and help others. Appreciate everyone's contribution.
L LOYAL LOYAL	Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara. Dedicated and prioritizing interests of the Nation and State.	<ul style="list-style-type: none"> Menjaga nama baik Bangsa dan Negara. Rela berkorban untuk mencapai tujuan yang baik. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika. Maintain reputation of the Nation and State. Willing to sacrifice to achieve a good cause. Obey the leaders as long not violating the law and ethics.
A ADAPTIF ADAPTIVE	Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan. Continuous Innovation and enthusiast in driving or responding to any change.	<ul style="list-style-type: none"> Bergerak cepat, lincah dan pantang menyerah dalam setiap perubahan untuk menjadi lebih baik. Sigap dan terus-menerus melakukan perbaikan mengikuti perkembangan teknologi untuk menghasilkan yang lebih baik. Gigih, tangguh dan bertindak proaktif. Moving Fast, agile and never give up in facing challenges to be better. Responsive and continuous improvement in following the technology advance to produce better ones. Persistent, tough and proactive.
K KOLABORATIF COLLABORATIVE	Membangun kerja sama yang sinergis. Build synergic partnership.	<ul style="list-style-type: none"> Memberi kesempatan kepada berbagai pihak untuk berkontribusi. Terbuka dalam bekerja sama secara sinergis untuk menghasilkan nilai tambah. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama yang lebih baik. Give opportunity to everyone to contribute. Open to cooperate synergically to gain added-values. Drive utilization of various resources for a better common goals.

Dalam rangka melakukan percepatan tahap *Awareness* (Sosialisasi), tahap *Understanding* (Internalisasi), tahap *Acceptance* (Penerimaan) dan tahap *Commitment* (Penguatan) tata nilai AKHLAK kepada seluruh *Roadster* *Jasa Marga Group*, melalui Surat Keputusan Direksi No. 64/KPTS/2020 tanggal 14 Agustus 2020. *Jasa Marga* telah membentuk *Change Agent (Commander)* Tata Nilai AKHLAK di lingkungan *Jasa Marga Group* yang dipimpin oleh Direktur Human Capital dan Transformasi. Terdapat 4 fase perubahan budaya yang diterapkan di *Jasa Marga*, yaitu:

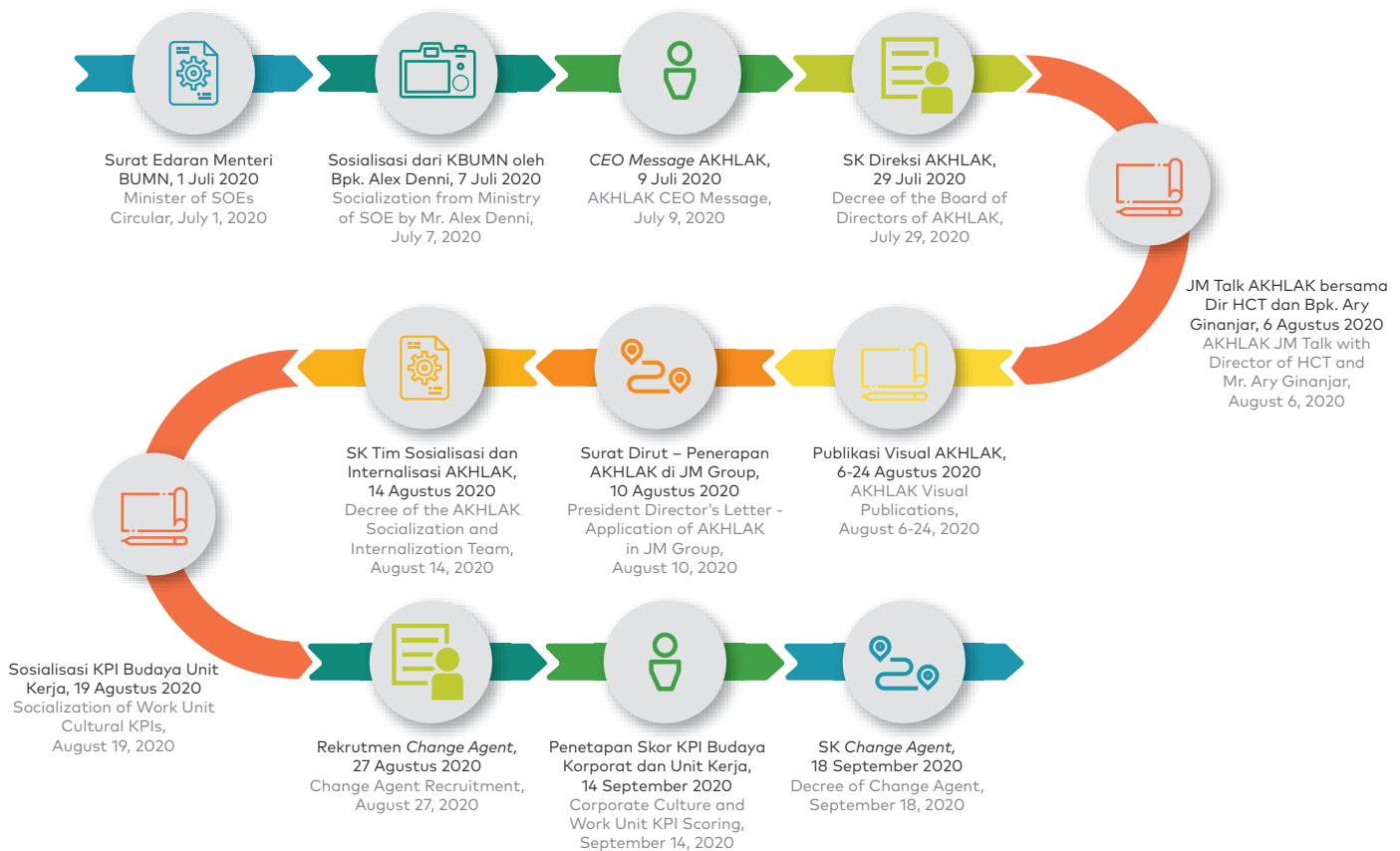
To accelerate the Phase of Awareness (Socialization), Understanding (Internalization), Acceptance (Approval) and Commitment (Strengthening) AKHLAK values to all *Jasa Marga Group Roadsters*, through the Decree of the Board of Directors No. 64/KPTS/2020 dated August 14, 2020. *Jasa Marga* has formed a *Change Agent (Commander) Team* for AKHLAK Values within the *Jasa Marga Group*, led by the Director of Human Capital and Transformation. There are 4 phases of cultural change implemented at *Jasa Marga*, namely:



Situasi pandemi COVID-19 mengharuskan pelaksanaan sosialisasi tata nilai AKHLAK dilakukan dengan cara yang berbeda. Sebagian besar pelaksanaan sosialisasi dilakukan melalui media elektronik seperti *conference meeting*, media sosial Perseroan, dan lain-lain. Namun selain itu, sosialisasi dengan cara *offline* tetap dilakukan seperti pemasangan *banner*, poster, dan sebagainya. Berikut *roadmap* transformasi budaya untuk fase sosialisasi/*awareness*:

COVID-19 pandemic situation requires the socialization of the AKHLAK values be carried out in a different way. Most of the socialization was carried out through electronic media such as conference meetings, the Company's social media, and others. Besides, offline socialization is still being carried out, such as installing banners, posters, and so on. The following is the cultural transformation roadmap for the socialization/awareness phase:

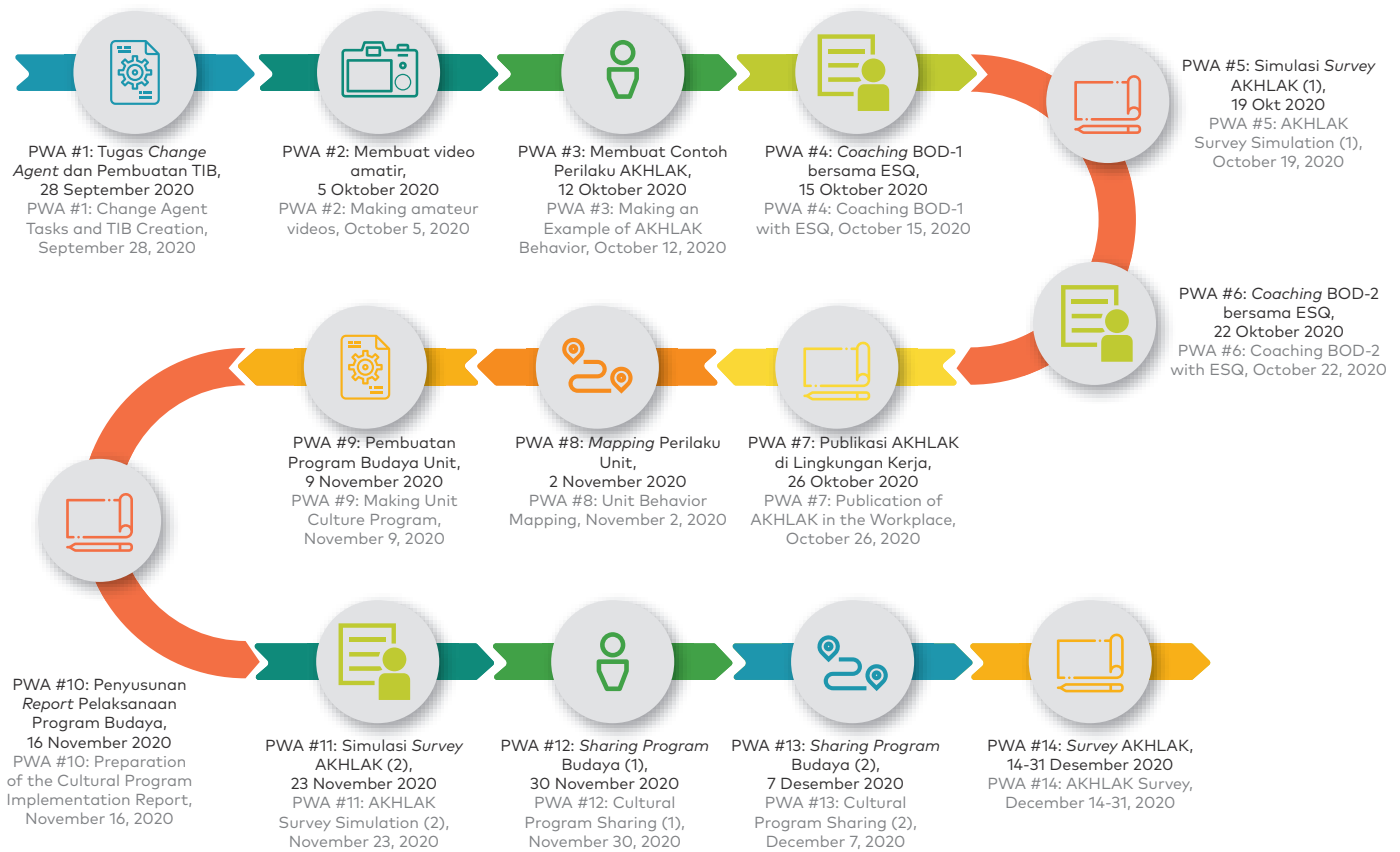
B5. Fase I Sosialisasi Budaya untuk Membangun Awareness B5. Phase I Cultural Socialization to Build Awareness



Setelah melakukan kegiatan sosialisasi secara masif, berikutnya dilakukanlah kegiatan internalisasi tata nilai AKHLAK. Namun, agar internalisasi berjalan dengan lebih efektif, Jasa Marga membentuk 238 orang *Change Agent* yang disebut *Commander AKHLAK* yang tersebar di seluruh Jasa Marga Group, baik di level *Asset Owner*, *Asset Manager*, maupun di *Service Provider*. Pembentukan *Change Agent* ini diformalkan melalui Surat Keputusan Direksi No. 72/KPTS/2020 tanggal 18 September 2020. *Change Agent* menerima berbagai pelatihan dan *workshop* selama 12 minggu mengenai internalisasi AKHLAK di Jasa Marga, sekaligus mengimplementasikannya di unit kerja masing-masing. Berikut *roadmap* transformasi budaya untuk fase internalisasi/*understanding*:

After carrying out massive socialization activities, the next step is to internalize the AKHLAK values. However, for internalization to run more effectively, Jasa Marga formed 238 Change Agents called AKHLAK Commanders spread throughout the Jasa Marga Group, both at the Asset Owner, Asset Manager, and Service Provider levels. The establishment of this Change Agent was formalized through the Decree of the Board of Directors No. 72/KPTS/2020 dated September 18, 2020. Change Agents received various trainings and workshops for 12 weeks regarding the internalization of AKHLAK at Jasa Marga, and implemented in their respective work units. The following is a cultural transformation roadmap for the internalization/*understanding* phase:

B6. Fase II Internalisasi Budaya untuk Membangun *Understanding*
B6. Phase II Cultural Internalization to Build Understanding



Dalam proses internalisasi tata nilai AKHLAK, *Change Agent* secara mandiri telah berhasil membuat 82 video afirmasi AKHLAK, melakukan *mapping* perilaku AKHLAK di Unit Kerja masing-masing, lalu membuat program budaya AKHLAK di Unit Kerja masing-masing dengan total program sejumlah 273 program budaya AKHLAK, serta melakukan pengukuran Indeks Maturitas Budaya berbasis metode *Net Promoter Score* (NPS) di setiap Unit Kerja.

Kegiatan sosialisasi dan internalisasi AKHLAK akan dilakukan secara terus menerus melalui program-program yang inovatif berbasis teknologi untuk mewujudkan talenta yang unggul di lingkungan *Jasa Marga Group*.

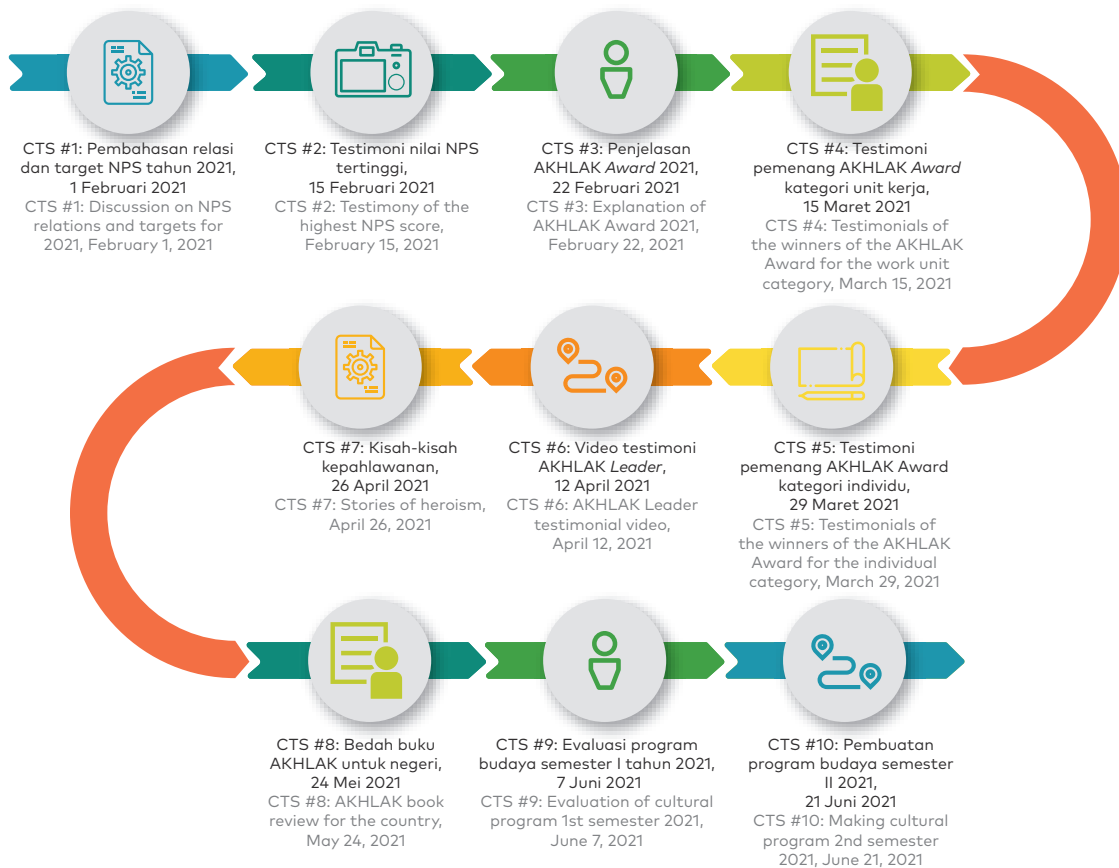
Selain itu, tahapan berikutnya ialah *Acceptance*. Pada tahap ini, *Jasa Marga* menyelenggarakan 10 (sepuluh) *series Commander Talk Series* atau CTS untuk memperdalam penerapan budaya AKHLAK dari Pembahasan Target NPS, Video Testimoni AKHLAK *Leaders*, Kisah-kisah Kepahlawanan hingga Pembuatan Program Budaya di Unit Kerja masing-masing. Berikut *roadmap* transformasi budaya untuk fase penerimaan/*acceptance*:

In the process of internalizing the AKHLAK values, the *Change Agent* has independently succeeded in making 82 AKHLAK affirmation videos, mapping AKHLAK behavior in their respective Work Units, then making AKHLAK culture programs in each Work Unit with a total of 273 AKHLAK cultural programs, and measuring the Cultural Maturity Index based on the *Net Promoter Score* (NPS) method in each Work Unit.

AKHLAK socialization and internalization activities will be carried out continuously through innovative technology-based programs to create superior talents within the *Jasa Marga Group*.

Besides, the next phase is *Acceptance*. At this phase, *Jasa Marga* held a 10 (ten) *Commander Talk Series* or CTS to deepen the application of AKHLAK culture from the NPS Target Discussion, Video Testimonials of AKHLAK *Leaders*, Stories of Heroism to the Making of Cultural Programs in their respective Work Units. The following is the cultural transformation roadmap for the acceptance/*approval* phase:

B7. Fase III Penerimaan Budaya untuk Membangun Acceptance B7. Phase III Cultural Acceptance to Build Acceptance



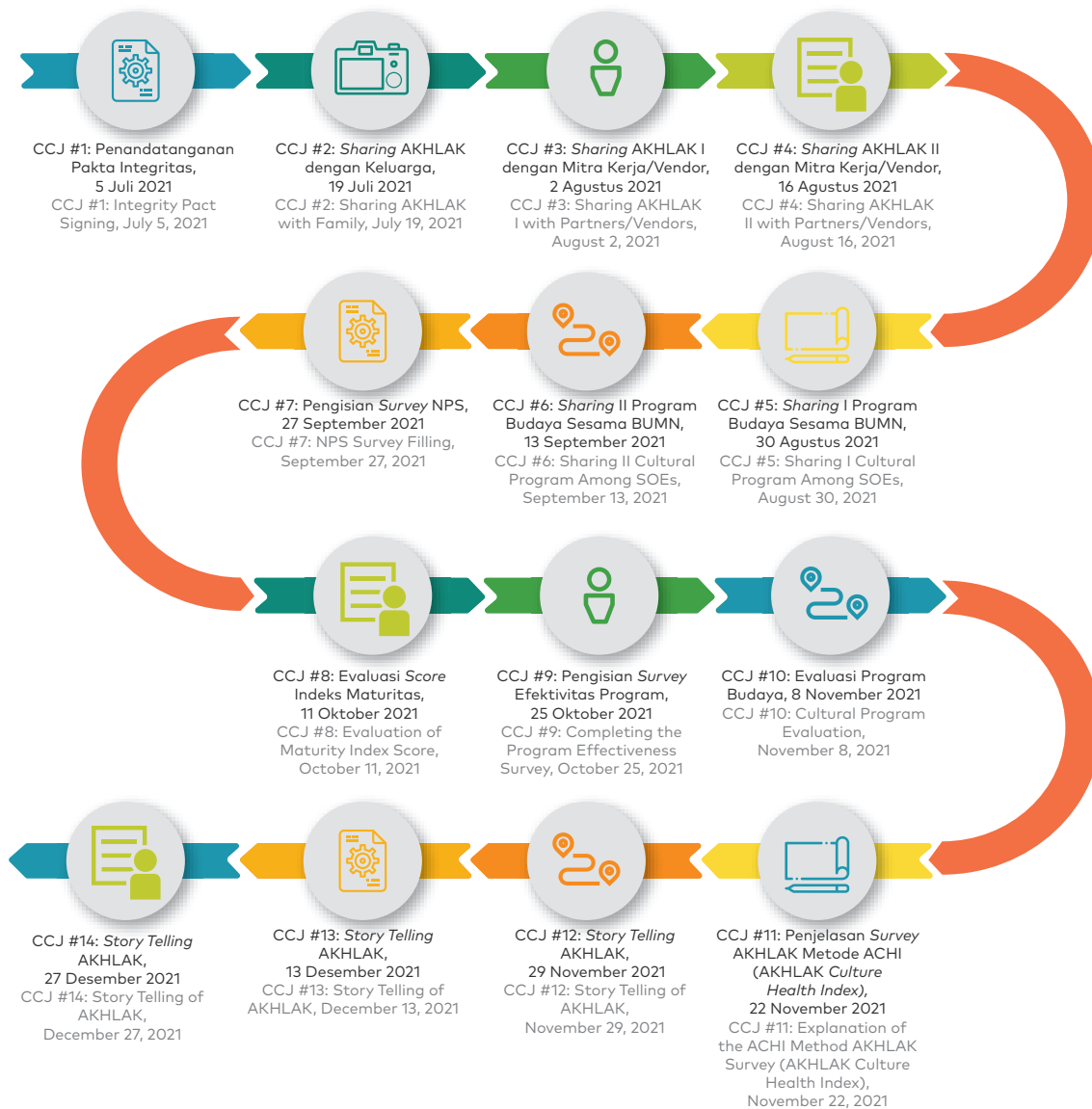
Kegiatan tahap penerimaan/acceptance, Jasa Marga Group juga melakukan sosialisasi budaya AKHLAK kepada Vendor dan Mitra Kerja di lingkungan kerja masing-masing, untuk mendukung semangat penerapan budaya AKHLAK. Jasa Marga juga mengadakan lomba *Twibbon* AKHLAK dengan 120 hadiah pemenang yang diikuti oleh seluruh *Roadster* Jasa Marga Group, kemudian Jasa Marga juga memberikan penghargaan melalui *Jasa Marga Award* bagi *Roadster* di *Asset Owner*, *Asset Manager* dan *Service Provider* yang sudah menerapkan perilaku AKHLAK dengan baik serta mengimplementasikannya ke dalam kegiatannya sehari-hari, melalui acara ini, diharapkan memberikan motivasi yang tinggi bagi seluruh *Roadster* Jasa Marga di dalam menerapkan budaya AKHLAK. Selanjutnya, Jasa Marga juga melakukan pendistribusian buku AKHLAK sebanyak 100 buku kepada *Senior Leaders* Jasa Marga Group serta dilakukannya *sharing session* bedah buku AKHLAK dari *Senior Leaders* kepada *Roadster* Jasa Marga Group.

Pada tahapan yang terakhir, Jasa Marga membangun penguatan/*Commitment* kepada seluruh *Roadster* Jasa Marga Group dengan cara menyelenggarakan 14 *series* kegiatan yang dinamakan *Commander Commitment Journey* atau CCJ. Berikut *roadmap* transformasi budaya untuk fase penguatan/*commitment*:

In the acceptance/approval phase, Jasa Marga Group also conducts socialization of AKHLAK culture to Vendors and Partners in their respective work environments, to support the spirit of implementing AKHLAK culture. Jasa Marga also holds a *Twibbon* AKHLAK competition with 120 prizes to be won, followed by all *Jasa Marga Roadsters*. The Group, then Jasa Marga also gave awards through the *Jasa Marga Award* for *Roadsters* in *Asset Owners*, *Asset Managers* and *Service Providers* who have implemented AKHLAK behavior well and implemented it in their daily activities, through this event, it is expected to provide high motivation for all *Jasa Marga Roadsters* in implementing the AKHLAK culture. Furthermore, Jasa Marga also distributed 100 AKHLAK books to *Jasa Marga Group Senior Leaders* and held a sharing session on AKHLAK book review from *Senior Leaders* to *Jasa Marga Group Roadsters*.

In the last phase, Jasa Marga builds strengthening/commitment to all *Jasa Marga Group Roadsters* by organizing 14 series of activities called the *Commander Commitment Journey* or CCJ. The following is the cultural transformation roadmap for the strengthening/commitment phase:

B8. Fase IV Penguatan Budaya untuk Membangun *Commitment*
B8. Phase IV Strengthening Culture to Build Commitment



Dalam proses penguatan/*commitment*, Jasa Marga diwajibkan juga membuat Pakta Komitmen di seluruh Unit Kerja masing-masing sebagai bentuk komitmen bersama dalam mengimplementasikan budaya AKHLAK. Di samping itu, Jasa Marga juga meminta agar seluruh *Roadster* Jasa Marga melakukan sosialisasi kepada keluarga masing-masing mengenai perilaku *do & don'ts* pada *core values* AKHLAK. Selanjutnya, disetiap acara kegiatan penting Jasa Marga, *Board of Commissioners* dan *Board of Directors* selalu mengingatkan bahwa budaya AKHLAK penting untuk dijalankan di Jasa Marga. Dengan demikian, semoga budaya AKHLAK di *Jasa Marga Group* terus bertumbuh di hati *Roadster* dan juga dapat menciptakan insan *Jasa Marga* yang bertalenta serta berinovatif.

In the process of strengthening/*commitment*, *Jasa Marga* is required to make a Commitment Pact in every respective Work Units as a form of joint commitment in implementing the AKHLAK culture. Besides, *Jasa Marga* also requests that all *Jasa Marga Roadsters* carry out socialization to their respective families regarding the do's and don'ts behavior in the core values of AKHLAK. Furthermore, at every important *Jasa Marga* event, the Board of Commissioners and the Board of Directors always remind that the AKHLAK culture is important to be carried out at *Jasa Marga*. Thus, it is hoped that the AKHLAK culture in the *Jasa Marga Group* will continue to grow in the hearts of *Roadsters* and can also create talented and innovative *Jasa Marga* people.

BIDANG USAHA LINE OF BUSINESS

KEGIATAN USAHA MENURUT ANGGARAN DASAR TERAKHIR Business Activity Based on the Latest Articles of Association

Kegiatan usaha menurut Anggaran Dasar terakhir sebagaimana tertuang dalam Akta No. 40 tanggal 19 Juli 2021, yang dibuat di hadapan Ir. Nanette Cahyanie Adi Warsito S.H., Notaris di Jakarta, dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia dalam Keputusan No. AHU-AH.01.03-0429854 tanggal 21 Juli 2021 serta telah didaftarkan dalam Daftar Perseroan No. AHU-0125817.AH.01.11.TAHUN2021 tanggal 21 Juli 2021, Pasal 3 ayat (2) dan Pasal 3 ayat (3) menyatakan bahwa kegiatan usaha dan kegiatan usaha penunjang Perseroan adalah sebagai berikut:

1. Kegiatan Usaha Utama Perseroan, meliputi:
 - a. Melakukan perencanaan teknis, pelaksanaan konstruksi, pengoperasian dan/atau pemeliharaan jalan tol.
 - b. Mengusahakan lahan di ruang milik jalan tol (Rumijatol) dan lahan yang berbatasan dengan Rumijatol untuk tempat istirahat dan pelayanan, berikut dengan fasilitas-fasilitas dan usaha lainnya.
 - c. Melakukan kegiatan pengembangan kawasan yang terintegrasi dengan pengembangan jaringan jalan tol.
 - d. Melakukan kegiatan di bidang jasa layanan pemeliharaan dan pengoperasian jalan tol.
 - e. Aktivitas jalan tol, mencakup pelayanan lalu lintas kendaraan melalui jalan atau jembatan tol.
 - f. Melakukan investasi termasuk penyertaan modal pada perusahaan lainnya sejalan dengan dan untuk mencapai maksud dan tujuan Perseroan.
2. Kegiatan Usaha Penunjang, meliputi:
Bidang pengembangan jasa untuk usaha-usaha yang terkait dengan moda-moda/sarana transportasi, pendistribusian material cair/padat/gas, jaringan sarana informasi, teknologi dan komunikasi, terkait dengan koridor jalan tol dengan memperhatikan Peraturan Perundang-undangan.

Business activities according to the latest Articles of Association as outlined in the Deed No. 40, July 19, 2021, made before Ir. Nanette Cahyanie Adi Warsito S.H., a Notary in Jakarta, approved by the Minister of Law and Human Rights in the Decree No. AHU-AH.01.03-0429854, July 21, 2021 and registered on the Company Registry No. AHU-0125817.AH.01.11.TAHUN2021, July 21, 2021. Article 3 paragraph (2) and Article 3 paragraph (3) states that the Company's business activities and supporting business are as follows:

1. Main Business Activities, including:
 - a. Commence toll roads technical planning, construction implementation, operation and/or maintenance.
 - b. Develop land in the space owned by the toll road (Rumijatol) and land nearby the Rumijatol for rest and services area, along with other facilities and businesses.
 - c. Commence area development activities that are integrated with toll road network development.
 - d. Carrying out activities in toll road maintenance and operation services.
 - e. Toll road activities, including vehicle traffic services through toll roads or bridges.
 - f. Place investments, including shares investment in other companies in line with and to achieve the Company's goals and objectives.
2. Supporting Business Activities, including:
Service development for businesses related to means/modes of transportation, distribution of liquid/solid/gas material, information, technology and communication device network, related to the toll road corridor by complying with the Law.

KEGIATAN USAHA YANG DIJALANKAN PADA TAHUN BUKU Business Activity Implemented in Fiscal Year

Pada tahun buku 2021, Jasa Marga telah menjalankan seluruh kegiatan usaha utama yang tercantum pada pasal 3 ayat (2) Anggaran Dasar Perseroan.

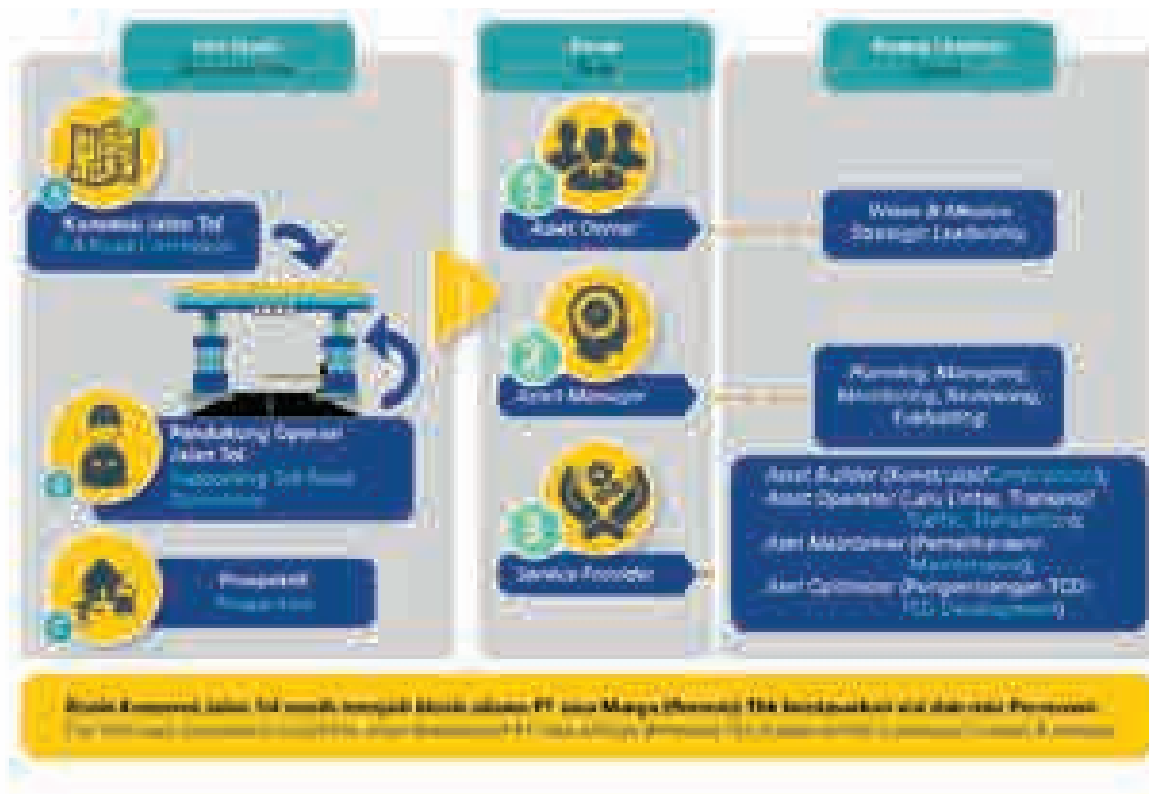
In fiscal year 2021, Jasa Marga has operated all of the main business activities as mentioned in article 3 point (2) Articles of Association.

MODEL OPERASI Operating Model

Objektif strategis Jasa Marga hingga tahun 2025 adalah "Menyeimbangkan pertumbuhan dan kesinambungan finansial untuk membangun ketahanan Jasa Marga". Arahannya strategis ini dikembangkan menjadi 2 (dua) kategori, yaitu: lini bisnis inti dan lini bisnis terkait. Adapun lini bisnis inti terbagi menjadi dua hal, meliputi: (i) bisnis konsesi jalan tol dan (ii) bisnis pengoperasian jalan tol yang mencakup bisnis pengoperasian dan pemeliharaan jalan tol. Sementara lini bisnis terkait merupakan bisnis prospektif yang mencakup bisnis properti melalui perusahaan *Toll Corridor Development* (TCD) maupun *Transit Oriented Development* (TOD) serta pengelolaan tempat istirahat dan pelayanan, iklan, dan utilitas.

Jasa Marga's Strategic Direction up to 2025 is "Balancing growth and financial sustainability to build the resilience of Jasa Marga". This strategic direction was developed in 2 (two) category, namely: core business lines and related business lines. The core business lines are divided into two areas, including: (i) toll road concession business and (ii) toll road operation business which includes toll road operation and maintenance business. Meanwhile, the related business lines are prospective businesses that include the property business through the Toll Corridor Development (TCD) and Transit Oriented Development (TOD) as well as the management of rest areas and services, advertisements, and utilities.

Bagan Lini Bisnis, Peran, dan Ruang Lingkup Pekerjaan
Chart of Business Line, Role and Scope of Work



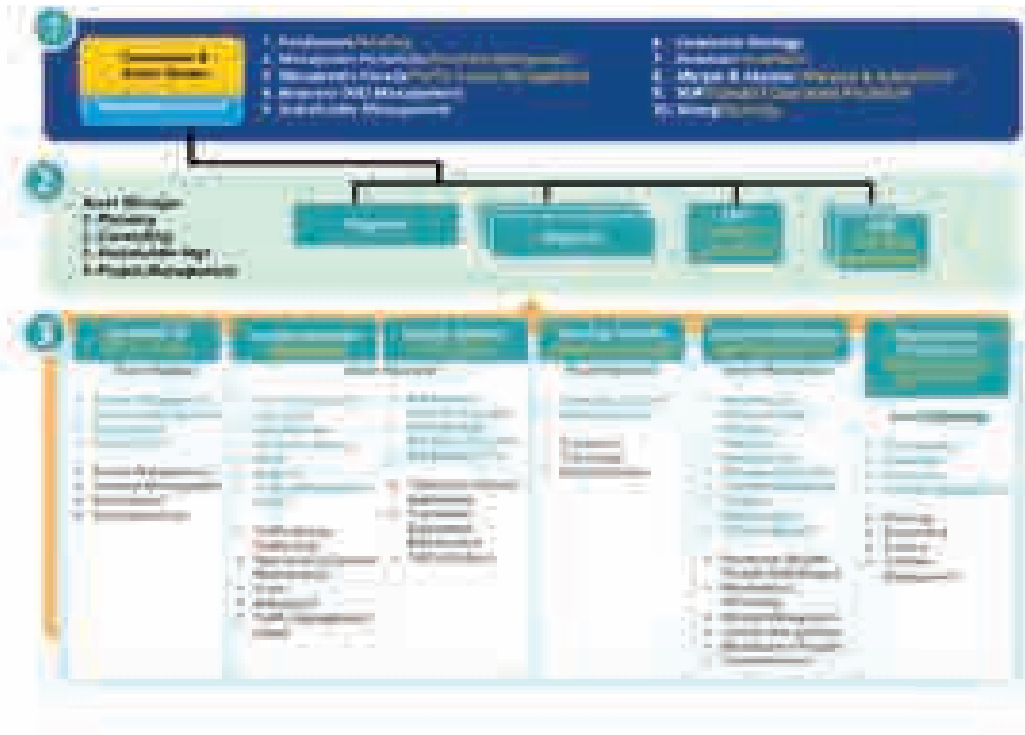
Peran dalam Perseroan dibagi menjadi 3 (tiga), yaitu *asset owner*, *asset manager* dan *service provider*. Peran sebagai *asset owner* berada pada level pusat atau korporat di mana ruang lingkup pekerjaannya mencakup pengembangan visi dan misi, fungsi strategis dan kepemimpinan. Selanjutnya, peran sebagai *asset manager* berada pada level Regional, *Representative Office*, dan Entitas Anak dengan ruang lingkup pekerjaan meliputi perencanaan, pengelolaan, pemantauan, peninjauan, dan evaluasi. Sementara peran *service provider* memiliki ruang

The role in the Company is divided into 3 (three), namely *asset owners*, *asset managers*, and *service providers*. The role as *asset owner* is held by the central office or at corporate level where the scope of work includes the development of vision and mission, strategic functions and leadership. In meantime, the role as *asset manager* is held by regional, the branches and subsidiaries with the scope of work including planning, management, monitoring, reviewing, and evaluating. While the role of *service providers* has the scope of supporting the toll road business

lingkup sebagai pendukung bisnis jalan tol yang terbagi menjadi 4 (empat) bagian, yaitu *asset builder* (konstruksi), *asset operator* (lalu lintas dan transaksi), *asset maintener* (pemeliharaan), dan *asset optimizer* (pengembangan TCD).

which is divided into 4 (four) sections, namely asset builders (construction), asset operators (traffics and transactions), asset maintainers, and asset optimizers (TCD development).

Bagan High Level Pembagian Peran dan Tanggung Jawab Group Jasa Marga
Chart of High Level Division of Roles and Responsibilities of Jasa Marga



PRODUK DAN JASA YANG DIHASILKAN (MODEL BISNIS)

PRODUCTS AND SERVICES (BUSINESS MODEL)

Produk dan Jasa yang ditawarkan Jasa Marga dibagi dalam 3 (tiga) bidang utama, yakni:

Products and services offered by Jasa Marga are divided into 3 (three) main bussiness, as follows:

BISNIS KONSESI JALAN TOL

Toll Road Concession Business

Perseroan mengelola penambahan kepemilikan hak perusahaan jalan tol melalui Entitas Anak dalam bentuk Badan Usaha Jalan Tol (BUJT). Masing-masing Entitas Anak dalam bentuk BUJT didirikan untuk melaksanakan perusahaan jalan tol, yang meliputi pendanaan, perencanaan teknik, pelaksanaan konstruksi, pengoperasian dan pemeliharaan jalan tol, serta usaha-usaha lainnya sesuai dengan ketentuan-ketentuan dan peraturan perundang-undangan yang berlaku.

The Company manages addition of toll road concession rights through its Subsidiaries in form of Toll Road Business Entities (BUJT). Each Subsidiary, in the form of BUJT, is established to commence the toll road concessions, including financing, engineering planning, construction, operation and maintenance of toll roads, as well as other businesses in accordance with the prevailing laws and regulations.

Sampai akhir tahun 2021, Perseroan memiliki hak konsesi untuk 34 (tiga puluh empat) ruas jalan tol sepanjang 1.603 km yang pengoperasiannya terbagi ke dalam 3 (tiga) regional. Proses untuk memperoleh hak pengusahaan jalan tol tersebut melalui proses tender, akuisisi, dan pemrakarsa. Sampai akhir 2021, dari 1.603 km konsesi jalan tol, 1.246 km telah beroperasi.

As the end of year 2021, the Company has concession rights for 34 (thirty four) toll roads that span 1,603 km, which operations are divided into 3 (three) regions. The concession rights process for the toll road is through tender, acquisition and initiator processes. Until the end of 2021, from 1,603 km of toll road concessions, 1,246 km have been in operation.

Tabel Ruas Jalan Tol Jasa Marga Periode 1978-2021
Table of Jasa Marga's Toll Roads in 1978-2021 Period

No	Konsesi Concession	Panjang Length (Km)	Tahun Mulai Operasi Perusahaan (Induk) Years of Initial Operation (Parent)
Perusahaan Induk The Company (Parent)			
1	Jagorawi (Jakarta Bogor-Ciawi)	59,0	1978
2	Jakarta-Tangerang	33,0	1984
3	Prof. Dr. Ir. Sedyatmo	14,3	1984
4	Cawang-Tomang-Pluit	23,6	1987
5	Jakarta-Cikampek	83,0	1988
6	Padaleunyi (Padalarang-Cileunyi)	64,4	1990
7	Cipularang (Cikampek-Padalarang)	58,5	2003
8	Palimanan-Kanci	26,3	1998
9	Semarang A,B,C	24,8	1983
10	Surabaya-Gempol	46,6	1986
11	Belmera (Belawan-Medan-Tanjung Morawa)	42,7	1986
12	Jakarta Outer Ring Road (JORR) Seksi E1, E2, E3, W2S	31,4	1991
13	Ulujami-Pondok Aren	5,6	2001
Entitas Anak dan Ventura Bersama Subsidiaries and Joint Venture Entities			
1	JORR W2 Utara	7,7	2014
2	Bogor Ring Road (BORR)	13,3	Beroperasi sebagian sejak tahun 2009 Partially operated since 2009
3	Cengkareng-Batuceper-Kunciran	14,2	2021
4	Kunciran-Serpong	11,1	2019
5	Semarang-Solo	72,6	2011
6	Surabaya-Mojokerto	36,3	2011
7	Gempol-Pasuruan	34,2	2017
8	Gempol-Pandaan	13,6	2015
9	Nusa Dua-Ngurah Rai-Benoa	9,7	2013
10	Medan-Kualanamu-Tebing Tinggi	61,7	2017
11	Solo-Ngawi	91,1	2018
12	Ngawi-Kertosono-Kediri	116,5	Beroperasi sebagian sejak tahun 2018 Partially operated since 2018
13	Serpong-Cinere	10,1	Beroperasi sebagian sejak tahun 2021 Partially operated since 2021
14	Batang-Semarang	74,9	2019
15	Balikpapan-Samarinda	97,3	2019
16	Manado-Bitung	39,0	Beroperasi sebagian sejak tahun 2020 Partially operated since 2020
17	Pandaan-Malang	38,5	2019
18	Jalan Layang MBZ Sheikh Mohamed Bin Zayed	38,0	2019
19	Probolinggo-Banyuwangi	171,5	Tahap pembebasan lahan Land acquisition phase
20	Jakarta-Cikampek II Selatan	62,0	Tahap pembebasan lahan dan konstruksi Land acquisition and construction phase
21	Yogyakarta-Bawen	75,8	Tahap pembebasan lahan Land acquisition phase

BISNIS PENGOPERASIAN JALAN TOL

Toll Road Operations Business

Perseroan memiliki produk berupa layanan pengoperasian jalan tol (layanan transaksi dan layanan lalu lintas) serta layanan pemeliharaan. Layanan transaksi berhubungan dengan ketersediaan maupun kecepatan alat dan sistem di gerbang tol untuk memproses transaksi yang dilakukan oleh setiap pengguna jalan tol. Layanan lalu lintas yaitu layanan kepada pengguna jalan tol untuk memberikan kelancaran dan keselamatan selama berkendara dalam ruas jalan tol.

Layanan pengoperasian jalan tol disediakan oleh Entitas Anak, yaitu PT Jasamarga Tollroad Operator (JMTO). Selain layanan pengoperasian jalan tol, JMTO juga menyediakan layanan teknologi informasi dan layanan *electronic toll collection* sebagai pendukung operasional jalan tol.

The Company has products in toll road operations services (transaction and traffic services) as well as maintenance services. Transaction services related to availability and speed of toll gates tools and system to process the transaction of every toll road users. Traffic services refer to services to the toll road users to deliver smooth and safety driving in the toll roads.

The toll road operation services are provided by our Subsidiary, which is PT Jasamarga Tollroad Operator (JMTO). In addition to the toll road operation services, JMTO also provides information technology and electronic toll collection services as the toll road operational supports.

Tabel Produk Layanan Pengoperasian Jalan Tol, *Electronic Toll Collection*, dan Teknologi Informasi PT JMTO Tahun 2021
Table of Toll Road Operation Services, Electronic Toll Collection and Information Technology Products of PT JMTO in 2021

No	Ruas Toll Road	Layanan Services		
		Pengoperasian Jalan Tol Toll Road Operations	Electronic Toll Collection	Teknologi Informasi Information Technology
Perusahaan (Induk) The Company (Parent)				
1	Jagorawi (Jakarta-Bogor-Ciawi)	✓	✓	✓
2	Jakarta-Tangerang	✓	✓	✓
3	Prof. Dr. Ir. Sedyatmo	✓	✓	✓
4	Cawang-Tomang-Pluit	✓	✓	✓
5	Jakarta-Cikampek	✓	✓	✓
6	Padaleunyi (Padalarang-Cileunyi)	✓	✓	✓
7	Cipularang (Cikampek-Padalarang)	✓	✓	✓
8	Palimanan-Kanci	✓	✓	✓
9	Semarang A,B,C	✓	✓	✓
10	Surabaya-Gempol	✓	✓	✓
11	Belmera (Belawan-Medan-Tanjung Morawa)	✓	✓	✓
12	Jakarta Outer Ring Road (JORR) Seksi E1, E2, E3, W2S	✓	✓	✓
13	Ulujami-Pondok Aren	✓	✓	✓
Entitas Anak dan Ventura Bersama Subsidiaries and Joint Venture Entities				
1	Gempol-Pasuruan	✓	✓	✓
2	Medan-Kualanamu-Tebing Tinggi	✓	✓	✓
3	Surabaya-Mojokerto	✓	✓	✓
4	Solo-Ngawi	✓	✓	✓
5	Ngawi-Kertosono-Kediri	✓	✓	✓

Tabel Produk Layanan Pengoperasian Jalan Tol, *Electronic Toll Collection*, dan Teknologi Informasi PT JMTO Tahun 2021
Table of Toll Road Operation Services, *Electronic Toll Collection* and Information Technology Products of PT JMTO in 2021

No	Ruas Toll Road	Layanan Services		
		Pengoperasian Jalan Tol Toll Road Operations	Electronic Toll Collection	Teknologi Informasi Information Technology
6	Semarang-Batang	✓	✓	✓
7	Pandaan-Malang	✓	✓	✓
8	Semarang-Solo	✓	✓	✗
9	Kunciran-Serpong	✓	✓	✓
10	Jalan Layang MBZ Sheikh Mohamed Bin Zayed	✓	✗	✓
11	Balikpapan-Samarinda	✓	✓	✓
12	Manado-Bitung	✓	✓	✓
13	Ulujami-Kebon Jeruk (JORR W2 Utara)	✓	✓	✓
14	Bogor Ring Road	✓	✓	✗
15	Gempol-Pandaan	✓	✓	✓
16	Nusa Dua-Ngurah Rai-Tanjung Benoa	✓	✓	✓
17	Jakarta-Cikampek II Selatan	✗	✗	✗
18	Kunciran-Cengkareng	✓	✓	✓
19	Serpong-Cinere	✓	✓	✓
BUJT di Luar Kelompok Usaha Jasa Marga Other Toll Road Companies (BUJT) Outside Jasa Marga Group				
1	Bogor-Ciawi-Sukabumi	✓	✗	✗
2	Kayu Agung-Palembang Betung	✓	✓	✓
3	Cimanggis-Cibitung	✓	✗	✗
4	Medan-Binjai	✓	✗	✗
5	Cibitung - Cilincing	✓	✗	✗
6	Krian-Legundi-Bunder-Manyar	✓	✗	✗

Sementara PT Jasamarga Tollroad Maintenance (JMTM), Entitas Anak, menyediakan layanan jasa manajemen pemeliharaan jalan tol dan konstruksi. Layanan pemeliharaan berhubungan dengan menjaga kualitas jalan tol yang meliputi kegiatan perencanaan dan pelaksanaan pemeliharaan jalan tol, peningkatan kapasitas jalan tol dan penyewaan alat berat dalam rangka pemenuhan Standar Pelayanan Minimal (SPM) jalan tol. Lebih rinci mengenai layanan pemeliharaan jalan tol dan proyek konstruksi dapat dilihat pada tabel berikut ini:

Meanwhile, PT Jasamarga Tollroad Maintenance (JMTM), a Subsidiary, provides toll road maintenance and construction management services. Maintenance services are related to maintaining the quality of toll roads which include planning and implementing toll road maintenance, increasing toll road capacity and leasing heavy equipment in order to fulfill the Minimum Service Standards (SPM) for toll roads. More details regarding toll road maintenance services can be seen in the following table:

Tabel Daftar Pekerjaan PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2021
Table of Toll Road Maintenance Service Product Provided by PT JMTM in 2021

No.	Nama Pekerjaan Project Name	Pemberi Kerja Employer
1	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol Ruas Jakarta-Cikampek Management Contract on Minimum Service Standard Fulfilment in Jakarta-Cikampek Toll Road Maintenance Aspect	Jasamarga Transjawa Tollroad Regional Division
2	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol Ruas Semarang Management Contract on Minimum Service Standard Fulfilment in Semarang Toll Road Maintenance Aspect	
3	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol Palimanan-Kanci Management Contract on Minimum Service Standard Fulfilment in Palimanan-Kanci Toll Road Maintenance Aspect	
4	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol Surabaya-Gempol Management Contract on Minimum Service Standard Fulfilment in Surabaya-Gempol Toll Road Maintenance Aspect	
5	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol <i>Jakarta Outer Ring Road</i> Seksi E1, E2, E3, dan Ulujami-Pondok Aren Management Contract on Minimum Service Standard Fulfilment in Jakarta Outer Ring Road Section E1, E2, E3, and Ulujami-Pondok Aren Toll Road Maintenance Aspect	
6	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol Jakarta-Tangerang-Cengkareng Management Contract on Minimum Service Standard Fulfilment in Jakarta-Tangerang-Cengkareng Toll Road Maintenance Aspect	Jasamarga Metropolitan Tollroad Regional Division
7	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol Jakarta-Bogor-Ciawi Management Contract on Minimum Service Standard Fulfilment in Jakarta-Bogor-Ciawi Toll Road Maintenance Aspect	
8	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol Purwakarta-Bandung-Cileunyi Management Contract on Minimum Service Standard Fulfilment in Purwakarta-Bandung-Cileunyi Toll Road Maintenance Aspect	
9	Kontrak Manajemen Pemenuhan Standar Pelayanan Minimal di Bidang Pemeliharaan Jalan Tol Belawan-Medan-Tj. Morawa Management Contract on Minimum Service Standard Fulfilment in Belawan-Medan-Tj. Morawa Toll Road Maintenance Aspect	Jasamarga Nusantara Tollroad Regional Division
10	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Solo-Ngawi Management Contract on Solo-Ngawi Toll Road Maintenance Aspect	PT Jasamarga Solo Ngawi
11	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Gempol-Pasuruan Management Contract on Gempol-Pasuruan Toll Road Maintenance Aspect	PT Jasamarga Gempol Pasuruan
12	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Ngawi-Kertosono Management Contract on Ngawi-Kertosono Toll Road Maintenance Aspect	PT Jasamarga Ngawi Kertosono Kediri
13	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol JORR W2 Utara Management Contract on JORR W2 Utara Toll Road Maintenance Aspect	PT Marga Lingkar Jakarta
14	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Surabaya-Mojokerto Management Contract on Surabaya-Mojokerto Toll Road Maintenance Aspect	PT Jasamarga Surabaya Mojokerto
15	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Semarang-Batang Management Contract on Semarang-Batang Toll Road Maintenance Aspect	PT Jasamarga Semarang Batang
16	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Medan-Kualanamu-Tebing Tinggi Management Contract Medan-Kualanamu-Tebing Tinggi Toll Road Maintenance Aspect	PT Jasamarga Kualanamu Tol

Tabel Daftar Pekerjaan PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2021
Table of Toll Road Maintenance Service Product Provided by PT JMTM in 2021

No.	Nama Pekerjaan Project Name	Pemberi Kerja Employer
17	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Bali Mandara Management Contract on Bali Mandara Toll Road Maintenance Aspect	PT Jasamarga Bali Tol
18	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Jakarta Cikampek II <i>Elevated</i> Management Contract on Jakarta Cikampek II Elevated Toll Road Maintenance Aspect	PT Jasamarga Jalanlayang Cikampek
19	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Gempol-Pandaan Management Contract on Gempol-Pandaan Toll Road Maintenance Aspect	PT Jasamarga Pandaan Tol
20	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Pandaan-Malang Management Contract on Pandaan-Malang Toll Road Maintenance Aspect	PT Jasamarga Pandaan Malang
21	Jasa Pemborongan Pekerjaan Pembangunan Kantor Pusat PT Jasamarga Ngawi Kertosono Kediri Tahun 2019 (luncuran) Contractor Services for the Construction of the Head Office of PT Jasamarga Ngawi Kertosono Kediri in 2019 (cont'd)	PT Jasamarga Ngawi Kertosono Kediri
24	Pembangunan Gerbang Tol pada Proyek Pembangunan Jalan tol Cengkareng-Batu Ceper-Kunciran Tahun 2020 (luncuran) Construction of Toll Gates in the Cengkareng-Batu Ceper-Kunciran toll road construction project in 2020 (cont'd)	PT Wijaya Karya (Persero) Tbk
25	Pekerjaan Pelebaran <i>Frontage</i> Jalan Akses Summarecon Bogor Tahun 2020 (luncuran) Frontage Widening Works on Summarecon Bogor Access Road in 2020 (cont'd)	PT Gunung Suwarna Abadi (Summarecon Group)
26	Pekerjaan Pengadaan dan Pemasangan Sound Barrier pada Proyek Pembangunan Jalan Tol Cengkareng-Batu Ceper-Kunciran Tahun 2020 (luncuran) Sound Barrier Procurement and Installation Works on Cengkareng-Batu Ceper-Kunciran toll road construction project in 2020 (cont'd)	
27	Pekerjaan Pemasangan Gerbang Tol Satelit Proyek Pembangunan Jalan Tol Cengkareng-Batu Ceper-Kunciran Tahun 2021 Satelite Toll Gate Installation Works on Cengkareng-Batu Ceper-Kunciran Toll Road Construction Project in 2021	PT Wijaya Karya (Persero) Tbk
28	Pekerjaan Perubahan Huruf Nama Gerbang Tol Lokasi Husein dan Tirtayasa Jalan Tol Cengkareng-Batu Ceper-Kunciran Tahun 2021 Changes of Husein and Tirtayasa's Toll Gate Name Letter on Cengkareng-Batu Ceper-Kunciran Toll Road Construction Project in 2021	
29	Pekerjaan Mekanikal Elektrikal Proyek Pembangunan Jalan Tol Cengkareng-Batu Ceper-Kunciran 2021 Mechanical & Electrical Works on Cengkareng-Batu Ceper-Kunciran Toll Road Construction Project in 2021	
30	Pekerjaan Marka Thermo Hitam Jalan Tol Jakarta-Cikampek Black Thermo Mark on Jakarta-Cikampek Toll Road	Waskita - Acset KSO Proyek Pembangunan Jalan Tol Japek II Elevated Waskita - Acset Joint Operation for the Japek II Elevated Toll Road Development Project
31	Pekerjaan Overlay Hotmix Tol 6 Ruas Tol dalam Kota Overlay Works on 6 Roads of Jakarta Inner Ring Road	KSO Jakon Adhi
32	Pekerjaan <i>Scrapping Filling Overlay</i> dan Rekonstruksi Eksisting Rigid Arah Jati Asih pada Gerbang Tol Cikunir 2B Rigid Reconstruction on Cikunir 2B Toll Gate Jati Asih Directed Toll Road	WIKA HSR
33	Pekerjaan Peningkatan Kapasitas dan Sarana Pelengkap Jalan Tol Solo-Ngawi Capacity Enhancement and Road Complementary Facilities Works on Solo-Ngawi Toll Road	PT Jasamarga Solo Ngawi
34	Pekerjaan Jembatan Overpass (JOP) pada Seksi 2 Proyek Pembangunan Jalan Tol Cibitung Cilincing Overpass Bridge Works at Section 2 Cibitung Cilincing Toll Road Construction Project in 2021	PT Cibitung Tanjung Priok Tollways

Tabel Daftar Pekerjaan PT Jasamarga Tollroad Maintenance (JMTM) Tahun 2021
Table of Toll Road Maintenance Service Product Provided by PT JMTM in 2021

No.	Nama Pekerjaan Project Name	Pemberi Kerja Employer
35	Pekerjaan Penyempurnaan Sarana Pelengkap Jalan (Marka Jalan) pada Jalan Tol JORR II Ruas Kunciran-Serpong Paket I : Kunciran-Parigi (KM 14+000 - KM 20+700) Completion Process of Road Complementary Facilities Works at JORR Kunciran-Serpong Directed Toll Road 1st Package : Kunciran-Parigi (KM 14+000 - KM 20+700)	PT Marga Trans Nusantara
36	Pekerjaan Penyempurnaan Sarana Pelengkap Jalan (Marka Jalan) pada Jalan Tol JORR II Ruas Kunciran-Serpong Paket II : Parigi-Serpong (KM 20+700 - KM 25+100) Completion Process of Road Complementary Facilities Works at JORR Kunciran-Serpong Directed Toll Road 2nd Package : Parigi-Serpong (KM 20+700 - KM 25+100)	
37	Peningkatan Kualitas Permukiman Kumuh Kuningan Dadapsari, Kota Semarang (NSUP) Quality Enhancement of Slums Area Works at Kuningan Dadapsari, Semarang City (NSUP)	Kementerian Pekerjaan Umum dan Perumahan Rakyat Ministry of Public Works and Housing
38	Pembangunan Jalan Tol Seksi I Paket 1.1 Solo-Klaten STA 20+940 s.d STA 22+300 & IC Klaten Construction of Solo Klaten Toll Road Section 1 Package No 1.1 Solo-Klaten STA 20+940 s.d STA 22+300 & IC Klaten	PT Adhi Karya (Persero) Tbk Dept. Infrastruktur Infrastructure Department of PT Adhi Karya (Persero) Tbk
39	Pekerjaan SFO pada Lajur 4 Tol Jakarta-Cikampek SFO Work at Jakarta-Cikampek 4th Lane	Waskita - Acset KSO Proyek Pembangunan Jalan Tol Japek II Elevated Waskita - Acset Joint Operation for the Japek II Elevated Toll Road Development Project
40	<i>Asphalting Works at Thamrin Station Area - SF Levelling Asphalt Work at Bundaran HI Asphalting Works at Thamrin Station Area and Rental Vibro Roller Asphalting Works at Bundaran HI Area - SFO Asphalting Works at Thamrin Area & Monas Station - Overlay</i>	Shimizu - Adhi Karya JV - MRT Jakarta
41	Perbaikan Jalan Akses Kantor Office Access Road Repairment	Kementerian Koordinator Bidang Kemaritiman dan Investasi Republik Indonesia Coordinating Ministry for Maritime Affairs and Investment of the Republic of Indonesia
42	Pekerjaan <i>Patching</i> Jalan Tol BORR Patching at BORR Toll Road Work	PT Marga Sarana Jabar
43	Pekerjaan Aspal pada Pembangunan Jalan Tol Japek Selatan Asphalting Works at Japek Selatan Toll Road Construction	PT Waskita Karya
44	Kontrak Manajemen Bidang Pemeliharaan Jalan Tol pada Ruas Tol Balikpapan-Samarinda Management Contract on Toll Road Maintenance for Balikpapan-Samarinda Toll Road	PT Jasamarga Balikpapan Samarinda)
45	Jasa Pendorongan Pekerjaan Pemeliharaan Periodik (SFO) pada Jalan Tol Bogor Ring Road Ruas Sentul Selatan-Kedung Badak tahun 2021 Chartering Services on Periodic Maintenance Work (SFO) on Bogor Ring Road Sentul Selatan-Kedung Badak Toll Road in 2021	PT Marga Sarana Jabar
46	Pekerjaan Aspal Area <i>Spineroad</i> dan <i>Cluster</i> Amagriya Eka, Amagriya Dwi dan Anapuri Asphalt work for Spineroad and Cluster Amagriya Eka, Amagriya Dwi, Anapuri area	PT Harmoni Makmur Sejahtera
47	Penyelesaian Pekerjaan Infrastruktur dan Konstruksi Jalan Parang Garuda Timur Construction and Completion of Infrastructure Works Jalan Parang Garuda East	PT Kawasan Industri Kendal

BISNIS PROSPEKTIF

Prospective Business

Salah satu lini bisnis Jasa Marga adalah bisnis prospektif dengan mengoptimalkan potensi usaha dan aset di Ruang Milik Jalan (Rumija) Tol maupun di sepanjang ruas jalan tol milik Jasa Marga Group. Bisnis prospektif ini dikelola oleh entitas anak Jasa Marga yaitu PT Jasamarga Related Business (JMRB) yang bergerak di bidang pengembangan kawasan (industri dan properti), Tempat Istirahat dan Pelayanan (TIP)/Tempat Istirahat (TI), serta pengelolaan iklan, utilitas, dan gedung.

One of Jasa Marga's business lines is a prospective business by optimizing business potential and assets in toll road benefit toll space (Rumija) and along the toll road section belonging to the Jasa Marga Group. This prospective business is managed by a subsidiary of Jasa Marga, namely PT Jasamarga Related Business (JMRB) which is engaged in area development (industrial and property), Rest and Service Area (TIP)/Rest Area (TI), as well as advertising, utilities, and building management.

Tabel TIP dan TI Milik Perseroan yang Diusahakan/Dioperasikan oleh PT JMRB Tahun 2021
Table of the Company's TIP and TI Operated by PT JMRB in 2021

Ruas Tol Toll Road	TIP/TI TIP/TI	Status Status
Purbaleunyi	TIP KM 88A	Beroperasi Operating
	TIP KM 88B	Beroperasi Operating
Palikanci	TIP KM 207A	Beroperasi Operating
	TIP KM 360B	Beroperasi Operating
Batang-Semarang	TIP KM 379A	Beroperasi Operating
	TIP KM 389B	Beroperasi Operating
	TI KM 391A	Beroperasi Operating
Solo-Ngawi	TIP KM 519A	Beroperasi Operating
	TIP KM 519B	Beroperasi Operating
	TI KM 538A	Beroperasi Operating
	TI KM 538B	Beroperasi Operating
	TIP KM 575A	Beroperasi Operating
Ngawi-Kertosono	TIP KM 575B	Beroperasi Operating
	TI KM 597A	Beroperasi Operating
Surabaya-Mojokerto	TI KM 597B	Beroperasi Operating
	TIP KM 725A	Beroperasi Operating

Tabel TIP dan TI Milik Perseroan yang Diusahakan/Dioperasikan oleh PT JMRB Tahun 2021
Table of the Company's TIP and TI Operated by PT JMRB in 2021

Ruas Tol Toll Road	TIP/TI TIP/TI	Status Status
Gempol-Pasuruan	TIP KM 792A	Beroperasi Fungsional Functional Operating
	TIP KM 792B	Beroperasi Fungsional Functional Operating
Pandaan-Malang	TIP KM 66A	Beroperasi Fungsional Functional Operating
	TI KM 66B	Beroperasi Fungsional Functional Operating
	TI KM 84A	Konstruksi Construction
Medan-Kualanamu-Tebing Tinggi	TIP KM 84B	Konstruksi Construction
	TIP KM 65A	Beroperasi Operating
Balikpapan-Samarinda	TIP KM 65B	Beroperasi Operating
	TIP KM 36A	Beroperasi Fungsional Functional Operating
Manado-Bitung	TIP KM 36B	Beroperasi Fungsional Functional Operating
	TIP KM 17A	Desain Design
	TIP KM 3B	Desain Design

Kemajuan pengembangan bisnis properti PT JMRB dapat dilihat dari telah terjualnya unit-unit rumah di proyek perumahan Spring Residence Sidoarjo, Green View Residence Sidoarjo, dan Royal Pandaan Residence. Selain itu, okupansi properti yang dimiliki oleh PT JMRB seperti Tamansari Lagoon dan Tamansari Jivva mencapai 85%. Adapun beberapa proyek pengembangan dalam tahap *land banking* yakni proyek Pandu Raya, Kaum Sari, proyek TBS, dan Suka Bunga.

Progress on PT JMRB property business development can be seen from the sold house units in Spring Residence Sidoarjo housing project, Green View Residence Sidoarjo, and Royal Pandaan Residence. Besides, property occupancy owned by PT JMRB such as Tamansari Lagoon and Tamansari Jivva has reached 85%. Meanwhile, there are several development projects which is recently on land banking phase, which is Pandu Raya, Kaum Sari, TBS, and Suka Bunga project.

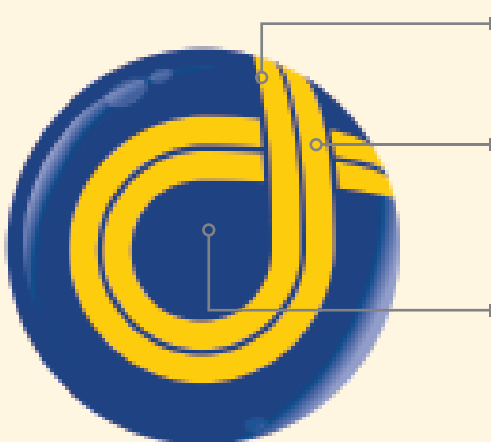
LOGO PERSEROAN COMPANY'S LOGO



Perseroan memiliki logo yang telah sangat dikenal masyarakat Indonesia sebagai "brand" dari jasa yang dihasilkan oleh Jasa Marga. Berdasarkan Keputusan Direksi PT Jasa Marga (Persero) No. 41/KPTS/2007 tanggal 26 Maret 2007, logo Perseroan tampil dengan desain yang lebih *modern*, sederhana dan elegan dengan warna biru dan kuning sebagai identitas utama Perseroan sehingga akan lebih cepat dikenali.

The Company has a logo that has been well known by Indonesian people as the "brand" of services provided by Jasa Marga. According to PT Jasa Marga (Persero) Board of Directors of Decree No. 41/KPTS/2007 dated March 26, 2007, the Company Logo appears with a more modern, simple and elegant design with blue and yellow as the main identity of the Company thereby will be quickly recognized.

MAKNA DAN ARTI LOGO Logo Means and Definition



Warna biru dan kuning pada logo mencerminkan harapan dan masa depan, serta semangat dan komitmen.

The blue and yellow colors on the logo reflect hope and future, as well as passion and commitment.

Konfigurasi jalan membentuk huruf "J" (huruf pertama Perseroan), mencerminkan perjalanan panjang sekaligus mencitrakan Perseroan yang semakin dinamis.

Road configuration forming the letter "J" (the first letter of the Company's name) reflects the long journey and the increasingly dynamic image of the Company.

Bola berwarna biru menunjukkan bahwa Jasa Marga menuju perusahaan yang berstandar global.

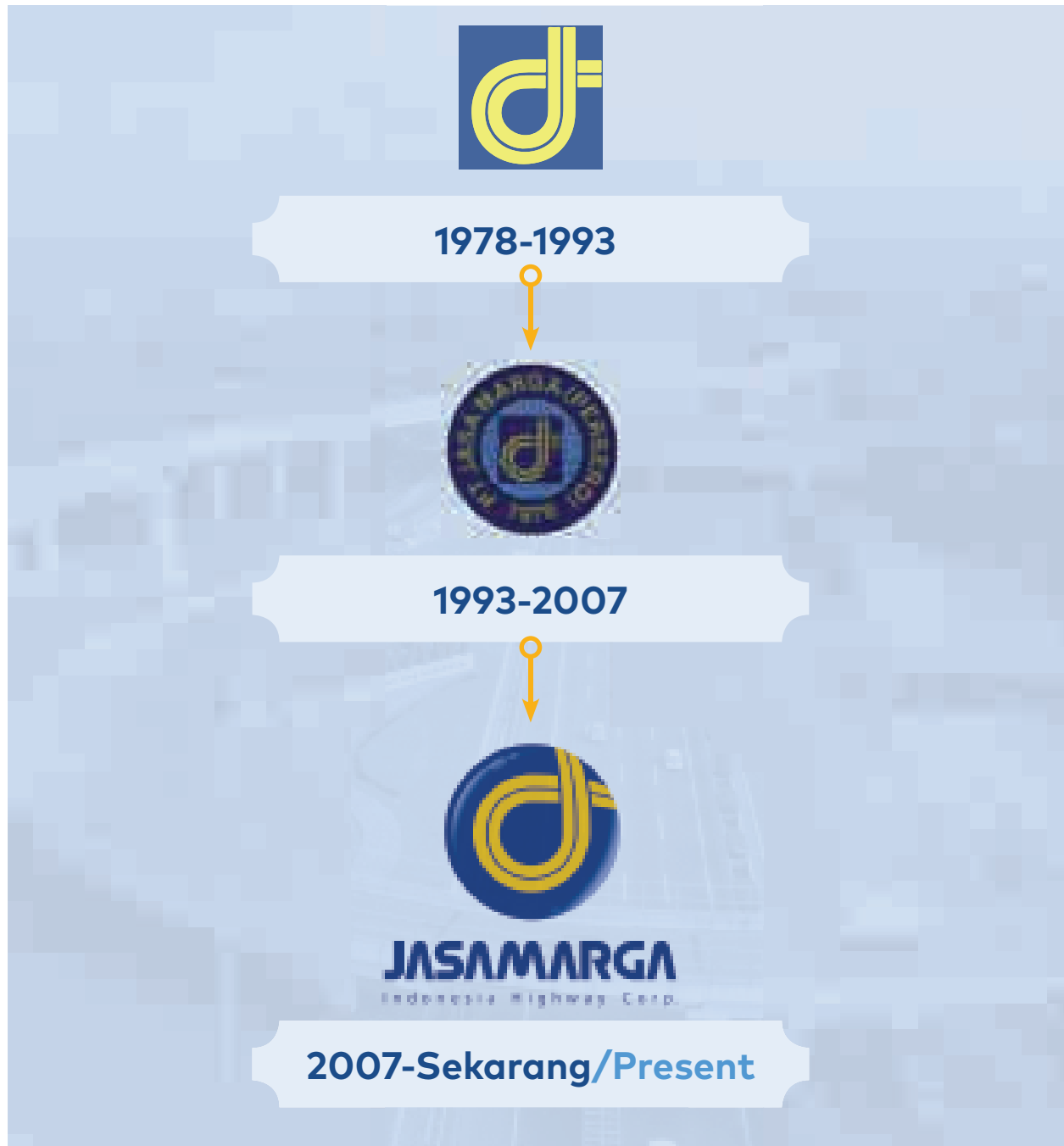
The blue ball shows that Jasa Marga is heading for a company that has global standards.

PERUBAHAN LOGO

Logo Transformation

Logo PT Jasa Marga (Persero) Tbk sebagai sebuah simbol atau lambang yang telah sangat dikenal dan mudah dikenali oleh para pelanggan dan masyarakat luas. Sejak awal berdiri di tahun 1978, Perseroan telah memiliki simbol membentuk huruf "J" sebagai konfigurasi dari Jalan yang pada saat itu merupakan satu-satunya penyelenggara jalan tol di Indonesia. Walaupun mengalami 2 kali perubahan logo pada tahun 1993 dan 2007, Perseroan tidak menghilangkan simbol huruf "J" yang mencerminkan perjalanan historis Perseroan yang semakin dinamis serta komitmen Perseroan untuk senantiasa memberikan layanan berstandar global, dan berkembang menjadi perusahaan yang modern dan profesional di industrinya.

PT Jasa Marga (the Company)'s Logo is a symbol or figure that has been well known and easily recognized by customers and the broader society. Since its establishment in 1978, the Company has a symbol forming the letter "J" as the configuration of the Road which at that time was the only toll road operator in Indonesia. Despite the logo has been transformed twice in 1993 and 2007, the Company keeps the letter "J" symbol, which reflects the Company's increasingly dynamic historical journey and our commitment to always provide international-standard services, and develop into a modern and professional company in the industry.



MASKOT KORPORAT

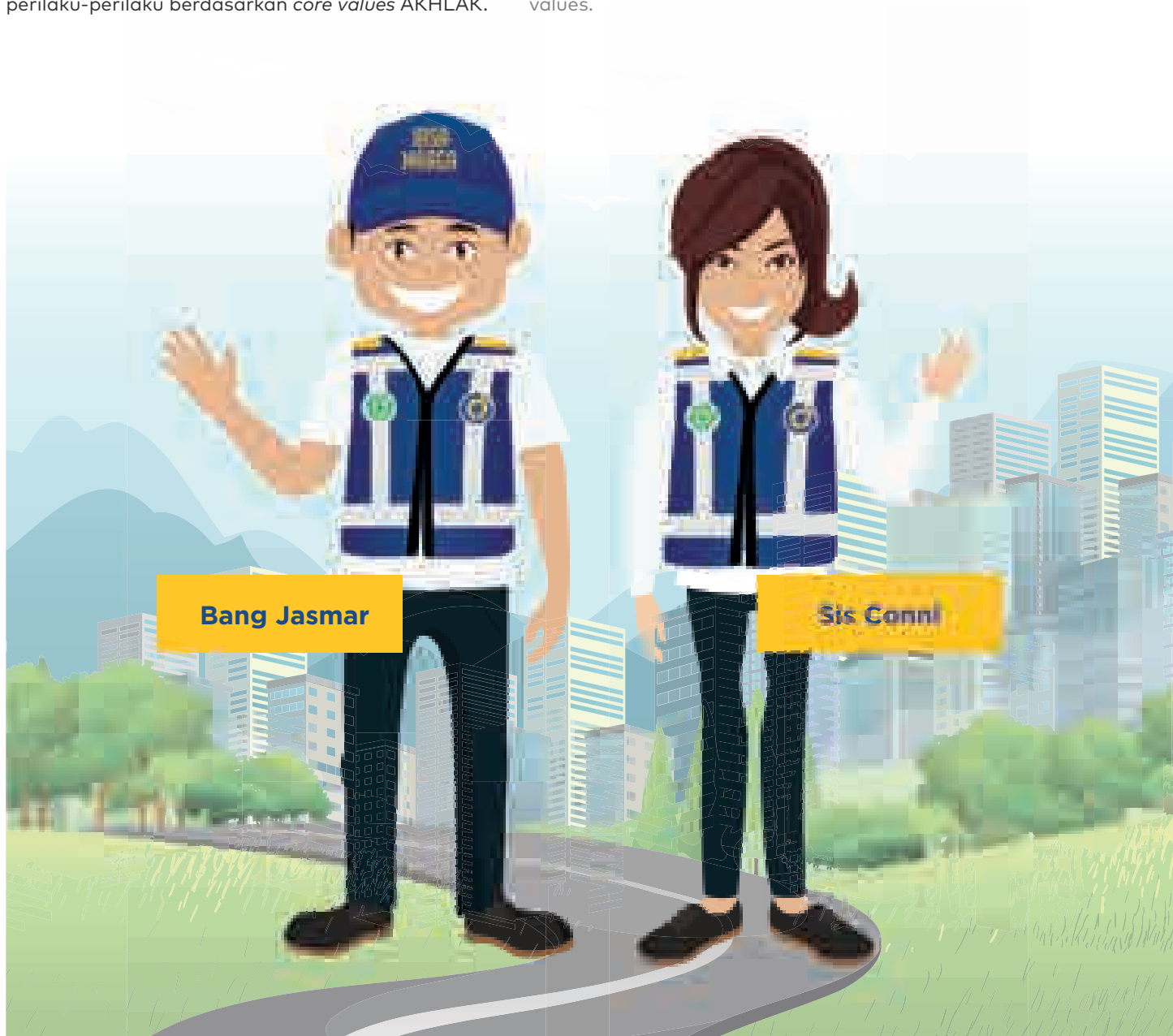
Corporate Mascot

Sementara untuk meningkatkan efektivitas komunikasi visual, Perseroan memiliki maskot Bang Jasmar dan Sis Conni sebagai ikon representatif *Roadster* Jasa Marga yang banyak tampil di media sosial perusahaan, seperti Instagram, Facebook, Twitter, Youtube, dan Tiktok serta Media Internal Perseroan seperti *Miles Bulletin*, *Miles Photoboard* dan *Miles Magazine*.

Dalam tugasnya memberikan informasi tentang kegiatan korporasi, layanan jalan tol dan informasi lainnya kepada *stakeholder* eksternal maupun internal, Bang Jasmar dan Sis Conni selalu menerapkan *core values* Perusahaan AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif) serta saling mengingatkan satu sama lain untuk belajar lebih baik lagi dalam menerapkan perilaku-perilaku berdasarkan *core values* AKHLAK.

Meanwhile, to increase effectiveness of visual communication, the Company has Bang Jasmar and Sis Conni, our mascots, as representative icons of *Jasa Marga Roadster* who appear on our official social media such as Instagram, Facebook, Twitter and Youtube, and Tiktok as well as Company Internal Media such as *Miles Bulletin*, *Miles Photoboard* and *Miles Magazine*.

Related to their duties to provide information about corporate activities, toll road services and other information to external and internal stakeholders, Bang Jasmar and Sis Conni always adapts AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive and Collaborative), as core values of the Company, and always remind each other to improve understanding in behaving based on AKHLAK's core values.

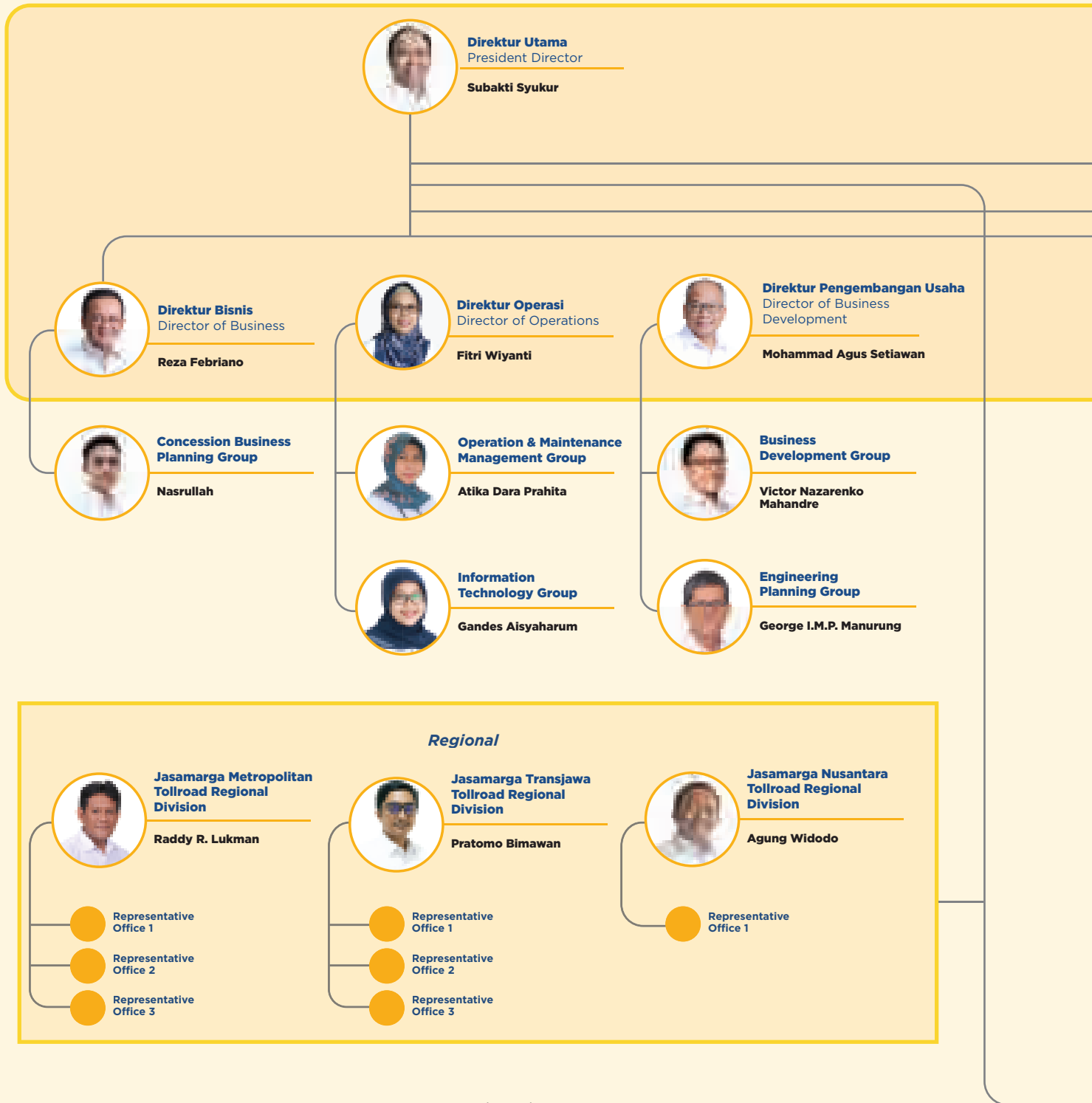


Gerbang Tol Kalihurip Utama 2 Jalan Tol Cipularang
Kalihurip Utama 2 Toll Gates Cipularang Toll Road



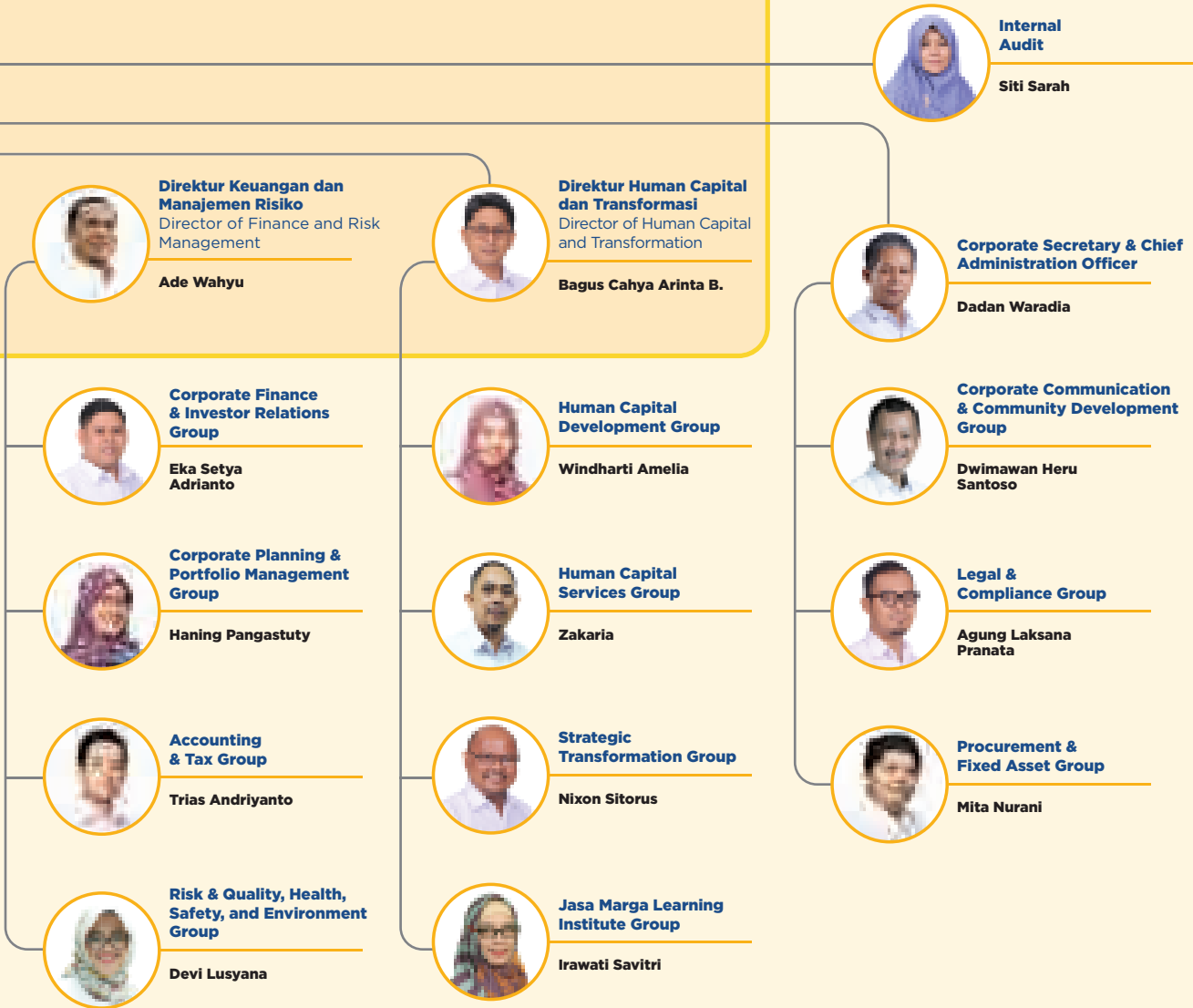
STRUKTUR ORGANISASI

ORGANIZATION STRUCTURE



Struktur Organisasi ditetapkan sesuai Keputusan Direksi No. 128/KPTS/2021 tanggal 31 Desember 2021 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk.

The organizational structure is determined according with the Decree of the Board of Directors No. 128/KPTS/2021 dated December 31, 2021 regarding the Organizational Structure of PT Jasa Marga (Persero) Tbk.



Entitas Anak Perusahaan, Asosiasi & Dana Pensiun
Subsidiaries, Associations & Pension Funds

-  **APJT Operasi**
Toll Road Subsidiaries in Operation
-  **APJT Subholding**
Sub-Holding Toll Road Subsidiaries
-  **Dana Pensiun**
Pension Fund

-  **AP2JT Bidang Operasi**
Supporting Toll Road Subsidiaries in Operation
-  **AP2JT Bidang Pemeliharaan**
Supporting Toll Road Subsidiaries in Maintenance

-  **APJT Persiapan & Konstruksi**
Toll Road Subsidiaries in Preparation & Construction
-  **AP Bidang Related Business**
Supporting Toll Road Subsidiaries in Related Business

PROFIL DEWAN KOMISARIS BOARD OF COMMISSIONERS' PROFILE



Yuswanda A. Temengung
Komisaris Utama/Komisaris Independen
President Commissioner/Independent Commissioner

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	64 tahun	64 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Komisaris Utama berdasarkan Keputusan RUPS Tahunan tanggal 11 Juni 2020 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 41 tanggal 15 Juni 2020	Appointed as President Commissioner pursuant to Annual GMS Resolutions dated June 11, 2020 according to General Meetings of Shareholders Resolutions Deed No. 41 dated June 15, 2020
Periode Menjabat Serving Period	Periode menjabat sejak 11 Juni 2020 sampai dengan penutupan RUPS Tahunan Tahun 2025 (periode pertama)	Serving period since June 11, 2020 until the closing of Annual GMS Year 2025 (first terms)
Jabatan Rangkap Concurrent Period	Ketua Komite Audit PT Jasa Marga (Persero) Tbk sejak 14 September 2021	Chairman of PT Jasa Marga (Persero) Tbk Audit Committee since September 14, 2021
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Direktur Jenderal Tata Ruang, Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional (BPN) (2017) Inspektur Jenderal Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional (ATR/BPN) (2014) 	<ul style="list-style-type: none"> General Directorate of Spatial, Ministry of Land and Spatial/National Land Agency (BPN) (2017) General Inspector, Ministry of Land and Spatial/National Land Agency (ATR/BPN) (2014)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana bidang Pertanian dari Universitas Lampung (1980) Certificat d'Etudes Superieurs (CES) bidang <i>Urban Land and Regional Management</i> dari Ecole Nationale des Travaux Publics de l'Etat (ENTPE) (1989) Diplome d'Etude Approfondies (DEA) bidang perencanaan perkotaan dari ENPC - Institut Francais d'Urbanisme (IFU) Universite Paris Sorbonne (1990) Doktor bidang <i>Urban Land Development and Management</i>, Institut Francais d'Urbanisme (IFU) - Universite Paris X (1995) 	<ul style="list-style-type: none"> Bachelor's degree of Agriculture from Lampung University (1980) Certificat d'Etudes Superieurs (CES) majoring Urban Land and Regional Management from Ecole Nationale des Travaux Publics de l'Etat (ENTPE) (1989) Diplome d'Etude Approfondies (DEA) majoring urban planning from ENPC Institut Francais d'Urbanisme (IFU) Universite Paris Sorbonne (1990) Doctor in Urban Land Development and Management, Institut Francais d'Urbanisme (IFU) - Universite Paris X (1995)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Zulfan Lindan
Wakil Komisaris Utama/Komisaris Independen
Vice President Commissioner/Independent Commissioner

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	65 tahun	65 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Wakil Komisaris Utama berdasarkan Keputusan RUPS Tahunan tanggal 11 Juni 2020 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 41 tanggal 15 Juni 2020	Appointed as Vice President Commissioner pursuant to Annual GMS Resolutions dated June 11, 2020 according to General Meetings of Shareholders Resolutions Deeds No. 41 dated June 15, 2020
Periode Menjabat Serving Period	Periode menjabat sejak 11 Juni 2020 sampai dengan penutupan RUPS Tahunan Tahun 2025 (periode pertama)	Serving period from June 11, 2020 until the closing of Annual GMS Year 2025 (first terms)
Jabatan Rangkap Concurrent Period	Ketua Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk (sejak 2020)	Chairman of Nomination & Remuneration Committee PT Jasa Marga (Persero) Tbk (since 2020)
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> • Anggota DPR/MPR-RI (2014-2019) • Anggota DPR/MPR-RI (1999-2004) 	<ul style="list-style-type: none"> • House of Representative Member – Republic of Indonesia (2014-2019) • House of Representative Member – Republic of Indonesia (1999-2004)
Riwayat Pendidikan Educational Background	Sarjana bidang Ilmu Politik dari Universitas 17 Agustus, Jakarta	Bachelor's degree of Political Science from 17 Agustus University, Jakarta
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Anita Firmanti Eko Susetyowati
Komisaris
Commissioner

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bandung	Bandung
Usia per 31 Desember 2021 Age per December 31, 2021	61 tahun	61 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Komisaris pada RUPS Luar Biasa tanggal 5 September 2018 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 15 tahun 2018	Appointed as Commissioner at Extraordinary GMS dated September 5, 2018 pursuant to General Meetings of Shareholders Resolutions Deeds No. 15 of 2018
Periode Menjabat Serving Period	Periode menjabat sejak 5 September 2018 sampai dengan penutupan RUPS Tahunan Tahun 2023 (periode pertama)	Serving period since September 5, 2018 until the closing of Annual GMS Year 2023 (first terms)
Jabatan Rangkap Concurrent Period	<ul style="list-style-type: none"> Jabatan Fungsional Assessor Sumber Daya Manusia Aparatur Ahli Utama Kementerian PUPR sejak Juni 2020 Anggota Komite Audit PT Jasa Marga (Persero) Tbk sejak 14 September 2021 	<ul style="list-style-type: none"> Functional Position of Human Resources Assessor Main Expert Apparatus of the Ministry of PUPR since June 2020 Member of PT Jasa Marga (Persero) Tbk Audit Committee since September 14, 2021
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Sekretaris Jenderal Kementerian PUPR (2016-2020) Kepala Badan Pengembangan Sumber Daya Manusia Kementerian Pekerjaan Umum dan Perumahan Rakyat/PUPR (2015-2016) 	<ul style="list-style-type: none"> General Secretary of the Ministry of PUPR (2016-2020) Head of Human Resources Development Agency, Ministry of Public Work and Public Housing/PUPR (2015-2016)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana bidang Kehutanan dari Institut Pertanian Bogor (1982) Master bidang Studi Pembangunan dari Institut Teknologi Bandung (1998) Doktor dalam Ilmu Pertanian dari Universitas Kyoto (2005) 	<ul style="list-style-type: none"> Bachelor's degree of Forestry from Bogor Agricultural Institute (1982) Master's degree of Development Studies from Institut Teknologi Bandung (1998) Ph.D of Agriculture Studies from Kyoto University (2005)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



M. Roskanedi
Komisaris
Commissioner

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	60 tahun	60 years
Riwayat Penunjukan Appointment Decree	Diangkat sebagai Komisaris pada RUPS Tahunan tanggal 27 Mei 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 18 tanggal 4 Juni 2021	Appointed as Commissioner in Annual GMS dated May 27, 2021 pursuant to General Meetings of Shareholders Resolutions Deed No. 18 dated June 4, 2021
Periode Menjabat Serving Period	Periode menjabat sejak 27 Mei 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)	Serving period since May 27, 2021 until closing of Annual GMS Year 2026 (First Terms)
Jabatan Rangkap Concurrent Period	Ketua Komite Risiko dan Hukum PT Jasa Marga (Persero) Tbk sejak 14 September 2021	Chairman of Risk & Legal Committee PT Jasa Marga (Persero) Tbk since September 14, 2021
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> • Sekretaris Jaksa Agung Muda Intelijen, Kejaksaan Agung Republik Indonesia (2020-2021) • Direktur Pengamanan Pembangunan Strategis pada Jaksa Agung Muda Bidang Intelijen di Kejaksaan Agung Republik Indonesia (2019) 	<ul style="list-style-type: none"> • Secretary to the Junior Attorney General for Intelligence, Attorney General of the Republic of Indonesia (2020-2021) • Director of Strategic Development Security at the Junior Attorney General for Intelligence at the Attorney General's Office of the Republic of Indonesia (2019)
Riwayat Pendidikan Educational Background	Sarjana bidang Hukum dari Universitas Sriwijaya, Palembang (1986)	Bachelor's degree of Law from Sriwijaya University, Palembang (1986)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Yohanes Baptista Satya Sananugraha
Komisaris
Commissioner

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	58 tahun	58 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Komisaris pada RUPS Luar Biasa tanggal 27 Agustus 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 03 tanggal 2 September 2021	Appointed as Commissioner at Extraordinary GMS dated August 27, 2021 pursuant to General Meetings of Shareholders Resolutions Deeds No. 03 dated September 2, 2021
Periode Menjabat Serving Period	Periode menjabat sejak 27 Agustus 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)	Serving period since August 27, 2021 until the closing of Annual GMS Year 2026 (first terms)
Jabatan Rangkap Concurrent Period	<ul style="list-style-type: none"> • Sekretaris Kementerian Koordinator Bidang Pembangunan Manusia dan Kebudayaan sejak 2016 • Anggota Komite Risiko dan Hukum PT Jasa Marga (Persero) Tbk sejak 14 September 2021 	<ul style="list-style-type: none"> • General Secretary of Ministry of PUPR since 2016 • Member of PT Jasa Marga (Persero) Tbk Risk and Legal Committee since September 14, 2021
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> • Kepala Biro Keuangan Badan Pengkajian dan Penerapan Teknologi/ BPPT (2014-2016) • Kepala Pusat Pelayanan Teknologi, Badan Pengkajian dan Penerapan Teknologi/BPPT (2012-2014) 	<ul style="list-style-type: none"> • Head of Finance Bureau of the Agency for the Assessment and Application of Technology/BPPT (2014-2016) • Head of Technology Service Center, Agency for the Assessment and Application of Technology/BPPT (2012-2014)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Sarjana bidang Teknik Mesin dari Universitas Brawijaya, Malang (1987) • Pasca Sarjana Master bidang Teknik Presisi dari Ibaraki University, Jepang (1993) 	<ul style="list-style-type: none"> • Bachelor's Degree of Mechanical Engineering from Brawijaya University, Malang (1987) • Postgraduate Master in Precision Engineering from Ibaraki University, Japan (1993)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Raja Erizman
Komisaris
Commissioner

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	59 tahun	59 years
Riwayat Penunjukan Appointment Decree	Diangkat sebagai Komisaris pada RUPS Tahunan tanggal 27 Mei 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 18 tanggal 4 Juni 2021	Appointed as Commissioner in Annual GMS dated May 27, 2021 pursuant to General Meetings of Shareholders Resolutions Deed No. 18 dated June 4, 2021
Periode Menjabat Serving Period	Periode menjabat sejak 27 Mei 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)	Serving period since May 27, 2021 until closing of Annual GMS Year 2026 (first terms)
Jabatan Rangkap Concurrent Period	<ul style="list-style-type: none"> Perwira Tinggi (Pati) Lemdiklat Polri (sejak 2020) Anggota Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk. sejak 14 September 2021 	<ul style="list-style-type: none"> High-ranking Officer (Pati) of the National Police Education and Training Center (since 2020) Member of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk. since September 14, 2021
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Analisis Kebijakan Utama, Lembaga Pendidikan dan Pelatihan (Lemdiklat) Polri (2020) Kepala Divisi Teknologi Informasi dan Komunikasi (Kadiv. TIK) Polri (2019) 	<ul style="list-style-type: none"> Main Policy Analyst, Education and Training Institute (Lemdiklat) Polri (2020) Head of the Information and Communication Technology Division (Kadiv. ICT) Polri (2019)
Riwayat Pendidikan Educational Background	Akademi Angkatan Bersenjata Republik Indonesia (1985)	Indonesian Armed Forces Academy (1985)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Changes in Board of Commissioners' Composition

Uraian mengenai perubahan komposisi Dewan Komisaris dapat dilihat pada bagian Laporan Dewan Komisaris.

A description of the Board of Commissioners' composition changes can be seen in the Reports section of the Board of Commissioners.

PROFIL DIREKSI

BOARD OF DIRECTORS' PROFILE



Subakti Syukur
Direktur Utama
President Director

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	59 tahun	59 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Direktur Utama berdasarkan Keputusan RUPS Tahunan tanggal 27 Mei 2021 (Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 18 tanggal 4 Juni 2021) juncto Keputusan RUPS Luar Biasa tanggal 27 Agustus 2021 (Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 03 tanggal 02 September 2021)	Appointed as President Director based on the Decision of the Annual General Meeting of Shareholders dated May 27, 2021 (Deed of Statement of Decision of the General Meeting of Shareholders No. 18 dated June 4, 2021) in conjunction with the Extraordinary GMS Resolution dated August 27, 2021 (Deed of Statement of Decision of the General Meeting of Shareholders No. 03 dated September 2, 2021)
Periode Menjabat Serving Period	Periode menjabat sejak 27 Mei 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode kedua)	Serving period since May 27, 2021 until closing of Annual GMS Year 2026 (second period)
Jabatan Rangkap Concurrent Period	Tidak memiliki jabatan rangkap sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya di dalam maupun di luar Perseroan	Does not have concurrent positions as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions inside and outside the Company
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Direktur Operasi PT Jasa Marga (Persero) Tbk (2016-2020) Direktur Utama PT Marga Lingkar Jakarta (MLJ) (2014-2016) 	<ul style="list-style-type: none"> Director of Operations PT Jasa Marga (Persero) Tbk (2016-2020) President Director PT Marga Lingkar Jakarta (MLJ) (2014-2016)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana bidang Teknik Sipil dari Institut Teknologi Bandung (1986) Magister Manajemen dari Universitas Krisnadwipayana Jakarta (2010) 	<ul style="list-style-type: none"> Bachelor's degree of Civil Engineering from Bandung Institute of Technology (1986) Master's degree of Management from Krisnadwipayana University, Jakarta (2010)
Kepemilikan Saham JSMR Share Ownership in JSMR	154.000 lembar saham (0,0021218%)	154,000 shares (0.0021218%)
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Directors, Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Mohamad Agus Setiawan
Direktur Pengembangan Usaha
Director of Business Development

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	50 tahun	50 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Direktur Pengembangan Usaha pada RUPS Luar Biasa tanggal 22 Desember 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 53 tanggal 24 Desember 2021 yang merupakan pengalihan penugasan dari jabatan sebelumnya sebagai Direktur Bisnis Perseroan (yang diangkat pada RUPS Tahunan tanggal 27 Mei 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 18 tanggal 4 Juni 2021)	Appointed as Director of Development Business based on the Annual General Meeting of Shareholders dated December 22, 2021 based on Deed of Statement of Decision of the General Meeting of Shareholders No. 53 dated December 24, 2021, which is a transfer of duties from his previous position as the Company's Director of Business (appointed at the Annual GMS on May 27, 2021 based on the Deed of Decision of the General Meeting of Shareholders No. 18 dated June 4, 2021)
Periode Menjabat Serving Period	<ul style="list-style-type: none"> • Periode menjabat sejak 27 Mei 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama) • Periode menjabat sejak 22 Desember 2021 (pengalihan tugas) sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama) 	<ul style="list-style-type: none"> • Serving period since May 27, 2021 until closing of Annual GMS Year 2026 (first terms) • Serving period since December 22, 2021 (transfer of duties) until the closing of the 2026 Annual GMS (first period)
Jabatan Rangkap Concurrent Period	Komisaris Utama PT Jasamarga Related Business (Desember 2021 - Sekarang)	President Commissioner of PT Jasamarga Related Business (December 2021-Present)
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> • Direktur Bisnis PT Jasa Marga (Persero) Tbk (2021) • Corporate Secretary PT Jasa Marga (Persero) Tbk (2017-2021) 	<ul style="list-style-type: none"> • Director of Business of PT Jasa Marga (Persero) Tbk (2021) • Corporate Secretary of PT Jasa Marga (Persero) Tbk (2017-2021)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Sarjana bidang Teknik Sipil dan Perencanaan dari Insititut Teknologi Bandung (1995) • Pasca Sarjana bidang Teknik Pengelolaan Jaringan Jalan dari Universitas Parahyangan Bandung (2009) 	<ul style="list-style-type: none"> • Bachelor's degree of Civil Engineering from Bandung Institute of Technology (1995) • Postgraduate degree of Road Network Management Engineering from Parahyangan University, Bandung (2009)
Kepemilikan Saham JSMR Share Ownership in JSMR	1.500 lembar saham (0,000207%)	1,500 shares (0.000207%)
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Directors, Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Fitri Wiyanti
Direktur Operasi
Director of Operations

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	47 tahun	47 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Direktur Operasi pada RUPS Tahunan tanggal 11 Juni 2020 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 41 tanggal 15 Juni 2020	Appointed as Operations Director in Annual GMS dated June 11, 2020 pursuant to General Meetings of Shareholders Resolutions Deed No. 41 dated June 15, 2020
Periode Menjabat Serving Period	Periode Menjabat sejak 11 Juni 2020 sampai dengan penutupan RUPS Tahunan Tahun 2025 (periode pertama)	Serving period since June 11, 2020 until closing of Annual GMS Year 2025 (first terms)
Jabatan Rangkap Concurrent Period	Komisaris PT Jasamarga Tollroad Operator sejak Juli 2020	Commissioner PT Jasamarga Tollroad Operator since July 2020
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> • Operation and Maintenance Management Group Head (2019-2020) • General Manager Representative Office Jagorawi (2018-2019) 	<ul style="list-style-type: none"> • Operation and Maintenance Management Group Head (2019-2020) • General Manager Representative Office Jagorawi (2018-2019)
Riwayat Pendidikan Educational Background	Sarjana Teknik Mesin dari Universitas Indonesia (1997)	Bachelor's degree of Engineering from University of Indonesia (1997)
Kepemilikan Saham JSMR Share Ownership in JSMR	35.500 lembar saham (0,0004891%)	35,500 shares (0.0004891%)
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Directors, Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Reza Febriano
Direktur Bisnis
Director of Business

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	42 tahun	42 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Direktur Bisnis pada RUPSLB pada tanggal 22 Desember 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 53 tanggal 24 Desember 2021	Appointed as Director of Business at the EGMS dated December 22, 2021 based on the Deed of Decision of the General Meeting of Shareholders No. 53 dated December 24, 2021
Periode Menjabat Serving Period	Periode menjabat sejak 22 Desember 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)	Serving period since December 22, 2021 until closing of Annual GMS Year 2025 (first terms)
Jabatan Rangkap Concurrent Period	Tidak memiliki jabatan rangkap sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya di dalam maupun di luar Perseroan	Does not have concurrent positions as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions inside and outside the Company
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Corporate Secretary PT Jasa Marga (Persero) Tbk (Juni 2021-Desember 2021) Jasamarga Transjawa Tollroad Regional Division Head (2020-2021) 	<ul style="list-style-type: none"> Corporate Secretary of PT Jasa Marga (Persero) Tbk (June-December 2021) Jasamarga Transjawa Tollroad Regional Division Head (2020-2021)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana bidang Ilmu Pemerintahan dari Universitas Padjadjaran (2002) Sarjana bidang Teknik Sipil dari Universitas Katolik Parahyangan (2003) Magister bidang Teknik Sipil dari Universitas Indonesia (2007) Magister bidang Manajemen dari PPM School of Management (2021) 	<ul style="list-style-type: none"> Bachelor's degree of Government Science, Padjajaran University, Bandung (2002) Bachelor's degree of Civil Engineering, Katolik Parahyangan University, Bandung (2003) Master's degree of Civil Engineering, University of Indonesia (2007) Master of Management from PPM School of Management (2021)
Kepemilikan Saham JSMR Share Ownership in JSMR	5.400 lembar saham (0,0000744%)	5,400 shares (0.000744%)
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Directors, Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Ade Wahyu
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	47 tahun	47 years
Riwayat Penunjukan Appointment Decree	Diangkat menjadi Direktur Keuangan dan Manajemen Risiko pada RUPS Luar Biasa tanggal 22 Desember 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 53 tanggal 24 Desember 2021	Appointed as Director of Finance and Risk Management at the Extraordinary GMS dated December 22, 2021 based on the Deed of Decision of the General Meeting of Shareholders No. 53 dated December 24, 2021
Periode Menjabat Serving Period	Periode Menjabat sejak 22 Desember 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)	Serving period from December 22, 2021 until the closing of the 2026 Annual GMS (first terms)
Jabatan Rangkap Concurrent Period	Komisaris PT Pilar Sinergi BUMN Indonesia (Desember 2021-Sekarang)	Commissioner of PT Pilar Sinergi BUMN Indonesia (December 2021-Present)
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Direktur Keuangan & Manajemen Risiko PT Wijaya Karya (Persero) Tbk (2019-2021) Komisaris Utama PT Wijaya Karya Serang Panimbang (2019-2020) 	<ul style="list-style-type: none"> Director of Finance & Risk Management of PT Wijaya Karya (Persero) Tbk (2019-2021) President Commissioner of PT Wijaya Karya Serang Panimbang (2019-2020)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> D3 bidang Akuntansi dari Politeknik Universitas Sriwijaya (1995) Magister di bidang Manajemen dari Universitas Bina Nusantara (2015) 	<ul style="list-style-type: none"> D3 of Accounting from State Polytechnic of Sriwijaya (1995) Master of Management from Bina Nusantara University (2015)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Directors, Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.



Bagus Cahya Arinta B.
Direktur Human Capital dan Transformasi
Director of Human Capital and Transformation

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizen
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	53 tahun	53 years
Riwayat Penunjukan Appointment Decree	Diangkat sebagai Direktur Human Capital dan Transformasi berdasarkan pada RUPSLB pada tanggal 22 Desember 2021 berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham No. 53 tanggal 24 Desember 2021	Appointed as Director of Human Capital and Transformation based on the EGMS dated December 22, 2021 based on the Deed of Decision of the General Meeting of Shareholders No. 53 dated December 24, 2021
Periode Menjabat Serving Period	Periode menjabat sejak 22 Desember 2021 sampai dengan penutupan RUPS Tahunan Tahun 2026 (periode pertama)	Serving period since December 22, 2021 until closing of Annual GMS Year 2025 (first terms)
Jabatan Rangkap Concurrent Period	Komisaris Utama PT Jasamarga Bali Tol (Desember 2021-Sekarang)	President Commissioner of PT Jasamarga Bali Tol (December 2021-Present)
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Jasamarga Metropolitan Tollroad Regional Division Head (Februari-Desember 2021) Direktur Utama PT Jasamarga Surabaya Mojokerto merangkap Direktur Utama PT Jasamarga Gempol Pasuruan (September 2020-Februari 2021) 	<ul style="list-style-type: none"> Jasamarga Metropolitan Tollroad Regional Division Head (Februari 2021-Desember 2021) President Director of PT Jasamarga Surabaya Mojokerto concurrently President Director of PT Jasamarga Gempol Pasuruan (September 2020-February 2021)
Riwayat Pendidikan Educational Background	Sarjana Teknik Sipil, Universitas Brawijaya Malang (1993)	Bachelor's degree of Civil Engineering, Brawijaya University, Malang (1993)
Kepemilikan Saham JSMR Share Ownership in JSMR	9.600 lembar saham (0,0001323%)	9,600 shares (0.0001323%)
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu.	Has no affiliation with other members of the Board of Directors, Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners.

PERUBAHAN KOMPOSISI DIREKSI

Changes in Board of Directors Composition

Uraian mengenai perubahan komposisi Direksi dapat dilihat pada bagian Laporan Direksi.

A description of the changes in the composition of the Board of Directors can be seen in the Reports section of the Board of Directors.

INFORMASI PERUBAHAN DEWAN KOMISARIS DAN DIREKSI SETELAH TAHUN BUKU 2021

Information Changes in the Board of Commissioners and the Board of Directors after the Financial Year 2021

Tidak terdapat perubahan komposisi Dewan Komisaris dan Direksi setelah tahun buku 2021 berakhir sampai dengan batas waktu penyampaian Laporan Tahunan 2021.

There is no change in the composition of the Board of Commissioners and Board of Directors after the 2021 financial year ends until the deadline for submitting the 2021 Annual Report.

PROFIL KOMITE AUDIT PROFILE OF AUDIT COMMITTEE



Yuswanda A. Temenggung
Ketua Komite Audit
Chairman of Audit Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	64 tahun	64 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Ketua Komite Audit sejak 14 September 2021 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-072/IX/2021	Appointed as Chairman of Audit Committee since September 14, 2021 according to Jasa Marga Board of Commissioners Decree No. KEP-072/IX/2021
Periode Menjabat Serving Period	Sejak 14 September 2021 sampai berakhirnya masa jabatan sebagai Komisaris Utama/Komisaris Independen PT Jasa Marga (Persero) Tbk	Since September 14, 2021 until end of terms as President Commissioner/Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile can be seen in the Board of Commissioners Profile section.



Anita Firmanti Eko Susetyowati

Anggota Komite Audit
Member of Audit Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bandung	Bandung
Usia per 31 Desember 2021 Age per December 31, 2021	61 tahun	61 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Anggota Komite Audit sejak 14 September 2021 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-072/IX/2021	Appointed as Audit Committee Member since September 14, 2021 according to Jasa Marga Board of Commissioners Decree No. KEP-072/IX/2021
Periode Menjabat Serving Period	Sejak 14 September 2021 sampai berakhirnya masa jabatan sebagai Komisaris PT Jasa Marga (Persero) Tbk	Since September 14, 2021 until end of terms as Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile can be seen in the Board of Commissioners Profile section.



Imbuh Sulistyarini

Anggota Komite Audit
Member of Audit Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	50 tahun	50 years
Riwayat Penunjukan Appointment Decree	Menjadi Anggota Komite Audit sejak 1 Oktober 2020 berdasarkan Keputusan Dewan Komisaris No. KEP-105/X/2020	Appointed as Audit Committee Member since October 1, 2020 pursuant to Board of Commissioners Decree No. KEP-105/X/2020
Periode Menjabat Serving Period	1 Oktober 2020 sampai dengan 30 September 2023	October 1, 2020 until September 30, 2023
Jabatan Rangkap Concurrent Period	<ul style="list-style-type: none"> Staf Pengajar, Konsultan dan Peneliti di LM Fakultas Ekonomi dan Bisnis Universitas Indonesia sejak 1995 Staf Pengajar Fakultas Ekonomi dan Bisnis Universitas Indonesia sejak 2007 	<ul style="list-style-type: none"> Lecturer Staff, Advisor and Researcher at Faculty of Economics and Business, University of Indonesia since 1995 Lecturer Staff at Faculty of Economics and Business, University of Indonesia since 2007
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Anggota Komite Audit PT PGN (Persero) Tbk (2007-2015) Anggota Komite Audit PT Adhi Realty (2008-2012) 	<ul style="list-style-type: none"> Member of Audit Committee, PT PGN (Persero) Tbk (2007-2015) Member of Audit Committee, PT Adhi Realty (2008-2012)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana Ekonomi, Fakultas Ekonomi dan Bisnis Universitas Indonesia (1996) Master Program, Magister Akuntansi Fakultas Ekonomi dan Bisnis Universitas Indonesia (2006) 	<ul style="list-style-type: none"> Bachelor Degree of Economics, Faculty of Economics and Business, University of Indonesia (1996) Master of Accounting Program, Faculty of Economics and Business, University of Indonesia (2006)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya, maupun dengan pemegang saham pengendali dan utama	Having no affiliation either with members of the Board of Directors, other members of the Board of Commissioners, or with controlling and principal shareholders



Agung Nugroho S.
Anggota Komite Audit
Member of Audit Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesia Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	69 tahun	69 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Anggota Komite Audit sejak 1 Februari 2019 berdasarkan Keputusan Dewan Komisaris No. KEP-009/II/2019	Appointed as Member of Audit Committee since February 1, 2019 pursuant to Board of Commissioners Decree No. KEP-009/II/2019
Periode Menjabat Serving Period	Februari 2019 sampai dengan Januari 2021	February 2019 to January 2021
Aktivitas Profesi Professional Activity	<ul style="list-style-type: none"> Pengurus Dewan Sertifikasi Akuntan Profesional - The Institute of Indonesia Chartered Accountants (IAI) Anggota Institut Akuntan Publik Indonesia (IAPI) Dewan Pengurus Ikatan Akuntan Manajemen Indonesia (IAMI) Anggota Accountancy Monitoring Committee Indonesia for ASEAN Anggota ASEAN Chartered Professional Accountant Coordination Committee 	<ul style="list-style-type: none"> Committee of Professional Accountant Certification Board - The Institute of Indonesia Chartered Accountants (IAI) Member of Indonesia Public Accountant Institute (IAPI) Board of Indonesia Management Accountant Association (IAMI) Member of Accountancy Monitoring Committee Indonesia for ASEAN Member of ASEAN Chartered Professional Accountant Coordination Committee
Sertifikasi Profesi Professional Certification	<ul style="list-style-type: none"> Indonesia Certified Public Accountant (CPA) Indonesia Chartered Accountant (CA) ASEAN Chartered Professional Accountant (ASEAN CPA) 	<ul style="list-style-type: none"> Indonesia Certified Public Accountant (CPA) Indonesia Chartered Accountant (CA) ASEAN Chartered Professional Accountant (ASEAN CPA)
Jabatan Rangkap Concurrent Period	<ul style="list-style-type: none"> Senior Advisor RSM Indonesia (sejak Agustus 2018) Senior Advisor pada Lembaga Penerbit Salemba 4 (sejak Agustus 2018) Senior Advisor Arghajata Consulting (sejak Maret 2017) Dosen Fakultas Ekonomi dan Bisnis di Universitas Indonesia (sejak 1994) 	<ul style="list-style-type: none"> Senior Advisor RSM Indonesia (since August 2018) Senior Advisor at Salemba 4 Publishing Agency (since August 2018) Senior Advisor at Arghajata Consulting (since March 2017) Lecturer at Faculty of Economics and Business, University of Indonesia (since 1994)
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Senior Partner RSM Indonesia (2017-2019) Senior Partner KPMG Indonesia (1974-2017) 	<ul style="list-style-type: none"> Senior Partner of RSM Indonesia (2017-2019) Senior Partner of KPMG Indonesia (1974-2017)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana Ekonomi Fakultas Ekonomi dari Universitas Indonesia (tahun 1980) Magister Akuntansi Fakultas Ekonomi dari Universitas Indonesia (tahun 2010) 	<ul style="list-style-type: none"> Bachelor's degree of Economics, Faculty of Economics from University of Indonesia (1980) Master's degree of Accounting, Faculty of Economics, University of Indonesia (2010)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya, maupun dengan pemegang saham pengendali dan utama	Not having any affiliated relationship either with the Board of Directors members, other Board of Commissioners members, or with controlling and majority shareholders

PROFIL KOMITE NOMINASI DAN REMUNERASI PROFILE OF NOMINATION AND REMUNERATION COMMITTEE



Zulfan Lindan

Ketua Komite Nominasi dan Remunerasi
Chairman of Nomination and Remuneration Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	65 tahun	65 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Ketua Komite Nominasi dan Remunerasi sejak 14 September 2021 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-074/IX/2021	Appointed as Chairman of Nomination and Remuneration Committee since September 14, 2021 pursuant to Jasa Marga Board of Commissioners Decree No. KEP-074/IX/2021
Periode Menjabat Serving Period	Sejak 14 September 2021 sampai berakhirnya masa jabatan sebagai Wakil Komisaris Utama/Komisaris Independen PT Jasa Marga (Persero) Tbk	Since September 14, 2021 until end of terms as Vice President Commissioner/ Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile can be seen in the Board of Commissioners Profile section.



Raja Erizman

Anggota Komite Nominasi dan Remunerasi
Member of Nomination and Remuneration Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	65 tahun	65 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Ketua Komite Nominasi dan Remunerasi sejak 14 September 2021 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-074/IX/2021	Appointed as Chairman of Nomination and Remuneration Committee since September 14, 2021 pursuant to Jasa Marga Board of Commissioners Decree No. KEP-074/IX/2021
Periode Menjabat Serving Period	Sejak 14 September 2021 sampai berakhirnya masa jabatan sebagai Wakil Komisaris Utama/Komisaris Independen PT Jasa Marga (Persero) Tbk	Since September 14, 2021 until end of terms as Vice President Commissioner/ Independent Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile can be seen in the Board of Commissioners Profile section.



Chitra Mardi Rahayuningsih

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Tangerang	Tangerang
Usia per 31 Desember 2021 Age per December 31, 2021	63 tahun	63 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Anggota Komite Nominasi dan Remunerasi sejak 1 Juli 2020 berdasarkan Keputusan Dewan Komisaris No. KEP-83/VII/2020	Appointed as Member of Nomination and Remuneration Committee since July 1, 2020 pursuant to Board of Commissioners Decree No. KEP-83/VII/2020
Periode Menjabat Serving Period	Sejak 1 Juli 2020 sampai dengan 30 Juni 2022	Since July 1, 2020 until June 30, 2022
Jabatan Rangkap Concurrent Period	Jabatan Fungsional SDM Aparatur Ahli Utama Pusat Pengembangan Talenta sejak Juli 2018	Functional Officer as Apparatus of Main Expert in Talent Management Center since July 2018
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> • Kepala Pusat Penilaian Kompetensi dan Pemantauan Kinerja, BPSDM, Kementerian PUPR (2015-2019) • Kepala Bidang Kompetensi dan Evaluasi, Sekjen, Kementerian PUPR (2011-2015) 	<ul style="list-style-type: none"> • Head of Competency Assessment and Performance Monitoring Center, BPSDM, Ministry of PUPR (2015-2019) • Head of Competency and Evaluation, General Secretary, Ministry of PUPR (2011-2015)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Sarjana Teknik Sipil dari Universitas Sebelas Maret Solo (1984) • Magister Manajemen dari STIE IPWI Jakarta (1997) 	<ul style="list-style-type: none"> • Bachelor's degree of Civil Engineering from Sebelas Maret University, Solo (1984) • Master's degree of Management from STIE IPWI, Jakarta (1997)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya, maupun dengan pemegang saham pengendali dan utama	Not having any affiliated relationship either with the Board of Directors members, other Board of Commissioners members, or with controlling and majority shareholders

PROFIL KOMITE RISIKO DAN HUKUM RISK AND LEGAL COMMITTEE PROFILE



M. Roskanedi

Ketua Komite Risiko dan Hukum
Chairman of Risk and Legal Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesia Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	60 tahun	60 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Ketua Komite Risiko dan Hukum sejak 14 September 2021 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-073/IX/2021	Appointed as Chairman of Risk and Legal Committee since September 14, 2021 pursuant to Jasa Marga Board of Commissioners Decree No. KEP-073/IX/2021
Periode Menjabat Serving Period	Sejak 14 September 2021 sampai berakhirnya masa jabatan sebagai Komisaris PT Jasa Marga (Persero) Tbk	Since September 14, 2021 until end of terms as Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile can be seen in the Board of Commissioners Profile section.



Yohanes Baptista Satya Sananugraha

Anggota Komite Risiko dan Hukum
Member of Risk and Legal Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesia Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	58 tahun	58 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Anggota Komite Risiko dan Hukum sejak 14 September 2021 berdasarkan Keputusan Dewan Komisaris Jasa Marga No. KEP-073/IX/2021	Appointed as Member of Risk and Legal Committee since September 14, 2021 pursuant to Jasa Marga Board of Commissioners Decree No. KEP-073/IX/2021
Periode Menjabat Serving Period	Sejak 14 September 2021 sampai berakhirnya masa jabatan sebagai Komisaris PT Jasa Marga (Persero) Tbk	Since September 14, 2021 until end of terms as Commissioner of PT Jasa Marga (Persero) Tbk

Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.
Full profile can be seen in the Board of Commissioners Profile section.



Tjahjanto Budisatrio

Anggota Komite Risiko dan Hukum
Member of Risk and Legal Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Tangerang	Tangerang
Usia per 31 Desember 2021 Age per December 31, 2021	56 tahun	56 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Anggota Komite Risiko dan Hukum sejak 1 Juli 2020 berdasarkan Keputusan Dewan Komisaris No. KEP-84/VII/2020	Appointed as Member of Risk and Legal Committee since July 1, 2020 pursuant to Board of Commissioners Decree No. KEP-84/VII/2020
Periode Menjabat Serving Period	Sejak 1 Juli 2020 sampai dengan 31 Maret 2022	Since July 1, 2020 until March 31, 2022
Jabatan Rangkap Concurrent Period	Dosen Fakultas Ekonomi dan Bisnis Universitas Indonesia sejak 1992	Lecturer of Faculty of Economics and Business, University of Indonesia since 1992
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> • Anggota Komite Pengawasan Manajemen Risiko PT Pelindo II (Persero) (2012-2017) • Anggota Komite Audit PT PGN (Persero) Tbk (2006-2012) 	<ul style="list-style-type: none"> • Member of PT Pelindo II (Persero) Risk Management Oversight Committee (2012-2017) • Member of PT PGN (Persero) Tbk Audit Committee (2006-2012)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> • Sarjana Ekonomi dari Universitas Indonesia (1990) • Magister Ekonomi dari the Australian National University (1999) • Kandidat Doktor di bidang Ekonomi dari Universitas Indonesia (2011) 	<ul style="list-style-type: none"> • Bachelor's degree of Economics from University of Indonesia (1990) • Master's degree of Economics from the Australian National University (1999) • Ph.D Candidate of Economics from University of Indonesia (2011)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya, maupun dengan pemegang saham pengendali dan utama	Not having any affiliated relationship either with the Board of Directors members, other Board of Commissioners members, or with controlling and majority shareholders



Iqbal Tawakkal Pasaribu
Anggota Komite Risiko dan Hukum
Member of Risk and Legal Committee

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	36 tahun	36 years
Dasar Hukum Pengangkatan Appointment Decree	Menjadi Anggota Komite Risiko dan Hukum sejak 13 Juli 2020 berdasarkan Keputusan Dewan Komisaris No. KEP-82/VII/2020	Appointed as Member of Risk and Legal Committee since July 13, 2020 according to Board of Commissioners Decree No. KEP-82/VII/2020
Periode Menjabat Serving Period	Sejak 13 Juli 2020 sampai dengan 13 Juli 2023	Since July 13, 2020 until July 13, 2023
Jabatan Rangkap Concurrent Period	Profesi Advokat, Kurator Kepailitan dan Pengurus Penundaan Kewajiban Pembayaran Utang	Professional Advocate, Bankruptcy Curator and Loan Payment Obligation Postpone Officer
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Advokat & Associate pada Firma Hukum Sidin Constitution, A. Irmanputra Sidin & Associates (2015-2020) Advokat & Partner pada Law Office AWK & Partners (2011-2020) Paralegal di Bidang Ketenagakerjaan pada Lembaga Bantuan Hukum Bandung - YLBHI (2005-2007) 	<ul style="list-style-type: none"> Advocate & Associate at Sidin Constitution, A. Irmanputra Sidin & Associates Law Firm (2015-2020) Advocate & Partner at AWK & Partners Law Office (2011-2020) Paralegal for Employment Affairs at Bandung Legal Advocacy Agency - YLBHI (2005-2007)
Riwayat Pendidikan Educational Background	<ul style="list-style-type: none"> Sarjana Hukum, Fakultas Hukum Universitas Islam Bandung (2008) Pendidikan Khusus Profesi Advokat, Perhimpunan Advokat Indonesia (PERADI) (2009) Pendidikan Kurator dan Pengurus, Asosiasi Kurator dan Pengurus Indonesia (AKPI) (2014) 	<ul style="list-style-type: none"> Bachelor's degree, Faculty of Law, Islam University, Bandung (2008) Advocate Professional Special Training, Indonesia Advocate Association (PERADI) (2009) Training for Curator and Committee, Indonesia Curator and Committee Association (AKPI) (2014)
Kepemilikan Saham JSMR Share Ownership in JSMR	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya, maupun dengan pemegang saham pengendali dan utama	Not having any affiliated relationship either with the Board of Directors members, other Board of Commissioners members, or with controlling and majority shareholders

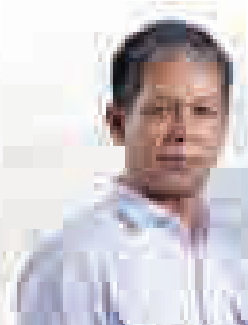
PROFIL SEKRETARIS DEWAN KOMISARIS BOARD OF COMMISSIONERS' SECRETARY PROFILE



Amirur Royanata
Sekretaris Dewan Komisaris
Board of Commissioners' Secretary

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Tangerang Selatan	South Tangerang
Usia per 31 Desember 2021 Age per December 31, 2021	40 tahun	40 years
Riwayat Penunjukan Appointment Decree	Berdasarkan Surat Keputusan Dewan Komisaris Jasa Marga No. KEP 143-XI-2019 tanggal 18 November 2019	Pursuant to Jasa Marga Board of Commissioners Decree No. KEP 143-XI-2019 dated November 18, 2019
Periode Menjabat Serving Period	19 November 2019 sampai dengan tanggal 18 November 2022	November 19, 2019 until November 18, 2022
Jabatan Rangkap Concurrent Period	Kepala Bagian Pengadaan Barang/Jasa dan Rumah Tangga Kementerian BUMN sejak Januari 2021	Head of the Procurement of Goods/ Services and Households of the Ministry of SOEs since January 2021
Riwayat Jabatan Career Experience	<ul style="list-style-type: none"> Pengendali Sub Kelompok Asdep Perkebunan dan Kehutanan (2020) Kepala Sub Bidang Usaha Konstruksi dan Sarana dan Prasarana Perhubungan IIIa-2 (2019-2020) 	<ul style="list-style-type: none"> Controlling of the Deputy for Plantation and Forestry Assistant Group (2020) Head of Sub-Sector of Construction and Transportation Facilities and Infrastructure IIIa-2 (2019-2020)
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> D3 Akuntansi, Sekolah Tinggi Akuntansi Negara (2003) Sarjana Ekonomi, Universitas Persada Indonesia Yayasan Administrasi Indonesia (2008) 	<ul style="list-style-type: none"> D3 of Accounting, Indonesian State College of Accountancy (2003) Bachelor's degree of Economics, Persada Indonesia University Y.A.I (2008)
Kepemilikan Saham JSMR JSMR Share Ownership	Tidak memiliki saham Perseroan pada awal dan akhir tahun buku	Do not own the Company's shares at the beginning and end of the fiscal year
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya, maupun dengan pemegang saham pengendali dan utama	Not having any affiliation either with the Board of Directors members, other Board of Commissioners members, or with majority and controlling shareholders

PEJABAT EKSEKUTIF EXECUTIVE MANAGEMENT



Dadan Waradia
Corporate Secretary & Chief Administration Officer

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	55 tahun	55 years
Riwayat Pendidikan Education Background	S1 Statistika dari Institut Pertanian Bogor (1990)	Bachelor's Degree of Statistics from Bogor Agricultural University (1990)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Kunciran Cengkareng (2021-2022) Direktur Keuangan & Administrasi PT Jasamarga Related Business (2020-2021) 	<ul style="list-style-type: none"> President Director of PT Jasamarga Kunciran Cengkareng (2021-2022) Director of Finance & Administration of PT Jasamarga Related Business (2020-2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 003/AA.P6a/2022 tanggal 5 Januari 2022	Decision of the Board of Directors No. 003/AA.P6a/2022 dated January 5, 2022



Siti Sarah
Internal Audit Senior Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	51 tahun	51 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Sarjana Akuntansi dari Universitas Padjadjaran, Bandung (1996) S2 Magister Akuntansi dari Universitas Indonesia (2010) 	<ul style="list-style-type: none"> Bachelor's Degree of Accounting from Padjajaran University, Bandung (1996) Master's Degree of Accounting from University of Indonesia (2010)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Accounting and Tax Group Head (2018-2020) Direktur Keuangan PT Jasamarga Pandaan Malang (2016-2018) 	<ul style="list-style-type: none"> Accounting and Tax Group Head (2018-2020) Director of Finance PT Jasamarga Pandaan Malang (2016-2018)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 157/AA.P-6A/2020 tanggal 24 Agustus 2020	Board of Directors Decree No. 157/AA.P-6A/2020 dated August 24, 2020



Eka Setya Adrianto

Corporate Finance & Investor Relations Senior Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bekasi	Bekasi
Usia per 31 Desember 2021 Age per December 31, 2021	37 tahun	37 years
Riwayat Pendidikan Education Background	S1 Akuntansi dari Universitas Gadjah Mada (2008)	Bachelor's degree of Accounting from Gadjah Mada University, Yogyakarta (2008)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • Plt. Vice President Corporate Finance (2017-2018) • Assistant Vice President Strategic Planning, Divisi Corporate Planning (2015-2017) 	<ul style="list-style-type: none"> • Act. Vice President Corporate Finance (2017-2018) • Assistant Vice President Strategic Planning, Divisi Corporate Planning (2015-2017)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 194/AA.P-6A/2018 tanggal 20 Agustus 2018	Board of Directors Decree No. 194/AA.P-6A/2018 dated August 20, 2018



Dwimawan Heru Santoso

Corporate Communication & Community Development Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Yogyakarta	Yogyakarta
Usia per 31 Desember 2021 Age per December 31, 2021	53 tahun	53 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> • S1 Teknik Manajemen Industri dari Institut Teknologi Indonesia (1994) • S2 Ilmu Komunikasi dari Universitas Mercu Buana (2016) • S2 Manajemen Strategis dari Prasetya Mulya Business School (2021) 	<ul style="list-style-type: none"> • Bachelor's degree of Industrial Management from Bandung Institute of Technology (1994) • Master's degree of Communication Studies from Universitas Mercu Buana (2016) • Master's Degree of Strategic Management from Prasetya Mulya Business School (2021)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • Assistant Vice President Corporate Communication, Corporate Secretary (2016-2019) • Assistant Vice President Corporate Relations, Corporate Secretary (2014-2015) 	<ul style="list-style-type: none"> • Assistant Vice President Corporate Communication, Corporate Secretary (2016-2019) • Assistant Vice President Corporate Relations, Corporate Secretary (2014-2015)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No.006/AA.P-6A/2019 tanggal 11 Januari 2019	Board of Directors Decree No. 006/AA.P-6A/2019 dated January 11, 2019



Devi Lusyana

Risk & Quality, Health, Safety, and Environment Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	36 tahun	36 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Sarjana Ekonomi dari Universitas Indonesia (2009) S2 Master of Finance & Investment dari University of Edinburgh Business School (2015) 	<ul style="list-style-type: none"> Bachelor's Degree in Economics from the University of Indonesia (2009) Master of Finance & Investment from the University of Edinburgh Business School (2015)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Risk Management Department Head (2019-2022) General Manager Keuangan & Administrasi PT Jasa Marga Balikpapan Samarinda (2018-2019) 	<ul style="list-style-type: none"> Risk Management Department Head (2019-2022) General Manager of Finance & Administration of PT Jasa Marga Balikpapan Samarinda (2018-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 040/AA.P-6a/2022 tanggal 08 Maret 2022	Board of Directors Decree No. 040/AA.P-6a/2022 dated March 08, 2022



Mita Nurani

Procurement and Fixed Asset Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	55 tahun	55 years
Riwayat Pendidikan Education Background	S1 Hukum dari Universitas Trisakti (1990)	Bachelor's degree of Law from Trisakti University (1990)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Business Support Department Head Representative Office 2 Jasamarga Metropolitan Tollroad Regional Division (2020-2021) Office Administration Department Head (2019-2020) 	<ul style="list-style-type: none"> Business Support Department Head Representative Office 2 Jasamarga Metropolitan Tollroad Regional Division (2020-2021) Office Administration Department Head (2019-2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 054/AA.P-6A/2021 tanggal 29 Maret 2021	Board of Directors Decree No. 054/AA.P-6A/2021 dated March 29, 2021



Agung Laksana Pranata

Legal and Compliance Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Tangerang	Tangerang
Usia per 31 Desember 2021 Age per December 31, 2021	34 tahun	34 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Ilmu Hukum dari Universitas Indonesia (2009) S2 Magister Hukum dari The University of Queensland (2015) 	<ul style="list-style-type: none"> Bachelor's degree of Law from University of Indonesia (1990) Master's Degree of Law from the University of Queensland (2015)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Assistant Vice President Corporate Governance, Corporate Secretary (2018-2019) Assistant Vice President Corporation and Legal Business, Divisi Legal and Compliance (2017-2018) 	<ul style="list-style-type: none"> Assistant Vice President Corporate Governance, Corporate Secretary (2018-2019) Assistant Vice President Corporate and Legal Business, Legal and Compliance Division (2017-2018)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 006/AA.P-6A/2019 tanggal 11 Januari 2019	Board of Directors Decree No. 006/AA.P-6A/2019 dated January 11, 2019



Victor Nazarenko Mahandre

Business Development Group Head

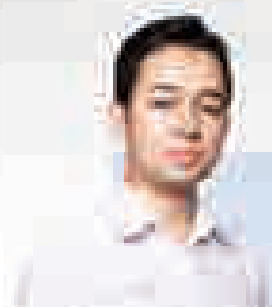
Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Tangerang Selatan	South Tangerang
Usia per 31 Desember 2021 Age per December 31, 2021	38 tahun	38 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil dari Universitas Gadjah Mada (2007)	Bachelor's degree of Civil Engineering from Gadjah Mada University (2007)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> General Manager Teknik PT Marga Trans Nusantara (2019-2020) Assistant Vice President Toll Road Investment Development, Divisi Toll Road Business Development (2015-2019) 	<ul style="list-style-type: none"> General Manager of Technical PT Marga Trans Nusantara (2019-2020) Assistant Vice President Toll Road Investment Development, Toll Road Business Development Division (2015-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 106/AA.P-6A/2020 tanggal 25 Agustus 2020	Board of Directors Decree No. 106/AA.P-6A/2020 dated August 25, 2020



Windharti Amelia

Human Capital Development Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Karawang	Karawang
Usia per 31 Desember 2021 Age per December 31, 2021	35 tahun	35 years
Riwayat Pendidikan Education Background	S1 Teknik Industri dari Universitas Gadjah Mada (2008)	Bachelor's degree of Industrial Engineering from Gadjah Mada University (2008)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Senior Specialist PT Kereta Cepat Indonesia China (2019-2020) Human Capital Development Senior Specialist (2019) 	<ul style="list-style-type: none"> Senior Specialist PT Kereta Cepat Indonesia China (2019-2020) Human Capital Development Senior Specialist (2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 212/AA.P-6A/2020 tanggal 30 September 2020	Board of Directors Decree No. 212/AA.P-6A/2020 dated September 30, 2020



Trias Andriyanto

Accounting and Tax Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bandung Barat	West Bandung
Usia per 31 Desember 2021 Age per December 31, 2021	37 tahun	37 years
Riwayat Pendidikan Education Background	S1 Akuntansi dari Universitas Padjajaran, Bandung (2011)	Bachelor's degree of Accounting from Padjajaran University, Bandung (2011)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Financial Accounting Department Head (2019-2021) Assistant Vice President Fund Operation (2018-2019) 	<ul style="list-style-type: none"> Financial Accounting Department Head (2019-2021) Assistant Vice President Fund Operation (2018-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 063/AA.P-6A/2021 tanggal 29 Maret 2021	Board of Directors Decree 063/AA.P-6A/2020 dated March 29, 2021



Zakaria
Human Capital Services Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Tangerang	Tangerang
Usia per 31 Desember 2021 Age per December 31, 2021	50 tahun	50 years
Riwayat Pendidikan Education Background	S1 Ilmu Informatika STMIK Budi Luhur Jakarta (1998)	Bachelor's degree of Informatics STMIK Budi Luhur Jakarta (1998)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Human Capital Services Advisor (2020-2021) Employee Relation & Engagement Department Head (2019-2020) 	<ul style="list-style-type: none"> Human Capital Services Advisor (2020-2021) Employee Relations & Engagement Department Head (2019-2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 052/AA.P.6A/2021 tanggal 29 Maret 2021	Board of Directors Decree No. 052/AA.P.6A/2021 dated March 29, 2021



Atika Dara Prahita
Operation and Maintenance Management Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bekasi	Bekasi
Usia per 31 Desember 2021 Age per December 31, 2021	36 tahun	36 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil dari Universitas Diponegoro (2007)	Bachelor's degree of Civil Engineering from Diponegoro University (2007)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Traffic System Department Head (2019-2021) Traffic Management Department Head (2019) 	<ul style="list-style-type: none"> Traffic System Department Head (2019-2021) Traffic Management Department Head (2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 030/EA.P-6A/2021 tanggal 3 Februari 2021	Board of Directors Decree No. 030/EA.P-6A/2021 dated February 3, 2021



Nixon Sitorus
Strategic Transformation Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	49 tahun	49 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> • S1 Teknik Sipil di Institut Teknologi Bandung (1995) • S2 Manajemen Proyek dari Universitas Indonesia (2005) 	<ul style="list-style-type: none"> • Bachelor's degree of Civil Engineering from Bandung Institute of Technology (1995) • Master's degree of Project Management from University of Indonesia (2005)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • Vice President Jasamarga Learning Institute (2018-2019) • Vice President Risk and Quality Management (2015-2018) 	<ul style="list-style-type: none"> • Vice President Jasamarga Learning Institute (2018-2019) • Vice President Risk and Quality Management (2015-2018)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 001/AA.P-6A/2019 tanggal 11 Januari 2019	Board of Directors Decree No. 001/AA.P-6A/2019 dated January 11, 2019



Nasrullah
Concession Business Planning Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	36 tahun	36 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> • S1 Teknik Elektro, Universitas Gadjah Mada (2008) • S2 Magister Manajemen Keuangan, Universitas Gadjah Mada (2015) • S2 Business Strategy, UNSW Australia (2016) 	<ul style="list-style-type: none"> • Bachelor's degree of Electrical Engineering, Gadjah Mada University, Yogyakarta (2008) • Master's degree of Finance Management, Gadjah Mada University, Yogyakarta (2015) • Master's of Business Strategy, UNSW Australia (2016)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • General Manager Representative Office 2 Jasamarga Metropolitan Tollroad Regional Division (2020-2022) • Business Planning & Development Department Head PT Jasamarga Tollroad Operator (2019-2020) 	<ul style="list-style-type: none"> • General Manager Representative Office 2 Jasamarga Metropolitan Tollroad Regional Division (2020-2022) • Business Planning & Development Department Head PT Jasamarga Tollroad Operator (2019-2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 009/AA.P-6a/2022 tanggal 02 Maret 2022	Board of Directors Decree No. 009/AA.P-6a/2022 dated March 02, 2022



Gandes Aisyaharum
Information Technology Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Yogyakarta	Yogyakarta
Usia per 31 Desember 2021 Age per December 31, 2021	33 tahun	33 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> • S1 Teknik Elektro dari Universitas Gadjah Mada (2009) • S2 Business Analytic dari The University of Edinburgh (2019) 	<ul style="list-style-type: none"> • Bachelor's degree of Electrical Engineering from Gadjah Mada University (2009) • Master's degree of Business Analytic from The University of Edinburgh (2019)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • IT Planning & Development Department Head (2020) • Assistant Vice President IT Planning & Development (2017-2018) 	<ul style="list-style-type: none"> • IT Planning & Development Department Head (2020) • Assistant Vice President IT Planning & Development (2017-2018)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 160/AA.P-6A/2020 tanggal 25 Agustus 2020	Board of Directors Decree No. 160/AA.P-6A/2020 dated August 25, 2020



Haning Pangastuty
Corporate Planning & Portfolio Management Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	34 tahun	34 years
Riwayat Pendidikan Education Background	S1 Akuntansi dari Universitas Indonesia (2009)	Bachelor's degree of Accounting from University of Indonesia (2009)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • Portfolio Management Department Head, Corporate Planning & Portfolio Management Group (2019-2020) • Toll Road Subsidiary, Business Management Department Head (2016-2019) 	<ul style="list-style-type: none"> • Portfolio Management Department Head, Corporate Planning & Portfolio Management Group (2019-2020) • Toll Road Subsidiary Business Management Department Head (2016-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 068/AA.P-6A/2020 tanggal 1 April 2020	Board of Directors Decree No. 068/AA.P-6A/2020 dated April 1, 2020



George I.M.P Manurung
Engineering Planning Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	50 tahun	50 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil dari Institut Teknologi Bandung (2001) S2 Business & Technology dari University of New South Wales, Australia (2002) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering from the Institute of Technology Bandung (2001) Masters in Business & Technology from University of New South Wales, Australia (2002)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Jalanlayang Cikampek (2021-2022) Direktur Utama PT Jasamarga Manado Bitung (2016-2021) 	<ul style="list-style-type: none"> President Director of PT Jasamarga Jalanlayang Cikampek (2021-2022) President Director of PT Jasamarga Manado Bitung (2016-2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 014/AA.P-6a/2022 tanggal 09 Maret 2022	Board of Directors Decree No. 014/AA.P-6a/2022 dated March 09, 2022



Irawati Savitri
Jasa Marga Learning Institute Group Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	48 tahun	48 years
Riwayat Pendidikan Education Background	S1 Psikologi, Universitas Indonesia (1997)	Bachelor's degree of Psychology, University of Indonesia (1997)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Learning Development Departement Head, Jasa Marga Learning Institute (2020) Toll Road Management Schools Department Head, Jasa Marga Learning Institute (2019-2020) 	<ul style="list-style-type: none"> Learning Development Departement Head, Jasa Marga Learning Institute (2020) Toll Road Management Schools Department Head, Jasa Marga Learning Institute (2019-2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 201/AA.P-6A/2020 tanggal 24 September 2020	Board of Directors Decree No.201/AA.P-6A/2020 dated September 24, 2020



Raddy R. Lukman

Jasa Marga Metropolitan Tollroad Regional Division Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	54 tahun	54 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Universitas Indonesia (1994)	Bachelor's Degree of Civil Engineering, University of Indonesia (1994)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Jasamarga Tollroad Command Center Project Director (2021) Direktur Utama PT Jasamarga Tollroad Operator (2019-2021) 	<ul style="list-style-type: none"> Jasamarga Tollroad Command Center Project Director (2021) President Director of PT Jasamarga Tollroad Operator (2019-2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 190/AA.P-6A/2021 tanggal 24 Desember 2021	Board of Directors Decree No. 190/AA.P-6A/2021 dated December 24, 2021



Pratomo Bimawan Putra

Jasamarga Transjawa Tollroad Regional Division Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	35 Tahun	35 Tahun
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Universitas Gadjah Mada (2008) S2 Manajemen Bisnis, University of Melbourne (2017) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering, Gadjah Mada University (2008) Master's Degree of Business Management, University of Melbourne (2017)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Surabaya Mojokerto (2021) Operation & Maintenance Management Group Head (2020-2021) 	<ul style="list-style-type: none"> President Director of PT Jasamarga Surabaya Mojokerto (2021) Operation & Maintenance Management Group Head (2020-2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 099/AA.P-6A/2020 tanggal 11 Juni 2020	Decision of the Board of Directors No. 099/AA.P-6A/2020 on June 11, 2020



Agung Widodo

Jasamarga Nusantara Tollroad Regional Division Head

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	54 tahun	54 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil dari Universitas Gadjah Mada (1994)	Bachelor's degree of Civil Engineering, Gadjah Mada University (1994)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Jogja Bawen (2021-2022) Direktur Utama PT Jasamarga Kunciran Cengkareng (2020-2021) 	<ul style="list-style-type: none"> President Director of PT Jasamarga Jogja Bawen (2021-2022) President Director of PT Jasamarga Kunciran Cengkareng (2020-2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 043/AA.P-6a/2022 tanggal 09 Maret 2022	Board of Directors Decree No. 043/AA.P-6a/2022 dated March 09, 2022



Denny Chandra Irawan

Direktur Utama/President Director
PT Trans Marga Jateng

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	38 tahun	38 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Universitas Indonesia (2007)	Bachelor's degree of Civil Engineering, University of Indonesia (2007)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Operasi PT Jasamarga Tollroad Maintenance (2019-2021) General Manager Operasi PT Jasamarga Tollroad Maintenance (2017-2019) 	<ul style="list-style-type: none"> Director of Operations of PT Jasamarga Tollroad Maintenance (2019-2021) General Manager of Operations of PT Jasamarga Tollroad Maintenance (2017-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 055/AA.P-6A/2021 tanggal 29 Maret 2021	Decision of the Board of Directors No. 055/AA.P-6A/2021 March 29, 2021



Adi Prasetyanto

Direktur Utama/President Director
PT Jasamarga Probolinggo Banyuwangi

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Semarang	Semarang
Usia per 31 Desember 2021 Age per December 31, 2021	48 tahun	48 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Universitas Diponegoro (1996) S2 Manajemen Proyek, Universitas Indonesia (2003) 	<ul style="list-style-type: none"> Bachelor's degree of Civil Engineering, Diponegoro University (1996) Master's degree of Project Management, University of Indonesia (2003)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Information Technology Group Head (2019-2020) Business Management Group Head (2019) 	<ul style="list-style-type: none"> Information Technology Group Head (2019-2020) Business Management Group Head (2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 152/AA.P-6A/2020 tanggal 24 Agustus 2020	Board of Directors Decree No. 152AA.P-6A2020 dated August 24, 2020



I Ketut Adiputra Karang

Direktur Utama/President Director
PT Jasamarga Bali Tol

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	31 tahun	31 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Universitas Udayana (2011)	Bachelor's degree of Civil Engineering, Udayana University, Bali (2011)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Toll Collection Department Head, & Maintenance Management Group (2019-2020) Toll Collection System Development Divisi Operation Management (2016-2019) 	<ul style="list-style-type: none"> Toll Collection Department Head, & Maintenance Management Group (2019-2020) Toll Collection System Development Divisi Operation Management (2016-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 173/AA.P-6A/2020 tanggal 24 Agustus 2020	Board of Directors Decree No. 173/AA.P-6A/2020 dated August 24, 2020



Rini Irawaty
Direktur Utama/President Director
PT Jasamarga Kunciran Cengkareng

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	43 tahun	43 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil dari Universitas Pancasila (2003)	Bachelor's degree of Civil Engineering from Pancasila University (2003)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Teknik & Operasi PT Jasamarga Kunciran Cengkareng (2021-2022) Direktur Teknik & Operasi PT Marga Trans Nusantara (2021) 	<ul style="list-style-type: none"> Director of Engineering & Operations of PT Jasamarga Kunciran Cengkareng (2021-2022) Director of Engineering & Operations of PT Marga Trans Nusantara (2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 004/AA.P6a/2022 tanggal 5 Januari 2022	Board of Directors Decree No. 004/AA.P6a/2022 dated January 5, 2022



Oemi Vierta Moerdika
Direktur Utama/President Director
PT Jasamarga Jogja Bawen

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bekasi	Bekasi
Usia per 31 Desember 2021 Age per December 31, 2021	47 tahun	47 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil dari Universitas Khatolik Parahyangan S2 Sistem dan Teknik Jalanraya dari Institut Teknologi Bandung 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering from Parahyangan Catholic University Master's Degree in Highway Systems and Engineering from Bandung Institute of Technology
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Teknik PT Jasamarga Jogja Bawen (2021-2022) General Manager Representative Office 1 Jasamarga Metropolitan Tollroad Regional Division (2020-2021) 	<ul style="list-style-type: none"> Director of Engineering of PT Jasamarga Jogja Bawen (2021-2022) General Manager Representative Office 1 Jasamarga Metropolitan Tollroad Regional Division (2020-2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 042/AA.P-6a/2022 tanggal 09 Maret 2022	Board of Directors Decree No. 042/AA.P-6a/2022 dated March 09, 2022



Ari Wibowo

Direktur Utama/President Director
PT Marga Lingkar Jakarta

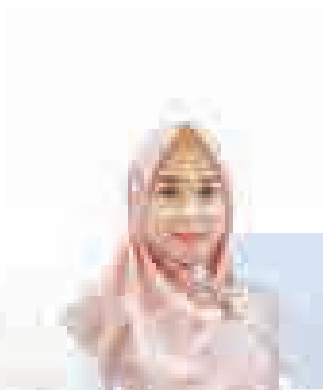
Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	50 tahun	50 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> • S1 Teknik Sipil, Universitas Katolik Parahyangan (1996) • S2 Teknik Sipil, Universitas Katolik Parahyangan, Bandung (2011) 	<ul style="list-style-type: none"> • Bachelor's degree of Civil Engineering, Katolik Parahyangan University Bandung (1996) • Master's Degree of Civil Engineering, Katolik Parahyangan University Bandung (2011)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • Direktur Utama PT Jasamarga Solo Ngawi (2019-2020) • Direktur Operasi PT Trans Lingkar Kita Jaya (2018-2019) 	<ul style="list-style-type: none"> • President Director PT Jasamarga Solo Ngawi (2019-2020) • Director of Operations PT Trans Lingkar Kita Jaya (2018-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 175AA.P-6A2020 tanggal 28 Agustus 2020	Board of Directors Decree No. 175AA.P-6A2020 dated August 28, 2020



Arie Irianto

Direktur Utama/President Director
PT Jasamarga Ngawi Kertosono Kediri dan/and PT Jasamarga Solo Ngawi

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	49 tahun	49 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> • S1 Teknik Sipil, Universitas Katolik Parahyangan (1995) • S2 Teknik Sipil, Universitas Indonesia (2005) 	<ul style="list-style-type: none"> • Bachelor's degree of Civil Engineering, Katolik Parahyangan University, Bandung (1995) • Master's degree of Transportation Technical, University of Indonesia (2005)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • Direktur Utama PT Jasamarga Semarang Batang (2018-2020) • Direktur Teknik & Operasi PT Trans Marga Jateng (2015-2016) 	<ul style="list-style-type: none"> • President Director of PT Jasamarga Semarang Batang (2018-2020) • Director of Engineering & Operations of PT Trans Marga Jateng (2015-2016)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 174/AA.P-6A/2020 tanggal 28 Agustus 2020	Board of Directors Decree No. 174/AA.P-6A/2020 dated August 28, 2020



Mirza Nurul Handayani
Direktur Utama/President Director
PT Cinere Serpong Jaya

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	41 tahun	41 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Universitas Trisakti (2002) S2 Teknik Sipil, Universitas Indonesia (2007) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering, Trisakti University (2002) Master's Degree of Civil Engineering, University of Indonesia (2007)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Jogja Bawen (2020-2021) Direktur Teknik PT Jasamarga Kunciran Cengkareng (2018-2020) 	<ul style="list-style-type: none"> President Director of PT Jasamarga Jogja Bawen (2020-2021) Director of Engineering of PT Jasamarga Kunciran Cengkareng (2018-2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 152/AA.P-6A/2021 tanggal 3 September 2021	Decision of the Board of Directors No. 152/AA.P-6A/2021 dated September 3, 2021



Widiyatmiko Nursejati
Direktur Utama/President Director
PT Jasamarga Surabaya Mojokerto dan/and PT Jasamarga Gempol Pasuruan

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Yogyakarta	Yogyakarta
Usia per 31 Desember 2021 Age per December 31, 2021	35 tahun	35 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Universitas Gadjah Mada Yogyakarta (2009)	Bachelor's Degree of Civil Engineering, Gadjah Mada University, Yogyakarta (2009)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> General Manager Representative Office 1 Jasamarga Transjawa Tollroad Regional Division (2020-2021) Assistant Vice President Toll Collection Management PT JMTO (2018-2020) 	<ul style="list-style-type: none"> General Manager Representative Office 1 Jasamarga Transjawa Tollroad Regional Division (2020-2021) Assistant Vice President Toll Collection Management PT JMTO (2018-2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 100/EA.P-6A/2021 tanggal 11 Juni 2021	Decision of the Board of Directors No. 100/EA.P-6A/2021 June 11, 2021



Florysco Partogi Siahaan
Direktur Utama/President Director
PT Jasamarga Manado Bitung

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bekasi	Bekasi
Usia per 31 Desember 2021 Age per December 31, 2021	51 tahun	51 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil dari Institut Teknologi Bandung (1994)	Bachelor's Degree of Civil Engineering from Bandung Institute of Technology (1994)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • Direktur Teknik dan Operasi PT Marga Sarana Jabar (2019-2022) • Direktur Teknik PT Jasamarga Tollroad Maintenance (2016-2019) 	<ul style="list-style-type: none"> • Director of Engineering and Operations of PT Marga Sarana Jabar (2019-2022) • Director of Engineering of PT Jasamarga Tollroad Maintenance (2016-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 042/AA.P-6a/2022 tanggal 09 Maret 2022	Board of Directors Decree No. 042/AA.P-6a/2022 dated March 09, 2022



Netty Renova
Direktur Utama/President Director
PT Jasamarga Pandaan Malang dan/and PT Jasamarga Pandaan Tol

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	48 tahun	48 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> • S1 Teknik Sipil, Universitas Gadjah Mada (1999) • S2 Teknik Perencanaan Wilayah dan Tata Kota, Universitas Diponegoro, Semarang (2010) 	<ul style="list-style-type: none"> • Bachelor's Degree of Civil Engineering, Gadjah Mada University (1999) • Master's Degree of Urban Planning and Urban Planning Engineering, Diponegoro University, Semarang (2010)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> • Direktur Keuangan PT Jasamarga Semarang Batang (2019-2021) • Procurement & Fix Asset Group Head (2019) 	<ul style="list-style-type: none"> • Director of Finance of PT Jasamarga Semarang Batang (2019-2021) • Procurement & Fix Asset Group Head (2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 107/EA.P-6A/2021 tanggal 11 Juni 2021	Board of Directors Decree No. 107/EA.P-6A/2021 dated June 11, 2021



Charles Lendra

Direktur Utama/President Director
PT Jasamarga Japek Selatan

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Tangerang	Tangerang
Usia per 31 Desember 2021 Age per December 31, 2021	51 tahun	51 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil dari Institut Teknologi Sepuluh Nopember (1995) S2 Teknik Perencanaan Wilayah dan Kota dari Universitas Diponegoro, Semarang (2012) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering from Sepuluh Nopember Institute of Technology (1995) Master of Urban and Regional Planning Engineering from Diponegoro University, Semarang (2012)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Manado Bitung (2021-2022) Direktur Utama PT Jasamarga Pandaan Malang merangkap Direktur Utama PT Jasamarga Pandaan Tol (2020-2021) 	<ul style="list-style-type: none"> President Director of PT Jasamarga Manado Bitung (2021-2022) President Director of PT Jasamarga Pandaan Malang concurrently as President Director of PT Jasamarga Pandaan Tol (2020-2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 013/AA.P-6a/2022 tanggal 09 Maret 2022	Board of Directors Decree No. 013/AA.P-6a/2022 dated March 09, 2022



D. Hari Pratama

Direktur Utama/President Director
PT Jasamarga Jalanlayang Cikampek

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	50 tahun	50 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Institut Teknologi Sepuluh Nopember (1995) S2 Build Environment and Engineering, Queensland University of Technology, Australia (2000) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering, Sepuluh Nopember Institute of Technology (1995) Master's Degree of Build Environment and Engineering, Queensland University of Technology, Australia (2000)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Probolinggo Banyuwangi (2018-2020) Direktur Pengembangan PT Pilar Sinergi BUMN Indonesia (2017-2018) 	<ul style="list-style-type: none"> President Director of PT Jasamarga Probolinggo Banyuwangi (2018-2020) Director of Development of PT Pilar Sinergi BUMN Indonesia (2017-2018)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 013/AA.P-6a/2022 tanggal 09 Maret 2022	Board of Directors Decree No. 013/AA.P-6a/2022 dated March 09, 2022



Prajudi

Direktur Utama/President Director

PT Jasamarga Semarang Batang dan/and

General Manager Representative Office 2 Jasamarga Transjawa Tollroad Regional Division

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Cimahi	Cimahi
Usia per 31 Desember 2021 Age per December 31, 2021	53 tahun	53 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Institut Teknologi Bandung (1992)	Bachelor's Degree of Civil Engineering, Bandung Institute of Technology (1992)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> General Manager Representative Office 2 Jasamarga Transjawa Tollroad Regional Division Palikanci (2020) Senior Specialist Operation Department PT Jasamarga Transjawa Tollroad (2020) 	<ul style="list-style-type: none"> General Manager Representative Office 2 Jasamarga Transjawa Tollroad Regional Division Palikanci (2020) Senior Specialist Operation Department PT Jasamarga Transjawa Tollroad (2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 175/AA.P-6A/2020 tanggal 28 Agustus 2020	Board of Directors Decree No. 175/AA.P-6A/2020 dated August 28, 2020



Ricky Distawardhana

Direktur Utama/President Director

PT Jalantol Lingkarluar Jakarta

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bandung	Bandung
Usia per 31 Desember 2021 Age per December 31, 2021	56 tahun	56 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Institut Teknologi Bandung (1989)	Bachelor's degree of Civil Engineering, Bandung Institute of Technology (1989)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> General Manager Purbaleunyi (2014-2017) Vice President Maintenance (2013-2014) 	<ul style="list-style-type: none"> General Manager Purbaleunyi (2014-2017) Vice President Maintenance (2013-2014)
Dasar Pengangkatan Appointment Decree	Rapat Umum Pemegang Saham PT Jalantol Lingkarluar Jakarta	General Meeting of Shareholders PT Jalantol Lingkarluar Jakarta



Rudi Kurniadi
Direktur Utama/President Director
PT Jasamarga Transjawa Toll

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	53 tahun	53 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Universitas Padjadjaran Bandung (1993) S2 Applied Finance, University of Melbourne (2001) 	<ul style="list-style-type: none"> Bachelor's degree of Padjajaran University, Bandung (1993) Master's degree of Applied Finance, University of Melbourne (2001)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Corporate Planning & Portfolio Management Group Head (2019-2020) Direktur Keuangan PT Jasamarga Probolinggo Banyuwangi (2016-2018) 	<ul style="list-style-type: none"> Corporate Planning & Portfolio Management Group Head (2019-2020) Director of Finance PT Jasamarga Probolinggo Banyuwangi (2016-2018)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 069/AA.P-6A/2020 tanggal 1 April 2020	Board of Directors Decree No. 069/AA.P- 6A/2020 dated April 1, 2020



Jinto Sirait
Direktur Utama/President Director
PT Jasamarga Balikpapan Samarinda

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	53 tahun	53 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Universitas Brawijaya, Malang (1996) S2 Manajemen, Universitas Indonesia (2005) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering, Brawijaya University, Malang (1996) Master's Degree of Management, University of Indonesia (2005)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Operasi PT Trans Lingkar Kita Jaya (2021) Direktur Teknik PT Marga Trans Nusantara (2018-2021) 	<ul style="list-style-type: none"> Director of Operations of PT Trans Lingkar Kita Jaya (2021) Director of Engineering of PT Marga Trans Nusantara (2018-2021)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 088/AA.P-6A/2021 tanggal 4 Juni 2021	Board of Directors Decree No. 088/AA.P- 6A/2021 dated June 4, 2021



Teddy Rosady

Direktur Utama/President Director
PT Jasamarga Kualanamu Tol dan/and
General Manager Representative Office 1 Jasamarga Nusantara Tollroad Regional Division

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Medan	Medan
Usia per 31 Desember 2021 Age per December 31, 2021	53 tahun	53 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Universitas Tanjung Pura, (1993) S2 Teknik Sipil, Universitas Tarumanegara (2015) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering, Tanjung Pura University, (1993) Master's of Civil Engineering, Tarumanegara University (2015)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Jasamarga Nusantara Tollroad Regional Division Head (2019-2022) Direktur Operasi PT Trans Lingkar Kita Jaya (2019) 	<ul style="list-style-type: none"> Jasamarga Nusantara Tollroad Regional Division Head (2019-2022) Director of Operations of PT Trans Lingkar Kita Jaya (2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 044/AA.P-6a/2022 tanggal 09 Maret 2022	Board of Directors Decree No. 044/AA.P-6a/2022 dated March 09, 2022



Truly Nawangsasi

Direktur Utama/President Director
PT Marga Trans Nusantara

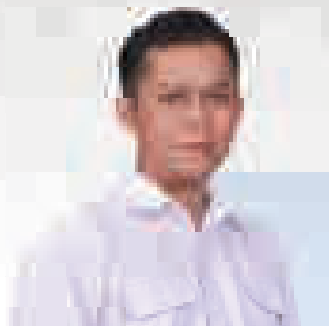
Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Depok	Depok
Usia per 31 Desember 2021 Age per December 31, 2021	53 tahun	53 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Universitas Indonesia (1992)	Bachelor's degree in Civil Engineering, University of Indonesia (1992)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Vice President Toll Road Business Development (2015-2018) Vice President Highway and Traffic Engineering (2014-2015) 	<ul style="list-style-type: none"> Vice President Toll Road Business Development (2015-2018) Vice President Highway and Traffic Engineering (2014-2015)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 050AA.P-6A2018 tanggal 9 Februari 2018	Board of Directors Decree No. 050/AA.P- 6A2018 dated February 9, 2018



A.J Dwi Winarsa

Direktur Utama/President Director
PT Jasamarga Tollroad Operator

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	50 tahun	50 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Institut Teknologi Bandung (1996) S2 Manajemen, Universitas Indonesia (2005) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering, Bandung Institute of Technology (1996) Master's Degree of Management, University of Indonesia (2005)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Trans Marga Jateng (2020-2021) Direktur Utama PT Jasamarga Ngawi Kertosono Kediri (2019-2020) 	<ul style="list-style-type: none"> President Director of PT Trans Marga Jateng (2020-2021) President Director of PT Jasamarga Ngawi Kertosono Kediri (2019-2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 055/AA.P-6A/2021 tanggal 29 Maret 2021	Board of Directors Decree No. 055/AA.P- 6A/2019 dated March 29, 2021



Rudy Hardiansyah

Direktur Utama/President Director
PT Jasamarga Tollroad Maintenance

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bandung	Bandung
Usia per 31 Desember 2021 Age per December 31, 2021	50 tahun	50 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Institut Teknologi Bandung (1996) S2 Magister Teknik Sipil, Universitas Katolik Parahyangan, Bandung (2010) 	<ul style="list-style-type: none"> Bachelor's degree of Civil Engineering, Bandung Institute of Technology (1996) Master's degree of Civil Engineering, Katolik Parahyangan University Bandung (2010)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Maintenance Group Head (2019) Vice President Maintenance (2017-2019) 	<ul style="list-style-type: none"> Maintenance Group Head (2019) Vice President Maintenance (2017-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 123/AA.P-6A/2019 tanggal 1 Juli 2019	Board of Directors Decree No. 123/AA.P-6A/2019 dated July 1, 2019



Dedi Krisnariawan Sunoto
Direktur Utama/President Director
PT Marga Sarana Jabar

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Bogor	Bogor
Usia per 31 Desember 2021 Age per December 31, 2021	58 tahun	58 years
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> S1 Teknik Sipil, Universitas Gadjah Mada (1996) S2 Universitas Pelita Harapan, (2007) 	<ul style="list-style-type: none"> Bachelor's Degree of Civil Engineering, Gadjah Mada University (1996) Master's Degree from Pelita Harapan University (2007)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Japek Selatan (2018-2019) Vice President Business Management (2016-2018) 	<ul style="list-style-type: none"> President Director of PT Jasamarga Japek Selatan (2018-2019) Vice President Business Management (2016-2018)
Dasar Pengangkatan Appointment Decree	Rapat Umum Pemegang Saham PT Marga Sarana Jabar	General Meeting of Shareholders of PT Marga Sarana Jabar



Dian Takdir Badrsyah
Direktur Utama/President Director
PT Jasamarga Related Business

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Tangerang	Tangerang
Usia per 31 Desember 2021 Age per December 31, 2021	52 tahun	52 years
Riwayat Pendidikan Education Background	S1 Structure Engineering dari Universitas Trisakti (1994)	Bachelor's degree of Strucuture Engineering from Trisakti University (1994)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Direktur Pengembangan Kawasan PT Jasamarga Related Business (2018-2022) Direktur Pengembangan PT Pentadinamika Properti (Anak Perusahaan Dana Pensiun Pertamina) (2016 - 2018) 	<ul style="list-style-type: none"> Director of Area Development of PT Jasamarga Related Business (2018-2022) Director of Development of PT Pentadinamika Properti (Subsidiary of Pertamina Pension Fund) (2016 - 2018)
Dasar Pengangkatan Appointment Decree	Keputusan Rapat Umum Pemegang Saham PT Jasamarga Related Business tanggal 7 Maret 2022	Decision of the General Meeting of Shareholders of PT Jasamarga Related Business on March 7, 2022



Tri Wahyu Subekti

General Manager Representative Office 1
Jasamarga Metropolitan Tollroad Regional Division

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Semarang	Semarang
Usia per 31 Desember 2021 Age per December 31, 2021	39 tahun	39 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Universitas Gajah Mada, Yogyakarta (2005)	Bachelor's degree of Civil Engineering, Gajah Mada University, Yogyakarta (2005)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Customer Services Department Head PT Jasamarga Tollroad Operator (2019-2020) Deputy General Manager Toll Collection Management Cabang Jagowari (2017-2019) 	<ul style="list-style-type: none"> Customer Services Department Head PT Jasamarga Tollroad Operator (2019-2020) Deputy General Manager Toll Collection Management Cabang Jagowari (2017-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 264/AA.P-6A/2020 tanggal 1 Desember 2020	Board of Directors Decree No. 264/AA.P- 6A/2020 dated December 1, 2020



General Manager Representative Office 2
Jasamarga Metropolitan Tollroad Regional Division

Saat ini untuk posisi General Manager Representative Office 2 Jasamarga Metropolitan Toll Road Regional Division dijabat sementara oleh Basaria Panggabean dan Citra Maharani selaku Pgs. General Manager Representative Office 2 Jasamarga Metropolitan Toll Road Regional Division sesuai dengan Surat Keputusan Direksi No. 059/EA.P-6c/2022 tanggal 02 Maret 2022 dan berlaku sampai ditetapkan struktur mikro Representative Office.

Currently, the position of General Manager Representative Office 2 Jasamarga Metropolitan Toll Road Regional Division is held temporarily by Basaria Panggabean and Citra Maharani as Pgs. General Manager Representative Office 2 Jasamarga Metropolitan Toll Road Regional Division in accordance with the Board of Directors Decree No. 059/EA.P-6c/2022 dated March 2, 2022 and is valid until the Representative Office micro structure is established.



Thomas Dwiatmanto Hartono

General Manager Representative Office 3
Jasamarga Metropolitan Tollroad Regional Division

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	46 tahun	46 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Sekolah Tinggi Teknologi Jakarta (2000)	Bachelor's degree of Civil Engineering, Jakarta Global University (STIJ) (2000)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Senior Specialist PT Jasamarga Tollroad Operator (2020) Kepala Divisi Manajemen Operasi PT Jalantol Lingkarluar Jakarta (2018- 2020) 	<ul style="list-style-type: none"> Senior Specialist of PT Jasamarga Tollroad Operator (2020) Head of Operations Management Division of PT Jalantol Lingkarluar Jakarta (2018-2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 141/AA.P-6A/2020 tanggal 24 Juli 2020	Board of Directors Decree No. 141/AA.P-6A/2020 dated July 24, 2020



Muhammad Taufik Akbar

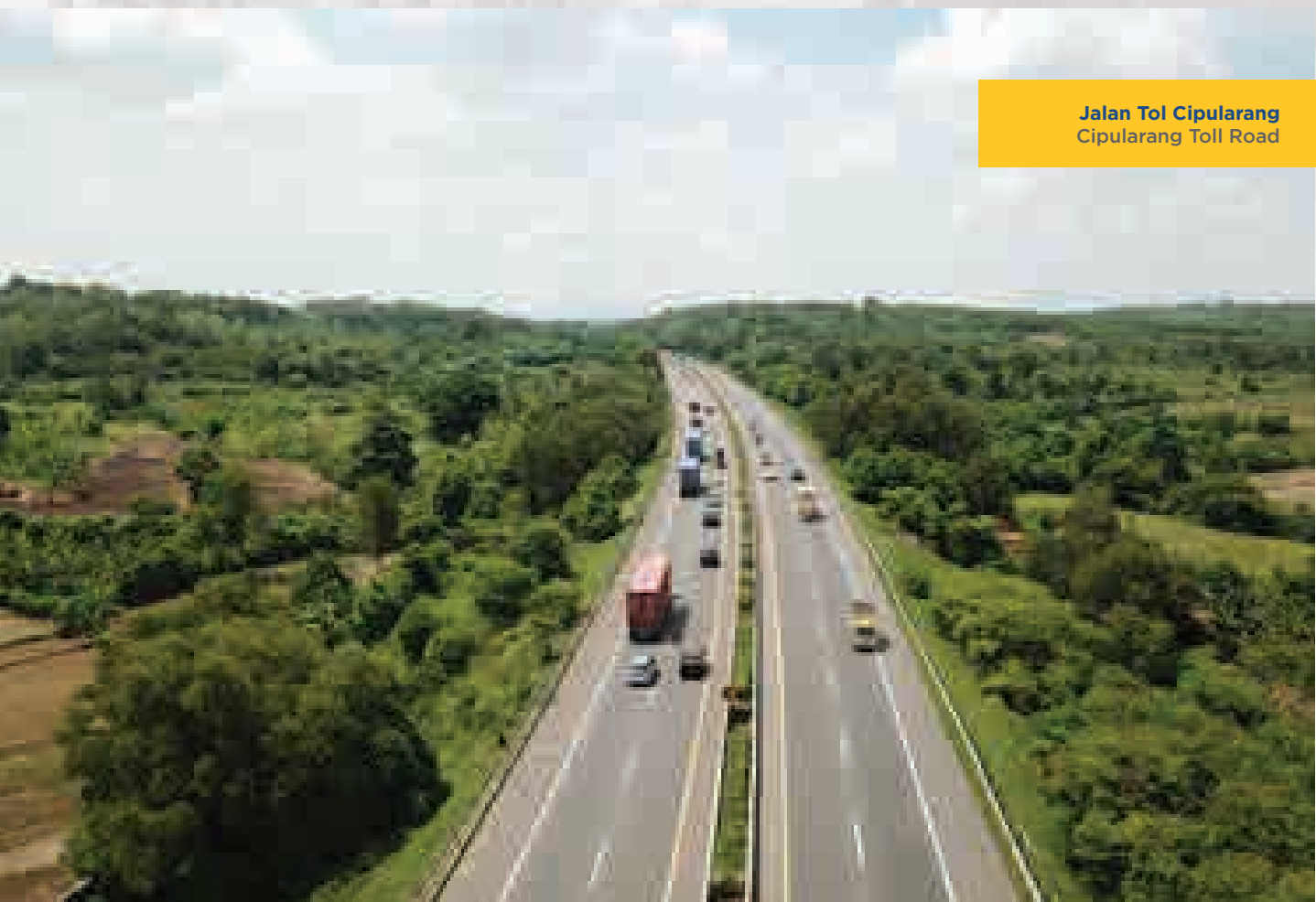
General Manager Representative Office 1
Jasamarga Transjawa Tollroad Regional Division

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Jakarta	Jakarta
Usia per 31 Desember 2021 Age per December 31, 2021	35 tahun	35 years
Riwayat Pendidikan Education Background	S1 Teknik Industri, Universitas Gadjah Mada (2008)	Bachelor's degree of Industrial Engineering, Gadjah Mada University, Yogyakarta (2008)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Operation Department Head Jasamarga Transjawa Tollroad Regional Division (2020-2021) Operation & Maintenance Department Head Representative Office 2 Jasamarga Metropolitan Tollroad Regional Division (2020) 	<ul style="list-style-type: none"> Operation Department Head Jasamarga Transjawa Tollroad Regional Division (2020-2021) Operation & Maintenance Department Head Representative Office 2 Jasamarga Metropolitan Tollroad Regional Division (2020)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 101/AA.P-6A/2021 tanggal 11 Juni 2021	Board of Directors Decree No.101/AA.P-6A/2021 dated June 11, 2021



Hendri Taufik
General Manager Representative Office 3
Jasamarga Transjawa Tollroad Regional Division

Kewarganegaraan Nationality	Warga Negara Indonesia	Indonesian Citizens
Domisili Domicile	Garut	Garut
Usia per 31 Desember 2021 Age per December 31, 2021	37 tahun	37 years
Riwayat Pendidikan Education Background	S1 Teknik Sipil, Universitas Lampung (2007)	Bachelor's degree of Civil Engineering, Lampung University (2007)
Riwayat Menjabat Career Experience	<ul style="list-style-type: none"> Senior Specialist Operation Department PT Jasamarga Transjawa Tollroad (2020) Deputy General Manager Toll Collection Management Purbaleunyi (2018-2019) 	<ul style="list-style-type: none"> Senior Specialist Operation Department PT Jasamarga Transjawa Tollroad (2020) Deputy General Manager Toll Collection Management Purbaleunyi (2018-2019)
Dasar Pengangkatan Appointment Decree	Keputusan Direksi No. 053/AA.P-6A/2020 tanggal 26 Maret 2020	Board of Directors Decree No. 053/AA.P- 6A/2020 dated March 26, 2020



Jalan Tol Cipularang
Cipularang Toll Road

DEMOGRAFI KARYAWAN 2020-2021

EMPLOYEE DEMOGRAPHY 2020-2021

JUMLAH KARYAWAN BERDASARKAN LEVEL ORGANISASI

Total Employees by Organization Level

Tabel Jumlah Karyawan berdasarkan Level Organisasi Periode 2020-2021
Table of Total Employee by Organization Level Period 2020-2021

(dalam satuan orang)

(in person)

Level Organisasi Organization Level	2021				2020			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
Manajemen Puncak Top Management	65	23	88	1,1	85	23	108	1,4
Manajemen Madya Middle Management	145	93	238	2,9	173	82	255	3,3
Manajemen Dasar Basic Management	302	79	381	4,7	306	102	408	5,2
Pelaksana Officers	6.099	1.354	7.453	91,3	5.742	1.270	7.012	90,1
Total	6.611	1.549	8.160	100	6.306	1.477	7.783	100

Keterangan/Description:

Manajemen Puncak : Senior Group Head, Group Head, General Manager, Regional Head, Advisor, Direktur Anak Perusahaan/Director of Subsidiaries
Top Management

Manajemen Madya : Department Head, Senior Manager, Deputy General Manager, Senior Specialist
Middle Management

Manajemen Dasar : Manager, Specialist
Basic Management

Pelaksana : Asisten Manajer, Senior Officer, Staff, Officer, Teknisi, Kepala Gerbang Tol, Kepala Shift, Pengumpul Tol, Layanan Jalan Tol, Pengemudi
Officers Asistant Manager, Senior Officer, Staff, Officer, Technician, Toll Gate Chief, Shift Chief, Toll Collector, Toll Road Services, Driver

JUMLAH KARYAWAN BERDASARKAN TINGKAT PENDIDIKAN

Total Employees by Education Level

Tabel Jumlah Karyawan berdasarkan Tingkat Pendidikan Periode 2020-2021
Table of Total Employee by Education Level Period 2020-2021

(dalam satuan orang)

(in person)

Tingkat Pendidikan Education Level	2021				2020			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
S3 Ph.D	-	-	-	-	-	-	-	-
S2 Master's Degree	117	45	162	2,0	100	36	136	1,7
Sarjana dan Sederajat Bachelor's Degree	1.588	520	2.108	25,8	1.410	460	1.870	24,0
Diploma Diploma Degree	185	60	245	3,0	144	34	178	2,3
SLTA Senior High School	4.698	924	5.622	68,9	4.618	947	5.565	71,5
Lainnya Others	23	-	23	0,3	34	-	34	0,4
Total	6.611	1.549	8.160	100	6.306	1.477	7.783	100

JUMLAH KARYAWAN BERDASARKAN STATUS KEPEGAWAIAN

Total Employees by Employment Status

Tabel Jumlah Karyawan berdasarkan Status Kepegawaian Periode 2020-2021
Table of Total Employee by Employment Status Period 2020-2021

(dalam satuan orang)

(in person)

Status Kepegawaian Employment Status	2021				2020			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
Karyawan Tetap Permanent Employees	4.486	1.146	5.632	69,0	4.951	1.220	6.171	79,0
Karyawan Tidak Tetap (Kontrak) Non-Permanent Employees (Contract)	2.125	403	2.528	31,0	1.355	257	1.612	20,6
Trainee	1	1	2	0,0	17	14	31	0,4
Total	6.612	1.550	8.162	100	6.323	1.491	7.814	100

JUMLAH KARYAWAN BERDASARKAN RENTANG USIA

Total Employees by Age Group

Tabel Jumlah Karyawan berdasarkan Rentang Usia Periode 2020-2021
Table of Total Employee by Age Group Period 2020-2021

(dalam satuan orang)

(in person)

Rentang Usia Age Group	2021				2020			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
20-24	1.292	278	1.570	19,2	935	200	1.135	14,6
25-29	1.581	506	2.087	25,6	1.664	551	2.215	28,5
30-34	1.141	238	1.379	16,9	1.003	183	1.186	15,2
35-39	402	65	467	5,7	367	57	424	5,4
40-44	395	116	511	6,3	532	155	687	8,8
45-49	896	162	1.058	13,0	953	134	1.087	14,0
50-54	778	156	934	11,4	732	163	895	11,5
>54	126	28	154	1,9	120	34	154	2,0
Total	6.611	1.549	8.160	100	6.306	1.477	7.783	100

JUMLAH KARYAWAN BERDASARKAN MASA KERJA

Total Employees by Working Period

Tabel Jumlah Karyawan berdasarkan Masa Kerja Periode 2020-2021
Table of Total Employee by Working Period 2020-2021

(dalam satuan orang)

(in person)

Masa Kerja Working Period	2021				2020			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
<3	2.589	459	3.048	37,4	1.903	319	2.222	28,5
4-5	244	57	301	3,7	596	207	803	10,3
6-10	2.220	620	2.840	34,8	1.956	474	2.430	31,2
11-15	43	26	69	0,8	56	28	84	1,1
16-20	205	65	270	3,3	442	113	555	7,1
21-25	509	129	638	7,8	677	148	825	10,6
26-30	529	72	601	7,4	461	56	517	6,6
>30	272	121	393	4,8	215	132	347	4,5
Total	6.611	1.549	8.160	100	6.306	1.477	7.783	100

JUMLAH KARYAWAN BERDASARKAN JENIS KELAMIN

Total Employees by Gender

Tabel Jumlah Karyawan berdasarkan Jenis Kelamin Periode 2020-2021
Table of Total Employee by Gender 2020-2021

Jenis Kelamin Gender	2021	2020
Pria Male	6.611	6.306
Wanita Female	1.549	1.477
Total	8.160	7.783

PENGEMBANGAN KOMPETENSI

COMPETENCY DEVELOPMENT

KEBIJAKAN LEARNING AND DEVELOPMENT

Learning and Development Policy

Sesuai *Human Capital Architecture* Jasa Marga yang telah ditetapkan dalam Surat Keputusan Direksi No. 134/KPTS/2018 tanggal 27 November 2018 bahwa pengelolaan *Human Capital* dilakukan secara terintegrasi dan efektif untuk mendukung visi, misi dan strategi Perseroan. Dalam *Human Capital Architecture* Jasa Marga, *Learning & Development* adalah bentuk komitmen Perseroan untuk terus meningkatkan kapasitas dan keahlian karyawan yang sejalan dengan visi dan misi Jasa Marga.

Jasa Marga meyakini modal insani merupakan faktor kunci untuk dapat mewujudkan visi dan misi Perseroan. Untuk itu, Perseroan memberikan perhatian yang besar terhadap program pengembangan kompetensi karyawan agar dapat selalu beradaptasi menghadapi perubahan bisnis yang semakin cepat.

Kebijakan pengembangan kompetensi karyawan di lingkungan Perseroan diatur dalam Keputusan Direksi No. 11/KPTS/2020 tentang Jasa Marga *Learning Wallet*.

Learning and Development dilakukan dengan merujuk pada tema strategis Perseroan tahun 2015-2020 dimana Jasa Marga fokus pada pengembangan bisnis jalan tol, bisnis pendukung operasi dan bisnis pendukung lainnya. Dalam mendukung tema strategis Perseroan dan memperhatikan tantangan global dalam industri 4.0 maka konsep *Learning & Development* diarahkan menuju pembelajaran yang bersifat *personalized* dan *customized*, multi akses serta *mikro (byte sized) learning*.

Based on Jasa Marga Human Capital Architecture as stipulated in the Board of Directors Decree No. 134/KPTS/2018 dated November 27, 2018, Human Capital management is implemented integratedly and effectively to support the Company's vision, mission and strategy. The Jasa Marga Human Capital Architecture, Learning & Development is defined as a means of the Company's commitment to continuously develop the employees' capacity and expertise to stay relevant with Jasa Marga's vision and mission.

Jasa Marga believes that human capital is a key factor in realizing the Company's vision and mission. For this reason, the Company pays great attention to employee competency development programs so that they can always adapt to face faster business changes.

The policy for developing employee competence within the Company is regulated in the Decree of the Board of Directors No. 11/KPTS/2020 concerning Jasa Marga Learning Wallet.

Learning & Development is carried out by referring to Company's strategic theme for 2015-2020, where Jasa Marga focuses on the development of toll road business, operations supporting business and other supporting businesses. In supporting the company's strategic theme and concerning global challenges in 4.0 industry, the Learning & Development concept is aligned towards personalized and customized, multi-access and micro (byte sized) learning.

Jasa Marga Learning Institute (JLI) menggunakan model pembelajaran (10, 20, 70) yaitu 10% formal (*in-class learning*), 20% *peer learning* dan 70% *experiential learning*. Model pembelajaran (10, 20, 70) mendasari seluruh program yang dijalankan oleh JLI dalam rangka pengembangan kompetensi.

Karyawan Jasa Marga di hadapkan pada budaya *learning* baru dengan memanfaatkan media teknologi terkini untuk menciptakan proses pembelajaran yang mandiri dan efektif. JLI telah membangun dan terus mengembangkan aplikasi JM Click sebagai sarana pembelajaran baru yang bermuara pada *big data*, *machine learning* dan *Artificial Intelligent capability*.

Untuk mendukung akselerasi *Learning*, JLI meluncurkan fitur baru dalam JM Click yaitu *Gamification* yang mengaplikasikan konsep game *Snack and Ladder* untuk proses pembelajaran. Dalam *Gamification* ini karyawan di-*challenge* dengan materi-materi pembelajaran melalui *handout* dan video, bahkan karyawan dapat melakukan proses *mentoring* terkait topik tertentu.

Fitur lain yang dikembangkan dalam JM Click yaitu *Employee Development Plan* (EDP) yang di dalamnya terdapat fungsi *Learning Plan*. Fungsi ini memberikan ruang aspirasi bagi karyawan dalam perencanaan pengembangan kompetensi.

New learning organization capabilities merupakan kemampuan organisasi untuk memproses pengetahuan dengan tujuan meningkatkan performa organisasi. Jasa Marga sebagai *Learning Organization* memberi kesempatan dan mendorong kepada karyawannya untuk terus belajar hal-hal baru, sehingga memiliki *skill* dan pengetahuan baru. Jasa Marga melalui JLI menciptakan ekosistem *continuos learning* yang dipergunakan sebagai suatu proses pembelajaran berkelanjutan dan bukan sekadar rangkaian program.

Saat ini, JLI memiliki program pembelajaran yang dikelompokkan sesuai jenis keahlian dan karakteristik kompetensi tertentu yang dikembangkan untuk mendukung peningkatan kapasitas dan kapabilitas organisasi, program tersebut dikelompokkan dalam 5 (lima) *academy*, yaitu:

1. *Project Development Academy*.
2. *Operational Services Academy*.
3. *Technological Innovation Academy*.
4. *Business Support Academy*.
5. *Leadership Development Academy*.

Selama masa pandemi COVID-19, pelaksanaan program diprioritaskan sesuai target dan agenda program Perseroan yang terdiri dari:

Jasa Marga Learning Institute (JLI) has used a learning model (10, 20, 70), divided into 10% formal (*in-class learning*), 20% *peer learning* and 70% *experiential learning*. The learning models (10, 20, 70) underlies all programs run by JLI for competency development.

Jasa Marga's employees embrace a new learning culture by utilizing the latest technology media to create independent and effective learning process. JLI has and continuously developed JM Click application as a new learning tool heading towards big data, machine learning and Artificial Intelligent capability.

To support accelerated learning, JLI launched a new feature in JM Click, namely *Gamification* which applies the concept of the *Snack and Ladder* game for the learning process. In this *Gamification*, employees are challenged with learning materials through handouts and videos, and even employees can conduct mentoring processes related to certain topics.

Another feature developed in JM Click is the *Employee Development Plan* (EDP) which includes the *Learning Plan* function. This function provides room for aspirations for employees in competency development planning.

New learning organization capabilities refers to ability of an organization's to process knowledge with the purpose to improve organizational performance. As a *Learning Organization*, Jasa Marga provides opportunities and encourages its employees to continue learning new things, so that they have new skills and knowledge. Through JLI, Jasa Marga created a continuous learning ecosystem which is applied as a continuous learning process and not merely a series of programs.

Currently, JLI has learning programs that are classified based on specific type of expertise and competencies characteristics that are developed to support capacity and capability development within the organization, these programs are divided into 5 (five) *academies*, as follows:

1. *Project Development Academy*.
2. *Operational Services Academy*.
3. *Technological Innovation Academy*.
4. *Business Support Academy*.
5. *Leadership Development Academy*.

During the COVID-19 pandemic, program implementation was prioritized according to the program targets and agenda, comprising of:

1. *Primary Program*, yaitu *Digital Capabilities, Business Acumen Capabilities*, serta *Shifting Competencies*.
2. *Booster Program* yaitu beasiswa dan *personalized retirement program*.
3. *Improvement Program* yaitu *leadership development* dan *technological innovation*.

Learning Program selama masa pandemi COVID-19 antara lain:

1. Program JM Talk series.
2. Program webinar series.
3. *Shifting competency*.
4. *Corporate culture*.
5. *Business acumen*.
6. *Certification*.
7. *Enhancing Digital Learning*.
8. Beasiswa Dalam & Luar Negeri.

Jasa Marga meyakini modal insani merupakan faktor kunci untuk dapat mewujudkan visi dan misi Perseroan. Untuk itu, Perseroan memberikan perhatian yang besar terhadap program pengembangan kompetensi karyawan agar dapat selalu beradaptasi menghadapi perubahan bisnis yang semakin cepat.

Kebijakan pengembangan kompetensi karyawan di lingkungan Perseroan diatur dalam Keputusan Direksi No. 11/KPTS/2020 tentang *Jasa Marga Learning Wallet*.

1. Primary Program, such as *Digital Capabilities, Business Acumen Capabilities*, and *Shifting Competencies*.
2. Booster Program, including scholarship and *personalized retirement program*.
3. Improvement Program, including *leadership development* and *technological innovation*.

Learning Programs during the COVID-19 pandemic are among others:

1. JM Talk series program.
2. Webinar series program.
3. *Shifting competency*.
4. *Corporate culture*.
5. *Business acumen*.
6. *Certification*.
7. *Enhancing Digital Learning*.
8. Domestic & Overseas Scholarships.

Jasa Marga treats human capital as a key factor to achieve the Company's vision and mission. Therefore, the Company has a great concern towards competto employee competency development programs thereby will always adapt to respond rapidly changing business landscape.

Employee's competency development policy in the Company is regulated under Board of Directors Decree No. 11/KPTS/2020 on *Jasa Marga Learning Wallet*.

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOC	<i>Onboarding Commisioner Program Angkatan I Tahun 2021</i> Onboarding Commisioner Program Batch 1 in 2021	1 kelas/ class	1	17%
	<i>Onboarding Commisioner Program Angkatan 2 Tahun 2021</i> Onboarding Commisioner Program Batch 2 in 2021	1 kelas/ class	1	17%
	<i>Internal Audit Back to The Future Emerging From The Crisis Seminar</i>	1 kelas/ class	1	17%
	<i>Workshop Transformation for a Future Ready Organization</i>	1 kelas/ class	3	50%

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOD	<i>Asia Pasific Global Summit</i>	1 kelas/ class	1	17%
	<i>Onboarding Directorship Program Angkatan 3 Tahun 2021</i> Onboarding Directorship Program Batch 3 in 2021	1 kelas/ class	1	17%
	<i>Sertifikasi Ahli Pembangun Integritas</i> Integrity Builder Certification	1 kelas/ class	1	17%
	<i>Training Risk Governance Master Class dan Sertifikasi CERG</i> Training Risk Governance Master Class and CERG Certification	1 kelas/ class	1	17%
	<i>Risk Beyond 2021 Seminar</i>	1 kelas/ class	1	17%
	<i>Training Qualified Risk Governance Professional</i>	1 kelas/ class	3	50%
BOD-1	<i>Asia Pasific Global Summit</i>	1 kelas/ class	3	3%
	<i>Building The Future Ready Organization</i>	1 kelas/ class	8	7%
	<i>Digital Network and Big Data for Engineers</i>	1 kelas/ class	1	1%
	<i>Examination of Certified Integrated & Sustainability Professional (CISP)</i>	1 kelas/ class	1	1%
	<i>Executive Meeting Sistem Manajemen Anti Penyuapan (SMAP)</i> Anti-Bribery Management System Executive Meeting	1 kelas/ class	20	18%
	<i>How BIM Solve Everything</i>	1 kelas/ class	4	4%
	<i>IMD-BUMN Business Analytic for Leaders</i>	1 kelas/ class	6	5%
	<i>Kick Off Top Talent Development Program</i>	1 kelas/ class	16	14%
	<i>Leaders Talk FHCI "Leading Digital"</i>	1 kelas/ class	7	6%
	<i>Pelatihan Analisa Peralihan Moda Angkutan Pribadi di Jalan Tol ke Moda Angkutan Massal</i> Training for Private Vehicle Transition to Public Transportation On Toll Road Analysis	1 kelas/ class	2	2%
	<i>Pelatihan Audit Internal Sistem Manajemen Anti Penyuapan (SMAP)</i> Anti-Bribery Management System of Internal Audit Training	1 kelas/ class	6	5%
	<i>Training : Becoming a Great Leader</i>	1 kelas/ class	16	14%
<i>Training : Enhancing Responsiveness to Business Challenge</i>	1 kelas/ class	16	14%	

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOD-1	Pelatihan Proyeksi Pertumbuhan Lalu Lintas Traffic Growth Projection Training	1 kelas/ class	2	2%
	Pelatihan <i>Supply Chain Strategy for Procurement</i> Supply Chain Strategy for Procurement Training	1 kelas/ class	1	1%
	<i>Training Top Talent Developing Strategic Mindset</i>	1 kelas/ class	16	14%
	<i>Preparation Class Certified Integrated and Sustainability Reporting Professionals</i>	1 kelas/ class	1	1%
	<i>Qualified Internal Auditor Tingkat Dasar</i> Qualified Internal Auditor Basic Level	1 kelas/ class	1	1%
	<i>Qualified Internal Auditor Tingkat Lanjutan</i> Qualified Internal Auditor Advance Level	1 kelas/ class	2	2%
	Sertifikasi Ahli Pembangun Integritas Integrity Builder Professional Certification	1 kelas/ class	5	5%
	Sertifikasi ISO 27001 <i>Lead Auditor</i> Certification of ISO 27001 Lead Auditor	1 kelas/ class	1	1%
	<i>Training Business Simulation Batch 2</i>	1 kelas/ class	1	1%
	<i>Training Deep Dive PSAK Big 3</i>	1 kelas/ class	1	1%
	<i>Training End User Teammate Audit Management System</i>	1 kelas/ class	5	5%
	<i>Training I2LI Modul Claim Management</i>	1 kelas/ class	1	1%
	<i>Training Leading for Growth and Innovation</i>	1 kelas/ class	2	2%
	<i>Training Pavement Design of Roads Engineering and Construction</i>	1 kelas/ class	5	5%
	<i>Training PSAK 71-72-73 Refresher</i>	1 kelas/ class	5	5%
	<i>Training TKDN</i>	1 kelas/ class	3	3%
	<i>Webinar Leading with a Global Mindset</i>	1 kelas/ class	1	1%
	<i>Webinar Managing Mega Projects</i>	1 kelas/ class	2	2%
	<i>Webinar People Experience Management</i>	1 kelas/ class	1	1%
	<i>Webinar Value Engineering "Rekayasa Industri dan Konstruksi di Tengah Himpitan Pandemi"</i> Webinar Value Engineering "Industry and Construction Engineering amidst the Pandemic"	1 kelas/ class	2	2%
	<i>Womans Leader Empowerment</i>	1 kelas/ class	1	1%
	<i>Workshop Financial Modeling</i>	1 kelas/ class	2	2%
	<i>Workshop Standar Audit Internal dan Kode Etik Profesi</i> Audit Internal Standard and Professional Code of Ethic	1 kelas/ class	1	1%
	<i>Training Assessing Project Feasibility and Understanding Business Plan</i>	1 kelas/ class	4	3%

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOD-1	<i>16th HR Expo "Corporate Resilience : Challenges to Build New Culture Strategy in Post Pandemic Era"</i>	1 kelas/ class	2	2%
	Pelatihan Investigasi dan Bimbingan Teknis Proses Pembinaan Karyawan dilingkungan JM Group Training of Investigation and Technical Guidance of Employee Development Process in JM Group	1 kelas/ class	1	1%
	<i>Internal Audit Back to the Future Emerging from the Crisis Seminar</i>	1 kelas/ class	4	4%
	Seminar Nasional Internal Audit (SNIA) Tahun 2021 Audit Internal National Seminar (SNIA) in 2021	1 kelas/ class	1	1%
	<i>Training Awareness Transformasi Industri 4.0 PT Jasa Marga (Persero) Tbk</i> Awareness of 4.0 Industry Transformation Training PT Jasa Marga (Persero) Tbk	1 kelas/ class	10	9%
	<i>Digital Mindset Assessment DLI Telkom Batch 1</i>	1 kelas/ class	1	1%
	<i>Digital Mindset Assessment DLI Telkom Batch 2</i>	1 kelas/ class	2	2%
	<i>Training the Digital Transformation Playbook "Rethink Your Business for the Digital Age"</i>	1 kelas/ class	2	2%
	<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 1</i> Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 1	1 kelas/ class	10	9%
	<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 2</i> Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 2	1 kelas/ class	8	7%
	<i>Webinar Gajah Expert Forum Series "Pembiayaan Berkelanjutan Jalan Tol"</i> Webinar Gajah Expert Forum Series "Toll Road Sustainable Financing"	1 kelas/ class	19	17%
	Simposium <i>Virtual 8</i> Karya Tulis Ilmiah Populer Terbaik dan Webinar Nasional Generasi Muda PUPR "Konektivitas Jalan untuk Indonesia Maju" Virtual Symposium of 8 Best Popular Scientific Papers and National Webinar of PUPR Young Generation "Road Connectivity for Advanced Indonesia"	1 kelas/ class	4	4%
	<i>Workshop Transformation for a Future Ready Organization</i>	1 kelas/ class	2	2%

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOD-1	Pelatihan UU No. 7 th 2021 Tentang Harmonisasi Peraturan Perpajakan Trainings on Laws No. 7 2021 concerning harmonization of tax regulation	1 kelas/ class	2	2%
BOD-2	Sertifikasi, Pelatihan, dan Uji Kompetensi <i>Human Capital</i> Certification, Training, and Competence Test of Human Capital	1 kelas/ class	2	1%
	<i>1st International Conference & Symposium on Construction Industry Development</i>	1 kelas/ class	4	1%
	Ahli Muda K3 Konstruksi Construction OHS Expert	1 kelas/ class	2	1%
	<i>Asia Pasific Global Summit</i>	1 kelas/ class	4	1%
	<i>Benchmark PT Pegadaian "Implementasi Talent Management System & Learning Development di Jasa Marga"</i> PT Pegadaian Benchmark "Talent Management System & Learning Development Implementation in Jasa Marga"	1 kelas/ class	4	1%
	<i>Certified Professional Marketer (Asia)</i>	1 kelas/ class	3	1%
	<i>Digital Network and Big Data for Engineers</i>	1 kelas/ class	5	2%
	<i>Digital Transformation "Must-Have/ Nice to Have?"</i>	1 kelas/ class	3	1%
	<i>How BIM Solve Everything</i>	1 kelas/ class	38	14%
	<i>Hybrid Approach: Shaping More Flexible Organizations and Ensuring the Best Way to Work also Execute</i>	1 kelas/ class	3	1%
	<i>Leaders Talk FHCI "Leading Digital"</i>	1 kelas/ class	5	2%
	Pelatihan Analisa Peralihan Moda Angkutan Pribadi di Jalan Tol ke Moda Angkutan Massal Private Vehicle Transition to Public Transportation Analysis Training	1 kelas/ class	11	4%
	Pelatihan Audit Internal Sistem Manajemen Anti Penyuapan (SMAP) Anti Bribery Management System Internal Audit Training	1 kelas/ class	15	6%
	Pelatihan <i>Business Simulation</i> Tahun 2021 <i>Batch 1</i> Business Simulation Training 2021 Batch 1	1 kelas/ class	14	5%
	Pelatihan dan Sertifikasi Ahli K3 Umum Training and Certification on General OHS Expert	1 kelas/ class	3	1%
Pelatihan dan Uji Kompetensi Sertifikasi Profesi <i>Human Capital Management</i> Indonesia Training and Competence Test of Indonesia Human Capital Management Professional Certification	1 kelas/ class	1	0%	

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

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BOD-2	Pelatihan Dukungan Forensik bagi Penguatan Skema Anti-Penyuapan di Korporasi Selaras ISO 37001 Forensic Support for Strengthening Anti-Bribery Schemes in Corporations Aligned ISO 37001	1 kelas/ class	1	0%
	Pelatihan Proyeksi Pertumbuhan Lalu Lintas Traffic Growth Projection Training	1 kelas/ class	11	4%
	<i>Training Professional Financial Modeler Weekend Class Certification</i>	1 kelas/ class	2	1%
	<i>Training Professional Financial Modeler Weekdays Class Certification</i>	1 kelas/ class	1	0%
	<i>Training Supply Chain Strategy for Procurement</i>	1 kelas/ class	5	2%
	Pelatihan <i>Training Lead Auditor</i> ISO 9001-2015 Training Lead Auditor for ISO 9001 - 2015	1 kelas/ class	1	0%
	<i>Preparation Class Certified Integrated and Sustainability Reporting Professionals</i>	1 kelas/ class	1	0%
	<i>Profitability Business Simulation Training Online Program</i>	1 kelas/ class	2	1%
	<i>Qualified Internal Audit Tingkat Manajerial</i> Qualified Internal Audit Managerial Level	1 kelas/ class	2	1%
	<i>Qualified Internal Auditor Tingkat Dasar</i> Qualified Internal Audit Basic Level	1 kelas/ class	1	0%
	<i>Recognition Current Competence CRP tahun 2021</i> Recognition Current Competence CRP in 2021	1 kelas/ class	3	1%
	Seminar Kerja Sama <i>Global Reporting Initiative</i> dan BEI 2021 Global Reporting Initiative Cooperation with BEI Seminar 2021	1 kelas/ class	1	0%
	Sertifikasi Ahli Pembangun Integritas Integrity Builder Professional Training	1 kelas/ class	4	1%
	<i>Certified Risk Associate (CRA) Certification</i>	1 kelas/ class	4	1%
	Sertifikasi ISO 27001 <i>Lead Auditor</i> ISO 27001 Lead Auditor Training	1 kelas/ class	1	0%
	Sertifikasi PII Teknik Industri <i>Batch 94</i> PII Industrial Engineering Certification Batch 94	1 kelas/ class	3	1%
<i>Training Audit Techniques to Comply with ISO 9001-2015</i>	1 kelas/ class	1	0%	

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BOD-2	<i>Training Awareness Sistem Manajemen Anti Penyuapan (SMAP)</i> Anti-Bribery Management System Awareness Training	1 kelas/ class	71	26%
	<i>Training Building Business Acumen Through Business Simulation</i>	1 kelas/ class	3	1%
	<i>Training Business Simulation Batch 2</i>	1 kelas/ class	20	7%
	<i>Training Certified Compliance Professional (CCP)</i>	1 kelas/ class	1	0%
	<i>Training Certified Risk Professional</i>	1 kelas/ class	7	3%
	<i>Training Chartered Finance Analyst Course</i>	1 kelas/ class	5	2%
	<i>Training Dasar-Dasar Amdal</i> Environmental Impact Analysis Basic Training	1 kelas/ class	2	1%
	<i>Training Deep Dive PSAK Big3</i>	1 kelas/ class	8	3%
	<i>Training End User Teammate Audit Management System</i>	1 kelas/ class	4	1%
	<i>Training GreenShip Associate</i>	1 kelas/ class	5	2%
	<i>Training I2LI Modul Claim Management</i>	1 kelas/ class	1	0%
	<i>Training Leading for Growth and Innovation</i>	1 kelas/ class	6	2%
	<i>Training Pavement Design of Roads Engineering and Construction</i>	1 kelas/ class	7	3%
	<i>Training Project Analysis Series</i>	1 kelas/ class	1	0%
	<i>Training PSAK 71-72-73 Refresher</i>	1 kelas/ class	21	8%
	<i>Training Transport Economics</i>	1 kelas/ class	4	1%
	<i>Transformational Leadership</i>	1 kelas/ class	1	0%
	<i>Virtual HR Confrence HRBP Summit</i>	1 kelas/ class	3	1%
	<i>Webinar Going Global BUMN Infra</i>	1 kelas/ class	6	2%
	<i>Webinar HSE Series HIRADC Berbasis ISO 45001-2018</i> Webinar HSE Series HIRADC Based on ISO 45001-2018	1 kelas/ class	3	1%
	<i>Webinar Innovative Business Model Leveraging Digital Transformation</i>	1 kelas/ class	2	1%
	<i>Webinar Knowledge Management Awareness</i>	1 kelas/ class	1	0%
	<i>Webinar Leading with a Global Mindset</i>	1 kelas/ class	3	1%
	<i>Webinar Managing Mega Projects</i>	1 kelas/ class	11	4%
	<i>Webinar Nasional Cultivating Service Culture in Society 5.0</i>	1 kelas/ class	1	0%
	<i>Webinar Operational Risk Basic Module</i>	1 kelas/ class	4	1%
	<i>Webinar People Experience Management</i>	1 kelas/ class	4	1%
	<i>Womans Leader Empowerment</i>	1 kelas/ class	3	1%

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOD-2	<i>Workshop</i> Mekanisme PHK dan Pesangon Serta Pengesahan PP dan PKB melalui Sistem Aplikasi Elektronik e_pp dan e_pkb dalam UU Cipta Kerja Layoff and Severance Pay Mechanism and Ratification of Work Regulation and Collective Labor Agreement through Application System e_pp and e_pkb in Laws of Job Creation	1 kelas/ class	2	1%
	<i>Workshop</i> Nasional <i>Online</i> Tata Cara Pendaftaran Tanah National Workshop of Land Registration Procedures	1 kelas/ class	1	0%
	<i>Workshop</i> Standar Audit Internal dan Kode Etik Profesi Internal Audit Standard and Professional Code of Ethic Workshop	1 kelas/ class	1	0%
	<i>Training</i> <i>Assessing Project Feasibility and Understanding Business Plan</i>	1 kelas/ class	5	2%
	<i>Workshop</i> <i>Strategic Design and Construction of Long Life Pavement</i>	1 kelas/ class	1	0%
	<i>16th HR Expo "Corporate Resilience : Challenges to Build New Culture Strategy in Post Pandemic Era"</i>	1 kelas/ class	1	0%
	<i>The 2nd International Conference on ICT for Rural Development (IC-ICTRUDEV 2021)</i>	1 kelas/ class	1	0%
	Pelatihan Kelas Khusus Mengerjakan Model <i>Worksheet</i> untuk Ujian <i>Professional Financial Modeler</i> Special Class for Work on Model Worksheets for the Professional Financial Modeler Exam Training	1 kelas/ class	3	1%
	Pelatihan Investigasi dan Bimbingan Teknis Proses Pembinaan Karyawan di Lingkungan JM Group Training of Investigation and Technical Guidance of Employee Development Process in JM Group	1 kelas/ class	37	14%
	<i>Internal Audit Back to the Future Emerging from the Crisis Seminar</i>	1 kelas/ class	5	2%
	Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar of Internal Audit (SNIA) 2021	1 kelas/ class	2	1%
	<i>Training</i> <i>Awareness</i> Transformasi Industri 4.0 PT Jasa Marga (Persero) Tbk Awareness of 4.0 Industry Transformation Training PT Jasa Marga (Persero) Tbk	1 kelas/ class	24	9%
<i>Training</i> <i>Certified Risk Professional (CRP)</i>	1 kelas/ class	23	8%	

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BOD-2	<i>Training The Digital Transformation Playbook "Rethink Your Business for The Digital Age"</i>	1 kelas/ class	13	5%
	<i>Training Online Awareness of BCMS Key Requirement</i>	1 kelas/ class	56	21%
	<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 1</i> Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 1	1 kelas/ class	16	6%
	<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 2</i> Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 2	1 kelas/ class	18	7%
	<i>Webinar Gajah Expert Forum Series "Pembiayaan Berkelanjutan Jalan Tol"</i> Webinar Gajah Expert Forum Series "Toll Road Sustainable Financing"	1 kelas/ class	15	6%
	<i>Simposium Virtual 8 Karya Tulis Ilmiah Populer Terbaik dan Webinar Nasional Generasi Muda PUPR "Konektivitas Jalan untuk Indonesia Maju"</i> Virtual Symposium of 8 Best Popular Scientific Papers and National Webinar of PUPR Young Generation "Road Connectivity for Advanced Indonesia"	1 kelas/ class	9	3%
	<i>Digital Mindset Assesment DLI Telkom Batch 1</i>	1 kelas/ class	3	1%
	<i>Workshop Transformation for a Future Ready Organization</i>	1 kelas/ class	1	0%
	<i>Pelatihan UU No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan</i> Training of Laws No. 7 2021 concerning Harmonization of Tax Regulation	1 kelas/ class	24	9%
	<i>Training Project Management Batch 3 Indonesia Infrastructure Learning Institute</i>	1 kelas/ class	1	0%
	<i>Training Certified Industrial Relation Professional</i>	1 kelas/ class	1	0%
<i>Leadership & Culture Connecting & Empowering Your Team</i>	1 kelas/ class	2	1%	
BOD-3	<i>1st International Conference & Symposium on Construction Industry Development</i>	1 kelas/ class	1	0%
	<i>Ahli Muda K3 Konstruksi</i> OHS Construction Expert	1 kelas/ class	6	1%
	<i>Apples and Oranges Business Finance for Everyone</i>	1 kelas/ class	3	1%

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BOD-3	Benchmark PT Pegadaian "Implementasi Talent Management System & Learning Development di Jasa Marga" PT Pegadaian Benchmark "Talent Management System & Learning Development Implementation in Jasa Marga"	1 kelas/ class	4	1%
	Certified Training ISO 37001 Lead Implementer	1 kelas/ class	1	0%
	Digital Network and Big Data for Engineers	1 kelas/ class	4	1%
	How BIM Solve Everything	1 kelas/ class	39	10%
	Indonesian Conference & Competition Occupational Safety and Health	1 kelas/ class	1	0%
	Leaders Talk FHCI "Leading Digital"	1 kelas/ class	2	0%
	Mastering Project Finance	1 kelas/ class	2	0%
	Pelatihan Analisa Peralihan Moda Angkutan Pribadi di Jalan Tol ke Moda Angkutan Massal Training for Private Vehicle Transition to Public Transportation on Toll Road Analysis	1 kelas/ class	24	6%
	Business Simulation Training 2021 Batch 1	1 kelas/ class	11	3%
	Pelatihan dan Sertifikasi Ahli K3 Umum Training and Certification of General OHS Expert	1 kelas/ class	11	3%
	Pelatihan Dukungan Forensik bagi Penguatan Skema Anti-Penyuapan di Korporasi Selaras ISO 37001 Forensic Support for Strengthening Anti-Bribery Schemes in Corporations Aligned ISO 37001	1 kelas/ class	1	0%
	Pelatihan Proyeksi Pertumbuhan Lalu Lintas Traffic Growth Projection Training	1 kelas/ class	24	6%
	Training Professional Financial Modeler Weekdays Class Certification	1 kelas/ class	3	1%
	Training Professional Financial Modeler Weekend Class Certification	1 kelas/ class	4	1%
	Pelatihan Supply Chain Strategy for Procurement Supply Chain Strategy for Procurement Training	1 kelas/ class	2	0%
	Training Lead Auditor ISO 9001-2015	1 kelas/ class	2	0%

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BOD-3	<i>Project Management Batch 1 Indonesia Infrastructure Learning institute</i>	1 kelas/ class	2	0%
	<i>Qualified Internal Audit Tingkat Manajerial</i> Qualified Internal Audit Managerial Level	1 kelas/ class	1	0%
	<i>Recognition Current Competence CRP Tahun 2021</i> Recognition Current Competence CRP 2021	1 kelas/ class	4	1%
	<i>Seminar Kerja Sama Global Reporting Initiative dan BEI 2021</i> Global Reporting Initiative Cooperation and BEI Seminar 2021	1 kelas/ class	1	0%
	<i>Sertifikasi Certified Risk Associate (CRA)</i> Certified Risk Associate (CRA) Certification	1 kelas/ class	28	7%
	<i>Sertifikasi Lead Auditor Course ISO 14001-2015</i> Lead Auditor Course ISO 14001-2015 Certification	1 kelas/ class	1	0%
	<i>Sertifikasi PII Teknik Industri Batch 94</i> PII Industrial Engineering Certification Batch 94	1 kelas/ class	1	0%
	<i>Sustainable Sharing (Sisha)</i>	1 kelas/ class	1	0%
	<i>Training Audit Techniques to Comply with ISO 9001-2015</i>	1 kelas/ class	4	1%
	<i>Training Awareness Data Governance</i>	1 kelas/ class	7	2%
	<i>Training Basic Accountancy for Non Finance</i>	1 kelas/ class	1	0%
	<i>Training Building Business Acumen Through Business Simulation</i>	1 kelas/ class	5	1%
	<i>Training Business Simulation Batch 2</i>	1 kelas/ class	5	1%
	<i>Training Certified Ethical Hacker</i>	1 kelas/ class	1	0%
	<i>Training Certified Risk Professional</i>	1 kelas/ class	3	1%
	<i>Training Deep Dive PSAK Big3</i>	1 kelas/ class	11	3%
	<i>Training End User Teammate Audit Management System</i>	1 kelas/ class	4	1%
	<i>Training Greenship Associate</i>	1 kelas/ class	8	2%
	<i>Training I2LI Modul Claim Management</i>	1 kelas/ class	2	0%
	<i>Training I2LI Modul Commercial Management</i>	1 kelas/ class	2	0%
<i>Training I2LI Modul Project Management Batch 2</i>	1 kelas/ class	2	0%	
<i>Training I2LI Modul Supply Chain Management</i>	1 kelas/ class	2	0%	
<i>Training ITIL 4 Foundation V4</i>	1 kelas/ class	2	0%	
<i>Training Lead Auditor Course ISO 14001-2015 IRCA Certified</i>	1 kelas/ class	1	0%	

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BOD-3	<i>Training Leading for Growth and Innovation</i>	1 kelas/ class	9	2%
	<i>Training Pavement Design of Roads Engineering and Construction</i>	1 kelas/ class	27	7%
	<i>Training Project Analysis Series</i>	1 kelas/ class	3	1%
	<i>Training PSAK 71-72-73 Refresher</i>	1 kelas/ class	24	6%
	<i>Training Transport Economics</i>	1 kelas/ class	11	3%
	<i>Webinar Going Global BUMN Infra</i>	1 kelas/ class	11	3%
	<i>Webinar HSE Series HIRADC Berbasis ISO 45001-2018</i>	1 kelas/ class	11	3%
	<i>Webinar HSE Series HIRADC based on ISO 45001-2018</i>			
	<i>Webinar Improve Relationship Trust with Your Team Member "Speed Up Your Team Performance"</i>	1 kelas/ class	5	1%
	<i>Webinar Knowledge Management Awareness</i>	1 kelas/ class	3	1%
	<i>Webinar Leading with a Global Mindset</i>	1 kelas/ class	1	0%
	<i>Webinar Managing Mega Projects</i>	1 kelas/ class	16	4%
	<i>Webinar Nasional Cultivating Service Culture in Society 5.0</i>	1 kelas/ class	1	0%
	<i>Webinar Operational Risk Basic Module</i>	1 kelas/ class	2	0%
	<i>Webinar People Experience Management</i>	1 kelas/ class	1	0%
	<i>Webinar Smart Selling Skill</i>	1 kelas/ class	10	2%
	<i>Webinar Value Engineering "Rekayasa Industri dan Konstruksi di Tengah Himpitan Pandemi"</i>	1 kelas/ class	2	0%
	<i>Webinar Value Engineering "Industrial and Constuction Engineering amidst Pandemic"</i>			
	<i>Weekend Learning Project Bersama Alumni Crash Program Jasa Marga</i>	1 kelas/ class	1	0%
	<i>Weekend Learning Project with Alumnus Crash Program Jasa Marga</i>			
	<i>Womans Leader Empowerment</i>	1 kelas/ class	3	1%
	<i>Workshop Cash and Treasury Management</i>	1 kelas/ class	1	0%
	<i>Training I2LI Modul Risk Management</i>	1 kelas/ class	1	0%
	<i>Training Assessing Project Feasibility and Understanding Business Plan</i>	1 kelas/ class	5	1%
	<i>Workshop Strategic Design and Construction of Long Life Pavement</i>	1 kelas/ class	4	1%
	<i>Training I2LI Modul Talent and Knowledge Management</i>	1 kelas/ class	3	1%
	<i>Pelatihan Kelas Khusus Mengerjakan Model Worksheet untuk Ujian Professional Financial Modeler</i>	1 kelas/ class	7	2%
	<i>Special Class for Work on Model Worksheets for the Professional Financial Modeler Exam Training</i>			

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BOD -3	Pelatihan Investigasi dan Bimbingan Teknis Proses Pembinaan Karyawan di Lingkungan JM Group Training of Investigation and Technical Guidance of Employee Development Process in JM Group	1 kelas/ class	8	2%
	<i>Internal Audit Back to the Future Emerging from the Crisis Seminar</i>	1 kelas/ class	3	1%
	Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar of Internal Audit (SNIA) 2021	1 kelas/ class	3	1%
	<i>TeamMate+ Audit Management System Virtual Workshop 2021</i>	1 kelas/ class	1	0%
	<i>Training Certified Risk Professional (CRP)</i>	1 kelas/ class	1	0%
	<i>Digital Mindset Assesment DLI Telkom Batch 1</i>	1 kelas/ class	3	1%
	<i>Digital Mindset Assesment DLI Telkom Batch 2</i>	1 kelas/ class	3	1%
	<i>Training Online Awareness of BCMS Key Requirement</i>	1 kelas/ class	4	1%
	<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 1</i> Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 1	1 kelas/ class	14	3%
	<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 2</i> Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 2	1 kelas/ class	14	3%
	<i>Webinar Gajah Expert Forum Series "Pembiayaan Berkelanjutan Jalan Tol"</i> Webinar Gajah Expert Forum Series "Toll Road Sustainable Financing"	1 kelas/ class	16	4%
	<i>Simposium Virtual 8 Karya Tulis Ilmiah Populer Terbaik dan Webinar Nasional Generasi Muda PUPR "Konektivitas Jalan untuk Indonesia Maju"</i> Virtual Symposium of 8 Best Popular Scientific Papers and National Webinar of PUPR Young Generation "Road Connectivity for Advanced Indonesia"	1 kelas/ class	4	1%
	<i>Webinar Case Study Likuefaksi "Pembelajaran Pasca Gempa 2018 Palu, Sulawesi Tenggara"</i> Webinar Case Study Liquefaction "Post-earthquake Learning in Palu, Southeast Sulawesi"	1 kelas/ class	1	0%

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOD-3	Pelatihan UU No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan Training of Laws No. 7 2021 concerning Harmonization of Tax Regulation	1 kelas/ class	24	6%
	<i>Training Project Management Angkatan 3 Indonesia Infrastructure Learning Institute</i> Project Management Training Batch 3 Indonesia Infrastructure Learning Institute	1 kelas/ class	2	0%
	<i>Training Certified Industrial Relation Professional</i>	1 kelas/ class	2	0%
	Pelatihan SMK3 Auditor Sertifikasi Kemnaker RI SMK3 Auditor Training of Ministry of Labor Certification	1 kelas/ class	1	0%
	<i>Leadership & Culture Connecting & Empowering Your Team</i>	1 kelas/ class	2	0%
BOD-4	Ahli Muda K3 Konstruksi Construction OHS Expert	1 kelas/ class	2	0%
	<i>Benchmark PT Pegadaian "Implementasi Talent Management System & Learning Development di Jasa Marga"</i> Benchmark PT Pegadaian "Talent Management System & Learning Development Implementation in Jasa Marga"	1 kelas/ class	2	0%
	<i>Digital Network and Big Data for Engineers</i>	1 kelas/ class	5	1%
	<i>How BIM Solve Everything</i>	1 kelas/ class	17	2%
	<i>Leaders Talk FHCI "Leading Digital"</i>	1 kelas/ class	1	0%
	Pelatihan Analisa Peralihan Moda Angkutan Pribadi di Jalan Tol ke Moda Angkutan Massal Training for Private Vehicle Transition to Public Transportation on Toll Road Analysis	1 kelas/ class	5	1%
	Pelatihan dan Sertifikasi Ahli K3 Umum Training and Certification of General OHS	1 kelas/ class	6	1%
	Pelatihan Dukungan Forensik bagi Penguatan Skema Anti-Penyuapan di Korporasi Selaras ISO 37001 Forensic Support for strengthening Anti-Bribery Schemes in Corporations Aligned ISO 37001	1 kelas/ class	1	0%
	Pelatihan Proyeksi Pertumbuhan Lalu Lintas Traffic Growth Projection Training	1 kelas/ class	5	1%
	Pelatihan Sistem Informasi Geografis untuk Analisis Lingkungan Geographic Information System for Environment Analysis Training	1 kelas/ class	1	0%
<i>Training Supply Chain Strategy for Procurement</i>	1 kelas/ class	3	0%	

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOD-4	<i>Revisit Your Selling Strategy Seminar</i>	1 kelas/ class	4	1%
	<i>Certified Practitioner of Internal Audit (CPIA) Certification</i>	1 kelas/ class	1	0%
	<i>Certified Risk Associate (CRA) Certification</i>	1 kelas/ class	12	2%
	Sertifikasi PII Teknik Industri Batch 94 PII Industrial Engineering Certification Batch 94	1 kelas/ class	1	0%
	<i>Training Audit Techniques to Comply with ISO 9001-2015</i>	1 kelas/ class	2	0%
	<i>Training Awareness Data Governance</i>	1 kelas/ class	17	2%
	<i>Training Certified Ethical Hacker</i>	1 kelas/ class	2	0%
	<i>Training Deep Dive PSAK Big3</i>	1 kelas/ class	11	2%
	<i>Training End User Teammate Audit Management System</i>	1 kelas/ class	3	0%
	<i>Training GreenShip Associate</i>	1 kelas/ class	2	0%
	<i>Training Leading for Growth and Innovation</i>	1 kelas/ class	3	0%
	<i>Training Pavement Design of Roads Engineering and Construction</i>	1 kelas/ class	6	1%
	<i>Training Project Analysis Series</i>	1 kelas/ class	1	0%
	<i>Training PSAK 71-72-73 Refresher</i>	1 kelas/ class	21	3%
	<i>Training Transport Economics</i>	1 kelas/ class	2	0%
	<i>Webinar Getting Back to Business "5 Practices to Create Speak Up Culture"</i>	1 kelas/ class	4	1%
	Webinar HSE Series HIRADC Berbasis ISO 45001-2018 Webinar HSE Series HIRADC Based on ISO 45001-2018	1 kelas/ class	6	1%
	<i>Webinar Knowledge Management Awareness</i>	1 kelas/ class	2	0%
	<i>Webinar Managing Mega Projects</i>	1 kelas/ class	2	0%
	<i>Webinar Operational Risk Basic Module</i>	1 kelas/ class	3	0%
	Workshop Nasional Online Tata Cara Pendaftaran Tanah National Online Workshop for Land Registration Procedures	1 kelas/ class	1	0%
	<i>Training I2LI Modul Risk Management</i>	1 kelas/ class	2	0%
	<i>Training Assessing Project Feasibility & Understanding Business Plan</i>	1 kelas/ class	4	1%
Pelatihan Investigasi dan Bimbingan Teknis Proses Pembinaan Karyawan di Lingkungan JM Group Training of Investigation and Technical Guidance of Employee Development Process in JM Group	1 kelas/ class	5	1%	

Tabel Pelatihan berdasarkan Golongan Karyawan
Table of Training Based on Job Grade

Golongan Karyawan (Jumlah Karyawan) Employee Group (Total Employees)	Jenis Pelatihan Type of Training	Jumlah Pelatihan Tahun 2021 Number of Training in 2021	Jumlah Peserta dari Golongan Karyawan yang Mengikuti Pelatihan Tahun 2021 Number of Participants from Employee Groups Who Participated in the Training in 2021	Persentase Golongan Karyawan yang Telah Mengikuti Pelatihan Percentage of Employee's Job Grade Participating in the Training
BOD-4	Seminar Nasional Federasi Serikat Pekerja Sinergi BUMN "BUMN untuk Siapa?" Trade Union Federation of SOEs Synergy National Seminar "BUMN untuk Siapa?"	1 kelas/ class	1	0%
	<i>Internal Audit Back to the Future Emerging from the Crisis Seminar</i>	1 kelas/ class	1	0%
	Seminar Nasional <i>Internal Audit</i> (SNIA) Tahun 2021 National Seminar of Internal Audit (SNIA) 2021	1 kelas/ class	2	0%
	<i>TeamMate+ Audit Management System Virtual Workshop 2021</i>	1 kelas/ class	1	0%
	<i>Training Certified Risk Professional (CRP)</i>	1 kelas/ class	1	0%
	<i>Digital Mindset Assesment DLI Telkom Batch 1</i>	1 kelas/ class	4	1%
	<i>Digital Mindset Assesment DLI Telkom Batch 2</i>	1 kelas/ class	3	0%
	<i>Webinar Gajah Expert Forum Series "Pembiayaan Berkelanjutan Jalan Tol"</i> Webinar Gajah Expert Forum Series "Toll Road Sustainable Financing"	1 kelas/ class	6	1%
	Simposium <i>Virtual 8 Karya Tulis Ilmiah Populer Terbaik dan Webinar Nasional Generasi Muda PUPR "Konektivitas Jalan untuk Indonesia Maju"</i> Virtual Symposium of 8 Best Popular Scientific Papers and National Webinar of PUPR Young Generation "Road Connectivity for Advanced Indonesia"	1 kelas/ class	2	0%
	Pelatihan UU No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan Training of Laws No. 7 2021 concerning Harmonization of Tax Regulation	1 kelas/ class	17	2%
<i>Leadership & Culture Connecting & Empowering Your Team</i>	1 kelas/ class	1	0%	

Tabel Persentase Partisipasi Peserta
Table of Participants Participation Percentage

No	Golongan Karyawan Employee Level	Jumlah Peserta Total Participants	Persentase (%) Percentage
1	BOC	2	100%
2	BOD	9	150%
3	BOD-1	294	265%
4	BOD-2	975	358%
5	BOD-3	758	189%
6	BOD-4	392	56%

Tabel Learning Karyawan JM Group yang Dilaksanakan Melalui Aplikasi JM Click Tahun 2021
Table of JM Group Employee Learning via JM Click Application in 2021

No	Kategori Pelatihan di JM Click Training Category at JM Click	Jumlah Peserta Total Participants	Penyelenggara Event Organizer
1	E-Book	9.023	Jasa Marga Learning Institute
2	Handout	65.494	Jasa Marga Learning Institute
3	JM Talk	13.275	Jasa Marga Learning Institute
4	SK Direksi Board of Directors Decree	7.182	Jasa Marga Learning Institute
5	Sosialisasi Socialization	9.221	Jasa Marga Learning Institute
6	Video	300.674	Jasa Marga Learning Institute
7	Virtual Learning	20.680	Jasa Marga Learning Institute
8	Webinar	1.779	Jasa Marga Learning Institute
9	Public/Inhouse	1.125	Jasa Marga Learning Institute

Tabel Learning Jet Roadster dan Officer Development Program (ODP) yang Dilaksanakan Tahun 2021
Table of Learning Jet Roadster and Officer Development Program (ODP) Held in 2021

No	Peserta Participants	Jumlah Peserta Total Participants	Waktu & Tempat Pelatihan Training Date/Location	Nama Pelatihan Training Name
1	Jet Roadster	1	14 Januari 2021/January 14, 2021 Online	Strategi Bisnis 2021 Business Strategic 2021
2	Jet Roadster	1	8 April 2021/April 8, 2021 Online	Webinar Digitally Transforming Finance with Analytics Automation
3	Jet Roadster	1	13 Oktober 2021/October 13, 2021 Online	Digital Network and Big Data for Engineers
4	Jet Roadster	1	11 Desember 2021/December 11, 2021 Online	Weekend Learning Project Podcast
5	Jet Roadster	1	13 Desember 2021/December 13, 2021 Online	Dies Natalis ke-9 ESQ Business School (EBS)
6	Jet Roadster	1	17 Desember 2021/December 17, 2021 Online	Leadership & Culture Connecting & Empowering Your Team

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, UNIT AUDIT INTERNAL DAN UNIT MANAJEMEN RISIKO

EDUCATION AND/OR TRAINING FOR BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, INTERNAL AUDIT UNIT, AND RISK MANAGEMENT UNIT

PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Board of Commissioners Competency Development

Tabel Pengembangan Kompetensi Dewan Komisaris
Table Board of Commissioners Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Organizer
Yuswanda A. Temenggung	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	-	-	-
Zulfan Lindan	Wakil Komisaris Utama/ Komisaris Independen Vice President Commissioner/ Independent Commissioner	<i>Onboarding Commissioner Program Angkatan 1 Tahun 2021 Onboarding Commissioner Program Batch 1, 2021</i>	<i>Online 9, 10, 16, 23, 30/6/2021</i>	Kementerian BUMN Ministry of SOEs
Anita Firmanti Eko Susetyowati	Komisaris Commissioner	-	-	-
Yohanes Baptista Satya Sananugraha	Komisaris Commissioner	-	-	-
M. Roskanedi	Komisaris Commissioner	-	-	-
Raja Erizman	Komisaris Commissioner	<i>Onboarding Commissioner Program Angkatan 2 Tahun 2021 Onboarding Commissioner Program Batch 2, 2021</i>	<i>Online 1/10/2021 – 17/11/2021</i>	Kementerian BUMN Ministry of SOEs

PENGEMBANGAN KOMPETENSI DIREKSI

Board of Directors Competency Development

Tabel Pengembangan Kompetensi Direksi
Table Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Organizer
Subakti Syukur	Direktur Utama President Director	<i>Qualified Risk Governance Professional Certification</i>	<i>Online 12/10/2021- 13/10/2021</i>	CRMS

Tabel Pengembangan Kompetensi Direksi
Table Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Organizer
Subakti Syukur	Direktur Utama President Director	Narasumber dalam acara <i>Webinar Gajah Expert Forum Series "Pembiayaan Berkelanjutan Jalan Tol di Indonesia"</i> Spoke person of Webinar Gajah Expert Forum Series "Toll Road Sustainable Financing"	<i>Online</i> 15/12/2021	Ikatan Alumni ITB ITB Alumni Association
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	<i>Workshop Top Talent Development Program</i>	07/09/2021	PPM Management
		<i>Developing Strategic Mindset Training</i>	16-17/09/2021	PPM Management
		<i>Enhancing Responsiveness to Business Challenge Training</i>	7/10/2021 8/10/2021 14/10/2021 15/10/2021	PPM Management
		<i>Training Becoming A Great Leader</i>	23/09/2021 24/09/2021 30/09/2021/ 1/10/2021	PPM Management
		<i>Executive Meeting Sistem Manajemen Anti Penyuapan (SMAP)</i> Executive Meeting of Anti Bribery Management System (ABMS)	2/6/2021	TUV SUD Indonesia
		<i>Training Building the Future Ready Organization</i>	22-2/6/21	PTC
M. Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	Perbaruan Sertifikasi <i>Enterprise Risk Management Academy (ERMA)</i> Renewal Certification of Enterprise Risk Management Academy (ERMA)	Jakarta 10/2021	ERMA
		<i>Onboarding Directorship Program Angkatan 3 Tahun 2021</i> Onboarding Directorship Program Batch 3, 2021	Jakarta 01/10/2021- 25/11/2021	Kementerian BUMN Ministry of SOEs
		Sertifikasi <i>Qualified Risk Governance Professional</i> Qualified Risk Governance Professional Certification	Jakarta 12-15/10/2021	CRMS
		Narasumber Kuliah Tamu Teknik Sipil ITB Guest Lecturer in Civil Engineering ITB	<i>Online</i> 30/10/2021	Institut Teknologi Bandung Bandung Technology Institute

Tabel Pengembangan Kompetensi Direksi
Table Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Organizer
M. Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	Narasumber KIM Expo Medan - Progres Jalan Tol Trans Sumatera Speaker for KIM Expo Medan - Trans Sumatra Toll Road Progress	Medan 26/11/2021	Kawasan Industri Medan
		<i>International Conference Risk Beyond 2021</i>	<i>Online</i> 8-10/12/2021	CRMS
		Narasumber Emiten Talk - Prospek Bisnis Menyambut tahun 2022 JSMR Speaker of Emiten Talk - Business Prospects Welcoming 2022 JSMR	<i>Online</i> 12/12/2021	Republik Investor
		Pelatihan <i>Master Class dan Certified in Enterprise Risk Governance (CERG)</i> Master Class Training and Certified in Enterprise Risk Governance (CERG)	Jakarta 15/12/2021	CRMS
		<i>Seminar Risk Beyond 2021</i>	<i>Online</i> 8-10/12/2021	CRMS
Ade Wahyu	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	FGD BUMN Karya, Konsekuensi Pajak & Penyelesaian Proyek Infrastruktur Prioritas Nasional SOE FGD of Creation, Tax Consequence & Project Completion for National Priority Infrastructure	Yogyakarta 23/4/2021	Kementerian BUMN Ministry of SOEs
		<i>Video Conference Pembicara Sharing Session Sub PMO Financial & Risk Policy "Penguatan Risk Management Cluster BUMN karya"</i> Spokeperson for Video Conference of Sharing Session Sub PMO Financial & Risk Policy "Risk Management Cluster Strengthening of BUMN Karya"	<i>Online</i> 24/5/2021	Kementerian BUMN Ministry of SOEs
		<i>Video Conference AKHLAK Based Leadership (Leader as a Meaning maker)</i>	<i>Online</i> 22/6/2021	ACT Consulting
		<i>Talkshow Program Pengembangan Leadership BUMN</i> Development Program Talkshow	20/11/2021	Kementerian BUMN Ministry of SOEs
		<i>Market Outlook 2022 "The Winning The Post-Pandemic Economy"</i>	Jakarta 7/12/2022	Bank Syariah Indonesia

Tabel Pengembangan Kompetensi Direksi
Table Board of Directors Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Organizer
Fitri Wiyanti	Direktur Operasi Director of Operations	<i>Mobile Payments Asia Pasific Global Summit</i>	Online 14/9/2021-23/9/2021	APSCA
		<i>Qualified Risk Governance Professional Certification</i>	Online 13/10/2021-15/10/2021	CRMS
Reza Febriano	Direktur Bisnis Director of Business	<i>Workshop Top Talent Development Program</i>	Online 7/9/2021	PPM Management
		<i>Training Developing Strategic Mindset</i>	Online 16-17/9/2021	PPM Management
		<i>Training Enhancing Responsiveness to Business Challenge</i>	Online 7-8/10/2021 14/10/2021 15/10/2021	PPM Management
		<i>Training Becoming a Great Leader</i>	Online 23-24/09/2021 30/09/2021 01/10/2021	PPM Management
		<i>Training Executive Insight Leadership Series</i>	Online 2/11/2021 4/11/2021	PTC
		<i>Training Qualified Risk Governance Professional (QRGP)</i>	Online 12-15/10/2021	LSP MKS/BNSP

PENGEMBANGAN KOMPETENSI KOMITE AUDIT
Board of Commissioners Competency Development

Tabel Pengembangan Kompetensi Komite Audit
Table Audit Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Provider
Yuswanda A. Temenggung	Ketua Chairman	-	-	-
Anita Firmanti Eko Susetyowati	Anggota Member	-	-	-
Imbuh Sulistyarini	Anggota Member	<i>Internal Audit Back to the Future Emerging from the Crisis Seminar</i>	Online 27/10/2021 - 29/10/2021	The Institute of Internal Auditors
Agung Nugroho S.	Anggota Member	-	-	-

PENGEMBANGAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee Competency Development

Tabel Pengembangan Kompetensi Komite Nominasi dan Remunerasi
Table Nomination and Remuneration Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Provider
Zulfan Lindan	Ketua Chairman	<i>Onboarding Commissioner Program Angkatan I Tahun 2021</i> Onboarding Commissioner Program Batch 1, 2021	<i>Online</i> 9/6/2021 - 7/7/2021	Kementerian BUMN Ministry of SOEs
Raja Erizman	Anggota Member	<i>Onboarding Commissioner Program Angkatan 2 Tahun 2021</i> Onboarding Commissioner Program Batch 2, 2021	1/10/2021 - 17/11/2021	Kementerian BUMN Ministry of SOEs
Chitra Mardi R.	Anggota Member	-	-	-

PENGEMBANGAN KOMPETENSI KOMITE RISIKO DAN HUKUM

Risk and Legal Committee Competency Development

Tabel Pengembangan Kompetensi Komite Risiko dan Hukum
Table Risk and Legal Committee Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Provider
M. Roskanedi	Ketua Chairman	-	-	-
Yohanes Baptista Satya Sananugraha	Anggota Member	-	-	-
Tjahjanto Budisatrio	Anggota Member	<i>Training Risk Governance Master Class and CERG Certification</i>	<i>Online</i> 7/12/2021	ERMA
		<i>Risk Beyond 2021 Seminar</i>	<i>Online</i> 8/12/2021- 10/12/2021	CRMS
Iqbal Tawakkal Pasaribu	Anggota Member	-	-	-

PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

Corporate Secretary Competency Development

Tabel Pengembangan Kompetensi Sekretaris Perusahaan
Table Corporate Secretary Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
Dadan Waradia	Corporate Secretary	Webinar CEO Talk BRI Cracking The Transformation Secret	15/7/2021	Indonesia Finance Learning Institute
		Kick Off Top Talent Development Program	7/9/2021	PPM Management
		Training Top Talent Developing Strategic Mindset	16/9/2021-17/9/2021	PPM Management
		Training Becoming a Great Leader	23/9/2021-24/9/2021 & 30/9/2021-1/10/2021	PPM Management
		Training Enhancing Responsiveness to Business Challenge	7/10/2021-8/10/2021 & 14/10/2021-15/10/2021	PPM Management

PENGEMBANGAN KOMPETENSI KOMITE MANAJEMEN RISIKO

Risk Management Committee Competency Development

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Organizer
Subakti Syukur	Direktur Utama President Director	Ketua Komite Chairman of Committee	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Disclosed in Board of Directors Competency Development Section		
Dadan Waradia	Corporate Secretary	Sekretariat Komite merangkap Anggota Komite Secretariat to Committee and Member of the Committee	Dapat dilihat pada pembahasan Pengembangan Kompetensi Sekretaris Perusahaan Disclosed in Corporate Secretary Competency Development Section		
Devi Lusyana	Risk & Quality Management Group Head	Wakil Sekretariat Komite merangkap Anggota Komite Vice Secretariat to Committee and Member of teh Committee	Training PSAK 71-72-73 Refresher	Online 19/7/2021	PWC
			Training Project Analysis Series	Online 25/6/2021	RJ Consulting
			Risk Beyond 2021 Seminar	Online 8/12/2021-10/12/2021	CRMS

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/ yyyy) and Venue	Penyelenggara Organizer
Devi Lusyana	Risk & Quality Management Group Head	Wakil Sekretariat Komite merangkap Anggota Komite Vice Secretariat to Committee and Member of teh Committee	Pelatihan dan Sertifikasi <i>Qualified Chief Risk Officer (QCRO)</i> Training and Certification of Qualified Chief Risk Officer (QCRO)	<i>Online</i> 18-26/11/2021 dan 29/11/2021	CRMS
			<i>Training Awareness</i> Sistem Manajemen Anti Penyuapan (SMAP) Anti-Bribery Management System (ABMS) Awareness Training	<i>Online</i> 03/06/2021	Internal Audit Jasa Marga
			Narasumber dalam acara <i>I2LI Risk Assessment How-To</i> Speaker at I2LI Risk Assessment How-To	<i>Online</i> 3/11/2021	Indonesia Infrastructure Learning Institute
			Narasumber dalam acara <i>Risk Biotrop</i> Speaker on Risk Biotrop Event	<i>Online</i> 9/3/2021	SEAMEO BIOTROP
Ade Wahyu	Direktur Keuangan dan Risiko Manajemen Director of Finance and Risk Management	Anggota Komite Committee Members	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Disclosed in Board of Directors Competency Development Section		
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Anggota Komite Committee Members	Dapat dilihat pada pembahasan Pengembangan Kompetensi Direksi Disclosed in Board of Directors Competency Development Section		
Fitri Wiyanti	Direktur Operasi Director of Operations	Anggota Komite Committee Members			
Siti Sarah	Internal Audit Senior Group Head	Anggota Komite (Independen) Committee Members (Independent)	<i>Executive Meeting</i> Sistem Manajemen Anti Penyuapan (SMAP) Executive Meeting Anti- Bribery Management System (ABMS)	<i>Online</i> 2/6/2021	TUV SUD Indonesia
			<i>Training End User Teammate Audit Management System</i>	<i>Online</i> 2/6/2021- 4/6/2021	Centria

Tabel Pengembangan Kompetensi Komite Manajemen Risiko
Table Risk Management Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/ yyyy) and Venue	Penyelenggara Organizer
Siti Sarah	Internal Audit Senior Group Head	Anggota Komite (Independen) Committee Members (Independent)	Pelatihan Dukungan Forensik bagi Penguatan Skema Anti-Penyuapan di Korporasi Selaras ISO 37001 Forensic Support Training for Strengthening Anti- Bribery Schemes in Corporations Aligned with ISO 37001	Online 8/4/2021- 9/4/2021	LPPSP
			<i>Kick Off Top Talent Development Program</i>	7/9/2021	PPM Management
			<i>Training Top Talent Developing Strategic Mindset</i>	16/9/2021- 17/9/2021	PPM Management
			<i>Training Becoming a Great Leader</i>	23/9/2021- 24/9/2021 dan 30/9/2021- 1/10/2021	PPM Management
			<i>Training Enhancing Responsiveness to Business Challenge</i>	7/10/2021- 8/10/2021 dan 14/10/2021- 15/10/2021	PPM Management
			<i>Training Assessing Project Feasibility & Understanding Business Plan</i>	Online 13/10/2021	Melly Simpony
			<i>Internal Audit Back to the Future Emerging from the Crisis Seminar</i>	Online 27-29/10/2021	IIA Indonesia
			<i>Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar of Internal Audit (SNIA) 2021</i>	Jakarta 1-2/12/2021	YPIA

PENGEMBANGAN KOMPETENSI KOMITE PENGARAH TEKNOLOGI INFORMASI

Information Technology Steering Committee Competency Development

Tabel Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
Information Technology Steering Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/ yyyy) and Venue	Penyelenggara Provider
Gandhes Aisyaharum	Information Technology Group Head	Sekretaris Komite merangkap Anggota Komite Committee Secretary and Member of the Committee	<i>Executive Meeting Sistem Manajemen Anti Penyuapan (SMAP)</i> Executive Meeting of Anti Bribery Management System (ABMS)	<i>Online</i> 2/6/2021	TUV SUD Indonesia
			<i>Awareness of 4.0 Industry Transformation Training PT Jasa Marga (Persero) Tbk</i>	<i>Online</i> 6/12/2021	Jasa Marga
			<i>Pelatihan dan Sertifikasi Qualified Chief Risk Officer (QCRO)</i> Training and Certification of Qualified Chief Risk Officer (QCRO)	<i>Online</i> 18-26/11/2021 dan 29/11/2021	CRMS
			<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 2</i> Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 2	<i>Online</i> 16/12/2021	PPM Management
			<i>6th International Leadership Seminar 2021 " Leadership and The Rise of Decision Intelligence "</i>	<i>Online</i> 29/11/2021	BI Institute
Atika Dara Prahita	Operation and Maintenance Management Group Head	Anggota Komite Committee Members	<i>Executive Meeting Sistem Manajemen Anti Penyuapan (SMAP)</i> Executive Meeting of Anti Bribery Management System (ABMS)	<i>Online</i> 02/06/2021	TUV SUD Indonesia
			<i>Asia Pasific Global Summit</i>	<i>Online</i> 14/09/2021	APSCA
			<i>Digital Network and Big Data for Engineers</i>	<i>Online</i> 08/02/2021	PII Teknik Industri
			<i>Renewal Individual Accreditation IRAP</i>	<i>Online</i> 10/2021	OMM
			<i>Awareness Transformasi Industri 4.0 PT Jasa Marga (Persero) Tbk</i> Awareness of 4.0 Industry Transformation Training PT Jasa Marga (Persero) Tbk	<i>Online</i> 6-9/12/2021	Jasa Marga

Tabel Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
Information Technology Steering Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/ yyyy) and Venue	Penyelenggara Provider
Haning Pangastuty	Corporate Planning & Portfolio Management Group Head	Anggota Komite Committee Members	<i>IMD-BUMN Business Analytic for Leaders</i>	<i>Online 19/10/2021- 31/1/2021</i>	IMD bekerjasama dengan Forum Excellent BUMN
			<i>Executive Meeting Sistem Manajemen Anti Penyuapan (SMAP) Executive Meeting of Anti Bribery Management System (ABMS)</i>	<i>Online 2/6/2021</i>	TUV SUD Indonesia
			<i>Webinar CEO Talk BRI Cracking the Transformation Secret</i>	<i>Online 15/7/2021</i>	Indonesia Finance Learning Institute
			<i>Training Awareness Transformasi Industri 4.0 PT Jasa Marga (Persero) Tbk Awareness of 4.0 Industry Transformation Training PT Jasa Marga (Persero) Tbk</i>	<i>Online 6/12/2021</i>	Jasa Marga
			<i>Pelatihan dan Sertifikasi Qualified Chief Risk Officer (QCRO) Training and Certification of Qualified Chief Risk Officer (QCRO)</i>	<i>Online 18-26/11/2021 & 29/11/2021</i>	CRMS
			<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 1 Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 1</i>	<i>Online 15/12/2021</i>	PPM Management
Mita Nurani	Procurement & Fix Aset Group Head	Anggota Komite Committee Members	<i>Webinar CEO Talk BRI Cracking the Transformation Secret</i>	<i>Online 15/7/2021</i>	Indonesia Finance Learning Institute
			<i>Pelatihan dan Sertifikasi Qualified Chief Risk Officer (QCRO) Training and Certification of Qualified Chief Risk Officer (QCRO)</i>	<i>Online 18-26/11/2021 & 29/11/2021</i>	CRMS
			<i>Executive Meeting Sistem Manajemen Anti Penyuapan Executive Meeting of Anti Bribery Management System (ABMS)</i>	<i>Online 02/06/2021</i>	TUV SUD Indonesia
			<i>Pelatihan Supply Chain Strategy for Procurement Supply Chain Strategy for Procurement Training</i>	<i>Online 02/06/2021</i>	LPKN
			<i>Sertifikasi Ahli Pembangunan Integritas Integrity Building Expert Certification</i>	<i>Online 06/05/2021</i>	LSPPPIB
			<i>Training TKDN</i>	<i>Online 22/06/2021</i>	LPKN

Tabel Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
Information Technology Steering Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Provider
Trias Andriyanto	Accounting & Tax Group Head	Anggota Komite Committee Members	<i>Webinar CEO Talk BRI Cracking the Transformation Secret</i>	Online 15/7/2021	Indonesia Finance Learning Institute
			<i>Training TKDN</i>	Jakarta, 22/06/2021	LPKN
			<i>Executive Meeting Sistem Manajemen Anti Penyuapan (SMAP)</i> Executive Meeting of Anti Bribery Management System (ABMS)	Online 2/6/2021	TUV SUD Indonesia
			<i>Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 1</i> Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 1	Online 15/12/2021	PPM Manajemen
			<i>6th Internasional Leadership Seminar 2021 "Leadership and The Rise of Decision Intelligence"</i>	Online 29/11/2021	BI Institute
			<i>Training PSAK 71-72-73 Refresher</i>	Online 9/07/2021	PWC
			<i>Training Deep Dive PSAK Big3</i>	Online 29/07/2021	PWC
Windharti Amelia	Human Capital Development Group Head	Anggota Komite Committee Members	<i>Executive Meeting Sistem Manajemen Anti Penyuapan (SMAP)</i> Executive Meeting of Anti Bribery Management System (ABMS)	Online 2/6/2021	TUV SUD Indonesia
			<i>Diklat Online dan Ujian Manajemen Umum Dana Pensiun an.Windharti Amelia</i> Online Training and Pension Fund Risk Management Exam for Windharti Amelia	Online 15/6/2021-16/6/2021 & 22/6/2021-24/6/2021	ADPI & LSPDP
			<i>Leaders Talk FHCI "Leading Digital"</i>	Online 19/8/2021	FHCI
			<i>Webinar HR Talk "Energizing HR Transformation Through Digital Platform"</i>	Online 31/8/2021	Universitas Prasetya Mulya
			<i>Diklat Online dan Ujian Manajemen Risiko Dana Pensiun</i> Online Training and Pension Fund Risk Management Exam	Online 20-21/4/2021	ADPI & LSPDP
			<i>16th HR Expo "Corporate Resilience : Challenges to Build New Culture Strategy In Post Pandemic Era"</i>	Online 8-9/12/2021	Inti Pesan

Tabel Pengembangan Kompetensi Komite Pengarah Teknologi Informasi
Information Technology Steering Committee Competency Development

Nama Name	Jabatan Position	Kedudukan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Provider
Windharti Amelia	Human Capital Development Group Head	Anggota Komite Committee Members	<i>Training Awareness Transformasi Industri 4.0 PT Jasa Marga (Persero) Tbk</i> Awareness of 4.0 Industry Transformation Training PT Jasa Marga (Persero) Tbk	<i>Online</i> 6/12/2021	Jasa Marga
			<i>Digital Mindset Assesment DLI Telkom Batch 2</i>	<i>Online</i> 7-16/12/2021	DLI Telkom
			<i>Workshop Transformation for a Future Ready Organization</i>	Jakarta 14/12/2021	Adrian Dimitri
			<i>The 3rd Indonesia Human Capital Summit 2021</i>	<i>Online</i> 16-17/11/2021	Forum Human Capital Indonesia
			<i>6th International Leadership Seminar 2021 " Leadership and The Rise of Decision Intelligence "</i>	<i>Online</i> 29/11/2021	BI Institute

PENGEMBANGAN KOMPETENSI UNIT INTERNAL AUDIT

Internal Audit Unit Competency Development

Tabel Pengembangan Kompetensi Unit Internal Audit
Table Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Provider
Siti Sarah		Dapat dilihat pada Pembahasan Pengembangan Kompetensi Komite Manajemen Risiko Disclosed in Risk Management Committee Competency Development section		
Dyah Sadtya Noegraheni	Senior Auditor	<i>Qualified Internal Auditor Tingkat Lanjutan</i> Qualified Internal Audit Advanced Level	<i>Online</i> 15/3/2021- 27/3/2021	YPIA
		<i>Training End User Teammate Audit Management System</i>	<i>Online</i> 2-4/6/2021	CENTRIA
		<i>Workshop Financial Modeling</i>	<i>Online</i> 19/1/2021- 21/1/2021	IAI
Suprpti	Senior Auditor	<i>Workshop Standar Audit Internal dan Kode Etik Profesi</i> Workshop on Internal Audit Standards and Code Professional Ethics	<i>Online</i> 21-22/01/2021	YPIA
		<i>Qualified Internal Auditor Tingkat Dasar</i> Qualified Internal Auditor Basic Level	<i>Online</i> 15-27/03/2021	YPIA
		<i>Training End User Teammate Audit Management System</i>	<i>Online</i> 2-4/6/2021	CENTRIA

Tabel Pengembangan Kompetensi Unit Internal Audit
Table Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/yyyy) and Venue	Penyelenggara Provider
Sigit Sutarno	Prog Plan, Controlling & Adm Dept. Head	<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
Krisma Perwita Sari	Anti Bribery Management Dept. Head	Qualified Internal Auditor Tingkat Manajerial Qualified Internal Audit Managerial Level	Online 15/3/2021-24/3/2021	YPIA
		Pelatihan Dukungan Forensik bagi Penguatan Skema Anti-Penyuapan di Korporasi Selaras ISO 37001 Forensic Support for strengthening Anti-Bribery Schemes in Corporations Aligned ISO 37001	Online 8-9/4/2021	LPPSP
		Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Internal Audit Seminar (SNIA) in 2021	Jakarta 1-2/12/2021	IIA
Ichwan Rofi'i	Auditor	Qualified Internal Auditor Tingkat Manajerial Qualified Internal Audit Managerial Level	Online 15/3/2021-24/3/2021	YPIA
		<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
		Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar Internal Audit (SNIA) in 2021	Jakarta 1-2/12/2021	IIA
Anang Moch. Ma'ruf	Auditor	<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
Ni Made Arini Wijayanti Putri	Auditor	Qualified Internal Auditor Tingkat Dasar Qualified Internal Auditor Basic Level	Online 15-27/03/2021	YPIA
		<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
Ari Sunarya	Junior Auditor	Qualified Internal Auditor Tingkat Manajerial Qualified Internal Audit Managerial Level	Online 15/3/2021-24/3/2021	YPIA
		<i>Training End User Teammate Audit Management System</i>	Online 15-24/3/2021	YPIA
		Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar Internal Audit (SNIA) in 2021	Online 2-4/6/2021	IIA
Teki Sejati	Junior Auditor	<i>Training End User Teammate Audit Management System</i>	Jakarta 1-2/12/2021	CENTRIA
Azhari Yusuf	Junior Auditor	<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
Sarkim	Assistant Auditor	Webinar HSE Series HIRADC Berbasis ISO 45001-2018 Webinar HSE Series HIRADC based on ISO 45001-2018	Online 31/5/2021	LPK-TMI
		<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
		Pelatihan dan Sertifikasi Ahli K3 Umum Training and Certification of General OHS Expert	Online 8/12/2021	TUV SUD
		Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar Internal Audit (SNIA) Tahun 2021	Jakarta 1-2/12/2021	IIA

Tabel Pengembangan Kompetensi Unit Internal Audit
Table Internal Audit Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/ yyyy) and Venue	Penyelenggara Provider
Adnan	Prog.Planning & Controlling Section Head	Sertifikasi <i>Certified Risk Associate</i> (CRA) Certified Risk Associate (CRA) Certification	Online 10/6/201 & 16/6/2021	LSP-PM & BNSP
		<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
		Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar Internal Audit (SNIA) in 2021	Jakarta 1-2/12/2021	IIA
Mochammad Mulyanto	Internal Adm. Section Head	Sertifikasi <i>Certified Risk Associate</i> (CRA) Certified Risk Associate (CRA) Certification	Online 10/6/201 & 16/6/2021	LSP-PM & BNSP
		<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
		Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar Internal Audit (SNIA) in 2021	Jakarta 1-2/12/2021	IIA
Yudi Kurniawan	Anti Bribery Management Specialist	Pelatihan Dukungan Forensik bagi Penguatan Skema Anti-Penyuapan di Korporasi Selaras ISO 37001 Forensic Support Training for Strengthening Anti-Bribery Schemes in ISO 37001 Aligned Corporations	Online 8-9/4/2021	LPPSP
		<i>Certified Training ISO 37001 Lead Implementer</i>	Online 22-26/02/2021	SUSTAIN
Ellen Darmalena	Anti Bribery Management Specialist	Pelatihan Penanganan Pengaduan Masyarakat Public Complaint Handling Training	Online 4-7/10/2021	KPK
Rohima	Internal Administration Assistant	<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
		<i>Certified Practional of Internal Audit</i>	20/09/2021- 01/10-2021	YPIA
		Sertifikasi <i>Certified Risk Associate</i> (CRA) Certified Risk Associate (CRA) Certification	Jakarta 1-2/12/2021	IIA
Boyke Jaguar	Senior Officer	<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA
		<i>Certified Practional of Internal Audit</i>	20/09/2021- 01/10-2021	YPIA
		Seminar Nasional Internal Audit (SNIA) Tahun 2021 National Seminar Internal Audit (SNIA) in 2021	Jakarta 1-2/12/2021	IIA
Diah Ayu	Officer	<i>Training End User Teammate Audit Management System</i>	Online 2-4/6/2021	CENTRIA

PENGEMBANGAN KOMPETENSI UNIT MANAJEMEN RISIKO

Risk Management Unit Competency Development

Tabel Pengembangan Kompetensi Unit Manajemen Risiko
Table of Risk Management Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/ Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/ yyyy) and Venue	Penyelenggara Provider
Devi Lusyana	Risk & Quality Management Group Head	Dapat dilihat pada Pembahasan Pengembangan Kompetensi Komite Manajemen Risiko Disclosed in Risk Management Committee Competency Development section		
Aditomo Herbudi	Governance and Compliance Dept. Head	Sertifikasi Ahli Pembangun Integritas Integrity Builder Professional Certification	Online 6/5/2021-9/5/2021	LSP PIB
		Training Online Awareness of BCMS Key Requirement	Online 14/12/2021	TUV SUD Indonesia
		Training Awareness Sistem Manajemen Anti Penyuapan (SMAP) Anti Bribery Management System (ABMS) Awareness Training	Online 3/6/2021	Jasa Marga
Iman Juansyah	Risk Management Sr. Specialist	Pelatihan Audit Internal Sistem Manajemen Anti Penyuapan (SMAP) Anti Bribery Management System (ABMS) Awareness Training	Online 2/8/2021-4/8/2021	TÜV SUD Indonesia
		Training Online Awareness of BCMS Key Requirement	Online 14/12/2021	TÜV SUD Indonesia
		The 3rd Indonesia Human Capital Summit 2021	Online 16-17/11/2021	Forum Human Capital Indonesia
Alia Safiera	Governance & Compliance Sr. Specialist	Preparation Class Certified Integrated & Sustainability Reporting Professionals	Online 2/6/2021-9/6/2021	SR ASIA
		Examination of Certified Integrated & Sustainability Professional (CISP)	Online 3/7/2021	SR ASIA
		Pelatihan Audit Internal Sistem Manajemen Anti Penyuapan (SMAP) Anti Bribery Management System (ABMS) Awareness Training	Online 2/8/2021-4/8/2021	TUV SUD Indonesia
		Training Certified Compliance Professional (CCP)	Online 12/10/2021-13/10/2021 & 15/10/2021	CRMS
Gilang Permana	Risk Management Specialist	Pelatihan dan Sertifikasi Ahli K3 Umum Training and Certification of General OHS Expert	Online 22/2/2021-6/3/2021	TUV SUD Indonesia
		Short Course : Happy Digital X: Cities, Systems, Products, and Services Online Professional Education Program	Online 24/4/2021-7/8/2021	Tsinghua Southeast Asia Center
		Training Transport Economics	Online 23/4/2021	Ir. Leonardus Bambang Prasetyo, MT
		Seminar Kerja Sama Global reporting Initiative dan BEI 2021 Global Reporting Initiative Cooperation and BEI Seminar 2021	Online 2/6/2021- 6/6/2021	IDX
		Training Project Analysis Series	Online 25/6/2021	RJ Consulting
		Pelatihan Business Simulation Tahun 2021 Batch 1 Business Simulation Training in 2021 Batch 1	Online 2/8/2021-5/8/2021	NU PMK

Tabel Pengembangan Kompetensi Unit Manajemen Risiko
Table of Risk Management Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/ Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/ yyyy) and Venue	Penyelenggara Provider
Gilang Permana	Risk Management Specialist	Training Certified Risk Professional	Online 23/8/2021, 25/8/2021- 26/8/2021, 30/8/2021- 2/9/2021	Money for Wealth
		Webinar Operational Risk Basic Module	Online 23/9/2021	IFLI
		Risk Beyond 2021 Seminar	Online 8/12/2021- 10/12/2021	CRMS
Doddy Lombardo	Risk Management Specialist	Training Transport Economics	Online 23/4/2021	Ir. Leonardus Bambang Prasetyo, MT
		Training Project Analysis Series	Online 25/6/2021	RJ Consulting
		Pelatihan Business Simulation Tahun 2021 Batch 1 Business Simulation Training in 2021 Batch 1	Online 2/8/2021-5/8/2021	NU PMK
Doddy Lombardo	Risk Management Specialist	Data Analytic 2	Online 24/5/2021- 17/6/2021	Tasya Adi Negara
		The 3rd Indonesia Human Capital Summit 2021	Online 16-17/11/2021	Forum Human Capital Indonesia
		Workshop Ragam Kompetensi Perilaku & Teknis dan Validasi Penyusunan Indikator Perilaku Kamus Kompetensi Teknis Batch 1 Variety of Behaviour Competency & Technic and Validation for Behaviour Indicator Planning of Technical Competency Dictionary Workshop Batch 1	Online 15/12/2021	PPM Management
		Webinar Gajah Expert Forum Series "Pembiayaan Berkelanjutan Jalan Tol" Webinar Gajah Expert Forum Series "Toll Road Sustainable Financing"	Online 15/12/2021	Ikatan Alumni ITB
Aria Bhayangkara	Governance and Compliance Assistant	Pelatihan Dukungan Forensik bagi Penguatan Skema Anti-Penyuapan di Korporasi Selaras ISO 37001 Forensic Support Training for Strengthening Anti-Bribery Schemes in ISO 37001 Aligned Corporations	Online 8/4/2021-9/4/2021	LPPSP
Andriansyah	Risk Management Assistant	Training Transport Economics	Online 23/4/2021	Ir. Leonardus Bambang Prasetyo, MT
		Training Project Analysis Series	Online 25/6/2021	RJ Consulting
		Pelatihan Dukungan Forensik bagi Penguatan Skema Anti-Penyuapan di Korporasi Selaras ISO 37001 Forensic Support for strengthening Anti-Bribery Schemes in Corporations Aligned ISO 37001	Online 8/4/2021-9/4/2021	LPPSP
		Training Certified Risk Professional	Online 23/8/2021, 25/8/2021- 26/8/2021, 30/8/2021- 2/9/2021	Money for Wealth

Tabel Pengembangan Kompetensi Unit Manajemen Risiko
Table of Risk Management Unit Competency Development

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/ Pelatihan Subject of Competency Development/ Training	Waktu (tgl/bln/thn) dan Tempat Pelaksanaan Date (dd/mm/ yyyy) and Venue	Penyelenggara Provider
Andriansyah	Risk Management Assistant	Webinar Gajah Expert Forum Series "Pembiayaan Berkelanjutan Jalan Tol" Webinar Gajah Expert Forum Series "Toll Road Sustainable Financing"	Online 15/12/2021	Ikatan Alumni ITB
		The 3 rd Indonesia Human Capital Summit 2021	Online 16-17/11/2021	Forum Human Capital Indonesia
		Training Smart Data Presentation	Online 6-9/12/2021	Bengkel Slide
Sri Agustina	Governance and Compliance Assistant	The 3 rd Indonesia Human Capital Summit 2021	Online 16-17/11/2021	Forum Human Capital Indonesia
		Pelatihan Penanganan Pengaduan Masyarakat Public Complaints Management Training	Online 4-7/10/2021	KPK

EVALUASI PELAKSANAAN PENGEMBANGAN KOMPETENSI

Evaluation of Competency Development Implementation

Perseroan mengintegrasikan proses evaluasi hasil pengembangan kompetensi dengan sistem penilaian kinerja (*Jasa Marga Performance Development (JMPD)*) dan klasifikasi *talent (Talent Management System)* untuk menilai hasil, serta dampak pelatihan terhadap kinerja sumber daya manusia, yang tidak hanya menilai hasil kerja karyawan namun juga perilaku (*behaviour*) dan kapasitas/kompetensi (*capacity*). Hasil evaluasi tersebut digunakan oleh Perseroan sebagai *feedback* untuk kelangsungan program pelatihan selanjutnya.

The Company integrates the process of evaluating the results of competency development with a performance appraisal system (*Jasa Marga Performance Development*) and a classification of talents (*Talent Management System*) to assess results and the impact of training on human resource performance, which not only assesses employee work results but also behavior and capacity/competency. The results of the evaluation are used by the Company as feedback for continuity of the next training program.

BIAYA PENGEMBANGAN KOMPETENSI

Competency Development Budget

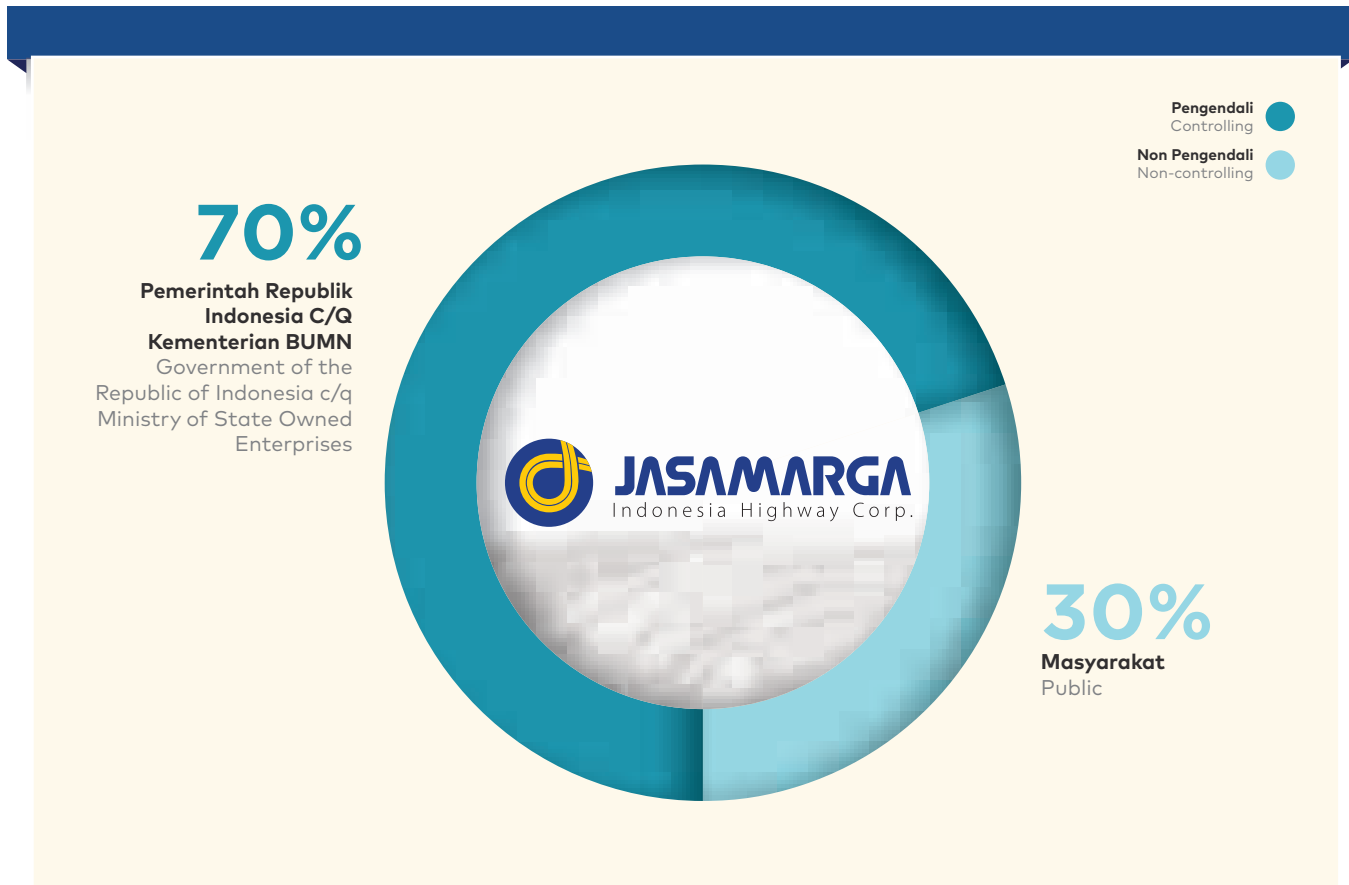
Hingga Desember 2021, Perseroan telah merealisasikan biaya pengembangan kompetensi bagi pegawai sebesar Rp6,7 miliar. Angka tersebut menurun sebanyak Rp2,1 miliar dari Rp8,8 miliar di tahun 2020. Penurunan ini merupakan efek dari adanya pandemi COVID-19 yang berdampak pada efisiensi dan re-posturisasi anggaran. Namun hal ini tidak menyurutkan komitmen Perseroan untuk tetap berinovasi dalam hal pembelajaran yaitu dengan adanya pengalihan program pembelajaran yang semula lebih banyak berupa pembelajaran *in-class* (kuliah tatap muka) menjadi digital *learning* melalui pemanfaatan teknologi seperti adanya program *JMTalk series, Webinar*, dan lainnya.

As of December 2021, the Company has allocated employees competency development budget of Rp6.7 billion. This figure decreased by Rp2.1 billion from Rp8.8 billion in 2020. The decrease was impact of the COVID-19 pandemic which had an impact on budget efficiency and re-arrangement. However, this did not dampen the Company's commitment to continuously innovate in terms of learning, such as by transferring learning programs from in-class learning (face-to-face lectures) to digital learning through technology implementation such as the *JMTalk series program, Webinars*, and others.

KOMPOSISI PEMEGANG SAHAM SHAREHOLDERS COMPOSITION

Komposisi Pemegang Saham Perseroan pada akhir tahun buku (31 Desember 2021) adalah sebagai berikut:

As of end fiscal year (December 31, 2021), Jasa Marga's Shareholders composition is as follows:



Kelompok pemegang saham publik Perseroan tidak ada yang memiliki saham di atas 5%.

There is none of the Company's public shareholders with more than 5% shares ownership.

PEMEGANG SAHAM JASA MARGA PER 31 DESEMBER 2021

Shareholders of Jasa Marga as of December 31, 2021

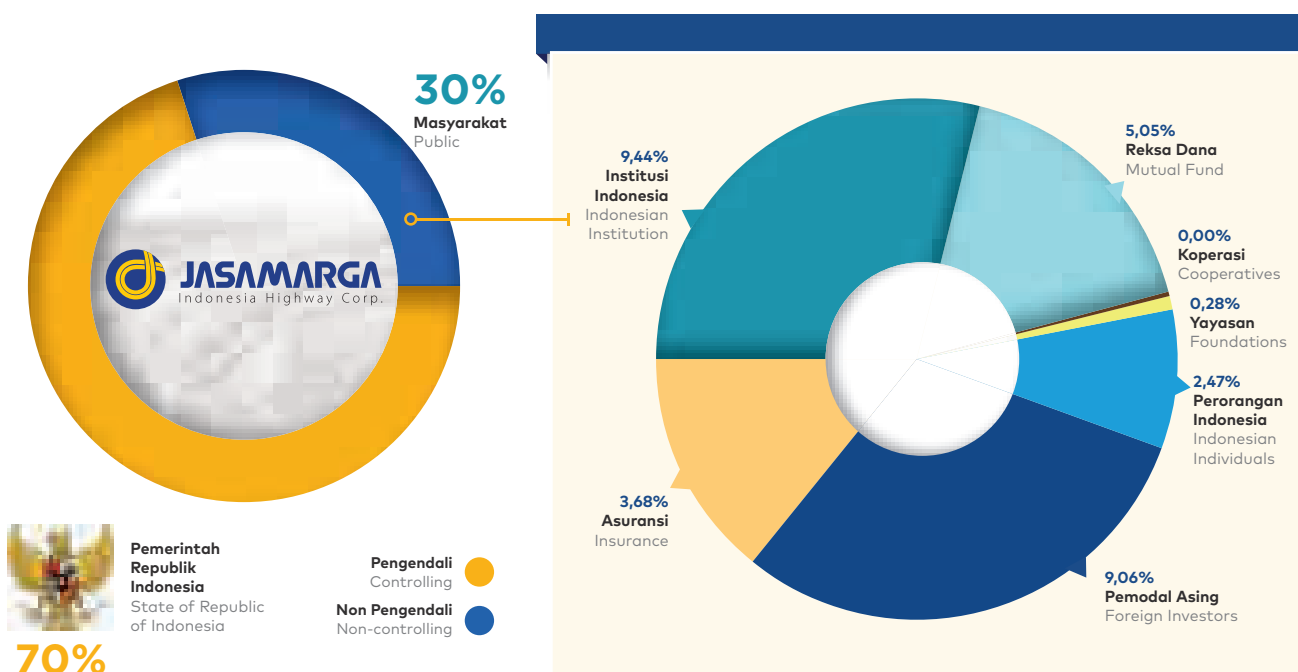
Tabel Pemegang Saham Jasa Marga per 31 Desember 2021
Table Shareholders of Jasa Marga as of December 31, 2021

Pemegang Saham Shareholders	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham Number of Shares	Persentase Percentage (%)
Pemerintah Republik Indonesia Government of The Republic of Indonesia			
Saham Dwi Warna Dwi Warna Shares		1	70%
Saham Seri B Series B Share	1	5.080.509.839	
Total	1	5.080.509.840	70%

Tabel Pemegang Saham Jasa Marga per 31 Desember 2021
Table Shareholders of Jasa Marga as of December 31, 2021

Pemegang Saham Shareholders	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham Number of Shares	Persentase Percentage (%)
Pemodal Nasional National Investors			
Perorangan Indonesia Individual Domestic	20.805	179.205.115	2,47%
Lembaga/Badan Usaha Indonesia Indonesian Business Institutes/Entities	194	685.325.435	9,44%
Asuransi Insurance	84	267.401.208	3,68%
Yayasan Foundations	16	20.566.407	0,28%
Koperasi Cooperatives	4	341.081	0,00%
Reksadana Mutual Funds	221	366.618.920	5,05%
Sub Total	21.324	1.519.458.166	20,94%
Pemodal Asing Foreign Investors			
Perorangan Asing Foreign Individuals	144	5.056.644	0,06%
Badan Usaha Asing Foreign Enterprises	249	652.846.550	9,00%
Sub Total	393	657.903.194	9,06%
Total	21.718	7.257.871.200	100%

Grafik Komposisi Pemegang Saham Jasa Marga per 31 Desember 2021
Chart of Composition of Shareholders and Ownership Jasa Marga as of December 31, 2021



PEMEGANG SAHAM DENGAN KEPEMILIKAN SAHAM 5% ATAU LEBIH

Shareholders with More than 5% Shares Ownership

Tabel Pemegang Saham yang Memiliki 5% atau Lebih pada Awal* dan Akhir Tahun Buku**
Table of Shareholders Owned 5% or More Shares at the Beginning* and End** of the Fiscal Year

Pemegang Saham Shareholders	Jumlah Saham Number of Shares	Persentase Percentage (%)	Status Condition
Pemerintah Republik Indonesia State of Republic of Indonesia	5.080.509.839	70%	Pemegang Saham Pengendali Controlling Shareholders

KELOMPOK PEMEGANG SAHAM MASYARAKAT DENGAN KEPEMILIKAN SAHAM MASING-MASING KURANG DARI 5%

Public Shareholders Group with Less than 5% Shares Ownership

Tabel Kelompok Pemegang Saham Masyarakat dengan Kepemilikan Saham Masing-Masing Kurang dari 5% per 1 Januari 2021 dan 31 Desember 2021
Table of Community Shareholder Groups with Share Ownership of Less than 5% Respectively as of January 1, 2021 and December 31, 2021

Pemegang Saham Shareholders	Jumlah Pemegang Saham pada Awal Tahun Buku* Number of Shareholders at the Beginning of the Financial Year*	Jumlah Pemegang Saham pada Akhir Tahun Buku** Number of Shareholders at the End of the Financial Year*	Jumlah Saham pada Awal Tahun Buku* Number of Shares at the Beginning of the Financial Year*	Jumlah Saham pada Akhir Tahun Buku* Number of Shares at the End of the Financial Year*	Persentase pada Awal Tahun Buku** Percentage at Beginning of Fiscal Year**	Persentase pada Akhir Tahun Buku** Percentage at End of Fiscal Year**
Pemegang Saham Domestik Domestic Shareholders						
Perorangan Indonesia Indonesian Individuals	21.981	20.805	185.330.129	179.205.115	2,55%	2,47%
Lembaga/ Badan Usaha Indonesia Indonesian Institutions/ Business Entities	197	194	662.888.356	685.325.435	9,14%	9,44%
Asuransi Insurance	83	84	305.280.988	267.401.208	4,21%	3,68%
Yayasan Foundations	14	16	20.563.447	20.566.407	0,28%	0,28%
Koperasi Cooperatives	3	4	407.081	341.081	0,01%	0,00%
Reksadana Mutual Funds	246	221	371.360.911	366.618.920	5,12%	5,05%
Pemegang Saham Asing Foreign Investors Shareholders						
Perorangan Asing Foreign Individuals	124	144	4.096.244	5.056.644	0,06%	0,06%
Badan Usaha Asing Foreign Enterprises	267	249	626.434.204	652.846.550	8,64%	9,00%
Jumlah Total	22.915	21.718	2.176.361.360	7.257.871.200	30%	30%

Keterangan/Remarks:

*Awal Tahun Buku Perseroan adalah tanggal 1 Januari 2021, namun demikian dikarenakan tanggal 1 Januari 2021 masih merupakan hari libur Bursa, maka data yang digunakan adalah data per tanggal 4 Januari 2021 yang merupakan hari pertama perdagangan Bursa.

The beginning of the Company's Fiscal Year is January 1, 2021, however January 1, 2021 is still an Exchange holiday, the data used is as of January 4, 2021, which is the first Exchange trading day.

**Akhir Tahun Buku Perseroan adalah tanggal 31 Desember 2021, namun data yang digunakan adalah data per 30 Desember 2021 yang merupakan hari penutupan perdagangan Bursa.

The end of the Company's Fiscal Year is December 31, 2021, but the data used is data as of December 30, 2021, which is the closing day of the Exchange trading.

20 PEMEGANG SAHAM TERBESAR

Top 20 Shareholders

Tabel 20 Pemegang Saham Terbesar per 31 Desember 2021
Table of Top 20 Shareholders as of December 31, 2021

Pemegang Saham Shareholders	Jumlah Saham Number of Shares	Persentase Percentage (%)	Status Condition
NEGARA REPUBLIK INDONESIA	5.080.509.840	70,00	Negara Republik Indonesia State of Republic of Indonesia
DJS KETENAGAKERJAAN PROGRAM JHT	247.524.233	3,41	Dana Pensiun Pension Fund
BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD	167.934.792	2,31	Badan Usaha Asing Foreign Enterprises
PT. TASPEN	159.509.900	2,20	Dana Pensiun Pension Fund
DJS KETENAGAKERJAAN PROGRAM JP	72.410.615	1,00	Dana Pensiun Pension Fund
CITIBANK NEW YORK S/A GOVERNMENT OF NORW	63.032.500	0,87	Badan Usaha Asing Foreign Enterprises
RD BATAVIA DANA SAHAM - 898544000	53.834.900	0,74	Reksadana Mutual Funds
PT TASPEN (ASURANSI) - AFS	45.689.120	0,63	Dana Pensiun Pension Fund
RD SCHRODER D PRESTASI PLUS- 908294000	41.999.100	0,58	Reksadana Mutual Funds
PT AIA FINL - UL EQUITY	39.280.400	0,54	Asuransi Insurance
ALLIANZ LIFE IND - SMARTLINK RUPIAH EQUI	35.986.700	0,50	Asuransi Insurance
CITIBANK HONG KONG S/A 4D GLOBAL INFRAS	33.110.800	0,46	Badan Usaha Asing Foreign Enterprises
JPMCB NA RE - VANGUARD EMERGING MARKETS	30.445.604	0,42	Badan Usaha Asing Foreign Enterprises
CITIBANK NEW YORK S/A GOVERNMENT OF NORW	26.830.000	0,37	Badan Usaha Asing Foreign Enterprises
JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL	26.526.616	0,37	Badan Usaha Asing Foreign Enterprises
PT AXA MANDIRI FINANCIAL SERVICES S/A MA	22.720.098	0,31	Asuransi Insurance
STATE STREET BANK-ISHARES CORE MSCI EMER	22.058.980	0,30	Badan Usaha Asing Foreign Enterprises
PT PRUDENTIAL LIFE ASSURANCE - REF	21.793.600	0,30	Asuransi Insurance
CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY	18.057.400	0,25	Badan Usaha Asing Foreign Enterprises
DANA PENSIUN ASTRA DUA	17.639.600	0,24	Dana Pensiun Pension Fund
TOTAL	6.226.894.798	85,80	

KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

Board of Commissioners and Board of Directors Shares Ownership

Tabel Kepemilikan Saham Dewan Komisaris dan Direksi pada Awal dan Akhir Tahun Buku
Table of Share Ownership of the Board of Commissioners and the Board of Directors at the Beginning and End of the Fiscal Year

No	Nama Name	Jumlah Saham Total Share				Persentase Percentage (%)			
		2021		2020	2019	2021		2020	2019
		Awal Tahun Buku***** Beginning of Fiscal Year*****	31 Desember 2021***** December 31, 2021*****			Awal Tahun Buku***** Beginning of Fiscal Year*****	Akhir Tahun Buku***** End of Fiscal Year*****		
Dewan Komisaris/ Board of Commissioners									
1	Yuswanda A. Temenggung	-	-	-	-	-	-	-	-
2	Zulfan Lindan	-	-	-	-	-	-	-	-
3	Anita Firmanti Eko Susetyowati	-	-	-	-	-	-	-	-
4	Agus Suharyono*	-	-	-	-	-	-	-	-
5	Sugihardjo*	-	-	-	-	-	-	-	-
6	Eman Salman Arief***	-	-	-	-	-	-	-	-
7	M. Roskanedi**	-	-	-	-	-	-	-	-
8	Raja Erizman**	-	-	-	-	-	-	-	-
9	Yohanes Baptista Satya Sananugraha***	-	-	-	-	-	-	-	-
Direksi/ Board of Directors									
1	Subakti Syukur	154.000	154.000	154.000	154.000	-	0,0021218	0,0021218	0,0021218
2	Fitri Wiyanti	35.500	35.500	35.500	35.500	-	0,0004891	0,0004891	0,0004891
3	Mohammad Sofyan*	-	-	-	-	-	-	-	-
4	M. Agus Setiawan**	1.500	1.500	1.500	1.500	-	0,0000000	0,0000000	0,0000000
5	Donny Aرسال*****	33.600	33.600	33.600	33.600	-	0,0004629	0,0004629	0,0004629
6	Aرسال Ismail*****	-	-	-	-	-	-	-	-
7	Enkky Sasono Anas Wijaya*****	-	-	-	-	-	-	-	-
8	Ade Wahyu*****	-	-	-	-	-	-	-	-
9	Reza Febriano*****	5.400	5.400	5.400	5.400	-	0,0000744	0,0000744	0,0000744
10	Bagus Cahya Arinta B.*****	9.600	9.600	9.600	9.600	-	0,0001323	0,0001323	0,0001323

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/ Serving since May 27, 2021

*** Menjabat sejak 27 Agustus 2021/Serving since August 27, 2021

**** Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/Serving since May 27, 2021, until August 27, 2021

***** Awal Tahun Buku Perseroan adalah tanggal 1 Januari 2021, namun demikian dikarenakan tanggal 1 Januari 2021 masih merupakan hari libur Bursa, maka data yang digunakan adalah data per tanggal 4 Januari 2021

The beginning of the Company's Fiscal Year is January 1, 2021; however, because January 1, 2021, is still an Exchange holiday, the data used is data as of January 4, 2021

***** Akhir Tahun Buku Perseroan adalah tanggal 31 Desember 2021, namun data yang digunakan adalah data per 30 Desember 2021 yang merupakan hari penutupan perdagangan Bursa/The end of the Company's Fiscal Year is December 31, 2021, however the data used is data as of December 30, 2021, which is the closing day of the Exchange trading

***** Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

***** Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

KEPEMILIKAN TIDAK LANGSUNG DEWAN KOMISARIS DAN DIREKSI TERHADAP SAHAM PERSEROAN

Indirect Ownership of the Board of Commissioners and Directors of the Company's Shares

Per 31 Desember 2021, Dewan Komisaris dan Direksi tidak memiliki kepemilikan tidak langsung atas saham Perseroan.

As of December 31, 2021, the Board of Commissioners and the Board of Directors do not have indirect ownership of the Company's shares.

PEMBELIAN/PENJUALAN SAHAM DEWAN KOMISARIS DAN DIREKSI

Purchase/Sale of Shares of the Board of Commissioners and Board of Directors

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, setiap anggota Dewan Komisaris dan Direksi diwajibkan untuk menyampaikan informasi kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perseroan.

Pursuant to Financial Services Authority Regulation No. 11/POJK.04/2017 concerning Ownership Report or Any Change in Share Ownership of Public Companies, each of the Board of Commissioners and Board of Directors members is required to submit information to the Company regarding ownership and any changes in ownership of the Company's shares.

INFORMASI TENTANG PEMEGANG SAHAM UTAMA DAN/ATAU PEMEGANG SAHAM

Information About Majority Shareholders and/or Controlling Shareholders

Pemegang saham Utama Perseroan adalah Negara Republik Indonesia, yang diwakili oleh Pemerintah Republik Indonesia/Kementerian Badan Usaha Milik Negara (BUMN) dengan kepemilikan sebesar 70% yang terdiri dari 1 (satu) lembar Saham Seri A Dwiwarna dan 5.080.509.839 lembar Saham Seri B Biasa.

Majority shareholder of the Company is the Republic of Indonesia Government, represented by the Republic of Indonesia/the Ministry of State-Owned Enterprises (SOEs) with 70% ownership consisting of 1 (one) Dwiwarna Series A Share and 5,080,509,839 Series B Ordinary Shares.

Kebijakan Saham Seri A Dwiwarna (Saham Preferen) ditempuh oleh Pemerintah selaku pemilik modal utama sebagai langkah strategi terkait status Jasa Marga sebagai entitas BUMN yang mempersyaratkan peran Pemerintah untuk mendorong BUMN dalam memberikan kontribusi bagi perkembangan perekonomian nasional pada umumnya dan penerimaan negara pada khususnya, sesuai Undang-Undang No. 19 Tahun 2003 tentang BUMN.

The Series A Dwiwarna Share Policy (Preferent Shares) was adopted by the Government as the ultimate owner as a strategic initiative related to Jasa Marga's status as a SOE entity which requires the Government's role to encourage SOE to contribute the national economy development, generally, and state revenues, particularly, according to the Law No. 19 of 2003 on SOEs.

Bagan mengenai Pemegang Saham Utama dan pengendali dapat dilihat pada Bab 3 Profil.

A chart of the Major and Controlling Shareholders can be seen in Chapter 3 Profile.

ENTITAS ANAK, ENTITAS ASOSIASI, DAN VENTURA BERSAMA

SUBSIDIARIES, ASSOCIATES ENTITIES, AND JOINT VENTURES

ENTITAS ANAK

Subsidiaries

Tabel Daftar Entitas Anak
Table List of Subsidiaries

Entitas Anak Subsidiaries	Aktivitas Utama Principal Activity	Domisili Domicile	Persentase Kepemilikan Ownership Percentage (%)		Tahun Operasi Komersial Start of Commercial Operations	Periode Masa Konsesi (Tahun) Concession Period (Year)	Total Aset Sebelum Eliminasi (dalam jutaan rupiah) Total Assets Before Elimination (in Rp million)	
			31 Desember 2021 December 31, 2021	31 Desember 2020 December 31, 2020			2021	2020
PT Jalantol Lingkarluar Jakarta (JLJ), berdiri tanggal 22 Desember 2000 Established on December 22, 2000	Jasa Pengoperasian Jalan Toll Toll Road operation service	Bekasi	99,96	99,96	1 Oktober 2001 October 1, 2001	-	54.292	70.380
PT Marga Sarana Jabar (MSJ), berdiri tanggal 11 Mei 2007 Established on May 11, 2007	Pengusahaan Ruas Jalan Tol Bogor Outer Ring Road Bogor Ring Road Toll Road Concession Holder	Bogor	55,00	55,00	23 November 2009 November 23, 2009	45	3.309.382	3.313.426
PT Marga Trans Nusantara (MTN), berdiri tanggal 14 Mei 2008 Established on May 14, 2008	Pengusahaan Ruas Jalan Tol Kunciran- Serpong Kunciran- Serpong Toll Road Concession Holder	Tangerang Selatan	60,00	60,00	7 Desember 2019 December 7, 2019	35	4.078.374	4.225.728
PT Jasamarga Surabaya Mojokerto (JSM), berdiri tanggal 19 Agustus 1994 Established on August 19, 1994	Pengusahaan Ruas Jalan Tol Surabaya- Mojokerto Surabaya- Mojokerto Toll Road Concession Holder	Sidoarjo	55,51	55,51	26 Agustus 2011 August 26, 2011	42	4.909.133	4.947.424
PT Jasamarga Gempol Pasuruan (JGP), berdiri tanggal 28 Juni 2010 Established on June 28, 2010	Pengusahaan Ruas Jalan Tol Gempol- Pasuruan Gempol- Pasuruan Toll Road Concession Holder	Pandaan	99,35	99,35	3 Agustus 2017 August 3, 2017	45	3.604.269	3.667.429
PT Jasamarga Kunciran Cengkareng (JKC), berdiri tanggal 14 Mei 2008 Established on May 14, 2008	Pengusahaan Ruas Jalan Tol Kunciran- Cengkareng Kunciran- Cengkareng Road Concession Holder	Tangerang	76,43	76,39	11 November 2021 November 11, 2021	35	5.766.615	4.945.951

Tabel Daftar Entitas Anak
Table List of Subsidiaries

Entitas Anak Subsidiaries	Aktivitas Utama Principal Activity	Domisili Domicile	Persentase Kepemilikan Ownership Percentage (%)		Tahun Operasi Komersial Start of Commercial Operations	Periode Masa Konsesi (Tahun) Concession Period (Year)	Total Aset Sebelum Eliminasi (dalam jutaan rupiah) Total Assets Before Elimination (in Rp million)	
			31 Desember 2021 December 31, 2021	31 Desember 2020 December 31, 2020			2021	2020
PT Jasamarga Tollroad Maintenance (JMTM), berdiri tanggal 26 Agustus 1988 Established on August 26, 1988	Pengusahaan Jasa Konstruksi dan Pemeliharaan Jalan Tol, Jasa Sewa Peralatan Tol serta Jasa Sewa Kendaraan Services in Toll Road Construction and Maintenance, Toll Road Equipment Rental, and Vehicles Rental	Jakarta	99,82	99,82	10 Februari 1989 February 19, 1989	-	1.407.199	1.110.595
PT Jasamarga Bali Tol (JBT), berdiri tanggal 22 Agustus 2011 Established on August 22, 2011	Pengusahaan Ruas Jalan Tol Nusa Dua-Tanjung Benoa Nusa Dua-Tanjung Benoa Toll Road Concession Holder	Bali	64,44	64,44	1 Oktober 2013 October 1, 2013	45	1.827.452	1.820.838
PT Jasamarga Related Business (JMRB), berdiri tanggal 15 Januari 2013 Established on January 15, 2013	Pengembangan Bisnis Properti Property Business Development	Jakarta	99,94	99,94	15 Januari 2013 January 15, 2013	-	2.187.577	2.113.532
PT Jasamarga Kualanamu Tol (JMKT), berdiri tanggal 25 November 2014 Established on November 25, 2014	Pengusahaan Ruas Jalan Tol Medan-Kualanamu-Tebing Tinggi Kualanamu-Tebing Tinggi Toll Road Concession Holder	Deli Serdang	55,00	55,00	13 Oktober 2017 October 13, 2017	40	4.060.107	4.135.848
PT Cinere Serpong Jaya (CSJ), berdiri tanggal 10 Juli 2008 Established on July 10, 2008	Pengusahaan Ruas Jalan Tol Serpong-Cinere Serpong-Cinere Toll Road Concession Holder	Tangerang Selatan	55,00	55,00	2 Juni 2021 June 2, 2021	35	3.349.650	3.499.152
PT Jasamarga Tollroad Operator (JMTO), berdiri tanggal 21 Agustus 2015 Established on August 21, 2015	Jasa Pengoperasian Jalan Tol Toll Road Operation Services	Jakarta	99,98	99,98	30 September 2015 September 30, 2015	-	1.572.132	1.368.592

Tabel Daftar Entitas Anak
Table List of Subsidiaries

Entitas Anak Subsidiaries	Aktivitas Utama Principal Activity	Domisili Domicile	Persentase Kepemilikan Ownership Percentage (%)		Tahun Operasi Komersial Start of Commercial Operations	Periode Masa Konsesi (Tahun) Concession Period (Year)	Total Aset Sebelum Eliminasi (dalam jutaan rupiah) Total Assets Before Elimination (in Rp million)	
			31 Desember 2021 December 31, 2021	31 Desember 2020 December 31, 2020			2021	2020
PT Jasamarga Manado Bitung (JMB), berdiri tanggal 6 Juni 2016 Established on June 6, 2016	Pengusahaan Ruas Jalan Tol Manado-Bitung Manado-Bitung Toll Road Concession Holder	Manado	65,00	65,00	28 Oktober 2020 October 28, 2020	40	4.577.549	3.788.202
PT Jasamarga Balikpapan Samarinda (JBS), berdiri tanggal 6 Juni 2016 Established on June 6, 2016	Pengusahaan Ruas Jalan Tol Balikpapan-Samarinda Balikpapan-Samarinda Toll Road Concession Holder	Balikpapan	67,39	67,39	14 Juni 2020 June 14, 2020	45	10.070.950	9.990.505
PT Jasamarga Jalanlayang Cikampek (JJC), berdiri tanggal 28 November 2016 Established on November 28, 2016	Pengusahaan Ruas Jalan Tol Jakarta - Cikampek II Elevated Jakarta-Cikampek II Elevated Toll Road Concession Holder	Jakarta	80,00	80,00	17 Januari 2021 January 17, 2021	45	15.720.552	15.832.306
PT Jasamarga Transjawa Tol (JTT), berdiri tanggal 2 Juni 2017 Established on June 2, 2017	Pengusahaan Ruas Jalan tol Trans Jawa Trans Java Toll Road Concession Holder	Jakarta	99,95	99,92	2 Juni 2017 June 2, 2017	-	1.222.427	733.807
PT Jasamarga Japek Selatan (JJS), berdiri tanggal 29 Desember 2017 Established on December 29, 2017	Pengusahaan Ruas Jalan Tol Jakarta - Cikampek II Sisi Selatan Jakarta-Cikampek II South Section Toll Road Concession Holder	Jakarta	91,08	80,00	Tahap konstruksi Construction phase	35	4.735.501	4.428.909
PT Jasamarga Probolinggo Banyuwangi (JPB), berdiri tanggal 29 Desember 2017 Established on December 29, 2017	Pengusahaan Ruas Jalan Tol Probolinggo - Banyuwangi Probolinggo-Banyuwangi Toll Road Concession Holder	Jakarta	94,92	94,84	Tahap konstruksi Construction phase	35	422.059	470.558
PT Jasamarga Jogja Bawen (JJB), berdiri tanggal 11 November 2020 Established on November 11, 2020	Pengusahaan Ruas Jalan Tol Yogyakarta - Bawen Yogyakarta-Bawean Toll Road Concession Holder	Jakarta	60,00	60,00	Tahap pengembangan Development phase	35	123.096	36.552

PROFIL SINGKAT ENTITAS ANAK

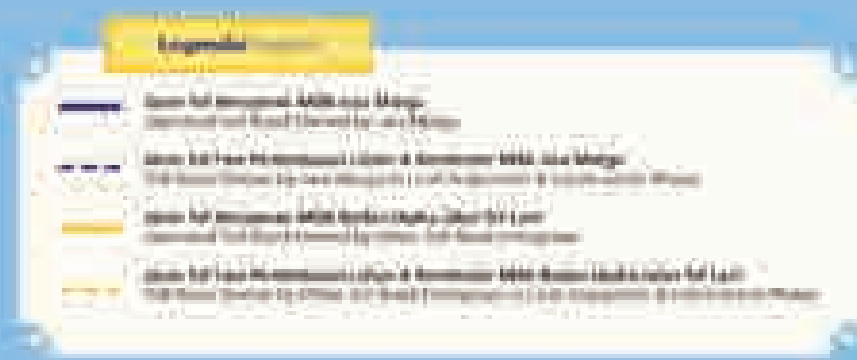
Brief Profile of Subsidiaries

Peta Jasa Marga Metropolitan Tollroad Regional Division

Map of Jasa Marga Metropolitan Tollroad Regional Division



Peta Jasa Marga Transjawa Tollroad Regional Division Map of Jasa Marga Transjawa Tollroad Regional Divison





Peta Jasa Marga Nusantara Tollroad Regional Division Map of Jasa Marga Nusantara Tollroad Regional Divison







PT JALANTOL LINGKARLUAR JAKARTA (JLJ)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 99,96%
Inkopkar Jasa Marga	: 0,04%

Kepengurusan Management	<p>Komisaris Utama / President Commissioner : Alexander Martin Mandalika</p> <p>Komisaris / Commissioner : Rudi Gunawan</p> <p>Komisaris / Commissioner : Primawan Avicenna</p> <p>Direktur Utama / President Director : Ricky Distawardhana</p> <p>Direktur SDM & Keuangan / Director of HR & Finance : Bambang Irawan</p>
Profil Singkat Brief Profile	<p>JLJ didirikan pada tanggal 22 Desember 2000 yang bergerak di bidang Jasa Manajemen Layanan Transaksi, Jasa Manajemen Layanan Lalu Lintas dan Jasa Layanan Pemeliharaan Jalan Tol dan Pengamanan aset Jalan Tol Lingkar Luar Jakarta (JORR) yang meliputi seksi W2 (Ruas Pondok Pinang-Ulujami), seksi S (Ruas Pondok Pinang-TMII IC), seksi E1 (Ruas TMII IC-Cikunir IC) dan seksi E2 + E3 (Ruas Cikunir IC-Rorotan) serta Ruas Ulujami-Pondok Aren-Serpong dan Pondok Ranji.</p> <p>Pada tahun 2016 hak pengoperasian Jalantol Lingkarluar Jakarta Ruas Pondok Pinang-Jagorawi (seksi S) yang semula berada pada Jasa Marga dialihkan kepada PT Hutama Karya (Persero). Menindaklanjuti hal tersebut diatas PT Hutama Karya melakukan kerjasama di bidang pengoperasian, pengamanan dan pemeliharaan jalan tol JORR Seksi S (Ruas Pondok Pinang-Jagorawi) dengan JLJ.</p> <p>Terhitung sejak tanggal 1 Januari 2020, PT Jasa Marga (Persero) Tbk. menetapkan pengalihan pelaksanaan pekerjaan pemeliharaan ruas JORR Non S kepada PT Jasa Marga Tollroad Maintenance (PT JM TM).</p> <p>Sejak tanggal 1 April 2020, PT Jasa Marga (Persero) Tbk. menetapkan pengalihan pelaksanaan pengoperasian ruas JORR Non S kepada PT Jasa Marga Tollroad Operator (PT JM TO).</p> <p>Mulai tanggal 1 April 2020 sampai dengan saat ini, PT JLJ hanya melaksanakan pengoperasian tol JORR Seksi S, yaitu dari Ruas Pondok Pinang-Jagorawi.</p> <p>JLJ was established on December 22, 2000 operated in Toll Road Transaction, Traffic Services Management and Maintenance Services and Assets Security for Jakarta Outer Ring Road (JORR) Toll Road covering W2 (Pondok Pinang - Ulujami), S (Ruas Pondok Pinang - TMII IC), E1 (Ruas TMII IC - Cikunir IC) and E2 + E3 (Ruas Cikunir IC - Rorotan) as well as Ulujami - Pondok Aren - Serpong and Pondok Ranji sections.</p> <p>In 2016, concession rights of Jakarta Outer Ring Road toll road for Pondok Pinang - Jagorawi (S Section) was transferred to PT Hutama Karya (Persero) from previously held by Jasa Marga. Following the transfer, PT Hutama Karya continues the partnership in operations, security and maintenance services for JORR toll road S Section (Pondok Pinang - Jagorawi) with JLJ.</p> <p>As of January 1, 2020, PT Jasa Marga (Persero) Tbk. stipulates the transfer of maintenance work for the JORR Non S section to PT Jasa Marga Tollroad Maintenance (PT JM TM).</p> <p>Since April 1, 2020, PT Jasa Marga (Persero) Tbk. stipulates the transfer of the operation of the JORR Non S section to PT Jasa Marga Tollroad Operator (PT JM TO).</p> <p>Starting April 1, 2020 until now, PT JLJ only has operated the JORR Section S toll road, namely from the Pondok Pinang-Jagorawi Section.</p>



Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk : 55,00%
PT Citra Marga Nusaphala Persada Tbk : 45,00%

<p>Kepengurusan Management</p>	<p>Komisaris Utama / President Commissioner : Arief Budhy Hardono Komisaris / Commissioner : Oscar Soebandi Komisaris / Commissioner : Olivia Allan Direktur Utama / President Director : Dedi Krisnariawan Sunoto Direktur Teknik dan Operasi / Director of Engineering and Operations : Rudy H. Sabungan Pardede Direktur Keuangan dan Administrasi/ Director of Finance and Administration : Muhammad Jusuf Hamka</p>
<p>Profil Singkat Brief Profile</p>	<p>MSJ mengoperasikan jalan tol Lingkar Bogor atau yang lebih dikenal dengan Bogor Ring Road. Jalan tol dengan panjang beroperasi 11,3 km dari panjang total 13 km ini terbentang dari Sentul Selatan hingga Salabenda. Keberadaan jalan tol ini sangat memudahkan masyarakat yang menggunakan jalan tol Jagorawi dan ingin melanjutkan perjalanan menuju Bogor bagian Utara tanpa harus melalui kota Bogor terlebih dahulu.</p> <p>MSJ operates Lingkar Bogor toll road or broadly known as Bogor Ring Road. The toll road with operating length of 11.3 km from total length of 13 km spans from Sentul Selatan until Salabenda. Operations of this toll road ease the people as users of Jagorawi toll road who seek to continue their trip to northern Bogor without passing the Bogor city.</p>





PT MARGA TRANS NUSANTARA (MTN)

**Kepemilikan Saham
Shares Ownership**

PT Jasa Marga (Persero) Tbk : 60,00%
 PT Astra Tol Nusantara : 30,00%
 PT Transutama Arya Sejahtera : 10,00%

<p>Kepengurusan Management</p>	<p>Komisaris Utama / President Commissioner : Djap Tet Fa Komisaris / Commissioner : Hendro Atmojo Komisaris / Commissioner : Kris Ade Sudiyono Presiden Direktur / President Director : Truly Nawangnasi Direktur / Director : Novianto Dwi Wibowo</p>
<p>Profil Singkat Brief Profile</p>	<p>Entitas Anak yang mengoperasikan jalan tol Kunciran-Serpong ini didirikan pada 14 Mei 2008. Jalan tol dengan panjang 11,1 km ini merupakan bagian dari jalan tol Jakarta Outer Ring Road (JORR) 2 yang membentang di wilayah barat Kota Jakarta. Keberadaan jalan tol Kunciran-Serpong bersama dengan jalan tol Kunciran-Cengkareng dan Jalan Tol Serpong-Cinere diharapkan dapat menambah keeluasaan distribusi barang dan pergerakan ekonomi dari wilayah Jakarta ke wilayah sekitarnya. Jalan tol Kunciran-Serpong ini diresmikan oleh Presiden Joko Widodo pada 6 Desember 2019.</p> <p>A subsidiary that operates Kunciran-Serpong toll road, which was established on May 14, 2008. This 11.1 km toll road is part of Jakarta Outer Ring Road (JORR) 2 toll road which spans along the western area of Jakarta City. The operations of Kunciran-Serpong toll road together with Kunciran-Cengkareng toll road and Serpong-Cinere toll road are expected to increase the flexibility of goods distribution and inter-region economic growth from Jakarta to the nearby areas. The Kunciran-Serpong toll road was inaugurated by President Joko Widodo on December 6, 2019.</p>





PT JASAMARGA SURABAYA MOJOKERTO (JSM)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 55,51%
PT Astra Tol Nusantara	: 44,49%

Kepengurusan Management	Komisaris Utama / President Commissioner : Djap Tet Fa Komisaris / Commissioner : Agus Purnomo Direktur Utama / President Director : Widiyatmiko Nursejati Direktur Keuangan / Director of Finance : Fajar Andi SP
Profil Singkat Brief Profile	<p>JSM didirikan pada tanggal 19 Agustus 1994. JSM mengoperasikan jalan tol Surabaya-Mojokerto dengan panjang 36,3 km. Jalan tol Surabaya-Mojokerto merupakan bagian dari jaringan jalan tol Trans Jawa. Jalan tol ini diharapkan dapat semakin menghidupkan potensi ekonomi Provinsi Jawa Timur dan sekitarnya. Jalan tol ini terhubung dengan jalan tol Surabaya-Gempol, Kertosono-Mojokerto dan Tol Waru-Juanda yang telah lebih dulu beroperasi.</p> <p>JSM was established on August 19, 1994. JSM operates Surabaya-Mojokerto toll road that spans 36.3 km. The Surabaya-Mojokerto toll road is part of the Trans Jawa toll road network. This toll road is expected to further revive economic potential of East Java Province and its nearby area. This toll road is connected to Surabaya-Gempol, Kertosono-Mojokerto and Tol Waru-Juanda toll road which has already been operating.</p>





PT JASAMARGA GEMPOL PASURUAN (JGP)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk : 99,35%
PT Jatim Prasarana Utama : 0,65%

Kepengurusan Management	Komisaris Utama / President Commissioner : R. Kristianto Komisaris / Commissioner : Mirza Muttaqien Direktur Utama / President Director : Widiyatmiko Nursejati Direktur Keuangan / Director of Finance : Mujianah
Profil Singkat Brief Profile	<p>JGP didirikan pada 28 Juni 2010. JGP mengoperasikan jalan tol Gempol-Pasuruan dengan panjang 34,15 km. Jalan tol ini merupakan bagian dari jaringan jalan tol Trans Jawa yang menghubungkan Gempol sampai Pasuruan di Provinsi Jawa Timur. Jalan tol Gempol-Pasuruan telah beroperasi penuh pada tahun 2018. Sebagai salah satu kawasan industri di Pulau Jawa, jalan tol Gempol-Pasuruan diharapkan dapat memberikan kontribusi positif dalam meningkatkan arus lalu lintas dari dan ke Kota Pasuruan.</p> <p>JGP was established on June 28, 2010. JGP operates Gempol-Pasuruan toll road that spans 34.15 km. The toll road is part of Trans Jawa toll road network connecting Gempol to Pasuruan in East Java Province. The Gempol-Pasuruan toll road has been fully operated in 2018. As one of the industrial areas in Java Island, the Gempol-Pasuruan toll road is expected to make a positive contribution in increasing traffic flow to and from Pasuruan City.</p>





Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk	: 76,43%
Synergy Quest International Ltd	: 21,01%
PT Wijaya Karya (Persero)Tbk	: 2,10%
PT Nindya Karya (Persero)	: 0,32%
PT Istaka Karya (Persero)	: 0,14%

Kepengurusan Management	Komisaris Utama / President Commissioner : Agung Prabowo Komisaris / Commissioner : Mohammad bin Husin Direktur Utama / President Director : Rini Irawaty Direktur Teknik / Director of Engineering : - Direktur Keuangan / Director of Finance : Zaidi bin Ibrahim
Profil Singkat Brief Profile	<p>JKC didirikan pada tanggal 14 Mei 2008. JKC mengoperasikan ruas jalan tol Cengkareng-Batucaeper-Kunciran sepanjang 13,9 km yang telah beroperasi pada 11 November 2021. Jalan tol ini merupakan bagian dari jaringan jalan tol Jakarta Outer Ring Road II (JORR II) bersama dengan ruas jalan tol Kunciran-Serpong dan Serpong-Cinere diharapkan dapat menambah keeluasaan distribusi barang dan pergerakan ekonomi dari wilayah Jakarta ke sekitar Jakarta.</p> <p>JKC was founded on May 14, 2008. JKC operates the 13.9 km Cengkareng-Batucaeper-Kunciran toll road which has been operating on November 11, 2021. This toll road is part of the Jakarta Outer Ring Road II (JORR II) toll road network along with the Kunciran-Serpong and Serpong-Cinere toll roads, this toll road is expected to increase the scope of distribution of goods and economic movement from the Jakarta area to around Jakarta.</p>





PT JASAMARGA BALI TOL (JBT)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 64,44%	PT Utama Karya (Persero)	: 0,79%
PT Angkasa Pura (Persero)	: 6,31%	Pemerintah Provinsi Bali	: 6,32%
PT Pelabuhan Indonesia III (Persero)	: 13,86%	Pemerintah Kabupaten Badung	: 6,32%
PT Pengembangan Pariwisata Bali	: 0,79%	PT Wijaya Karya (Persero) Tbk	: 0,40%
PT Adhi Karya (Persero) Tbk	: 0,79%		

Kepengurusan Management	Komisaris Utama / President Commissioner : Bagus Cahya Arinta B. Komisaris / Commissioner : Edi Priyanto Komisaris / Commissioner : Kompyang Raka Swandika Komisaris / Commissioner : Anak Agung Ngurah Maha Diptha Komisaris / Commissioner : Lukman F. Laisa Direktur Utama / President Director : I Ketut Adiputra Karang Direktur Keuangan / Director of Finance : I Gusti Putu Arya Budhi Astawa
Profil Singkat Brief Profile	<p>Entitas Anak yang mengoperasikan jalan tol Nusa Dua-Ngurah Rai-Benoa (Bali Mandara) ini didirikan pada 22 Agustus 2011. Jalan tol dengan panjang 9,7 km ini merupakan jalan tol pertama di Pulau Bali. Pembangunan jalan tol Bali Mandara membutuhkan waktu kurang lebih 1,5 tahun dan diresmikan pengoperasiannya oleh Presiden Susilo Bambang Yudhoyono pada 24 September 2013. Sebagai salah satu destinasi pariwisata dunia, proyek jalan tol Nusa Dua-Ngurah Rai-Benoa dapat menjadi jawaban atas kebutuhan sarana dan prasarana infrastruktur yang memadai.</p> <p>A subsidiary established on August 22, 2011, which operates Nusa Dua-Ngurah Rai-Benoa (Bali Mandara) toll road that spans 9,7 km and becomes the first toll road in Bali island. The construction of Bali Mandara toll road is completed approximately 1.5 years and was inaugurated by President Susilo Bambang Yudhoyono on September 24, 2013. As one of the world's tourism destinations, the Nusa Dua-Ngurah Rai-Benoa toll road project becomes the answer to sufficient facilities and infrastructure needs.</p>





PT JASAMARGA KUALANAMU TOL (JMKT)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 55,00%
Kings Ring Limited	: 45,00%

Kepengurusan Management	Komisaris Utama / President Commissioner : Iwan Moedyarno Komisaris / Commissioner : Yu Kam Fat Direktur Utama / President Director : Teddy Rosady Direktur Keuangan / Director of Finance : Rianto Mirin
Profil Singkat Brief Profile	<p>JMKT didirikan pada 25 November 2014. Jalan tol Medan-Kualanamu-Tebing Tinggi dengan panjang 61,7 km yang beroperasi sejak Oktober 2017 merupakan jalan tol kedua yang berada di Provinsi Sumatera Utara setelah jalan tol Belmera yang menghubungkan Belawan-Medan-Tanjung Morawa. Diharapkan keberadaan jalan tol ini akan memperluas pergerakan ekonomi di seluruh area Sumatera Utara, tidak hanya terpusat di kota Medan.</p> <p>JMKT was established on November 25, 2014. The 61,7 km Medan-Kualanamu-Tebing Tinggi toll road has been operated since October 2017 and becomes the second toll road in North Sumatra Province after Belmera toll road which connects Belawan-Medan-Tanjung Morawa. Operation of this toll road is expected to drive economic growth across the North Sumatra area, not only centered in Medan City.</p>





PT CINERE SERPONG JAYA (CSJ)

**Kepemilikan Saham
Shares Ownership**

PT Sarana Multi Infrastruktur (Persero)	: 55,00%
PT Waskita Toll Road	: 34,99%
PT Jakarta Propertindo	: 10,00%
PT Waskita Karya (Persero) Tbk	: 0,01%

Kepengurusan Management	Komisaris Utama / President Commissioner : Adityawarman Komisaris / Commissioner : Sulistya Direktur Utama / President Director : Mirza Nurul Handayani Direktur Teknik / Director of Engineering : - Direktur Keuangan / Director of Finance : Herlambang Septiaji
Profil Singkat Brief Profile	CSJ didirikan pada 10 Juli 2008. Jalan tol ini merupakan bagian dari jalan tol Jakarta Outer Ring Road II (JORR II) yang menghubungkan Serpong hingga Cinere yang terdiri dari 2 Seksi. Seksi I (Serpong-Pamulang) sepanjang 6,5 km mulai dioperasikan pada 2 Juni 2021 sedangkan Seksi II (Pamulang-Cinere) saat ini dalam tahap pembebasan tanah dan konstruksi. CSJ was established on July 10, 2008. This toll road is part of the Jakarta Outer Ring Road II (JORR II) toll road connecting Serpong to Cinere which consists of 2 sections. Section I (Serpong-Pamulang) with a length of 6.5 km will start operating on June 2, 2021 while Section II (Pamulang-Cinere) is currently in the stage of land acquisition and construction.





PT JASAMARGA MANADO BITUNG (JMB)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 65,00%
PT Wijaya Karya (Persero) Tbk	: 20,00%
PT Pembangunan Perumahan (Persero) Tbk	: 15,00%

Kepengurusan Management	Komisaris Utama / President Commissioner : Fatchul Birri Komisaris / Commissioner : Theodorus Dondokambey Komisaris / Commissioner : Didin Wahyudin Direktur Utama / President Director : Florysco Partogi Siahaan Direktur Teknik / Director of Engineering : Bambang Saptadi Sukarno
Profil Singkat Brief Profile	<p>JMB didirikan pada 6 Juni 2016. Jalan Tol Manado-Bitung seksi 1 sd seksi 2A Ruas Manado-SS Danowudu sepanjang 26,4 km sudah beroperasi sejak 30 September 2020, sedangkan Seksi 2B Ruas Danowudu- Bitung sepanjang 12,7 km masih dalam tahap pembebasan lahan dan konstruksi. Jalan Tol Manado-Bitung menghubungkan ibu kota Sulawesi Utara dengan Bitung yang merupakan kawasan ekonomi khusus dimana Pelabuhan Bitung juga akan dikembangkan oleh pemerintah sebagai akses utama gerbang logistik Indonesia dari wilayah utara.</p> <p>JMB was established on June 6, 2016. Manado-Bitung Toll Road Section 1 until Section 2A Manado-SS Danowudu section that spans 26.4 km has been operated since September 30, 2020, meanwhile, Section 2B in Danowudu-Bitung section that spans 12.7 km is under land acquisition and construction stages. The Manado-Bitung Toll Road connects the capital city of North Sulawesi with Bitung, which is a special economic area where the Bitung Port will also be developed by the government as the main access gate for Indonesia's logistics from the north.</p>





PT JASAMARGA BALIKPAPAN SAMARINDA (JBS)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 67,39%
PT Wijaya Karya	: 18,29%
PT Pembangunan Perumahan	: 13,75%
PT Bangun Tjipta Sarana	: 0,56%

Kepengurusan Management	Komisaris Utama / President Commissioner : Achmad Fauzi Komisaris / Commissioner : Yuyun Pirngadi Komisaris / Commissioner : M. Fauzin Direktur Utama / President Director : Jinto Sirait Direktur Keuangan / Director of Finance : Sofyan Abdu Syech Direktur Teknik / Director of Engineering : Nanang Siswanto
Profil Singkat Brief Profile	<p>JBS didirikan pada 6 Juni 2016. Jalan Tol Balikpapan-Samarinda Seksi 2, 3 dan 4 Ruas Samboja-Samarinda sepanjang 64,9 km mulai beroperasi sejak 17 Desember 2019. JBS beroperasi penuh dengan dioperasikannya Seksi 1 dan 5 Ruas Bandara Sepingga-Samboja sepanjang 32,4 km pada tanggal 25 Agustus 2021. Jalan Tol Balikpapan-Samarinda dibangun untuk meningkatkan konektivitas antara dua kota besar di Kalimantan dengan mengurangi waktu tempuh perjalanan dan mendorong pengembangan kawasan industri di Kalimantan Timur.</p> <p>JBS was established on June 6, 2016. Balikpapan-Samarinda Toll Road Sections 2, 3 and 4 Samboja-Samarinda section that spans 64.9 km have been operated since December 17, 2019. JBS is fully operational with the operation of Sections 1 and 5 of the 32.4 km Sepingga-Samboja Airport on August 25, 2021. The Balikpapan-Samarinda Toll Road was built to improve connectivity between two major cities in Kalimantan by reducing travel time and encouraging the development of industrial estates in East Kalimantan.</p>





Kepemilikan Saham
Shares Ownership

PT Jasa Marga (Persero) Tbk : 80,00%
PT Ranggi Sugiron Perkasa : 20,00%

Kepengurusan Management	Komisaris Utama / President Commissioner : Budi Harimawan Semiharjo Komisaris / Commissioner : Jusmaidi Indra Direktur Utama / President Director : D. Hari Pratama Direktur Teknik / Director of Engineering : Harris Prayudi
Profil Singkat Brief Profile	<p>JJC didirikan pada tanggal 24 November 2016. Jalan Layang MBZ Sheikh Mohamed Bin Zayed menghubungkan Cikunir-Karawang Barat sepanjang 38 km ini telah beroperasi sejak Desember 2019. Jalan tol ini dibangun sebagai jalur alternatif dari Jakarta menuju Karawang, Cikampek dan Bandung serta Tol Trans Jawa dikarenakan Jalan Tol Jakarta-Cikampek eksisting telah mencapai kapasitas optimalnya. Diharapkan jalan tol ini dapat meningkatkan mobilitas dan logistik dari wilayah Jakarta ke arah timur dan meningkatkan perekonomian.</p> <p>JJC was established on November 24, 2016. MBZ Sheikh Mohamed Bin Zayed Elevated toll road connects Cikunir-Karawang Barat that spans 38 km and has commenced non-tariff operations since December 2019. This toll road was built as an alternative route from Jakarta to Karawang, Cikampek and Bandung and the Trans Java Toll Road because the existing Jakarta-Cikampek Toll Road has reached its optimal capacity. It is hoped that this toll road can improve mobility and logistics from the Jakarta area to the east and boost the economy.</p>





PT JASAMARGA JAPEK SELATAN (JJS)

**Kepemilikan Saham
Shares Ownership**

PT Jasa Marga (Persero) Tbk : 91,08%
PT Wiranusantara Bumi : 8,92%

<p>Kepengurusan Management</p>	<p>Komisaris Utama / President Commissioner : Raddy R. Lukman Komisaris / Commissioner : Biswanto Direktur Utama / President Director : Charles Lendra Direktur Teknik / Director of Engineering : Bambang Sulistyo Direktur Keuangan / Director of Finance : Deni Suherman</p>
<p>Profil Singkat Brief Profile</p>	<p>JJS didirikan pada tanggal 29 Desember 2017. Pembangunan ini dimaksudkan sebagai upaya mengurangi kepadatan ruas Jakarta-Cikampek dan dapat menjadi alternatif pengguna jalan tol menuju tol Cipularang. Sampai dengan 31 Desember 2021, jalan tol Jakarta-Cikampek II Selatan belum beroperasi karena masih dalam tahap pembebasan lahan dan konstruksi.</p> <p>JJS was established on December 29, 2017. This development is intended as an effort to reduce density of the Jakarta-Cikampek section and as an alternative for the toll road users towards Cipularang toll road. As of December 31, 2021, Jakarta-Cikampek II Selatan toll road has not yet operated as still under land acquisition and construction phases.</p>





PT JASAMARGA PROBOLINGGO BANYUWANGI (JPB)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 94,92%
PT Brantas Abipraya (Persero)	: 5,00%
PT Waskita Toll Road	: 0,08%

Kepengurusan Management	Komisaris Utama / President Commissioner : Abram Elsajaya Barus Komisaris/ Commissioner : R. Herman Dwi Haryanto Direktur Utama / President Director : Adi Prasetyanto Direktur Teknik I / Director of Engineering I : Eric Januar Siahaan Direktur Teknik II / Director of Engineering II : Iwan Rosa Direktur Keuangan / Director of Finance : Sismono
Profil Singkat Brief Profile	JPB didirikan pada 29 Desember 2017. Sampai dengan 31 Desember 2021, jalan tol Probolinggo-Banyuwangi belum beroperasi karena masih dalam tahap pembebasan lahan. JBP was established on December 29, 2017. As of December 31, 2021, Probolinggo-Banyuwangi Toll Road has not yet operated as still under land acquisition process.





PT JASAMARGA JOGJA BAWEN (JJB)

**Kepemilikan Saham
Shares Ownership**

PT Jasa Marga (Persero) Tbk	: 60,00%
PT Adhi Karya (Persero) Tbk	: 12,50%
PT Pembangunan Perumahan (Persero) Tbk	: 12,50%
PT Waskita Karya (Persero) Tbk	: 12,50%
PT Brantas Abipraya (Persero)	: 2,50%

Kepengurusan Management	Komisaris Utama / President Commissioner : Viktor Nazarenko Mahandre Komisaris / Commissioner : Indhit Pertomo Komisaris / Commissioner : Nawang Sri Retno Kartiko Direktur Utama / President Director : Oemi Vierta Moerdika Direktur Teknik / Director of Engineering : Radyo Wijoyo Danubroto Direktur Keuangan / Director of Finance : Achmad Wachid Abdullah
Profil Singkat Brief Profile	JJB didirikan pada tanggal 12 November 2020. Sampai dengan 31 Desember 2021, jalan tol Yogyakarta-Bawen belum beroperasi karena masih dalam tahap pembebasan lahan. JJB was established on November 12, 2020. As of December 31, 2021, Yogyakarta-Bawen toll road has not yet operated as under land acquisition stage.





PT JASAMARGA TRANSJAWA TOL (JTT)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 99,95%
PT Jasamarga Tollroad Operator	: 0,05%

Kepengurusan Management	<p>Komisaris Utama / President Commissioner : Eka Setya Adrianto Komisaris / Commissioner : Ir. Triono Junoasmoro, M.T., Ph.D Direktur / Director : Rudi Kurniadi</p>
Profil Singkat Brief Profile	<p>JTT didirikan pada tahun 2017. Per Maret 2020, berdasarkan kebijakan Pemegang Saham, PT Jasamarga Trans Jawa Tol (JTT) mengalami perubahan lingkup tugas yang sebelumnya koordinator pengelolaan dan pengendalian ruas-ruas jalan tol milik Jasa Marga yang berada di jalan tol Trans Jawa dialihkan ke Regional Transjawa. Saat ini, PT Jasamarga Trans Jawa Tol (JTT) sebagai sub holding fokus terhadap proses pengalihan aset-aset cabang dan saham anak perusahaan jalan tol Jasa Marga di ruas Trans Jawa serta fokus pada persiapan penawaran saham publik (IPO).</p> <p>JTT was established in 2017. As of March 2020, based on Shareholder policy, PT Jasamarga Trans Jawa Tol (JTT) has changed its scope of duties from formerly the coordinator of Jasa Marga's toll road sections management and control on Trans Jawa toll road that has been transferred to Transjawa Regional. Currently, as a sub holding, PT Jasamarga Trans Jawa Tol (JTT) is focused on transferring process for branch offices' assets and shares of Jasa Marga's toll road subsidiaries in Trans Jawa road as well as focusing on Initial Public Offering (IPO) preparation.</p>



Jalan Tol Ngawi-Kertosono
Ngawi-Kertosono Toll Road



PT JASAMARGA TOLLROAD MAINTENANCE (JMTM)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk : 99,82%
Inkopkar Jasa Marga : 0,18%

<p>Kepengurusan Management</p>	<p>Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Operation / Director of Operations Direktur Manajemen Risiko, QHSE & Penunjang Bisnis/ Director of Risk Management, QHSE & Support Business Direktur Proyek Konstruksi dan Pengembangan Bisnis/ Director of Construction Project & Business Development</p>	<p>: Victor Nazarenko Mahandre : SF Hariyanto : Roely Kadir : Rudy Hardiansyah : Suchandra Paganda Hutabarat : Heru Zulkarnaen : Adhi Kristiawan</p>
<p>Profil Singkat Brief Profile</p>	<p>JMTM merupakan perusahaan yang bergerak di bidang jasa manajemen pemeliharaan jalan tol dan konstruksi yang meliputi kegiatan perencanaan dan pelaksanaan pemeliharaan jalan tol, peningkatan kapasitas jalan tol dan penyewaan alat berat dalam rangka pemenuhan Standar Pelayanan Minimal (SPM) jalan tol pada ruas-ruas jalan tol yang dioperasikan oleh PT Jasa Marga (Persero) Tbk dan kelompok usahanya.</p> <p>JMTM is a company engaged in toll road maintenance management and construction services which include toll road maintenance planning and implementation, toll road capacity upgrade and heavy equipment lease in order to fulfil the toll roads Minimum Service Standards (SPM) in every toll road sections, which are operated by PT Jasa Marga (Persero) Tbk and its business groups.</p>	

Proses Perbaikan dan Pemeliharaan Jalan Tol Ruas Padaleunyi The Repair and Maintenance Process of the Padaleunyi Toll Road





PT JASAMARGA RELATED BUSINESS (JMRB)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 99,94%
Inkopkar Jasa Marga	: 0,06%

Kepengurusan Management	Komisaris Utama / President Commissioner : Mohamad Agus Setiawan Komisaris / Commissioner : Koentjahjo Pamboedi Komisaris / Commissioner : Oktavianus Achirudin Direktur Utama / President Director : Dian Takdir Badrsyah Direktur Pengembangan Kawasan / Director of Area Development : Bayu Nurbaya Direktur Bisnis Komersial / Director of Commercial Business : - Direktur Pengelolaan Gedung dan Fasilitas / Director of Building and Facilities Management : Tita Paulina Purbasari Direktur Keuangan, SDM, dan Umum / Director of Finance, HR, and General Affairs : Hendra Gunawan
Profil Singkat Brief Profile	<p>JMRB berdiri pada 15 Januari 2013, sebagai anak perusahaan PT Jasa Marga (Persero) Tbk bidang usaha non-jalan tol. JMRB dibentuk dalam rangka memaksimalkan potensi bisnis di sekitar jalan tol milik Jasa Marga Group guna mendukung perkembangan bisnis PT Jasa Marga (Persero) Tbk. dan biasa disebut sebagai lini bisnis prospektif. Adapun bidang usaha JMRB antara lain: pengembangan kawasan (industri dan properti), Tempat Istirahat dan Pelayanan (TIP)/Tempat Istirahat (TI), serta pengelolaan iklan, utilitas, dan gedung.</p> <p>JMRB was established on January 15, 2013, as a subsidiary of PT Jasa Marga (Persero) Tbk in non-toll road business sector. JMRB was founded in order to optimize business potential around the Jasa Marga Group's toll roads to support business development of PT Jasa Marga (Persero) Tbk. and is commonly referred to as a prospective business line. JMRB's business field include of area development (industrial and property), rest and service area (TIP)/rest area (TI), as well as advertising, utilities, and building management</p>



Tempat Istirahat dan Pelayanan (TIP) KM 597A Ngawi-Kertosono
Rest Area and Services (TIP) KM 597A Ngawi-Kertosono



PT JASAMARGA TOLLROAD OPERATOR (JMTO)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 99,98%
Inkopkar Jasa Marga	: 0,02%

Kepengurusan Management	Komisaris Utama / President Commissioner : Fitri Wiyanti Komisaris / Commissioner : Nixon Sitorus Komisaris / Commissioner : Atika Dara Prahita Direktur Utama / President Director : A. J. Dwi Winarsa Direktur Operasi / Director of Operations : Yoga Tri Anggoro Direktur Teknologi / Director of Information Technology : Aziz Aribowo Direktur Keuangan / Director of Finance : Pramitha Wulanjani Direktur SDM / Director of Human Capital : Nurnaningsih
Profil Singkat Brief Profile	<p>JMTO adalah perusahaan yang fokus dalam bidang pengoperasian jalan tol, khususnya jasa layanan transaksi pengumpulan tol. JMTO yang awalnya bernama PT Jasa Layanan Operasi (JLO) didirikan pada tanggal 21 Agustus 2015. Sebagai market leader di bidang pengoperasian jalan tol, JMTO memiliki fokus utama kepuasan dan kepercayaan pengguna jalan tol/pelanggan dengan meningkatkan kualitas layanan transaksi melalui peningkatan kompetensi SDM, menerapkan Standar Pelayanan Minimum (SPM) dengan target maksimal 3-4 detik untuk setiap transaksi per kendaraan, menerapkan sistem integrasi data yang aman dan terpercaya, serta menerapkan sistem pemantauan online yang terpusat.</p> <p>JMTO akan mengembangkan usahanya ke bidang layanan lalu lintas dan jasa layanan lainnya, diantaranya, pengembangan <i>Electronic Toll Collection</i> (ETC) serta pengelolaan perlengkapan dan peralatan teknologi penunjang operasi jalan tol untuk mengatasi kendala dan hambatan yang terjadi di lapangan. Dengan pengalaman dan kompetensi yang mumpuni, JMTO adalah mitra yang andal dan terpercaya bagi Badan Usaha Jalan Tol (BUJT), tidak hanya pada ruas jalan tol Jasa Marga, namun juga pada ruas jalan tol milik BUJT lainnya.</p> <p>JMTO is a company focusing on toll road operations, specifically toll collection transaction services. JMTO, which was originally named PT Jasa Layanan Operasi (JLO), was established on August 21 2015. As a market leader in toll road operations, JMTO has a main focus on satisfaction and trust of toll road users/customers by improving quality of transaction services by developing human resource competencies, implementing Minimum Service Standards (SPM) with a maximum target of 3-4 seconds for each transaction per vehicle, implementing a secure and reliable data integration system as well as centralized online monitoring system.</p> <p>JMTO will expand its business covering traffic and other services, such as development of Electronic Toll Collection (ETC) and management of equipment and technology equipment to support the toll road operations to solve operational issues and obstacles. With sufficient experience and competencies, JMTO is a reliable and trusted partner for Toll Road Enterprises (BUJT), not only on Jasa Marga toll roads, but also on other toll roads BUJT.</p>

Pelayanan Lalu Lintas di Jalan Tol Jasa Marga Group Traffic Services on Jasa Marga Group's Toll Road



ENTITAS ASOSIASI

Associates

Tabel Entitas Asosiasi
Table of Associates

Perusahaan Company	Bidang Usaha Line of Business	Domisili Domicile	Persentase Kepemilikan Ownership Percentage		Status Operasi Status of Operation	Total Aset (dalam Rp juta) Total Assets (in Rp million)	
			2021	2020		2021	2020
PT Translingkar Kita Jaya (TLKJ)	Pengusahaan Ruas Jalan Tol Cinere-Jagorawi Cinere-Jagorawi Toll Road Concession Holder	Jakarta	21,24%	21,24%	Beroperasi Operated	2.483.540	2.336.316
PT Ismawa Trimitra (IT)	Pengusahaan Jasa Sewa Ruang Perkantoran Office Space Leasing	Jakarta	25,00%	25,00%	Beroperasi Operated	62.000	63.788
PT Jogjasolo Marga Makmur	Pengusahaan Ruas Jalan Tol Solo-Yogyakarta-YIA Kulonprogo Solo-Yogyakarta-YIA Kulonprogo Toll Road Concession Holder	Jakarta	25,00%	25,00%	Tahap Konstruksi Construction Phase	1.673.435	98.057
PT PP Sinergi Banjaratma*	Pengelolaan Aset Rest Area KM 260 Asset Management at KM 260 Rest Area	Brebes	20,00%	20,00%	Beroperasi Operated	161.206	155.521

Keterangan/Remarks:

Penyertaan Tidak Langsung melalui JMRB
Indirect Investment through JMRB

PROFIL SINGKAT ENTITAS ASOSIASI

Brief Profile of Associates Entities



Kepemilikan Saham Shares Ownership

PT Transindo Karya Investama	: 78,00%
PT Jasa Marga (Persero) Tbk	: 21,24%
PT Kopnatel Jaya	: 0,76%

Kepengurusan Management	Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur / Director Direktur / Director	: Agita Widjanto : Antonious Irwan Oetama : Ir. Teddy Surianto : Peter Martungkar Simanjuntak : Ir. Hilman Muchsin : Alfiandra : Cherly PiktianyantiSantoso
Profil Singkat Brief Profile	PT TLKJ merupakan Entitas Asosiasi Jasa Marga yang didirikan untuk melaksanakan pengusahaan jalan tol Cinere-Jagorawi yang meliputi pendanaan, perencanaan teknik, pelaksanaan konstruksi, pengoperasian dan pemeliharaan jalan tol, serta usaha lainnya sesuai dengan peraturan yang berlaku. PT TLKJ is an Associated Entity of Jasa Marga that was established to operate Cinere-Jagorawi toll road including the toll road financing, engineering planning, construction, operation and maintenance, as well as other businesses in accordance with prevailing regulations.	



PT ISMAWA TRIMITRA (IT)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 25,00%
PT Griya Energi Sejahtera	: 75,00%

Kepengurusan Management	Komisaris / Commissioner : Hengki Himawan Direktur Utama / President Director : Idrus Alhas Direktur / Director : Mery Natacha Panjaitan
Profil Singkat Brief Profile	<p>PT Ismawa Trimitra adalah perusahaan yang bergerak dalam bidang jasa yang menitik beratkan bidang usaha pada bisnis penyewaan/pengelolaan gedung perkantoran. Dengan berjalannya waktu PT Ismawa Trimitra berkembang menjadi perusahaan yang bergerak dalam bidang Property Management & Developer, yang didukung oleh teknologi dan sumber daya manusia yang handal di bidangnya.</p> <p>PT Ismawa Trimitra is a company engaged in service sector focusing on leasing/managing office building business. Over time, PT Ismawa Trimitra has developed into a company engaged in Property Management & Developer, supported by technology and reliable human resources in their fields.</p>



PT JOGJASOLO MARGA MAKMUR (JMM)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 25,00%
PT Gama Grup	: 40,80%
PT Daya Mulia Turangga	: 10,20%
PT Adhi Karya	: 24,00%

Kepengurusan Management	Komisaris Utama / President Commissioner : Anang Adji Sunoto Komisaris / Commissioner : Hadrianus Bambang Nurhadi Widihartono Komisaris / Commissioner : Partha Sarathi Komisaris / Commissioner : Johannes Mancelly Direktur Utama / President Director : Adrian Priohutomo Direktur / Director : Pristi Wahyono Direktur / Director : Sri Mulyani Direktur / Director : Yhanni Haryanto
Profil Singkat Brief Profile	<p>JMM didirikan tanggal 9 September 2020 dalam rangka pengusahaan Jalan Tol Solo-Yogyakarta-NYIA Kulonprogo. Sampai dengan 31 Desember 2021, Jalan Tol Solo-Yogyakarta-NYIA Kulonprogo belum beroperasi karena masih dalam tahap pembebasan lahan dan konstruksi.</p> <p>JMM was established on September 9, 2020 with purpose to operate Solo-Yogyakarta-NYIA Kulonprogo toll road. As of December 31, 2021, the Solo-Yogyakarta-NYIA Kulonprogo toll road has not yet operated as still under land acquisition and construction phase.</p>



PT PP Sinergi Banjartatma

Kepemilikan Saham Shares Ownership

PT Pembangunan Perumahan Tbk	: 32,50%
PT Jasamarga Related Business	: 20,00%
PT Waskita Karya Tbk	: 20,00%
PT PP Properti Tbk	: 10,00%
PT Perkebunan Nusantara IX	: 10,00%
PT Perusahaan Perkembangan Ekonomi Nasional Rajawali Nusantara Indonesia	: 7,50%

Kepengurusan Management	Komisaris Utama / President Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur / Director	: Kusnaedi : Muhammad Zahid : Dina Yunanda : May Nasution
Profil Singkat Brief Profile	<p>PT PP Sinergi Banjartatma didirikan tanggal 7 Februari 2019 dalam rangka mendirikan Tempat Istirahat dan Pelayanan (TIP) di Ruas Jalan Tol Pejagan-Pemalang KM 260 B. Selain itu, pembangunan TIP KM 260 B Ruas Jalan Tol Pejagan-Pemalang berguna sebagai revitalisasi bekas Pabrik Gula Banjartatma yang didirikan pada tahun 1908.</p> <p>PT PP Sinergi Banjartatma was established on February 7, 2019 in order to establish a Rest and Service Area (TIP) on the Pejagan-Pemalang Toll Road KM 260 B. In addition, the construction of the TIP KM 260 B Section of the Pejagan-Pemalang Toll Road is useful as a revitalization of the former Banjartatma Sugar Factory which was founded in 1908.</p>	



Masjid Rest Area KM 519B Jalan Tol Solo-Ngawi
Mosque in Rest Area KM 519B Solo-Ngawi Toll Road

VENTURA BERSAMA

Joint Ventures

Tabel Ventura Bersama
Table of Joint Ventures

Perusahaan Company	Bidang Usaha Line of Business	Domisili Domicile	Persentase Kepemilikan Ownership Percentage		Status Operasi Status of Operation	Total Aset (dalam Rp juta) Total Assets (in Rp million)	
			2021	2020		2021	2020
PT Trans Marga Jateng (TMJ)	Pengusahaan Ruas Jalan Tol Semarang-Solo Semarang-Solo Toll Road Concession Holder	Jawa Tengah Central Java	50,91%	50,91%	Beroperasi Operated	6.125.707	6.115.157
PT Jasamarga Solo Ngawi (JSN)	Pengusahaan Ruas Jalan Tol Solo-Ngawi Solo-Ngawi Toll Road Concession Holder	Jawa Tengah Central Java	42,62%	42,62%	Beroperasi Operated	10.830.055	10.776.094
PT Jasamarga Ngawi Kertosono Kediri (JNK)	Pengusahaan Ruas Jalan Tol Ngawi-Kertosono-Kediri Ngawi-Kertosono-Kediri Toll Road Concession Holder	Jawa Tengah Central Java	45,00%	45,00%	Beroperasi Operated	4.785.145	4.995.296
PT Jasamarga Semarang Batang (JSB)	Pengusahaan Ruas Jalan Tol Batang-Semarang Batang-Semarang Toll Road Concession Holder	Jawa Tengah Central Java	44,18%	43,77%	Beroperasi Operated	12.818.721	12.953.854
PT Jasamarga Pandaan Tol (JPT)	Pengusahaan Ruas Jalan Tol Gempol-Pandaan Gempol-Pandaan Toll Road Concession Holder	Jawa Tengah Central Java	40,00%	40,00%	Beroperasi Operated	1.462.046	1.432.963
PT Marga Lingkar Jakarta (MLJ)	Pengusahaan Ruas Jalan Tol Lingkarluar Jakarta Seksi W2 Utara Jakarta Outer Ring Road Section W2 North Toll Road Concession Holder	Jakarta	51,00%	65,00%	Beroperasi Operated	1.974.658	1.938.553
PT Jasamarga Pandaan Malang (JPM)	Pengusahaan Ruas Jalan Tol Pandaan-Malang Pandaan-Malang Toll Road Concession Holder	Malang	51,00%	60,00%	Beroperasi Operated	5.118.291	5.240.407

PROFIL SINGKAT VENTURA BERSAMA

Brief Profile of Joint Ventures



PT TRANS MARGA JATENG (TMJ)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 50,91%
PT Sarana Pembangunan Jawa Tengah	: 1,09%
PT Astra Tol Nusantara	: 40,00%
PT Trans Optima Luhur	: 8,00%

Kepengurusan Management	Komisaris Utama / President Commissioner : Djap Tet Fa Komisaris / Commissioner : Sunaryo Komisaris / Commissioner : Denny Firmansyah Direktur Utama / President Director : Denny Chandra Irawan Direktur Administrasi dan Keuangan / Director of Finance and Administration : Daisy Setiawan
Profil Singkat Brief Profile	<p>Jalan tol Semarang-Solo dengan panjang 72,6 km dioperasikan oleh TMJ. Sebagai bagian dari Trans Jawa, jalan tol Semarang-Solo ini akan menghubungkan beberapa daerah di wilayah Jawa Tengah, yaitu Semarang, Ungaran, Bawen, dan Salatiga. Jalan Tol Semarang-Solo seksi 1 Semarang- Ungaran sepanjang 10,8 km telah beroperasi sejak tahun 2011 silam, disusul dengan pengoperasian seksi 2 Ungaran-Bawen pada tahun 2014. Pada tahun 2017, seksi 3 (tiga) Bawen-Salatiga sepanjang 17,5 km dan pada tahun 2018, Ruas Salatiga-Kartasura sepanjang 32,2 km beroperasi secara penuh.</p> <p>Semarang-Solo toll road that spans 72.6 km is operated by TMJ. As part of Trans Jawa, the Semarang-Solo toll road will connect several areas in the Central Java region, such as Semarang, Ungaran, Bawen, and Salatiga. The Semarang-Solo section 1 Semarang-Ungaran toll road that spans 10.8 km has been operated since 2011, followed by the operation of section 2 Ungaran-Bawen in 2014. In 2017, section 3 (three) Bawen-Salatiga that spans 17.5 km and in 2018, the Salatiga-Kartasura Section for 32.2 km have been fully operated.</p>





PT JASAMARGA SOLO NGAWI (JSN)

**Kepemilikan Saham
Shares Ownership**

PT Jasa Marga (Persero) Tbk	: 42,62%
Kings Key Limited	: 40,00%
PT Lintas Marga Jawa	: 17,38%

<p>Kepengurusan Management</p>	<p>Komisaris Utama / President Commissioner : David Wijayatno Komisaris / Commissioner : Yu Kam Fat Komisaris / Commissioner : Tommy Hesarid Simamora Direktur Utama / President Director : Arie Irianto Direktur Keuangan dan Administrasi / Director of Finance and Administration : Surya Panyuluh Direktur Teknik dan Operasional / Director of Engineering and Operations : M. Historya Ayanda</p>
<p>Profil Singkat Brief Profile</p>	<p>JSN merupakan entitas Ventura Bersama Jasa Marga yang didirikan untuk melaksanakan perusahaan Jalan Tol Solo-Ngawi, yang meliputi pendanaan, perencanaan teknik, pelaksanaan konstruksi, pengoperasian dan pemeliharaan jalan tol, serta usaha-usaha lainnya sesuai dengan ketentuan-ketentuan dan peraturan perundang-undangan yang berlaku. JSN didirikan pada tanggal 24 Maret 2009.</p> <p>JSN is a Joint Venture entity of Jasa Marga which was established to carry out the operation of the Solo-Ngawi Toll Road, which includes funding, technical planning, construction, operation and maintenance of toll roads, as well as other businesses in accordance with applicable laws and regulations. JSN was founded on March 24, 2009.</p>





PT JASAMARGA NGAWI KERTOSONO KEDIRI (JNK)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 45,00%
Kings Key Limited	: 40,00%
PT Lintas Marga Jawa	: 15,00%

Kepengurusan Management	Komisaris Utama / President Commissioner : David Wijayatno Komisaris / Commissioner : Jeffri Susanto Komisaris / Commissioner : Yu Kam Fat Direktur Utama / President Director : Arie Irianto Direktur Teknik dan Operasional / Director of Engineering and Operations : M. Historya Ayanda Direktur Keuangan dan Administrasi / Director of Finance and Administration : Surya Panyuluh
Profil Singkat Brief Profile	<p>JNK merupakan Entitas Ventura Bersama Jasa Marga yang didirikan pada 24 Maret 2009. Jalan tol Ngawi- Kertosono-Kediri merupakan lanjutan dari jalan tol Solo-Ngawi. Sebagai bagian dari jaringan jalan tol Trans Jawa, jalan tol yang diakuisisi tahun 2015 ini mengular dari wilayah Kabupaten Ngawi, Kabupaten Madiun, Kabupaten Magetan, Kabupaten Nganjuk, Kabupaten Kertosono, Kabupaten Jombang, hingga Kabupaten Kediri di Provinsi Jawa Timur. Jalan tol ini terbagi dalam 5 seksi pembangunan, dimana Seksi 1 hingga Seksi 4 telah beroperasi sejak 20 Desember 2018. Untuk Seksi 5 yaitu ruas Kertosono-Kediri, yang konsesinya diperoleh pada 2018, masih dalam proses perencanaan pembebasan lahan.</p> <p>JNK is a Joint Venture Entity of Jasa Marga that was established on March 24, 2009. Ngawi-Kertosono-Kediri toll road is a continuation of Solo-Ngawi toll road. As part of the Trans Jawa toll road network, the toll road that was acquired in 2015 spans from Ngawi Regency, Madiun Regency, Magetan Regency, Nganjuk Regency, Kertosono Regency, Jombang Regency, to Kediri Regency in East Java Province. This toll road is divided into 5 development sections, of which Sections 1 to 4 have been operating since December 20, 2018. For Section 5, the Kertosono-Kediri section, whose concession was obtained in 2018, is still under the land acquisition plan process.</p>





PT JASAMARGA SEMARANG BATANG (JSB)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 44,18%
PT Sarana Multi Infrastruktur (Persero)	: 20,00%
PT Sam RDPT	: 19,77%
PT Lintas Marga Jawa	: 16,05%

Kepengurusan Management	Komisaris Utama / President Commissioner : Sutomo Komisaris / Commissioner : Tommy Hesarid Simamora Komisaris / Commissioner : Diantini Soesilowati Direktur Utama / President Director : Prajudi Direktur Keuangan / Director of Finance : Zulfan Pribudi
Profil Singkat Brief Profile	<p>JSB merupakan Entitas Ventura Bersama Jasa Marga yang didirikan pada 21 April 2016. Sebagai bagian dari jalan tol Trans Jawa, jalan tol sepanjang 74,90 km ini dibangun untuk meningkatkan konektivitas antar wilayah pada beberapa kota vital di Jawa Tengah. Jalan tol Batang-Semarang membentang dari Kabupaten Batang hingga Kota Semarang, dan terhubung dengan dua ruas tol lainnya, yaitu Pemalang- Batang dan Semarang-ABC. Konstruksi ruas tol Batang-Semarang dimulai Agustus 2016 dan telah beroperasi penuh secara komersial pada 21 Januari 2019.</p> <p>JSB is a Joint Venture Entity of Jasa Marga that was established on April 21, 2016. As part of the Trans Jawa toll road, this 74.90 km toll road was built to improve inter-regions connectivity in several key cities across Central Java. The Batang-Semarang toll road spans from Batang Regency to Semarang City, and is connected to two other toll roads, which are Pemalang-Batang and Semarang-ABC. Construction of the Batang-Semarang toll road began in August 2016 and has fully commercially operated by January 21, 2019.</p>





PT JASAMARGA PANDAAN TOL (JPT)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 40,00%
PT Jalan Tol Kabupaten Pasuruan	: 6,19%
PT Trans Optima Luhur	: 53,81%

Kepengurusan Management

Komisaris Utama / President Commissioner	: Jeffry Susanto
Komisaris / Commissioner	: Budi Pramono
Direktur Utama / President Director	: Netty Renova
Direktur / Director	: Bahrul Alam

Profil Singkat Brief Profile

JPT merupakan entitas Ventura Bersama Jasa Marga yang didirikan pada 25 September 1996. Jalan tol Gempol-Pandaan merupakan bagian dari rencana pembangunan jalan bebas hambatan Surabaya-Malang yang dibuat oleh Pemerintah. Pelaksanaan pembangunan jalan tol Gempol-Pandaan dimulai tahun 2012 dan telah dioperasikan pada tanggal 12 Juni 2015. Jalan tol Gempol-Pandaan sepanjang 12,1 km diresmikan pengoperasiannya oleh Presiden RI Joko Widodo pada tanggal 18 Juni 2015. Jalan Tol Gempol-Pandaan sepanjang 13,6 km telah beroperasi secara penuh pada tahun 2019 dimana jalan tol ini diharapkan dapat mengatasi kemacetan pada jalan nasional eksisting dan meningkatkan efisiensi kegiatan logistic di Jawa Timur.

JPT is a Joint Venture entity of Jasa Marga that was established on September 25, 1996. Gempol-Pandaan toll road is part of the Surabaya-Malang toll road construction plan made by the Government. The construction of Gempol-Pandaan toll road began in 2012 and has been operated on June 12, 2015. The operations of Gempol-Pandaan toll road that spans 12.1 km was inaugurated by President of RI, Joko Widodo, on June 18, 2015. The 13.6 km Gempol-Pandaan Toll Road has been fully operational in 2019 where this toll road is expected to overcome congestion on the existing national road and increase the efficiency of logistics activities in East Java.





PT MARGA LINGKAR JAKARTA (MLJ)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk : 51,00%
PT Jakarta Marga Jaya : 49,00%

Kepengurusan Management	Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur / Director	: Djap Tet Fa : Djarot Sri Sulistyono : Kris Ade Sudiyo : Ari Wibowo : Rachmat Soulisa
Profil Singkat Brief Profile	Entitas Anak yang mengoperasikan jalan tol JORR W2 Utara (Ulujami-Kebon Jeruk) ini didirikan pada 24 Agustus 2009. Jalan tol sepanjang 7,7 km ini merupakan bagian dari jalan tol Jakarta Outer Ring Road (JORR). Jalan tol JORR W2 Utara diresmikan pengoperasiannya pada 27 Desember 2013 dan beroperasi secara penuh pada 22 Juli 2014. The subsidiary that operates JORR W2 Utara (Ulujami-Kebon Jeruk) toll road was established on August 24, 2009. The 7.7 km long toll road is part of Jakarta Outer Ring Road (JORR) toll road. The JORR W2 Utara toll road operations was inaugurated on December 27, 2013 and commenced full operations on July 22, 2014.	





JASAMARGA
PANDAAN MALANG

PT JASAMARGA PANDAAN MALANG (JPM)

Kepemilikan Saham Shares Ownership

PT Jasa Marga (Persero) Tbk	: 51,00%
PT Astra Tol Nusantara	: 49,00%

Kepengurusan Management

Komisaris Utama / President Commissioner	: Djap Tet Fa
Komisaris / Commissioner	: Edwin Cahyadi
Direktur Utama / President Director	: Netty Renova
Direktur Keuangan / Director of Finance	: Fajar Andi Sutrisno Putro

Profil Singkat Brief Profile

JPM didirikan pada 6 Juni 2016. Jalan tol Pandaan-Malang ini memiliki panjang 38,5 km. Jalan tol Pandaan-Malang dibangun sebagai salah satu alternatif jalan yang menghubungkan kota dan kabupaten di Jawa Timur menuju Kota Malang. Sebagai salah satu kota tujuan wisata di Pulau Jawa, jalan tol Pandaan-Malang diharapkan dapat berperan positif dalam meningkatkan arus lalu lintas dari dan menuju Kota Malang. Jalan tol Pandaan-Malang dibangun sebagai lanjutan dari jalan tol Gempol- Pandaan, sehingga dengan tersambungny ruas tol ini sampai ke Kota Malang, diharapkan tidak hanya meningkatkan jumlah volume lalu lintas menuju Kota Malang, akan tetapi juga dapat menghidupkan ekonomi pada wilayah lalu lintas Surabaya-Pasuruan-Gempol-Pandaan.

JPM was established on June 6, 2016. Pandaan-Malang toll road spans 38.5 km. The Pandaan-Malang toll road was built as an alternative road connecting the cities and regencies in East Java to Malang City. As one of the tourism site in Java Island, the Pandaan-Malang toll road is expected to contribute a positive role in increasing traffic flow to and from Malang City. The Pandaan-Malang toll road was built as an extension of Gempol-Pandaan toll road, therefore, the extension of this toll road to Malang City is expected not only to boost traffic volume to Malang City, but also to revive the economy in Surabaya- Pasuruan-Gempol-Pandaan route.



STRUKTUR GRUP PERSEROAN COMPANY'S GROUP STRUCTURE



Entitas Anak
Subsidiaries



Entitas Asosiasi dan Ventura Bersama
Associates and Joint Ventures

Aset Keuangan
Financial Assets



21,24%

PT TRANSLINGKAR
KITA JAYA



50,91%

PT TRANS MARGA
JATENG



45,00%

PT JASAMARGA
NGAWI KERTOSONO



42,62%

PT JASAMARGA
SOLO NGAWI



44,18%

PT JASAMARGA
SEMARANG BATANG



20,00%

PT PP SINERGI
BANJARATMA



25,00%

PT JOGJASOLO MARGA
MAKMUR



40,00%

PT JASAMARGA
PANDAAN TOL



51,00%

PT MARGA
LINGKAR JAKARTA



25,00%

PT ISMAWA TRIMITRA



51,00%

PT JASAMARGA
PANDAAN MALANG



1,94%

PT MARGA
MANDALA SAKTI



3,28%

PT CITRA
MARGATAMA SURABAYA



0,54%

PT BOSOWA
MARGA NUSANTARA



0,35%

PT KRESNA KUSUMA
DYANDRA MARGA



12,00%

PT PILAR SINERGI
BUMN INDONESIA



7,41%

PT JATIM PRASARANA
UTAMA



8,00%

PT SINERGI COLOMADU



9,31%

PT FINTEK KARYA
NUSANTARA



2,96%

PT HUTAMA
MARGA WASKITA

KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN SAHAM

CHRONOLOGY OF SHARES LISTING AND/OR ISSUANCE

Tabel Kronologi Penerbitan dan/atau Pencatatan Saham
Table Chronology of Shares Listing and/or Issuance

No	Periode Period	Keterangan Remarks	Saham Shares	Nilai Nominal (Rp) Par Value (Rp)	Harga Penawaran (Rp) Offering Price (Rp)	Jumlah Saham yang Diterbitkan Total Shares Issued (Shares)	Modal Ditempatkan dan Disetor Subscribed and Fully Paid-up Capital		
							Jumlah Saham (Lembar) Total Shares Issued (Shares)	Total Nilai Nominal (Rp) Total Par Value (Rp)	Total Harga Penawaran (Rp) Total Offering Price (Rp)
1	Sebelum IPO Pre-IPO		Saham Biasa Seri B Ordinary Shares Series B	500	-	-	4.760.000.000	2.380.000.000.000	-
2	12 November 2007 November 12, 2007	IPO di Bursa Efek Jakarta IPO at Indonesia Stock Exchange	Saham Biasa Seri B Ordinary Shares Series B	500	1.700	2.040.000.000	6.800.000.000	3.400.000.000.000	11.560.000.000.000
3	13 Oktober 2008 - 12 Januari 2009 October 13, 2008 - January 12, 2009	Pembelian Saham Kembali (Buyback) Shares Buyback Saham Biasa Seri B	Saham Biasa Seri B Ordinary Shares Series B	500	-	-	6.800.000.000	3.400.000.000.000	-
4	05 April 2012 - 25 Juni 2012 April 05, 2012 - June 25, 2012	Penjualan Kembali Saham (Buyback) Reselling of Buyback Shares)	Saham Biasa Seri B Ordinary Shares Series B	500	-	-	6.800.000.000	3.400.000.000.000	-
5	02 - 08 Desember 2016 December 02 - 08, 2016	Penawaran umum terbatas I melalui Hak Memesan Efek Terlebih Dahulu (HMETD) Limited public offering I through Pre-emptive Rights (HMETD)	Saham Biasa Seri B Ordinary Shares Series B	500	3.900	457.871.200	7.257.871.200	3.628.935.600.000	1.785.697.680.000
6	Status per 31 Desember 2019 Status as per December 31, 2019		Saham Biasa Seri B Ordinary Shares Series B	500	-	-	7.257.871.200	3.628.935.600.000	-
7	Status per 31 Desember 2020 Status as per December 31, 2020		Saham Biasa Seri B Ordinary Shares Series B	500	-	-	7.257.871.200	3.628.935.600.000	-
8	Status per 31 Desember 2021 Status as per December 31, 2021		Saham Biasa Seri B Ordinary Shares Series B	500	-	-	7.257.871.200	3.628.935.600.000	-

Seluruh saham Perseroan dicatatkan pada Bursa Efek Indonesia.

All of the Company's shares are listed on the Indonesia Stock Exchange.

Informasi terkait dengan pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal dapat dilihat pada Bab 1 Ikhtisar Kinerja Utama.

Information related to stock splits, reverse stock, stock dividends, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and subtractions can be seen in Chapter 1 Overview of Main Performances.

KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN OBLIGASI CHRONOLOGY OF BOND ISSUANCE AND/OR LISTING

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of Jasa Marga Bond Listing Chronology

No	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Bonds (Millions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2021	2020	2019	
1	Jasa Marga I (A)	11 Maret 1983 March 11, 1983	5	Rp	23.718	11 Maret 1988 March 11, 1988	15,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
2	Jasa Marga II/1 (B)	31 Oktober 1983 October 31, 1983	5	Rp	40.000	31 Oktober 1988 October 31, 1988	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
3	Jasa Marga II/2 (C)	6 Februari 1984 February 6, 1984	5	Rp	20.000	6 Februari 1989 February 6, 1989	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
4	Jasa Marga II/2 (D)	5 Maret 1984 March 5, 1984	5	Rp	20.000	5 Maret 1989 March 5, 1989	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
5	Jasa Marga II/2 (E)	31 Maret 1984 March 31, 1984	5	Rp	20.000	31 Maret 1989 March 31, 1989	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
6	Jasa Marga III/1 (F/1)	28 Desember 1984 December 28, 1984	5	Rp	40.000	28 Des 1989 December 28, 1989	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
7	Jasa Marga III/2 (F/2)	1 Maret 1985 March 1, 1985	5	Rp	30.000	1 Maret 1990 March 1, 1990	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
8	Jasa Marga IV/1 (G/1)	27 Desember 1985 December 27, 1985	5	Rp	40.000	27 Desember 1990 December 27, 1990	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
9	Jasa Marga IV/2 (G/2)	24 Maret 1986 March 24, 1986	5	Rp	60.000	24 Maret 1991 March 24, 1991	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
10	Jasa Marga V/1 (H)	6 Juli 1987 July 6, 1987	5	Rp	60.000	6 Juli 1992 July 6, 1992	16,37%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
11	Jasa Marga V/2 (I)	19 November 1987 November 19, 1987	5	Rp	40.000	19 November 1992 November 19, 1992	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
12	Jasa Marga VI/1 (J)	20 Juni 1988 June 20, 1988	8	Rp	75.000	20 Juni 1996 June 20, 1996	17,00%	Lunas Fully Paid	-	-	-	-
13	Jasa Marga VI/2 (K)	1 Februari 1989 February 1, 1989	8	Rp	50.000	1 Februari 1997 February 1, 1997	18,00%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of Jasa Marga Bond Listing Chronology

No	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Bonds (Millions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2021	2020	2019	
14	Obligasi Indeks Pendapatan Tahap I Fixed Income Index Bonds 1st Phase	31 Juli 1989 July 31, 1989	12	Rp	40.000	31 Juli 2001 July 31, 2001	16,75%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
15	Obligasi Indeks Pendapatan Tahap II Fixed Income Index Bonds 2nd Phase	21 September 1989 September 21, 1989	12	Rp	30.000	21 September 2001 September 21, 2001	16,75%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
16	Jasa Marga VII (L)	8 Juni 1990 June 8, 1990	8	Rp	100.000	8 Juni 1998 June 8, 1998	16,50%	Lunas Fully Paid	-	-	-	Bank Pembangunan Indonesia (BAPINDO)
17	Jasa Marga VIII (M)	27 Maret 2000 March 27, 2000	8	Rp	150.000	27 Maret 2008 March 27, 2008	16,50%	Lunas Fully Paid	-	-	-	PT Bank Mandiri (Persero)
18	Jasa Marga IX (N)	12 April 2002 April 12, 2002	5	Rp	400.000	12 April 2007 April 12, 2007	18,50% dan/ and Floating (range 16,50% - 20,00%)	Lunas Fully Paid	-	-	-	PT Bank Mandiri (Persero)
19	Jasa Marga X (O)	4 Desember 2002 December 4, 2002	8	Rp	650.000	4 Desember 2010 December 4, 2010	16,15%	Lunas Fully Paid	-	-	-	PT Bank Rakyat Indonesia (Persero)
20	Jasa Marga XI (P)	10 Oktober 2003 October 10, 2003	10	Rp	1.000.000	10 Oktober 2013 October 10, 2013	12,30% pembayaran ke-1 - 20 dan 13,00% pembayaran ke-21 - 40 1 st -20 th payments: 12,30% 21 st -40 th payments: 13,00%	Lunas Fully paid	-	-	-	PT Bank Rakyat Indonesia (Persero)
21	Jasa Marga I (JM-10)	10 Desember 2010 December 10, 2010	3	Rp	500.000	10 Desember 2013 December 10, 2013	Tanpa Bunga Zero Coupon	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
22	JORR I	19 November 2003 November 19, 2003	10	Rp	274.260	19 November 2013 November 19, 2013	SBI 3 bulanan selama rata-rata 6 bulan Quarter SBI for average 6 months	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
	JORR II (A)	5 Januari 2006 January 5, 2006	10	Rp	77.377	5 Januari 2016 January 5, 2016	15,25%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
	JORR II (B)	5 Januari 2006 January 5, 2006	12	Rp	77.377	5 Januari 2018 January 5, 2018	15,25%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
	JORR II (C)	5 Januari 2006 January 5, 2006	15	Rp	104.400	5 Januari 2021 January 5, 2021	15,50%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
24	Jasa Marga XII (Q)	6 Juli 2006 July 6, 2006	10	Rp	1.000.000	6 Juli 2016 July 6, 2016	13,50%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
25	Jasa Marga XIII (R)	21 Juni 2007 June 21, 2007	10	Rp	1.500.000	21 Juni 2017 June 21, 2017	10,25%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
26	Jasa Marga XIV (JM-10)	10 Desember 2010 December 10, 2010	10	Rp	1.000.000	10 Desember 2020 December 10, 2020	9,35%	Lunas Fully paid	-	idAA-	idAA	PT Bank Mega Tbk
27	Obligasi Berkelanjutan I Jasa Marga Tahap I Tahun 2013 Seri S-Seri A Senior Debt Shelf Offering I Jasa Marga Phase I Year 2013 Series S - Series A	27 September 2013 September 27, 2013	370 hari	Rp	700.000	2 Oktober 2014 October 2, 2014	8,40%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of Jasa Marga Bond Listing Chronology

No	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Bonds (Millions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2021	2020	2019	
	Obligasi Berkelanjutan I Jasa Marga Tahap I Tahun 2013 Seri S-Seri B Senior Debt Shelf Offering I Jasa Marga Phase I Year 2013 Series S - Series B	27 September 2013 September 27, 2013	3	Rp	400.000	27 September 2016 September 27, 2016	8,70%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan I Jasa Marga Tahap I Tahun 2013 Seri S-Seri C Senior Debt Shelf Offering I Jasa Marga Phase I Year 2013 Series S - Series C	27 September 2013 September 27, 2013	5	Rp	1.000.000	27 September 2018 September 27, 2018	8,90%	Lunas Fully paid	-	-	-	PT Bank Mega Tbk
28	Obligasi Berkelanjutan I Jasa Marga Tahap II Tahun 2014 Seri T Senior Debt Shelf Offering I Jasa Marga Phase II Year 2014 Series T	22 September 2014 September 22, 2014	5	Rp	1.000.000	22 September 2019 September 22, 2019	9,85%	Lunas Fully paid	-	-	idAA	PT Bank Mega Tbk
	Obligasi I Marga Lingkar Jakarta 2017 Seri A Bond I Marga Lingkar Jakarta 2017 Series A	8 November 2017 November 8, 2017	3	Rp	200.000	8 November 2020 November 8, 2020	7,45%	Lunas Fully paid	-	idAAA (sf)	idAAA (sf)	PT Bank Mega Tbk
	Obligasi I Marga Lingkar Jakarta 2017 Seri B Bond I Marga Lingkar Jakarta 2017 Series B	8 November 2017 November 8, 2017	5	Rp	217.000	8 November 2022 November 8, 2022	7,75%	Belum Lunas Outstanding	idAAA (sf)	idAAA (sf)	idAAA (sf)	PT Bank Mega Tbk
29	Obligasi I Marga Lingkar Jakarta 2017 Seri C Bond I Marga Lingkar Jakarta 2017 Series C	8 November 2017 November 8, 2017	7	Rp	299.000	8 November 2024 November 8, 2024	8,30%	Belum Lunas Outstanding	idAAA (sf)	idAAA (sf)	idAAA (sf)	PT Bank Mega Tbk
	Obligasi I Marga Lingkar Jakarta 2017 Seri D Bond I Marga Lingkar Jakarta 2017 Series D	8 November 2017 November 8, 2017	10	Rp	320.000	8 November 2027 November 8, 2027	8,70%	Belum Lunas Outstanding	idAAA (sf)	idAAA (sf)	idAAA (sf)	PT Bank Mega Tbk
	Obligasi I Marga Lingkar Jakarta 2017 Seri E Bond I Marga Lingkar Jakarta 2017 Series E	8 November 2017 November 8, 2017	12	Rp	464.000	8 November 2029 November 8, 2029	8,85%	Belum Lunas Outstanding	idAAA (sf)	idAAA (sf)	idAAA (sf)	PT Bank Mega Tbk
30	Komodo Bond	13 Desember 2017 November 13, 2017	3	Rp	4.000.000	13 Desember 2020 December 13, 2020	7,50%	Lunas Fully paid	-	Baa3 (Moody's) BB- (S&P)	Baa2 (Moody's) BB+ (S&P)	Bank of New York Mellon
31	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri A Shelf Registration Bond II Jasa Marga Phase I Year 2020 Series A	8 September 2020 September 8, 2020	3	Rp	1.100.350	8 September 2023 September 8, 2023	7,90%	Belum Lunas Outstanding	idAA-	idAA-	-	PT Bank Mega Tbk

Tabel Kronologi Penerbitan Obligasi Jasa Marga
Table of Jasa Marga Bond Listing Chronology

No	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Bonds (Millions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2021	2020	2019	
	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri B Shelf Registration Bond II Jasa Marga Phase I Year 2020 Series B	8 September 2020 September 8, 2020	5	Rp	286.000	8 September 2025 September 8, 2025	8,25%	Belum Lunas Outstanding	idAA-	idAA-	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri C Shelf Registration Bond II Jasa Marga Phase I Year 2020 Series C	8 September 2020 September 8, 2020	7	Rp	90.050	8 September 2027 September 8, 2027	8,60%	Belum Lunas Outstanding	idAA-	idAA-	-	PT Bank Mega Tbk
	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri D Shelf Registration Bond II Jasa Marga Phase I Year 2020 Series D	8 September 2020 September 8, 2020	10	Rp	523.600	8 September 2030 September 8, 2030	9,00%	Belum Lunas Outstanding	idAA-	idAA-	-	PT Bank Mega Tbk

Seluruh obligasi Jasa Marga dicatatkan pada Bursa Efek Indonesia, kecuali Obligasi Komodo yang dicatatkan pada *London Stock Exchange* dan *Singapore Stock Exchange*. Untuk obligasi yang diterbitkan dan dicatatkan di Bursa Efek Indonesia, Jasa Marga menggunakan Pefindo sebagai lembaga pemeringkat obligasi. Sementara untuk Obligasi Komodo, Jasa Marga menunjuk Moody's dan S&P Global sebagai lembaga pemeringkat obligasi.

All Jasa Marga bonds are listed at Indonesia Stock Exchange, except for the Komodo Bonds which are listed on the London Stock Exchange and Singapore Stock Exchange. For bonds issued and listed at Indonesia Stock Exchange, Jasa Marga refers to Pefindo as the bond rating agency. Meanwhile for the Komodo Bonds, Jasa Marga appointed Moody's and S&P Global as bond rating agencies.

OBLIGASI JASA MARGA YANG BELUM JATUH TEMPO

JASA MARGA OUTSTANDING BONDS

OBLIGASI MARGA LINGKAR JAKARTA (MLJ)

Marga Lingkar Jakarta Bonds (MLJ)

Pada tanggal 31 Oktober 2017, PT Marga Lingkar Jakarta (MLJ), Entitas Anak, memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi I Marga Lingkar Jakarta Tahun 2017 ("Obligasi") 5 (lima) seri. Total dana yang diterima MLJ pada tanggal 8 November 2017 dari hasil penerbitan Obligasi sebesar Rp1.500.000.000.000. Obligasi ini diterbitkan dalam lima seri dengan tenor masing-masing yaitu 3,5,7,10 dan 12 tahun. Pada tanggal 8 November 2020, PT MLJ telah melunasi Obligasi Seri A dengan tenor 3 tahun dengan nilai sebesar Rp200.000.000.000.

On October 31, 2017, PT Marga Lingkar Jakarta (MLJ), a Subsidiary, obtained an effective statement from the Financial Services Authority (OJK) regarding the issuance of Bond I Marga Lingkar Jakarta Year 2017 ("Bonds") 5 (five) series. The total proceeds received by MLJ on November 8, 2017 from the proceeds of the Bond issuance amounted Rp1,500,000,000,000. The bonds were issued in five series with tenors respectively, which are 3,5,7,10 and 12 years. On November 8, 2020, PT MLJ has paid the Series A Bonds with a 3-year terms with a value of Rp200,000,000,000.

Tabel Pemegang Obligasi MLJ Seri B
Table of MLJ Series B Bondholders

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	PT Bank Maybank Indonesia	75.000.000.000	34,56
2	PT Bank Mandiri	75.000.000.000	34,56
3	Dana Pensiun Smart	30.000.000.000	13,82
4	PT Asuransi Jiwa Inhealth Indonesia	13.000.000.000	5,99
5	Dana Pensiun Semen Gresik	5.000.000.000	2,30
6	Yohannes Henky Wijaya	5.000.000.000	2,30
7	Dana Pensiun BPD Aceh	4.000.000.000	1,84
8	PT Dexa Medica	4.000.000.000	1,84
9	PT Inertia Utama	2.000.000.000	0,92
10	Yauw Diaz Moreno	1.000.000.000	0,46
11	Abdul Hadi H.S.	1.000.000.000	0,46
12	Okky Dharmosetio	1.000.000.000	0,46
13	Dyah Titik Winarni	400.000.000	0,18
14	Ir. Sonhadji Surahman	200.000.000	0,09
15	Djoko Dwijono	200.000.000	0,09
16	Dyah Budiwati	125.000.000	0,06
17	Nurnaningsih	50.000.000	0,02
18	Herald Galingga Wira Shenta	25.000.000	0,01

Tabel Pemegang Obligasi MLJ Seri C
Table of MLJ Series C Bondholders

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	PT Taspen	100.000.000.000.00	33,44
2	PT Taspen (Asuransi) - HTM	100.000.000.000.00	33,44
3	Reksa Dana Manulife Obligasi Unggulan	47.000.000.000.00	15,72
4	Asuransi Jiwa Generali Indonesia, PT - 912494000	25.000.000.000.00	8,36
5	Dana Pensiun BPD DIY	7.000.000.000.00	2,34
6	Dana Pensiun Pusri	5.000.000.000.00	1,67
7	DP Pemb.Jaya	5.000.000.000.00	1,67
8	Reksa Dana Manulife Dana Campuran II	4.000.000.000.00	1,34
9	PT Dexa Medica	3.000.000.000.00	1,00
10	DP Pegawai Perum Peruri	1.000.000.000.00	0,33
11	YKK Pembangunan Perumahan	1.000.000.000.00	0,33
12	PT Inertia Utama	1.000.000.000.00	0,33

Tabel Pemegang Obligasi MLJ Seri D
Table of MLJ Series D Bondholders

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	PT Taspen	150.000.000.000	46,88
2	DP Telkom	50.000.000.000	15,63
3	PT Asuransi Jiwa Central Asia Raya	50.000.000.000	15,63
4	PT Tugu Pratama Indonesia	20.000.000.000	6,25
5	Kop. Kesehatan Peg. & Pensiunan Bank Mandiri (Mandiri Healthcare)	10.000.000.000	3,13
6	Dana Pensiun Jasa Marga	10.000.000.000	3,13

Tabel Pemegang Obligasi MLJ Seri D
Table of MLJ Series D Bondholders

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
7	Reksa Dana Setiabudi Dana Obligasi Unggulan	5.000.000.000	1,56
8	Dana Pensiun Garuda Indonesia	5.000.000.000	1,56
9	Dana Pensiun BPD NTT - manfaat Lain	5.000.000.000	1,56
10	DP. BTN	5.000.000.000	1,56
11	Dana Pensiun Wijaya Karya PPMP	5.000.000.000	1,56
12	Tony Halim	3.000.000.000	0,94
13	Dana Pensiun GPIB	2.000.000.000	0,63

Tabel Pemegang Obligasi MLJ Seri E
Table of MLJ Series E Bondholders

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	PT Indonesia Infrastructure Finance	250.000.000.000.00	53,88
2	PT Taspen	70.000.000.000.00	15,09
3	DPK Indocement T.P	30.000.000.000.00	6,47
4	Reksa Dana Setiabudi Dana Obligasi Unggulan	17.000.000.000.00	3,66
5	DP Pemb.Jaya	15.000.000.000.00	3,23
6	RD Principal Bond	15.000.000.000.00	3,23
7	Dana Pensiun PLN	12.000.000.000.00	2,59
8	Asuransi Jiwa Generali Indonesia, PT - 912494000	10.000.000.000.00	2,16
9	Dana Pensiun Bank Mandiri Tiga	7.000.000.000.00	1,29
10	DPLK Jiwasraya	6.000.000.000.00	1,51
11	Dana Pensiun Karyawan Taspen	4.000.000.000.00	0,86
12	Dana Pensiun Kimia Farma	4.000.000.000.00	0,86
13	Reksa Dana Batavia Obligasi Bertumbuh 2	4.000.000.000.00	0,86
14	Pers. Dana Pensiun PPPK Petra	3.000.000.000.00	0,65
15	Dana Pensiun Garuda Indonesia	3.000.000.000.00	0,65
16	Dana Pensiun YAKKUM	3.000.000.000.00	0,65
17	DP. BTN	3.000.000.000.00	0,65
18	DP Danareksa	3.000.000.000.00	0,65
19	PT Asuransi Central Asia	2.000.000.000.00	0,43
20	Ady Minoto	2.000.000.000.00	0,43
21	Lenny Yuliana	1.000.000.000.00	0,22

OBLIGASI BERKELANJUTAN II JASA MARGA TAHAP I TAHUN 2020

Shelf Registration Bond II Jasa Marga Phase I Year 2020

Pada tanggal 31 Agustus 2020, Jasa Marga memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020. Total dana yang diterima Jasa Marga pada tanggal 8 September 2020 dari hasil penerbitan Obligasi adalah sebesar Rp2.000.000.000.000.

On August 31, 2020, Jasa Marga obtained an effective statement from the Financial Services Authority (OJK) for the issuance of Shelf Registration Bond Jasa Marga II Phase I Year 2020. The total proceeds earned by Jasa Marga on September 8, 2020 from the Bonds issuance amounted to Rp2,000,000,000,000.

Tabel 20 Besar Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri A
Table Top 20 Holders of Shelf Registration Bond Jasa Marga II Phase I Year 2020 Series A

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	PT BANK MAYBANK INDONESIA	710.000.000.000	64,52
2	PT BANK INA PERDANA TBK	185.000.000.000	16,81
3	PT ASABRI 2	35.000.000.000	3,18
4	Treasury Bank Jatim	30.000.000.000	2,73
5	PT ZURICH ASURANSI INDONESIA, TBK	30.000.000.000	2,73
6	REKSA DANA MANDIRI OBLIGASI UTAMA 3	20.000.000.000	1,82
7	PT ASABRI 3	20.000.000.000	1,82
8	REKSA DANA SYAILENDRA PENDAPATAN TETAP PREMIUM	10.000.000.000	0,91
9	RD MANDIRI INVESTA DANA UTAMA - 854564000	10.000.000.000	0,91
10	REKSA DANA SYAILENDRA PENDAPATAN TETAP PREMIUM	5.000.000.000	0,45
11	Reksa Dana BNI-AM Dana Pendapatan Tetap Manggala	5.000.000.000	0,45
12	PT TUGU PRATAMA INDONESIA	5.000.000.000	0,45
13	Reksa Dana BNI-AM Dana Pendapatan Tetap Makara Investasi	3.000.000.000	0,27
14	REKSA DANA BNI-AM UGM PROGRESSIVE BALANCED	2.000.000.000	0,18
15	BANK JULIUS BAER AND CO. LTD. SINGAPORE	2.000.000.000	0,18
16	GAN GIOK LIE	2.000.000.000	0,18
17	JASON TJAHYADI	2.000.000.000	0,18
18	MARWIN IRAWAN	2.000.000.000	0,18
19	PT ASURANSI BHAKTI BHAYANGKARA	1.000.000.000	0,09
20	DAPEN PPIP PUPUK SRIWIJAYA	1.000.000.000	0,09

Tabel 20 Besar Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri B
Table of Top 20 Holders of Shelf Registration Bond Jasa Marga II Phase I Year 2020 Series B

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	DPLK BANK RAKYAT INDONESIA - PENDAPATAN TETAP	50.000.000.000	17,48
2	PT ASABRI 2	30.000.000.000	10,49
3	Treasury Bank Jatim	25.000.000.000	8,74
4	PT ASABRI 3	25.000.000.000	8,74
5	PT REASURANSI INDONESIA UTAMA (PERSERO)	24.000.000.000	8,39
6	PT TUGU PRATAMA INDONESIA	20.000.000.000	6,99
7	DANA PENSIUN PERTAMINA	15.000.000.000	5,24
8	Dana Pensiun Bank Mandiri	15.000.000.000	5,24
9	PT BANK INA PERDANA TBK	15.000.000.000	5,24
10	DP. BPD Jatim	10.000.000.000	3,50
11	DP Pos Indonesia	10.000.000.000	3,50
12	DANA PENSIUN LEMBAGA KEUANGAN CENTRAL ASIA RAYA	10.000.000.000	3,50
13	PT HEKSA SOLUTION INSURANCE	8.000.000.000	2,80
14	PT Asuransi Jiwa Central Asia Raya - Carlink ProFixed	5.000.000.000	1,75
15	YAYASAN KESEJAHTERAAN PEGAWAI OTORITAS JASA KEUANGAN (YKP OJK)	5.000.000.000	1,75
16	PT ASURANSI JIWA CENTRAL ASIA RAYA	5.000.000.000	1,75
17	DANA PENSIUN PUPUK KALTIM GROUP	3.000.000.000	1,05
18	Reksa Dana BNI-AM Dana Pendapatan Tetap Manggala	3.000.000.000	1,05
19	Dapen Karyawan PT. Askrida	1.000.000.000	0,35
20	DAPEN PPIP PUPUK SRIWIJAYA	1.000.000.000	0,35

Tabel Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri C
Table of Holders of Shelf Registration Bond Jasa Marga II Phase I Year 2020 Series C

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	Dana Pensiun Bank Mandiri	12.000.000.000	13,33
2	REKSA DANA NET DANA GEMILANG	10.000.000.000	11,10
3	Reasuransi Nasional Indonesia	10.000.000.000	11,10
4	DP Pos Indonesia	10.000.000.000	11,10
5	DANA PENSIUN KOMPAS GRAMEDIA	10.000.000.000	11,10
6	DANA PENSIUN JASA MARGA	8.000.000.000	8,88
7	REKSA DANA NET DANA BERIMBANG	5.000.000.000	5,55
8	REKSA DANA PENDAPATAN TETAP NET DANA STABIL	5.000.000.000	5,55
9	YAYASAN KESEJAHTERAAN PEGAWAI OTORITAS JASA KEUANGAN (YKP OJK)	5.000.000.000	5,55
10	PT. TUGU PRATAMA INDONESIA	5.000.000.000	5,55
11	DANA PENSIUN BANK MALUKU	3.000.000.000	3,33
12	Dana Pensiun YAKKUM	1.000.000.000	1,11
13	DANA PENSIUN PEGAWAI PERUM PERURI	1.000.000.000	1,11
14	CHANDRA WIBOWO SOETIRTO	1.000.000.000	1,11
15	ARDY WARDHIKA	1.000.000.000	1,11
16	LENA SETIAWATI	1.000.000.000	1,11
17	DP Danareksa	1.000.000.000	1,11
18	JIMMY GUNARDI	800.000.000	0,89
19	ADI SAPTONO	250.000.000	0,28

Tabel 20 Besar Pemegang Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Seri D
Table of Top 20 Holders of Shelf Registration Bond Jasa Marga II Phase I Year 2020 Series D

No	Nama Name	Jumlah Efek (Rp) Total Bonds (Rp)	%
1	PT Taspen	165.000.000.000	31,51
2	PERSEK DAPENMA PAMSI	100.000.000.000	19,10
3	BPJS KESEHATAN	47.000.000.000	8,98
4	Dana Pensiun Bank Mandiri	30.000.000.000	5,73
5	Dana Pensiun PLN	15.000.000.000	2,86
6	PT Asuransi Jiwa Central Asia Raya - Carlink ProMixed	15.000.000.000	2,86
7	DANA PENSIUN JASA MARGA	15.000.000.000	2,86
8	Dana Pensiun Pegawai PT Bank Sumut	12.000.000.000	2,29
9	REKSA DANA PENDAPATAN TETAP UTAMA	11.000.000.000	2,10
10	DP PEGADAIAN	10.000.000.000	1,91
11	DP OTORITAS JASA KEUANGAN	10.000.000.000	1,91
12	DPK BPJS Ketenagakerjaan	10.000.000.000	1,91
13	HY NON PAR - IDR FI	10.000.000.000	1,91
14	DANA PENSIUN LEMBAGA KEUANGAN CENTRAL ASIA RAYA	10.000.000.000	1,91
15	PT. ASURANSI BINAGRIYA UPAKARA	8.000.000.000	1,53
16	Dana Pensiun Jasa Raharja	6.000.000.000	1,15
17	DP. BTN	5.000.000.000	0,95
18	PT ASURANSI JIWA CENTRAL ASIA RAYA	5.000.000.000	0,95
19	PT Asuransi Jiwa Central Asia Raya - Carlink ProFixed	4.000.000.000	0,76
20	IRWAN TANJUNG	4.000.000.000	0,76

KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN SUKUK

CHRONOLOGY OF SUKUK ISSUANCE AND/OR REGISTRATION

Tabel Kronologi Penerbitan Sukuk Jasa Marga
Table of Jasa Marga Sukuk Issuance Chronology

No	Uraian Description	Tanggal Penerbitan Issuance Date	Tenor (Tahun) Terms (Year)	Mata Uang Currency	Jumlah Obligasi (Juta) Total Bonds (Millions)	Tanggal Jatuh Tempo Maturity Date	Tingkat Suku Bunga Interest Rate	Status Pembayaran Payment Status	Peringkat Rating			Wali Amanat Trustee
									2021	2020	2019	
1	Sukuk Ijarah Jangka Menengah PT Jasamarga Pandaan Tol Tahun 2019 Seri A Medium- term Ijarah Sukuk PT Jasamarga Pandaan Tol Year 2019 Series A	17 Juli 2019 July 17, 2019	3	Rp	100.000	17 Juli 2022 July 17, 2022	8,50%	Belum Lunas Outstanding	idA+ (sy)	idA+ (sy)	idAA- (sy)	PT Bank Mega Tbk
	Sukuk Ijarah Jangka Menengah PT Jasamarga Pandaan Tol Tahun 2019 Seri B Medium- term Ijarah Sukuk PT Jasamarga Pandaan Tol Year 2019 Series B	17 Juli 2019 July 17, 2019	5	Rp	685.000	17 Juli 2024 July 17, 2024	9,00%	Belum Lunas Outstanding	idA+ (sy)	idA+ (sy)	idAA- (sy)	PT Bank Mega Tbk

Jasa Marga melalui salah satu Entitas Anaknya yaitu PT Jasamarga Pandaan Tol (JPT) menerbitkan Sukuk Ijarah Menengah PT Jasamarga Pandaan Tol Tahun 2019 pada 17 Juli 2019. Total dana yang diterima dari hasil penerbitan sukuk ini adalah sebesar Rp785.000.000.000 yang akan digunakan untuk melakukan pembayaran dan/atau pembayaran dipercepat atas utang-utang perbankan PT JPT serta untuk memenuhi kebutuhan modal kerja PT JPT. PT JPT menggunakan Pefindo sebagai lembaga pemeringkat.

Jasa Marga, through one of the Subsidiaries, which is PT Jasamarga Pandaan Tol (JPT) issued the Medium Sukuk Ijarah for PT Jasamarga Pandaan Tol Year 2019 on July 17, 2019. The total funds earned from the issuance of this sukuk amounted Rp785,000,000,000 which will be used for early payments and/or payments of PT JPT's bank loans and to meet PT JPT's working capital needs. PT JPT uses Pefindo as a rating agency.

KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN SUMBER PENDANAAN LAINNYA

CHRONOLOGY OF ISSUING AND/OR LISTING OF OTHER FUNDING SOURCES

Tabel Kronologi Penerbitan Sumber Pendanaan Lainnya Jasa Marga
Table of Jasa Marga's Other Funding Sources Issuance Chronology

No	Uraian Description	Tahun Terbit Issuance Year	Tenor (tahun) Terms (year)	Mata Uang Currency	Nilai (juta) Value (million)	Jatuh Tempo Maturity	Tingkat Imbal Hasil (%) Yield (%)	Peringkat Rating	Tujuan Penerbitan Purpose of Issuance
1	Kontrak Investasi Kolektif Efek Beragun Aset (KIK-EBA) Mandiri JSMR01 - Hak Atas Pendapatan Tol Jagorawi* Assets-Backed Securities Collective Investment Contract (KIK-EBA) Mandiri JSMR 01 - Concession on Revenues from Jagorawi Toll Road*	2017	5	Rp	2.000.000	2022	8,40	idAAA oleh Pefindo idAAA by Pefindo	Mendanai pembangunan ruas jalan tol baru Financing new toll road construction
2	Reksa Dana Penyertaan Terbatas Mandiri Infrastruktur Ekuitas Transjawa (RDPT MIET) Limited Mutual Funds of Mandiri Infrastructure Equity Transjawa (RDPT MIET)	2018	-	Rp	1.970.000	-	-	-	Mendanai ekuitas di PT Jasamarga Semarang Batang, PT Jasamarga Solo Ngawi, dan PT Jasamarga Ngawi Kertosono Financing equity at PT Jasamarga Semarang Batang, PT Jasamarga Solo Ngawi and PT Jasamarga Ngawi Kertosono
3	Kontrak Investasi Kolektif Dana Investasi Infrastruktur (KIK-DINFRA) Toll Road Mandiri 001* Collective Investment Contract Infrastructure Investment Funds (KIK-DINFRA) Toll Road Mandiri 001*	2019	-	Rp	1.303.400	-	-	-	Mendanai ekuitas di PT Trans Marga Jateng dan PT Jasamarga Pandaan Tol Financing equity at PT Trans Marga Jateng and PT Jasamarga Pandaan Tol
4	Surat Berharga Komersial I Jasa Marga Tahun 2020 Commercial Securities I Jasa Marga Year 2020	2020	1	Rp	566.000	2021	6,80	idA1+ oleh Pefindo idA1+ by Pefindo	Memperbaiki arus kas Perseroan dalam jangka pendek dan dapat digunakan sebagai modal kerja serta belanja modal Perseroan Improve the Company's short-term cash flows and allocated as the Company's working capital and capital expenditure

Keterangan/ Remarks:

*dicatatkan di Bursa Efek Indonesia
listed at Indonesia Stock Exchange

LEMBAGA DAN/ATAU PROFESI PENUNJANG

SUPPORTING INSTITUTIONS AND/OR PROFESSIONS

Biro Administrasi Efek Securities Registrar	Nama Perusahaan Company's Name	PT Datindo Entrycom
	Alamat Address	Jl. Hayam Wuruk No. 28, 2 nd floor, Jakarta 10120
	Telp/Fax/Email Telp/Fax/Email	Telp. : 6221 350 8077 (Hunting) Fax. : 6221 350 8078 Website : www.datindo.com
	Ruang Lingkup Pekerjaan Scope of Work	Memelihara Daftar Pemegang Saham (DPS) dan melaksanakan pencatatan perubahan-perubahan pada DPS yang tercatat di Bursa Efek Indonesia Maintain Shareholders List (DPS) and record any change in DPS registered at Indonesia Stock Exchange
	Periode Penugasan Assignment Period	2009–Sekarang 2009–Now
	Biaya Fee	Rp44.000.000,00 (sudah termasuk PPN) Rp44,000,000.00 (including VAT)
Wali Amanat Trustee	Nama Perusahaan Company's Name	PT Bank Mega Tbk
	Alamat Address	Menara Bank Mega Jl. Kapten Tendean Kav. 12-14A Jakarta 12790
	Telp/Fax/Email Telp/Fax/Email	Telp. : 6221 7917 5000 Fax. : 6221 7918 7100 Website : www.bankmega.com
	Ruang Lingkup Pekerjaan Scope of Work	Mewakili kepentingan investor pemegang efek bersifat utang Representing interests of the investors as the holders of debt securities
	Periode Penugasan Assignment Period	2020–Sekarang 2020–Now
	Biaya Fee	Rp99.000.000
Kantor Akuntan Publik Public Accountant Firm	Nama Perusahaan Company's Name	KAP Purwantono, Sungkoro & Surja
	Alamat Address	Indonesia Stock Exchange Building, Tower 2, 7th Floor Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190
	Telp/Fax/Email Telp/Fax/Email	Telp. : 021-528 94738 Fax. : 021-528 94007
	Ruang Lingkup Pekerjaan Scope of Work	<ul style="list-style-type: none"> Audit atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk yang berakhir tanggal 31 Desember 2021 Audit atas Laporan Keuangan Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk. Tahun Buku yang berakhir tanggal 31 Desember 2021 Audit atas Kepatuhan PT Jasa Marga (Persero) Tbk terhadap Perundang-undangan dan Peraturan lainnya yang Berlaku Tahun Buku 2021 Audit atas Kepatuhan PT Jasa Marga (Persero) Tbk terhadap Sistem Pengendalian Intern Perusahaan Tahun Buku 2021 Audit on PT Jasa Marga (Persero) Tbk Consolidated Financial Statements for year ended on December 31, 2021 Audit of Social Responsibility Financial Statements and Environment (TJSL) PT Jasa Marga (Persero) Tbk. Financial Year Books ending December 31, 2021 Compliance Audit of PT Jasa Marga (Persero) Tbk to other laws and regulations that Applicable Financial Year 2021 Compliance Audit of PT Jasa Marga (Persero) Tbk to the Company's Internal Control System in Financial Year 2021
	Periode Penugasan Assignment Period	2021
	Biaya Fee	Rp3.700.760.000

Lembaga Pemeringkat Efek Rating Agency	Nama Perusahaan Company's Name	PT Pemeringkat Efek Indonesia (Pefindo)
	Alamat Address	Panin Tower - Senayan City, 17th Floor Jl. Asia Afrika Lot. 19 Jakarta 10270, Indonesia
	Telp/Fax/Email Telp/Fax/Email	Telp. : 6221 7278 2380 Fax. : 6221 7278 2370 Website : www.pefindo.com
	Ruang Lingkup Pekerjaan Scope of Work	Pemeringkatan Perusahaan dan Obligasi Rating of Companies and Bonds
	Periode Penugasan Assignment Period	2013-Sekarang 2013-Now
	Biaya Fee	Rp125.000.000
Notaris Notary	Nama Perusahaan Company's Name	Ir. Nanette Cahyanie Handari Adi Warsito, S.H.
	Alamat Address	Jl. Panglima Polim V/11, Kebayoran Baru, Jakarta
	Telp/Fax/Email Telp/Fax/Email	Telp. : (62-21) 7244650 - 7392801 - 7209645 Fax. : (62-21) 7265090 Email : cahyanie72@yahoo.co.id; poerbaningsih@yahoo.com
	Ruang Lingkup Pekerjaan Scope of Work	Notaris dalam pelaksanaan Rapat Umum Pemegang Saham Tahunan Notary for the Annual General Meeting of Shareholders Implementation
	Periode Penugasan Assignment Period	2017-Sekarang 2017-Now
Konsultan Hukum Legal Advisor	Nama Perusahaan Company's Name	UMBRA Strategic Legal Solutions
	Alamat Address	Telkom Landmark Tower, Tower 2, Lantai 49 Jl. Gatot Subroto Kav. 52
	Telp/Fax/Email Telp/Fax/Email	Telp. : 6221 5082 0999 Website : www.umbra.law
	Ruang Lingkup Pekerjaan Scope of Work	Konsultan hukum dalam pelaksanaan Rapat Umum Pemegang Saham (RUPS) Legal Advisor for the General Meeting of Shareholders (GMS) implementation
	Periode Penugasan Assignment Period	2018-Sekarang 2018-Now

Simpang Susun Pasir Koja 3, Jalan Tol Padaleunyi
Pasir Koja 3 Interchange, Padaleunyi Toll Road



INFORMASI PADA SITUS WEB PERSEROAN INFORMATION ON COMPANY WEBSITES

Situs web Perseroan menyajikan berbagai informasi sebagai pengenalan dan panduan tentang bisnis Jasa Marga. Informasi yang disediakan telah sesuai dengan Peraturan Otoritas Jasa Keuangan (OJK) No. 8/POJK.04/2015, berisikan antara lain Profil Perusahaan, Profil Dewan Komisaris dan Direksi, Pemegang Saham, Kode Etik, RUPS, Struktur Perusahaan, Laporan Keuangan Perusahaan, Presentasi Investor, Pedoman Dewan Komisaris dan Direksi dan Pedoman Komite.

The Company's website discloses of information as an introduction and guidance to Jasa Marga's business. The provided information have been complied to the Financial Services Authority (OJK) Regulation No. 8/POJK.04/2015, which contains, among others, Company Profile, Profile of Board of Commissioners and Board of Directors, Shareholders, Code of Conducts, GMS, Organization Structure, Company Financial Statements, Investor Presentations Investors, Board of Commissioners and Board of Directors Charters and Charter of the Committee.

Selain itu, situs web Perseroan juga memuat informasi produk dan layanan yang diberikan Perseroan, informasi-informasi yang disajikan dalam website senantiasa diperbarui secara berkala.

In addition, the Company's website also contains information on products and services provided by the Company. The information presented on the website are updated regularly.

Berikut merupakan tabel pemenuhan informasi pada situs Perseroan sesuai dengan POJK No. 8/POJK.04/2015.

Table of information disclosure on the Company's website in compliance with POJK No. 8/POJK.04/2015 is as follows.

Tabel Pemenuhan Informasi pada Situs Web Perseroan
Table of Information Disclosure on the Company's Website

No	Cakupan Informasi Scope of Information	Ketersediaan di Situs Web www.jasamarga.com Availability on Website www.jasamarga.com
1	Informasi pemegang saham sampai dengan pemilik akhir individu. Shareholder information up to individual ultimate owner.	✓
2	Isi Kode Etik. Contents of Code of Conduct.	✓
3	Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan. Information on the General Meeting of Shareholders (GMS) at least including the agenda discussed in the GMS, summary of GMS minutes, and information on important dates, including the GMS announcement date, GMS invitation date, GMS implementation date, the date when the GMS summary will be announced.	✓
4	Laporan keuangan tahunan terpisah (5 tahun terakhir). Separated Annual Reports (for 5 current years).	✓
5	Profil Dewan Komisaris dan Direksi. Profiles of the Board of Commissioners and Board of Directors.	✓
6	Piagam/Charter Dewan Komisaris, Direksi, Komite-Komite, dan Unit Audit Internal. Charter of Commissioners Charter, Board of Directors Charter, Charters of the Committees, and Internal Audit Charter.	✓

Secara lebih spesifik, informasi dalam kanal yang tersedia di situs Perseroan adalah sebagai berikut:

Info Layanan/Service Info

- Pemandu Tol/ Toll Guide
- Informasi & Layanan Jalan Tol/ Toll Services
- Ruas Tol/ Toll Segment
- Informasi Lalu Lintas/ Rest Area Information

Hubungan Investor/Investor Relations

- Beranda IR/ IR Home
- Informasi Perseroan/ Company Information
 - » Laporan Dewan Komisaris/ Report of the Board of Commissioners
 - » Laporan Direksi/ Report of the Board of Directors
 - » Prospektus/ Prospectus
 - » Hubungan Afiliasi/ Affiliated Relationship
 - » Lembaga dan Profesi Penunjang / Supporting Institutions and Professions Information
- Informasi Finansial/ Financial Information
 - » Laporan Keuangan/ Financial Reports
 - » Ikhtisar Keuangan/ Financial Highlights
 - » Presentasi Perusahaan/ Corporate Presentation
 - » Laporan Tahunan/ Annual Report
 - » Laporan Keberlanjutan/ Sustainability Report
 - » Kalender Perseroan/ Company Calendar
- Keterbukaan/ Disclosures
 - » Pengumuman Emiten/ Regulatory Filings
 - » Jasa Marga Update/ Jasa Marga Update
 - » Rapat Umum Pemegang Saham/ General Meeting of Shareholders
- Informasi Saham/ Obligasi/ Stock/ Bond Information
 - » Grafik Interaktif/ Interactive Charts
 - » Harga Historis/ Historical Price
 - » Fundamental Saham/ Stock Fundamentals
 - » Struktur Pemegang Saham/ Shareholding Structure
 - » Informasi Dividen/ Dividend Information
 - » Informasi Obligasi/ Bond Information
 - » Pemeringkatan Perusahaan/ Credit Rating
 - » Permintaan Informasi/ Information Request
 - » Pemberitahuan Email/ Email Alerts
- Daftar Analis/ Analyst Coverage
- Unduh Dokumen/ All Downloads
- Kontak Investor Relations/ IR Contact

Info Perusahaan/Company Info

- Profil Perusahaan/ Company Profile
 - » Sekilas Jasa Marga/ Overview
 - » Visi dan Misi/ Vision and Mission
 - » Tata Nilai/ Corporate Values
 - » Struktur Organisasi/ Organizational Structure
 - » Dewan Komisaris/ Board of Commissioners
 - » Direksi/ Directors
 - » Coporate Secretary/ Corporate Secretary
 - » Auditor/ Auditor

More specifically, the information provided in the channels available at the Company's website are as follows:

- » Komite-Komite/ Committees
- » Penghargaan/ Awards
- Bisnis Jasa Marga/ Jasa Marga Business
 - » Jasa Marga Toll Road Operator/ Jasa Marga Toll Road Operator
 - » Jasa Marga Toll Road Maintenance/ Jasa Marga Toll Road Maintenance
 - » Jasa Marga Related Business/ Jasa Marga Related Business
- Tata Kelola/ GCG
 - » Cross Reference Asean Score Card/ Cross Reference Asean Score Card
 - » Dokumen Tata Kelola/ Governance Documents
 - » Whistleblowing System (WBS)/ Whistleblowing System (WBS)
 - » Kebijakan Bidang Mutu, K3, dan Lingkungan Quality, OHS, and Environmental Policy
 - » Sistem Manajemen Mutu/ Quality Management System
 - » Sistem Manajemen K3/ OHS Management System
 - » Sistem Manajemen Lingkungan/ Environmental Management System
 - » Etika Usaha/ Business Ethics
 - » Laporan Good Corporate Governance (GCG) / GCG Reports

Aktivitas/Activity

- Jasa Marga Fights COVID-19/ Jasa Marga Fights COVID-19
- Berita/ News
- Pengadaan/ Tender
- Release/ Release
- Pengumuman/ Announcement

CSR

- Penyaluran Kemitraan/ Development Program
- Penyaluran Bina Lingkungan/ Environmental Awareness
- Laporan Corporate Sosial Responsibility (CSR) / Corporate Social Responsibility (CSR)
- Praktik Corporate Sosial Responsibility (CSR) / Corporate Social Responsibility (CSR) Practice

Kontak Kami/Our Contact

- Kontak dan Alamat Kantor Pusat / Head Office Contact and Address
- Kontak dan Alamat Kantor Regional / Regional Office Contacts and Addresses
- Kontak dan Alamat Entitas Anak / Subsidiaries Contact and Address
- Kontak dan Alamat Entitas Ventura Bersama / Joint Ventures Contact and Address
- Kontak dan Alamat Entitas Asosiasi / Associated Entity Contact and Address

Jalan Tol JORR W2 Utara
JORR W2 North Toll Road



04



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Jasa Marga secara konsisten menjaga kinerja usahanya di tengah lonjakan kasus COVID-19 yang terjadi di pertengahan dan akhir tahun 2021. Perseroan mampu membukukan pendapatan usaha di luar konstruksi sebesar Rp11.776,4 miliar dengan kontribusi diantaranya dari pendapatan tol Rp10.786,3 miliar dan pendapatan usaha lain Rp990,1 miliar.

Jasa Marga consistently maintains its business performance in the midst of a surge in COVID-19 cases that occurred in the middle and the end of 2021. The Company was able to record non-construction business revenues of Rp11,776.4 billion, with contributions including from toll revenues of Rp10,786.3 billion and other business revenues of Rp990.1 billion.

TINJAUAN UMUM

GENERAL OVERVIEW

Pemulihan ekonomi global diprediksi masih akan terus berlanjut. Proyeksi IMF dalam rilis terbaru *World Economic Outlook* (WEO) menyatakan ekonomi global tumbuh 5,9% di tahun 2021 dan 4,9% pada tahun 2022.

Solidnya proyeksi perekonomian global didukung oleh tambahan stimulus fiskal yang kuat dan akselerasi vaksinasi yang memungkinkan *reopening* lebih luas, khususnya di negara-negara maju seperti Amerika Serikat dan Eropa. Namun demikian, pemulihan ekonomi global terjadi tidak merata (*uneven recovery*) karena perbedaan situasi pandemi COVID-19, kecepatan vaksinasi, dan dukungan stimulus ekonomi.

Tingkat vaksinasi yang relatif rendah di negara berkembang dapat memberikan risiko terhadap kesinambungan pemulihan ekonomi ke depan. Beberapa negara mendapatkan revisi atas proyeksi pemulihan ekonominya di tahun 2021, antara lain India, Malaysia, Filipina, Thailand termasuk Indonesia.

Penyesuaian proyeksi oleh IMF atas pertumbuhan ekonomi Indonesia pada tahun 2021 menjadi 3,2%. Hal ini selaras dengan peningkatan risiko inflasi, volatilitas pasar modal, dan penurunan stimulus ekonomi di berbagai negara.

Pada situasi lain, ancaman berbagai varian baru dari COVID-19 diantaranya varian delta yang ada pada pertengahan tahun dan varian omicron di akhir tahun 2021 mengakibatkan pemerintah Indonesia untuk terus memperkuat kebijakan di sisi kesehatan dan perlindungan sosial. Pemerintah memastikan ketersediaan jumlah vaksin agar percepatan vaksinasi dapat dilaksanakan secara konsisten sesuai dengan target yang ditetapkan yakni 1,5 juta dosis per hari dan akan terus ditingkatkan secara bertahap. Per 29 Desember 2021, total kumulatif vaksin yang telah diberikan pada masyarakat mencapai 159,0 juta dosis. Penerapan program 3T dan 5M selalu dihimbau oleh Pemerintah guna menekan laju penyebaran COVID-19.

Perekonomian Indonesia menunjukkan perbaikan dengan capaian pertumbuhan ekonomi di tahun 2021 sebesar 4,5% (yoy). Perbaikan terjadi di seluruh sektor dengan kontraksi yang mengecil dan pertumbuhan positif pada enam sektor lainnya. Pemulihan ekonomi didorong oleh kinerja sektor eksternal yang meningkat tinggi dan berlanjutnya stimulus fiskal. Kecepatan pemulihan sektor transportasi dan pergudangan tergolong paling lambat sejalan dengan pembatasan mobilitas yang masih berlaku.

The global economic recovery is predicted to continue. IMF projections in the latest release of the *World Economic Outlook* (WEO) stated that the global economy would grow 5.9% in 2021 and 4.9% in 2022.

The solid projection of the global economy is supported by substantial fiscal stimulus and accelerated vaccinations that will allow wider reopenings, particularly in developed countries such as the US and Europe. However, there has been uneven recovery in the global economic due to differences in the COVID-19 pandemic situation, speed of vaccination, and support for economic stimulus.

Relatively low vaccination rates in developing countries may pose a risk of vulnerability to the sustainability of the future economic recovery. Several countries received revisions to their projected economic recovery in 2021, such as India, Malaysia, Philippines, Thailand, likewise Indonesia.

As the IMF has adjusted its projection for Indonesia's economic growth in 2021 to 3.2%. This is in line with the increase in inflation risk, capital market volatility, and the decline in economic stimulus in various countries.

In other situations, the threat of new variants of COVID-19 including the delta variant in the middle of the year and the omicron variant at the end of 2021 caused the Indonesian government to strengthen policies on the health and social protection. The Government ensures that the number of vaccines is available so that the acceleration of vaccination can be carried out consistently following the set target of 1.5 million doses per day and will gradually increase. As of December 29, 2021, the cumulative total of vaccines that have been given to the public has reached 159.0 million doses. The Government has always encouraged implementing the 3T and 5M programs to suppress the spread of COVID-19.

The Indonesian economy shows improvement with economic growth in 2021 at 4.5% (YoY). Improvements occurred in all sectors with a contraction that was eased and positive growth in the other six sectors. The economic recovery was driven by higher performance in the external sector and continued fiscal stimulus. The speed of recovery in the transportation and warehousing sector is considered the slowest in line with the mobility restrictions still in effect.

Perkembangan fiskal menunjukkan peningkatan baik pada pendapatan maupun belanja. Realisasi pendapatan negara dan hibah mencapai 114,9% dari target APBN 2021. Sementara itu, realisasi belanja negara mencapai 101,3% dari APBN 2021. Realisasi bantuan sosial telah mencapai 97,8% dari pagu yang didorong oleh program bantuan sosial dalam rangka pemulihan ekonomi masyarakat miskin dan rentan miskin. Sementara itu, pemerintah mendorong realisasi Transfer ke Daerah dan Dana Desa (TKDD) dengan pencapaian 3,0% lebih tinggi dibandingkan periode yang sama di tahun 2020. Berdasarkan realisasi pendapatan negara dan belanja negara tersebut, defisit anggaran sampai dengan 31 Desember 2021 sebesar Rp783,7 triliun (4,7% PDB).

Dari sisi moneter, BI7DRR diturunkan menjadi 3,5% sejak Februari sebagai upaya percepatan pemulihan ekonomi di tengah inflasi yang rendah. Tingkat inflasi pada tahun 2021 sebesar 1,9% (YoY), Perkembangan inflasi di tahun 2021 dipengaruhi oleh penurunan inflasi inti dan belum kuatnya permintaan domestik sebagai dampak pandemi COVID-19. Sampai dengan Desember tahun 2021, Bank Indonesia menambah likuiditas di perbankan sekitar Rp147,8 triliun per tahun 2021. Ekspansi moneter juga diperkuat dengan pembelian SBN di pasar perdana. Sementara itu, nilai tukar rupiah melemah seiring dengan meningkatnya *yield* US *Treasury* sehingga menghambat aliran modal asing masuk ke Indonesia.

Fiscal developments show an increase in both income and expenditure. Realization of state revenues and grants reached 114.9% of the 2021 APBN target. Meanwhile, the culmination of state spending came 101.3% of the 2021 APBN. Realization of social assistance had reached 97.8% of the budget driven by social assistance programs in the context of recovery, the economy of the poor, and the vulnerable. Meanwhile, the government is pushing for the Transfers to Regions and Village Funds (TKDD) realization with 3.0% achievement higher than in the same period in 2020. Based on the realization of state revenues and state expenditures, the budget deficit as of December 31, 2021, is Rp783.7 trillion (4.7% of GDP).

From the monetary side, BI7DRR was lowered to 3.5% since February to accelerate economic recovery amid low inflation. The inflation rate in 2021 was 1.9% (YoY). Inflation developments in 2021 were influenced by the decline of main inflation and the lack of strong domestic demand as a result of the COVID-19 pandemic. As of December 2021, Bank Indonesia will increase liquidity in banking by around Rp147.8 trillion as of 2021. Monetary expansion was also strengthened by the purchase of SBN in the primary market. Meanwhile, the rupiah exchange rate weakened in line with rising US Treasury yields, which hampered the flow of foreign capital into Indonesia.

TINJAUAN KINERJA JASA MARGA DAN INDUSTRI JALAN TOL INDONESIA

Overview on Performance of Jasa Marga and Toll Road Industry in Indonesia

Tahun 2021 menjadi tahun yang sangat menantang bagi pelaku di industri jalan tol. Merebaknya pandemi COVID-19 memberikan pengaruh yang sangat besar terhadap kinerja industri jalan tol. Hal ini disebabkan oleh menurunnya mobilitas masyarakat untuk menghindari penyebaran COVID-19 dan Pemerintah memutuskan untuk memperpanjang Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) di banyak wilayah di tanah air. Kedua hal tersebut membuat volume kendaraan yang melintas di jalan tol mengalami penurunan yang signifikan.

Pemerintah di akhir tahun 2020 melakukan pelonggaran kebijakan PPKM dengan membaginya menjadi empat level berdasarkan tingkat kenaikan atau penurunan kasus di masing-masing wilayah. Sehingga adanya kenaikan mobilitas masyarakat dan membuat volume kendaraan yang melintas di jalan tol mengalami perbaikan yang signifikan di banding tahun 2020.

2021 became a very challenging year for players in the toll road industry. The outbreak of the COVID-19 pandemic has had a massive impact on the performance of the toll road industry. This is due to the decreased mobility of the people who avoid being exposed to the COVID-19 virus. The Government has decided to extend the Implementation of Community Activity Restrictions (PPKM) in many areas in the country. Both of these things make the volume of vehicles passing on toll roads has decreased significantly.

At the end of 2020, the government relaxed the PPKM policy by dividing it into four levels based on the rate of increase or decrease in cases in each region. So that there is an increase in community mobility and make the volume of vehicles passing on toll roads experience a significant improvement compared to 2020.

Namun demikian, industri jalan tol tetap menjanjikan potensi yang sangat besar. Sebagai negara berkembang dengan luas wilayah yang sangat besar, keberadaan jalan tol mutlak dibutuhkan. Jalan tol berfungsi untuk meningkatkan konektivitas antarwilayah, memperlancar arus barang dan jasa serta memudahkan mobilitas masyarakat.

Pembangunan jalan tol menjadi salah satu infrastruktur yang masuk dalam Proyek Strategis Nasional (PSN) di era pemerintahan Joko Widodo (Jokowi). Pemerintah akan terus membangun jalan tol hingga 2024. Ruas tol yang masuk dalam daftar PSN 2020-2024 era kepemimpinan Presiden Jokowi meliputi 53 ruas tol. Sampai dengan akhir tahun ini, Pemerintah menargetkan untuk menambah 346 km panjang jalan tol dengan 97 km di antaranya telah beroperasi.

Mengacu pada Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020-2024, Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR) menargetkan penambahan panjang tol Indonesia hingga mencapai 5.103 kilometer (km) pada tahun 2024 mendatang.

Tingginya target yang ditetapkan Pemerintah merupakan upaya Pemerintah untuk mendorong pertumbuhan dan pemerataan ekonomi nasional. Pemerintah berkeyakinan bahwa pengembangan jalan tol memiliki korelasi yang sangat erat dengan pertumbuhan ekonomi nasional.

Merujuk pada kondisi keuangan 30 Juni 2021 terhadap 3 (tiga) Perseroan yang bergerak di industri jalan tol dan terdaftar di Bursa Efek Indonesia, yaitu PT Jasa Marga (Persero) Tbk (JSMR), PT Citra Marga Nusaphala Persada Tbk (CMNP), dan PT Nusantara Infrastructure Tbk (META), Jasa Marga masih menempati posisi sebagai pemimpin industri jalan tol di Indonesia. Adapun perbandingan kinerja keuangan yang digunakan pada ketiga Perseroan, meliputi total aset, pertumbuhan aset, ROA, dan ROE.

Hal tersebut dapat dilihat dari total aset Jasa Marga pada periode yang sama yaitu Rp105,3 triliun, sedangkan total aset CMNP dan META secara berturut-turut yaitu Rp15,3 triliun dan Rp6,0 triliun. Kemudian dari sisi ROA di tengah kondisi pandemi COVID-19, kinerja Jasa Marga masih terhitung baik, yaitu senilai 0,1%, sedangkan ROA CMNP dan META secara berturut-turut yaitu 2,0% dan 0,7%. (sumber: data yang diolah dari www.idx.co.id).

However, the toll road industry still promises vast potential. As a developing country with an extensive area, the existence of toll roads is necessary. Toll roads function to improve inter-regional connectivity, facilitate the flow of goods and services and facilitate community mobility.

The construction of toll roads is one of the infrastructures included in the National Strategic Project (PSN) in the Joko Widodo (Jokowi) administration era. The Government will continue to build toll roads until 2024. The toll roads included in the 2020-2024 National Strategic Projects list under President Jokowi's leadership include 53 toll roads. By the end of this year, the Government is targeting to add 346 km of toll roads, 97 km of which are operational.

Referring to the 2020-2024 National Medium-Term Development Plan (RPJMN), the Ministry of Public Works and Public Housing (PUPR) targets the addition of Indonesia's toll roads to reach 5,103 kilometers (km) by 2024.

The high target set by the Government is part of the Government's efforts to encourage growth and equitable distribution of the national economy. The Government believes that toll road development has a very close correlation with national economic growth.

Referring to the financial condition of June 30, 2021 for 3 (three) companies engaged in the toll road industry and listed on the Indonesia Stock Exchange, namely PT Jasa Marga (Persero) Tbk (JSMR), PT Citra Marga Nusaphala Persada Tbk (CMNP), and PT Nusantara Infrastructure Tbk (META), Jasa Marga still occupies a position as a leader in the toll road industry in Indonesia. The comparison of financial performance used in the three companies includes total assets, asset growth, ROA, and ROE.

This can be seen from Jasa Marga's total assets of Rp105.3 trillion, while the total assets of CMNP and META are Rp15.3 trillion and Rp6.0 trillion, respectively. Then in terms of ROA amid the COVID-19 pandemic, Jasa Marga's performance is still relatively good, worth 0.1%, while the ROA of CMNP and META are 2.0% and 0.7%, respectively. (source: data processed from www.idx.co.id).

STRATEGI JASA MARGA

Jasa Marga Strategy

Berdasarkan visi dan misi Jasa Marga yang telah ditetapkan, Jasa Marga terus melakukan berbagai upaya agar mampu meningkatkan produktivitas dan kinerjanya. Terdapat 4 (empat) sasaran strategis secara kualitatif yang tertuang dalam RJPP Tahun 2021-2025, yakni:

1. Peningkatan efisiensi bisnis dan operasional;
2. Memiliki proyek dan investasi secara selektif;
3. Memfokuskan ulang portofolio bisnis terkait;
4. Mengoptimalkan *asset existing* (*asset recycling*).

PT Jasa Marga (Persero) Tbk dalam menjalankan bisnisnya mengikuti 4 (empat) kebijakan sebagai berikut:

1. Operasional

- a. Memenuhi Standar Pelayanan Minimal (SPM);
- b. Menambah lajur pada ruas jalan tol sesuai dengan perjanjian pengusahaan jalan tol dan atau memiliki Volume *Capacity* (V/C) rasio mendekati 0,8 kecuali terdapat keterbatasan lahan;
- c. Modernisasi sistem dan teknologi operasi untuk meningkatkan kualitas layanan dan pengendalian transaksi berbasis *cashless transaction*, kualitas layanan lalu lintas dan informasi;
- d. Menggunakan *green technology* atau energi terbarukan dan *green construction*;
- e. Melaksanakan rekonstruksi secara bertahap (*staging*);
- f. Menerapkan kontrol *overloading* dan menggunakan teknologi *pavement management system*;
- g. Mengimplementasikan rekayasa teknik bidang jalan, jembatan dan sarana teknologi operasi yang dapat mendukung pengembangan bisnis jalan tol dan berdampak pada efisiensi biaya;
- h. PT Jasamarga Tollroad Operator (JMTO) mengoperasikan ruas jalan tol yang dimiliki Jasa Marga Grup dengan efisien dan aktif mencari peluang usaha secara eksternal dengan margin optimum;
- i. PT Jasamarga Tollroad Maintenance (JMTO) melakukan pemeliharaan ruas jalan tol yang dimiliki oleh Jasa Marga Grup.

Based on the established vision and mission of Jasa Marga, Jasa Marga continues to make various efforts to be able to increase its productivity and performance. There are 4 (four) qualitative strategic objectives contained in the RJPP 2021-2025, namely:

1. Improved business and operational efficiency;
2. Own projects and investments selectively;
3. Refocus the portfolio of related businesses;
4. Optimize asset existing (*asset recycling*).

PT Jasa Marga (Persero) Tbk, in running its business, follows 4 (four) policies as follows:

1. Operasional

- a. Meet Minimum Service Standards (SPM);
- b. Add lanes to the toll road following the toll road concession agreement and/or have a Volume Capacity (V/C) ratio close to 0.8 unless there are land limitations;
- c. Modernization of operating systems and technology to improve service quality and cashless transaction-based transaction control, traffic, and information service quality;
- d. Use green technology or renewable energy and green construction;
- e. Carry out reconstruction in stages (*staging*);
- f. Implement *overloading* control and use pavement management system technology;
- g. Implement engineering in the field of roads, bridges, and operational technology facilities that can support the development of the toll road business and have an impact on cost efficiency;
- h. PT Jasamarga Tollroad Operator (JMTO) operates toll roads owned by the Jasa Marga Group efficiently and actively seeks external business opportunities with optimum margins;
- i. PT Jasamarga Tollroad Maintenance (JMTO) performs maintenance on toll roads owned by the Jasa Marga Group.

2. Pengembangan Usaha

- a. Menambah jalan tol baru dengan kriteria kelayakan proyek melalui *Internal Rate of Return (IRR) Project* lebih besar dari *Weighted Average Cost of Capital (WACC)* dan *IRR Equity* lebih besar dari *Cost of Equity*.

$$WACC = \frac{E}{V} \times Re + \frac{D}{V} \times Rd \times (1 - Tc)$$

Re : *Cost of equity*

Rd : *Cost of debt*

E/V : *Percentage of financing equity*

D/V : *Percentage of financing debt*

Tc : *Corporate tax rate*

- b. Menambah jalan tol baru dengan mengutamakan ruas jalan tol potensial yang memiliki koneksi dengan jalan tol yang telah ada.
- c. Menambah jalan tol baru diarahkan untuk menguasai ruas-ruas utama pada kota besar dengan pertumbuhan ekonomi tinggi.
- d. Perseroan menjadi pemegang saham mayoritas kecuali terdapat pertimbangan strategis jangka panjang Perseroan.
- e. Melakukan studi kelayakan ruas jalan tol potensial dan bisnis lainnya yang berpotensi dalam rangka mengembangkan pasar.
- f. PT Jasamarga Related Business (JMRB) melakukan pengembangan properti untuk mengembangkan kawasan dalam rangka mendukung bisnis jalan tol Perseroan. Selain itu, PT JMRB juga melakukan pengembangan *rest area*, iklan dan utilitas, dengan memanfaatkan ruang milik jalan (*rumija*) tol. Dalam menjalankan usahanya, PT JMRB perlu memperhatikan hal-hal sebagai berikut:
- Tingkat kelayakan (IRR) proyek properti yang dikembangkan Perseroan minimal sebesar 20%.
 - Pengembangan properti dapat dilakukan sendiri maupun bermitra dengan pihak lain yang berpengalaman dalam pengembangan properti, khususnya melalui sinergi Badan Usaha Milik Negara (BUMN) dan/atau anak perusahaannya.
 - Proporsi pendanaan masing-masing proyek menggunakan skema paling optimal yang menghasilkan tingkat pengembalian investasi paling besar.
 - Dalam jangka pendek, PT JMRB harus dapat melakukan pembelian lahan untuk *land banking* dan melakukan pengembangan properti yang dapat memberikan pendapatan *up-front*.
 - Dalam jangka menengah dan panjang, PT JMRB diharapkan dapat melakukan pengembangan *Toll Corridor Development* TCD yang bersinergi dengan pengembangan jalan tol.
 - Ketentuan dan peraturan perundang-undangan yang berlaku.

2. Business Development

- a. Adding new toll roads with project feasibility criteria through the *IRR Project* greater than the *Weighted Average Cost of Capital (WACC)* and the *IRR Equity* greater than the *Cost of Equity*.

$$WACC = \frac{E}{V} \times Re + \frac{D}{V} \times Rd \times (1 - Tc)$$

Re : *Cost of equity*

Rd : *Cost of debt*

E/V : *Percentage of financing equity*

D/V : *Percentage of financing debt*

Tc : *Corporate tax rate*

- a. Adding new toll roads by prioritizing potential toll roads that have connections with existing toll roads.
- b. Adding new toll roads is directed at controlling the main sections in big cities with high economic growth.
- c. The Company becomes the majority shareholder unless there are long-term strategic considerations of the Company.
- d. Conduct a feasibility study on potential toll roads and other potential businesses to develop the market.
- e. PT Jasamarga Related Business (JMRB) conducts property development to develop the area to support the Company's toll road business. In addition, PT JMRB also develops rest areas, advertisements, and utilities, by utilizing the space belonging to the toll road (*rumija*). In running its business, PT JMRB needs to pay attention to the following:
- The Company's feasibility level (IRR) for property projects developed by at least 20%.
 - Property development can be done alone or in partnership with other experienced parties, primarily through the synergy of State-Owned Enterprises (BUMN) and/or their subsidiaries.
 - The proportion of funding for each project uses the most optimal scheme which deliver the highest rate of return on investment
 - In the short-term, PT JMRB should purchase land for *land banking* and develop properties that can provide *up-front* income.
 - In medium and long-term, PT JMRB is expected to develop the *TCD Toll Corridor Development* in synergy with the toll road development.
 - The prevailing laws and regulations.

3. Keuangan

- a. Mengembangkan bisnis dilakukan dengan memperhatikan stabilitas finansial jangka panjang dengan menjaga batas *covenant* yang dipersyaratkan yakni *Interest Coverage Ratio* (ICR) minimum 1,25; *Debt Equity Ratio* (DER) maksimal 5, serta menjaga peringkat hutang Perseroan.
- b. Investasi peningkatan kapasitas operasional dan kualitas layanan operasional dilakukan dengan menggunakan dana internal Perseroan dan inisiasi alternatif-alternatif pendanaan.
- c. Investasi pengembangan bisnis, peningkatan kapasitas operasional dan peningkatan kualitas layanan operasional memperhatikan rasio finansial.
- d. Mengembangkan bisnis, meningkatkan kapasitas operasional dan meningkatkan kualitas layanan operasional dengan memperhatikan rasio finansial *Return on Equity* (ROE), pertumbuhan laba bersih, dll.

4. Organisasi dan Sumber Daya Manusia

- a. Memperbaiki proses bisnis, menata organisasi, dan sistem manajemen *human capital* berbasis ICT mengacu kepada *best practice* perusahaan kelas dunia.
- b. Melakukan rekrutmen atas kebutuhan kader pemimpin, mengacu pada *manpower planning* yang selalu update dilakukan dengan sumber eksternal dan internal serta *professional hire* sesuai dengan kebutuhan pengembangan bisnis Perseroan.
- c. Mengembangkan *human capital development plan* yang terintegrasi untuk penyiapan kader pemimpin Perseroan masa depan dengan *personal quality global*.
- d. Memperbaiki proses bisnis, menata organisasi dan melakukan rekrutmen karyawan dengan memperhatikan rasio jumlah karyawan yang wajar dan dampak finansial jasa panjang.
- e. Mengembangkan *human capital* diarahkan untuk membentuk kader pemimpin yang berkarakter dan bertalenta.
- f. Mengembangkan inisiatif tentang peningkatan kompetensi sumber daya manusia (SDM) yang diperlukan untuk meningkatkan kompetensi kunci yang diperlukan dalam rangka pengembangan perusahaan ke depannya.

3. Finance

- a. Business development is carried out by considering long-term financial stability by maintaining the required covenant limits, namely the minimum Interest Coverage Ratio (ICR) of 1.25; Debt Equity Ratio (DER) of a maximum of 5, as well as maintaining the Company's debt rating.
- b. Invest in increasing operational capacity and quality of available services are carried out using the Company's internal funds and the initiation of funding alternatives.
- c. Invest in business development, increasing operational capacity, and improving the quality of operational services, pay attention to financial ratios.
- d. Develop business, increase operational capacity and improve functional service quality by considering the financial ratios such as Return on Equity (ROE), net profit growth, etc.

4. Organization and Human Resources

- a. Improving business processes, organizing organizations, and ICT-based human capital management systems refer to the best practices of world-class companies.
- b. Conducting recruitment on the needs of cadres of leaders, referring to the manpower planning, which is continuously updated with external and internal sources and professional hire per the needs of the Company's business development.
- c. Developing an integrated human capital development plan to prepare future cadres of the Company's leaders with a global personal quality.
- d. Improving business processes, organizing the organization, and recruiting employees by considering a reasonable number of employees and the financial impact of long service life.
- e. Developing human capital is directed at forming a cadre of leaders with character and talent.
- f. Developing initiatives on improving the competence of human resources (HR) needed to improve the critical competencies required in future Company development.

TINJAUAN OPERASI PER SEGMENT USAHA

OPERATIONS REVIEW PER BUSINESS SEGMENT

Sesuai dengan pasal 3 anggaran dasar Perseroan, maksud dan tujuan usaha Perseroan adalah turut serta melaksanakan dan menunjang kebijaksanaan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya pembangunan di bidang perusahaan jalan tol dengan sarana penunjangnya dengan menerapkan prinsip-prinsip Perseroan terbatas.

Untuk mencapai maksud dan tujuan tersebut, Perseroan melaksanakan kegiatan usaha sebagai berikut:

1. Melakukan perencanaan teknis, pelaksanaan konstruksi, pengoperasian dan/atau pemeliharaan jalan tol;
2. Mengusahakan lahan di ruang milik jalan tol (Rumijatol) dan lahan yang berbatasan dengan Rumijatol untuk tempat istirahat kendaraan dan pelayanan berikut dengan fasilitas-fasilitasnya dan usaha lainnya, baik diusahakan sendiri maupun bekerja sama dengan pihak lain; dan
3. Menjalankan kegiatan dan usaha lain dalam rangka pemanfaatan dan pengembangan sumber daya yang dimiliki Perseroan, baik secara langsung maupun melalui penyertaan, dengan memperhatikan peraturan perundang-undangan.

Jasa Marga berinvestasi secara masif dengan menginisiasi ruas-ruas tol baru dalam rangka mempertahankan posisinya sebagai pemimpin industri jalan tol. Pesatnya pembangunan ini menyatakan dukungan Perseroan atas program Pemerintah untuk mempercepat pertumbuhan ekonomi Indonesia melalui percepatan pembangunan infrastruktur.

SEGMENT USAHA JALAN TOL

Toll Road Business Segment

Tahap Operasi Penuh dan Operasi Sebagian

Jasa Marga menjalankan bisnis di bidang jalan tol sebagaimana tertuang dalam Anggaran Dasar Perseroan. Pada segmen usaha ini, Perseroan mengelola konsesi yang diperoleh dari Pemerintah dari hulu ke hilir, yaitu dari mulai mendapatkan konsesi, melakukan konstruksi, hingga mengoperasikan jalan tol. Hingga akhir tahun 2021, Perseroan telah memiliki 34 konsesi jalan tol, baik yang dikelola oleh entitas induk maupun oleh entitas anak dan ventura bersama, yang dikelompokkan dalam 3 (tiga) regional, yaitu:

Under article 3 of the Company's articles of association, the purpose and objective of the Company's business are to participate in implementing and supporting Government policies and programs in the field of economy and national development in general, especially growth in the area of toll road concessions with supporting facilities by applying the principles of limited liability companies.

To achieve these aims and objectives, the Company carries out the following business activities:

1. Carry out technical planning, construction, operation, and/or maintenance of toll roads;
2. To cultivate land in the space belonging to the toll road (Rumijatol) and land adjacent to Rumijatol for vehicle rest areas and services along with its facilities and other businesses, whether operated alone or in collaboration with other parties; and
3. Carry out other activities and businesses in the context of utilizing and developing the resources owned by the Company, either directly or through participation, with due observance of the laws and regulations.

Jasa Marga invests massively by initiating new toll roads to maintain its position as the leader of the toll road industry. This rapid development expresses the Company's support for the Government's program to accelerate Indonesia's economic growth through accelerating infrastructure development.

Full Operation & Partial Operation Phase

Jasa Marga runs a business in the toll road sector, as stated in the Company's Articles of Association. In this business segment, the Company manages concessions obtained from the Government from upstream to downstream, from getting concessions, carrying out construction, and operating toll roads. Until the end of 2021, the Company has 34 toll road concessions, both managed by the parent entity and by subsidiaries and joint ventures, which are grouped into 3 (three) regions, namely:

**Jasamarga Metropolitan Tollroad Regional
Division (RJMT)****Jasamarga Metropolitan Tollroad Regional
Division (RJMT)**

Ruas Jagorawi Jagorawi Toll Road	
Ruas Toll Road	Jakarta-Bogor-Ciawi
Panjang Jalan Road Length	59 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1978
Jumlah Gardu Total Booths	141
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,4 (A) - 0,4 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jabodetabek

Ruas Cawang-Tomang-Pluit, Ruas Jakarta-Tangerang, Ruas Prof. Dr. Ir. Sedyatmo Cawang-Tomang-Pluit, Jakarta-Tangerang, Prof. Dr. Ir. Sedyatmo Toll Road	
Ruas Toll Road	Prof. Dr. Ir. Sedyatmo, Cawang-Tomang-Pluit, Jakarta-Tangerang
Panjang Jalan Road Length	Prof. Dr. Ir. Sedyatmo (14,3 km); Cawang-Tomang-Pluit (23,6 km); Jakarta-Tangerang (33 km)
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1984 dan/and 1987
Jumlah Gardu Total Booths	239
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,5 (A) - 0,5 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jabodetabek

Ruas Jakarta Outer Ring Road (JORR) Non S dan Ruas Ulujami-Bintaro Viaduct-Pondok Aren Non-S Jakarta Outer Ring Road (JORR) and Ulujami-Bintaro Viaduct-Pondok Aren Toll Road	
Ruas Toll Road	JORR Seksi E1, E2, E3, W2S dan Ulujami-Bintaro Viaduct-Pondok Aren
Panjang Jalan Road Length	JORR Seksi E1, E2, E3, W2S (31,4 km) dan/and Ulujami-Bintaro Viaduct-Pondok Aren (5,6 km)
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1991 dan/and 2001
Jumlah Gardu Total Booths	107
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,5 (A) - 0,5 (B) (dari Ulujami s.d. Rorotan) 0,5 (A) - 0,5 (B) (from Ulujami until Rorotan)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jabodetabek

Ruas Cipularang dan Ruas Padaleunyi Cipularang and Padaleunyi Toll Road	
Ruas Toll Road	Cikampek-Padalarang dan Padalarang-Cileunyi
Panjang Jalan Road Length	Cikampek-Padalarang (58,5 km) dan/and Padalarang-Cileunyi (64,40 km)
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1990 dan/and 2003
Jumlah Gardu Total Booths	138
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,4 (A) - 0,4 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Barat West Java

PT Marga Trans Nusantara (MTN)	
Ruas Toll Road	Kunciran-Serpong
Panjang Jalan Road Length	11,1 km
Konsesi sampai dengan Tahun Concession Maturity Year	2052
Tahun Beroperasi Year of Operations	2019
Jumlah Gardu Total Booths	21
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,1 (A) - 0,0 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Banten

PT Marga Sarana Jabar (MSJ)	
Ruas Toll Road	Bogor Ring Road
Panjang Jalan Road Length	13,3 km
Konsesi sampai dengan Tahun Concession Maturity Year	2054
Tahun Beroperasi Year of Operations	Beroperasi sebagian sejak 2009 Partially operated since 2009
Jumlah Gardu Total Booths	15
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,3 (A) - 0,3 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jawa Barat West Java

PT Cinere Serpong Jaya (CSJ)	
Ruas Toll Road	Serpong-Cinere
Panjang Jalan Road Length	10,1 km
Konsesi sampai dengan Tahun Concession Maturity Year	2052
Tahun Beroperasi Year of Operations	Beroperasi sebagian sejak 2021 Partially operated since 2021
Jumlah Gardu Total Booths	17
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,3 (A) - 0,3 (B)
Sistem Pengoperasian Operating System	Tertutup Open
Lokasi Jalan Tol Toll Road Location	Banten

Tabel Kemajuan Jalan Tol Serpong-Cinere
Table of Serpong-Cinere Toll Road Progress

Ruas Toll Road	Panjang (km) Length (km)	Pengadaan Tanah (%) Land Acquisition (%)		Konstruksi (%) Construction (%)		
		2021	2020	2021	2020	
Seksi 1 Section 1	Serpong-Pamulang	6,5	99,5	98,5	100	100
Seksi 2 Section 2	Pamulang-Cinere	3,6	99,0	96,7	100	75,7

PT Jasamarga Kunciran Cengkareng (JKC)	
Ruas Toll Road	Cengkareng-Batupeper-Kunciran
Panjang Jalan Road Length	14,2 km
Konsesi sampai dengan Tahun Concession Maturity Year	2052
Tahun Beroperasi Year of Operations	2021
Jumlah Gardu Total Booths	41
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,4 (A) - 0,4 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Banten

Jasamarga Transjawa Tollroad Regional Division (RJTT)

Jasamarga Transjawa Tollroad Regional Division (RJTT)

Ruas Jakarta-Cikampek Jakarta-Cikampek Toll Road	
Ruas Toll Road	Jakarta-Cikampek
Panjang Jalan Road Length	83 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1988
Jumlah Gardu Total Booths	200
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,6 (A) - 0,6 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jabodetabek

PT Jasamarga Jalanlayang Cikampek (JJC)	
Ruas Toll Road	Jalan Layang MBZ Sheik Mohamed Bin Zayed
Panjang Jalan Road Length	38 km
Konsesi sampai dengan Tahun Concession Maturity Year	2062
Tahun Beroperasi Year of Operations	2019
Jumlah Gardu Total Booths	0
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,51 (A) - 0,51 (B)
Sistem Pengoperasian Operating System	Terintegrasi Integrated
Lokasi Jalan Tol Toll Road Location	Jabodetabek

Ruas Palimanan - Kanci Palimanan - Kanci Toll Road	
Ruas Toll Road	Palimanan-Kanci
Panjang Jalan Road Length	26,3 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1998
Jumlah Gardu Total Booths	35
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,7 (A) - 0,6 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Barat West Java

Ruas Semarang Seksi A,B,C Semarang A,B,C Section Toll Road	
Ruas Toll Road	Semarang A,B,C
Panjang Jalan Road Length	24,8 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1983
Jumlah Gardu Total Booths	37
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,6 (A) - 0,6 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

PT Jasamarga Surabaya Mojokerto (JSM)	
Ruas Toll Road	Surabaya-Mojokerto
Panjang Jalan Road Length	36,3 km
Konsesi sampai dengan Tahun Concession Maturity Year	2049
Tahun Beroperasi Year of Operations	2011
Jumlah Gardu Total Booths	67
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,9 (A) - 0,96 (B)
Sistem Pengoperasian Operating System	Terbuka dan Tertutup Open and Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

Ruas Surabaya-Gempol Surabaya-Gempol Toll Road	
Ruas Toll Road	Surabaya-Gempol
Panjang Jalan Road Length	49 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1986
Jumlah Gardu Total Booths	116
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,5 (A) - 0,51 (B)
Sistem Pengoperasian Operating System	Terbuka dan Tertutup Open and Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

PT Jasamarga Gempol Pasuruan (JGP)	
Ruas Toll Road	Gempol-Pasuruan
Panjang Jalan Road Length	34,2 km
Konsesi sampai dengan Tahun Concession Maturity Year	2063
Tahun Beroperasi Year of Operations	2017
Jumlah Gardu Total Booths	28
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,2 (A) - 0,2 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

Jasamarga Nusantara Tollroad Regional Division (RJNT)

Jasamarga Nusantara Tollroad Regional Division (RJNT)

Ruas Belmera Belmera Toll Road	
Ruas Toll Road	Belawan-Medan-Tanjung Morawa
Panjang Jalan Road Length	42,7 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	1986
Jumlah Gardu Total Booths	68
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,4 (A) - 0,4 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Sumatera Utara North Sumatera

PT Jasamarga Kualanamu Tol (JMKT)	
Ruas Toll Road	Medan-Kualanamu-Tebing Tinggi
Panjang Jalan Road Length	61,7 km
Konsesi sampai dengan Tahun Concession Maturity Year	2056
Tahun Beroperasi Year of Operations	2017
Jumlah Gardu Total Booths	45
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,1 (A) - 0,1 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Sumatera Utara North Sumatera

PT Jasamarga Bali Tol (JBT)	
Ruas Toll Road	Nusa Dua-Ngurah Rai-Benoa
Panjang Jalan Road Length	9,7 km
Konsesi sampai dengan Tahun Concession Maturity Year	2057
Tahun Beroperasi Year of Operations	2013
Jumlah Gardu Total Booths	22
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,1 (A) - 0,1 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Bali

PT Jasamarga Balikpapan Samarinda (JBS)	
Ruas Toll Road	Balikpapan-Samarinda
Panjang Jalan Road Length	97,3 km
Konsesi sampai dengan Tahun Concession Maturity Year	2061
Tahun Beroperasi Year of Operations	2019
Jumlah Gardu Total Booths	Total 26 gardu, yang sudah beroperasi 12 gardu A total of 26 booths, 12 of which are already operating
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,2
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Kalimantan Timur East Kalimantan

PT Jasamarga Manado Bitung (JMB)	
Ruas Toll Road	Manado-Bitung
Panjang Jalan Road Length	39,0 km
Konsesi sampai dengan Tahun Concession Maturity Year	2057
Tahun Beroperasi Year of Operations	Beroperasi sebagian sejak 2020 Partially operated since 2020
Jumlah Gardu Total Booths	24
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,05 (A) - 0,05 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Sulawesi Utara North Sulawesi

Tabel Kemajuan Jalan Tol Manado-Bitung
Table of Progress of the Manado-Bitung Toll Road

Ruas Toll Road	Panjang (km) Length (km)	Pengadaan Tanah (%) Land Acquisition (%)		Konstruksi (%) Construction (%)		
		2021	2020	2021	2020	
Seksi 2B Section 2B	Danowudu-Bitung	12,7	97,6	98,9	98,6	74,2

Tahap Konstruksi

Construction Phase

PT Jasamarga Japek Selatan (JJS)	
Ruas Toll Road	Jatiasih-Sadang
Panjang Jalan Road Length	62 km
Konsesi sampai dengan Tahun Concession Maturity Year	2054
Tahun Beroperasi Year of Operation	Belum Beroperasi Not yet Operated
Lokasi Jalan Tol Toll Road Location	Jawa Barat West Java

Tabel Kemajuan Jalan Tol Jakarta Cikampek II Selatan
Table of Jakarta Cikampek II South Toll Road Progress

Ruas Toll Road	Panjang (km) Length (km)	Pengadaan Tanah (%) Land Acquisition (%)		Konstruksi (%) Construction (%)		
		2021	2020	2021	2020	
Seksi 1 Section 1	Jatiasih-Setu	9,3	3,3	2,6	0,0	0
Seksi 2 Section 2	Setu-Taman Mekar	24,8	38,3	25,0	0,0	0
Seksi 3 Section 3	Taman Mekar-Sadang	27,8	92,0	84,6	58,3	41,3

PT Jasamarga Probolinggo-Banyuwangi (JPB)	
Ruas Toll Road	Probolinggo-Banyuwangi
Panjang Jalan Road Length	171,5 km
Konsesi sampai dengan Tahun Concession Maturity Year	35 tahun sejak tanggal efektif 35 years from effective date
Tahun Beroperasi Year of Operations	Belum Beroperasi Not yet operated
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

Tabel Kemajuan Jalan Tol Probolinggo-Banyuwangi
Table of Probolinggo-Banyuwangi Toll Road Progress

Ruas Toll Road	Panjang (km) Length (km)	Pengadaan Tanah (%) Land Acquisition (%)		Konstruksi (%) Construction (%)		
		2021	2020	2021	2020	
Seksi 1 Section 1	Probolinggo-Besuki	29,6	32,4	25,7	0	0
Seksi 2 Section 2	Besuki-Bajulmati	110,9	2,9	2,6	0	0
Seksi 3 Section 3	Bajulmati-Ketapang	31,0	0	0	0	0

PT Jasamarga Jogja Bawen (JJB)	
Ruas Toll Road	Yogyakarta-Bawen
Panjang Jalan Road Length	75,8 km
Konsesi sampai dengan Tahun Concession Maturity Year	40 tahun sejak tanggal efektif 40 years from effective date
Tahun Beroperasi Year of Operations	2023
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

Tabel Kemajuan Jalan Tol Yogyakarta-Bawen
Table of Yogyakarta-Bawen Toll Road Progress

Ruas Toll Road	Panjang (km) Length (km)	Pengadaan Tanah (%) Land Acquisition (%)		Konstruksi (%) Construction (%)	
		2021	2020	2021	2020
Seksi 1 Section 1	8,3	62,5	0	0	0

Ventura Bersama

Selain ruas tol di atas, Perseroan juga memiliki ruas tol yang dioperasikan oleh Ventura Bersama namun tidak termasuk dalam klasifikasi segmen usaha jalan tol Perseroan karena tidak dikonsolidasikan. Berikut adalah daftar Ventura Bersama Perseroan:

Joint Ventures

In addition to the toll roads mentioned above, the Company also has toll roads operated by Joint Venture Entities that are not classified in the Company's toll road business segment as not include in the consolidated statement. List of the Company's Joint Venture Entities is as follows:

PT Marga Lingkar Jakarta (MLJ)	
Ruas Toll Road	Ulujami-Kebon Jeruk (JORR W2 Utara)
Panjang Jalan Road Length	7,7 km
Konsesi sampai dengan Tahun Concession Maturity Year	2044
Tahun Beroperasi Year of Operations	2014
Jumlah Gardu Total Booths	38
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,3 (A) - 0,3 (B)
Sistem Pengoperasian Operating System	Terbuka Open
Lokasi Jalan Tol Toll Road Location	Jakarta

PT Trans Marga Jateng (TMJ)	
Ruas Toll Road	Semarang-Solo
Panjang Jalan Road Length	72,6 km
Konsesi sampai dengan Tahun Concession Maturity Year	2060
Tahun Beroperasi Year of Operations	2011
Jumlah Gardu Total Booths	80
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,3 (A) - 0,3 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

PT Jasamarga Semarang Batang (JSB)	
Ruas Toll Road	Batang-Semarang
Panjang Jalan Road Length	74,9 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	2019
Jumlah Gardu Total Booths	53
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,3 (A) - 0,3 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

PT Jasamarga Solo Ngawi (JSN)	
Ruas Toll Road	Solo-Ngawi
Panjang Jalan Road Length	91,1 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	2018
Jumlah Gardu Total Booths	33
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,2 (A) - 0,2 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Tengah Central Java

PT Jasamarga Ngawi Kertosono Kediri (JNK)	
Ruas Toll Road	Ngawi-Kertosono-Kediri
Panjang Jalan Road Length	116,5 km
Konsesi sampai dengan Tahun Concession Maturity Year	2066
Tahun Beroperasi Year of Operations	2018
Jumlah Gardu Total Booths	17
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,2 (A) - 0,2 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

PT Jasamarga Pandaan Tol (JPT)	
Ruas Toll Road	Gempol-Pandaan
Panjang Jalan Road Length	13,6 km
Konsesi sampai dengan Tahun Concession Maturity Year	2049
Tahun Beroperasi Year of Operations	2015
Jumlah Gardu Total Booths	13
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,3 (A) - 0,3 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

PT Jasamarga Pandaan Malang (JPM)	
Ruas Toll Road	Pandaan-Malang
Panjang Jalan Road Length	38,5 km
Konsesi sampai dengan Tahun Concession Maturity Year	2052
Tahun Beroperasi Year of Operations	2019
Jumlah Gardu Total Booths	35
Volume <i>Capacity</i> (V/C) Rasio Rata-Rata Volume Capacity (V/C) of Average Ratio	0,15 (A) - 0,14 (B)
Sistem Pengoperasian Operating System	Tertutup Closed
Lokasi Jalan Tol Toll Road Location	Jawa Timur East Java

Kinerja Segmen Usaha Jalan Tol

Pada tahun 2021, volume lalu lintas transaksi mengalami pertumbuhan dibandingkan tahun sebelumnya terutama disebabkan oleh meningkatnya mobilitas masyarakat seiring dengan semakin terkendalinya penyebaran COVID-19 yang berdampak pada percepatan pemulihan ekonomi di masyarakat. Akan tetapi, kondisi ini masih belum sepenuhnya pulih terutama pada ruas-ruas yang dipengaruhi oleh sektor pariwisata.

Adapun realisasi volume lalu lintas masing-masing ruas jalan tol adalah sebagai berikut:

Toll Road Business Segment Performance

In 2021, transaction traffic volume grew compared to the previous year, mainly due to increased community mobility in line with the increasingly controlled spread of COVID-19, which impacts economic recovery in the community. However, this condition is still not fully recovered, especially in sections affected by the tourism sector.

The realization of traffic volume for each toll road is as follows:

Tabel Volume Lalu Lintas Transaksi
Table of Transaction Traffic Volume

(dalam juta transaksi kendaraan)
(in million transaction vehicle)

No	Ruas Toll Road	Representative Office (RO)/ Entitas Anak Representative Office (RO)/ Subsidiary Entity	2021		2020		Pertumbuhan Growth	
			Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	(%)
Perseroan/The Company								
1	Jakarta-Cikampek	RO 1 RJTT	150,0	14,9%	138,4	15,0%	11,6	8,4%
2	Cikampek-Padalarang	RO 3 RJMT	16,5	1,6%	15,6	1,7%	0,9	5,8%
3	Jakarta-Bogor-Ciawi	RO 1 RJMT	131,4	13,1%	123,1	13,3%	8,4	6,7%
4	JORR Seksi Non S (Seksi E dan W2S)	RO 1 RJMT	70,1	7,0%	65,4	7,1%	4,7	7,2%
5	Jakarta-Tangerang	RO 2 RJMT	121,3	12,1%	112,2	12,2%	9,1	8,1%
6	Cawang-Tomang-Pluit	RO 2 RJMT	163,0	16,2%	152,6	16,5%	10,4	6,8%
7	Surabaya-Gempol	RO 3 RJTT	89,8	8,9%	88,9	9,6%	0,9	1,0%
8	Prof. Dr. Ir. Sedyatmo	RO 2 RJMT	51,3	5,1%	48,3	5,2%	3,0	6,3%
9	Padalarang-Cileunyi	RO 3 RJMT	54,4	5,4%	51,8	5,6%	2,6	5,0%
10	Palimanan-Kanci	RO 2 RJTT	15,8	1,6%	13,9	1,5%	1,9	13,8%
11	Semarang Seksi A,B,C	RO 2 RJTT	33,2	3,3%	31,4	3,4%	1,8	5,8%
12	Belawan-Medan-Tanjung Morawa	RO 1 RJNT	26,1	2,6%	24,0	2,6%	2,1	8,9%
13	Pondok Aren-Bintaro Viaduct-Ulujami	RO 1 RJMT	2,2	0,2%	2,1	0,2%	0,1	2,7%
Sub Total			925,1	92,1%	867,7	93,8%	57,3	6,6%

Tabel Volume Lalu Lintas Transaksi
Table of Transaction Traffic Volume(dalam juta transaksi kendaraan)
(in million transaction vehicle)

No	Ruas Toll Road	Representative Office (RO)/ Entitas Anak Representative Office (RO)/ Subsidiary Entity	2021		2020		Pertumbuhan Growth	
			Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	(%)
Entitas Anak/Subsidiaries								
1	Surabaya- Mojokerto	PT Jasamarga Surabaya Mojokerto (JSM)	20,4	2,0%	21,7	2,3%	(1,3)	(5,9%)
2	Medan- Kualanamu- Tebing Tinggi	PT Jasamarga Kualanamu Tol (JMKT)	6,8	0,7%	5,7	0,6%	1,1	19,6%
3	Gempol- Pasuruan	PT Jasamarga Gempol Pasuruan (JGP)	2,6	0,3%	2,2	0,2%	0,4	20,3%
4	Bogor Ring Road	PT Marga Sarana Jabar (MSJ)	15,5	1,5%	14,1	1,5%	1,4	10,3%
5	Balikpapan- Samarinda	PT Jasamarga Balikpapan Samarinda (JBS)	1,7	0,2%	1,5	0,2%	0,2	11,2%
6	Kunciran- Serpong	PT Marga Trans Nusantara (MTN)	12,4	1,2%	5,5	0,6%	6,9	125,3%
7	Nusa Dua- Ngurah Rai-Tanjung Benoa	PT Jasamarga Bali Tol (JBT)	4,1	0,4%	5,9	0,6%	(1,8)	(30,7%)
8	Manado- Bitung	PT Jasamarga Manado Bitung (JMB)	1,6	0,2%	0,3	0,0%	1,3	422,1%
9	Serpong- Cinere	PT Cinere Serpong Jaya (CSJ)	2,3	0,2%	-	-	2,3	100%
10	Cengkareng- Batuceper- Kunciran	PT Jasamarga Kunciran Cengkareng (JKC)	12,0	1,2%	-	-	12,0	100%
Sub Total			79,4	7,9%	56,9	6,2%	22,5	39,5%
Total			1.004,4	100,0%	924,6	100,0%	79,8	8,6%

Pada ruas jalan tol yang dimiliki oleh Ventura Bersama mengalami peningkatan volume lalu lintas transaksi dibandingkan tahun sebelumnya seiring dengan semakin bertambahnya aktivitas mobilisasi masyarakat dan peningkatan kelancaran arus barang dan jasa di ruas Transjawa.

The toll road section owned by Joint Venture experienced an increase in transaction traffic volume compared to the previous year, in line with increasing community mobilization activities and the smooth flow of goods and services on the Transjawa toll road.

Berikut volume lalu lintas transaksi pada ruas-ruas yang dioperasikan oleh Ventura Bersama:

The following is the transaction traffic volume on the sections operated by the Joint Venture:

Tabel Volume Lalu Lintas Transaksi Ventura Bersama
Table of Joint Venture Transaction Traffic Volume

(dalam juta transaksi kendaraan)
(in million vehicle transactions)

No	Ruas Toll Road	Ventura Bersama Joint Venture	2021		2020		Pertumbuhan Growth	
			Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	Proporsi Proportion (%)	Jumlah (Transaksi Kendaraan) Number (Vehicle Transaction)	(%)
1	Batang-Semarang	PT Jasamarga Semarang Batang (JSB)	9,7	15,7%	7,6	14,0%	2,1	28,0%
2	Semarang-Solo	PT Trans Marga Jateng (TMJ)	14,4	23,3%	13,2	24,3%	1,2	9,4%
3	Solo-Ngawi	PT Jasamarga Solo Ngawi (JSN)	7,7	12,5%	6,2	11,4%	1,5	24,9%
4	Gempol-Pandaan	PT Jasamarga Pandaan Tol (JPT)	3,0	4,8%	2,5	4,6%	0,3	19,2%
5	Ngawi-Kertosono-Kediri	PT Jasamarga Ngawi Kertosono Kediri (JNK)	2,5	4,0%	2,1	3,9%	0,4	18,8%
6	Ulujami-Kebon Jeruk*	PT Marga Lingkar Jakarta (MLJ)	17,6	28,4%	16,6	30,5%	0,1	5,9%
7	Pandaan-Malang*	PT Jasa Marga Pandaan Malang (JPM)	7,0	11,3%	6,2	11,4%	0,8	13,0%
Total			62,0	100,0%	54,4	100,0%	7,6	13,9%

* Perseroan melakukan divestasi kepemilikan saham pada PT MLJ sebesar 14% pada 28 Juni 2021 dan PT JPM sebesar 9% pada 30 Desember 2021. Atas perubahan kepemilikan tersebut, Perseroan sudah tidak lagi memiliki pengendalian terhadap PT MLJ dan PT JPM dan beralih menjadi Ventura Bersama.

* The Company divested its share ownership in PT MLJ by 14% on June 28, 2021 and PT JPM by 9% in December 30, 2021. Due to this change in ownership, the Company no longer authorized the control over PT MLJ and PT JPM and has transformed to Joint Venture..

Pemulihan volume lalu lintas dibandingkan tahun awal terjadinya pandemi COVID-19, kenaikan tarif pada beberapa ruas jalan tol di tahun 2021, dan bertambahnya ruas jalan tol baru yang mulai beroperasi memengaruhi pertumbuhan pendapatan tol Perseroan dibandingkan tahun 2020.

The recovery of traffic volume compared to the beginning year of the COVID-19 pandemic, the increase in tariffs on several toll road sections in 2021, and the addition of new toll road sections that started operating affected the growth of the Company's toll revenue compared to 2020.

Adapun pendapatan tol pada masing-masing ruas tersebut adalah:

The toll revenues for each of these toll roads are:

Tabel Pendapatan Tol
Table of Toll Revenues(dalam jutaan Rupiah)
(in million Rupiah)

No	Ruas Toll Road	Representative Office (RO)/ Entitas Anak Representative Office (RO)/ Subsidiary Entity	2021		2020		Pertumbuhan Growth	
			Jumlah Number	Proporsi Proportion	Jumlah Number	Proporsi Proportion	Rp	%
			Rp	(%)	Rp	(%)		
Perseroan/The Company								
1	Jakarta-Cikampek	RO 1 RJTT	1.335.468	12,8%	1.321.674	15,9%	13.794	1,0%
2	Cikampek-Padalarang	RO 3 RJMT	996.274	9,6%	859.672	10,4%	136.602	15,9%
3	Jakarta-Bogor-Ciawi	RO 1 RJMT	941.527	9,0%	811.673	9,8%	129.854	16,0%
4	JORR Seksi Non S (Seksi E dan W2S)	RO 1 RJMT	914.661	8,8%	826.122	9,9%	88.539	10,7%
5	Jakarta-Tangerang	RO 2 RJMT	803.759	7,7%	741.342	8,9%	62.417	8,4%
6	Cawang-Tomang-Pluit	RO 2 RJMT	762.403	7,3%	707.725	8,5%	54.678	7,7%
7	Surabaya-Gempol	RO 3 RJTT	710.779	6,8%	483.237	5,8%	227.542	47,1%
8	Prof. Dr. Ir. Sedyatmo	RO 2 RJMT	418.194	4,0%	376.383	4,5%	41.811	11,1%
9	Padalarang-Cileunyi	RO 3 RJMT	377.307	3,6%	332.858	4,0%	44.449	13,4%
10	Palimanan-Kanci	RO 2 RJTT	242.216	2,3%	201.045	2,4%	41.171	20,5%
11	Semarang Seksi A,B,C	RO 2 RJTT	199.778	1,9%	173.813	2,1%	25.965	14,9%
12	Belawan-Medan-Tanjung Morawa	RO 1 RJNT	147.652	1,4%	122.565	1,5%	25.087	20,5%
13	Pondok Aren-Bintaro Viaduct-Ulujami	RO 1 RJMT	141.298	1,4%	127.620	1,5%	13.678	10,7%
Sub Total			7.991.316	76,8%	7.085.729	85,3%	905.587	12,8%
Entitas Anak/Subsidiaries								
1	Jalan Layang MBZ Sheikh Mohamed Bin Zayed	PT Jasamarga Jalanlayang Cikampek	679.241	6,5%	-	0,0%	679.241	100%
2	Surabaya-Mojokerto	PT Jasamarga Surabaya Mojokerto (JSM)	436.166	4,2%	386.976	4,7%	49.190	12,7%
3	Medan-Kualanamu-Tebing Tinggi	PT Jasamarga Kualanamu Tol (JMKT)	403.608	3,9%	319.592	3,8%	84.016	26,3%
4	Gempol-Pasuruan	PT Jasamarga Gempol Pasuruan (JGP)	262.843	2,5%	202.635	2,4%	60.208	29,7%

Tabel Pendapatan Tol
Table of Toll Revenues(dalam jutaan Rupiah)
(in million Rupiah)

No	Ruas Toll Road	Representative Office (RO)/ Entitas Anak Representative Office (RO)/ Subsidiary Entity	2021		2020		Pertumbuhan Growth	
			Jumlah Number	Proporsi Proportion	Jumlah Number	Proporsi Proportion	Rp	%
			Rp	(%)	Rp	(%)		
5	Bogor Ring Road	PT Marga Sarana Jabar (MSJ)	218.024	2,1%	144.876	1,7%	73.148	50,5%
6	Balikpapan-Samarinda	PT Jasamarga Balikpapan Samarinda (JBS)	138.220	1,3%	43.921	0,5%	94.299	214,7%
7	Kunciran-Serpong	PT Marga Trans Nusantara (MTN)	130.265	1,3%	57.406	0,7%	72.859	126,9%
8	Nusa Dua-Ngurah Rai-Tanjung Benoa	PT Jasamarga Bali Tol (JBT)	40.824	0,4%	55.408	0,7%	(14.584)	(26,3%)
9	Manado-Bitung	PT Jasamarga Manado Bitung (JMB)	35.718	0,3%	6.653	0,1%	29.065	436,9%
10	Serpong-Cinere	PT Cinere Serpong Jaya (CSJ)	25.264	0,2%	-	0,0%	25.264	100%
11	Cengkareng-Batuceper-Kunciran	PT Jasamarga Kunciran Cengkareng (JKC)	45.061	0,4%	-	0,0%	45.061	100%
Sub Total			2.415.233	23,2%	1.217.467	14,7%	1.197.766	98,4%
Total			10.406.549	100,0%	8.303.196	100,0%	2.103.353	25,3%

Sedangkan untuk Ventura Bersama, berikut pendapatan tol pada ruas-ruas yang dioperasikan:

In terms of the Joint Venture Entities, the toll revenues for operating toll road is as follows:

Tabel Pendapatan Tol Ventura Bersama
Table of Joint Venture Entity Toll Revenues(dalam jutaan Rupiah)
(in million rupiah)

No	Ruas Toll Road	Ventura Bersama Joint Venture	2021		2020		Pertumbuhan Growth	
			Jumlah Number	Proporsi Proportion	Jumlah Number	Proporsi Proportion	Rp	%
			Rp	(%)	Rp	(%)		
1	Batang-Semarang	PT Jasamarga Semarang Batang (JSB)	965.897	26,9%	1.259.613	34,8%	(293.716)	(23,3%)
2	Solo-Ngawi	PT Jasamarga Solo Ngawi (JSN)	761.216	21,2%	816.994	22,5%	(55.778)	(6,8%)
3	Semarang-Solo	PT Trans Marga Jateng (TMJ)	700.992	19,5%	551.604	15,2%	149.388	27,1%
4	Ulujami-Kebon Jeruk*	PT Marga Ligkar Jakarta (MLJ)	268.920	7,5%	242.352	6,7%	26.568	11,0%
5	Ngawi-Kertosono-Kediri	PT Jasamarga Ngawi Kertosono Kediri (JNK)	506.721	14,1%	409.352	11,3%	97.369	23,8%

Tabel Pendapatan Tol Ventura Bersama
Table of Joint Venture Entity Toll Revenues

(dalam jutaan Rupiah)
(in million rupiah)

No	Ruas Toll Road	Ventura Bersama Joint Venture	2021		2020		Pertumbuhan Growth	
			Jumlah Number	Proporsi Proportion	Jumlah Number	Proporsi Proportion	Rp	%
			Rp	(%)	Rp	(%)		
6	Gempol-Pandaan	PT Jasamarga Pandaan Tol (JPT)	142.499	4,0%	126.899	3,5%	15.600	12,3%
7	Pandaan-Malang*	PT Jasamarga Pandaan Malang (JPM)	248.877	6,9%	217.441	6,0%	31.436	14,5%
Total			3.595.123	100,0%	3.624.255	100,0%	(29.132)	(0,8%)

* Perseroan melakukan divestasi kepemilikan saham pada PT MLJ sebesar 14% pada 28 Juni 2021 dan PT JPM sebesar 9% pada 30 Desember 2021. Atas perubahan kepemilikan tersebut, Perseroan sudah tidak lagi memiliki pengendalian terhadap PT MLJ dan PT JPM dan beralih menjadi Ventura Bersama
* The Company divested its share ownership in PT MLJ by 14% on June 28, 2021 and PT JPM by 9% in December 30, 2021. Due to this change in ownership, the Company no longer authorized the control over PT MLJ and PT JPM and has transformed to Joint Venture.

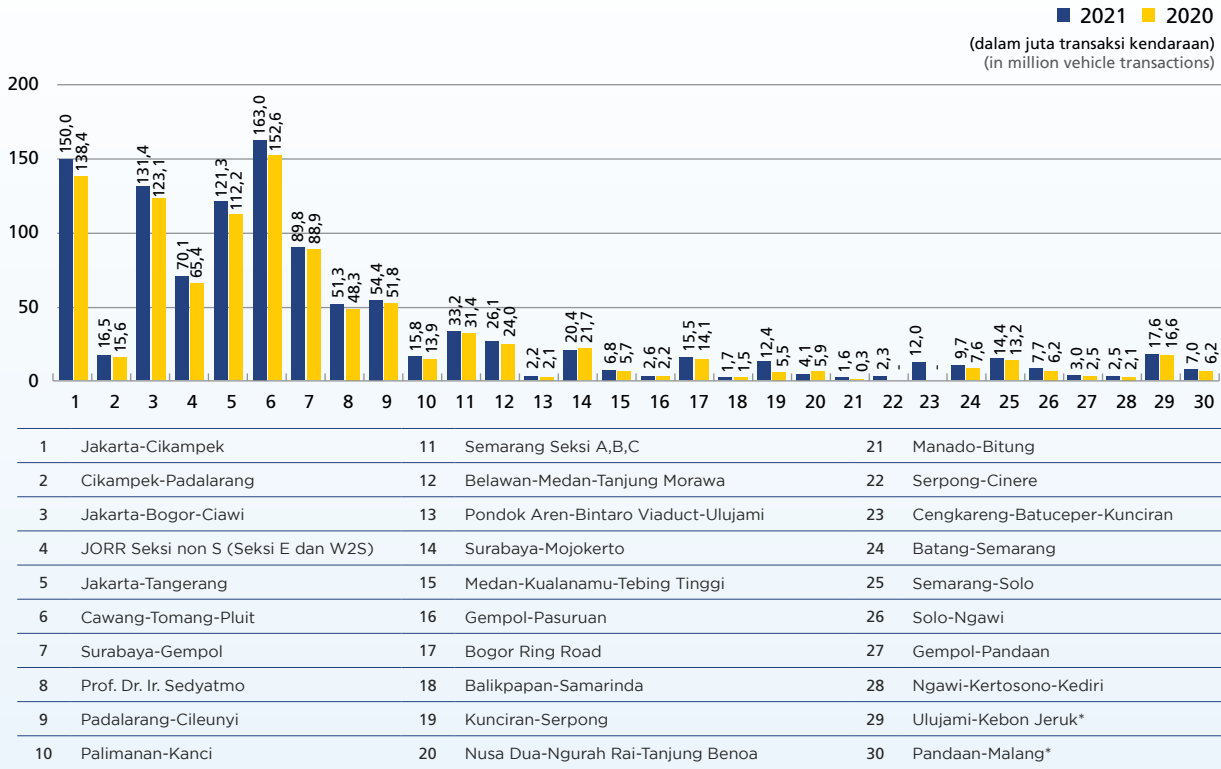
Dapat dilihat bahwa kinerja volume lalu lintas dan pendapatan tol Perseroan sangat dipengaruhi oleh kebijakan Pemerintah terkait pembatasan sosial dan/atau kegiatan masyarakat di setiap daerah. Perseroan tetap optimis selaras dengan program preventif dan kuratif dari Pemerintah guna menanggulangi penyebaran COVID-19 yang semakin baik, aktivitas masyarakat akan semakin membaik pula. Hal ini akan mendorong pemulihan ekonomi Indonesia yang semakin cepat di masa yang akan datang.

It appears that the performance of the Company's traffic volume and toll revenue is strongly influenced by Government policies related to social restrictions and/or community activities in each region. The Company remains optimistic that community activities will also improve in line with the Government's preventive and curative programs to cope with the better spread of COVID-19. This will encourage faster Indonesian economic recovery in the future.

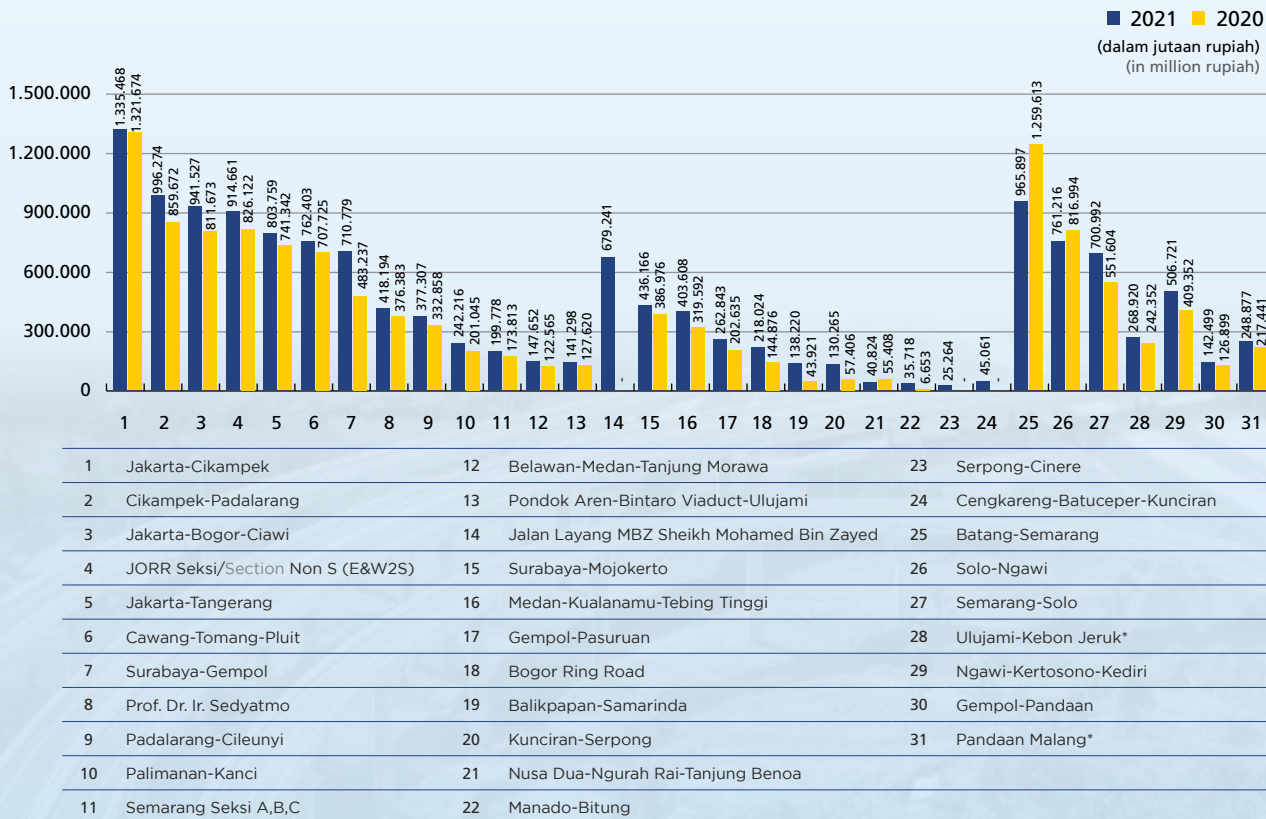


Pelaksanaan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) di Jalan Tol Jakarta-Cikampek
Implementation of Community Activity Restrictions (PPKM) on the Jakarta-Cikampek Toll Road

Grafik Volume Transaksi Kendaraan Chart of Transaction Traffic Volume



Grafik Pendapatan Tol Chart of Toll Revenues



* Perseroan melakukan divestasi kepemilikan saham pada PT MLJ sebesar 14% pada 28 Juni 2021 dan PT JPM sebesar 9% pada 30 Desember 2021. Atas perubahan kepemilikan tersebut, Perseroan sudah tidak lagi memiliki pengendalian terhadap PT MLJ dan PT JPM dan beralih menjadi Ventura Bersama
The Company divested its share ownership in PT MLJ by 14% on June 28, 2021 and PT JPM by 9% in December 30, 2021. Due to this change in ownership, the Company no longer authorized the control over PT MLJ and PT JPM and has transformed to Joint Venture

Profitabilitas Segmen Usaha Jalan Tol

Pada tahun 2021, laba usaha yang dibukukan segmen usaha jalan tol mengalami peningkatan dibandingkan tahun sebelumnya. Kenaikan tersebut utamanya disebabkan oleh aksi korporasi yaitu divestasi kepemilikan saham Perusahaan di PT Marga Lingkar Jakarta (MLJ) sebesar 14% (28 Juni 2021) dan PT Jasamarga Pandaan Malang (JPM) sebesar 9% (30 Desember 2021). Aksi korporasi ini dilakukan untuk memperkuat *capital structure* Perusahaan ditengah *massive* nya pembangunan ruas-ruas tol baru. Dari aksi Korporasi ini, Perseroan mendapatkan gain sebesar Rp786,5 miliar untuk PT MLJ dan Rp796,8 miliar untuk PT JPM. Aset segmen usaha jalan tol mengalami penurunan sebesar 2,8% dibandingkan tahun sebelumnya, yaitu menjadi Rp116,1 triliun sehubungan dengan pelaksanaan aksi korporasi di tahun 2021.

Profitability of Toll Road Business Segment

In 2021, the operating profit recorded by the toll road business segment had increased compared to the previous year. The increase was mainly due to corporate actions, namely the divestment of the Company's share ownership in PT Marga Lingkar Jakarta (MLJ) by 14% (June 28, 2021) and PT Jasamarga Pandaan Malang (JPM) by 9% (December 30, 2021). This corporate action was carried out to strengthen the Company's capital structure amid the massive construction of new toll roads. From this corporate action, the Company earned a gain of Rp786.5 billion for PT MLJ and Rp796.8 billion for PT JPM. The assets of the toll road business segment decreased by 2.8% compared to the previous year, which is to be Rp116.1 trillion in connection with the implementation of corporate actions in 2021.

Tabel Profitabilitas Segmen Usaha Jalan Tol
Table of Toll Road Business Segment Profitability

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
Pendapatan Usaha Revenues	10.880.329	8.859.607	2.020.722	22,8%
Pendapatan Konstruksi Construction Revenues	3.393.151	4.116.301	(723.150)	(17,6%)
Beban Usaha Operating Expenses	(4.995.374)	(3.937.508)	(1.057.866)	26,9%
Beban Konstruksi Construction Expenses	(3.361.823)	(4.074.539)	712.716	(17,5%)
Laba Bruto Gross Profit	5.916.283	4.963.861	952.422	19,2%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	745.338	(1.385.164)	2.130.502	(153,8%)
Laba Usaha Operating Profit	6.661.621	3.578.697	3.082.924	86,1%
Aset Segmen Segment Assets	116.079.730	119.386.081	(3.306.351)	(2,8%)
Liabilitas Segmen Segment Liabilities	77.112.926	80.940.644	(3.827.718)	(4,7%)

Prospek Usaha Segmen Jalan Tol

Di masa yang akan datang, pertumbuhan kinerja segmen usaha jalan tol akan ditopang oleh konektivitas antarwilayah, terutama konektivitas antara jalan tol baru dengan jalan tol *existing*, pertumbuhan aktivitas perekonomian, dan pengembangan wilayah di sekitar area jalan tol. Hal-hal tersebut dapat menimbulkan bangkitan lalu lintas baru terhadap lalu lintas jalan tol Jasa Marga Group yang akan berimbas pada pertumbuhan pendapatan Perseroan.

Toll Road Segment Business Prospects

In the future, the growth in the performance of the toll road business segment will be supported by inter-regional connectivity, particularly connectivity between new toll roads and existing toll roads, growth in economic activity, and development of areas around toll road areas. These things can cause new traffic generation to the toll road traffic of Jasa Marga Group which will impact on the Company's revenue growth.

Analisa Kinerja dan Prospek Usaha Jalan Tol Beroperasi

Jasa Marga Metropolitan Tollroad Regional Division

Jakarta-Bogor-Ciawi

- **Analisis Kinerja**

Volume lalu lintas dan pendapatan tol ruas Jakarta-Bogor-Ciawi meningkat dibandingkan tahun sebelumnya dikarenakan adanya peningkatan mobilitas masyarakat untuk kegiatan komuter akibat dari pergeseran perilaku masyarakat yang lebih menggunakan kendaraan pribadi.

Laba usaha mengalami peningkatan dikarenakan efisiensi beban umum administrasi dan pemilahan kembali program kerja dalam beban operasi yang prioritas utama untuk pemenuhan SPM dalam pemeliharaan dan operasional jalan tol. Selain itu, Pemerintah memberikan kompensasi pengurangan pembayaran PBB akibat dari Pandemi COVID-19.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Jagorawi ditopang oleh beberapa wilayah pada akses keluar ruas Jagorawi yang sudah banyak dikembangkan oleh para *developer* menjadi pemukiman atau pusat perbelanjaan baru bagi masyarakat di wilayah sekitar. Selain itu, Pemerintah Kabupaten Bogor akan mewujudkan Kota Cibinong Raya, seperti wilayah Sentul dan Sukaraja menjadi Kawasan Central Bisnis District (CBD).

Jakarta-Tangerang-Cengkareng

- **Analisis Kinerja**

Volume lalu lintas dan pendapatan tol ruas Jakarta-Tangerang-Cengkareng meningkat dibandingkan tahun sebelumnya dikarenakan adanya peningkatan mobilitas masyarakat, baik untuk kegiatan komuter maupun aktivitas keluar kota menggunakan transportasi udara. Adanya peningkatan pendapatan tol berdampak terhadap peningkatan profitabilitas pada ruas Jakarta-Tangerang-Cengkareng.

Disisi lain, laba usaha mengalami peningkatan yang dikarenakan oleh penyesuaian tarif pada ruas Sedyatmo di bulan April 2021. Selain itu, dilakukan efisiensi beban umum administrasi dan prioritas program kerja dalam beban operasi untuk pemenuhan SPM.

- **Prospek Usaha**

Pertumbuhan kinerja ruas Jakarta-Tangerang-Cengkareng akan terus ditopang oleh aktivitas

Performance Analysis and Toll Road Business Prospects in Operation

Jasa Marga Metropolitan Tollroad Regional Division

Jakarta-Bogor-Ciawi

- **Performance Analysis**

The traffic volume and toll revenue for the Jakarta-Bogor-Ciawi toll road increased compared to the previous year due to an increase in community mobility for commuting activities due to the shift in people's behavior to use private vehicles.

Operating profit has increased due to the efficiency of general administrative expenses and the re-sorting of work programs in operating expenses which are the main priority for fulfilling SPM in toll road maintenance and operations. In addition, the Government provides compensation for the reduction in PBB payments due to the COVID-19 pandemic.

- **Business Prospect**

In the future, the performance growth of the Jagorawi toll road is supported by several areas at the exit access of the Jagorawi toll road, which many developers have developed to become new settlements or shopping centers for people in the surrounding area. In addition, the Bogor Regency Government will turn Cibinong Raya City, such as the Sentul and Sukaraja areas, into a Central Business District (CBD) area.

Jakarta-Tangerang-Cengkareng

- **Performance Analysis**

Traffic volume and toll revenue for the Jakarta-Tangerang-Cengkareng toll road increased compared to the previous year due to increased community mobility, both for commuting and out-of-town activities using air transportation. The increase in toll revenue impacts increasing profitability on the Jakarta-Tangerang-Cengkareng section.

On the other hand, operating profit has increased due to tariff adjustments on the Sedyatmo toll road in April 2021. In addition, efficiency in general administrative expenses and prioritization of work programs in operating expenses are carried out to fulfill SPM.

- **Business Prospect**

The performance growth of the Jakarta-Tangerang-Cengkareng toll road will continue to

perekonomian di Jakarta, aktivitas penerbangan udara, dan pengembangan wilayah di area Tangerang, Jakarta Utara, dan sekitarnya.

Jakarta Outer Ring Road (JORR) dan Pondok Aren-Bintaro Viaduct-Ulujami

- **Analisis Kinerja**

Volume lalu lintas dan pendapatan tol ruas JORR untuk seksi E1, E2, dan E3 serta Pondok Aren-Bintaro Viaduct-Ulujami mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini, dikarenakan adanya peningkatan mobilitas masyarakat, serta adanya pengembangan kawasan yang disekitar jalan tol JORR. Selain itu peningkatan pendapatan tol dikarenakan adanya penyesuaian tarif tol di bulan Januari 2021.

Dari sisi profitabilitas, laba usaha mengalami peningkatan seiring dengan peningkatan pendapatan tol. Disisi lain, terdapat efisiensi dari sisi beban umum dan administrasi serta prioritas program kerja operasi dan pemeliharaan. Terdapat efisiensi pada beban PBB pada ruas tersebut.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas JORR ditopang oleh konektivitas dengan jalan tol Depok-Antasari sehingga akan menimbulkan bangkitan lalu lintas baru terhadap volume lalu lintas JORR.

Purbaleunyi

- **Analisis Kinerja**

Volume lalu lintas dan pendapatan tol ruas Cipularang dan Padaleunyi (Purbaleunyi) meningkat dibandingkan tahun sebelumnya dikarenakan kondisi pandemi yang sudah membaik sehingga adanya peningkatan mobilitas masyarakat. Peningkatan pendapatan tol juga diakibatkan adanya penyesuaian tarif di bulan Januari 2021.

Di sisi profitabilitas, laba usaha mengalami peningkatan seiring kenaikan pendapatan tol karena adanya penyesuaian tarif pada Januari 2021. Di samping itu, terdapat efisiensi beban umum administrasi dan prioritas program kerja operasi dan pemeliharaan.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Purbaleunyi ditopang oleh konektivitas dengan jalan tol yang sudah beroperasi yaitu jalan tol Soreang-Pasir Koja dan juga akan terhubung dengan jalan tol Cisumdawu (Cileunyi-Sumedang-Dawuan).

be supported by economic activity in Jakarta, air flight activities, and regional development in the Tangerang, North Jakarta, and surrounding areas.

Jakarta Outer Ring Road (JORR) and Pondok Aren-Bintaro Viaduct-Ulujami

- **Performance Analysis**

The traffic volume and toll revenue of the JORR section for sections E1, E2, and E3 and also Pondok Aren-Bintaro Viaduct-Ulujami increased compared to the previous year. This is due to an increase in community mobility and the development of the area around the JORR toll road. In addition, the increase in toll revenues was due to the adjustment of toll rates in January 2021.

In terms of profitability, operating profit has increased in line with the increase in toll revenues. On the other hand, there is efficiency in terms of general and administrative expenses and prioritization of operation and maintenance work programs. There is efficiency in the PBB cost in this section.

- **Business Prospect**

In the future, the performance growth of the JORR toll road will be supported by connectivity with the Depok-Antasari toll road so that it will generate new traffic generation for JORR traffic volume.

Purbaleunyi

- **Performance Analysis**

The traffic volume and toll revenue for the Cipularang and Padaleunyi (Purbaleunyi) toll road increased compared to the previous year due to improved pandemic conditions increasing community mobility. The increase in toll revenues was also due to tariff adjustments in January 2021.

Operating profit has increased in line with the increase in toll revenues due to tariff adjustments in January 2021. In addition, there is efficiency in general administrative expenses and prioritization of operation and maintenance work programs.

- **Business Prospect**

In the future, the performance growth of the Purbaleunyi toll road will be supported by connectivity with the toll roads that are already in operation, namely the Soreang-Pasir Koja toll road and it will be connected to the Cisumdawu (Cileunyi-Sumedang-Dawuan) toll road.

Kunciran-Serpong (PT Marga Trans Nusantara)

- **Analisis Kinerja**

Volume lalu lintas dan pendapatan tol ruas Kunciran-Serpong meningkat dibandingkan tahun sebelumnya disebabkan oleh akses jalan tol Kunciran-Serpong telah terintegrasi dengan ruas Cengkareng-Batucapeer-Kunciran serta Serpong-Cinere.

Di sisi profitabilitas, laba usaha mengalami peningkatan seiring kenaikan pendapatan tol. Selain itu, terdapat efisiensi atas beban operasi maupun beban umum administrasi.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Kunciran-Serpong akan meningkatkan pendapatan Perseroan dengan tersambung seluruh ruas JORR 2. Diharapkan dengan tersambung ruas JORR 2 dapat meningkatkan konektivitas di wilayah Jabodetabek.

Bogor Ring Road (PT Marga Sarana Jabar)

- **Analisis Kinerja**

Volume lalu lintas dan pendapatan tol ruas Bogor Ring Road (BORR) meningkat dibandingkan tahun sebelumnya dikarenakan adanya peningkatan mobilitas masyarakat, pengoperasian seksi 3A secara penuh, dan pengembangan kawasan di wilayah sekitar daerah Sentul yang berdampak pada kebangkitan volume lalu lintas pada jalan tol BORR. Peningkatan pendapatan tol juga diakibatkan adanya penyesuaian tarif pada bulan Januari 2021.

Di sisi profitabilitas, laba usaha mengalami kenaikan seiring dengan peningkatan pendapatan tol. Selain itu, dilakukan efisiensi dari beban umum administrasi dan adanya pemberian kompesasi pembayaran PBB akibat pandemi COVID-19.

- **Prospek Usaha**

Pertumbuhan kinerja ruas BORR akan ditopang oleh beroperasinya seluruh ruas BORR di masa yang akan datang, yang kemudian akan tersambung dengan ruas Depok-Antasari, sehingga dapat meningkatkan kebangkitan lalu lintas baru di ruas BORR.

Serpong-Cinere (PT Cinere Serpong Jaya)

- **Analisis Kinerja**

Jumlah volume lalu lintas transaksi dan pendapatan tol dipengaruhi oleh frekuensi mobilitas masyarakat seiring dengan program vaksinasi COVID-19 dan konektivitas dengan ruas Kunciran-Serpong sebagai bagian dari jaringan jalan tol JORR 2.

Kunciran-Serpong (PT Marga Trans Nusantara)

- **Performance Analysis**

Traffic volume and toll revenue for the Kunciran-Serpong toll road increased compared to the previous year due to the integrated access to the Kunciran-Serpong toll road with the Cengkareng-Batucapeer-Kunciran and Serpong-Cinere toll road.

In terms of profitability, operating profit has increased in line with the increase in toll revenues. In addition, there is efficiency in operating and general administrative expenses.

- **Business Prospect**

In the future, the performance growth of the Kunciran-Serpong toll road will increase the Company's revenue by connecting all JORR 2 sections. It is expected that the connection of the JORR 2 toll road can improve connectivity in the Jabodetabek area.

Bogor Ring Road (PT Marga Sarana Jabar)

- **Performance Analysis**

The traffic volume and toll revenue for the Bogor Outer Ring Road (BORR) toll road increased compared to the previous year due to increased community mobility, the full operation of section 3A, and the development of the area around the Sentul area had an impact on the revival of traffic volume on the BORR toll road. The increase in toll revenues was also due to tariff adjustments in January 2021.

In terms of profitability, operating profit has increased in line with the increase in toll revenues. In addition, efficiency is carried out from the general administrative burden and compensation for PBB payments due to the COVID-19 pandemic.

- **Business Prospect**

The performance growth of the BORR toll road will be supported by the operation of all BORR toll road in the future, which will then be connected to the Depok-Antasari section to increase the generation of new traffic on the BORR toll road.

Serpong-Cinere (PT Cinere Serpong Jaya)

- **Performance Analysis**

The volume of transaction traffic and toll revenue is influenced by the frequency of community mobility in line with the Covid-19 vaccination program and connectivity with the Kunciran-Serpong section as part of the JORR 2 toll road network.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Serpong-Cinere akan meningkatkan pendapatan Perseroan dengan tersambungannya seluruh ruas JORR 2. Diharapkan dengan tersambungannya ruas JORR 2 dapat meningkatkan konektivitas di wilayah Jabodetabek.

Cengkareng-Batuceper-Kunciran (PT Jasamarga Kunciran Cengkareng)

- **Analisis Kinerja**

Dengan beroperasinya ruas Cengkareng-Batuceper-Kunciran pada pertengahan tahun 2021 membangkitkan volume lalu lintas disepanjang ruas JORR 2. Sehingga, hal tersebut juga mempengaruhi peningkatan pendapatan tol.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Cengkareng-Batuceper-Kunciran akan meningkatkan pendapatan Perseroan dengan tersambungannya seluruh ruas JORR 2. Diharapkan dengan tersambungannya ruas JORR 2 dapat meningkatkan konektivitas di wilayah Jabodetabek.

Jasa Marga Transjawa Tollroad Regional Division

Jakarta-Cikampek

- **Analisis Kinerja**

Kenaikan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang mulai berkurang. Peningkatan pendapatan tol juga diakibatkan oleh adanya penyesuaian tarif pada bulan Januari 2021.

- **Prospek Usaha**

Ke depan pertumbuhan pendapatan tol Jakarta-Cikampek akan ditopang oleh pengembangan wilayah di area sekitar koridor ruas Jakarta-Cikampek, peningkatan sistem jaringan jalan tol antara lain konektivitas Trans Jawa, dioperasikannya ruas Jalan Layang MBZ Sheikh Mohamed Bin Zayed, pembangunan ruas Jakarta-Cikampek Selatan dan Jakarta Outer Ring Road (JORR) 2.

Palimanan-Kanci

- **Analisis Kinerja**

Kenaikan volume lalu lintas transaksi dan pendapatan tol disebabkan oleh pemulihan kegiatan masyarakat sebagai dampak pelonggaran kebijakan PPKM di Jawa dan Bali. Peningkatan pendapatan tol juga diakibatkan adanya penyesuaian tarif pada ruas tersebut di bulan Januari 2021.

- **Business Prospect**

In the future, the performance growth of the Serpong-Cinere toll road will increase the Company's revenue by connecting all JORR 2 toll road. It is expected that the connection of the JORR 2 toll road can improve connectivity in the Jabodetabek area.

Cengkareng-Batuceper-Kunciran (PT Jasamarga Kunciran Cengkareng)

- **Performance Analysis**

The operation of the Cengkareng-Batuceper-Kunciran toll road in mid-2021 generated traffic volume along the JORR 2 toll road. Thus, this also affected the increase in toll revenues.

- **Business Prospect**

In the future, the performance growth of the Cengkareng-Batuceper-Kunciran toll road will increase the Company's revenue by connecting all JORR 2 toll road. It is expected that the connection of the JORR 2 toll road can improve connectivity in the Jabodetabek area.

Jasa Marga Transjawa Tollroad Regional Division

Jakarta-Cikampek

- **Performance Analysis**

The increase in transaction traffic volume and toll revenues was due to the recovery in community activities due to the PPKM policy, which decreased. The increase in toll revenues was also due to the tariff adjustment in January 2021.

- **Business Prospect**

In the future, the growth of the Jakarta-Cikampek toll road revenue will be supported by the development of the area around the Jakarta-Cikampek toll road corridor, the improvement of the toll road network system, including Trans Jawa connectivity, the operation of the MBZ Sheikh Mohamed Bin Zayed Elevated toll road, the construction of the Jakarta-Cikampek Selatan toll road and Jakarta Outer Ring Road (JORR) 2 toll road.

Palimanan-Kanci

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the easing of the PPKM policy in Java and Bali. The increase in toll revenues was also due to the tariff adjustment on the section in January 2021.

- **Prospek Usaha**

Ruas Palikanci terhubung dengan ruas Cikopo-Palimanan dan Kanci-Pejagan sebagai bagian dari jalan tol Trans Jawa. Konektivitas jalan tol Trans Jawa dan pengembangan wilayah di daerah sekitar ruas Palikanci dapat meningkatkan volume lalu lintas transaksi dan mendukung pertumbuhan kinerja Palikanci.

Semarang Seksi A,B,C

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol disebabkan mulai pulihnya kegiatan masyarakat sebagai dampak dari pelonggaran kebijakan PPKM di Jawa dan Bali. Peningkatan pendapatan tol juga diakibatkan oleh adanya penyesuaian tarif pada bulan Januari 2021.

- **Prospek Usaha**

Seiring dengan telah tersambungannya jalan tol Trans Jawa dan pengembangan kawasan di sekitar ruas tersebut, diharapkan volume lalu lintas semakin meningkat sehingga dapat mendukung kinerja ruas Semarang di masa yang akan datang.

Surabaya-Gempol

- **Analisis Kinerja**

Kenaikan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali. Peningkatan pendapatan tol juga diakibatkan oleh adanya penyesuaian tarif di bulan Januari 2021.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Surabaya-Gempol ditopang oleh konektivitas jaringan Jalan Tol Trans Jawa khususnya jaringan jalan tol di wilayah Jawa Timur yang dapat meningkatkan kelancaran distribusi barang/jasa serta aktivitas perekonomian pada wilayah sekitar jalan tol dengan berkembangnya pusat perkantoran, perniagaan dan perumahan.

Surabaya-Mojokerto (PT Jasamarga Surabaya Mojokerto)

- **Analisis Kinerja**

Kenaikan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali.

- **Business Prospect**

The Palikanci section connects to the Cikopo-Palimanan and Kanci-Pejagan toll road as part of the Trans Java Toll Road. The connectivity of the Trans Java Toll Road and the area's development around the Palikanci toll road can increase the volume of traffic transactions and support the growth of Palikanci's performance.

Semarang A,B,C Section

- **Performance Analysis**

The increase in transaction traffic volume and toll revenues was due to the recovery in community activities due to the loosening of the PPKM policy in Java and Bali. The increase in toll revenues was also due to the tariff adjustment in January 2021.

- **Business Prospect**

Along with the connection of the Trans Java toll road and the development of the area around the toll road, it is expected that the traffic volume will increase, which can support the performance of the Semarang toll road in the future.

Surabaya-Gempol

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali. The increase in toll revenues was also due to tariff adjustments in January 2021.

- **Business Prospect**

In the future, the performance growth of the Surabaya-Gempol toll road will be supported by the connectivity of the Trans Java Toll Road network, especially the toll road network in the East Java region that can improve the smooth distribution of goods/services as well as economic activity in the area around the toll road with the development of office, commercial centers, and housing area.

Surabaya-Mojokerto (PT Jasamarga Surabaya Mojokerto)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali.

- **Prospek Usaha**

Seiring dengan tersambungannya jalan tol Trans Jawa dan perkembangan sektor ekonomi, bisnis dan pariwisata di daerah Jawa Timur hal ini diharapkan dapat mendukung pertumbuhan volume lalu lintas ruas Surabaya-Mojokerto di masa yang akan datang.

Gempol-Pasuruan (PT Jasamarga Gempol Pasuruan)

- **Analisis Kinerja**

Kenaikan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali. Peningkatan pendapatan tol juga diakibatkan oleh adanya penyesuaian tarif pada bulan Agustus 2021.

- **Prospek Usaha**

Seiring dengan tersambungannya jaringan jalan tol Trans Jawa dan perkembangan sektor ekonomi, bisnis dan pariwisata di daerah Jawa Timur hal ini diharapkan dapat mendukung pertumbuhan volume lalu lintas ruas Gempol-Pasuruan di masa yang akan datang.

Jalan Layang MBZ Sheikh Mohamed Bin Zayed (PT Jasamarga Jalanlayang Cikampek)

- **Analisis Kinerja**

Jalan Layang MBZ Sheikh Mohamed Bin Zayed mulai beroperasi dengan tarif pada bulan Januari 2021. Realisasi volume lalu lintas dan pendapatan tol di tahun 2021 terealisasi lebih besar dari rencana dan dengan beroperasinya ruas tersebut juga berdampak pada peningkatan volume lalu lintas di ruas Jakarta-Cikampek.

- **Prospek Usaha**

Seiring dengan tersambungannya jalan tol ruas Trans Jawa dan perkembangan sektor ekonomi, bisnis dan pariwisata hal ini diharapkan dapat mendukung pertumbuhan volume lalu lintas ruas Jalan Layang MBZ Sheikh Mohamed Bin Zayed di masa yang akan datang.

Jasa Marga Nusantara Tollroad Regional Division

Belawan-Medan-Tanjung Morawa

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol dipengaruhi oleh peningkatan frekuensi mobilitas masyarakat seiring dengan program vaksinasi COVID-19, kemudian adanya integrasi dengan ruas Medan-Binjai dan ruas Medan-Kualanamu-Tebing Tinggi, juga oleh karena dibukanya objek wisata di sekitar wilayah

- **Business Prospect**

Along with the connection of the Trans Java toll road and the development of the economic, business, and tourism sectors in the East Java area, this is expected to support the growth of traffic volume on the Surabaya-Mojokerto toll road in the future.

Gempol-Pasuruan (PT Jasamarga Gempol Pasuruan)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali. The tariff adjustment in August 2021 also caused an increase in toll revenues.

- **Business Prospect**

Along with the connection of the Trans Java toll road network and the development of the economic, business, and tourism sectors in the East Java area, this is expected to support the growth of traffic volume of the Gempol-Pasuruan toll road in the future.

MBZ Sheikh Mohamed Bin Zayed Elevated (PT Jasamarga Jalanlayang Cikampek)

- **Performance Analysis**

The MBZ Sheikh Mohamed Bin Zayed Elevated started operating with a tariff in January 2021. The realization of traffic volume and toll revenue in 2021 is more significant than projected, and the operation of the section will also impact increasing traffic volume on the Jakarta Cikampek section.

- **Business Prospect**

Along with the connection of the Trans Java toll road and the development of the economic, business, and tourism sectors, this is expected to support the growth of traffic volume on the MBZ Sheikh Mohamed Bin Zayed Elevated in the future.

Jasa Marga Nusantara Tollroad Regional Division

Belawan-Medan-Tanjung Morawa

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue is affected by the rise in the frequency of community mobility in line with the COVID-19 vaccination program, then the integration with the Medan-Binjai and Medan-Kualanamu-Tebing Tinggi toll road, as well as the opening of tourist attractions around the toll road section Belawan-

jalan tol ruas Belawan-Medan-Tanjung Morawa setelah sempat dibatasi selama masa pandemi COVID-19. Seiring dengan peningkatan volume lalu lintas dan pendapatan tol, laba usaha juga semakin meningkat dibandingkan dengan tahun sebelumnya.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Belawan-Medan-Tanjung Morawa selain didukung oleh terintegrasinya dengan jalan tol Medan Binjai dan Medan-Kualanamu-Tebing Tinggi, juga akan didukung oleh akan beroperasinya ruas tol Binjai Stabat dan ruas tol TebingTinggi-Kuala Tanjung-Parapat. Disamping itu, adanya kawasan Pelabuhan Kuala Tanjung dan Kawasan Ekonomi Khusus Sei Mangkei serta Danau Toba yang merupakan destinasi prioritas wisata di Indonesia juga akan menjadi peluang pertumbuhan lalu lintas di wilayah ruas Belawan-Medan-Tanjung Morawa.

Medan-Kualanamu-Tebing Tinggi (PT Jasamarga Kualanamu Tol)

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol dipengaruhi oleh peningkatan frekuensi mobilitas masyarakat seiring dengan program vaksinasi COVID-19, kemudian adanya integrasi dengan ruas Medan-Binjai, juga mulai kembali dibukanya objek wisata di sekitar wilayah jalan tol ruas Medan-Kualanamu-Tebing Tinggi setelah sempat dibatasi selama pandemi COVID-19 serta adanya penyesuaian tarif pada bulan Mei 2021.

- **Prospek Usaha**

Di masa yang akan datang, pertumbuhan kinerja ruas Medan-Kualanamu-Tebing Tinggi ditopang oleh meningkatnya aktivitas penerbangan di Bandara Internasional Kualanamu dan terintegrasinya ruas ini dengan ruas Medan Binjai dan Tebing Tinggi-Kuala Tanjung-Parapat. Selain itu, adanya kawasan Pelabuhan Kuala Tanjung dan Kawasan Ekonomi Khusus Sei Mangkei serta Danau Toba menjadi 10 (sepuluh) destinasi prioritas wisata di Indonesia.

Nusa Dua-Ngurah Rai-Benoa (PT Jasamarga Bali Tol)

- **Analisis Kinerja**

Penurunan volume lalu lintas transaksi dan pendapatan tol merupakan dampak dari pandemi COVID-19 yang terjadi mulai bulan Maret 2020 sehingga Pemerintah menetapkan kebijakan PPKM Jawa Bali, mengingat sebagian besar lalu lintas di jalan tol Bali Mandara berasal dari lalu lintas pariwisata.

Medan-Tanjung Morawa after being restricted during the COVID-19 pandemic. Along with the increase in traffic volume and toll revenue, operating profit also increased compared to the previous year.

- **Business Prospect**

In the future, the performance growth of the Belawan-Medan-Tanjung Morawa toll road will not only be supported by the integration with the Medan Binjai and Medan-Kualanamu-Tebing Tinggi toll roads, it will also be supported by the operation of the Binjai Stabat toll road and the Tebing Tinggi-Kuala Tanjung-Parapat toll road. In addition, the existence of the Kuala Tanjung Port area, the Sei Mangkei Special Economic Zone, and Lake Toba, which are priority tourist destinations in Indonesia, will also be an opportunity for traffic growth in the Belawan-Medan-Tanjung Morawa toll road.

Medan-Kualanamu-Tebing Tinggi (PT Jasamarga Kualanamu Tol)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue is influenced by the rise in the frequency of community mobility in line with the COVID-19 vaccination program, then the integration with the Medan-Binjai toll road, and the reopening of tourist objects around the Medan-Kualanamu-Tebing Tinggi toll road area after was limited during the COVID-19 pandemic as well as a tariff adjustment in May 2021.

- **Business Prospect**

In the future, the performance growth of the Medan-Kualanamu-Tebing Tinggi toll road will be supported by increased flight activity at Kualanamu International Airport and the integration of this section with the Medan Binjai and Tebing Tinggi-Kuala Tanjung-Parapat toll road. In addition, the existence of the Kuala Tanjung Port area, the Sei Mangkei Special Economic Zone, and Lake Toba as 10 (ten) priority tourist destinations in Indonesia.

Nusa Dua-Ngurah Rai-Benoa (PT Jasamarga Bali Tol)

- **Performance Analysis**

The decrease in transaction traffic volume and toll revenue is the impact of the COVID-19 pandemic in March 2020, so the Government established the Java-Bali PPKM policy, considering that most of the traffic on the Bali Mandara toll road comes from tourism traffic.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Nusa Dua-Ngurah Rai-Benoa ditopang oleh pemulihan sektor pariwisata dan rencana pembangunan jalan Lingkar Selatan Badung, jalan tol Benoa-Blahbatuh-Mengwi-Canggu, pengembangan Pelabuhan Benoa, dan pengembangan Bandara I Gusti Ngurah Rai.

Balikpapan-Samarinda (PT Jasamarga Balikpapan Samarinda)

- **Analisis Kinerja**

Peningkatan volume lalu lintas dan pendapatan tol yang terjadi terutama dipengaruhi oleh terlaksananya pembukaan ruas Balikpapan-Samarinda Seksi 1 dan 5 sepanjang 32,4 km pada 25 Agustus 2021. Seiring dengan kenaikan volume lalu lintas dan pendapatan tol, rugi usaha juga semakin membaik dibandingkan dengan tahun sebelumnya.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas Balikpapan-Samarinda akan meningkat ditopang oleh pengembangan wilayah dan industri di area Balikpapan dan Samarinda, serta adanya rencana Pemerintah yang akan membangun akses jalan tol menuju ke IKN (Ibu Kota Negara) baru.

Manado-Bitung (PT Jasamarga Manado Bitung)

- **Analisis Kinerja**

Peningkatan volume lalu lintas dan pendapatan tol dipengaruhi oleh kondisi ruas tol yang telah beroperasi selama 1 tahun penuh, dimana sebelumnya hanya pada ruas Manado-Bitung (seksi 1 Manado-Airmadidi dan seksi 2A Airmadidi-Danowudu) yang beroperasi secara komersil sejak Oktober 2020. Sementara seksi 2B (Danowudu-Bitung) telah beroperasi fungsional pada akhir tahun 2021 untuk menunjang pergerakan lalu lintas saat libur Natal 2021 serta Tahun Baru 2022 dan direncanakan untuk beroperasi bertarif pada awal tahun 2022.

- **Prospek Usaha**

Di masa yang akan datang, pertumbuhan kinerja ruas Manado-Bitung akan meningkatkan pendapatan Perseroan dengan telah beroperasinya seluruh ruas secara penuh dan adanya pengembangan wilayah di Manado dan Bitung, salah satunya dengan rencana pengembangan Kawasan Ekonomi Khusus (KEK).

- **Business Prospect**

In the future, the performance growth of the Nusa Dua-Ngurah Rai-Benoa toll road will be supported by the recovery of the tourism sector and plans for the construction of the Badung South Ring Road, the Benoa-Blahbatuh-Mengwi-Canggu toll road, the development of Benoa Harbor, and the development of I Gusti Ngurah Rai Airport.

Balikpapan-Samarinda (PT Jasamarga Balikpapan Samarinda)

- **Performance Analysis**

The increase in traffic volume and toll revenues was mainly influenced by the opening of the 32.4 km Balikpapan-Samarinda toll road, Section 1 and 5, on August 25, 2021. Along with the increase in traffic volume and toll revenues, operating losses also improved compared to the previous year.

- **Business Prospect**

In the future, the performance growth of the Balikpapan-Samarinda toll road will increase, supported by regional and industrial development in the Balikpapan and Samarinda areas, as well as the Government's plan to build toll road access to the new IKN (State Capital).

Manado-Bitung (PT Jasamarga Manado Bitung)

- **Performance Analysis**

The increase in traffic volume and toll revenue is influenced by the condition of the toll road operating for a whole year, where previously only the Manado-Bitung section (Section 1 Manado-Airdidi and section 2A Airmadidi-Danowudu) which has been operating commercially since October 2020. Meanwhile, section 2B (Danowudu-Bitung) has been operating functionally at the end of 2021 to support traffic movement during the 2021 Christmas and New Year holidays and is planned to operate at a fee in early 2022.

- **Business Prospect**

In the future, the performance growth of the Manado-Bitung toll road will increase the Company's revenue by connecting the Manado-Danowudu segment and developing areas in Manado and Bitung, one of which is the plan to develop a Special Economic Zone (KEK).

Ventura Bersama

Ulujami-Kebon Jeruk (PT Marga Lingkar Jakarta)

- **Analisis Kinerja**

Volume lalu lintas dan pendapatan tol mengalami peningkatan dibandingkan tahun sebelumnya dikarenakan adanya peningkatan mobilitas masyarakat dimana kondisi pandemi COVID-19 mulai membaik. Peningkatan pendapatan tol juga dikarenakan adanya penyesuaian tarif pada bulan Januari 2021.

Di sisi profitabilitas, laba usaha mengalami peningkatan seiring dengan peningkatan pendapatan tol dan efisiensi beban yang dilakukan.

- **Prospek Usaha**

Di masa yang akan datang pertumbuhan kinerja ruas JORR W2 Utara ditopang oleh konektivitas dengan jalan tol Depok-Antasari dan pengembangan wilayah di area Tangerang sehingga akan menimbulkan bangkitan lalu lintas baru terhadap volume lalu lintas JORR.

Semarang-Solo (PT Trans Marga Jateng)

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali. Peningkatan pendapatan tol juga disebabkan adanya penyesuaian tarif pada ruas tersebut di bulan Juni 2021.

- **Prospek Usaha**

Seiring dengan tersambungannya jalan tol Trans Jawa dan pengembangan wilayah di daerah Jawa Tengah menjadi faktor yang mendukung pertumbuhan volume lalu lintas yang dapat meningkatkan pendapatan tol ruas Semarang-Solo. Hal ini diharapkan dapat mendukung kinerja Perseroan di masa yang akan datang.

Batang-Semarang (PT Jasamarga Semarang Batang)

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali. Peningkatan pendapatan tol juga disebabkan adanya penyesuaian tarif pada ruas tersebut di bulan Agustus 2021.

Joint Venture

Ulujami-Kebon Jeruk (PT Marga Lingkar Jakarta)

- **Performance Analysis**

Traffic volume and toll revenues have increased compared to the previous year due to increased community mobility, where the COVID-19 pandemic conditions began to improve. The increase in toll revenue is also due to tariff adjustments in January 2021.

On the profitability side, operating profit has increased in line with the increase in toll revenues and expense efficiency.

- **Business Prospect**

In the future, the performance growth of the JORR W2 North segment is supported by connectivity with the Depok-Antasari toll road and regional development in the Tangerang area to generate new traffic generation to JORR traffic volume.

Semarang-Solo (PT Trans Marga Jateng)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali. The increase in toll revenues was also due to the tariff adjustment on this section in June 2021.

- **Business Prospect**

Along with the connection of the Trans Java toll road and regional development in the Central Java area, it becomes a factor that supports the growth of traffic volume, which would increase the revenue of the Semarang-Solo toll road section. This is expected to support the Company's performance in the future.

Batang-Semarang (PT Jasamarga Semarang Batang)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali. The increase in toll revenues was also due to the tariff adjustment on the section in August 2021.

- **Prospek Usaha**

Dengan telah tersambungannya jalan tol ruas Trans Jawa dan pengembangan wilayah di Jawa Tengah menjadi faktor yang mendukung pertumbuhan volume lalu lintas yang dapat meningkatkan pendapatan tol ruas Semarang-Batang. Hal ini diharapkan dapat mendukung kinerja Perseroan di masa yang akan datang.

Solo-Ngawi (PT Jasamarga Solo Ngawi)

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol dipengaruhi oleh mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali. Peningkatan pendapatan tol juga disebabkan adanya penyesuaian tarif pada ruas tersebut di bulan Agustus 2021.

- **Prospek Usaha**

Dengan telah tersambungannya jalan tol Trans Jawa dan pengembangan wilayah di Jawa Tengah dan Jawa Timur menjadi faktor yang mendukung pertumbuhan volume lalu lintas yang dapat meningkatkan pendapatan tol ruas Solo-Ngawi. Hal ini diharapkan dapat mendukung kinerja Perseroan di masa yang akan datang.

Ngawi-Kertosono-Kediri (PT Jasamarga Ngawi Kertosono Kediri)

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali. Peningkatan pendapatan tol juga disebabkan adanya penyesuaian tarif pada ruas tersebut di bulan April 2021.

- **Prospek Usaha**

Dengan telah tersambungannya jalan tol ruas Trans Jawa dan pengembangan wilayah di Jawa Timur menjadi faktor yang mendukung pertumbuhan volume lalu lintas yang dapat meningkatkan pendapatan tol ruas Ngawi-Kediri-Kertosono.

Gempol-Pandaan (PT Jasamarga Pandaan Tol)

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali.

- **Business Prospect**

With the Trans Java toll road and regional development in Central Java, it becomes a factor that supports the growth of traffic volume, increasing the revenue of the Semarang-Batang toll road. This is expected to support the Company's performance in the future.

Solo-Ngawi (PT Jasamarga Solo Ngawi)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali. The increase in toll revenues was also due to the tariff adjustment on the section in August 2021.

- **Business Prospect**

The connection of the Trans Java toll road and regional development in Central Java and East Java are factors that support the growth of traffic volume, increasing the revenue of the Solo-Ngawi toll road section. This is expected to support the Company's performance in the future.

Ngawi-Kertosono-Kediri (PT Jasamarga Ngawi Kertosono Kediri)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali. The increase in toll revenues was also due to the tariff adjustment on the section in April 2021.

- **Business Prospect**

The connection of the Trans Java toll road and regional development in East Java are factors that support the growth of traffic volume, increasing the revenue of the Ngawi-Kediri-Kertosono toll road section.

Gempol-Pandaan (PT Jasamarga Pandaan Tol)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali.

- **Prospek Usaha**

Dengan telah tersambungannya jalan tol ruas Trans Jawa dan pengembangan wilayah di Jawa Timur menjadi faktor yang mendukung pertumbuhan volume lalu lintas yang dapat meningkatkan pendapatan tol ruas Gempol-Pandaan. Hal ini diharapkan dapat mendukung kinerja Perseroan di masa yang akan datang.

Pandaan-Malang (PT Jasamarga Pandaan Malang)

- **Analisis Kinerja**

Peningkatan volume lalu lintas transaksi dan pendapatan tol dikarenakan mulai pulihnya kegiatan masyarakat sebagai dampak dari kebijakan PPKM yang berangsur berkurang di Jawa dan Bali.

- **Prospek Usaha**

Seiring dengan tersambungannya jalan tol ruas Trans Jawa dan perkembangan sektor ekonomi, bisnis dan pariwisata di daerah Jawa Timur hal ini diharapkan dapat mendukung pertumbuhan volume lalu lintas ruas Pandaan-Malang di masa yang akan datang.

- **Business Prospect**

The connection of the Trans Java toll road and regional development in East Java are factors that support the growth of traffic volume, increasing the revenue of the Gempol-Pandaan toll road section. This is expected to support the Company's performance in the future.

Pandaan-Malang (PT Jasamarga Pandaan Malang)

- **Performance Analysis**

The increase in transaction traffic volume and toll revenue was due to the recovery in community activities due to the PPKM policy, which gradually diminished in Java and Bali.

- **Business Prospect**

Along with the connection of the Trans Java toll road and the development of the economic, business, and tourism sectors in the East Java area, this is expected to support the growth of traffic volume on the Pandaan-Malang section in the future.

SEGMENT USAHA PENGOPERASIAN

Operations Business Segment

Sebagai bagian dari optimalisasi aset Perseroan sebagaimana tertuang dalam Perjanjian Pengusahaan Jalan Tol, Jasa Marga juga melakukan pengembangan bisnis jasa pengoperasian jalan tol. Dalam menjaga komitmen Perseroan dalam bisnis tersebut, Jasa Marga membentuk Entitas Anak yang bergerak dalam bisnis pengoperasian jalan tol, yaitu PT Jasamarga Tollroad Operator (JMTO) dan PT Jalantol Lingkarluar Jakarta (JLJ). JMTO mengoperasikan jalan tol yang dikelola oleh Regional dan Entitas Anak Jasa Marga, serta Badan Usaha Jalan Tol lain sejumlah 37 ruas tol yang dapat dilihat pada bagian penjelasan Produk dan Jasa di Bab Profil Perusahaan dalam Laporan Tahunan ini. Sementara JLJ mengoperasikan ruas Jakarta Outer Ring Road (JORR) termasuk Seksi S milik PT Utama Karya.

Sedangkan JMTO memiliki tiga lini bisnis usaha, yaitu:

1. Pengoperasian Jalan Tol yang terdiri dari:

- a. **Layanan Transaksi**

JMTO menyediakan layanan terkait perencanaan pengumpulan tol, pengendalian pelaksanaan transaksi, pengendalian hasil transaksi, dan pengelolaan dukungan transaksi yang menghasilkan jasa pengumpulan yaitu layanan *Electronic Toll Collection* (ETC/E-payment).

As part of optimizing the Company's assets, as stated in the Toll Road Concession Agreement, Jasa Marga also develops a toll-road operation services business. As the Company's commitment to this business, Jasa Marga established Subsidiaries engaged in the toll road operation business, namely PT Jasamarga Tollroad Operator (JMTO) and PT Jalantol Lingkarluar Jakarta (JLJ). JMTO operates toll roads managed by the branches and Subsidiaries of Jasa Marga and other Toll Road Business Entities totaling 37 toll roads, which can be seen in the Product and Service explanation section in the Company Profile Chapter of this Annual Report. Meanwhile, JLJ operates the Jakarta Outer Ring Road (JORR) toll road, including Section S belonging to PT Utama Karya.

Meanwhile, JMTO has three business lines, namely:

1. Toll Road Operation which consists of:

- a. **Transaction Service**

JMTO provides toll collection planning, transaction execution control, transaction result control, and transaction support management that results in collection services, including Electronic Toll Collection (ETC/E-payment).

b. Layanan Lalu Lintas

JMTO menyediakan layanan yang terkait perencanaan, pengaturan dan pelaksanaan lalu lintas pada jalan tol yang beroperasi, di antaranya seperti penyediaan sewa kendaraan operasional (Patroli, Derek, Rescue, Ambulans Keamanan dan Tata Tertib, Patroli Jalan Raya), dan sewa radio komunikasi.

c. Layanan Pemeliharaan

JMTO menyediakan layanan yang terkait perencanaan, pengaturan dan pelaksanaan pemeliharaan rutin pada jalan tol yang beroperasi, yaitu antara lain pengelolaan pemeliharaan rutin untuk kantor, gardu, gerbang tol, dan lain-lain.

JMTO menyediakan layanan tersebut di ruas tol milik Grup Jasa Marga dan Badan Usaha Jalan Tol lain.

2. Layanan Berbasis Teknologi Informasi

- a. Pemasangan dan pemeliharaan peralatan tol.
- b. Pemasangan dan pemeliharaan CCTV.
- c. Pemasangan dan pemeliharaan *variable message signs* (VMS) atau papan informasi berbasis *display matrix* untuk memberikan informasi terkini seputar jalan tol secara cepat.
- d. Penyedia dan pemeliharaan *mobile reader*, untuk mengurangi kemacetan karena transaksi melalui alat *tap* uang elektronik yang dibawa oleh petugas menghampiri mobil-mobil yang mengantre di gerbang tol.
- e. Penyedia peralatan penimbang kendaraan.

3. Electronic Toll Collection

Penyediaan layanan pengelolaan non tunai (*e-Payment*) dan pengembangan teknologi layanan pembayaran non tunai. *E-Payment* dilakukan melalui *Settlement Monitoring Tool* bagi seluruh ruas Grup Jasa Marga. Sejak 7 Juli 2020, JMTO telah mendapat izin penyelenggaraan *Payment Gateway* dari Bank Indonesia, sehingga JMTO dapat melakukan Kontrak Langsung kepada Perbankan dan BUJT. Skema kerja sama yang digunakan adalah *sharing infrastructure* dimana JMTO bekerja sama dengan Pihak BUJT dan Pihak Perbankan terkait *sharing* biaya tersebut.

Kinerja Segmen Usaha Pengoperasian

Dengan kapasitas dan keunggulan yang dimilikinya, JMTO terus mendapatkan kepercayaan untuk mengoperasikan jalan tol. Terdapat sejumlah kontrak pengelolaan ruas yang diperoleh JMTO di tahun 2021, antara lain: pengoperasian ruas induk dan Anak

b. Traffic Service

JMTO provides services related to the planning, regulating, and implementing traffic on operating toll roads, including providing operational vehicle rentals (Patrol, Crane, Rescue, Ambulance, Security and Order, Highway Patrol) and rental of radio communications.

c. Maintenance Service

JMTO provides services related to the planning, arranging, and implementing routine maintenance on operating toll roads. Among others, the arrangement of maintenance services, office and toll gate maintenance, and others.

JMTO provides this service on toll sections belonging to the Jasa Marga Group and other toll road business entities.

2. Information Technology-Based Services

- a. Installation and maintenance of toll equipment.
- b. CCTV installation and maintenance.
- c. Installation and maintenance of variable message signs (VMS) or information boards based on matrix displays to quickly provide up-to-date information about toll roads.
- d. Provision and maintenance of mobile readers to reduce congestion due to transactions through electronic money taps carried by officers to cars lining up at toll gates.
- e. Provider of vehicle weighing equipment.

3. Electronic Toll Collection

Provision of non-cash management services (*e-Payment*) and development of technology for non-cash payment services. *e-Payment* is carried out through the *Settlement Monitoring Tool* for all Jasa Marga Group segments. Since July 7, 2020, JMTO has received a license to operate a *Payment Gateway* from Bank Indonesia, hence JMTO can enter into direct contracts with banks and BUJT. The cooperation scheme used is *infrastructure sharing* where JMTO cooperates with BUJT and Banking Parties regarding the sharing of these costs.

Operating Business Segment Performance

With its capacity and advantages, JMTO continues to gain the trust to operate toll roads. JMTO obtained several toll road management contracts in 2021, including the operation of the parent and subsidiary toll-road concession business lines by PT JMTO,

Perusahaan lini bisnis konsesi jalan tol oleh PT JMTO, yaitu Belmera, Jagorawi, Dr. Ir. Sedyatmo, Dalam Kota, Jakarta-Tangerang, Jakarta-Cikampek, JORR Seksi E1, E2, E3, dan W2S serta Ulujami-Pondok Aren, Padalarang-Cileunyi, Cikampek-Padalarang, Palikanci, Semarang, Surabaya-Gempol.

Sedangkan, kontrak manajemen di anak perusahaan lini bisnis konsesi jalan tol, meliputi: ruas Medan-Kualanamu-Tebing Tinggi, Kunciran-Serpong, Serpong-Cinere, Kunciran-Cengkareng, JORR W2 Utara, Jalan Layang MBZ Sheik Mohamed Bin Zayed, Semarang-Batang, Semarang-Solo, Solo-Ngawi, Ngawi-Kertosono, Surabaya-Mojokerto, Gempol-Pasuruan, Gempol-Pandaan, Pandaan-Malang, Bali -Mandara, Balikpapan-Samarinda dan Manado- Bitung.

PT JMTO juga berhasil memiliki pengoperasian pada ruas tol Non Jasa Marga Group, antara lain: Medan-Binjai (PT Utama Karya), Kayu Agung-Palembang-Betung (PT Sriwijaya Markmore Persada), ruas Bogor-Ciawi-Sukabumi (PT Trans Jabar Tol), Krian-Legundi-Bunder-Manyar (PT Waskita Bumi Wira), Cimanggis-Cibitung (PT Cimanggis Cibitung Tollways), Cibitung-Tanjung Priok (PT Cibitung Tanjung Priok Port Tollways).

Profitabilitas Segmen Usaha Pengoperasian

Tahun 2021, segmen usaha pengoperasian berhasil membukukan laba usaha sebesar Rp281,8 miliar, lebih tinggi 18,5% dari tahun 2020 yaitu sebesar Rp237,8 miliar.

namely Belmera, Jagorawi, Dr. Ir. Sedyatmo, Dalam City, Jakarta-Tangerang, Jakarta-Cikampek, JORR Sections E1, E2, E3, and W2S and Ulujami-Pondok Aren, Padalarang-Cileunyi, Cikampek-Padalarang, Palikanci, Semarang, Surabaya-Gempol.

Meanwhile, the management contracts in the toll road concession business lines include: Medan-Kualanamu-Tebing Tinggi, Kunciran-Serpong, Serpong-Cinere, Kunciran-Cengkareng, JORR W2 North, MBZ Sheik Mohamed Bin Zayed Elevated. Semarang-Batang, Semarang-Solo, Solo-Ngawi, Ngawi-Kertosono, Surabaya-Mojokerto, Gempol-Pasuruan, Gempol-Pandaan, Pandaan-Malang, Bali-Mandara, Balikpapan-Samarinda and Manado-Bitung.

PT JMTO has also succeeded in having operations on Non Jasa Marga Group toll roads, including: Medan-Binjai (PT Utama Karya), Kayu Agung-Palembang-Betung (PT Sriwijaya Markmore Persada), Bogor-Ciawi-Sukabumi (PT Trans Jabar Toll Road), Krian-Legundi-Bunder-Manyar (PT Waskita Bumi Wira), Cimanggis-Cibitung (PT Cimanggis Cibitung Tollways), Cibitung-Tanjung Priok (PT Cibitung Tanjung Priok Port Tollways).

Profitability of the Operations Business Segment

In 2021, the operating business segment managed to record an operating profit of Rp281.8 billion, 18.5% higher than in 2020, which was Rp237.8 billion.

Tabel Kinerja Segmen Usaha Pengoperasian
Table of Operations Business Segment Performance

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
Pendapatan Usaha Operating Revenues	1.867.494	1.704.993	162.501	9,5%
Beban Usaha Operating Expenses	(1.452.044)	(1.379.295)	(72.749)	5,3%
Laba Bruto Gross Profit	415.450	325.698	89.752	27,6%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	(133.650)	(87.849)	(45.801)	52,1%
Laba Usaha Profit on Operations	281.800	237.849	43.951	18,5%
Aset Asset	1.626.424	1.438.972	187.452	13,0%
Liabilitas Segmen Segment Liabilities	874.257	783.107	91.150	11,6%

Analisis Kinerja Tahun 2021

Kinerja segmen usaha pengoperasian semakin membaik dengan bertambahnya ruas-ruas jalan tol yang baru beroperasi seperti Serpong-Cinere, Kunciran-Cengkareng, dan Cibitung-Tanjung Priok. Hal ini dipengaruhi oleh peningkatan pendapatan usaha dan laba usaha segmen usaha pengoperasian.

Prospek Usaha Segmen Usaha Pengoperasian

Perseroan optimis dengan bertambahnya pengoperasian ruas-ruas tol baru di Indonesia dapat berpotensi meningkatkan pendapatan usaha yang dikontribusikan oleh segmen usaha pengoperasian.

Sebagai pemimpin di bidang operator jalan tol di Indonesia, JMTO berupaya untuk fokus pada layanan pengoperasian jalan tol yang terpadu dan terintegrasi dengan menyediakan layanan operasi, peralatan tol dan Sistem Informasi dan Komunikasi (Sisinfokom) berbasis teknologi informasi, sehingga memberikan layanan pengoperasian jalan tol secara menyeluruh (*one stop solution*). Untuk memperkuat dan memperbesar skala bisnis JMTO, JMTO akan terus senantiasa melaksanakan atau mengikuti lelang terbuka pada ruas jalan tol baru milik BUJT selain Grup Jasa Marga.

Selain itu, Perseroan juga konsisten dalam proses pengembangan yang memiliki potensi menghasilkan pendapatan Perseroan dalam hal inovasi pemanfaatan teknologi informasi bidang *Electronic Toll Collection* yaitu dengan melakukan pengembangan berkelanjutan terkait sistem transaksi nir henti *Single Lane Free Flow (SLFF) with barrier* berbasis *Radio-Frequency Identification (RFID)* dengan menggunakan aplikasi bernama *Let it Flo* yang sebelumnya telah dikembangkan sejak tahun 2018. Uji coba terbatas *Single Lane Free Flow with Barrier* sebanyak 100 titik di Ruas Jasa Marga Group pada tahun 2021 yaitu di ruas Jakarta-Cikampek (20 gardu), ruas Cawang-Tomang-Pluit (11 gardu), ruas Sedyatmo (13 gardu), ruas JORR (23 gardu), ruas Jakarta-Tangerang (12 gardu), ruas Jagorawi (16 gardu), ruas BORR (2 gardu), dan ruas Bali-Mandara (3 gardu). Adapun hingga saat ini pemasangan stiker RFID *Let it Flo* telah terpasang sebanyak 21.834 stiker hingga bulan Desember 2021.

Pengembangan *Automatic Vehicle Classification (AVC)* sebagai bentuk dari inovasi untuk efisiensi beban operasional. Progres penerapannya s.d. Semester-2 tahun 2021 adalah telah dilakukan Implementasi pada ruas Jakarta-Cikampek, Jagorawi, dan JORR dengan total 69 titik.

2021 Performance Analysis

The performance of the operating business segment is improving with the addition of new toll road sections, such as Serpong-Cinere, Kunciran-Cengkareng, and Cibitung-Tanjung Priok. This was influenced by the increase in operating income and operating profit of the operating business segment.

Business Prospects for Operation Business Segments

The Company is optimistic that the additional operation of new toll roads in Indonesia can potentially increase operating revenues from the operating business segment.

As a leader in toll road operators in Indonesia, JMTO focuses on unified and integrated toll road operation services by providing operation services, toll equipment, and technology-based Information and Communication System (Sisinfokom) to provide comprehensive toll road operation services (*one-stop solution*). To strengthen and enlarge JMTO's business scale, JMTO will continue to carry out or participate in open auctions on new toll road sections belonging to BUJT other than the Jasa Marga Group.

In addition, the Company is also consistent in the development process that has the potential to generate revenue for the Company in terms of innovation in information technology usage in the *Electronic Toll Collection* sector by carrying out continuous development related to the *Single Lane Free Flow (SLFF) non-stop transaction system with Radio-Frequency Identification (RFID) based barriers* by using an application called *Let It Flo*, which had previously been developed since 2018. Limited trials of *Single Lane Free Flow with Barrier* as many as 100 points in the Jasa Marga Group Toll road in 2021, namely the Jakarta-Cikampek toll road (20 substations), Cawang-Tomang-Pluit toll road (11 substations), the Sedyatmo toll road (13 substations), the JORR toll road (23 substations), the Jakarta-Tangerang toll road (12 substations), the Jagorawi toll road (16 substations), the BORR toll road (2 substations), and the Bali-Mandara toll road (3 substations). As for the installation of *Let it Flo* RFID stickers, 21,834 stickers have been installed until December 2021.

The development of *Automatic Vehicle Classification (AVC)* is a form of innovation for operational load efficiency. The progress of the implementation is up to Semester-2 of 2021 is the implementation has been carried out on the Jakarta-Cikampek, Jagorawi, and JORR sections with a total of 69 points.

JMTO telah melakukan implementasi pengelolaan Sistem Pembayaran Elektronik (*E-Payment*) diseluruh ruas Jalan tol Jasa Marga Group dengan penerapan *Settlement Monitoring Tools* (SMT) yang memiliki standar SLA 99,9%.

Dengan semangat konsistensi untuk melakukan pengembangan inovasi teknologi maka diharapkan Perseroan akan tetap menjadi *leader operator* jalan tol di Indonesia.

SEGMENT USAHA PEMELIHARAAN Maintenance Business Segment

Selain melakukan pengembangan bisnis jasa pengoperasian jalan tol, sebagai upaya Perseroan dalam melakukan optimalisasi aset, Jasa Marga juga mengembangkan bisnis jasa pemeliharaan jalan tol dengan membentuk Entitas Anak yang bergerak dalam bisnis pemeliharaan jalan tol, yaitu PT Jasamarga Tollroad Maintenance (JMTM). Di samping melaksanakan pekerjaan pemeliharaan jalan tol di Grup Jasa Marga, JMTM juga memberikan jasa pemeliharaan jalan tol milik Badan Usaha Jalan Tol lainnya melaksanakan pekerjaan Kontruksi baik dari dalam dan luar Jasa Marga Group.

Tujuan dari pendirian JMTM adalah sebagai *service provider*, yaitu:

1. Untuk memiliki kemampuan dalam pengelolaan pemenuhan Standar Pelayanan Minimal (SPM) jalan tol yang menjadi aspek utama BUJT dalam pengoperasian jalan tol. SPM ini merupakan indikator terpenting dalam memberikan kualitas pelayanan kepada pengguna jalan tol dan mempengaruhi terhadap penyesuaian tarif untuk setiap ruas jalan tol yang telah beroperasi.
2. Untuk dapat memberikan nilai lebih dari segi efisiensi biaya pemeliharaan kepada BUJT. Biaya Pemeliharaan, biaya pemeliharaan merupakan biaya yang perlu dikelola dengan cermat agar tidak menggerus pendapatan tol BUJT.
3. Untuk memaksimalkan potensi bisnis jasa pemeliharaan yang terus meningkat dengan bertambahnya panjang jalan tol yang beroperasi. BUJT yang telah menyelesaikan konstruksi jalan tol dan masuk dalam fase operasional akan membutuhkan pihak ketiga dalam melakukan pemeliharaan jalan tol untuk memenuhi Standar Pelayanan Minimal (SPM).

Untuk mencapai tujuan sebagai *service provider* yang handal dan terpercaya, JMTM mulai melakukan investasi di bidang teknologi, yaitu pembelian alat *Road Inspection Hawkeye 2000* dan *Bridge Inspection Crane*. Alat *Road Inspection*

JMTO has implemented the management of Electronic Payment System (*E-Payment*) in all Jasa Marga Group toll roads with *Settlement Monitoring Tools* (SMT) which has an SLA standard of 99.9%.

With the spirit of consistency to develop technological innovations, it is expected that the Company will remain as the leader of toll road operators in Indonesia.

In addition to developing toll road operation services, as part of the Company's efforts to optimize assets, Jasa Marga has also developed a toll-road maintenance service business by establishing a Subsidiary engaged in the toll road maintenance business namely PT Jasamarga Tollroad Maintenance (JMTM). In addition to carrying out toll road maintenance work in the Jasa Marga Group, JMTM also provides toll road maintenance services belonging to other Toll Road Business Entities carrying out construction work both from within and outside the Jasa Marga Group.

The purpose of establishing JMTM is as a service provider, namely:

1. To manage the fulfillment of toll road Minimum Service Standards (SPM), which is the central aspect of BUJT in toll road operations. This SPM is the most critical indicator in providing quality service to toll road users and influencing the tariff adjustment for each operating toll road segment.
2. To be able to provide more value in terms of maintenance cost efficiency to BUJT. Maintenance Costs: Maintenance costs need to be managed carefully not to erode BUJT's toll revenue.
3. To maximize the potential of the maintenance service business, which continues to increase with the increase in the length of the operating toll road. BUJTs that have completed toll road construction and are entering the operational phase will require a third party to conduct toll road maintenance to meet Minimum Service Standards (SPM).

To achieve a reliable and trustworthy service provider, JMTM began to invest in technology, namely the purchase of *Road Inspection Hawkeye 2000* tools and *Bridge Inspection Cranes*. The *Road Inspection Hawkeye 2000* tool is operated using a system

Hawkeye 2000 dioperasikan menggunakan sistem yang mengintegrasikan beberapa peralatan sensor yang spesifik untuk mendapatkan data karakteristik kondisi jalan dan telah dilengkapi dengan *Automatic Crack Detection* sehingga alat ini mampu mendeteksi retak dan lubang secara otomatis. Teknologi ini dapat membantu untuk melakukan inventarisasi data aset jalan tol dan penilaian kondisi jalan tol secara akurat, efektif dan efisien. Data yang dihasilkan kemudian dapat digunakan untuk menyusun program pemeliharaan jalan tol sehingga dapat diperoleh biaya pemeliharaan yang optimal.

Alat *Bridge Inspection Crane* dioperasikan untuk melakukan pengecekan/inspeksi kondisi jembatan baik bentang pendek maupun bentang panjang. Platform ini secara detail dapat membantu pemeriksaan kondisi fisik elemen jembatan, seperti pemeriksaan *bearing pad*, retak dan cacat pada *girder*, *pier* jembatan serta mendukung pemeliharaan jembatan seperti pembersihan sekitar *pierhead*, *coating*, pengencangan baut, pembersihan tanaman, serta pemantauan kesehatan jembatan secara menyeluruh. Hasil dari inspeksi kondisi jembatan kemudian dapat digunakan untuk menyusun program pemeliharaan jembatan dengan biaya pemeliharaan yang optimal.

Kinerja Segmen Usaha Pemeliharaan

Dengan mengedepankan kualitas layanan, tahun 2021 JMTM mencatat pencapaian kinerja yang cukup baik, yaitu dengan diperolehnya sejumlah kontrak pemeliharaan jalan tol yang berhubungan dengan menjaga kualitas jalan tol.

Daftar pekerjaan yang dikerjakan oleh JMTM di tahun 2021 dapat dilihat pada bagian Produk dan Jasa di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Profitabilitas Segmen Usaha Pemeliharaan

Tahun 2021, Segmen Usaha Pemeliharaan membukukan laba usaha sebesar Rp124,1 miliar. Jumlah tersebut mengalami kenaikan sebesar 71,0% dibandingkan tahun sebelumnya sebesar Rp72,6 miliar.

that integrates several specific sensor equipment to obtain data on the characteristics of road conditions and has been equipped with *Automatic Crack Detection* so that this tool can detect cracks potholes automatically. This technology can help carry out an inventory of toll road asset data and assess toll road conditions accurately, effectively, and efficiently. The resulting data can then be used to develop a toll road maintenance program to obtain optimal maintenance costs.

The *Bridge Inspection Crane* tool is operated to check/inspect the bridge's condition, both short and long. This platform can assist in checking the physical condition of bridge elements, such as checking bearing pads, cracks, and defects in girders, bridge piers and supporting bridge maintenance such as cleaning around the pierhead, coating, tightening bolts, cleaning plants, as well as monitoring the overall health of the bridge. The results of the inspection of the bridge's condition can then be used to develop a bridge maintenance program with optimal maintenance costs.

Performance of Maintenance Business Segment

By prioritizing service quality, in 2021, JMTM recorded a reasonably good performance achievement, namely by obtaining some toll road maintenance contracts related to maintaining toll road quality.

A list of the work carried out by JMTM in 2021 can be seen in the Products and Services section of the Company Profile Chapter in this Annual Report.

Profitability of Maintenance Business Segment

In 2021, the Maintenance Business Segment posted an operating profit of Rp124.1 billion. This amount increased by 71.0% compared to the previous year of Rp72.6 billion.

Analisa Kinerja Segmen Usaha Pemeliharaan

Pendapatan segmen usaha pemeliharaan naik dibandingkan tahun 2020 dikarenakan adanya penambahan pekerjaan Kontrak Manajemen Baru yaitu Ruas Pandaan-Malang, Gempol-Pandaan dan Balikpapan-Samarinda serta proyek di luar Kontrak Manajemen yang didapatkan pada tahun 2021.

Maintenance Business Segment Performance Analysis

Revenue from the maintenance business segment increased compared to 2020 due to the addition of New Management Contract work, namely the Pandaan-Malang, Gempol-Pandaan and Balikpapan-Samarinda sections as well as projects outside the Management Contract that were obtained in 2021.

Tabel Kinerja Segmen Usaha Pemeliharaan
Table of Maintenance Business Segment Performance

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
Pendapatan Usaha Operating Revenues	668.223	519.140	149.083	28,7%
Beban Usaha Operating Expenses	(468.312)	(382.522)	(85.790)	22,4%
Laba Bruto Gross Profit	199.911	136.618	63.293	46,3%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	(75.856)	(64.062)	(11.794)	18,4%
Laba Usaha Profit on Operations	124.055	72.556	51.499	71,0%
Aset Asset	1.407.199	1.110.595	296.604	26,7%
Liabilitas Liabilities	920.437	681.948	238.489	35,0%

Prospek Usaha Segmen Usaha Pemeliharaan

Perseroan optimis bahwa segmen usaha pemeliharaan, termasuk jasa sewa alat berat, akan terus meningkat seiring dengan bertambahnya panjang jalan tol yang beroperasi di Indonesia. Hal ini dikarenakan Badan Usaha Jalan Tol (BUJT) yang telah menyelesaikan konstruksi jalan tol dan masuk ke dalam fase operasional akan membutuhkan pihak ketiga dalam melakukan pemeliharaan jalan tol untuk memenuhi Standar Pelayanan Minimal (SPM).

Sampai dengan Desember 2021, PT JMTM mencatatkan perolehan kontrak manajemen pemeliharaan untuk 21 ruas tol sepanjang 1.117,5 km dan 26 proyek di luar kontrak manajemen.

Implementasi teknologi *Intelligent Maintenance System (IMS)* dengan penilaian kinerja keselamatan jalan menggunakan metode *iRAP STAR Rating* yaitu penilaian kinerja keselamatan jalan melalui *Star Rating* dengan alat *hawkeye*.

Pada tahap *survey* dan *coding* untuk memperoleh sertifikasi *Star Rating iRAP*, PT JMTM menggunakan alat *hawkeye 2000*, yaitu kendaraan pintar untuk

Business Prospect of Maintenance Business Segment

The Company is optimistic that the maintenance business segment, including heavy equipment rental services, will continue to increase with the increasing length of toll roads operating in Indonesia. This is because the Toll Road Business Entity (BUJT), which has completed the toll road construction and is entering the operational phase, will require a third party to carry out toll road maintenance to meet the Minimum Service Standards (SPM).

In the third quarter of 2021, PT JMTM recorded a maintenance management contract for 21 toll roads along 1,117.5 km and 26 projects outside the management contract.

Implementation of *Intelligent Maintenance System (IMS)* technology with road safety performance assessment using the *iRAP STAR Rating* method, namely road safety performance assessment through *Star Rating* with *hawkeye* tool.

In the survey and coding stage to obtain the *Star Rating iRAP* certification, JMTM used the *Hawkeye 2000 Tool*, a smart vehicle for surveying toll road

kegiatan survei kondisi jalan tol, serta *Software Hawkeye Processing Toolkit* untuk memproses data hasil survei dari alat *hawkeye* tersebut.

Penggunaan *Hawkeye 2000*, kendaraan khusus berteknologi pintar (*smart*) guna mengukur nilai kondisi jalan dengan lebih akurat, data geometrik, data aset jalan, maupun kondisi jalan. *Hawkeye 2000* telah digunakan di seluruh ruas jalan tol milik Jasa Marga yang berada di Pulau Jawa. Beroperasi sejak tahun 2018, *Hawkeye 2000* tidak hanya mensurvei kondisi jalan tol tetapi juga kondisi jalan non tol. *Hawkeye 2000* telah mengolah data kondisi 626 km jalan tol yang dikelola oleh Jasa Marga Group dan 10.100 km jalan nasional antara lain adalah jalan nasional Wilayah Jawa Tengah, Daerah Istimewa Yogyakarta, dan Jawa Timur.

Pengembangan aplikasi *Tollroad Asset Management System* untuk membantu kegiatan pengelolaan aset pemeliharaan dengan melakukan manajemen data-data kegiatan inventarisasi, inspeksi kondisi aset dan perbaikan sebagai dasar dalam pemilihan program pemeliharaan yang efektif. Saat ini pengembangan aplikasi dalam tahap finalisasi *output* per sub bidang dan perbaikan aplikasi.

Pengembangan sistem manajemen jembatan menggunakan inovasi teknologi *Bridge Inspection MOOG* dengan tipe *gantry*. Teknologi ini mencatat kondisi jembatan, menyediakan data teknis jembatan serta membantu tenaga lapangan untuk dapat mengakses area instalasi pipa serta komponen lainnya yang berada dalam jangkauan sempit secara aman. Sejumlah kondisi yang bisa memanfaatkan alat inspeksi jembatan ini antara lain jembatan dengan *pier* yang tinggi, jembatan yang berada di atas sungai sehingga tidak memungkinkan untuk dipasang perancah atau *sky worker* serta jembatan dengan lalu lintas yang padat di bawahnya.

SEGMENT USAHA LAINNYA

Other Business Segment

Segment Usaha Lainnya merupakan langkah yang dilakukan Jasa Marga untuk mengembangkan bisnis prospektif dengan cara mengoptimalkan aset Perseroan Ruang Milik Jalan (Rumija) Tol maupun di sepanjang jalan tol (*Toll Corridor Development/TCD*) milik Grup Jasa Marga. Pengembangan segmen ini dilakukan oleh entitas anak Perusahaan, yaitu PT Jasamarga Related Business (JMRB). Saat ini JMRB sedang mengembangkan kawasan industri, perkantoran, perumahan dan *Transit Oriented Development* (TOD), mengembangkan dan mengoperasikan Tempat Istirahat dan Pelayanan (TIP) serta mengelola iklan, utilitas dan gedung. JMRB juga terus melakukan inovasi dan menjalin kerjasama strategis dengan mitra untuk mengembangkan bisnis prospektif lainnya.

conditions, and the *Hawkeye Processing Toolkit Software* to process the survey data from the *Hawkeye* tool.

The use of *Hawkeye 2000*, a particular vehicle with intelligent technology, is to more accurately measure the value of road conditions, geometric data, road asset data, and road conditions. *Hawkeye 2000* has been used on all toll roads owned by Jasa Marga in Java. Operating since 2018, *Hawkeye 2000* surveys not only toll road conditions but also non-toll road conditions. *Hawkeye 2000* has processed data on 626 km of toll roads managed by the Jasa Marga Group and 10,100 km of national roads, including national roads for the Central Java Region, Yogyakarta Special Region, and East Java.

The development of the *Tollroad Asset Management System* application is to assist maintenance asset management activities by managing inventory activity data, asset condition inspections, and repairs as the basis for selecting an effective maintenance program. Currently, application development is in the stage of finalizing the output per sub-field and improving the application.

The development of a bridge management system using the innovative *Bridge Inspection MOOG* technology with a *gantry* type. This technology records the bridge's condition, provides technical data on the bridge, and helps field personnel safely access the pipe installation area and other components that are within a narrow range. Several conditions that can take advantage of this bridge inspection tool include bridges with high piers, bridges above the river, so it is impossible to install scaffolding or sky workers, and bridges with heavy traffic underneath.

The Other Business Segment is a step Jasa Marga takes to develop prospective businesses by optimizing the Company's assets in the space belonging to the toll road (Rumijatol) and along the toll road (*Toll Corridor Development/TCD*) belonging to the Jasa Marga Group. The development of this segment is carried out by the Company's subsidiary, namely PT Jasamarga Related Business (JMRB). Currently, JMRB is developing industrial, office, residential, and *Transit-Oriented Development* (TOD) areas, developing and operating Rest and Service Areas (TIP), and managing advertisements, utilities, and buildings. JMRB also continues to innovate and establish strategic partnerships with partners to develop other prospective businesses.

Kinerja Segmen Usaha Lainnya

Tahun 2021, Segmen Usaha Lainnya berhasil mencatat kinerja operasional yang baik. Dari hal tersebut, PT JMRB berhasil membukukan pendapatan usaha Rp345,5 miliar dengan pertumbuhan laba bersih secara YoY 45,8%.

Kemajuan pengembangan bisnis properti PT JMRB dapat dilihat dari telah terjualnya unit-unit rumah di proyek perumahan Spring Residence Sidoarjo, Green View Residence Sidoarjo, dan Royal Pandaan Residence. Selain itu, okupansi properti yang dimiliki oleh PT JMRB seperti Tamansari Lagoon dan Tamansari Jivva mencapai 85%. Adapun beberapa proyek pengembangan dalam tahap *land banking* yakni proyek Kaum Sari, proyek TBS, dan pembebasan lahan JORR W2 Utara.

Profitabilitas Segmen Usaha Lainnya

Tahun 2021, Segmen Usaha Lainnya berhasil membukukan laba usaha sebesar Rp24,6 miliar. Jumlah tersebut mengalami kenaikan sebesar 74,8% dibandingkan tahun sebelumnya sebesar Rp14,1 miliar.

Analisa Kinerja Segmen Usaha Lainnya

Rendahnya daya beli masyarakat yang diakibatkan oleh COVID-19 turut berdampak pada pencapaian kinerja dari segmen usaha lainnya. Sedangkan pendapatan untuk bisnis rest area mengalami penurunan dibandingkan tahun lalu, khususnya di SPBU akibat rendahnya *traffic* kendaraan di masa pandemi. JMRB juga berupaya untuk melakukan terobosan dengan melakukan penambahan area komersial dan melakukan peningkatan upaya *marketing* dengan sistem wilayah sehingga lebih fokus.

Performance of Other Business Segment

In 2021, Other Business Segments managed to record a good operational performance. From this, PT JMRB managed to book an operating income of Rp345.5 billion with a 45.8% YoY growth in net profit.

The progress of PT JMRB's property business development can be seen from the sale of housing units in the housing projects Spring Residence Sidoarjo, Green View Residence Sidoarjo, and Royal Pandaan Residence. In addition, the occupancy of properties owned by PT JMRB, such as Tamansari Lagoon and Tamansari Jivva, reached by 85%. Several development projects are in the land banking stage, namely the Kaum Sari project, the TBS project, and the JORR W2 North land acquisition.

Profitability of Other Business Segment

In 2021, the Other Business Segment managed to record an operating profit of Rp24.6 billion. This amount increased by 74.8% compared to the previous year of Rp14.1 billion.

Performance Analysis of Other Business Segments

The low purchasing caused by COVID-19 also has an impact on the performance achievement of other business segments. Meanwhile, revenue for the rest area business decreased compared to last year, especially at gas stations due to low vehicle traffic during the pandemic. JMRB is also trying to make a breakthrough by adding commercial areas and increasing marketing efforts with the regional system to be more focused.

Tabel Kinerja Segmen Usaha lainnya
Table of Other Business Segment Performance

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
Pendapatan Usaha Operating Revenues	354.924	289.918	65.006	22,4%
Beban Usaha Operating Expenses	(283.940)	(240.523)	(43.417)	18,1%
Laba Bruto Gross Profit	70.984	49.395	21.589	43,7%
Penghasilan (Beban) Lain-Lain Other Income (Expenses)	(46.338)	(35.293)	(11.045)	31,3%

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
Laba Usaha Profit on Operations	24.646	14.102	10.544	74,8%
Aset Segmen Segment Assets	2.187.576	2.113.534	74.042	3,5%
Liabilitas Segmen Segment Liabilities	407.620	345.054	62.566	18,1%

Prospek Segmen Usaha Lainnya

Segmen usaha lainnya memiliki prospek yang baik. Perseroan melalui PT JMRB terus mengkaji dan mengembangkan segmen usaha lainnya agar dapat meningkatkan kontribusi pendapatan Perseroan di masa yang akan datang. Potensi peningkatan pendapatan ini didukung oleh penambahan pengoperasian jalan tol baru.

Salah satu upaya untuk mengembangkan segmen usaha lain yaitu mengoptimalkan aset di sepanjang jalan tol Perseroan, dengan mengembangkan TCD dan TOD, dengan cara melakukan peninjauan kerja sama dengan beberapa mitra strategis baik perusahaan swasta bidang properti maupun sinergi BUMN. Saat ini JMRB tengah fokus melakukan pengembangan TCD di koridor jalan tol JORR dinamakan Proyek TBS, yang merupakan proyek *mixed-use building* yang berlokasi strategis di Jakarta Selatan. Dengan luas lahan sekitar 18.737 m² proyek TBS ini direncanakan akan dikembangkan menjadi Residential, Retail dan Perkantoran. Sementara untuk pengembangan TOD, PT JMRB melakukan pengembangan lahan seluas 24.959 m² di area Taman Mini Indonesia Indah (TMII) yang masih dalam koridor jalan tol Jagorawi dalam hal ini yakni proyek TOD TMII yang akan terkoneksi langsung dan terintegrasi dengan rencana Stasiun LRT TMII.

Selain itu, PT JMRB juga mengembangkan bisnis utilitas dan iklan serta bisnis digital di sepanjang koridor jalan tol milik Grup Jasa Marga. JMRB terus menjalin kerjasama dengan mitra-mitra strategis untuk menambah daya saing dan memperluas cakupan pasar khususnya dalam bidang utilitas, iklan, dan bisnis digital.

PT JMRB senantiasa mengembangkan bisnis usaha lain dan mengikuti perkembangan teknologi dengan memanfaatkan teknologi digital dalam rangka memaksimalkan peluang usaha yang dimiliki serta pelayanan terhadap pelanggan Perseroan. Dalam rangka meningkatkan pelayanan kepada pengguna *Rest Area* dan melakukan langkah-langkah prediktif,

Prospects of Other Business Segments

Other business segments have good prospects. The Company, through PT JMRB, continues to review and develop further business segments to increase the Company's revenue contribution in the future. The potential for increased revenue is supported by the addition of new toll road operations.

One of the attempt to develop other business segments is optimizing assets along the Company's toll roads by developing TCD and TOD, by exploring cooperation with several strategic partners, both private property companies and BUMN synergies. JMRB is currently focusing on developing TCD in the JORR toll road corridor called the TBS Project, a mixed-use building project strategically located in South Jakarta. With a land area of around 18,737 m², the TBS project is planned to be developed into Residential, Retail, and Offices. Meanwhile, for TOD development, PT JMRB developed a land area of 24,959 m² in the Taman Mini Indonesia Indah (TMII) area, which is still in the Jagorawi toll road corridor, in this case, the TMII TOD project will be directly connected and integrated with the planned TMII LRT Station.

In addition, PT JMRB is also developing utility and advertising businesses and digital businesses along the toll road corridors belonging to the Jasa Marga Group. JMRB continues to collaborate with strategic partners to increase competitiveness and expand market coverage, especially in utilities, advertising, and digital business.

PT JMRB continues to develop other businesses and keep abreast of technological developments by utilizing digital technology to maximize its business opportunities and provide services to the Company's customers. To improve services to Rest Area users and take predictive steps, PT JMRB installed Smart CCTV for rest area conditions monitoring, Travoy

PT JMRB memasang *Smart CCTV* di *Rest Area* jalan tol untuk *monitoring* kondisi *rest area*, *Travoy Nitro* di *Rest Area* untuk pengisian nitrogen kendaraan, serta pemanfaatan QRIS di *Rest Area* sebagai metode transaksi pembayaran digital.

PTJMRB turut berkomitmen dalam mengembangkan bisnis yang ramah lingkungan, salah satunya dengan pemanfaatan energi baru terbarukan melalui pemasangan "Solar Panel" di *Rest Area* yang bekerja sama dengan salah satu mitra potensial dan pemasangan SPKLU di *Rest Area* untuk pengisian tenaga kendaraan listrik dalam rangka mendukung pemerintah dalam meningkatkan penggunaan kendaraan listrik yang lebih ramah lingkungan. Dalam kegiatan operasional PT JMRB pun memanfaatkan teknologi untuk mendata bangunan media iklan di sepanjang Rumija Tol secara digital.

Mengingat pengembangan wilayah juga sangat berkaitan dengan konektivitas jalan tol, PT JMRB juga akan mengoptimalkan potensi pengembangan di sektor properti karena keberadaan jalan tol sangat berpengaruh terhadap nilai jual properti.

Nitro for vehicle nitrogen-filling, as well as the use of QRIS in the Rest Area as a method of digital payment transactions.

PT JMRB is also committed to developing environmentally friendly businesses, one of which is the use of new and renewable energy through the installation of "Solar Panels" in the Rest Area in collaboration with a potential partner and the installation of SPKLU in the Rest Area for electric vehicles charging to support the government in increasing the use of electric cars that are more environmentally friendly. PT JMRB also uses technology to digitally record advertising media buildings along the Rumija Toll Road in operational activities.

Considering that regional development is also closely related to toll road connectivity, PT JMRB will also optimize the potential for growth in the property sector because the existence of toll roads significantly affects the selling value of the property.

TINJAUAN KEUANGAN

FINANCIAL OVERVIEW

Dalam penyusunan ulasan mengenai kinerja keuangan ini, didasarkan atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk dan entitas anaknya, yang disajikan sesuai dengan prinsip-prinsip akuntansi keuangan yang berlaku umum di Indonesia (PSAK) untuk tahun yang berakhir pada 31 Desember 2021 dan 2020. Laporan Keuangan tersebut telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja (afiliasi firma global Ernst and Young/EY), dan memperoleh pendapat/opini wajar, dalam semua hal yang material.

Pemahaman atas uraian tinjauan keuangan yang tersaji tetap memperhatikan penjelasan pada catatan Laporan Keuangan Konsolidasian sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini. Analisis terkait kinerja keuangan Perseroan juga mengacu pada kinerja keuangan di tahun sebelumnya sebagai data pembandingan sehingga analisis yang disampaikan lebih komprehensif.

In preparing this review of financial performance, it is based on the Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk and its subsidiaries, which are presented following generally accepted financial accounting principles in Indonesia (PSAK) for the year ended December 31, 2021 and 2020. The Financial Statements have been audited by the Public Accounting Firm (KAP) of Purwantono, Sungkoro & Surja (an affiliate of global firm Ernst and Young/EY), and obtained a fair opinion all material respects.

Understanding the descriptions of the financial reviews presented still pays attention to the explanations in the notes to the Consolidated Financial Statements as an integral part of this Annual Report. The analysis related to the Company's financial performance also refers to the previous year's financial performance as comparison data so that the analysis presented is more comprehensive.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

Consolidated Statements of Financial Position

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statements of Financial Position(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ASET/ ASSETS				
ASET LANCAR CURRENT ASSETS				
Kas dan setara kas Cash and cash equivalents	6.279.089	4.597.204	1.681.885	36,6%
Investasi jangka pendek Short-term investments	1.288.096	823.344	464.752	56,4%
Piutang lain-lain Other receivables	2.032.306	4.418.103	(2.385.797)	(54,0%)
Persediaan Inventories	139.402	137.744	1.658	1,2%
Biaya dibayar di muka dan uang muka-neto Prepaid expenses and advances-net	82.519	49.036	33.483	68,3%
Pajak dibayar di muka Prepaid taxes	74.680	46.329	28.351	61,2%
Dana dibatasi penggunaannya Restricted funds	465.784	634.235	(168.451)	(26,6%)
TOTAL ASET LANCAR TOTAL CURRENT ASSETS	10.361.876	10.705.995	(344.119)	(3,2%)
ASET TIDAK LANCAR NON-CURRENT ASSETS				
Piutang lain-lain Other receivables	1.858.535	2.232.631	(374.096)	(16,8%)
Dana dibatasi penggunaannya Restricted funds	92.939	379.491	(286.552)	(75,5%)
Aset pajak tangguhan - neto Deferred tax assets - net	-	2.385	(2.385)	(100,0%)
Investasi pada entitas asosiasi dan ventura bersama-neto Investment in associates and joint ventures - net	6.536.644	4.590.955	1.945.689	42,4%
Aset tetap - neto Fixed asset - net	833.394	746.237	87.157	11,7%
Properti investasi - neto Investment properties - net	425.021	457.565	(32.544)	(7,1%)
Aset tak berwujud - neto Intangible assets - net				
Hak pengusahaan jalan tol Toll road concession rights	79.256.534	83.443.064	(4.186.530)	(5,0%)
Lainnya Others	324.360	101.244	223.116	220,4%
<i>Goodwill</i>	41.849	41.849	0	0,0%
Aset keuangan lainnya - neto Other financial assets - net	482.775	425.907	56.868	13,4%
Aset tidak lancar lainnya - neto Other non-current assets - net	1.028.957	959.323	69.634	7,3%
TOTAL ASET TIDAK LANCAR TOTAL NON-CURRENT ASSETS	90.881.008	93.380.651	(2.499.643)	(2,7%)
TOTAL ASET TOTAL ASSETS	101.242.884	104.086.646	(2.843.762)	(2,7%)

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statements of Financial Position

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
LIABILITAS/ LIABILITIES				
LIABILITAS JANGKA PENDEK CURRENT LIABILITIES				
Utang usaha Accounts payable	433.025	325.160	107.865	33,2%
Utang kontraktor Contractors payable	1.290.243	1.883.433	(593.190)	(31,5%)
Utang pajak Taxes payable	349.197	213.079	136.118	63,9%
Beban akrual Accrued expenses	3.158.712	3.537.386	(378.674)	(10,7%)
Utang bank Bank loans	1.057.861	3.684.263	(2.626.402)	(71,3%)
Utang surat berharga komersil Liabilitas jangka panjang yang jatuh tempo dalam satu tahun : Commercial securities payable Current maturities of long-term liabilities	-	537.275	(537.275)	(100,0%)
Utang bank Bank loans	2.781.255	1.976.842	804.413	40,7%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	241.000	29.800	211.200	708,7%
Liabilitas pembebasan tanah Land acquisition liabilities	1.588.542	1.588.542	0	0,0%
Utang sewa Lease liabilities	55.036	40.916	14.120	34,5%
Provisi pelapisan jalan tol Provision for overlay	258.902	236.940	21.962	9,3%
Pendapatan ditangguhkan Deferred revenues	371.600	519.250	(147.650)	(28,4%)
Liabilitas imbalan kerja Employee benefits liabilities	2.843	1.229	1.614	131,3%
Liabilitas keuangan jangka pendek lainnya Other short-term financial liabilities	426.367	354.572	71.795	20,2%
TOTAL LIABILITAS JANGKA PENDEK TOTAL CURRENT LIABILITIES	12.014.583	14.928.687	(2.914.104)	(19,5%)
LIABILITAS JANGKA PANJANG NON-CURRENT LIABILITIES				
Liabilitas pajak tangguhan Deferred tax liabilities	1.568.604	1.236.251	332.353	26,9%
Utang kontraktor jangka panjang Long-term contractors payable	362.814	754.833	(392.019)	(51,9%)
Beban akrual jangka panjang Long-term accrued expenses	2.037.124	2.365.755	(328.631)	(13,9%)
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun Long-term liabilities - net of current maturities				
Utang bank Bank loans	54.457.717	52.981.941	1.475.776	2,8%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	1.101.660	1.390.790	(289.130)	(20,8%)
Utang obligasi Bonds payable	1.994.185	3.288.445	(1.294.260)	(39,4%)
Liabilitas pembebasan tanah Land acquisition liabilities	109.008	109.008	0	0,0%
Utang sewa Lease liabilities	59.451	40.673	18.778	46,2%

Tabel Laporan Posisi Keuangan Konsolidasian
Table of Consolidated Statements of Financial Position

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Provisi pelapisan jalan tol Provision for overlay	440.211	300.784	139.427	46,4%
Pendapatan ditangguhkan Deferred revenues	75.783	380.955	(305.172)	(80,1%)
Liabilitas imbalan kerja jangka panjang Long-term employee benefits liabilities	1.183.825	1.147.577	36.248	3,2%
Liabilitas Derivatif Lindung Nilai Hedge Derivative Liability	96.691	-	96.691	100,0%
Liabilitas jangka panjang lainnya Other long-term liabilities	240.913	385.332	(144.419)	(37,5%)
TOTAL LIABILITAS JANGKA PANJANG TOTAL NON-CURRENT LIABILITIES	63.727.986	64.382.344	(654.358)	(1,0%)
TOTAL LIABILITAS TOTAL LIABILITIES	75.742.569	79.311.031	(3.568.462)	(4,5%)
EKUITAS/ EQUITY				
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk Equity attributable to owners of the parent entity				
Modal saham - nilai nominal Rp 500 (rupiah penuh) per saham Modal dasar 19.040.000.000 saham Modal ditempatkan dan disetor penuh - 1 saham seri A Dwiwarna dan 7.257.871.199 saham seri B Capital stock - Rp500 par value (full amount) per share Authorized - 19,040,000,000 shares Issued and fully paid - 1 series A Dwiwarna share and 7,257,871,199 series B shares	3.628.936	3.628.936	0	0,0%
Tambahan modal disetor - neto Additional paid in capital - net	3.997.085	3.997.085	0	0,0%
Selisih atas transaksi entitas nonpengendali Difference from non-controlling interest transaction	(26.912)	(25.924)	(988)	3,8%
Saldo laba Retained earnings				
Telah ditentukan penggunaannya Appropriated	8.971.304	8.971.304	0	0,0%
Belum ditentukan penggunaannya Unappropriated	4.706.598	3.091.317	1.615.281	52,3%
Penghasilan komprehensif lain: Other comprehensive income:				
Keuntungan yang belum direalisasi dari aset keuangan pada nilai wajar Unrealized gain on financial assets as fair value	256.937	209.477	47.460	22,7%
Kerugian liabilitas derivatif lindung nilai Loss on Hedge Derivative Liability	(96.061)		(96.061)	
Pengukuran kembali liabilitas imbalan kerja jangka panjang Remeasurements of long-term employee benefits liability	(832.036)	(797.706)	(34.330)	4,3%
Ekuitas Neto yang Dapat diatribusikan kepada : Net equity attributable to:				
Pemilik entitas induk Owners of the parent entity	20.605.851	19.074.489	1.531.362	8,0%
Kepentingan non pengendali Non-controlling interests	4.894.464	5.701.126	(806.662)	(14,1%)
TOTAL EKUITAS TOTAL EQUITY	25.500.315	24.775.615	724.700	2,9%
TOTAL LIABILITAS DAN EKUITAS TOTAL LIABILITIES AND EQUITY	101.242.884	104.086.646	(2.843.762)	(2,7%)

ASET
Assets**Tabel Aset**
Table of Assets(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
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Pajak dibayar di muka Prepaid taxes	74.680	46.329	28.351	61,2%
Dana dibatasi penggunaannya Restricted funds	465.784	634.235	(168.451)	(26,6%)
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Dana dibatasi penggunaannya Restricted funds	92.939	379.491	(286.552)	(75,5%)
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Aset tak berwujud - neto Intangible assets - net				
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TOTAL ASET TIDAK LANCAR OTHER NON-CURRENT ASSETS - NET	90.881.008	93.380.651	(2.499.643)	(2,7%)
TOTAL ASET TOTAL ASSETS	101.242.884	104.086.646	(2.843.762)	(2,7%)

Total Aset

Total aset Perseroan di tahun 2021 terealisasi lebih rendah dibandingkan tahun 2020 karena adanya pelaksanaan aksi korporasi berupa pelepasan saham Perseroan atas PT MLJ pada Juni 2021 dan PT JPM pada akhir Desember 2021.

Aset Lancar

Penurunan aset lancar Perseroan di tahun 2021 dibandingkan tahun sebelumnya seiring dengan penurunan piutang lain-lain dan dana dibatasi penggunaannya jangka pendek.

Total Assets

The Company's total assets in 2021 were realized lower than in 2020 due to the implementation of corporate actions in the divestment of the Company's shares in PT MLJ in June 2021 and PT JPM at the end of December 2021.

Current Assets

The decrease in the Company's current assets in 2021 compared to the previous year was in line with a reduction in other receivables and restricted funds for short-term use.

Tabel Aset Lancar
Table of Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
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Biaya dibayar di muka dan uang muka-neto Prepaid expenses and advances-net	82.519	49.036	33.483	68,3%
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TOTAL ASET LANCAR TOTAL CURRENT ASSETS	10.361.876	10.705.995	(344.119)	(3,2%)

Kas dan Setara Kas

Peningkatan kas dan setara kas Perseroan di tahun 2021 dibandingkan tahun 2020 utamanya dipengaruhi oleh tumbuhnya pendapatan tol Perseroan dengan adanya realisasi penyesuaian tarif di 16 ruas jalan tol di tahun 2021 dan implementasi tarif baru pada ruas Serpong-Cinere Seksi Serpong-Pamulang dan ruas Kunciran-Cengkareng.

Cash and Cash Equivalents

The increase in the Company's cash and cash equivalents in 2021 compared to 2020 was mainly influenced by the growth of the Company's toll revenues with the realization of tariff adjustments on 16 toll road sections in 2021 and the implementation of new tariffs on the Serpong-Cinere toll road, Serpong-Pamulang section, and Kunciran-Cengkareng toll road.

Tabel Kas dan Setara Kas
Table of Cash and Cash Equivalents

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Kas Cash on Hand	10.920	9.942	978	9,8%
Bank Bank	3.698.180	2.955.201	742.979	25,1%
Deposito Berjangka Cash in Banks	2.569.989	1.632.061	937.928	57,5%
Total Kas dan Setara Kas Time Deposits	6.279.089	4.597.204	1.681.885	36,6%

Investasi Jangka Pendek

Investasi jangka pendek Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya seiring dengan peningkatan nilai dari efek tersedia untuk dijual dan kenaikan nilai aset neto.

Short-term Investments

The Company's short-term investment in 2021 has increased compared to the previous year, in line with the increase in the value of available-for-sale securities and net assets.

Tabel Investasi Jangka Pendek
Table of Short-term Investment

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Efek Tersedia untuk Dijual Marketable Securities Available for Sale				
Reksadana Penyertaan Terbatas MIET MIET Mutual Fund	759.838	512.547	247.291	48,2%
KIK DINFRA Toll Road Mandiri-001 KIK DINFRA Toll Road Mandiri-001	280.186	134.427	145.759	108,4%
KIK EBA Mandiri JSMR01 KIK EBA Mandiri JSMR01	67.000	87.000	(20.000)	(23,0%)
Reksadana Mandiri Investasi Dana Obligasi Seri II Mutual Fund Mandiri Investment - Bond II Series	4.530	4.530	0	0,0%
Kenaikan Nilai Aset Neto Increase in Net Assets Value	176.542	84.840	91.702	108,1%
Total	1.288.096	823.344	464.752	56,4%

Piutang Lain-lain

Piutang lain-lain lancar di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya dikarenakan telah dilakukan pembayaran piutang dana talangan pembebasan tanah kepada Perseroan oleh Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR) dan pelunasan *Shareholder Loan* dari Ventura Bersama.

Other Receivables

Other current receivables in 2021 decreased compared to the previous year due to the payment of land acquisition bailout funds to the Company by the Ministry of Public Works and Public Housing (PUPR) and settlement of the Shareholder Loan from the Joint Venture.

Tabel Piutang Lain-lain
Table of Other Receivables(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
Pihak Berelasi Related Parties	1.583.274	4.278.608	(2.695.334)	(63,0%)
Pihak Ketiga Third Parties	544.137	330.914	213.223	64,4%
Sub Total	2.127.411	4.609.522	(2.482.111)	(53,8%)
Dikurangi: Less:				
Cadangan Kerugian Penurunan Piutang Allowance for Impairment Losses	(95.105)	(191.419)	96.314	(50,3%)
Total	2.032.306	4.418.103	(2.385.797)	(54,0%)

Persediaan

Persediaan mengalami peningkatan di tahun 2021 dibandingkan tahun 2020. Persediaan tersebut merupakan persediaan yang dimiliki oleh PT JM RB. Perubahan atas nilai persediaan dipengaruhi oleh tanah yang diperuntukan untuk dijual atau dibangun perumahan dan rumah tersedia untuk dijual di perumahan Green Residence Sidoarjo, perumahan Spring Residence Sidoarjo dan perumahan Royal Pandaan serta material manufaktur.

Inventories

Inventories increased in 2021 compared to 2020. These inventories are inventories owned by PT JM RB. Changes in inventory value are affected by land intended for sale or construction of housing and available-for-sale houses in Green Residence Sidoarjo housing, Spring Residence Sidoarjo housing, Royal Pandaan housing, and manufacturing materials.

Tabel Persediaan
Table of Inventories(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
Persediaan Properti Property Inventory	136.208	134.994	1.214	0,9%
Persediaan Manufaktur Manufacturing Inventory	3.194	2.750	444	16,1%
Total	139.402	137.744	1.658	1,2%

Biaya Dibayar di Muka dan Uang Muka - Neto

Peningkatan biaya dibayar di muka dan uang muka di tahun 2021 dibandingkan tahun sebelumnya dipengaruhi oleh pembayaran yang dilakukan oleh PT JMTM untuk pekerjaan yang membutuhkan biaya dibayar dimuka yang diamortisasi dan dibebankan pada operasi dengan menggunakan garis lurus selama masa manfaat yang diharapkan.

Biaya Dibayar di Muka dan Uang Muka - Neto

The increase in prepaid expenses and advances in 2021 compared to the previous year was influenced by payments made by PT JMTM for work requiring prepaid fees, which were amortized and charged to operations on a straight-line basis over their estimated life.

Tabel Biaya Dibayar di Muka dan Uang Muka - Neto
Table of Prepaid Expenses and Advances - Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Uang muka pekerjaan Work advances	61.852	22.756	39.096	171,8%
Biaya dibayar di muka Prepaid expenses	19.142	23.651	(4.509)	(19,1%)
Uang muka operasional Operational advances	1.525	2.629	(1.104)	(42,0%)
Total	82.519	49.036	33.483	68,3%

Pajak Dibayar di Muka

Pajak dibayar di muka Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya, utamanya disebabkan oleh peningkatan pembayaran pajak pertambahan nilai (PPN) yang dikeluarkan oleh segmen usaha pengoperasian jalan tol (PT JMTO dan PT JMTM) dan segmen usaha bisnis terkait (PT JMRB).

Prepaid Taxes

The Company's prepaid taxes in 2021 increased compared to the previous year, mainly due to an increase in the payment of value-added tax (VAT) issued by the toll road operating business segments (PT JMTO and PT JMTM) and related business segments (PT JMRB).

Tabel Pajak Dibayar di Muka
Table of Prepaid Taxes

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Entitas Anak Subsidiaries				
Pajak Penghasilan: Income Taxes:				
Pasal 21 Article 21	-	217	(217)	(100,0%)
Pajak Pertambahan Nilai Value Added Tax	74.680	46.112	28.568	62,0%
Total	74.680	46.329	28.351	61,2%

Dana Dibatasi Penggunaannya – Aset Lancar

Dana dibatasi penggunaannya jangka pendek di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya disebabkan terdapat penurunan jaminan sindikasi bank dan penurunan saldo pada rekening amanat pendapatan tol. Selain itu, terdapat penurunan cadangan atas rekening sekuritisasi pendapatan tol Jagorawi yang dipindahkan alokasinya ke jangka panjang.

Use of Restricted Funds - Current Assets

Short-term restricted funds in 2021 decreased compared to the previous year due to a decrease in syndicated bank guarantee and the balance in the toll revenue mandated account. In addition, there was a decrease in reserves for the Jagorawi toll revenue securitization account, which was transferred to the long-term allocation.

Tabel Dana Dibatasi Penggunaannya – Aset Lancar
Table of Restricted Funds – Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Rekening Pembebasan Tanah Land acquisition account	77.893	103.698	(25.805)	(24,9%)
Jaminan Sindikasi Bank Syndicated bank guarantee	77.127	254.071	(176.944)	(69,6%)
Jaminan Pelaksanaan Performance bond	100.094	9.973	90.121	903,6%
Rekening Amanat Pendapatan Tol Toll Collection Escrow Account	69.520	123.093	(53.573)	(43,5%)
Rekening Sekuritisasi Pendapatan Tol Toll Revenue Securitization Account	141.150	143.400	(2.250)	(1,6%)
Total	465.784	634.235	(168.451)	(26,6%)

Aset Tidak Lancar

Penurunan jumlah aset tidak lancar Perseroan di tahun 2021 dibandingkan tahun sebelumnya dikarenakan adanya aksi korporasi divestasi saham Perseroan di PT MLJ dan PT JPM di tahun 2021 sehingga adanya penurunan nilai hak pengusahaan jalan tol Perseroan.

Non-current Assets

The decrease in the Company's non-current assets in 2021 compared to the previous year was due to the corporate action of divesting the Company's shares in PT MLJ and PT JPM in 2021, resulting in a decrease in the value of the Company's toll road concession rights.

Tabel Aset Tidak Lancar
Table of Non-current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Piutang lain-lain Other receivables	1.858.535	2.232.631	(374.096)	(16,8%)
Dana dibatasi penggunaannya Restricted funds	92.939	379.491	(286.552)	(75,5%)
Aset pajak tangguhan - neto Deferred tax assets - net	-	2.385	(2.385)	(100,0%)

Tabel Aset Tidak Lancar
Table of Non-current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Investasi pada entitas asosiasi dan ventura bersama-neto Investment in associates and joint ventures - net	6.536.644	4.590.955	1.945.689	42,4%
Aset tetap - neto Fixed assets - net	833.394	746.237	87.157	11,7%
Properti investasi - neto Investment properties - net	425.021	457.565	(32.544)	(7,1%)
Aset tak berwujud - neto Intangible assets - net				
Hak pengusahaan jalan tol Toll road concession rights	79.256.534	83.443.064	(4.186.530)	(5,0%)
Lainnya Others	324.360	101.244	223.116	220,4%
<i>Goodwill</i>	41.849	41.849	0	0,0%
Aset keuangan lainnya - neto Other financial assets - net	482.775	425.907	56.868	13,4%
Aset tidak lancar lainnya - neto Other non-current assets - net	1.028.957	959.323	69.634	7,3%
TOTAL ASET TIDAK LANCAR TOTAL NON-CURRENT ASSETS	90.881.008	93.380.651	(2.499.643)	(2,7%)

Piutang Lain-Lain - Tidak Lancar

Penurunan piutang lain-lain jangka panjang di tahun 2021 dibandingkan tahun sebelumnya merupakan kontribusi penurunan piutang dari ventura bersama yaitu PT TMJ dan PT JSN.

Other Receivables - Non-current

Compared to the previous year, the decrease in other long-term receivables in 2021 contributed to the reduction in receivables from joint ventures, namely PT TMJ and PT JSN.

Tabel Piutang Lain-lain - Tidak Lancar
Tables of Other Receivables - Non-current

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	1.858.535	2.231.854	(373.319)	(16,7%)
Pihak Ketiga Third Parties				
Lain-lain (di bawah Rp1.000) Other (below Rp1.000)	-	777	(777)	(100,0%)
Total	1.858.535	2.232.631	(374.096)	(16,8%)

Dana Dibatasi Penggunaannya – Aset Tidak Lancar

Dana dibatasi penggunaannya di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya selaras dengan penurunan jaminan pelaksanaan dan saldo pada rekening amanat pendapatan tol.

Restricted Funds - Non-current Assets

Restricted funds in 2021 experienced a decrease compared to the previous year in line with a decrease in performance bond and the balance in the toll revenue mandated account.

Tabel Dana Dibatasi Penggunaannya – Aset Tidak Lancar
Table of Restricted Funds – Non-Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Rekening Pembebasan Tanah Land Acquisition Account	-	1.433	(1.433)	(100,0%)
Jaminan Sindikasi Bank Syndicated Bank Guarantee	57.609	48.943	8.666	17,7%
Jaminan Pelaksanaan Performance Bond	30.736	262.122	(231.386)	(88,3%)
Jaminan Pemeliharaan Maintenance Bond	4.531	-	4.531	100%
Rekening Amanat Pendapatan Tol Toll Collection Escrow Account	63	66.993	(66.930)	(99,9%)
Total	92.939	379.491	(286.552)	(75,5%)

Investasi pada Entitas Asosiasi dan Ventura Bersama - Neto

Peningkatan investasi pada entitas asosiasi dan ventura bersama - neto Perseroan di tahun 2021 dibandingkan tahun sebelumnya disebabkan oleh pelaksanaan divestasi atas PT MLJ dan PT JPM di tahun 2021 berdampak pada peningkatan investasi pada entitas asosiasi dan ventura bersama yang dimiliki Perseroan dibandingkan tahun 2020.

Investments in Associates and Joint Ventures - Net

The increase in investment in associates and joint ventures - net of the Company in 2021 compared to the previous year was due to the divestment of PT MLJ and PT JPM in 2021 which resulted in an increase in investment in associates and joint ventures owned by the Company compared to 2020.

Tabel Investasi pada Entitas Asosiasi dan Ventura Bersama - Neto
Table of Investment in Associates and Joint Ventures - Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Perusahaan/ The Company				
PT Jasamarga Semarang Batang (JSB)	1.594.157	1.636.098	(41.941)	(2,6%)
PT Jasamarga Solo Ngawi (JSN)	1.281.069	1.374.346	(93.277)	(6,8%)
PT Jasamarga Ngawi Kertosono Kediri (JNK)	552.202	554.840	(2.638)	(0,5%)
PT Jasamarga Pandaan Tol (JPT)	405.862	403.937	1.925	0,5%
PT Trans Marga Jateng (TMJ)	405.408	354.461	50.947	14,4%
PT Trans Lingkar Kita Jaya (TLKJ)	137.671	143.984	(6.313)	(4,4%)
PT Utama Marga Waskita (HAMAWAS)	-	77.956	(77.956)	(100,0%)
PT Ismawa Trimitra (IT)	11.202	11.266	(64)	(0,6%)
PT Marga Lingkar Jakarta (MLJ)	916.744	-	916.744	100,0%
PT Citra Bhakti Margatama Persada (CBMP)	56.787	56.787	0	0,0%
PT Citra Ganesha Marga Nusantara (CGMN)	16.914	16.914	0	0,0%
PT Bukaka Marga Utama (BMU)	9.436	9.436	0	0,0%
PT Jogjasolo Marga Makmur (JMM)	18.903	24.205	(5.302)	(21,9%)
PT Jasamarga Pandaan Malang (JPM)	1.203.846	-	1.203.846	100,0%
Penyertaan tidak langsung melalui JMRB Indirect Investment through JMRB				
PT PP Sinergi Banjartatma (PPSB)	9.580	9.862	(282)	(2,9%)
Total Penyertaan Total Inclusion	6.619.781	4.674.092	1.945.689	41,6%
Dikurangi: Less:				
Penurunan Nilai Penyertaan pada CBMP Impairment of Investment in CBMP	(56.787)	(56.787)	0	0,0%
Penurunan Nilai Penyertaan pada CGMN Impairment of Investment CGMN	(16.914)	(16.914)	0	0,0%
Penurunan Nilai Penyertaan pada BMU Impairment of Investment BMU	(9.436)	(9.436)	0	0,0%
Total	6.536.644	4.590.955	1.945.689	42,4%

Aset Tetap - Neto

Aset tetap - neto di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini disebabkan oleh penambahan harga perolehan atas aset tetap kepemilikan langsung berupa hak atas tanah, gedung kantor dan bangunan lain serta aset hak guna berupa kendaraan bermotor.

Fixed Assets - Net

Fixed assets - net in 2021 increased compared to the previous year. This was due to addition of cost of direct ownership of fixed assets in the form of land rights, office buildings and other buildings as well as use rights assets in the form of motorized vehicles.

Tabel Aset Tetap Neto
Table of Fixed Assets - Net(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Harga Perolehan Acquisition Cost				
Aset Tetap Pemilikan Langsung Direct Acquisition Assets	1.404.193	1.282.006	122.187	9,5%
Aset Hak Guna Right of Use Assets	212.756	126.541	86.215	68,1%
Aset Tetap dalam Konstruksi Construction in Progress	64.698	52.948	11.750	22,2%
Total Harga Perolehan Total Acquisition Costs	1.681.647	1.461.495	220.152	15,1%
Akumulasi Penyusutan Accumulated Depreciation				
Aset Tetap Pemilikan Langsung Direct Acquisition Assets	748.447	693.973	54.474	7,8%
Aset Hak Guna Right of Use Assets	99.806	21.285	78.521	368,9%
Total Akumulasi Penyusutan Total Accumulated Depreciations	848.253	715.258	132.995	18,6%
Total	833.394	746.237	87.157	11,7%

Properti Investasi - Neto

Properti investasi Perseroan di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya karena reklasifikasi biaya perolehan properti investasi.

Investment Property - Net

The company's investment properties in 2021 decreased compared to the previous year due to the reclassification of the acquisition cost of investment properties.

Tabel Properti Investasi - Neto
Table of Investment Properties - Net(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan Acquisition fee				
Properti Investasi Investment Properties	482.699	504.538	(21.839)	(4,3%)
Akumulasi Penyusutan Accumulated Depreciation				
Properti Investasi Investment Properties	57.678	46.973	10.705	22,8%
Total	425.021	457.565	(32.544)	(7,1%)

Hak Pengusahaan Jalan Tol - Neto

Aset tak berwujud hak pengusahaan jalan tol - neto mengalami penurunan di tahun 2021 dibandingkan tahun sebelumnya karena penerapan PSAK 65 yang menghentikan pengakuan atas aset dan liabilitas anak terdahulu. Adanya aksi korporasi berupa divestasi pada PT MLJ dan PT JPM yang dilakukan Perseroan di tahun 2021 mengakibatkan penurunan aset tak berwujud - neto HPJT yang sebelumnya pada tahun 2020 masih dicatat sepenuhnya oleh Perseroan.

Toll Road Concession Rights - Net

Intangible assets of toll road concession rights - net decreased in 2021 compared to the previous year due to the implementation of PSAK 65, which derecognized assets and liabilities of former subsidiaries. The existence of a corporate action in divestment in PT MLJ and PT JPM carried out by the Company in 2021 resulted in a decrease in intangible assets - net HPJT, which previously in 2020 was still fully recorded by the Company.

Tabel Hak Pengusahaan Jalan Tol - Neto
Table of Toll Road Concession Rights - Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan Acquisition Cost	90.891.192	93.925.413	(3.034.221)	(3,2%)
Akumulasi Amortisasi Accumulated Amortization	11.634.658	10.482.349	1.152.309	11,0%
Total	79.256.534	83.443.064	(4.186.530)	(5,0%)

Aset Tak Berwujud Lainnya - Neto

Aset tak berwujud lainnya - neto Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya disebabkan oleh penambahan biaya perolehan aset konsesi.

Other Intangible Assets - Net

Other intangible assets - net of the Company in 2021 increased compared to the previous year due to the addition of acquisition cost of concession assets.

Tabel Aset Tak Berwujud Lainnya - Neto
Table of Other Intangible Assets - Net

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Biaya Perolehan Acquisition Cost				
Aset Konsesi Pra Konstruksi Pre-Construction Concession Assets	262.846	-	262.846	100,0%
Perangkat Lunak Software	338.532	338.748	(216)	(0,1%)
Akumulasi Penyusutan Accumulated Amortization	277.018	237.504	39.514	16,6%
Total	324.360	101.244	223.116	220,4%

Goodwill

Goodwill Perseroan tidak mengalami peningkatan maupun penurunan dari tahun 2021. Saldo goodwill merupakan selisih antara nilai wajar aset neto Perseroan yang diakuisisi dari pihak ketiga dengan nilai akuisisi secara keseluruhan atas akuisisi PT JSM, PT JMTM, dan PT JKC.

Goodwill

The Company's goodwill has neither increased nor decreased from 2021. The goodwill balance is the difference between the fair value of the Company's net assets acquired from third parties and the overall acquisition value of the acquisitions of PT JSM, PT JMTM, and PT JKC.

Tabel Goodwill
Table of Goodwill

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Akuisisi PT Jasamarga Surabaya Mojokerto (JSM) Acquisition of PT Jasamarga Surabaya Mojokerto (JSM)	36.880	36.880	0	0,0%
Akuisisi PT Jasamarga Tollroad Maintenance (JMTM) Acquisition of PT Jasamarga Tollroad Maintenance (JMTM)	2.848	2.848	0	0,0%
Akuisisi PT Jasamarga Kunciran Cengkareng (JKC) Acquisition of PT Jasamarga Kunciran Cengkareng (JKC)	2.121	2.121	0	0,0%
Total	41.849	41.849	0	0,0%

Aset Keuangan Lainnya - Neto

Aset keuangan lainnya - neto di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya karena pengaruh dari pencatatan nilai wajar dari investasi Perseroan pada instrumen ekuitas yakni PT HMW.

Other Financial Assets - Net

Other financial assets - net in 2021 increased compared to the previous year due to recording the fair value of the Company's investment in equity instruments, namely PT HMW.

Tabel Aset Keuangan Lainnya - Neto
Table of Other Financial Assets

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
PT Fintek Karya Nusantara (Finarya)	391.246	376.348	14.898	4,0%
PT Marga Mandala Sakti (MMS)	50.571	23.271	27.300	117,3%
PT Citra Margatama Surabaya (CMS)	13.715	10.943	2.772	25,3%
PT Marga Nurindo Bhakti (MNB)	9.500	9.500	0	0,0%
PT Citra Mataram Satriamarga Persada (CMSP)	4.725	4.725	0	0,0%
PT Margaraya Jawa Tol (MJT)	4.143	4.143	0	0,0%
PT Makassar Metro Network (MMN) d/h PT Bosowa Marga Nusantara (BMN)	12.461	2.720	9.741	358,1%
PT Jatim Prasarana Utama (JPU)	1.576	1.024	552	53,9%

Tabel Aset Keuangan Lainnya - Neto
Table of Other Financial Assets(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
PT Marga Mawatindo Esprit (MME)	2.781	2.781	0	0,0%
PT Marga Net One Limited (MNOL)	15	15	0	0,0%
PT Pilar Sinergi BUMN Indonesia (PSBI)	-	-	-	-
PT Kresna Kusuma Dyandra Marga (KKDM)	4.913	4.548	365	8,0%
PT Sinergi Colomadu (SC)	8.293	7.053	1.240	17,6%
Total	503.939	447.071	56.868	12,7%
Dikurangi/ Deducted				
Penurunan Nilai Penyertaan pada MNB Impairment of Investment in MNB	(9.500)	(9.500)	0	0,0%
Penurunan Nilai Penyertaan pada CMSP Impairment of Investment in CMSP	(4.725)	(4.725)	0	0,0%
Penurunan Nilai Penyertaan pada MJT Impairment of Investment in MJT	(4.143)	(4.143)	0	0,0%
Penurunan Nilai Penyertaan pada MME Impairment of Investment in MME	(2.781)	(2.781)	0	0,0%
Penurunan Nilai Penyertaan pada MNOL Impairment of Investment in MNOL	(15)	(15)	0	0,0%
	(21.164)	(21.164)	0	0,0%
Total	482.775	425.907	56.868	13,4%

Aset Tidak Lancar Lainnya - Neto

Aset tidak lancar lainnya di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya karena adanya peningkatan atas aset tidak lancar lainnya pada tahun 2021 yang dipengaruhi oleh peningkatan tanah dalam pengembangan dan bagian lainnya.

Other Non-current Assets - Net

Other non-current assets in 2021 increased compared to the previous year due to an increase in other non-current assets in 2021, which was influenced by the increase in land under development and other parts.

Tabel Aset Tidak Lancar Lainnya - Neto
Table of Other Non-current Assets - Net(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Tanah dalam Pengembangan Land under Development	675.408	671.013	4.395	0,7%
Biaya prakarsa Biaya prakarsa	137.931	71.648	66.283	92,5%
Taksiran Tagihan Pajak Pertambahan Nilai - Entitas Anak Estimated Claim for Value Added Tax Refund - Subsidiary	101.789	95.274	6.515	6,8%
Uang Muka Biaya Fasilitas Pinjaman Advances for Loans Facility Fee	66.220	82.575	(16.355)	(19,8%)
Aset Diambil Alih Foreclosed Assets	26.102	26.102	0	0,0%
Lainnya Others	47.609	38.813	8.796	22,7%

Tabel Aset Tidak Lancar Lainnya - Neto
Table of Other Non-current Assets - Net(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
Total Aset Lain-lain Total Other Assets	1.055.059	985.425	69.634	7,1%
Penyisihan Penurunan Nilai Aset Allowance for Impairment Losses	(26.102)	(26.102)	0	0,0%
Total	1.028.957	959.323	69.634	7,3%

LIABILITAS
Liabilities**Tabel Liabilitas**
Table of Liabilities(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
LIABILITAS LIABILITIES				
LIABILITAS JANGKA PENDEK CURRENT LIABILITIES				
Utang usaha Accounts payable	433.025	325.160	107.865	33,2%
Utang kontraktor Contractors payable	1.290.243	1.883.433	(593.190)	(31,5%)
Utang pajak Taxes payable	349.197	213.079	136.118	63,9%
Beban akrual Accrued expenses	3.158.712	3.537.386	(378.674)	(10,7%)
Utang bank Bank loans	1.057.861	3.684.263	(2.626.402)	(71,3%)
Utang surat berharga komersil Liabilitas jangka panjang yang jatuh tempo dalam satu tahun : Commercial securities payable Current maturities of long - term liabilities	-	537.275	(537.275)	(100,0%)
Utang bank Bank loans	2.781.255	1.976.842	804.413	40,7%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	241.000	29.800	211.200	708,7%
Liabilitas pembebasan tanah Land acquisition liabilities	1.588.542	1.588.542	0	0,0%
Utang sewa Lease liabilities	55.036	40.916	14.120	34,5%
Provisi pelapasan jalan tol Toll provision for overlay	258.902	236.940	21.962	9,3%
Pendapatan ditangguhkan Deferred revenues	371.600	519.250	(147.650)	(28,4%)
Liabilitas imbalan kerja Employee benefits liabilities	2.843	1.229	1.614	131,3%
Liabilitas keuangan jangka pendek lainnya Other short-term financial liabilities	426.367	354.572	71.795	20,2%
TOTAL LIABILITAS JANGKA PENDEK TOTAL CURRENT LIABILITIES	12.014.583	14.928.687	(2.914.104)	(19,5%)

Tabel Liabilitas
Table of Liabilities(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
LIABILITAS JANGKA PANJANG NON-CURRENT LIABILITIES				
Liabilitas pajak tangguhan Deferred tax liabilities	1.568.604	1.236.251	332.353	26,9%
Utang kontraktor jangka panjang Long-term contractors payable	362.814	754.833	(392.019)	(51,9%)
Beban akrual jangka panjang Long-term accrued expenses	2.037.124	2.365.755	(328.631)	(13,9%)
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun Long-term liabilities - net of the portion that is due in one year				
Utang bank Bank loans	54.457.717	52.981.941	1.475.776	2,8%
Utang lembaga keuangan bukan bank Non-bank financial institution loan	1.101.660	1.390.790	(289.130)	(20,8%)
Utang obligasi Bonds payable	1.994.185	3.288.445	(1.294.260)	(39,4%)
Liabilitas pembebasan tanah Land acquisition liabilities	109.008	109.008	0	0,0%
Utang sewa Lease liabilities	59.451	40.673	18.778	46,2%
Provisi pelapisan jalan tol Provision for overlay	440.211	300.784	139.427	46,4%
Pendapatan ditangguhkan Deferred revenues	75.783	380.955	(305.172)	(80,1%)
Liabilitas imbalan kerja jangka panjang Long-term employee benefits liabilities	1.183.825	1.147.577	36.248	3,2%
Liabilitas derivatif lindung nilai Hedge derivative liabilities	96.691	-	96.691	100,0%
Liabilitas jangka panjang lainnya Other long-term liabilities	240.913	385.332	(144.419)	(37,5%)
TOTAL LIABILITAS JANGKA PANJANG TOTAL NON-CURRENT LIABILITIES	63.727.986	64.382.344	(654.358)	(1,0%)
TOTAL LIABILITAS TOTAL LIABILITIES	75.742.569	79.311.031	(3.568.462)	(4,5%)

Total liabilitas Perseroan di tahun 2021 mengalami penurunan dibandingkan tahun 2020 disebabkan oleh divestasi Perseroan pada PT MLJ dan PT JPM di tahun 2021.

The Company's total liabilities in 2021 decreased compared to 2020 due to the Company's divestment in PT MLJ and PT JPM in 2021.

Liabilitas Jangka Pendek

Jumlah liabilitas jangka pendek di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya karena dilakukan upaya *refinancing* dengan pelunasan pada periode jangka waktu yang lebih panjang. Selain itu, efek dari penurunan liabilitas atas PT MLJ dan PT JPM yang mulai didekonsolidasi di tahun 2021.

Current Liabilities

The number of short-term liabilities in 2021 decreased compared to the previous year due to refinancing actions with repayments in a more extended period. In addition, the effect of the decrease in liabilities for PT MLJ and PT JPM, which began to be deconsolidated in 2021.

Tabel Liabilitas Jangka Pendek
Table of Current Liabilities(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
Utang usaha Accounts payable	433.025	325.160	107.865	33,2%
Utang kontraktor Contractors payable	1.290.243	1.883.433	(593.190)	(31,5%)
Utang pajak Taxes payable	349.197	213.079	136.118	63,9%
Beban akrual Accrued expenses	3.158.712	3.537.386	(378.674)	(10,7%)
Utang bank Bank loans	1.057.861	3.684.263	(2.626.402)	(71,3%)
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun : Current Maturities of Long-term Liabilities	-	537.275	(537.275)	(100,0%)
Utang bank Bank loans	2.781.255	1.976.842	804.413	40,7%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	241.000	29.800	211.200	708,7%
Liabilitas pembebasan tanah Land acquisition liabilities	1.588.542	1.588.542	0	0,0%
Utang sewa Lease liabilities	55.036	40.916	14.120	34,5%
Provisi pelapisan jalan tol Provision for overlay	258.902	236.940	21.962	9,3%
Pendapatan ditangguhkan Deferred revenues	371.600	519.250	(147.650)	(28,4%)
Liabilitas imbalan kerja Employee benefits liabilities	2.843	1.229	1.614	131,3%
Liabilitas keuangan jangka pendek lainnya Other short-term financial liabilities	426.367	354.572	71.795	20,2%
TOTAL LIABILITAS JANGKA PENDEK TOTAL CURRENT LIABILITIES	12.014.583	14.928.687	(2.914.104)	(19,5%)

Utang Usaha

Peningkatan utang usaha Perseroan di tahun 2021 dibandingkan tahun sebelumnya terutama disebabkan oleh penambahan kewajiban baru kepada pihak berelasi atau pemasok yang belum dibayarkan dalam tempo kurang dari 12 bulan yang diperuntukan bagi pengadaan barang cetakan, alat tulis kantor, obat-obatan dan pakaian dinas serta utang usaha atas jasa pemeliharaan dan pembersihan jalan tol.

Accounts Payable

The increase in the Company's trade payables in 2021 compared to the previous year was mainly due to the addition of new obligations to related parties or suppliers that had not been paid in less than 12 months, which was intended for the procurement of printed materials, office stationery, medicines, and official clothing as well as trade payables for toll road maintenance and cleaning services.

Tabel Utang Usaha
Table of Accounts Payable

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	29.906	34.087	(4.181)	(12,3%)
Pihak Ketiga Third Parties	403.119	291.073	112.046	38,5%
Total	433.025	325.160	107.865	33,2%

Utang Kontraktor

Utang kontraktor jangka pendek Perseroan di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya karena Perseroan telah melakukan pembayaran terhadap kontraktor, konsultan dan rekanan seiring dengan telah dituntaskannya pekerjaan pembangunan jalan, pelapisan ulang, pengadaan fasilitas tol, dan bangunan lain di tahun 2021 khususnya pembayaran ke PT Waskita Karya (Persero) Tbk.

Contractor Payables

The Company's short-term contractor debt in 2021 decreased compared to the previous year because the Company has made payments to contractors, consultants, and partners in line with the completion of road construction, overlaying, procurement of toll facilities, and other buildings in 2021, especially payments to PT Waskita Karya (Persero) Tbk.

Tabel Utang Kontraktor
Table of Contractors Payables

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	840.387	1.414.358	(573.971)	(40,6%)
Pihak Ketiga Third Parties	449.856	469.075	(19.219)	(4,1%)
Total	1.290.243	1.883.433	(593.190)	(31,5%)

Utang Pajak

Utang pajak Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya selaras dengan meningkatnya utang pajak penghasilan pasal 29, kenaikan Pajak Bumi dan Bangunan (PBB) di level induk dan peningkatan pajak pertambahan nilai di anak perusahaan.

Tax Payable

The Company's tax payable in 2021 increased compared to the previous year in line with the increase in income tax payable article 29, the increase in land and building tax (PBB) at the parent level, and the increase in value-added tax at the subsidiaries.

Tabel Utang Pajak
Table of Taxes Payable(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Perseroan Company	252.208	121.981	130.227	106,8%
Entitas Anak Subsidiaries	96.989	91.098	5.891	6,5%
Total	349.197	213.079	136.118	63,9%

Beban Akruwal Jangka Pendek

Beban akrual jangka pendek Perseroan di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya terutama disebabkan oleh semakin banyak proyek jalan tol baru dijalankan dengan skema *contractor prefinancing* (CPF) yang selesai di tahun 2020 dan Perseroan telah melakukan pembayaran secara bertahap di tahun 2021.

Short-term Accrued Expenses

The Company's short-term accrued expenses in 2021 decreased compared to the previous year mainly due to the increasing number of new toll road projects carried out with the contractor prefinancing (CPF) scheme, which was completed in 2020, and the Company made payments in stages in 2021.

Utang Bank Jangka Pendek

Utang bank jangka pendek di tahun 2021 menurun dibandingkan tahun sebelumnya karena Perseroan melakukan pelunasan hutang perbankan di tahun 2020 dan menginisiasi *refinancing* di anak perusahaan konsesi jalan tol.

Short-term Employee Benefits Liabilities

Short-term bank loans in 2021 decreased compared to the previous year as the Company paid off its banking debts in 2020 and initiated refinancing in toll road concession subsidiaries.

Tabel Utang Bank Jangka Pendek
Table of Short-term Bank Loans(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Berelasi Related Parties	231.451	2.970.185	(2.738.734)	(92,2%)
Pihak Ketiga Third Parties	826.410	714.078	112.332	15,7%
Total	1.057.861	3.684.263	(2.626.402)	(71,3%)

Utang Surat Berharga Komersil

Perseroan telah melunasi hutang surat berharga komersial pada tanggal 13 Oktober tahun 2021.

Commercial Securities Payable

The Company has paid off the commercial debt securities on October 13, 2021.

Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun

Liabilitas jangka panjang yang jatuh tempo dalam satu tahun di tahun 2021 mengalami peningkatan. Hal ini disebabkan oleh peningkatan utang bank jangka pendek di tahun 2021 khususnya pada utang pihak berelasi.

Current Maturities of Long-term Liabilities

Long-term liabilities maturing in one year in 2021 increased. This was mainly due to an increase in short-term bank loans especially in related parties debt.

Tabel Liabilitas Jangka Panjang yang Jatuh Tempo dalam Satu Tahun
Table of Current Maturities of Long-term Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Bank Bank Loans	2.781.255	1.976.842	804.413	40,7%
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	241.000	29.800	211.200	708,7%
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	1.588.542	1.588.542	0	0,0%
Utang Sewa Lease Liabilities	55.036	40.916	14.120	34,5%
Provisi Pelapisan Jalan Tol Provision for Overlay	258.902	236.940	21.962	9,3%
Pendapatan Ditangguhkan Deferred Revenues	371.600	519.250	(147.650)	(28,4%)
Liabilitas imbalan kerja Deferred Revenues	2.843	1.229	1.614	131,3%
Total	5.299.178	4.393.519	905.659	20,6%

Liabilitas Keuangan Jangka Pendek Lainnya

Liabilitas keuangan jangka pendek lainnya di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya disebabkan oleh meningkatnya kewajiban lain yang harus dibayarkan di bawah Rp5 miliar.

Other Short-term Financial Liabilities

Other short-term financial liabilities in 2021 increased compared to the previous year due to an increase in other obligations to be paid below Rp5 billion.

Tabel Liabilitas Keuangan Jangka Pendek Lainnya
Table of Other Short-term Financial Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pihak Ketiga Third party				
Utang Sekuritisasi Pendapatan Tol Jagorawi Jagorawi Toll Revenue Securitization Payable	141.150	143.400	(2.250)	(1,6%)
Utang Jaminan Pihak Lain Guarantee Payable	34.738	24.403	10.335	42,4%
Lainnya (di bawah Rp5.000) Others (each below Rp5.000)	250.479	186.769	63.710	34,1%
Total	426.367	354.572	71.795	20,2%

Liabilitas Jangka Panjang

Liabilitas jangka panjang Perseroan di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya terutama disebabkan oleh pembayaran atas utang obligasi yang dilakukan pada tahun 2021.

Long-term Liabilities

The Company's long-term liabilities in 2021 decreased compared to the previous year, mainly due to the payment of bonds payable in 2021.

Tabel Liabilitas Jangka Panjang
Table of Non-current Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilitas pajak tangguhan Deferred tax liabilities	1.568.604	1.236.251	332.353	26,9%
Utang kontraktor jangka panjang Long-term contractors payable	362.814	754.833	(392.019)	(51,9%)
Beban akrual jangka panjang Long-term accrued expenses	2.037.124	2.365.755	(328.631)	(13,9%)
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun Long-term liabilities - net of current maturities				
Utang bank Bank loans	54.457.717	52.981.941	1.475.776	2,8%
Utang lembaga keuangan bukan bank Non-bank financial institutions loan	1.101.660	1.390.790	(289.130)	(20,8%)
Utang obligasi Bonds payable	1.994.185	3.288.445	(1.294.260)	(39,4%)
Liabilitas pembebasan tanah Land acquisition liabilities	109.008	109.008	0	0,0%
Utang sewa Lease liabilities	59.451	40.673	18.778	46,2%
Provisi pelapisan jalan tol Provision for overlay	440.211	300.784	139.427	46,4%
Pendapatan ditangguhkan Deferred revenues	75.783	380.955	(305.172)	(80,1%)
Liabilitas imbalan kerja jangka panjang Long-term employee benefits liabilities	1.183.825	1.147.577	36.248	3,2%
Liabilitas Derivatif Lindung Nilai Hedge Derivative Liability	96.691	-	96.691	100,0%
Liabilitas jangka panjang lainnya Other Non-current Liabilities	240.913	385.332	(144.419)	(37,5%)
TOTAL LIABILITAS JANGKA PANJANG TOTAL NON-CURRENT LIABILITIES	63.727.986	64.382.344	(654.358)	(1,0%)

Liabilitas Pajak Tangguhan

Liabilitas pajak tangguhan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya selaras dengan peningkatan volume lalu lintas di tahun 2021 yang berpengaruh terhadap penyesuaian beda temporer atas metode amortisasi hak pengusahaan jalan tol dengan perhitungan fiskal.

Deferred Tax Liabilities

Deferred tax liability in 2021 has increased compared to the previous year in line with the increase in traffic volume in 2021, which affects the temporary difference adjustment of the amortization method of toll road concession rights with fiscal calculations.

Utang Kontraktor Jangka Panjang

Utang kontraktor jangka panjang di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya karena sebagian besar proyek jalan tol baru Perseroan telah diselesaikan. Untuk tahun 2021, utang kontraktor khususnya pada ruas Bogor Ring Road, Serpong-Kunciran, dan Jalan Layang MBZ Sheikh Mohamed Bin Zayed telah dilakukan pembayaran kepada BUMN karya.

Long-term Contractor Payable

Long-term contractor debt in 2021 decreased compared to the previous year because most of the Company's new toll road projects have been completed. By 2021, the contractor's debts, especially for the Bogor Ring Road, Serpong-Kunciran, and MBZ Sheikh Mohamed Bin Zayed Elevated toll roads, have been paid to SOE works.

Tabel Utang Kontraktor Jangka Panjang
Table of Long-term Contractor Payable

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
Pihak Berelasi Related Parties	249.139	473.921	(224.782)	(47,4%)
Pihak Ketiga Third Parties	113.675	280.912	(167.237)	(59,5%)
Total	362.814	754.833	(392.019)	(51,9%)

Beban Akruai Jangka Panjang

Beban akrual jangka panjang di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya karena telah dilakukan pembayaran atas penyelesaian pekerjaan dari pihak kontraktor dan konsultan.

Long-term Accrued Expenses

Long-term accrued expenses in 2021 decreased compared to the previous year due to payments for the completion of contractors' and consultants' work.

Tabel Beban Akruai Jangka Panjang
Table of Long-term Accrued Expenses

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
Beban Kontraktor dan Konsultan Contractors and Consultant Expense	3.207.604	4.415.658	(1.208.054)	(27,4%)
Utang investasi ke Pemerintah Government's Investment Liability	644.274	630.185	14.089	2,2%
Beban Umum dan Administrasi General and Administrative Expenses	588.873	308.383	280.490	91,0%
Akrual Insentif Kinerja Performance Incentive Accrual	450.234	199.656	250.578	125,5%

Tabel Beban Akrua Jangka Panjang
Table of Long-term Accrued Expenses(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Beban Bunga Interest Expense	300.277	340.123	(39.846)	(11,7%)
Lain-Lain Others	4.574	9.136	(4.562)	(49,9%)
Total	5.195.836	5.903.141	(707.305)	(12,0%)
Dikurangi Bagian Lancar Net of Current Portion	3.158.712	3.537.386	(378.674)	(10,7%)
Bagian Tidak Lancar Non-current Portion	2.037.124	2.365.755	(328.631)	(13,9%)

Liabilitas Jangka Panjang-Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun

Liabilitas jangka panjang – setelah dikurangi bagian yang jatuh tempo dalam satu tahun Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya terutama berasal dari utang bank.

Long-term Liabilities - Net of Portion Due in One Year

Long-term liabilities – after deducting the portion due within one year of the Company in 2021, increased compared to the previous year mainly from bank loans.

Tabel Liabilitas Jangka Panjang-Setelah Dikurangi Bagian yang Jatuh Tempo dalam Satu Tahun
Table of Long-term Liabilities - Net of Current Maturities(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Utang Bank Bank Loans	54.457.717	52.981.941	1.475.776	2,8%
Utang Lembaga Keuangan Bukan Bank Non-Bank Financial Institutions Loan	1.101.660	1.390.790	(289.130)	(20,8%)
Utang Obligasi Bonds Payable	1.994.185	3.288.445	(1.294.260)	(39,4%)
Liabilitas Pembebasan Tanah Land Acquisition Liabilities	109.008	109.008	0	0,0%
Utang Sewa Lease Liabilities	59.451	40.673	18.778	46,2%
Provisi Pelapisan Jalan Tol Provision for Overlay	440.211	300.784	139.427	46,4%
Pendapatan Ditangguhkan Deferred Revenues	75.783	380.955	(305.172)	(80,1%)
Total	58.238.015	58.492.596	(254.581)	(0,4%)

Liabilitas Imbalan Kerja Jangka Panjang

Liabilitas imbalan kerja jangka panjang tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya selaras dengan adanya peningkatan cadangan atas imbal kerja terutama untuk program kesehatan pensiunan, program pasca kerja lainnya, dan program pensiun.

Long-term Employee Benefits Liabilities

Long-term employee benefits liabilities in 2021 have increased compared to the previous year in line with increased reserves for employee benefits, especially for pensioner health programs, other post-employment programs, and pension plans.

Tabel Liabilitas Imbalan Kerja Jangka Panjang
Table of Long-term Employment Benefit Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description (1)	2021 (2)	2020 (3)	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp (4) = (2)-(3)	% (5) = (4)/(3)
Perusahaan Company	1.116.622	1.060.710	55.912	5,3%
Entitas Anak Subsidiaries	70.046	88.096	(18.050)	(20,5%)
Dikurangi Bagian Jangka Pendek Less: Short-term Portion	(2.843)	(1.229)	(1.614)	131,3%
Total	1.183.825	1.147.577	36.248	3,2%

Liabilitas Jangka Panjang Lainnya

Liabilitas jangka panjang lainnya di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya seiring dengan penurunan porsi pinjaman pemegang saham (*shareholder loan*) kepada anak usahanya dibandingkan tahun 2020.

Other Long-term Liabilities

Other long-term liabilities in 2021 decreased compared to the previous year in line with the decrease in shareholder loans to their subsidiaries compared to 2020.

Ekuitas

Ekuitas Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini merupakan kontribusi pencapaian kinerja laba bersih yang diperoleh dari pelepasan porsi saham Perseroan di PT MLJ dan PT JPM, nilai tersebut tercermin pada peningkatan saldo laba belum ditentukan penggunaannya di tahun 2021.

Equity

The Company's equity in 2021 has increased compared to the previous year. This is a contribution to the achievement of net profit performance obtained from the disposal of the Company's shares in PT MLJ and PT JPM, this value is reflected in the increase in retained earnings that have not been determined for use in 2021.

Tabel Ekuitas
Table of Equity(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
EKUITAS/ EQUITY				
Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk Equity Attributable to Owners of the Parent Entity				
Modal saham - nilai nominal Rp 500 (rupiah penuh) per saham Modal dasar 19.040.000.000 saham Modal ditempatkan dan disetor penuh - 1 saham seri A Dwiwarna dan 7.257.871.199 saham seri B Capital stock - Rp500 per value (full amount) per share Authorized - 19,040,000,000 shares Issued and fully paid - 1 series and 7,257,871,199 series B shares	3.628.936	3.628.936	0	0,0%
Tambahan modal disetor - neto Additional paid in capital - net	3.997.085	3.997.085	0	0,0%
Selisih atas transaksi entitas nonpengendali Difference from non- controlling interest transaction	(26.912)	(25.924)	(988)	3,8%
Saldo laba Retained earnings				
Telah ditentukan penggunaannya Appropriated	8.971.304	8.971.304	0	0,0%
Belum ditentukan penggunaannya Unappropriated	4.706.598	3.091.317	1.615.281	52,3%
Penghasilan komprehensif lain: Other comprehensive income:				
Keuntungan yang belum direalisasi dari aset keuangan pada nilai wajar Unrealized gain on financial assets as fair value	256.937	209.477	47.460	22,7%
Kerugian liabilitas derivatif lindung nilai Loss on Hedge Derivative Liability	(96.061)	-	(96.061)	100,0%
Pengukuran kembali liabilitas imbalan kerja jangka panjang Remeasurements of long-term employee benefits liability	(832.036)	(797.706)	(34.330)	4,3%
Ekuitas Neto yang Dapat diatribusikan kepada: Net equity attributable to				
Pemilik entitas induk Owner of the parent entity	20.605.851	19.074.489	1.531.362	8,0%
Kepentingan non pengendali Non-controlling interests	4.894.464	5.701.126	(806.662)	(14,1%)
TOTAL EKUITAS TOTAL EQUITY	25.500.315	24.775.615	724.700	2,9%
TOTAL LIABILITAS DAN EKUITAS TOTAL LIABILITY AND EQUITY	101.242.884	104.086.646	(2.843.762)	(2,7%)

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table of Consolidated Statement of Profit or Loss and other Comprehensive Income

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
PENDAPATAN/ REVENUES				
Pendapatan Tol Toll Operating Revenues	10.786.335	8.762.989	2.023.346	23,1%
Pendapatan Usaha Lainnya Other Operating Revenues	990.066	824.731	165.335	20,0%
Pendapatan Konstruksi Construction Revenue	3.393.151	4.116.301	(723.150)	(17,6%)
Total	15.169.552	13.704.021	1.465.531	10,7%
BEBAN POKOK PENDAPATAN/ COST OF REVENUES				
Beban Tol dan Usaha Lainnya Toll and Other Operating Expenses	(5.305.620)	(4.274.949)	(1.030.671)	24,1%
Beban Konstruksi Construction Expense	(3.361.823)	(4.074.539)	712.716	(17,5%)
Total	(8.667.443)	(8.349.488)	(317.955)	3,8%
LABA BRUTO GROSS PROFIT	6.502.109	5.354.533	1.147.576	21,4%
Penghasilan Keuangan Finance Income	323.497	449.757	(126.260)	(28,1%)
Penghasilan Lain-lain Other Income	308.069	97.280	210.789	216,7%
Beban Umum dan Administrasi General and Administrative Expenses	(1.412.555)	(1.236.812)	(175.743)	14,2%
Beban Lain-Lain Other Expenses	(558.984)	(164.380)	(394.604)	240,1%
Beban Pajak atas Penghasilan Keuangan Tax Expense on Finance Income	(25.758)	(34.386)	8.628	(25,1%)
Keuntungan dari Pelepasan Investasi Gain on Divestment	1.583.295	-	1.583.295	100,0%
LABA USAHA PROFIT FROM OPERATIONS	6.719.673	4.465.992	2.253.681	50,5%
EBITDA	7.675.538	5.984.476	1.691.062	28,3%
Biaya Keuangan - Neto Finance Costs - Net	(4.520.359)	(3.647.949)	(872.410)	23,9%
Bagian atas Rugi Neto Entitas Asosiasi dan Ventura Bersama Share in Net Loss of Associates and Joint Ventures	(126.861)	(121.592)	(5.269)	4,3%
LABA SEBELUM PAJAK PENGHASILAN PROFIT BEFORE INCOME TAX	2.072.453	696.451	1.376.002	197,6%
Beban Pajak Penghasilan Income Tax Expense				
Kini Current	(759.838)	(497.401)	(262.437)	52,8%
Tangguhan Deferred	(441.379)	(240.679)	(200.700)	83,4%
TOTAL BEBAN PAJAK PENGHASILAN TOTAL INCOME TAX EXPENSE	(1.201.217)	(738.080)	(463.137)	62,7%
LABA (RUGI) TAHUN BERJALAN PROFIT (LOSS) FOR THE YEAR	871.236	(41.629)	912.865	(2.192,9%)

Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian
Table of Consolidated Statement of Profit or Loss and other Comprehensive Income

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
PENGHASILAN (BEBAN) KOMPREHENSIF LAIN OTHER COMPREHENSIVE INCOME (LOSS)				
Pos-pos yang tidak akan Direklasifikasi ke Laba Rugi Periode Berikutnya Items that will not be Reclassified to Profit or Loss in Subsequent Periods				
Laba(Rugi) Aktuarial atas Liabilitas Imbalan Kerja Jangka Panjang Net actuarial gain (loss) on long-term employee benefits liability	(33.708)	(92.796)	59.088	(63,7%)
Pos-pos yang akan Direklasifikasi ke Laba Rugi Periode Berikutnya Item that will be Reclassified to Profit and Loss in Subsequent Periods				
Keuntungan (kerugian) atas aset keuangan yang diukur pada nilai wajar melalui laba komprehensif lain Gain (loss) of financial assets measured at fair value through other comprehensive income	47.500	235.797	(188.297)	(79,9%)
Keuntungan (kerugian) atas Liabilitas Derivatif Lindung Nilai Gain (loss) of Hedge Derivative	(96.691)	-	(96.691)	100,0%
PENGHASILAN (BEBAN) KOMPREHENSIF LAIN TAHUN BERJALAN OTHER COMPREHENSIVE INCOME (EXPENSES) FOR THE YEAR	(82.899)	143.001	(225.900)	(158,0%)
TOTAL PENGHASILAN (RUGI) KOMPREHENSIF TAHUN BERJALAN TOTAL COMPREHENSIVE INCOME (LOSS) FOR THE YEAR	788.337	101.372	686.965	677,7%
Total Penghasilan Komprehensif Tahun Berjalan Yang Dapat Didistribusikan Kepada: Total Comprehensive Income for the Year Attributable to:				
Pemilik Entitas Induk Owner of the Parent Entity	1.532.350	644.404	887.946	137,8%
Kepentingan Non Pengendali Non-Controlling Interest	(744.013)	(543.032)	(200.981)	37,0%
TOTAL	788.337	101.372	686.965	677,7%
Laba tahun berjalan yang dapat diatribusikan kepada: Profit for the Year Attributable to:				
Pemilik Entitas Induk Owner of Parent Entity	1.615.281	501.047	1.114.234	222,4%
Kepentingan Non Pengendali Non-Controlling Interests	(744.045)	(542.676)	(201.369)	37,1%
TOTAL	871.236	(41.629)	912.865	(2.192,9%)
LABA PER SAHAM (RUPIAH PENUH) EARNINGS PER SHARE (FULL RUPIAH)	222,56	69,04	153,5	222,4%

Pendapatan

Pendapatan Perseroan terdiri dari pendapatan tol dan usaha lainnya serta pendapatan konstruksi. Untuk dapat melakukan analisa kinerja secara tepat, diharapkan dapat menggunakan pendapatan di luar pendapatan konstruksi, mengingat pendapatan konstruksi akan di *net-off* dengan beban konstruksi dan margin yang didapatkan tidak signifikan.

Pendapatan Perseroan di tahun 2021 mengalami pertumbuhan selaras dengan pemulihan kondisi lalu lintas dibandingkan kondisi di tahun 2020 pasca pandemi COVID-19.

Revenues

The Company's revenues consist of toll and other business revenues and construction revenues. To perform a proper performance analysis, it is expected to use income other than construction income, considering that construction income will be net-off with construction expenses, and the margin obtained is not significant.

The Company's revenue in 2021 grew in line with the recovery of traffic conditions compared to conditions in 2020 after the COVID-19 pandemic.

Tabel Pendapatan
Table of Revenues

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Tol dan Usaha Lainnya Toll and Other Operating Revenues	11.776.401	9.587.720	2.188.681	22,8%
Pendapatan Konstruksi Construction Revenue	3.393.151	4.116.301	(723.150)	(17,6%)
Total	15.169.552	13.704.021	1.465.531	10,7%

Pendapatan Usaha

Pendapatan usaha di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini disebabkan oleh situasi kasus pandemi COVID-19 di Indonesia yang berangsur membaik serta selaras dengan mobilitas orang, barang dan jasa yang perlahan mulai pulih apabila dibandingkan dengan kondisi di tahun 2020. Selain itu, Perseroan mampu merealisasikan penyesuaian tarif di 16 ruas jalan tol dan mendapatkan tarif baru pada ruas Serpong-Cinere Seksi Serpong-Pamulang dan ruas Kunciran-Cengkareng di tahun 2021.

Operating Revenues

Operating income in 2021 has increased compared to the previous year. This is due to the COVID-19 pandemic situation in Indonesia, which is gradually improving and in line with the mobility of people, goods, and services that are started to recover compared to conditions in 2020. In addition, the Company was able to realize tariff adjustments on 16 toll roads and get new tariffs on the Serpong-Cinere toll road, Serpong-Pamulang section and the Kunciran-Cengkareng toll road in 2021.

Tabel Pendapatan Usaha
Table of Operating revenues(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Tol Toll Operating Revenues	10.786.335	8.762.989	2.023.346	23,1%
Pendapatan Usaha Lainnya Other Operating Revenue	990.066	824.731	165.335	20,0%
Total	11.776.401	9.587.720	2.188.681	22,8%

Pendapatan Konstruksi

Pendapatan konstruksi Perseroan di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya seiring dengan penurunan aktivitas konstruksi karena telah diselesaikannya beberapa pembangunan ruas-ruas jalan tol baru.

Construction Income

The Company's construction revenue in 2021 decreased compared to the previous year in line with the decline in construction activities due to the completion of several constructions of new toll roads.

Beban Pokok Pendapatan

Beban pokok pendapatan di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya, terutama dipengaruhi oleh penurunan beban konstruksi sejalan dengan penurunan aktivitas konstruksi dikarenakan telah selesainya pembangunan ruas-ruas jalan tol baru.

Cost of Revenues

The cost of revenue in 2021 decreased compared to the previous year, mainly influenced by a decrease in construction expenses in line with a reduction in construction activity due to the new toll roads' construction completion.

Tabel Beban Pokok Pendapatan
Table of Income Expenses

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Beban Tol dan Usaha Lainnya Toll and Other Operating Expenses	(5.305.620)	(4.274.949)	(1.030.671)	24,1%
Beban Konstruksi Construction Expenses	(3.361.823)	(4.074.539)	712.716	(17,5%)
Total	(8.667.443)	(8.349.488)	(317.955)	3,8%

Beban Tol dan Usaha Lainnya

Beban tol dan usaha lain Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini dipengaruhi oleh penambahan operasi ruas jalan tol baru dan peningkatan volume lalu lintas yang signifikan sehingga memengaruhi nilai beban amortisasi jalan tol. Selain itu, terdapat peningkatan pada beban provisi untuk pelapisan ulang jalan tol yang pada tahun 2020 tertunda pekerjaannya akibat pandemi COVID-19.

Toll Expenses and Other Businesses

The Company's toll and other operating expenses in 2021 increased compared to the previous year. This is influenced by the addition of new toll road operations and a significant increase in traffic volume, which affects the value of toll road amortization expenses. In addition, there was an increase in the provision for toll roads overlay whose work in 2020 was delayed due to the COVID-19 pandemic.

Tabel Beban Tol dan Usaha Lainnya
Table of Toll and Other Operating Expenses

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Penyusutan dan Amortisasi Depreciation and Amortization	1.917.998	1.534.107	383.891	25,0%
Gaji dan Tunjangan Salaries and Allowance	790.001	744.884	45.117	6,1%
Provisi Pelapisan Ulang Jalan Tol Provision for Toll Road Overlay	555.963	219.713	336.250	153,0%
Pajak Bumi dan Bangunan Land Building Tax	514.156	473.125	41.031	8,7%
Pemeliharaan Jalan dan Sarana Pelengkap Jalan Tol Maintenance of Roads and Toll Road Complementary Facilities	500.577	403.191	97.386	24,2%
Harga Pokok Penjualan Cost of Goods Sold	392.258	301.841	90.417	30,0%

Tabel Beban Tol dan Usaha Lainnya
Table of Toll and Other Operating Expenses

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pelayanan Jalan Tol Toll Road Services	249.226	163.782	85.444	52,2%
Pengumpulan Tol Toll Collection	170.148	179.119	(8.971)	(5,0%)
Bahan Bakar, Listrik dan Air Fuel, Electricity and Water	112.039	103.954	8.085	7,8%
Sewa Rent	54.200	70.893	(16.693)	(23,5%)
Lainnya (masing-masing di bawah Rp3.000) Others (each below Rp3,000)	49.054	80.340	(31.286)	(38,9%)
Total	5.305.620	4.274.949	1.030.671	24,1%

Beban Konstruksi

Beban konstruksi di tahun 2021 mengalami penurunan dibandingkan tahun 2020 terutama dipengaruhi oleh berkurangnya aktivitas konstruksi karena telah selesainya pembangunan ruas-ruas jalan tol baru.

Construction Expenses

Construction expenses in 2021 decreased compared to 2020, mainly due to reduced construction activities due to the completion of construction of new toll roads.

Laba Bruto

Laba bruto Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini sejalan dengan pertumbuhan pendapatan tol yang signifikan dibandingkan tahun 2020. Perseroan di tahun 2021 mampu mengupayakan penyesuaian tarif yang sempat tertunda di 2020 akibat pandemi COVID-19. Selain itu, bertambahnya ruas baru yang beroperasi secara bertarif juga berkontribusi bagi peningkatan pendapatan Perseroan.

Gross Profit

The Company's gross profit in 2021 has increased compared to the previous year, which is in line with the significant growth in toll revenues compared to 2020. The Company, in 2021, was able to seek tariff adjustments which were delayed in 2020 due to the COVID-19 pandemic. In addition, the addition of new toll roads that operate at a fee also contributes to the increase in the Company's revenue.

Tabel Laba Bruto
Table of Gross Profit

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pendapatan Revenues	15.169.552	13.704.021	1.465.531	10,7%
Beban Pokok Pendapatan Cost of Income	(8.667.443)	(8.349.488)	(317.955)	3,8%
Laba Bruto Gross Profit	6.502.109	5.354.533	1.147.576	21,4%

Labas Usaha

Labas usaha Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya karena Perseroan melakukan divestasi kepemilikan saham pada PT MLJ dan PT JPM. Nilai keuntungan atas pelepasan saham keduanya diakui dalam keuntungan dari pelepasan investasi.

Operating Profit

The Company's operating profit in 2021 has increased compared to the previous year because the Company divested its share ownership in PT MLJ and PT JPM. The gain value on both shares' disposal is recognized in the gain on the disposal of the investment.

Tabel Labas Usaha
Table of Profit from Operations

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Labas Bruto Gross Profit	6.502.109	5.354.533	1.147.576	21,4%
Penghasilan Keuangan Financial Income	323.497	449.757	(126.260)	(28,1%)
Penghasilan Lain-lain Other Income	308.069	97.280	210.789	216,7%
Beban Umum dan Administrasi General and Administrative Expenses	(1.412.555)	(1.236.812)	(175.743)	14,2%
Beban Lain-Lain Other Expenses	(558.984)	(164.380)	(394.604)	240,1%
Beban Pajak atas Penghasilan Keuangan Tax Expense of Finance Income	(25.758)	(34.386)	8.628	(25,1%)
Keuntungan dari Pelepasan Investasi Gain on Divestment	1.583.295	-	1.583.295	100,0%
Labas Usaha Profit from Operations	6.719.673	4.465.992	2.253.681	50,5%

Labas Sebelum Pajak Penghasilan

Labas sebelum pajak penghasilan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya terutama disebabkan oleh pencapaian kinerja pendapatan tol dan pendapatan usaha lain yang semakin baik dibandingkan tahun 2020. Selain itu, Perseroan juga mengupayakan efisiensi dan melaksanakan aksi korporasi di PT MLJ dan PT JPM pada tahun 2021. Sehingga, labas sebelum pajak penghasilan mengalami peningkatan yang signifikan.

Profit Before Income Tax

Profit before income tax in 2021 has increased compared to the previous year, mainly due to the better performance of toll revenues and other operating revenues compared to 2020. In addition, the Company also seeks efficiency and carries out corporate actions in PT MLJ and PT JPM in 2021. Hence, the profit before income tax has increased significantly.

Tabel Laba Sebelum Pajak Penghasilan
Table of Profit Before Income Tax

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Usaha Profit from Operations	6.719.673	4.465.992	2.253.681	50,5%
Biaya Keuangan - Neto Finance Costs - Net	(4.520.359)	(3.647.949)	(872.410)	23,9%
Bagian atas Rugi Neto Entitas Asosiasi dan Ventura Share in Net Loss of Associates and Joint Ventures	(126.861)	(121.592)	(5.269)	4,3%
Lab a Sebelum Pajak Penghasilan Profit Before Income Tax	2.072.453	696.451	1.376.002	197,6%

Beban Pajak Penghasilan

Beban pajak penghasilan Perseroan di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya selaras dengan kinerja laba sebelum pajak penghasilan Perseroan di tahun 2021 yang mengalami peningkatan.

Income Tax Expense

The Company's income tax expense in 2021 had increased compared to the previous year, in line with the performance of the Company's profit before income tax in 2021, which increased.

Tabel Beban Pajak Penghasilan
Table of Income Tax Expense

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Kini Current	(759.838)	(497.401)	(262.437)	52,8%
Tangguhan Deferred	(441.379)	(240.679)	(200.700)	83,4%
Total	(1.201.217)	(738.080)	(463.137)	62,7%

Laba Tahun Berjalan

Laba (rugi) tahun berjalan maupun laba tahun berjalan yang diatribusikan kepada pemilik entitas induk di tahun 2021 mengalami peningkatan yang signifikan dibandingkan tahun 2020.

Profit for The Year

Profit (loss) for the year and profit for the year attributable to owners of the parent entity in 2021 experienced a significant increase compared to 2020.

Pencapaian ini merupakan bentuk keberhasilan Perseroan dalam meningkatkan pendapatan melalui negosiasi penyesuaian tarif dan pemberlakuan tarif baru untuk jalan tol yang baru beroperasi. Selain itu, adanya *gain* dari divestasi menjadi kontributor utama kenaikan tersebut. Dalam hal ini, Perseroan sukses mengimplementasikan aksi korporasi di dua anak usaha konsesi jalan tol untuk memperkuat stabilitas finansial Perseroan dan mengupayakan pengembangan bisnis baru kedepan.

This achievement is a form of the Company's success in increasing revenue by negotiating tariff adjustments and imposing new tariffs for newly operating toll roads. In addition, the gain from the divestment was the main contributor to the increase. In this regard, the Company has successfully implemented corporate actions in its two toll road concession subsidiaries to strengthen the Company's financial stability and seek new business development in the future.

Tabel Laba (Rugi) Tahun Berjalan
Table of Profit (Loss) for the Year

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	2.072.453	696.451	1.376.002	197,6%
Beban Pajak Penghasilan Income Tax Expense	(1.201.217)	(738.080)	(463.137)	62,7%
Laba (Rugi) Tahun Berjalan Profit (Loss) for the Year	871.236	(41.629)	912.865	(2.192,9%)

Tabel Laba Tahun Berjalan yang Diatribusikan
Table of Attributable Profit for the Year

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba Tahun Berjalan yang Dapat Diatribusikan kepada: Profit for the Year Attributable to:				
Pemilik Entitas Induk Owner of the Parent Entity	1.615.281	501.047	1.114.234	222,4%
Kepentingan Non Pengendali Non-Controlling Interest	(744.045)	(542.676)	(201.369)	37,1%
Total	871.236	(41.629)	912.865	(2.192,9%)

Penghasilan (Beban) Komprehensif Lain

Penghasilan (beban) komprehensif lain di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya karena adanya rugi aktuarial atas liabilitas imbalan kerja jangka panjang.

Other Comprehensive Income (Expenses)

Other comprehensive income (expenses) in 2021 decreased due to actuarial losses on long-term employee benefits liabilities compared to the previous year.

Tabel Penghasilan (Beban) Komprehensif lain
Table of Other Comprehensive Income (Loss)(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Pos-Pos yang tidak akan Direklasifikasi ke Laba Rugi Periode Berikutnya Items that will not be Reclassified to Profit or Loss in Subsequent Periods				
Laba (Rugi) Aktuarial atas Liabilitas Imbalan Kerja Jangka Panjang Net actuarial gain (loss) on long-term employee benefits liability	(33.708)	(92.796)	59.088	(63,7%)
Pos-Pos yang akan Direklasifikasi ke Laba Rugi Periode Berikutnya Item that will be Reclassified to Profit and Loss in Subsequent Periods				
Keuntungan (kerugian) atas aset keuangan yang diukur pada nilai wajar melalui laba komprehensif lain Gain (loss) of financial assets measured at fair value through other comprehensive income	47.500	235.797	(188.297)	(79,9%)
Keuntungan (kerugian) atas Liabilitas Derivatif Lindung Nilai Gain (Loss) of Hedge Derivative Liability	(96.691)	-	(96.691)	N/A
Penghasilan (Beban) Komprehensif Lain Tahun Berjalan Other Comprehensive (Expenses) for The Year	(82.899)	143.001	(225.900)	(158,0%)

Laba Komprehensif Tahun Berjalan

Peningkatan laba komprehensif Perseroan di tahun 2021 dibandingkan tahun sebelumnya selaras dengan peningkatan dari sisi laba tahun berjalan yang diatribusikan kepada pemilik entitas induk di tahun 2021 dengan adanya divestasi di PT MLJ dan PT JPM.

Comprehensive Income for The Year

The increase in the Company's comprehensive profit in 2021 compared to the previous year is in line with the rise in profit for the year attributable to owners of the parent entity in 2021 with the divestment in PT MLJ and PT JPM.

Tabel Laba Komprehensif Tahun Berjalan
Table of Other Comprehensive Profit for the Year(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Total Penghasilan Komprehensif Tahun Berjalan yang dapat Distribusikan kepada: Total Comprehensive Income for the Year Attributable to:				
Pemilik Entitas Induk Owner of the Parent Entity	1.532.350	644.404	887.946	137,8%
Keentingan Non Pengendali Non-Controlling Interests	(744.013)	(543.032)	(200.981)	37,0%
Total	788.337	101.372	686.965	677,7%

Laba per Saham

Nilai laba per saham Perseroan di tahun 2021 mengalami peningkatan yang signifikan seiring dengan peningkatan laba bersih Perseroan di tahun 2021.

Earnings per Share

The Company's earnings per share in 2021 was increasing significantly, in line with the increase in the Company's net profit in 2021.

Tabel Laba per Saham
Table of Earning per Share

(dalam Rupiah Penuh)
(in Fully Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Laba bersih (Rupiah penuh) Net Income (Full Rupiah)	1.615.280.769.584	501.047.452.689	1.114.233.316.895	222,4%
Rata-Rata tertimbang saham beredar (lembar) Weighted Average of Outstanding Shares	7.257.871.200	7.257.871.200	0	0,0%
Laba Bersih Per Saham (Rupiah penuh) Earnings Per Share (Full Rupiah)	222,56	69,04	154	222,4%

LAPORAN ARUS KAS KONSOLIDASIAN

Statement of Consolidated Cash Flow

Tabel Arus Kas Konsolidasian
Table of Consolidated Cash Flow

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
ARUS KAS DARI AKTIVITAS OPERASI CASH FLOWS FROM OPERATING ACTIVITIES				
Kas Bersih Diperoleh dari Aktivitas Operasi Net Cash Provided by Operating Activities	2.766.986	1.440.732	1.326.254	92,1%
ARUS KAS DARI AKTIVITAS INVESTASI CASH FLOWS FROM INVESTING ACTIVITIES				
Kas Neto yang Digunakan untuk Aktivitas Investasi Net Cash Used in Investing Activities	(4.362.973)	(24.183.096)	19.820.123	(82,0%)
ARUS KAS DARI AKTIVITAS PENDANAAN CASH FLOWS FROM FINANCING ACTIVITIES				
Kas Neto Diperoleh dari Aktivitas Pendanaan Net Cash Provided by Financing Activities	3.447.288	22.997.967	(19.550.679)	(85,0%)
KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS				
Kas dan Setara Kas dari Entitas Anak yang Didekonsolidasikan Cash and Cash Equivalents from Deconsolidated Subsidiaries	(169.416)	-	(169.416)	100%
KAS DAN SETARA KAS PADA AWAL TAHUN CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	4.597.204	4.341.601	255.603	5,9%
KAS DAN SETARA KAS PADA AKHIR TAHUN CASH AND CASH EQUIVALENTS AT END OF PERIOD	6.279.089	4.597.204	1.681.885	36,6%

Laporan arus kas adalah komponen laporan keuangan yang menunjukkan penerimaan dan pengeluaran kas dan setara kas selama periode tertentu yang dikelompokkan dalam aktivitas operasi, investasi, dan pendanaan. Analisis terhadap arus kas pada masing-masing aspek dikemukakan sebagai berikut.

Arus Kas dari Aktivitas Operasi

Kas bersih diperoleh dari aktivitas operasi di tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya. Hal ini terutama disebabkan oleh pertumbuhan pendapatan tol Perseroan dengan adanya penyesuaian tarif di beberapa ruas jalan tol dan peningkatan pendapatan usaha lain yang terealisasi di tahun 2021.

Arus Kas dari Aktivitas Investasi

Kas neto yang digunakan untuk aktivitas investasi di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya seiring dengan semakin banyak ruas jalan tol baru yang telah selesai di tahun 2021.

Arus Kas dari Aktivitas Pendanaan

Kas neto diperoleh dari aktivitas pendanaan di tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya terutama disebabkan Perseroan telah melakukan *refinancing* terhadap beberapa pinjaman perbankan di sepanjang tahun 2021.

Statements of cash flow is a component of financial statements indicating receipts and expenses of cash and cash equivalents during a certain period, which are classified into operating, investing and financing activities. Analysis of cash flow in each aspect is presented as follows.

Cash Flow from Operating Activities

Net cash provided by operating activities in 2021 has increased compared to the previous year. This was mainly due to the growth of the Company's toll revenues with tariff adjustments on several toll roads and an increase in other operating revenues, which were realized in 2021.

Cash Flow from Investing Activities

Net cash used for investing activities in 2021 decreased compared to the previous year in line with more and more new toll roads completed in 2021.

Cash Flow from Financing Activities

Net cash provided by financing activities in 2021 decreased compared to the previous year, mainly due to the Company's action to refinance several bank loans throughout 2021.

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG ABILITY TO PAY DEBT AND COLLECTIBILITY IN RECEIVABLES

KEMAMPUAN MEMBAYAR UTANG

Ability to Pay Debt

Pemenuhan hak-hak kredit merupakan komitmen utama Perseroan. Komitmen tersebut salah satunya ditunjukkan dengan pembayaran pokok pinjaman dan bunganya dengan tepat waktu. Perseroan berupaya untuk mengelola likuiditas dan melakukan monitoring terhadap waktu jatuh tempo pembayaran pokok dan bunga pinjaman.

Fulfillment of credit rights is the primary commitment of the Company. One of these commitments is indicated by timely payment of loan principal and interest. The Company strives to manage liquidity and monitor the maturity of loan principal and interest payments.

Kemampuan Perseroan dalam memenuhi seluruh kewajiban baik dari kewajiban jangka panjang maupun jangka pendek, diukur melalui beberapa rasio antara lain rasio likuiditas dan rasio solvabilitas. Rasio likuiditas digunakan untuk mengukur kemampuan melunasi kewajiban jangka pendek, sedangkan rasio solvabilitas digunakan untuk mengukur kemampuan memenuhi seluruh kewajiban.

Kemampuan Membayar Utang Jangka Pendek (Likuiditas)

Likuiditas Perseroan diukur dengan menggunakan rasio lancar dan rasio kas. Berdasarkan perhitungan rasio di tahun 2021, Perseroan pada dasarnya memiliki kemampuan yang baik dalam membayar liabilitas jangka pendeknya. Sebagian besar liabilitas jangka pendek Perseroan merupakan tagihan kepada kontraktor untuk pembangunan jalan tol yang telah selesai. Perseroan akan melakukan pelunasan dengan melakukan penarikan pinjaman jangka panjang, baik melalui pinjaman bank, lembaga keuangan bukan bank, maupun obligasi. Saat ini, Perseroan telah berhasil mengamankan plafon pinjaman kredit investasi yang diperlukan untuk membayar investasi tersebut.

The Company's ability to meet all obligations, both long-term and short-term obligations, is measured through several ratios, including the liquidity and solvency ratios. The liquidity ratio is used to measure the ability to pay off short-term debts, while the solvency ratio measures the ability to meet all obligations.

Ability to Pay Short-Term Debt (Liquidity)

The Company's liquidity is measured using the current ratio and cash ratio. Based on the ratio calculation in 2021, the Company has a good ability to pay its short-term liabilities. Most of the Company's current liabilities represent receivables from contractors for the completed toll road construction. The Company will repay by withdrawing long-term loans, either through bank loans, non-bank financial institutions, or bonds. Currently, the Company has succeeded in securing the investment credit loan ceiling required to pay for the investment.

Tabel Rasio Likuiditas
Table of Liquidity Ratio

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Perubahan Change
(1)	(2)	(3)	(4) = (2)-(3)
Kas dan Setara Kas Cash and Cash Equivalents	6.279.089	4.597.204	1.681.885
Aset Lancar Current Assets	10.361.876	10.705.995	(344.119)
Liabilitas Jangka Pendek Current Liabilities	12.014.583	14.928.687	(2.914.104)
Rasio: Ratio:			
Rasio Lancar Current Ratio	0,86	0,72	0,15
Rasio Kas Cash Ratio	0,52	0,31	0,21

Kemampuan Membayar Utang Jangka Panjang (Solvabilitas)

Rasio solvabilitas yang menunjukkan kemampuan Perseroan dalam membayar kewajiban-kewajibannya antara lain diukur melalui rasio liabilitas terhadap ekuitas, yang dihitung dengan cara membandingkan total liabilitas dengan total ekuitas, dan rasio utang berbunga terhadap ekuitas,

Ability to Pay Long-term Debt (Solvency)

The solvency ratio, which shows the Company's ability to pay its obligations, is measured by, among others, the ratio of liabilities to equity, which is calculated by comparing total liabilities to total equity, and the ratio of interest-bearing debt to equity, which is calculated by comparing total

yang dihitung dengan cara membandingkan total liabilitas (utang) yang berbunga dengan total ekuitas, serta *Interest Coverage Ratio* (ICR) yang dihitung dengan cara membandingkan nilai EBITDA terhadap beban bunga untuk menggambarkan kemampuan EBITDA Perseroan dalam memenuhi kewajibannya membayar bunga pinjaman.

Berdasarkan perhitungan di bawah, *Interest Bearing Debt* dan *Interest Coverage Ratio* (ICR) masih berada dalam koridor Pembatasan Keuangan yang dipersyaratkan oleh kreditor dan berada dalam kondisi keuangan yang kuat, dimana batas *Interest Bearing Debt Ratio* yaitu maksimal 5 kali dan rasio ICR minimal 1,25 kali. Hal ini menunjukkan bahwa solvabilitas Perseroan dalam kondisi baik.

liabilities (debt) with interest with total equity, as well as *Interest Coverage Ratio* (ICR) which is calculated by comparing the value of EBITDA to interest expense to describe the Company's EBITDA ability to meet its obligations to pay loan interest.

Based on the calculations below, the *Interest-Bearing Debt* and *Interest Coverage Ratio* (ICR) are still within the corridor of Financial Restrictions required by creditors and are in a stable financial condition, where the *Interest Bearing Debt Ratio* limit is a maximum of 5 times and an ICR ratio of at least 1.25. This shows that the Company's solvency is in good condition.

Tabel Rasio Solvabilitas
Table of Solvency Ratio

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Uraian	2021	2020	Perubahan Perubahan
(1)	(2)	(3)	(4) = (2)-(3)
Total Aset Total Assets	101.242.884	104.086.646	(2.843.762)
Total Liabilitas Total Liabilities	75.742.569	79.311.031	(3.568.462)
Total Ekuitas Total Equity	25.500.315	24.775.615	724.700
Total Utang Berbunga Total Interest Bearing Debt	61.633.678	63.889.356	(2.255.678)
EBITDA	7.675.538	5.984.476	1.691.062
Beban Bunga Interest Expense	4.520.359	3.647.949	872.410
Rasio: Ratio:			
<i>Total Debt to Total Equity Ratio</i> (DER)	2,97x	3,20x	(0,23x)
<i>Interest Bearing Debt to Equity Ratio</i>	2,42x	2,58x	(0,16x)
<i>Interest Coverage Ratio</i> (ICR)	1,70x	1,64x	0,06x

PERINGKAT OBLIGASI

Bonds Rating

Kemampuan membayar utang juga dapat tercermin berdasarkan peringkat obligasi. Obligasi Jasa Marga secara rutin dinilai oleh lembaga pemeringkatan guna mendukung kelayakan obligasi yang diterbitkan. Untuk obligasi yang diterbitkan dan dicatatkan di Bursa Efek Indonesia, Jasa Marga menggunakan PT Pemeringkat Efek Indonesia (PEFINDO) sebagai lembaga pemeringkat obligasi.

The ability to pay debt can also be reflected by the bond rating. Jasa Marga's bonds are regularly assessed by rating agencies to support eligibility of the bonds issued. For bonds issued and listed at Indonesia Stock Exchange, Jasa Marga hires PT Pemeringkat Efek Indonesia (PEFINDO) as the bond rating agency.

Tabel Peringkat Obligasi
Table of Bonds Rating

No	Uraian Description	Peringkat Rating	
		2021	2020
1	Jasa Marga XIV (JM-10)	idAA- oleh/by Pefindo	idAA- oleh/by Pefindo
2	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Jasa Marga Continuing Public Offering Bond II Phase I Year 2020	idAA- oleh/by Pefindo	idAA- oleh/by Pefindo

TINGKAT KOLEKTIBILITAS PIUTANG
Receivables Collectability Level

Pada dasarnya sesuai dengan jenis proses bisnisnya Perseroan tidak memiliki piutang yang signifikan dalam mempengaruhi kegiatan usaha. Jika pun ada piutang Perseroan, adalah piutang atas dana talangan untuk pembebasan lahan. Sehingga, kolektibilitas piutang tergantung pada jadwal pembayaran dari Pemerintah yang mana bersifat penggantian.

Essentially, based on type of business process, the Company does not have receivables with significant impact to business activities. If there are any receivables from the Company, the receivable is acquired from bailout funds for land acquisition. Thus, the collectability of receivable depends on the payment schedule from the Government through reimbursable.

Tabel Kolektibilitas Piutang
Table of Receivable Collectability(dalam jutaan Rupiah)
(in million Rupiah)

Piutang Lain-lain Other Receivables	0 - 1 Tahun Year 0 - 1	> 1 Tahun > 1 Years	Nilai Tercatat Carrying Ammount
Piutang Lain-lain - Lancar Other Receivables - Current			
Pihak Berelasi Related Parties	1.583.274	-	1.583.274
Pihak Ketiga Third Parties	449.032	-	449.032
Total	2.032.306	-	2.032.306
Tidak Lancar-Bersih Non Current-Net			
Pihak Berelasi Related Parties	-	1.858.535	1.858.535
Total	-	1.858.535	1.858.535

STRUKTUR MODAL

CAPITAL STRUCTURE

RINCIAN STRUKTUR MODAL

Details on Capital Structure

Perseroan memonitor struktur modal dengan menggunakan rasio Liabilitas terhadap Ekuitas. Rasio ini dihitung dengan membagi nilai Total Liabilitas dengan Total Ekuitas.

Pada tahun 2021, Perseroan berhasil mempertahankan rasio utang terhadap modal sesuai dengan yang dipersyaratkan oleh kreditur, dengan syarat maksimum 5 kali, dengan struktur modal sebagai berikut.

The Company monitors the capital structure by using the ratio of Liability to Equity. This ratio is calculated by dividing the value of Total Liabilities by Total Equity.

In 2021, the Company maintained a debt-to-equity ratio as required by creditors, with a maximum condition of 5 times, with the following capital structure as follows:

Tabel Rincian Struktur Modal
Table of Capital Structure in Details

(dalam jutaan Rupiah (kecuali dinyatakan lain))
(in million Rupiah (unless otherwise stated))

Uraian Description	2021	2020	Perubahan Change
Liabilitas Jangka Pendek Short-term Liabilities	12.014.583	14.928.687	(2.914.104)
Liabilitas Jangka Panjang Long-term Liabilities	63.727.986	64.382.344	(654.358)
Total Liabilitas Total Liabilities	75.742.569	79.311.031	(3.568.462)
Total Ekuitas Total Equity	25.500.315	24.775.615	724.700
Rasio Liabilitas Jangka Pendek terhadap Ekuitas Ratio of Short-term Liabilities to Equity	0,47x	0,60x	(0,13x)
Rasio Liabilitas Jangka Panjang terhadap Ekuitas Ratio of Long-term Liabilities to Equity	2,50x	2,60x	(0,10x)
Rasio Liabilitas terhadap Ekuitas Ratio of Liabilities to Equity	2,97x	3,20x	(0,23x)
Rasio <i>Interest Bearing Debt to Total Equity</i> Ratio of Interest Bearing Debt to Total Equity	2,42x	2,58x	(0,16x)

Kebijakan Struktur Modal

Perseroan menetapkan sejumlah rasio modal sesuai proporsi terhadap risiko. Perseroan mengelola struktur modal dan membuat penyesuaian dengan memperhatikan perubahan kondisi ekonomi, karakteristik risiko aset yang mendasari, serta peluang ekspansi Perseroan ke depannya.

Dasar Pemilihan Struktur Modal

Kebijakan manajemen atas struktur modal didasarkan untuk melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usaha sehingga

Capital Structure Policy

The Company determines a number of capital ratios in proportion to risk. The Company manages the capital structure and makes adjustments taking into account changes in economic conditions, the risk characteristics of the underlying assets, and the Company's expansion opportunities in the future.

Basis of Capital Structure Selection

Management's policy on capital structure is based on protecting the Company's ability to maintain business continuity to continue to provide returns for

dapat tetap memberikan imbal hasil bagi Pemegang Saham dan manfaat bagi pemangku kepentingan lainnya dan mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

Konsisten dengan entitas lain dalam industri, Kelompok Usaha memonitor modal dengan dasar rasio utang terhadap modal yang disesuaikan. Rasio ini dihitung sebagai berikut: utang neto dibagi modal yang disesuaikan. Utang neto merupakan total utang (sebagaimana jumlah dalam laporan posisi keuangan) dikurangi kas dan setara kas. Modal yang disesuaikan terdiri dari seluruh komponen ekuitas (meliputi modal saham, selisih kurs penjabaran laporan keuangan dalam valuta asing dan saldo laba). Selama tahun 2021, strategi Kelompok Usaha tidak berubah yaitu mempertahankan rasio utang terhadap ekuitas sebesar maksimum 5:1.

shareholders and benefits for other stakeholders and maintain an optimal capital structure to reduce the cost of capital.

Consistent with other entities in the industry, the Group monitors capital based on an adjusted debt-to-equity ratio. This ratio is calculated as follows: net debt divided by adjusted capital. Net debt is the total debt (as stated in the statement of financial position) less cash and cash equivalents. Adjusted capital consists of all equity components (including share capital, foreign exchange translation differences in foreign currency financial statements, and retained earnings). In 2021, the Group's strategy did not change, namely maintaining a maximum debt to equity ratio of 5:1.

IKATAN MATERIAL INVESTASI BARANG MODAL CAPITAL INVESTMENT MATERIAL COMMITMENT

Selama tahun 2021, tidak terdapat ikatan material atas investasi barang modal.

In 2021, there are no material commitments for investment in capital goods.

INVESTASI BARANG MODAL CAPITAL EXPENDITURE

Salah satu peranan yang sangat penting dalam mengembangkan Perseroan adalah dengan melakukan investasi. Investasi Barang Modal (*Capital Expenditure*) merupakan aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset atau investasi yang diharapkan dapat memberikan nilai manfaat di masa depan.

One of the essential roles in developing the Company is to invest. Capital Expenditure Investment is an activity of spending funds used to purchase several assets or investments that are expected to provide value for benefits in the future.

JENIS DAN NILAI INVESTASI

Jenis dan Nilai Investasi

Investasi barang modal (*capex*) yang terealisasi pada tahun 2021 yaitu Rp5.836,4 miliar lebih rendah 20,8% atau Rp1.457,5 miliar dibandingkan tahun 2020. Adapun rincian terkait nilai investasi barang modal diuraikan dalam tabel sebagai berikut:

Capital goods investment (*capex*) realized in 2021 is Rp5,836.4 billion, 20.8% lower or Rp1,457.5 billion compared to 2020. The details regarding the investment value of capital goods are described in the following table:

Tabel Jenis dan Nilai Investasi di Tahun 2021
Table of Types and Investment Value in 2021(dalam miliar Rupiah)
(in billion Rupiah)

Jenis Investasi Type of Investation	Nilai Amount
Belanja Modal Induk Perusahaan Capital Expenditure of Parent Company	4.481,4
Operasional Operations	882,4
Pengembangan Jalan Tol Toll Road Development	3.156,7
Investasi Usaha Lain Other Business Investment	394,0
Investasi Sarana Penunjang Non Operasional Investment of Non-Operational Supporting Facilities	48,3
Belanja Modal pada Entitas Anak Jalan Tol Capital Expenditure of Toll Road Subsidiaries	4.468,4
Belanja Modal pada Entitas Anak Usaha Lain Capital Expenditure of Other Business Subsidiaries	610,6
Total Belanja Modal Konsolidasi Total Consolidated Capital Expenditure	5.836,4

PENCAPAIAN TARGET 2021 DAN TARGET 2022

ACHIEVEMENT OF THE 2021 TARGETS AND 2022 TARGETS

Pada awal tahun buku 2021, Perseroan telah menetapkan sejumlah target yang hendak dicapai yang ditungkan dalam Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) 2021. Perbandingan pencapaian beberapa target yang ditetapkan dengan realisasi tahun buku 2021 adalah sebagai berikut:

At the beginning of the 2021 fiscal year, the Company has set several targets to be achieved, which are considered in the 2021 Revision of the Company's Work Plan and Budget (RKAP). Comparison of the achievement of several targets set with the realization of the 2021 fiscal year are as follows:

Tabel Perbandingan Target dan Realisasi
Table of Comparison Between Target and Realization(dalam miliar Rupiah)
(in billion Rupiah)

Uraian Description	Target 2021 2021 Target	Realisasi 2021 2021 Realization	Pencapaian Target Target Achievement	Target 2022 2022 Target
(1)	(2)	(3)	(4) = (3)/(2) x 100%	(5)
Keuangan Finance				
Total Aset Total Assets	107.937	101.243	(6,2%)	110.176
Total Pendapatan Total Revenues	14.887	15.170	1,9%	17.142
Laba Usaha Operating Revenue	5.329	6.720	26,1%	5.702*
EBITDA EBITDA	6.601	7.676	16,3%	8.248
EBITDA Margin (%) EBITDA Margin (%)	61%	65%	6,7%	62%
Belanja Modal Capital Expenditures	7.487	5.836,4	(22,0%)	9.113

Tabel Perbandingan Target dan Realisasi
Table of Comparison Between Target and Realization

(dalam miliar Rupiah)
(in billion Rupiah)

Uraian Description	Target 2021 2021 Target	Realisasi 2021 2021 Realization	Pencapaian Target Target Achievement	Target 2022 2022 Target
(1)	(2)	(3)	(4) = (3)/(2) x 100%	(5)
Pengembangan Bisnis Business Development				
Penambahan Panjang Jalan Tol Beroperasi (km) Addition of Operational Toll Road Length (km)	69,3	55,9	(19,3%)	16,3
Modal Insani Human Capital				
Pengembangan Kompetensi (<i>learning point</i>) Competency Development (learning point)	177.823.700	289.488.140	162,8%	30**
Operasi Operation				
Volume Lain (juta transaksi) *** Other Volume (million transactions)	992,5	1.066,4	7,5%	1.138,9

* Laba usaha yang ditargetkan pada tahun 2022 belum memperhitungkan keuntungan dari pelepasan investasi.

* The targeted operating profit in 2022 does not count the gain from the investment divested.

** target ini merupakan *target learning hours* (jam/orang) dikarenakan adanya perubahan indikator penilaian dalam KPI 2022.

** this target is a learning hours target (hours/person) due to changes in the assessment indicators in the 2022 KPI.

*** seluruh ruas Grup Jasa Marga (termasuk ruas-ruas yang dioperasikan oleh Ventura Bersama).

*** all sections owned by Jasa Marga Group (including toll roads operated by Joint Venture Entities).

Secara umum, Perseroan di tahun 2021 mampu mencapai target yang telah ditetapkannya. Dari aspek finansial, Perseroan berhasil mencatatkan pertumbuhan EBITDA, mencapai target kinerja EBITDA Margin, dan meningkatkan laba usaha melalui upaya Perseroan untuk merealisasikan penyesuaian tarif di tahun 2021 dan melakukan efisiensi usaha dengan menerapkan prioritas program kerja di kelompok usaha Jasa Marga. Selain itu, Perseroan juga tetap berfokus untuk mengembangkan modal insani dan meningkatkan kinerja operasi.

Di sisi lain, total aset di tahun 2021 yang mengalami penurunan disebabkan oleh perbedaan asumsi aksi korporasi yang dilakukan oleh Perseroan. Adapun pencapaian target penambahan panjang jalan tol beroperasi terkendala kondisi pembatasan sosial akibat munculnya varian Delta COVID-19 yang mengakibatkan lonjakan kasus di seluruh Indonesia.

Dari sisi laba usaha, Perseroan berhasil membukukan laba usaha lebih besar dibandingkan target yang telah ditetapkan sebelumnya. Pencapaian ini selaras dengan keberhasilan Perusahaan membukukan pendapatan tol yang signifikan melebihi rencana.

In general, in 2021 the Company was able to achieve the targets it set before. From the perspective of finance, the Company recorded an EBITDA growth, reached EBITDA Margin performance, and increased operating revenue through Company's efforts to realize tariff adjustment in 2021 and to take efficiency steps for the operation by applying work plan prioritizing within Jasa Marga's business units. In addition, the Company remained focused on developing human capital and increasing operational performance.

On the other hand, total assets dropped in 2021 due to difference in the corporate actions assumed to be taken by the Company. Achieving the target of operational toll road length addition was hindered due to the emergence of COVID-19's Delta variant, which lead to a surge of cases across Indonesia.

From operating profit's side, the Company managed to record larger profit from operation compared to the targets it set before. This accomplishment was in line with Company's success in recording toll revenue that significantly exceeded the plans.

Dengan tetap memperhatikan posisi keuangan dan/atau tingkat kesehatan Perseroan, kebijakan dividen yang ditargetkan adalah sebesar 10%-15% dari laba bersih kecuali ditentukan lain oleh Rapat Umum Pemegang Saham. Perseroan telah menyiapkan langkah mitigasi risiko dalam rangka mencapai target kinerja di tahun 2022. Perseroan memandang optimis di tahun 2022 dengan terjadinya pemulihan situasi COVID-19 yang semakin cepat disertai dengan anjuran *booster* vaksin ketiga dari Pemerintah akan membuat peningkatan pertumbuhan ekonomi di masa yang akan datang.

Taking into account the company's financial position and/or level of financial soundness, the targeted dividend policy is around 10%-15% of net profit unless otherwise determined by the General Meeting of Shareholders. Company's management has prepared risk mitigation measures to achieve the performance target in 2022. The Company is optimistic that in 2022 with the accelerated recovery of the COVID-19 situation accompanied by the recommendation of a third vaccine booster from the Government, it will increase economic growth in the future.

INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN

SUBSEQUENT MATERIAL INFORMATION AND FACTS AFTER THE ACCOUNTANT'S REPORT DATE

PERISTIWA SETELAH TANGGAL PELAPORAN

Events After The Reporting Date

1. Pada tanggal 7 Januari 2022, Perusahaan membayar utang bank masing-masing sebesar Rp200.000 juta pada PT Bank Mandiri (Persero) Tbk dan PT Bank Rakyat Indonesia (Persero) Tbk.
 2. Berdasarkan Akta Perjanjian Pengusahaan Jalan Tol tanggal 8 Januari 2022, PT Jasamarga Gedebage Cilacap (JGC) akan melakukan pembangunan jalan tol Gedebage-Tasikmalaya-Cilacap. Pada tanggal 14 Februari 2022, Perusahaan telah melakukan setoran modal sebesar Rp1.981 juta kepada JGC dengan porsi kepemilikan Perusahaan sebesar 32,5%.
 3. Sehubungan dengan pemenuhan ekuitas dasar PSBI, Perusahaan memberikan uang muka setoran modal sebesar Rp47.575 juta pada tanggal 21 Januari 2022.
 4. Berdasarkan surat Menteri Badan Usaha Milik Negara No. S-61/MBU/01/2022 tanggal 26 Januari 2022, Perusahaan mendapat persetujuan melakukan perubahan nilai investasi kepada PT Pilar Sinergi BUMN Indonesia (PSBI) dari Rp1.462.156 juta menjadi Rp1.328.941 juta.
1. On January 7, 2022, the Company paid its bank loans amounting to Rp200,000 million each of to PT Bank Mandiri (Persero) Tbk and PT Bank Rakyat Indonesia (Persero) Tbk, respectively.
 2. Based on the Deed of Toll Road Concession Agreement dated January 8, 2022, PT Jasamarga Gedebage Cilacap (JGC) will construct the Gedebage-Tasikmalaya-Cilacap toll road. On February 14, 2022, the Company paid up capital of Rp1,981 million to JGC with the Company's ownership portion of 32.5%.
 3. In connection with the fulfillment of basic equity of PSBI, the Company placed an advance for capital amounting to Rp47,575 million on January 21, 2022.
 4. Based on the letter of the Minister of State-Owned Enterprises No. S-61/MBU/01/2022 dated January 26, 2022, the Company received approval to change the investment value to PT Pilar Sinergi BUMN Indonesia (PSBI) from Rp1,462,156 million to Rp1,328,941 million.

5. Berdasarkan Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat (PUPR) No.74/KPTS/M/2022 tanggal 31 Januari 2022, ada kenaikan Tarif tol terjauh ruas Jalan Tol Cawang-Tomang-Pluit (Jalan Tol Lingkar Dalam Kota Jakarta), yaitu:

No	Ruas Section	Golongan Group				
		I	II	III	IV	V
1	Cawang-Tomang-Pluit	10.500	15.500	15.500	17.500	17.500

5. Based on the Decree of the Minister of Public Works and Public Housing (PUPR) No. 74/KPTS/M/2022 dated January 31, 2022, there is an increase in the farthest toll tariff for the Cawang-Tomang-Pluit Toll Road (Jakarta Inner Ring Road Toll Road), that is:

6. Berdasarkan Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat (PUPR) No.75/KPTS/M/2022 tanggal 31 Januari 2022, ada kenaikan Tarif tol terjauh ruas Jalan Tol Bali Mandara yaitu:

No	Ruas Section	Golongan Group					
		I	II	III	IV	V	VI
1	Bali Mandara (Nusa Dua-Ngurah Rai-Benoa)	13.000	19.500	19.500	25.500	25.500	5.000

6. Based on the Decree of the Minister of Public Works and Public Housing (PUPR) No. 75/KPTS/M/2022 dated January 31, 2022, there is an increase in the farthest toll tariff for the Bali Mandara Toll Road section, that is:

7. Pada tanggal 4 Maret 2022, Perusahaan melakukan pengumuman melalui media massa mengenai Rancangan Pemisahan Divisi Regional Jasamarga Transjawa Tollroad kepada PT Tranjawa Tol, entitas anak. Divisi Regional Jasamarga Transjawa Tollroad merupakan unit usaha Perusahaan yang melakukan pengelolaan atas operasi ruas tol Transjawa dan penyertaan saham Perusahaan dalam entitas anak dan asosiasi yang memiliki konsesi tol Transjawa.

7. On March 4, 2022, the Company made an announcement through the mass media regarding the Spin-off Plan for the Jasamarga Transjawa Tollroad Regional Division to PT Tranjawa Tol, a subsidiary. The Jasamarga Transjawa Tollroad Regional Division is the Company's business unit that manages the Transjawa toll operation and the Company's share investment in subsidiaries and associated entities which have Transjawa toll consession.

PROSPEK USAHA BUSINESS PROSPECT

Pandemi COVID-19 telah melanda Indonesia selama sekitar 2 tahun ini. Saat ini, angka kasus konfirmasi positif COVID-19 di Indonesia tercatat mengalami peningkatan, terutama karena adanya varian Delta. Pemerintah terus melakukan berbagai upaya menangani kasus COVID-19 agar tidak terjadi lonjakan dan peningkatan kasus. Pemerintah mengakselerasi program vaksinasi agar segera tercapai kekebalan komunal atau *herd immunity*, karena meyakini bahwa vaksinasi memiliki peran sentral dalam penanganan COVID-19 dan pemulihan ekonomi nasional.

Vaksinasi COVID-19 diharapkan dapat secara efektif mengembalikan kegiatan fisik dan mendorong ekonomi yang ditargetkan tumbuh pada level 4-5%. Investasi di bidang infrastruktur diprediksi akan kembali menarik perhatian investor. Hal ini terlihat dari optimisme pemerintah dalam menetapkan besarnya target pembangunan infrastruktur dan alokasi anggaran.

Industri infrastruktur, termasuk jalan tol, masih menjadi fokus pemerintah terutama dalam Pemulihan Ekonomi Nasional (PEN). Pemerintah bermaksud menambah pembangunan jalan tol baru hingga mencapai 4.500 km pada tahun 2024. Khusus tahun 2021, sepanjang 730 km dapat beroperasi, di antaranya ada di Jalan Tol Trans-Sumatera (428 km), area Metropolitan Jabodetabek (192 km) dan Pulau Jawa (110 km). Sementara untuk Jalan Tol Trans-Jawa akan berfokus kepada pengembangan, mengingat 959 km dari 1.144 km sudah beroperasi. Di sisi lain, pemerintah menargetkan sepanjang 2.400 km Jalan Tol Trans-Sumatera akan beroperasi pada tahun 2024.

Seiring dengan pertumbuhan panjang jalan tol yang beroperasi dari tahun ke tahun di Indonesia, Perseroan dengan seluruh anak usahanya optimis untuk tetap menjadi *market leader* dalam perusahaan jalan tol maupun pengoperasian jalan tol. Volume lalu lintas transaksi di ruas-ruas tol yang dikelola Grup Jasa Marga diperkirakan akan tetap tumbuh secara positif dan stabil, yang dapat dilihat dari data historis pertumbuhan pendapatan tol selama 43 tahun Jasa Marga berdiri dan dengan terciptanya konektivitas antara jalan tol baru dengan jalan tol yang sudah ada, sehingga memberikan jaminan pertumbuhan pendapatan berkesinambungan di masa yang akan datang.

Pada lini bisnis pengoperasian dan pemeliharaan jalan tol, Perseroan memiliki peluang besar untuk dapat memperluas pasarnya dan menjangkau lebih banyak pasar eksternal, yaitu pada ruas-ruas jalan tol yang tidak dimiliki Jasa Marga. Perseroan

The COVID-19 pandemic has hit Indonesia for about two years. Currently, the number of positive confirmed cases of COVID-19 in Indonesia is recorded to have increased, mainly due to the Delta variant. The government continues to make various efforts to handle COVID-19 cases so that there are no spikes and increases. The government is accelerating the vaccination program, so communal immunity or herd immunity is immediately achieved because of the belief that vaccination has a central role in handling COVID-19 and recovering the national economy.

The COVID-19 vaccination is expected to effectively restore physical activity and encourage the targeted economy to grow at a level of 4-5%. Investment in infrastructure is predicted to attract investor's attention again. This can be seen from the government's optimism in determining the amount of infrastructure development targets and budget allocations.

The infrastructure industry, including toll roads, is still the government's focus, especially in the National Economic Recovery (PEN). The government intends to add new toll road construction to reach 4,500 km by 2024. Specifically, in 2021, as long as 730 km can operate, including those on the Trans-Sumatra Toll Road (428 km), the Jabodetabek Metropolitan area (192 km), and Java Island (110 km). Meanwhile, the Trans-Java Toll Road will focus on development, considering that 959 km of the 1,144 km are already operating. On the other hand, the government targets that the 2,400 km Trans-Sumatra Toll Road will be operational by 2024.

Along with the growth in the length of toll roads operating from year to year in Indonesia, the Company and its subsidiaries are optimistic about remaining the market leader in toll road concessions and toll road operations. The volume of transaction traffic on toll roads managed by the Jasa Marga Group is expected to continue to grow positively and stably, which appears from historical data on the growth of toll revenues during Jasa Marga's 43 years of existence and the creation of connectivity between new and existing toll roads, thus guaranteeing sustainable revenue growth in the future.

In the toll road operation and maintenance business line, the Company has an excellent opportunity to expand its market and reach more external markets, namely toll road sections that Jasa Marga does not own. The Company also continues to innovate

juga terus berinovasi dalam mengimplementasikan teknologi pengoperasian dan pemeliharaan jalan tol yang tepat guna sehingga Perseroan dapat mencapai keunggulan bersaingnya melalui strategi biaya rendah (*cost leadership*). Masa konsesi jalan tol yang masih panjang, dimana paling cepat akan berakhir pada tahun 2044, menunjukkan bahwa bisnis jalan tol merupakan bisnis jangka panjang yang prospeknya juga hanya dapat terlihat dalam jangka panjang.

Di samping itu, terciptanya konektivitas antarwilayah akibat tersambungannya ruas-ruas jalan tol baru di berbagai wilayah juga akan semakin berkembang sehingga adanya bisnis prospektif yang terkait langsung dengan jalan tol seperti perusahaan iklan dan utilitas, penyewaan tenan dan pengelolaan tempat istirahat dan pelayanan, pengembangan *Toll Corridor Development* (TCD) dan/ atau *Transit Oriented Development* (TOD), diharapkan mampu menangkap peluang yang ada di depan.

in implementing suitable toll road operation and maintenance technology so that the Company can achieve its competitive advantage through a low-cost strategy (*cost leadership*). The long toll road concession period, which will end in 2044 at the earliest, shows that the toll road business is a long-term business whose prospects can only be seen in the long term.

In addition, the creation of inter-regional connectivity due to the connection of new toll road sections in various regions will also develop so that there are prospective businesses directly related to toll roads such as advertising and utility business, tenant rental, and management of rest and service areas, development of the Toll Corridor Development (TCD) and/or Transit-Oriented Development (TOD), are expected to be able to capture the opportunities that lie ahead.

ASPEK PEMASARAN MARKETING ASPECT

PANGSA PASAR

Pangsa Pasar

Pandemi COVID-19 memberikan dampak pada industri jalan tol, diantaranya karena berbagai kebijakan pemerintah dalam upaya menanggulangi kenaikan kasus dengan Pemberlakuan pembatasan kegiatan masyarakat (PPKM) pada level 1-4 berdasarkan kondisi kasus di masing-masing daerah. Hal tersebut mempengaruhi kenaikan mobilisasi masyarakat yang menyebabkan perbaikan pada volume lalu lintas kendaraan yang melintasi jalan tol, sehingga dapat lebih baik dari pada tahun sebelumnya.

Terdapat satu ruas dalam tender investasi jalan tol baru yakni ruas Gedebage-Tasikmalaya-Cilacap yang pada tahun 2021 masih dalam tahap menunggu penetapan pemenang lelang dari Menteri PUPR, dimana konsorsium JM telah Negoisiasi Final pada tanggal 26 Oktober 2021 dengan poin poin hasil negoisiasi sebagaimana tercantum pada Berita Acara Negoisiasi No. BA 07/BPJT/L/2021. Konsorsium atas ruas ini terdiri dari Jasa Marga (JM), Waskita, Pembangunan Perumahan (PP), Gama, Daya Mulya Turangga (DMT), Wijaya Karya (WIKA), dan Jasa Sarana.

Selain itu, Jasa Marga juga ikut serta dalam lelang investasi jalan tol Akses Patimban, dimana pada tanggal 30 Desember 2021 telah terbit undangan pelelangan dari Badan Pengatur Jalan Tol (BPJT)

The COVID-19 pandemic has impacted the toll road industry, among others, due to various government policies to overcome the increase in cases by imposing restrictions on community activities (PPKM) at levels 1-4 based on case conditions in each region. This affects the rise in community mobilization, which causes improvements in the volume of vehicle traffic crossing the toll roads so that it can be better than the previous year.

There is one segment in the new toll road investment tender, namely the Gedebage-Tasikmalaya-Cilacap section, which in 2021 is still in the auction winner determination waiting stage from the Minister of Public Works and Public Housing, where the JM consortium had Final Negotiations on October 26, 2021, with the points as stated in the negotiation results in the Minutes of Negotiations No. BA 07/BPJT/L/2021. The consortium for this segment consists of Jasa Marga (JM), Waskita, Housing Development (PP), Gama, Daya Mulya Turangga (DMT), Wijaya Karya (WIKA), and Jasa Sarana.

In addition, Jasa Marga also participated in the investment auction for the Patimban Access toll road, where on December 30, 2021, an auction invitation from the Toll Road Regulatory Agency

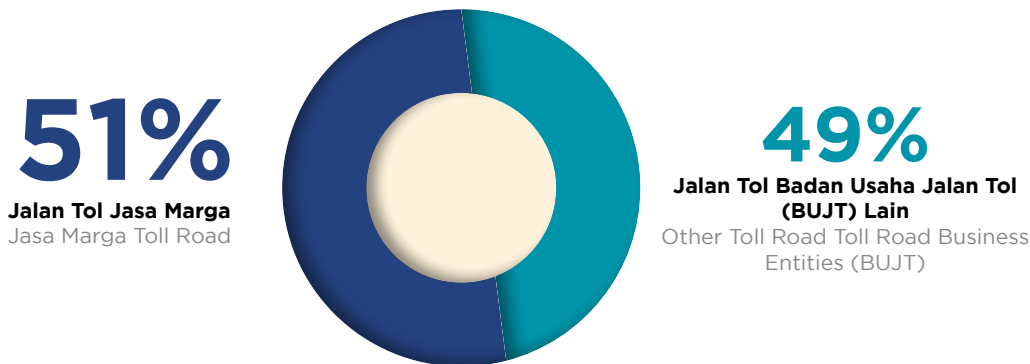
untuk mengikuti lelang pengusahaan jalan tol tersebut.

PT Jasa Marga (Persero) Tbk menguasai 51% *market share* (pangsa pasar) dari total jalan tol beroperasi di Indonesia atau sepanjang 1.246 km. Jasa Marga meyakini bahwa posisi Jasa Marga sebagai perusahaan jalan tol terbesar di Indonesia akan terus konsisten dalam memenuhi kebutuhan masyarakat individu dan perusahaan barang dan jasa yang bermobilitas tinggi untuk terus menyediakan layanan jalan tol yang aman dan nyaman.

(BPJT) was issued to participate in the auction for the toll road concession.

PT Jasa Marga (Persero) Tbk controls 51% of market shares (market share) of the total toll roads operating in Indonesia or 1,246 km. Jasa Marga believes that Jasa Marga's position as the largest toll road company in Indonesia will continue to be consistent in meeting the needs of individual communities and high-mobility of goods and services to continue to provide safe and comfortable toll road services.

Grafik Pangsa Pasar Jalan Tol Beroperasi
Graph of Operating Toll Road Market Share



STRATEGI PEMASARAN
Marketing Strategy

Bidang Pengembangan Jalan Tol

Dalam memperluas jaringan jalan tol yang dimilikinya, Jasa Marga terus berupaya untuk menambah kepemilikan konsesi ruas jalan tol baru dalam rangka untuk menumbuhkan aset dan bisnis jalan tolnya serta meningkatkan nilai Perusahaan di masa yang akan datang. Proyek jalan tol baru yang akan diperoleh tersebut tetap harus memenuhi parameter standar kelayakan investasi jalan tol dengan mempertimbangkan IRR Project lebih besar dari *Weighted Average Cost of Capital (WACC)* dan IRR *Equity* lebih besar dari *Cost of Equity*. Pengembangan usaha jalan tol dilakukan dengan menambah kepemilikan konsesi ruas jalan tol baru melalui keikutsertaan Jasa Marga dalam skema tender (lelang) yang diinisiasi oleh Pemerintah melalui Badan Pengatur Jalan Tol (BPJT), akuisisi kepemilikan saham dari pihak lain untuk dapat memiliki hak konsesi dari jalan tol yang telah berdiri sebelumnya baik yang masih dalam tahap konstruksi maupun operasi, atau dapat juga dilakukan dengan

Toll Road Development Sector

In expanding the toll road network, Jasa Marga strives to increase the ownership of new toll road concessions to grow the toll road assets and businesses and increase the Company's value in the future. The new toll road project that will be obtained must still meet the standard parameters of the toll road investment feasibility by considering the IRR Project greater than the *Weighted Average Cost of Capital (WACC)* and IRR *Equity* more significant than the cost of equity. The toll road businesses development is carried out by increasing ownership of new toll road concessions through Jasa Marga's participation in the Tender Scheme (auction) initiated by the government through the Toll Road Regulatory Agency (BPJT), acquisition of shared ownership from other parties to be able to have concession rights from the established toll road, as it be in the construction or operation phase, or propose the initiative project to the government for potential

mengajukan proyek prakarsa kepada Pemerintah untuk ruas-ruas tol potensial yang dianggap Jasa Marga memiliki kelayakan yang baik yang sesuai dengan kapasitas yang dimiliki Jasa Marga.

Bidang Pengoperasian Jalan Tol

Perseroan melalui PT Jasamarga Tollroad Operator (JMTO) senantiasa mewujudkan komitmennya untuk terus mempertahankan kualitas pelayanan dengan tetap memenuhi Standar Pelayanan Minimal (SPM) dan *Service Level Agreement* (SLA). Saat ini, JMTO gencar menerapkan strategi efisiensi berbasis teknologi dan memperkuat sinergi untuk terus tumbuh. Salah satunya melalui pengembangan *Electronic Toll Collection* (ETC) dengan menginisiasi proyek uji coba terbatas *Single Lane Free Flow* (SLFF) with barrier berbasis RFID atau sistem transaksi elektronik nirhenti. JMTO telah mengimplementasikan *Automatic Vehicle Classification* (AVC) untuk mengklasifikasi golongan kendaraan secara otomatis.

Ke depan, JMTO akan selalu melakukan inovasi berbasis teknologi untuk menjawab tantangan dan memberikan pelayanan terbaik bagi pengguna jalan tol demi meningkatkan nilai tambah bagi seluruh pengguna jasa dan pemangku kepentingan lainnya.

Bidang Pemeliharaan Jalan Tol

Dalam bidang pemeliharaan jalan tol, Perseroan memastikan terpenuhinya Standar Pelayanan Minimal (SPM) Jalan Tol sesuai dengan Keputusan Menteri PUPR No. 16/PRT-M/2014 tahun 2014, melalui Anak Usahanya di bidang pemeliharaan yaitu JMTM. Pada tahun 2021 JMTM telah memelihara jalan tol sepanjang 1.117,5 km yang tersebar di Indonesia melalui Kontrak Manajemen Bidang Pemeliharaan pada seluruh ruas milik Grup Jasa Marga. Selain melalui Kontrak Manajemen, JMTM juga mengikuti tender (lelang) konstruksi pemeliharaan yang diinisiasi oleh BUJT maupun perusahaan kontraktor dengan menghasilkan pekerjaan yang tepat mutu, tepat waktu, tepat biaya serta respon perbaikan kerusakan masa pemeliharaan.

Jasa Marga melalui JMTM juga terus melakukan berbagai inovasi untuk dapat memberikan nilai lebih dari segi efisiensi biaya pemeliharaan kepada perusahaan. Biaya pemeliharaan merupakan biaya yang perlu dikelola dengan cermat agar tidak menggerus pendapatan tol. Dengan adanya pengembangan teknologi yang sudah mulai dilakukan, JMTM dapat menyusun program pemeliharaan jalan tol dengan tepat sehingga dapat diperoleh biaya pemeliharaan yang optimal.

toll roads in which Jasa Marga has good feasibility per the capacity owned.

Toll Road Operations Sector

The Company, through PT Jasamarga Tollroad Operator (JMTO), continues to realize its commitment to continue to maintain service quality while still meeting Minimum Service Standards (SPM) and Service Level Agreements (SLA). Currently, JMTO is aggressively implementing a technology-based efficiency strategy and strengthening synergies to grow. One of them is developing the Electronic Toll Collection (ETC) by initiating a limited trial project of Single Lane Free Flow (SLFF) with an RFID-based barrier or a non-stop electronic transaction system. JMTO has implemented Automatic Vehicle Classification (AVC) to classify vehicle classes automatically.

In the future, JMTO will always make technology-based innovations to answer challenges and provide the best service for toll road users to increase added value for all service users and other stakeholders.

Toll Road Maintenance Sector

In the field of maintenance of the toll road, the Company fulfils the minimum service standard (SPM) toll roads following the Decree of the Minister of PUPR No. 16/PRT-M/2014 in 2014, through its subsidiary in the field of maintenance, JMTM. In 2021 JMTM had maintained a toll road of 1,117.5 km spread in Indonesia through the maintenance management contract on all sections belonging to the Jasa Marga Group. In addition to the management contract, JMTM also participated in the maintenance construction (auction) of maintenance initiated by BUJT and contractor companies by producing good quality work, timely, precise cost, and response to repair damage to the maintenance period.

Jasa Marga, through JMTM, also continues to carry out various innovations to be able to provide value more in terms of efficiency of maintenance costs to the Company. Maintenance costs are a cost that needs to be managed carefully so as not to erode toll income. With the development of technology that has been carried out, JMTM can compile toll road maintenance programs appropriately to optimize maintenance costs.

Bidang Pengembangan Usaha Prospektif

Pengembangan bisnis prospektif yang dijalankan oleh Perseroan saat ini terkait usaha pengelolaan TIP, usaha sewa iklan dan lahan untuk utilitas, pengembangan *transit corridor development* (TCD), *transit oriented development* (TOD) dan manajemen aset yang secara keseluruhan dikelola oleh PT Jasamarga Related Business (JMRB).

Prospective Business Development Sector

Currently, Prospective Business Development run by the Company is related to the business of managing TIP, advertising, and land rental businesses for utilities, Toll Corridor Development (TCD) development, transit-oriented development (TOD), and asset management. PT Jasamarga Related Business manages these (JMRB).

KEBIJAKAN DAN PEMBAYARAN DIVIDEN DIVIDEND POLICY AND PAYMENT

KEBIJAKAN DIVIDEN

Dividend Policy

Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, pembayaran dividen dilakukan berdasarkan keputusan Rapat Umum Pemegang Saham.

Perseroan selalu berupaya untuk memperhatikan hak para pemegang saham dengan tetap memperhatikan kondisi keuangan dan kinerja Perseroan pada tahun berjalan. Keputusan pembagian dividen Perseroan dikaitkan dengan beberapa pertimbangan antara lain, laba bersih pada tahun fiskal, kewajiban Perseroan untuk mengalokasikan dana cadangan sesuai dengan peraturan yang berlaku dan kebutuhan dana untuk rencana ekspansi bisnis lebih lanjut, tanpa mengurangi hak dari Rapat Umum Pemegang Saham Tahunan (RUPST) untuk menentukan sesuai dengan ketentuan Anggaran Dasar Perseroan.

Sesuai peraturan yang berlaku, Perseroan wajib melaksanakan pembayaran dividen tunai kepada pemegang saham yang berhak paling lambat 30 (tiga puluh) hari setelah diumumkannya ringkasan risalah RUPST yang memutuskan pembagian dividen tunai apabila Perseroan memutuskan melakukan penyetoran dividen.

PEMBAYARAN DIVIDEN

Dividend Payment

Pada tahun 2021, Perseroan tidak melakukan pembagian dividen atas kinerja keuangan tahun buku 2020, memperhatikan keputusan RUPST Perseroan tanggal 28 Mei 2021 dimana seluruh laba bersih atribusi pemilik entitas induk Perseroan tahun 2020 ditetapkan penggunaannya sebagai cadangan.

Keputusan tidak dilakukannya penyetoran dividen tersebut diambil dengan pertimbangan bahwa saat ini Perseroan perlu memperkuat likuiditas di tengah pandemi COVID-19 dan Perseroan masih

Based on Law No. 40 of 2007 concerning Limited Liability Companies, Dividend Payments are carried out based on the decision of the General Meeting of Shareholders.

The Company always strives to pay attention to the rights of the shareholders while still considering the financial condition and performance of the Company in the current year. The decision to distribute the Company's dividends is related to several considerations, including net profit earned for the fiscal year, the Company's obligation to allocate reserve funds in accordance with prevailing regulations and the need for funds for further business expansion plans, without prejudice to the rights of the Annual General Meeting of Shareholders (AGM) to determine in accordance with the provisions of the Company's Articles of Association.

Following applicable regulations, the Company is obliged to carry out cash dividend payments to shareholders who have the right no later than 30 (thirty) days after the announcement of the AGMS Minutes of Meeting summary which decides on the distribution of cash dividends if the Company chooses to deposit dividends.

In 2021, the Company did not distribute dividends on its financial performance for the 2020 fiscal year, taking into account the decision of the AGMS on May 28, 2021, in which all of the net profit attributable to the owners of the Company's parent entity in 2020 is set to be used as a reserve.

The decision to not pay out dividends was taken with the consideration that currently the Company needs to strengthen liquidity in the midst of the COVID-19 pandemic and the Company is still in the expansion

dalam tahap ekspansi bisnis jalan tol. Kronologis pembagian dividen Perseroan selama 5 (lima) tahun terakhir adalah sebagai berikut:

stage of the toll road business. The chronology of the Company's dividend distribution for the last 5 (five) years was as follows:

Tabel Pembayaran Dividen
Table of Dividend Payment

(dalam miliar Rupiah)
(in billion Rupiah)

Uraian Description	Tahun Buku Fiscal Year 2021	Tahun Buku Fiscal Year 2020	Tahun Buku Fiscal Year 2019	Tahun Buku Fiscal Year 2018	Tahun Buku Fiscal Year 2017
Laba Bersih Net Profit	1.615,3	501,1	2.207,1	2.202,6	2.200,3
Jumlah Saham Beredar Total Shares Outstanding	7.257.871.200	7.257.871.200	7.257.871.200	7.257.871.200	7.157.142.857
Laba Bersih per Saham Earning per Share	222,6	69,0	304,1	303,5	303,2
Jumlah Dividen yang Dibayarkan Dividend Paid	*	-	110,4	330,4	440,1
Rasio Pembayaran Dividen Dividend Payout Ratio	*	-	5%	15%	20%
Dividen per Saham (Rupiah penuh) Dividends per Share (full Rupiah amount)	*	-	15,20	45,52	60,63
Tanggal Pengumuman Dividen Dividend Announcement Date	*	-	11 Juni 2020 June 11, 2020	6 Mei 2019 May 6, 2019	10 April 2018 April 10, 2018
Tanggal Pembayaran Dividen Date of Dividend Payment	*	-	28 Mei 2019 May 28, 2019	11 Mei 2018 May 11, 2018	13 April 2017 April 13, 2017

* Akan diputuskan pada RUPS Tahunan Tahun Buku 2021
* It will be decided at the 2021 Fiscal Year Annual GMS.

Adapun besaran dividen dan pembayaran dividen atas kinerja keuangan tahun buku 2021 akan diputuskan pada Rapat Umum Pemegang Saham Tahunan tahun buku 2021 yang akan diselenggarakan di tahun 2022.

The amount of dividends and dividend payments for financial performance in the financial year 2021 will be decided at the Annual General Meeting of Shareholders of the 2021 book, held in 2022.

PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN MANAJEMEN (ESOP/MSOP)

PROGRAM OF SHARE OWNERSHIP BY EMPLOYEES AND MANAGEMENT (ESOP/MSOP)

Sepanjang tahun 2021, Perseroan tidak memiliki program Kepemilikan Saham oleh Karyawan dan Manajemen atau *Employee Stock Option Program* (ESOP) dan *Management Stock Option Program* (MSOP).

Throughout 2021, the Company did not have a share ownership program by employees and management or *Employee Stock Option Program* (ESOP) and *Management Stock Option Program* (MSOP).

PROGRAM ESA

ESA Program

Perseroan memiliki program Penjatahan Saham Karyawan (*Employee Stock Allocation/ESA*) yang bertujuan agar karyawan menumbuhkan rasa memiliki terhadap Perseroan dengan harapan dapat memacu produktivitas kerja, yang pada gilirannya berdampak pada kinerja korporasi secara keseluruhan.

The Company has an *Employee Stock Allocation (ESA)* program which aims to make employees have a sense of belonging to the company in the hope of spurring work productivity, which in turn has an impact on overall corporate performance.

Program ESA terdiri dari:

1. Saham Bonus

Komisaris (selain Komisaris Independen), Direksi dan seluruh karyawan tetap Perseroan yang memenuhi kriteria tertentu dapat menerima Saham Bonus pada saat Penawaran Umum Perdana (*Initial Public Offering-IPO*) sebesar ekuivalen dengan satu bulan gaji bulan Juni 2007. Perusahaan mengantisipasi untuk memberikan sekitar 11.862.000 saham di dalam skema Saham Bonus yang diberikan kepada Komisaris non Independen, Direksi dan karyawan masing-masing sebesar 1,7% dan 98,3%.

2. Saham Jatah Pasti

Selain Saham Bonus, peserta juga diberi kesempatan membeli Saham Jatah Pasti pada saat IPO. Jumlah Saham Jatah Pasti sekitar 192.138.000 lembar saham. Saham Jatah Pasti diberlakukan penjatahan secara proporsional berdasarkan gaji bulanan karyawan dan beberapa pembatasan tertentu lainnya.

Jumlah Saham ESA

Rapat Umum Pemegang Saham Luar Biasa pada tanggal 12 September 2007 menyetujui pelaksanaan Program ESA, dengan memberikan kesempatan bagi peserta untuk memiliki maksimum 10% dari saham yang ditawarkan kepada publik (atau sebanyak 204.000.000 lembar).

Jangka Waktu ESA

Saham Bonus (salah satu program ESA) tidak dapat dijual maupun dipindahtangankan selama 3 (tiga) tahun (periode *lock up*).

Persyaratan Peserta Program ESA

Sesuai Surat Keputusan Direksi No. 182.1/KPTS/2007 tentang Program Kepemilikan Saham oleh Karyawan dan Manajemen PT Jasa Marga (Persero) Tbk, peserta program ESA adalah Karyawan Tetap, Direksi, Dewan Komisaris yang bukan Komisaris Independen, Sekretaris Dewan Komisaris, dan Staf Sekretaris Direksi yang tercatat dalam Administrasi Sistem Informasi Manajemen Sumber Daya Manusia Perseroan pada tanggal 31 Oktober 2007.

Harga Exercise

Tidak ada harga *exercise* karena diperuntukan bagi program ESA. Harga saham pada saat IPO adalah sebesar Rp1.700 per lembar saham.

The ESA program consists of:

1. Bonus Stock

Commissioners (in addition to Independent Commissioners), Directors and all permanent employees of the Company who meet specific criteria can receive bonus shares during the initial public offering (IPO) of equivalent with one month salary in June 2007. The Company anticipates providing around 11,862,000 shares in the bonus stock scheme given to non-independent commissioners, directors, and employees of 1.7% and 98.3%, respectively.

2. Definitional Ration Shares

In addition to Bonus Shares, participants are also given the opportunity to purchase Certain Ration Shares during the IPO in which the total reach approximately 192,138,000 shares. Allotment Shares Must be applied proportionally based on employee monthly salary and certain other restrictions.

Amount of ESA

The Extraordinary General Meeting of Shareholders on September 12, 2007 approved the ESA Program implementation, by providing an opportunity for participants to have a maximum of the 10% of shares offered to the public (204,000,000 shares).

Duration of ESA

Bonus shares (one of the ESA programs) cannot be sold or transferred for 3 (three) years (lock up period).

Requirements for ESA Program Participants

In accordance with Directors Decree No. 182.1/KPTS/2007 concerning the Employee and Management Share Ownership Program of PT Jasa Marga (Persero) Tbk, ESA program participants are Permanent Employees, Directors, Board of Commissioners who are not Independent Commissioners, Secretary of the Board of Commissioners, nor Staff Secretary of the Directors recorded in the System Administration Information on the Company's Human Resources Management on October 31, 2007.

Exercise Price

Because it is an ESA Program, there is no exercise price. The share price at the time of the IPO was Rp1,700 per share.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

REALIZATION OF USE OF PUBLIC OFFERING PROCEEDS

REALISASI PENGGUNAAN OBLIGASI

The Use of Funds from the Public Offer

Perseroan menerbitkan Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 dengan tingkat bunga tetap sebesar Rp2,0 triliun pada 9 September 2020. Sesuai dengan prospektus, dana hasil Penawaran Umum Obligasi setelah dikurangi dengan biaya-biaya emisi akan digunakan seluruhnya untuk modal kerja Jasa Marga.

The Company issued Shelf Registration Bond II Jasa Marga Phase I Year 2020 with a fixed interest rate of Rp2.0 trillion on September 9, 2020. Based on the prospectus, the proceeds from Bonds Public Offering after net of the underwriting costs will be used entirely as Jasa Marga's working capital.

Tabel Realisasi Penggunaan Dana Hasil Penawaran Umum
Table of Realization of Use of Public Offering Proceeds

(dalam jutaan Rupiah)
(in million Rupiah)

No	Jenis Penawaran Umum Type of Public Offering	Tanggal Efektif Effective Date	Uraian Uraian			Rencana Penggunaan Dana Menurut Prospektus Proceeds Utilization Plan According to the Prospectus	Realisasi Penggunaan Dana Menurut Prospektus Proceeds Realization According to the Prospectus	Sisa Dana Hasil Penawaran Umum Remaining Funds from Public Offering
			Jumlah Hasil Penawaran Umum Number of Public Offering Results	Biaya Penawaran Umum Public Offering Fee	Hasil Bersih Net Results			
1	Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 Jasa Marga Continuing Public Offering Bond II Phase I Year 2020	8 September 2020 September 8, 2020	2.000.000	8.100	1.991.899	1.991.899	1.991.899	0

Adapun rincian realisasi penggunaan dana Obligasi adalah sebagai berikut:

The details of the realization of the use of Bond funds are as follows:

Tabel Rincian Realisasi Penggunaan Dana Obligasi
Table of Detail Bonds Proceeds Realization

(dalam Rupiah penuh)
(in fully Rupiah)

No	Realisasi Penggunaan Dana Obligasi Bonds Proceeds Realization	Jumlah Jumlah
Modal Kerja Working Capital		
1	Modal Kerja Operasional Operational Working Capital	1.180.905.108.271
2	Dana Talangan Tanah PT Cinere Serpong Jaya (CSJ) Land Bridging Fund for PT Cinere Serpong Jaya (CSJ)	26.767.771.146
3	Pinjaman Pemegang Saham PT Jasamarga Balikpapan Samarinda (JBS) Shareholders Loans PT Jasamarga Balikpapan Samarinda (JBS)	109.725.000.000
4	Pinjaman Pemegang Saham PT Jasamarga Semarang Batang (JSB) Shareholders Loans PT Jasamarga Semarang Batang (JSB)	39.900.000.000

Tabel Rincian Realisasi Penggunaan Dana Obligasi
Table of Detail Bonds Proceeds Realization(dalam Rupiah penuh)
(in fully Rupiah)

No	Realisasi Penggunaan Dana Obligasi Bonds Proceeds Realization	Jumlah Jumlah
5	Dana Talangan Tanah PT Jasamarga Semarang Batang (JSB) Land Bridging Fund for PT Jasamarga Semarang Batang (JSB)	370.692.414.205
6	Dana Talangan Tanah PT Cinere Serpong Jaya (CSJ) Land Bridging Fund for PT Cinere Serpong Jaya (CSJ)	216.028.932.058
7	Pinjaman Pemegang Saham PT Jasamarga Solo Ngawi (JSN) Shareholder Loans of PT Jasamarga Solo Ngawi (JSN)	47.880.000.000
Total		1.991.899.225.680

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, seluruh dana hasil penawaran umum obligasi telah digunakan sesuai rencana penggunaan dana yang diungkapkan dalam Prospektus dan telah dilaporkan kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI) melalui Surat No. BF.KU09.02.18 tanggal 13 Januari 2021 perihal Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 per 31 Desember 2020. Laporan realisasi tersebut juga telah dimasukkan ke dalam salah satu Mata Acara Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2020 yang telah diselenggarakan pada tanggal 27 Mei 2021, serta telah disahkan dalam RUPST tersebut sesuai dengan Berita Acara RUPST Nomor 47 Tahun 2021.

Following Financial Services Authority Regulation Number 30/POJK.04/2015 concerning Report on the Realization of the Use of Proceeds from the Public Offering, all proceeds from the public offering of bonds have been used according to the planned use of funds disclosed in the Prospectus and have been reported to the Financial Services Authority (OJK) and Indonesia Stock Exchange (IDX) through Letter Number BF.KU09.02.18 dated January 13, 2021, regarding the Report on the Realization of the Use of Proceeds from the Public Offering of Jasa Marga's Senior Debt Shelf II Phase I Year 2020 as of December 31, 2020. The realization report has also been included in one of the agendas of the Annual General Meeting of Shareholders (AGMS) for the Fiscal Year 2020, which was held on May 27, 2021, and has been ratified at the AGMS following the Minutes of the AGMS Number 47 of 2021.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI, DAN RESTRUKTURISASI UTANG DAN MODAL

MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS COMBINATION/MERGER, ACQUISITION, AND DEBT AND CAPITAL RESTRUCTURING

Pada Tahun 2021, Perseroan melakukan divestasi kepemilikan saham pada PT Marga Lingkar Jakarta. Atas transaksi tersebut, Perseroan memperoleh keuntungan sebesar Rp786,5 miliar yang diakui dalam keuntungan dari pelepasan investasi.

In 2021, the Company divested share ownership at PT Marga Lingkar Jakarta. For these transactions, the Company obtained a profit of Rp786.5 billion, which was recognized as gain on divestment.

Selain itu, Perseroan melakukan divestasi PT Jasamarga Pandaan Malang. Atas transaksi tersebut, Perseroan memperoleh keuntungan sebesar Rp796,8 miliar yang diakui dalam keuntungan dari pelepasan investasi.

In addition, the Company divested PT Jasamarga Pandaan Malang. On this transaction, the Company earned a profit of Rp796.8 billion, which was recognized as gain on divestment.

Selama tahun 2021, Perseroan tidak melakukan penggabungan/peleburan usaha, akuisisi, maupun restrukturisasi utang dan modal, sehingga informasi tentang hal-hal tersebut tidak disajikan di dalam Laporan Tahunan ini.

In 2021, the Company did not do business merger/combination, acquisition, and restructuring of debt and capital, so this annual report did not include information about these things.

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI

INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES

TRANSAKSI PIHAK AFILIASI

Transactions with Affiliated Parties

Hingga 31 Desember 2021, Perseroan tidak melakukan transaksi material yang mengandung benturan kepentingan.

As of December 31, 2021, the Company did not execute any material transaction containing conflict of interest.

TRANSAKSI PIHAK BERELASI

Transactions with Related Parties

Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7 (Revisi 2010), "Pengungkapan Pihak-Pihak Berelasi".

The Group conducts transactions with Related parties as defined in PSAK 7 (Revised in 2010), "Disclosure of Related Party".

NAMA PIHAK DAN SIFAT HUBUNGAN BERELASI

Name of Parties and Nature of Related Relationship

Pihak-pihak berelasi adalah perusahaan dan perorangan yang mempunyai keterkaitan kepemilikan atau pengurusan secara langsung maupun tidak langsung dengan Perseroan. Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Perseroan beserta sifat dari transaksi tersebut.

Related parties are companies and individuals who have direct or indirect ownership or management relationship with the Company. The table below shows the details of the related parties to the Company and the nature of these transactions.

Tabel Pihak dan Sifat Hubungan Berelasi
Table of Party and Nature of Related Transactions

Pihak Berelasi Related Parties	Hubungan Nature of Transaction	Jenis Transaksi Nature of Relationship
Pemerintah Republik Indonesia Kementerian Keuangan Kementerian Pekerjaan Umum Government of the Republic of Indonesia Ministry of Finance Ministry of Public Works	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Hak Konsesi atas Ruang Tol, Utang Bantuan Pemerintah, Dana Talangan Pembebasan Tanah dan Perpajakan Concession Rights on Toll Space, Government Assistance Debt, Land Acquisition and Taxation bailout funds
PT Adhi Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol Contractors in the Construction and Maintenance of Fixed Assets and Toll Roads
PT Aneka Tambang Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Penghargaan Masa Kerja kepada Karyawan Service Time Awards to Employees Expenses

Tabel Pihak dan Sifat Hubungan Berelasi
Table of Party and Nature of Related Transactions

Pihak Berelasi Related Parties	Hubungan Nature of Transaction	Jenis Transaksi Nature of Relationship
BPJS Kesehatan	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Asuransi Kesehatan Karyawan Employee Health Insurance Expenses
PT Asuransi Jiwasraya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Asuransi Jiwa Pensiunan Karyawan Life Insurance Expenses for Retired Employees
PT Bank Mandiri (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Investasi Jangka Pendek, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi, Biaya Keuangan dan Pendapatan Bunga Placement of Demand Deposits, Time Deposits, Short-term Investments, Restricted Funds, Working Capital Credit Facilities, Syndicated Credit Facilities, Finance Fees and Interest Income
PT Bank Negara Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Bank untuk Pengumpulan Tol, Biaya Keuangan dan Pendapatan Bunga Placement of Demand Deposits, Time Deposits, Investment Credit Facilities, Syndicated Credit Facilities, Banks for Toll Collection, Finance Fees and Interest Income
PT Bank Rakyat Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Bank untuk Pengumpulan Tol, Biaya Keuangan dan Pendapatan Bunga Placement of Demand Deposits, Time Deposits, Investment Credit Facilities, Syndicated Credit Facilities, Banks for Toll Collection, Finance Fees and Interest Income
PT Bank Tabungan Negara (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Biaya Keuangan dan Pendapatan Bunga Placement of Demand Deposit, Time Deposits, Investment Credit Facilities, Syndicated Credit Facilities, Finance Fees and Interest Income
PT Sarana Multi Infrastruktur (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Pinjaman kepada Lembaga Keuangan Bukan Bank Loans to Non-Bank Financial Institutions
Lembaga Pembiayaan Ekspor Impor	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Pinjaman kepada Lembaga Keuangan Bukan Bank Loans to Non-Bank Financial Institutions
PT Hutama Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol Contractors in the Construction and Maintenance of Fixed Assets and Toll Roads
PT Istaka Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Contractors in the Construction and Maintenance of Fixed Assets and Roads
BPJS Ketenagakerjaan	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Asuransi Kecelakaan Kerja Karyawan, Pemegang Saham Non Pengendali Employee Work Accident Insurance Expense, Non-controlling Shareholders
PT Nindya Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Contractors in the Construction and Maintenance of Fixed Assets and Roads

Tabel Pihak dan Sifat Hubungan Berelasi
Table of Party and Nature of Related Transactions

Pihak Berelasi Related Parties	Hubungan Nature of Transaction	Jenis Transaksi Nature of Relationship
PT Pembangunan Perumahan (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Dana Talangan Tanah Contractors in the Construction and Maintenance of Fixed Assets and Land Bridging Fund
PT Perusahaan Listrik Negara (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Beban Listrik Peralatan Tol dan Gedung Electricity Expenses for Toll and Building Equipment
PT Waskita Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan, Dana Talangan Tanah Contractors in the Construction and Maintenance of Fixed Assets and Roads, Land Bailout Fund
PT Wijaya Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan, Dana Talangan Tanah Contractors in the Construction and Maintenance of Fixed Assets and Roads, Land Bailout Fund
Wika - Adhi - Hutama JO	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol Contractors in the Construction and Maintenance of Fixed Assets and Toll Roads
Koperasi Jasa Marga Bhakti	Pengendalian Manajemen Kunci Key Management Control	Pembelian Aset dan Perlengkapan, Beban <i>Outsourcing</i> Pegawai, Sewa Kendaraan dan Peralatan Tol Purchase of Asset and Equipment, Employee Outsourcing Expenses, Vehicle Rental and Toll Equipment
Dana Pensiun Jasa Marga	Pengendalian Manajemen Kunci Key Management Control	Penempatan Dana Imbalan Kerja Karyawan Employee Benefits Fund Placement
PT Pilar Sinergi BUMN Indonesia	Entitas Asosiasi Associated Company	Investasi pada Perusahaan Asosiasi dan Pinjaman Pemegang Saham Investments in Associates and Shareholder Loans
Badan Pengatur Jalan Tol	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Liabilitas Pembebasan Tanah Land Acquisition Liabilities
PT Brantas Abipraya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol Contractors in the Construction and Maintenance of Fixed Assets and Toll Roads
PT Virama Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol Contractors in the Construction and Maintenance of Fixed Assets and Toll Roads

REALISASI TRANSAKSI

Realization of Transactions

Dalam kegiatan usahanya, Perseroan melakukan transaksi dengan pihak-pihak berelasi yang dilakukan dengan syarat-syarat dan kondisi normal. Transaksi ini termasuk pembayaran oleh Perseroan atas beban-beban pihak-pihak berelasi atau sebaliknya.

In its business activities, the Company conducts transactions with related parties under standard terms and conditions. This transaction includes payments by the Company at the expense of associated parties or vice versa.

Saldo transaksi dengan pihak berelasi pada tanggal 31 Desember 2021 dan 31 Desember 2020 adalah sebagai berikut:

The balances of transactions with related parties as of December 31, 2021, and December 31, 2020, are as follows:

Tabel Realisasi Transaksi Pihak Berelasi
Table of Transaction with Related Party Realization

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Description	2021	2020	Pertumbuhan (Penurunan) Growth (Decrease)	
			Rp	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Aset Assets				
Kas dan Setara Kas Cash and Cash Equivalents	4.679.034	3.625.940	1.053.094	29,0%
Piutang Lain-Lain Lancar Other Current Receivables	1.583.274	4.278.608	(2.695.334)	(63,0%)
Piutang Lain-Lain Tidak lancar Other Non-current Receivables	1.858.535	2.231.854	(373.319)	(16,7%)
Dana Dibatasi Penggunaannya Restricted Funds	400.942	685.848	(284.906)	(41,5%)
Liabilitas Liabilities				
Utang Usaha Accounts Payable	29.906	34.087	(4.181)	(12,3%)
Utang Kontraktor Jangka Pendek Short-term Contractors Payable	840.387	1.414.358	(573.971)	(40,6%)
Utang Kontraktor Jangka Panjang Long-term Contractor Payable	249.139	473.921	(224.782)	(47,4%)
Beban Akrua Accrued Expenses	3.345.520	4.518.087	(1.172.567)	(26,0%)
Utang Bank Jangka Pendek Short-term Bank Loans	231.451	2.970.185	(2.738.734)	(92,2%)
Utang Bank Jangka Panjang - Bagian Jangka Pendek Long-term Bank Loan - Short-term Segment	2.720.926	406.931	2.313.995	568,6%
Utang Bank Jangka Panjang - Bagian Jangka Panjang Long-term Bank Loan - Long-term Segment	26.430.521	29.528.029	(3.097.508)	(10,5%)
Total Utang Bank Total Bank Loan	29.382.898	32.905.145	(3.522.247)	(10,7%)
Utang Lembaga Keuangan Bukan Bank - bagian Jangka Pendek Long-term Loans of Non-Bank Financial Institution- Short-term Segment	241.000	29.800	211.200	708,7%
Utang Lembaga Keuangan Bukan Bank Jangka Panjang - Bagian Jangka Panjang Long-term Loans of Non-Bank Financial Institution - Long-term Segment	1.101.660	1.390.790	(289.130)	(20,8%)
Liabilitas Pembebasan Tanah Jangka Panjang - Bagian Jangka Pendek Long-term Land Acquisition Liabilities - Short-term Segment	1.588.542	1.588.542	0	0,0%
Liabilitas Pembebasan Tanah Jangka Panjang - Bagian Jangka Panjang Long-term Land Acquisition Liabilities - Long-term Segment	109.008	109.008	0	0,0%

KEWAJARAN DAN ALASAN DILAKUKAN TRANSAKSI

Fairness and Reason of the Transactions

Seluruh transaksi yang dilakukan hingga Desember 2021 dilakukan secara wajar (*Arm's Length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai peraturan perundang-undangan. Transaksi dilakukan atas dasar alasan kebutuhan Perseroan dan bebas dari konflik kepentingan.

Jasa Marga melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7 (Revisi 2010), "Pengungkapan Pihak-pihak Berelasi". Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan konsolidasian yang terkait.

All transactions made until December 2021 are carried out fairly (*Arm's Length*) and following standard commercial requirements. The fairness of transactions with related parties or containing conflicts of interest has been carried out somewhat following the laws and regulations. Transactions are carried out based on the Company's needs and are free from conflicts of interest.

As defined in PSAK 7 (Revised 2010), Jasa Marga conducts transactions with related parties, "Related Party Disclosures." All significant transactions and balances with related parties are disclosed in the associated notes to the consolidated financial statements.

PEMEMUHAN PERATURAN DAN KETENTUAN TERKAIT

Fulfillment of Related Provisions and Regulations

Transaksi dengan pihak afiliasi yang dilakukan Perusahaan telah sesuai dengan Peraturan Bapepam dan LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik", yang didefinisikan antara lain:

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Grup (entitas pelapor):

1. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - a. Memiliki pengendalian atau pengendalian bersama entitas pelapor;
 - b. Memiliki pengaruh signifikan atas entitas pelapor; atau
 - c. Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
2. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
 - a. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain);
 - b. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
 - c. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - d. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;

Transactions with affiliates conducted by the Company are per Bapepam and LK Regulation No. KEP-347/BL/2012 dated June 25, 2012, concerning "Presentation and Disclosure of Financial Statements of Issuers or Public Companies," which is defined among others:

Related parties are persons or entities related to the Group (reporting entity):

1. The person or the closest family member has a relationship with the reporting entity if that person:
 - a. Has control or joint control of the reporting entity;
 - b. Has significant influence over the reporting entity; or
 - c. Is a key management personnel of the reporting entity or the parent of the reporting entity.
2. An entity is related to a reporting entity if one of the following conditions is met:
 - a. The entity and the reporting entity are members of the same business group (meaning that the parent, subsidiary, and subsequent subsidiaries are related to other entities);
 - b. One entity is an associate or joint venture of another entity (or an associate or joint venture that is a member of a business group, of which the other entity is a member);
 - c. The two entities are joint ventures of the same third party;
 - d. One entity is a joint venture of a third entity, and the other entity is an associate of a third entity;

- e. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
- f. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam angka (1);
- g. Orang yang diidentifikasi dalam angka (1) (2) memiliki pengaruh signifikan atas entitas atau personel manajemen kunci entitas (atau entitas induk dari entitas); dan
- h. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personel manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Transaksi signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan konsolidasian.

- e. The entity is a post-employment benefit plan for employee benefits of either the reporting entity or an entity related to the reporting entity. If the reporting entity is the entity that administers the program, the sponsoring entity is also associated with the reporting entity;
- f. An entity that is controlled or jointly controlled by the person identified in number (1);
- g. The person identified in (1) (2) has significant influence over the entity or the key management personnel of the entity (or a parent of the entity); and
- h. The entity, or a member of a group to which the entity is a part, provides critical management personnel services to the reporting entity or the parent of the reporting entity.

Whether or not carried out under the same terms and conditions as those with third parties, significant transactions with related parties are disclosed in the consolidated financial statements.

KEBIJAKAN MEKANISME REVIU ATAS TRANSAKSI DAN PEMENUHAN PERATURAN TERKAIT

Review Mechanism Policy on Transactions and Compliance with Related Regulations

Perseroan memiliki kebijakan mengenai persyaratan dan kondisi transaksi yang mengandung benturan kepentingan dan/atau transaksi dengan pihak berelasi. Secara umum persyaratan dan kondisi transaksi dengan pihak berelasi dilakukan sebagaimana dengan pihak ketiga yang di-review oleh Komite Audit serta wajib mendapatkan persetujuan dari Dewan Komisaris. Selama tahun 2021, tidak terdapat pelanggaran atas peraturan perundang-undangan terkait dengan transaksi dengan pihak berelasi serta tidak terdapat transaksi yang mengandung benturan kepentingan.

The Company has a policy regarding the terms and conditions of transactions that contain conflicts of interest and/or transactions with related parties. The terms and conditions of transactions with related parties are generally carried out as with third parties, reviewed by the Audit Committee. They must obtain approval from the Board of Commissioners. In 2021, there were no violations of laws and regulations related to transactions with related parties, and there were no transactions containing conflicts of interest.

KEPATUHAN PEMBAYARAN PAJAK

TAX PAYMENT COMPLIANCE

Perseroan memiliki kontribusi kepada negara yang diwujudkan melalui pemenuhan kewajiban Perusahaan sebagai wajib pajak dan sebagai pemotong/pemungut pajak. Sebagai wajib pajak, kontribusi terbesar Perusahaan adalah memenuhi kewajiban PPh Badan. PPh Badan yang disetorkan di tahun 2021 adalah sebesar Rp1.344,2 miliar, naik 5,3% dibandingkan tahun 2020 sebesar Rp1.277,0 miliar.

Rincian pembayaran pajak tahun 2021 dan 2020 adalah sebagai berikut:

The Company has a contribution to the state, which is realized through fulfilling the Company's obligations as a taxpayer and as a tax cutter/collector. As a taxpayer, the Company's most significant contribution is to fulfill its corporate income tax obligations. The Corporate Income Tax paid for 2021 was Rp1,344.2 billion or increased by 5.3% compared to 2020, which was recorded at Rp1,277.0 billion.

The details of the 2021 and 2020 tax payments are as follows:

Tabel Pembayaran Pajak di Tahun 2021
Table of Tax Payment in 2021

(dalam jutaan Rupiah)
(in million Rupiah)

Uraian Pajak Tax Description	2021	2020
PPH Pasal 25 dan 29 Income Tax Article 25 and 29	672.577	420.404
PPH Pasal 21 Income Tax Article 21	52.764	70.822
PPH Pasal 22 Income Tax Article 22	152	629
PPH Pasal 23 Income Tax Article 23	24.463	30.457
PPH Pasal 26 Income Tax Article 26	146	67.456
PPH Final Final Income Tax	32.845	43.587
PPN Keluaran Output Value-Added Tax	6.752	4.929
PPN Pungut Input Value-Added Tax	187.777	222.113
PBB Property Tax	366.741	416.579
Total	1.344.216	1.276.976

Hingga 31 Desember 2021, tidak terdapat ketidakpatuhan Perseroan dalam kewajiban membayar pajak (NIHIL).

As of December 31, 2021, there is no non-compliance by the Company in paying taxes (NIL).

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN TERHADAP PERSEROAN PADA TAHUN BUKU TERAKHIR

CHANGES TO THE LAWS AND REGULATIONS ON THE COMPANY IN THE LAST FINANCIAL YEAR

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2021
Table of Law and Regulation to the Company in 2021

No.	Peraturan Regulations	Penjelasan Explanations	Pengaruh terhadap Perseroan Influence on the Company
1	Peraturan Pemerintah Republik Indonesia No. 19 Tahun 2021 Penyelenggaraan Pengadaan Tanah bagi Pembangunan untuk Kepentingan Umum Government Regulation of the Republic of Indonesia No. 19 of 2021 Implementation of Land Procurement for Development in the Public Interest	Setiap tanah yang diperoleh sehubungan dengan perkembangan kepentingan publik harus digunakan untuk berbagai tujuan spesifik yang terdaftar di dalam Peraturan diantaranya jalan tol dengan memperhatikan tahapan pengadaan tanah tecantum dalam Peraturan sebagaimana dimaksud. Any land acquired in connection with the development of public interest must be used for various specific purposes listed in the Regulations, including toll roads by taking into account the stages of land acquisition as stated in the Regulations as intended.	Proses pembebasan lahan diharapkan lebih cepat sehingga jalan tol dapat dioperasikan dengan lebih efisien. The land acquisition process is expected to be faster so that toll roads can be operated more efficiently.
2	Peraturan Pemerintah Republik Indonesia Nomor 42 Tahun 2021 Kemudahan Proyek Strategis Nasional Government Regulation of the Republic of Indonesia Number 42 of 2021 Convenience of National Strategic Projects	Sebagai dasar hukum pemberian fasilitas kepada pemerintah pusat, pemerintah daerah dan/atau badan usaha berkaitan dengan penyelesaian proyek strategis nasional, yang pada intinya menetapkan rincian berbagai jenis kemudahan yang diberikan untuk mempercepat penyelesaian proyek strategis nasional. As a legal basis for providing facilities to the central government, regional governments and/or business entities related to the completion of national strategic project, which in essence stipulates the details of various types of facilities provided to accelerate the completion of national strategic projects.	Kemudahan Proyek Strategis Nasional dapat diberikan pada tahapan proyek tertentu, khususnya pada Perseroan yaitu Tahap Konstruksi dan Operasi yaitu: 1. PJKP akan mengendalikan pelaksanaan Proyek Strategis Nasional melalui dimulainya pekerjaan konstruksi dan dengan memperhatikan standar keamanan, keselamatan, kesehatan, dan keberlanjutan. 2. PJKP wajib menyelesaikan inventarisasi dan rencana pengelolaan aset paling lama enam bulan sebelum perjanjian kerja sama berakhir. 3. Penilaian dan penyerahan aset hasil dari kerja sama harus dilakukan secara proporsional sesuai dengan perjanjian kerja sama. 4. Pejabat pemerintahan terkait dapat bekerja sama dengan badan usaha dalam pengoperasian dan/atau pemeliharaan infrastruktur setelah kontrak kerja sama berakhir. Convenience of National Strategic Projects can be provided at certain project stages, especially for the Company, namely the Construction and Operation Stage, namely: 1. The PJKP will control the implementation of the National Strategic Project through the commencement of construction work and with due observance of security, safety, health and sustainability standards. 2. The PJKP must complete the inventory and asset management plan no later than six months before the end of the cooperation agreement. 3. Valuation and delivery of assets resulting from cooperation must be carried out proportionally in accordance with the cooperation agreement. 4. Relevant government officials can cooperate with business entities in the operation and/or maintenance of infrastructure after the cooperation contract ends.

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2021
Table of Law and Regulation to the Company in 2021

No.	Peraturan Regulations	Penjelasan Explanations	Pengaruh terhadap Perseroan Influence on the Company
3	Peraturan Menteri BUMN No. PER-11/MBU/07/2021 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara Regulation of the Minister of BUMN No. PER-11/MBU/07/2021 concerning Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises	Kriteria larangan rangkap jabatan pada Direksi BUMN, serta penjelasan terkait honorarium Direksi BUMN yang menjabat sebagai komisaris di afiliasinya. Criteria for the prohibition of concurrent positions on the Board of Directors of SOEs, as well as an explanation regarding the honorarium for Directors of SOEs who serve as commissioners in their affiliates.	Anggota Direksi yang merangkap jabatan sebagai dewan komisaris pada anak perusahaan BUMN/perusahaan terafiliasi BUMN yang bersangkutan. Direksi tersebut hanya berhak atas penghasilan tertinggi dari jabatan yang dirangkapnya, kecuali ada ketentuan lain dari menteri BUMN. The Board of Directors' member who holds concurrent positions on the Board of Commissioners in a subsidiary of the state-owned company/state-owned affiliated company concerned. The Board of Directors is only entitled to the highest income from the position he holds, unless there are other provisions from the Minister of SOEs.
4	Peraturan Menteri BUMN No. PER-05/MBU/04/2021 Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara Regulation of the Minister of BUMN No. PER-05/MBU/04/2021 Social and Environmental Responsibility Program for State-Owned Enterprises	Perubahan program bina lingkungan menjadi tanggung jawab sosial dan lingkungan badan usaha (TJSL), menurut ISO 26000 merupakan tanggung jawab perusahaan atas dampak dari keputusan dan aktivitasnya terhadap masyarakat dan lingkungannya yang sejalan dengan pembangunan berkelanjutan atau SDG. The change in the environmental development program into a corporate social and environmental responsibility (TJSL), according to ISO 26000 is the company's responsibility for the impact of its decisions and activities on society and the environment in line with sustainable development or SDGs.	<ol style="list-style-type: none"> 1. Pemberian modal kerja dalam bentuk pinjaman dan/atau pembiayaan syariah dengan jumlah pinjaman dan/atau pembiayaan syariah untuk setiap usaha mikro dan usaha kecil paling banyak Rp250.000.000. 2. Pinjaman tambahan dalam bentuk pinjaman dan/atau pembiayaan syariah untuk membiayai kebutuhan yang bersifat jangka pendek maksimal 1 tahun untuk memenuhi pesanan dari rekanan usaha mikro dan usaha kecil dengan jumlah paling banyak Rp100.000.000. 3. Bantuan harus berdasarkan analisis pembangunan berkelanjutan. 4. Sumber dana TJSL berdasarkan pada yang disebutkan dalam pasal (20) ayat 1 dan 2. 5. Wajib membuat komite TJSL. 6. Wajib mempublikasikan setiap program yang dilaksanakan. <ol style="list-style-type: none"> 1. Provision of working capital in the form of loans and/or sharia financing with a maximum amount of Rp250,000,000 for each micro and small business. 2. Additional loans in the form of loans and/or sharia financing to finance short-term needs for a maximum of 1 year to fulfill orders from micro and small business partners with a maximum amount of Rp100,000,000. 3. Assistance should be based on a sustainable development analysis. 4. The source of TJSL funds is based on what is stated in article (20) paragraphs 1 and 2. 5. Mandatory to create a CSR committee. 6. Mandatory to publish every program implemented.

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2021
Table of Law and Regulation to the Company in 2021

No.	Peraturan Regulations	Penjelasan Explanations	Pengaruh terhadap Perseroan Influence on the Company
5	<p>Peraturan Menteri Badan Usaha Milik Negara No. PER-14/MBU/10/2021 Tahun 2021 Perubahan Kedua Atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara</p> <p>Regulation of the Minister of State-Owned Enterprises No. PER-14/MBU/10/2021 of 2021 Second Amendment to Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/ Supervisory Board of State-Owned Enterprises</p>	<p>Penetapan besaran maksimal asuransi purna jabatan maksimal untuk sekretaris dewan komisaris atau dewan pengawas dari total honorarium.</p> <p>Determination of the maximum amount of post-employment insurance for the Secretary of the Board of Commissioners or the supervisory board of the total honorarium.</p>	<p>Sekretaris dewan komisaris/dewan pengawas dapat diberikan asuransi purna jabatan maksimal 25 persen dari honorarium sekretaris dewan komisaris/dewan pengawas pada Pasal (7) Ayat 2a.</p> <p>Besaran dan jenis penghasilan sekretaris dewan komisaris atau dewan pengawas terdiri dari honorarium maksimal 15 persen dari gaji direktur utama perusahaan, tunjangan transportasi sebesar 20 persen dari honorarium per bulan, serta tunjangan hari raya (THR) yang dibayarkan satu kali dalam setahun dan sebesar satu kali honorarium.</p> <p>The secretary of the Board of Commissioners/ supervisory board may be granted post-employment insurance of a maximum of 25 percent of the honorarium of the secretary of the board of commissioners/supervisory board in Article (7) Paragraph 2a.</p> <p>The amount and type of income of the secretary of the board of commissioners or supervisory board consists of a maximum honorarium of 15 percent of the salary of the company's president director, transportation allowance of 20 percent of the honorarium per month, as well as holiday allowance (THR) which is paid once a year and is one time honorarium.</p>
6	<p>Peraturan Menteri BUMN No. PER-07/MBU/04/2021 tentang Perubahan Kedua atas Peraturan Menteri BUMN No. PER-03/MBU/08/2017 tentang Pedoman Kerja Sama BUMN.</p> <p>Minister of SOE Regulation No. PER-07/MBU/04/2021 concerning the Second Amendment to the Regulation of the Minister of BUMN No. PER-03/MBU/08/2017 concerning Guidelines for BUMN Cooperation.</p>	<p>Mengatur mekanisme atau kriteria Kerjasama yang dapat dilakukan BUMN yang harus berlandaskan asas transparansi, kemandirian, akuntabilitas, pertanggungjawaban, kemanfaatan, dan kewajaran, serta sesuai ketentuan perundang-undangan.</p> <p>Regulate the mechanism or criteria for Cooperation that can be carried out by BUMN which must be based on the principles of transparency, independence, accountability, responsibility, benefit, and fairness, and in accordance with the provisions of the legislation.</p>	<p>Melakukan penyesuaian SOP terkait Kerjasama Perseroan dengan BUMN lain.</p> <p>Adjusting SOPs related to the Company's Cooperation with other SOEs.</p>
7	<p>Peraturan Menteri BUMN PER-03/MBU/03/2021 Perubahan Ketiga atas Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/2010 tentang Tata Cara Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Badan Usaha Milik Negara</p> <p>Regulation of the Minister of SOEs PER-03/MBU/03/2021 Third Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/2010 concerning Procedures for Write-off and Transfer of Fixed Assets of State-Owned Enterprises</p>	<p>Mengatur persyaratan yang harus dipenuhi oleh Perusahaan agar dapat memindahkan atau menjual asetnya ke Lembaga Pengelola Investasi</p> <p>Regulate the requirements that must be met by the Company in order to be able to transfer or sell its assets to an Investment Management Agency</p>	<p>Pengkriteriaan aset Perseroan yang dinilai sudah tidak ekonomis atau menguntungkan, merupakan bagian dari program restrukturisasi dan penyehatan BUMN, diperlukan oleh kementerian atau lembaga untuk pelaksanaan tugas dan fungsi negara, hingga menjadi satu-satunya alternatif sumber dana bagi BUMN untuk kebutuhan mendesak.</p> <p>Mekanisme penjualan dengan penunjukan langsung.</p> <p>The criteria for the Company's assets which are considered uneconomical or profitable, are part of the restructuring and restructuring program for BUMN, required by ministries or institutions to carry out state duties and functions, so that they become the only alternative source of funds for BUMN for urgent needs.</p> <p>Sales mechanism by direct appointment.</p>

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2021
Table of Law and Regulation to the Company in 2021

No.	Peraturan Regulations	Penjelasan Explanations	Pengaruh terhadap Perseroan Influence on the Company
8	Peraturan Menteri BUMN No. 28 Tahun 2021 tentang Tempat Istirahat & Pelayanan Pada Jalan Tol Minister of SOEs Regulation No. 28 of 2021 concerning Rest & Services on Toll Roads	Mengatur klasifikasi TIP dan pelayanan publik apa yang ada didalam TIP Regulate the classification of the TIP and what public services are in the TIP	<ol style="list-style-type: none"> 1. TIP diklasifikasi menjadi TIP Perkotaan dan TIP Antarkota (terdiri dari Tipe A, B, dan C). 2. Fasilitas TIP Antarkota Tipe A & B memiliki fasilitas pengisian bahan bakar listrik. 3. TIP harus menyediakan area untuk UMKM paling sedikit 30% (tiga puluh persen) dari luas Area Komersial. 4. Diatur mengenai Pengembangan TIP. 5. Diatur bahwa lahan TIP yang dibebaskan oleh BUJT harus diserahkan kepada Pemerintah di akhir masa konsesi pengelolaan TIP sebagai aset investasi. <ol style="list-style-type: none"> 1. TIP is classified into Urban TIP and Intercity TIP (consisting of Types A, B, and C). 2. Facilities TIP Intercity Types A and B have electric refueling facilities. 3. TIP must provide an area for MSMEs of at least 30% (thirty percent) of the commercial area. 4. Regulated on TIP Development. 5. Regulated that the TIP land acquired by the BUJT must be handed over to the Government at the end of the TIP management concession period as an investment asset.

PERUBAHAN KEBIJAKAN AKUNTANSI YANG DITERAPKAN PERSEROAN PADA TAHUN BUKU TERAKHIR

CHANGES IN ACCOUNTING POLICIES APPLIED BY THE COMPANY IN CURRENT FISCAL YEAR

Tabel Perubahan Kebijakan Akuntansi yang Diterapkan Perseroan di Tahun 2021
Table of Change in Accounting Policy Applied by the Company in 2021

No.	Kebijakan Akuntansi Accounting Policies	Penjelasan Description	Pengaruh terhadap Laporan Keuangan Perseroan Influence on the Financial Report
1	PSAK 22: Definisi Bisnis, berlaku efektif 1 Januari 2021. PSAK 22: Definition of Business, effective January 1, 2021.	<p>Amandemen ini dikeluarkan untuk membantu entitas menentukan apakah serangkaian kegiatan dan aset yang diperoleh adalah bisnis atau tidak.</p> <p>Mereka mengklarifikasi persyaratan minimum untuk bisnis, menghapus penilaian apakah pelaku pasar mampu mengganti elemen yang hilang, menambah panduan untuk membantu entitas menilai apakah proses yang diperoleh adalah substantif, mempersempit definisi bisnis dan output, dan memperkenalkan uji konsentrasi nilai wajar opsional. Contoh ilustratif baru diberikan bersama dengan amandemen.</p> <p>This amendment was issued to help entities determine whether a set of activities and assets acquired is a business or not.</p> <p>They clarified the minimum requirements for business, removed assessments of whether market participants were capable of replacing missing elements, added guidance to help entities assess whether the acquired process was substantive, narrowed the definition of business and output, and introduced an optional fair value concentration test. A new illustrative example is provided along with the amendments.</p>	

Tabel Perubahan Kebijakan Akuntansi yang Diterapkan Perseroan di Tahun 2021
Table of Change in Accounting Policy Applied by the Company in 2021

No.	Kebijakan Akuntansi Accounting Policies	Penjelasan Description	Pengaruh terhadap Laporan Keuangan Perseroan Influence on the Financial Report
2	<p>PSAK 74: Kontrak asuransi, yang diadopsi dari IFRS 17, berlaku efektif 1 Januari 2022, dengan penerapan dini diperkenankan untuk entitas yang juga telah menerapkan PSAK 71 dan PSAK 72.</p> <p>PSAK 74: Insurance contracts, adopted from IFRS 17, effective January 1, 2022, with early application allowed for entities that have also applied PSAK 71 and PSAK 72.</p>	<p>Ini adalah standar akuntansi baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran, presentasi, dan pengungkapan. Setelah efektif, PSAK 74 akan menggantikan PSAK 62 Kontrak Asuransi.</p> <p>PSAK 74 berlaku untuk semua jenis kontrak asuransi (yaitu, jiwa, non-jiwa, asuransi langsung, dan asuransi ulang), terlepas dari jenis entitas yang menerbitkannya, juga mengenai jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat.</p> <p>Beberapa pengecualian ruang lingkup akan berlaku. Tujuan keseluruhan PSAK 74 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk perusahaan asuransi.</p> <p>Berbeda dengan persyaratan dalam PSAK 62, yang sebagian besar didasarkan pada kakek kebijakan akuntansi lokal sebelumnya, IFRS 17 menyediakan model komprehensif untuk kontrak asuransi, yang mencakup semua aspek akuntansi yang relevan. Inti dari IFRS 17 adalah model umum, dilengkapi dengan:</p> <ol style="list-style-type: none"> i. Adaptasi spesifik untuk kontrak dengan fitur partisipasi langsung (pendekatan biaya variabel) ii. Pendekatan yang disederhanakan (pendekatan alokasi premium) terutama untuk kontrak jangka pendek <p>It is a new comprehensive accounting standard for insurance contracts that includes recognition and measurement, presentation, and disclosure. Once effective, PSAK 74 will replace PSAK 62 on Insurance Contracts.</p> <p>PSAK 74 applies to all types of insurance contracts (ie, life, non-life, direct insurance, and re-insurance), regardless of the type of entity that issues them, as well as certain guarantees and financial instruments with non-binding participation features.</p> <p>Some scope exceptions will apply. The overall objective of PSAK 74 is to provide a more useful and consistent accounting model for insurance contracts for insurance companies.</p> <p>In contrast to the requirements in PSAK 62, which are largely based on the previous grandfather of local accounting policies, IFRS 17 provides a comprehensive model for insurance contracts, covering all relevant accounting aspects. The core of IFRS 17 is a generic model, equipped with:</p> <ol style="list-style-type: none"> i. Specific adaptation for contracts with direct participation features (variable cost approach) ii. Simplified approach (premium allocation approach) especially for short-term contracts 	

INFORMASI KELANGSUNGAN USAHA

INFORMATION ON BUSINESS CONTINUITY

HAL-HAL YANG BERPOTENSI BERPENGARUH TERHADAP KELANGSUNGAN USAHA

Issues with Potential Impact on Business Continuity

Menyebarnya *virus corona disease* (COVID-19) diumumkan oleh WHO sebagai kasus pandemi pada 11 Maret 2020. Kejadian tidak terduga ini menyebabkan kondisi ekonomi dan sosial di seluruh dunia menjadi penuh ketidakpastian. Kasus pertama COVID-19 teridentifikasi di Indonesia dimulai pada 1 Maret 2020. Untuk meminimalisir dampak dari penyebaran COVID-19 tersebut, Pemerintah mulai menerapkan beberapa kebijakan mulai dari pembatasan fisik (*physical distancing*), Pembatasan Sosial Berskala Besar (PSBB) hingga kebijakan terkini yaitu Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) yang mulai dilakukan secara bertahap di berbagai wilayah di Indonesia. Hal ini mengakibatkan aktivitas perekonomian semakin menurun, arus distribusi barang dan jasa terhambat dan penutupan sementara berbagai tempat-tempat umum.

Namun, tidak dapat dihindari bahwa dampak dari COVID-19 ini memengaruhi bisnis Perseroan secara langsung. Sejak diberlakukannya kebijakan *physical distancing* dan kebijakan-kebijakan pembatasan tersebut, volume lalu lintas kendaraan yang melalui jalan tol turun secara signifikan. Penyelesaian proyek diproyeksikan mundur karena terganggunya aktivitas proyek dan terhambatnya material konstruksi. Penundaan kenaikan tarif oleh Pemerintah akibat penurunan daya beli masyarakat.

Memperhatikan ketidakpastian waktu berakhirnya wabah COVID-19 dan Instruksi Menteri Dalam Negeri No. 43 Tahun 2021 tentang Pemberlakuan Pembatasan Kegiatan Masyarakat Level 4, Level 3 dan Level 1 *Corona Virus Disease* 2019 di Wilayah Jawa dan Bali, Perseroan menginisiasi untuk melakukan prioritas dan evaluasi program kerja guna menjaga stabilitas dan keberlangsungan bisnis Perseroan.

Selain itu, berdasarkan data historis pendapatan tol Perseroan, pendapatan tol selalu tumbuh secara stabil dan dapat pulih secara cepat, hal ini dikarenakan pendapatan tol sangat bergantung dari tingkat mobilitas masyarakat. Mengingat dampak dari COVID-19 terhadap volume lalu lintas jalan tol hanya berdampak jangka pendek, maka manajemen optimis pandemi COVID-19 tidak berpengaruh pada fundamental Perseroan dan tidak mempengaruhi kelangsungan bisnis Perseroan dalam jangka panjang.

The spread of the coronavirus disease (COVID-19) was announced by WHO as a pandemic case on March 11, 2020. This unexpected event caused economic and social conditions around the world to be full of uncertainty. The first cases of COVID-19 were identified in Indonesia starting on March 1, 2020. To minimize the impact of the spread of COVID-19, the Government began to implement several policies ranging from physical restrictions (*physical distancing*) and Large-Scale Social Restrictions (PSBB) to the latest policy, namely the Enforcement of Restrictions on Community Activities (PPKM), which started to be carried out in stages. This has resulted in a decline in economic activity, hampered the distribution of goods and services, and the temporary closure of different public places in various regions in Indonesia.

However, it is unavoidable that the impact of COVID-19 will directly affect the Company's business. Since implementing the physical distancing and restriction policies, the volume of vehicle traffic passing through toll roads has decreased significantly. Project completion is projected to be delayed due to disruption of project activities and delays in construction materials. The delay in increasing tariffs by the Government is due to a decrease in people's purchasing power.

Taking into account the uncertainty of the end of the COVID-19 outbreak and the Instruction of the Minister of Home Affairs Number 43 of 2021 concerning the Enforcement of Restrictions on Community Activities Level 4, Level 3, and Level 1 *Corona Virus Disease* 2019 in the Java and Bali Regions, the Company initiated to prioritize and evaluate work programs to maintain the stability and sustainability of the Company's business.

In addition, based on historical data of the Company's toll revenues, toll revenues always grow stably and can recover quickly; toll revenues are highly dependent on the level of community mobility. Considering that the impact of COVID-19 on toll road traffic volume will only have a short-term effect, management is optimistic that the COVID-19 pandemic will not affect the Company's fundamentals and will not affect the Company's business continuity in the long-term.

ASESMEN MANAJEMEN

Management Assessment

Manajemen Perseroan telah melakukan penilaian atas kemampuan Perseroan untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Perseroan memiliki sumber daya untuk melanjutkan usahanya di masa mendatang. Selain itu, manajemen Perseroan tidak melihat adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Perseroan untuk melanjutkan usahanya.

The Company's management has conducted assessment on the Company's ability to continue the business going concern and believes that the Company has the resources to continue its business in the future. In addition, the Company's management does not view any material uncertainty that could raise significant doubts about the Company's ability to continue its business.

ASUMSI YANG DIGUNAKAN MANAJEMEN UNTUK MELAKUKAN ASESMEN

Assumptions Applied by Management to Conduct the Assessment

Beberapa faktor yang menjadi pertimbangan manajemen dalam melakukan asesmen terhadap kelangsungan usaha adalah sebagai berikut:

1. Kinerja keuangan;
2. Likuiditas;
3. Solvabilitas;
4. Masalah internal;
5. Perkara hukum; dan
6. Kondisi ekonomi, seperti inflasi dan tingkat suku bunga.

Several factors as the management's considerations in assessing business continuity are as follows:

1. Financial performance;
2. Liquidity;
3. Solvency;
4. Internal problems;
5. Legal cases; and
6. Economic conditions, such as inflation and interest rates.

KOMITMEN DAN KONTINJENSI

COMMITMENTS AND CONTINGENCIES

Jasa Marga memiliki komitmen dan kontinjensi yang telah diungkapkan pada Catatan 47 dalam Laporan Keuangan Konsolidasian tanggal 31 Desember 2021 halaman 223-242.

Jasa Marga has commitments and contingencies disclosed in Note 47 in the Consolidated Financial Statements dated December 31, 2021, pages 223-242.

Jalan Tol Balikpapan-Samarinda
Balikpapan-Samarinda Toll Road



05



FUNGSI PENUNJANG BISNIS

Business Support Functions

394	Modal Insani Human Capital	428	Fokus Pengembangan Teknologi Informasi 2021 Information Technology Development Focus in 2021
394	Tetap Produktif di Masa Pandemi Stay Productive in Pandemic Era	430	Biaya Pengembangan Teknologi Informasi Information Technology Development Budget
395	Transformasi Jasa Marga Jasa Marga Transformation	431	Tata Kelola Teknologi Informasi Information Technology Governance
400	Objektif Strategis Strategic Objective	431	Inovasi Teknologi Technological Innovation
404	Strategi Pengelolaan Modal Insani Human Capital Management Strategy	431	<i>Internet of Things (IoT)</i>
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411	Manajemen Modal Insani Human Capital Management		
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Jasa Marga memandang Sumber Daya Manusia (SDM) dan Teknologi Informasi sebagai unsur penting dalam menggerakkan roda bisnis di tengah dunia industri yang terus berkembang. Pengelolaan Modal Insani dan Teknologi Informasi disertai dengan Inovasi Teknologi yang terintegrasi dengan strategi Perseroan akan mampu meningkatkan daya saing dan akselerasi kinerja Perseroan.

Jasa Marga views that Human Capital and Information Technology as the important element to support business wheels amidst the developing industry. Human Capital and Information Technology Management accompanied by Technological Innovation that are integrated with the Company's strategy will be able to improve competitiveness and the Company's performance acceleration.

MODAL INSANI HUMAN CAPITAL

TETAP PRODUKTIF DI MASA PANDEMI Stay Productive in Pandemics Era

Kondisi pandemi yang dialami sejak awal tahun 2020 ini masih menyisakan dampak hingga tahun 2021. Penyesuaian dengan aspek kehidupan yang baru perlu terus menerus dilakukan. Lingkungan kerja yang kondusif dijaga untuk mendukung komitmen Jasa Marga memberikan yang terbaik bagi masyarakat.

Tahun 2021 Jasa Marga mengimplementasikan program baru bernama *Employee Development Plan (EDP)* yang merupakan sebuah proses penyampaian *talent classification* bawahan dari atasan sekaligus *coaching* atau *mentoring* dengan tujuan untuk menangkap aspirasi *talent mobility* dan *talent development* bawahan dalam rangka memenuhi ekspektasi organisasi. Di samping itu, EDP juga merupakan suatu wadah untuk menangkap aspirasi karyawan dalam konteks *Employee Development* melalui rencana pembelajaran.

EDP dapat dilakukan secara *online* dan didokumentasikan dalam aplikasi JM Click. Dengan adanya EDP, *Leader* berperan penting dalam mengembangkan bawahannya agar dapat meningkatkan kinerja, kapabilitas, dan perilaku yang sesuai dengan tata nilai Perseroan dari anggota timnya.

Jasa Marga pada tahun 2021 menerapkan *hybrid working* sebagai tindak lanjut dari adanya perubahan budaya kerja akibat pandemi COVID-19. Diharapkan dengan adanya *hybrid working* ini, Jasa Marga tetap mampu mengoptimalkan produktivitas karyawan dan kinerja organisasi.

Perseroan menerbitkan kebijakan terkait pengaturan jam kerja karyawan di masa pandemi COVID-19, yaitu Surat Edaran No. 20/SE-DIR/2020 tentang Pengaturan Jam Kerja pada Masa Adaptasi Kebiasaan Baru (*new normal*) menuju Masyarakat Produktif dan Aman dari COVID-19. Jasa Marga memberlakukan kebijakan pembagian *Work from Home (WFH)* dan *Work from Office (WFO) 50:50* dengan WFO dibagi menjadi 2 *shift* pola kerja bagi karyawan Non Operasional. Untuk pemantauan kehadiran bekerja, karyawan melakukan absensi secara daring melalui aplikasi JM Click yang merupakan aplikasi human capital terintegrasi di Jasa Marga.

Perseroan memastikan semua karyawan tetap produktif dengan menaati protokol kesehatan yang berlaku, melakukan penanggulangan dan tanggap COVID-19, mengoptimalkan media *review* kinerja

The pandemic conditions that have been experienced since the beginning of 2020 still have an impact until 2021. Adjustments to new aspects of life need to be continuously carried out. A conducive work environment is maintained to support Jasa Marga's commitment to providing the community's best.

Jasa Marga implemented Employee Development Plan (EDP) in 2021, this program was a process to deliver subordinate talent classification from the head division at the same time as coaching or mentoring process to catch the aspiration of subordinate talent mobility and talent development to reach organization expectation. In addition, EDP also to facilitate employees aspirations in the context of Employee Development through learning plan.

EDP can be access through online and can be recorded in JM Click application. Through EDP, Leader has an important role to help their subordinates to improve their performance, capacity, and gain the appropriate behaviour that is in accordance with the Company's value from the team members.

In 2021, Jasa Marga implemented hybrid working to adapted with the change on working culture due to the COVID-19 pandemic. Through this hybrid working, we expected that Jasa Marga still able to optimize the employees and organization productivity.

The Company issued a policy related to setting employee working hours during the COVID-19 pandemic, namely Circular No. 20/SE-DIR/2020 concerning Regulation of Working Hours during the Adaptation Period of New Habits (*new normal*) towards a Productive and Safe Society from COVID-19. Jasa Marga enforces a 50:50 Work from Home (WFH) and Work from Office (WFO) distribution policy with WFO divided into two shifts of work patterns for non-operational employees. To monitor work attendance, employees take attendance online through the JM Click application, which is an integrated human capital application at Jasa Marga.

The Company ensures that all employees remain productive by complying to the applicable health protocols, take actions and respond to COVID-19, optimize periodic performance review media such

periodik seperti, *weekly meeting* yang bisa dilakukan secara *online* di fitur *Jasa Marga Performance Development (JMPD)* pada aplikasi *JM Click* dan dapat di-*monitor* secara langsung oleh masing-masing *team leader*.

Selain itu, di masa pandemi ini, Perseroan tetap menjalankan program pengembangan karyawan melalui penyelenggaraan pelatihan dengan prioritas program yang sesuai dengan target dan agenda program Perseroan sebagai berikut:

1. *Primary Program* yaitu *Digital Capabilities, Business Acumen Capabilities, dan Shifting Competencies*.
2. *Booster Program* yaitu beasiswa dan *personalized retirement program*.
3. *Improvement Program* yaitu *leadership development dan technological innovation*.

Jasa Marga meyakini, program pengembangan kompetensi karyawan merupakan kegiatan yang sangat penting, termasuk di masa pandemi. Karena itu, Jasa Marga Learning Institute (JLI) tetap menyelenggarakan program *learning* berbasis digital yang dikemas dalam acara *JM Talk series* serta program webinar *series*. Tak hanya itu, di masa pandemi ini JLI juga tetap melakukan program pengembangan seperti sertifikasi hingga pemberian beasiswa untuk karyawan. Karyawan juga dapat melakukan pembelajaran mandiri (*self-paced learning*) melalui *Snake & Ladder Gamification Learning* dan berbagai materi yang tersedia di *JM Click*.

Perseroan memastikan tidak terdapat penurunan produktivitas karyawan selama masa pandemi. Hal ini dapat dilihat dari sisi peningkatan pencapaian kinerja dan peningkatan pengguna *JM Click* pada *Modul Learning & Performance*.

Jasa Marga telah menyiapkan langkah antisipatif apabila pandemi berlangsung dalam waktu yang relatif lama dari ekspektasi, yaitu dengan mengoptimalkan efisiensi pada beban umum administrasi dan beban SDM dalam penyesuaian RKAP tahun 2021 yang mengedepankan prinsip *financial sustainability* agar dapat mengatasi tantangan ekonomi akibat pandemi COVID-19 agar Perseroan dapat terus tumbuh secara berkesinambungan.

TRANSFORMASI JASA MARGA

Jasa Marga Transformation

Program terkait modal insani dan transformasi dijalankan dalam rangka meningkatkan kapabilitas dan produktivitas kerja karyawan. Perseroan sadar bahwa diperlukan adanya transformasi dan perbaikan proses bisnis secara berkelanjutan di seluruh lini bisnis usaha untuk dapat mencapai visi dan misi Perseroan. Dimulainya proses transformasi

as *weekly meetings*, which can be held online on the *Jasa Marga Performance Development (JMPD)* feature on the *JM Click* application and can be monitored directly by each *team leader*.

In addition, during this pandemic, the Company also continues to provide employee development programs by organizing training with program priorities that are relevant to the targets and program plan of the Company which consists of:

1. *Primary Program*, which is *Digital Capabilities, Business Acumen Capabilities, and Shifting Competencies*.
2. *Booster Program*, which is the scholarship and *personalized retirement program*.
3. *Improvement Program*, which is the *leadership development and technological innovation*.

Jasa Marga believes that the employee competency development program is crucial, including during a pandemic era. Therefore, *Jasa Marga Learning Institute (JLI)* continues to organize digital-based learning programs packaged in the *JM Talk series* and webinar series program. Also, during pandemic era, *JLI* still managed to conduct development program such as certification until scholarship assistance for the employees. Employees can also managed to do *self-paced learning* through *Snake & Ladder Gamification Learning* and various journals which are available on *JM Click*.

The Company ensures that there is no decrease in employee productivity during the pandemic. It can be seen in increasing performance achievement and increasing *JM Click* users on *Learning & Performance Module*.

Jasa Marga has prepared anticipatory steps if this pandemic is lasted longer than expected, by optimizing efficiency on general administrative and human resources expenses along with the adjustment of the 2021 RKAP that prioritizes the principle of *financial sustainability* to overcome the economic challenges due to the COVID-19 pandemic so that the Company can continue to grow sustainably.

Programs related to human capital and transformation are carried out to improve employee capabilities and productivity. The Company is aware that there is a need for continuous transformation and improvement of business processes in all business lines to achieve the Company's vision and mission. To start with the Company's transformation

Perseroan ditandai dengan terbentuknya unit kerja yang mengawal proses transformasi, yaitu Strategic Transformation Office (STO).

Tantangan yang semakin berat, ekspektasi pemangku kepentingan yang semakin tinggi disertai dengan pandemi COVID-19 yang mendisrupsi hampir semua industri, mengharuskan Perseroan menginisiasi berbagai program inovasi untuk meningkatkan keunggulan bersaing. Salah satu hal yang terus didorong Perseroan yakni penerapan teknologi melalui *Internet of Things (IoT) Lab* sebagai wadah untuk melakukan pengembangan dan penerapan teknologi di bidang pengoperasian jalan tol serta peningkatan layanan terhadap pengguna jalan.

Proses transformasi Jasa Marga masih terus berlanjut di tengah masa pandemi. Tahun 2021 merupakan tahun ketiga proses transformasi Perseroan dalam rangka mencapai visi dan misi serta arahan strategis bisnis Perseroan pada tahun 2025 yaitu menyeimbangkan pertumbuhan dan kesinambungan finansial untuk membangun ketahanan Jasa Marga.

Kondisi pandemi memang menjadi salah satu tantangan dalam pelaksanaan program transformasi. Terdapat beberapa pencapaian indikator transformasi yang terkendala akibat pandemi dan perlu ditingkatkan. Namun, secara umum program transformasi tetap berjalan dengan baik dan berada pada jalur yang sudah disepakati.

Terdapat 6 (enam) Bidang dan 25 Program Transformasi yang dilaksanakan sejak tahun 2019 sampai dengan tahun 2021 sebagaimana tabel berikut.

process is marked by the formation of a work unit that oversees the transformation process, namely the Strategic Transformation Office (STO).

The challenges are getting tougher, higher stakeholder expectations, and the COVID-19 pandemic, which disrupted almost all industry, required the Company to initiate various innovation programs to increase its competitive advantage. One of the things that the Company continues to encourage is applying technology through the Internet of Things (IoT) Lab as a forum for developing and implementing technology in the field of toll road operations and improving services for road users.

Jasa Marga's transformation process is still continuing in the midst of the pandemic. The year 2021 is the third year of the Company's transformation process in order to achieve the Company's vision and mission as well as the strategic direction of the Company's business in 2025, namely balancing growth and financial sustainability to build Jasa Marga's resilience.

The pandemic condition is indeed one of the challenges in implementing the transformation program. There are several achievement of transformation indicators that are constrained by the pandemic and need to be improved. However, in general, the transformation program continues to run well and is on the agreed track.

There are 6 (six) Fields and 25 Transformation Programs implemented from 2019 to 2021, as shown in the table below.

Kunjungan Kerja Jalan Tol Kunciran-Batuceper-Cengkareng
Working Visit to Kunciran-Batuceper-Cengkareng Toll Road



Tabel Program Transformasi Jasa Marga Tahun 2021
Table of Jasa Marga Transformation Program in 2021

Perbaikan Fundamental Fix Fundamentals	Memanfaatkan data terintegrasi untuk meningkatkan rekayasa lalu lintas dan memastikan kenaikan tarif. Leverage integrated data to improve traffic engineering and ensure tariff increase.	1	Pengembangan proyeksi lalu lintas berbasis data, penganggaran dan proses kontrol proyek/keuangan aktif untuk konsesi tol. Develop data-driven traffic forecast, budgeting and active project/financial control processes for toll concessions.
	Mengoptimalkan biaya pendapatan dan biaya SG&A dan melaksanakan kontrol keuangan untuk konsesi tol. Optimize the cost of revenue and SG&A costs and enforce financial control for toll concessions.	2	Meresmikan biaya unit standar dan layanan bersama. Formalize standard unit costs and shared services.
Pengembangan Bisnis Inti Core Business Expansion	Melembagakan pemilihan dan perencanaan proyek konsesi tol terintegrasi di seluruh portofolio bisnis. Institutionalize the integrated toll concession project selection and planning across business portfolios.	3	Mengintegrasikan pengoperasian ruas-ruas jalan tol. Integrate the operation of toll road sections.
		4	Melembagakan pemilihan dan perencanaan proyek terintegrasi di seluruh portofolio bisnis. Institutionalize the integrated project selection and planning across business portfolios.
	Meningkatkan proposisi nilai pasar JMTO & JMTM. Enhance JMTO & JMTM market value proposition.	5	Mentransformasikan JMTO menjadi Perusahaan berbasis teknologi & kinerja. Transform JMTO into a technology & performance-based Company.
Pengembangan Bisnis Terkait Related Business Expansion	Mendefinisikan dengan jelas fokus bisnis dan model bisnis untuk bisnis terkait (JMTRB). Define clear related business (JMTRB) business focus and business model.	6	Mentransformasikan JMTRB menjadi Perusahaan berbasis teknologi & kinerja. Transform JMTRB into a technology & performance-based Company.
		7	Mendefinisikan ulang fokus portofolio bisnis dan model bisnis JMTRB. Redefine JMTRB business portfolio focus and business model.
Pembiayaan dan Penataan Portofolio Financing & Asset Recycling	Meningkatkan keberlanjutan keuangan dengan memprioritaskan pertumbuhan, <i>asset recycling</i> , dan mempercepat IPO Anak Perusahaan. Improve the financial sustainability by prioritizing the growth, asset recycling, and accelerating subsidiaries IPO.	8	Menetapkan kerangka kerja manajemen portofolio. Establish portfolio management framework.
		9	Menginisiasi dan Melakukan <i>Initial Public Offering</i> (IPO) Tol JTT. Carve out and conduct Initial Public Offering (IPO) for JTT toll roads.
		10	Mengeksplorasi dan melaksanakan <i>assets recycling</i> atau pembiayaan ekuitas lainnya untuk aset terpilih. Explore and execute asset recycling/other equity financings for selected assets.
Organisasi, SDM, dan Kapabilitas Organization, HR & Capabilities	Menginternalisasi kembali budaya dan meremajakan Organisasi. Re-internalize the culture and rejuvenate the Organization.	11	Mengoptimalkan peran strategis JM Group dengan menyempurnakan proses bisnis dan model interaksi. Optimize the strategic role of JM Group by improving business process and interaction model.
		12	Menerapkan Arsitektur <i>Human Capital</i> (HC). Implement Human Capital (HC) Architecture.
		13	Melaksanakan <i>Crash Training Program</i> untuk karyawan operasional. Implement a Crash Training Program for operational employees.
		14	Menginternalisasi budaya perusahaan "AKHLAK". Internalize the corporate culture of "AKHLAK".
	15	Mengembangkan dan melembagakan kemampuan analisis data. Develop and institutionalize data analytics capabilities.	
Teknologi Technology	Mengembangkan <i>roadmap</i> teknologi terintegrasi & mengalokasikan peran fungsi teknologi. Develop integrated technology roadmap & allocate the technology functions role.	16	Mengembangkan <i>masterplan</i> TI yang terintegrasi dan menentukan alokasi peran untuk fungsi TI/teknologi. Develop integrated IT masterplan and define role allocation for IT/technology functions.
		17	Memanfaatkan teknologi <i>electronic toll collection</i> (ETC) dan mempercepat implementasi MLFF. Utilize electronics toll collection technology (ETC) and accelerate MLFF implementation.
	Percepat adopsi teknologi dalam operasi & pemeliharaan — bersiap untuk SLFF/MLFF dan TIC. Accelerate the operation & maintenance technology adoptions—prepare for SLFF/MLFF and TIC.	18	Mengembangkan <i>social media command center</i> . Develop social media command center.
		19	Menerapkan <i>Weigh in Motion</i> (WIM) untuk kontrol kelebihan beban dan dimensi. Apply Weigh in Motion (WIM) for overload and over dimension control.
		20	Menerapkan prioritas pemeliharaan berbasis AI untuk teknologi <i>pavement</i> . Implement AI-based maintenance prioritization for pavement technology.
		21	<i>Motorway Incident Detection & Automatic Signaling</i> (MIDAS) untuk layanan lalu lintas. Motorway Incident Detection & Automatic Signaling (MIDAS) for traffic services.
		22	Menerapkan pemantauan lalu lintas berbasis <i>Artificial Intelligence</i> (AI) untuk rekayasa lalu lintas. Implement Artificial Intelligence (AI) based traffic monitoring for traffic engineering.
		23	Mengembangkan aplikasi Travoy dengan menerapkan pemasaran <i>geofencing</i> . Enhance the Travoy application by implementing geofencing marketing.
		24	Mengembangkan JM Click untuk menjadi Teknologi HC Terintegrasi. Enhance JM Click to become Integrated HC Technology.
		25	Menerapkan otomatisasi proses internal di bidang kearsipan. Implement automation of internal processes in the field of archiving.

● core business ● enhanced / rename initiatives ● supporting business ● new initiatives ● existing

Namun demikian, terjadinya pandemi COVID-19 sejak tahun 2020 memberikan dampak yang cukup besar terhadap pelaksanaan program transformasi Jasa Marga. Perseroan telah memetakan dampak yang ditimbulkan oleh pandemi COVID-19 terhadap pelaksanaan program transformasi dan menyusun strategi antisipasi terhadap dampak tersebut pada berbagai aspek, yaitu:

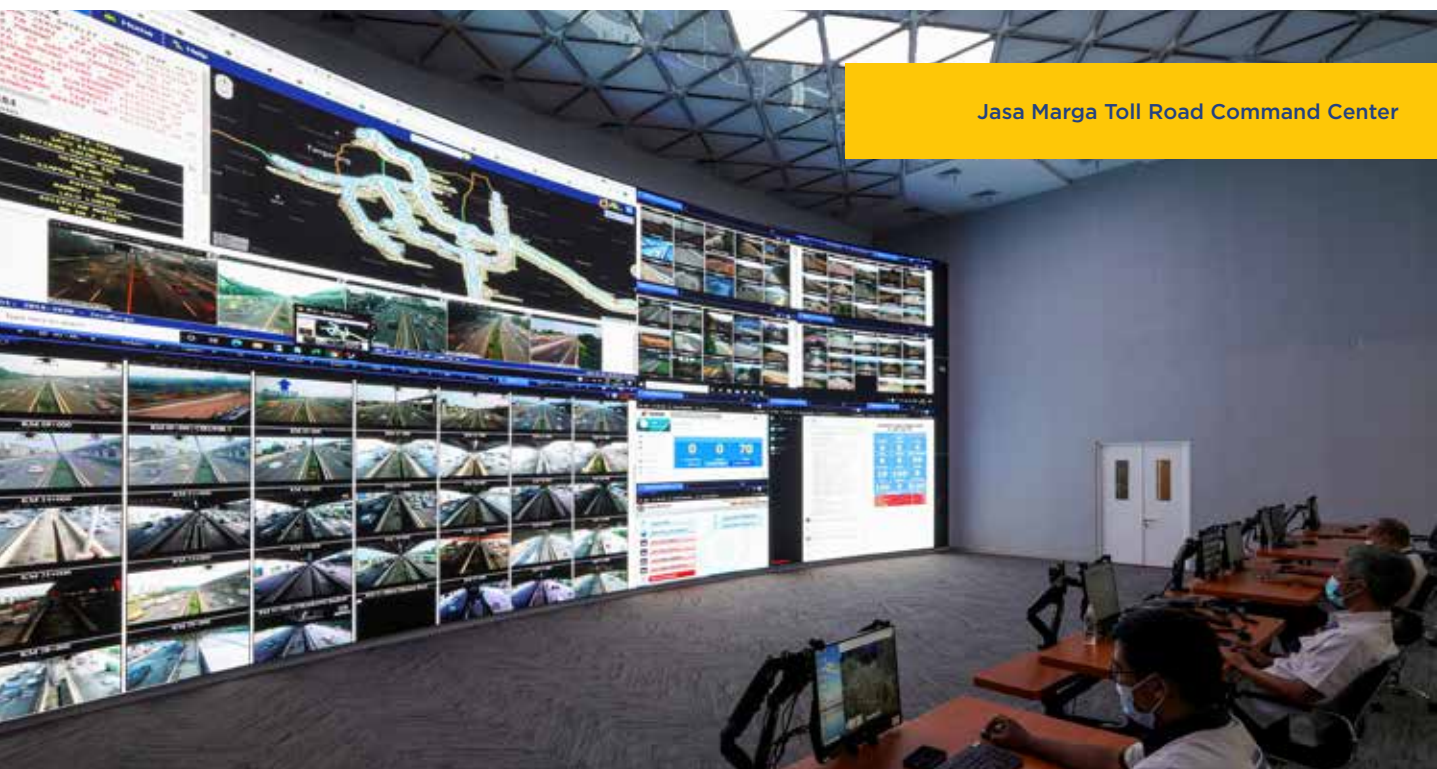
However, the COVID-19 pandemic outbreak since 2020 has a significant impact on the implementation of Jasa Marga's transformation program. The Company has illustrated the COVID-19 pandemic impact mapping on the performance of the transformation program and prepared strategies to anticipate this impact in various aspects, as follows:

Tabel Strategi Perseroan terhadap Dampak COVID-19
Table of Corporate Strategy to COVID-19 Impact

Aspek Aspect	Dampak Impact	Strategi Strategy
Finansial Financial	<ul style="list-style-type: none"> Adanya tindakan <i>physical distancing</i> pengurangan mobilitas masyarakat mengakibatkan penurunan pendapatan tol dan volume lalu lintas, sehingga pendapatan Jasa Marga menjadi menurun. Adanya potensi keterlambatan proses kenaikan tarif. Lesunya pasar properti. 	<ul style="list-style-type: none"> Melakukan efisiensi biaya guna mengurangi biaya untuk membangun tingkat <i>resilience</i> dari Perseroan yang perlu diantisipasi dengan baik agar dapat bangkit dengan cepat saat krisis sudah mereda. Memperkuat pondasi bisnis inti guna mendukung pertumbuhan yang berkelanjutan. Optimasi terhadap biaya umum & administrasi, sentralisasi fungsi (<i>shared service</i>).
Target Pembangunan Infrastruktur Tahun 2020- 2024 Infrastructure Development Target for 2020-2024	<p>Terhambatnya progres konstruksi dan pembebasan lahan yang tidak sesuai dengan target yang diharapkan. The issue in the progress of construction and land acquisition that is not following the expected target.</p>	<ul style="list-style-type: none"> Melanjutkan kembali pembangunan infrastruktur dengan menerapkan protokol kesehatan. Menyiapkan kebutuhan pendanaan yang cukup, efisien & tepat waktu. Memperluas portofolio pasar dengan cara meningkatkan kepemilikan di ruas potensial. Meningkatkan konsesi dengan tingkat pengembalian yang layak. Melakukan optimalisasi terhadap investasi (meninjau ulang/prioritiasi proyek-proyek).

Tabel Strategi Perseroan terhadap Dampak COVID-19
Table of Corporate Strategy to COVID-19 Impact

Aspek Aspect	Dampak Impact	Strategi Strategy
Penerapan Teknologi Technology Implementation	<ul style="list-style-type: none"> Adanya kebijakan pada penerapan teknologi. pengoperasian jalan tol. Adanya perubahan pola kerja yang baru. Change in policy, causing delays in the application of technology. New work pattern. 	<ul style="list-style-type: none"> Perlu mengantisipasi dalam implementasi teknologi pengoperasian jalan tol AVC/SLFF/MLFF. Menjajaki potensi <i>partnership</i>. Peningkatan kapabilitas SDM untuk penguasaan teknologi. Memperluas portofolio (<i>customers & services</i>). Anticipate the technology implementation in AVC/SLFF/MLFF toll roads operation. Explore potential partnership. Improve HR capabilities for mastery of technology. Expand the portfolio (customers & services).
Ekspektasi dari Shareholder Meningkat Higher Expectation from the Shareholders	<ul style="list-style-type: none"> Tuntutan untuk meningkatkan pelayanan & <i>customer experience</i>. Tuntutan untuk pengelolaan jalan tol berbasis ramah lingkungan meliputi <i>energy management, waste management, dan support facilities</i>. The requirement to improve service & customer experience. The need for environmentally friendly toll road management, including energy management, waste management, and support facilities. 	<ul style="list-style-type: none"> Perbaiki model operasi. Penguasaan dan penerapan teknologi untuk operasi jalan tol yang berkaitan dengan <i>customer experience</i>. Improved operating models. Mastery and application of technology for toll road operations related to customer experience.
Meningkatnya Sarana Transportasi Publik Improvement of Public Transportation Modes	<ul style="list-style-type: none"> Mulai selesai dan beroperasinya sarana transportasi publik (MRT/LRT) di berbagai kota di Indonesia. Adanya pembangunan kereta cepat. The completion and operation of public transportation (MRT/LRT) facilities in various cities in Indonesia. The construction of a high-speed train. 	<p>Perlu memaksimalkan bisnis TCD/TOD dengan mengoptimalkan portofolio yang ada serta meningkatkan kontribusi dari bisnis prospektif dengan mempertimbangkan kemampuan investasi.</p> <p>The importance to maximize the TCD/TOD business by optimizing the existing portfolio and increasing the contribution of prospective businesses by considering investment capabilities.</p>



OBJEKTIF STRATEGIS Strategic Objective

Menyeimbangkan Pertumbuhan dan Kestinambungan Finansial untuk Menciptakan Ketahanan Jasa Marga Balancing the Growth & Financial Sustainability to Build Jasa Marga Resilience

Visi Vision

Menjadi Perusahaan Jalan Tol Menjadi Perusahaan Jalan Tol Nasional Terbesar, Terpercaya, dan Berkesinambungan
To be the Largest, the Most Reliable and Sustainable National Toll Road Company

Misi Mission

- **Memimpin Usaha Jalan Tol di Seluruh Rantai Nilai secara Profesional dan Berkesinambungan Guna Meningkatkan Konektivitas Nasional**
 - **Mengoptimalkan Pengembangan Kawasan untuk Kemajuan Masyarakat**
 - **Meningkatkan Nilai bagi Pemegang Saham**
 - **Meningkatkan Kepuasan Pelanggan dengan Pelayanan Prima**
 - **Mendorong Pengembangan dan Peningkatan Kinerja Karyawan dalam Lingkungan yang Harmonis**
- To Professionally Lead Indonesian Toll Road Business in the Entire Value Chain
 - To optimise Regional Developments for Community Advancement
 - To Increase Shareholder Value
 - To Escalate Customer Satisfaction through Service Excellence
 - To Encourage the Development and the Augmentation of Employee Performances in a Harmonious Environment

Tata Nilai Values

Amanah | Kompeten | Harmonis | Loyal | Adaptif | Kolaboratif
Trusted | Competent | Harmonious | Loyalty | Adaptive | Collaborative

Perbaikan Fundamental Fix Fundamentals

- Memaksimalkan penggunaan data terintegrasi untuk meningkatkan rekayasa lalu lintas dan memastikan kenaikan tarif
- Leverage integrated data to improve traffic engineering and ensure tariff increase
- Mengoptimalkan biaya pokok pendapatan SG&A dan meningkatkan kontrol finansial dalam bisnis konsesi jalan tol
- Optimize cost of revenue and SG&A costs and enforce financial control for toll concessions

Pengembangan Bisnis Inti Core Business Development

- Menginstitusikan pemilihan dan perencanaan proyek konsesi jalan tol dan portofolio bisnis lainnya secara terintegrasi
- Institutionalize the integrated toll concession project selection and planning across business portfolios
- Meningkatkan aspek operasi dan proposisi nilai pasar JMTO dan JMTM menjadi berdasarkan teknologi dan kinerja
- Enhance JMTO & JMTM operations & market value proposition – technology & performance based

Pengembangan Bisnis Terkait Related Business Expansion

Menentukan fokus bisnis dan model bisnis JMRB secara jelas yakni sebagai pengoptimal aset tol
Define clear related business (JMRB) business focus and business model – toll assets optimizer

Pembiayaan dan Penataan Portofolio Financing & Asset Recycling

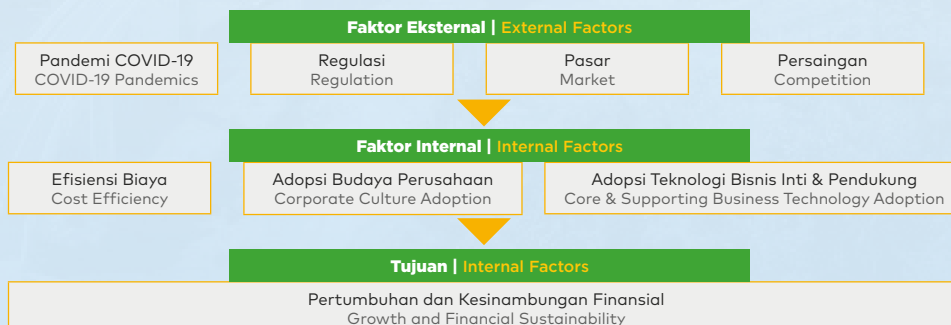
Meningkatkan kestinambungan keuangan dengan melakukan reprioritisasi proyek, penataan portofolio, dan percepatan IPO Anak Perusahaan
Improve financial sustainability by prioritising the growth, asset recycling/other equity financing and accelerating Subsidiary IPOs

Organisasi, SDM dan Kapabilitas Organization, HR and Capabilities

- Melakukan internalisasi ulang perusahaan dan memperbarui struktur organisasi
- Re-Internalize the culture and rejuvenate the organization
- Membangun kemampuan analisis data
- Develop and institutionalize data analytics capabilities

Teknologi Technology

- Mengembangkan *roadmap* teknologi terintegrasi dan mengalokasi peran fungsi teknologi secara jelas
- Develop integrated technology roadmap & allocate the technology functions role
- Mempercepat adopsi teknologi operasi dan pemeliharaan - persiapan untuk SLFF, MLFF, dan TIC
- Accelerate the operation & maintenance technology adoptions - prepare SLFF/MLFF and TIC



Pada tahun 2021 melalui *review* RJPP di Semester 2 Tahun 2020, terdapat perubahan strategi Perseroan sehingga berdampak kepada perubahan program transformasi, dimana Perseroan menetapkan 4 tema utama yang diturunkan menjadi 10 arahan strategis dan 25 program transformasi. Dari 25 program transformasi tersebut terdapat 6 program baru, 10 program pengembangan dari program sebelumnya dan 9 program merupakan program *existing*.

In 2021 through the review of RJPP in Semester 2 of 2020, there was a change in the Company's strategy. It impacted changes in the transformation program, where the Company determined four key themes, which were reduced to 10 strategic directions and 25 transformation programs. Of the 25 transformation programs, there are 6 new programs, 10 development programs from the previous program, and 9 existing programs.

Tabel Empat Tema Utama Program Transformasi Jasa Marga
Table of Four Main Themes of Jasa Marga Transformation Program

No	Tema Utama Main Themes	No	Arahan Strategis Strategic Direction	No	Program
1	Meningkatkan portofolio bisnis dan efisiensi operasional Increasing business portfolio and operational efficiency	1	Melakukan integrasi data untuk rekayasa lalu lintas dan memastikan kenaikan tarif. Perform data integration for traffic engineering and ensure tariff increases.	1	Mengembangkan <i>platform</i> berbasis data untuk proyeksi lalin, <i>monitoring</i> anggaran & kontrol proyek/finansial jalan tol. Develop a data-based platform for traffic projection, budget monitoring & project/ financial control of toll roads.
		2	Mengoptimalkan portofolio yang ada dan memperluas pasar PT Jasamarga Tollroad Operator (JMTO) dan PT Jasamarga Tollroad Maintenance (JMTO). Optimizing the existing portfolio and expanding the market of PT Jasamarga Tollroad Operator (JMTO) and PT Jasamarga Tollroad Maintenance (JMTO).	2	Mengubah PT Jasamarga Tollroad Operator (JMTO) menjadi perusahaan berbasis teknologi kinerja. Transforming PT Jasamarga Tollroad Operator (JMTO) into a performance technology-based company.
		3	Optimalisasi biaya pendapatan dan biaya umum & administrasi serta melakukan kontrol <i>financial</i> untuk konsesi jalan tol. Optimization of revenue costs and general & administrative costs as well as performing a financial control for toll road concessions.	3	Mengubah Model Bisnis PT Jasamarga Tollroad berbasis teknologi & kinerja. Transform the Business Model of PT Jasamarga Tollroad based on technology & performance.
		4	Melakukan internalisasi budaya dan peremajaan organisasi. Carry out cultural internalization and organizational rejuvenation.	4	Memformalkan biaya <i>standard unit</i> dan <i>shared services</i> . Formalize standard unit costs and shared services.
		5	Meningkatkan percepatan adaptasi teknologi operasi dan pemeliharaan untuk mempersiapkan penerapan <i>Single Lane Free Flow</i> (SLFF) / <i>Multi Lane Free Flow</i> (MLFF) dan <i>Traffic Information Centre</i> (TIC). Increase the acceleration of adaptation of operation and maintenance technology to prepare for the implementation of Single Lane Free Flow (SLFF) / Multi-Lane Free-Flow (MLFF) and Traffic Information Center (TIC).	5	Optimalisasi peran strategis dari Jasa Marga Group. Optimization of the strategic role of the Jasa Marga Group.
		6	Melakukan internalisasi budaya dan peremajaan organisasi. Carry out cultural internalization and organizational rejuvenation.	6	Implementasi HC <i>Architecture</i> . HC Architecture Implementation.
		7	Melakukan internalisasi budaya dan peremajaan organisasi. Carry out cultural internalization and organizational rejuvenation.	7	Implementasi <i>Crash Training Program</i> . Implementation of Crash Training Program.
		8	Melakukan internalisasi budaya dan peremajaan organisasi. Carry out cultural internalization and organizational rejuvenation.	8	Internalisasi "AKHLAK" sebagai budaya Perseroan. Internalization of "AKHLAK" as a Corporate Culture.
		9	Meningkatkan percepatan adaptasi teknologi operasi dan pemeliharaan untuk mempersiapkan penerapan <i>Single Lane Free Flow</i> (SLFF) / <i>Multi Lane Free Flow</i> (MLFF) dan <i>Traffic Information Centre</i> (TIC). Increase the acceleration of adaptation of operation and maintenance technology to prepare for the implementation of Single Lane Free Flow (SLFF) / Multi-Lane Free-Flow (MLFF) and Traffic Information Center (TIC).	9	Utilisasi teknologi <i>Electronic Toll Collection</i> (ETC) dan akselerasi implementasi <i>Multi Lane Free Flow</i> (MLFF). Utilization of Electronic Toll Collection (ETC) technology and accelerated implementation of Multi-Lane Free-Flow (MLFF).
		10	Meningkatkan percepatan adaptasi teknologi operasi dan pemeliharaan untuk mempersiapkan penerapan <i>Single Lane Free Flow</i> (SLFF) / <i>Multi Lane Free Flow</i> (MLFF) dan <i>Traffic Information Centre</i> (TIC). Increase the acceleration of adaptation of operation and maintenance technology to prepare for the implementation of Single Lane Free Flow (SLFF) / Multi-Lane Free-Flow (MLFF) and Traffic Information Center (TIC).	10	Pengembangan <i>social media command centre</i> . Development of social media command center.
		11	Meningkatkan percepatan adaptasi teknologi operasi dan pemeliharaan untuk mempersiapkan penerapan <i>Single Lane Free Flow</i> (SLFF) / <i>Multi Lane Free Flow</i> (MLFF) dan <i>Traffic Information Centre</i> (TIC). Increase the acceleration of adaptation of operation and maintenance technology to prepare for the implementation of Single Lane Free Flow (SLFF) / Multi-Lane Free-Flow (MLFF) and Traffic Information Center (TIC).	11	Menerapkan <i>Weigh in Motion</i> (WIM) untuk pengendalian kelebihan muatan (<i>overload</i>) dan kelebihan dimensi (<i>over dimension</i>) Implement Weigh in Motion (WIM) to control overload and over dimension.

Tabel Empat Tema Utama Program Transformasi Jasa Marga
Table of Four Main Themes of Jasa Marga Transformation Program

No	Tema Utama Main Themes	No	Arahan Strategis Strategic Direction	No	Program
				12	Implementasi prioritas pemeliharaan berdasarkan <i>Artificial Intelligence</i> (AI) untuk koridor teknologi. Implementation of maintenance priorities based on Artificial Intelligence (AI) for technology corridors.
				13	<i>Motorway Incident Detection & Automatic Signalling</i> (MIDAS) untuk layanan lalu lintas. Motorway Incident Detection & Automatic Signaling (MIDAS) for traffic services.
				14	Implementasi <i>Artificial Intelligence</i> (AI) berdasarkan pantauan lalu lintas untuk rekayasa. Implementation of Artificial Intelligence (AI) based traffic monitoring for engineering.
				15	<i>Enhancing</i> aplikasi Travoy. Enhancing Travoy application.
				16	Mengintegrasikan <i>Human Capital Technology</i> . Integrate Human Capital Technology.
				17	Otomatisasi proses internal dalam bidang pengarsipan. Automation of internal processes in archiving.
2	Pemilihan investasi dan pemilihan ruas jalan tol baru dilakukan dengan prinsip kehati-hatian Investment and new toll roads selection with prudent principle	6	Melakukan inisiasi proyek konsesi ruas jalan tol baru yang terintegrasi berdasarkan portofolio bisnis Perseroan. Initiate new integrated toll road concession projects based on the Company's business portfolio.	18	Mengintegrasikan pengoperasian ruas jalan tol. Integrate the operation of toll roads.
		7	Meningkatkan kapabilitas dalam analisa data. Improve capability in data analysis.	19	Pemilihan dan perencanaan proyek yang terintegrasi di seluruh portofolio bisnis Integrated project selection and planning across the business portfolio
		8	Melakukan pengintegrasian dan peran fungsi teknologi. Perform the integration and role of technology functions.	20	Pengembangan dan institusionalisasi kapabilitas analisis data (<i>data analytics capabilities</i>). Development and institutionalization of data analytics capabilities.
3	Menyiapkan kembali portofolio bisnis pendukung Re-preparing supporting business portfolio	9	Mengoptimalkan portofolio yang ada dan meningkatkan kontribusi dari bisnis prospektif dengan mempertimbangkan kemampuan investasi. Optimize existing portfolios and increase contributions from prospective businesses taking into account investment capabilities.	21	Pengembangan <i>Masterplan</i> Teknologi Informatika terintegrasi. Integrated Information Technology Master Plan Development.
				22	Redefinisi fokus dan model bisnis PT Jasamarga Related Business (JMRB). Redefine the focus and business model of PT Jasamarga Related Business (JMRB).
4	Optimalisasi aset <i>existing</i> (<i>asset recycling</i>) Existing assets optimizing (<i>asset recycling</i>)	10	Mengoptimalkan <i>financial sustainability</i> . Optimize financial sustainability.	23	Membentuk kerangka kerja manajemen portofolio. Establish a portfolio management framework.
				24	Menginisiasi dan melaksanakan <i>Initial Public Offering</i> (IPO). Initiate and carry out Initial Public Offering (IPO).
				25	Menjajaki dan melaksanakan daur ulang aset/pembiayaan ekuitas lainnya untuk aset-aset tertentu. Explore and implement asset recycling/ other equity financings for certain assets.

Dari program-program tersebut, fokus program transformasi Jasa Marga tahun 2021 adalah berikut:

1. Fix Fundamentals

- Mengembangkan prakiraan lalu lintas berdasarkan data, penganggaran dan proyek aktif atau proses kontrol keuangan untuk konsesi tol.
- Membuat formalisasi standar biaya unit (*unit cost*) dan layanan bersama (*shared services*).

2. Core Business Expansion

- Mengintegrasikan operasi ruas-ruas jalan tol.
- Melembagakan pemilihan proyeksi dan perencanaan terintegrasi di seluruh portofolio bisnis.
- Transformasi model bisnis JMTO menjadi perusahaan berbasis teknologi dan kinerja.
- Transformasi model bisnis JMTM menjadi perusahaan berbasis teknologi dan kinerja.

3. Related Business Expansion

Mendefinisikan ulang fokus portofolio bisnis dan model bisnis JMRB.

4. Financing and Asset Recycling

- Formalisasi peran dan proses bisnis fungsi manajemen portofolio.
- Melakukan *Spin-off* dan IPO (*Initial Public Offering*) untuk ruas jalan tol.
- Eksplorasi dan Pelaksanaan *Asset Recycle*.

5. Organization, Human Resources and Capabilities

- Mengoptimalkan peran strategis JM Group dengan meningkatkan proses bisnis dan model interaksi bisnis.
- Menerapkan *HC Architecture*.
- Menerapkan Program *Crash Training*.
- Internalisasi budaya Perseroan "AKHLAK".
- Pengembangan dan institusionalisasi kapabilitas analisis data (*data analytics capabilities*).

6. Technology

- Mengembangkan Masterplan Pengembangan IT Terintegrasi dan mendefinisikan pembagian peran untuk Fungsi IT/Teknologi.
- Memanfaatkan teknologi *Electronic Toll Collection* (ETC) dan SLFF/MLFF.
- Mengembangkan pusat media sosial.
- Menerapkan WIM untuk mengontrol kendaraan bermuatan dan berukuran berlebih.
- Menggunakan *Motorway Incident Detection & Automatic Signaling* (MIDAS) untuk layanan lalu lintas.
- Menerapkan pemantauan lalu lintas untuk rekayasa lalu lintas berbasis AI.
- Menerapkan pemasaran *geofencing* untuk meningkatkan kegunaan aplikasi Travoy.
- Meningkatkan JM Click untuk menjadi *Integrated HC Technology*.
- Menerapkan otomatisasi proses internal untuk pengarsipan.

From these programs, the focus of Jasa Marga's 2021 transformation program is as follows:

1. Fix Fundamentals

- Develop traffic forecasts based on data, budgeting, and active project or financial control processes for toll concessions.
- Formalization of unit cost and shared services standards.

2. Core Business Expansion

- Integrate the operation of toll road sections.
- Institutionalize projection selection and integrated planning across the business portfolio.
- Transformation of JMTO's business model into a technology and performance-based company.
- Transformation of JMTM's business model into a technology and performance-based company.

3. Related Business Expansion

Redefine the focus of JMRB's business portfolio and business model.

4. Financing and Asset Recycling

- Formalization of portfolio management function roles and business processes.
- Conduct *Spin-off* and IPO (*Initial Public Offering*) for toll roads.
- Exploration and Implementation of *Asset Recycle*.

5. Organization, Human Resources, and Capabilities

- Optimize the strategic role of JM Group by improving business processes and business interaction models.
- Implement *HC Architecture*.
- Implement the *Crash Training* Program.
- Internalization of "AKHLAK" corporate culture.
- Development and institutionalization of data analytics capabilities.

6. Technology

- Develop an *Integrated IT Development Masterplan* and define the division of roles for IT/Technology Functions.
- Utilize *Electronic Toll Collection* (ETC) and SLFF/MLFF technologies.
- Develop a social media hub.
- Implement WIM to control loaded and oversized vehicles.
- Use *Motorway Incident Detection & Automatic Signaling* (MIDAS) for traffic services.
- Implement traffic monitoring for AI-based traffic engineering.
- Implement *geofencing* marketing to improve the usability of the Travoy app.
- Upgrade JM Click to become *Integrated HC Technology*.
- Implement internal process automation for archiving.

STRATEGI PENGELOLAAN MODAL INSANI Human Capital Management Strategy

Perseroan meyakini bahwa pengelolaan *Human Capital* (Modal Insani) yang baik dapat mendukung pencapaian tujuan Perseroan. Memiliki modal insani yang andal, loyal, dan kompeten merupakan modal utama Perseroan guna meraih visi, misi, dan kesuksesan usaha yang berkelanjutan.

Integrasi antara modal insani dengan strategi Perseroan dapat dicapai dengan memiliki sistem pengelolaan *Human Capital* yang memastikan bahwa Perseroan memiliki SDM berkualitas yang lebih baik dibandingkan kompetitor dengan mengembangkan pelatihan yang berfokus pada pembelajaran organisasi dan manajemen.

Secara umum, Jasa Marga telah menyusun *Roadmap Pengembangan Human Capital* yang sistematis untuk menyongsong era transformasi teknologi dan digital.

The Company believes that good Human Capital management can support the achievement of the Company's goals. Having reliable, loyal, and competent human capital is the main asset of the Company to achieve the vision, mission, and sustainable business success.

Integration of human capital with the Company's strategy can be achieved by designing a Human Capital management system that ensures that the Company has better quality human resources than competitors by developing training that focuses on organizational and management learning.

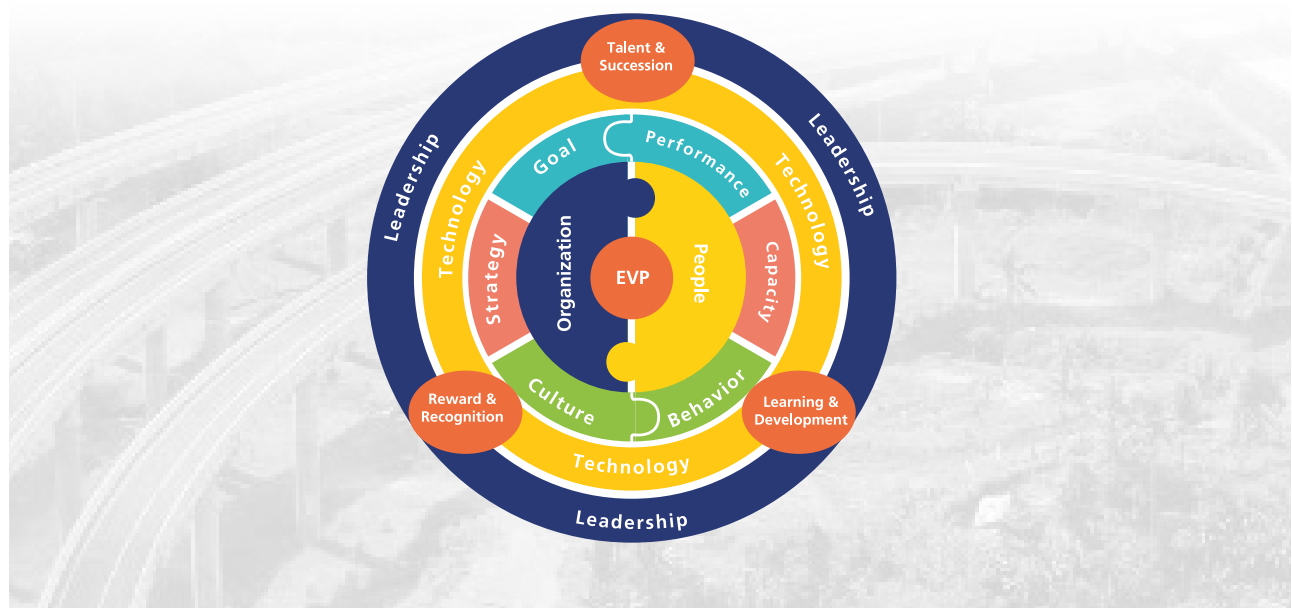
In general, Jasa Marga has prepared a systematic Human Capital Development Roadmap to welcome the era of technological and digital transformation.

Arsitektur Human Capital

Untuk mewujudkan insan Jasa Marga yang mampu beradaptasi dan mendukung strategi bisnis Perseroan yang dinamis serta mampu menghadapi tantangan bisnis yang semakin kompetitif, Perseroan telah menerapkan strategi pengelolaan modal insani dalam bentuk *Arsitektur Human Capital* yang merupakan rancangan pengembangan *Human Capital* untuk mendukung pencapaian tujuan Perseroan. *Arsitektur Human Capital* ini merupakan dasar pengembangan berbagai strategi pengelolaan *Human Capital* yang diharapkan mampu beradaptasi dan mendukung strategi bisnis Perseroan yang dinamis.

Human Capital Architecture

To develop Jasa Marga's people with the capability to adapt and support the Company's dynamic business strategy and deal with increasingly competitive business challenges, the Company has implemented a human capital management strategy in the form of Human Capital Architecture; a Human Capital development plan to support the achievement of the Company's goals. This Human Capital architecture is the basis for developing various Human Capital management strategies that are expected to adapt and support the Company's dynamic business strategy.



Arsitektur *Human Capital* terdiri dari:

1. *Employee Value Proposition (EVP)* adalah pertemuan antara ekspektasi karyawan dengan janji Perseroan dan komitmen karyawan dengan ekspektasi Perseroan. Keberadaan *Employee Value Proposition (EVP)* menjadi perekat utama Perseroan dan karyawan agar dapat menghasilkan sinergi yang maksimal. *Organization (Perseroan)* dan *people (karyawan)* merupakan penggerak roda bisnis Perseroan yang berkolaborasi untuk mewujudkan Visi dan Misi Perseroan serta memastikan tercapainya *Employee Value Proposition (EVP)*.

Di dalam Surat Keputusan Direksi No. 123/KPTS/2020 tanggal 7 Desember 2020 tentang *Arsitektur Human Capital*, EVP Jasa Marga Group sesuai ekspektasi Perseroan dan Karyawan meliputi:

a. Kemudahan Belajar (*Learn*)

Seluruh Karyawan Jasa Marga Group memiliki kesempatan yang sama untuk belajar atau memperoleh pengetahuan, perilaku, keterampilan, atau nilai-nilai yang baru atau berbeda serta membantu orang lain untuk belajar melalui *experiential, social*, maupun formal learning yang dapat diakses melalui sistem pembelajaran yang dikembangkan oleh Perseroan.

b. Peluang Bertumbuh (*Grow*)

Seluruh Karyawan Jasa Marga Group memiliki peluang yang sama untuk bertumbuh seiring dengan perkembangan Perseroan, baik secara personal maupun profesional bagi yang berkinerja baik, mau dan cepat belajar, memiliki semangat serta membantu orang lain dan lingkungan/organisasinya untuk bertumbuh.

c. Bangga Berkontribusi (*Contribute*)

Seluruh Karyawan Jasa Marga Group memiliki kebanggaan dalam berkontribusi, berperan aktif serta andil dalam memberikan makna dan manfaat bagi Perseroan yang unggul di industri Jalan Tol sehingga mampu memajukan dan menyejahterakan Indonesia.

Berdasarkan hal-hal tersebut di atas, selanjutnya EVP menjadi komitmen bersama antara Perseroan dan Karyawan untuk bersama-sama membangun dan menjadikan Jasa Marga Group sebagai tempat bekerja yang memberikan kesempatan belajar, bertumbuh dan berkontribusi dalam lingkungan sehat yang mendukung *work-life harmony* bagi yang ber-AKHLAK.

Human Capital Architecture consists of:

1. *Employee Value Proposition (EVP)*, a meeting point between employees' expectations and the Company's promises and employees' commitments with the Company's expectations. The *Employee Value Proposition (EVP)* is the direct engagement for the Company and employees to generate maximum synergy. *Organization (Company)* and *people (employees)* are the driving force of the Company's business that collaborated to realize the Company's Vision and Mission and ensure the achievement of the *Employee Value Proposition (EVP)*.

In the Board of Directors Decree No. 123/KPTS/2020 dated December 7, 2020, concerning *Human Capital Architecture*, EVP Jasa Marga Group, according to Company & Employee expectations, includes:

a. Ease of Learning (*Learn*)

All Jasa Marga Group employees have the same opportunity to learn or acquire new or different knowledge, behavior, skills, or values and help others learn through experiential, social, and formal learning, which can be accessed through a learning system developed by Company.

b. Opportunities to Grow

All Jasa Marga Group employees have the same opportunity to grow and develop the Company, both personally and professionally, for those who perform well, are willing and fast to learn, have the enthusiasm, and help others and their environment/organization to grow.

c. Proud to Contribute

All employees of Jasa Marga Group have pride in contributing, playing an active role, and taking part in providing meaning and benefit to a Company that excels in the Toll Road industry to advance and prosper Indonesia.

Based on the above matters, EVP becomes a joint commitment between the Company and its employees to jointly build and make the Jasa Marga Group a place of work that provides opportunities to learn, grow and contribute in a healthy environment that supports *work-life harmony* for those with AKHLAK mindset.

2. Kebutuhan Organisasi, berkaitan dengan *Goal, Strategy* dan *Culture*;
Kebutuhan Organisasi yaitu hal-hal yang ingin dicapai dan merupakan tujuan dari Perseroan, yang terdiri dari:

a. Goal

Goal adalah tujuan dari Organisasi yang ingin dicapai. Perseroan menetapkan sasaran Organisasi yang terukur, untuk memastikan jalannya proses bisnis yang efektif, dinamis dan berdaya saing sesuai dengan visi dan misi.

b. Strategy

Strategy adalah bagaimana cara Organisasi untuk mencapai *Goal* atau tujuan. Organisasi menetapkan strategi dan mengembangkan kapabilitas untuk mencapai sasaran yang adaptif dengan perubahan lingkungan serta tantangan dalam pertumbuhan industri jalan tol.

c. Culture

Culture/Budaya adalah tatanan yang menjadi dasar perilaku Organisasi. Perseroan menetapkan Budaya Organisasi dalam sebuah tata nilai Perseroan dan pedoman perilaku serta mekanisme pembinaan karyawan, sebagai pedoman kerja yang Amanah-Kompeten-Harmonis-Loyal-Adaptif-Kolaboratif.

3. Ekspektasi Organisasi terhadap karyawan, berkaitan dengan *Performance, Capacity* dan *Behaviour*;
Agar tujuan Organisasi tercapai, karyawan dituntut untuk mampu menunjukkan ekspektasi yang selaras dengan tujuan Organisasi. Ekspektasi Organisasi terhadap karyawan antara lain:

a. Performance

Karyawan diharapkan untuk memberikan *performance* terbaik yang mendukung *Goal* organisasi.

b. Capacity

Dalam mendukung strategi Perseroan, karyawan diharapkan untuk selalu meningkatkan kapasitas individu yang terdiri dari Kompetensi dan *Learning Agility*. Dengan berubahnya strategi Perseroan dalam mencapai tujuan, maka karyawan diharapkan senantiasa menyesuaikan kapasitas individu yang dimiliki.

c. Behaviour

Karyawan diharapkan memiliki perilaku yang selaras dengan Tata Nilai secara konsisten sebagai pedoman etika kerja dalam mewujudkan hubungan kerja yang harmonis.

2. Organizational needs, related to Goal, Strategy and Culture;
Organizational needs refer to aspects to be achieved and become goals of the Company, which consists of:

a. Goal

Goal refers to the objective sought to be achieved by the Organization. The Company sets measurable organizational goals to ensure an effective, dynamic and competitive business process by its vision and mission.

b. Strategy

Strategy is how the Organization achieves goals or objectives. The Organization sets plans and develops capabilities to achieve targets that are adaptive to environmental changes and challenges in the growth of the toll road industry.

c. Culture

Culture is defined as an order that forms the basis of organizational behavior. The Company establishes an Organizational Culture in a Corporate Values and code of conduct and employee coaching mechanisms, as a harmonious work guideline that is Trustworthy-Competent-Harmonious-Loyal-Adaptive-Collaborative.

3. Organizational Expectations for Employees, related to Performance, Capacity and Behaviour;
To achieve the organizational goals, employees are required to show expectations that are in line with the purposes of the Organization. The organizational Expectations for Employees include:

a. Performance

Employees are expected to provide the best performance that supports the Organization's goals.

b. Capacity

In supporting the Company's strategy, employees are expected to improve individual capacities consisting of Competence and Learning Agility continuously. Following changes in the Company's strategy in achieving its goals, the employees are expected to adjust their individual capacities constantly.

c. Behaviour

Employees are expected to have behavior consistent with the Values consistently as a guideline for work ethics in realizing a harmonious work relationship.

4. Komitmen Organisasi terhadap Karyawan yaitu *Talent & Succession, Learning & Development dan Reward & Recognition*;

Perseroan berjanji untuk menghargai karyawan sejalan dengan kontribusi dan kinerja yang ditunjukkan. Komitmen Organisasi terhadap Karyawan antara lain:

a. Talent & Succession

Perseroan berkomitmen untuk memberikan peluang pengembangan karir bagi karyawan yang mampu memberikan kinerja yang selaras dengan tujuan Perseroan dan memiliki kapasitas sejalan dengan strategi Perseroan dan perilaku yang selaras dengan budaya Perseroan.

Melalui Komite Talent ditetapkan proses *Talent Acquisition, Classification, Development, Mobility dan Retention* kepada setiap Karyawan dikembangkan sesuai klasifikasinya untuk akselerasi dan efektifitas penyiapan *Talent* Perseroan.

b. Learning & Development

Learning & Development merupakan faktor penting dalam perubahan paradigma serta perilaku karyawan agar lebih proaktif untuk produktif, kreatif, inovatif dan inspiratif dalam melaksanakan tugas dan mengembangkan bisnis.

Karyawan harus memiliki inisiatif untuk belajar guna mengembangkan diri dan meningkatkan kompetensi, serta lebih aktif dalam melakukan pembelajaran utamanya adalah pembelajaran secara mandiri.

c. Reward & Recognition

Reward & Recognition merupakan bentuk penghargaan/apresiasi yang menyeluruh kepada Karyawan atas kontribusi, prestasi dan keberhasilannya dalam pekerjaan/pelaksanaan tugas baik berupa kompensasi dan *benefit* baik *cash* maupun *non-cash*.

Program *Reward & Recognition* dilaksanakan secara adil, terstruktur, dengan ketentuan yang jelas dan diimplementasikan sesuai kemampuan Perseroan.

5. *Technology* sebagai enabler dari sistem *Human Capital* yang dibangun;

Dalam era digital ini, aspek teknologi menjadi hal yang vital, sehingga pelaksanaan pengelolaan *Human Capital* dilakukan dengan memanfaatkan teknologi informasi dan komunikasi terkini serta dilakukan secara terintegrasi antara proses *Human Capital* dan sistem manajemen lainnya.

4. Organizational Commitment to Employees, including Talent & Succession, Learning & Development, and Reward & Recognition;

The Company promises to reward employees according to the contribution and performance showed. Organizational commitment to employees that includes:

a. Talent & Succession

The Company is committed to providing career development opportunities for employees who can deliver performance that is in line with the Company's goals and have the capacity to be in line with the Company's strategy and behavior in line with the Company's culture.

Through the Talent Committee, each employee's Talent Acquisition, Classification, Development, Mobility and Retention process are developed according to their classification for acceleration and effectiveness of the Company's Talent preparation.

b. Learning & Development

Learning & Development become essential factors in shifting employees' paradigm and behavior to be more proactive in being productive, creative, innovative and inspiring in carrying out their duties and developing business.

Employees shall have the initiatives to learn and develop themselves, improve competency, and be more active in learning, with the primary goal of independent learning.

c. Reward & Recognition

Reward & Recognition is a comprehensive form of appreciation/appreciation to employees for their contribution, achievement and success in work/task implementation in the form of compensation and benefits, both cash and non-cash.

The Reward & Recognition Program is implemented in a fair, structured manner, with explicit provisions and implemented according to the Company's capabilities.

5. Technology as the enabler of the current Human Capital system;

In this digital era, the technological aspect has become an important thing, which is vital, so that the implementation of Human Capital management carried out by utilizing the latest information and communication technology and carried out in an integrated ways between the Human Capital process and other management systems.

6. *Leadership* sebagai *driver* untuk mencapai *Employee Value Proposition*; *Leadership* merupakan *key driver* dan faktor paling menentukan dalam tercapainya EVP. *Leadership* yang dibangun di setiap tingkatan organisasi mulai dari individu, tim dan korporat dapat membantu perseroan dalam mengakselerasi dan mewujudkan sasaran organisasi.

Sesuai dengan Arsitektur tersebut, tahun 2021 fokus pengelolaan HC Jasa Marga adalah restrukturisasi sistem HC untuk mewujudkan modal insani yang berkelanjutan dan Perseroan yang *resilient*.

Berdasarkan fokus tersebut, maka Direktorat Human Capital & Transformasi melakukan inisiatif-inisiatif strategis, sebagai berikut:

1. Restrukturisasi organisasi Jasa Marga Group, baik di level *asset owner*, *asset manager*, dan *service provider* mengikuti perkembangan bisnis.
2. Internalisasi Budaya AKHLAK.
3. Program Pembelajaran *Data Analytics*.
4. Peningkatan Fungsi Fitur *Employee Development Plan* pada Aplikasi JM Click.
5. Restrukturisasi jumlah kebutuhan (*capacity planning*) Modal Insani di Jasa Marga Group.
6. Penerapan *Hybrid Working*.

Target dan Rencana Direktorat Human Capital & Transformasi

Pengelolaan Modal Insani merupakan bagian yang sangat vital terhadap pencapaian tujuan Perseroan. Untuk itu, dalam rangka memastikan pengelolaan *Human Capital* berjalan sesuai dengan rencana, Perseroan telah menetapkan sejumlah target, khususnya bagi Direktorat Human Capital & Transformasi dalam bentuk *Key Performance Indicator* (KPI) Direktorat, yaitu:

1. Melakukan transformasi organisasi secara berkelanjutan untuk mendukung pertumbuhan lini bisnis.
2. Penyiapan talenta-talenta untuk meningkatkan kompetensi khususnya pada lini pengoperasian dan prospektif.

Secara lebih detail, KPI tersebut adalah sesuai tabel berikut:

6. *Leadership* as a *driver* to achieve the *Employee Value Proposition*; *Leadership* is the *key driver* and the most determining factor in attaining EVP. *Leadership* that is built at every level of the Organization starting from individuals, teams, and corporations can help companies accelerate and realize organizational goals.

Following the architecture, in 2021, Jasa Marga's HC management will focused on restructurisation HC system to realize sustainable human capital and a resilient company.

Based on this focus, the Directorate of Human Capital & Transformation undertakes strategic initiatives, as follows:

1. Organizational restructuring of the Jasa Marga Group at the *asset owner*, *asset manager*, and *service provider* levels following business developments.
2. Internalization of AKHLAK Culture.
3. Data Analytics Learning Program.
4. Enhanced the functionality of the *Employee Development Plan* Feature on the JM Click Application.
5. Restructure the number of needs (*capacity planning*) of Human Capital in the Jasa Marga Group.
6. Implementation of *Hybrid Working*.

Target & Plan of Human Capital & Transformation Target

Human Capital Management is a very vital part in achieving the Company's goals. Therefore, to ensure that Human Capital management has been run according to plan, the Company has set several targets, particularly for the Human Capital & Transformation Directorate in form of the Directorate's *Key Performance Indicators* (KPI), as follows:

1. Carry out an organizational transformation on an ongoing basis to support the business lines growth.
2. Preparing talents to develop competencies, especially in operational and prospective lines.

More comprehensively, the KPIs are according to the following table:

Tabel Key Performance Indicator (KPI) Direktorat Human Capital & Transformasi
Table of Human Capital & Transformation Directorate Key Performance Indicators (KPI)

No	KPI	Satuan Unit	Target	Bobot Weight	Pencapaian s/d Tahun 2021 Achievement in 2021	Cascade Unit
1	Rasio Jumlah Karyawan per Panjang Jalan Tol Operasi The ratio of Number of Employees per Operational Toll Road Length	Orang/km Employees/ km	7	7	Rasio jumlah karyawan/km s.d. tahun 2021 sebesar 6,6. Hal ini menandakan bahwa setiap kilometer di Jasa Marga membutuhkan personil kurang lebih 6-7 karyawan, lebih baik dari target yang ditetapkan sebesar 7 karyawan/km The ratio of the number of employees/km to 2021 is 6.6. The ratio indicates that every kilometer in Jasa Marga requires approximately 6-7 employees, better than the target set at seven employees/km	Human Capital Development
2	Pengembangan Kompetensi Talent Usaha Lain Other Business Talent Competency Development	%	100%	7	Pengembangan kompetensi talent usaha lain untuk dua kompetensi prioritas yaitu <i>Data Analytics</i> dan <i>Business Acumen Capabilities</i> telah mencapai 167% dari target 100%. Pelatihan pelatihan lain baik yang bersertifikasi maupun non sertifikasi juga diberikan untuk lebih mengembangkan kompetensi <i>talent</i> usaha lain. Other business talent competency development on two priority competencies namely, Data Analytics and Business Acumen Capabilities has reached 167% of 100% target. Other trainings both certification or non-certification are held to develop the competency of other business talents.	Jasa Marga Learning Institute
3	Persentase Perempuan dalam <i>Nominated Talent</i> Percentage of Women in Nominated Talent	%	22%	7	Jumlah perempuan dalam <i>nominated talent</i> BOD-1 s.d. Tahun 2021 22,8% dari target 22%. The number of women nominated for BOD-1 talent until 2021 was 22.8% of the 22% target.	Human Capital Development
4	Persentase Milenial (< 42 tahun) dalam <i>Top Talent</i> Percentage of Millennials (< 42 years) in Top Talent	%	27%	7	Jumlah milenial (<42 tahun) dalam <i>nominated talent</i> (BOD-1) s.d Tahun 2021 32,9% dari target 27% Number of millennials (<42 years) which in nominated talent (BOD-1) to 2021 32.9% of the target of 27%	Human Capital Development
5	Program Transformasi Perseroan Company Transformation Program	%	100%	12	Pencapaian program transformasi Perseroan pada tahun 2021 diantaranya yaitu pembuatan <i>platform</i> penerjemah data proyeksi lalin, pemilihan PT JTT sebagai <i>pilot project</i> implementasi <i>Human Capital</i> dan PFA <i>shared service</i> , pelaksanaan daur ulang aset di PT MLJ dan PT JPM dan pengembangan integrasi <i>Human Capital platform</i> melalui JM Click. The Company's transformation program achievement in 2021 among others, the establishment of data translator for traffic projection platform, appointment of PT JTT as project pilot to implementing Human Capital and PFA shared service, implementation of assets recycle in PT MLJ and PT JPM and integrated development of Human Capital platform through JM Click.	Strategic Transformation Office

Tabel Key Performance Indicator (KPI) Direktorat Human Capital & Transformasi
Table of Human Capital & Transformation Directorate Key Performance Indicators (KPI)

No	KPI	Satuan Unit	Target	Bobot Weight	Pencapaian s/d Tahun 2021 Achievement in 2021	Cascade Unit
6	Innovation Centre	%	100%	12	<ul style="list-style-type: none"> Tingkat akurasi <i>prototype</i> AVC : 98% dari target 98% Implementasi software ETC : 3 ruas dari target 3 PoC sistem parkir RFID : 1 kantor dari target 1 kantor PoC ITS: 1 titik dari target 1 titik Implementasi SLFF: 101 Titik dari target 101 Titik Pengembangan aplikasi Mobile Reader (MR) ruas JORR2 : target 100% realisasi 100% 	Jasa Marga Learning Institute
7	Implementasi <i>Shared Service</i> Shared Service Implementation	%	100%	12	<p>HCS Grup tetap melakukan tugas pokok fungsi serta tanggung jawabnya untuk melakukan pemenuhan Implementasi HC <i>shared services</i> di TW 4.</p> <p>HCS Group still managed to do its main fuction and responsibility to complete HC shared services implementation in TW4.</p>	Human Capital Services
8	Penataan Organisasi Organizational Arrangement	%	100%	12	<p>Pencapaian penataan organisasi sebesar 100%. Perseroan melakukan penataan organisasi baik pada <i>level asset owner, asset manager</i> dan <i>service provider</i> mengikuti perkembangan bisnis agar organisasi berjalan efektif untuk mendukung tercapainya visi, misi dan objektif strategis Perseroan.</p> <p>The achievement of organization management by 100%. The Company conducted organization management both on asset owner, asset manager, and service provider level by following business development to reach the effective organization to support the Company's vision, mission, and strategic objective.</p>	Human Capital Development
9	Internalisasi Budaya AKHLAK AKHLAK Culture Internalization	Skor	4	12	<p>Internalisasi budaya AKHLAK dilakukan melalui <i>commander commitment journey</i>. Sementara, pelaksanaan survei budaya AKHLAK dengan metode <i>Net Promoter Score</i> melalui JM Click telah selesai dilaksanakan dengan hasil nilai maturitas budaya AKHLAK di Jasa Marga sebesar 6,31, lebih besar dari skor target yang ditetapkan.</p> <p>Internalization of AKHLAK culture through commander commitment journey. Meanwhile, AKHLAK culture survey implementation by Net Promoter Score method through JM Click has been complete with the maturity score in Jasa Marga of 6.31, exceeding the determined target.</p>	Strategic Transformation Office

PENGEMBANGAN ORGANISASI Organization Development

Jasa Marga selalu berupaya untuk dapat beradaptasi dengan perubahan. Untuk itu, Perseroan mendesain organisasi yang dinamis dan dapat disesuaikan dengan arah perkembangan Perseroan. Sejak tahun 2019 lalu, Jasa Marga melakukan revitalisasi organisasi melalui pembagian peran dan tanggung jawab Perseroan dan Group menjadi *Asset Owner* (AO), *Asset Manager* (AM) dan *Service Provider* (SP).

Revitalisasi organisasi tersebut ditujukan agar Jasa Marga dapat mengoptimalkan seluruh peluang usaha dan mampu menghadapi tantangan.

Dengan revitalisasi organisasi, Perseroan dapat bergerak dengan lincah, karena masing-masing lini bisnis dapat fokus pada tugas dan tanggung jawabnya, yaitu:

1. *Asset Owner*, yang pada dasarnya merupakan *holding investment*. *Asset Owner* yang bertugas mencari aset-aset yang menguntungkan dan menjual aset-aset yang tidak menguntungkan. Lingkup perannya mencakup pengembangan visi dan misi serta strategi.
2. *Asset Manager*, Jasa Marga membentuk anak-anak perusahaan untuk mengelola aset-aset yang ada. Inilah yang disebut sebagai *Asset Manager*, yang berperan merencanakan, mengelola, memonitor, mengkaji, dan mengevaluasi aset (jalan tol). *Asset Manager* bertugas mengintegrasikan ruas-ruas tol milik Perseroan.
3. *Service Provider*, berperan mengoperasikan (mengelola lalu lintas dan transaksi), memelihara, dan mengoptimalkan aset.

Organisasi yang dibangun Jasa Marga merupakan organisasi yang merupakan sistem untuk mendorong *growth mindset* seluruh insan Jasa Marga.

MANAJEMEN MODAL INSANI Human Capital Management

Perseroan meyakini bahwa pengelolaan *Human Capital* merupakan kunci dalam pencapaian tujuan Perseroan. Untuk itu, dibutuhkan pola pengelolaan *Human Capital* yang komprehensif dan berkesinambungan. Tahun 2021 Jasa Marga memperbaharui manajemen modal insani yang merupakan serangkaian aktivitas proses yang saling terkait antara satu dengan lainnya, sebagaimana ditetapkan dalam Keputusan Direksi No. 13/KPTS/2021 tanggal 16 Februari 2021 tentang *Talent Management*. Proses tersebut dimulai dari rekrutmen karyawan hingga karyawan memasuki masa purnabakti.

Jasa Marga strives to adapt to any changes. Therefore, the Company designs a dynamic organization that is adjustable to the Company's development direction. Since 2019, Jasa Marga has carried out organizational revitalization by dividing the roles and responsibilities of the Company and the Group into *Asset Owner* (AO), *Asset Manager* (AM) and *Service Provider* (SP).

This organizational revitalization is intended so that Jasa Marga can optimize all business opportunities and face challenges.

With organizational revitalization, the Company can move agile because each line of business can focus on its duties and responsibilities, as follows:

1. *Asset Owner*, which is a holding investment. The *Asset Owner* is in charge of finding profitable assets and selling unprofitable assets. The scope of its role includes the development of a vision and mission, and strategy.
2. *Asset Manager*, Jasa Marga has established subsidiaries to manage existing assets. This is called an *Asset Manager*, whose role is to plan, manage, monitor, review, and evaluate assets (toll roads). The *Asset Manager* is in charge of integrating the toll roads belonging to the Company.
3. The *Service Provider's* role is to operate (manage traffic and transactions), maintain, and optimize assets.

The Organization developed by Jasa Marga refers to the organizations as systems to encourage the *growth mindset* of all Jasa Marga personnel.

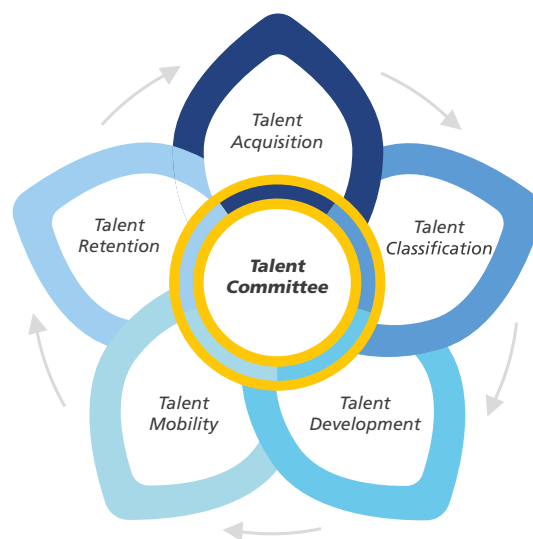
The Company believes that the management of *Human Capital* is the key to achieving the Company's goals. For this reason, a comprehensive and sustainable pattern of *Human Capital* management is needed. In 2021 Jasa Marga will renew human capital management, which is a series of process activities that are interrelated with one another, as stipulated in the Decree of the Board of Directors No. 13/KPTS/2021 dated February 16, 2021, regarding *Talent Management*. The process starts from employee recruitment until employees enter their retirement period.

Prinsip *equality*, *inclusive* dan *fairness* senantiasa dijunjung oleh Perseroan dalam rangka mengembangka karir seluruh karyawan dengan tetap memperhatikan perkembangan kinerja/ pemenuhan KPI karyawan, tingkat pendidikan, serta kompetensi tiap individu. Seluruh karyawan didorong untuk terus mengerahkan kinerja terbaiknya agar dapat menduduki posisi yang lebih tinggi. Hal ini juga didukung dengan implementasi EDP yang mengharuskan *leader* melakukan *coaching* terhadap seluruh *team member*-nya.

The Company consistently upholds the principles of equality, inclusiveness, and fairness to develop the careers of all employees while still paying attention to the development of employee performance/ fulfillment of KPIs, education level, and competence of each individual. All employees are encouraged to continue to exert their best performance to be able to occupy higher positions. This is also supported by the implementation of an employee development plan that requires leaders to coach all team members.

Ruang lingkup *Talent Management* terdiri dari *Talent Acquisitions*, *Talent Classification*, *Talent Development*, *Talent Mobility* dan *Talent Retention* dimana dalam pelaksanaanya terdapat peran *Talent Committee* sebagaimana gambar berikut:

Scope of *Talent Management* consists of *Talent Acquisitions*, *Talent Classification*, *Talent Development*, *Talent Mobility* and *Talent Retention* in which the *Talent Committee* plays a role as illustrated below:



Talent Acquisition

Talent Acquisition bertujuan untuk mendapatkan talent Perseroan dengan pendekatan strategis dalam mengenali, menarik dan mengorientasi Individu berbakat yang sesuai dengan budaya Perseroan untuk dapat memenuhi kebutuhan bisnis Perseroan yang dinamis.

Talent Acquisition

Talent Acquisition aims to recruit talents with a strategic approach in recognizing, attracting and orienting talented individuals who are in accordance with the Company's culture to be able to meet the Company's dynamic business needs.

Rekrutmen Karyawan

Dalam rangka menyiapkan *Human Capital* yang dibutuhkan untuk menunjang pertumbuhan organisasi dalam mencapai visi dan misi, Jasa Marga melakukan kajian terkait Rencana Kebutuhan *Human Capital* dengan mempertimbangkan arah pengembangan bisnis jangka panjang, produktivitas, kapasitas dan kapabilitas.

Employee Recruitment

To prepare the *Human Capital* required to support organizational growth in achieving its vision and mission, Jasa Marga conducted a study related to the *Human Capital Needs Plan* by considering the long-term business development direction, productivity, capacity, and capability.

Pemenuhan kebutuhan *Human Capital* dilakukan melalui rekrutmen karyawan baru, baik *fresh graduate* maupun tenaga berpengalaman. Rekrutmen dilakukan melalui kerja sama dengan perguruan tinggi di seluruh Indonesia, iklan, *job fair*, lamaran umum, dan kerja sama dengan lembaga

Fulfilling *Human Capital* needs is carried out by recruiting new employees, both fresh graduates and experienced personnel. Recruitment is conducted in collaboration with universities throughout Indonesia, advertisements, job fairs, general applications, and cooperation with recruitment agencies. The

rekrutmen. Kebijakan program rekrutmen Perseroan adalah membuka kesempatan secara luas dengan melakukan rekrutmen dari seluruh wilayah Indonesia.

Program rekrutmen Perseroan dilakukan melalui 3 (tiga) jalur, yaitu:

1. Management Trainee

Untuk mendapatkan *high capacity talent* dalam rangka *talent pipeline* (ketersediaan talent) calon *Leader* Eksekutif Perseroan.

2. Officer Development Program

Untuk mendapatkan *high capacity talent* dengan spesialisasi khusus calon *Expertise* Perseroan.

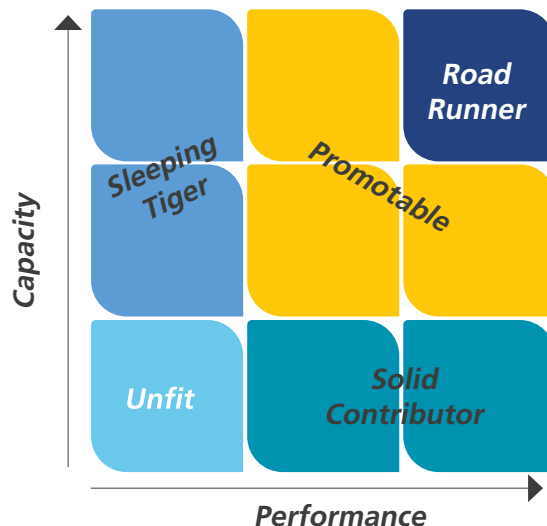
3. Professional Hire

Untuk mendapatkan tenaga kerja profesional di bidangnya dan memiliki kompetensi khusus sesuai dengan kebutuhan Perseroan.

Di tahun 2021, Perseroan kembali melakukan rekrutmen karyawan yang dinamakan Jet Roadster 2.0. Proses rekrutmen dimulai pada bulan November 2021. Sampai dengan 31 Desember 2021, telah dilakukan proses rekrutmen mulai dari tahap *Mission Level 1* hingga *Level 4*. *Mission Level 1* adalah seleksi administrasi, seleksi TPA dan *english test*. *Mission Level 2* adalah *work quality test* dan *Video Profile*. *Mission Level 3* adalah *Online Psychological Test* dan *Brand Knowledge*. *Mission Level 4* adalah *Project Assignment*, *Leaderless Group Discussion* dan Penjurian oleh BOD-1.

Talent Classification

Talent Classification sebagai dasar/acuan bagi *Talent Committee* dalam melaksanakan *Talent Development* dan *Talent Mobility*, khususnya dalam proses memetakan karyawan ke dalam klasifikasinya, *Talent Committee* dibantu oleh *Human Capital Business Partner* mempertimbangkan terhadap *Capacity* dan *Performance*, klasifikasi tersebut dibagi menjadi 5 (lima) klasifikasi, yaitu: *Road Runner*, *Promotable*, *Solid Contributor*, *Sleeping Tiger*, dan *Unfit*.



Company's recruitment program policy is to offer vast opportunities by recruiting from all regions of Indonesia.

The Company's recruitment program is carried out in 3 (three) channels, namely:

1. Management Trainee

To obtain *high capacity talents* in the context of the *talent pipeline* (*talent availability*) for prospective Company Executive Leaders.

2. Officer Development Program

To get *high capacity talent* with particular specialties for prospective Company Expertise.

3. Professional Hire

To get professional workforce in their fields and have particular competencies according to the needs of the Company.

In 2021, the Company holds the employees recruitment namely Jet Roadster 2.0. This recruitment process was started in November 2021. Until December 31, 2021, the recruitment process has been carried out starting from the mission level 1 to mission level 4. *Mission Level 1* is administrative selection, TPA selection and English test. *Mission Level 2* is a work quality test and Video Profile. *Mission level 3* is Online Psychological Test and Brand Knowledge. *Mission Level 4* is Project Assignment, Leaderless Group Discussion and Judging by BOD-1.

Talent Classification

Talent Classification as the basis/reference for the *Talent Committee* in implementing *Talent Development* and *Talent Mobility*, especially in workforce mapping process into classifications, the *Talent Committee* is assisted by *Human Capital Business Partners* considering *Capacity* and *Performance*, the classification is divided into 5 (five) classifications, such as *Road Runner*, *Promotable*, *Solid Contributor*, *Sleeping Tiger* and *Unfit*.

Talent Development

Talent Development dilaksanakan dengan mempertimbangkan *Talent Classification*, inisiatif dari *talent* yang bersangkutan dan disampaikan melalui komunikasi dengan *Team Leader*. Preferensi efektivitas Model *Learning and Development* sebagaimana berikut:

1. *Learn and Develop through Experiences* Efektivitas 70%.
2. *Learn and Develop through Others* Efektivitas 20%.
3. *Learn and Develop through Formal Sources* Efektivitas 10%.

Dari aspek pengembangan talenta (*talent development*), dilakukan pengembangan talenta sesuai dengan klasifikasi *talent* yang dimiliki oleh individu. Untuk pengembangan talenta dengan klasifikasi *road runner*, Perseroan memberikan program penugasan dan akselerasi ke pekerjaan yang lebih menantang serta dilakukannya kegiatan *cross mentoring*. Untuk program pengembangan talenta pada semua kelas klasifikasi *talent*, diberikan program pembelajaran dengan berbagi pengalaman dengan karyawan lain serta dilakukan *coaching* dan *mentoring* pada aplikasi JM Click. Selain itu, Perseroan telah menugaskan 5 karyawan di anak perusahaan dari PT Marga Lingkar Jakarta, PT Jalantol Lingkarluar Jakarta, dan PT Marga Sarana Jabar yang telah mengikuti *Shifting Competency (Crash Program)* pada *Corporate Communication and Community Development (CCO) Group* dengan proyek pembuatan aplikasi sistem *monitoring* mitra binaan secara digital dan saat ini sedang dalam penugasan untuk *project Shifting Competency* berikutnya di PT Jasamarga Tollroad Maintenance (PT JMTM) untuk Pengembangan kompetensi digital karyawan PT JMTM. Selain itu, karyawan tersebut juga berhasil membuat karya aplikasi lainnya yaitu *Employee Development Plan* di dalam Aplikasi JM Click.

Talent Mobility

Talent Mobility merupakan mekanisme perpindahan/mutasi karyawan dari posisi saat ini ke posisi lainnya dalam rangka pengembangan kapasitas dan memperkaya pengalaman yang disusun sesuai dengan klasifikasinya.

Talent Retention

Merupakan bentuk penghargaan atau apresiasi Perseroan terhadap *talent*, baik berupa *special development program*, *reward*, *accelerated mobility* atau *special assignment* dan lain-lain.

Talent Development

Talent Development is carried out by considering Talent Classification, an initiative of the talent concerned and communicated through communication with the Team Leader. The preferences for the effectiveness of the Learning and Development Model are as follows:

1. Learn and Develop through Experiences: 70% Effectiveness.
2. Learn and Develop through Others: 20% Effectiveness.
3. Learn and Develop through Formal Sources: 10% Effectiveness.

From the aspect of talent development, talent development is carried out following the classification of talents possessed by individuals. For talent development with road runner classification, the Company provides assignment and acceleration programs to more challenging jobs and cross mentoring activities. For talent development programs in all talent classification classes, learning programs are provided by sharing experiences with other employees and coaching and mentoring on the JM Click application. In addition, the Company has assigned 5 employees in the subsidiaries of PT Marga Lingkar Jakarta, PT Jalantol Lingkarluar Jakarta, and PT Marga Sarana Jabar, who have participated in the Shifting Competency (Crash Program) of the Corporate Communication and Community Development (CCO) Group with a project to develop a monitoring system application for fostered partners digitally and currently on assignment for the Shifting Competency project at PT Jasamarga Tollroad Maintenance (PT JMTM) to develop the digital competence of PT JMTM employees. In addition, the employees also succeeded in making other application works, namely the Employee Development Plan in the JM Click Application.

Talent Mobility

Talent Mobility is a mechanism of transferring employees from their current position to another intended to build capacity and enrich experiences arranged according to their classification.

Talent Retention

Appreciation or reward from the Company for the talents in special development programs, rewards, accelerated mobility or special assignments and others.

PENGEMBANGAN KARYAWAN

Employee Development

Pengembangan Kompetensi Karyawan

Demi mewujudkan fungsi dan tugas utama sebagai salah satu BUMN yang dibentuk untuk memenuhi kebutuhan masyarakat Indonesia, Perseroan berkomitmen untuk memiliki karyawan yang andal dan berkualitas. Untuk itu, pengembangan kualitas dan kompetensi karyawan menjadi hal yang penting dilaksanakan secara berkesinambungan sebagai upaya regenerasi kepemimpinan di lingkungan Perseroan. Bentuk pengembangan kualitas dan kompetensi tersebut dijawantahkan dalam berbagai program pelatihan dan/atau pendidikan yang dilaksanakan oleh karyawan.

Perseroan memberikan kesempatan yang setara pada setiap karyawan untuk mengikuti program pelatihan dan pengembangan SDM, tanpa memperhatikan gender, ras dan agama. *Learning & Development* dilakukan dengan merujuk pada tema strategis Perseroan dan memperhatikan tantangan global dalam industri 4.0 dimana konsep *Learning & Development* diarahkan menuju pembelajaran yang bersifat *personalized* dan *customized*, multi akses serta mikro (*byte sized learning*).

Jasa Marga Learning Institute (JLI)

Perseroan membentuk unit khusus yang bertanggung jawab terhadap pengelolaan program pengembangan kompetensi karyawan, yaitu Jasa Marga Learning Institute (JLI). Melalui JLI, program-program pengembangan kompetensi karyawan berupa pendidikan dan pelatihan terus dilaksanakan secara berkesinambungan.

Karyawan Jasa Marga dihadapkan pada budaya *learning* baru dengan memanfaatkan media teknologi terkini untuk menciptakan proses pembelajaran yang mandiri dan efektif. JLI telah membangun dan terus mengembangkan aplikasi JM Click sebagai sarana pembelajaran baru yang bermuara pada *big data*, *machine learning* dan *AI capability*.

JM Click saat ini telah berkembang pada versi JM Click 2.0 sebagai *platform* digital yang terintegrasi dengan berbagai fitur terkait kebutuhan karyawan di bidang *Human Capital*. Beberapa fitur yang telah di-*launching* pada tahun 2021 diantaranya adalah *Gamification Snake and Ladder*.

Employee Competency Development

To realize the main functions and duties as one of the SOEs established to fulfill the needs of the Indonesian society, the Company is committed to have reliable and qualified employees. Therefore, the development of employee quality and competence becomes essential activities to be carried out on an ongoing basis to regenerate leadership within the Company. This form of quality and competency development is manifested in the various training and/or educational programs carried out by the employees.

The Company provides equal opportunities for every employee to participate in training and HR development programs without discriminating gender, race, and religion. Learning & Development is carried out by referring to the Company's strategic theme and paying attention to global challenges in industry 4.0, where the concept of Learning & Development is directed towards personalized and customized learning, multi-access and micro (*byte-sized*) learning.

Jasa Marga Learning Institute (JLI)

The Company has established a dedicated unit is in charge of managing employee competency development programs, JLI. Through JLI, the employee competency development programs through education and training are continuously implemented.

Jasa Marga employees embraced a new learning culture by utilizing the latest technology media to create an independent and effective learning process. JLI has built and continues to develop the JM Click application as a new learning tool that boils down to big data, machine learning and AI capability.

JM Click has now developed on the JM Click 2.0 version as a digital platform that is integrated with various features related to the needs of employees in the field of Human Capital. Some of the features that have been launched in 2021 include Gamification Snake and Ladder.

Fitur lain yang tengah disiapkan di tahun 2021 serta dalam progress diantaranya *podcast*. Fitur tersebut direncanakan untuk *launching* pada tahun 2021.

Pandemi COVID-19 yang melanda Indonesia sejak awal tahun 2020 memberikan tantangan finansial yang cukup berat bagi Perseroan. Untuk memitigasi hal tersebut, Perseroan melakukan revisi anggaran yang di dalamnya termasuk anggaran pengembangan kompetensi. Meskipun demikian, di masa pandemi JLI tetap menyelenggarakan program *learning* berbasis digital, yang dikemas dalam acara JM Talk series serta program *webinar series*.

Tak hanya itu, di masa pandemi ini JLI juga tetap melakukan program pengembangan seperti sertifikasi hingga pemberian beasiswa untuk karyawan. Karyawan juga dapat melakukan pembelajaran mandiri (*self-paced learning*) melalui berbagai materi yang tersedia di JM Click.

JM Talk series merupakan program yang dihadirkan untuk meningkatkan kompetensi karyawan antara lain peningkatan kompetensi *driving innovation, customer focus, digital savvy, diseminasi new culture*. Adapun jumlah JM Talk series pada tahun 2021 dilaksanakan sebanyak 50 acara.

Sedangkan program *webinar series* diselenggarakan untuk memfasilitasi akselerasi pengembangan karyawan. *Webinar series* termasuk yang diselenggarakan oleh JLI berkolaborasi dengan Unit Kerja maupun lembaga pendidikan dan pelatihan.

Adapun konten *webinar series* fokus pada kompetensi 5 *academy* yang dimiliki Jasa Marga Learning Institute (JLI) yaitu:

1. *Project Development Academy*
2. *Operational Services Academy*
3. *Technological Innovation Academy*
4. *Business Support Academy*
5. *Leadership Development Academy*

Program *webinar series* yang sudah diselenggarakan pada tahun 2021 sebanyak 221 acara.

Shifting Competency

Sesuai dengan program Pemerintah dalam rangka meningkatkan kapasitas SDM yang menguasai *the emerging skills* untuk mengisi *emerging jobs* serta untuk meningkatkan kompetensi karyawan dalam menghadapi era digital, Jasa Marga bekerja sama dengan berbagai pihak terkait untuk mempersiapkan hal ini.

Pada tahun 2019, pelatihan diberi nama "*Pilot Project - Crash Program Foundation of Programming*". Sesuai namanya, pelatihan ini merupakan permulaan dari

Other features that are being prepared in 2021 and progress include Podcasts. These features are planned to launch in 2021.

COVID-19 pandemic transmitted to Indonesia since early 2020 has presented a formidable financial challenge to the Company. The Company carried out budget revision, including the competency development budget. However, during the pandemic, JLI kept organizing learning programs through digital program, packaged in JM Talk series and webinar series programs.

Also, during pandemic era JLI still managed to conduct development program such as certification until scholarship assistance for the employees. The employees can also managed to do self paced learning through various journals which are available on JM Click.

JM Talk series is a program that is presented to develop the employees competencies, including competency development in driving innovation, customer focus, digital savvy and new culture dissemination. Several JM Talk series held in 2021 were 50 events.

Meanwhile, the webinar series program is held to facilitate the acceleration of employee development. Webinars series include those organized by JLI in collaboration with Work Units and educational and training institutions.

The content of the webinar series focuses on the competencies of the five academies owned by Jasa Marga Learning Institute (JLI), namely:

1. Project Development Academy
2. Operational Services Academy
3. Technological Innovation Academy
4. Business Support Academy
5. Leadership Development Academy

221 webinar series programs have been organized in 2021.

Shifting Competency

Following the Government's program to increase the capacity of human resources who master the emerging skills to fill emerging jobs and improve employee competence in facing the digital era, Jasa Marga cooperates with various related parties to prepare for this.

In 2019, the training was named "*Pilot Project - Crash Program Foundation of Programming*." As the name implies, this training is the beginning of a series of

serangkaian program pelatihan yang masuk ke dalam program besar yang dinamakan "*Shifting Competency*". Program Percepatan ini dibuat dalam rangka mencari talenta terbaik di dalam lingkungan Jasa Marga Group yang memiliki kemauan untuk belajar dan diprioritaskan kepada karyawan operasional yang pekerjaannya berpotensi terdisrupsi oleh teknologi di masa depan.

Shifting Competencies Program merupakan program yang diselenggarakan untuk menghadapi disrupsi teknologi yang berdampak pada pergeseran kompetensi yang dibutuhkan. Sebagian alumni peserta *Shifting Competency Crash Program 2019* telah ditempatkan menjadi teknisi di Anak Perusahaan, sementara lima peserta terbaik diberikan proyek langsung untuk mengerjakan aplikasi Bina Lingkungan serta penyusunan aplikasi *Learning Gamification* sebagai bagian dari *Enhancement JM Click*.

Pada tahun 2021 *Shifting Competency* difokuskan pada pengembangan Anak Perusahaan Usaha Lain. Sedang berjalan saat ini adalah program *Shifting Competency* di PT JMTM melalui pengembangan kompetensi digital karyawan. Dalam program ini, 8 (delapan) peserta dari PT JMTM diberikan *shifting competency programming* yang dilatih oleh ekspertis programming. Proses *shifting competency* ini berjalan selama 3 (tiga) bulan sejak 20 September 2021 s.d. 15 Desember 2021 dengan metode pembelajaran secara *online*. Selain dibimbing oleh ekspertis para peserta dalam proses pembelajaran dibantu oleh *learning partner* dari Jasa Marga Learning Institute yang merupakan alumni *crash program 2019*. Pelatihan ini diharapkan dapat memberikan kompetensi baru dan dapat memenuhi kebutuhan pengembangan terkait aplikasi yang ada di Anak Perusahaan Usaha Lain.

PENGELOLAAN KINERJA

Performance Management

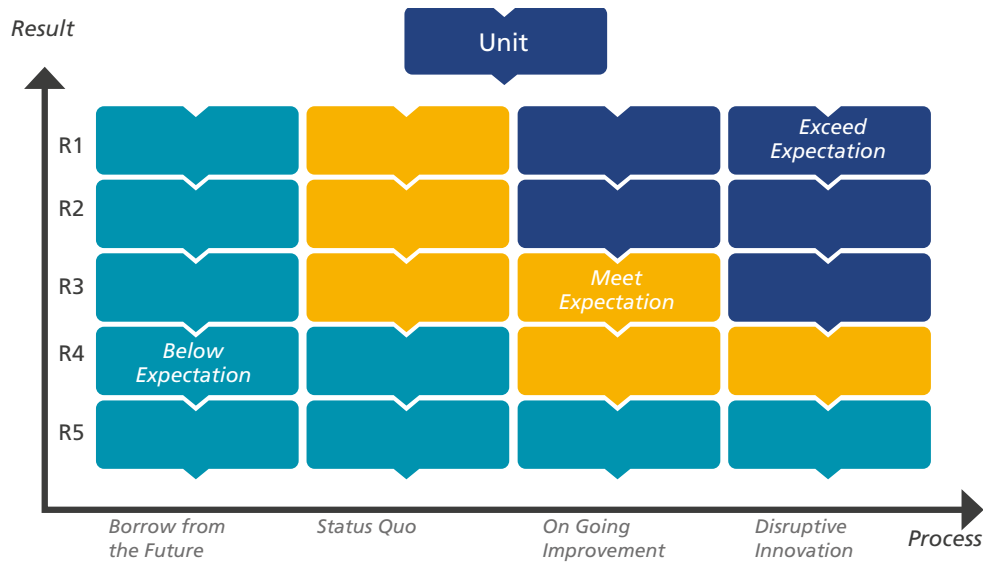
Dalam rangka mewujudkan visi dan misi Perseroan serta untuk menjalankan strategi bisnis, Jasa Marga menyusun kebijakan penilaian kinerja Unit yang bertujuan memastikan tercapainya target kinerja sesuai *Key Performance Indicator* (KPI) dan mendorong unit kerja meningkatkan kinerjanya dengan melakukan *disruptive innovation*, yang tertuang dalam Keputusan Direksi No. 123/KPTS/2019 tentang Jasa Marga *Performance Management* (JMPM), yaitu sistem yang dilaksanakan oleh Jasa Marga untuk merencanakan, mengorganisir dan mengevaluasi kinerja unit satu tingkat di bawah Direksi. *Performance Management* meliputi *Unit Performance* (kinerja Unit Kerja) yang diklasifikasikan menjadi 3 predikat dengan mempertimbangkan hasil penilaian atas *Unit Result* yang dicapai dan proses yang dilaksanakan oleh unit kerja.

training programs included in an extensive program called the "*Shifting Competency*". This Acceleration Program was created to find the best talents within the Jasa Marga Group who have a willingness to learn and prioritize operational employees whose jobs have the potential to be disrupted by technology in the future.

The *Shifting Competencies Program* is a program organized to deal with technological disruptions that impact the shift in required competencies. Some of the alumni who participated in the 2019 *Shifting Competency Crash Program* have been placed as technicians at the Subsidiary, however, the five best participants were given direct projects to work on the *Community Development* application and prepare the *Gamification learning* application as part of *JM Click Enhancement*.

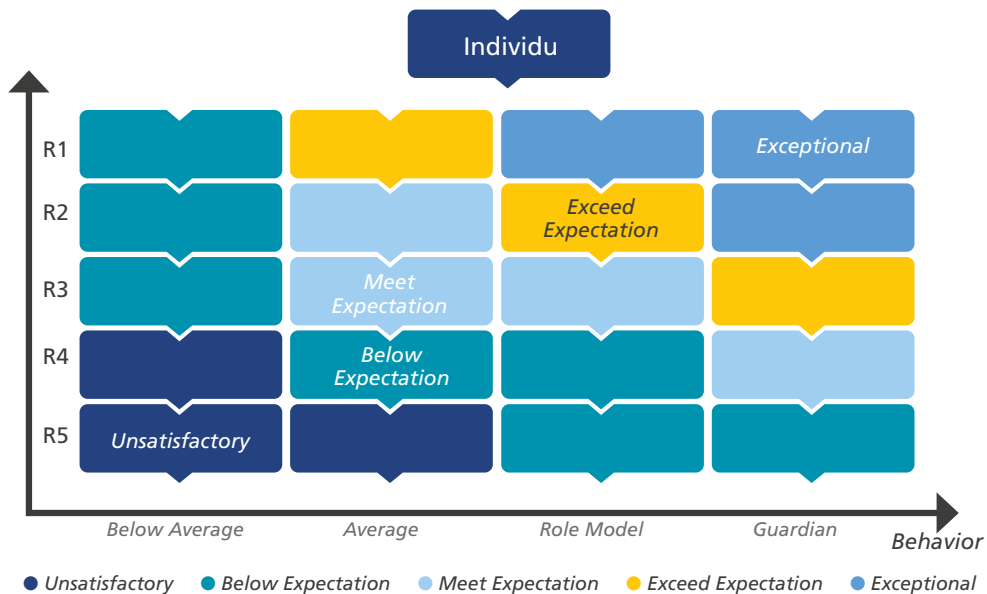
In 2021, *Shifting Competency* was focusing on the development of Other Business Subsidiaries. Currently running is the *Shifting Competency* program at PT JMTM through the development of employee digital competencies. In this program, 8 (eight) participants from PT JMTM were given *shifting competency programming* trained by programming experts. The *shifting competency* process runs for 3 (three) months from September 20, 2021, to December 15, 2021, using online learning methods. In addition to being guided by experts, the participants in the learning process are assisted by learning partners from the *Jasa Marga Learning Institute*, who are alumni of the 2019 crash program. This training is expected to provide new competencies and meet development needs related to applications in Other Business Subsidiaries.

To realize the Company's vision and mission and to carry out business strategies, Jasa Marga has formulated a Unit performance appraisal policy that aims to ensure the achievement of performance targets according to *Key Performance Indicators* (KPI) and encouraging work units to improve their performance by carrying out *disruptive innovation*, which is stated in the Board of Directors Decree No. 123/KPTS/2019 concerning *Jasa Marga Performance Management* (JMPM), a system implemented by Jasa Marga to plan, organize and evaluate the performance of units one level under the Board of Directors. *Performance Management* includes *Unit Performance* which is classified into three predicates by considering the results of the assessment of the *Unit Results* achieved and the processes carried out by the work unit.



Guna mendukung terwujudnya visi dan misi serta rencana strategi bisnis yang dinamis tersebut, dibutuhkan kecepatan dan fleksibilitas agar Jasa Marga tetap unggul dalam kompetisi sehingga disusunlah kebijakan sistem pengembangan kinerja yang mendorong karyawan untuk cepat dan adaptif dalam menjalankan strategi Perseroan yang tertuang dalam Keputusan Direksi No. 68/KPTS/2019 tentang Jasa Marga *Performance Development* (JMPD), yaitu sistem pengembangan kinerja untuk individu yang bertujuan mengklarifikasi dan menyelaraskan ekspektasi antara atasan dan karyawan serta untuk meningkatkan kinerja Karyawan secara berkelanjutan dengan *on-going feedback*. Sistem JMPD, meliputi pengembangan dan penilaian hasil kinerja (*Result*) individu serta penilaian kesesuaian perilaku kerja (*Behavior*) karyawan dengan tata nilai Perseroan. Hasil penilaian dari JMPD diklasifikasikan menjadi 5 (lima) predikat dan menjadi pertimbangan pada penentuan *talent classification*, *total reward*, dan pengembangan karir karyawan.

To support the realization of the vision and mission as well as the dynamic business strategy plan, speed and flexibility are required thereby, Jasa Marga will always be the leading in the competition; therefore, a performance development system policy is formulated to encourage the employees to be fast and adaptive in carrying out the Company's strategy as stated in the Board of Directors Decree No. 68/KPTS/2019 regarding Jasa Marga *Performance Development* (JMPD), which is a performance development system for individuals that aims to clarify and align expectations between the leaders and employees as well as to improve employee performance sustainably with *on-going feedback*. JMPD System includes developing and assessing individual results and an evaluation of employees' work behavior conformity with the Company's values. Results of the JMPD assessment are classified into 5 (five) predicates and become the consideration in determining the talent classification, total rewards, and employee career development.



KESEJAHTERAAN KARYAWAN

Employee Welfare

Kesejahteraan karyawan merupakan salah satu hak yang wajib dipenuhi oleh Perseroan, yang salah satunya dapat dipenuhi lewat remunerasi atau kompensasi yang memadai. Jasa Marga berkeyakinan bahwa pemberian remunerasi yang sepadan akan meningkatkan keterikatan karyawan terhadap Perseroan dan mendukung perkembangan dan keberlangsungan bisnis Perseroan yang menguntungkan bagi para pemangku kepentingan.

Remunerasi

Jasa Marga memberikan *Total Reward* yang menarik calon Karyawan (*attract*), memotivasi karyawan untuk meningkatkan kapasitas dan kinerjanya (*motivate*) dan memelihara keterikatan Karyawan (*retain*). Berdasarkan filosofinya, maka *reward* untuk Karyawan diberikan dalam bentuk sebagai berikut:

1. *Foundational Reward* yaitu komponen *reward* berupa penghasilan tetap yang diterima karyawan berdasarkan jabatan dan atribut personalnya (*person value*);
2. *Motivational Reward* yaitu komponen *reward* yang diberikan sebagai upaya untuk meningkatkan motivasi dalam berkinerja;
3. *Benefit & Allowances* yaitu komponen *reward* yang diberikan sebagai upaya untuk memberikan kenyamanan bagi karyawan;
4. *Working Environment* yaitu komponen *reward* berupa kondisi dimana seseorang bekerja, yang dipengaruhi oleh lingkungan fisik, sosial, dan/psikologis; dan
5. *Growth Opportunity* yaitu *reward* berupa kesempatan yang diberikan kepada karyawan untuk dapat mengembangkan potensi dan karirnya.

Total Reward Karyawan diatur dalam Keputusan Direksi No. 110/KPTS/2019 tentang Sistem *Total Reward* Karyawan. Pada tahun 2021, mempertimbangkan kinerja Perseroan tahun 2020 serta kondisi pasar, kenaikan gaji berkala ditetapkan sebesar inflasi tahun 2020. Hal ini sebagaimana tertuang dalam Keputusan Direksi No. 39.1/KPTS/2021 tanggal 8 April 2021 tentang Penetapan *Fine Tuning* untuk Rumusan Kenaikan Gaji Pokok Tahun 2021.

Selain itu, pemberian *Motivational Total Reward* Karyawan tidak hanya berdasarkan capaian kinerja Karyawan (JMPD) saja tetapi juga berdasarkan capaian kinerja Unit Kerja (JMPM). Hal yang diharapkan dari implementasi konsep ini adalah agar Karyawan dapat lebih fokus dan termotivasi dalam mencapai KPI Unit Kerja-nya dengan memberikan

Employee Welfare is one of the rights that shall be fulfilled by the Company, among others, through sufficient remuneration and compensation. Jasa Marga believes that the provision of commensurate remuneration will increase employee engagement with the Company and support the development and sustainability of the Company's business that is profitable for stakeholders.

Remuneration

Jasa Marga provides Total Rewards that attract prospective employees, motivate employees to increase their capacity and performance (motivate) and retain employee engagement. Based on the philosophy, rewards for employees are provided as follows:

1. Foundational Reward, a reward component in the form of regular income received by employees based on their position and personal attributes (person value);
2. Motivational Reward, a reward component paid as an effort to increase motivation in performing the work;
3. Benefits & Allowances, a reward component provided as an effort to provide convenience for employees;
4. Working Environment, a reward component in the form of conditions in which a person works, which is influenced by the physical, social, and/psychological environment; and
5. Growth Opportunity is a reward in the form of opportunities given to employees to develop their potential and career.

Total Employee Rewards is regulated in Board of Directors Decree No. 110/KPTS/2019 concerning Employee Total Reward System. In 2021, considering the Company's 2020 performance and market conditions, periodic salary increases are set at 2020 inflation. It's stated in the Decree of the Board of Directors No. 39.1/KPTS/2021 dated April 8, 2021, concerning Determination of Fine Tuning for the 2021 Basic Salary Increase Formula.

In addition, the provision of Employee Motivational Rewards is not only based on employee performance achievements (JMPD) but also based on performance achievements of the Work Unit (JMPM). What is expected from implementing this concept is that employees can be more focused and motivated in achieving their Work Unit KPIs by

kinerja yang maksimal. Implementasi konsep ini sebagaimana tertuang dalam Keputusan Direksi No. 40/KPTS/2021 tanggal 12 April 2021 tentang Pemberian *Motivational Total Reward* Tahunan Karyawan Tahun Buku 2020.

Fasilitas dan Benefit

Selain memberikan remunerasi yang layak, untuk menunjang kesejahteraan karyawan, Perseroan juga memberikan berbagai jenis fasilitas dan benefit kepada karyawan. Pemberian fasilitas dan benefit tersebut dibedakan menurut status karyawan.

providing optimum performance. Implementation of this concept is stated in the Board of Directors Decree No. 40/KPTS/2021 dated April 12, 2021, concerning Employee Annual Motivational Rewards Awarding for Financial Year 2020.

Facilities and Benefit

In addition to appropriate remuneration, the Company also provides other facilities and benefits to the employees to support employee welfare. The facilities and benefits are classified based on employee status.

Tabel Fasilitas dan Benefit Karyawan
Table of Employees' Facilities and Benefit

Jenis Fasilitas dan Benefit Type of Facilities and Benefit	Karyawan Tetap Permanent Employees	Karyawan Tidak Tetap Non-Permanent Employees	Trainee Trainee
Seragam Dinas Official Uniform	✓*	✗	✓
Pakaian Olah Raga Sports Apparel	✓*	✗	✗
Cuti Leaves	✓	✓	✗
Rekreasi Recreation	✓*	✗	✗
Jaminan Kesehatan Perseroan Health Insurance by the Company	✓	✓	✓
Pinjaman Karyawan (Uang Muka Rumah, Renovasi Rumah, Multiguna, Pendidikan, Pembelian Kredit) Employee Loans (Mortgage Down Payment, House Renovation, Multifinance, Education, Credit Purchase)	✓	✗*	✗*
Asuransi BPJS Kesehatan BPJS Kesehatan Insurance	✓	✓	✓
Asuransi BPJS Ketenagakerjaan Program JKK & JMK BPJS Ketenagakerjaan Insurance JKK & JMK Program	✓	✓	✓
Asuransi BPJS Ketenagakerjaan Program JHT & JP BPJS Ketenagakerjaan Insurance JHT & JP Program	✓	✓	✓
Asuransi Purna Karya (Pasca Kerja) Post-Employment Insurance	✓	✗	✗
Dana Pensiun PMP/PIIP (Pasca Kerja) PMP/PIIP Pension Funds (Post-Employment)	✓	✗	✗
Kartu Dinas akses PP ke Tempat Tinggal (bagi yang memiliki kendaraan roda 4) Official Card for PP to Residential (if having 4-wheels vehicle)	✓	✗	✗
Perjalanan Dinas Business Trip	✓	✓	✓
Beasiswa Scholarship	✓	✗	✗
Pelatihan Training	✓	✓	✓

Keterangan/Remarks:

* Sehubungan dengan kondisi pandemi COVID-19 yang masih berlanjut pada tahun 2021 dan berdampak pada kinerja keuangan Perseroan, terdapat beberapa benefit seperti seragam dinas, pakaian olahraga dan rekreasi yang tidak diberikan, namun demikian Perseroan memberikan bantuan pemeliharaan kesehatan kepada Karyawan secara tunai. Perseroan berkomitmen akan memberikan kembali benefit tersebut ketika kondisi keuangan Perseroan sudah kembali normal.

Due to the ongoing COVID-19 pandemic in 2021 which impacted the Company's financial performance, there are several benefits such as official uniforms, sports and recreational clothing that are not provided. Nevertheless, the Company is committed to return these benefits once the Company's financial condition returns to normal.

PROGRAM PASCA KERJA Post-Employment Program

Untuk memberikan kepastian kesejahteraan karyawan setelah berakhirnya masa kerja, Jasa Marga memberikan *benefit* kepada karyawan yang telah mencapai usia pensiun. Program pasca kerja yang diberikan kepada karyawan terbagi menjadi 2 (dua) yaitu yang bersifat *mandatory* dari Kementerian Ketenagakerjaan yaitu Program Jaminan Hari Tua dan Jaminan Pensiun. Sedangkan yang bersifat internal dari Perseroan terdiri dari Program Pensiun Manfaat Pasti (PPMP), Program Pensiun Iuran Pasti (PPIP), Program Purna Karya dan Jaminan Kesehatan dari Perseroan.

Program yang bersifat *mandatory* dilaksanakan berdasarkan UU No. 40 Tahun 2004 tentang Sistem Jaminan Sosial Nasional, PP No. 45 tahun 2015 tentang Jaminan Pensiun dan PP No. 46 tahun 2015 dengan perubahannya No. 60 tahun 2015 tentang Jaminan Hari Tua. Sedangkan pelaksanaan program pasca kerja yang bersifat internal diatur dalam Peraturan Perseroan. Adapun penjelasan mengenai masing-masing program pasca kerja yang dilaksanakan di Jasa Marga adalah sebagai berikut:

1. Program Pensiun Manfaat Pasti (PPMP) dan Program Pensiun Iuran Pasti (PPIP)

PPMP diselenggarakan oleh Dana Pensiun Jasa Marga (DPJM) yang didirikan oleh Perseroan. PPMP diikuti oleh karyawan yang mulai bekerja di Perseroan sebelum 1 Juli 2012. Sedangkan PPIP diselenggarakan oleh Dana Pensiun Lembaga Keuangan (DPLK) dan diikuti oleh karyawan yang mulai bekerja di Perseroan sejak tanggal 1 Juli 2012.

2. Program Purna Karya

Program ini diberikan kepada karyawan dengan manfaat ketika berhenti pada usia pensiun normal akan mendapat 24 x PhDA (Penghasilan Dasar Asuransi), sedangkan karyawan yang berhenti sebelum usia pensiun normal akan mendapatkan manfaat proporsional sesuai peraturan Perseroan.

3. Program Jaminan Hari Tua (JHT) dan Jaminan Pensiun BPJS Ketenagakerjaan

Perseroan mengikutsertakan seluruh karyawan ke dalam program Jaminan Hari Tua dan Jaminan Pensiun BPJS Ketenagakerjaan. Dasar perhitungan iuran JHT dihitung dari penghasilan yang proporsinya dibayar sebesar 2% oleh karyawan dan 3,7% oleh Perseroan, sedangkan perhitungan iuran Jaminan Pensiun dihitung dari penghasilan dengan proporsi 1% oleh karyawan dan 2% oleh Perseroan.

To assure employee welfare after their working period, Jasa Marga provides benefits to employees who have reached retirement age. The post-employment program provided to employees is divided into 2 (two) mandatory programs by the Ministry of Manpower, known as the Retirement and Pension Insurance Program. Meanwhile, internal programs consist of the Defined Benefit Pension Program (PPMP), Defined Contribution Pension Program (PPIP), Retirement Program, and the Health Insurance provided by the Company.

Mandatory programs are implemented based on Law No. 40 of 2004 concerning the National Social Security System, PP No. 45 of 2015 concerning Pension Security, and PP No. 46 of 2015 with amendment No. 60 of 2015 concerning Retirement Insurance. Meanwhile, the implementation of post-work programs that are internal in nature is regulated in Company Regulations. The explanation regarding each of the post-work programs implemented at Jasa Marga is as follows:

1. Defined Benefit Pension Program (PPMP) and Defined Contribution Pension Program (PPIP)

PPMP is organized by Jasa Marga Pension Fund (DPJM), which the Company established. PPMP is attended by employees who started working at the Company before July 1, 2012. Meanwhile, PPIP is organized by the Financial Institution Pension Fund (DPLK) and is attended by employees who started working at the Company on July 1, 2012.

2. Post-Employment Program

This program is awarded to employees with benefits when they resign at the average retirement age; they will receive 24 x PhDA (Basic Insurance Income), while employees who leave before the average retirement age will receive proportional benefits according to the Company's regulations.

3. The Retirement Insurance Program (JHT) and BPJS Ketenagakerjaan Insurance

The Company has enrolled all employees in the BPJS Ketenagakerjaan and Retirement Insurance Programs. The JHT contribution calculation is based on the proportion of income paid 2% by the employee and 3.7% by the Company. In comparison, the pension security contribution calculation is calculated from income in 1% by the employee and 2% by the Company.

4. Program Jaminan Kesehatan Pensiunan dan Keluarga

Manfaat jaminan kesehatan berupa manfaat dalam bentuk fasilitas kesehatan yang diberikan Perseroan berupa bantuan biaya untuk menjaga dan memelihara kesehatan pensiunan beserta keluarganya.

Tahun 2021, masih di tengah kondisi pandemi Perseroan tetap menjalankan program pelatihan untuk karyawan yang akan memasuki masa purnabakti. Jasa Marga melaksanakan program learning berbasis digital yang dinamakan dengan Program JM Preneurship. Selain itu, untuk meningkatkan *awareness* serta pemahaman terkait rencana kewirausahaan yang menjadi *second career* bagi karyawan yang akan pensiun, Jasa marga memberikan materi *entrepreneurship* berupa *daily quiz* serta *course* pada aplikasi JM Click.

Sepanjang tahun 2021 Perseroan menyelenggarakan program JM Preneurship sebanyak 32 program yang diikuti oleh 5.085 orang. Sedangkan jumlah *course* pada aplikasi JM Click adalah sebanyak 1.008 *course* dengan jumlah karyawan yang mengakses *course* pada JM Click sebanyak 1.650 orang.

Total biaya yang dikeluarkan Perseroan, khususnya untuk penyelenggaraan program JM Preneurship adalah sebesar Rp137.657.475.

4. Health Insurance Program for Pensionaries and Families

Health insurance benefits in the form of health facilities benefit the Company provides in financial assistance to maintain pensioners' health and their families.

In 2021, the company sustained training programs for employees who will enter the post-employment period amidst the pandemic. Jasa Marga has implemented a digital-based learning program named JM-Preneurship Program. In addition, to raise awareness and understanding related to entrepreneurship as a second career for the nearly retired employees, Jasa Marga also provides entrepreneurship material in daily quiz and course via the JM Click application.

Throughout 2021 the Company held 32 JM Preneurship programs which 5,085 people attended. At the same time, the number of courses on the JM Click application is 1,008, with the number of employees accessing the system on JM Click as many as 1,650 people.

The total costs incurred by the Company, especially for the implementation of the JM Preneurship program, amounted to Rp137,657,475.

PENGHARGAAN KEPADA KARYAWAN

Reward to Employees

Jasa Marga memberikan penghargaan atas kinerja, pelaksanaan tugas, inovasi atau perbaikan serta penghargaan atas kesetiaan karyawan. Penghargaan atas inovasi dan perbaikan berkelanjutan diberikan dalam ajang rutin tahunan Perseroan yang diberi nama Jasa Marga *Innovation Competition* (JMIC). Untuk memberikan apresiasi terhadap karyawan yang telah bekerja selama masa kerja tertentu, Perseroan memberikan penghargaan atas masa kerja kepada karyawan. Perseroan memberikan penghargaan kepada karyawan yang telah melampaui masa kerja 20, 25, 30 tahun, dan 35 tahun berupa piagam penghargaan dan logam mulia kepada 351 orang karyawan.

Jasa Marga provides awards for performance, duty implementation, innovation or improvement, and loyalty rewards to the employees. Awards for innovation and continuous improvement are given in the Company's annual event known as Jasa Marga Innovation Competition (JMIC). To appreciate the employees who have worked for a particular year of service, the Company provides awards for the employees' terms. The Company awards employees who have worked for over 20, 25, 30 years, and 35 years in award certificates and gold bars to 351 employees.

Tabel Jumlah Karyawan Penerima Penghargaan
Table of Total Employees as Award Beneficiaries

Masa Kerja Work Period	Jumlah Karyawan Penerima Penghargaan Total Awards Beneficiaries		
	2021	2020	2019
20 tahun/ years	99	39	70
25 tahun/ years	221	171	92
30 tahun/ years	148	112	183
35 tahun/ years	21	29	43
Jumlah / Total	489	351	388

HUBUNGAN INDUSTRIAL

Industrial Relation

Terciptanya hubungan industrial yang baik antara Perseroan dan karyawan adalah suatu keharusan, hal ini dikarenakan karyawan memegang peranan penting dalam perkembangan suatu Perseroan. Komunikasi, merupakan faktor penting untuk hubungan yang baik. Hubungan industrial yang harmonis antara Manajemen dan Serikat Karyawan merupakan tujuan ideal yang ingin dicapai.

Dalam upaya menciptakan dan menjaga keharmonisan hubungan antara manajemen dan karyawan yang dibingkai dalam hubungan sinergi, manajemen memberikan kebebasan kepada karyawan untuk berserikat dalam organisasi Serikat Karyawan Jasa Marga (SKJM) yang merupakan bentuk komitmen Manajemen terhadap Peraturan Ketenagakerjaan yang ditetapkan oleh Pemerintah.

Harmonisasi hubungan industrial juga tergambar dalam aktivitas Lembaga Kerjasama Bipartit (LKS Bipartit) yang dapat berjalan dengan baik, segala isu kesejahteraan selalu diinformasikan dan didiskusikan dengan SKJM sehingga karyawan memahami program-program Perseroan terutama dalam transformasi organisasi, yang berdampak terhadap kesejahteraan karyawan. Terlebih di tahun 2020, dimana pandemi COVID-19 telah membuat pertumbuhan Perseroan terhambat.

Dalam upaya mempertahankan kinerja, Perseroan telah mengambil sejumlah kebijakan, termasuk penundaan beberapa *benefit* kesejahteraan yang selama ini diterima karyawan. Dengan komunikasi yang baik, karyawan dapat menerima kebijakan tersebut dan berkomitmen mempertahankan kondisi Perseroan agar tidak semakin terpuruk akibat COVID-19.

The establishment of favorable industrial relations between the Company and employees is mandatory as the employees play an essential role in the company's development. Communication becomes a vital factor for a good relationship. A harmonious industrial relation between Management and the Employees Union also becomes an ideal goal to be achieved.

Related to the initiatives in creating and maintaining a harmonious relationship between Management and employees that are framed in a synergistic relationship, the Management provides freedom to employees to unite in the Jasa Marga Trade Union (SKJM) organization as a manifestation of Management's commitment to the Manpower Policy as stipulated by the Government.

Harmonization of industrial relations is also reflected in the activities of the Bipartite Cooperation Institution (LKS Bipartite), which is operating smoothly, all welfare issues are always informed and discussed with the SKJM thereby employees understand the Company's programs, especially in organizational transformation, which has an impact on employee welfare. Especially in 2020, where the COVID-19 pandemic has negatively affected the Company's growth.

The Company has adopted several policies to maintain performance, including postponing several welfare benefits that employees have received. With good communication, employees can accept this policy and are committed to maintaining the company's condition not to embrace a severe impact due to COVID-19.

Bentuk kongkrit dari hubungan industrial yang harmonis di Jasa Marga adalah dengan dibentuknya Tim Kajian dalam rangka perbaikan sistem jaminan kesehatan karyawan oleh manajemen Perseroan dan SKJM. Hasil kerja dari tim ini adalah merekomendasikan program pengelolaan menggunakan sistem *Administration Services Only (ASO)* dengan mengedepankan percepatan pelayanan dengan menggunakan teknologi dalam implementasi pelayanan jaminan kesehatan.

Pada tahun 2019, Perseroan melaksanakan Program Alih Profesi (Alife) sebagai dampak dari penerapan elektronifikasi jalan tol secara 100% yang berdampak pada hilangnya pekerjaan Karyawan operasional. Sementara itu, pada tahun 2020 Perseroan melakukan Kajian Penataan Modal Insani tahun 2021-2025 dalam rangka Transformasi Organisasi. Dalam kajian tersebut, disusunlah program Pensiun Dini Sukarela (PDS) dan program Masa Persiapan Pensiun (MPP) yang dalam proses penyusunannya dilakukan pembahasan dan diskusi secara intensif dengan SKJM sehingga didapatkan hasil yang optimal.

Pada tahun 2021, Perseroan melakukan kegiatan rapat Bipartit untuk melakukan kesepakatan penundaan pemberian benefit kesejahteraan yang rutin diberikan selama ini, karena pandemi COVID-19 kondisi Perseroan sangat terdampak khususnya dalam pencapaian pendapatan tol.

Kesepakatan penundaan pemberian benefit kesejahteraan tersebut merupakan bagian dari upaya Perseroan dalam mempertahankan keberlangsungannya dengan mengurangi beban-beban yang sifatnya tidak inti namun benefit tambahan yang secara normatif tidak melanggar ketentuan perundang-undangan.

Pengelolaan hubungan industrial di lingkup Perseroan tidak terbatas pada karyawan PT Jasa Marga (Persero) Tbk, tapi juga terhadap seluruh karyawan dalam Jasa Marga Group. Perseroan selalu memantau dan memastikan bahwa seluruh ketentuan dan kebijakan Perseroan telah sesuai dengan ketentuan yang berlaku. Sinergi ini terbukti dapat meredam gejolak yang terjadi di lapangan.

Dalam rangka pendukung pengelolaan hubungan industrial yang harmonis, beberapa program dilaksanakan dalam pelayanan Administrasi Kepegawaian.

The concrete realization of harmonious industrial relations at Jasa Marga is the establishment of a StudyTeam to improve the employee health insurance system by the Company's management and SKJM. The work result of this team is to recommend a management program using the *Administration Services Only (ASO)* system by prioritizing acceleration of services by using technology in the implementation of health insurance services.

After successfully implementing Professional Transfer Program (Alife) in 2019, as a result of 100% implementation of toll road electronification which resulted in operational employees lay-off, in 2020 the Company conducted a Study on Human Capital Structuring for 2021-2025 in the context of Organizational Transformation. In this study, Voluntary Early Retirement Program (PDS) and Retirement Preparation Period (MPP) program were prepared, which in the process of composing them were conducted intensive discussions and discussions with the SKJM to generate optimal results.

In 2021, the Company held a Bipartite meeting to agree to postpone the provision of welfare benefits that have been routinely provided so far. Due to the COVID-19 pandemic, the Company's condition was greatly affected, especially in achieving toll revenues.

The agreement to postpone the provision of welfare benefits is part of the Company's efforts to maintain its sustainability by reducing expenses that are not core but additional benefits that normatively do not violate statutory provisions.

The industrial relations management within the Company's scope is not limited to employees of PT Jasa Marga (Persero) Tbk, but also to all employees under Jasa Marga Group. The Company continually monitors and ensures that all provisions and Company policies have complied with prevailing regulations. This synergy is proven to reduce the turmoil that occurs in the field successfully.

To support the management of harmonious industrial relations, several programs have been implemented in Employee Administration services.

Pelayanan Administrasi Hubungan Kerja Employment Work Relationship



Pengelolaan Hubungan Industrial Industrial Relations Management

Pengelolaan komunikasi Bipartit dengan Serikat Pekerja memonitor sistem Pembinaan Karyawan dan monitor *Employee Engagement*.

Management of Bipartite communication with the Trade Union monitors Employee Development system and Employee Engagement.



Pembuatan Dokumen Karyawan Preparation of Employee Documents

Mengelola administrasi kepegawaian (Surat Keterangan Kerja Karyawan, Surat Pengantar Pembuatan Visa dan Paspor, Surat Dispensasi, Cuti Sakit Karyawan, Pakta Integritas).

Management of personnel administration (Employee Work Certificate, Cover Letter for Visa and Passport, Letter of Dispensation, Employee Sick Leave, Integrity Pact).



Pengelolaan LHKPN Karyawan LHKPN Management for Employees

Mengelola dan Pengadministrasian data wajib lapor LHKPN serta *monitoring* pelaksanaan pengisian LHKPN.

Management and administration of LHKPN mandatory subject and monitoring the LHKPN filling implementation.



Pengelolaan Dokumen PHK Karyawan Employee Lay-off Document Management

Mengelola *Management Exit* Karyawan (Pensiun Normal, Pensiun Sakit, Pensiun Dipercepat, Pensiun Meninggal Dunia, Pensiun Dini, Mengundurkan Diri).

Managing Employee Exit Management (Normal Retirement, Sick Retirement, Early Retirement, Passed Away Pension, Early Retirement, Resignation).



Pengelolaan Sistem Manajemen Anti Penyuapan Anti-Bribery Management System Management

Melakukan Uji Kelayakan Karyawan dalam rangka melakukan *assesment* benturan kepentingan dengan me-*monitor* pelaksanaan penandatanganan Pakta Integritas di awal tahun dan melakukan klarifikasi atas potensi benturan kepentingan baik internal dengan karyawan maupun dengan pihak eksternal (*stakeholder*), serta melakukan kontrol mandiri terhadap potensi benturan kepentingan dan integritas karyawan dengan melakukan evaluasi dan pemenuhan dokumen sistem manajemen anti penyuapan.

Conduct Employee Due Diligence by monitoring the implementation of the signing of the Integrity Pact and evaluating conflicts of interest at the beginning of the year and clarifying potential conflicts of interest both internally with employees and with external parties (stakeholders), as well as exercising independent control over possible conflicts of interest and employee integrity by evaluating and compliance with antibribery management system documents.

TEKNOLOGI INFORMASI

Information Technology

Perkembangan kebutuhan bisnis dan organisasi mengharuskan Perseroan untuk menata dan membenahi diri dalam menyiapkan teknologi yang dibutuhkan untuk dapat mendukung pengembangan dan perluasan bisnis, serta memberikan pelayanan yang terbaik kepada pelanggan melalui layanan berbasis teknologi informasi. Dalam era globalisasi, keandalan teknologi informasi merupakan salah satu unsur penting yang mendukung proses bisnis dan layanan yang prima. Teknologi merupakan kunci utama yang memungkinkan Perseroan melakukan efisiensi, mengukur dan menelusuri kinerja bisnis, serta mengambil keputusan-keputusan manajemen yang tepat untuk kelangsungan usaha.

The development of business and organizational needs requires the Company to organize and improve itself in preparing the technology needed to support business development and expansion and provide the best service to customers through information technology-based services. In the era of globalization, the reliability of information technology is one of the critical elements that support excellent business processes and services. Technology is the primary key that enables the Company to perform efficiently, measure and track business performance, and make the right management decisions for business continuity.

PENGELOLAAN TEKNOLOGI INFORMASI

Information Technology Management

Jasa Marga berkomitmen untuk senantiasa mengelola dan mengembangkan Teknologi Informasi. Salah satu wujud komitmen Jasa Marga dalam pengelolaan dan pengembangan Teknologi Informasi adalah dengan dibentuknya Information Technology Group sebagai unit yang bertanggung jawab atas pengelolaan dan pengembangan Teknologi Informasi di Perseroan. Information Technology Group berada di bawah supervisi Direktur Bisnis.

Jasa Marga is committed to continuing managing and developing Information Technology. One of Jasa Marga's commitments on the management and development aspect is establishing Information Technology Group as a unit in charge of Information Technology management and development in the Company. Information Technology Group is under the supervision of the Director of Business.

Visi dan Misi Teknologi Informasi Jasa Marga

Tujuan pengembangan dan pengelolaan Teknologi Informasi di Jasa Marga diselaraskan dengan visi dan misi Teknologi Informasi Perseroan, yaitu:

Visi:

Menyediakan layanan Teknologi Informasi untuk perkembangan dan keberlangsungan bisnis Perseroan.

Misi:

- Menyediakan layanan referensi data yang aman dan dapat dipercaya menuju informasi yang bermanfaat untuk pengambilan keputusan bisnis.
- Menyediakan layanan aplikasi yang terintegrasi dan mudah untuk dikembangkan lebih lanjut untuk pengembangan potensi bisnis yang berkelanjutan.
- Menyediakan layanan infrastruktur teknologi yang andal dan aman untuk memfasilitasi pengelolaan data/informasi dan aplikasi.

Jasa Marga Information Technology Vision and Mission

Objectives of Information Technology development and management at Jasa Marga are aligned with the Company's Information Technology vision and mission, as follows:

Vision:

Providing Information Technology services for the development and sustainability of the Company's business.

Mission:

- To provide safe and reliable data reference services to useful information for business decision-making.
- To provide integrated application services and easy to further develop for the development of sustainable business potential.
- To provide reliable and secure technology infrastructure services to facilitate data/information and application management.

- Menerapkan tata kelola Teknologi Informasi dan data dalam rangka pemenuhan kepatuhan regulasi serta pemenuhan kebutuhan dan akselerasi bisnis.

- To implement Information Technology and data governance in order to fulfill regulatory compliance and fulfill business needs and acceleration.

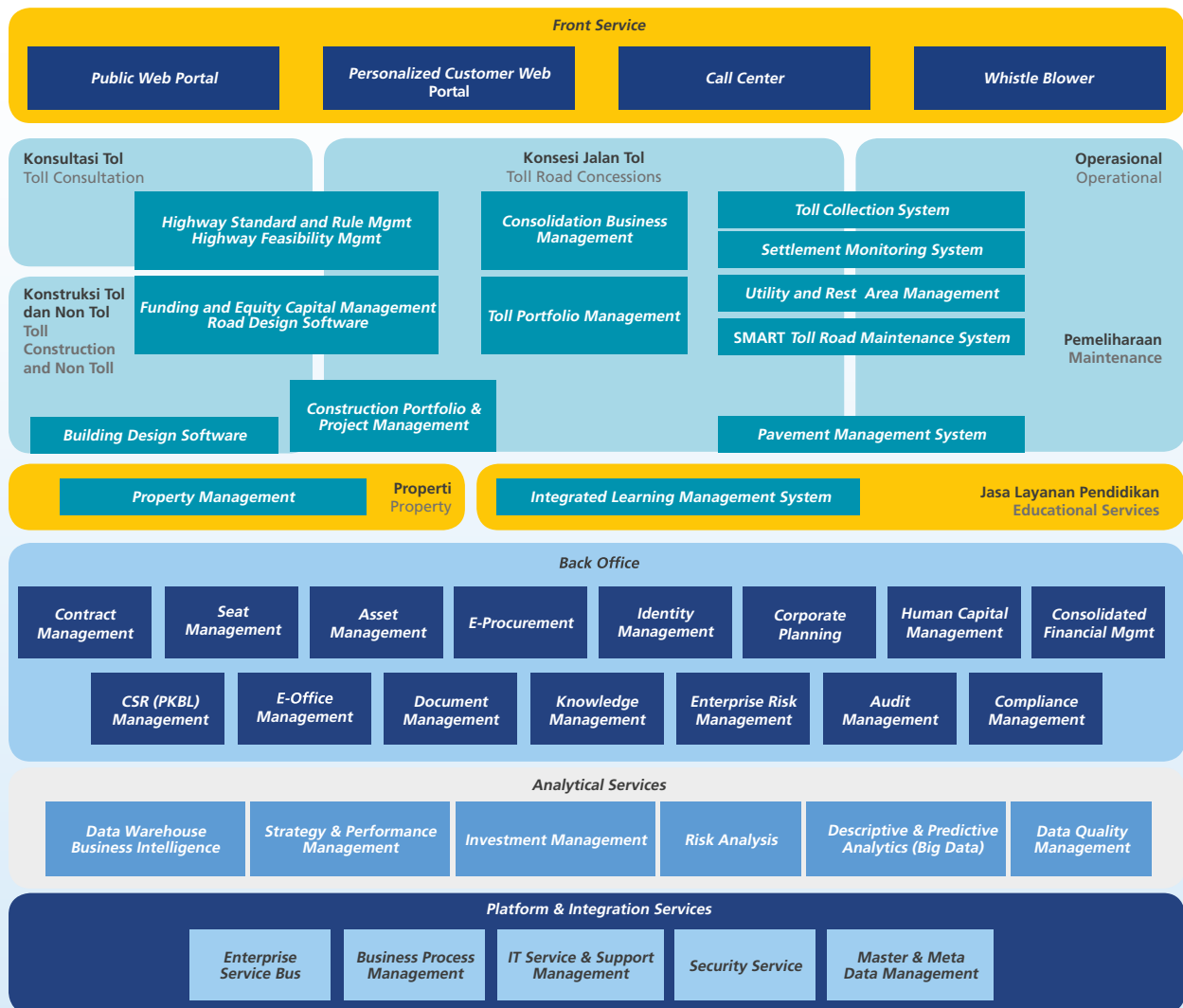
Untuk mewujudkan visi dan misi tersebut, Information Technology Group menghadapi sejumlah tantangan, yang utama adalah memastikan investasi dan inisiatif Teknologi Informasi mampu memberikan manfaat yang optimal bagi bisnis Perseroan serta tingkat kematangan proses kerja Teknologi Informasi yang memadai guna menjamin konsistensi keberhasilan pencapaian tujuan dari penerapan Kebijakan Tata Kelola Teknologi Informasi (*IT Governance*).

To realize this vision and mission, the Information Technology Group faces several challenges, the main thing is to ensure that Information Technology investments and initiatives that are capable to provide optimal benefits for the Company's business as well as an adequate maturity level of Information Technology work processes to ensure consistency in the achievement of Information Technology Governance Policy (*IT Governance*) implementation goals.

ARSITEKTUR TEKNOLOGI INFORMASI JASA MARGA

Jasa Marga Information Technology Architecture

High Level Application Architecture: Jasa Marga Kantor Pusat
High Level Application Architecture: Jasa Marga Head Office



Arsitektur Teknologi Informasi Jasa Marga dibuat berdasarkan arahan strategis PT Jasa Marga (Persero) Tbk, yang akan menjadi landasan pembuatan infrastruktur dan sistem informasi lainnya. *High Level Application Architecture* Jasa Marga terbagi dari beberapa bagian, yaitu:

1. Bagian *Front Services* merupakan aplikasi-aplikasi yang dibangun untuk dapat langsung berinteraksi dengan pelanggan maupun *stakeholder* terkait.
2. Bagian Konsultasi, Konsesi, Kontruksi, Properti, Operasional, dan Pemeliharaan merupakan aplikasi-aplikasi yang dibangun untuk proses bisnis utama Perseroan.
3. Bagian *Back office* merupakan aplikasi-aplikasi yang dibangun sebagai pendukung proses bisnis Perseroan.
4. Bagian *Analytical Services* merupakan layanan untuk menganalisa seluruh data yang didapatkan dari aplikasi-aplikasi yang telah dibangun yang diharapkan dapat membantu *high level management* dalam membuat satu keputusan.
5. Bagian *Platform & Integration Services* merupakan layanan untuk integrasi antar aplikasi dan menjamin *Quality of Service (QoS)* untuk seluruh aplikasi.

Jasa Marga Information Technology Architecture was created based on the strategic direction of PT Jasa Marga (Persero) Tbk, which will become the foundation for the construction of infrastructure and other information systems. Jasa Marga's High-Level Application Architecture is divided into several sections, as follows:

1. Front Services section, applications that are built to interact with customers and related stakeholders.
2. Consulting, Concessions, Construction, Property, Operations, and Maintenance, the applications developed for the Company's main business processes.
3. Back office, applications that are to support the Company's business processes.
4. Analytical Services section, a service for analyzing all data obtained from applications built, is expected to help high level management make a decision.
5. Platform & Integration Services section, a service for integration between applications and ensuring Quality of Service (QoS) for all applications.

FOKUS PENGEMBANGAN TEKNOLOGI INFORMASI 2021

Focus on Information Technology Development 2021

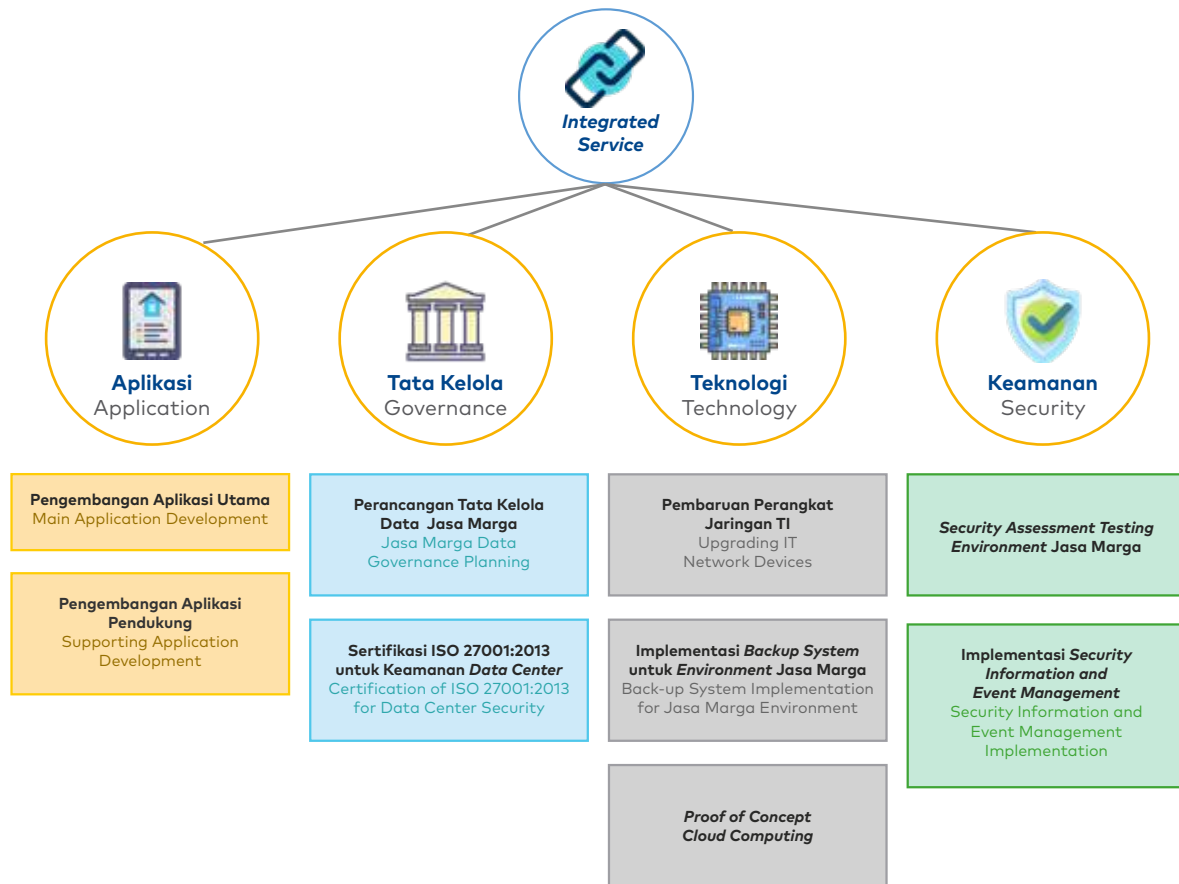
Sesuai dengan *Master Plan* Teknologi Informasi Jasa Marga 2019-2023, fokus pengembangan Teknologi Informasi tahun 2021 adalah *IT & Data Service Excellence*, yaitu terintegrasinya proses bisnis utama dan proses bisnis pendukung secara menyeluruh dan didukung layanan analitikal dalam membuat keputusan.

Pada Tahun 2021, Information Technology Group melakukan beberapa program kerja dalam pengelolaan dan pengembangan Teknologi Informasi sebagai berikut:

Following the Jasa Marga Information Technology Master Plan 2019-2023, the focus of Information Technology development in 2021 is IT & Data Service Excellence, namely the integration of main business processes and supporting business processes as a whole and supported by analytical services in making decisions.

In 2021, the Information Technology Group will carry out several work programs in the management and development of Information Technology as follows:

Kerangka Program Kerja Pengelolaan dan Pengembangan Teknologi Informasi
Information Technology Management and Development Work Program Framework



Selama tahun 2021, Perseroan melakukan pengembangan atas sistem *Enterprise Resource Planning* (ERP) korporasi dengan SAP S/4 HANA untuk dapat membuat proses bisnis berjalan dengan lebih ringkas. Progress pelaksanaan enhancement ERP yang dilaksanakan bersama konsultan Deloitte berupa proses evaluasi dan migrasi data ke sistem yang baru berhasil diselesaikan pada tahun 2021. Hasil evaluasi terhadap sistem SAP yang sudah dilakukan, memberikan rekomendasi untuk melakukan perubahan struktur dalam SAP yang dilakukan baik untuk level induk maupun Anak Perusahaan lini bisnis konsesi jalan tol.

Selain itu, Perseroan secara berkelanjutan mengimplementasikan sistem ERP SAP S/4 HANA di kelompok usaha Jasa Marga dan saat ini dalam proses pengembangan ERP SAP pada anak perusahaan lini bisnis konsesi jalan tol yaitu PT Jasamarga Jogja Bawen (JJB) serta lini bisnis pengoperasian jalan tol dan lini bisnis prospektif, meliputi PT JMTO, PT JMTM, dan PT JM RB.

Dari aspek operasional melalui *platform* SAP S/4 HANA, Perseroan telah menerapkan modul SAP *process orchestration* untuk dapat mengotomatisasi penyajian dan pencatatan data pendapatan tol dan volume lalu lintas. Saat ini, impelementasinya telah dilakukan di ruas Dalam-Kota, Prof. Dr. Ir. Sedyatmo,

During 2021, the Company developed a corporate Enterprise Resource Planning (ERP) system with SAP S/4 HANA to create business processes work more concisely. The progress of the ERP enhancement implementation carried out with Deloitte consultants in the form of an evaluation process and data migration to the new system was successfully completed in 2021. The evaluation results of the SAP system, that have been carried out, provide recommendations for structural changes in SAP, both the parent and subsidiary levels of the toll road concession business line.

Besides, the Company was continuously implementing ERP SAP S/4 HANA system in Jasa Marga business group and currently, is in the process of ERP SAP development for toll road concession business line subsidiary namely PT Jasamarga Jogja Bawen (JJB) and also toll roal operating business line and prospective business line subsidiary, namely PT JMTO, PT JMTM, and PT JM RB.

From the operational aspect through the SAP S/4 HANA platform, the Company has implemented the SAP process orchestration module to automate the presentation and recording of toll revenue and traffic volume data. Currently, the implementation has been carried out in the In-City section, Prof.

dan Jakarta-Tangerang. Saat ini, Perseroan sedang melakukan implementasi SAP PO tahap 2 yang akan diimplementasikan pada ruas Semarang-Solo, Solo-Ngawi, Ngawi-Kertosono, dan Surabaya-Mojokerto yang ditargetkan akan selesai pada akhir bulan Februari 2022.

Selain itu dalam rangka mempercepat pelaporan data operasional, Perseroan mengembangkan Aplikasi *Monitoring Laporan Operasional* (AMLO) yang memuat informasi terkait realisasi pendapatan tol dan volume lalu lintas. Sementara untuk mendukung *monitoring* lalu lintas, Perseroan bekerja sama dengan Polda Metro Jaya dalam mengembangkan *pilot project* terkait penerapan *Electronic Traffic Law Enforcement* (ETLE) di jalan tol dengan memanfaatkan CCTV kecepatan.

Selain itu, di karenakan semakin banyaknya data yang dimiliki oleh Perseroan, Perseroan berusaha untuk memaksimalkan pemanfaatan data yang ada. Agar pemanfaatan data dapat berjalan secara maksimal, maka diperlukan proses manajemen data yang efektif dan efisien dalam pengelolaan data. Oleh karena itu, Perseroan saat ini sedang memulai penyusunan *Data Governance* sebagai fondasi dalam pengelolaan dan pengendalian data perseroan. Selanjutnya, hasil dari *Data Governance* akan digunakan oleh Perseroan dalam implementasi *Data Warehouse* dan *Dashboard Data* yang ditargetkan dimulai pada pertengahan tahun 2022.

Sehubungan dengan adanya perubahan Rencana Jangka Panjang Perusahaan (RJPP), maka dibutuhkan penyesuaian terhadap *Master Plan Teknologi Informasi* (MPTI) Perseroan. Dalam pengerjaan penyesuaian MPTI ini, Perseroan bekerja sama dengan Pricewaterhouse Coopers (PwC) Indonesia. MPTI yang sedang disusun ini mencakup pengelolaan IT dari sisi *IT Enterprise*, *IT Operational*, dan *IT Research*. Diharapkan MPTI ini dapat menjadi dasar bagi Perseroan dalam penerapan teknologi yang efektif dan efisien sehingga dapat mendukung kinerja Perseroan.

BIAYA PENGEMBANGAN TEKNOLOGI INFORMASI Information Technology Development Budget

Jasa Marga berkomitmen untuk menjadikan Teknologi Informasi sebagai *enabler* dalam mendukung pengembangan usaha Perseroan. Hal tersebut dilandasi atas keyakinan Perseroan bahwa Teknologi Informasi dapat meningkatkan efisiensi dan efektivitas operasional. Untuk itu, Jasa Marga mengalokasikan anggaran yang cukup untuk pengembangan dan pengelolaan Teknologi Informasi.

Dr. Ir. Sedyatmo, and Jakarta-Tangerang. Now, the Company is implementing SAP PO phase 2, which will be implemented on the Semarang-Solo, Solo-Ngawi, Ngawi-Kertosono, dan Surabaya-Mojokerto sections targeted to be completed in the end February 2022.

In addition, to accelerate operational data reporting, the Company developed an Operational Report Monitoring Application (AMLO) which contains information related to the realization of toll revenues and traffic volume. Meanwhile, to support traffic monitoring, the Company collaborates with Polda Metro Jaya to develop a pilot project related to the implementation of Electronic Traffic Law Enforcement (ETLE) on toll roads by utilizing speed CCTV.

In addition, due to the increasing number of data owned by the Company, the Company strives to maximize the utilization of existing data. For data utilization to run optimally, an effective and efficient data management process is needed in data management. Therefore, the Company is currently starting the preparation of Data Governance as the foundation for managing and controlling company data. Furthermore, the results from Data Governance will be used by the Company in implementing the Data Warehouse and Data Dashboard, which is targeted to start in the middle of the year 2022.

In connection with the change in the Company's Long Term Plan (RJPP), it is necessary to adjust to the Company's Information Technology Master Plan (MPTI). In this MPTI adjustment, the Company is collaborating with Pricewaterhouse Coopers (PwC) Indonesia. The MPTI that is being prepared covers IT management in IT Enterprise, IT Operational, and IT Research. It is hoped that this MPTI can become the basis for companies in implementing effective and efficient technology.

Jasa Marga is committed to making Information Technology an enabler in supporting the Company's business development. This is based on the Company's belief that Information Technology can improve operational efficiency and effectiveness. To that end, Jasa Marga allocates a sufficient budget for the development and management of Information Technology.

Tahun 2021, jumlah investasi Teknologi Informasi yang dikeluarkan Jasa Marga mencapai Rp29,9 miliar, turun 47,3% dibandingkan tahun sebelumnya.

In 2021, the amount of Information Technology investment issued by Jasa Marga will reach Rp29.9 billion. decreased 47,3% compared to the previous year

TATA KELOLA TEKNOLOGI INFORMASI Information Technology Governance

Tata Kelola Teknologi Informasi akan dibahas pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

Information Technology Governance will be discussed at Corporate Governance Chapter in this Annual Report.

INOVASI TEKNOLOGI TECHNOLOGICAL INNOVATION

INTERNET OF THINGS (IOT) Internet of Things (IoT)

Transformasi merupakan salah satu pilihan terbaik Jasa Marga agar bisa terus maju dan berkembang. Seiring berjalannya transformasi tersebut, salah satu inisiasi menuju perubahan yang dilakukan Perseroan adalah mengembangkan kompetensi kepemimpinan digital sebagai salah satu kompetensi penting di masa depan. Kompetensi ini dibutuhkan Jasa Marga untuk mendukung keberlangsungan bisnis dalam jangka panjang. Jasa Marga menginkubasi kompetensi ini dalam suatu *platform* pusat pembelajaran, penelitian, dan pengembangan yaitu IoT Lab Jasa Marga. Keberadaannya diharapkan menjadi inisiator budaya pembelajaran dan berinovasi dalam Perseroan. IoT Lab Jasa Marga sebagai salah satu inisiasi JLI, yang awalnya dibentuk oleh Jet Roadster, telah melaksanakan riset dalam bidang teknologi dan proses bisnis Jasa Marga yang bertujuan untuk kepentingan pelayanan pada pengguna jalan tol dan operator jalan tol.

Transformation is one of the best choices for Jasa Marga to continue advancing and developing. As the transformation progresses, one of the initiatives towards changes made by the Company is to create digital leadership competencies as one of the essential competencies in the future. This competency is needed by Jasa Marga to support long-term business continuity. Jasa Marga incubates these competencies in a learning, research, and development centers platform, namely Jasa Marga's IoT Lab. Its existence is expected to be the initiator of learning and learning culture within the Company. Jasa Marga's IoT Lab, as one of the JLI initiatives, which initially formed by Jet Roadster, has carried out research in technology and Jasa Marga's business processes aimed at providing services to toll road users and toll road operators.

IoT Lab Jasa Marga telah mengembangkan dan mengimplementasikan *Electronic Toll Collection* (ETC), baik dari sisi perangkat lunak maupun perangkat keras sejak Agustus 2019. Bersama dengan IT Specialists dan IT Experts, tim IoT Lab Jasa Marga berfokus melakukan riset ETC di sisi metode transaksi dan optimalisasi integrasi sistem melalui teknologi IoT. IoT Lab telah mengembangkan empat metode transaksi yaitu *RFID Flo*, *E-Toll*, *E-Pass*, dan *Mobile Reader*. Keempat metode transaksi tersebut telah diimplementasikan di IoT Lab dan sudah dilakukan uji internal. IoT lab telah membuat beberapa perangkat lunak *front-end* dan *back-end* yang mendukung kinerja ETC seperti aplikasi terminal GTO, aplikasi terminal

Jasa Marga IoT Lab has developed and implemented *Electronic Toll Collection* (ETC), both in terms of software and hardware, since August 2019. Together with IT Specialists and IT Experts, Jasa Marga's IoT Lab team focuses on ETC research in transaction methods and optimization system integration through IoT technology. IoT Lab has developed four transaction methods: *RFID Flo*, *E-Toll*, *E-Pass*, and *Mobile Reader*. The four transaction methods have been implemented in the IoT Lab and tested internally. The IoT Lab has developed several front-end and back-end software that supports ETC performance, such as GTO terminal applications, operational control and reporting terminal applications, and hardware functionality monitoring applications. The

kontrol dan pelaporan operasional serta aplikasi *monitoring* keberfungsian perangkat keras. Hasil pengembangan *software* ETC oleh IoT Lab sudah diimplementasikan di ruas tol Kunciran–Serpong (MTN), Balikpapan–Samarinda (JBS), Jasamarga Kunciran Cengkareng (JKC), Cinere Serpong Jaya (CSJ) dan nantinya akan diimplementasikan di ruas tol Jagorawi dalam pekerjaan *switching* peralatan tol baru.

Di samping pengembangan ETC, saat ini IoT Lab Jasa Marga mengembangkan perangkat AVC (*Automatic Vehicle Classification*) berbasis *Artificial Intelligence* (AI) dan sensor LiDAR dimana saat ini masih dalam tahap uji coba di Gerbang Tol Cikampek Utama dan ke depannya akan diimplementasikan di ruas jalan tol Jagorawi, Japek, dan JORR Non S. Adapun aplikasi terminal pendukung dan monitoring kinerja seluruh perangkat AVC secara jarak jauh (*remote*) telah disiapkan secara mandiri oleh IoT Lab demi integrasi dan kemudahan operasional AVC ke depannya.

Selain riset dalam bidang teknologi, Lab IoT juga berperan serta dalam pengembangan sumber daya manusia, terutama untuk proses alih daya tenaga operasional menjadi teknisi andal. Lab IoT menyusun materi pelatihan terkait ETC dan AVC, kemudian bekerja sama dengan JLI dan APJT untuk melaksanakan pembekalan dan pelatihan terkait hasil riset teknologi Lab IoT yang diimplementasikan beserta penyelesaian permasalahan (*troubleshooting*). Hal ini sejalan dengan arah transformasi Perseroan.

Di luar itu, IoT Lab Jasa Marga juga turut berperan aktif dalam melakukan riset bersama perusahaan-perusahaan BUMN di kluster infrastruktur sebagai anggota dalam Indonesia Infrastructure Research and Innovation Institute (I2RI) serta membuat *prototype-prototype* lainnya untuk mendukung transformasi digital Perseroan.

JASA MARGA TOLL ROAD COMMAND CENTER (JMTC)

Jasa Marga Toll Road Command Center (JMTC)

Jasa Marga Tollroad Command Center (JMTC) adalah pusat kendali lalu lintas jalan tol berbasis *Intelligent Transportation System* (ITS) pertama dan terlengkap di Indonesia.

JMTC merupakan inovasi berbasis teknologi yang hadir untuk menjawab kebutuhan Jasa Marga dan juga pengguna jalan tol dalam pengelolaan pelayanan jalan tol yang terintegrasi sekaligus menjadi sumber dari pusat informasi lalu lintas, sehingga dapat digunakan untuk pengambilan keputusan rekayasa lalu lintas yang juga melibatkan *stakeholder* terkait. JMTC merupakan bentuk penyempurnaan dari

results of the ETC software development by IoT Lab have been implemented on the Kunciran – Serpong (MTN), Balikpapan – Samarinda (JBS) toll roads, Jasamarga Kunciran Cengkareng (JKC), Cinere Serpong Jaya (CSJ) and will later be implemented on the Jagorawi toll road for the new toll equipment switching work.

In addition to ETC development, currently, Jasa Marga's IoT Lab is developing AVC devices (*Automatic Vehicle Classification*) based on *Artificial Intelligence* (AI) and LiDAR sensors which are now still in the trial phase at Cikampek Utama Toll Gate and will be implemented at Jagorawi, Japek, and JORR Non S toll roads in the future. The supporting terminal applications and remote performance monitoring of all AVC devices have been prepared independently by the IoT Lab for integration and ease of AVC operations going forward.

In addition to research in technology, the IoT Lab also participates in the development of human resources, especially for outsourcing operational personnel to become reliable technicians. The IoT Lab prepares training materials related to ETC and AVC, then collaborates with JLI and APJT to conduct debriefing and training related to the implemented IoT Lab technology research result and problem-solving (*troubleshooting*). This is in line with the Company's transformation direction.

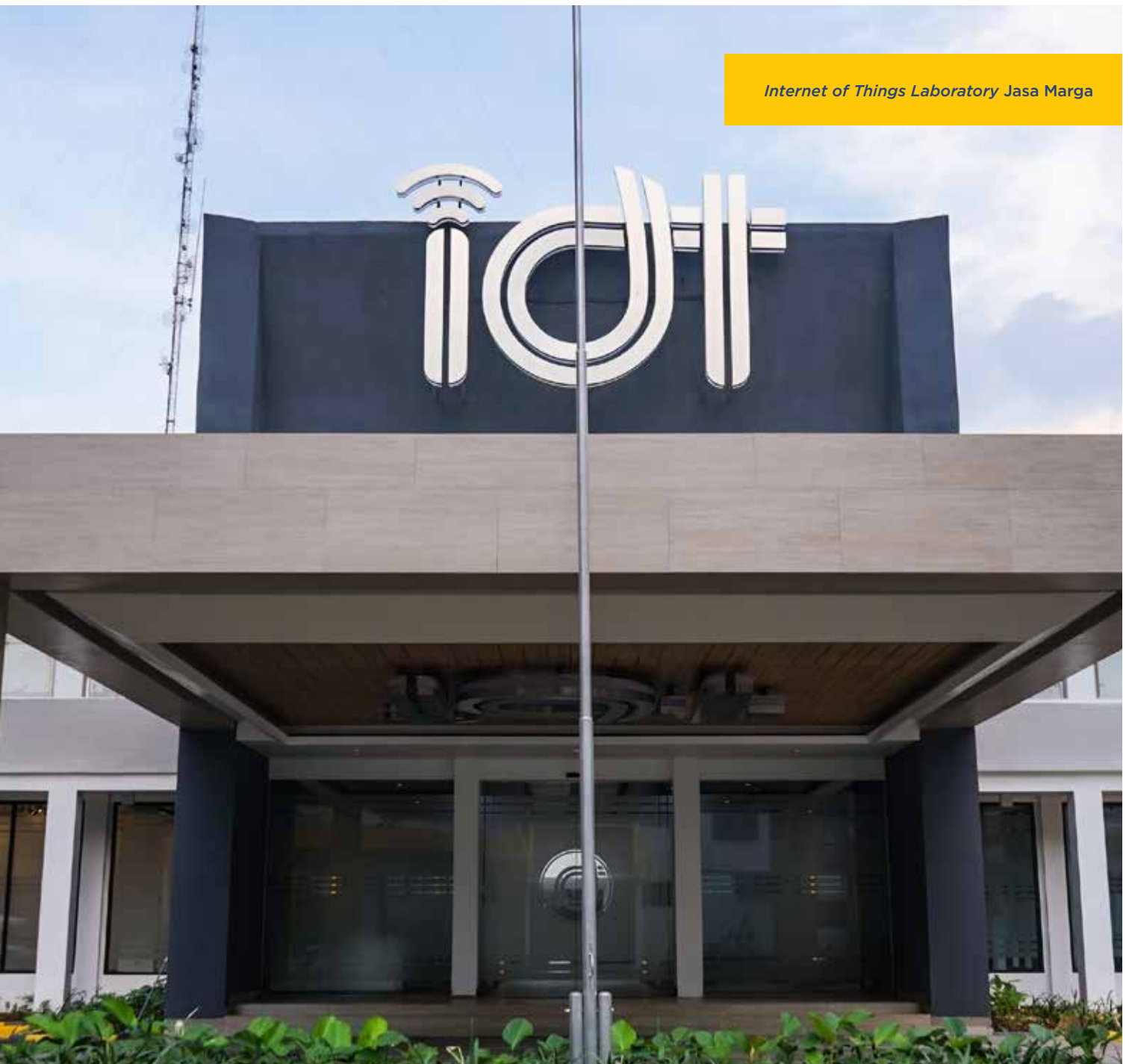
Apart from that, Jasa Marga's IoT Lab is also play an active roles in conducting research with state-owned companies in the infrastructure cluster as members of the Indonesia Infrastructure Research and Innovation Institute (I2RI) and making other prototypes to support the Company's digital transformation.

Jasa Marga Tollroad Command Center (JMTC) is the first and the most comprehensive toll road command center based on *Intelligent Transportation System* (ITS).

JMTC is tech-based innovation which was established to answer Jasa Marga and toll road users needs in managing integrated toll road services, and as the source of traffic information center, that can be used to take decision of traffic engineering which is involving related stakeholder. JMTC is the refinement form of Jasa Marga Traffic Information Center (JMTC) which is the center of

Jasa Marga Traffic Information Center (JMTIC) yang merupakan pusat informasi dan komunikasi lalu lintas jalan tol dan telah beroperasi sejak tahun 2005. JMTIC memiliki 1.705 CCTV yang tersebar di jalan tol Jasa Marga Group di seluruh Indonesia, 65 *Smart CCTV*, 204 *VMS*, dan 22 *Remote Traffic Monitoring System (RTMS)*. Kecanggihan yang dimiliki JMTIC akan mempermudah koordinasi antara Jasa Marga dengan Korlantas Polri, Kementerian Perhubungan, dan Kementerian Pekerjaan Umum dan Perumahan Rakyat (PUPR) dalam memutuskan rekayasa lalu lintas yang akan dilaksanakan khususnya pada saat operasi libur panjang.

toll road traffic information and communication and has been operated since 2005. JMTIC has 1,705 CCTV which are available in Jasa Marga Group toll roads throughout Indonesia, 65 *Smart CCTV*, 204 *VMS*, and 22 *Remote Traffic Monitoring System (RTMS)*. The sophistication of JMTIC will facilitate the coordination between Jasa Marga and traffic coordinator of Republic of Indonesia Police, Ministry of Transportation, and Ministry of Public Working and Public Housing of Republic of Indonesia to determine traffic engineering that will be implemented for long holiday in particular.



Internet of Things Laboratory Jasa Marga

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TATA KELOLA PERUSAHAAN Corporate Governance

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Safe Drive Save Lives

**Jasa
Marga
meyakini
penerapan
Good Corporate
Governance**

secara konsisten dan berkesinambungan dapat berdampak baik bagi Perseroan, dan mampu meningkatkan nilai serta kepercayaan Stakeholders. Komitmen Perseroan akan konsistensi penerapan GCG, diwujudkan melalui berbagai tindakan dan kegiatan Perseroan yang senantiasa didasarkan pada prinsip-prinsip Tata Kelola Perusahaan yang Baik.

Jasa Marga believes that the consistent and sustainable implementation of Good Corporate Governance can positively impact the Company and increase the value and trust of Stakeholders. The Company's commitment to the consistent performance of GCG is manifested through various actions and activities of the Company, which are always based on the principles of Good Corporate Governance.

PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Jasa Marga meyakini penerapan *Good Corporate Governance* (GCG) secara konsisten dan berkesinambungan dapat berdampak baik bagi Perseroan, dan mampu meningkatkan nilai serta kepercayaan *Stakeholders*. Komitmen Perseroan akan konsistensi penerapan GCG, diwujudkan melalui berbagai tindakan dan kegiatan Perseroan yang senantiasa didasarkan pada prinsip-prinsip Tata Kelola Perusahaan yang Baik.

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PRINSIP UMUM GCG GCG General Principles



	Makna Prinsip Principle Meaning	Komitmen Perseroan Company Commitment
Transparansi Transparency	<p>Prinsip transparansi yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengemukakan informasi material dan relevan mengenai Perseroan.</p> <p>Perseroan akan mematuhi peraturan perundang-undangan yang mengatur masalah keterbukaan informasi yang berlaku bagi Perseroan. Transparansi juga mencakup hal-hal yang relevan dengan informasi yang dibutuhkan oleh publik berkaitan dengan produk dan aktivitas operasional Perseroan yang secara potensial dapat mempengaruhi perilaku pemangku kepentingan.</p> <p>The principle of transparency is openness in carrying out the decision-making process and transparency in presenting material and relevant information about the Company.</p> <p>The Company will comply with the laws and regulations governing information disclosure issues that apply to the Company. Transparency also includes matters relevant to the information required by the public relating to the Company's products and operational activities that could potentially influence the behavior of stakeholders.</p>	<p>Jasa Marga menjamin pengungkapan informasi materiil dan relevan mengenai kinerja, kondisi keuangan dan informasi lainnya secara jelas, memadai, akurat, dapat dibandingkan dan tepat waktu serta mudah diakses oleh <i>Stakeholders</i> sesuai dengan haknya. Prinsip keterbukaan ini tidak mengurangi kewajiban untuk melindungi informasi rahasia mengenai Perseroan dan Pelanggan serta Mitra Kerja sesuai dengan peraturan perundang-undangan yang berlaku.</p> <p>Jasa Marga guarantees the disclosure of material and relevant information regarding performance, financial condition, and other information in a precise, adequate, accurate, comparable, and timely manner and is easily accessible by Stakeholders per their rights. This principle of openness does not reduce the obligation to protect confidential information about the Company and its Customers and Business Partners following the applicable laws and regulations.</p>

Akuntabilitas
Accountability

Makna Prinsip
Principle Meaning

Prinsip akuntabilitas yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ Perseroan sehingga pengelolaan Perseroan terlaksana secara efektif.

Akuntabilitas berkaitan dengan pelaksanaan tugas dan wewenang yang dimiliki seseorang atau satuan kerja dalam melaksanakan tanggung jawab yang dibebankan Perseroan. Akuntabilitas ini meliputi penjelasan atas pelaksanaan tugas dan wewenang, pelaporan atas pelaksanaan tugas dan wewenang, serta pertanggungjawaban atas aktivitas dalam melaksanakan tugas dan wewenang tersebut.

The principle of accountability is the clarity of the functions, implementation, and responsibilities of the Company's Organs so that the Company's management is carried out effectively.

Accountability relates to implementing the duties and authorities of a person or work unit in carrying out the responsibilities imposed by the Company. This accountability includes explaining the implementation of responsibilities and authorities, reporting on the performance of responsibilities and authorities, and accountability for activities in carrying out these duties and authorities.

Komitmen Perseroan
Company Commitment

Jasa Marga menjamin kejelasan fungsi, hak, kewajiban, wewenang, dan pertanggungjawaban Jajaran Perseroan yang memungkinkan pengelolaan Perseroan terlaksana secara efektif. Akuntabilitas merujuk kepada kewajiban seseorang atau organ kerja Perseroan yang berkaitan dengan pelaksanaan wewenang yang dimilikinya dan/atau pelaksanaan tanggung jawab yang dibebankan oleh Perseroan kepadanya. Tiap kegiatan dapat diukur tanggung jawab dan ketepatan waktunya.

Jasa Marga guarantees the clarity of the functions, rights, obligations, authorities, and responsibilities of the Company's Board of Directors, enabling the Company's management to be carried out effectively. Accountability refers to the duties of a person or the Company's work organs related to implementing the authority they have and/or executing the responsibilities imposed by the Company on them. Each activity can be measured by responsibility and timeliness.

Pertanggung-jawaban
Responsibility

Makna Prinsip
Principle Meaning

Prinsip pertanggungjawaban yaitu kesesuaian di dalam pengelolaan Perseroan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat.

The principle of responsibility is conformity in the Company's management to the applicable laws and regulations and sound corporate principles.

Komitmen Perseroan
Company Commitment

Jasa Marga menjamin kesesuaian dalam melaksanakan aktivitas bisnisnya berdasarkan prinsip korporasi yang sehat, pemenuhan kewajiban terhadap Pemerintah sesuai peraturan yang berlaku, bekerja sama secara aktif untuk manfaat bersama dan berusaha untuk dapat memberikan kontribusi yang nyata kepada masyarakat.

Jasa Marga guarantees conformity in carrying out its business activities based on sound corporate principles, fulfilling obligations to the Government following applicable regulations, cooperating actively for mutual benefits, and trying to make a real contribution to the community.

Kemandirian
Independence

Makna Prinsip
Principle Meaning

Prinsip kemandirian yaitu keadaan di mana Perseroan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat.

The principle of independence is a condition in which the Company is managed professionally without conflict of interest and influence/pressure from any party that is not following the applicable laws and regulations and sound corporate principles.

Komitmen Perseroan
Company Commitment

Jasa Marga menjamin pengelolaan Perseroan secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat.

Jasa Marga guarantees professional management of the Company without conflict of interest and influence/pressure from any party that is not following applicable laws and regulations and sound corporate principles.

Keadilan dan Kesetaraan
Justice and Equality

Makna Prinsip
Principle Meaning

Keadilan dan kesetaraan dalam pemenuhan hak-hak Pemegang Saham, manajemen, karyawan dan Pemangku Kepentingan Perseroan lainnya, sebagaimana tercantum dalam perjanjian. hal ini juga mencakup perlakuan adil dan setara kepada seluruh individu Perseroan, tanpa terkecuali, sesuai dengan kebijakan dan peraturan yang berlaku.

Fairness and equality in fulfilling the rights of Shareholders, management, employees, and other Company Stakeholders, as stated in the agreement. This value also includes fair and equal treatment to all individuals of the Company, without exception, per applicable policies and regulations.

Komitmen Perseroan
Company Commitment

Jasa Marga menjamin perlakuan yang adil dan setara dalam memenuhi hak-hak Stakeholders berdasarkan ketentuan dan peraturan perundangan-undangan yang berlaku.

Jasa Marga guarantees fair and equal treatment in fulfilling the rights of stakeholders based on the prevailing laws and regulations.

DASAR-DASAR PENERAPAN

Basis of Implementation

Berbagai peraturan Perundang-undangan yang bersifat formal, menjadi dasar penerapan Tata Kelola Perusahaan di Jasa Marga. Adapun berbagai peraturan tersebut, yaitu:

1. Undang-Undang Republik Indonesia, di antaranya adalah:
 - a. Undang-Undang Nomor 8 Tahun 1995 tanggal 10 November 1995 tentang Pasar Modal.
 - b. Undang-Undang Nomor 31 Tahun 1999 tanggal 16 Agustus 1999 tentang Pemberantasan Tindak Pidana Korupsi dan Perubahannya Nomor 20 Tahun 2001 tanggal 21 November 2001.
 - c. Undang-Undang Nomor 19 Tahun 2003 tanggal 19 Juni 2003 tentang Badan Usaha Milik Negara.
 - d. Undang-Undang Nomor 38 Tahun 2004 tanggal 18 Oktober 2004 tentang Jalan.
 - e. Undang-Undang Nomor 40 Tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas.
 - f. Undang-Undang Nomor 11 Tahun 2008 tanggal 21 April 2008 tentang Informasi dan Transaksi Elektronik dan Perubahannya Nomor 19 Tahun 2016 tanggal 25 November 2016.
 - g. Undang-Undang Nomor 14 Tahun 2008 tanggal 30 April 2008 tentang Keterbukaan Informasi Publik.
 - h. Undang-Undang Nomor 22 Tahun 2009 tanggal 22 Juni 2009 tentang Lalu Lintas dan Angkutan Jalan.
 - i. Undang-Undang Nomor 8 Tahun 2010 tanggal 22 Oktober 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.
2. Peraturan Pemerintah, di antaranya adalah:
 - a. Peraturan Pemerintah Nomor 12 Tahun 1998 tanggal 17 Januari 1998 tentang Perusahaan Perseroan (Persero) dan Perubahannya Nomor 45 Tahun 2001 tanggal 5 Juni 2001.
 - b. Peraturan Pemerintah Nomor 15 Tahun 2005 tanggal 21 Maret 2005 tentang Jalan Tol sebagaimana diubah terakhir dengan Nomor 43 Tahun 2013 tanggal 29 Mei 2013.
 - c. Peraturan Pemerintah Nomor 45 Tahun 2005 tanggal 25 Oktober 2005 tentang Pendirian, Pengawasan dan Pembubaran Badan Usaha Milik Negara.
3. Peraturan Menteri Badan Usaha Milik Negara, di antaranya adalah:
 - a. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara dan Perubahannya No. PER-09/MBU/2012 tanggal 6 Juli 2012.

Various laws and regulations, which are formal in nature, form the basis for implementing Good Corporate Governance at Jasa Marga. The multiple rules, namely:

1. Laws of the Republic of Indonesia, including:
 - a. Law Number 8 of 1995 dated November 10, 1995, concerning the Capital Market.
 - b. Law Number 31 of 1999 dated August 16, 1999, concerning the Eradication of Criminal Acts of Corruption and its Amendment Number 20 of 2001 dated November 21, 2001.
 - c. Law Number 19 of 2003 dated June 19, 2003, concerning State-Owned Enterprises.
 - d. Law Number 38 of 2004 dated October 18, 2004, concerning Roads.
 - e. Law Number 40 of 2007 dated August 16, 2007, concerning Limited Liability Companies.
 - f. Law Number 11 of 2008 dated April 21, 2008, concerning Information and Electronic Transactions and its Amendment Number 19 of 2016 dated November 25, 2016.
 - g. Law Number 14 of 2008 dated April 30, 2008, concerning Public Information Disclosure.
 - h. Law Number 22 of 2009 dated June 22, 2009, concerning Road Traffic and Transportation.
 - i. Law Number 8 of 2010 dated October 22, 2010, concerning the Prevention and Eradication of the Crime of Money Laundering.
2. Government Regulations, including:
 - a. Government Regulation Number 12 of 1998 dated January 17, 1998, concerning Limited Liability Companies (Persero) and its Amendment Number 45 of 2001 dated June 5, 2001.
 - b. Government Regulation Number 15 of 2005 dated March 21, 2005, regarding Toll Roads as last amended by Number 43 of 2013 dated May 29, 2013.
 - c. Government Regulation Number 45 of 2005, dated October 25, 2005, concerning the Establishment, Supervision, and Dissolution of State-Owned Enterprises.
3. Regulations of the Minister of State-Owned Enterprises, including:
 - a. Regulation of the Minister of State for State-Owned Enterprises No. PER-01/MBU/2011 dated August 1, 2011, concerning the Implementation of Good Corporate Governance in State-Owned Enterprises and its Amendment No. PER-09/MBU/2012 July 6, 2012.

- b. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
 - c. Peraturan Menteri Badan Usaha Milik Negara No. PER-04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara dan Perubahannya No. PER-02/MBU/06/2016 tanggal 20 Juni 2016.
 - d. Peraturan Menteri Badan Usaha Milik Negara No. PER-05/MBU/2014 tanggal 17 Maret 2014 tentang Program Pengendalian Gratifikasi di Lingkungan Kementerian Badan Usaha Milik Negara.
 - e. Peraturan Menteri Badan Usaha Milik Negara No. PER-01/MBU/01/2015 tanggal 14 Januari 2015 tentang Pedoman Penanganan Benturan Kepentingan di Lingkungan Kementerian Badan Usaha Milik Negara.
 - f. Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara.
 - g. Peraturan Menteri Badan Usaha Milik Negara No. PER-03/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.
 - h. Peraturan Menteri Badan Usaha Milik Negara No. PER-13/MBU/10/2015 tanggal 8 Oktober 2015 tentang Pedoman Pengelolaan Sistem Pelaporan Dugaan Pelanggaran di Lingkungan Kementerian Badan Usaha Milik Negara.
 - i. Peraturan Menteri Badan Usaha Milik Negara No. PER-14/MBU/10/2021 tanggal 29 Oktober 2021 tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
4. Peraturan Otoritas Jasa Keuangan (OJK), di antaranya adalah:
 - a. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
 - b. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tanggal 8 Desember 2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.
- b. Regulation of the Minister of State for State-Owned Enterprises No. PER-12/MBU/2012 dated August 24, 2012, concerning the Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.
 - c. Regulation of the Minister of State-Owned Enterprises No. PER-04/MBU/2014 dated March 10, 2014, concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Boards of State-Owned Enterprises and its amendments No. PER-02/MBU/06/2016 June 20, 2016.
 - d. Regulation of the Minister of State-Owned Enterprises No. PER-05/MBU/2014 dated March 17, 2014, concerning the Gratification Control Program within the Ministry of State-Owned Enterprises.
 - e. Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/01/2015 dated January 14, 2015, concerning Guidelines for Handling Conflicts of Interest in the Ministry of State-Owned Enterprises.
 - f. Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/02/2015 dated February 17, 2015, concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises.
 - g. Regulation of the Minister of State-Owned Enterprises No. PER-03/MBU/02/2015 dated February 17, 2015, concerning Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises.
 - h. Regulation of the Minister of State-Owned Enterprises No. PER-13/MBU/10/2015 dated October 8, 2015, concerning Guidelines for the Management of the Reporting System for Alleged Violations within the Ministry of State-Owned Enterprises.
 - i. Peraturan Menteri Badan Usaha Milik Negara No. PER-14/MBU/10/2021 tanggal 29 Oktober 2021 tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
4. Financial Services Authority (OJK) regulations, including:
 - a. Financial Services Authority Regulation No. 33/POJK.04/2014 dated December 8, 2014, concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.
 - b. Financial Services Authority Regulation No. 34/POJK.04/2014 dated December 8, 2014, regarding the Nomination and Remuneration Committee for Issuers or Public Companies.

- c. Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tanggal 8 Desember 2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.
- d. Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka.
- e. Peraturan Otoritas Jasa Keuangan No. 30/POJK.04/2015 tanggal 16 Desember 2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum.
- f. Peraturan Otoritas Jasa Keuangan No. 31/POJK.04/2015 tanggal 16 Desember 2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik.
- g. Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.
- h. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.
- i. Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.
- j. Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tanggal 29 Juli 2016 tentang Kewajiban Penyampaian Laporan Tahunan bagi Emiten dan Perusahaan Publik.
- k. Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tanggal 18 Juli 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.
- l. Peraturan Otoritas Jasa Keuangan No. 58/POJK.04/2017 tanggal 6 Desember 2017 tentang Penyampaian Pernyataan Pendaftaran atau Pengajuan Aksi Korporasi secara Elektronik.
- m. Peraturan Otoritas Jasa Keuangan No. 75/POJK.04/2017 tanggal 21 Desember 2017 tentang Tanggung Jawab Direksi atas Laporan Keuangan.
- n. Peraturan Otoritas Jasa Keuangan No. 7/POJK.04/2018 tanggal 25 April 2018 tentang Penyampaian Laporan melalui Sistem Pelaporan Elektronik Emiten atau Perusahaan Publik.
- o. Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tanggal 20 April 2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
- p. Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tanggal 20 April 2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik.
- q. Peraturan Otoritas Jasa Keuangan No. 49/POJK.04/2020 tanggal 11 Desember 2020 tentang Pemeringatan Efek Bersifat Utang dan/atau Sukuk.
- c. Financial Services Authority Regulation No. 35/POJK.04/2014 dated December 8, 2014, concerning Corporate Secretary of Issuers or Public Companies.
- d. Financial Services Authority Regulation No. 21/POJK.04/2015 dated November 16, 2015, regarding the Implementation of Public Company Governance Guidelines.
- e. Financial Services Authority Regulation No. 30/POJK.04/2015 dated December 16, 2015, concerning Report on the Realization of the Use of Proceeds from the Public Offering.
- f. Financial Services Authority Regulation No. 31/POJK.04/2015 dated December 16, 2015, concerning Disclosure of Information or Material Facts by Issuers or Public Companies.
- g. Financial Services Authority Circular No. 32/SEOJK.04/2015 dated November 17, 2015, concerning Guidelines for the Governance of Public Companies.
- h. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015, concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee.
- i. Financial Services Authority Regulation No. 56/POJK.04/2015 dated December 23, 2015, regarding the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter.
- j. Financial Services Authority Regulation No. 29/POJK.04/2016 dated July 29, 2016, concerning Obligations to Submit Annual Reports for Issuers and Public Companies.
- k. Financial Services Authority Regulation 51/POJK.03/2017 dated July 18, 2017, concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.
- l. Financial Services Authority Regulation 58/POJK.04/2017 dated December 6, 2017, concerning Electronic Submission of Registration Statements or Submission of Corporate Actions.
- m. Financial Services Authority Regulation No. 75/POJK.04/2017 dated December 21, 2017, regarding the Board of Directors' Responsibilities for Financial Statements.
- n. Financial Services Authority Regulation No. 7/POJK.04/2018 dated April 25, 2018, regarding Report Submission through the Electronic Reporting System of Issuers or Public Companies.
- o. Financial Services Authority Regulation No. 15/POJK.04/2020 dated April 20, 2020, regarding the Plan and Implementation of the General Meeting of Shareholders of a Public Company.
- p. Financial Services Authority Regulation No. 16/POJK.04/2020 dated April 20, 2020, concerning the Electronic Implementation of the General Meeting of Shareholders of Public Companies.
- q. Financial Services Authority Regulation No. 49/POJK.04/2020 dated December 11, 2020, concerning Warning of Debt Securities and/or Sukuk.

5. Peraturan Bursa Efek Indonesia (BEI), di antaranya yaitu Peraturan Bursa Efek Indonesia No. I-E tanggal 19 Juli 2004 tentang Kewajiban Penyampaian Informasi.

Selain ketentuan berupa peraturan perundang-undangan, Jasa Marga juga mendasarkan penerapan GCG di Perseroan dengan mengacu pada berbagai pedoman GCG, sebagai berikut:

1. Prinsip-prinsip *Corporate Governance* yang dikembangkan oleh *Organization for Economic Cooperation and Development (OECD)* tahun 2015.
2. *ASEAN Corporate Governance Scorecard* tahun 2017.
3. Pedoman GCG Indonesia yang dikembangkan oleh Komite Nasional Kebijakan *Governance (KNKG)* tahun 2006.

5. Indonesian Stock Exchange (IDX) regulations, including Indonesia Stock Exchange Regulation No. I-E dated July 19, 2004, regarding Obligations to Submit Information.

In addition to provisions in the form of laws and regulations, Jasa Marga also bases the implementation of GCG in the Company by referring to various GCG guidelines, as follows:

1. The Corporate Governance principles developed by the Organization for Economic Cooperation and Development (OECD) in 2015.
2. ASEAN Corporate Governance Scorecard 2017.
3. Indonesian GCG Guidelines were developed by the National Committee for Governance Policy (KNKG) in 2006.

TUJUAN PENERAPAN GCG

Purpose of GCG Implementation

Tujuan penerapan GCG di Jasa Marga dituangkan dalam Pedoman Tata Kelola Perusahaan yang Baik, sebagaimana telah disahkan melalui Keputusan Direksi PT Jasa Marga (Persero) Tbk No. 85/KPTS/2020 tanggal 24 September 2020. Tujuan dari penerapan GCG pada Perseroan adalah:

1. Mengendalikan dan mengarahkan hubungan antara Pemegang Saham, Dewan Komisaris, Direksi, Karyawan, Pengguna Jalan Tol/Pelanggan Lainnya, Mitra Usaha, Kreditur/Investor, serta Masyarakat dan Lingkungan.
2. Mendorong dan mendukung pengembangan, pengelolaan risiko Perseroan secara lebih hati-hati (*prudent*), akuntabel, dan bertanggung jawab sejalan dengan prinsip-prinsip GCG.
3. Memaksimalkan nilai Perseroan agar Perseroan memiliki daya saing yang kuat, baik secara nasional maupun internasional.
4. Memberdayakan fungsi dan kemandirian masing-masing Organ Perseroan.
5. Mendorong pengelolaan Perseroan secara profesional, efektif dan efisien demi tercapainya Visi dan Misi Perseroan.
6. Mendorong agar pengelola Perseroan dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku serta kesadaran akan adanya tanggung jawab sosial Perseroan.
7. Meningkatkan pertanggungjawaban kepada *Stakeholders*.
8. Mencegah terjadinya penyimpangan dalam pengelolaan Perseroan.
9. Meningkatkan pencitraan Perseroan (*image*) yang semakin baik.
10. Meningkatkan kontribusi Perseroan dalam perekonomian nasional.
11. Menciptakan Insan Jasa Marga yang bersih dari segala bentuk penyuapan.

The purpose of implementing GCG at Jasa Marga is stated in the Guidelines for Good Corporate Governance, as approved by the Decree of the Board of Directors of PT Jasa Marga (Persero) Tbk No. 85/KPTS/2020 dated September 24, 2020. The objectives of implementing GCG in the Company are:

1. Controlling and directing the relationship between Shareholders, Board of Commissioners, Directors, Employees, Toll Road Users/Other Customers, Business Partners, Creditors/Investors, and the Community and the Environment.
2. Encouraging and supporting the development, management of the Company's risk in a more prudent, accountable, and responsible manner in line with GCG principles.
3. Maximizing the Company's value so that the Company has strong competitiveness, both nationally and internationally.
4. Empowering the function and independence of each Company Organ.
5. Encouraging professional, effective, and efficient Company management to achieve the Company's Vision and Mission.
6. Encouraging the Company's management to make decisions and carry out actions based on high moral values and compliance with applicable laws and regulations, and awareness of corporate social responsibility.
7. Increasing accountability to stakeholders.
8. Preventing irregularities in the management of the Company.
9. Improving the Company's image.
10. Increase the Company's contribution to the national economy.
11. Creating Jasa Marga Individuals who are clean from all forms of bribery.

PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK DI LINGKUP PERSEROAN

PROGRESS OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION IN THE COMPANY'S SCOPE

PENETAPAN STANDAR KUALITAS GCG DI LINGKUP PERSEROAN

Implementation of GCG Quality Standard in the Company's Scope

Komitmen Jasa Marga akan pentingnya penerapan GCG, diwujudkan dengan mengadopsi berbagai standar terbaik dan *best practice* dalam penerapan GCG, baik yang berlaku secara nasional maupun internasional. Dalam lingkup penetapan standar kualitas penerapan GCG, Perseroan mengacu pada kebijakan dan ketentuan dalam lingkup nasional sebagaimana diatur dalam Peraturan Menteri Badan Usaha Milik Negara No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara dan Perubahannya No. PER-09/MBU/2012 tanggal 6 Juli 2012, serta Pedoman GCG Indonesia yang dikeluarkan oleh KNKG pada tahun 2006. Sedangkan acuan lainnya yang bersifat global, Perseroan mengacu pada prinsip-prinsip *Corporate Governance* yang dikembangkan oleh *Organization for Economic Cooperation and Development* (OECD) tahun 2015.

Penerapan GCG oleh Perseroan memerlukan penilaian secara rutin setiap tahunnya untuk mengukur sejauh mana GCG telah diimplementasikan. Dalam melakukan penilaian atas implementasi GCG, Perseroan menggunakan kriteria dan metodologi yang ditetapkan oleh Kementerian BUMN sebagaimana disahkan dalam Surat Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012, dan Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan serta penetapan standar kualitas penerapan GCG yang berlaku di Asia Tenggara, yaitu *ASEAN Corporate Governance Scorecard* (ACGS).

Kebijakan-kebijakan yang menjadi acuan penerapan GCG di Jasa Marga, mengatur peran dari masing-masing organ Perseroan, baik Rapat Umum Pemegang Saham (RUPS) sebagai mekanisme utama dalam melindungi dan melaksanakan hak-hak Pemegang Saham, Dewan Komisaris sebagai fungsi pengawasan dan pemberian nasihat kepada Direksi, maupun Direksi sebagai fungsi pengelolaan dan pengurusan Perseroan. Masing-masing organ Perseroan, memiliki tugas dan tanggung jawab yang saling bersinergi dalam mencapai tujuan Perseroan. Kebijakan yang berlaku, mengatur organ Perseroan agar melaksanakan fungsinya secara utuh dan sesuai dengan ketentuan yang berlaku.

Jasa Marga's commitment to the importance of implementing GCG is realized by adopting the best standards and best practices in implementing GCG, both nationally and internationally. Within the scope of setting quality standards for the implementation of GCG, the Company refers to policies and provisions in the national scope as stipulated in the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 dated August 1, 2011, concerning the Implementation of Good Corporate Governance In State-Owned Enterprises and its Amendment No. PER-09/MBU/2012 dated July 6, 2012, as well as the Indonesian GCG Guidelines issued by the KNKG in 2006. While for the other global references, the Company refers to the principles of corporate governance developed by the Organization for Economic Cooperation and Development (OECD) in 2015.

The implementation of GCG by the Company requires regular assessments every year to measure the extent to which GCG has been implemented. In assessing GCG implementation, the Company uses the criteria and methodologies set by the Ministry of SOEs as ratified in the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012, and Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 concerning Guidelines for Corporate Governance and the establishment of quality standards for implementing GCG that apply in Southeast Asia, namely the *ASEAN Corporate Governance Scorecard* (ACGS).

The GCG implementation at Jasa Marga refers to the policies to regulate each Company Organ's role. The General Meeting of Shareholders (GMS) is the primary mechanism in preventing and implementing Shareholders' rights. The Board of Commissioners supervises and provides advice to the Board of Directors. The Board of Directors acts as the Company's management and administration function. Each organ of the Company has duties and responsibilities that synergize to achieve the Company's goals. The applicable policy regulates the Company's organs to carry out their functions in their entirety and follow applicable regulations.



Kunjungan Komisaris Utama di Jalan Tol Transjawa
President Commissioner's Visit to Trans Java Toll Road

PETA JALAN PENGEMBANGAN GCG

GCG Development Roadmap

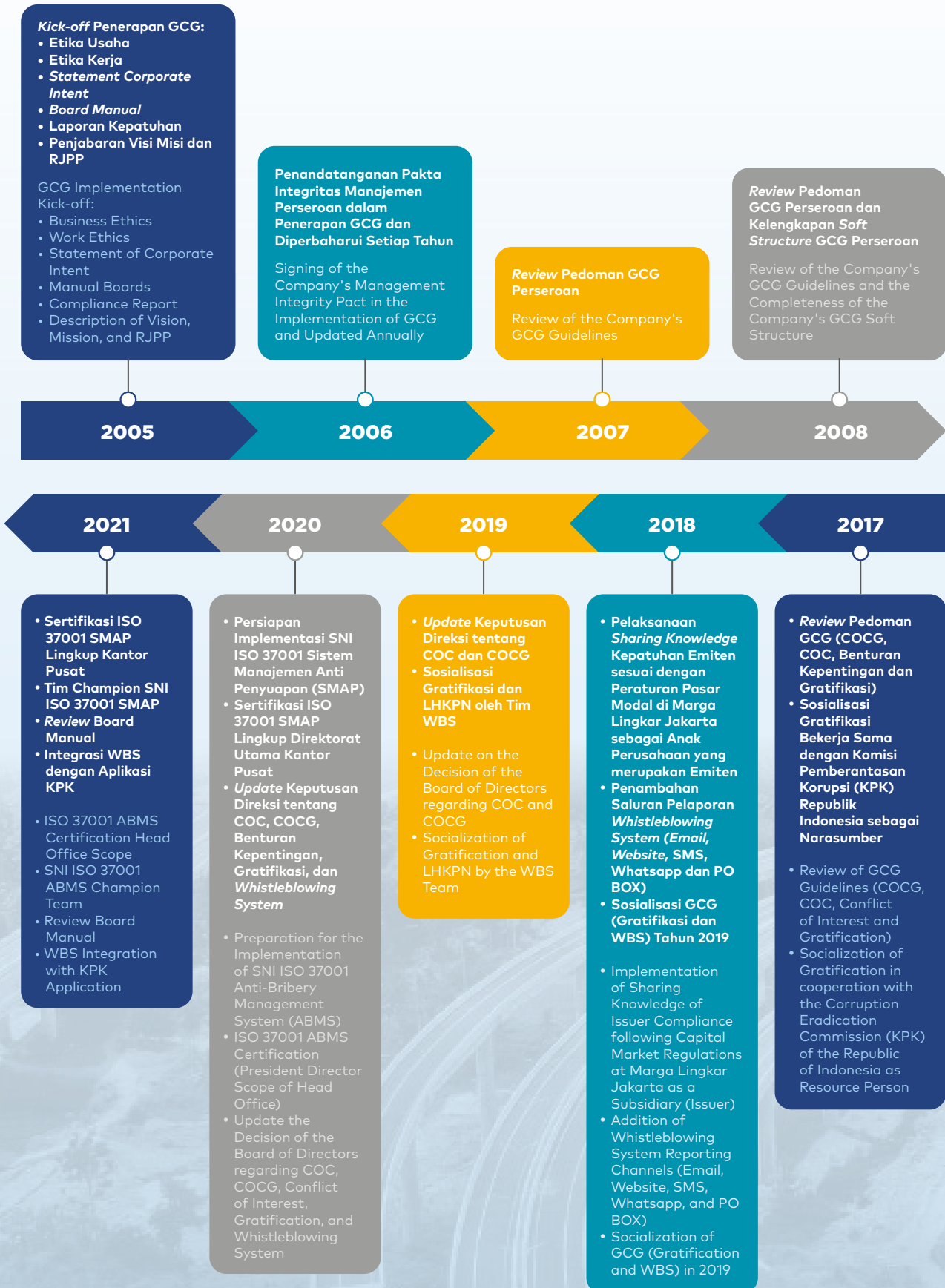
Jasa Marga memiliki komitmen yang kuat dan konsisten dalam menerapkan GCG di Perseroan. Perseroan sejak pertama kali ditetapkan komitmen penerapan GCG secara penuh pada tahun 2005, Perseroan telah mengalami perkembangan dan tren yang baik dalam penerapan GCG. Hal tersebut diwujudkan oleh Perseroan melalui konsistensi penerapan prinsip-prinsip GCG dalam setiap aktivitas operasional Perseroan. Disamping itu Perseroan juga berusaha memperbaiki dan menyempurnakan penerapan GCG di Perseroan, dengan membangun kesadaran pada insan Perseroan akan pentingnya penerapan GCG, maupun penetapan berbagai kebijakan pendukung. Perseroan berharap, melalui konsistensi penerapan GCG dapat mendorong peningkatan nilai Perseroan di hadapan seluruh pemangku kepentingan.

Perkembangan penerapan GCG di lingkungan Jasa Marga sejak tahun 2005 sampai dengan tahun 2021, dapat dijabarkan sebagai berikut:

Jasa Marga has a solid and consistent commitment to implementing GCG in the Company. The Company has experienced promising developments and trends in the GCG implementation since the commitment to full implementation was established in 2005. The Company realizes this through the consistent application of GCG principles in every operational activity of the Company. In addition, the Company also strives to improve and perfect the implementation of GCG in the Company by building awareness among the Company's personnel on the importance of implementing GCG and establishing various supporting policies. The Company hopes that GCG's consistent implementation can encourage an increase in the value of the Company in front of all stakeholders.

The development of GCG implementation within Jasa Marga from 2005 to 2021 can be described as follows:

**Bagan Jejak Langkah Penerapan Tata Kelola Perseroan di Jasa Marga dan
Komitmen Pelaksanaan Sistem Manajemen Anti Penyuapan**
Chart of Corporate Governance Implementation Milestone in Jasa Marga
and Commitment to Implementing Anti-Bribery Management System

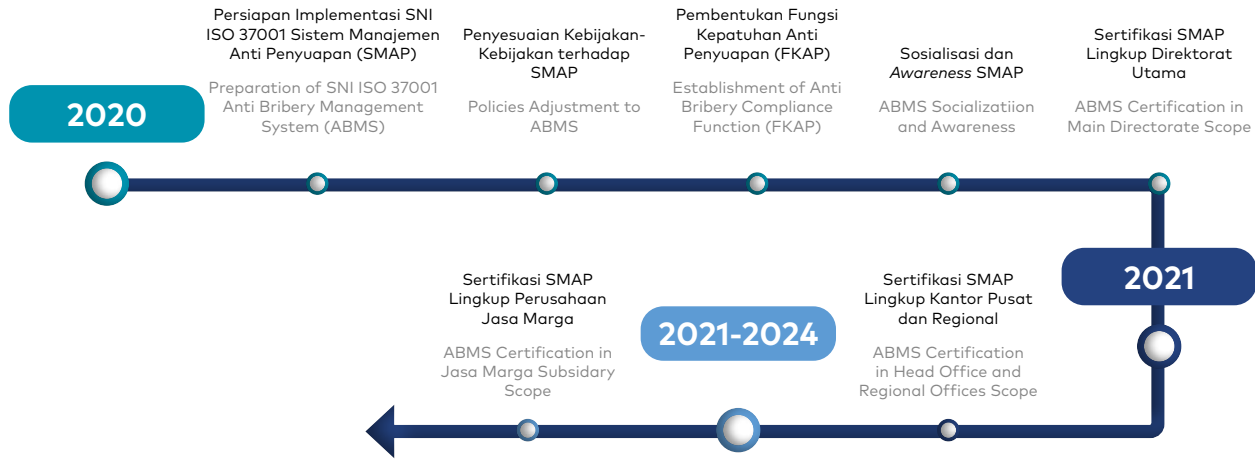




Tahun 2021, merupakan tahun kedua diperolehnya sertifikasi ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP), Jasa Marga telah menyusun peta jalan implementasi ISO 37001 di lingkungan PT Jasa Marga (Persero) Tbk dengan rincian sebagai berikut:

2021 is the second year that the ISO 37001 Anti-Bribery Management System (ABMS) certification has been obtained, Jasa Marga has compiled a roadmap for the implementation of ISO 37001 within PT Jasa Marga (Persero) Tbk. the details are as follows:

**Peta Jalan Implementasi ISO 37001
ISO 37001 Implementation Roadmap**



**SOSIALISASI GCG DI LINGKUP PERSEROAN
GCG Socialization within the Company**

Jasa Marga secara rutin melaksanakan sosialisasi GCG setiap tahunnya. Sosialisasi GCG ini dilaksanakan sebagai upaya dalam meningkatkan pemahaman insan Perseroan akan pentingnya

Jasa Marga routinely carries out GCG socialization every year. This GCG socialization was carried out to increase the understanding of the Company's personnel on the importance of implementing GCG

penerapan GCG, dan membangun kesadaran insan Perseroan untuk senantiasa menerapkan prinsip-prinsip GCG dalam melaksanakan tugas dan fungsinya. Pada tahun 2021, Perseroan melaksanakan sosialisasi GCG dengan berfokus pada Sistem Manajemen Anti Penyuapan (SMAP), *Whistleblowing System* (WBS), *Code of Corporate Governance* (COCG), *Code of Conduct* (COC) dan Gratifikasi. Sosialisasi ini dilaksanakan pada tanggal 03 Februari 2021 oleh Perseroan secara daring dengan menggunakan media *video conference* sebagai sarana penyampaian informasi, sehubungan masih berlangsungnya pandemi COVID-19 yang tidak memungkinkan dilakukan sosialisasi secara tatap muka.

PERKEMBANGAN GCG DI TAHUN 2021

GCG Development in 2021

Penerapan GCG di lingkungan Jasa Marga mengalami perkembangan di tahun 2021. Perkembangan tersebut di antaranya:

1. Persiapan Sertifikasi ISO 37001 SMAP di lingkup Kantor Pusat.
2. Perjanjian Kerja Sama *Whistleblowing System* dengan KPK.

and to build awareness of the Company's personnel to always apply GCG principles in carrying out their duties and functions. In 2021, the Company carried out GCG socialization by focusing on the Anti-Bribery Management System (ABMS), *Whistleblowing System* (WBS), *Code of Corporate Governance* (COCG), *Code of Conduct* (COC), and Gratification. This socialization was carried out on February 3, 2021 online by the Company using video conference media as a means of delivering information, due to the ongoing COVID-19 pandemic which does not allow face-to-face socialization.

The implementation of GCG within Jasa Marga progressed in 2021. These developments include:

1. Preparation of ISO 37001 ABMS Certification at the Head Office scope.
2. *Whistleblowing System Cooperation Agreement* with the KPK.

PENERAPAN ASPEK DAN PRINSIP TATA KELOLA PERUSAHAAN SESUAI KETENTUAN OTORITAS JASA KEUANGAN

Implementation of the Aspects and Principles of Good Corporate Governance Following the Provisions of the Financial Services Authority

Sebagai perusahaan terbuka, penerapan GCG Jasa Marga juga mengacu pada Pedoman Tata Kelola Perusahaan Terbuka diatur berdasarkan Peraturan Otoritas Jasa Keuangan (OJK) No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka yang dijabarkan dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

Peraturan dan Surat Edaran OJK tersebut memuat 5 (lima) aspek tata kelola perusahaan terbuka, 8 (delapan) prinsip tata kelola perusahaan yang baik, serta 25 (dua puluh lima) rekomendasi penerapan aspek dan prinsip tata kelola perusahaan yang baik.

Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka

Pedoman Tata Kelola Perusahaan Terbuka sebagaimana disampaikan dalam Surat Edaran OJK, mencakup 5 aspek, 8 prinsip dan 25 rekomendasi penerapan aspek dan prinsip tata kelola perusahaan

As a public company, the implementation of Jasa Marga's GCG also refers to the Public Company Governance Guidelines regulated by the Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 dated November 16, 2015, regarding the Implementation of the Guidelines for Good Corporate Governance as described in the Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 dated November 17, 2015, concerning Guidelines for the Governance of Public Companies.

The OJK Regulations and Circular Letter contain 5 (five) aspects of public company governance, 8 (eight) principles of good corporate governance, and 25 (twenty-five) recommendations for the implementation of aspects and principles of good corporate governance.

Jasa Marga's Compliance with OJK Regulations and Circular Letters regarding the Guidelines for Public Company Governance

As stated in the OJK Circular Letter, the Public Company Governance Guidelines cover 5 aspects, 8 principles, and 25 recommendations for the implementation of aspects and principles of good

yang baik. Rekomendasi penerapan aspek dan prinsip tata kelola perusahaan yang baik dalam Pedoman Tata Kelola, merupakan standar penerapan aspek dan prinsip tata kelola perusahaan yang baik yang secara ideal harus diterapkan Perseroan, sebagai bentuk implementasi prinsip tata kelola. Adapun uraian penerapannya dapat disampaikan, sebagai berikut:

corporate governance. Recommendations for the implementation of aspects and principles of good corporate governance in the Governance Guidelines are standards for applying aspects and principles of good corporate governance that the Company should ideally apply as a form of implementation of governance principles. The description of its application can be submitted as follows:

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters regarding Governance Guidelines for Public Companies

No	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
I	Aspek 1 : Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam menjamin hak-hak Pemegang Saham Aspect 1 : The relationship between the Public Company and the Shareholders in guaranteeing the rights of the Shareholders.			
	Prinsip 1 Meningkatkan Nilai Penyelenggaraan RUPS Principle 1 Increasing the Value of the GMS	1. Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (<i>voting</i>) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. A Public Company has a technical method or procedure for voting both openly and privately that prioritizes independence and the interests of shareholders.	<i>Voting</i> dilakukan dengan <i>e-voting</i> yang disediakan oleh KSEI sebagai penyedia <i>e-RUPS</i> . <i>Voting</i> is done by <i>e-voting</i> provided by KSEI as the provider of <i>e-GMS</i> .	Terpenuhi Comply
		2. Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. All members of the Board of Directors and members of the Board of Commissioners of a Public Company are present at the Annual GMS.	RUPS Tahunan dan RUPS Luar Biasa Perseroan dihadiri oleh seluruh anggota Direksi dan seluruh anggota Dewan Komisaris Perseroan baik secara fisik/luring maupun daring, mengingat dalam penyelenggaraan RUPS di masa pandemi COVID-19 dilakukan berbagai pembatasan untuk mematuhi peraturan terkait Pembatasan Sosial Berskala Besar (PSBB) serta Protokol Kesehatan. Direksi dan Dewan Komisaris yang hadir secara fisik adalah Direktur Utama, Direktur Keuangan, Komisaris Utama/Komisaris Independen dan Komisaris Independen. All members of the Board of Directors and the Company's Board of Commissioners attended the Company's Annual GMS and Extraordinary GMS, both physically/offline and online, due to the implementation of various regulations related to Large-Scale Social Restrictions (PSBB) and Health Protocols during the COVID-19 pandemic. The Board of Directors and Board of Commissioners who are physically present are the President Director, Finance Director, President Commissioner/Independent Commissioner, and Independent Commissioner.	Terpenuhi Comply

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters regarding Governance Guidelines for Public Companies

No	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
		<p>3. Ringkasan risalah RUPS tersedia dalam Situs <i>Web</i> Perusahaan Terbuka paling sedikit selama 1 (satu) tahun.</p> <p>The summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.</p>	<p>Ringkasan Risalah RUPS tersedia dalam situs <i>web</i> Perseroan selama lebih dari 1 (satu) tahun untuk menyediakan kecukupan waktu bagi Pemegang Saham untuk memperoleh informasi.</p> <p>Summary of Minutes of GMS is available on the Company's website for more than 1 (one) year to provide sufficient time for Shareholders to obtain information.</p>	Terpenuhi Comply
	<p>Prinsip 2 Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor.</p> <p>Principle 2 Improving the Quality of Public Company Communication with Shareholders or Investors.</p>	<p>4. Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor.</p> <p>The Public Company has a communication policy with shareholders or investors.</p>	<p>Perseroan memiliki peraturan tentang Pedoman Penyampaian Informasi Perseroan melalui <i>Non-Deal Roadshow, Investor Conference, Analyst Meeting</i> dan <i>Public Expose</i> yang memuat waktu penyampaian informasi, lokasi penyelenggaraan, kriteria penyelenggaraan, materi presentasi, frekuensi pelaksanaan kegiatan, <i>feedback</i> dari penyelenggara, dan laporan penyelenggaraan.</p> <p>The Company has regulations regarding Guidelines for Submission of Company Information through Non-Deal Roadshows, Investor Conferences, Analyst Meetings, and Public Exposures. It contains information delivery times, implementation location, implementation criteria, presentation materials, frequency of execution of activities, feedback from organizers, and implementation reports.</p>	Terpenuhi Comply
		<p>5. Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs <i>Web</i>.</p> <p>The Public Company discloses the Public Company's communication policy with shareholders or investors on the Website.</p>	<p>Materi presentasi Perseroan untuk Pemegang Saham atau Investor tersedia dalam situs <i>web</i> Perseroan untuk memberikan kesetaraan pada Pemegang Saham atau Investor atas pelaksanaan komunikasi.</p> <p>The Company's presentation materials for Shareholders or Investors are available on the Company's website to provide equality to Shareholders or Investors in the implementation of communications.</p>	Terpenuhi Comply
II	Aspek 2 : Fungsi dan Peran Dewan Komisaris Aspect 2: Functions and Roles of the Board of Commissioners			
	<p>Prinsip 3 Memperkuat Keanggotaan dan Komposisi Dewan Komisaris</p> <p>Principle 3 Strengthening the Membership and Composition of the Board of Commissioners</p>	<p>6. Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka.</p> <p>The number of members of the Board of Commissioners' determination considering the conditions of the Public Company.</p>	<p>Penentuan jumlah anggota Dewan Komisaris berpedoman pada peraturan yang berlaku dan mempertimbangkan kondisi Perseroan sebagai Perusahaan Terbuka. Penunjukan anggota Dewan Komisaris merupakan hak Pemegang Saham Seri A Dwiwarna.</p> <p>The applicable regulations guide the determination of the number of members of the Board of Commissioners. It considers the condition of the Company as a Public Company. The appointment of members of the Board of Commissioners is the right of the Series A Dwiwarna Shareholder.</p>	Penjelasan Explain

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters regarding Governance Guidelines for Public Companies

No	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
		<p>7. Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</p> <p>Determination of the composition of the members of the Board of Commissioners considers the diversity of expertise, knowledge, and experience required.</p>	<p>Komposisi anggota Dewan Komisaris telah memenuhi aspek keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan bidang usaha Perseroan. Penunjukan anggota Dewan Komisaris merupakan hak Pemegang Saham Seri A Dwiwarna.</p> <p>The composition of the members of the Board of Commissioners has fulfilled the various aspects of expertise, knowledge, and experience required per the Company's line of business. The appointment of members of the Board of Commissioners is the right of the Series A Dwiwarna Shareholder.</p>	Penjelasan Explain
	<p>Prinsip 4 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris.</p> <p>Principle 4 Improving the Quality of Duties and Responsibilities of the Board of Commissioners.</p>	<p>8. Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Dewan Komisaris.</p> <p>The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners</p>	<p>Dewan Komisaris telah memiliki kebijakan penilaian sendiri (<i>self-assessment</i>) sesuai dengan Keputusan Dewan Komisaris No. KEP-00177/XI/2012.</p> <p>The Board of Commissioners has a self-assessment policy following the Decree of the Board of Commissioners No. KEP-00177/XI/2012.</p>	Terpenuhi Comply
		<p>9. Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka.</p> <p>The self-assessment policy to assess the performance of the Board of Commissioners is disclosed through the Public Company Annual Report.</p>	<p>Kebijakan <i>self-assessment</i> Dewan Komisaris diungkapkan dalam Laporan Tahunan.</p> <p>The Board of Commissioners' self-assessment policy is disclosed in the Annual Report.</p>	Terpenuhi Comply
		<p>10. Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.</p> <p>The Board of Commissioners has a policy regarding the member's resignation if involved in financial crimes.</p>	<p>Kebijakan Dewan Komisaris terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan dimuat dalam Pedoman Dewan Komisaris.</p> <p>The Board of Commissioners' policies regarding the member's resignation if involved in financial crimes are contained in the Guidelines for the Board of Commissioners.</p>	Terpenuhi Comply
		<p>11. Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi.</p> <p>The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function shall formulate a succession policy in the nomination process for members of the Board of Directors.</p>	<p>Perseroan telah memiliki Komite Nominasi dan Remunerasi yang menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi.</p> <p>The Company has a Nomination and Remuneration Committee, which formulates succession policies in the nomination process for members of the Board of Directors.</p>	Terpenuhi Comply

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters regarding Governance Guidelines for Public Companies

No	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
III				
Aspek 3 : Fungsi dan Peran Direksi Aspect 3: Functions and Roles of the Board of Directors				
	Prinsip 5 Memperkuat Keanggotaan dan Komposisi Direksi. Principle 5 Strengthening the Membership and Composition of the Board of Directors.	12. Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektifitas dalam pengambilan keputusan. Determination of the number of members of the Board of Directors considers the condition of the Public Company and the effectiveness in making decisions.	Penentuan jumlah anggota Direksi berpedoman pada peraturan yang berlaku dan mempertimbangkan kondisi Perseroan sebagai Perusahaan Terbuka. Penunjukan anggota Direksi merupakan hak Pemegang Saham Seri A Dwiwarna. Applicable regulations and consideration of the Company's condition as a Public Company determine the number of the Board of Directors members. The appointment of members of the Board of Directors is the right of the Series A Dwiwarna Shareholder.	Penjelasan Explain
		13. Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determination of the composition of the members of the Board of Directors considers the diversity of expertise, knowledge, and experience required.	Komposisi anggota Direksi telah memenuhi aspek keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan sesuai dengan bidang usaha Perseroan. Penunjukan anggota Direksi merupakan hak Pemegang Saham Seri A Dwiwarna. The composition of the members of the Board of Directors has fulfilled the various aspects of expertise, knowledge, and experience required per the Company's line of business. The appointment of members of the Board of Directors is the right of the Series A Dwiwarna Shareholder.	Penjelasan Explain
		14. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of the Board of Directors in charge of accounting or finance have the expertise and/or knowledge in accounting.	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi yang dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan dan/atau pengalaman kerja terkait. Members of the Board of Directors in charge of accounting or finance have the expertise and/or knowledge in accounting as evidenced by educational background, training certification, and/or related work experience.	Terpenuhi Comply
	Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Principle 6 Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors.	15. Direksi mempunyai kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Direksi. The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	Direksi telah memiliki kebijakan penilaian sendiri (<i>Self-assessment</i>). The Board of Directors has a self-assessment policy.	Terpenuhi Comply

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters regarding Governance Guidelines for Public Companies

No	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
	Prinsip 6 Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Principle 6 Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors.	16. Kebijakan penilaian sendiri (<i>Self-Assessment</i>) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. The self-assessment policy to assess the performance of the Board of Directors is disclosed through the public Company's annual report.	Kebijakan <i>self-assessment</i> Direksi diungkapkan dalam laporan tahunan Perseroan. The Board of Directors' self- assessment policy is disclosed in the Company's annual report.	Terpenuhi Comply
		17. Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has a policy regarding the member's resignation if they are involved in financial crimes.	Kebijakan Direksi terkait pengunduran diri anggota Dirkesi apabila terlibat dalam kejahatan keuangan dimuat dalam Pedoman Direksi. The Board of Directors' policies regarding the member's resignation if involved in financial crimes are contained in the Guidelines for the Board of Directors.	Terpenuhi Comply
IV	Aspek 4 : Partisipasi Pemangku Kepentingan Aspect 4: Stakeholder Participation			
	Prinsip 7 Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. Principle 7 Improving Corporate Governance Aspects through Stakeholder Participation.	18. Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> . The Public Company has the policy to prevent insider trading.	Perseroan memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> yang memisahkan secara tegas data dan/atau informasi yang bersifat rahasia dengan yang bersifat publik, serta membagi tugas dan tanggung jawab atas pengelolaan informasi dimaksud secara proporsional dan efisien. The Company has the policy to prevent insider trading that strictly separates confidential data and/ or information from the public and divides tasks and responsibilities for managing the information proportionally and efficiently.	Terpenuhi Comply
		19. Perusahaan Terbuka memiliki kebijakan anti korupsi dan <i>anti fraud</i> . The Public Company has an anti-corruption and anti-fraud policy.	Perseroan memiliki kebijakan anti korupsi dan <i>anti-fraud</i> yang merupakan bagian dari kode etik yang menggambarkan pencegahan terhadap segala praktik korupsi baik memberi atau menerima dari pihak lain. The Company has an anti-corruption and anti-fraud policy which is part of the code of ethics that describes the prevention of all corrupt practices, either giving or receiving from other parties.	Terpenuhi Comply

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
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No	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
		<p>20. Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau <i>vendor</i>.</p> <p>The Public Company has a policy regarding the selection and capacity building of suppliers or vendors.</p>	<p>Perseroan memiliki kebijakan anti korupsi dan <i>anti-fraud</i> yang merupakan bagian dari kode etik yang menggambarkan pencegahan terhadap segala praktik korupsi baik memberi atau menerima dari pihak lain.</p> <p>The Company has an anti-corruption and anti-fraud policy which is part of the code of ethics that describes the prevention of all corrupt practices, either giving or receiving from other parties.</p>	<p>Terpenuhi Comply</p>
		<p>21. Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur.</p> <p>The Public Company has a policy regarding the fulfillment of creditors' rights.</p>	<p>Perseroan memiliki kebijakan untuk pemenuhan hak-hak kreditur yang digunakan sebagai pedoman dalam melakukan pinjaman kepada kreditur, yang mencakup pertimbangan dalam melakukan perjanjian, serta tindak lanjut dalam pemenuhan kewajiban Perseroan kepada kreditur.</p> <p>The Company has a policy for the fulfillment of creditor rights, which is used as a guideline in making loans to creditors, including considerations in entering into agreements and follow-up actions in fulfilling the Company's obligations to creditors.</p>	<p>Terpenuhi Comply</p>
		<p>22. Perusahaan Terbuka memiliki kebijakan sistem <i>whistleblowing</i>.</p> <p>Public Company has a whistleblowing system policy.</p>	<p>Perseroan telah memiliki <i>whistleblowing system</i> yang mencakup jenis pelanggaran yang dapat dilaporkan, cara pengaduan, perlindungan dan jaminan kerahasiaan pelapor, penanganan pengaduan, pihak yang mengelola aduan dan hasil penanganan serta tindak lanjut pengaduan.</p> <p>The Company has a whistleblowing system that includes types of violations that can be reported, how to make complaints, protection and guarantees for the confidentiality of the complainants, handling of complaints, parties who manage complaints, and the results of the handling and follow-up of complaints.</p>	<p>Terpenuhi Comply</p>
		<p>23. Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.</p> <p>The Public Company has a policy of providing long-term incentives to the Board of Directors and employees.</p>	<p>Kebijakan pemberian insentif jangka panjang kepada Karyawan diatur dalam Perjanjian Kerja Bersama (PKB) Tahun 2019-2021 antara Perseroan dengan Serikat Karyawan Jasa Marga (SKJM) Pasal 40 tentang Insentif Kinerja.</p> <p>The policy for providing long-term incentives to employees is regulated in the 2019-2021 Collective Labor Agreement (PKB) between the Company and the Jasa Marga Employee Union (SKJM) Article 40 concerning Performance Incentives.</p>	<p>Terpenuhi Comply</p>

Tabel Kepatuhan Jasa Marga terhadap Peraturan dan Surat Edaran OJK terkait Pedoman Tata Kelola Perusahaan Terbuka
Table of Jasa Marga's Compliance with OJK Regulations and Circular Letters regarding Governance Guidelines for Public Companies

No	Prinsip Principle	Rekomendasi Recommendations	Penjelasan Penerapan di Jasa Marga Implementation in Jasa Marga	Keterangan Description
V	Aspek 5 : Keterbukaan Informasi Aspect 5: Information Disclosure			
	Prinsip 8 Meningkatkan Pelaksanaan Keterbukaan Informasi. Principle 8 Improving the Implementation of Information Disclosure.	24. Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs <i>Web</i> sebagai media keterbukaan informasi. The Public Company utilizes information technology more broadly than the Website as a medium for information disclosure.	Selain situs <i>web</i> , Perseroan memanfaatkan penggunaan media sosial sebagai media keterbukaan informasi. In addition to the website, the Company utilizes social media as a medium for information disclosure.	Terpenuhi Comply
		25. Laporan Tahunan Perusahaan Terbuka mengungkapkkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. The Public Company's Annual Report discloses the ultimate beneficial owner in the Public Company's share ownership at least 5% (five percent), in addition to the disclosure of the ultimate beneficial owner in the Public Company's share ownership through the significant and controlling shareholders.	Laporan Tahunan Jasa Marga mengungkapkkan pemilik manfaat akhir dalam kepemilikan saham Perseroan paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perseroan melalui Pemegang Saham Utama dan Pengendali. Jasa Marga's Annual Report discloses the ultimate beneficial owner in the Company's share ownership of at least 5%, in addition to the disclosure of the ultimate beneficial owner in the Company's share ownership through the Major and Controlling Shareholders.	Terpenuhi Comply

Pemantauan Pelayanan Lalu Lintas Jalan Tol
Toll Road Traffic Service Monitoring



PEMANTAUAN DAN PENILAIAN/AESMEN ATAS PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Monitoring and Assessment/Assessment on the Implementation of Good Corporate Governance

Asesmen GCG

Setiap tahunnya Perseroan melaksanakan asesmen GCG dengan menggunakan konsultan independen yang dikontrak untuk kepentingan tersebut, untuk mengukur penerapan GCG di Jasa Marga dan/atau melakukan penilaian pelaksanaan atas rekomendasi yang disampaikan oleh konsultan penilai GCG yang lalu. Asesmen GCG merupakan upaya sistematis untuk menghimpun dan mengolah data yang sah, sehingga didapatkan kesimpulan dan rekomendasi yang dapat digunakan sebagai landasan tindakan manajemen untuk memperbaiki dan menyempurnakan penerapan GCG di Perseroan menjadi semakin efektif dan berkelanjutan.

Kriteria yang Digunakan

Asesmen GCG yang dilaksanakan oleh Jasa Marga pada tahun 2021 menggunakan kriteria dan metodologi yang ditetapkan oleh Kementerian BUMN, berdasarkan Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012 tanggal 6 Juni 2012, yang meliputi 6 (enam) aspek pokok, yaitu:

1. Komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik secara berkelanjutan.
2. Pemegang Saham dan RUPS/Pemilik Modal.
3. Dewan Komisaris/Dewan Pengawas.
4. Direksi.
5. Pengungkapan informasi dan transparansi.
6. Aspek lainnya.

Di samping asesmen GCG berdasarkan Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012 tanggal 06 Juni 2012 dan asesmen GCG berdasarkan Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka. Sebagai perusahaan terbuka, penerapan GCG Jasa Marga juga mengacu pada Pedoman Tata Kelola Perusahaan Terbuka diatur berdasarkan Peraturan Otoritas Jasa Keuangan (OJK) No. 21/POJK.04/2015 tanggal 16 November 2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka yang dijabarkan dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka.

GCG Assessment

Every year the Company carries out a GCG assessment using an independent consultant contracted for this purpose, which is to measure the implementation of GCG at Jasa Marga and/or conduct an implementation assessment based on the recommendations submitted by the previous GCG assessor consultant. GCG assessment is a systematic effort to collect and process valid data so that conclusions and suggestions can be obtained that can be used as the basis for management actions to improve and perfect the implementation of GCG in the Company to be more effective and sustainable.

Criteria Used

The GCG assessment carried out by Jasa Marga in 2021 using the criteria and methodologies set by the Ministry of SOEs, based on the Decree of the Secretary of the Ministry of SOEs No. SK-16/S-MBU/2012 dated June 6, 2012, which includes 6 (six) main aspects, that is:

1. Commitment to the implementation of Good Corporate Governance in a sustainable manner.
2. Shareholders and GMS/Capital Owners.
3. Board of Commissioners/Supervisory Board.
4. Board of Directors.
5. Information disclosure and transparency
6. Other aspects.

In addition to the GCG assessment based on the Decree of the Secretary of the Ministry of SOE No. SK-16/S-MBU/2012 dated June 6, 2012, and the GCG assessment based on the Financial Services Authority Regulation No. 21/POJK.04/2015 dated November 16, 2015, concerning the Implementation of Public Company Governance Guidelines. As a public company, the implementation of Jasa Marga's GCG also refers to the Public Company Governance Guidelines regulated by the Financial Services Authority (OJK) Regulation No. 21/POJK.04/2015 dated November 16, 2015, regarding the Implementation of the Guidelines for Good Corporate Governance as described in the Circular Letter of the Financial Services Authority No. 32/SEOJK.04/2015 dated November 17, 2015, concerning Guidelines for the Governance of Public Companies.

Perseroan juga melaksanakan asesmen GCG berdasarkan *ASEAN Corporate Governance Scorecard* (ACGS). *ASEAN Corporate Governance Scorecard* adalah salah satu inisiatif dari Forum Pasar Modal ASEAN (*ASEAN Capital Market Forum/ACMF*) dalam rangka integrasi pasar modal negara-negara anggota Asosiasi Negara-Negara Asia Tenggara (ASEAN). Negara-negara yang berpartisipasi dalam asesmen berdasarkan parameter ACGS ini adalah Indonesia, Singapore, Thailand, Malaysia, Phillipines, dan Vietnam. Pelaksanaan ACGS bertujuan:

- 1) Meningkatkan standar-standar dan praktik-praktik tata kelola korporasi dari perusahaan-perusahaan terbuka di ASEAN;
- 2) Memperbesar kelayakan global bagi perusahaan-perusahaan terbuka ASEAN dengan tata kelola korporasi yang baik dan menunjukkan kepada mereka (masyarakat global) bahwa perusahaan-perusahaan ini adalah tempat untuk berinvestasi; dan
- 3) Melengkapi inisiatif-inisiatif ACMF lainnya dan mempromosikan ASEAN sebagai suatu kelompok aset berkelas.

Inisiatif ini tidak hanya mendorong setiap negara ASEAN yang berpartisipasi dalam ACGS memperkuat kerangka peraturan perundang-undangan yang berkaitan dengan praktik-praktik GCG, tetapi juga telah mendorong perusahaan-perusahaan terbuka di ASEAN, termasuk Indonesia, berupaya memperkuat sistem *Corporate Governance* mereka dengan mengadopsi prinsip-prinsip GCG menurut ACGS.

ACGS adalah suatu alat kuantitatif untuk mengukur kepatuhan perusahaan-perusahaan terbuka di ASEAN terhadap pedoman *Corporate Governance* menurut praktik-praktik keteladanan berbasis standar-standar internasional, khususnya prinsip-prinsip *Corporate Governance* yang dikeluarkan oleh the *Organization for Economic Cooperation and Development* (OECD).

Pihak yang Melakukan Asesmen

1. Asesmen GCG berdasarkan Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012 tanggal 6 Juni 2012 dilakukan oleh secara mandiri oleh Jasa Marga (*self-assesment*).
2. Asesmen GCG berdasarkan *ASEAN Corporate Governance Scorecard* (ACGS), dilakukan oleh *Indonesian Institute for Corporate Directorship*.

The Company also carries out a GCG assessment based on the *ASEAN Corporate Governance Scorecard* (ACGS). The *ASEAN Corporate Governance Scorecard* is one of the ASEAN Capital Market Forum (ACMF) initiatives in capital market integration of member countries of the Association of Southeast Asian Nations (ASEAN). The countries participating in the assessment based on the ACGS parameters are Indonesia, Singapore, Thailand, Malaysia, the Philippines, and Vietnam. The objectives of the ACGS are to:

- 1) Improve the standards and practices of corporate governance of listed companies in ASEAN;
- 2) Increase the global viability of ASEAN public companies with good corporate governance and show them (the international community) that these companies are places to invest; and
- 3) Complement other ACMF initiatives and promote ASEAN as an asset class group.

This initiative encourages every ASEAN country that participates in ACGS to strengthen the regulatory framework related to GCG practices and has also encouraged public companies in ASEAN, including Indonesia, to strengthen their *Corporate Governance* system by adopting the GCG principles according to ACGS.

ACGS is a quantitative tool to measure the compliance of public companies in ASEAN to the guidelines of *Corporate Governance* according to exemplary practices based on international standards, especially the principles of *Corporate Governance* issued by the *Organization for Economic Cooperation and Development* (OECD).

The Party Conducting the Assessment

1. The GCG assessment based on the Decree of the Secretary of the Ministry of SOEs No. SK-16/S-MBU/2012 dated June 6, 2012 was carried out independently by Jasa Marga (*self-assessment*).
2. GCG assessment based on the *ASEAN Corporate Governance Scorecard* (ACGS), conducted by the *Indonesian Institute for Corporate Directorship*.

Skor Penilaian

Asesmen GCG berdasarkan Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012

Skor penilaian GCG berdasarkan kriteria penilaian Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012 untuk Perseroan dalam kurun 5 (lima) tahun terakhir adalah sebagai berikut:

Skor Penilaian GCG berdasarkan Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012

The GCG assessment score is based on the assessment criteria for the Decree of the Secretary of the Ministry of SOE Number: SK-16/S-MBU/2012

Tahun Buku Fiscal Year	Skor Score
2021	98,20
2020	98,16
2019	98,06
2018	97,82
2017	97,17

Penjabaran akan hasil penilaian GCG Jasa Marga tahun 2021 dan 2020 dapat dilihat pada tabel berikut ini:

Rating Score

GCG assessment based on the Decree of the Secretary of the Ministry of SOEs No. SK-16/S-MBU/2012

The GCG assessment score is based on the assessment criteria for the Decree of the Secretary of the Ministry of SOE No. SK-16/S-MBU/2012 for the Company in the last 5 (five) years as follows:

The description of Jasa Marga's GCG assessment results in 2021 and 2020 can be seen in the following table:

Hasil Penilaian GCG Jasa Marga tahun 2021 dan 2020 Jasa Marga's GCG Assessment Results for 2021 and 2020

No	Aspek Pengujian Assessment Aspects	Bobot Weight	2021		2020	
			Capaian Achievement	Persentase (%) Percentage (%)	Capaian Achievement	Persentase (%) Percentage (%)
1	Komitmen terhadap Penerapan Tata Kelola Secara Berkelanjutan Commitment to Sustainable Implementation of Governance	7	6,935	99,07%	6,935	99,07%
2	Pemegang Saham dan RUPS Shareholders and GMS	9	8,827	98,08%	8,901	98,90%
3	Dewan Komisaris Board of Commissioners	35	34,684	99,10%	34,663	99,04%
4	Direksi Board of Directors	35	34,339	98,11%	34,300	98,00%
5	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9	8,768	97,42%	8,716	96,84%
6	Aspek Lainnya Other Aspects	5	4,643	92,86%	4,643	92,86%
Total		100	98,196	98,20%	98,157	98,16%
Kualitas Penerapan GCG Quality of GCG Implementation			Sangat Baik Very Good		Sangat Baik Very Good	

Asesmen GCG Berdasarkan ASEAN Corporate Governance Scorecard (ACGS)

Pada tahun 2021, Jasa Marga telah melaksanakan asesmen berdasarkan ASEAN Corporate Governance Scorecard (ACGS), yang penilaiannya didasarkan pada informasi publik, terutama pada laporan tahunan tahun 2020 serta website Perseroan. Hasil penilaian menunjukkan skor sebagai berikut:

GCG Assessment Based on ASEAN Corporate Governance Scorecard (ACGS)

In 2021, Jasa Marga has carried out an assessment based on the ASEAN Corporate Governance Scorecard (ACGS), whose assessment is based on public information, especially in the 2020 annual report and the Company's website. The results of the assessment show the following scores:

Total Nilai Asesmen GCG Tahun Buku 2020 Berdasarkan ACGS Total Value of GCG Assessment for Fiscal Year 2020 Based on ACGS

Total Nilai untuk Praktik GCG Jasa Marga Total Score for Jasa Marga's GCG Practices		
No	Komponen Penilaian Assessment Component	Skor Tertimbang per Prinsip Weighted Score per Principle
1	Hak-Hak Pemegang Saham Shareholders' Rights	9,50
2	Perlakuan Setara terhadap Pemegang Saham Equal Treatment of Shareholders	6,67
3	Peran Pemangku Kepentingan Stakeholder Role	15,00
4	Keterbukaan dan Transparansi Openness and Transparency	23,44
5	Tanggung Jawab Dewan Komisaris Responsibilities of the Board of Commissioners	34,38
6	Bonus Bonus	8,00
7	Penalti Penalty	(2,00)
Total Skor Tertimbang Total Weighted Score		94,98

Total Corporate Governance Score (overall score) praktik GCG yang diperoleh Perseroan untuk tahun buku 2020 (ASEAN Scorecard 2021) adalah sebesar 94,98 poin. Secara keseluruhan, hasil Assessment implementasi GCG Jasa Marga menempatkan Perseroan pada predikat "Very Good", yang berarti praktik GCG yang dilakukan Perseroan sudah mengadopsi secara penuh standar internasional.

Skor total yang diperoleh Perseroan, masih sedikit berada di atas skor rata-rata untuk perusahaan publik (Tbk) atau emiten yang masuk dalam kategori Big Cap (100 perusahaan dengan kapitalisasi pasar terbesar di bursa) yang nilainya hanya sebesar 73,67.

Rekomendasi Asesmen GCG Tahun Buku 2021

Asesmen GCG periode tahun 2021 memberikan sejumlah rekomendasi yang harus ditindaklanjuti Perseroan pada tahun 2022. Adapun rekomendasi yang dihasilkan dari asesmen GCG berdasarkan kriteria Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012, sebagai berikut:

The total Corporate Governance Score (overall score) of GCG practices obtained by the Company for the 2020 fiscal year (ASEAN Scorecard 2021) is 94.98 points. Overall, the results of Jasa Marga's GCG implementation assessment place the Company in the "Very Good" predicate, where the Company's GCG practices have fully adopted international standards.

The total score obtained by the Company is still slightly above the average score for public companies (Tbk) or issuers in the Big Cap category (100 companies with the largest market capitalization on the stock exchange), which is only 73.67.

Recommendations for GCG Assessment for Fiscal Year 2021

The GCG assessment for the 2021 period provides several recommendations that the Company must follow up in 2022. The GCG assessment generates recommendations based on criteria in the Decree of the Secretary of the Ministry of SOE No. SK-16/S-MBU/2012, as follows:

Rekomendasi dari Asesmen GCG Berdasarkan Kriteria Keputusan Sekretaris Kementerian BUMN
Recommendations from the GCG Assessment Based on the Decision Criteria of the Secretary of the Ministry of SOEs

No	Aspek Aspects	Skor Score	Jumlah Rekomendasi Recommendation Total
1	Komitmen terhadap Penerapan Tata Kelola Secara Berkelanjutan Commitment to the Implementation of Sustainable Governance	6,935	3
2	Pemegang Saham dan RUPS Shareholders and GMS	8,827	3
3	Dewan Komisaris Board of Commissioners	34,684	6
4	Direksi Board of Directors	34,339	7
5	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	8,768	3
6	Aspek Lainnya Other Aspect	4,643	-
Total		98,196	22

Tindak Lanjut atas Rekomendasi Hasil Asesmen GCG Tahun 2020

Asesmen GCG berdasarkan Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012

Tindak Lanjut atas rekomendasi hasil asesmen GCG tahun 2020 berdasarkan Keputusan Sekretaris Kementerian BUMN No. SK-16/S-MBU/2012, adalah sebagai berikut:

Follow-up on the Recommendation of the 2020

GCG Assessment based on the Decree of the Secretary of the Ministry of SOEs No. SK-16/S-MBU/2012

Follow-up on the recommendations of the GCG assessment results in 2020 and based on the Decree of the Secretary of the Ministry of SOEs No. SK-16/S-MBU/2012 are as follows:

Tindak Lanjut atas Rekomendasi dari Asesmen GCG Berdasarkan Keputusan Sekretaris Kementerian BUMN
Follow-up on Recommendations from the GCG Assessment Based on the Decree of the Secretary of the Ministry of SOEs

No	Rekomendasi AOI GCG AOI GCG Recommendations	Tindak Lanjut Follow-up	Target Penyelesaian Settlement Target		Bukti Tindak Lanjut Follow-up Evidence	Tindak Lanjut Follow-up
			Target Output Output Target	Target Waktu Time Target		
Aspek Komitmen Aspect of Commitment						
1	Mempertegas penunjukan Direktur yang bertanggung jawab atas penerapan dan pemantauan GCG di Perseroan. Confirming the appointment of the Director, who is responsible for the implementation and monitoring of GCG in the Company.	Jasa Marga sedang dalam proses restrukturisasi organisasi dan Direktur yang bertanggung jawab atas penerapan dan pemantauan GCG telah diusulkan dalam perubahan Struktur Organisasi. Jasa Marga is in the process of organizational restructuring and the Director, who is responsible for implementing and monitoring GCG has proposed changes to the Organizational Structure.	Direktur penanggung jawab penerapan dan pemantauan GCG tercermin dalam Struktur Organisasi. The Director in charge of implementing and monitoring GCG is reflected in the Organizational Structure.	2021	Dalam proses perubahan Struktur Organisasi In the process of changing the Organizational Structure	Dalam Proses In Progress

Tindak Lanjut atas Rekomendasi dari Asesmen GCG Berdasarkan Keputusan Sekretaris Kementerian BUMN
Follow-up on Recommendations from the GCG Assessment Based on the Decree of the Secretary of the Ministry of SOEs

No	Rekomendasi AOI GCG AOI GCG Recommendations	Tindak Lanjut Follow-up	Target Penyelesaian Settlement Target		Bukti Tindak Lanjut Follow-up Evidence	Tindak Lanjut Follow-up
			Target Output Output Target	Target Waktu Time Target		
Aspek RUPS/Pemilik Modal Aspects of GMS/Capital Owner						
1	Mencantumkan alasan pemberhentian anggota Direksi sewaktu-waktu dalam keputusan RUPS sebagaimana ketentuan dalam Anggaran Dasar Pasal 11 Ayat (13) dan faktor diuji SK-16 pada parameter ini. Including the reasons for the dismissal of members of the Board of Directors at any time in the GMS decision as stipulated in the Articles of Association Article 11 Paragraph (13) and the factor tested by SK-16 on this parameter.	Pemberhentian dan pengangkatan Direksi dalam RUPS merupakan kewenangan Pemegang Saham Seri A Dwiwarna. Dismissal and appointment of the Board of Directors in the GMS is the authority of the Series A Dwiwarna Shareholder.	-	-	-	-
2	Mencantumkan alasan pemberhentian anggota Dewan Komisaris sewaktu-waktu dalam keputusan RUPS sebagaimana ketentuan dalam Anggaran Dasar Pasal 14 Ayat (15) dan faktor diuji SK-16 pada parameter ini. Including the reasons for the dismissal of members of the Board of Commissioners at any time in the GMS decision as stipulated in the Articles of Association Article 14 Paragraph (15) and the factor tested by SK-16 on this parameter.	Pemberhentian dan pengangkatan Dewan Komisaris dalam RUPS merupakan kewenangan Pemegang Saham Seri A Dwiwarna. The dismissal and appointment of the Board of Commissioners at the GMS is the authority of the Series A Dwiwarna Shareholder.	-	-	-	-
Aspek Dewan Komisaris Aspects of the Board of Commissioners						
1	Memastikan penyampaian Surat Undangan pertemuan/ rapat memenuhi peraturan tentang jangka waktu pemanggilan pertemuan/ rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan <i>Board Manual</i> . Ensuring that the submission of the meeting/ meeting invitation letter complies with the regulations regarding the timeframe for calling the meeting/meeting as regulated in the Company's Articles of Association and the Board Manual.	Undangan rapat disampaikan sesuai dengan jangka waktu pemanggilan pertemuan/ rapat berdasarkan Anggaran Dasar dan <i>Board Manual</i> . Meeting invitations are delivered in accordance with the timeframe for calling the meeting/ meeting based on the Articles of Association and the Board Manual.	Undangan Rapat Meeting Invitation	2021	Pemenuhan penyampaian Undangan rapat sesuai jangka Waktu pemanggilan rapat berdasarkan Anggaran Dasar dan <i>Board Manual</i> . Fulfillment of the submission of meeting invitations according to the time period for calling the meeting based on the Articles of Association and the Board Manual	Sesuai Rekomendasi As per Recommendation
2	Melengkapi Risalah Rapat Komite Audit terkait: • Telaahan dan evaluasi atas acara yang diagendakan. • Jalannya Rapat (dinamika Rapat), sesuai dengan pengaturan yang tercantum dalam Piagam Komite Audit. Completing the Minutes of the related Audit Committee Meetings: • Review and evaluation of the scheduled events. • The conduct of the Meeting (the dynamics of the Meeting), in accordance with the arrangements stated in the Audit Committee Charter.	Melengkapi Risalah Rapat Komite Audit dengan telaah dan evaluasi agenda dan dinamika rapat Completing the Minutes of the Audit Committee Meeting by reviewing and evaluating the agenda and dynamics of the meeting	Risalah Rapat Komite Audit Minutes of Audit Committee Meeting	2021	Telaahan dan evaluasi agenda; dan dinamika rapat dimuat dalam Risalah Rapat Komite Audit Agenda review and evaluation; and the dynamics of the meeting are contained in the Minutes of the Audit Committee Meeting	Sesuai Rekomendasi As per Recommendation


Tindak Lanjut atas Rekomendasi dari Asesmen GCG Berdasarkan Keputusan Sekretaris Kementerian BUMN
Follow-up on Recommendations from the GCG Assessment Based on the Decree of the Secretary of the Ministry of SOEs

No	Rekomendasi AOI GCG AOI GCG Recommendations	Tindak Lanjut Follow-up	Target Penyelesaian Settlement Target		Bukti Tindak Lanjut Follow-up Evidence	Tindak Lanjut Follow-up
			Target Output Output Target	Target Waktu Time Target		
3	<p>Melengkapi seluruh Risalah Rapat Komite NR terkait telaahan dan evaluasi atas acara yang diagendakan.</p> <p>Completing all Minutes of NR Committee Meetings related to the review and evaluation of the scheduled events.</p>	<p>Telaahan dan evaluasi atas agenda dimuat</p> <p>Review and evaluation of the agenda loaded</p>	<p>Risalah Rapat Komite NR</p> <p>NR Committee Meeting Minutes</p>	2021	<p>Risalah Rapat Komite NR dilengkapi dengan telaahan dan evaluasi atas acara yang diagendakan</p> <p>Minutes of the NR Committee Meetings are equipped with a review and evaluation of the agenda items</p>	<p>Sesuai Rekomendasi</p> <p>As per Recommendation</p>
4	<p>Menandatangani Laporan Triwulan Komite Audit oleh Ketua dan Anggota Komite Audit.</p> <p>Signing the Audit Committee Quarterly Report by the Chairman and Members of the Audit Committee.</p>	<p>Ketua dan Anggota Komite Audit menandatangani Laporan Triwulan Komite Audit.</p> <p>The Chairman and Members of the Audit Committee signed the Quarterly Report of the Audit Committee.</p>	<p>Laporan Triwulan Komite Audit</p> <p>Audit Committee Quarterly Report</p>	2021	<p>Laporan Triwulan Komite Audit ditandatangani oleh Ketua dan Anggota Komite Audit</p> <p>The Audit Committee Quarterly Report is signed by the Chairman and Members of the Audit Committee</p>	<p>Sesuai Rekomendasi</p> <p>As per Recommendation</p>
5	<p>Menandatangani Laporan Triwulan dan Tahunan Komite NR oleh Ketua dan Anggota Komite NR</p> <p>Signing the Quarterly and Annual Reports of the NR Committee by the Chair and Members of the NR Committee</p>	<p>Ketua dan Anggota Komite NR menandatangani Laporan Triwulan dan Tahunan Komite NR</p> <p>NR Committee Chair and Members sign the NR Committee Quarterly and Annual Report</p>	<p>Laporan Triwulan dan Tahunan Komite NR</p> <p>NR Committee Quarterly and Annual Report</p>	2021	<p>Laporan Triwulan dan Tahunan Komite NR ditandatangani oleh Ketua dan Anggota Komite NR</p> <p>NR Committee Quarterly and Annual Report signed by NR Committee Chair and Members</p>	<p>Sesuai Rekomendasi</p> <p>As per Recommendation</p>
6	<p>Menyusun dan menyampaikan Program Kerja Komite Audit kepada Dewan Komisaris, untuk ditetapkan sebelum tahun buku berjalan</p> <p>Prepare and submit the Audit Committee Work Program to the Board of Commissioners, to be determined before the current fiscal year</p>	<p>Program Kerja Komite Audit disusun dan disampaikan kepada Dewan Komisaris</p> <p>The Audit Committee Work Program is prepared and submitted to the Board of Commissioners</p>	<p>Piagam Kerja Komite Audit</p> <p>Audit Committee Work Charter</p>	2021	<p>Penetapan Program Kerja Komite Audit oleh Dewan Komisaris</p> <p>Determination of the Audit Committee Work Program by the Board of Commissioners</p>	<p>Sesuai Rekomendasi</p> <p>As per Recommendation</p>
7	<p>Memuat Piagam Komite Nominasi dan Remunerasi ke dalam website Perseroan.</p> <p>Containing the Nomination and Remuneration Committee Charter on the Company's website.</p>	<p>Piagam Komite Nominasi dan Remunerasi diunggah di website Perseroan</p> <p>The Nomination and Remuneration Committee Charter is uploaded on the Company's website</p>	<p>Piagam Komite Nominasi dan Remunerasi</p> <p>Nomination and Remuneration Committee Charter</p>	2021	<p>Piagam Komite Nominasi dan Remunerasi diunggah di website Perseroan</p> <p>The Nomination and Remuneration Committee Charter is uploaded on the Company's website</p>	<p>Sesuai Rekomendasi</p> <p>As per Recommendation</p>
8	<p>Memuat substansi hasil kegiatan dan rekomendasinya ke dalam Laporan Triwulan dan Tahunan Komite Risiko dan Hukum.</p> <p>Containing the substance of the results of activities and their recommendations in the Quarterly and Annual Reports of the Risk and Legal Committee.</p>	<p>Laporan Triwulan dan Tahunan Komite Risiko dan Hukum memuat substansi hasil kegiatan dan rekomendasinya.</p> <p>The Risk and Legal Committee's Quarterly and Annual Reports contain the substance of the results of their activities and recommendations.</p>	<p>Laporan Triwulan dan Tahunan Komite Risiko dan Hukum</p> <p>Risk and Legal Committee Quarterly and Annual Report</p>	2021	<p>Substansi hasil kegiatan dan rekomendasinya termuat dalam Laporan Triwulan dan Tahunan Komite Risiko dan Hukum</p> <p>The substance of the results of activities and their recommendations are contained in the Quarterly and Annual Reports of the Risk and Legal Committee</p>	<p>Sesuai Rekomendasi</p> <p>As per Recommendation</p>
9	<p>Menandatangani Laporan Triwulan dan Tahunan Komite Risiko dan Hukum oleh Ketua dan Anggota Komite Risiko dan Hukum.</p> <p>Signing the Quarterly and Annual Report of the Risk and Legal Committee by the Chair and Members of the Risk and Legal Committee.</p>	<p>Ketua dan Anggota Komite Risiko dan Hukum menandatangani Laporan Triwulan dan Tahunan Komite Risiko dan Hukum.</p> <p>Chairman and Members of the Risk and Legal Committee signed the Quarterly and Annual Report of the Risk and Legal Committee.</p>	<p>Laporan Triwulan dan Tahunan Komite Risiko dan Hukum</p> <p>Risk and Legal Committee Quarterly and Annual Report</p>	2021	<p>Laporan Triwulan dan Tahunan Komite Risiko dan Hukum ditandatangani oleh Ketua dan Anggota Komite Risiko dan Hukum</p> <p>The Risk and Legal Committee Quarterly and Annual Report is signed by the Chair and Members of the Risk and Legal Committee</p>	<p>Sesuai Rekomendasi</p> <p>As per Recommendation</p>

Tindak Lanjut atas Rekomendasi dari Asesmen GCG Berdasarkan Keputusan Sekretaris Kementerian BUMN Follow-up on Recommendations from the GCG Assessment Based on the Decree of the Secretary of the Ministry of SOEs

No	Rekomendasi AOI GCG AOI GCG Recommendations	Tindak Lanjut Follow-up	Target Penyelesaian Settlement Target		Bukti Tindak Lanjut Follow-up Evidence	Tindak Lanjut Follow-up
			Target Output Output Target	Target Waktu Time Target		
Aspek Direksi Aspects of the Board of Directors						
1	Membuat laporan tentang pelaksanaan Program Pelatihan (Peningkatan Kapabilitas) yang telah diikuti untuk selanjutnya disampaikan kepada Direksi sesuai dengan ketentuan yang berlaku. Creating a report on the implementation of the Training Program (Capabilities Improvement) that has been followed to be submitted to the Board of Directors in accordance with applicable regulations.	Direksi membuat laporan hasil pelatihan The Board of Directors creates a report on the results of the training	Laporan Pelatihan Direksi Board of Directors Training Report	2021	Laporan Pelatihan Direksi Board of Directors Training Report	Dalam Proses In Progress
2	Menyesuaikan Pedoman Pelaksanaan Rapat Direksi dengan perubahan Anggaran Dasar Perseroan. Adjusting the Guidelines for the Implementation of the Board of Directors Meeting with the amendments to the Company's Articles of Association.	Penyesuaian Pedoman Pelaksanaan Rapat Direksi berdasarkan Anggaran Dasar. Adjustment of the Guidelines for the Implementation of the Board of Directors Meeting based on the Articles of Association.	<i>Board Manual</i>	2021	Dalam proses pemutakhiran <i>Board Manual</i> In the process of upgrading Board Manual	Dalam Proses In Progress
3	Mencantumkan Dinamika Rapat Direksi dalam Risalah Rapat Direksi including the Dynamics of the Board of Directors Meeting in the Minutes of the Board of Directors Meeting	Dinamika Rapat dicantumkan dalam Risalah Rapat Direksi. The dynamics of the meeting are listed in the Minutes of the Board of Directors' Meeting.	Risalah Rapat Direksi Minutes of Board of Directors Meeting	2021	Pencantuman dinamika rapat dalam Risalah Rapat Direksi Inclusion of meeting dynamics in the Minutes of Meeting of the Board of Directors	Sesuai Rekomendasi As per Recommendation
4	Memutakhirkan informasi terkait Perseroan dalam <i>website</i> Perseroan www.jasamarga.com sesuai dengan ketentuan yang berlaku. Updating information related to the Company on the Company's website www.jasamarga.com in accordance with applicable regulations.	Pemutakhiran informasi terkait Perseroan dalam <i>Website</i> Jasa Marga. Updating information related to the Company on the Jasa Marga Website.	<i>Update</i> konten Updating content	2021	Informasi <i>website</i> termutakhir Updating website information	Sesuai Rekomendasi As per Recommendation
5	Memastikan Perseroan telah memiliki SOP untuk seluruh proses bisnis inti Perseroan sebagai panduan melaksanakan kegiatan Perseroan. Ensuring that the Company has SOPs for all of the Company's core business processes as a guide for carrying out the Company's activities	Jasa Marga telah memiliki SOP untuk seluruh proses bisnis inti Perseroan sebagai panduan melaksanakan kegiatan Perseroan. Jasa Marga already has SOPs for all of the Company's core business processes as guidelines for carrying out the Company's activities.	SOP	2021	SOP	Sesuai Rekomendasi As per Recommendation
6	Menyampaikan Laporan Manajemen Triwulan kepada Dewan Komisaris secara tepat waktu Submit Quarterly Management Reports to the Board of Commissioners in a timely manner	Laporan Manajemen Triwulanan disampaikan setelah publikasi Laporan Keuangan sehingga pada saat diberlakukan relaksasi waktu penyampaian Laporan Keuangan, maka waktu penyampaian Laporan Manajemen Triwulanan juga mengalami pergeseran. Quarterly Management Reports are submitted after the publication of Financial Statements so that when the relaxation of the time for submitting Financial Reports is enforced, the time for submission of Quarterly Management Reports also experiences a shift.	Laporan Manajemen Triwulanan tepat waktu berdasarkan publikasi Laporan Keuangan Quarterly Management Reports on time based on the publication of Financial Statements	2021	Laporan Manajemen Triwulan tepat waktu Quarterly Management Report on time	Sesuai Rekomendasi As per Recommendation

Tindak Lanjut atas Rekomendasi dari Asesmen GCG Berdasarkan Keputusan Sekretaris Kementerian BUMN
Follow-up on Recommendations from the GCG Assessment Based on the Decree of the Secretary of the Ministry of SOEs

No	Rekomendasi AOI GCG AOI GCG Recommendations	Tindak Lanjut Follow-up	Target Penyelesaian Settlement Target		Bukti Tindak Lanjut Follow-up Evidence	Tindak Lanjut Follow-up
			Target Output Output Target	Target Waktu Time Target		
7	Meningkatkan pencapaian tindak lanjut hasil Pemeriksaan (audit) Internal Audit oleh auditee Improving the achievement of follow-up results of the Internal Audit Audit by the auditee	Peningkatan pencapaian tindak lanjut hasil audit Internal Audit oleh auditee. Increasing the achievement of follow-up on the results of the Internal Audit audit by the auditee.	Tindak lanjut hasil audit Internal Audit oleh auditee meningkat Following up to the results of the Internal Audit audit by the auditee increases	2021	Tindak lanjut hasil audit Internal Audit oleh auditee meningkat Following up to the results of the Internal Audit audit by the auditee increases	Sesuai Rekomendasi As Per Recommendation
Aspek Pengungkapan Informasi dan Transparansi Aspects of Information Disclosure and Transparency						
1	Memutakhirkan informasi terkait Perseroan dalam <i>website</i> Perseroan www.jasamarga.com sesuai dengan ketentuan yang berlaku. Updating information related to the Company on the Company's website www.jasamarga.com in accordance with applicable regulations.	<i>Website</i> Jasa Marga sedang dalam tahap <i>re-designing</i> dan <i>re-building</i> struktur dan <i>content</i> . Regularly updating information related to the Company on the BUMN website www.bumn.go.id .	Update konten Updating content	2021	Informasi <i>Website</i> termutakhir Latest Website Information	Sesuai Rekomendasi As per Recommendation
2	Memutakhirkan informasi terkait Perseroan dalam <i>website</i> BUMN www.bumn.go.id secara berkala. Regularly updating information related to the Company on the BUMN website www.bumn.go.id .	Jasa Marga termasuk dalam cluster Jasa Infrastruktur pada <i>website</i> BUMN www.bumn.go.id dan tautan pada setiap BUMN sudah disediakan langsung pada laman <i>cluster</i> terkait, sehingga tidak diperlukan update khusus setiap BUMN seperti yang dilakukan sebelumnya. Jasa Marga is included in the Infrastructure Services cluster on the BUMN website www.bumn.go.id and links to each BUMN have been provided directly on the related cluster page, so there is no need for special updates for each BUMN as previously done.	-	-	https://bumn.go.id/portfolio/cluster/jasa-infrastruktur 	-
3	Mencantumkan di dalam Laporan Tahunan terkait informasi mengenai kepemilikan saham keluarga anggota Dewan Komisaris dan Direksi pada Perseroan maupun perusahaan lain Including in the Annual Report information regarding family share ownership of members of the Board of Commissioners and Board of Directors in the Company and other companies	Kepemilikan saham keluarga anggota Direksi dan Dewan Komisaris akan diusulkan untuk ditampilkan dalam Laporan Tahunan. Family shareholdings of members of the Board of Directors and Board of Commissioners will be proposed to be displayed in the Annual Report.	Laporan Tahunan 2021 Annual Report 2021	Semester 1 2022 1 st Semester in 2022	Laporan Tahunan 2021 2021 Annual Report	Sesuai Rekomendasi As per Recommendation
Aspek Lain-Lain Other Aspects						
1	-	-	-	-	-	-

Asesmen GCG Berdasarkan ASEAN Corporate Governance Scorecard (ACGS)

Assessment GCG lainnya yang dilakukan Perseroan adalah ASEAN Corporate Governance Scorecard yang merupakan parameter pengukuran praktik tata kelola yang disepakati oleh ASEAN Capital Market Forum (ACMF). ACGS merupakan inisiatif dari negara-negara ASEAN yang tergabung dalam ACMF untuk mendukung praktik tata kelola perusahaan dengan tujuan untuk mempromosikan ASEAN sebagai aset berkelas dan meningkatkan kepercayaan investor global atas kualitas Perseroan di regional ASEAN. Pada tahun 2020 Jasa Marga berhasil memperoleh penghargaan dan masuk 10 (sepuluh) Perusahaan tercatat di Indonesia yang masuk dalam kategori "ASEAN Asset Class Thresholds."

Penilaian ACGS memiliki 5 aspek yang dikelompokkan dalam 2 (dua) Level sebagai berikut:

1. Level 1, terdiri dari 5 part yaitu:

- a. Prinsip A - Hak-Hak Pemegang Saham.
- b. Prinsip B - Perlakuan Setara terhadap Pemegang Saham.
- c. Prinsip C - Peran Pemangku Kepentingan.
- d. Prinsip D - Pengungkapan dan Transparansi.
- e. Prinsip E - Tanggung Jawab Direksi dan Dewan Komisaris.

2. Level 2, terdiri dari Bonus dan Penalti

Pada tahun 2021, Jasa Marga melakukan kembali penilaian ACGS untuk tahun buku 2020. Berdasarkan laporan penilaian ACGS yang dilakukan oleh Indonesia Institute for Corporate Directorship (IICD) total skor Perseroan berdasarkan parameter ACGS untuk tahun buku 2020 adalah sebesar 94,98 poin dengan rincian skor tertimbang untuk masing-masing sebagai berikut:

- a. Prinsip A - Hak-Hak Pemegang Saham: 9,50.
- b. Prinsip B - Perlakuan Setara Terhadap Pemegang Saham: 6,67.
- c. Prinsip C - Peran Pemangku Kepentingan: 15,00.
- d. Prinsip D - Pengungkapan dan Transparansi: 23,44.
- e. Prinsip E - Tanggung Jawab Dewan Komisaris: 34,38.

Pada komponen penilaian bonus dan penalti, Perseroan memperoleh bonus sebesar 8 poin dan penalti minus 2 poin atas praktik CG yang dijalankan selama tahun buku 2020.

Berdasarkan Skor akhir sebesar 94,98 poin, maka kinerja tingkat kepatuhan Jasa Marga termasuk dalam predikat "Very Good" atau Level 4 (90-99,99), yakni praktik GCG yang dilakukan Perseroan sudah mengadopsi secara penuh standar internasional.

GCG Assessment Based on the ASEAN Corporate Governance Scorecard (ACGS)

Another GCG assessment carried out by the Company is the ASEAN Corporate Governance Scorecard, which is a measurement parameter of governance practices agreed by the ASEAN Capital Market Forum (ACMF). ACGS is an initiative of ASEAN countries that are members of ACMF to support corporate governance practices with the aim of promoting ASEAN as an asset class and increasing global investor confidence in the quality of companies in the ASEAN region. In 2020, Jasa Marga succeeded in obtaining an award and was included in 10 (ten) listed companies in Indonesia, that were included in the "ASEAN Asset Class Thresholds" category.

The ACGS assessment has 5 aspects grouped into 2 (two) Levels as follows:

1. Level 1, consists of 5 parts, namely:

- a. Principle A - Shareholders' Rights.
- b. Principle B - Equal Treatment of Shareholders.
- c. Principle C - Stakeholders Roles.
- d. Principle D - Disclosure and Transparency.
- e. Principle E - Responsibilities of the Board of Directors and the Board of Commissioners.

2. Level 2, consists of Bonuses and Penalties

In 2021, Jasa Marga will re-assess the ACGS for the 2020 fiscal year. Based on the ACGS assessment report conducted by the Indonesia Institute for Corporate Directorship (IICD), the Company's total score based on ACGS parameters for the 2020 financial year is 94.98 points with details of the weighted score. for each of the following:

- a. Principle A - Shareholders' Rights: 9.50.
- b. Principle B - Equal Treatment of Shareholders: 6.67.
- c. Principle C - Stakeholders Roles: 15.00.
- d. Principle D - Disclosure and Transparency: 23.44.
- e. Principle E - Responsibilities of the Board of Commissioners: 34.38.

In the bonus and penalty assessment component, the Company received a bonus of 8 points and a penalty of minus 2 points for CG practices carried out during the 2020 fiscal year.

Based on the final score of 94.98 points, Jasa Marga's compliance level performance is included in the "Very Good" or Level 4 (90-99.99) predicate, i.e. the Company's GCG practices have fully adopted international standards.

Rangkuman Hasil Penilaian (Level 1) dapat dijabarkan sebagai berikut:

Summary of Assessment Results (Level 1) can be described as follows:

Rangkuman Hasil Penilaian (Level 1)
Summary of Assessment Results (Level 1)

Prinsip Principle	Jumlah Item Penilaian Number of Appraisal Items	Total Item Penilaian yang Telah Dipenuhi Total Fulfilled Assessment Items	Bobot Penilaian (%) Rating Weight (%)	Skor Score
A	20	19	10	9,50
B	15	10	10	6,67
C	13	13	15	15,00
D	32	30	25	23,44
E	64	55	40	34,38
Level 1 Score	144	127	100	88,98

Rangkuman Hasil Penilaian (Level 2 Bonus dan Penalti) dapat dijabarkan sebagai berikut:

Summary of Assessment Results (Level 2 Bonus and Penalty) can be described as follows:

Rangkuman Hasil Penilaian (Level 2 Bonus dan Penalti)
Summary of Assessment Results (Level 2 Bonus and Penalty)

Bonus & Penalti Bonus and Penalty	Jumlah Item Penilaian Number of Appraisal Items	Total Item Penilaian yang Mendapat Bonus dan Penalti Total Assessment Items That Get Bonuses and Penalties	Skor Score
Bonus Bonus	13	4	8
Penalti Penalty	25	1	-2
Level 2 Score			6

Uraian Pernyataan Kepatuhan Perseroan terhadap Pedoman Tata Kelola berdasarkan ACGS yang sudah diterapkan secara penuh dapat dilihat pada tabel berikut:

The description of the Company's Statement of Compliance with the Governance Guidelines based on the ACGS which has been fully implemented can be seen in the following table:

Tabel Pernyataan Kepatuhan Perseroan terhadap Pedoman Tata Kelola berdasarkan ACGS dengan Status Penerapan Penuh
The Company's Statement of Compliance with the Governance Guidelines based on ACGS with Fully Implementation Status

Level/ No. Item	Corporate Governance Standard Criteria
Level 1	
A.2	Hak berpartisipasi dalam keputusan-keputusan terkait perubahan-perubahan mendasar Korporasi. The right to participate in decisions regarding fundamental changes to the Corporation.
A.3	Hak untuk berpartisipasi secara efektif dan menggunakan suara dalam RUPS serta hak untuk mendapatkan informasi mengenai aturan-aturan yang berlaku dalam RUPS (termasuk prosedur voting). The right to participate effectively and use votes in the GMS as well as the right to obtain information regarding the applicable rules at the GMS (including voting procedures).
A.4	Pasar untuk pengendalian/control perusahaan harus dimungkinkan berfungsi dengan cara yang efisien dan transparan. The market for corporate control must be enabled to function in an efficient and transparent manner.
B.1	Kepemilikan saham dan Hak Suara Shareholding and Voting Rights
B.5	Perlindungan kepada para pemegang saham minoritas dari tindakan-tindakan abusif. Protection to minority shareholders from abusive actions.

Tabel Pernyataan Kepatuhan Perseroan terhadap Pedoman Tata Kelola berdasarkan ACGS dengan Status Penerapan Penuh
The Company's Statement of Compliance with the Governance Guidelines based on ACGS with Fully Implementation Status

Level/ No. Item	Corporate Governance Standard Criteria
Level 1	
C.1	Hak-hak pemangku kepentingan yang ditetapkan oleh UU atau lewat kesepakatan bersama haruslah dihormati. Stakeholders' rights established by law or by mutual agreement must be respected.
C.2	Para pemangku kepentingan haruslah memiliki peluang untuk mendapatkan ganti rugi efektif untuk pelanggaran atas hak-hak mereka. Stakeholders should have the opportunity to obtain effective redress for violations of their rights.
C.3	Mekanisme-mekanisme meningkatkan kinerja untuk partisipasi karyawan haruslah dimungkinkan berkembang. Performance-enhancing mechanisms for employee participation should be enabled to develop.
C.4	Para Pemangku kepentingan termasuk karyawan individu dan badan-badan perwakilan mereka, haruslah dapat secara bebas mengkomunikasikan keprihatinan mereka kepada Dewan atas praktik-praktik melanggar hukum dan tidak etis dan hak-hak mereka melakukan ini haruslah dilindungi. Stakeholders, including individual employees and their representative institutions, must be able to freely communicate their concerns to the Board over unlawful and unethical practices and their rights must be protected.
D.1	Transparansi Struktur Kepemilikan Ownership Structure Transparency
D.2	Kualitas Laporan Tahunan Annual Report Quality
D.3	Pengungkapan atas Transaksi Hubungan Istimewa Disclosure of Related Relationship Transactions
D.4	Pengungkapan atas transaksi saham Perseroan yang dilakukan para anggota Direksi dan Dewan Komisaris Disclosure of company stock transactions conducted by members of the Board of Directors and Board of Commissioners
D.6	Media Komunikasi Perseroan Corporate Communication Media
D.7	Penyampaian informasi laporan keuangan atau laporan tahunan secara tepat waktu Submission of information on financial statements or annual reports in a timely manner
D.8	Website Perseroan Company Website
D.9	Hubungan-hubungan Investor Investor Relations
E.1	Tugas dan Tanggung Jawab Direksi dan Dewan Komisaris Duties and Responsibilities of the Board of Directors and the Board of Commissioners
E.4	Individu dalam Susunan Dewan Komisaris Individuals in the Composition of the Board of Commissioners

Pada Penilaian Bonus dan Penalti, terdapat 5 (lima) item Bonus yang dapat dipenuhi Perseroan dan 1 (satu) item Penalti sebagai berikut:

In the Bonus and Penalty Assessment, there are 5 (five) Bonus items that can be fulfilled by the Company and 1 (one) Penalty item as follows:

Penilaian Bonus dan Penalti
Bonus and Penalty Assessment

Level/ No. Item	Corporate Governance Standard Criteria
Level 2	
A.2	Hak berpartisipasi dalam keputusan-keputusan terkait perubahan-perubahan mendasar Korporasi. The right to participate in decisions regarding fundamental changes to the Corporation.
(B) C.1.1	Perseroan telah memiliki Laporan Keberlanjutan (<i>Sustainability Report</i>) yang terpisah dari Laporan Tahunan (<i>Annual Report</i>) dan telah mengacu pada standard GRI index (bukan sekedar tabel GRI). The Company already has a Sustainability Report (Sustainability Report) which is separate from the Annual Report and has referred to the GRI index standard (is not just the GRI table).

Penilaian Bonus dan Penalti
Bonus and Penalty Assessment

Level/ No. Item	Corporate Governance Standard Criteria
Level 2	
(B) D.1.2	Perseroan mengungkapkan rincian remunerasi Direktur Utama dalam laporan tahunannya. Rincian yang diungkapkan mencakup gaji, tunjangan, bonus, dan fasilitas yang diterima oleh Direktur Utama. The Company discloses details of the President Director's remuneration in its annual report. The details disclosed include salaries, allowances, bonuses, and facilities received by the President Director.
(B) E.5.1	Pengungkapan dan penjelasan strategi <i>information technology governance</i> , keamanan dari gangguan dan <i>cyber security</i> . Disclosure and explanation of information technology governance strategies, security from interference and cyber security.
(B) E.6.1	Keberadaan komite risiko secara terpisah atau independen di dalam Perseroan. Praktik ini telah dijalankan di PT Jasa Marga (Persero) Tbk yang ditunjukkan melalui keberadaan dari Komite Risiko dan Hukum (<i>Risk and Legal Committee</i>). The existence of a separate or independent risk committee within the Company. This practice has been carried out at PT Jasa Marga (Persero) Tbk as demonstrated by the existence of the Risk and Legal Committee.
(P) E.4.2	Poin penalti ini tidak akan dikenakan kepada Perseroan jika Komisaris Independen tidak memperoleh opsi saham, saham bonus atau bonus dari Perseroan. Selama tahun buku 2020 secara jelas terungkap bahwa Perseroan telah memberikan bonus serta tantiem kepada seluruh anggota Dewan Komisaris, termasuk diantaranya untuk Komisaris Independen. These penalty points will not be imposed on the Company if the Independent Commissioner does not obtain stock options, bonus shares or bonuses from the Company. During the 2020 fiscal year, it was clearly revealed, that the Company has provided bonuses and bonuses to all members of the Board of Commissioners, including Independent Commissioners.

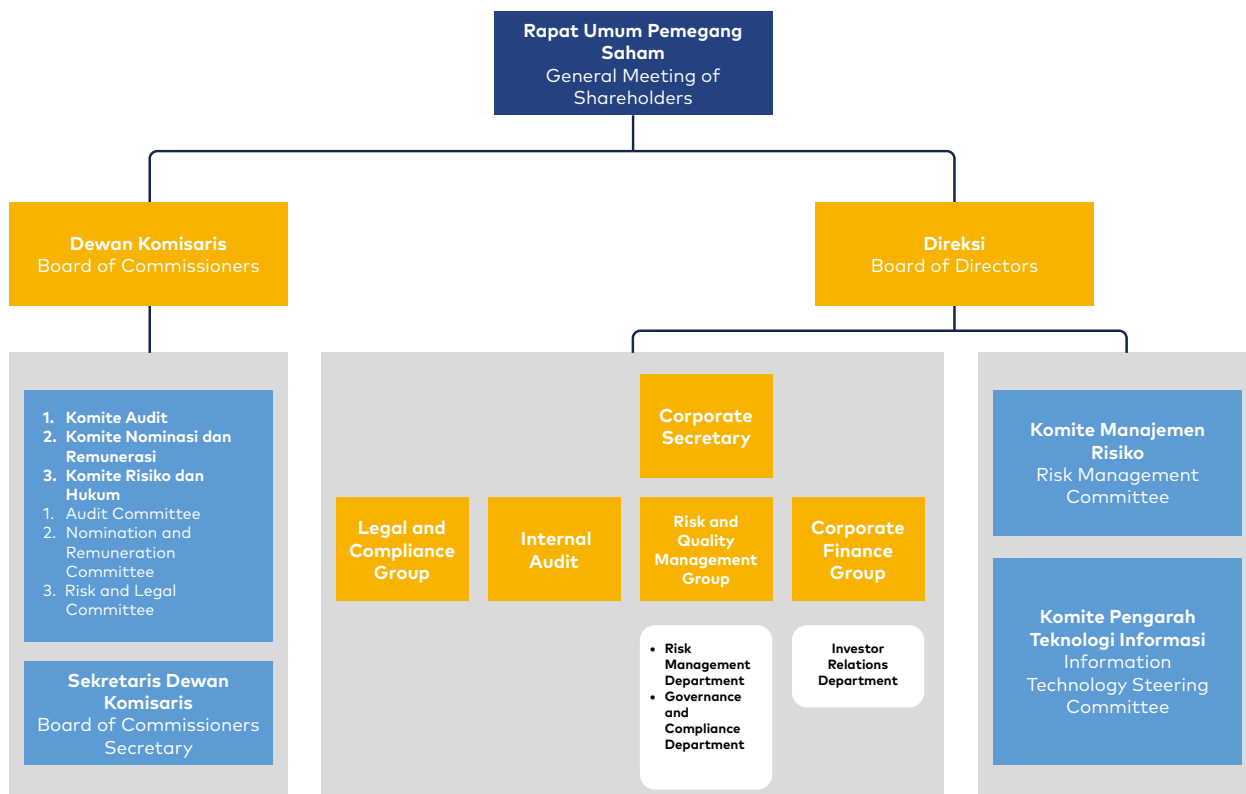


Presiden Joko Widodo Resmikan Jalan Tol Serpong-Cinere
President Joko Widodo Inaugurates Serpong-Cinere Toll Road

STRUKTUR ORGAN TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE ORGAN STRUCTURE

Bagan Struktur Organ Tata Kelola Perusahaan
Chart of Corporate Governance Organ Structure



Merujuk pada Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, pada Bab I mengenai Ketentuan Umum Pasal 1, tercantum bahwa Organ Perseroan terdiri dari Rapat Umum Pemegang Saham, Direksi dan Dewan Komisaris.

1. Rapat Umum Pemegang Saham (RUPS) adalah Organ Perseroan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang dan/atau Anggaran Dasar.
2. Direksi adalah Organ Perseroan yang berwenang dan bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.
3. Dewan Komisaris adalah Organ Perseroan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.

Referring to Law No. 40 of 2007 concerning Limited Liability Companies, Chapter I concerning General Provisions Article 1 states that the Company's organs consist of the General Meeting of Shareholders, the Board of Directors, and the Board of Commissioners.

1. The General Meeting of Shareholders (GMS) is the Company's Organ that has the authority not given to the Board of Directors or the Board of Commissioners within limits specified in the Law and/or Articles of Association.
2. The Board of Directors is a Company Organ that is authorized and entirely responsible for the management of the Company for the benefit of the Company, under the purposes and objectives of the Company and represents the Company, both inside and outside the court in accordance with the provisions of the Articles of Association.
3. The Board of Commissioners is the Company's Organ in charge of conducting general and/or specific supervision in accordance with the Articles of Association and provide advice to the Board of Directors.

INFRASTRUKTUR GCG

GCG Infrastructure

Secara utuh, Jasa Marga telah memiliki *governance structure* yang efektif, yang terdiri dari organ Perseroan dan telah memiliki infrastruktur tata kelola berupa kebijakan-kebijakan internal sebagai acuan dan panduan dalam penerapan prinsip tata kelola yang baik, sehingga dapat menghasilkan *outcome* yang sesuai dengan harapan pemangku kepentingan (*stakeholders*).

Organ Perseroan meliputi Organ Utama yakni Rapat Umum Pemegang Saham, Dewan Komisaris dan Direksi. Adapun Dewan Komisaris dan Direksi memiliki Organ di bawahnya sebagai pendukung tugas dan fungsinya. Dewan Komisaris memiliki Organ Pendukung yaitu Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Risiko dan Hukum, sedangkan Direksi memiliki Komite-Komite di bawah Direksi yaitu Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi, serta organ pendukung Direksi lainnya seperti Corporate Secretary, Internal Audit dan unit kerja lainnya.

Dalam mendukung efektivitas pelaksanaan tugas dan tanggung jawab Organ Perseroan, Jasa Marga memiliki berbagai infrastruktur kebijakan internal, baik dalam bentuk peraturan, keputusan, pedoman, Standar Operasional Prosedur (SOP), maupun kebijakan lainnya sebagai acuan dan koridor dalam melaksanakan fungsinya.

SOFT STRUCTURE GCG

GCG Soft Structure

Dalam mendukung penerapan GCG di Perseroan, Jasa Marga telah memiliki *Governance Soft Structure* yang berfungsi sebagai pedoman Insan Jasa Marga dalam menjalankan kegiatan operasional Perseroan, agar senantiasa berlandaskan prinsip-prinsip tata kelola perusahaan yang baik. *Governance Soft Structure* merupakan aspek penting dalam implementasi GCG, dan akan menjadi *living document* bagi segenap jajaran dan tingkatan organisasi di Perseroan. Adapun *Governance Soft Structure* yang dimiliki Jasa Marga, sebagai berikut:

1. Anggaran Dasar Perseroan sebagaimana dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 40 tanggal 19 Juli 2021 yang dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta berikut surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar dari Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM No. AHU-AH.01.03-0429854 Tahun 2021 tanggal 21 Juli 2021 dan telah didaftar dalam Daftar Perseroan No. AHU-0125817.AH.01.11. Tahun 2021 tanggal 21 Juli 2021.

As a whole, Jasa Marga has an effective governance structure, which consists of the Company's organs and has a governance infrastructure in the form of internal policies as a reference and guidance in the application of good governance principles, so that it can produce outcomes that are in accordance with stakeholders expectations.

The Company's organs include the Main Organs, namely the General Meeting of Shareholders, the Board of Commissioners, and the Board of Directors. The Board of Commissioners and the Board of Directors have organs to support their duties and functions. The Board of Commissioners has Supporting Organs, namely the Audit Committee, Nomination and Remuneration Committee, and Risk and Legal Committee, while the Board of Directors has Committees under the Board of Directors, namely the Risk Management Committee and Information Technology Steering Committee, and other supporting organs of the Board of Directors such as the Corporate Secretary, Internal Audit and other work units.

In supporting the effectiveness of implementing the duties and responsibilities of the Company's organs, Jasa Marga has various internal policy infrastructures, both in the form of regulations, decisions, guidelines, SOPs, and other policies as references and corridors in carrying out their functions.

In supporting the implementation of GCG in the Company, Jasa Marga has a *Governance Soft Structure* which serves as a guide for Jasa Marga Individuals in carrying out the Company's operational activities so that they are always based on the principles of good corporate governance. *Governance Soft Structure* is an essential aspect in the implementation of GCG and will become a living document for all levels and organizational levels in the Company. The *Governance Soft Structure* owned by Jasa Marga is as follows:

1. The Company's Articles of Association as stated in the Deed of Statement of Meeting Resolutions No. 40 dated July 19, 2021, drawn up before Ir. Nanette Cahyanie Handari Adi Warsito, SH, Notary in Jakarta, and the Letter of Acceptance of Notice of Amendment to the Articles of Association from the Director-General of General Legal Administration of the Ministry of Law and Human Rights No. AHU-AH.01.03-0429854 the Year 2021, dated July 21, 2021, has been registered in the Company Register No. AHU-0125817.AH.01.11 the year 2021 July 21, 2021.

2. Keputusan Direksi PT Jasa Marga (Persero) Tbk., di antaranya adalah:
- Keputusan Direksi No. 197/KPTS/2011 tentang Pedoman Pelaksanaan Rapat Direksi PT Jasa Marga (Persero) Tbk.
 - Keputusan Direksi No. 43/KPTS/2015 tentang Laporan Harta Kekayaan Penyelenggara Negara di Lingkungan Perusahaan.
 - Keputusan Direksi No. 129/KPTS/2017 tentang Pedoman Penanganan Gratifikasi PT Jasa Marga (Persero) Tbk.
 - Keputusan Direksi No. 128/KPTS/2017 tentang Pedoman Benturan Kepentingan (*Conflict of Interest*) PT Jasa Marga (Persero) Tbk.
 - Board Manual* Dewan Komisaris dan Direksi PT Jasa Marga (Persero) Tbk yang telah disahkan pada tanggal 2 Januari 2018.
 - Keputusan Direksi No.150/KPTS/2018 tentang Visi, Misi PT Jasa Marga (Persero) Tbk.
 - Keputusan Direksi No. 70/KPTS/2018 tentang Tata Nilai PT Jasa Marga (Persero) Tbk.
 - Keputusan Bersama Direksi dan Dewan Komisaris No. KEP-176/XII/2018 dan No. 143/KPST/2018 tentang Pedoman *Whistleblowing System* PT Jasa Marga (Persero) Tbk.
 - Keputusan Direksi No.122/KPTS/2019 tentang Tim Pengelolaan *Whistleblowing System*.
 - Keputusan Direksi No. 126/KPTS/2019 tentang Pedoman Tata Perilaku (*Code of Conduct*) PT Jasa Marga (Persero) Tbk.
 - Keputusan Direksi No. 125/KPTS/2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Jasa Marga (Persero) Tbk.
 - Keputusan Direksi No. 128/KPTS/2021 tanggal 31 Desember 2021 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk.
 - Keputusan Direksi No.09/KPTS/2022 tentang Pembagian Tugas dan Wewenang Direksi PT Jasa Marga (Persero) Tbk.
2. Decisions of the Board of Directors of PT Jasa Marga (Persero) Tbk., including:
- Decision of the Board of Directors No. 197/ KPTS/2011 concerning Guidelines for the Implementation of the Meetings of the Board of Directors of PT Jasa Marga (Persero) Tbk.
 - Decision of the Board of Directors No. 43/ KPTS/2015 concerning Report on the Assets of State Administrators within the Company.
 - Decision of the Board of Directors No. 129/ KPTS/2017 concerning Guidelines for Handling Gratification of PT Jasa Marga (Persero) Tbk.
 - Decision of the Board of Directors No. 128/ KPTS/2017 concerning Guidelines for Conflict of Interest of PT Jasa Marga (Persero) Tbk.
 - Board Manual of the Board of Commissioners and Board of Directors of PT Jasa Marga (Persero) Tbk was approved on January 2, 2018.
 - Board of Directors Decree No. 150/KPTS/2018 concerning the Vision, Mission of PT Jasa Marga (Persero) Tbk.
 - Decision of the Board of Directors No. 70/ KPTS/2018 concerning the Values of PT Jasa Marga (Persero) Tbk.
 - Joint Decree of the Board of Directors and Board of Commissioners No. KEP-176/ XII/2018 and No. 143/ KPST/2018 concerning Guidelines for the Whistleblowing System of PT Jasa Marga (Persero) Tbk.
 - Decision of the Board of Directors No. 122/ KPTS/2019 concerning the Whistleblowing System Management Team.
 - Decision of the Board of Directors No. 126/ KPTS/2019 concerning the Code of Conduct for PT Jasa Marga (Persero) Tbk.
 - Decision of the Board of Directors No. 125/ KPTS/2019 concerning the Code of Corporate Governance of PT Jasa Marga (Persero) Tbk.
 - Decision of the Board of Directors No. 128/KPTS/2021 dated December 31, 2021 regarding the Organizational Structure of PT Jasa Marga (Persero) Tbk.
 - Decision of the Board of Directors No. 09/ KPTS/2022 concerning the Division of Duties and Authorities of the Board of Directors of PT Jasa Marga (Persero) Tbk.

Tabel Soft Structure Jasa Marga
Table of Jasa Marga's Soft Structure

Soft Structure Soft Structure	Deskripsi Description
Anggaran Dasar Articles of Association	Gambaran mekanisme kerja yang menjadi dasar atau sumber peraturan/hukum bagi Perseroan dalam menjalankan aktivitas-aktivitasnya. Description of the working mechanism that forms the basis or source of regulations/laws for the Company in carrying out its activities.

Tabel Soft Structure Jasa Marga
Table of Jasa Marga's Soft Structure

Soft Structure Soft Structure	Deskripsi Description
<i>Threshold</i>	<p>Batasan dan/atau kriteria tindakan Direksi yang memerlukan persetujuan Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna dan RUPS.</p> <p>Limitations and/or criteria for the Board of Directors' actions require approval of the Board of Commissioners, Series A Dwiwarna Shareholder, and the GMS.</p>
<i>Board Manual</i>	<p>Kompilasi dari praktik-praktik pengelolaan Perseroan yang bersumber dari regulasi (Undang-Undang/Peraturan), Anggaran Dasar dan <i>best practices</i> yang disepakati bersama dalam rangka implementasi GCG. <i>Board Manual</i> menjadi pedoman kerja bagi Dewan Komisaris dan Direksi dalam melaksanakan tugas dan fungsinya.</p> <p>Compilation of the Company's management practices sourced from regulations (Laws/Regulations), Articles of Association, and best practices mutually agreed upon in implementing GCG. The Board Manual is a working guideline for the Board of Commissioners and the Board of Directors in carrying out their duties and functions.</p>
<i>Code of Corporate Governance (COCG)</i>	<p>Sekumpulan nilai dan praktik Perseroan yang menjadi suatu pedoman bagi Organ Perseroan dan Manajemen dalam mengelola Perseroan, yang memuat prinsip-prinsip GCG yang selaras dengan peraturan perundangan-undangan, tujuan, visi dan misi serta nilai-nilai Perseroan.</p> <p>A set of the Company's values and practices as a guideline for the Company's Organs and Management in managing the Company. It contains the principles of GCG that are in line with the laws and regulations, objectives, vision and mission, and the values of the Company.</p>
<i>Code of Conduct (COC)</i>	<p>Sistem nilai atau norma yang dianut oleh seluruh Insan Jasa Marga dalam melaksanakan tugasnya, yang memuat etika bisnis dan perilaku seluruh Insan Jasa Marga dalam mencapai tujuan, Visi dan Misi Perseroan, serta mengatur mengenai etika hubungan antara Perseroan dengan Karyawan, Pengguna Jalan Tol, Pemegang Saham, Pemasok, Kreditur/Investor, Pemerintah, Mitra Usaha, Pesaing, Media Massa, Masyarakat dan Lingkungannya.</p> <p>All Jasa Marga Individuals adopted the system of values or norms in carrying out their duties, including business ethics and behavior, to achieve the goals, Vision, and Mission of the Company. The system also regulates the ethical relationship between the Company and Employees, Toll Road Users, Shareholders, Suppliers, Creditors/Investors, Government, Business Partners, Competitors, Mass Media, Society, and the Environment.</p>
Pakta Integritas Integrity Pact	<p>Surat pernyataan yang ditandatangani oleh Dewan Komisaris, Direksi, dan Karyawan Perseroan, yang berisi ikrar untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik dalam menjalankan tugas dan tanggung jawabnya.</p> <p>A statement letter signed by the Board of Commissioners, Board of Directors, and Employees of the Company, which contains a pledge to apply the principles of Good Corporate Governance in carrying out their duties and responsibilities.</p>
Pedoman Penanganan Benturan Kepentingan Guidelines for Handling Conflicts of Interest	<p>Pedoman bagi Insan Jasa Marga untuk memahami, mencegah dan menanggulangi Benturan Kepentingan di Perseroan.</p> <p>Guidelines for Jasa Marga Individuals to understand, prevent and resolve Conflicts of Interest in the Company.</p>
Pedoman Penanganan Gratifikasi Gratuity Handling Guidelines	<p>Pedoman bagi Insan Jasa Marga untuk memahami, mencegah dan menanggulangi Gratifikasi di Perseroan.</p> <p>Guidelines for Jasa Marga Individuals to understand, prevent and overcome Gratification in the Company.</p>

Tabel Soft Structure Jasa Marga
Table of Jasa Marga's Soft Structure

Soft Structure Soft Structure	Deskripsi Description
Pedoman <i>Whistleblowing System</i> Pedoman Whistleblowing System	Pedoman bagi Insan Jasa Marga dalam mencegah, mendeteksi potensi pelanggaran, dan mekanisme pengaduan pelanggaran yang terjadi di lingkungan Jasa Marga. Guidelines for Jasa Marga Individuals in preventing, detecting potential violations, and complaints mechanism for violations within the Jasa Marga environment.
Piagam Komite di Bawah Dewan Komisaris Committee Charter Under the Board of Commissioners	Memiliki peran sebagai panduan bagi Komite Audit dan Komite Nominasi, Remunerasi dan Risiko dalam pelaksanaan tugas sebagai organ pendukung Dewan Komisaris. Karakteristik Piagam Komite ini bersifat fleksibel dan dilakukan sesuai kebutuhan. Isi Piagam Komite antara lain: tugas dan tanggung jawab serta wewenang, komposisi, struktur dan persyaratan keanggotaan, tata cara dan prosedur kerja, kebijakan penyelenggaraan rapat, sistem pelaporan kegiatan, ketentuan mengenai penanganan/kajian suatu masalah dan pelaporannya, serta masa penugasannya. Has a role as a guide for the Audit and Nomination Committees, Remuneration, and Risk in carrying out their duties as a supporting organ for the Board of Commissioners. The characteristics of this Committee Charter are flexible and carried out as needed. The contents of the Committee Charter include, among others: duties and responsibilities as well as authority, composition, structure and membership requirements, work instruction and procedures, policies for organizing meetings, activity reporting systems, provisions regarding the handling/study of a problem, and its reporting, as well as the assignment period.
Piagam Internal Audit Internal Audit Charter	Berperan untuk meningkatkan fungsi pengendalian yang terintegrasi di lingkup Perseroan, dan memastikan kegiatan operasional telah dijalankan dengan baik sesuai dengan aturan main yang berlaku. Playing a role in improving the integrated control function within the Company and ensuring that operational activities have been carried out correctly per the applicable rules of the game.
Kebijakan Tata Kelola Teknologi Informasi Information Technology Governance Policy	Panduan pengelolaan Teknologi Informasi yang standar secara menyeluruh, sesuai lingkup kebutuhan bisnis Perseroan dan memenuhi kepatuhan terhadap peraturan yang berlaku. Standardized Information Technology management guidelines as a whole, according to the scope of the Company's business needs and comply with applicable regulations.
Kebijakan Manajemen Risiko Risk Management Policy	Pedoman dan Komitmen penerapan manajemen risiko yang berlaku di internal Jasa Marga secara luas dan terintegrasi, dalam rangka menunjang kepastian pencapaian sasaran Jangka Panjang Perusahaan dan sebagai kerangka penerapan manajemen risiko, secara sistematis dan terukur sesuai persyaratan internasional. Guidelines and Commitments for implementing risk management that apply internally to Jasa Marga in a comprehensive and integrated manner to support the certainty of achieving the Company's Long-Term targets and as a framework for implementing risk management systematically and measurably following international requirements.

MEKANISME GCG

GCG Mechanism

Dalam kedudukannya sebagai Perusahaan BUMN, penerapan GCG di Jasa Marga didasarkan pada Peraturan Menteri BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN dan perubahannya No. PER-09/MBU/2012, yang menyebutkan bahwa "BUMN wajib melaksanakan operasional Perusahaan

In its position as a state-owned company, the implementation of GCG in Jasa Marga is based on the Minister of SOE Regulation No. PER-01/MBU/2011 dated August 1, 2011, concerning the Implementation of Good Corporate Governance in SOEs and its amendments no. PER-09/MBU/2012 states that "SOEs are required to carry out

dengan berpegang pada prinsip-prinsip GCG yaitu transparansi, akuntabilitas, tanggung jawab, independensi dan kewajaran”.

Standar implementasi GCG di Perseroan mengacu pada Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Standar implementasi GCG tersebut meliputi:

1. Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan.
2. Aspek Pemegang Saham dan RUPS/Pemilik Modal.
3. Aspek Dewan Komisaris/Dewan Pengawas.
4. Aspek Direksi.
5. Aspek Pengungkapan Informasi dan Transparansi.
6. Aspek lainnya.

Company operations by adhering to GCG principles, namely transparency, accountability, responsibility, independence, and fairness.”

The standard of GCG implementation in the Company refers to the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012, concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs. The GCG implementation standards include:

1. Aspects of Commitment to the Implementation of Good Corporate Governance on an ongoing basis.
2. Aspects of Shareholders and GMS/Capital Owners.
3. Aspects of the Board of Commissioners/Supervisory Board.
4. Aspects of the Board of Directors.
5. Aspects of Information Disclosure and Transparency.
6. Other aspects.



PEMEGANG SAHAM DAN RAPAT UMUM PEMEGANG SAHAM

SHAREHOLDERS AND GENERAL MEETING OF SHAREHOLDERS

PEMEGANG SAHAM

Shareholders

Pemegang Saham Jasa Marga terbagi ke dalam 2 (dua) jenis yaitu 1 (satu) lembar saham Seri A Dwiwarna (sebagai Pemegang Saham pengendali) dan 7.257.871.199 Saham Seri B.

Pemegang Saham pengendali Jasa Marga adalah Pemerintah Republik Indonesia melalui Kementerian BUMN dengan persentase kepemilikan sebesar 70% dan sebesar 30% dimiliki oleh Publik.

Jasa Marga's shareholders are divided into 2 (two) types, namely 1 (one) Series A Dwiwarna share (as the controlling Shareholder) and 7,257,871,199 Series B Shares.

The controlling Shareholder of Jasa Marga is the Government of the Republic of Indonesia through the Ministry of SOEs with a 70% ownership percentage and 30% owned by the public.

HAK DAN TANGGUNG JAWAB PEMEGANG SAHAM

Shareholders' Rights and Responsibilities

Dalam RUPS, Pemegang Saham berhak memperoleh perlakuan yang sama dalam menyuarakan pendapat dan berkontribusi dalam proses pengambilan keputusan penting dan strategis Perseroan, di antaranya terkait hal-hal sebagai berikut:

- Pengangkatan dan pemberhentian Dewan Komisaris dan Direksi Perseroan;
- Penetapan jumlah remunerasi dan tunjangan Dewan Komisaris dan Direksi Perseroan;
- Penilaian kinerja Perseroan untuk tahun buku yang bersangkutan;
- Persetujuan penggunaan laba bersih Perseroan, termasuk di antaranya terkait dividen;
- Perubahan Anggaran Dasar Perseroan;
- Seluruh aksi korporasi yang membutuhkan keputusan RUPS sebagaimana tertuang di dalam Anggaran Dasar Perseroan.

RUPS Tahunan berwenang untuk mengesahkan Laporan Keuangan dan Laporan Tahunan Perseroan. Pemerintah Republik Indonesia sebagai Pemegang Saham pengendali dengan kepemilikan saham Seri A Dwiwarna wajib memperhatikan tanggung jawabnya dalam menggunakan haknya, baik saat menggunakan hak suara maupun dalam hal lainnya. Pemerintah memiliki hak khusus yang dapat digunakan ketika memberikan persetujuan terhadap rencana penggabungan usaha (*merger*), akuisisi, divestasi atau likuidasi melalui forum RUPS.

In the GMS, Shareholders are entitled to equal treatment in voicing their opinions and contributing to the Company's essential and strategic decision-making processes, including those related to the following:

- Appointment and dismissal of the Board of Commissioners and Board of Directors of the Company;
- Determination of The Board of Commissioners and the Board of Directors of the Company's amount of remuneration and allowances;
- Assessment of the Company's performance for the relevant fiscal year;
- Approval of the use of the Company's net profit, including among others related to dividends;
- Amendments to the Company's Articles of Association;
- All corporate actions that require a GMS decision as stated in the Company's Articles of Association.

The Annual GMS is authorized to ratify the Company's Financial Statements and Annual Report. The Government of the Republic of Indonesia as the controlling Shareholder with ownership of Series A Dwiwarna shares, must pay attention to its responsibilities in exercising their rights, both when exercising voting rights and in other matters. The government has special privileges that can be used when approving the proposed merger, acquisition, divestment, or liquidation through the GMS forum.

RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan organ Perseroan tertinggi yang mempunyai hak dan kewenangan yang tidak dimiliki oleh Dewan Komisaris dan Direksi dalam batasan yang ditentukan dalam ketentuan peraturan perundang dan Anggaran Dasar Perseroan.

RUPS merupakan media komunikasi antara Dewan Komisaris dan Direksi dengan para pemegang saham, melalui kesempatan tanya jawab yang diberikan kepada seluruh pemegang saham yang hadir pada setiap mata acara RUPS.

Penyelenggaraan RUPS Perseroan dilakukan dengan mengacu pada ketentuan, sebagai berikut:

1. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.
2. Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tanggal 20 April 2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.
3. Peraturan Otoritas Jasa Keuangan No. 16/POJK.04/2020 tanggal 20 April 2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik.
4. Anggaran Dasar Perseroan.

Dalam melaksanakan wewenangnya, RUPS memperhatikan kepentingan pengembangan dan kesehatan Perseroan, kepentingan para *stakeholders* serta hak-hak Perseroan.

JENIS RUPS

Type of GMS

Dalam Anggaran Dasar, dijelaskan adanya 2 (dua) jenis RUPS Perseroan:

1. RUPS Tahunan

RUPS Tahunan dilaksanakan paling lambat 6 (enam) bulan setelah berakhirnya tahun buku. Agenda utama RUPS Tahunan terdiri dari pengajuan Laporan Keuangan dan Laporan Tahunan dari Direksi untuk disahkan dan disetujui oleh Pemegang Saham, melakukan penunjukan Kantor Akuntan Publik untuk tahun berikutnya, memutuskan penggunaan laba, mengangkat atau memberhentikan anggota Direksi atau anggota Dewan Komisaris dan memutuskan hal-hal lain yang diperlukan.

2. RUPS Luar Biasa

RUPS Luar Biasa dapat diselenggarakan kapan saja, sesuai dengan kebutuhan Perseroan. RUPS Luar Biasa diselenggarakan atas permintaan Dewan Komisaris, Direksi, ataupun Pemegang Saham dengan memperhatikan peraturan perundang-undangan serta Anggaran Dasar Perseroan.

The General Meeting of Shareholders (GMS) is the highest organ of the Company, which has rights and authorities that are not owned by the Board of Commissioners and the Board of Directors within limits specified in the provisions of the laws and regulations of the Company's Articles of Association.

The GMS is a medium of communication between the Board of Commissioners and the Board of Directors with the shareholders through question and answer opportunities given to all shareholders who attend each GMS agenda.

The holding of the Company's GMS is carried out concerning the following provisions:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. Financial Services Authority Regulation No. 15/POJK.04/2020 dated April 20, 2020, regarding the Plan and Implementation of the General Meeting of Shareholders of a Public Company.
3. Financial Services Authority Regulation No. 16/POJK.04/2020 dated April 20, 2020, concerning the Electronic Implementation of the General Meeting of Shareholders of Public Companies.
4. Company's Articles of Association.

The GMS considers Company's health and development interest, Stakeholders' interest, and Company's rights in exercising its authority.

In the Articles of Association, there are 2 (two) types of the Company's GMS:

1. Annual GMS

The Annual GMS is held no later than 6 (six) months after the end of the financial year. The main agenda of the Annual GMS consists of submitting Financial Statements and Annual Reports from the Board of Directors to be endorsed and approved by the Shareholders, appointing a Public Accounting Firm for the following year, deciding on the use of profits, appointing or dismissing members of the Board of Directors or members of the Board of Commissioners and deciding other matters required.

2. Extraordinary GMS

The Extraordinary GMS can be held at any time, according to the needs of the Company. The Extraordinary GMS is held at the request of the Board of Commissioners, Directors, or Shareholders with due observance of the laws and regulations and the Company's Articles of Association.

PROSES PENYELENGGARAAN RUPS

GMS Implementation Process

Secara umum, proses penyelenggaraan RUPS didasarkan pada Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, serta Anggaran Dasar Perseroan adalah sebagai berikut:

In general, the process of holding the GMS is based on the Financial Services Authority Regulation No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company, as well as the Company's Articles of Association are as follows:

Tabel Tahapan Penyelenggaraan RUPS
Table of GMS Implementation Stages

Kegiatan Activity	Waktu (Selambat-lambatnya) Timeframe (The Latest)
Surat pemberitahuan rencana RUPS ke Otoritas Jasa Keuangan (OJK) Notification of GMS plan to the Financial Services Authority (OJK)	H-44
Iklan Pengumuman RUPS Advertisement of GMS Announcement	H-37
<i>Recording date</i> Pemegang Saham yang berhak hadir dalam RUPS Recording date of Shareholders entitled to attend the GMS	H-23
Iklan Pemanggilan RUPS Advertisement of GMS Invitation	H-22
RUPS GMS	H
Iklan Ringkasan Risalah Hasil RUPS Advertisement of Minutes Summary o GMS Results	H+2

Berdasarkan Peraturan Otoritas Jasa Keuangan (OJK) No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka, Perseroan wajib menyampaikan hal-hal sebagai berikut:

- Pemberitahuan Mata Acara Rapat kepada OJK paling lambat 5 hari kerja sebelum pengumuman RUPS dengan tidak memperhitungkan tanggal pengumuman RUPS.
- Pengumuman RUPS kepada Pemegang Saham paling lambat 14 hari sebelum Pemanggilan RUPS, dengan tidak memperhitungkan tanggal Pengumuman dan tanggal Pemanggilan, melalui 1 (satu) surat kabar harian berbahasa Indonesia yang berperedaran nasional, situs web Bursa Efek Indonesia, dan situs web Perseroan dalam Bahasa Indonesia dan Bahasa Inggris.
- Pemanggilan kepada Pemegang Saham paling lambat 21 hari sebelum RUPS dengan tidak memperhitungkan tanggal Pemanggilan dan tanggal RUPS, melalui 1 (satu) surat kabar harian berbahasa Indonesia yang berperedaran nasional, situs web Bursa Efek Indonesia, dan situs web Perseroan dalam Bahasa Indonesia dan Bahasa Inggris.
- Setelah penyelenggaraan RUPS, Perseroan wajib melaporkan hasil RUPS ke OJK selambat-lambatnya 2 hari kerja serta mengumumkan Ringkasan Risalah Hasil RUPS melalui sedikitnya 1 (satu) surat kabar harian berbahasa Indonesia

Based on the Regulation of the Financial Services Authority (OJK) No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company, the Company is required to submit the following matters:

- Notification of Meeting Agenda to OJK no later than 5 working days before the announcement of the GMS without taking into account the announcement date of the GMS.
- Announcement of the GMS to Shareholders no later than 14 days before the Invitation to the GMS, excluding the date of the announcement and the date of the Invitation, through 1 (one) daily newspaper in Indonesian with national circulation, the Indonesia Stock Exchange website, and the Company's website in Indonesian and English.
- Invitation to Shareholders no later than 21 days before the GMS, excluding the date of the Invitation and the date of the GMS, through 1 (one) daily newspaper in Indonesian with national circulation, the Indonesia Stock Exchange website, and the Company's website in Indonesian and English.
- After holding the GMS, the Company must, Report the GMS results to the OJK no later than two working days Announce the Summary of Minutes of the GMS in at least 1 (one) daily newspaper in Indonesian with national

yang berperedaran nasional, situs web Bursa Efek Indonesia, dan situs web Perseroan dalam Bahasa Indonesia dan Bahasa Inggris.

circulation, the Indonesia Stock Exchange website, and the Company's website in Indonesian and English.

Seluruh saham yang diterbitkan memiliki satu hak suara selama tidak dinyatakan lain oleh Anggaran Dasar Perseroan.

All issued shares have one voting right if it is not stated otherwise by the Company's Articles of Association.

Dalam RUPS Tahunan, Direksi Perseroan mempresentasikan Laporan Tahunan Perseroan mengenai keadaan dan jalannya Perseroan yang telah dilaksanakan oleh Direksi selama tahun buku berjalan; usulan penggunaan laba bersih Perseroan; usulan penunjukkan dan penetapan Kantor Akuntan Publik (KAP) untuk melakukan audit Laporan Keuangan Perseroan dan Laporan Keuangan Program Kemitraan dan Program Bina Lingkungan untuk tahun buku berjalan berdasarkan usulan Dewan Komisaris; penetapan Tantiem tahun buku berjalan, gaji, honorarium, tunjangan dan fasilitas lainnya bagi anggota Direksi dan Dewan Komisaris untuk tahun berikutnya; laporan penggunaan dana hasil penawaran umum; serta hal-hal lain yang memerlukan persetujuan Pemegang Saham dalam RUPS. Sedangkan Dewan Komisaris melaporkan tugas pengawasan terhadap kegiatan pengurusan Perseroan yang telah dilakukan Direksi.

In the Annual GMS, the Company's Board of Directors presents the Company's Annual Report regarding: The condition and operation of the Company which the Board of Directors has carried out during the current fiscal year; Proposed use of the Company's net profit; Proposed appointment and stipulation of a Public Accounting Firm (KAP) to audit the Company's Financial Statements and the Financial Statements of the Partnership Program and Community Development Program for the current fiscal year based on the proposal of the Board of Commissioners; Determination of Tantiem for the current fiscal year, salary, honorarium, allowances, and other facilities for members of the Board of Directors and Board of Commissioners for the following year; Report on the use of proceeds from the public offering Other matters that require the approval of the Shareholders at the GMS. Meanwhile, the Board of Commissioners reports on the supervisory duties of the Company's management activities that the Board of Directors has carried out.

Jasa Marga tunduk pada Undang-Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas artinya sebagaimana diatur dalam peraturan tersebut Perseroan wajib melaporkan kinerjanya kepada Pemegang Saham. Laporan kinerja Perseroan dituangkan dalam Laporan Tahunan dan disampaikan kepada Pemegang Saham untuk mendapatkan pengesahan RUPS, paling lambat lima bulan setelah tahun buku berakhir.

Jasa Marga is subject to Law No. 19 of 2003 concerning State-Owned Enterprises and Law No. 40 of 2007 concerning Limited Liability Companies. As stipulated in the regulation, the Company is obliged to report its performance to the Shareholders. The Company's performance report is stated in the Annual Report and submitted to the Shareholders for approval by the GMS, no later than five months after the end of the fiscal year.

Penyelenggaraan RUPS Tahun 2021

GMS Implementation in 2021

Pada tahun 2021, RUPS diselenggarakan sebagai berikut:

In 2021, the GMS were held as follows:

Tabel Penyelenggaraan RUPS Jasa Marga
Table of Jasa Marga GMS Implementation

RUPS GMS	Hari, Tanggal Day, Date	Tempat Venue
Tahunan Annual	Kamis, 27 Mei 2021 Thursday, May 27, 2021	Ruang Transformasi, Gedung B, Kantor Pusat PT Jasa Marga (Persero) Tbk. Plaza Tol Taman Mini Indonesia Indah Jakarta 13550 Indonesia Transformation Room, Building B Head Office of PT Jasa Marga (Persero) Tbk Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550, Indonesia

Tabel Penyelenggaraan RUPS Jasa Marga
Table of Jasa Marga GMS Implementation

RUPS GMS	Hari, Tanggal Day, Date	Tempat Venue
Luar Biasa Extraordinary	Jum'at, 27 Agustus 2021 Friday, August 27, 2021	Mengakses fasilitas <i>Electronic General Meeting System</i> KSEI (eASY. KSEI) dalam tautan https://akses.ksei.co.id/ yang disediakan oleh Kustodian Sentral Efek Indonesia (KSEI) Access the KSEI Electronic General Meeting System (eASY. KSEI) facility at the link https://akses.ksei.co.id provided by the Indonesian Central Securities Depository (KSEI)
Luar Biasa Extraordinary	Rabu, 22 Desember 2021 Wednesday, December 22, 2021	Mengakses fasilitas <i>Electronic General Meeting System</i> KSEI (eASY. KSEI) dalam tautan https://akses.ksei.co.id/ yang disediakan oleh Kustodian Sentral Efek Indonesia (KSEI) Access the KSEI Electronic General Meeting System (eASY. KSEI) facility at the link https://akses.ksei.co.id provided by the Indonesian Central Securities Depository (KSEI)

RUPS Tahunan 2021

RUPS Tahunan untuk tahun buku 2020, diselenggarakan oleh Jasa Marga pada tahun 2021, dengan waktu sebagai berikut:

Hari/Tanggal : Kamis, 27 Mei 2021
Waktu : 13.32 WIB s.d. 15.07 WIB
Tempat : Ruang Transformasi, Gedung B, Kantor Pusat PT Jasa Marga (Persero) Tbk. Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550 Indonesia

2021 Annual GMS

The Annual GMS for the fiscal year 2020 was held by Jasa Marga in 2021, with the following time:

Day/Date : Thursday, May 27, 2021
Time : 13:32 WIB until 15:07 WIB
Place : Transformation Room, Building B, Head Office of PT Jasa Marga (Persero) Tbk. Taman Mini Indonesia Indah Toll Plaza, Jakarta 13550 Indonesia

Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2021

Penyelenggaraan RUPS Tahunan (Rapat) tahun 2021 telah melalui proses persiapan dan penyelenggaraan sesuai dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, Pasal 81, 82, dan 83 serta Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.



Proses rencana dan pelaksanaan RUPS Tahunan tersebut tertuang dalam surat Perseroan yang telah disampaikan ke OJK, pemasangan iklan Pemberitahuan, Panggilan dan Pengumuman Ringkasan Risalah RUPS masing-masing pada 2 (dua) surat kabar berbahasa Indonesia yang berperedaran Nasional, situs *web* Bursa Efek Indonesia (BEI), dan Otoritas Jasa Keuangan (OJK), situs *web* penyedia e-RUPS dan situs *web* Perseroan dalam Bahasa Indonesia dan Bahasa Inggris, serta Risalah RUPS yang telah disampaikan ke OJK dengan detail sebagai berikut:

Compliance Fulfillment in the 2021 Annual GMS

The holding of the 2021 Annual GMS (Meeting) has gone through preparation and implementation following Law No. 40 of 2007 concerning Limited Liability Companies, Articles 81, 82, and 83, and Financial Services Authority Regulation No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company.

The Annual GMS' planning and implementing process are contained in Company's letter to OJK, Advertisements for Notifications, Invitations, and the GMS Minutes Summary Announcements in 2 (two) Indonesian-language newspapers with national circulation, the Indonesia Stock Exchange (IDX) website), and the Financial Services Authority (OJK), the e-GMS provider website and the Company's website in Indonesian and English, as well as the minutes of the GMS that have been submitted to the OJK with the following details:

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2021
Table of Compliance Fulfillment in Annual GMS 2021 Implementation

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
12/04/2021	Pemberitahuan Rencana Penyelenggaraan Rapat beserta Mata Acara Rapat kepada OJK. Notification of plans to hold a Meeting and Meeting Agenda to the Financial Services Authority (OJK).	Surat No. AA.IN02.03.403 Letter No. AA.IN02.03.403
20/04/2021	Iklan Pengumuman Rapat kepada Pemegang Saham melalui 2 (dua) surat kabar harian berbahasa Indonesia dan berperedaran nasional dan situs web . Advertisement of Meeting Announcement to Shareholders through 2 (two) Indonesian-language daily newspapers and with national circulation and website.	<ul style="list-style-type: none"> Media Indonesia dan Investor Daily. Situs web BEI dan OJK. Situs web penyedia e-RUPS. Situs web Perseroan (Bahasa Indonesia dan Bahasa Inggris). Media Indonesia and Investor Daily. IDX and OJK websites. Website of e-GMS provider. Company website (Indonesian and English language).
	 	
20/04/2021	Bukti iklan Pengumuman Rapat kepada OJK. Proof of Meeting Announcement advertisement to OJK.	Surat No. BF.IN02.03.207 Letter No. BF.IN02.03.207
04/05/2021	Pemberitahuan Perubahan dan Penambahan Mata Acara Rapat kepada OJK. Notification regarding Change and Addition of Meeting Agenda to OJK.	Surat No. AA.IN02.03.515 Letter No. AA.IN02.03.515
05/05/2021	Iklan Pemanggilan Rapat kepada Pemegang Saham melalui 2 (dua) surat kabar harian berbahasa Indonesia dan berperedaran nasional dan situs web . Advertisement of Meeting Invitation to Shareholders through 2 (two) daily newspapers in Indonesian language and with national circulation and website.	<ul style="list-style-type: none"> Media Indonesia dan Investor Daily. Situs web BEI dan OJK. Situs web penyedia e-RUPS. Situs web Perseroan (Bahasa Indonesia dan Bahasa Inggris). Media Indonesia and Investor Daily. IDX and OJK websites. Website of e-GMS provider. Company website (Indonesian and English language).

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2021
Table of Compliance Fulfillment in Annual GMS 2021 Implementation

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
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05/05/2021

Bukti iklan Pemanggilan Rapat kepada OJK.
Proof of Meeting Invitation advertisement to OJK.

Surat No. BF.IN02.03.210
Letter No. BF.IN02.03.210

28/05/2021

Iklan Ringkasan Risalah Rapat kepada Pemegang Saham melalui 2 (dua) surat kabar harian berbahasa Indonesia dan berpedaran nasional dan situs web.
Advertisement of Summary of Minutes of Meeting to Shareholders through 2 (two) daily newspapers in Indonesian language and with national circulation and website.

- Media Indonesia dan Investor Daily.
- Situs web BEI dan OJK.
- Situs web penyedia e-RUPS.
- Situs web Perseroan (Bahasa Indonesia dan Bahasa Inggris).
- Media Indonesia and Investor Daily.
- IDX and OJK websites.
- Website of e-GMS provider.
- Company website (Indonesian and English language).



Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Tahunan 2021
Table of Compliance Fulfillment in Annual GMS 2021 Implementation

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
28/05/2021	Bukti iklan Ringkasan Risalah Rapat kepada OJK. Proof of advertisement of Summary of Minutes of Meeting to OJK.	Surat No. BF.KR03.613 Letter No. BF.KR03.613
21/06/2021	Risalah Rapat kepada OJK. Minutes of Meeting to OJK.	Surat No. BF.KR05.289 Letter No. BF.KR05.289

Mata Acara Rapat

Mata acara RUPS Tahunan Perseroan adalah sebagai berikut:

1. Persetujuan Laporan Tahunan Perseroan Mengenai Keadaan dan Jalannya Perseroan Selama Tahun Buku 2020, Termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Selama Tahun Buku 2020 dan Pengesahan Laporan Keuangan Perseroan Tahun Buku 2020.
2. Pengesahan Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020.
3. Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2020.
4. Penunjukan Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Perseroan Tahun Buku 2021 dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2021.
5. Penetapan Tantiem Tahun Buku 2020, Gaji, Honorarium dan Tunjangan serta Fasilitas Lainnya bagi Anggota Direksi dan Dewan Komisaris Tahun 2021.
6. Laporan Direksi Mengenai Realisasi Penggunaan Dana Hasil Penawaran Umum.
7. Ratifikasi Peraturan Menteri Badan Usaha Milik Negara.
8. Perubahan Anggaran Dasar Perseroan.
9. Perubahan Susunan Pengurus Perseroan.

Mata Acara RUPS Tahunan (Rapat) dipublikasikan dalam Iklan Pemanggilan. Dalam Iklan Pemanggilan Rapat, selain dipublikasikan Mata Acara Rapat, juga disebutkan Catatan Penting dan Tindakan Preventif terhadap Penyebaran Virus COVID-19.

Sebagai langkah preventif dan/atau pencegahan penyebaran wabah COVID-19, Perseroan menghimbau Pemegang Saham untuk mengikuti arahan dari Pemerintah Republik Indonesia dengan melakukan *Social Distancing* dalam masa

Meeting Agenda

The agenda of the Company's Annual GMS are as follows:

1. Company's Annual Report Approval regarding the Condition and Operation of the Company during the 2020 Fiscal Year, including the Report on the Implementation of the Supervisory Duties of the Board of Commissioners during the 2020 Fiscal Year and the Ratification of the Company's Financial Statements for the 2020 Fiscal Year.
2. Ratification of the Annual Report of the Partnership and Community Development Program for Fiscal Year 2020.
3. Determination of the use of the Company's Net Profit for the Fiscal Year 2020.
4. Appointment of a Public Accountant Firm to Audit the Company's Financial Statements for the 2021 fiscal Year and the Financial Statements of the Partnership and Community Development Program for the Fiscal Year 2021.
5. Determination of Tantiem for Fiscal Year 2020, Salary, Honorarium and Allowances and Other Facilities for Members of the Board of Directors and Board of Commissioners in 2021.
6. Report of the Board of Directors regarding the Realization of the Use of Proceeds from the Public Offering.
7. Ratification of the Regulation of the Minister of State-Owned Enterprises.
8. Amendments to the Company's Articles of Association.
9. Changes in the composition of the Company's Management.

The agenda of the Annual GMS (Meeting) is published in the Invitation Advertisement. Apart from publishing the Meeting Agenda, Important Notes and Preventive Actions Against the Spread of the COVID-19 Virus are also mentioned in the Meeting Invitation Advertisement.

As a preventive measure and/or prevention of the spread of the COVID-19 outbreak, the Company urges Shareholders to follow directions from the Government of the Republic of Indonesia by implementing Social Distancing during the Large-

Pembatasan Sosial Berskala Besar (PSBB). Perseroan memfasilitasi penyelenggaraan Rapat sebagai berikut:

1. Perseroan tidak mengirimkan undangan tersendiri kepada Pemegang Saham karena Iklan Pemanggilan ini sudah merupakan undangan resmi.
2. Pemegang Saham yang berhak menghadiri dan diwakili dalam Rapat adalah para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan pada hari Selasa, 4 Mei 2021, pukul 16.15 WIB, atau pemilik saldo rekening efek di Penitipan Kolektif PT Kustodian Sentral Efek Indonesia (KSEI) pada penutupan perdagangan saham pada hari Selasa, 4 Mei 2021.
3. Memperhatikan Pedoman Pencegahan dan Pengendalian COVID-19 yang diterbitkan oleh Kementerian Kesehatan Republik Indonesia, Perseroan menghimbau kepada Para Pemegang Saham yang berhak hadir dalam Rapat yang sahamnya dimasukkan dalam penitipan kolektif KSEI, untuk memberikan kuasa kepada Biro Administrasi Efek (BAE) Perseroan yaitu PT Datindo Entrycom melalui fasilitas *Electronic General Meeting System* KSEI (eASY.KSEI) dengan terlebih dahulu mendaftarkan melalui fasilitas Acuan Kepemilikan Sekuritas KSEI (AKSes KSEI) pada tautan <https://akses.ksei.co.id> yang disediakan oleh KSEI sebagai mekanisme pemberian kuasa secara elektronik dalam proses penyelenggaraan Rapat. Panduan registrasi, penggunaan, dan penjelasan lebih lanjut mengenai eASY.KSEI dan AKSes KSEI dapat dilihat di situs web KSEI dengan tautan <https://akses.ksei.co.id> dan <https://easy.ksei.co.id>.
4. Pemegang Saham yang akan menghadiri Rapat secara fisik wajib mematuhi prosedur sebagai berikut:
 - a. Pemegang Saham dapat diwakili oleh Kuasanya untuk menghadiri Rapat di luar mekanisme eASY.KSEI dengan mengunduh Surat Kuasa yang terdapat di situs web Perseroan www.jasamarga.com.
 - b. Para Pemegang Saham atau Kuasanya yang akan menghadiri Rapat wajib menyerahkan salinan Kartu Tanda Penduduk (KTP) atau tanda pengenal lainnya kepada Petugas Rapat sebelum memasuki ruang Rapat. Pemegang Saham yang berbentuk Badan Hukum wajib membawa salinan Anggaran Dasar dan perubahan-perubahannya termasuk susunan pengurus terakhir.
5. Kepada para Pemegang Saham atau Kuasanya yang akan hadir secara langsung dalam Rapat akan diberlakukan protokol yang sangat ketat dalam rangka pencegahan penyebaran maupun penularan wabah COVID-19 dengan mengacu pada peraturan perundang-undangan yang berlaku dengan ketentuan sebagai berikut:

Scale Social Restrictions (PSBB). The Company facilitates the holding of the following Meetings:

1. The Company does not send separate invitations to Shareholders because this Invitation Advertisement is already an official invitation.
2. Shareholders who are entitled to attend and be represented at the Meeting are: Shareholders whose names are recorded in the Company's Register of Shareholders on Tuesday, May 04, 2021, at 16:15 WIB, or Securities account balances owners at the Collective Custody of PT Kustodian Sentral Efek Indonesia (KSEI) at the close of stock trading on Tuesday, May 04, 2021.
3. Taking into account the COVID-19 Prevention and Control Guidelines issued by the Ministry of Health of the Republic of Indonesia, the Company urges Shareholders who are entitled to attend the Meeting (whose shares are included in the joint custody of KSEI) to grant power of attorney to the Company's Securities Administration Bureau (BAE), namely PT Datindo Entrycom through the KSEI Electronic General Meeting System (eASY.KSEI) facility. Registration can be done through the KSEI Securities Ownership Reference facility (KSEI AKSes) at the <https://akses.ksei.co.id> link provided by KSEI as a mechanism for granting power of attorney electronically in the process of holding the Meeting. Guidelines for registration, use, and further explanation regarding eASY.KSEI and KSEI AKSes can be viewed on the KSEI website at <https://akses.ksei.co.id> and <https://easy.ksei.co.id>.
4. Shareholders who will physically attend the Meeting must comply with the following procedures:
 - a. Shareholders may be represented by their proxies to attend the Meeting outside the eASY.KSEI mechanism by downloading the Power of Attorney contained on the Company's website www.jasamarga.com.
 - b. Shareholders or their proxies who will attend the Meeting must submit a copy of their Identity Card (KTP) or another identification card to the Meeting Officer before entering the Meeting room. Shareholders in legal entities must bring a copy of the Articles of Association and amendments to it, including the latest management composition.
5. Shareholders or their proxies who will be present in person at the Meeting will apply a stringent protocol to prevent the spread and transmission of the COVID-19 outbreak concerning the prevailing laws and regulations with the following provisions:

- a. Wajib memiliki Surat Keterangan Uji Rapid Antigen (negatif) yang diperoleh dari dokter, rumah sakit, puskesmas atau klinik yang berlaku maksimal 2 (dua) hari sebelum Rapat atau memiliki surat keterangan Tes PCR (negatif) yang berlaku maksimal 7 (tujuh) hari sebelum Rapat.
 - b. Wajib menggunakan masker yang sesuai ketentuan dengan benar setiap saat selama berada di area dan tempat Rapat.
 - c. Berdasarkan deteksi dan pemantauan suhu tubuh tidak lebih dari 37,3°C.
 - d. Wajib mengikuti arahan Panitia Rapat dalam menerapkan kebijakan *physical distancing* baik sebelum, pada saat, maupun setelah Rapat selesai. Dalam rangka *physical distancing*, kapasitas ruang Rapat dibatasi sesuai ketentuan yang berlaku.
 - e. Wajib mengikuti dan memenuhi prosedur/protokol keamanan dan kesehatan yang ditetapkan sesuai dengan Protokol Pemerintah yang ditetapkan Perseroan.
 - f. Pemegang Saham atau Kuasanya yang tidak dapat memenuhi ketentuan huruf (a) di atas direkomendasikan untuk memberikan kuasa melalui mekanisme eASY.KSEI tanpa mengurangi haknya untuk mengajukan pertanyaan, pendapat dan/atau memberikan suara dalam Rapat.
6. Notaris dibantu dengan BAE Perseroan, akan melakukan pengecekan dan perhitungan suara setiap Mata Acara Rapat dalam setiap pengambilan keputusan Rapat atas Mata Acara tersebut, termasuk yang berdasarkan suara yang telah disampaikan oleh Pemegang Saham baik melalui fasilitas eASY.KSEI, maupun yang disampaikan dalam rapat.
 7. Bahan-bahan yang akan dibicarakan dalam Rapat telah tersedia dan dapat diperoleh di situs *web* Perseroan www.jasamarga.com sejak tanggal Pemanggilan ini kecuali untuk bahan terkait Mata Acara Ke-9 tentang Perubahan Susunan Pengurus Perseroan yang akan tersedia paling lambat pada tanggal Rapat diselenggarakan.
 8. Demi alasan kesehatan dan dalam rangka mendukung upaya pencegahan dan pengendalian COVID-19, Perseroan:
 - a. Tidak menyediakan makanan dan minuman, Laporan Tahunan elektronik/cetak, dan cinderamata/tanda terima kasih kepada Pemegang Saham yang menghadiri Rapat; dan
 - b. Dapat mengumumkan kembali apabila terdapat perubahan dan/atau penambahan informasi terkait tata cara penyelenggaraan Rapat dengan mengacu pada kondisi dan perkembangan terkini terkait penanganan dan pengendalian terpadu untuk mencegah penyebaran maupun penularan COVID-19.
- a. Must have a Rapid Antigen Test Certificate (negative) obtained from a doctor, hospital, health center, or clinic which is valid for a maximum of 2 (two) days before the Meeting or have a PCR Test (negative) certificate which is valid for a maximum of 7 (seven) days before the Meeting.
 - b. It is mandatory to wear a mask that follows the provisions correctly while in the area and place of the Meeting.
 - c. Based on the detection and monitoring of body temperature not more than 37.3°C.
 - d. Must follow the direction of the Meeting Committee in implementing physical distancing policies both before, during, and after the Meeting is over. In the context of physical distancing, the meeting room's capacity is limited according to applicable regulations.
 - e. Must follow and comply with safety and health procedures/protocols stipulated following the Government Protocol established by the Company.
 - f. Shareholders or their proxies who fail to comply with the provisions of the letter (a) above are recommended to grant power of attorney through the eASY.KSEI mechanism without prejudice to their rights to ask questions, opinions and/or vote at the Meeting.
6. The Notary, assisted by the Company's Registrar, will check and count the votes for each Meeting Agenda in each meeting decision making on the said Agenda, including those based on the votes submitted by the Shareholders either through the eASY.KSEI facility, or those presented at the meeting.
 7. Materials to be discussed at the Meeting are available and can be obtained on the Company's website www.jasamarga.com as of the date of this Invitation except for materials related to the 9th Agenda concerning Changes in the Company's Management Composition, which will be available no later than the date of the Meeting organized.
 8. For health reasons and to support efforts to prevent and control COVID-19, the Company:
 - a. Does not provide food and beverages, electronic/printed Annual Reports, and souvenirs to Shareholders who attended the Meeting; and
 - b. May re-announce if there are changes and/or additional information related to the procedures for holding the Meeting by referring to the latest conditions and developments related to integrated handling and control to prevent the spread and transmission of COVID-19.

9. Untuk mempermudah pengaturan dan tertibnya Rapat, Pemegang Saham atau Kuasanya yang sah yang akan hadir secara fisik dalam Rapat dimohon dengan hormat telah berada di tempat Rapat paling lambat 45 menit sebelum Rapat dimulai.

9. To facilitate the arrangement and orderliness of the Meeting, Shareholders or their legal proxies who will be physically present at the Meeting are kindly requested to be at the Meeting venue at least 45 minutes before the Meeting begins.

Kehadiran Dewan Komisaris dan Direksi

Rapat dihadiri oleh seluruh Direksi dan Dewan Komisaris Perseroan secara fisik dan daring.

Kehadiran secara fisik:



Dewan Komisaris

Komisaris Utama/Komisaris Independen :

Yuswanda A. Temenggung

Wakil Komisaris Utama/Komisaris Independen :

Zulfan Lindan

Direksi

Direktur Utama : Subakti Syukur

Direktur Keuangan : Donny Arsal

Kehadiran secara daring:



Dewan Komisaris

Komisaris : Anita Firmanti Eko Susetyowati

Komisaris : Agus Suharyono

Komisaris : Sugihardjo

Direksi

Direktur Operasi : Fitri Wiyanti

Direktur Bisnis : Mohammad Sofyan

Direktur Pengembangan Usaha : Arsal Ismail

Direktur Human Capital dan Transformasi :

Enkky Sasono Anas Wijaya

Penyelenggaraan RUPS Tahunan didukung oleh pihak independen dalam hal ini Konsultan Hukum, Notaris dan Biro Administrasi Efek (BAE). Selain itu, Kantor Akuntan Publik (KAP) yang mengaudit Laporan Keuangan Perseroan dan Anak Perusahaan serta Laporan Keuangan Program Kemitraan dan Bina Lingkungan tahun buku 2020 juga hadir dalam RUPS Tahunan tersebut.

Pemimpin Rapat

Berdasarkan Keputusan Dewan Komisaris Perseroan No. KEP-034/V/2021 tanggal 19 Mei 2021, Rapat dipimpin oleh Komisaris Utama/Komisaris Independen.

Attendance of the Board of Commissioners and Board of Directors

The Meeting was attended by the entire Board of Directors and Board of Commissioners of the Company physically and online.

Physical presence:



Board of Commissioners

President Commissioner/Independent

Commissioner: Yuswanda A. Temenggung

Vice President Commissioner/Independent

Commissioner: Zulfan Lindan

Board of Directors

President Director: Subakti Syukur

Director of Finance: Donny Arsal

Online presence:



Board of Commissioners

Commissioner: Anita Firmanti Eko Susetyowati

Commissioner: Agus Suharyono

Commissioner: Sugihardjo

Board of Directors

Director of Operations: Fitri Wiyanti

Director of Business: Mohammad Sofyan

Director of Business Development: Arsal Ismail

Director of Human Capital and Transformation:

Enkky Sasono Anas Wijaya

Independent parties support the holding of the Annual GMS, in this case, Legal Consultants, Notaries, and the Securities Administration Bureau (BAE). In addition, the Public Accounting Firm, which audited the Financial Statements of the Company and its Subsidiaries and the Financial Statements of the Partnership and Community Development Program for the fiscal year 2020, was also present at the Annual GMS.

Meeting Chairman

Based on the Decision of the Company's Board of Commissioners No. KEP-034/V/2021 dated May 19, 2021, the Meeting was chaired by the President Commissioner/Independent Commissioner.

Untuk memenuhi ketentuan Pasal 39 ayat (3) Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka (untuk selanjutnya disebut "POJK 15/2020") dan Anggaran Dasar Perseroan, Pimpinan Rapat menyampaikan Kondisi Umum Perseroan.

To comply with the provisions of Article 39 paragraph (3) of the Financial Services Authority Regulation No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company (starting now referred to as "POJK 15/2020") and the Company's Articles of Association, the Chairperson of the Meeting conveys the General Condition of the Company.

Tata Tertib

Tata Tertib Rapat tersedia di situs web Perseroan dan dibagikan kepada para Pemegang Saham dan Kuasa Pemegang Saham pada waktu memasuki ruangan Rapat.

Meeting Rules

The Meeting Rules are available on the Company's website and distributed to the Shareholders and the Shareholders' Proxies upon entering the Meeting room.

Untuk memenuhi ketentuan Pasal 39 ayat (2) dan (3) POJK 15/2020, pokok-pokok Tata Tertib, yaitu Tanya Jawab dan Pemungutan Suara, dibacakan pada saat Rapat.

To comply with the provisions of Article 39 paragraphs (2) and (3) of POJK 15/2020, the main points of the Code of Conduct, namely Questions and Answers and Voting, are read out at the Meeting.

Ketentuan Kuorum dan Kehadiran Pemegang Saham

Quorum Policy and Shareholders Attendance

Tabel Ketentuan Kuorum
Table of Quorum Policy

Mata Acara Meeting Agenda	Ketentuan Korum Quorum Policy
1, 2, 4, 7	Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila dalam Rapat dihadiri/diwakili oleh Pemegang Saham yang mewakili lebih dari $\frac{1}{2}$ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan. The Meeting is considered valid and entitled to take legal and binding resolutions if the Meeting is attended/represented by Shareholders who represent more than $\frac{1}{2}$ (a half) of the total shares with valid voting rights that the Company has issued.
3, 5, 9	Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham Seri A Dwiwarna dan Pemegang Saham lainnya yang bersama-sama mewakili lebih dari $\frac{1}{2}$ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan. The Meeting is valid and entitled to take legal and binding resolutions if the Meeting is attended/represented by Series A Dwiwarna Shareholders and other Shareholders who jointly represent more than $\frac{1}{2}$ (a half) part of the total shares with valid voting rights that the Company has issued.
8	Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham Seri A Dwiwarna dan Pemegang Saham lainnya yang bersama-sama mewakili paling sedikit $\frac{2}{3}$ (dua per tiga) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan. The Meeting is valid and entitled to make legal and binding decisions if the Meeting is attended/represented by the Dwiwarna A Series Shareholder and other Shareholders who jointly represent at least $\frac{2}{3}$ (two-thirds) part of the total shares with valid voting rights that the Company has issued.
6	Tidak ada ketentuan kuorum karena sifatnya merupakan pelaporan. No decision was taken as the agenda is a report presentation.

Rapat dihadiri oleh para Pemegang Saham dan/atau kuasa/wakil Pemegang Saham yang seluruhnya mewakili 6.144.462.308 saham termasuk di dalamnya Saham Seri A Dwiwarna atau merupakan 84,66% suara dari jumlah seluruh saham dengan hak suara yang sah yang dikeluarkan Perseroan sampai dengan hari Rapat, yaitu sejumlah 7.257.871.200 saham yang terdiri dari:

- 1 (satu) Saham Seri A Dwiwarna; dan
- 7.257.871.199 (tujuh miliar, dua ratus lima puluh tujuh juta, delapan ratus tujuh puluh satu ribu, seratus sembilan puluh sembilan) Saham Seri B. dengan memperhatikan Daftar Pemegang Saham Perseroan per tanggal 4 Mei 2021 pukul 16.15 WIB, karenanya ketentuan mengenai quorum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas sebagaimana terakhir diubah dengan Undang-Undang No. 11 Tahun 2020 tentang Cipta Kerja serta Peraturan di bidang Pasar Modal, telah terpenuhi.

The Meeting was attended by the Shareholders and/or their proxies/representatives of Shareholders whom all represented 6,144,462,308 shares including Series A Dwiwarna Shares or constituted 84.66% of the votes of the total shares with valid voting rights issued by the Company up to the Meeting Day which are 7,257,871,200 shares consisting of:

- 1 (one) Series A Dwiwarna Share; and
- 7,257,871,199 (seven billion, two hundred fifty-seven million, eight hundred seventy-one thousand, one hundred ninety-nine) Series B Shares with due observance of the Company's Shareholders Register as of May 4, 2021, at 16:15 WIB. Therefore, the provisions regarding the quorum of attendance at the Meeting stipulated in the Company's Articles of Association, and Law No. 40 of 2007 concerning Limited Liability Companies as last amended by Law No. 11 of 2020 concerning Job Creation and Regulations in the Capital Market sector have been fulfilled.

Tabel Jumlah Saham yang Hadir pada RUPS Tahunan 2021 Jasa Marga
Table of Total Shares Attending Jasa Marga's General Meeting of Shareholder 2021

Jumlah Saham Total Shares	Persentase (%) Percentage (%)
6.144.462.308 saham/share	84,66%

Dengan demikian ketentuan mengenai quorum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas serta Peraturan di bidang Pasar Modal, telah terpenuhi, dan Rapat adalah sah dan dapat mengambil keputusan keputusan yang sah dan mengikat para Pemegang Saham Perseroan untuk Mata Acara Rapat.

Perhitungan jumlah Pemegang Saham yang hadir atau terwakili di dalam Rapat dilakukan oleh Notaris dan hanya dilakukan 1 (satu) kali, yaitu sebelum Rapat dibuka oleh Pimpinan Rapat.

Tanya Jawab

Sebelum pengambilan keputusan Mata Acara Rapat, Pimpinan Rapat akan memberikan kesempatan kepada para Pemegang Saham atau Kuasa Pemegang Saham untuk mengajukan pertanyaan atau pendapatnya dalam Tanya Jawab.

Thus, the provisions regarding the quorum of attendance at the Meeting as stipulated in the Company's Articles of Association and Law No. 40 of 2007 concerning Limited Liability Companies and Regulations in the Capital Market sector have been fulfilled. The Meeting is valid and can make valid and binding decisions for the Company's Shareholders for the Meeting Agenda.

The calculation of the number of Shareholders presents or represented at the Meeting is conducted by a Notary. It is only conducted 1 (one) time, namely before the Chairperson of the Meeting opens the Meeting.

Questions and Answers

Before deciding on the Meeting Agenda, the Meeting's Chairperson will provide an opportunity for the Shareholders or the Proxy to ask questions or opinions in the Question and Answer.

Diberikan kesempatan bertanya atau menyampaikan pendapat untuk paling banyak 3 (tiga) penanya. Pertanyaan atau pendapat yang dapat diajukan hanya pada hal yang berkaitan dengan Mata Acara Rapat yang sedang dibicarakan.

A maximum of 3 (three) questioners have the opportunity to ask questions or express opinions. Questions or opinions that can be submitted only on matters relating to the Meeting Agenda being discussed.

Setiap penanya akan diminta untuk mengangkat tangan, dan kepada yang bersangkutan akan diberikan formulir untuk diisi dengan pertanyaan atau pendapatnya. Selanjutnya Petugas akan menyampaikan formulir tersebut kepada Pemimpin Rapat.

Each questioner will be asked to raise their hand, and the person concerned will be given a form to fill in with his/her question or opinion. The Officer will then submit the form to the Chairperson of the Meeting.

Pemimpin Rapat akan membacakan pertanyaan atau pendapat Pemegang Saham atau Kuasa Pemegang Saham, dan akan dijawab atau ditanggapi oleh Pemimpin Rapat atau pihak yang ditunjuk oleh Pemimpin Rapat.

The Meeting's Chairperson will read out the Shareholder's or the Proxy's question or opinion and will be answered or responded to by the Meeting's Chairperson or the party appointed by the Meeting's Chairperson.

Keputusan Rapat dan Pemungutan Suara

Meeting and Voting Mechanism

Setelah semua pertanyaan dijawab dan ditanggapi, dilakukan pengambilan keputusan. Semua keputusan Rapat diambil secara musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, dan ada Pemegang Saham atau Kuasa Pemegang Saham yang tidak menyetujui atau memberikan suara abstain, maka keputusan diambil dengan cara pemungutan suara dengan cara menyerahkan Kartu Suara.

After all questions are answered and responded to, a decision is made. All decisions of the Meeting are taken by deliberation for consensus. Suppose a decision based on the consideration to reach an agreement is not reached and there are Shareholders or the Proxy of the Shareholders who do not approve or cast an abstention, the decision is taken by voting by submitting a Voting Card.

Tabel Pengambilan Keputusan
Table of Decision Making

Mata Acara Meeting Agenda	Pengambilan Keputusan Decision Making
1, 2, 4, 7	Keputusan Rapat diambil dengan pemungutan suara berdasarkan suara setuju lebih dari $\frac{1}{2}$ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. The meeting decision shall be made by voting based on a vote in favor of more than $\frac{1}{2}$ (a half) of the total shares with valid voting rights present at the Meeting.
3, 5, 9	Keputusan Rapat diambil berdasarkan pemungutan suara yang disetujui oleh Pemegang Saham Seri A Dwiwarna dan Pemegang Saham lainnya yang bersama-sama mewakili lebih dari $\frac{1}{2}$ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. The meeting decisions shall be made based on voting approved by the Series A Dwiwarna Shareholder and other Shareholders, who together represent more than $\frac{1}{2}$ (one-half) of the total shares with voting rights, legally present at the Meeting.
8	Keputusan Rapat diambil berdasarkan pemungutan suara yang disetujui oleh Pemegang Saham Seri A Dwiwarna dan Pemegang Saham lainnya yang bersama-sama mewakili paling sedikit $\frac{2}{3}$ (dua per tiga) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam rapat. The meeting decisions was taken based on a vote approved by the Series A Dwiwarna Shareholder and the other Shareholders who together represent at least $\frac{2}{3}$ (two-thirds) of the total shares with valid voting rights who attended the meeting.
6	Tidak dilakukan pengambilan keputusan karena sifatnya merupakan pelaporan. No meeting decision is required because its nature is reporting.

Tiap pemegang 1 (satu) saham berhak mengeluarkan satu suara. Pemungutan suara dilakukan secara lisan. Pemegang Saham yang tidak setuju atau mengeluarkan suara abstain diminta mengangkat tangan dan memberi tanda pada salah satu kotak pilihan di Kartu Suara dan menyerahkan Kartu Suaranya yang sudah terisi kepada petugas. Bagi Pemegang Saham yang tidak mengumpulkan Kartu Suara pada saat pemungutan suara, maka dianggap menyetujui.

Sesuai dengan ketentuan Pasal 47 POJK 15/2020 dan Pasal 25 ayat 11 Anggaran Dasar Perseroan, suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas Pemegang Saham yang mengeluarkan suara dalam Rapat.

Setelah pemungutan suara, Notaris membacakan hasil pemungutan suara tersebut.

Mata Acara, Keputusan, Hasil *Voting* dan Tindak Lanjut Keputusan RUPS Tahunan

Rapat Perseroan dibuka pada pukul 13.32 WIB dan ditutup pada pukul 15.07 WIB. Perseroan telah menunjuk Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., sebagai pihak independen untuk melakukan validasi suara dan menyusun minuta akta Rapat. Dalam Rapat tersebut telah diambil keputusan yaitu sebagaimana dituangkan dalam Akta Risalah Rapat tertanggal 27 Mei 2021 No. 47, yang minuta aktanya dibuat oleh Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta, yang pada pokoknya adalah sebagai berikut:

Each holder of 1 (one) share has the right to cast one vote. Voting is done orally. Shareholders who disagree or vote abstentions are asked to raise their hands, mark one of the boxes on the voting card, and submit their filled ballots to the officer. Shareholders who do not collect their Voting Cards at the time of voting will be deemed to have agreed.

Following the provisions of Article 47 POJK 15/2020 and Article 25 paragraph 11 of the Company's Articles of Association, the abstention vote is considered to have cast the same vote as the majority vote of the shareholders who voted in the Meeting.

After voting, the Notary will read out the results of the voting.

Annual GMS Agenda, Decisions, Voting Results, and Resolutions Follow-up

The Company's Meeting opened at 13:32 WIB and closed at 15:07 WIB. The Company has appointed a Notary, Ir. Nanette Cahyanie Handari Adi Warsito, SH., as an independent party to validate votes and prepare minutes of the deed of the Meeting. In the Meeting, a decision was made, as stated in the Deed of Minutes of the Meeting dated May 27, 2021 No. 47, whose minutes of the deed was made by Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, which is as follows:

Mata Acara Rapat Pertama First Meeting Agenda	Persetujuan Laporan Tahunan Perseroan Mengenai Keadaan dan Jalannya Perseroan Selama Tahun Buku 2020, Termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Selama Tahun Buku 2020 dan Pengesahan Laporan Keuangan Perseroan Tahun Buku 2020. Approval on the Company's Annual Report Regarding Condition and Operations of the Company in Fiscal Year 2020, Including the Board of Commissioners Supervisory Duty Implementation Report for the Fiscal Year 2020 and Ratification of the Company's Financial Statements for Fiscal Year 2020.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote
	6.138.976.503 (99,91%)	521.405 (0,01%)	4.964.400 (0,08%)	6.143.940.903 (99,99%)

Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan yang telah dilaksanakan oleh Dewan Komisaris untuk tahun buku 2020, dan mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2020 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja sebagaimana dimuat dalam laporannya No. 00279/2.1032/AU.1/06/0690-1/1/III/2021 tanggal 26 Maret 2021 dengan pendapat "Laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Jasa Marga (Persero) Tbk dan entitas anaknya tanggal 31 Desember 2020 serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia". Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada segenap anggota Direksi dan anggota Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2020, sejauh tindakan tersebut bukan merupakan tindak pidana dan tindakan tersebut tercermin dalam Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020. <ol style="list-style-type: none"> Approved the Company's Annual Report including Board of Commissioners Supervisory Duty Implementation Report for the Fiscal Year 2020, and ratified the Company's Consolidated Financial Statements for the Fiscal Year 2020 as audited by Purwantono, Sungkoro & Surja's Public Accounting Firm (KAP) as contained in their report No. 00279/2.1032/AU.1/06/0690-1/1/III/2021 dated March 26, 2021, with the opinion "the attached consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Jasa Marga (Persero) Tbk and its subsidiaries as of December 31, 2020, and their consolidated financial performance and cash flows for the year then ended, following Financial Accounting Standards in Indonesia". Provide full responsibility release and discharge (<i>volledig acquit et de charge</i>) to all the Board of Directors and Board of Commissioners members for management and supervisory actions that have been carried out throughout the fiscal year 2020, as long as these actions are not proven as crimes and have been reflected in the Company's Consolidated Financial Statements Fiscal Year 2020.
Tindak Lanjut/Realisasi Follow-up/Realization	-

Mata Acara Rapat Kedua Second Meeting Agenda	Pengesahan Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020. Ratification of Partnership and Community Development Program Annual Report for Fiscal Year 2020.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Questions	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote
	6.144.047.908 (99,99%)	0 (0,00%)	414.400 (0,01%)	6.144.462.308 (100%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Mengesahkan Laporan Tahunan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk tahun 2020, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja sesuai Laporan No. 00603/2.1032/AU.2/10/0690-1/1/IV/2021 tanggal 22 April 2021 dengan pendapat "Laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Program Kemitraan dan Bina Lingkungan PT Jasa Marga (Persero) Tbk tanggal 31 Desember 2020, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik". Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada segenap anggota Direksi dan anggota Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2020, sejauh tindakan tersebut bukan merupakan tindak pidana dan tindakan tersebut tercermin dalam Laporan PKBL tahun buku 2020. <ol style="list-style-type: none"> Ratify the Annual Report on the Implementation of the Partnership and Community Development Program for 2020, which has been audited by the Purwantono, Sungkoro & Surja Public Accounting Firm per Report No. 00603/2.1032/AU.2/10/0690-1/1/IV/2021 dated April 22, 2021, with the opinion "the attached financial statements present fairly, in all material respects, the financial position of the Partnership and Community Development Program of PT Jasa Marga (Persero) Tbk as of December 31, 2020, as well as its activities and cash flows for the year then ended, following the Financial Accounting Standards for Entities Without Public Accountability". Provide full responsibility release and discharge (<i>volledig acquit et de charge</i>) to all members of the Board of Directors and members of the Board of Commissioners for management and supervisory actions that have been carried out during the 2020 fiscal year, as long as these actions are not criminal acts and these actions are reflected in the PKBL Report for Fiscal Year 2020. 			
Tindak Lanjut/Realisasi Follow-up/Realization	-			

Mata Acara Rapat Ketiga Third Meeting Agenda	Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2020. Stipulation of the use of the Company's Net Profits for Fiscal Year 2020.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Questions	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote
	6.126.329.661 (99,70%)	13.168.247 (0,21%)	4.964.400 (0,08%)	6.131.294.061 (99,79%)
Keputusan Rapat Meeting Decision	Menetapkan penggunaan Laba Bersih Atribusi Pemilik Entitas Induk Perseroan Tahun 2020 sebesar Rp501.047.452.689,- (lima ratus satu miliar, empat puluh tujuh juta, empat ratus lima puluh dua ribu, enam ratus delapan puluh sembilan Rupiah) sebagai cadangan. Determined the use of net profit attributable to the owner of the Company's Parent Entity in 2020 amounting to Rp501,047,452,689, - (five hundred one billion, forty-seven million, four hundred fifty-two thousand, six hundred and eighty-nine Rupiah) as a reserve.			
Tindak Lanjut/Realisasi Follow-up/Realization	-			

Mata Acara Rapat Keempat Fourth Meeting Agenda	Penunjukan Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Perseroan Tahun Buku 2021 dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2021. Appointment of a Public Accountant Firm to Audit the Company's Financial Statements for the 2021 Financial Year and the Financial Statements for the Partnership and Community Development Program for the 2021 Financial Year.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Questions	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote
	6.017.169.719 (97,93%)	126.878.189 (2,06%)	414.400 (0,01%)	6.017.584.119 (97,94%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Menunjuk Kantor Akuntan Publik (KAP) Purwantono, Sungkoro, dan Surja (Firma anggota dari jaringan Ernst & Young) sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) untuk tahun buku yang berakhir tanggal 31 Desember 2021. Memberikan pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi KAP tersebut. Memberikan wewenang dan kuasa kepada Dewan Komisaris untuk menetapkan KAP pengganti dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna dalam hal KAP Purwantono, Sungkoro, dan Surja (Firma anggota dari jaringan Ernst & Young), karena sebab apapun, tidak dapat menyelesaikan audit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2021, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi KAP pengganti tersebut. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan untuk menunjuk KAP dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan periode lainnya pada Tahun Buku 2021 untuk tujuan dan kepentingan Perseroan. <ol style="list-style-type: none"> Appointing Purwantono, Sungkoro, and Surja Public Accounting Firms (a member firm of the Ernst & Young network) as Public Accounting Firms that will audit the Company's Consolidated Financial Statements and the Financial Statements of the Partnership and Community Development Program (PKBL) for the financial year ending December 31, 2021. Delegating authority and power to the Board of Commissioners of the Company to determine the amount of compensation for audit services, the additional scope of work required, and other reasonable requirements for the KAP. Granting authority and power to the Board of Commissioners to determine a replacement KAP by first obtaining written approval from the Series A Dwiwarna Shareholder if KAP Purwantono, Sungkoro, and Surja (a member firm of the Ernst & Young network), for whatever reason, cannot resolve audit of the Company's Consolidated Financial Statements and the Financial Statements of the Implementation of the Partnership and Community Development Program for the 2021 Financial Year, including determining the audit fee and other requirements for the replacement KAP. Granting authority and power to the Company's Board of Commissioners to appoint KAP with prior written approval from the Series A Dwiwarna Shareholder to audit the Company's Consolidated Financial Statements for other periods in the 2021 Financial Year for the purposes and interests of the Company. 			
Tindak Lanjut/Realisasi Follow-up/Realization	KAP Purwantono, Sungkoro & Surja melakukan pekerjaan dalam lingkup audit yang telah ditetapkan. KAP Purwantono, Sungkoro & Surja perform work within the predetermined audit scope.			

Mata Acara Rapat Kelima Fifth Meeting Agenda	Penetapan Tantiem Tahun Buku 2020, Gaji, Honorarium dan Tunjangan serta Fasilitas Lainnya bagi Anggota Direksi dan Dewan Komisaris Tahun 2021. Determination of Tantiem for the fiscal year 2020, salary, honorarium and allowances, and other facilities for the Board of Directors and Board of Commissioners members in 2021.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Questions	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote
	6.097.291.776 (99,23%)	42.620.532 (0,69%)	4.550.000 (0,07%)	6.101.841.776 (99,31%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk tahun buku 2020, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2021. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk tahun buku 2020, serta menetapkan gaji, tunjangan, dan fasilitas bagi anggota Direksi untuk tahun 2021. <ol style="list-style-type: none"> Delegating authority and attorney to the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2020 financial year, and determine the honorarium, allowances and facilities for members of the Board of Commissioners for 2021. Granting authority and power to the Board of Commissioners by first obtaining written approval from the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2020 financial year, as well as determine the salaries, allowances, and facilities for members of the Board of Directors in 2021. 			
Tindak Lanjut/Realisasi Follow-up/Realization	Memperhatikan Keputusan RUPS Tahunan Jasa Marga tahun buku 2020 yang dilaksanakan tanggal 27 Mei 2021 serta berdasarkan surat Menteri BUMN No. SR-64/Wk2.MBU.D/10/2021 tanggal 04 Oktober 2021 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk. Tahun 2021, Pemegang Saham Seri A Dwiwarna menyetujui penetapan remunerasi Direksi dan Dewan Komisaris tahun 2021 serta insentif khusus tahun buku 2020. Concerning the Resolutions of Jasa Marga's Annual GMS for the 2020 financial year which was held on May 27, 2021 and based on the letter of the Minister of SOEs No. SR-64/Wk2.MBU.D/10/2021 dated October 04, 2021 concerning Determination of Income for the Directors and Board of Commissioners of PT Jasa Marga (Persero) Tbk. In 2021, the Series A Dwiwarna Shareholder approved the determination of the remuneration for the Board of Directors and the Board of Commissioners for 2021 as well as special incentives for the 2020 fiscal year.			
Mata Acara Rapat Keenam Sixth Meeting Agenda	Laporan Direksi Mengenai Realisasi Penggunaan Dana Hasil Penawaran Umum. Directors Report Regarding Realization of Use of Proceeds from Public Offering.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	-			
Keputusan Rapat Keputusan Rapat	Mata Acara Rapat ini bersifat pelaporan, sehingga tidak dilakukan pengambilan keputusan. Direksi telah menyampaikan laporannya berkenaan dengan Realisasi Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020. This Meeting Agenda is in the nature of reporting, so no decision-making is made. The Board of Directors has submitted its report regarding Realization of Use of Proceeds from Public Offering of Senior Debt Shelf Offering II Jasa Marga Phase I Year 2020.			
Tindak Lanjut/Realisasi Follow-up/Realization	-			
Mata Acara Rapat Ketujuh Seventh Meeting Agenda	Ratifikasi Peraturan Menteri Badan Usaha Milik Negara. Ratification of Minister for State-Owned Enterprises Regulation.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote
	5.787.257.453 (94,19%)	357.204.855 (5,81%)	0 (0,00%)	5.787.257.453 (94,19%)

Keputusan Rapat Meeting Decision	<p>Menguukuhkan pemberlakuan Peraturan Menteri Badan Usaha Milik Negara:</p> <ol style="list-style-type: none"> No. PER-11/MBU/11/2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara; No. PER-1/MBU/03/2021 tentang Pedoman Pengusulan, Pelaporan, Pemantauan, dan Perubahan Penggunaan Tambahan Penyertaan Modal Negara kepada Badan Usaha Milik Negara dan Perseroan Terbatas; No. PER-03/MBU/03/2021 tentang Perubahan Ketiga atas Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/2010 tentang Tata Cara Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Badan Usaha Milik Negara; No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara; dan No. PER-07/MBU/04/2021 tentang Perubahan Kedua Peraturan Menteri Badan Usaha Milik Negara No. PER-03/MBU/08/2017 tentang Pedoman Kerja Sama Badan Usaha Milik Negara, beserta perubahannya di kemudian hari. <p>Confirm the enforcement of the Regulation of the Minister of State-Owned Enterprises:</p> <ol style="list-style-type: none"> No. PER-11/MBU/11/2020 concerning Management Contracts and Annual Management Contracts for Directors of State-Owned Enterprises; No. PER-1/MBU/03/2021 concerning Guidelines for Proposing, Reporting, Monitoring, and Changes in the Use of Additional State Equity Participation to State-Owned Enterprises and Limited Liability Companies; No. PER-03/MBU/03/2021 concerning the Third Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/2010 concerning Procedures for Write Off and Transfer of Fixed Assets of State-Owned Enterprises; No. PER-05/MBU/04/2021 concerning the Social and Environmental Responsibility Program of State-Owned Enterprises; and No. PER-07/MBU/04/2021 concerning the Second Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-03/MBU/08/2017 concerning Guidelines for Cooperation of State-Owned Enterprises and their amendments later.
Tindak Lanjut/Realisasi Follow-up/Realization	<p>Implementasi Peraturan-peraturan tersebut di Perseroan. Implementation of these regulations in the Company.</p>

Mata Acara Rapat Kedelapan Eighth Meeting Agenda	<p>Perubahan Anggaran Dasar Perseroan. Amendments to the Company's Articles of Association.</p>												
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Questions	<p>Nihil None</p>												
Pengambilan Keputusan Decision Making	<table border="1"> <thead> <tr> <th colspan="4" style="text-align: center;">Dengan Pemungutan Suara With Voting</th> </tr> <tr> <th style="text-align: center;">Setuju Agree</th> <th style="text-align: center;">Tidak Setuju Disagree</th> <th style="text-align: center;">Abstain</th> <th style="text-align: center;">Total Suara Setuju Total Agree Vote</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">5.765.552.634 (93,83%)</td> <td style="text-align: center;">374.359.609 (6,09%)</td> <td style="text-align: center;">4.550.065 (0,07%)</td> <td style="text-align: center;">5.770.102.699 (93,91%)</td> </tr> </tbody> </table>	Dengan Pemungutan Suara With Voting				Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote	5.765.552.634 (93,83%)	374.359.609 (6,09%)	4.550.065 (0,07%)	5.770.102.699 (93,91%)
Dengan Pemungutan Suara With Voting													
Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote										
5.765.552.634 (93,83%)	374.359.609 (6,09%)	4.550.065 (0,07%)	5.770.102.699 (93,91%)										
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Menyetujui perubahan Anggaran Dasar Perseroan. Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar sehubungan dengan perubahan tersebut. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan mata acara Rapat, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau penerimaan pemberitahuan perubahan Anggaran Dasar Perseroan, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar Perseroan tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang. <ol style="list-style-type: none"> Approved changes to the Company's Articles of Association. Agree to rearrange all provisions in the Articles of Association in connection with the amendment. Granting power and authority to the Board of Directors of the Company with substitution rights to take all necessary actions related to the resolutions of the meeting agenda, including Compiling and restating the entire Articles of Association in a Notary Deed Submitting it to the competent authority for approval and/or acceptance changes notification to the Company's Articles of Association, Do everything deemed necessary and valuable for this purpose with nothing being excluded, including making additions and/or changes to the Company's Articles of Association amendments if the competent authority requires this. 												
Tindak Lanjut/Realisasi Follow-up/Realization	<p>Akta Pernyataan Keputusan Rapat No. 40 tanggal 19 Juli 2021 dibuat dihadapan Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta, berikut Persetujuan Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM melalui Keputusan No. AHU-AH.01.03-0429854 tanggal 21 Juli 2021 dan telah didaftar dalam Daftar Perseroan No. AHU-0125817.AH.01.11.TAHUN 2021 tanggal 21 Juli 2021.</p> <p>Deed of Statement of Meeting Resolutions No. 40 dated July 19, 2021 made before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, following the approval of the Director General of General Legal Administration of the Ministry of Law and Human Rights through Decree No. AHU-AH.01.03-0429854 dated July 21, 2021 and has been registered in the Company Register No. AHU-0125817.AH.01.11.TAHUN 2021 dated July 21, 2021.</p>												

Mata Acara Rapat Kesembilan Ninth Meeting	Perubahan Susunan Pengurus Perseroan. Changes in the composition of the Company's Management.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Questions	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote
	5.760.468.671 (93,75%)	374.690.337 (6,10%)	9.303.300 (0,15%)	5.769.771.971 (93,90%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> 1. Mengukuhkan pemberhentian dengan hormat Sdr. Adriansyah Chaniago sebagai Komisaris Independen Perseroan, yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019, terhitung sejak 7 Oktober 2020, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota Komisaris Independen Perseroan. 2. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai Anggota Dewan Komisaris: <ol style="list-style-type: none"> a. Sdr. Agus Suharyono sebagai Komisaris b. Sdr. Sugihardjo sebagai Komisaris yang diangkat masing-masing berdasarkan Keputusan RUPS Tahunan Tahun Buku 2015 dan RUPS Tahunan Tahun Buku 2016, terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Anggota Dewan Komisaris Perseroan. 3. Mengangkat nama-nama tersebut di bawah ini sebagai Anggota Dewan Komisaris Perseroan: <ol style="list-style-type: none"> a. Sdr. Eman Salman Arief sebagai Komisaris Independen b. Sdr. M. Roskanedi sebagai Komisaris c. Sdr. Raja Erizman sebagai Komisaris 4. Memberhentikan dengan hormat Sdr. Mohammad Sofyan sebagai Direktur Bisnis Perseroan yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2016, terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Anggota Direksi Perseroan. 5. Mengubah nomenklatur jabatan Anggota Direksi Perseroan, semula Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko. 6. Mengalihkan penugasan Sdr. Donny Arsal yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2016 dari semula Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko, dengan masa jabatan meneruskan sisa masa jabatan sebagaimana Keputusan RUPS dimaksud. 7. Mengangkat Sdr. Mohamad Agus Setiawan sebagai Direktur Bisnis Perseroan. 8. Masa jabatan Anggota-anggota Dewan Komisaris dan Direksi yang diangkat sebagaimana dimaksud pada angka 3 dan angka 7, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. <ol style="list-style-type: none"> 1. Confirming the honorable discharge of Mr. Adriansyah Chaniago as the Company's Independent Commissioner, who was appointed based on the Decision of the Annual GMS for the 2019 Fiscal Year, as of October 7, 2020, with gratitude for the contribution of energy and thoughts given during his tenure as a member of the Company's Independent Commissioner. 2. To honorably dismiss the following names as members of the Board of Commissioners: <ol style="list-style-type: none"> a. Mr. Agus Suharyono as Commissioner b. Mr. Sugihardjo as Commissioner appointed respectively based on the resolutions of the 2015 Fiscal Year Annual GMS and 2016 Fiscal Year Annual GMS, effective as of the closing of this GMS, with gratitude for the contribution of energy and thoughts given during their tenure as members of the Company's Board of Commissioners. 3. To appoint the following names as members of the Company's Board of Commissioners: <ol style="list-style-type: none"> a. Mr. Eman Salman Arief as Independent Commissioner b. Mr. M. Roskanedi as Commissioner c. Mr. Raja Erizman as Commissioner 4. Honorably dismiss Mr. Mohammad Sofyan as the Company's Director of Business who was appointed based on the Decision of the 2016 Annual GMS, effective as of the closing of this GMS, with gratitude for the contribution of energy and thoughts given during his tenure as a Member of the Company's Board of Directors. 5. Changed the nomenclature of the position of the Company's Board of Directors, from Director of Finance to Director of Finance and Risk Management. 6. Shifting the assignment of Br. Donny Arsal. He was appointed based on the Decision of the 2016 Annual GMS from the original Director of Finance to become the Director of Finance and Risk Management, continuing the remaining term of office as stated in the GMS Resolution. 7. Appointed Mr. Mohamad Agus Setiawan as the Company's Director of Business. 8. The appointed Board of Commissioners and Board of Directors members' office terms, as referred to in number 3 and number 7, following the Company's Articles of Association provision with due observance of the Capital Market sector's law and regulations and without prejudice to the GMS' right to dismiss at any time. 			

<p>Keputusan Rapat Meeting Decision</p>	<ol style="list-style-type: none"> 9. Dengan adanya pengukuhan pemberhentian, pemberhentian, dan pengangkatan anggota-anggota Dewan Komisaris sebagaimana dimaksud pada angka 1, 2, dan 3, serta pemberhentian, perubahan nomenklatur jabatan, pengalihan tugas, dan pengangkatan anggota-anggota Direksi sebagaimana dimaksud pada angka 4, 5, 6, dan 7, maka susunan Pengurus Perseroan menjadi sebagai berikut: <ol style="list-style-type: none"> a. Dewan Komisaris <ol style="list-style-type: none"> 1) Komisaris Utama/Komisaris Independen : Yuswanda A. Temenggung 2) Wakil Komisaris Utama/Komisaris Independen : Zulfan Lindan 3) Komisaris Independen : Eman Salman Arief 4) Komisaris : Anita Firmanti Eko Susetyowati 5) Komisaris : M. Roskanedi 6) Komisaris : Raja Erizman b. Direksi <ol style="list-style-type: none"> 1) Direktur Utama : Subakti Syukur 2) Direktur Keuangan dan Manajemen Risiko : Donny Arsal 3) Direktur Bisnis : Mohamad Agus Setiawan 4) Direktur Operasi : Fitri Wiyanti 5) Direktur Pengembangan Usaha : Arsal Ismail 6) Direktur Human Capital dan Transformasi : Enkky Sasono Anas Wijaya 10. Anggota-anggota Dewan Komisaris dan Direksi yang diangkat sebagaimana dimaksud pada angka 3 dan angka 7 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi atau Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. 11. Memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan RUPS ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan Rapat. 9. With the confirmation of dismissal, dismissal, and appointment of members of the Board of Commissioners as referred to in numbers 1, 2, and 3, as well as dismissal, change of position nomenclature, transfer of duties, and appointment of members of the Board of Directors as referred to in points 4, 5, 6, and 7, the composition of the Company's Management, is as follows: <ol style="list-style-type: none"> a. Board of Commissioners <ol style="list-style-type: none"> 1) President Commissioner/Independent Commissioner: Yuswanda A. Temenggung 2) Vice President Commissioner/Independent Commissioner: Zulfan Lindan 3) Independent Commissioner: Eman Salman Arief 4) Commissioner : Anita Firmanti Eko Susetyowati 5) Commissioner : M. Roskanedi 6) Commissioner: Raja Erizman b. Board of Directors <ol style="list-style-type: none"> 1) President Director : Subakti Syukur 2) Director of Finance and Risk Management: Donny Arsal 3) Director of Business : Mohamad Agus Setiawan 4) Director of Operations : Fitri Wiyanti 5) Director of Business Development: Arsal Ismail 6) Director of Human Capital and Transformation : Enkky Sasono Anas Wijaya 10. Appointed members of the Board of Commissioners and Board of Directors as referred to in number 3 and number 7, who are still serving in other positions, prohibited by laws and regulations to hold concurrent positions as members of the Board of Directors or Board of Commissioners of State-Owned Enterprises. The person concerned must resign or be dismissed from the post. 11. Granting power of attorney with substitution rights to the Board of Directors of the Company to declare what was decided by this GMS in the form of a Notary Deed and to appear before a Notary or authorized official, and make necessary adjustments or improvements if required by the authorized party to implement the contents of the Meeting's resolutions.
<p>Tindak Lanjut/Realisasi Follow-up/Realization</p>	<ol style="list-style-type: none"> 1. Akta Pernyataan Keputusan Rapat No. 18 tanggal 04 Juni 2021 dibuat dihadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH., Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan Perubahan Data Perseroan dari Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM No. AHU-AH.01.03-0362157 tanggal 09 Juni 2021 dan telah didaftarkan dalam Daftar Perseroan No. AHU-0101377.AH.01.11.TAHUN 2021 tanggal 09 Juni 2021. 2. Keterbukaan Informasi sesuai Peraturan OJK No. 31/POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik dan Kewajiban Penyampaian Informasi sesuai Peraturan BEI No. I-E tanggal 19 Juli 2004, Perseroan telah menyampaikan perubahan susunan Pengurus Perseroan tersebut kepada OJK dan BEI pada tanggal 31 Mei 2021, serta telah diunggah di situs web Perseroan www.jasamarga.com. 1. Deed of Statement of Meeting Resolutions No. 18 dated 04 June 2021 made before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, along with the Letter of Acceptance of Notification of Changes in Company Data from the Director General of General Legal Administration of the Ministry of Law and Human Rights No. AHU-AH.01.03-0362157 dated 09 June 2021 and has been registered in the Company Register No. AHU-0101377.AH.01.11.YEAR 2021 dated June 9, 2021. 2. Information Disclosure in accordance with OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Obligations to Submit Information in accordance with IDX Regulation No. I-E dated July 19, 2004, the Company has submitted the change in the composition of the Company's Management to OJK and IDX on May 31, 2021, and has uploaded it on the Company's website www.jasamarga.com.

Jadwal dan Tata Cara Pembagian Dividen Tunai Tahun Buku 2020

Sesuai dengan Keputusan yang diambil untuk Mata Acara Rapat Ketiga, maka tidak terdapat pembagian dividen tunai untuk 2020 karena keseluruhannya digunakan sebagai dana cadangan.

Schedule and Procedure for Distribution of Cash Dividend for Fiscal Year 2020

Following the decisions taken for the Third Meeting Agenda, there will be no cash dividend distribution for 2020 because all of them are used as reserve funds.

RUPS LUAR BIASA 2021

2021 Extraordinary GMS

Pada tahun 2021, Perseroan menyelenggarakan 2 (dua) kali RUPS Luar Biasa. RUPS Luar Biasa pertama diselenggarakan pada hari Jumat, tanggal 27 Agustus 2021, Pukul 14.27 WIB sampai dengan 14.49 WIB dan RUPS Luar Biasa kedua diselenggarakan pada hari Rabu, tanggal 22 Desember 2021, Pukul 14.50 WIB sampai dengan 15.05 WIB.

Pelaksanaan RUPS Luar Biasa dilaksanakan dengan mengakses fasilitas *Electronic General Meeting System* KSEI (eASY.KSEI) dalam tautan <https://akses.ksei.co.id/> yang disediakan oleh Kustodian Sentral Efek Indonesia (KSEI). Rapat dilaksanakan secara elektronik sesuai Peraturan Otoritas Jasa Keuangan (POJK) No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan POJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik. Pimpinan Rapat, Notaris, dan Lembaga Profesi Penunjang berkoordinasi dalam rangka pelaksanaan Rapat secara elektronik di Ruang Transformasi, Gedung B, Kantor Pusat PT Jasa Marga (Persero) Tbk, Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550, Indonesia.

Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa 27 Agustus 2021

Penyelenggaraan RUPS Luar Biasa (Rapat) tersebut telah melalui proses persiapan dan penyelenggaraan sesuai dengan Undang Undang No. 40 tahun 2007 tentang Perseroan Terbatas Pasal 81, 82, dan 83 serta POJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.

Proses rencana dan pelaksanaan RUPS Luar Biasa tersebut telah tertuang dalam surat Perseroan yang telah disampaikan ke Otoritas Jasa Keuangan (OJK), publikasi iklan Pemberitahuan, Panggilan dan Pengumuman Ringkasan Risalah RUPS masing-masing pada 1 (satu) surat kabar berbahasa Indonesia yang berperedaran Nasional, situs web Bursa Efek Indonesia (BEI) dan Otoritas Jasa Keuangan (OJK), situs web penyedia e-RUPS dan situs web Perseroan dalam Bahasa Indonesia dan Bahasa Inggris, serta Risalah RUPS yang telah disampaikan ke OJK dengan detail sebagai berikut:

In 2021, the Company held 2 (two) Extraordinary GMS. The first Extraordinary GMS was held on Friday, August 27, 2021, 14:27 WIB to 14:49 WIB and the second Extraordinary GMS was held on Wednesday, December 22, 2021, 14:50 WIB to 15:05 WIB.



The Extraordinary GMS is held by accessing the KSEI Electronic General Meeting System (eASY.KSEI) facility at the link <https://akses.ksei.co.id> provided by the Indonesian Central Securities Depository (KSEI). The meeting was held electronically in accordance with the Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company and POJK No. 16/POJK.04/2020 concerning the Electronic Implementation of the General Meeting of Shareholders of Public Companies. Meeting Leaders, Notaries, and Supporting Professional Institutions coordinate in order to conduct the Meeting electronically in the Transformation Room, Building B, Head Office of PT Jasa Marga (Persero) Tbk, Taman Mini Indonesia Indah Toll Plaza, Jakarta 13550, Indonesia.

Compliance Fulfillment of the Extraordinary GMS August 27, 2021

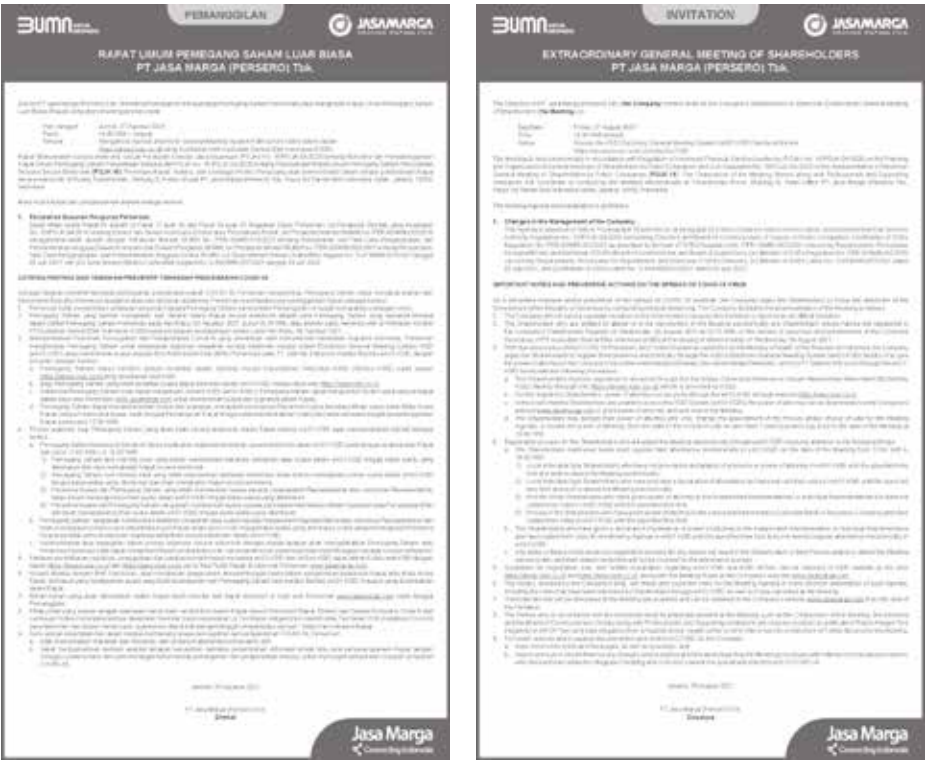
The Extraordinary GMS (Meeting) holding has gone through a process of preparation and implementation per Law no. 40 of 2007 concerning Limited Liability Companies Articles 81, 82, and 83 and POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company.

The process of planning and implementing the Extraordinary GMS has been stated in the following Company's letter that has been submitted to the Financial Services Authority (OJK), Advertisements publication for Notifications, Invitations, and Announcements of the Summary of Minutes of the GMS in 1 (one) Indonesian-language newspapers with national circulation, respectively The Indonesia Stock Exchange (IDX) website The Financial Services Authority (OJK), e-GMS website provider website and the Company's website, in Indonesian and English, and the Minutes of the GMS, which have been submitted to the OJK with the following details:



Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 27 Agustus 2021
Table of Compliance Fulfillment for the Extraordinary GMS on August 27, 2021

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
13/07/2021	<p>Pemberitahuan Rencana Penyelenggaraan Rapat beserta Mata Acara Rapat kepada OJK.</p> <p>Notification of the Meeting Plan and Meeting Agenda to OJK.</p>	<p>Surat No. AA.IN02.03.821 Letter No. AA.IN02.03.821</p>
21/07/2021	<p>Iklan Pengumuman Rapat kepada Pemegang Saham melalui 1 (satu) surat kabar harian berbahasa Indonesia dan berperedaran nasional dan situs <i>web</i>.</p> <p>Meeting Announcement to Shareholders Advertisement through 1 (one) daily newspaper in the Indonesian language with national circulation and website.</p>	<ul style="list-style-type: none"> • Kontan. • Situs <i>web</i> BEI dan OJK. • Situs <i>web</i> penyedia e-RUPS. • Situs <i>web</i> Perseroan (Bahasa Indonesia dan Bahasa Inggris). • Kontan. • IDX and OJK websites. • Website of the e-GMS provider. • Company's website (Indonesian and English)
		
21/07/2021	<p>Bukti iklan Pengumuman Rapat kepada OJK.</p> <p>Proof of advertisement of Meeting Announcement to OJK.</p>	<p>Surat No. BF.IN02.03.347 Letter No. BF.IN02.03.347</p>
05/07/2021	<p>Pemberitahuan Perubahan Mata Acara Rapat kepada OJK.</p> <p>Notification of Changes in Meeting Agenda to OJK.</p>	<p>Surat No. BA.KR03.933 Letter No. BA.KR03.933</p>

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 27 Agustus 2021
Table of Compliance Fulfillment for the Extraordinary GMS on August 27, 2021

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
05/07/2021	<p>Iklan Pemanggilan Rapat kepada Pemegang Saham melalui 1 (satu) surat kabar harian berbahasa Indonesia dan berperedaran nasional dan situs <i>web</i>.</p> <p>Advertisement of Meeting Invitation through 1 (one) daily newspaper in the Indonesian language with national circulation and website.</p>	<ul style="list-style-type: none"> • Kontan. • Situs <i>web</i> BEI dan OJK. • Situs <i>web</i> penyedia <i>e-RUPS</i>. • Situs <i>web</i> Perseroan (Bahasa Indonesia dan Bahasa Inggris). • Kontan. • IDX and OJK websites. • Website of the e-GMS provider. • Company's website (Indonesian and English).
		
05/07/2021	<p>Bukti iklan Pemanggilan Rapat kepada OJK.</p> <p>Proof of the advertisement for the invitation to the meeting to the OJK.</p>	<p>Surat No. BF.KR03.380</p> <p>Letter No. BF.KR03.380</p>
30/08/2021	<p>Iklan Ringkasan Risalah Rapat kepada Pemegang Saham melalui 1 (satu) surat kabar harian berbahasa Indonesia dan berperedaran nasional dan situs <i>web</i>.</p> <p>Advertisement of Summary of Minutes of Meeting to Shareholders through 1 (one) daily newspaper in the Indonesian language with national circulation and website.</p>	<ul style="list-style-type: none"> • Kontan. • Situs <i>web</i> BEI dan OJK. • Situs <i>web</i> penyedia <i>e-RUPS</i>. • Situs <i>web</i> Perseroan (Bahasa Indonesia dan Bahasa Inggris). • Kontan. • IDX and OJK websites. • Website of the e-GMS provider. • Company's website (Indonesian and English).

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 27 Agustus 2021
Table of Compliance Fulfillment for the Extraordinary GMS on August 27, 2021

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
		
30/08/2021	Bukti iklan Ringkasan Risalah Rapat kepada OJK. Proof of advertisement of Summary of Minutes of Meeting to OJK.	Surat No. BF.KR03.425 Letter No. BF.KR03.425
10/09/2021	Risalah Rapat kepada OJK. Minutes of Meeting to OJK.	Surat No. BF.KR01.454 Letter No. BF.KR01.454

Mata Acara Rapat

Mata acara RUPS Luar Biasa Perseroan tanggal 27 Agustus 2021 adalah sebagai berikut:

Perubahan Susunan Pengurus Perseroan

Mata Acara RUPS Luar Biasa (Rapat) dipublikasikan dalam Iklan Pemanggilan. Dalam Iklan Pemanggilan Rapat, selain dipublikasikan Mata Acara Rapat, juga disebutkan Catatan Penting dan Tindakan Preventif Terhadap Penyebaran Virus COVID-19.

Sebagai langkah preventif dan/atau pencegahan penyebaran wabah COVID-19, Perseroan menghimbau Pemegang Saham untuk mengikuti arahan dari Pemerintah Republik Indonesia dengan melakukan *physical distancing*. Perseroan memfasilitasi penyelenggaraan Rapat sebagai berikut:

1. Perseroan tidak mengirimkan undangan tersendiri kepada Pemegang Saham karena Iklan Pemanggilan ini sudah merupakan undangan resmi.
2. Pemegang Saham yang berhak menghadiri dan diwakili dalam Rapat secara elektronik adalah para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan pada

Meeting Agenda

The agenda of the Company's Extraordinary GMS on August 27, 2021 are as follows:

Changes in the Composition of the Company's Management

The agenda for the Extraordinary GMS (Meeting) is published in the Invitation Advertisement. Apart from publishing the Meeting Agenda, Important Notes and Preventive Actions Against the Spread of the COVID-19 Virus are also mentioned in the Meeting Invitation Advertisement.

As a preventive measure and/or preventing the spread of the COVID-19 outbreak, the Company urges Shareholders to follow directions from the Government of the Republic of Indonesia by practicing physical distancing. The Company facilitates the holding of the following Meetings:

1. The Company does not send separate invitations to Shareholders because this Invitation Advertisement is already an official invitation.
2. Shareholders who are entitled to attend and be represented in the Meeting electronically are Shareholders whose names are recorded in the Company's Register of Shareholders on

- hari Rabu, 4 Agustus 2021, pukul 16.15 WIB, atau pemilik saldo rekening efek di Penitipan Kolektif PT Kustodian Sentral Efek Indonesia (KSEI) pada penutupan perdagangan saham pada hari Rabu, 4 Agustus 2021.
3. Memperhatikan Pedoman Pencegahan dan Pengendalian COVID-19 yang diterbitkan oleh Kementerian Kesehatan Republik Indonesia, Perseroan menghimbau Pemegang Saham untuk melakukan registrasi kehadiran secara elektronik melalui sistem *Electronic General Meeting System* KSEI (eASY.KSEI) atau memberikan kuasa kepada Biro Administrasi Efek (BAE) Perseroan yaitu PT Datindo Entrycom melalui fasilitas eASY.KSEI dengan prosedur sebagai berikut:
 - a. Pemegang Saham harus terlebih dahulu terdaftar dalam fasilitas Acuan Kepemilikan Sekuritas KSEI (AKSes KSEI) pada tautan <https://akses.ksei.co.id> yang disediakan oleh KSEI.
 - b. Bagi Pemegang Saham yang telah terdaftar, kuasa dapat diberikan dalam eASY.KSEI melalui situs *web* <https://easy.ksei.co.id>.
 - c. Dalam hal Pemegang Saham tidak dapat mengakses *System* KSEI (eASY.KSEI), Pemegang Saham dapat mengunduh Surat Kuasa yang terdapat dalam situs *web* Perseroan www.jasamarga.com untuk memberikan kuasa dan suaranya dalam Rapat.
 - d. Pemegang Saham dapat mendeklarasikan kuasa dan suaranya, mengubah penunjukan Penerima Kuasa dan/atau pilihan suara untuk Mata Acara Rapat, maupun mencabut kuasa, sejak tanggal Pemanggilan Rapat hingga selambat-lambatnya 1 (satu) hari kerja sebelum tanggal penyelenggaraan Rapat pada pukul 12:00 WIB.
 4. Proses registrasi bagi Pemegang Saham yang akan hadir secara elektronik dalam Rapat melalui eASY.KSEI agar memperhatikan hal-hal sebagai berikut:
 - a. Pemegang Saham tersebut di bawah ini harus melakukan registrasi kehadiran secara elektronik dalam eASY.KSEI pada tanggal pelaksanaan Rapat dari pukul 11.00 WIB s.d. 12.00 WIB:
 - 1) Pemegang Saham tipe individu lokal yang belum memberikan deklarasi kehadiran atau kuasa dalam eASY.KSEI hingga batas waktu yang ditentukan dan ingin menghadiri Rapat secara elektronik.
 - 2) Pemegang Saham tipe individu lokal yang telah memberikan deklarasi kehadiran, tetapi belum menetapkan pilihan suara dalam eASY.KSEI hingga batas waktu yang ditentukan dan ingin menghadiri Rapat secara elektronik.
- Wednesday, August 04, 2021, at 16:15 WIB or Owners of securities account balances in the Collective Custody of PT Kustodian Sentral Indonesian Securities (KSEI) at the close of stock trading on Wednesday, August 04, 2021.
3. Considering the COVID-19 Prevention and Control Guidelines issued by the Ministry of Health of the Republic of Indonesia, the Company urges Shareholders to register their attendance electronically through the KSEI Electronic General Meeting System (eASY.KSEI) or to authorize the Securities Administration Bureau (BAE). The Company, namely PT Datindo Entrycom through the eASY.KSEI facility with the following procedure:
 - a. Shareholders must first be registered in the KSEI Securities Ownership Reference facility (KSEI AKSes) at the <https://akses.ksei.co.id> link provided by KSEI.
 - b. For registered Shareholders, power of attorney can be given in eASY.KSEI through the website <https://easy.ksei.co.id>.
 - c. If the Shareholders cannot access the KSEI System (eASY.KSEI), they may download the Power of Attorney contained on the Company's website www.jasamarga.com to cast their power and vote in the Meeting.
 - d. Shareholders may declare their power of attorney and vote, change the appointment of the Proxy and/or vote choice for the Meeting Agenda, or revoke the power of attorney from the date of the Invitation to the Meeting until no later than 1 (one) working day before the date of the Meeting at 12:00 WIB.
 4. The registration process for Shareholders who will attend the Meeting electronically through eASY.KSEI is to pay attention to the following matters:
 - a. The shareholders listed below must register their attendance electronically in eASY.KSEI on the date of the Meeting from 11:00 WIB to 12:00 WIB:
 - 1) Local individual type Shareholders who have not provided a declaration of presence or power of attorney in eASY.KSEI until the specified time limit and wish to attend the meeting electronically.
 - 2) Local individual type Shareholder who has declared attendance but has not yet voted in eASY.KSEI until the specified time limit and wishes to attend the meeting electronically.

- 3) Penerima Kuasa dari Pemegang Saham yang telah memberikan kuasa kepada *Independent Representative* atau *Individual Representative*, tetapi belum menetapkan pilihan suara dalam eASY.KSEI hingga batas waktu yang ditentukan.
- 4) Penerima Kuasa dari Pemegang Saham yang telah memberikan kuasa kepada partisipan/*intermediary* (Bank Kustodian atau Perusahaan Efek) dan telah menetapkan pilihan suara dalam eASY.KSEI hingga batas waktu yang ditentukan.
- b. Pemegang Saham yang telah memberikan deklarasi kehadiran atau kuasa kepada *Independent Representative* atau *Individual Representative* dan telah menetapkan pilihan suara untuk Mata Acara Rapat dalam eASY.KSEI hingga batas waktu yang ditentukan, maka yang bersangkutan/Penerima Kuasanya tidak perlu melakukan registrasi kehadiran secara elektronik dalam eASY.KSEI.
- c. Keterlambatan atau kegagalan dalam proses registrasi secara elektronik dengan alasan apapun akan mengakibatkan Pemegang Saham atau Penerima Kuasanya tidak dapat menghadiri Rapat secara elektronik, serta kepemilikan sahamnya tidak diperhitungkan sebagai kuorum kehadiran.
5. Panduan pendaftaran, registrasi, penggunaan dan penjelasan lebih lanjut mengenai eASY.KSEI dan AKSes KSEI dapat dilihat di situs web KSEI dengan tautan <https://akses.ksei.co.id> dan <https://easy.ksei.co.id>, serta Tata Tertib Rapat di situs web Perseroan www.jasamarga.com.
6. Notaris dibantu dengan BAE Perseroan, akan melakukan pengecekan dan perhitungan suara dalam pengambilan keputusan Rapat atas Mata Acara Rapat, termasuk yang berdasarkan suara yang telah disampaikan oleh Pemegang Saham baik melalui fasilitas eASY.KSEI, maupun yang disampaikan dalam Rapat.
7. Bahan-bahan yang akan dibicarakan dalam Rapat telah tersedia dan dapat diperoleh di situs web Perseroan www.jasamarga.com sejak tanggal Pemanggilan.
8. Pihak-pihak yang sesuai dengan ketentuan harus hadir secara fisik dalam Rapat seperti Pemimpin Rapat, Direksi dan Dewan Komisaris, Notaris dan Lembaga Profesi Penunjang lainnya diwajibkan memiliki Surat Keterangan Uji Tes Rapid Antigen (non-reaktif) atau Tes Swab PCR (*negative*) COVID-19 yang diperoleh dari dokter rumah sakit, puskesmas atau klinik dengan tanggal pengambilan sampel 1 (satu) hari sebelum Rapat.
9. Demi alasan kesehatan dan dalam rangka mendukung upaya pencegahan dan pengendalian COVID-19, Perseroan:
 - a. Tidak menyediakan makanan dan minuman, dan cinderamata/tanda terima kasih; dan
- 3) Proxies from Shareholders who have given power of attorney to Independent Representatives or Individual Representatives but have not made a vote in eASY.KSEI until the specified time limit.
- 4) Proxy from the Shareholders who have given power of attorney to the participant/*intermediary* (Custodian Bank or Securities Company) and have determined the voting options in eASY.KSEI until the specified time limit.
- b. Shareholders who have provided a declaration of presence or power of attorney to the Independent Representative or Individual Representative and have determined the voting options for the Meeting Agenda in eASY.KSEI until the specified time limit, then the person concerned/his Proxy does not need to register attendance electronically in the eASY.KSEI.
- c. Delay or failure in the electronic registration process for any reason will result in the Shareholders or their Proxy not being able to attend the Meeting electronically, and their share ownership will not be counted as the attendance quorum.
5. Guidelines for registration, registration, use, and further explanation regarding eASY.KSEI and AKSes KSEI can be viewed on the KSEI website with links <https://akses.ksei.co.id> and <https://easy.ksei.co.id>, as well as the Meeting Rules on the Company's website www.jasamarga.com.
6. The Notary, assisted by the Company's Registrar, will check and count the votes in the decision-making of the Meeting on the Meeting Agenda, including those based on the votes submitted by the Shareholders either through the eASY.KSEI facility, or those submitted at the Meeting.
7. Materials to be discussed in the Meeting are available and can be obtained on the Company's website www.jasamarga.com from the Invitation date.
8. Parties that must be physically present at the Meeting, such as the Chairperson of the Meeting, the Board of Directors and the Board of Commissioners, Notaries and other Supporting Professional Institutions, are required to have a Certificate of Rapid Antigen Test (non-reactive) or PCR Swab Test (negative) COVID-19 obtained from hospital doctors, puskesmas or clinics with a sampling date of 1 (one) day before the Meeting.
9. For health reasons and to support efforts to prevent and control COVID-19, the Company:
 - a. Not providing food and drinks, and souvenirs/signs of gratitude; and

- b. Dapat mengumumkan kembali apabila terdapat perubahan dan/atau penambahan informasi terkait tata cara penyelenggaraan Rapat dengan mengacu pada kondisi dan perkembangan terkini terkait penanganan dan pengendalian terpadu untuk mencegah penyebaran maupun penularan COVID-19.

- b. May re-announce if there are changes and/or additional information regarding the procedures for holding the Meeting by referring to the latest conditions and developments related to integrated handling and control to prevent the spread and transmission of COVID-19.

Kehadiran Dewan Komisaris dan Direksi

Rapat dihadiri oleh seluruh Direksi dan Dewan Komisaris Perseroan secara fisik dan daring.

Kehadiran secara fisik:



Dewan Komisaris

Komisaris Utama/Komisaris Independen :

Yuswanda A. Temenggung

Wakil Komisaris Utama/Komisaris Independen :

Zulfan Lindan

Direksi

Direktur Utama : Subakti Syukur

Direktur Keuangan dan Manajemen Risiko :

Donny Aرسال

Kehadiran secara daring:



Dewan Komisaris

Komisaris : Anita Firmanti Eko Susetyowati

Komisaris : M. Roskanedi

Komisaris : Raja Erizman

Direksi

Direktur Operasi : Fitri Wiyanti

Direktur Bisnis : M. Agus Setiawan

Direktur Pengembangan Usaha : Arsal Ismail

Direktur Human Capital dan Transformasi :

Enkky Sasono Anas Wijaya

Penyelenggaraan RUPS Luar Biasa didukung oleh pihak independen dalam hal ini Konsultan Hukum, Notaris dan Biro Administrasi Efek (BAE). Selain itu, Kantor Akuntan Publik yang mengaudit Laporan Keuangan Perseroan dan Anak Perusahaan serta Laporan Keuangan Program Kemitraan dan Bina Lingkungan tahun buku 2020 juga hadir dalam RUPS Tahunan tersebut.

Pemimpin Rapat

Berdasarkan Keputusan Dewan Komisaris Perseroan No. KEP-067/VIII/2021 tanggal 18 Agustus 2021, Rapat dipimpin oleh Komisaris Utama/Komisaris Independen.

Attendance of the Board of Commissioners and Board of Directors

The Meeting was attended by the entire Board of Directors and Board of Commissioners of the Company physically and online.

Physical presence:



Board of Commissioners

President Commissioner/Independent

Commissioner: Yuswanda A. Temenggung

Vice President Commissioner/Independent

Commissioner: Zulfan Lindan

Board of Directors

President Director: Subakti Syukur

Director of Finance and Risk Management:

Donny Aرسال

Online presence:



Board of Commissioners

Commissioner: Anita Firmanti Eko Susetyowati

Commissioner: M. Roskanedi

Commissioner: Raja Erizman

Board of Directors

Director of Operations: Fitri Wiyanti

Director of Business: M. Agus Setiawan

Director of Business Development: Arsal Ismail

Director of Human Capital and Transformation:

Enkky Sasono Anas Wijaya

Independent parties support the holding of the Extraordinary GMS, in this case, Legal Consultants, Notaries, and the Securities Administration Bureau (BAE). In addition, the Public Accounting Firm, which audited the Financial Statements of the Company and its Subsidiaries and the Financial Statements of the Partnership and Community Development Program for the fiscal year 2020, was also present at the Annual GMS.

Meeting Leader

Based on the Decision of the Company's Board of Commissioners No. KEP-067/VIII/2021, dated August 18, 2021, the Meeting was chaired by the President Commissioner/Independent Commissioner.

Untuk memenuhi ketentuan Pasal 39 ayat (3) Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka (untuk selanjutnya disebut "POJK 15/2020") dan Anggaran Dasar Perseroan, Pimpinan Rapat menyampaikan Kondisi Umum Perseroan.

To comply with the provisions of Article 39 paragraph (3) of the Financial Services Authority Regulation No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company (in the future referred to as "POJK 15/2020") and the Company's Articles of Association, the Chairperson of the Meeting conveys the General Condition of the Company.

Tata Tertib

Tata Tertib Rapat tersedia di situs web Perseroan dan dibagikan kepada para Pemegang Saham dan Kuasa Pemegang Saham pada waktu memasuki ruangan Rapat.

Meeting Rules

The Meeting Rules are available on the Company's website and distributed to the Shareholders and the Shareholders' Proxies upon entering the Meeting room.

Untuk memenuhi ketentuan Pasal 39 ayat (2) dan (3) POJK 15/2020, pokok-pokok Tata Tertib, yaitu Tanya Jawab dan Pemungutan Suara, dibacakan pada saat Rapat.

To comply with the provisions of Article 39 paragraphs (2) and (3) of POJK 15/2020, the main points of the Code of Conduct, namely Questions and Answers and Voting, are read out at the Meeting.

Ketentuan Korum dan Kehadiran Pemegang Saham

Quorum Policy and Shareholders Attendance

Tabel Ketentuan Korum
Table of Quorum Policy

Mata Acara Meeting Agenda	Ketentuan Korum Quorum Policy
1	<p>Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham Seri A Dwiwarna dan Pemegang Saham lainnya yang bersama-sama mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan.</p> <p>The Meeting is valid and has the right to make valid and binding decisions if the Meeting is attended/represented by the Series A Dwiwarna Shareholder and other Shareholders who together represent more than (one half) of the total shares with valid voting rights issued by the Company.</p>

Rapat dihadiri oleh para Pemegang Saham dan/atau kuasa/wakil Pemegang Saham yang seluruhnya mewakili 5.954.728.340 saham termasuk di dalamnya Saham Seri A Dwiwarna atau merupakan 82,045% suara dari jumlah seluruh saham dengan hak suara yang sah yang dikeluarkan Perseroan sampai dengan hari Rapat, yaitu sejumlah 7.257.871.200 saham yang terdiri dari: 1 (satu) Saham Seri A Dwiwarna; dan 7.257.871.199 (tujuh miliar, dua ratus lima puluh tujuh juta, delapan ratus tujuh puluh satu ribu, seratus sembilan puluh sembilan) Saham Seri B dengan memperhatikan Daftar Pemegang Saham Perseroan per tanggal 4 Agustus 2021 pukul 16.15 WIB, karenanya ketentuan mengenai korum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas sebagaimana terakhir diubah dengan Undang-Undang No. 11 Tahun 2020 tentang Cipta Kerja serta Peraturan di bidang Pasar Modal, telah terpenuhi.

The Meeting was attended by Shareholders and/or their proxies/representatives of Shareholders who all represent 5,954,728,340 shares including Series A Dwiwarna Shares or constitute 82.045% of the votes of the total shares with valid voting rights issued by the Company up to the day of the Meeting, namely 7,257,871,200 shares consisting of 1 (one) Series A Dwiwarna Share; and 7,257,871,199 (seven billion, two hundred fifty-seven million, eight hundred seventy-one thousand, one hundred ninety-nine) Series B Shares. With due observance of the Company's Shareholders Register as of August 4, 2021, at 16:15 WIB, therefore, provisions regarding the quorum of attendance at the Meeting as stipulated in the Company's Articles of Association and Law no. 40 of 2007 concerning Limited Liability Companies as last amended by Law no. 11 of 2020 concerning Job Creation and Regulations in the Capital Market sector, have been fulfilled.

Tabel Jumlah Saham yang Hadir pada RUPS Luar Biasa Tanggal 27 Agustus 2021
Table of the Number of Shares Present at the Extraordinary GMS on August 27, 2021

Jumlah Saham Total Shares	Persentase (%) Percentage (%)
5.954.728.340 saham 5,954,728,340 shares	82,05%

Dengan demikian ketentuan mengenai korum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas serta Peraturan di bidang Pasar Modal, telah terpenuhi, dan Rapat adalah sah dan dapat mengambil keputusan keputusan yang sah dan mengikat para Pemegang Saham Perseroan untuk Mata Acara Rapat.

Perhitungan jumlah Pemegang Saham yang hadir atau terwakili di dalam Rapat dilakukan oleh Notaris dan hanya dilakukan 1 (satu) kali, yaitu sebelum Rapat dibuka oleh Pemimpin Rapat.

Tanya Jawab

Sebelum pengambilan keputusan Mata Acara Rapat, Pemimpin Rapat akan memberikan kesempatan kepada para Pemegang Saham atau Kuasa Pemegang Saham untuk mengajukan pertanyaan atau pendapatnya dalam Tanya Jawab.

Diberikan kesempatan bertanya atau menyampaikan pendapat untuk paling banyak 3 (tiga) penanya. Pertanyaan atau pendapat yang dapat diajukan hanya pada hal yang berkaitan dengan Mata Acara Rapat yang sedang dibicarakan.

Setiap penanya akan diminta untuk mengangkat tangan, dan kepada yang bersangkutan akan diberikan formulir untuk diisi dengan pertanyaan atau pendapatnya. Selanjutnya Petugas akan menyampaikan formulir tersebut kepada Pemimpin Rapat.

Pemimpin Rapat akan membacakan pertanyaan atau pendapat Pemegang Saham atau Kuasa Pemegang Saham, dan akan dijawab atau ditanggapi oleh Pemimpin Rapat atau pihak yang ditunjuk oleh Pemimpin Rapat.

Keputusan Rapat dan Pemungutan Suara

Setelah semua pertanyaan dijawab dan ditanggapi, dilakukan pengambilan keputusan. Semua keputusan Rapat diambil secara musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, dan ada Pemegang Saham atau Kuasa Pemegang Saham yang tidak menyetujui atau memberikan suara abstain, maka keputusan diambil dengan cara pemungutan suara secara elektronik melalui eASY.KSEI (e-Voting).

Therefore, the Meeting quorum attendance provision as stipulated in the Articles of Association of the Company and Law No. 40 of 2007 regarding Limited Liability Companies and Capital Market Regulations, have been fulfilled, and the Meeting is valid and can take legal decisions and bind the Company's Shareholders to the Meeting Agenda.

The calculation of total Shareholders attending or represented in the meeting is conducted by a Notary and is only performed 1 (one) time, which is before the Meeting Chairman opens the Meeting.

Question and Answer

Before deciding on the Meeting Agenda, the Chairperson of the Meeting will provide an opportunity for the Shareholders or the Proxy to ask questions or share opinions in the Question and Answer.

Given the opportunity to ask questions or express opinions for a maximum of 3 (three) questioners. Questions or opinions that can be submitted only on matters relating to the Meeting Agenda being discussed.

Each questioner will be asked to raise their hand, and the person concerned will be given a form to fill in with his/her question or opinion. The Officer will then submit the form to the Chairperson of the Meeting.

The Chairperson of the Meeting will read out the Shareholders' or the Proxy's questions or opinions. The questions or views will be answered or responded to by the Chairperson of the Meeting or the party appointed by the Chairperson of the Meeting.

Meeting Resolutions and Voting

After all questions are answered and responded to, a decision is made. All decisions of the Meeting are taken by deliberation to reach a consensus. Suppose a decision based on review for consensus is not reached, and there are Shareholders or the Proxy of Shareholders who do not approve or vote abstentions. In that case, the decision is taken through electronic voting through eASY.KSEI (e-Voting).

Tabel Pengambilan Keputusan
Table of Decision Making

Mata Acara Meeting Agenda	Pengambilan Keputusan Decision Making
1	<p>Keputusan Rapat diambil dengan pemungutan suara berdasarkan suara setuju lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat.</p> <p>Meeting decisions are taken by voting based on the affirmative vote of more than ½ (one half) of the total shares with valid voting rights present at the Meeting.</p>

Tiap pemegang 1 (satu) saham berhak mengeluarkan satu suara. Pemungutan suara berlangsung di eASY.KSEI pada menu *e-Meeting Hall*, sub menu *Live Broadcasting*. Pemegang Saham yang hadir atau memberikan kuasa secara elektronik dalam Rapat melalui eASY.KSEI, namun belum menetapkan pilihan suara, memiliki kesempatan untuk menyampaikan pilihan suaranya selama masa pemungutan suara dibuka melalui layar *e-Meeting Hall* di eASY.KSEI.

Apabila Pemegang Saham tidak memberikan pilihan suara untuk Mata Acara Rapat hingga batas waktu yang ditentukan, maka Pemegang Saham dianggap abstain. Suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas Pemegang Saham dan Kuasa Para Pemegang Saham yang mengeluarkan suara.

Setelah pemungutan suara, Notaris membacakan hasil pemungutan suara tersebut.

Mata Acara, Keputusan, Hasil Voting dan Tindak Lanjut Keputusan RUPS Luar Biasa

Rapat Perseroan dibuka pada pukul 14.27 WIB dan ditutup pada pukul 14.49 WIB.

Perseroan telah menunjuk Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., sebagai pihak independen untuk melakukan validasi suara dan menyusun minuta akta Rapat. Dalam Rapat tersebut telah diambil keputusan yaitu sebagaimana dituangkan dalam Akta Risalah Rapat tertanggal 27 Agustus 2021 No. 52, yang minuta aktanya dibuat oleh Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta, yang pada pokoknya adalah sebagai berikut:

Each holder of 1 (one) share has the right to cast one vote. Voting takes place at eASY.KSEI on the e-Meeting Hall menu, Live Broadcasting sub-menu. Shareholders who attend or provide power of attorney electronically at the Meeting through eASY.KSEI, but have not yet made their vote, could submit their vote during the voting period through the e-Meeting Hall screen at eASY.KSEI.

If the Shareholders do not vote for the Meeting Agenda until the specified time limit, the Shareholders are considered to abstain. The abstention vote is deemed to have cast the same vote as the majority vote of the Shareholders and the Proxy of the Shareholders who cast a vote.

After voting, the Notary will read out the results of the voting.

Agenda, Resolutions, Voting Results, and Follow-up to Extraordinary GMS Resolutions

The Company's Meeting opens at 14:27 WIB and closes at 14:49 WIB.

The Company has appointed a Notary, Ir. Nanette Cahyanie Handari Adi Warsito, S.H., as an independent party to validate votes and prepare minutes of the deed of the Meeting. In the Meeting, a decision was made, as stated in the Deed of Minutes of the Meeting dated August 27, 2021 No. 52, whose minutes of the deed was made by Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, which is as follows:

Mata Acara Rapat Pertama First Meeting Agenda	Perubahan Susunan Pengurus Perseroan. Changes in the Composition of the Company's Management.								
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Questions	Nihil None								
Pengambilan Keputusan Decision Making	<p>Dengan Pemungutan Suara With Voting</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Setuju Agree</th> <th style="width: 25%;">Tidak Setuju Disagree</th> <th style="width: 25%;">Abstain</th> <th style="width: 25%;">Total Suara Setuju Total Agree Vote</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">5.932.606.780 (99,63%)</td> <td style="text-align: center;">17.516.795 (0,29%)</td> <td style="text-align: center;">4.604.765 (0,08%)</td> <td style="text-align: center;">5.937.211.545 (99,71%)</td> </tr> </tbody> </table>	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote	5.932.606.780 (99,63%)	17.516.795 (0,29%)	4.604.765 (0,08%)	5.937.211.545 (99,71%)
Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote						
5.932.606.780 (99,63%)	17.516.795 (0,29%)	4.604.765 (0,08%)	5.937.211.545 (99,71%)						
Keputusan Decision	<p>1. Mengukuhkan pemberhentian dengan hormat nama-nama tersebut di bawah ini sebagai pengurus Perseroan:</p> <ol style="list-style-type: none"> 1) Sdr. Subakti Syukur sebagai Direktur Utama 2) Sdr. Eman Salman Arief sebagai Komisaris Independen yang diangkat masing-masing berdasarkan Keputusan RUPS Luar Biasa Tahun 2016 tanggal 29 Agustus 2016 jo. RUPS Tahunan Tahun Buku 2018 tanggal 6 Mei 2019 jo. RUPS Tahunan Tahun Buku 2019 tanggal 11 Juni 2020 dan Keputusan RUPS Tahunan Tahun Buku 2020 tanggal 27 Mei 2021, masing-masing terhitung sejak tanggal 27 Mei 2021 dan 2 Agustus 2021, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Pengurus Perseroan. <p>2. Mengangkat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan:</p> <ol style="list-style-type: none"> 1) Sdr. Subakti Syukur sebagai Direktur Utama terhitung sejak tanggal 27 Mei 2021; dan 2) Sdr. Yohanes Baptista Satya Sananugraha sebagai Komisaris terhitung sejak ditutupnya RUPSLB; dengan masa jabatan ketentuan Anggaran Dasar Perseroan serta memperhatikan peraturan perundang-undangan di bidang Pasar Modal, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. <p>3. Dengan adanya pengukuhan pemberhentian dan pengangkatan Pengurus Perseroan sebagaimana dimaksud pada angka 1 dan angka 2, maka susunan keanggotaan Dewan Komisaris dan Direksi Perseroan menjadi sebagai berikut:</p> <ol style="list-style-type: none"> a. Dewan Komisaris Komisaris Utama/Komisaris Independen : Yuswanda A. Temenggung Wakil Komisaris Utama/Komisaris Independen : Zulfan Lindan Komisaris : Anita Firmanti Eko Susetyowati Komisaris : Yohanes Baptista Satya Sananugraha Komisaris : M. Roskanedi Komisaris : Raja Erizman b. Direksi Direktur Utama : Subakti Syukur Direktur Keuangan dan Manajemen Risiko : Donny Arsal Direktur Bisnis : Mohamad Agus Setiawan Direktur Operasi : Fitri Wiyanti Direktur Pengembangan Usaha : Arsal Ismail Direktur Human Capital dan Transformasi : Enkky Sasono Anas Wijaya <p>1. Confirming the honorable dismissal of the following names as management of the Company:</p> <ol style="list-style-type: none"> 1) Mr. Subakti Syukur as President Director 2) Mr. Eman Salman Arief as Independent Commissioner which were appointed respectively based on Resolutions of Extraordinary General Meeting of Shareholders Year 2016 dated August 26, 2016 jo. Annual General Meeting of Shareholders for Financial Year 2018 dated May 06, 2019 jo. Annual General Meeting of Shareholders for Financial Year 2019 dated June 11, 2020 and Resolutions of Annual General Meeting of Shareholders for Financial Year 2020 dated May 27, 2021, each from the date of May 27, 2021 and August 02, 2021, with gratitude for energy and thoughts contribution while serving as Management of the Company. <p>2. To appoint the following names as the Company's Management:</p> <ol style="list-style-type: none"> 1) Mr. Subakti Syukur as President Director as of May 27, 2021; and 2) Mr. Yohanes Baptista Satya Sananugraha as Commissioner as of the EGMS closing; with the term of office of the provisions of the Company's Articles of Association and taking into account the laws and regulations in the Capital Market sector, and without prejudice to the right of the GMS to dismiss at any time. <p>3. With the confirmation of the Company management's dismissal and appointment as referred to in number 1 and number 2, the composition of the membership of the Board of Commissioners and Board of Directors of the Company is as follows:</p> <ol style="list-style-type: none"> a. Board of Commissioners President Commissioner/Independent Commissioner: Yuswanda A. Temenggung Vice President Commissioner/Independent Commissioner: Zulfan Lindan Commissioner: Anita Firmanti Eko Susetyowati Commissioner: Yohanes Baptista Satya Sananugraha Commissioner: M. Roskanedi Commissioner: Raja Erizman b. Directors President Director: Subakti Syukur Director of Finance and Risk Management: Donny Arsal Director of Business: Mohamad Agus Setiawan Director of Operations: Fitri Wiyanti Director of Business Development: Arsal Ismail Director of Human Capital and Transformation: Enkky Sasono Anas Wijaya 								

	<ol style="list-style-type: none"> 4. Anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 2 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi atau anggota Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut. 5. Memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan RUPSLB ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan Rapat.
Tindak Lanjut/Realisasi Follow-up/Realization	<ol style="list-style-type: none"> 4. Members of the Board of Directors and Board of Commissioners who are appointed as referred to in number 2 and still serve in other positions prohibited by laws and regulations from concurrently serving as members of the Board of Directors or members of the Board of Commissioners of State-Owned Enterprises, then the person concerned must resign or be dismissed from his position. 5. Granted power of attorney with substitution rights to the Board of Directors of the Company to declare what was decided by this EGMS in the form of a Notary Deed and appear before a Notary or authorized official, and make necessary adjustments or improvements if required by the competent authorities to implement the contents of the Meeting's resolutions. <ol style="list-style-type: none"> 1. Akta Pernyataan Keputusan Rapat No. 03 tanggal 07 September 2021 dibuat dihadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH., Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan Perubahan Data Perseroan dari Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM No. AHU-AH.01.03-0445305 tanggal 02 September 2021 dan telah didaftar dalam Daftar Perseroan No. AHU-0152576.AH.01.11.TAHUN 2021 tanggal 07 September 2021. 2. Keterbukaan Informasi sesuai Peraturan OJK No. 31/POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik dan Kewajiban Penyampaian Informasi sesuai Peraturan BEI No. I-E tanggal 19 Juli 2004, Perseroan telah menyampaikan perubahan susunan Pengurus Perseroan tersebut kepada OJK dan BEI pada tanggal 30 Agustus 2021, serta telah diunggah di situs web Perseroan www.jasamarga.com. <ol style="list-style-type: none"> 1. Deed of Statement of Meeting Resolutions No. 03 dated September 7, 2021 made before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, along with the Letter of Acceptance of Notification of Changes in Company Data from the Director General of General Legal Administration of the Ministry of Law and Human Rights No. AHU-AH.01.03-0445305 dated September 2, 2021 and has been registered in the Company Register No. AHU-0152576.AH.01.11.YEAR 2021, September 7, 2021. 2. Information Disclosure in accordance with OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Obligations to Submit Information in accordance with IDX Regulation No. I-E dated July 19, 2004, the Company has submitted the change in the composition of the Company's Management to OJK and IDX on August 30, 2021, and has uploaded it on the Company's website www.jasamarga.com.

RUPS Luar Biasa 2021 tanggal 22 Desember 2021

Pada tahun 2021, Perseroan menyelenggarakan RUPS Luar Biasa yang kedua pada tahun berjalan sebagai berikut:

Hari/tanggal : Rabu, 22 Desember 2021
Waktu : 14.50 WIB s.d. 15.05 WIB
Tempat : Mengakses fasilitas *Electronic General Meeting System* KSEI (eASY.KSEI) dalam tautan <https://akses.ksei.co.id/> yang disediakan oleh Kustodian Sentral Efek Indonesia (KSEI)

Rapat dilaksanakan secara elektronik sesuai Peraturan Otoritas Jasa Keuangan (POJK) No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan POJK No. 16/POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan Terbuka Secara Elektronik. Pemimpin Rapat, Notaris, dan Lembaga Profesi Penunjang berkoordinasi dalam rangka pelaksanaan Rapat secara elektronik di Ruang Transformasi, Gedung B, Kantor Pusat PT Jasa Marga (Persero) Tbk, Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550, Indonesia.

Extradinary GMS 2021 on December 22, 2021

In 2021, the Company held the second Extraordinary GMS in the current year as follows:

Day/date : Wednesday, December 22, 2021
Waktu : 14:50 WIB until 15:05 WIB
Place : Access the KSEI Electronic General Meeting System (eASY.KSEI) facility at the link <https://akses.ksei.co.id/> provided by the Indonesian Central Securities Depository (KSEI)

The meeting was held electronically in accordance with the Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company and POJK No. 16/POJK.04/2020 concerning the Electronic Implementation of the General Meeting of Shareholders of Public Companies. Meeting Leaders, Notaries, and Supporting Professional Institutions coordinate in order to conduct the Meeting electronically in the Transformation Room, Building B, PT Jasa Marga (Persero) Tbk Head Office, Taman Mini Indonesia Indah Toll Plaza, Jakarta 13550, Indonesia.

Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa tanggal 22 Desember 2021

Penyelenggaraan RUPS Luar Biasa (Rapat) tersebut telah melalui proses persiapan dan penyelenggaraan sesuai dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas Pasal 81, 82, dan 83 serta POJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.

Proses rencana dan pelaksanaan RUPS Luar Biasa tersebut telah tertuang dalam surat Perseroan yang telah disampaikan ke Otoritas Jasa Keuangan (OJK), publikasi iklan Pemberitahuan, Panggilan dan Pengumuman Ringkasan Risalah RUPS masing-masing pada 1 (satu) surat kabar berbahasa Indonesia yang berperedaran Nasional, situs web Bursa Efek Indonesia (BEI) dan Otoritas Jasa Keuangan (OJK), situs web penyedia e-RUPS dan situs web Perseroan dalam Bahasa Indonesia dan Bahasa Inggris, serta Risalah RUPS yang telah disampaikan ke OJK dengan detail sebagai berikut:

Compliance Fulfillment in the Extraordinary GMS on December 22, 2021

The holding of the Extraordinary GMS (Meeting) has gone through a preparation and implementation process following Law No. 40 of 2007 concerning Limited Liability Companies Articles 81, 82, and 83 and POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders of a Public Company.

The Extraordinary GMS planning and implementing process has been stated in the Company's letter, which has been submitted to The Financial Services Authority (OJK), The publication of advertisements for Notifications, Invitations and Announcements of the Summary of Minutes of the GMS in 2 (two) Indonesian-language newspapers with national circulation, respectively, The website of the Indonesia Stock Exchange (IDX) The Financial Services Authority (OJK), The website of the e-GMS provider, and The Company's website in Indonesian and English, The Minutes of the GMS, which have been submitted to the OJK with the following details:

Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 22 Desember 2021
Table of Compliance Fulfillment for the Extraordinary GMS on December 22, 2021

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
04/11/2021	Pemberitahuan Rencana Penyelenggaraan Rapat beserta Mata Acara Rapat kepada OJK. Notification of the Meeting Plan and Meeting Agenda to OJK	Surat No. BA.KR01.1327 Letter No. BA.KR01.1327
11/11/2021	Pengumuman Rapat kepada Pemegang Saham melalui situs web. Announcement of the Meeting to Shareholders via the website.	<ul style="list-style-type: none"> Situs web BEI dan OJK. Situs web penyedia e-RUPS. Situs web Perseroan (Bahasa Indonesia dan Bahasa Inggris). IDX and OJK websites. Website of the e-GMS provider. Company's website (Indonesian and English).




Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 22 Desember 2021
Table of Compliance Fulfillment for the Extraordinary GMS on December 22, 2021

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
11/11/2021	Bukti Pengumuman Rapat kepada OJK. Proof of announcement of Meeting Announcement to OJK.	Surat No. BF.KR01.565 Letter No. BF.KR01.565
26/11/2021	<p>Pemanggilan Rapat kepada Pemegang Saham melalui situs web. Meeting Invitation to Shareholders through the website.</p>	<ul style="list-style-type: none"> Situs web BEI dan OJK. Situs web penyedia e-RUPS. Situs web Perseroan (Bahasa Indonesia dan Bahasa Inggris). IDX and OJK websites. Website of the e-GMS provider. Company's website (Indonesian and English).
26/11/2021	Bukti Pemanggilan Rapat kepada OJK. Proof of invitation to the meeting to the OJK.	Surat No. BF.KR03.601 Letter No. BF.KR03.601
23/12/2021	<p>Ringkasan Risalah Rapat kepada Pemegang Saham melalui situs web. Summary of Minutes of Meeting to Shareholders via the website.</p>	<ul style="list-style-type: none"> Situs web BEI dan OJK. Situs web penyedia e-RUPS. Situs web Perseroan (Bahasa Indonesia dan Bahasa Inggris). IDX and OJK websites. Website of the e-GMS provider. Company's website (Indonesian and English).



Tabel Pemenuhan Kepatuhan Penyelenggaraan RUPS Luar Biasa Tanggal 22 Desember 2021
Table of Compliance Fulfillment for the Extraordinary GMS on December 22, 2021

Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Kegiatan Activity	Media Media
		
23/12/2021	Bukti Ringkasan Risalah Rapat kepada OJK. Proof of the summary of the minutes of meeting to the OJK	Surat No. BF.KR01.662 Letter No. BF.KR01.662
29/12/2021	Risalah Rapat kepada OJK. Minutes of meeting to the OJK.	Surat No. BF.KR01.674 Letter No. BF.KR01.674

Mata Acara Rapat

Mata acara RUPS Luar Biasa Perseroan tanggal 22 Desember 2021 adalah sebagai berikut:

Perubahan Susunan Pengurus Perseroan

Mata Acara RUPS Luar Biasa (Rapat) dipublikasikan dalam Iklan Pemanggilan. Dalam Iklan Pemanggilan Rapat, selain dipublikasikan Mata Acara Rapat, juga disebutkan bagaimana Perseroan memfasilitasi penyelenggaraan Rapat.

Perseroan memfasilitasi penyelenggaraan Rapat sebagai berikut:

1. Perseroan tidak mengirimkan undangan tersendiri kepada Pemegang Saham karena Iklan Pemanggilan ini sudah merupakan undangan resmi.
2. Pemegang Saham yang berhak menghadiri dan diwakili dalam Rapat secara elektronik adalah para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan pada hari Kamis, 25 November 2021, pukul 16:15 WIB,

Meeting Agenda

The agenda of the Company's Extraordinary GMS on December 22, 2021 are as follows:

Changes in the Company's Management

The agenda of the Extraordinary GMS (Meeting) is published in the Invitation Advertisement. In the Announcement of the Meeting, apart from publishing the Meeting Agenda, it is also stated how the Company facilitates the holding of the Meeting.

The Company facilitates the holding of the following Meetings:

1. The Company does not send separate invitations to Shareholders because this Invitation Advertisement is already an official invitation.
2. Shareholders who are entitled to attend and be represented in the Meeting electronically are Shareholders whose names are recorded in the Company's Register of Shareholders on Thursday, November 25, 2021, at 16:15 WIB Owners of

atau pemilik saldo rekening efek di Penitipan Kolektif PT Kustodian Sentral Efek Indonesia (KSEI) pada penutupan perdagangan saham pada hari Kamis, 25 November 2021.

3. Memperhatikan Pedoman Pencegahan dan Pengendalian COVID-19 yang diterbitkan oleh Kementerian Kesehatan Republik Indonesia, Perseroan menghimbau Pemegang Saham untuk melakukan registrasi kehadiran secara elektronik melalui sistem *Electronic General Meeting System* KSEI (eASY.KSEI) atau memberikan kuasa kepada Biro Administrasi Efek (BAE) Perseroan yaitu PT Datindo Entrycom melalui fasilitas eASY.KSEI dengan prosedur sebagai berikut:

- a. Pemegang Saham harus terlebih dahulu terdaftar dalam fasilitas Acuan Kepemilikan Sekuritas KSEI (AKSes KSEI) pada tautan <https://akses.ksei.co.id> yang disediakan oleh KSEI.
- b. Bagi Pemegang Saham yang telah terdaftar, kuasa dapat diberikan dalam eASY.KSEI melalui situs web <https://easy.ksei.co.id>.
- c. Dalam hal Pemegang Saham tidak dapat mengakses sistem KSEI (eASY.KSEI), Pemegang Saham dapat mengunduh Surat Kuasa yang terdapat dalam situs web Perseroan www.jasamarga.com untuk memberikan kuasa dan suaranya dalam Rapat.
- d. Pemegang Saham dapat mendeklarasikan kuasa dan suaranya, mengubah penunjukan Penerima Kuasa dan/atau pilihan suara untuk Mata Acara Rapat, maupun mencabut kuasa, sejak tanggal Pemanggilan Rapat hingga selambat-lambatnya 1 (satu) hari kerja sebelum tanggal penyelenggaraan Rapat pada pukul 12.00 WIB.

4. Proses registrasi bagi Pemegang Saham yang akan hadir secara elektronik dalam Rapat melalui eASY.KSEI agar memperhatikan hal-hal sebagai berikut:

- a. Pemegang Saham tersebut di bawah ini harus melakukan registrasi kehadiran secara elektronik dalam eASY.KSEI pada tanggal pelaksanaan Rapat dari pukul 11.00 WIB s.d. 14.00 WIB:
 - 1) Pemegang Saham tipe individu lokal yang belum memberikan deklarasi kehadiran atau kuasa dalam eASY.KSEI hingga batas waktu yang ditentukan dan ingin menghadiri Rapat secara elektronik.
 - 2) Pemegang Saham tipe individu lokal yang telah memberikan deklarasi kehadiran, tetapi belum menetapkan pilihan suara dalam eASY.KSEI hingga batas waktu yang ditentukan dan ingin menghadiri Rapat secara elektronik.

securities account balances in the Collective Custody of PT Kustodian Sentral Indonesian Securities (KSEI) at the close of stock trading on Thursday, November 25, 2021.

3. Considering the COVID-19 Prevention and Control Guidelines issued by the Ministry of Health of the Republic of Indonesia, the Company urges Shareholders to register their attendance electronically through the KSEI Electronic General Meeting System (eASY.KSEI) or to authorize the Securities Administration Bureau (BAE). The Company, namely PT Datindo Entrycom through the eASY.KSEI facility with the following procedure:

- a. Shareholders must first be registered in the KSEI Securities Ownership Reference facility (KSEI AKSes) at the <https://akses.ksei.co.id> link provided by KSEI.
- b. For registered Shareholders, power of attorney can be given in eASY.KSEI through the website <https://easy.ksei.co.id>.
- c. If the Shareholders cannot access the KSEI System (eASY.KSEI), they may download the Power of Attorney contained on the Company's website www.jasamarga.com to cast their power and vote in the Meeting.
- d. Shareholders may declare their power of attorney and vote, change the appointment of the Proxy and/or vote choice for the Meeting Agenda, or revoke the power of attorney from the date of the Invitation to the Meeting until no later than 1 (one) working day before the date of the Meeting at 12:00 WIB.

4. The registration process for Shareholders who will attend the Meeting electronically through eASY.KSEI is to pay attention to the following matters:

- a. The shareholders listed below must register their attendance electronically in eASY.KSEI on the date of the Meeting from 11:00 WIB to 14:00 WIB:
 - 1) Local individual type Shareholders who have not provided a declaration of presence or power of attorney in eASY.KSEI until the specified time limit and wish to attend the meeting electronically.
 - 2) Local individual type Shareholder who has declared attendance but has not yet voted in eASY.KSEI until the specified time limit and wishes to attend the meeting electronically.

- 3) Penerima Kuasa dari Pemegang Saham yang telah memberikan kuasa kepada *Independent Representative* atau *Individual Representative*, tetapi belum menetapkan pilihan suara dalam eASY.KSEI hingga batas waktu yang ditentukan.
 - 4) Penerima Kuasa dari Pemegang Saham yang telah memberikan kuasa kepada partisipan/*intermediary* (Bank Kustodian atau Perusahaan Efek) dan telah menetapkan pilihan suara dalam eASY.KSEI hingga batas waktu yang ditentukan.
- b. Pemegang Saham yang telah memberikan deklarasi kehadiran atau kuasa kepada *Independent Representative* atau *Individual Representative* dan telah menetapkan pilihan suara untuk Mata Acara Rapat dalam eASY.KSEI hingga batas waktu yang ditentukan, maka yang bersangkutan/Penerima Kuasanya tidak perlu melakukan registrasi kehadiran secara elektronik dalam eASY.KSEI.
 - c. Keterlambatan atau kegagalan dalam proses registrasi secara elektronik dengan alasan apapun akan mengakibatkan Pemegang Saham atau Penerima Kuasanya tidak dapat menghadiri Rapat secara elektronik, serta kepemilikan sahamnya tidak diperhitungkan sebagai kuorum kehadiran.
5. Panduan pendaftaran, registrasi, penggunaan dan penjelasan lebih lanjut mengenai eASY.KSEI dan AKSes KSEI dapat dilihat di situs *web* KSEI dengan tautan <https://akses.ksei.co.id> dan <https://easy.ksei.co.id>, serta Tata Tertib Rapat di situs *web* Perseroan www.jasamarga.com.
 6. Notaris dibantu dengan BAE Perseroan, akan melakukan pengecekan dan perhitungan suara dalam pengambilan keputusan Rapat atas Mata Acara Rapat, termasuk yang berdasarkan suara yang telah disampaikan oleh Pemegang Saham baik melalui fasilitas eASY.KSEI, maupun yang disampaikan dalam Rapat.
 7. Bahan-bahan yang akan dibicarakan dalam Rapat telah tersedia dan dapat diperoleh di situs *web* Perseroan www.jasamarga.com sejak tanggal Pemanggilan.
 8. Pihak-pihak yang sesuai dengan ketentuan harus hadir secara fisik dalam Rapat seperti Pemimpin Rapat, Direksi dan Dewan Komisaris, Notaris dan Lembaga Profesi Penunjang lainnya diwajibkan memiliki Surat Keterangan Uji Tes Rapid Antigen (non-reaktif) atau Tes Swab PCR (*negative*) COVID-19 yang diperoleh dari dokter rumah sakit, puskesmas atau klinik dengan tanggal pengambilan sampel 1 (satu) hari sebelum Rapat.
 9. Demi alasan kesehatan dan dalam rangka mendukung upaya pencegahan dan pengendalian COVID-19, Perseroan:
 - 3) Proxies from Shareholders who have given power of attorney to Independent Representatives or Individual Representatives but have not made a vote in eASY.KSEI until the specified time limit.
 - 4) Proxy from the Shareholders who have given power of attorney to the participant/intermediary (Custodian Bank or Securities Company) and have determined the voting options in eASY.KSEI until the specified time limit.
- b. Shareholders who have provided a declaration of presence or power of attorney to the Independent Representative or Individual Representative and have determined the voting options for the Meeting Agenda in eASY.KSEI until the specified time limit, then the person concerned/his Proxy does not need to register attendance electronically in the eASY.KSEI.
 - c. Delay or failure in the electronic registration process for any reason will result in the Shareholders or their Proxy not being able to attend the Meeting electronically, and their share ownership will not be counted as the attendance quorum.
5. Guidelines for registration, registration, use, and further explanation regarding eASY.KSEI and AKSes KSEI can be viewed on the KSEI website with links <https://akses.ksei.co.id> and <https://easy.ksei.co.id>, as well as the Meeting Rules on the Company's website www.jasamarga.com.
 6. The Notary, assisted by the Company's Registrar, will check and count the votes in the decision-making of the Meeting on the Meeting Agenda, including those based on the votes submitted by the Shareholders either through the eASY.KSEI facility, or those submitted at the Meeting.
 7. Materials to be discussed in the Meeting are available and can be obtained on the Company's website www.jasamarga.com from the Invitation date.
 8. Parties that must be physically present at the Meeting, such as the Chairperson of the Meeting, the Board of Directors and the Board of Commissioners, Notaries and other Supporting Professional Institutions, are required to have a Certificate of Rapid Antigen Test (non-reactive) or PCR Swab Test (*negative*) COVID-19 obtained from hospital doctors, puskesmas or clinics with a sampling date of 1 (one) day before the Meeting.
 9. For health reasons and to support efforts to prevent and control COVID-19, the Company:
 - 3) Proxies from Shareholders who have given power of attorney to Independent Representatives or Individual Representatives but have not made a vote in eASY.KSEI until the specified time limit.
 - 4) Proxy from the Shareholders who have given power of attorney to the participant/intermediary (Custodian Bank or Securities Company) and have determined the voting options in eASY.KSEI until the specified time limit.

- a. Tidak menyediakan makanan dan minuman, dan cinderamata/tanda terima kasih; dan
- b. Dapat mengumumkan kembali apabila terdapat perubahan dan/atau penambahan informasi terkait tata cara penyelenggaraan Rapat dengan mengacu pada kondisi dan perkembangan terkini terkait penanganan dan pengendalian terpadu untuk mencegah penyebaran maupun penularan COVID-19.

- a. Not providing food and drinks, and souvenirs/signs of gratitude; and
- b. May re-announce if there are changes and/or additional information regarding the procedures for holding the Meeting by referring to the latest conditions and developments related to integrated handling and control to prevent the spread and transmission of COVID-19.

Kehadiran Dewan Komisaris dan Direksi

Rapat dihadiri oleh seluruh Direksi dan Dewan Komisaris Perseroan secara fisik dan daring.

Kehadiran secara fisik:



Direksi

Direktur Utama : Subakti Syukur
Direktur Bisnis : M. Agus Setiawan

Dewan Komisaris

Komisaris Utama/Komisaris Independen :
Yuswanda A. Temenggung
Komisaris : Anita Firmanti Eko Susetyowati

Kehadiran secara fisik:



Direksi

Direktur Operasi : Fitri Wiyanti
Direktur Pengembangan Usaha : Arsal Ismail :
Direktur Human Capital dan Transformasi :
Enkky Sasono A. W.

Dewan Komisaris

Komisaris : M. Roskanedi
Komisaris : Raja Erizman

Penyelenggaraan RUPS Luar Biasa didukung oleh pihak independen dalam hal ini Konsultan Hukum, Notaris dan Biro Administrasi Efek (BAE).

Pemimpin Rapat

Berdasarkan Keputusan Dewan Komisaris Perseroan No. KEP-109/XI/2021 tanggal 30 November 2021, Rapat dipimpin oleh Komisaris Utama/Komisaris Independen.

Untuk memenuhi ketentuan Pasal 39 ayat (3) Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham

Attendance of the Board of Commissioners and Board of Directors

The meeting was attended by the entire Board of Directors and Board of Commissioners of the Company physically and online.

Physical presence:



Board of Directors

President Director : Subakti Syukur
Director of Business : M. Agus Setiawan

Board of Commissioners

President Commissioner/Independent Commissioner :
Yuswanda A. Temenggung
Commissioner : Anita Firmanti Eko Susetyowati

Online presence:



Board of Directors

Director of Operations : Fitri Wiyanti
Director of Business Development : Arsal Ismail
Director of Human Capital and Transformation :
Enkky Sasono A. W.

Board of Commissioners

Commissioner : M. Roskanedi
Commissioner : Raja Erizman

Independent parties support the holding of the Annual GMS, in this case, Legal Consultants, Notaries, and the Securities Administration Bureau (BAE).

Meeting Leader

Based on the Decision of the Company's Board of Commissioners No. KEP-109/XI/2021 dated November 30, 2021, the Meeting was chaired by the President Commissioner/Independent Commissioner.

To comply with the provisions of Article 39 paragraph (3) of the Financial Services Authority Regulation No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting

Perusahaan Terbuka (untuk selanjutnya disebut "POJK 15/2020") dan Anggaran Dasar Perseroan, Pemimpin Rapat menyampaikan Kondisi Umum Perseroan.

of Shareholders of a Public Company (starting now referred to as "POJK 15/2020") and the Company's Articles of Association, the Chairperson of the Meeting conveys the General Condition of the Company.

Tata Tertib

Tata Tertib Rapat tersedia di situs web Perseroan dan dibagikan kepada para Pemegang Saham dan Kuasa Pemegang Saham pada waktu memasuki ruangan Rapat.

Meeting Rules

The Meeting Rules are available on the Company's website and distributed to the Shareholders and the Shareholders' Proxies upon entering the Meeting room.

Untuk memenuhi ketentuan Pasal 39 ayat (2) dan (3) POJK 15/2020, pokok-pokok Tata Tertib, yaitu Tanya Jawab dan Pemungutan Suara, dibacakan pada saat Rapat.

To comply with the provisions of Article 39 paragraphs (2) and (3) of POJK 15/2020, the main points of the Meeting Rules, namely Questions and Answers and Voting, are read out at the Meeting.

Ketentuan Korum dan Kehadiran Pemegang Saham

Quorum Policy and Shareholders Attendance

Tabel Ketentuan Korum
Table of Quorum Policy

Mata Acara Meeting Agenda	Ketentuan Korum Quorum Policy
1	<p>Rapat adalah sah dan berhak mengambil keputusan yang sah dan mengikat, apabila Rapat dihadiri/diwakili oleh Pemegang Saham Seri A Dwiwarna dan Pemegang Saham lainnya yang bersama-sama mewakili lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang telah dikeluarkan Perseroan.</p> <p>The Meeting is valid and has the right to make valid and binding decisions if the Meeting is attended/represented by the Series A Dwiwarna Shareholder and other Shareholders who together represent more than ½ (one half) of the total shares with valid voting rights issued by the Company.</p>

Rapat dihadiri oleh para Pemegang Saham dan/atau kuasa/wakil Pemegang Saham yang seluruhnya mewakili 5.968.935.337 saham termasuk di dalamnya Saham Seri A Dwiwarna atau merupakan 82,241% suara dari jumlah seluruh saham dengan hak suara yang sah yang dikeluarkan Perseroan sampai dengan hari Rapat, yaitu sejumlah 7.257.871.200 saham yang terdiri dari:

- 1 (satu) Saham Seri A Dwiwarna; dan
- 7.257.871.199 (tujuh miliar, dua ratus lima puluh tujuh juta, delapan ratus tujuh puluh satu ribu, seratus sembilan puluh sembilan) Saham Seri B.

The Meeting was attended by Shareholders and/or their proxies/representatives of Shareholders who all represent 5,968,935,337 shares including Series A Dwiwarna Shares or constitute 82.241% of the total votes with valid voting rights issued by the Company up to the day of the Meeting, namely 7,257,871,200 shares consisting of:

- 1 (one) Series A Dwiwarna Share; and
- 7,257,871,199 (seven billion, two hundred fifty seven million, eight hundred seventy one thousand, one hundred and ninety nine) Series B Shares.

Dengan memperhatikan Daftar Pemegang Saham Perseroan per tanggal 25 November 2021 pukul 16:15 WIB, karenanya ketentuan mengenai korum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang Undang No. 40 tahun 2007 tentang Perseroan Terbatas sebagaimana terakhir diubah dengan Undang Undang No. 11 Tahun 2020 tentang Cipta Kerja serta Peraturan di bidang Pasar Modal, telah terpenuhi.

With due observance of the Register of Shareholders of the Company as of November 25, 2021 at 16:15 WIB, therefore the provisions regarding the quorum of attendance at the Meeting as stipulated in the Company's Articles of Association and Law No. 40 of 2007 concerning Limited Liability Companies as last amended by Law No. 11 of 2020 concerning Job Creation and Regulations in the Capital Market sector, have been fulfilled.

Tabel Jumlah Saham yang Hadir pada RUPS Luar Biasa Tanggal 22 Desember 2021
Table of the Number of Shares Present at Extraordinary GMS on December 22, 2021

Jumlah Saham Total Shares	Persentase (%) Percentage (%)
5.968.935.337 saham/shares	82,241%

Dengan demikian ketentuan mengenai korum kehadiran dalam Rapat sebagaimana diatur dalam Anggaran Dasar Perseroan dan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas serta Peraturan di bidang Pasar Modal, telah terpenuhi, dan Rapat adalah sah dan dapat mengambil keputusan keputusan yang sah dan mengikat para Pemegang Saham Perseroan untuk Mata Acara Rapat.

Perhitungan jumlah Pemegang Saham yang hadir atau terwakili di dalam Rapat dilakukan oleh Notaris dan hanya dilakukan 1 (satu) kali, yaitu sebelum Rapat dibuka oleh Pemimpin Rapat.

Tanya Jawab

Sebelum pengambilan keputusan Mata Acara Rapat, Pemimpin Rapat akan memberikan kesempatan kepada para Pemegang Saham atau Kuasa Pemegang Saham untuk mengajukan pertanyaan atau pendapatnya dalam Tanya Jawab.

Diberikan kesempatan bertanya atau menyampaikan pendapat untuk paling banyak 3 (tiga) penanya. Pertanyaan atau pendapat yang dapat diajukan hanya pada hal yang berkaitan dengan Mata Acara Rapat yang sedang dibicarakan.

Setiap penanya akan diminta untuk mengangkat tangan, dan kepada yang bersangkutan akan diberikan formulir untuk diisi dengan pertanyaan atau pendapatnya. Selanjutnya Petugas akan menyampaikan formulir tersebut kepada Pemimpin Rapat.

Pemimpin Rapat akan membacakan pertanyaan atau pendapat Pemegang Saham atau Kuasa Pemegang Saham, dan akan dijawab atau ditanggapi oleh Pemimpin Rapat atau pihak yang ditunjuk oleh Pemimpin Rapat.

Keputusan Rapat dan Pemungutan Suara

Setelah semua pertanyaan dijawab dan ditanggapi, dilakukan pengambilan keputusan. Semua keputusan Rapat diambil secara musyawarah untuk mufakat.

Therefore, the Meeting quorum attendance provision as stipulated in the Articles of Association of the Company and Law No. 40 of 2007 regarding Limited Liability Companies and Capital Market Regulations, have been fulfilled, and the Meeting is valid and can take legal decisions and bind the Company's Shareholders to the Meeting Agenda.

The calculation of total Shareholders attending or represented in the meeting is conducted by a Notary and is only performed 1 (one) time, which is before the Meeting Chairman opens the Meeting.

Question and Answer

Before deciding on the Meeting Agenda, the Chairperson of the Meeting will provide an opportunity for the Shareholders or the Proxy to ask questions or share opinions in the Question and Answer.

Given the opportunity to ask questions or express opinions for a maximum of 3 (three) questioners. Questions or opinions that can be submitted only on matters relating to the Meeting Agenda being discussed.

Each questioner will be asked to raise their hand, and the person concerned will be given a form to fill in with his/her question or opinion. The Officer will then submit the form to the Chairperson of the Meeting.

The Chairperson of the Meeting will read out the Shareholders' or the Proxy's questions or opinions. The questions or views will be answered or responded to by the Chairperson of the Meeting or the party appointed by the Chairperson of the Meeting.

Meeting Resolutions and Voting

After all questions are answered and responded to, a decision is made. All decisions of the Meeting are taken by deliberation to reach a consensus.

Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, dan ada Pemegang Saham atau Kuasa Pemegang Saham yang tidak menyetujui atau memberikan suara abstain, maka keputusan diambil dengan cara pemungutan suara secara elektronik melalui eASY.KSEI (e-Voting).

Suppose a decision based on review for consensus is not reached, and there are Shareholders or the Proxy of Shareholders who do not approve or vote abstentions. In that case, the decision is taken through electronic voting through eASY.KSEI (e-Voting).

Tabel Pengambilan Keputusan
Table of Decision Making

Mata Acara Meeting Agenda	Pengambilan Keputusan Decision Making
1	Keputusan Rapat diambil dengan pemungutan suara berdasarkan suara setuju lebih dari ½ (satu per dua) bagian dari jumlah seluruh saham dengan hak suara yang sah yang hadir dalam Rapat. Meeting decisions are taken by voting based on the affirmative vote of more than ½ (one half) of the total shares with valid voting rights present at the Meeting.

Tiap pemegang 1 (satu) saham berhak mengeluarkan satu suara. Pemungutan suara berlangsung di eASY.KSEI pada menu *e-Meeting Hall*, sub menu *Live Broadcasting*. Pemegang Saham yang hadir atau memberikan kuasa secara elektronik dalam Rapat melalui eASY.KSEI, namun belum menetapkan pilihan suara, memiliki kesempatan untuk menyampaikan pilihan suaranya selama masa pemungutan suara dibuka melalui layar *e-Meeting Hall* di eASY.KSEI.

Each holder of 1 (one) share has the right to cast one vote. Voting takes place at eASY.KSEI on the e-Meeting Hall menu, Live Broadcasting sub-menu. Shareholders who attend or provide power of attorney electronically at the Meeting through eASY.KSEI, but have not yet made their vote, could submit their vote during the voting period through the e-Meeting Hall screen at eASY.KSEI.

Apabila Pemegang Saham tidak memberikan pilihan suara untuk Mata Acara Rapat hingga batas waktu yang ditentukan, maka Pemegang Saham dianggap abstain. Suara abstain dianggap mengeluarkan suara yang sama dengan suara mayoritas Pemegang Saham dan Kuasa Para Pemegang Saham yang mengeluarkan suara.

If the Shareholders do not vote for the Meeting Agenda until the specified time limit, the Shareholders are considered to abstain. The abstention vote is deemed to have cast the same vote as the majority vote of the Shareholders and the Proxy of the Shareholders who cast a vote.

Setelah pemungutan suara, Notaris membacakan hasil pemungutan suara tersebut.

After voting, the Notary will read out the results of the voting.

Mata Acara, Keputusan, Hasil Voting dan Tindak Lanjut Keputusan RUPS Luar Biasa

Agenda, Resolutions, Voting Results, and Follow-up to Extraordinary GMS Resolutions

Rapat Perseroan dibuka pada pukul 14.50 WIB dan ditutup pada pukul 15.05 WIB.

The Company's Meeting opens at 14:50 WIB and closes at 15:05 WIB.

Perseroan telah menunjuk Notaris Ir. Nanette Cahyanie Handari Adi Warsito, SH. sebagai pihak independen untuk melakukan validasi suara dan menyusun minuta akta Rapat. Dalam Rapat tersebut telah diambil keputusan yaitu sebagaimana dituangkan dalam Akta Risalah Rapat Nomor 43 tanggal 22 Desember 2021, yang minuta aktanya dibuat oleh Ir. Nanette Cahyanie Handari Adi Warsito, SH., Notaris di Jakarta, yang pada pokoknya adalah sebagai berikut:

The Company has appointed a Notary, Ir. Nanette Cahyanie Handari Adi Warsito, SH., as an independent party to validate votes and prepare minutes of the deed of the Meeting. In the Meeting, a decision was made, as stated in the Deed of Minutes of the Meeting dated December 22, 2021 No.43, whose minutes of the deed was made by Ir. Nanette Cahyanie Handari Adi Warsito, SH., Notary in Jakarta, which is as follows:

Mata Acara Rapat Pertama First Meeting Agenda	Perubahan Susunan Pengurus Perseroan. Changes in the Composition of the Company's Management.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Disagree	Abstain	Total Suara Setuju Total Agree Vote
	5.530.604.247 (92,66%)	403.146.425 (6,75%)	35.184.665 (0,59%)	5.585.788.912 (93,25%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Mengukuhkan pemberhentian dengan hormat Sdr. Donny Arsal sebagai Direktur Keuangan dan Manajemen Risiko Perseroan yang diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2016 jo. Keputusan RUPS Tahunan Tahun Buku 2020 terhitung sejak tanggal 21 Desember 2021, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Direktur Keuangan dan Manajemen Risiko Perseroan. Memberhentikan dengan hormat nama-nama tersebut dibawah ini sebagai Anggota Direksi Perseroan <ol style="list-style-type: none"> Sdr. Enkky Sasono Anas Wijaya sebagai Direktur Direktur Human Capital dan Transformasi; Sdr. Arsal Ismail sebagai Direktur Pengembangan Usaha; yang diangkat masing-masing berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019 tanggal 11 Juni 2020 dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Anggota Direksi Perseroan. Mengalihkan tugas Sdr. Mohamad Agus Setiawan yang semula menjabat sebagai Direktur Bisnis menjadi Direktur Pengembangan Usaha, terhitung sejak ditutupnya RUPSLB dengan masa jabatan melanjutkan jabatan sebelumnya sesuai dengan ketentuan Anggaran Dasar Perseroan serta memperhatikan peraturan perundang-undangan di bidang Pasar Modal, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. Mengangkat nama-nama tersebut di bawah ini sebagai Pengurus Perseroan: <ol style="list-style-type: none"> Sdr. Ade Wahyu sebagai Direktur Keuangan dan Manajemen Risiko; Sdr. Reza Febriano sebagai Direktur Bisnis; dan Sdr. Bagus Cahya Arinta B. sebagai Direktur Human Capital dan Transformasi; masing-masing terhitung sejak ditutupnya RUPSLB dengan masa jabatan sesuai dengan ketentuan Anggaran Dasar Perseroan serta memperhatikan peraturan perundang-undangan di bidang Pasar Modal, dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. <ol style="list-style-type: none"> Confirm the honorable discharge of Donny Arsal as the Director of Finance and Risk Management of the Company, appointed based on Resolutions of Annual General Meeting of Shareholders for Financial Year 2016 jo. Resolutions of Annual General Meeting of Shareholders for Financial Year 2020 as of 21 December 2021, with gratitude for his contributions of energy and thoughts while serving as Company's Director of Finance and Risk Management. Honorably discharge the following names as the Members of the Company's Directors: <ol style="list-style-type: none"> Mr. Enkky Sasono Anas Wijaya as Director of Human Capital and Transformation; Mr. Arsal Ismail as Director Business Development; appointed based on Resolutions of Annual General Meeting of Shareholders for Financial Year 2019 dated 11 June 2020, with gratitude for their contributions of energy and thoughts while serving as Members of the Directors. Assign Mr. Mohamad Agus Setiawan who originally served as Director of Business to Director of Business Development, as of the closing of this Meeting with the term of office continuing from the previous position according to the provisions in Company's Articles of Association, with due observance of the laws and regulations in the Capital Market sector, and without prejudice to the right of the General Meeting of Shareholders to dismiss at any time. Appoint the following names as the Members of the Company's Directors: <ol style="list-style-type: none"> Mr. Ade Wahyu as Director of Finance and Risk Management; Mr. Reza Febriano as Director of Business; and Mr. Bagus Cahya Arinta B. as Director of Human Capital dan Transformation; as of the closing of this Meeting with the term of office according to the provisions in Company's Articles of Association, with due observance of the laws and regulations in the Capital Market sector, and without prejudice to the right of the General Meeting of Shareholders to dismiss at any time. 			

<p>Keputusan Rapat Meeting Decision</p>	<p>5. Dengan adanya pengukuhan pemberhentian dan pengangkatan Pengurus Perseroan sebagaimana dimaksud pada angka 1,2,3 dan 4, maka susunan keanggotaan Dewan Komisaris dan Direksi Perseroan menjadi sebagai berikut:</p> <p>a. Dewan Komisaris Komisaris Utama/Komisaris Independen : Yuswanda A. Temenggung Wakil Komisaris Utama/Komisaris Independen : Zulfan Lindan Komisaris : Anita Firmanti Eko Susetyowati Komisaris : Yohanes Baptista Satya Sananugraha Komisaris : M. Roskanedi Komisaris : Raja Erizman</p> <p>b. Direksi Direktur Utama : Subakti Syukur Direktur Operasi : Fitri Wiyanti Direktur Pengembangan Usaha: Mohamad Agus Setiawan Direktur Bisnis: Reza Febriano Direktur Keuangan dan Manajemen Risiko : Ade Wahyu Direktur Human Capital dan Transformasi : Bagus Cahya Arinta B.</p> <p>6. Anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 4 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi atau anggota Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.</p> <p>7. Memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan RUPSLB ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan Rapat.</p> <p>5. With the confirmation of dismissal, dismissal, assignment, and appointment of the Members of the Company's Directors as referred to in number 1, 2, 3, and 4, the composition of the Directors and Board of Commissioners of the Company are as follows:</p> <p>a. Board of Commissioners President Commissioner/Independent Commissioner : Yuswanda A. Tumenggung Vice President Commissioner/Independent Commissioner : Zulfan Lindan Commissioner : Anita Firmanti Eko Susetyowati Commissioner : Yohanes Baptista Satya Sananugraha Commissioner : M. Roskanedi Commissioner : Raja Erizman</p> <p>b. Board of Directors President Director : Subakti Syukur Director of Operations : Fitri Wiyanti Director of Business Development: Mohamad Agus Setiawan Director of Business: Reza Febriano Director of Finance and Risk Management : Ade Wahyu Director of Human Capital and Transformation : Bagus Cahya Arinta B.</p> <p>6. Members of the Directors appointed as referred to in number 4 who still hold other positions that are prohibited by regulations from being concurrent with the positions of members of the Directors of a State-Owned Enterprise, such person must resign or be dismissed from that position.</p> <p>7. Grant the power of attorney with substitution rights to the Directors of the Company to declare the resolution obtained in this Meeting in the form of a Notary Deed and faces a Notary or authorized official and make necessary adjustments or correction if required by the competent authorities for the purpose of carrying out this Meeting's resolution.</p>
<p>Tindak Lanjut/Realisasi Follow-up/Realization</p>	<p>1. Akta Pernyataan Keputusan Rapat No. 53 tanggal 24 Desember 2021 dibuat dihadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH., Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan Perubahan Data Perseroan dari Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM No. AHU-AH.01.03-0490971 tanggal 27 Desember 2021 dan telah didaftar dalam Daftar Perseroan No. AHU-0230110.AH.01.11.TAHUN 2021 tanggal 27 Desember 2021.</p> <p>2. Keterbukaan Informasi sesuai Peraturan OJK No. 31/POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik dan Kewajiban Penyampaian Informasi sesuai Peraturan BEI No. I-E tanggal 19 Juli 2004, Perseroan telah menyampaikan perubahan susunan Pengurus Perseroan tersebut kepada OJK dan BEI pada tanggal 23 Desember 2021, serta diunggah di situs web Perseroan www.jasamarga.com.</p> <p>1. Deed of Statement of Meeting Resolutions No. 53 dated December 24, 2021 made before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, along with the Letter of Acceptance of Notification of Changes in Company Data from the Director General of General Legal Administration of the Ministry of Law and Human Rights No. AHU-AH.01.03-0490971 dated December 27, 2021 and has been registered in the Company Register No. AHU-0230110.AH.01.11.YEAR 2021, December 27, 2021.</p> <p>2. Information Disclosure in accordance with OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and Obligations to Submit Information in accordance with IDX Regulation No. I-E dated July 19, 2004, the Company has submitted the change in the composition of the Company's Management to OJK and IDX on December 23, 2021, and uploaded it on the Company's website www.jasamarga.com.</p>

HASIL KEPUTUSAN RUPS TAHUN 2020

Results of the 2020 GMS Resolutions

Pada tahun 2020, Jasa Marga menyelenggarakan 1 (kali) RUPS Tahunan pada tanggal 11 Juni 2020 dan tidak menyelenggarakan RUPS Luar Biasa. Seluruh keputusan dari rapat tersebut telah ditidakanjuti seluruhnya.

In 2020, Jasa Marga held 1 (time) Annual GMS on June 11, 2020 and did not hold an Extraordinary GMS. All decisions from the meeting have been followed up entirely.

RUPS TAHUNAN 2020

Annual GMS 2020

Hasil Keputusan RUPS Tahunan 2020

Results of the Annual 2020 GMS Resolutions

Mata Acara Rapat Pertama First Meeting Agenda	Persetujuan Laporan Tahunan Perseroan Mengenai Keadaan dan Jalannya Perseroan Selama Tahun Buku 2019, Termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Selama Tahun Buku 2019 dan Pengesahan Laporan Keuangan Perseroan Tahun Buku 2019. Approval on the Company's Annual Report Regarding Condition and Operations of the Company in Fiscal Year 2019, Including the Board of Commissioners Supervisory Duty Implementation Report for Fiscal Year 2019 and Ratification of the Company's Financial Statements for Fiscal Year 2019.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes
	6.231.214.314	1.011.300	5.427.795	6.236.642.109 (99,98%)
Keputusan Rapat Meeting Decision	1. Menyetujui Laporan Tahunan Perseroan termasuk Laporan Tugas Pengawasan yang telah dilaksanakan oleh Dewan Komisaris untuk tahun buku 2019, dan mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2019 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja sebagaimana dimuat dalam laporannya No. 00702/2.1032/AU.1/06/1294-2/1/IV/2020 tanggal 17 April 2020 dengan pendapat wajar, dalam semua hal yang material. 2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada segenap anggota Direksi dan anggota Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2019, sejauh tindakan tersebut bukan merupakan tindak pidana dan tindakan tersebut tercermin dalam Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2019. 1. Approved the Company's Annual Report including Board of Commissioners Supervisory Duty Implementation Report for Fiscal Year 2019, and ratify the Company's Consolidated Financial Statements for the Fiscal Year 2019 as audited by Purwantono, Sungkoro & Surja's Public Accounting Firm (KAP) as contained in their report. No. 00702/2.1032/AU.1/06/1294-2/1/IV/2020 dated 17 April 2020 with a fair opinion, in all material respects. 2. Provide full responsibility release and discharge (<i>volledig acquit et de charge</i>) to all the Board of Directors and Board of Commissioners members for management and supervisory actions that have been carried out throughout the fiscal year 2019, as long as these actions are not proven as crimes and have been reflected in the Company's Consolidated Financial Statements Fiscal Year 2019.			
Tindak Lanjut/Realisasi Follow-up/Realization	-			

Mata Acara Rapat Kedua Second Meeting Agenda	Pengesahan Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019. Ratification of Partnership and Community Development Program Annual Report for Fiscal Year 2019.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes
	6.231.214.314	1.011.300	5.427.895	6.236.642.109 (99,98%)

Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Menyetujui dan mengesahkan Laporan Tahunan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk tahun 2019, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro & Surja sesuai Laporan No. 01019/2.1032/AU.2/06/1294-2/1/V/2020 tanggal 15 Mei 2020 dengan pendapat wajar dalam semua hal yang material. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada segenap anggota Direksi dan anggota Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2019, sejauh tindakan tersebut bukan merupakan tindak pidana dan tindakan tersebut tercermin dalam Laporan PKBL Tahun Buku 2019. <ol style="list-style-type: none"> Approve and ratify the Annual Report on Partnership and Community Development Program Implementation for 2019, which has been audited by the Public Accountant Firm (KAP) Purwanto, Sungkoro & Surja in accordance with Report No. 01019/2.1032/AU.2/06/1294-2/1/V/2020 dated 15 May 2020 with a fair opinion in all material respects. Provide full responsibility release and discharge (<i>volledig acquit et de charge</i>) to all members of the Board of Directors and members of the Board of Commissioners for management and supervisory actions that have been carried out during the 2019 financial year, as long as these actions are not criminal acts and these actions are reflected in the Report. PKBL for Fiscal Year 2019.
Tindak Lanjut/Realisasi Follow-up/Realization	-

Mata Acara Rapat Ketiga Third Meeting Agenda	Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2019. Stipulation of the use the Company's Net Profits for Fiscal Year 2019.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes
	6.225.492.535	7.609.419	4.551.455	6.230.043.990 (99,88%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Menetapkan penggunaan Laba Bersih Perseroan atau Laba Tahun Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk Tahun Buku 2019 sebesar Rp2.207.117.637.297 (dua triliun, dua ratus tujuh miliar, seratus tujuh belas juta, enam ratus tiga puluh tujuh ribu, dua ratus sembilan puluh tujuh Rupiah) sebagai berikut: <ol style="list-style-type: none"> Sebesar 5% atau senilai Rp110.355.881.865 (seratus sepuluh miliar, tiga ratus lima puluh lima juta, delapan ratus delapan puluh satu ribu, delapan ratus enam puluh lima Rupiah) ditetapkan sebagai dividen tunai dibagikan kepada pemegang saham yang akan dibayarkan dengan ketentuan sebagai berikut: <ul style="list-style-type: none"> Dividen bagian negara Republik Indonesia atas kepemilikan 70% saham atau senilai Rp77.249.117.305 (tujuh puluh tujuh miliar, dua ratus empat puluh sembilan juta, seratus tujuh belas ribu, tiga ratus lima Rupiah) akan disetorkan ke Kas Umum Negara. Atas kepemilikan 30% saham publik atau senilai Rp33.106.764.559 (tiga puluh tiga miliar, seratus enam juta, tujuh ratus enam puluh empat ribu, lima ratus lima puluh sembilan Rupiah) akan diberikan kepada Pemegang Saham sesuai dengan kepemilikannya masing-masing. Sebesar 95% atau Rp2.096.761.755.432 (dua triliun, sembilan puluh enam miliar, tujuh ratus enam puluh satu juta, tujuh ratus lima puluh lima ribu, empat ratus tiga puluh dua Rupiah) sebagai Saldo Laba yang belum ditentukan penggunaannya. Determine the use of the Company's Net Profits or Profits for the Year Attributable to the Owners of the Parent Entity for the 2019 Fiscal Year amounting to Rp2,207,117,637,297 (two trillion, two hundred seven billion, one hundred seventeen million, six hundred thirty-seven thousand, two hundred, ninety-seven Rupiah) as follows: <ol style="list-style-type: none"> 5% or Rp110,355,881,865 (one hundred ten billion, three hundred fifty-five million, eight hundred eighty-one thousand, eight hundred and sixty-five Rupiah) is determined as cash dividends distributed to shareholders to be paid with the following conditions following: <ul style="list-style-type: none"> Dividends from the state of the Republic of Indonesia for the ownership of 70% shares or amounting to Rp77,249,117,305 (seventy-seven billion, two hundred forty-nine million, one hundred seventeen thousand, three hundred and five Rupiah) will be deposited to the State General Treasury. The ownership of 30% public shares or the value of Rp33,106,764,559 (thirty three billion, one hundred six million, seven hundred sixty-four thousand, five hundred and fifty nine Rupiah) will be given to the Shareholders in accordance with their ownership. 95% or Rp2,096,761,755,432 (two trillion, ninety-six billion, seven hundred and sixty-one million, seven hundred and fifty-five thousand, four hundred and thirty-two Rupiah) as retained earnings, the use of which has not been determined. 			

Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Memberikan wewenang dan kuasa kepada Direksi Perseroan dengan hak substitusi untuk mengatur lebih lanjut mengenai tata cara dan pelaksanaan pembagian dividen tunai tersebut sesuai dengan ketentuan yang berlaku, termasuk melakukan pembulatan ke atas untuk pembayaran dividen per saham. Give authority and power to the Board of Directors of the Company with the right of substitution to further regulate the procedure and implementation of the cash dividend distribution in accordance with prevailing regulations, including making rounds up for the payment of dividends per share.
Tindak Lanjut/Realisasi Follow-up/Realization	<ul style="list-style-type: none"> Tata Cara Pembayaran Dividen Tunai Tahun Buku 2019 dipublikasikan pada Ringkasan Risalah Keputusan RUPS Tahunan melalui iklan di surat kabar harian Kontan dan Investor Daily pada tanggal 12 Juni 2020 dalam Bahasa Indonesia dan di situs web OJK dan BEI serta situs web Perseroan dalam Bahasa Indonesia dan Bahasa Inggris. Pembayaran dividen tahun buku 2019 dibagikan pada tanggal 10 Juli 2020. Procedures for Cash Dividend Payment for the 2019 Fiscal Year are published in the Summary of the Minutes of the Annual GMS through advertisements in the daily newspaper Kontan and Investor Daily on June 12, 2020 in Indonesian and on the OJK and IDX websites and the Company's website in Indonesian and Bahasa English. Dividend payments for the 2019 financial year will be distributed on July 10, 2020.

Mata Acara Rapat Keempat Fourth Meeting Agenda	Penunjukan Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Perseroan Tahun Buku 2020 dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020. Appointment of a Public Accountant Firm to Audit the Company's Financial Statements for the 2020 Financial Year and the Financial Statements for the Partnership and Community Development Program for the 2020 Financial Year.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes
	6.150.760.134	75.643.449	11.249.826	6.162.009.960 (98,79%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Menetapkan Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja, sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan (PKBL) untuk Tahun Buku 2020. Memberikan pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan lainnya yang wajar bagi KAP tersebut. Memberikan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan KAP pengganti dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna dalam hal KAP Purwantono, Sungkoro & Surja, karena sebab apapun, tidak dapat menyelesaikan audit Laporan Keuangan Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Program Bina Lingkungan untuk Tahun Buku 2020, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi KAP pengganti tersebut. Memberikan wewenang dan kuasa kepada Dewan Komisaris Perseroan menunjuk KAP dengan terlebih dahulu mendapatkan persetujuan tertulis Pemegang Saham Seri A Dwiwarna untuk melakukan audit atas Laporan Keuangan Konsolidasian Perseroan periode lainnya pada Tahun Buku 2020 untuk tujuan dan kepentingan Perseroan. <ol style="list-style-type: none"> To determine the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja, as a Public Accounting Firm that will audit the Company's Consolidated Financial Statements and Financial Statements for the Implementation of the Partnership and Community Development Program (PKBL) for the 2020 Financial Year. Give the delegation of authority and power to the Company's Board of Commissioners to determine the amount of fees for audit services, additional scope of work required and other reasonable requirements for the KAP. Give power to the Board of Commissioners of the Company to determine a replacement KAP by first obtaining written approval from the Series A Dwiwarna Shareholder in the event that KAP Purwantono, Sungkoro & Surja, for whatever reason, is unable to complete the audit of the Company's Financial Statements and Financial Statements of the Partnership Program Implementation and The Community Development Program for the 2020 Financial Year, including determining fees for audit services and other requirements for the replacement KAP. Giving authority and power to the Board of Commissioners of the Company to appoint KAP with prior written approval from the Series A Dwiwarna Shareholder to conduct an audit of the Company's other consolidated financial statements for the financial year 2020 for the purposes and interests of the Company. 			
Tindak Lanjut/Realisasi Follow-up/Realization	KAP Purwantono, Sungkoro & Surja melakukan pekerjaan dalam lingkup audit yang telah ditetapkan. KAP Purwantono, Sungkoro & Surja perform work within the predetermined audit scope.			

Mata Acara Rapat Kelima Fifth Meeting Agenda	Penetapan Tantiem Tahun Buku 2019, Gaji, Honorarium dan Tunjangan serta Fasilitas Lainnya bagi Anggota Direksi dan Dewan Komisaris Tahun 2020. Determination of tantiem for fiscal year 2019, salary, honorarium and allowances and other facilities for the Board of Directors and Board of Commissioners members in 2020.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes
	6.165.894.336	66.801.518	4.957.555	6.170.851.891 (98,93%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Memberikan wewenang dan kuasa kepada Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk tahun buku 2019, serta menetapkan honorarium, tunjangan, dan fasilitas bagi anggota Dewan Komisaris untuk tahun 2020. Memberikan wewenang dan kuasa kepada Dewan Komisaris dengan terlebih dahulu mendapatkan persetujuan tertulis dari Pemegang Saham Seri A Dwiwarna untuk menetapkan besarnya tantiem untuk tahun buku 2019, serta menetapkan gaji, tunjangan, dan fasilitas bagi anggota Direksi untuk tahun 2020. <ol style="list-style-type: none"> Delegate authority and attorney to the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2019 financial year, and determine the honorarium, allowances and facilities for members of the Board of Commissioners for 2020. Granting authority and power to the Board of Commissioners by first obtaining written approval from the Dwiwarna Series A Shareholder to determine the amount of tantiem for the 2019 financial year, as well as determine the salaries, allowances, and facilities for members of the Board of Directors in 2020. 			
Tindak Lanjut/Realisasi Follow-up/Realization	<p>Memperhatikan Keputusan RUPS Tahunan Jasa Marga tahun buku 2019 yang dilaksanakan tanggal 11 Juni 2020 serta berdasarkan surat Menteri BUMN No. S-24/Wk2.MBU.F/08/2020 tanggal 4 Agustus 2020 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk. Tahun 2020, Pemegang Saham Seri A Dwiwarna menyetujui penetapan penghasilan Direksi dan Dewan Komisaris tahun 2020 serta tantiem atas kinerja tahun buku 2019.</p> <p>Concerning the Resolution of Jasa Marga's Annual GMS for the financial year 2019 which was held on June 11, 2020 and based on the letter of the Minister of BUMN No. S-24/Wk2.MBU.F/08/2020 dated August 4, 2020 concerning Determination of Income for the Directors and Board of Commissioners of PT Jasa Marga (Persero) Tbk. In 2020, the Dwiwarna Series A Shareholder approved the determination of the remuneration of the Board of Directors and the Board of Commissioners in 2020 and bonuses for the performance of the 2019 financial year.</p>			

Mata Acara Rapat Keenam Sixth Meeting Agenda	Laporan Direksi Mengenai Realisasi Penggunaan Dana Hasil Penawaran Umum. Directors Report Regarding Realization of Use of Proceeds from Public Offering.
Keputusan Rapat Meeting Decision	<p>Mata Acara Rapat ini bersifat pelaporan, sehingga tidak dilakukan pengambilan keputusan.</p> <p>Direksi telah menyampaikan laporannya berkenaan dengan (i) Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum Saham (IPO) Tahun 2007 dan (ii) Laporan Penggunaan Dana Hasil Penawaran Umum Terbatas untuk Penambahan Modal dengan Memberikan Hak Memesan Efek Terlebih Dahulu I Tahun 2016 Perseroan periode Tahun Buku 2019.</p> <p>This Meeting Agenda is in the nature of reporting, so no decision making is made.</p> <p>The Board of Directors has submitted its report regarding (i) Report on Realization of Use of Proceeds from Public Offering of Shares (IPO) in 2007 and (ii) Report on Use of Proceeds from Limited Public Offering for Capital Increase by Providing Pre-emptive Rights I Year 2016 the Company for the Fiscal Year period 2019.</p>
Tindak Lanjut/Realisasi Follow-up/Realization	-

Mata Acara Rapat Ketujuh Seventh Meeting Agenda	Ratifikasi Peraturan Menteri Badan Usaha Milik Negara No. PER-08/MBU/12/2019 Tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara. Ratification of Minister for State-Owned Enterprises Regulation No. PER-08/MBU/12/2019 concerning General Guidelines for the Procurement of Goods and Services for State-Owned Enterprises.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes
	6.232.090.354	1.011.400	4.551.655	6.236.642.009 (99,98%)
Keputusan Rapat Meeting Decision	Menyetujui Pengukuhan Pemberlakuan Peraturan Menteri Badan Usaha Milik Negara No. PER-08/MBU/12/2019 tanggal 12 Desember 2019 tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa Badan Usaha Milik Negara, beserta perubahannya di kemudian hari. Approve the Affirmation of the Enactment of the Minister of State Owned Enterprises Regulation No. PER-08/MBU/12/2019 dated December 12, 2019 concerning General Guidelines for the Implementation of Procurement of Goods and Services for State-Owned Enterprises, along with changes at a later date.			
Tindak Lanjut/Realisasi Follow-up/Realization	Implementasi Peraturan tersebut di Perseroan. Implementation of these Regulations in the Company.			

Mata Acara Rapat Kedelapan Eighth Meeting Agenda	Perubahan Anggaran Dasar Perseroan. Amendments to the Company's Articles of Association.			
Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question	Nihil None			
Pengambilan Keputusan Decision Making	Dengan Pemungutan Suara With Voting			
	Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes
	5.798.220.922	439.024.767	407.720	5.798.628.642 (92,96%)
Keputusan Rapat Meeting Decision	<ol style="list-style-type: none"> Menyetujui perubahan Pasal 3 Anggaran Dasar Perseroan mengenai Maksud dan Tujuan serta Kegiatan Usaha. Menyetujui untuk menyusun kembali seluruh ketentuan dalam Anggaran Dasar sehubungan dengan perubahan sebagaimana dimaksud pada angka 1 keputusan tersebut di atas. Memberikan kuasa dan wewenang kepada Direksi dengan hak substitusi untuk melakukan segala tindakan yang diperlukan berkaitan dengan keputusan mata acara Rapat ini, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan pemberitahuan perubahan Anggaran Dasar, melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan, termasuk untuk mengadakan penambahan dan/atau perubahan dalam perubahan Anggaran Dasar tersebut jika hal tersebut dipersyaratkan oleh instansi yang berwenang. <ol style="list-style-type: none"> Approve amendment to Article 3 of the Company's Articles of Association regarding the Purpose and Objectives and Business Activities. Approve to rearrange all provisions in the Articles of Association in connection with the changes as referred to in number 1 of the decision above. Granting power and authority to the Board of Directors with the right of substitution to take all necessary actions in connection with the decisions on the agenda of this Meeting, including compiling and restating the entire Articles of Association in a Notary Deed and submitting them to the competent authorities for approval and/or sign. receipt of notification of amendments to the Articles of Association, do everything deemed necessary and useful for said purposes with nothing is excluded, including to make additions and/or changes to the amendments to the Articles of Association if it is required by the competent authority. 			
Tindak Lanjut/Realisasi Follow-up/Realization	Akta Pernyataan Keputusan Rapat No. 42 tanggal 15 Juni 2020 dibuat dihadapan Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notaris di Jakarta, berikut Persetujuan Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM melalui Keputusan No. AHU-0041856.AH.01.02.TAHUN 2020 tanggal 19 Juni 2020 dan telah didaftar dalam Daftar Perseroan No. AHU-0097160.AH.01.11.TAHUN 2020 tanggal 19 Juni 2020. Deed of Statement of Meeting Resolutions No. 42 dated June 15, 2020 drafted before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, following the approval of the Director General of General Legal Administration of the Ministry of Law and Human Rights through Decree No. AHU-0041856.AH.01.02.TAHUN 2020 dated June 19, 2020 and has been registered in the Company Register No. AHU-0097160.AH.01.11.TAHUN 2020 dated June 19, 2020.			

<p>Mata Acara Rapat Kesembilan Ninth Meeting Agenda</p>	<p>Perubahan Susunan Pengurus Perseroan. Changes in the Composition of the Company's Management of the Company.</p>											
<p>Jumlah Pemegang Saham yang Bertanya Total Shareholders Submitted Question</p>	<p>Nihil None</p>											
<p>Pengambilan Keputusan Decision Making</p>	<p>Dengan Pemungutan Suara With Voting</p> <table border="1" data-bbox="513 414 1441 504"> <thead> <tr> <th data-bbox="513 414 756 465">Setuju Agree</th> <th data-bbox="762 414 989 465">Tidak Setuju Not Agree</th> <th data-bbox="995 414 1222 465">Abstain</th> <th data-bbox="1228 414 1441 465">Total Suara Setuju Total Agree Votes</th> </tr> </thead> <tbody> <tr> <td data-bbox="513 474 756 504">6.137.128.816</td> <td data-bbox="762 474 989 504">26.126.173</td> <td data-bbox="995 474 1222 504">74.398.420</td> <td data-bbox="1228 474 1441 504">6.211.527.236 (99,58%)</td> </tr> </tbody> </table>				Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes	6.137.128.816	26.126.173	74.398.420	6.211.527.236 (99,58%)
Setuju Agree	Tidak Setuju Not Agree	Abstain	Total Suara Setuju Total Agree Votes									
6.137.128.816	26.126.173	74.398.420	6.211.527.236 (99,58%)									
<p>Keputusan Rapat Meeting Decision</p>	<ol style="list-style-type: none"> 1. Mengukuhkan pemberhentian dengan hormat Sdr. Alex Denni sebagai Direktur Human Capital dan Transformasi, yang diangkat berdasarkan Keputusan RUPS Luar Biasa Tahun 2018 tanggal 5 September 2018 jo RUPS Tahunan Tahun Buku 2018 tanggal 6 Mei 2019, terhitung sejak tanggal 3 Maret 2020, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota Direksi Perseroan. 2. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai anggota Direksi Perseroan. <ol style="list-style-type: none"> 1) Sdr. Desi Arryani sebagai Direktur Utama 2) Sdr. Adrian Priohutomo sebagai Direktur Pengembangan Usaha yang diangkat masing-masing berdasarkan Keputusan RUPS Luar Biasa Tahun 2016 tanggal 29 Agustus 2016 dan Keputusan RUPS Tahunan Tahun Buku 2017 tanggal 10 April 2018 jo Keputusan RUPS Tahunan Tahun Buku 2018 tanggal 06 Mei 2019, terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota-anggota Direksi Perseroan. 3. Mengalihkan penugasan Sdr. Subakti Syukur yang diangkat berdasarkan Keputusan RUPS Luar Biasa Tahun 2016 tanggal 30 Agustus 2016 jo Keputusan RUPS Tahunan Tahun Buku 2018 tanggal 06 Mei 2019, dari semula Direktur Operasi menjadi Direktur Utama, dengan masa jabatan meneruskan sisa masa jabatan sebagaimana Keputusan RUPS dimaksud. 4. Mengangkat nama-nama tersebut di bawah ini sebagai anggota Direksi Perseroan: <ol style="list-style-type: none"> 1) Sdr. Arsal Ismail sebagai Direktur Pengembangan Usaha 2) Sdr. Enkky Sasono Anas Wijaya sebagai Direktur Human Capital dan Transformasi 3) Sdr. Fitri Wiyanti sebagai Direktur Operasi. 5. Memberhentikan dengan hormat nama-nama tersebut di bawah ini sebagai anggota Dewan Komisaris Perseroan: <ol style="list-style-type: none"> 1) Sdr. Sapto Amal Damandari sebagai Komisaris Utama/Komisaris Independen 2) Sdr. Muhammad Sapta Murti sebagai Komisaris 3) Sdr. Vincentius Sonny Loho sebagai Komisaris Independen yang diangkat masing-masing berdasarkan Keputusan RUPS Luar Biasa Tahun 2018 tanggal 5 September 2018, Keputusan RUPS Tahunan Tahun Buku 2016 tanggal 30 Maret 2017, dan Keputusan RUPS Tahunan Tahun Buku 2017 tanggal 10 April 2018, terhitung sejak ditutupnya RUPS ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai Anggota Dewan Komisaris Perseroan. 6. Mengangkat nama-nama tersebut di bawah ini sebagai anggota Dewan Komisaris Perseroan: <ol style="list-style-type: none"> 1) Sdr. Yuswanda Arsyad Tumenggung sebagai Komisaris Utama/Komisaris Independen 2) Sdr. Zulfan Lindan sebagai Wakil Komisaris Utama/Komisaris Independen 3) Sdr. Adriansyah Chaniago sebagai Komisaris Independen <ol style="list-style-type: none"> 1. Confirming the dismissal with respect Mr. Alex Denni as Director of Human Capital and Transformation, who was appointed based on the resolution of the 2018 Extraordinary GMS dated September 5, 2018 in conjunction with the 2018 Annual General Meeting of Shareholders on May 6, 2019, starting from 3 March 2020, with gratitude for the contribution of energy and thoughts given during his tenure as a member of the Board of Directors. 2. To honorably dismiss the names listed below as members of the Company's Board of Directors. <ol style="list-style-type: none"> 1) Mrs. Desi Arryani as President Director 2) Mr. Adrian Priohutomo as Director of Business Development appointed respectively based on the Resolution of the Extraordinary GMS 2016 dated August 29, 2016 and the Resolution of the 2017 Annual GMS dated 10 April 2018 in conjunction with the Resolution of the 2018 Annual GMS dated 6 May 2019, as of the closing of this GMS, with thanks for contribution of energy and thoughts given during their tenure as the Board of Directors members. 3. Transferring Mr. Subakti Syukur, who was appointed based on the Resolution of the 2016 Extraordinary GMS dated August 30, 2016 in conjunction with the Resolution of the 2018 Annual GMS dated 6 May 2019, from the beginning as Director of Operations to President Director, with a term of office continuing the remaining term of office as referred to in the Resolution of the AGM. 4. To appoint the following persons as the Company's Board of Directors members: <ol style="list-style-type: none"> 1) Mr. Arsal Ismail as Director of Business Development 2) Mr. Enkky Sasono Anas Wijaya as Director of Human Capital and Transformation 3) Mr. Fitri Wiyanti as Director of Operations. 5. To honorably dismiss the names as follows as members of the Company's Board of Commissioners: <ol style="list-style-type: none"> 1) Mr. Sapto Amal Damandari as President Commissioner/Independent Commissioner 2) Mr. Muhammad Sapta Murti as Commissioner 3) Mr. Vincentius Sonny Loho as Independent Commissioner which were appointed based on the Resolution of the 2018 Extraordinary GMS dated September 5, 2018, the Resolution of the 2016 Annual GMS dated 30 March 2017, and the Resolution of the 2017 Annual GMS dated 10 April 2018, as of the closing of this GMS, with thanks for the contribution of energy and thoughts given during his tenure as a member of the Company's Board of Commissioners. 											

Keputusan Rapat
Meeting Decision

7. Masa Jabatan anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 4 dan angka 6, sesuai dengan ketentuan Anggaran Dasar Perseroan, dengan memperhatikan peraturan perundang-undangan di Bidang Pasar Modal dan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.
8. Dengan adanya pengukuhan pemberhentian, pemberhentian, pengalihan tugas dan pengangkatan anggota-anggota Direksi dan Dewan Komisaris sebagaimana dimaksud pada angka 1, angka 2, angka 3, angka 4, angka 5, dan angka 6 maka susunan keanggotaan Pengurus Perseroan menjadi sebagai berikut:
 - a. Dewan Komisaris
 - 1) Komisaris Utama/Komisaris Independen : Yuswanda Arsyad Tumenggung
 - 2) Wakil Komisaris Utama/Komisaris Independen : Zulfan Lindan
 - 3) Komisaris : Agus Suharyono
 - 4) Komisaris : Anita Firmanti Eko S.
 - 5) Komisaris : Sugihardjo
 - 6) Komisaris Independen : Adriansyah Chaniago
 - b. Direksi
 - 1) Direktur Utama : Subakti Syukur
 - 2) Direktur Keuangan : Donny Arsal
 - 3) Direktur Bisnis : Mohammad Sofyan
 - 4) Direktur Pengembangan Usaha : Arsal Ismail
 - 5) Direktur Human Capital dan Transformasi : Enkky Sasono Anas Wijaya
 - 6) Direktur Operasi : Fitri Wiyanti
9. Anggota-anggota Direksi dan Dewan Komisaris yang diangkat sebagaimana dimaksud pada angka 4 dan angka 6 yang masih menjabat pada jabatan lain yang dilarang oleh peraturan perundang-undangan untuk dirangkap dengan jabatan anggota Direksi atau Dewan Komisaris Badan Usaha Milik Negara, maka yang bersangkutan harus mengundurkan diri atau diberhentikan dari jabatannya tersebut.
10. Memberikan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan yang diputuskan RUPS ini dalam bentuk Akta Notaris serta menghadap Notaris atau pejabat yang berwenang, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan Rapat.
6. Appointed the following persons as the Board of Commissioners members:
 - 1) Mr. Yuswanda Arsyad Tumenggung as President Commissioner/Independent Commissioner
 - 2) Mr. Zulfan Lindan as Vice President Commissioner/Independent Commissioner
 - 3) Mr. Adriansyah Chaniago as Independent Commissioner
7. The terms of office of appointed of the Board of Directors and Board of Commissioners members referred to in number 4 and number 6, are in accordance with the provisions of the Company's Articles of Association, with due observance of the laws and regulations in the Capital Market Sector and without authority upon the GMS to administer incidental dismissal.
8. With the confirmation of dismissal, dismissal, assignment and appointment of members of the Board of Directors and the Board of Commissioners as referred to in number 1, number 2, number 3, number 4, number 5, and number 6, the membership composition of the Company's Management becomes as follows:
 - a. Board of Commissioners
 - 1) President Commissioner/Independent Commissioner: Yuswanda Arsyad Tumenggung
 - 2) Vice President Commissioner/Independent Commissioner: Zulfan Lindan
 - 3) Commissioner: Agus Suharyono
 - 4) Commissioner: Anita Firmanti Eko S.
 - 5) Commissioner: Sugihardjo
 - 6) Independent Commissioner: Adriansyah Chaniago
 - b. Board of Directors
 - 1) President Director: Subakti Syukur
 - 2) Director of Finance: Donny Arsal
 - 3) Director of Business: Mohammad Sofyan
 - 4) Director of Business Development: Arsal Ismail
 - 5) Director of Human Capital and Transformation: Enkky Sasono Anas Wijaya
 - 6) Director of Operations: Fitri Wiyanti
9. The Board of Directors and Board of Commissioners members who are appointed as referred to in number 4 and number 6 who are still serving in other positions prohibited by laws and regulations from concurrently serving as members of the Board of Directors or Board of Commissioners of State-Owned Enterprises, then the person concerned must resign or be dismissed from his position.
10. Provide power of attorney with substitution rights to the Company's Board of Directors to declare that the GMS has decided in the form of a Notary Deed and before the Notary or authorized official, and make adjustments or corrections as required by the competent party for the purposes of implementing the contents of the Meeting resolutions.

Tindak Lanjut/Realisasi
Follow-up/Realization

- Akta Pernyataan Keputusan Rapat No. 41 tanggal 15 Juni 2020 dibuat di hadapan Ir. Nanette Cahyanie Handari Adi Warsito, SH., Notaris di Jakarta, berikut Surat Penerimaan Pemberitahuan Perubahan Data Perseroan dari Direktur Jenderal Administrasi Hukum Umum Kementerian Hukum dan HAM No. AHU-AH.01.03-0251998 tanggal 17 Juni 2020 dan telah didaftarkan dalam Daftar Perseroan No. AHU-0095624.AH.01.11.TAHUN 2020 tanggal 17 Juni 2020.
- Keterbukaan Informasi sesuai Peraturan OJK No. 31/POJK.04/2015 tentang Keterbukaan Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik dan Kewajiban Penyampaian Informasi sesuai Peraturan BEI No. I-E tanggal 19 Juli 2004, Perseroan telah menyampaikan perubahan susunan Pengurus Perseroan tersebut kepada OJK dan BEI pada tanggal 15 Juni 2020, serta telah diunggah di situs web Perseroan www.jasamarga.com.
- Deed No. 41 dated June 15, 2020 made before Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Notary in Jakarta, along with the Letter of Acceptance for Notification of Changes to Company Data from the Director General of General Legal Administration of the Ministry of Law and Human Rights No. AHU-AH.01.03-0251998 dated 17 June 2020 and has been registered in the Company Register No. AHU-0095624.AH.01.11.TAHUN 2020 dated June 17, 2020.
- Information Disclosure in accordance with OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and the Obligation to Submit Information in accordance with IDX Regulation No. I-E dated 19 July 2004, the Company has submitted the changes to the composition of the Company's Management to the OJK and the IDX on June 15, 2020, and has been uploaded on the Company's website www.jasamarga.com.

RUPS LUAR BIASA 2020

Extraordinary GMS 2020

Selama tahun 2020, Perseroan tidak menyelenggarakan RUPS Luar Biasa.

In 2020, the Company didn't conduct Extraordinary GMS



DEWAN KOMISARIS BOARD OF COMMISSIONERS

Dewan Komisaris merupakan organ Perseroan yang melakukan pengawasan dan memberikan arahan kepada Direksi dalam menjalankan kepengurusan Perseroan. Di samping melaksanakan fungsi pengawasan, Dewan Komisaris juga turut melakukan pemantauan terhadap efektivitas implementasi GCG yang dilakukan Perseroan sesuai dengan Anggaran Dasar Perseroan.

The Board of Commissioners is an organ of the Company that supervises and provides direction to the Board of Directors in carrying out the management of the Company. In addition to carrying out the supervisory function, the Board of Commissioners also monitors the effectiveness of the GCG implementation carried out by the Company per the Company's Articles of Association.

PEDOMAN KERJA/PIAGAM DEWAN KOMISARIS Work Guidelines/BoC Charter

Dalam melaksanakan tugas dan fungsinya, Dewan Komisaris memiliki acuan kerja yang termuat dalam Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) yang ditandatangani oleh Dewan Komisaris dan Direksi. *Board Manual* menjadi acuan Dewan Komisaris dalam melakukan pengambilan keputusan dan pelaksanaan tugas serta tanggung jawabnya.

In carrying out its duties and functions, the Board of Commissioners has a working reference contained in the Board Manual signed by the Board of Commissioners and the Board of Directors. The Board Manual becomes the reference for the Board of Commissioners in making decisions and carrying out their duties and responsibilities.

Board Manual berisi petunjuk tata laksana kerja Dewan Komisaris dan Direksi dan menjelaskan tahapan aktivitas secara terstruktur, sistematis dan mudah dipahami serta dijalankan dengan konsisten. Substansi *Board Manual* tersusun atas prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, Peraturan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) tata kelola perusahaan.

The Board Manual contains instructions for the work management of the Board of Commissioners and the Board of Directors and explains the stages of activities in a structured, systematic, and easy-to-understand manner and is carried out consistently. The substance of the Board Manual is composed of the principles of corporate law, the provisions of the Articles of Association, the applicable laws and regulations, the direction of the Shareholders, and the best practices of corporate governance.

Pedoman kerja terkait Dewan Komisaris di dalam buku pedoman kerja (*Board Manual*) terdapat pada Bab II yang secara garis besar mengatur sebagai berikut:

The work guidelines related to the Board of Commissioners in the work manual (Board Manual) are contained in Chapter II, which outlines the following:

1. Tugas Dewan Komisaris.
2. Hak dan Kewenangan Dewan Komisaris.
3. Kewajiban Dewan Komisaris.
4. Persyaratan Dewan Komisaris.
5. Keanggotaan Dewan Komisaris.
6. Komisaris Independen.
7. Komite-Komite Dewan Komisaris.
8. Sekretaris Dewan Komisaris.
9. Program Pengenalan dan Peningkatan Kapabilitas.
10. Etika Jabatan Dewan Komisaris.
11. Rapat Dewan Komisaris.
12. Fungsi Pengawasan Dewan Komisaris.
13. Kinerja dan Pelaporan Dewan Komisaris.

1. Duties of the Board of Commissioners.
2. Rights and Authorities of the Board of Commissioners.
3. Obligations of the Board of Commissioners.
4. Requirements for the Board of Commissioners.
5. Membership of the Board of Commissioners.
6. Independent Commissioner.
7. Committees of the Board of Commissioners.
8. Secretary to the Board of Commissioners.
9. Capabilities Recognition and Improvement Program.
10. Ethics of the Board of Commissioners.
11. Board of Commissioners meeting.
12. Supervisory function of the Board of Commissioners.
13. Performance and Reporting of the Board of Commissioners.

KRITERIA DEWAN KOMISARIS

Board of Commissioners Criteria

Anggota Dewan Komisaris yang diangkat, harus memenuhi ketentuan persyaratan formal, materiil dan persyaratan lain yang ditetapkan dalam Undang-Undang Perseroan Terbatas, Anggaran Dasar Perseroan tersebut pada Pasal 14 ayat 4, Peraturan Menteri BUMN No. PER-10/MBU/10/2020 tanggal 9 Oktober 2020, Peraturan Menteri BUMN No. PER-02/MBU/02/2015 tanggal 17 Februari 2015 dan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014, peraturan perundangan lain, serta tertuang dalam *Board Manual* Dewan Komisaris PT Jasa Marga (Persero) Tbk yang mencakup antara lain:

1. Wajib dan memiliki komitmen mengikuti ketentuan Undang-Undang tentang Perseroan Terbatas (UUPT), peraturan perundangan di Pasar Modal dan peraturan perundangan lain termasuk peraturan yang terkait dengan kegiatan usaha Perseroan.
2. Orang perseorangan yang memenuhi persyaratan pada saat diangkat dan selama menjabat: mempunyai akhlak, moral, integritas dan dedikasi yang baik, cakap melakukan perbuatan hukum, memahami masalah-masalah manajemen Perseroan yang berkaitan dengan salah satu fungsi manajemen dan tata kelola perusahaan yang baik, memiliki pengetahuan dan/atau keahlian yang memadai di bidang usaha Perseroan/ yang dibutuhkan Perseroan yang bersangkutan dicalonkan, serta dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a. Tidak pernah dinyatakan pailit.
 - b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit.
 - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.
 - d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
 - Pernah tidak menyelenggarakan RUPS tahunan.
 - Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS.
 - Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.

The appointed members of the Board of Commissioners must meet the formal, material and other requirements stipulated in the Limited Liability Company Law, the Articles of Association of the Company in Article 14 paragraph 4, Minister of SOE Regulation No. PER-10/MBU/10/2020 dated October 9, 2020, Minister of SOE Regulation No. PER-02/MBU/02/2015 dated February 17, 2015, and the Financial Services Authority Regulation No. 33/POJK.04/2014, other laws and regulations, as well as contained in the Board Manual of the Board of Commissioners of PT Jasa Marga (Persero) Tbk. which includes among others:

1. Mandatory and committed to comply with the provisions of the Law on Limited Liability Companies (UUPT), laws and regulations on the Capital Market, and other laws and regulations, including rules related to the Company's business activities.
2. Individuals who meet the requirements at the time of appointment and during their tenure: have good character, morals, integrity, and dedication, are capable of carrying out legal actions, understand the Company's management issues related to one of the functions of management and good corporate governance, have adequate knowledge and/or expertise in the Company's line of business/required by the Company concerned to be nominated, and can provide sufficient time to carry out their duties.
3. Within 5 (five) years prior to appointment and while serving:
 - a. Never declared bankrupt.
 - b. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt.
 - c. Never been punished for committing a crime detrimental to state finances and/or related to the financial sector.
 - d. Has never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his tenure:
 - Never held an annual GMS.
 - His responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have never been accepted by the GMS or have not provided accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS.
 - Ever caused a company that obtained a license, approval, or registration from the Financial Services Authority to fail to fulfill the obligation to submit an annual report and/or financial report to the Financial Services Authority.

4. Memenuhi persyaratan-persyaratan lainnya sebagaimana ditentukan dalam butir 1 sampai dengan 3 di atas dan/atau dilarang memangku jabatan rangkap, sebagai berikut:
 - a. Bukan Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah dan Badan Usaha Milik Swasta.
 - b. Pengurus partai politik dan/atau calon anggota dan/atau anggota DPR, DPD, DPRD Tingkat I dan DPRD Tingkat II.
 - c. Calon Kepala/Wakil Kepala Daerah dan/atau Kepala /Wakil Kepala Daerah.
 - d. Tidak menjabat sebagai Anggota Dewan Komisaris pada Perseroan selama 2 (dua) periode berturut-turut.
 - e. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Dewan Komisaris yang dibuktikan dengan surat keterangan dari Dokter.
 - f. Bagi bakal calon dari Kementerian Teknis atau Instansi Pemerintah lain, harus berdasarkan usulan dari instansi yang bersangkutan.
 - g. Tidak memiliki rangkap jabatan sesuai dengan ketentuan peraturan perundang-undangan yang berpotensi menimbulkan benturan kepentingan dengan Perseroan dan bersedia mengundurkan diri jika terpilih sebagai Anggota Dewan Komisaris.
 - h. Antar para Anggota Dewan Komisaris dan antar Anggota Dewan Komisaris dengan Anggota Direksi tidak memiliki hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan yang timbul karena perkawinan.
 5. Selain memenuhi ketentuan sebagaimana dimaksud pada butir 1 sampai dengan 5 di atas, khusus bagi Komisaris Independen wajib memenuhi persyaratan sebagai berikut:
 - a. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya.
 - b. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan.
 - c. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan.
 - d. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.
4. Fulfill other requirements as specified in points 1 to 3 above and/or are prohibited from holding concurrent positions, as follows:
 - a. Not a member of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, and Private-Owned Enterprises.
 - b. Management of political parties and/or candidate members and/or members of DPR, DPD, Level I DPRD, and Level II DPRD.
 - c. Candidates for Regional Head/Deputy Head and/or Head/Deputy Regional Head.
 - d. Not serving as a Member of the Company's Board of Commissioners for 2 (two) consecutive periods.
 - e. Physically and mentally healthy (not suffering from an illness that can hinder the performance of duties as a member of the Board of Commissioners as evidenced by a certificate from a doctor.
 - f. For prospective candidates from the Technical Ministry or other Government Agencies, it must be based on a proposal from the relevant agency.
 - g. Does not have concurrent positions following the provisions of laws and regulations that can cause a conflict of interest with the Company and is willing to resign if elected as a Member of the Board of Commissioners.
 - h. Between members of the Board of Commissioners and between members of the Board of Commissioners and members of the Board of Directors, there is no blood relationship up to the third degree, either vertically or horizontally, including relationships arising from the marriage.
 5. In addition to meeting the provisions as referred to in points 1 to 5 above, the Independent Commissioner must meet the following requirements:
 - a. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for reappointment as an Independent Commissioner of the Company in the following period.
 - b. Does not own shares either directly or indirectly in the Company.
 - c. Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Company.
 - d. Has no business relationship either directly or indirectly related to the Company's business activities.

Pemenuhan persyaratan sebagaimana tersebut di atas dibuktikan dengan surat pernyataan yang ditandatangani oleh calon anggota Dewan Komisaris dan surat tersebut disampaikan kepada Perseroan.

The fulfillment of the requirements mentioned above is evidenced by a statement letter signed by the prospective member of the Board of Commissioners. The letter is submitted to the Company.

KETENTUAN MASA JABATAN

Terms of Service

Masa jabatan anggota Dewan Komisaris efektif sejak tanggal yang ditetapkan oleh RUPS yang mengangkatnya, dan berakhir pada penutupan RUPS Tahunan yang ke-5 (lima) setelah tanggal pengangkatannya, dengan syarat tidak boleh melebihi jangka waktu 5 (lima) tahun, dengan memperhatikan peraturan perundangan di bidang Pasar Modal, dengan 1 (satu) periode masa jabatan anggota Dewan Komisaris paling lama 5 (lima) tahun atau sampai dengan penutupan RUPS Tahunan pada akhir 1 (satu) periode masa jabatan dimaksud. Namun demikian, hal tersebut tidak mengurangi hak RUPS untuk sewaktu-waktu dapat memberhentikan para anggota Dewan Komisaris sebelum masa jabatannya berakhir. Setelah masa jabatannya berakhir, para anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan.

The Board of Commissioners member's term of office is effective from the date determined by the GMS appointed them and ends at the close of the 5th (fifth) Annual GMS after the appointment date. They may not exceed a period of 5 (five) years, with due observance of the prevailing laws and regulations in the Capital Market sector, with 1 (one) term of office for members of the Board of Commissioners of a maximum of 5 (five) years or until the closing of the Annual GMS at the end of the 1 (one) term of office in question. However, this does not reduce the GMS' right to dismiss Board of Commissioners members at any time before their term of office ends. After their term of office ends, members of the Board of Commissioners may be reappointed by the GMS for 1 (one) term of office.

Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Dewan Komisaris yang tidak memenuhi persyaratan. Dalam jangka waktu paling lambat 2 (dua) hari kerja terhitung sejak diketahui pengangkatan anggota Dewan Komisaris tidak memenuhi persyaratan, anggota Dewan Komisaris lainnya harus mengumumkan batalnya pengangkatan anggota Dewan Komisaris yang bersangkutan dalam media pengumuman dan paling lambat 7 (tujuh) hari memberitahukannya kepada Menteri Hukum dan Hak Asasi Manusia. Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Dewan Komisaris yang tidak memenuhi persyaratan.

The Company must hold a GMS to replace members of the Board of Commissioners who do not meet the requirements. No later than 2 (two) working days from the date of finding out that the appointment of a member of the Board of Commissioners does not meet the requirements, another member of the Board of Commissioners must Announce the cancellation of the concerned Board of Commissioners' appointment through the announcement media and Notify the Minister of Law and Human Rights no later than 7 (seven) days. The Company must hold a GMS to replace members of the Board of Commissioners who do not meet the requirements.

Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasan-alasannya.

Based on the GMS' decision, the Board of Commissioners members may be dismissed at any time by stating the reasons.

Alasan pemberhentian anggota Dewan Komisaris antara lain:

The reasons for the dismissal of members of the Board of Commissioners include:

- Tidak dapat menjalankan tugasnya dengan baik.
- Melanggar ketentuan Anggaran Dasar Perseroan dan/atau Peraturan Perundangan.
- Terlibat dalam tindakan yang merugikan Perseroan dan/atau Negara.
- Melakukan tindakan yang melanggar etika dan/atau keputusan yang seharusnya dihormati sebagai anggota Dewan Komisaris.
- Dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap.
- Mengundurkan diri.

- Unable to carry out their duties properly.
- Violating the provisions of the Company's Articles of Association and/or Legislation.
- Engage in actions that are detrimental to the Company and/or the State.
- Perform actions that violate ethics and/or decisions that should be respected as members of the Board of Commissioners.
- Is declared guilty by a court decision that has permanent legal force.
- Resign.

SUSUNAN, JUMLAH, KOMPOSISI DAN DASAR PENGANGKATAN ANGGOTA DEWAN KOMISARIS PADA TAHUN 2021

Board of Commissioners Members Composition, Amount, Composition, and Basis of Appointment in 2021

Komposisi Dewan Komisaris Jasa Marga mengalami perubahan pada tahun 2021, ini didasarkan pada keputusan RUPS Tahunan yang diselenggarakan pada tanggal 27 Mei 2021. Pemegang Saham memberhentikan 3 (tiga) anggota Dewan Komisaris dan mengangkat 3 (tiga) orang anggota Dewan Komisaris baru dalam kepengurusan tahun 2021.

Secara jumlah dan komposisi Dewan Komisaris Perseroan tidak mengalami perubahan. Dewan Komisaris Perseroan berjumlah 6 (enam) orang, terdiri dari 1 (satu) orang Komisaris Utama/ Komisaris Independen, 4 (empat) orang Komisaris dan 1 (satu) orang Komisaris Independen, sebagaimana disampaikan pada tabel berikut:

The composition of Jasa Marga's Board of Commissioners will change in 2021; this is based on the decision of the Annual GMS held on 27 May 2021. Shareholders dismissed 3 (three) members of the Board of Commissioners and appointed 3 (three) new members of the Board of Commissioners in the 2021 management.

The number and composition of the Company's Board of Commissioners have not changed. The Company's Board of Commissioners consists of 6 (six) people, consisting of 1 (one) President Commissioner/Independent Commissioner, 4 (four) Commissioners and 1 (one) Independent Commissioner, as presented in the following table:

Tabel Susunan Anggota Dewan Komisaris Tahun 2021
Table of Composition of Members of the Board of Commissioners in 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Decree of Appointment
Yuswanda A. Temenggung	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Keputusan RUPS Tahunan tanggal 11 Juni 2020 Decision of the Annual GMS on June 11, 2020
Zulfan Lindan	Wakil Komisaris Utama/ Komisaris Independen Vice President Commissioner/ Independent Commissioner	Keputusan RUPS Tahunan tanggal 11 Juni 2020 Decision of the Annual GMS on June 11, 2020
Anita Firmanti Eko Susetyowati	Komisaris Commissioner	Keputusan RUPS Luar Biasa tanggal 5 September 2018 Decision of the Extraordinary GMS on September 5, 2018
Agus Suharyono*	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 30 Maret 2016 Decision of the Annual GMS on March 30, 2016
Sugihardjo*	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 15 Maret 2017 Decision of the Annual GMS on March 15, 2017
Eman Salman Arief****	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Decision of the Annual GMS on May 27, 2021
M. Roskanedi**	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Decision of the Annual GMS on May 27, 2021
Raja Erizman**	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 27 Mei 2021 Decision of the Annual GMS on May 27, 2021
Yohanes Baptista Satya Sananugraha***	Komisaris Commissioner	Keputusan RUPS Luar Biasa tanggal 27 Agustus 2021 Decision of the Extraordinary GMS on August 27, 2021

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/ Serving since May 27, 2021

*** Menjabat sejak 27 Agustus 2021/ Serving since August 27, 2021

**** Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021, until August 27, 2021

PENILAIAN KEMAMPUAN DAN KEPATUTAN Fit and Proper Test

Seluruh anggota Dewan Komisaris Jasa Marga yang diangkat, telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perseroan, peraturan terkait Tata Kelola Perusahaan yang Baik, serta peraturan dan ketentuan lain yang terkait, termasuk ketentuan tentang Komisaris Independen. Seluruh anggota Dewan Komisaris memiliki integritas, kompetensi, dan reputasi yang memadai. Hal tersebut dibuktikan dengan telah dilaksanakannya *fit and proper test* sebagai berikut:

All appointed members of the Board of Commissioners of Jasa Marga have met the criteria and conditions required in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to Good Corporate Governance, as well as other rules and regulations, including provisions concerning Independent Commissioners. All members of the Board of Commissioners have adequate integrity, competence, and reputation. The following fit and proper tests evidence this:

**Tabel Pelaksanaan *Fit and Proper Test* Dewan Komisaris
Table of Board of Commissioners Fit and Proper Test Implementation**

Nama Name	Jabatan Position	Pelaksana Examiner
Yuswanda A. Temenggung	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Kementerian BUMN Ministry of SOEs
Zulfan Lindan	Wakil Komisaris Utama/ Komisaris Independen Vice President Commissioner/ Independent Commissioner	Kementerian BUMN Ministry of SOEs
Anita Firmanti Eko Susetyowati	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs
Yohanes Baptista Satya Sananugraha***	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs
M. Roskanedi**	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs
Raja Erizman**	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs
Eman Salman Arief****	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs
Agus Suharyono*	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs
Sugihardjo*	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/ Serving since May 27, 2021

*** Menjabat sejak 27 Agustus 2021/ Serving since August 27, 2021

**** Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021, until August 27, 2021

TUGAS DAN TANGGUNG JAWAB Duties and Responsibilities

Tugas dan tanggung jawab Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar dan tercantum dalam *Board Manual*, sebagai berikut:

1. Melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi, serta memberikan nasihat kepada Direksi, dalam melaksanakan pengurusan Perseroan, termasuk memberikan

Board of Commissioners duties and responsibilities as regulated in the Articles of Association and listed in the Board Manual are as follows:

1. Supervising management policies, the general course of management, both regarding the Company and the Company's business carried out by the Board of Directors. Providing advice to the Board of Directors in carrying out the management of the Company, including providing

pendapat dan persetujuan Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Tahunan Perseroan serta rencana lainnya yang disiapkan Direksi sesuai dengan ketentuan Anggaran Dasar Perseroan. Selain itu melakukan pengawasan, penelaahan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Tahunan Perseroan, serta rencana lainnya, serta memberikan persetujuan atas revisi Rencana Jangka Panjang Perusahaan dan rencana lainnya yang disampaikan Direksi, termasuk pengawasan atas pelaksanaan ketentuan-ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perundangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

2. Mengikuti perkembangan kegiatan Perseroan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan.
3. Melaporkan kepada Pemegang Saham Seri A Dwiwarna apabila terjadi gejala menurun kinerja Perseroan.
4. Mengusulkan kepada RUPS penunjukan Akuntan Publik yang akan melakukan pemeriksaan atas buku-buku Perseroan.
5. Meneliti dan menelaah laporan berkala dan Laporan Tahunan yang disiapkan Direksi serta menandatangani Laporan Tahunan.
6. Memberikan penjelasan, pendapat, dan saran kepada RUPS mengenai Laporan Tahunan, apabila diminta.
7. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya.
8. Melaporkan kepada Perseroan mengenai kepemilikan Sahamnya dan/atau keluarganya pada Perseroan tersebut dan Perseroan lain.
9. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS.
10. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta Pemegang Saham Seri A Dwiwarna dengan memperhatikan peraturan perundangan khususnya yang berlaku di bidang Pasar Modal.
11. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan dengan peraturan perundangan, Anggaran Dasar dan/atau keputusan RUPS.
12. Menyampaikan laporan triwulanan mengenai kinerja Perseroan, termasuk realisasi Indikator Kinerja Utama kepada Pemegang Saham Seri A Dwiwarna.
13. Menyusun Piagam/Pedoman dan tata tertib Kerja Dewan Komisaris (BOC Charter).

opinions and approval of the Company's Long Term Plan and Annual Work Plan and Budget and other plans prepared by the Board of Directors per the provisions of the Company's Articles of Association. In addition to Supervising, reviewing the implementation of the Company's Long-Term Plan and the Company's Annual Work Plan and Budget, other plans Providing approval for the revision of the Company's Long-Term Plan and other plans submitted by the Board of Directors, including implementation supervision of the provisions of the Articles of Association and the GMS resolutions, and applicable laws and regulations, are for the benefit of the Company and following the purposes and objectives of the Company.

2. Following the development of the Company's activities, providing opinions and suggestions to the GMS regarding any issues deemed necessary to the management of the Company.
3. Reporting to the Series A Dwiwarna Shareholder if there are symptoms of a decline in the Company's performance.
4. Proposing to the GMS the appointment of a Public Accountant who will examine the Company's books.
5. Researching and reviewing periodic reports and Annual Reports prepared by the Board of Directors and signing the Annual Report.
6. Providing explanations, opinions, and suggestions to the GMS regarding the Annual Report, if requested.
7. Preparing the Board of Commissioners' minutes of the meeting and keeping a copy thereof.
8. Reporting to the Company regarding its Shares ownership and/or their families in the said Company and other Companies.
9. Providing a report on the supervisory duties that have been carried out during the last financial year to the GMS.
10. Explaining all matters asked or requested by the Series A Dwiwarna Shareholder by considering the prevailing laws and regulations in the Capital Market sector.
11. Carrying out other obligations in the context of supervisory duties and providing advice, as long as it does not conflict with the laws and regulations, the Articles of Association, and/or the resolutions of the GMS.
12. Submitting quarterly reports on the Company's performance, including the realization of Key Performance Indicators to Series A Dwiwarna Shareholders.
13. Drawing up a Charter/Guidelines and work procedures for the Board of Commissioners (BOC Charter).

14. Memastikan dan memberi dorongan kepada Direksi dan seluruh jajarannya dalam menjalankan Perseroan untuk menerapkan prinsip-prinsip tata kelola perusahaan yang baik atau *Good Corporate Governance (GCG)* secara konsisten dan berkesinambungan, serta memiliki moral tinggi dalam berusaha.
15. Dalam kondisi tertentu, Dewan Komisaris wajib menyelenggarakan RUPS Tahunan dan RUPS Lainnya sesuai dengan kewenangannya sebagaimana diatur dalam peraturan perundangan dan Anggaran Dasar. Selain tugas-tugas pokok tersebut, dalam *board manual* Dewan Komisaris juga ditetapkan tugas dan tanggung jawab Dewan Komisaris yang terkait dengan:
 1. Tugas Umum.
 2. Tugas dan Kewajiban Terkait RUPS.
 3. Tugas terkait Strategi dan Rencana Kerja.
 4. Tugas terkait Fungsi Pengawasan.
 5. Tugas terkait Nominasi dan Remunerasi.
 6. Tugas terkait Evaluasi Kinerja Dewan Komisaris dan Kinerja Direksi.
 7. Tugas terkait Penerapan *Good Corporate Governance (GCG)*.
 8. Tugas terkait Penerapan Manajemen Risiko.
 9. Tugas terkait Sistem Pengendalian Internal.
 10. Tugas terkait Keterbukaan dan Kerahasiaan Informasi.
 11. Tugas Terkait Teknologi Informasi.
 12. Tugas Terkait Pelaporan.
 13. Tugas Lainnya.

Dalam melaksanakan tugasnya, setiap anggota Dewan Komisaris harus:

1. Mematuhi Anggaran Dasar Perseroan, Peraturan Perundangan serta keputusan RUPS dan bertindak dan bersikap profesional, efisien, transparan, menjaga kemandirian, akuntabel, bertanggung jawab dan kewajaran.
2. Bertindak untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan, serta tidak dimaksudkan untuk kepentingan pihak dan golongan tertentu.
3. Beritikad baik, penuh kehati-hatian, bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
4. Menjaga kerahasiaan data dan/atau informasi Perseroan.

14. Ensuring and encouraging the Board of Directors and all staff in running the Company to apply the principles of *Good Corporate Governance (GCG)* consistently and continuously, and have high morale in business.

15. Under certain conditions, the Board of Commissioners must convene the Annual GMS and Other GMS following its authority as stipulated in the laws and regulations and the Articles of Association. In addition to the main tasks, the Board of Commissioners' Board Manual also sets out the duties and responsibilities of the Board of Commissioners related to:

1. General Duties.
2. Duties and Obligations Related to the GMS.
3. Tasks related to Strategy and Work Plans.
4. Tasks related to the Supervision Function.
5. Duties related to Nomination and Remuneration.
6. Duties related to the Performance Evaluation of the Board of Commissioners and the Performance of the Board of Directors.
7. Tasks related to the Implementation of *Good Corporate Governance (GCG)*.
8. Tasks related to the Implementation of Risk Management.
9. Duties related to the Internal Control System.
10. Duties related to Information Disclosure and Confidentiality.
11. Tasks Related to Information Technology.
12. Tasks Related to Reporting.
13. Other Tasks.

In carrying out their duties, each member of the Board of Commissioners must:

1. Comply with the Company's Articles of Association, Legislation, and GMS decisions and act and behave professionally, efficiently, transparently, maintaining independence, accountability, responsibility, and fairness.
2. Act in the interests of the Company and per its purposes and objectives. The act is not intended for the interests of certain parties and groups.
3. In good faith, full of prudence, responsible for carrying out supervisory duties and providing advice to the Board of Directors for the benefit of the Company and per the purposes and objectives of the Company.
4. Maintain the confidentiality of the Company's data and/or information.

HAK DAN WEWENANG

Rights and Authorities

Dalam melaksanakan tugas pokoknya, Dewan Komisaris berwenang untuk:

1. Memeriksa buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan.
2. Memasuki pekarangan, gedung dan kantor yang dipergunakan oleh Perseroan.
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan.
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi.
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris.
6. Mengangkat dan memberhentikan seorang Sekretaris Dewan Komisaris.
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar.
8. Membentuk Komite Audit, Komite Remunerasi dan Nominasi, Komite Pemantau Risiko dan komite-komite lain, jika dianggap perlu dengan memperhatikan kemampuan Perseroan.
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu.
10. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar.
11. Menyetujui pengangkatan dan pemberhentian Sekretaris Perusahaan dan/atau Kepala Satuan Pengawas Intern.
12. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan.
13. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan Peraturan Perundangan, serta peraturan yang berlaku di bidang Pasar Modal, Anggaran Dasar dan/atau keputusan RUPS.

In carrying out its primary duties, the Board of Commissioners is authorized to:

1. Check books, letters, and other documents, check cash for verification purposes and other securities and check the Company's assets.
2. Enter yards, buildings, and offices used by the Company.
3. Request Board of Directors and/or other officials' explanation regarding all issues related to the management of the Company.
4. Know all policies and actions that have been and will be implemented by the Board of Directors.
5. Request the Board of Directors and/or other officials under them with the knowledge of the Board of Directors to attend the Board of Commissioners meeting.
6. Appoint and dismiss a Secretary to the Board of Commissioners.
7. Temporarily dismiss members of the Board of Directors following 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 considering the Company's capabilities.
9. Use experts for some issues and a certain period at the expense of the Company, if deemed necessary.
10. Take actions to manage the Company under certain conditions for a certain period following the provisions of the Articles of Association.
11. Approve the appointment and dismissal of the Corporate Secretary and/or the Internal Audit Senior Group Head.
12. Attend Board of Directors meetings and provide views on the matters discussed.
13. Carry out other supervisory powers as long as they do not conflict with the laws and regulations and the applicable rules in the Capital Market sector, the Articles of Association and/or the resolutions of the GMS.

PEMBAGIAN TUGAS ANTAR DEWAN KOMISARIS

Division of Duties Between the Board of Commissioners

Setiap anggota Dewan Komisaris memiliki tugas masing-masing yang pembagiannya telah ditetapkan berdasarkan peran masing-masing anggota Dewan Komisaris, yang menyesuaikan dengan kompetensi dan pengalamannya. Pembagian tugas anggota Dewan Komisaris dilakukan dengan tujuan untuk menjamin efektivitas tugas dan fungsi agar terlaksana secara efektif dan bertanggung jawab, dengan tetap

Each Board of Commissioners' member has their respective duties whose distribution has been determined based on their roles, adjusting to their competence and experience. The Board of Commissioners members' responsibilities division is carried out to ensure the effectiveness of duties and functions to be carried out effectively and responsibly, in a transparent and accountable manner, not affiliated

dilaksanakan secara transparan dan akuntabel, tidak terafiliasi dengan kepentingan Direksi dan pemegang saham pengendali, serta tidak mengabaikan kepentingan pemegang saham publik, pemegang saham minoritas dan pemangku kepentingan lainnya, serta dengan tetap memperhatikan bidang tugas masing-masing anggota Direksi. Khusus untuk 3 (tiga) orang anggota Komisaris, masing-masing mendapat tugas sebagai Ketua Komite Nominasi dan Remunerasi, Ketua Komite Risiko dan Hukum, dan Ketua Komite Audit. 3 (tiga) orang Anggota Dewan Komisaris lainnya, masing-masing masuk menjadi anggota Komite Nominasi dan Remunerasi, anggota Komite Risiko dan Hukum dan anggota Komite Audit.

Berdasarkan Surat Keputusan Dewan Komisaris No. KEP-079/IX/2021 tanggal 21 September 2021 bidang tugas anggota Dewan Komisaris dibagi dalam 6 (enam) bidang tugas pengawasan dan pemberian nasihat kepada Direksi, yang meliputi:

1. Bidang Kebijakan dan Strategi Pengelolaan Pengusahaan Jalan Tol dengan Sarana Penunjangnya.
2. Bidang Pengelolaan Keuangan dan Manajemen Risiko.
3. Bidang Pengelolaan Human Capital dan Transformasi.
4. Bidang Pengelolaan Pengembangan Usaha.
5. Bidang Bisnis.
6. Bidang Bisnis Operasi & Pemeliharaan.

Yuswanda A. Temenggung, Komisaris Utama/ Komisaris Independen

Menangani tugas pengawasan dan pemberian nasihat kepada Direksi dalam bidang Kebijakan dan Strategi Pengelolaan dan Pengembangan Perseroan, serta merangkap sebagai Ketua Komite Audit, dengan uraian tugasnya meliputi hal-hal sebagai berikut:

- (1) Bidang tugasnya meliputi tugas untuk mengkoordinasikan serta mengintegrasikan masukan, arahan dan rekomendasi dari ke-5 (kelima) anggota Komisaris lainnya dalam rangka: penyiapan dan penyusunan visi dan misi Perseroan, penyusunan kebijakan & strategi Rencana Jangka Menengah dan/atau Jangka Panjang Perusahaan, termasuk dalam penyiapan dan penyusunan Rencana Kerja dan Anggaran Perusahaan Tahunan, serta memimpin RUPS (Rapat Umum Pemegang Saham) dan pengawasan terhadap pelaksanaan keputusan Rapat Umum Pemegang Saham.
- (2) Mengkoordinasi anggota Komisaris lainnya dalam rangka pelaksanaan wewenang dan kewajiban Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar Perseroan Pasal 15 ayat 1 dan ayat 2 huruf a dan b. serta kewajiban lain yang diatur dalam ayat 4, yang meliputi antara lain:

with the Board of Directors' interests and controlling shareholders, and not ignoring the interests of public shareholders, minority shareholders and other stakeholders, and by taking into account the duties of each Board of Directors' member. Specifically for 3 (three) members of the Board of Commissioners, each has the task of being the Chairman of the Nomination and Remuneration Committee, the Head of the Risk and Legal Committee, and the Chairman of the Audit Committee. 3 (three) other Board of Commissioners members, each as a member of the Nomination and Remuneration Committee, a member of the Risk and Legal Committee, and a member of the Audit Committee.

Based on the Decree of the Board of Commissioners No. KEP-079/IX/2021 dated September 21, 2021, the duties of members of the Board of Commissioners are divided into 6 (six) areas of supervisory and advisory responsibilities to the Board of Directors, which include:

1. Policy and Strategy for Toll Road Concession Management and Supporting Facilities.
2. Financial Management and Risk Management.
3. Human Capital Management and Transformation.
4. Business Development Management.
5. Business Field.
6. Operation & Maintenance Business Field.

Yuswanda A. Temenggung, President Commissioner / Independent Commissioner

Handling the task of supervising and providing advice to the Board of Directors regarding the Company's Policy and Strategy for Management and Development and concurrently serving as the Audit Committee Chairman with a description of his duties covering the following matters:

- (1) His field of duties includes the task of coordinating and integrating input, direction, and recommendations from the other five members of the Board of Commissioners in the context of preparation and drafting of the Company's vision and mission, formulation of policies & strategies for the Company's Medium-Term and/or Long-Term Plans, including in the preparation and drafting of the Annual Company Work Plan and Budget, as well as chairing the GMS (General Meeting of Shareholders) and supervising the General Meeting of Shareholders' decision implementation.
- (2) Coordinate other members of the Board of Commissioners in the context of implementing their authorities and obligations as stipulated in the Articles of Association of the Company Article 15 paragraph 1 and paragraph 2 letters a and b and other responsibilities as specified in paragraph 4, which include among others:

- (a) menyampaikan saran dan pendapat kepada RUPS mengenai rencana pengembangan Perseroan, laporan tahunan dan laporan berkala lainnya yang disampaikan Direksi.
 - (b) memberikan pelaporan tentang tugas pengawasan yang telah dilaksanakan selama tahun buku yang baru lampau kepada RUPS, disertai saran dan langkah perbaikan yang harus ditempuh apabila Perseroan menunjukkan gejala kemunduran.
 - (c) memberikan persetujuan atas Rencana Kerja dan Anggaran Perseroan Tahunan (RKAP) yang disampaikan Direksi dalam waktu selambat-lambatnya 30 (tiga puluh) hari sebelum tahun buku baru dimulai.
 - (d) memimpin dan menjamin tercapainya efektivitas rapat-rapat Dewan Komisaris dan rapat koordinasi Dewan Komisaris - Direksi dan dalam pengambilan keputusan rapat, penyusunan kesimpulan rapat dan risalah rapat, serta menandatangani bersama anggota Komisaris lainnya dan atau bersama Direksi.
 - (e) memimpin RUPS berdasarkan surat keputusan Dewan Komisaris,.
 - (f) mengusulkan kepada RUPS melalui Direksi, penunjukan KAP (Kantor Akuntan Publik) yang akan melakukan audit atas Laporan Keuangan Perseroan.
 - (g) bersama Direksi menyusun dan/atau memperbarui pedoman (*Board Manual*) yang mengikat setiap anggota Direksi dan anggota Dewan Komisaris.
 - (h) bersama Direksi menyusun dan/atau memperbarui kode etik yang berlaku bagi seluruh anggota Direksi, anggota Dewan Komisaris dan karyawan serta organ yang dimiliki Perseroan.
 - (i) dalam kondisi tertentu wajib menyelenggarakan RUPSTahunan dan RUPS Lainnya, sesuai dengan kewenangan Dewan Komisaris sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar Perseroan.
 - (j) mendorong dan memastikan pengelolaan Perseroan baik di lingkungan Dewan Komisaris maupun di jajaran Direksi mematuhi Anggaran Dasar dan Peraturan Perundangan, memenuhi prinsip-prinsip tata kelola perusahaan yang baik, profesional, efisien, transparan dan kewajaran.
 - (k) mengkoordinir anggota Dewan Komisaris dalam melakukan penilaian kinerja Direksi secara individual dan kolegiat dan melakukan pembahasan akhir untuk menetapkan hasil penilaian untuk memberikan rekomendasi Dewan Komisaris kepada Pemegang Saham dalam pengusulan calon Direksi dan/atau remunerasi & tantiem Direksi. Menyampaikan
- (a) submitting suggestions and opinions to the GMS regarding the Company's development plan, annual reports, and other periodic reports submitted by the Board of Directors.
 - (b) providing reports on supervisory duties that have been carried out during the previous fiscal year to the GMS, accompanied by suggestions and corrective steps that must be taken if the Company shows signs of decline.
 - (c) giving approval to the Annual Company Work Plan and Budget (RKAP) submitted by the Board of Directors within 30 (thirty) days, at the latest, before the new financial year begins.
 - (d) leading and ensuring the effectiveness of the Board of Commissioners' meeting and the Board of Commissioners - the Board of Directors coordination meetings and in making meeting decisions, compiling meeting conclusions and minutes of meetings, as well as signing them together with other members of the Board of Commissioners and/or with the Board of Directors.
 - (e) chairing the GMS based on the Board of Commissioner's letter.
 - (f) proposing to the GMS, through the Board of Directors, the appointment of KAP (Public Accounting Firm) to audit the Company's Financial Statements.
 - (g) together with the Board of Directors, prepare and/or update guidelines (Board Manual) that bind each member of the Board of Directors and Commissioners. The Board of Commissioners.
 - (h) together with the Board of Directors, formulate and/or update the Code of Conduct applicable to all members of the Board of Directors, Board of Commissioners, and employees, as well as organs owned by the Company.
 - (i) under certain conditions must hold the Annual GMS and Other GMS, per the authority of the Board of Commissioners as stipulated in the laws and regulations and the Company's Articles of Association.
 - (j) encourage and ensure that the management of the Company, both within the Board of Commissioners and the Board of Directors, comply with the Articles of Association and Laws and Regulations, the principles of good, professional, efficient, transparent, and fair corporate governance
 - (k) coordinate members of the Board of Commissioners in carrying out the Board of Directors' performance assessment individually and collegially and conducting final discussions to determine the assessment results to provide recommendations from the Board of Commissioners to Shareholders in nominating the Board of Directors candidates and/or

laporan kepada RUPS dan/atau Pemegang Saham apabila terjadi gejala menurunnya kinerja Perseroan serta saran-saran yang telah disampaikan kepada Direksi untuk memperbaiki permasalahan yang dihadapi.

- (3) Selaku Ketua Komite Audit (KA) memastikan bahwa piagam (*charter*) KA telah dipenuhi dan dilakukan dengan baik antara lain:
 - (a) menetapkan program kerja tahunan dan indikator kinerja kunci Komite.
 - (b) mengarahkan agar hasil kajian Komite Audit tepat dan tajam serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan.
 - (c) menandatangani risalah rapat Komite Audit
 - (d) menerbitkan dan menanda tangani laporan Komite Audit per Triwulan dan laporan Tahunan Komite Audit, serta laporan capaian kinerja Komite Audit yang dilakukan secara *self assessment* selesai pada waktunya, yang nantinya akan disampaikan kepada Direksi untuk bahan penyusunan laporan tahunan Perseroan.
- (4) Selaku Ketua Komite Audit (KA) juga melakukan evaluasi atas kinerja auditor eksternal dalam rangka pengadaan KAP yang akan melakukan audit umum Perseroan yang akan diusulkan Dewan Komisaris (melalui Direksi) untuk disetujui dan ditetapkan oleh RUPS.
- (5) Selaku Komisaris Utama, menanda tangani laporan-laporan bulanan dan/atau laporan Triwulanan dan/atau laporan tahunan Komite-Komite Dewan Komisaris.
- (6) Memberikan masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris, terkait dengan permohonan Direksi untuk pembuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii, iv, v dan ayat 10 a., serta memperhatikan Surat Menteri BUMN Nomor S-714/MBU/10/2018 tanggal 24 Oktober 2018 tentang Persetujuan Usulan Batasan dan/atau Kriteria Kewenangan Dewan Komisaris PT Jasa Marga (Persero)Tbk.

Zulfan Lindan, Wakil Komisaris Utama/Komisaris Independen

Menangani tugas pengawasan dan pemberian nasihat kepada Direksi dalam Bidang Pengelolaan Human Capital & Transformasi Organisasi dan Program Kemitraan dan Bina Lingkungan (PKBL), serta merangkap sebagai Ketua Komite Nominasi dan Remunerasi. Uraian tugasnya meliputi hal-hal sebagai berikut :

- (1) Melaksanakan tugas-tugas Komisaris Utama selama Komisaris Utama berhalangan sementara, dan menyampaikan laporan pelaksanaan

remuneration & bonuses. Submit reports to the GMS and/or Shareholders if there are symptoms of declining Company performance and suggestions submitted to the Board of Directors to improve the problems faced.

- (3) As Chairman of the Audit Committee (KA), ensures that the TOR charter has been fulfilled and carried out properly, including:
 - (a) determining the annual work program and the Committee's key performance indicators.
 - (b) directing the results of the Audit Committee's review to be accurate and sharp and can be used as recommendations and input for the Board of Commissioners in making decisions.
 - (c) signing the minutes of the Audit Committee meetings.
 - (d) issuing and signing the Quarterly Audit Committee and Audit Committee Annual reports and reports on the Audit Committee's performance achievements carried out by self-assessment is completed on time, which will later be submitted to the Board of Directors to prepare the Company's annual report.
- (4) As the Chairman of the Audit Committee (KA), he also evaluates the external auditor's performance in the context of procuring KAP to conduct a general audit of the Company which the Board of Commissioners will propose (through the Board of Directors) to be approved and determined by the GMS.
- (5) As the President Commissioner, sign the Committee's monthly and/or Quarterly and/or annual reports of the Board of Commissioners.
- (6) Provide input, direction, conclusion, response, and approval of the Board of Commissioners, related to the request of the Board of Directors for the actions of the Board of Directors in matters as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12 paragraph 7 letter i, ii, iii, iv, v and paragraph 10 a., and pay attention to the Letter of the Minister of SOE Number S-714/MBU/10/2018 dated 24 October 2018 concerning Approval of Proposed Limitations and/or Criteria for Authority of the Board of Commissioners of PT Jasa Marga (Persero) Tbk.

Zulfan Lindan, Vice President Commissioner / Independent Commissioner

Handling the task of supervising and providing advice to the Board of Directors in Human Capital Management & Organizational Transformation and the Partnership and Community Development Program (PKBL), and concurrently as Chairman of the Nomination and Remuneration Committee. The job description includes the following :

- (1) Carry out the duties of the President Commissioner when the President Commissioner is temporarily absent, and submit a report on the implementation

tugas-tugas tersebut kepada Komisaris Utama, disamping melaksanakan tugas yang menjadi kewajiban dan tanggung jawabnya sendiri.

- (2) Menyampaikan kepada RUPS laporan tentang pelaksanaan tugas pengawasan Dewan Komisaris selama tahun buku yang lampau kepada RUPS.
- (3) Menangani tugas pengawasan dan pemberian nasihat kepada Direksi terkait pelaksanaan pembinaan dan pengembangan bidang human capital dan transformasi, program Kemitraan & Bina Lingkungan (PKBL), yang meliputi tugas memberikan masukan, arahan, rekomendasi dalam rangka:
 - (a) Penetapan arah kebijakan dan strategi human capital development, human capital services, Jasa Marga Learning Institute dan Strategic Transformation, Innovation Center, dan Strategic Transformation Office, termasuk penyusunan dan penetapan struktur organisasi Perseroan yang efektif dan efisien, uraian fungsi dan tugas pokok pejabat 1 (satu) tingkat di bawah jabatan Direksi, sistem tata kelola dan pengembangannya.
 - (b) Pengawasan atas pelaksanaan manajemen pengelolaan dan pengembangan sistem *human capital* yang tepat, akuntabel, efisien dan dapat dipertanggung jawabkan.
 - (c) Pengawasan atas pelaksanaan manajemen pengelolaan dan pengembangan sistem logistik, pengamanan aset milik Perseroan dan/atau milik Negara, serta aktivitas umum lainnya, berdasarkan ketentuan peraturan perundang-undangan dan prinsip-prinsip tata kelola perusahaan yang baik.
 - (d) Pengawasan atas pelaksanaan manajemen pengelolaan dan pengembangan Pusat Pembelajaran yang menyelenggara kan pendidikan, pelatihan dan manajemen yang terkait pengembangan *human capital* bagi Perseroan dan Anak Perusahaan serta Perusahaan lain.
 - (e) Pengelolaan aktivitas Perseroan sesuai dengan peraturan perundang-undangan dan peraturan Perseroan yang berlaku, serta pengelolaan pelayanan dan penyelesaian permasalahan bidang hukum.
 - (f) Penyusunan persyaratan dan tata cara nominasi calon Direksi dan Komisaris Anak perusahaan, penetapan komposisi jabatan dan pengangkatannya, termasuk untuk jabatan Sekretaris Perusahaan & Internal Audit Senior Group Head.
 - (g) Pelaksanaan pengadaan lembaga profesional yang melakukan uji kelayakan dan kepatutan terhadap calon-calon Direksi dan/atau Dewan Komisaris.

of these duties to the President Commissioner, in addition to carrying out the duties that are his obligations and responsibilities.

- (2) Submitting the Board of Commissioners' supervisory duties implementation report to the GMS during the previous fiscal year.
- (3) Handling the task of supervising and providing advice to the Board of Directors regarding the implementation of guidance and development in the field of human capital and transformation, the Partnership & Community Development program (PKBL), which includes the task of providing input, direction, recommendations in the context of:
 - (a) Determining policy directions and strategy for human capital development, human capital services, Jasa Marga Learning Institute, and Strategic Transformation, Innovation Center, and Strategic Transformation Office, including the preparation and establishment of an effective and efficient organizational structure of the Company, description of the main functions and duties of officials 1 (one) level below the position of the Board of Directors, its governance and development system.
 - (b) Supervision of proper, accountable, efficient, and accountable management and development of human capital system implementation.
 - (c) Supervision of the implementation of management and development of logistics system, asset security owned by the Company and/or owned by the State, as well as other general activities, based on the provisions of laws and regulations and the principles of good corporate governance.
 - (d) Supervision of the implementation of management and development of Learning Centers that organize education, training, and management related to human capital development for the Company and its subsidiaries and other companies.
 - (e) Company's activities management under the prevailing laws and regulations and company regulations, as well as service management and resolution of legal issues.
 - (f) Preparation of requirements and procedures for candidates nomination for Directors and Commissioners of Subsidiaries, determination of position composition and appointments, including for the positions of Corporate Secretary & Internal Audit Senior Group Head.
 - (g) Implementation of the procurement of professional institutions that conduct fit and proper tests on candidates for the Board of Directors and/or Board of Commissioners.

- (h) Menyusun usulan besaran, jenis dan fasilitas remunerasi dan besaran alokasi tantiem, untuk dibahas dan diputuskan Direksi dalam RKAP dan untuk kemudian diusulkan kepada Dewan Komisaris.
- (i) Melaksanakan pelaksanaan Peraturan Menteri Badan Usaha Milik Negara tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris Badan Usaha Milik Negara, khususnya dalam mengusulkan gaji/honorarium, tunjangan fasilitas dan tantiem/insentif kinerja anggota Direksi dan Dewan Komisaris, kepada Menteri Badan Usaha Milik Negara, selaku Pemegang Seri A Dwiwarna PT Jasa Marga (Persero) Tbk. yakni sebagai tindak lanjut keputusan RUPS Tahunan Perseroan.
- (4) Selaku Ketua Komite Nominasi dan Remunerasi (KNR), memastikan bahwa piagam (*charter*) KNR telah dipenuhi dan dilakukan dengan baik, antara lain:
- (a) menetapkan program kerja tahunan dan indikator kinerja kunci Komite.
- (b) mengarahkan agar hasil kajian Komite tepat dan tajam serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan.
- (c) menerbitkan dan menandatangani risalah rapat Komite, laporan Komite per Triwulan dan laporan Tahunan Komite, serta laporan capaian kinerja Komite yang dilakukan secara *self assessment* selesai pada waktunya, yang nantinya laporan-laporan tersebut akan disampaikan kepada Direksi untuk bahan penyusunan laporan tahunan Perseroan.
- (5) Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk pembuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero)Tbk. Pasal 12 ayat 7 huruf i, ii, iii,iv,v, dan ayat 10 a.
- (h) Prepare proposals for the amount, type, and facility of remuneration and the tantiem allocation, to be discussed and decided by the Board of Directors in the RKAP and then proposed to the Board of Commissioners.
- (i) Implementing the Regulation of the Minister of State-Owned Enterprises concerning Guidelines for Determining the Income of Directors, Board of Commissioners of State-Owned Enterprises, especially in proposing salaries/honorariums, facility allowances and performance bonuses/incentives for members of the Board of Directors and the Board of Commissioners, to the Minister of State-Owned Enterprises, as the Holder of Series A Dwiwarna PT Jasa Marga (Persero) Tbk. as a follow-up to the Company's Annual GMS decision.
- (4) As Chair of the Nomination and Remuneration Committee (KNR), ensure that the KNR charter has been fulfilled and carried out properly, including
- (a) establishing the Committee's annual work program and key performance indicators.
- (b) directing the results of the study Committees are precise and sharp and can be used as recommendations and input for the Board of Commissioners in making decisions .
- (c) issuing and signing the minutes of Committee meetings, Quarterly Committee reports and Committee Annual reports, and Committee performance reports conducted by self-assessment completed on time, which later these reports will be submitted to the Board of Directors for the preparation of the Company's annual report.
- (5) Provide recommendations for input, direction, conclusions, responses, and approval of the Board of Commissioners following and related to the field of duties and obligations in connection with the request of the Board of Directors for the actions of the Board of Directors in matters as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12 paragraph 7 letters i, ii, iii, iv, v, and paragraph 10 a.

Anita Firmanti Eko Susetyowati, Komisaris

Menangani tugas pengawasan dan pemberian nasihat kepada Direksi di bidang Pengembangan Usaha, merangkap sebagai anggota Komite Audit, yang meliputi tugas untuk memberikan masukan, arahan dan rekomendasi persetujuan tertulis Dewan Komisaris kepada Direksi terutama dalam rangka :

- (1) Penyusunan dan penetapan arah kebijakan dan strategi dalam pengembangan usaha bisnis jalan tol dan bisnis lain jangka panjang, menengah dan pendek, sesuai dengan kebijakan dan strategi Perseroan.

Anita Firmanti Eko Susetyowati, Commissioner

Handling the task of supervising and providing advice to the Board of Directors in the field of Business Development, concurrently serving as a member of the Audit Committee, which includes the task of providing input, direction, and recommendations for written approval from the Board of Commissioners to the Board of Directors, especially in the context of :

- (1) Formulating and determining the direction of policies and strategies in the development of the toll road business and other businesses in the long, medium, and short term, per the Company's policies and strategies.

- (2) Penyusunan dan penetapan arah kebijakan dan strategi dalam pengembangan teknik dan rekayasa teknik pembangunan jalan tol maupun pembangunan bisnis non tol (seperti : properti, *rest area*, pengoperasian dan pemeliharaan jalan tol), dalam rangka menghasilkan jalan-jalan tol dan bangunan properti dan usaha non properti yang dibangun dan dioperasikan oleh Perseroan adalah jalan tol, properti dan non properti yang bermutu tinggi, modern, efektif dan efisien serta ramah lingkungan dan handal dioperasikan serta mendatangkan pendapatan usaha yang menguntungkan Perseroan.
- (3) Pengelolaan pengembangan *Project Management Office* dan penambahan konsesi ruas jalan tol baru, baik melalui cara *solicited* dan *unsolicited project* maupun akuisisi, serta proyek properti dan non properti, yang meliputi tahap perencanaan investasi, pengajuan permohonan persetujuan investasi dan persetujuan investasi dari Dewan Komisaris dan atau Pemegang Saham, dan kemudian dilanjutkan tahap eksekusi investasi yang berupa penyusunan proposal tender investasi dan keikutsertaan dalam tahap prakualifikasi dan pemasukan surat penawaran tender.
- (4) Pengelolaan persiapan pembangunan proyek jalan tol baru termasuk proyek peningkatan kapasitas jalan tol yang meliputi penetapan *lay-out/lokasi* proyek, pembebasan lahan, pengadaan kontraktor dan pengawasan atas mobilisasi sumber dayanya dan pelaksanaan pekerjaan fisik proyek. Tahapan-tahapan tersebut menjadi wewenang pengawasan sehingga proyek jalan tol dapat diselesaikan sesuai dengan jadwal waktu, pemenuhan spesifikasi teknis, legal dan lingkungan serta manfaatnya dan siap dioperasikan.
- Pengelolaan pengembangan bisnis jalan tol baru dan bisnis non tol dapat dilakukan dengan cara lain yaitu sebagai berikut:
- Dalam hal tertentu, pengelolaan pengembangan jalan tol baru dan bisnis lain menggunakan hasil kajian investasi dari Pemerintah atau pihak lain, yang pengadaannya dilakukan secara pelelangan, sehingga keterlibatan Perseroan dimulai dari tahapan prakualifikasi. Dengan demikian sebelum masuk dalam tahap pemasukan surat keikut-sertaan prakualifikasi, Direksi menyampaikan terlebih dahulu data kelayakan proyek, manfaat dan risiko investasi dan mitigasinya kepada Dewan Komisaris untuk dievaluasi dan dikaji, yang hasilnya dipakai oleh Dewan Komisaris untuk memberikan rekomendasinya yaitu apakah Direksi dapat meneruskan ke tahap-tahap pelelangan berikutnya atau tidak.
 - Pengelolaan pengembangan bisnis jalan tol baru melalui akuisisi ruas-ruas jalan tol, yaitu meliputi tahap perencanaan akuisisi ruas jalan tol dalam RKAP Perseroan, pengajuan
- (2) Formulating and determining the policy and strategic directions to develop toll road construction techniques and engineering and non-toll road business development (such as property, rest areas, toll road operation, and maintenance) to produce toll roads and property buildings. The Company's non-property businesses built and operated are toll roads, property, and non-property, which are of high quality, modern, effective and efficient, and environmentally friendly and reliable to use and generate profitable operating revenues for the Company.
- (3) The Project Management Office and the addition of new toll-road concessions development management, either through solicited and unsolicited projects or acquisitions, as well as property and non-property projects, including the investment planning stage, investment approval application submission, and investment approval from the Board of Commissioners and or Shareholders, and then proceed to the investment execution stage in the form of investment tender proposals preparation and participation in the pre-qualification stage and tender offer letters submission.
- (4) Preparation management for the new toll road projects construction, including toll-road capacity-building projects, layout determination/project location, land acquisition, procurement of contractors, resource mobilization supervision, and implementation of the project's physical work. These stages become the supervisory authority so that toll road projects can be completed according to the schedule, fulfill technical, legal, and environmental specifications and their benefits, and are ready to operate.
- Management of new toll road business development and non-toll road business can be done in other ways, namely as follows:
- In some instances, the new toll road development and other businesses management uses the results of investment studies from the Government or other parties, the procurement of which is carried out by auction so that the Company's involvement starts from the pre-qualification stage. Thus, before entering the pre-qualification participation letter submission stage, the Board of Directors first submits data on the project's feasibility, the investment's benefits and risks, and its mitigation to the Board of Commissioners for evaluation and review. The Board of Commissioners uses the results to provide recommendations, whether the Board of Directors can proceed to the auction's next stage.
 - The new toll-road business development management through the acquisition of toll road sections includes toll road sections acquisition planning in the Company's RKAP,

- permohonan persetujuan akuisisi kepada Dewan Komisaris dengan melampirkan data kelayakan ruas jalan tol yang akan diakuisi, meliputi kelayakan teknis, finansial, legal ekonomis, manfaat, *bankable*, kemampuan pendanaan Perseroan, rencana bisnis dan profil risiko investasi, untuk dievaluasi dan dikaji oleh Dewan Komisaris, yang hasilnya dipakai Dewan Komisaris untuk memberikan rekomendasinya apakah Direksi dapat meneruskan ke tahap pelaksanaan akuisisi atau tidak.
- c. Pengelolaan pengembangan bisnis jalan tol baru melalui akuisisi sebagian saham atau seluruh saham ruas-ruas jalan tol, yaitu meliputi tahap perencanaan akuisisi ruas jalan tol dalam RKAP Perseroan, pengajuan permohonan persetujuan akuisisi kepada Dewan Komisaris dengan melampirkan data kelayakan ruas jalan tol yang akan diakuisi, meliputi kelayakan teknis, finansial, legal, ekonomis, manfaat, *bankable*, kemampuan pendanaan Perseroan dan rencana bisnis dan profil risiko investasi, untuk dievaluasi dan dikaji oleh Dewan Komisaris, yang hasilnya dipakai oleh Dewan Komisaris untuk memberikan rekomendasinya apakah Direksi dapat meneruskan ke tahap pelaksanaan akuisisi atau tidak.
- (5) Melakukan pengawasan atas pelaksanaan manajemen risiko beserta mitigasinya terkait dengan pembangunan jalan tol baru dan akuisisi ruas-ruas jalan tol serta pembangunan sarana dan prasarana jalan tol.
- (6) Pengelolaan dan pengembangan inisiasi bisnis Perseroan, khususnya pengembangan bisnis yang terkait dengan bidang sistem informasi dan teknologi informasi, bidang pemeliharaan, bidang *rest area* dan *related business*, dalam hal melakukan eksekusi dan meningkatkan peluang bisnis baik di dalam maupun di luar wilayah operasi kelompok usaha Perseroan untuk meningkatkan dan/atau memaksimalkan pendapatan dan nilai tambah Perseroan melalui pengembangan operasi jalan tol Anak Perusahaan dan Usaha Lain Induk dan Anak Perusahaan yang telah beroperasi.
- (7) Melakukan pengawasan atas pelaksanaan pembinaan dan pengelolaan dalam pengembangan usaha di bidang jalan tol, usaha lain (*rest area*, iklan dan utilitas) serta *toll corridor development*.
- (8) Selaku anggota Komite Audit (KA), menghadiri dan/atau memimpin rapat internal Komite Audit dan/atau rapat Komite dengan pihak lain, dalam hal Ketua Komite Audit berhalangan hadir, serta menandatangani risalah rapat Komite Audit. Selain itu melakukan pengawasan agar piagam (charter) Komite Audit telah terpenuhi dan dilakukan dengan baik, antara lain : (a) penetapan program kerja tahunan dan indikator kinerja kunci Komite, (b) mengarahkan agar hasil kajian Komite Audit tepat dan tajam serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris
- applying for acquisition approval to the Board of Commissioners by attaching data on the toll road's feasibility to be acquired, including technical, financial, and legal feasibility, economic benefits, bankable, the Company's funding capability, business plan, and investment risk profile. It is to be evaluated and reviewed by the Board of Commissioners. The Board of Commissioners uses results to recommend whether the Board of Directors can proceed to the acquisition stage.
- c. The new toll-road business development management through the acquisition of some or all shares of toll road sections, which includes the acquisition of toll roads planning stage in the Company's RKAP, applying for acquisition approval to the Board of Commissioners by attaching data on the feasibility of the toll road to be acquired, including technical, financial, legal, and economic feasibility, benefit, bankable, the Company's funding capability, and business plan and investment risk profile, to be evaluated and reviewed by the Board of Commissioners. The Board of Commissioners uses the results to recommend whether the Board of Directors can proceed to the implementation stage.
- (5) The risk management and its mitigation implementation supervision related to the construction of new toll roads, the acquisition of toll road sections, and the construction of toll road facilities and infrastructure.
- (6) Management and development of the Company's business initiatives, particularly business development related to information systems and information technology, maintenance, rest area, and related business, in terms of executing and increasing business opportunities both inside and outside the group's operating area. To grow and/or maximize the Company's revenue and added value through the development of toll road operations of the Subsidiaries and Other Parent and Subsidiary businesses already operating.
- (7) Supervise the implementation of guidance and management in business development in toll roads, other businesses (rest areas, advertisements, and utilities), and toll corridor development.
- (8) As a member of the Audit Committee (KA), attend and/or lead internal Audit Committee meetings and/or Committee meetings with other parties if the Chairman of the Audit Committee is unable to participate in, and sign the minutes of the Audit Committee meetings. In addition to supervising so that the Audit Committee's charter has been fulfilled and carried out properly, among others: (a) determination of the annual work program and key performance indicators of the Committee, (b) direct the Audit Committee's review results to be accurate and sharp and can

dalam mengambil keputusan-keputusan, (c) menandatangani Laporan Triwulan dan Laporan Tahunan Komite Audit, serta laporan capaian kinerja Komite Audit yang dilakukan secara *self assessment* yang disusun dan diserahkan kepada pihak yang berkenaan tepat pada waktunya. Laporan-laporan tersebut akan disampaikan kepada Direksi untuk bahan penyusunan Laporan Tahunan Perseroan.

- (9) Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk pembuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii, iv, v, dan ayat 10 a.

Raja Erizman, Komisaris

Menangani tugas pengawasan dan pemberian nasihat kepada Direksi di Bidang Operasi dan Pemeliharaan, dan merangkap sebagai Sekretaris Komite Nominasi dan Remunerasi, yang meliputi tugas untuk memberikan masukan, arahan, rekomendasi dalam rangka:

- (1) Penetapan arah kebijakan dan strategi dalam *Operation Business Planning & Performance* serta manajemen pengoperasian dan pemeliharaan serta peningkatan jalan tol beserta seluruh kelengkapannya.
- (2) Pengelolaan manajemen pengoperasian jalan tol yang meliputi pengumpulan tol dan manajemen lalu lintas jalan tol yang efektif, aman dan handal oleh PT Jasamarga Tollroad Operator (PT JMTO), PT Jasamarga Tollroad Maintenance (PT JMTO) dan PT Jalantol Lingkarluar Jakarta (PT JLJ) dimana :
 - a. Transaksi pembayaran tol lancar, aman dari manipulasi/kerusakan, serta memenuhi standar pelayanan minimum, dan pengumpulan pendapatan tol transparan, aman, akuntabel dan cepat.
 - b. Kelancaran lalu lintas di gardu tol dan antrian kendaraan di gerbang tol sesuai dengan standar pelayanan minimum.
 - c. Manajemen pengoperasian jalan tol yang modern, efektif, aman dan handal, dengan memanfaatkan teknologi informasi yang canggih, penggunaan peralatan teknis gardu tol yang canggih, *compatible* dan handal yang memungkinkan dilaksanakan pengintegrasian transaksi pembayaran tol antar operator, serta didukung dengan sarana dan prasarana penunjang jalan tol yang cukup, dalam rangka pemberian pelayanan lalu lintas jalan tol yang memenuhi standar keamanan, kecepatan tempuh serta peningkatan *response time* penanganan gangguan perjalanan, yang memenuhi Standar Pelayanan Minimal (SPM).

be used as recommendations and input for the Board of Commissioners in making decisions, (c) sign the Audit Committee's Quarterly Report and Annual Report, and a self-assessment report on the performance of the Audit Committee which is prepared and submitted to the relevant parties on time. These reports will be submitted to the Board of Directors to prepare the Company's Annual Report.

- (9) Provide recommendations for input, direction, conclusion, response, and approval of the Board of Commissioners per and related to the fields of duties and obligations in connection with the request of the Board of Directors for the actions of the Board of Directors in matters as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12 paragraph 7 letter i, ii, iii, iv, v, and paragraph 10 a.

Raja Erizman, Commissioner

Handling the task of supervising and providing advice to the Board of Directors in the Operations and Maintenance Sector, and concurrently act as Secretary of the Nomination and Remuneration Committee, which includes the task of providing input, direction, recommendations in the context of:

- (1) Determining the direction of policies and strategies in Operation Business Planning & Performance, management of operation and maintenance, and improvement of toll roads and all their accessories.
- (2) Toll road operation management which includes toll collection and effective, safe, and reliable toll road traffic management by PT Jasamarga Tollroad Operator (PT JMTO), PT Jasamarga Tollroad Maintenance (PT JMTO), and PT Jalantol Lingkarluar Jakarta (PT JLJ) where:
 - a. toll payment transactions are smooth, safe from manipulation/damage, and meet minimum service standards, and toll revenue collection is transparent, secure, accountable, and fast.
 - b. smooth traffic at toll booths and the vehicle queues at toll gates following minimum service standards.
 - c. management of modern, effective, safe and reliable toll road operations by utilizing sophisticated information technology, the use of sophisticated, compatible, and reliable technical equipment at toll booths that allow the integration of toll payment transactions between operators, and supported by toll road supporting facilities and sufficient infrastructure, in the context of providing toll road traffic services that meet safety standards, travel speed and increase response time for handling travel disturbances, which meet Minimum Service Standards (SPM).

- (3) Pengelolaan manajemen pemeliharaan dan peningkatan kapasitas jalan tol beserta seluruh sarana dan prasarana penunjang jalan tol oleh PT Jasamarga Tollroad Maintenance (PT JMTM) dan PT Jalantol Lingkarluar Jakarta (PT JLJ) dilakukan secara efektif dan efisien, serta tepat pada waktunya, sehingga kondisi jalan tol yang handal untuk mendukung tercapainya kecepatan tempuh rata-rata, keamanan, kenyamanan dan mobilitas, serta dioperasikan dalam kondisi yang selalu memenuhi standar pelayanan minimum dan menjamin kenaikan tarif dicapai tepat sesuai dengan jadwalnya. Selain itu akan terjadi penghematan biaya pemeliharaan & peningkatan jalan tol, serta kenaikan tarif dicapai tepat sesuai dengan jadwalnya.
- (4) Selaku Sekretaris Komite Nominasi dan Remunerasi, bertugas:
- a. Memfinalkan penyusunan program kerja tahunan dan indikator kinerja kunci Komite Nominasi dan Remunerasi, untuk ditetapkan oleh Ketua Komite Nominasi dan Remunerasi.
 - b. Membantu memantau dan mengendalikan aktivitas dan kinerja Komite untuk mencapai sasaran target yang ditetapkan dilakukan secara efektif dan efisien, serta menyampaikan kepada Dewan Komisaris hasil kajian-kajian atas usulan-usulan dari Direksi untuk dibahas dan mendapatkan keputusan.
 - c. Memfinalkan penyusunan laporan evaluasi Triwulanan dan Tahunan pencapaian kinerja Komite secara *self assessment*, serta penyusunan laporan tahunan Komite, sebagai bagian dari laporan tahunan Dewan Komisaris yang akan disampaikan kepada Direksi untuk bahan penyusunan laporan tahunan Perseroan.
 - d. Memfinalkan pemberian masukan, arahan, rekomendasi kepada Dewan Komisaris terkait fungsi nominasi mengenai:
 - (1) komposisi jabatan anggota Direksi dan/ atau anggota Dewan Komisaris (kebijakan dan kriteria yang dibutuhkan dalam proses nominasi dan
 - (2) kebijakan evaluasi kinerja bagi anggota Direksi
 - (3) membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi, program pengembangan kemampuan Dewan Komisaris, serta usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris untuk diusulkan kepada Pemegang Saham dan/ RUPS.
- (3) The management of maintenance management and capacity building of toll roads and all toll road supporting facilities and infrastructure by PT Jasamarga Tollroad Maintenance (PT JMTM) and PT Jalantol Lingkarluar Jakarta (PT JLJ) are carried out effectively and efficiently, and on time, so that the toll roads conditions are reliable to support the achievement of average travel speed, safety, comfort and mobility, and are operated in conditions that always meet minimum service standards and ensure that tariff increases are achieved on schedule. In addition, there will be savings in toll road maintenance & upgrade costs, and tariff increases completed on schedule.
- (4) As the Secretary of the Nomination and Remuneration Committee, he is in charge of:
- a. Finalize the preparation of the annual work program and key performance indicators of the Nomination and Remuneration Committee, to be determined by the Chairperson of the Nomination and Remuneration Committee.
 - b. Assisting in monitoring and controlling the activities and performance of the Committee to achieve the set targets is carried out effectively and efficiently and submitting to the Board of Commissioners the results of studies on proposals from the Board of Directors for discussion and decision making.
 - c. Finalize the Quarterly and Annual evaluation reports preparation of the Committee's performance achievement by self-assessment, as well as the preparation of the Committee's annual report, as part of the annual report of the Board of Commissioners, which will be submitted to the Board of Directors for the preparation of the Company's annual report.
 - d. Finalize the provision of inputs, directions, recommendations to the Board of Commissioners concerning the nomination function regarding
 - (1) the composition of the Board of Directors and/or the Board of Commissioners position composition (policies and criteria required in the nomination process and
 - (2) performance evaluation policies for members of the Board of Directors
 - (3) assisting the Board of Commissioners in assessing the Board of Directors' members' performance, capacity building programs for the Board of Commissioners, and candidates proposals who meet the requirements as members of the Board of Directors and/or members of the Board of Commissioners to be proposed to the Shareholders and/or GMS.

- e. Memfinalkan pemberian masukan, arahan, rekomendasi kepada Dewan Komisaris terkait fungsi remunerasi bagi Direksi.

(5) Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk perbuatan perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii, iv, v dan ayat 10 a.

M. Roskanedi, Komisaris

Menangani tugas pengawasan dan pemberian nasihat kepada Direksi di Bidang Bisnis Konsesi Jalan Tol, merangkap sebagai Ketua Komite Risiko dan Hukum yang meliputi tugas untuk memberikan masukan, arahan, rekomendasi dalam rangka:

- (1) Penetapan arah kebijakan dan strategi dalam pengelolaan manajemen bisnis Perseroan dan sistem teknologi informasi Perseroan dan pengembangannya.
- (2) Penetapan arah kebijakan dan strategi dalam pengelolaan manajemen bisnis di tingkat Regional Perseroan dan sistem teknologi informasi Regional dan pengembangannya.
- (3) Penetapan arah kebijakan dan strategi dalam pengelolaan manajemen bisnis Perseroan dan sistem teknologi informasi dan pengembangannya di tingkat APJT – APJT yang telah operasional di masing-masing Regional, Metropolitan, Nusantara dan Transjawa, serta dalam mengeksekusi dan meningkatkan peluang bisnis baik di dalam maupun di luar wilayah operasi kelompok usaha Perseroan.
- (4) Pengelolaan manajemen dalam sistem informasi dan teknologi informasi Perseroan, termasuk teknologi operasi jalan tol, dalam hal perencanaan, pembangunan, operasional dan pengendalian teknologi informasi.
- (5) Pengelolaan manajemen pemantauan, evaluasi, koordinasi dan pengendalian APJT–APJT operasional dalam rangka untuk mencapai sasaran strategis, standar sistem operasi dan tolok ukur kinerja.
- (6) Pengelolaan dan pengendalian kinerja pengoperasian Regional dalam manajemen pengumpulan tol, keefektifitasnya dan pengamanannya, serta pengembangan sistem teknologi operasional.
- (7) Selaku Ketua Komite Risiko dan Hukum (KRH), memastikan bahwa piagam (*charter*) Komite Risiko dan Hukum telah dipenuhi dan dilakukan dengan baik, antara lain:
 - (a) menetapkan program kerja tahunan dan indikator kinerja kunci Komite,

- e. Finalize the provision of input, direction, and recommendation to the Board of Commissioners regarding the Board of Directors' remuneration function.

(5) Provide recommendations for input, direction, conclusion, response, and approval of the Board of Commissioners per and related to the fields of duties and obligations in connection with the request of the Board of Directors for the actions of the Board of Directors in matters as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12 paragraph 7 letter i, ii, iii, iv, v, and paragraph 10 a.

M. Roskanedi, Commissioner

Handling the task of supervising and providing advice to the Board of Directors in the Toll Road Concession Business Sector, concurrently as Chairman of the Risk and Legal Committee, which includes the task of providing input, direction, recommendations in the context of:

- (1) Determining the direction of policies and strategies in the management of the Company's business management and the Company's information technology system and its development.
- (2) Determining the direction of policies and strategies in the management of business management at the regional level of the Company and Regional information technology systems and their development.
- (3) Determining the direction of policies and strategies in managing the Company's business management and information technology systems and their development at the APJT – APJT levels which have been operational in each Regional, Metropolitan, Nusantara, and Transjawa, as well as in executing and increasing business opportunities both within and outside the operating area of the Company's business group.
- (4) Management in the Company's information system and information technology, including toll road operation technology, in terms of planning, development, operation, and control of information technology.
- (5) Management of monitoring, evaluation, coordination, and operational APJT-APJT control to achieve strategic objectives, operating system standards, and performance benchmarks.
- (6) Management and control of Regional operating performance in the management of toll collection, its effectiveness, security, and the development of operational technology systems.
- (7) As Chair of the Risk and Legal Committee (KRH), ensure that the Risk and Legal Committee charter has been complied with and carried out properly, including:
 - (a) determining the annual work program and key performance indicators of the Committee,

- (b) mengarahkan agar hasil kajian Komite tepat dan tajam serta dapat dipergunakan sebagai rekomendasi dan masukan bagi Dewan Komisaris dalam mengambil keputusan-keputusan, serta
- (c) menandatangani : risalah rapat Komite dan laporan Komite per Triwulan dan laporan Tahunan Komite, serta laporan capaian kinerja Komite yang dilakukan secara *self assessment* selesai pada waktunya, serta memastikan bahwa seluruh laporan Komite Risiko dan Hukum disampaikan kepada Direksi tepat pada waktunya untuk bahan penyusunan laporan tahunan Perseroan.
- (8) Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk perbuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii, iv, v dan ayat 10 a.
- (b) directing so that the results of the Committee's review are accurate and sharp and can be used as recommendations and input for the Board of Commissioners in making decisions, and
- (c) signing minutes of Committee meetings and Committee report Quarterly and Annual reports and reports on Committee performance achievements are carried out regularly. Self-assessment is completed on time and ensures that all Risk and Legal Committee reports are submitted to the Board of Directors timely to prepare the Company's annual report.
- (8) Provide recommendations for input, direction, conclusion, response, and approval of the Board of Commissioners per and related to the fields of duties and obligations in connection with the request of the Board of Directors for the actions of the Board of Directors in matters as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12 paragraph 7 letter i, ii, iii, iv, v, and paragraph 10 a.

Yohanes Baptista Satya Sananugraha, Komisaris

Menangani tugas pengawasan dan pemberian nasihat kepada Direksi khususnya dalam bidang pengelolaan Keuangan dan Manajemen Risiko, serta merangkap sebagai Anggota Komite Risiko dan Hukum.

Bidang tugasnya meliputi tugas untuk memberikan masukan, arahan. rekomendasi dalam rangka:

- (1) Memberikan rekomendasi dan/atau masukan dalam menetapkan arah kebijakan dan strategi dalam rangka penyusunan rencana strategis Perusahaan Jangka Panjang (RJPP) dan Rencana Kegiatan dan Anggaran Perusahaan Tahunan (RKAP), serta evaluasi dan *review* pelaksanaannya setiap tahun serta realisasi Program Kemitraan dan Bina Lingkungan, bekerjasama dengan Komite Nominasi dan Remunerasi dan Komite Audit.
- (2) Melakukan pengawasan dan pemantauan atas kepatuhan Direksi dalam menjalankan Perseroan sesuai RKAP dan/atau RJPP, serta memberikan hal-hal penting mengenai perubahan lingkungan bisnis yang diperkirakan akan berdampak besar pada usaha dan kinerja Perseroan secara tepat waktu dan relevan.
- (3) Memastikan audit eksternal dan audit internal dilaksanakan secara efektif serta memberikan arahan untuk penguatan sistem pengendalian intern Perseroan.
- (4) Penetapan arah kebijakan dan strategi untuk pengelolaan manajemen keuangan dan akuntansi Perseroan yang sehat, akuntabel, transparan, serta dalam rangka perkuatan struktur keuangan Perseroan dan peningkatan efisiensi dan efektivitas pengelolaan keuangan Perseroan, sehingga diperoleh dana yang murah yang diperlukan untuk investasi pembangunan

Yohanes Baptista Satya Sananugraha, Commissioner

Handling the task of supervising and providing advice to the Board of Directors, mainly in Financial Management and Risk Management, and concurrently as a Risk and Legal Committee member.

His field of duty includes the task of providing input, direction. recommendations for:

- (1) Provide recommendations and/or input in determining the direction of policies and strategies in the context of preparing the Company's Long-Term Strategic Plan (RJPP) and the Annual Corporate Activity and Budget Plan (RKAP), as well as evaluation and review of its implementation every year as well as the realization of the Partnership and Community Development Program in partnership with Nomination and Remuneration, and Audit Committees.
- (2) Supervise and monitor Board of Directors compliance in running the Company in accordance with the RKAP and/or RJPP, and provide important matters regarding changes in the business environment which are expected to have a major impact on the Company's business and performance in a timely and relevantly.
- (3) Ensure that external audits and internal audits are carried out effectively and provide direction for strengthening the company's internal control system.
- (4) Stipulate direction of policies and strategies for the management of the Company's financial management and accounting that is healthy, accountable, transparent, as well as in the framework of strengthening the Company's financial structure and increasing the efficiency and effectiveness of the Company's financial management, in order to obtain cheap

jalan tol baru, peningkatan kapasitas, perbaikan dan pemeliharaan jalan tol yang ada, serta untuk investasi di bidang bisnis lain dan/atau non tol dalam rangka menambah pendapatan Perseroan.

- (5) Memberikan arahan tentang kebijakan akuntansi dan penyusunan laporan keuangan sesuai dengan standar akuntansi yang berlaku umum di Indonesia (SAK), serta pengelolaan sistem perpajakan.
- (6) Peningkatan kemampuan dalam pemantauan dan evaluasi pelaksanaan program kerja Perseroan dan Anak Perusahaan serta dalam pengendalian portofolio investasi keuangan Perseroan, agar tercapai keselarasan dengan arah, sasaran dan rencana strategis Perseroan.
- (7) Pengembangan, peningkatan efisiensi dan efektivitas pengelolaan administrasi keuangan, pengendalian likuiditas keuangan Perseroan serta pemanfaatan teknologi informasi dalam penyusunan laporan keuangan dan dalam rangka pengamanan transaksi keuangan termasuk pendapatan tol dan non tol, yang sesuai dan memenuhi ketentuan peraturan perundang-undangan dan standar administrasi keuangan.
- (8) Menyampaikan laporan kepada Dewan Komisaris apabila terjadi gejala menurunnya kinerja Perseroan untuk memberikan saran-saran kepada Direksi untuk memperbaiki permasalahan yang dihadapi.
- (9) Bekerjasama dengan Komite Audit memberikan rekomendasi dan/atau arahan atas pelaksanaan pengawasan manajemen risiko, penyelesaian permasalahan di bidang hukum yang dihadapi Perseroan sesuai dengan ketentuan peraturan perundang-undangan, dengan memperhatikan dan temuan-temuan audit oleh auditor eksternal (KAP) dan atau BPK) serta temuan oleh Internal Audit dan menindak lanjuti langkah-langkah penyelesaian yang direkomendasikan oleh auditor eksternal dan/ Internal Audit, serta mengkaji dan memberikan rekomendasi atas laporan pengelolaan *whistleblowing system (WBS)*.
- (10) Memberikan masukan, arahan, rekomendasi dalam rangka pengawasan dan pengendalian manajemen mutu agar produk-produk Perseroan dibidang keuangan, investasi dan operasi & pemeliharaan tercapai sesuai sasaran target mutu, waktu dan manfaat, sehingga tercapai efisiensi dan efektivitas usaha.
- (11) Memfinalkan pemberian masukan, arahan, rekomendasi kepada Dewan Komisaris terkait fungsi pemantauan Manajemen Risiko mengenai:
 - (1) telahaan atas aktivitas pelaksanaan manajemen risiko yang dilakukan Direksi,
 - (2) penyempurnaan sistem manajemen risiko dan pelaksanaannya.

funds needed for investment in new toll road construction, increase the capacity, repair and maintenance of existing toll roads, as well as for investment in other business and/or non-toll roads in order to increase the Company's revenues.

- (5) Provide direction on accounting policies and preparation of financial reports in accordance with generally accepted accounting standards in Indonesia (SAK), as well as management of the tax system.
- (6) Increased capacity in monitoring and evaluating the implementation of the work program of the Company and its Subsidiaries as well as in controlling the Company's financial investment portfolio, to achieve alignment with the direction, goals, and strategic plans of the Company.
- (7) Development, improvement of efficiency and effectiveness of financial administration management, control of the Company's financial liquidity as well as the use of information technology in the preparation of financial reports and in the framework of securing financial transactions including toll and non-toll revenues, which are in accordance with and comply with statutory provisions and finance administrative standards.
- (8) Submit a report to the GMS and/or Shareholders in the event of symptoms of decreasing company performance as well as suggestions that have been submitted to the Board of Directors to solve the problems.
- (9) Cooperating with the Audit Committee to provide recommendations and/or directions on the implementation of risk management supervision, resolution of legal problems faced by the Company following the provisions of laws and regulations, by considering audit findings by external auditors (KAP) and/or BPK) as well as findings by Internal Audit and following up on the steps recommended by the external auditor and/ Internal Audit, as well as reviewing and providing recommendations on the whistleblowing system (WBS) management report.
- (10) Providing input, direction, recommendations in the context of quality management supervision and control so that the Company's products in the fields of finance, investment and operation & maintenance are achieved according to the target quality, time and benefits targets, so as to achieve business efficiency and effectiveness.
- (11) Finalize providing input, direction, and recommendations to the Board of Commissioners regarding the Risk Management monitoring function regarding:
 - (1) implementation of risk management activities carried out by the Board of Directors,
 - (2) improvement of the risk management system and its implementation.

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| <p>(3) memberikan saran <i>risk indicator</i> atas perkembangan lingkungan eksternal dan organisasi Perseroan yang akan mempengaruhi bisnis Perseroan, dan</p> <p>(4) dalam rangka penyempurnaan sistem manajemen risiko dan pelaksanaannya.</p> <p>(12) Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas, antara lain laporan keuangan (Triwulanan dan Tahunan) dan informasi lain yang terkait dengan informasi keuangan Perseroan.</p> <p>(13) Melakukan penelaahan atas ketaatan Direksi terhadap peraturan perundang-undangan dalam pengelolaan perseroan dan memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan KAP serta ketidaksesuaian pelaksanaan audit oleh KAP dengan standar yang berlaku.</p> <p>(14) Bersama Komite Audit melakukan evaluasi atas kinerja auditor eksternal dalam rangka pengadaan KAP yang akan melakukan audit umum Perseroan untuk tahun buku berjalan, yang akan diusulkan Dewan Komisaris (melalui Direksi) untuk disetujui dan ditetapkan oleh RUPS.</p> <p>(15) Selaku Anggota Komite Risiko dan Hukum bertugas:</p> <ol style="list-style-type: none"> a. Memfinalkan penyusunan program kerja tahunan Komite dan menetapkan indikator kinerja kunci Komite, untuk ditetapkan oleh Ketua Komite Risiko dan Hukum. b. Membantu memantau dan mengendalikan aktivitas dan kinerja Komite untuk mencapai sasaran target yang ditetapkan dilakukan secara efektif dan efisien, serta menyampaikan kepada Dewan Komisaris hasil kajian-kajian atas usulan-usulan dari Direksi untuk dibahas dan mendapatkan keputusan. c. Memfinalkan penyusunan laporan evaluasi Triwulanan dan Tahunan pencapaian kinerja Komite secara <i>self assessment</i>, serta penyusunan laporan tahunan Komite, sebagai bagian dari laporan tahunan Dewan Komisaris yang akan disampaikan kepada Direksi untuk bahan penyusunan laporan tahunan Perseroan. <p>(16) Memberikan rekomendasi masukan, arahan, kesimpulan, tanggapan dan persetujuan Dewan Komisaris sesuai dan terkait bidang tugas dan kewajibannya sehubungan dengan permohonan Direksi untuk pembuatan-perbuatan Direksi dalam hal sebagaimana yang diatur dalam Anggaran Dasar PT Jasa Marga (Persero) Tbk. Pasal 12 ayat 7 huruf i, ii, iii, iv, v dan ayat 10 a.</p> | <p>(3) providing risk advice indicators on developments in the external environment and the Company's organization that will affect the Company's business, and</p> <p>(4) to improve the risk management system and its implementation.</p> <p>(12) Reviewing financial information that will be released by the company to the public and/or authorities, including financial reports (quarterly and annually) and other information related to company financial information.</p> <p>(13) Reviewing the compliance of the Board of Directors with the laws and regulations in managing the Company and providing independent opinion in the event of disagreements between management and KAP and the inconsistency of audit implementation by KAP with the applicable standards.</p> <p>(14) Evaluating the performance of external auditors with the Audit Committee in the context of procuring KAPs that will conduct a general audit of the Company which will be proposed by the Board of Commissioners (through the Board of Directors) for approval and determination by the GMS</p> <p>(15) As a member of the Risk and Legal Committee, he is in charge of:</p> <ol style="list-style-type: none"> a. Finalizing the preparation of the Committee's annual work program and determining the Committee's key performance indicators, to be determined by the Head of the Risk and Legal Committee. b. Assisting in monitoring and controlling the activities and performance of the Committee to achieve the targets set are carried out effectively and efficiently and submitting to the Board of Commissioners the results of studies on proposals from the Board of Directors for discussion and obtaining decisions. c. Finalizing the preparation of the Quarterly and Annual evaluation reports on the achievement of the Committee's performance by self-assessment, as well as the preparation of the Committee's annual report, as part of the annual report of the Board of Commissioners, which will be submitted to the Board of Directors for the preparation of the Company's annual report. <p>(16) Provide recommendations for input, direction, conclusion, response, and approval of the Board of Commissioners per and related to the fields of duties and obligations in connection with the request of the Board of Directors for the actions of the Board of Directors in matters as stipulated in the Articles of Association of PT Jasa Marga (Persero) Tbk. Article 12 paragraph 7 letter i, ii, iii, iv, v, and paragraph 10 a.</p> |
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RAPAT-RAPAT YANG DIHADIRI OLEH DEWAN KOMISARIS

Meetings Attended by the Board of Commissioners

Uraian mengenai kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS, dapat dilihat pada Sub Bab mengenai Rapat Dewan Komisaris dan Direksi.

A description of the policy and implementation of the Board of Commissioners' meetings frequency, the Board of Commissioners with the Board of Director's meetings frequency, and the members of the Board of Commissioners attendance level in these meetings, including attendance at the GMS, can be seen in the Sub-Chapter concerning Meetings of the Board of Commissioners and Directors.

PROGRAM PENGENALAN PERSEROAN BAGI KOMISARIS BARU

Company Introduction Program for the New Commissioners

Program Pengenalan bagi anggota Dewan Komisaris yang baru diangkat untuk pertama kali, wajib dilakukan oleh Perseroan sebagaimana tercantum dalam *Board Manual*, dan juga sebagai pemenuhan faktor uji asesmen GCG berdasarkan Keputusan Sekretaris Menteri BUMN No. SK-16/S.MBU/2012. Kegiatan ini bertujuan untuk memperkenalkan Perseroan kepada anggota Dewan Komisaris, sebelum memahami Perseroan secara lebih detail, disamping itu kegiatan ini juga bertujuan agar para Anggota Dewan Komisaris dapat saling mengenal dan menjalin kerjasama sebagai satu tim yang solid, komprehensif dan efektif.

The introduction program the Board of Commissioners members who are newly appointed for the first time must be carried out by the Company as stated in the Board Manual, and also as a fulfillment of the GCG assessment test factors based on the Decree of the Secretary of the Minister of SOE No. SK-16/S.MBU/2012. This activity aims to introduce the Company to members of the Board of Commissioners before understanding the Company in more detail; besides that, this activity aims to make the members of the Board of Commissioners know each other and establish cooperation as a solid, comprehensive, and effective team.

Pada tahun 2021, Perseroan mengadakan program pengenalan Perseroan pada 3 (tiga) anggota komisaris yang baru diangkat yaitu Yohanes Baptista Satya Sananugraha, M. Roskanedi, dan Raja Erizman. Program Pengenalan untuk M. Roskanedi dan Raja Erizman dilaksanakan pada tanggal 7 Juni 2021, sedangkan Program Pengenalan untuk Yohanes Baptista Satya Sananugraha dilaksanakan pada tanggal 24 September 2021.

In 2021, the Company held a Company introduction program for 3 (three) newly appointed commissioners, namely Yohanes Baptista Satya Sananugraha, M. Roskanedi, and Raja Erizman. The Introductory Program for M. Roskanedi and Raja Erizman was held on June 7, 2021, while the Introductory Program for Yohanes Baptista Satya Sananugraha was held on September 24, 2021.

PENGEMBANGAN KOMPETENSI

Competency Development

Dalam rangka meningkatkan pengetahuan dan kompetensi para anggota Dewan Komisaris, dan memastikan wawasan profesional, kompetensi serta kemampuan kepemimpinan para anggota Dewan Komisaris dapat berkembang selaras dengan perkembangan industri terkini, Perseroan memberikan pelatihan kepada setiap anggota Dewan Komisaris. Program pelatihan/pendidikan yang diikuti oleh para Dewan Komisaris sepanjang tahun 2021 dapat dilihat pada bagian Pengembangan Kompetensi Dewan Komisaris di Bab Profil Perusahaan di dalam buku Laporan Tahunan ini.

To improve the knowledge and competence of the Board of Commissioners members and ensure that their professional insights, competencies, and leadership abilities can develop in line with the latest industry developments, the Company provides training to each member of the Board of Commissioners. The training/education programs attended by the Board of Commissioners throughout 2021 can be seen in the Competency Development Section of the Board of Commissioners in the Company Profile Chapter in this Annual Report.

KEBIJAKAN RANGKAP JABATAN**Policy of Concurrent Positions**

Rangkap Jabatan Dewan Komisaris diatur secara tegas dalam Anggaran Dasar Perseroan, sebagai berikut:

1. Anggota Direksi pada BUMN, BUMD, dan badan usaha milik swasta.
2. Pengurus partai politik dan/atau calon/anggota Dewan Perwakilan Rakyat (DPR), Dewan Perwakilan Daerah (DPD), Dewan Perwakilan Rakyat Daerah (DPRD) Tingkat I dan DPRD Tingkat II dan/atau calon Kepala Daerah/Wakil Kepala Daerah.
3. Jabatan lain sesuai dengan ketentuan dalam Peraturan Perundangan.
4. Jabatan lainnya yang dapat menimbulkan benturan kepentingan.

Informasi berikut mengenai rangkap jabatan pada keanggotaan Dewan Komisaris tahun 2021:

The concurrent positions of the Board of Commissioners are explicitly regulated in the Company's Articles of Association, as follows:

1. Members of the Board of Directors in BUMN, BUMD, and privately-owned enterprises.
2. Management of political parties and/or candidates/ members of the People's Representative Council (DPR), Regional Representatives Council (DPD), Level I Regional People's Representative Council (DPRD), and Level II DPRD and/or candidates for Regional Head/Deputy Regional Head.
3. Other positions following the provisions of the Laws and Regulations.
4. Other positions that may cause a conflict of interest.

The following information regarding concurrent positions on the membership of the Board of Commissioners in 2021:

Tabel Rangkap Jabatan Dewan Komisaris
Table of Board of Commissioners Concurrent Position

Nama Name	Jabatan Position	Jabatan Pada Perusahaan/Instansi Lain Position in other Company/Institution	Nama Perusahaan/Instansi Lain Name of Company/Institution
Yuswanda A. Temenggung	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Nihil None	Nihil None
Zulfan Lindan	Wakil Komisaris Utama/ Komisaris Independen Vice President Commissioner/ Independent Commissioner	Nihil None	Nihil None
Anita Firmanti Eko Susetyowati	Komisaris Commissioner	Jabatan Fungsional: Assessor SDM Aparatur Ahli Utama Kementerian PUPR Functional Position: HR Assessor – Main Expert Apparatus of the Ministry of Public Works and Public Housing	Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia Ministry of Public Works and Public Housing of the Republic of Indonesia
Yohanes Baptista Satya Sananugraha***	Komisaris Commissioner	Sekretaris Secretary	Kementerian Koordinator Bidang Pembangunan Manusia dan Kebudayaan sejak 2016 Coordinating Ministry for Human Development and Culture since 2016
M. Roskanedi**	Komisaris Commissioner	Nihil None	Nihil None
Raja Erizman**	Komisaris Commissioner	Nihil None	Nihil None
Eman Salman Arief****	Komisaris Independen Independent Commissioner	Nihil None	Nihil None

Tabel Rangkap Jabatan Dewan Komisaris
Table of Board of Commissioners Concurrent Position

Nama Name	Jabatan Position	Jabatan Pada Perusahaan/Instansi Lain Position in other Company/Institution	Nama Perusahaan/Instansi Lain Name of Company/Institution
Agus Suharyono*	Komisaris Commissioner	Asisten Deputi Usaha Industri Agro dan Farmasi II Asisten Deputi Usaha Industri Agro dan Farmasi II	Kementerian BUMN Ministry of SOEs
Sugihardjo*	Komisaris Commissioner	Kepala Badan Penelitian dan Pengembangan SDM Perhubungan Kepala Badan Penelitian dan Pengembangan SDM Perhubungan	Kementerian Perhubungan Ministry of Transportation

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/ Serving since May 27, 2021

*** Menjabat sejak 27 Agustus 2021/ Serving since August 27, 2021

**** Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021, until August 27, 2021

KEPUTUSAN, REKOMENDASI DAN PELAKSANAAN TUGAS DEWAN KOMISARIS

Board of Commissioners Decisions, Recommendations, and Duties Implementation

Sepanjang tahun 2021, Dewan Komisaris telah melaksanakan fungsi, tugas dan tanggung jawabnya, beberapa di antaranya dituangkan dalam bentuk surat keputusan dan surat lainnya yang bersifat pengawasan dan persetujuan, antara lain:

1. Keputusan-Keputusan Dewan Komisaris Tahun 2021
 - 1.1. Perpanjangan Penugasan sebagai Anggota Komite Audit PT Jasa Marga (Persero) Tbk.
 - 1.2. Perpanjangan Penugasan Staf Administrasi Rapat Dewan Komisaris di Sekretariat Dewan Komisaris PT Jasa Marga (Persero) Tbk.
 - 1.4. Pembentukan Panitia Negosiasi Jasa Kantor Akuntan Publik PT Jasa Marga (Persero) Tbk. Untuk Tahun Buku 2021.
 - 1.7. Pengakhiran Penugasan Staf Sekretariat Dewan Komisaris dan Pengangkatan Mengangkat Staf Sekretariat Dewan Komisaris PT Jasa Marga (Persero) Tbk.
 - 1.8. Penunjukan Anggota Dewan Komisaris Untuk Memimpin RUPS Tahunan PT Jasa Marga (Persero) Tbk. Tahun Buku 2020 pada tanggal 27 Mei 2021.
 - 1.9. Pengangkatan Anggota Komite Risiko dan Hukum PT Jasa Marga (Persero) Tbk. dari Unsur Dewan Komisaris.
 - 1.10. Pemberhentian dan Pengangkatan Anggota Komite Nominasi & Remunerasi PT Jasa Marga (Persero) Tbk. dari Unsur Dewan Komisaris.
 - 1.11. Pengangkatan Ketua dan Anggota Komite Audit PT Jasa Marga (Persero) Tbk.

Throughout 2021, the Board of Commissioners has carried out its functions, duties, and responsibilities, some of which are outlined in the form of decrees and other letters that are supervisory and approved, including:

1. Decisions of the Board of Commissioners in 2021
 - 1.1. Extension of Assignment as Member of the Audit Committee of PT Jasa Marga (Persero) Tbk.
 - 1.2. Extension of the Assignment of Administrative Staff of the Board of Commissioners Meeting at the Secretariat of the Board of Commissioners of PT Jasa Marga (Persero) Tbk.
 - 1.4. Establish the Negotiation Committee for the Public Accountant Firm of PT Jasa Marga (Persero) Tbk. for the 2021 Fiscal Year.
 - 1.7. Termination of Assignment to the Secretariat of the Board of Commissioners and Appointment Appointing Staff to the Secretariat of the Board of Commissioners of PT Jasa Marga (Persero) Tbk.
 - 1.8. Appointment of Members of the Board of Commissioners to Chair the Annual GMS of PT Jasa Marga (Persero) Tbk. the fiscal Year 2020 on May 27, 2021.
 - 1.9. Appointment of Risk and Legal Committee Members of PT Jasa Marga (Persero) Tbk. from the elements of the Board of Commissioners.
 - 1.10. Dismissal and Appointment of Members of the Nomination & Remuneration Committee of PT Jasa Marga (Persero) Tbk. from the elements of the Board of Commissioners.
 - 1.11. Appointment of the Chairman and Members of the Audit Committee of PT Jasa Marga (Persero) Tbk.

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| <p>1.12. Revisi Penetapan Penghasilan, Tunjangan dan Fasilitas bagi Organ Pendukung Dewan Komisaris PT Jasa Marga (Persero) Tbk.</p> <p>1.13. Perpanjangan Penugasan Staf Pelaksana Pemantau dan Pengendali Pengelolaan Tata Kelola Perusahaan yang Baik (GCG) di Lingkungan Dewan Komisaris PT Jasa Marga (Persero) Tbk.</p> <p>1.14. Penunjukan Anggota Dewan Komisaris untuk Memimpin RUPS LB Tahun 2021 PT Jasa Marga (Persero) Tbk.</p> <p>1.15. Persetujuan dan Pengesahan Rencana Jangka Panjang Perusahaan 2021-2025 <i>Review</i> Tahun 2021 PT Jasa Marga (Persero) Tbk.</p> <p>1.16. Persetujuan dan Pengesahan Revisi Rencana Kerja dan Anggaran Perseroan PT Jasa Marga (Persero) Tbk. Tahun Buku 2021.</p> <p>1.17. Perubahan Susunan Komite Audit PT Jasa Marga (Persero) Tbk yang Berasal dari Unsur Dewan Komisaris.</p> <p>1.18. Perubahan Susunan Komite Risiko dan Hukum PT Jasa Marga (Persero) Tbk yang Berasal dari Unsur Dewan Komisaris.</p> <p>1.19. Perubahan Susunan Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk yang Berasal dari Unsur Dewan Komisaris.</p> <p>1.20. Perubahan atas Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk. Tentang Revisi Pembagian Tugas Anggota Dewan Komisaris PT Jasa Marga (Persero) Tbk.</p> <p>1.21. Penetapan Besaran Insentif Khusus Tahun Buku 2020 dan Remunerasi Tahun 2021 bagi Anggota Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk.</p> <p>2. Surat lainnya terkait pengawasan dan persetujuan, antara lain surat Komisaris Utama kepada :</p> <p>2.1. Menteri BUMN up. Deputi Bidang SDM, Teknologi dan Informasi tentang Penyampaian <i>Nominated Talent</i> BUMN PT Jasa Marga (Persero) Tbk.</p> <p style="margin-left: 20px;">a. Direktur Utama tentang Fasilitas Perbankan PT Jasa Marga (Persero) Tbk.</p> <p style="margin-left: 20px;">b. Ketua Panitia Negosiasi KAP tentang Persetujuan Dokumen KAK dan HPS.</p> <p>2.4. Menteri BUMN Selaku Pemegang Saham Seri A Dwiwarna tentang Permohonan Persetujuan Divestasi Saham PT Jasa Marga (Persero) Tbk.</p> | <p>1.12. Revision of Determination of Income, Allowances, and Facilities for Supporting Organs of the Board of Commissioners of PT Jasa Marga (Persero) Tbk.</p> <p>1.13. Extension of the Assignment for Monitoring and Controlling Good Corporate Governance (GCG) Executive Staff in the Board of Commissioners of PT Jasa Marga (Persero) Tbk.</p> <p>1.14. Appointment of Members of the Board of Commissioners to Preside over the 2021 EGMS of PT Jasa Marga (Persero) Tbk.</p> <p>1.15. Approval and Ratification of the Company's 2021-2025 Long Term Plan Review for 2021 PT Jasa Marga (Persero) Tbk.</p> <p>1.16. Approval and Ratification of the Revised Work Plan and Budget of the Company PT Jasa Marga (Persero) Tbk. the fiscal Year 2021.</p> <p>1.17. Changes in the composition of the Audit Committee of PT Jasa Marga (Persero) Tbk. derived from Elements of the Board of Commissioners.</p> <p>1.18. Changes in the Composition of the Risk and Legal Committee of PT Jasa Marga (Persero) Tbk. derived from Elements of the Board of Commissioners.</p> <p>1.19. Changes in the Composition of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk. Derived from Elements of the Board of Commissioners.</p> <p>1.20. Amendment to the Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk. Regarding the Revision of the Division of Duties of the Members of the Board of Commissioners of PT Jasa Marga (Persero) Tbk.</p> <p>1.21. Determination of the Amount of Special Incentives for the Fiscal Year 2020 and Remuneration for 2021 for Members of the Board of Directors and Board of Commissioners of PT Jasa Marga (Persero) Tbk.</p> <p>2. Other letters related to supervision and approval, including the President Commissioner's letter to:</p> <p>2.1. Minister of SOEs for the attention of Deputy for Human Resources, Technology, and Information on Submission of Nominated Talent for BUMN PT Jasa Marga (Persero) Tbk.</p> <p style="margin-left: 20px;">a. President Director regarding Banking Facilities PT Jasa Marga (Persero) Tbk.</p> <p style="margin-left: 20px;">b. Head of the KAP Negotiation Committee on Approval of KAK and HPS Documents.</p> <p>2.4. The Minister of SOEs as Series A Dwiwarna Shareholder regarding the Application for Approval for the Divestment of PT Jasa Marga (Persero) Tbk's Shares.</p> |
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| <p>2.5. Ketua Panitia Negosiasi Harga Jasa KAP Tahun Buku 2021 tentang Persetujuan Hasil Klarifikasi dan Negosiasi Jasa Kantor Akuntan Publik PT Jasa Marga (Persero) Tbk. Untuk Tahun Buku 2021.</p> <p>2.6. Direktur Utama tentang Persetujuan Divestasi Saham.</p> <p>2.7. Direktur Utama tentang Persetujuan Pengisian Corporate Secretary PT Jasa Marga (Persero) Tbk.</p> <p>2.8. Menteri BUMN Selaku Pemegang Saham Seri A Dwiwarna tentang Perubahan Permohonan Persetujuan Divestasi Saham</p> <p>.</p> <p>2.9. Direktur Utama tentang Persetujuan Perubahan Divestasi Saham.</p> <p>2.10. Direktur Utama tentang Tanggapan atas Permohonan Persetujuan Amandemen PPJT.</p> <p>2.11. Direktur Utama tentang Persetujuan Dewan Komisaris atas Usulan Revisi Standar Operasional Prosedur Kerja Sama di Lingkungan PT Jasa Marga (Persero) Tbk.</p> <p>2.13. Direksi tentang Persetujuan dan Pengesahan Rencana Jangka Panjang Perusahaan 2021-2025 Review Tahun 2021 PT Jasa Marga (Persero) Tbk.</p> <p>2.14. Direksi tentang Persetujuan dan Pengesahan Revisi Rencana Kerja Dan Anggaran Perseroan PT Jasa Marga (Persero) Tbk. Tahun Buku 2021.</p> | <p>2.5. Chairman of the Negotiation Committee for KAP Service Prices for the 2021 Fiscal Year concerning Approval of the Results of Clarification and Negotiation of Services for the Public Accountant Office of PT Jasa Marga (Persero) Tbk. for the 2021 Fiscal Year.</p> <p>2.6. President Director regarding Share Divestment Approval.</p> <p>2.7. President Director regarding Approval to Fill in the Corporate Secretary of PT Jasa Marga (Persero) Tbk.</p> <p>2.8. Minister of SOEs as Shareholder of Series A Dwiwarna regarding Amendment to Application for Approval of Shares Divestment.</p> <p>2.9. President Director regarding Approval of Changes in Shares Divestment.</p> <p>2.10. President Director regarding Response to Application for Approval of PPJT Amendment.</p> <p>2.11. President Director regarding the approval of the Board of Commissioners on the Proposed Revision of Standard Operating Procedures for Cooperation in PT Jasa Marga (Persero) Tbk.</p> <p>2.13. Board of Directors regarding Approval and Ratification of the Company's 2021-2025 Long Term Plan Review for 2021 PT Jasa Marga (Persero) Tbk.</p> <p>2.14. Board of Directors concerning Approval and Ratification of the Revised Work Plan and Budget of the Company PT Jasa Marga (Persero) Tbk. the Fiscal Year 2021.</p> |
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PENGELOLAAN BENTURAN KEPENTINGAN

Conflict of Interest Management

Untuk menjaga independensi dan profesionalisme, setiap anggota Dewan Komisaris harus memiliki etika sebagai berikut:

1. Mengambil sikap, pendapat dan tindakan harus didasarkan atas unsur objektivitas, profesional dan independen demi kepentingan Perseroan yang seimbang dengan kepentingan *stakeholders*.
2. Menjalankan tugas dan kewajiban dengan menempatkan kepentingan Dewan Komisaris secara keseluruhan, di atas kepentingan pribadi.
3. Selama menjabat, Anggota Dewan Komisaris tidak diperkenankan untuk:
 - a. Mengambil peluang bisnis Perseroan untuk kepentingan dirinya sendiri, keluarga, kelompok usahanya dan/atau pihak lain.
 - b. Menggunakan aset Perseroan, informasi Perseroan atau jabatannya selaku Anggota Dewan Komisaris untuk kepentingan pribadi ataupun orang lain, yang bertentangan dengan ketentuan peraturan perundang-undangan serta kebijakan Perseroan yang berlaku.

To maintain independence and professionalism, each member of the Board of Commissioners must have the following ethics:

1. Taking attitudes, opinions and actions must be based on elements of objectivity, professionalism, and independence in the interests of the Company which are in balance with the interests of the Stakeholders.
2. Performing duties and obligations by placing the interests of the Board of Commissioners as a whole, above personal interests.
3. During their tenure, members of the Board of Commissioners are not allowed to:
 - a. Take the Company's business opportunities for the benefit of himself, his family, his business group and/or other parties.
 - b. Using Company assets, Company information or his position as a Member of the Board of Commissioners for personal or other people's interests, which is against the provisions of laws and regulations as well as applicable Company policies.

- c. Berkompetisi dengan Perseroan yaitu menggunakan pengetahuan/informasi dari dalam (*inside information*) untuk mendapatkan keuntungan bagi kepentingan selain kepentingan Perseroan.
 - d. Mengambil keuntungan pribadi dari kegiatan Perseroan, selain gaji dan fasilitas yang diterimanya sebagai Anggota Dewan Komisaris, yang ditentukan oleh RUPS.
4. Menjaga kerahasiaan informasi-informasi Perseroan yang bersifat rahasia yang dipercayakan kepadanya sesuai ketentuan peraturan perundang-undangan yang berlaku.
 5. Tidak memanfaatkan jabatan bagi kepentingan pribadi atau bagi kepentingan orang atau pihak lain yang bertentangan dengan kepentingan Perseroan.
 6. Menghindari setiap aktivitas yang dapat mempengaruhi independensinya dalam melaksanakan tugas.
 7. Melakukan pengungkapan dalam hal terjadi benturan kepentingan, dan Anggota Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perseroan yang berkaitan dengan hal tersebut.
 8. Tidak merangkap jabatan lain yang dapat menimbulkan benturan kepentingan secara langsung dengan Perseroan dan/atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku.
 9. Menandatangani pernyataan tidak memiliki benturan kepentingan (Pakta Integritas) dan menyatakan secara tertulis hal-hal yang berpotensi menimbulkan benturan kepentingan terhadap dirinya dan menyampaikannya kepada RUPS dan/atau OJK.
 10. Mematuhi peraturan perundang-undangan yang berlaku, termasuk dengan tidak melibatkan diri pada perdagangan orang dalam (*insider trading*) untuk memperoleh keuntungan pribadi.
 11. Dilarang untuk memberikan atau menawarkan, atau menerima baik langsung ataupun tidak langsung imbalan dan/atau hadiah, dan/atau hibah dan/atau sumbangan dan/atau entertainment dalam bentuk apapun dari pihak yang memiliki hubungan bisnis atau pesaing Perseroan, yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk mempengaruhinya untuk melakukan dan/atau tidak melakukan suatu hal berkaitan dengan kedudukan/jabatannya.
 12. Tidak diperkenankan memberikan dan menerima hadiah, bingkisan, parsel, karangan bunga dan bentuk pemberian lainnya pada hari raya keagamaan maupun hari-hari besar/tertentu lainnya kepada pejabat/karyawan di lingkungan instansi Pemerintah dan/atau pihak yang memiliki hubungan bisnis.
- c. Competing with the Company, namely using inside knowledge/information to gain benefits for interests other than the interests of the Company.
 - d. Taking personal benefits from the Company's activities, other than the salary and facilities he receives as a Member of the Board of Commissioners, which is determined by the GMS.
4. Maintain the confidentiality of confidential Company information entrusted to it in accordance with the provisions of the prevailing laws and regulations.
 5. Not taking advantage of one's position for personal gain or for the benefit of other people or parties that are against the interests of the Company.
 6. Avoiding any activity that could affect his independence in carrying out his duties.
 7. Disclose in the event of a conflict of interest, and the concerned Member of the Board of Commissioners may not be involved in the Company's decision-making process related to this matter.
 8. Do not have concurrent other positions that can lead to a direct conflict of interest with the Company and/or that are contrary to the provisions of the applicable laws and regulations.
 9. Sign a statement having no conflict of interest (Integrity Pact) and state in writing any matters that have the potential to cause a conflict of interest against him and submit them to the GMS and/or OJK.
 10. Comply with the applicable laws and regulations, including by not engaging in insider trading for personal gain.
 11. It is prohibited to give or offer, or receive either direct or indirect rewards and/or gifts, and/or grants and/or donations and/or entertainment in any form from parties that have business relations or competitors of the Company, for the purpose of obtaining information, or something that is not justified by the provisions of the legislation in force, or to influence him to do and/or not do something related to his position/position.
 12. It is not permitted to give and receive gifts, parcels, flower bouquets and other forms of gifts on religious holidays or other holidays to officials/employees within government agencies and/or parties with business relations.

KEPEMILIKAN SAHAM DEWAN KOMISARIS

Board of Commissioners Share Ownership

Informasi mengenai kepemilikan saham anggota Dewan Komisaris dapat dilihat di bagian Komposisi Pemegang Saham di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Information regarding share ownership of members of the Board of Commissioners can be seen in the Shareholders Composition section in the Company Profile Chapter in this Annual Report.

PENILAIAN KINERJA DEWAN KOMISARIS

Board of Commissioners Performance Assessment

Uraian mengenai penilaian kinerja Dewan Komisaris, mencakup prosedur pelaksanaan penilaian kinerja, kriteria yang digunakan, dan pihak yang melakukan penilaian, dapat dilihat pada Sub Bab mengenai Penilaian Kinerja Dewan Komisaris dan Direksi.

A description of the performance appraisal of the Board of Commissioners, including the procedures for implementing the performance appraisal, the criteria used, and the party conducting the assessment, can be seen in the Sub-Chapter on Performance Assessment of the Board of Commissioners and the Board of Directors.

PENILAIAN KINERJA KOMITE-KOMITE YANG BERADA DI BAWAH DEWAN KOMISARIS

Assessment on Performance Committees Under the Board of Commissioners

Dewan Komisaris membawahi komite-komite yang akan membantu pelaksanaan tugasnya. Setiap tahun Dewan Komisaris akan memberikan penilaian terhadap kinerja masing-masing komite sesuai dengan tugas dan tanggung jawab yang diembannya.

The Board of Commissioners oversees the committees that will assist in carrying out their duties. Each year the Board of Commissioners will provide an assessment of the performance of each committee in accordance with the duties and responsibilities they carry.

Prosedur Penilaian Kinerja Komite di Bawah Dewan Komisaris

Prosedur penilaian kinerja Komite di bawah Dewan Komisaris dilakukan dengan mengevaluasi rencana program kerja tahunan serta KPI masing-masing Komite yang telah disepakati bersama dengan Dewan Komisaris beserta realisasinya yang tercermin dalam laporan tahunan Komite yang disampaikan kepada Dewan Komisaris. Dalam laporan tersebut dilaporkan hasil *self-assessment* kinerja masing-masing Komite. Berdasarkan hal tersebut, Dewan Komisaris melakukan penilaian kinerja Komite dengan mempertimbangkan masukan dari masing-masing anggota Dewan Komisaris.

Committee Performance Assessment Procedures Under the Board of Commissioners

The procedure for evaluating the performance of the Committees under the Board of Commissioners is carried out by evaluating the annual work program plan and KPI of each Committee that has been mutually agreed upon with the Board of Commissioners and their realization which is reflected in the Committee's annual report submitted to the Board of Commissioners. The report reports the results of the self-assessment of the performance of each Committee. Based on these, the Board of Commissioners evaluates the performance of the Committee by considering input from each member of the Board of Commissioners.

Kriteria Penilaian Kinerja Komite di Bawah Dewan Komisaris

Kriteria penilaian kinerja Komite di bawah Dewan Komisaris didasari oleh perbandingan pencapaian kinerja masing-masing Komite dengan target KPI sesuai rencana program kerja tahunan yang telah ditetapkan pada tahun buku berjalan.

Performance Assessment Criteria for Committees Under the Board of Commissioners

The criteria for evaluating the performance of the Committees under the Board of Commissioners are based on the comparison of the performance achievements of each Committee with the KPI targets in accordance with the annual work program plan, that has been set for the current fiscal year.

Berdasarkan prosedur dan kriteria penilaian kinerja, seluruh Komite di bawah Dewan Komisaris, yaitu Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Risiko dan Hukum pada tahun 2021 mencapai skor 100% dengan klasifikasi penilaian kinerja yang sangat baik dan hasil kinerjanya membantu kelancaran Dewan Komisaris dalam melaksanakan tugas pengawasan dan pemberian nasihat bagi Direksi dalam menjalankan dan mengembangkan Perseroan.

Based on the performance appraisal procedures and criteria, all Committees under the Board of Commissioners, namely the Audit Committee, the Nomination and Remuneration Committee, and the Risk and Legal Committee, in 2021 achieved 100% score with an excellent performance appraisal classification and the results of their performance helped the Board of Commissioners in carrying out the task of supervising and providing advice to the Board of Directors in running and developing the Company.

Tabel Penilaian Kinerja Komite di Bawah Dewan Komisaris
Table of Assessment of Performance of Committees Under the Board of Commissioners

Komite di Bawah Dewan Komisaris Committee Under the Board of Commissioners	Penilaian Kinerja pada Tahun 2021 Performance Assessment in 2021
Komite Audit Audit Committee	100%
Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	100%
Komite Risiko dan Hukum Risk and Legal Committee	100%

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DEWAN KOMISARIS

Board of Commissioners Resignation and Dismissal Mechanism

Seorang anggota Dewan Komisaris dapat mengundurkan diri sebelum masa jabatannya berakhir dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Perusahaan, dengan tembusan kepada Pemegang Saham, Direksi dan anggota Dewan Komisaris lainnya sekurang-kurangnya 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya. Dalam menindaklanjuti pengajuan tersebut, Perseroan wajib menyelenggarakan RUPS dalam jangka waktu yang sama setelah diterimanya Surat Pengunduran Diri, dengan agenda untuk menindaklanjuti masalah tersebut atau bila tidak, pengunduran diri akan dianggap sah tanpa memerlukan persetujuan RUPS.

A Board of Commissioners members may resign before his term of office ends by notifying in writing of his intentions to the Company with a copy to the Shareholders, Board of Directors, and other members of the Board of Commissioners at least 30 (thirty) days before the date of his resignation. As a follow up to the resignation, the Company is obliged to hold a GMS. within the same period after receiving the Resignation Letter, to follow up on the matter or if not, the resignation will be considered valid without requiring the approval of the GMS.

Sebelum pengunduran diri berlaku efektif, Dewan Komisaris yang bersangkutan tetap berkewajiban untuk menyelesaikan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar.

Before the resignation becomes effective, the relevant Board of Commissioners is still obliged to complete its duties and responsibilities in accordance with the Articles of Association.

Anggota Dewan Komisaris juga dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasan-alasannya, antara lain:

The Board of Commissioners members can also be dismissed based on the resolution of the GMS by stating the reasons, among others:

1. Tidak dapat menjalankan tugasnya dengan baik.
2. Melanggar ketentuan Anggaran Dasar Perseroan dan/atau peraturan perundangan.
3. Terlibat dalam tindakan yang merugikan Perseroan dan/atau Negara.
4. Melakukan tindakan yang melanggar etika dan/atau keputusan yang seharusnya. dihormati sebagai anggota Dewan Komisaris.
5. Dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap.

1. Failed to carry out their duties properly.
2. Violating provisions of the Company's Articles of Association and/or laws and regulations.
3. Being involved in actions that harm the Company and/or the State.
4. Doing actions that violate ethics and/or decisions that should be honoured as a member of the Board of Commissioners.
5. Found guilty by a court decision that has permanent legal force.

6. Mengundurkan diri.
7. Restrukturisasi Perseroan.
8. Memasuki masa usia pensiun (bagi Aparatur Sipil Negara yang menerima penugasan dari Kementerian Teknis atau Instansi Pemerintah lainnya).

6. Resign.
7. Company restructuring.
8. Entering retirement age (for State Civil Servants who receive assignments from the Technical Ministry or other Government Agencies).

Tata Cara Pemberhentian

- a. Pemegang Saham Seri A Dwiwarna selaku pemegang saham mayoritas Perseroan melalui Deputi yang terkait berkoordinasi dengan Sekretaris Kementerian BUMN melakukan evaluasi terhadap anggota Dewan Komisaris yang akan diberhentikan.
- b. Hasil evaluasi disampaikan kepada Menteri BUMN untuk mendapatkan penetapan.
- c. Jika ditetapkan untuk diberhentikan, Deputi yang ditunjuk untuk mewakili Menteri BUMN menyiapkan surat usulan pemberhentian kepada RUPS Perseroan untuk mendapatkan keputusan penempatannya.
- d. Menteri BUMN dapat memberhentikan anggota Dewan Komisaris berdasarkan hasil evaluasi Menteri sendiri dan dapat meminta pertimbangan Deputi yang terkait dan Sekretaris Kementerian BUMN.
- e. Menteri BUMN secara lisan atau tertulis memberitahukan terlebih dahulu kepada anggota Dewan Komisaris yang rencananya akan diberhentikan sebelum berakhirnya masa jabatannya.
- f. Dalam hal Menteri BUMN tidak melakukan sendiri, maka pemberitahuan rencana pemberhentian tersebut dapat dikuasakan kepada Deputi terkait dan/atau menugasi Sekretaris dan/atau Deputi yang terkait.
- g. Keputusan pemberhentian karena alasan sebagaimana tersebut pada butir A, huruf a, b, c, d diambil setelah anggota Dewan Komisaris yang bersangkutan diberi kesempatan membela diri.
- h. Pembelaan diri dilakukan dalam forum RUPS, dan mengikuti ketentuan Pasal 114 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
- i. Dalam hal pemberitahuan pemberhentian anggota Dewan Komisaris dilakukan di luar forum RUPS, maka pembelaan diri dapat diberikan langsung pada saat pemberitahuan oleh Menteri BUMN.
- j. Dalam hal anggota Dewan Komisaris yang diberhentikan telah melakukan pembelaan diri, atau menyatakan keberatan atau tidak keberatan atas rencana pemberhentiannya pada saat diberitahukan, maka haknya sesuai ketentuan perundangan telah terpenuhi.
- k. Di samping alasan pemberhentian Anggota Dewan Komisaris, Anggota Dewan Komisaris dapat diberhentikan oleh RUPS berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perseroan.

Termination Procedure

- a. As the Company's majority shareholder, the Series A Dwiwarna shareholder through the relevant Deputies in coordination with the Secretary of the Ministry of SOEs, evaluate the members of the Board of Commissioners who will be dismissed.
- b. The results of the evaluation are submitted to the SOE Minister to get an appointment
- c. Has been stipulated to be dismissed, the Deputy appointed to represent the SOE Minister prepares a letter of dismissal proposal to the Company's GMS to obtain a decision on his appointment.
- d. The SOE Minister can dismiss a member of the Board of Commissioners based on the evaluation of the Minister himself and may ask the relevant Deputy and Secretary of the Ministry of SOE.
- e. The SOE Minister verbally or in writing notifies the members of the Board of Commissioners beforehand who are planned to be dismissed before the end of their term of office.
- f. If the SOE Minister does not do it himself, the notification of the plan for dismissal can be authorized to the relevant Deputy and/or assign the relevant Secretary and/or Deputy.
- g. The decision to dismiss for the reasons as referred to in point A. letters a, b, c, d is taken after the relevant member of the Board of Commissioners has been given the opportunity to defend himself.
- h. Self-defence is carried out in the GMS forum and follows the provisions of Article 114 of Law No. 40 of 2007 concerning Limited Liability Companies.
- i. If the notification of dismissal of a member of the Board of Commissioners is made outside of the GMS forum, the defence can be given immediately upon notification by the SOE Minister
- j. If a dismissed member of the Board of Commissioners has defended himself or expressed objections or did not object to his planned dismissal when notified, his rights in accordance with the provisions of the law have been fulfilled.
- k. Apart from the reasons for the dismissal of a Member of the Board of Commissioners, a Member of the Board of Commissioners may be dismissed by the GMS based on other reasons deemed appropriate by the GMS for the interests and objectives of the Company.

- l. Penetapan pemberhentian anggota Dewan Komisaris dilakukan dengan Keputusan RUPS.
- m. Selama proses pemberhentian berlangsung, maka anggota Dewan Komisaris yang bersangkutan wajib tetap melaksanakan tugasnya sebagaimana mestinya.

Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Dewan Komisaris yang tidak memenuhi persyaratan. Dalam jangka waktu paling lambat 2 (dua) hari kerja terhitung sejak diketahui pengangkatan anggota Dewan Komisaris tidak memenuhi persyaratan. Anggota Dewan Komisaris lainnya, harus mengumumkan batalnya pengangkatan anggota Dewan Komisaris yang bersangkutan dalam media pengumuman, dan paling lambat dalam 7 (tujuh) hari memberitahukan kepada Menteri Hukum dan Hak Asasi Manusia. Sebagai tindak lanjut terkait penggantian anggota Dewan Komisaris yang tidak memenuhi persyaratan, Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Dewan Komisaris yang tidak memenuhi persyaratan tersebut.

- l. Determination of the dismissal of members of the Board of Commissioners is made by a resolution of the GMS.
- m. During the dismissal process, the relevant members of the Board of Commissioners must continue to carry out their duties properly.

The Company is required to hold a GMS to replace members of the Board of Commissioners who do not meet the requirements. Within a period of no later than 2 (two) working days after it is found out that the appointment of the member of the Board of Commissioners does not meet the requirements, the other members of the Board of Commissioners shall announce the cancellation of the appointment of the member of the Board of Commissioners concerned in the announcement media and the latest within 7 (seven) days notify it to The Minister of Law and Human Rights, Companies are required to hold a GMS to replace members of the Board of Commissioners who do not fulfil the requirements.



KOMISARIS INDEPENDEN INDEPENDENT COMMISSIONER

Komisaris Independen diatur dalam Peraturan OJK No. 33/PJOK.04/2014 bahwa setiap perusahaan publik harus memiliki Komisaris Independen sekurang-kurangnya 30% dari jumlah seluruh anggota Dewan Komisaris. Keberadaan Komisaris Independen dimaksudkan untuk menciptakan iklim yang lebih objektif dan mandiri, dan juga untuk menjaga "fairness" serta mampu memberikan keseimbangan antara kepentingan pemegang saham mayoritas dengan pemegang saham minoritas serta memberikan perlindungan terhadap kepentingan pemegang saham minoritas dan pemangku kepentingan lainnya.

Independent Commissioner is also regulated in OJK Regulation No. 33/PJOK.04/2014 that every public company shall appoint an Independent Commissioner of a minimum of 30% of total Board of Commissioners members. The existence of an Independent Commissioner is intended to create a more objective and independent climate and maintain "fairness," and provide a balance between the interests of majority shareholders and minority shareholders and provide protection for the interests of minority other stakeholders.

KRITERIA PENENTUAN KOMISARIS INDEPENDEN Criteria for Independent Commissioners Appointment

Berdasarkan pasal 21 Peraturan OJK No. 33/POJK.04/2014 tanggal 8 Desember 2014, selain harus memenuhi persyaratan yang berlaku bagi Direksi dan Dewan Komisaris, Komisaris Independen harus memenuhi persyaratan sebagai berikut:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi Kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya;
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan;
3. Tidak memiliki hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan;
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Per the provisions in Article 21 of OJK Regulation No. 33/POJK.04/2014 dated December 8, 2014, besides fulfilling requirements that apply to the Board of Directors and the Board of Commissioners, Independent Commissioner shall fulfill the following criteria:

1. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for re-appointment as the Company's Independent Commissioner for the next period;
2. Do not own shares, either directly or indirectly, in the Company;
3. Has no affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or significant shareholders of the Company;
4. Does not have any business affiliation, either directly or indirectly, related to the Company's business activities

KOMPOSISI KOMISARIS INDEPENDEN Composition of Independent Commissioners

Pada tahun 2021, Perseroan memiliki 2 (dua) orang Komisaris Independen dari total 6 (enam) orang anggota Dewan Komisaris sampai dengan tanggal 27 Mei 2021. Tanggal 27 Mei 2021, berdasarkan Rapat Umum Pemegang Saham Tahunan diangkat Seorang Komisaris Independen sehingga Perseroan memiliki 3 (tiga) orang Komisaris Independen, yang artinya telah memenuhi regulasi yang ditetapkan. Terhitung mulai tanggal 27 Agustus 2021, berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa, terjadi pemberhentian dan pengangkatan anggota Dewan

In 2021, the Company has 2 (two) Independent Commissioners from 6 (six) members of the Board of Commissioners until May 27, 2021. On May 27, 2021, based on the Annual General Meeting of Shareholders, an Independent Commissioner is appointed so that the Company has 3 (three) Independent Commissioners, which means that they have complied with the stipulated regulations. Based on the Extraordinary General Meeting of Shareholders' decision on August 27, 2021, the members of the Board of Commissioners were

Komisaris, sehingga komposisi Komisaris Independen mengalami perubahan kembali, menjadi berjumlah 2 (dua) orang. Susunan Komisaris Independen Perseroan adalah sebagai berikut:

dismissed and appointed. The composition of the Independent Commissioners has changed again to 2 (two) people. The composition of the Company's Independent Commissioners is as follows:

Tabel Komposisi Komisaris Independen Tahun Buku 2021
Table of Composition of Independent Commissioners for Fiscal Year 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Yuswanda A. Temenggung	Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	RUPS Tahunan tanggal 11 Juni 2020 Annual GMS dated June 11, 2020
Zulfan Lindan	Wakil Komisaris Utama/Komisaris Independen Vice President Commissioner/Independent Commissioner	RUPS Tahunan tanggal 11 Juni 2020 Annual GMS dated June 11, 2020
Eman Salman Arief*	Komisaris Independen Independent Commissioner	RUPS Tahunan tanggal 27 Mei 2021 Annual GMS dated May 27, 2021

Keterangan/Remarks:

* Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021, until August 27, 2021

PERNYATAAN TENTANG INDEPENDENSI KOMISARIS INDEPENDEN
Independency Statement of Independent Commissioners

Tabel Independensi Komisaris Independen
Table of Independency of Independent Commissioners

Kriteria Criteria	Yuswanda A. Temenggung	Zulfan Lindan	Eman Salman Arief*
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Emiten atau Perusahaan Publik tersebut dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Emiten atau Perusahaan Publik pada periode berikutnya Not the personnel with authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for re-appointment as Independent Commissioner of the Issuer or Public Company for the next period	✓	✓	✓
Tidak mempunyai saham baik langsung maupun tidak langsung pada Emiten atau Perusahaan Publik tersebut Do not own shares, either directly or indirectly, in the Issuer or Public Company	✓	✓	✓
Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perusahaan Publik, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Emiten atau Perusahaan Publik tersebut Has no affiliation with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the Issuer or Public Company	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Emiten atau Perusahaan Publik tersebut Not having any business affiliation, directly or indirectly, related to the business activities of the Issuer or Public Company	✓	✓	✓

Keterangan/Remarks:

* Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021, until August 27, 2021

DIREKSI

BOARD OF DIRECTORS

Sebagai organ Perseroan, Direksi bertanggung jawab penuh atas pengurusan dan pengelolaan Perseroan. Direksi bertugas dan bertanggung jawab secara kolektif kolegial dalam mengelola Perseroan demi tercapainya tujuan Perseroan dengan tetap tunduk dan patuh terhadap setiap ketentuan yang berlaku. Masing-masing anggota Direksi melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas, wewenang, dan hal-hal lain yang terkait dengan jabatannya sesuai dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

PEDOMAN KERJA/PIAGAM DIREKSI

Board of Directors Manual/Charter

Dalam melaksanakan tugas dan fungsinya, Direksi memiliki acuan kerja yang termuat dalam Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) yang ditandatangani oleh Dewan Komisaris dan Direksi. *Board Manual* menjadi acuan Direksi dalam melakukan pengambilan keputusan dan pelaksanaan tugas serta tanggung jawabnya.

Board Manual berisi petunjuk tata laksana kerja Dewan Komisaris dan Direksi dan menjelaskan tahapan aktivitas secara terstruktur, sistematis, dan mudah dipahami serta dijalankan dengan konsisten. Substansi *Board Manual* tersusun atas prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, Peraturan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) tata kelola perusahaan.

Selain berpedoman pada *Board Manual*, Direksi juga dalam melaksanakan tugas dan tanggung jawabnya dengan berpedoman pada *Code of Corporate Governance* dan *Code of Conduct*. Baik *Code of Corporate Governance* maupun *Code of Conduct*, keduanya ditandatangani oleh Dewan Komisaris dan Direksi sebagai wujud komitmen dalam mengimplementasikan prinsip-prinsip Tata Kelola Perusahaan yang Baik secara konsisten.

Pedoman kerja terkait Direksi di dalam buku pedoman kerja (*Board Manual*) terdapat pada Bab III tentang Direksi yang secara garis besar mengatur hal-hal sebagai berikut:

1. Tugas Direksi.
2. Hak dan Wewenang Direksi.
3. Kewajiban Direksi.
4. Persyaratan Direksi.
5. Keanggotaan Direksi.
6. Program Pengenalan dan Peningkatan Kapabilitas.
7. Etika Jabatan Direksi.
8. Rapat Direksi.
9. Penilaian Kinerja Direksi.
10. Corporate Secretary.
11. Internal Audit.

The Board of Directors is fully responsible for the administration and management of the Company as its organ. The Board of Directors is in charge and accountable collectively collegially for managing the Company to achieve its objectives while still being subject to and complying with all applicable regulations. Each of the Board of Directors members carries out his duties and takes decisions under the division of responsibilities, powers, and other matters related to the Board of Directors following the Articles of Association and prevailing laws and regulations.

In carrying out its duties and functions, the Board of Directors has a working reference contained in the Board Manual, signed by the Board of Commissioners and the Board of Directors. The Board Manual is a reference for the Board of Directors in making decisions and carrying out their duties and responsibilities.

The Board Manual contains instructions for the work management of the Board of Commissioners and the Board of Directors and explains the stages of activities in a structured, systematic, and easy-to-understand manner and is carried out consistently. The substance of the Board Manual is composed of the principles of corporate law, the provisions of the Articles of Association, the prevailing laws and regulations, the direction of the Shareholders, and the best practices of corporate governance.

In addition to being guided by the Board Manual, the Board of Directors also carries out its duties and responsibilities by referring to the Code of Corporate Governance and Code of Conduct. Both the Code of Corporate Governance and the Code of Conduct were signed by the Board of Commissioners and the Board of Directors as a form of commitment in implementing the principles of Good Corporate Governance consistently.

The work guidelines related to the Board of Directors in the work manual (Board Manual) are contained in Chapter III concerning the Board of Directors, which outlines the following matters:

1. Board of Directors Duties.
2. Board of Directors Rights and Authorities.
3. Board of Directors Obligations.
4. Board of Directors Requirements.
5. Board of Directors Membership.
6. Orientation and Competency Development Program.
7. Board of Directors Position Ethics.
8. Board of Directors Meetings.
9. Board of Directors Performance Assessment.
10. Corporate Secretary.
11. Internal Audit.

KRITERIA DIREKSI

Criteria of the Board of Directors

Setiap anggota Direksi yang diangkat, harus memenuhi persyaratan formal, materiil, dan persyaratan lain yang ditetapkan oleh Peraturan Menteri BUMN No. PER-03/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian anggota Direksi Badan Usaha Milik Negara, serta persyaratan sebagaimana tertuang dalam Anggaran Dasar.

Dalam persyaratannya dijelaskan bahwa anggota Direksi adalah orang perseorangan Warga Negara Indonesia, yang memenuhi persyaratan pada saat diangkat dan selama menjabat:

1. Mempunyai akhlak, moral, dan integritas yang baik.
2. Cakap melakukan perbuatan hukum.
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
 - a. Tidak pernah dinyatakan pailit.
 - b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Perusahaan dinyatakan pailit.
 - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.
 - d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
 - 1) Pernah tidak menyelenggarakan RUPS Tahunan.
 - 2) Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS.
 - 3) Pernah menyebabkan Perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari Otoritas Jasa Keuangan tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada Otoritas Jasa Keuangan.
4. Memiliki komitmen untuk mematuhi Peraturan Perundangan.
5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.

KETENTUAN MASA JABATAN

Terms of Service Provision

Anggota Direksi menjabat untuk jangka waktu yang telah ditentukan, yaitu terhitung sejak penutupan RUPS pada saat pengangkatan dan berakhir pada penutupan RUPS yang ke-5 (lima) setelah pengangkatannya dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi sewaktu-waktu.

Each member of the Board of Directors who is appointed must meet the formal, material, and other requirements stipulated by the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015 dated February 17, 2015 concerning Requirements, Procedures for Appointment, and Dismissal of members of the Board of Directors of State-Owned Enterprises and the requirements as stated in the Articles of Association.

In the requirements, it is explained that members of the Board of Directors are Indonesian citizens who meet the conditions at the time of appointment and during their tenure:

1. Having good characters, morals, and integrity.
2. Capable of carrying out legal actions.
3. In the 5 (five) years prior to appointment and during his/her tenure:
 - a. Having never been declared bankrupt.
 - b. Having never been a member of the Board of Directors and/or a Board of Commissioners who was found guilty of causing a company to go bankrupt.
 - c. Having never been convicted of a criminal offense that is detrimental to the country's finances and/or financial sector related.
 - d. Having never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his/her tenure:
 - 1) Ever not holding an Annual GMS.
 - 2) Accountability as a member of the Board of Directors and/or member of the Board of Commissioners is ever not accepted by the GMS or has ever not provided accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS.
 - 3) Having caused a company that obtained a permit, approval, or registration from the Financial Services Authority not to fulfill the obligation to submit annual reports and/or financial statements to the Financial Services Authority.
4. Having a commitment to comply with the laws and regulations.
5. Having knowledge and/or expertise in the fields required by the Company.

The Board of Directors members serve for a period starting from the closing of the GMS at the time of appointment and ending at the closing of the 5th (fifth) GMS after their appointment without prejudice to the right of the GMS to dismiss the Board of Directors at any time.

SUSUNAN, JUMLAH, KOMPOSISI DAN DASAR PENGANGKATAN ANGGOTA DIREKSI PADA TAHUN 2021

Board of Directors Arrangement, Number of Members, Composition, and Basis for Appointment 2021

Susunan keanggotaan Direksi pada tahun 2021 mengalami perubahan, terakhir sesuai dengan Keputusan RUPS Luar Biasa tanggal 22 Desember 2021.

Composition of the Board of Directors' membership in 2021 has undergone changes in accordance with the resolution of the Annual GMS on December 22, 2021.

Tabel Susunan Anggota Direksi Tahun 2021
Table of Composition of Board of Directors Members in 2021

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Subakti Syukur	Direktur Utama President Director	Keputusan RUPS Tahunan tanggal 11 Juni 2020 Annual GMS Resolutions dated June 11, 2020
Fitri Wiyanti	Direktur Operasi Director of Operations	Keputusan RUPS Tahunan tanggal 11 Juni 2020 Annual GMS Resolutions dated June 11, 2020
Mohammad Sofyan*	Direktur Bisnis Director of Business	Keputusan RUPS Tahunan tanggal 15 Maret 2017 Annual GMS Resolutions dated March 15, 2017
Mohamad Agus Setiawan**	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Tahunan tanggal 27 Mei 2021 dan Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Annual GMS Resolutions dated May 27, 2021 and Extraordinary GMS Resolutions dated December 22, 2021
Donny Arsal***	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan RUPS Tahunan tanggal 15 Maret 2017 Annual GMS Resolutions dated March 15, 2017
Arsal Ismail***	Direktur Pengembangan Usaha Director of Business Development	Keputusan RUPS Tahunan tanggal 11 Juni 2020 Annual GMS Resolutions dated June 11, 2020
Enkky Sasono AW***	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Keputusan RUPS Tahunan tanggal 11 Juni 2020 Annual GMS Resolutions dated June 11, 2020
Ade Wahyu****	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Extraordinary GMS Resolutions dated December 22, 2021
Reza Febriano****	Direktur Bisnis Director of Business	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Extraordinary GMS Resolutions dated December 22, 2021
Bagus Cahya Arinta B.****	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Keputusan RUPS Luar Biasa tanggal 22 Desember 2021 Extraordinary GMS Resolutions dated December 22, 2021

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sebagai Direktur Bisnis sejak 27 Mei 2021 dan menerima pengalihan tugas sebagai Direktur Pengembangan Usaha sejak 22 Desember 2021/
Served as Director of Business since May 27, 2021 and accepted the assignment as Director of Business Development since December 22, 2021

*** Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

**** Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

PENILAIAN KEMAMPUAN DAN KEPATUTAN

Fit and Proper Test

Seluruh anggota Direksi Jasa Marga yang diangkat, telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perseroan, peraturan terkait Tata Kelola Perusahaan yang Baik, serta peraturan dan ketentuan lain yang terkait. Seluruh anggota Direksi memiliki integritas, kompetensi, dan reputasi yang memadai. Hal tersebut dibuktikan dengan telah dilaksanakannya *fit and proper test* sebagai berikut:

All Board of Directors members in Jasa Marga have fulfilled the criteria and conditions required in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations related to Good Corporate Governance, as well as other related rules and provisions. All members of the Board of Directors have adequate integrity, competence, and reputation. This is evidenced by obtaining approval to pass the fit and proper test as follows:

Tabel Pelaksanaan Fit and Proper Test Direksi
Table of Board of Directors Fit and Proper Test Implementation

Nama Name	Jabatan Position	Pelaksana Examiner
Subakti Syukur	Direktur Utama President Director	Kementerian BUMN Ministry of SOEs
Fitri Wiyanti	Direktur Operasi Director of Operations	Kementerian BUMN Ministry of SOEs

Tabel Pelaksanaan Fit and Proper Test Direksi
Table of Board of Directors Fit and Proper Test Implementation

Nama Name	Jabatan Position	Pelaksana Examiner
Mohammad Sofyan*	Direktur Bisnis Director of Business	Kementerian BUMN Ministry of SOEs
Mohamad Agus Setiawan**	Direktur Pengembangan Usaha Director of Business Development	Kementerian BUMN Ministry of SOEs
Donny Aرسال***	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Kementerian BUMN Ministry of SOEs
Aرسال Ismail***	Direktur Pengembangan Usaha Director of Business Development	Kementerian BUMN Ministry of SOEs
Enkky Sasono AW***	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Kementerian BUMN Ministry of SOEs
Ade Wahyu****	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Kementerian BUMN Ministry of SOEs
Reza Febriano****	Direktur Bisnis Director of Business	Kementerian BUMN Ministry of SOEs
Bagus Cahya Arinta B.****	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Kementerian BUMN Ministry of SOEs

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sebagai Direktur Bisnis sejak 27 Mei 2021 dan menerima pengalihan tugas sebagai Direktur Pengembangan Usaha sejak 22 Desember 2021/
Served as Director of Business since May 27, 2021 and accepted the assignment as Director of Business Development since December 22, 2021

***Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

****Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

TUGAS DAN TANGGUNG JAWAB

Duties and Responsibilities

Direksi bertugas dan bertanggung jawab melakukan pengurusan Perseroan, dan berwenang untuk mewakili Perseroan baik di dalam maupun di luar pengadilan sebagai amanat dari Pemegang Saham yang ditetapkan dalam RUPS. Direksi mempertanggungjawabkan pelaksanaan tugasnya kepada pemegang saham melalui RUPS. Dalam menjalankan jabatannya, Direksi memiliki tugas untuk menindaklanjuti temuan audit dan rekomendasi hasil pemeriksaan auditor internal, yang dilakukan oleh Internal Audit maupun auditor eksternal. Tindak lanjut yang dilakukan oleh Direksi bertujuan untuk perbaikan Perseroan agar kedepannya pengelolaan Perseroan menjadi lebih baik, dan tujuan Perseroan dapat tercapai dengan tetap mematuhi ketentuan yang berlaku.

Sebagaimana diatur dalam ketentuan yang berlaku, Direksi memiliki tugas pokok untuk memimpin dan mengurus Perseroan sesuai dengan maksud dan tujuan Perseroan, dan senantiasa berusaha meningkatkan efisiensi dan efektivitas Perseroan. Direksi juga diberikan kuasa untuk menguasai, memelihara, dan mengurus kekayaan Perseroan. Dalam melaksanakan tugas pokoknya, Direksi:

1. Tunduk pada ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar Perseroan, dan keputusan RUPS.
2. Memperhatikan kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan serta tidak dimaksudkan untuk kepentingan pihak dan golongan tertentu.

The Board of Directors is responsible for managing the Company and authorized to represent the Company inside and outside the court as mandated by the Shareholders as determined in the GMS. The Board of Directors is responsible for carrying out their duties to shareholders through the GMS. In carrying out their positions, the Board of Directors has the responsibility to follow up on audit findings and recommendations on the internal auditor's examination, which is carried out by the Internal Audit and external auditors. The follow-up actions taken by the Board of Directors aim to improve the Company so that in the future, the Company's management will be better, and the Company's objectives can be achieved while still complying with applicable regulations.

As stipulated in the applicable regulations, the Board of Directors has the primary duty to lead and manage the Company following its purposes and objectives and always strive to improve its efficiency and effectiveness. The Board of Directors is also given the power to control, maintain, and manage the Company's assets. In carrying out its primary duties, the Board of Directors:

1. Subject to the provisions of the prevailing laws and regulations, the Articles of Association, and resolutions of the GMS.
2. Considering interests of the Company following the Company's purposes and objectives and not intended for the interests of certain parties and groups.

3. Beritikad baik, berintegritas, profesional, penuh kehati-hatian, dan bertanggung jawab serta menerapkan prinsip-prinsip GCG secara konsisten.
4. Menjaga kerahasiaan data dan/atau informasi Perseroan.

Selain tugas-tugas pokok tersebut, dalam *Board Manual* juga mencantumkan tugas lain dari Direksi berkaitan dengan:

1. Tugas terkait Pemegang Saham/RUPS.
2. Tugas terkait Strategi dan Rencana Kerja.
3. Tugas terkait Manajemen Risiko.
4. Tugas terkait Pengendalian Internal.
5. Tugas terkait Sistem Akuntansi dan Pembukuan.
6. Tugas terkait Sumber Daya Manusia.
7. Tugas terkait Teknologi Informasi.
8. Tugas terkait Pengadaan Barang dan Jasa serta Peningkatan Mutu dan Pelayanan.
9. Tugas terkait Penerapan *Good Corporate Governance*.
10. Tugas Terkait Penyampaian Informasi, Dokumen Perseroan, dan Pelaporan.
11. Tugas Terkait Anak Perusahaan.
12. Tugas terkait Hubungan Masyarakat dan *Stakeholders* Lainnya.
13. Tugas Lainnya.

Adapun prinsip dasar dalam melaksanakan tugas Direksi adalah sebagai berikut:

1. Bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan dan usaha Perseroan dalam mencapai maksud dan tujuannya.
2. Dalam setiap pengambilan keputusan/tindakan harus mempertimbangkan risiko usaha.
3. Setiap anggota Direksi bertanggung jawab penuh secara tanggung renteng atas kerugian Perseroan yang disebabkan oleh kesalahan atau kelalaian anggota Direksi dalam menjalankan tugasnya.
4. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perseroan, apabila yang bersangkutan dapat membuktikan bahwa:
 - a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya.
 - b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perseroan.
 - c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian.
 - d. Telah mengambil tindakan untuk mencegah berlanjutnya kerugian tersebut.

3. Good faith, integrity, professionalism, prudence, and responsibility and consistently applies GCG principles.
4. Maintain the confidentiality of the corporate data and/or information.

In addition to these main tasks, the Board Manual also lists other duties of the Board of Directors related to:

1. Duties related to Shareholders/GMS.
2. Duties related to Strategy and Work Plan.
3. Duties related to Risk Management.
4. Duties related to Internal Control.
5. Duties related to Accounting and Administration Systems.
6. Duties related to Human Resources.
7. Duties related to Information Technology.
8. Duties related to the procurement of goods and services and the improvement of quality and service.
9. Duties related to the Implementation of Good Corporate Governance.
10. Duties Related to Submission of Information, Company Documents and Reporting.
11. Duties Related to Subsidiaries.
12. Duties related to Public Relations and Other Stakeholders.
13. Other Duties.

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

1. Take full responsibility in carrying out its duties for the interests and efforts of the Company in achieving its aims and objectives.
2. In making decisions/actions must consider business risks.
3. Each member of the Board of Directors is jointly and severally responsible for the Company's losses caused by the fault or negligence of the members of the Board of Directors in carrying out their duties.
4. Members of the Board of Directors cannot be held responsible for the Company's losses, if they can prove that:
 - a. The loss is not due to his fault or negligence.
 - b. Has carried out the management in good faith and prudence for the interests and in accordance with the aims and objectives of the Company.
 - c. Has no conflict of interest, either directly or indirectly, over management actions that result in losses, and
 - d. Has implemented precautionary steps to avoid sequence of the loss.

HAK DAN WEWENANG

Rights dan Authorities

Hak dan wewenang Direksi di Perseroan adalah sebagai berikut:

1. Mewakili Perseroan di dalam dan di luar pengadilan serta melakukan segala tindakan dan perbuatan baik mengenai pengurusan maupun mengenai pemilikan serta mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta menjalankan segala tindakan, baik yang mengenai pengurusan maupun kepemilikan, dengan pembatasan yang ditetapkan dalam Anggaran Dasar Perseroan dan dengan memperhatikan peraturan perundang-undangan yang berlaku di bidang Pasar Modal di Indonesia.
2. Untuk melakukan tindakan tertentu, Direksi terlebih dahulu harus mendapat persetujuan tertulis dari Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna.
3. Kecuali ditentukan lain oleh peraturan dan ketentuan yang berlaku, beberapa hal yang membutuhkan persetujuan dari Dewan Komisaris dan Pemegang Saham Seri A Dwiwarna adalah:
 - a. Melepaskan/memindahtangankan dan/atau mengagunkan aset Perseroan dengan nilai melebihi jumlah tertentu yang ditetapkan oleh Dewan Komisaris, yaitu sebesar lebih kecil dari Rp100 miliar, kecuali aset yang dicatat sebagai persediaan, dengan memperhatikan ketentuan di bidang Pasar Modal.
 - b. Mengadakan kerjasama dengan badan usaha atau pihak lain, dalam bentuk Kerja Sama Operasi (KSO); Kerja Sama Usaha (KSU); Kerja Sama Lisensi; Bangun Guna Serah (*Build, Operate, and Transfer/BOT*); Bangun Serah Guna (*Build, Transfer, and Operate/BTO*); Bangun Guna Milik (*Build, Operate, and Own/BOO*); dan perjanjian lain yang mempunyai sifat yang sama yang jangka waktunya ataupun nilainya melebihi dari yang ditetapkan oleh Dewan Komisaris, yaitu sebesar lebih kecil dari Rp100 miliar dan jangka waktu kurang dari 5 (lima) tahun.
 - c. Menetapkan dan mengubah logo Perseroan.
 - d. Menetapkan struktur organisasi 1 tingkat di bawah Direksi.
 - e. Melakukan penyertaan modal dengan nilai tertentu yang ditetapkan Dewan Komisaris pada perusahaan lain, anak perusahaan, dan perusahaan patungan yang tidak dalam rangka penyelamatan piutang dengan memperhatikan ketentuan di bidang Pasar Modal dengan nilai < Rp75 miliar.
 - f. Mendirikan anak perusahaan dan/atau perusahaan patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris pada perusahaan lain, anak perusahaan, dan perusahaan patungan dengan memperhatikan ketentuan di bidang Pasar Modal, dengan nilai < Rp75 miliar.

The rights and authorities of the Board of Directors are as follows:

1. Representing the Company inside and outside the court and taking all actions and actions both regarding management and ownership and binding of the Company with other parties and/or other parties with the Company, as well as carrying out all actions, both regarding management and ownership, with restrictions stipulated in the Company's Articles of Association and with due observance of the prevailing laws and regulations in the Capital Market sector in Indonesia.
2. To take certain actions, the Board of Directors must first obtain written approval from the Board of Commissioners and Series A Dwiwarna Shareholders.
3. Unless otherwise stipulated by the prevailing rules and regulations, several things that require approval from the Board of Commissioners and Dwiwarna Series A Shareholder are:
 - a. Releasing/transferring and/or collateralizing the Company's assets with a value exceeding a certain amount as determined by the Board of Commissioners, which is less than Rp100 billion, except for assets recorded as inventories, with due observance of the provisions in the Capital Market.
 - b. Cooperating with business entities or other parties, in the form of Joint Operations (KSO); Business Cooperation (KSU); Licensing Cooperation; Build, Operate and Transfer (BOT); Build, Transfer, and Operate (BTO); Build, Operate, and Own (BOO); and other agreements of the same nature whose term or value exceeds that stipulated by the Board of Commissioners, which is less than Rp100 billion and a term of less than 5 (five) years.
 - c. Set and change the Company's logo.
 - d. Determine the organizational structure 1 level below the Board of Directors.
 - e. To make capital participation with a certain value as determined by the Board of Commissioners in other companies, subsidiaries, and joint ventures that are not in the context of salvaging accounts receivable by considering the provisions in the Capital Market sector with a value of <Rp75 billion.
 - f. Establishing subsidiaries and/or joint ventures with a certain value as determined by the Board of Commissioners in other companies, subsidiaries, and joint ventures with due observance to the provisions in the Capital Market sector, with a value of <Rp75 billion.

- g. Mengusulkan wakil Perseroan untuk menjadi calon anggota Direksi dan Dewan Komisaris pada anak perusahaan yang memberikan kontribusi signifikan kepada Perseroan dan/atau bernilai strategis yang ditetapkan oleh Dewan Komisaris.
 - h. Melepaskan penyertaan modal dengan nilai tertentu yang ditetapkan Dewan Komisaris, anak perusahaan dan perusahaan patungan dengan memperhatikan ketentuan di bidang Pasar Modal kurang dari Rp75 miliar.
 - i. Melakukan penggabungan, peleburan, pengambilalihan, pemisahan, dan pembubaran anak perusahaan dan perusahaan patungan dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal dengan nilai < Rp75 miliar.
 - j. Mengikat Perseroan sebagai penjamin (*borg* atau *avalist*) dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal dengan nilai < Rp300 miliar.
 - k. Menerima pinjaman jangka menengah/panjang dan memberikan pinjaman jangka menengah/panjang dengan nilai tertentu yang ditetapkan Dewan Komisaris dengan memperhatikan ketentuan di bidang Pasar Modal dengan nilai <Rp1 triliun.
 - l. Memberikan pinjaman jangka pendek/ menengah/panjang yang tidak bersifat operasional, kecuali pinjaman kepada anak perusahaan cukup dilaporkan kepada Dewan Komisaris dengan nilai < Rp300 miliar.
 - m. Menghapuskan terhadap piutang macet dan persediaan barang mati dalam nilai yang melebihi batas yang ditetapkan oleh Dewan Komisaris dengan nilai < Rp100 miliar.
 - n. Melakukan tindakan-tindakan yang termasuk dalam transaksi material sebagaimana ditetapkan oleh Peraturan Perundangan di bidang Pasar Modal dengan nilai tertentu yang ditetapkan Dewan Komisaris, kecuali tindakan tersebut termasuk dalam transaksi material yang dikecualikan oleh Peraturan Perundangan yang berlaku di bidang Pasar Modal.
 - o. Tindakan-tindakan yang belum ditetapkan dalam RKAP.
4. Direksi wajib meminta persetujuan RUPS untuk:
 - a. Mengalihkan kekayaan Perseroan; atau
 - b. Menjadikan jaminan utang kekayaan Perseroan, yang merupakan lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, kecuali sebagai pelaksana kegiatan usaha Perseroan.
 5. Perbuatan-perbuatan di bawah ini hanya dapat dilakukan oleh Direksi setelah mendapatkan
- g. Propose Company's representatives to become candidates for the Board of Directors and Board of Commissioners of subsidiaries who make significant contributions to the Company and/or have strategic value as determined by the Board of Commissioners.
 - h. Releasing equity participation with a certain value as determined by the Board of Commissioners, subsidiaries and joint ventures with due observance to the provisions in the Capital Market sector of less than Rp75 billion.
 - i. Merging, consolidating, taking over, separating, and dissolving subsidiaries and joint ventures with a certain value as determined by the Board of Commissioners with due observance to the provisions in the Capital Market sector with a value of <Rp75 billion.
 - j. Binding the Company as guarantor (*borg* or *avalist*) with a certain value as determined by the Board of Commissioners with due observance of provisions in the Capital Market sector with a value of <Rp. 300 billion.
 - k. Receive medium/long term loans and provide medium/long term loans with a certain value as determined by the Board of Commissioners with due observance of provisions in the Capital Market sector with a value of <IDR 1 trillion.
 - l. Providing short/medium/long term loans that are not operational in nature, except for loans to subsidiaries, it is sufficient to report to the Board of Commissioners with a value of <Rp300 billion.
 - m. To write off against bad debts and inanimate inventories which exceed the limit set by the Board of Commissioners with a value of <Rp100 billion.
 - n. Perform actions that are included in material transactions as stipulated by the Capital Market Laws with a certain value as determined by the Board of Commissioners, unless these actions are included in material transactions exempted by the prevailing laws and regulations in the capital market sector.
 - o. Actions that have not been specified in the RKAP.
4. The Board of Directors must request approval from the GMS to:
 - a. Transferring Company's assets; or
 - b. Pledge as collateral for the debts of the Company's assets, which constitute more than 50% (fifty percent) of the total net assets of the Company in 1 (one) transaction or more, whether related to one another or not, except as the executor of the Company's business activities.
 5. The following actions can only be performed by the Board of Directors after receiving a written

tanggapan tertulis dari Dewan Komisaris dan mendapat persetujuan dari RUPS untuk:

- a. Melakukan tindakan-tindakan yang termasuk dalam transaksi material sebagaimana ditetapkan oleh Peraturan Perundangan di bidang Pasar Modal dengan nilai di atas 50% (lima puluh persen) dari ekuitas Perseroan, kecuali tindakan tersebut termasuk dalam transaksi material yang dikecualikan oleh Peraturan Perundangan yang berlaku di bidang Pasar Modal.
 - b. Melakukan transaksi yang mengandung benturan kepentingan sebagaimana ditentukan dalam Peraturan Perundangan yang berlaku di Pasar Modal.
 - c. Melakukan transaksi lain guna memenuhi Peraturan Perundangan yang berlaku di Pasar Modal.
6. Perbuatan hukum untuk mengalihkan, melepaskan hak atau menjadikan jaminan hutang lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan baik dalam satu transaksi atau beberapa transaksi yang berdiri sendiri ataupun yang berkaitan satu sama lain harus mendapat persetujuan RUPS yang dihadiri atau diwakili para Pemegang Saham yang memiliki sekurang-kurangnya $\frac{3}{4}$ (tiga per empat) bagian dari jumlah seluruh saham yang telah dikeluarkan Perseroan dengan hak suara yang sah dan disetujui oleh lebih dari $\frac{3}{4}$ (tiga per empat) dari jumlah seluruh suara yang dikeluarkan secara sah dalam RUPS.

response from the Board of Commissioners and obtaining approval from the GMS for:

- a. Carry out actions that are included in material transactions as stipulated by the Laws and Regulations in the field of Capital Market with a value of more than 50% (fifty percent) of the Company's equity, unless such actions are included in material transactions that are exempted by the prevailing laws and regulations in the Capital Market sector.
 - b. Conducting transactions that contain conflict of interest as stipulated in the prevailing laws and regulations in the capital market.
 - c. Perform other transactions in order to comply with the prevailing laws and regulations in the Capital Market.
6. Legal actions to transfer, relinquish rights or make debt collateral for more than 50% (fifty percent) of the Company's net assets either in one transaction or several transactions that are independent or related to one another must obtain approval from the GMS which is attended or represented by the Shareholders who own at least $\frac{3}{4}$ (three quarters) of the total shares that have been issued by the Company with valid voting rights and approved by more than $\frac{3}{4}$ (three quarters) of the total votes cast legally at the GMS.

PEMBAGIAN TUGAS ANTAR DIREKSI Board of Directors Division of Duties

Setiap anggota Direksi memiliki tugas dan wewenang masing-masing sesuai dengan jabatannya, sebagaimana telah dilakukan pembagian tugas berdasarkan Keputusan Direksi No. 09/KPTS/2022 tanggal 31 Januari 2022 tentang Pembagian Tugas dan Wewenang Direksi PT Jasa Marga (Persero) Tbk, pembagian lingkup tugas Direksi Perseroan diuraikan sebagai berikut:

Each member of the Board of Directors has their respective duties and authorities under their position, per the division of tasks based on the Decree of the Board of Directors No. 09/KPTS/2022 dated January 31, 2022, regarding the Division of Duties and Authorities of the Directors of PT Jasa Marga (Persero) Tbk. The division of the scope of duties of the Company's Directors is described as follows:

Nama Name	Jabatan Position	Bidang Tugas Scope of Duty
Subakti Syukur	Direktur Utama President Director	<ol style="list-style-type: none"> 1. Mengarahkan perumusan penetapan kebijakan Perseroan berikut kewajiban lainnya sesuai dengan kebijakan dalam pencapaian sasaran Perseroan; 2. Mengarahkan penyusunan visi, misi, dan tata nilai Perseroan; 3. Mengarahkan penyusunan RJPP, RKAP, Laporan Manajemen Perseroan, Laporan Tahunan Perseroan dan Laporan Keuangan Konsolidasian; 4. Mengarahkan penyusunan rencana dan anggaran serta penyampaian laporan pertanggungjawaban dan perhitungan hasil usaha Perseroan menurut cara dan waktu yang telah ditetapkan oleh Rapat Umum Pemegang Saham; <ol style="list-style-type: none"> 1. To direct the formulation of Company's policy stipulation along with other responsibilities in accordance with the policies on achieving Company's targets; 2. To direct in the preparation of Company's vision, mission, and value system; 3. To direct in the preparation of Company's Long-Term Plans, Company's Work and Budget Plans, Company's Management Report, Company's Annual Report, and Consolidated Financial Statement; 4. To direct in the preparation of plans and budgets as well as the submission of Company's accountability report and income calculation in accordance with the methods and time stipulated in the General Meeting of Shareholders;

Nama Name	Jabatan Position	Bidang Tugas Scope of Duty
Subakti Syukur	Direktur Utama President Director	<ol style="list-style-type: none"> 5. Mengarahkan pengusahaan jalan tol serta pengembangan bisnis usaha jalan tol dan usaha pendukung jalan tol; 6. Mengarahkan penyelenggaraan aktivitas Perseroan sesuai dengan peraturan perundangan dan Peraturan Perseroan yang berlaku; 7. Mengarahkan pelaksanaan kegiatan audit internal dan audit eksternal serta audit khusus Perseroan; 8. Mengkoordinasikan pelaksanaan kebijakan Direksi yang dilakukan oleh para Direktur serta mengendalikan tugas pengawasan intern dan para kepala unit pelaksana lainnya; 9. Melalui Corporate Secretary & CAO, mengarahkan penyusunan rencana dan kebijakan yang bersifat strategis di tingkat Perseroan, meliputi pengelolaan hubungan dengan regulator, administrasi eksekutif, komunikasi internal dan eksternal Perseroan serta tanggung jawab sosial dan lingkungan; 10. Melalui Corporate Secretary & CAO, mengarahkan pengelolaan pelayanan dan penyelesaian permasalahan di bidang hukum agar dapat berjalan sesuai dengan ketentuan perundang-undangan; 11. Melalui Corporate Secretary & CAO, mengarahkan pengendalian hukum dan kepatuhan Anak Perusahaan agar sesuai dengan ketentuan serta mekanisme yang berlaku dalam pola hubungan Induk dan Anak Perusahaan; 12. Melalui Corporate Secretary & CAO, mengarahkan perumusan kebijakan, tata kelola, ketentuan, perencanaan dan pelaksanaan atas proses pengadaan barang/jasa dan manajemen aset di lingkungan Jasa Marga Group; dan 13. Mengkoordinasikan tugas-tugas lain atas nama Direksi. <ol style="list-style-type: none"> 5. To direct in conducting toll road business, toll road business development, and toll road supporting business; 6. To direct in implementing Company's activities in accordance with prevailing legislation and regulation as well as Company Law; 7. To direct the implementation of internal and external audits as well as Company's special audit; 8. To coordinate the implementation of Directors' policies conducted by all Directors and to control internal audit functions and the duties of other heads of work unit; 9. To direct in the preparation of strategic plans and policies on Corporate level, through Corporate Secretary & CAO, including maintaining relationships with regulators, executive administrations, Company's internal and external communications, and social and environmental responsibilities; 10. To direct in the management of services and settlement of legal dispute, through Corporate Secretary & CAO, to ensure outcomes that are in line with Law provisions; 11. To direct legal control over and compliance of Subsidiaries, through Corporate Secretary & CAO, to ensure outcomes that are in line with prevailing provisions and mechanism in a Holding and Subsidiary dynamic; 12. To direct the formulation of policies, governance, provisions, planning, and implementation over the procurement processes of goods/services and asset management within Jasa Marga Group, through Corporate Secretary & CAO; and 13. To coordinate other responsibilities on behalf of the Board of Directors.
Ade Wahyu	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	<ol style="list-style-type: none"> 1. Melalui Corporate Finance & Investor Relations Senior Group Head mengarahkan pengendalian teknis untuk seluruh fungsi keuangan, termasuk fungsi yang dilaksanakan oleh Corporate Planning & Portfolio Management dan Accounting & Tax Group; 2. Memimpin dan memastikan penyusunan Rencana Jangka Panjang Perusahaan sesuai dengan rencana strategis Perseroan; 3. Memimpin pemantauan dan evaluasi pelaksanaan program kerja Perseroan dan Anak Perusahaan agar terintegrasi dan selaras dengan Rencana Strategis Perseroan melalui Kontrak Manajemen, Laporan Manajemen Korporat dan Rapat Kinerja Korporat; 4. Memimpin dan memastikan kegiatan penyusunan dan pengendalian portofolio investasi keuangan Perseroan; 5. Memimpin kebijakan dan strategi pengelolaan keuangan serta pendanaan Perseroan dan optimalisasi aset, investasi, kredit serta terkait pasar modal dan Perbankan untuk mendukung pertumbuhan dan perkembangan Perseroan; <ol style="list-style-type: none"> 1. To direct technical control over all financial functions, through Corporate Finance & Investor Relations Senior Group Head, including functions performed by Corporate Planning & Portfolio Management and Accounting & Tax Group; 2. To lead the formulation of Company's Long-Term Plans and to ensure it follows Company's strategic plans; 3. To lead in monitoring and evaluating the implementation of Company and Subsidiaries' work plan so that it is integrated to and in line with Company's Strategic Plans through Management Contract, Corporate Management Report, and Corporate Performance Meeting; 4. To lead and ensure the formulation of and control over Company's financial investment portfolio; 5. To lead the management of Company's financial and funding policies and strategies and optimization of assets, investments, and credits and, in relation with capital market and banking, to support Company's growth and development;

Nama Name	Jabatan Position	Bidang Tugas Scope of Duty
Ade Wahyu	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	<ol style="list-style-type: none"> 6. Memimpin dan mengendalikan kegiatan Rapat Umum Pemegang Saham, penyampaian pesan-pesan investasi dan kinerja Perseroan secara konsisten kepada investor, potensial investor, <i>analyst</i>, regulator pasar modal dan para pelaku pasar modal atas nama Perseroan; 7. Memimpin kebijakan dan strategi yang berkaitan dengan kewajiban perpajakan untuk memastikan efisiensi dan efektivitas pemenuhan kewajiban perpajakan sesuai peraturan dan perundang-undangan yang berlaku; 8. Memimpin kegiatan pengelolaan keuangan Perseroan terlaksana sesuai dengan standar yang berlaku; 9. Memimpin rekonsiliasi pendapatan tol yang dilaksanakan oleh Regional dan Anak Perusahaan untuk memastikan pendapatan sesuai dengan kegiatan transaksi tol; 10. Mengelola manajemen mutu, kesehatan, keselamatan, dan lingkungan serta manajemen inovasi guna meningkatkan produktivitas Perseroan; 11. Menetapkan kebijakan strategis bidang manajemen risiko dan memimpin pengendalian Risiko Perseroan; 12. Memimpin dan mengarahkan koordinasi strategis bidang manajemen risiko kepada stakeholder terkait; 13. Memimpin, mengarahkan, dan memastikan pengendalian keuangan Anak Perusahaan agar sesuai dengan ketentuan dan mekanisme yang berlaku dalam pola hubungan Induk dan Anak Perusahaan; dan 14. Memastikan pengendalian pengelolaan Dana Pensiun Perseroan berjalan dengan baik. <ol style="list-style-type: none"> 6. To consistently lead and control the General Meeting of Shareholders and the submission of investment messages and Company's performance to the investors, potential investors, analysts, capital market regulators, and all capital market subjects on behalf of the Company; 7. To lead the policies and strategies related to tax obligations to ensure efficiency and effectiveness of fulfillment of tax obligations to be in line with prevailing legislation and regulation; 8. To ensure that Company's financial management is implemented in line with applicable standards; 9. To lead the reconciliation of income from toll roads as implemented by the Regional and Subsidiaries to ensure earnings that are in line with toll road transactional activities; 10. To manage quality, health, safety, and environment as well as innovation to increase Company's productivity; 11. To stipulate strategic policies in the sector of risk management and to lead in controlling Company's Risks; 12. To lead and direct strategic coordination in the sector of risk management in relation with concerned stakeholders; 13. To lead, direct, and ensure financial control over Subsidiaries so it is in line with applicable provisions and mechanisms in a Holding and Subsidiaries dynamic; 14. To ensure that managerial control over Company's Retirement Funds runs well.
Reza Febriano	Direktur Bisnis Director of Business	<ol style="list-style-type: none"> 1. Memastikan kegiatan pengoperasian jalan tol di seluruh ruas yang dikelola oleh Regional, APJT <i>Subholding</i>, APJT Konstruksi Operasi dan APJT Operasi agar terlaksana sesuai dengan SPM melalui Service Level Agreement (SLA) yang dikelola sehingga dapat memberikan pelayanan yang baik bagi pengguna jalan tol; 2. Memimpin dan memastikan pengendalian kinerja untuk seluruh ruas jalan tol yang dikelola oleh Regional, APJT <i>Subholding</i>, APJT Konstruksi Operasi dan APJT Operasi; 3. Memimpin, memastikan, dan mengendalikan kinerja Regional dalam peningkatan peluang bisnis untuk memaksimalkan pendapatan Perseroan melalui aksi korporasi; 4. Memimpin dan memastikan kegiatan pengelolaan manajemen risiko terkait dengan aksi korporasi APJT <i>Subholding</i>, APJT Konstruksi Operasi dan APJT Operasi; dan 5. Memastikan dan mengendalikan pencapaian pendapatan tol di masing-masing Regional dan APJT Operasi agar sesuai dengan realisasi volume lalu lintas. <ol style="list-style-type: none"> 1. To ensure that the operational activities of toll road in all sections managed by the Regional, APJT Subholding, APJT Operational Construction, and APJT Operational are implemented in accordance with the Minimum Service Standards through the managed Service Level Agreement so as to be able to provide the best service for all toll road users; 2. To lead and ensure performance control over all toll road sections managed by the Regional, APJT Subholding, APJT Operational Construction, and APJT Operational; 3. To lead, ensure, and control Regional performance in increasing business opportunities and to maximize Company's earnings through corporate actions; 4. To lead and ensure risk management activities in relation with corporate actions of the APJT Subholding, APJT Operational Construction, and APJT Operational; and 5. To ensure and control toll road income performance in each Regional and APJT Operational so it is in line with traffic volume realization.

Nama Name	Jabatan Position	Bidang Tugas Scope of Duty
Mohamad Agus Setiawan	Direktur Pengembangan Usaha Director of Business Development	<ol style="list-style-type: none"> 1. Memimpin, mengarahkan, dan memastikan kegiatan pengembangan bisnis jalan tol terkait rencana bisnis dalam penyusunan dan pengajuan proposal tender investasi ruas-ruas baru jalan tol dan persiapan akuisisi ruas jalan tol dalam tahap konstruksi; 2. Memastikan terlaksananya kegiatan pengelolaan manajemen risiko terkait dengan kebijakan di bidang pengembangan usaha jalan tol, pengembangan usaha bidang <i>related business</i> dan <i>toll corridor development</i> serta rekayasa teknik jalan dan lalu lintas; 3. Memimpin dan memastikan kegiatan rekayasa teknik jalan, <i>traffic forecasting</i> dan pengelolaan lingkungan dapat terlaksana guna mendukung ketersediaan rekomendasi strategis Perseroan; 4. Memimpin dan memastikan terlaksananya kegiatan pengendalian eksekusi investasi jalan tol dan pengendalian pembangunan jalan tol pada APJT Persiapan & Konstruksi serta kegiatan pembangunan jalan tol pada APJT Konstruksi Operasi; 5. Memimpin dan memastikan kegiatan pengelolaan pengembangan usaha Perseroan di bidang <i>related business</i> dan <i>toll corridor development</i> (AP Bidang <i>Related Business</i>); dan 6. Memimpin dan memastikan optimalisasi aset jalan tol dan sekitar jalan tol untuk memastikan keberlangsungan Perseroan dan tercapainya visi dan misi serta sasaran jangka panjang. <ol style="list-style-type: none"> 1. To lead, direct, and ensure toll road business developmental activities in relation with business plans in the formulation and submission of tender proposals of investment in new toll road sections and to prepare the acquisition of under-construction toll road sections; 2. To ensure the implementation of risk management activities in relation with policies on the sector of toll road business development, development of related-businesses, and toll-corridor development, and road-construction and traffic engineering; 3. To lead and ensure road-construction engineering activities, traffic forecasting, and environmental management so all are implemented to support the availability of Company's strategic recommendations; 4. To lead and ensure the implementation of control activities over the execution of toll road investment and to control over toll road construction in APJT Preparation; 5. To lead and ensure the management of Company's business development in the sectors of related business and toll corridor development (AP of Related Business Sector); and 6. To lead and ensure the optimization of assets in and around toll roads to ensure Company's continuity and achievement of long-term vision, mission, and targets.
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	<ol style="list-style-type: none"> 1. Memimpin dan mengarahkan penyusunan dan pengembangan kebijakan pengelolaan <i>human capital</i> Perseroan; 2. Memimpin dan memastikan implementasi sistem dan prosedur pengelolaan <i>human capital</i> Perseroan; 3. Memastikan terlaksananya kegiatan pengelolaan manajemen risiko terkait kebijakan di bidang pengelolaan <i>human capital</i>; 4. Memimpin dan mengarahkan pengembangan sistem <i>human capital</i> di Anak Perusahaan sesuai dengan ketentuan dan mekanisme yang berlaku dalam pola hubungan Induk dan Anak Perusahaan; 5. Memastikan pengelolaan hubungan industrial yang harmonis antara Perseroan dan Karyawan dengan memperhatikan peraturan dan perundang-undangan yang berlaku; 6. Mengarahkan pengelolaan kerumahtanggaan, sarana kerja dan fasilitas kantor, transportasi kendaraan dinas dan kendaraan pool, serta penyediaan fasilitas rapat dinas, sehingga memberikan dukungan terhadap aktivitas Perseroan; <ol style="list-style-type: none"> 1. To lead and ensure the formulation and development of Company's policies on the management of human capital; 2. To lead and ensure the implementation of system and procedures for managing Company's human capital; 3. To ensure the implementation the risk management activities related to policies in the sector of human capital management; 4. To lead and direct the development of human capital system in Subsidiaries in accordance with applicable provisions and mechanisms in a Holding and Subsidiaries dynamic; 5. To ensure the management of harmonious industrial relationship between the Company and employees by taking into account prevailing legislation and regulations; 6. To direct the management of household, work infrastructure and office facilities, transportation of official and pool vehicles, and the provision of official meeting facilities so as to provide supports for Company's activities;

Nama Name	Jabatan Position	Bidang Tugas Scope of Duty
Bagus Cahya Arinta B.	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	<ol style="list-style-type: none"> 7. Memastikan pengelolaan <i>human capital</i> untuk meningkatkan kapabilitas Perseroan melalui pembelajaran berbasis teknologi informasi; 8. Memimpin dan mengarahkan pengembangan dan implementasi budaya Perseroan; dan 9. Memimpin dan memastikan pelaksanaan transformasi Perseroan. <p>7. To ensure the management of human capital to increase Company's capability through information technology-based learning;</p> <p>8. To lead and direct the development and implementation of Company's culture; and</p> <p>9. To lead and ensure the implementation of Company transformation.</p>
Fitri Wiyanti	Direktur Operasi Director of Operations	<ol style="list-style-type: none"> 1. Memimpin dan mengarahkan pengembangan kebijakan strategis di bidang operasional dan pemeliharaan jalan tol di seluruh lingkungan Perseroan; 2. Memimpin dan mengarahkan kegiatan pengoperasian jalan tol meliputi manajemen layanan transaksi tol dan manajemen lalu lintas dapat terlaksana sesuai dengan pencapaian SLA untuk memberikan pelayanan terhadap pengguna jalan tol sesuai dengan Standar Pelayanan Minimum (SPM) sehingga dapat memberikan pelayanan terhadap pengguna jalan tol; 3. Memimpin dan mengarahkan kegiatan pengamanan layanan transaksi tol; 4. Memimpin dan mengarahkan pengelolaan manajemen risiko terkait dengan pengoperasian jalan tol serta pemeliharaan, peningkatan jalan tol dan teknologi informasi Perseroan; 5. Memimpin dan mengarahkan sistem pengamanan jalan tol yang dapat dilaksanakan sesuai dengan kebutuhan pengoperasian jalan tol; 6. Memimpin dan mengarahkan kegiatan AP2JT Bidang Operasi dan AP2JT Bidang Pemeliharaan dalam hal pemeliharaan dan peningkatan jalan tol beserta seluruh kelengkapannya sehingga dapat terlaksana operasional jalan tol, yang meliputi layanan transaksi, layanan lalu lintas dan pemeliharaan jalan tol sesuai sasaran yang telah ditetapkan serta sesuai dengan ketentuan yang berlaku; 7. Memimpin, memastikan, dan mengendalikan kinerja AP2JT Bidang Operasi dan AP2JT Bidang Pemeliharaan dalam peningkatan peluang bisnis bidang pengoperasian dan pemeliharaan jalan tol untuk memaksimalkan pendapatan Perseroan; 8. Mengarahkan dan mengendalikan perencanaan dan penyusunan perkiraan lalu lintas dalam rangka pencapaian rencana pendapatan Perseroan; 9. Memimpin dan mengarahkan pengembangan teknologi informasi di bidang pengoperasian dan pemeliharaan jalan tol (<i>IT Operation</i>) guna meningkatkan efisiensi beban operasi dan kapabilitas Perseroan; 10. Memimpin dan mengarahkan riset dan pengembangan pengetahuan baru berbasis teknologi informasi guna menciptakan teknologi, sistem maupun layanan baru guna meningkatkan kapabilitas Perseroan; dan 11. Memimpin dan memastikan pengelolaan teknologi informasi Perseroan melalui pelaksanaan masterplan IT untuk IT <i>Enterprise</i> dan <i>IT for Business</i>; <p>1. To lead and direct the development of strategic policies in the sector of operational and maintenance of toll road across Company's environment;</p> <p>2. To lead and direct toll road operational activities, including the management of toll transactions and traffic management, so they can be implemented in accordance with SLA achievement to provide services for toll road users in accordance with the Minimum Service Standards so it can provide services for toll road users;</p> <p>3. To lead and direct the activities of securing toll road transactional services;</p> <p>4. To lead and direct the risk management in relation with toll road operation as well as the maintenance and improvement of toll road and Company's information technology;</p> <p>5. To lead and direct toll road safety system that can be implemented in accordance with the requirements of toll road operations;</p> <p>6. To lead and direct the Operational AP2JT and Maintenance AP2JT activities in terms of maintenance and improvement of toll road along with its features so it is possible to implement toll road operations, which include transactional services, traffic services, and toll road maintenance in line with stipulated targets and prevailing provisions;</p> <p>7. To lead, ensure, and control the performance of Operational AP2JT and Maintenance AP2JT in increasing business opportunities in the sector of toll road operation and maintenance to maximize Company's revenue;</p> <p>8. To direct and control the planning and formulation of traffic estimates to achieve Company's revenue plans;</p> <p>9. To lead and direct the development of information technology in the sector of toll road operation and maintenance (<i>IT Operation</i>) to increase efficient operating expenses and Company's capability;</p> <p>10. To lead and direct information technology-based research in and development of new knowledge to create new technology, systems, and services to increase Company's capability; and</p> <p>11. To lead and ensure the management of Company's information technology through implementing IT masterplan for IT enterprise and IT for Business.;</p>

RAPAT-RAPAT YANG DIHADIRI OLEH DIREKSI

Meetings Attended by the Board of Directors

Uraian mengenai kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS, dapat dilihat pada Sub Bab mengenai Rapat Dewan Komisaris dan Direksi.

A description of the policy and implementation of the Board of Directors' meeting frequency, the Board of Commissioners with the Board of Director's meeting frequency, and the Board of Directors' member's attendance level in these meetings, including attendance at the GMS, can be seen in the Sub-Chapter concerning Meetings of the Board of Commissioners and the Board of Directors.

PROGRAM PENGENALAN PERSEROAN BAGI DIREKSI BARU

Orientation Program for New Directors

Sebagaimana tercantum dalam *Board Manual*, Perseroan wajib melaksanakan kegiatan program pengenalan Perseroan, setiap kali terjadi pengangkatan anggota Direksi baru. Di samping itu kegiatan ini juga dilaksanakan sebagai pemenuhan faktor uji asesmen GCG berdasarkan Keputusan Sekretaris Menteri BUMN No. SK-16/S.MBU/2012. Program Pengenalan dilaksanakan dengan tujuan memperkenalkan Perseroan secara komprehensif kepada anggota Direksi yang baru diangkat, sehingga didapatkan pemahaman awal yang cukup terkait Perseroan. Pengetahuan yang didapatkan oleh anggota Direksi baru dalam program pengenalan berperan penting demi kelancaran dan efektivitas pelaksanaan tugas dan kewajibannya.

As stated in the Board Manual, the Company must introduce the Company's program activities every time a new member of the Board of Directors is appointed. In addition, this activity is also carried out as a fulfillment of the GCG assessment test factors based on the Decree of the Secretary of the Minister of SOEs No. SK-16/S.MBU/2012. The Introduction Program is carried out to introduce the Company comprehensively to newly appointed members of the Board of Directors so that a sufficient initial understanding of the Company is obtained. The knowledge gained by new members of the Board of Directors in the introduction program plays a vital role in the smooth and effective implementation of their duties and obligations.

Pada tahun 2021, terjadi pengangkatan anggota Direksi baru yaitu M. Agus Setiawan untuk jabatan Direktur Bisnis. Atas pengangkatan tersebut, Perseroan melaksanakan program pengenalan Perseroan pada tanggal 7 Juni 2021.

In 2021, there was the appointment of a new member of the Board of Directors, namely M. Agus Setiawan, for the position of Director of Business. Based on the appointment, the Company carried out the Company introduction program on June 7, 2021.

Selanjutnya terjadi perubahan komposisi Direksi dengan pengangkatan Ade Wahyu, Reza Febriano dan Bagus Cahya Arinta B. pada tanggal 22 Desember 2021. Program Pengenalan dilakukan pada tanggal 10 Januari 2022.

Subsequently, there was a change in the composition of the Board of Directors with the appointment of Ade Wahyu, Reza Febriano and Bagus Cahya Arinta B. on December 22, 2021. The introduction program was carried out on January 10, 2022.

PENGEMBANGAN KOMPETENSI

Competency Development

Dalam rangka meningkatkan pengetahuan dan kompetensi para anggota Direksi, dan memastikan wawasan profesional, kompetensi serta kemampuan kepemimpinan para anggota Direksi dapat berkembang selaras dengan perkembangan industri terkini, Perseroan memberikan pelatihan kepada setiap anggota Direksi. Program pelatihan/pendidikan yang diikuti oleh para Direksi sepanjang tahun 2021 dapat dilihat pada bagian Pengembangan Kompetensi Direksi di Bab Profil Perusahaan di dalam buku Laporan Tahunan ini.

To improve the knowledge and competence of the members of the Board of Directors, and to ensure that the professional insight, competence, and leadership abilities of the members of the Board of Directors can develop in line with the latest industry developments, the Company provides training to each member of the Board of Directors. The training/education programs attended by the Board of Directors throughout 2021 can be seen in the Board of Directors Competency Development Section in the Company Profile Chapter in this Annual Report.

KEBIJAKAN RANGKAP JABATAN**Dual Position Policy**

Setiap anggota Direksi dilarang untuk merangkap jabatan, hal ini sebagaimana diatur dalam Anggaran Dasar Perseroan Pasal 11 ayat (13), yang mengatur sebagai berikut:

1. Anggota Direksi pada Badan Usaha Milik Negara lainnya, Badan Usaha Milik Daerah, dan badan usaha milik swasta.
2. Jabatan struktural dan fungsional lainnya dalam instansi/lembaga Pemerintah Pusat dan Daerah.
3. Pengurus partai politik dan atau calon/anggota legislatif.
4. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan, dan atau Jabatan lainnya yang dapat menimbulkan benturan kepentingan.

Each member of the Board of Directors is prohibited from holding concurrent positions; this is as stipulated in the Articles of Association of the Company Article 11 paragraph (13), which regulates as follows:

1. Members of the Board of Directors in other State-Owned Enterprises, Regional-Owned Enterprises, and private-owned enterprises.
2. Other structural and functional positions in Central and Regional Government agencies/institutions.
3. Management of political parties and or candidates/members of the legislature.
4. Other positions following the provisions of laws and regulations and or other positions that may cause a conflict of interest.

Tabel Rangkap Jabatan Direksi
Table of Concurrent Position Director

Nama Name	Jabatan Position	Jabatan pada Perusahaan / Instansi Lain Position in Other Companies/Institutions	Nama Perusahaan/ Instansi Lain Companies/institutions
Subakti Syukur	Direktur Utama President Director		Nihil None
Donny Arsal***	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Komisaris Commissioner	PT Pilar Sinergi BUMN
		Komisaris Commissioner	PT Jasamarga Bali Tol
Mohamad Agus Setiawan**	Direktur Pengembangan Usaha Director of Business Development	Komisaris Utama President Commissioner	PT Jasamarga Related Business
Arsal Ismail***	Direktur Pengembangan Usaha Director of Business Development	Komisaris Utama President Commissioner	PT Jasamarga Related Business
		Komisaris Utama President Commissioner	PT Jasamarga Jogja Bawen
Enkky Sasono AW***	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation		Nihil None
Fitri Wiyanti	Direktur Operasi Director of Operations	Komisaris Commissioner	PT Jasamarga Tollroad Operator
Mohammad Sofyan*	Direktur Bisnis Director of Business		Nihil None
Ade Wahyu****	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Komisaris Commissioner	PT Pilar Sinergi BUMN Indonesia
Reza Febriano****	Direktur Bisnis Director of Business		Nihil None
Bagus Cahya Arinta B.****	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	Komisaris Utama President Commissioner	PT Jasamarga Bali Tol

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sebagai Direktur Bisnis sejak 27 Mei 2021 dan menerima pengalihan tugas sebagai Direktur Pengembangan Usaha sejak 22 Desember 2021/
Served as Director of Business since May 27, 2021 and accepted the assignment as Director of Business Development since December 22, 2021

***Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

****Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

KEPUTUSAN DAN PELAKSANAAN TUGAS DIREKSI

Board of Directors Decisions and Duties Implementation

Sepanjang tahun 2021, Direksi telah membuat sejumlah keputusan, rekomendasi dan pelaksanaan penting, antara lain sebagai berikut :

1. Sistem Manajemen Keamanan Informasi (SMK).
2. Program Pensiun Dini Suka Rela 2021.
3. Pedoman Tata Persuratan dan Kearsipan.
4. Pencegahan dan Penanganan Penyebaran COVID-19 di Lingkungan Jasa Marga.
5. *Talent Management*.
6. Tim Champion SNI ISO 37001.
7. Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan Jasa Marga.
8. Kerja Sama Pengusahaan Jalan Tol.
9. Sistem Prosedur Transaksi Keuangan (SPTK) Jasa Marga.
10. Pemanfaatan Lahan untuk Utilitas di Wilayah Jalan Tol.
11. *Jasa Marga Toll Road Command Center*.
12. Manual Sistem Manajemen Mutu.
13. Manual Sistem Manajemen K3.
14. Manual Sistem Manajemen Lingkungan.
15. Penyelenggaraan Beasiswa Jasa Marga.
16. Pemberian *Motivational Reward* Karyawan Tahun Buku 2020.
17. Pembentukan Tim Satuan Tugas Jasa Marga Siaga Operasional Hari Raya Idul Fitri 1442 H dalam Pencegahan dan Penanggulangan COVID-19.
18. Kajian Lalu Lintas.
19. Pedoman Penyusunan Standar Prosedur di Lingkungan Jasa Marga.
20. Implementasi Sistem ERP SAP Anak Perusahaan Jasa Marga.
21. Tata Kelola Dana Pensiun Jasa Marga.
22. Standar Operasional Prosedur Kerja Sama di Lingkungan Jasa Marga.
23. Daftar Informasi Publik Jasa Marga Tahun 2021.
24. Klasifikasi Arsip, Jadwal Retensi Arsip, dan Sistem Klasifikasi Keamanan Akses Arsip Dinamis.
25. Peraturan Perjalanan Dinas.
26. Penetapan Spesifikasi Rinci Peralatan Tol 2021.
27. Program Kemitraan dengan Usaha Kecil dan Program Bina Lingkungan.
28. Penataan Sumber Daya Manusia dalam Menghadapi Disrupsi Teknologi pada Bidang Pelayanan dan Transaksi Tol.
29. Pengembangan dan Pemeliharaan Aplikasi JM Click.
30. Standar Operasional Prosedur Divestasi Saham di Lingkungan Jasa Marga.
31. Kebijakan Sistem Manajemen Anti Penyuapan (SMAP).
32. Manual Sistem Manajemen Anti Penyuapan (SMAP).
33. Sistem Manajemen Layanan Pemeliharaan di Lingkungan Jasa Marga Group.

Throughout 2021, the Board of Directors has taken several important resolutions, recommendations, and implementation, as follows :

1. Information Security System.
2. 2021 Voluntary Early Retirement.
3. Guidelines for Correspondence and Archiving.
4. Prevention and Handling of COVID-19 Spread in Jasa Marga.
5. Talent Management.
6. SNI ISO 37001 Champion Team.
7. Guidelines for Goods and Service Procurement Implementation in Jasa Marga.
8. Toll Road Operational Cooperation.
9. Jasa Marga Financial Transactional Procedure System.
10. Land Use of Utilities within Toll Road Areas.
11. Jasa Marga Toll Road Command Center.
12. Quality Management System Manual.
13. OHS Management System Manual.
14. Environmental Management System Manual.
15. Provision of Jasa Marga Scholarship.
16. Granting of Employee Motivational Reward for 2020 Fiscal Year.
17. The Formation of Jasa Marga Operational Task Force Team for the Idul Fitri of 1442 H in the Prevention and Control of COVID-19.
18. Traffic Study.
19. Guidelines for the Formulation of Standard Procedures in Jasa Marga.
20. Implementation of ERP System of Jasa Marga's Subsidiaries' SAP.
21. Jasa Marga Retirement Funds Governance System.
22. Standard Operational Procedures for Cooperation in Jasa Marga.
23. 2021 Jasa Marga List of Public Information.
24. Archive Classification, Archive Retention Schedule, and Dynamic Classification System of Archive Access Security.
25. Official Travel Regulation.
26. Stipulation of 2021 Toll Equipment Specification
27. Partnership Program, with Small-scale Enterprises and Environmental Development Program.
28. Human Resources Restructuring in Facing Technological Disruption in the Sector of Toll Road Services and Transactions.
29. Development and Maintenance of JM Click Application.
30. Standard Operational Procedures for Stock Divestment.
31. Policy on Anti-Bribery Management System (ABMS).
32. Manual for Anti-Bribery Management System (ABMS).
33. Maintenance Service Management System in Jasa Marga Group.

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| <ul style="list-style-type: none"> 34. <i>Masterplan</i> Teknologi Informasi Perseroan. 35. Standar Operasional Prosedur Pemberian <i>Sponsorship/Sumbangan</i> di Lingkungan Jasa Marga. 36. Pembentukan Tim Satuan Tugas Jasa Marga Siaga Operasional Hari Raya Natal 2021 dan Tahun Baru 2022 dalam Pencegahan Penyebaran dan Penanggulangan Covid-19. 37. Pembentukan Tim Satuan Tugas Jasa Marga Siaga Penanggulangan Kondisi Darurat (Banjir/Genangan/Longsor). 38. <i>Jasa Marga Innovation Competition</i> 2021. 39. Struktur Organisasi. | <ul style="list-style-type: none"> 34. Masterplan of Company's Information Technology. 35. Standard Operational Procedures for Granting of Sponsorship/Donation in Jasa Marga. 36. The Formation of the Team of Jasa Marga Operational Standby Work Unit for 2021 Idul Fitri and New Year 2022 to Prevent and Counter COVID-19. 37. The Formation of the Team of Jasa Marga Standby Work Unit to Counter Emergency Condition (Flood/Inundation/Landslide). 38. 2021 <i>Jasa Marga Innovation Competition</i>. 39. Organizational Structure. |
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PENGELOLAAN BENTURAN KEPENTINGAN

Management of Conflict of Interest

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi dapat terjadi berhadapan dengan kondisi benturan kepentingan. Demi menjaga menjaga independensi dan profesionalisme, maka setiap anggota Direksi harus menganut etika sebagai berikut:

1. Mematuhi peraturan perundang-undangan yang berlaku, Anggaran Dasar, dan Pedoman GCG serta kebijakan-kebijakan Perseroan yang telah ditetapkan.
2. Mengambil sikap, pendapat dan tindakan harus didasarkan atas unsur objektivitas, profesional dan independen demi kepentingan Perseroan yang seimbang dengan kepentingan *Stakeholders*.
3. Menjalankan tugas dan kewajibannya dengan menempatkan kepentingan Direksi secara keseluruhan, di atas kepentingan pribadi.
4. Selama menjabat, Anggota Direksi tidak diperkenankan untuk:
 - a. Mengambil peluang bisnis Perseroan, selain gaji dan fasilitas yang diterimanya sebagai Anggota Direksi yang ditentukan oleh RUPS, untuk kepentingan dirinya sendiri, keluarga, kelompok usahanya dan/atau pihak lain.
 - b. Memanfaatkan jabatan bagi kepentingan pribadi atau bagi kepentingan orang atau pihak lain yang bertentangan dengan kepentingan Perseroan.
 - c. Menggunakan aset Perseroan, informasi Perseroan atau jabatannya selaku Anggota Direksi untuk kepentingan pribadi ataupun orang lain, yang bertentangan dengan ketentuan peraturan perundang-undangan serta kebijakan Perseroan yang berlaku.
 - d. Berkompetisi dengan Perseroan yaitu menggunakan pengetahuan/informasi dari dalam (*inside information*) untuk mendapatkan keuntungan bagi kepentingan selain kepentingan Perseroan.
 - e. Merangkap jabatan lain yang dapat menimbulkan benturan kepentingan secara langsung dengan Perseroan dan/atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku.

In carrying out their duties and responsibilities, the Board of Directors may encounter conditions of conflict of interest. To maintain independence and professionalism, each member of the Board of Directors must adhere to the following ethics:

1. Comply with prevailing laws and regulations, Articles of Association, and GCG Guidelines as well as established Company policies.
2. Taking attitudes, opinions and actions must be based on elements of objectivity, professionalism, and independence in the interests of the Company which are in balance with interests of Stakeholders.
3. Carry out its duties and obligations by placing the interests of the Board of Directors as a whole, above personal interests.
4. During their tenure, members of the Board of Directors are not allowed to:
 - a. Taking the Company's business opportunities, other than the salary and facilities he receives as a member of the Board of Directors as determined by the GMS, for the benefit of himself, his family, his business group and/or other parties.
 - b. Take advantage of one's position for personal gain or for the benefit of other people or parties that are against the interests of the Company.
 - c. Using Company assets, Company information or position as a Member of the Board of Directors for personal or other people's interests, which is against the provisions of laws and regulations as well as applicable Company policies.
 - d. Competing with the Company, namely using inside knowledge/information to gain benefits for interests other than the interests of the Company.
 - e. Concurrently another position that can lead to a direct conflict of interest with the Company and/or that is contrary to the provisions of the prevailing laws and regulations.

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| <p>f. Memberikan atau menawarkan, atau menerima baik langsung ataupun tidak langsung imbalan dan/atau hadiah, dan/atau hibah dan/atau sumbangan dan/atau entertainmen dalam bentuk apapun dari pihak yang memiliki hubungan bisnis atau pesaing Perseroan, yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk mempengaruhinya untuk melakukan dan/atau tidak melakukan suatu hal berkaitan dengan kedudukan/jabatannya.</p> <p>g. Memberikan dan menerima hadiah, bingkisan, parcel, karangan bunga dan bentuk pemberian lainnya pada hari raya keagamaan maupun hari-hari besar/tertentu lainnya kepada pejabat/pegawai di lingkungan instansi Pemerintah dan/atau pihak yang memiliki hubungan bisnis.</p> <p>5. Menjaga kerahasiaan informasi-informasi Perseroan yang bersifat rahasia yang dipercayakan kepadanya sesuai ketentuan peraturan perundang-undangan yang berlaku.</p> <p>6. Menghindari setiap aktivitas yang dapat mempengaruhi independensinya dalam melaksanakan tugas.</p> <p>7. Melakukan pengungkapan dalam hal terjadi benturan kepentingan, dan Anggota Direksi yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan Perseroan yang berkaitan dengan hal tersebut.</p> <p>8. Mematuhi peraturan perundang-undangan yang berlaku, termasuk dengan tidak melibatkan diri pada perdagangan orang dalam (<i>insider trading</i>) untuk memperoleh keuntungan pribadi.</p> | <p>f. Give or offer, or receive either directly or indirectly rewards and/or gifts, and/or grants and/or donations and/or entertainment in any form from parties who have business relations or competitors of the Company, for the purpose of obtaining information, or something things that are not justified by the provisions of the legislation in force, or to influence him to do and/or not do something related to his position/position.</p> <p>g. Giving and receiving gifts, parcels, parcels, flower bouquets and other forms of gifts on religious holidays or other special/special holidays to officials/employees within Government agencies and/or parties with business relations.</p> <p>5. Maintain the confidentiality of confidential Company information entrusted to it in accordance with the provisions of the prevailing laws and regulations.</p> <p>6. Avoiding any activity that could affect his independence in carrying out his duties.</p> <p>7. Disclose in the event of a conflict of interest, and the concerned Member of the Board of Directors may not be involved in the Company's decision-making process related to this matter.</p> <p>8. Comply with the prevailing laws and regulations, including by not engaging in insider trading for personal gain.</p> |
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KEPEMILIKAN SAHAM DIREKSI

Board of Directors Share Ownership

Informasi mengenai kepemilikan saham oleh anggota Direksi dapat dilihat pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Information regarding share ownership by members of the Board of Directors can be seen in the Company Profile section of this Annual Report.

PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI DAN DASAR PENILAIANNYA

Assessment on Performance of Committees Under the Board of Directors and Basis of the Assessment

Hingga akhir tahun 2021, Direksi Jasa Marga telah membentuk 2 (dua) Komite, yaitu: Komite Manajemen Risiko dan Komite Pengarah Teknologi Informasi yang membantu pelaksanaan tugas Direksi. Tahun 2021, Direksi menilai bahwa kedua Komite tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik dan telah memberikan sejumlah rekomendasi dan saran kepada Direksi terkait implemmentasi manajemen risiko dan pengembangan TI di Perseroan.

As end of 2021, Jasa Marga's Board of Directors has established 2 (two) Committees, such as: the Risk Management Committee and the Information Technology Steering Committee which assist implementation of the Board of Directors' duties. In 2021, the Board of Directors considers that both Committees have carried out their duties and responsibilities properly and have provided several recommendations and suggestions to the Board of Directors regarding the implementation of risk management and IT development in the Company.

Di tahun 2021, Komite Manajemen Risiko telah membantu Direksi dalam menyempurnakan kebijakan penerapan manajemen risiko Perseroan dengan melakukan *review* terhadap sistem manajemen risiko yang telah dijalankan Perseroan. Selain itu, Komite Manajemen Risiko juga telah melakukan *review* terhadap risiko-risiko strategis beserta kriterianya yang mungkin dihadapi Perseroan dan melakukan *review* terhadap hasil pengukuran maturitas implementasi manajemen risiko di lingkungan Perseroan.

Sedangkan Komite Pengarah Teknologi Informasi di tahun 2021 telah memberikan rekomendasi terkait melakukan *review* terkait Rencana Kerja Anggaran Perusahaan (RKAP) TI, memberikan arahan terkait pengembangan TI, memberikan arahan untuk memfasilitasi karyawan dalam bekerja di masa pandemi COVID-19, melakukan *review* atas *Master Plan* Teknologi Informasi beserta pencapaiannya, dan melakukan evaluasi atas pencapaian kinerja dan kepatuhan TI.

Prosedur Penilaian Kinerja Komite di Bawah Direksi

Dalam hal prosedur penilaian kinerja Komite di Bawah Direksi, Direksi akan menilai kinerja dari Komite tersebut sesuai dengan tugas dan tanggungjawab berdasarkan tujuan pembentukan masing-masing Komite serta pertimbangan atas sejumlah rekomendasi pengambilan keputusan yang diberikan kepada Direksi sesuai ketentuan yang berlaku.

Kriteria Penilaian Kinerja Komite di Bawah Direksi

Adapun kriteria penilaian kinerja Komite di bawah Direksi didasari oleh pemenuhan tugas dan tanggung jawab dari setiap Komite di bawah Direksi sesuai dengan maksud dan tujuan pembentukannya.

MEKANISME PEMBERHENTIAN DAN PENGUNDURAN DIRI DIREKSI Board of Directors Dismissal and Resignation Mechanism

Anggota Direksi dapat diberhentikan sementara waktu oleh Dewan Komisaris dengan menyebutkan alasannya, apabila anggota Direksi tersebut bertindak bertentangan dengan Anggaran Dasar atau terdapat indikasi melakukan tindakan yang merugikan Perseroan atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi Perseroan, dengan memperhatikan ketentuan-ketentuan sebagai berikut:

In 2021, the Risk Management Committee has assisted the Board of Directors in refining the Company's risk management implementation policies by reviewing the risk management system that has been implemented by the Company. In addition, the Risk Management Committee has also reviewed strategic risks and their criteria that may be encountered by Company and has also reviewed results of maturity assessment on the risk management implementation within the Company.

Meanwhile, in 2021, the Information Technology Steering Committee has provided recommendations related to review activity on the Company's IT Work and Budget Plan (RKAP), providing directions related to IT development, providing directions to facilitate employees in working during the COVID-19 pandemic, reviewing the Technology Master Plan. Information and achievements, as well as evaluate achievement of the IT performance and compliance.

Committee Performance Assessment Procedures Under the Board of Directors

In terms of procedures for performance assessment on Committees under the Board of Directors, Directors will assess their performance in accordance with the objectives of the establishment of each Committee and considerations over a number of recommendations for decision-making given to the Board of Directors, in line with applicable provisions.

Performance Assessment Criteria for Committees Under the Board of Directors

Criteria of performance assessment on Committees under the Board of Directors as based on the fulfillment of duties and responsibilities by each Committee under the Board of Directors, in accordance with the goals and objectives of their establishment.

The Board of Commissioners may temporarily dismiss Board of Directors' member by stating the reasons if the Board of Directors' member acts contrary to the Articles of Association or there are indications of taking actions that are detrimental to the Company or neglecting their obligations, or there are urgent reasons for the Company, considering the following provisions:

1. Anggota Direksi sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya.
 2. Alasan pemberhentian Anggota Direksi sebagaimana dimaksud dilakukan apabila berdasarkan kenyataan, Anggota Direksi yang bersangkutan antara lain:
 - a. Tidak/kurang dapat memenuhi kewajibannya yang telah disepakati dalam kontrak manajemen.
 - b. Tidak dapat menjalankan tugasnya dengan baik.
 - c. Melanggar ketentuan Anggaran Dasar dan/atau peraturan perundangan.
 - d. Terlibat dalam tindakan yang merugikan Perseroan dan/atau negara.
 - e. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai Direksi.
 - f. Dinyatakan bersalah dengan keputusan Pengadilan yang mempunyai kekuatan hukum yang tetap.
 - g. Mengundurkan diri.
 - h. Alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perseroan.
 3. Keputusan pemberhentian karena alasan sebagaimana dimaksud diambil setelah yang bersangkutan diberi kesempatan untuk membela diri, kecuali nomor 2 huruf f dan g.
 4. Pemberhentian karena alasan sebagaimana dimaksud pada nomor 2 huruf d dan f merupakan pemberhentian dengan tidak hormat.
 5. Antara para Anggota Direksi dan antara Anggota Direksi dengan Anggota Dewan Komisaris tidak boleh ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda (menantu atau ipar).
 6. Dalam hal terjadi keadaan sebagaimana dimaksud pada nomor 5, RUPS berwenang memberhentikan salah seorang di antara mereka.
1. A member of the Board of Directors can be dismissed at any time based on the resolution of the GMS by stating the reasons.
 2. The reasons for the dismissal of the members of the Board of Directors as intended are made if based on facts, the Members of the Board of Directors concerned include:
 - a. Not/not being able to fulfill their obligations as agreed in the management contract.
 - b. Cannot carry out their duties properly.
 - c. Violating the provisions of the Articles of Association and/or laws and regulations.
 - d. Get involved in actions that harm the Company and/or the country.
 - e. Doing actions that violate ethics and/or appropriateness that should be respected as the Board of Directors.
 - f. Found guilty by a court decision which has permanent legal force.
 - g. Resign.
 - h. Other reasons deemed appropriate by the GMS for the interests and objectives of the Company.
 3. The decision to dismiss for the reasons as intended is taken after the person concerned is given the opportunity to defend himself, except for numbers 2 letters f and g.
 4. Dismissal due to reasons as referred to in number 2 letters d and f is dishonorable discharge.
 5. Between Members of the Board of Directors and between Members of the Board of Directors and Members of the Board of Commissioners, there may not be any blood relationship up to the third degree, either in a straight line or a sideways line or an affair (son-in-law or brother-in-law).
 6. In the event of a situation as referred to in number 5, the GMS has the authority to dismiss one of them.

Pengunduran Diri Anggota Direksi

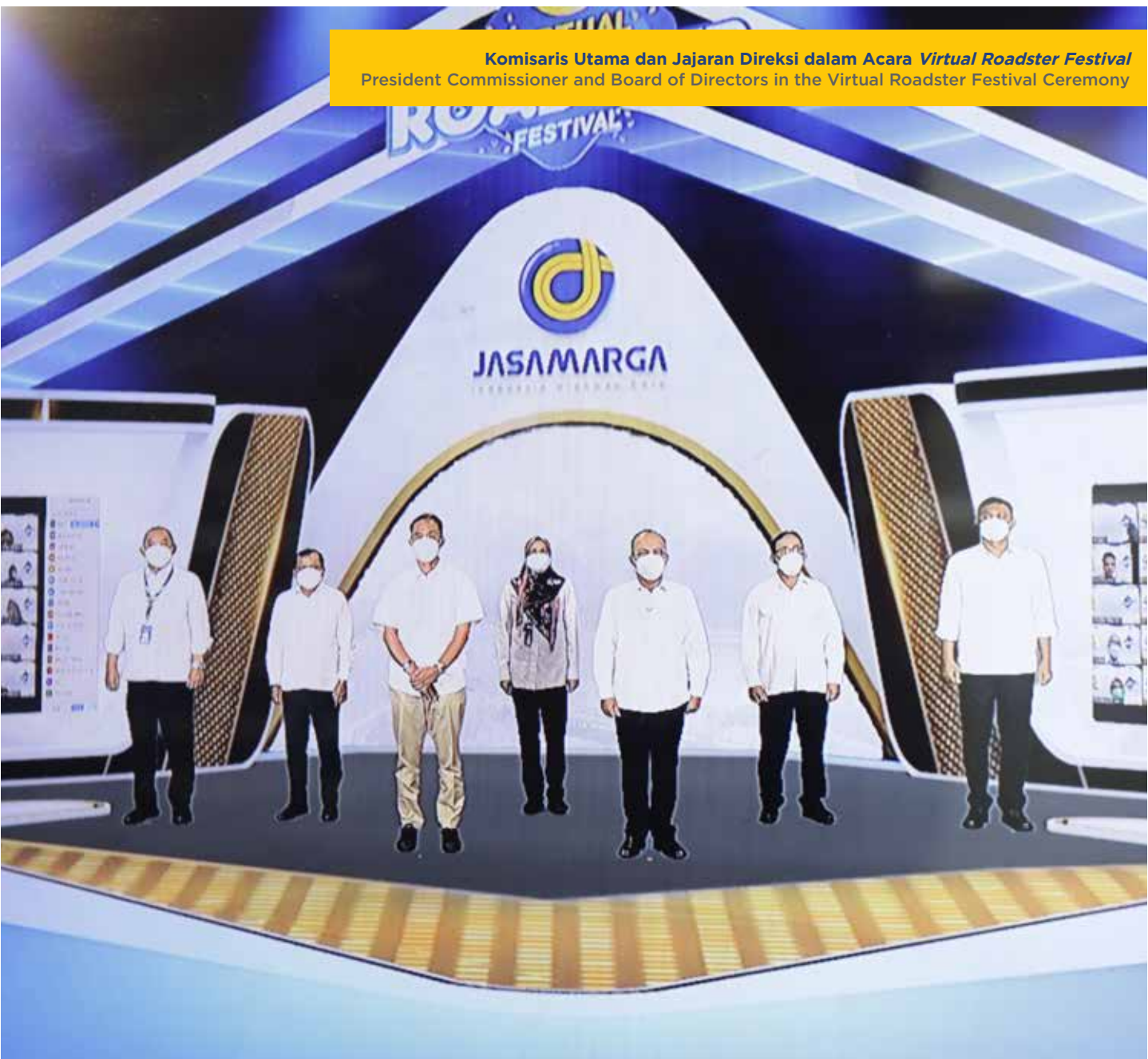
- a. Seorang Anggota Direksi dapat mengundurkan diri dari jabatannya sebelum masa jabatannya berakhir. Dalam hal terdapat Anggota Direksi yang mengundurkan diri, maka Anggota Direksi yang bersangkutan wajib menyampaikan permohonan pengunduran diri secara tertulis mengenai maksudnya tersebut kepada Perseroan.
- b. Perseroan wajib menyelenggarakan RUPS untuk memutuskan permohonan pengunduran diri Anggota Direksi paling lambat 90 (sembilan puluh) hari setelah diterimanya surat pengunduran diri tersebut.

Board of Directors Members Resignation

- a. A of Board of Directors members may resign from his position before his term of office ends. If a Member of the Board of Directors resigns, the Member of the Board of Directors concerned shall submit a resignation request in writing letter by disclosing the to the Company.
- b. The Company is obliged to hold a GMS to decide on the request for resignation of a Member of the Board of Directors no later than 90 (ninety) Days after the receipt of the resignation letter.

- c. Perseroan wajib melakukan keterbukaan informasi kepada masyarakat dan menyampaikan kepada OJK paling lambat 2 (dua) hari kerja setelah:
- 1) Diterimanya permohonan pengunduran diri Direksi sebagaimana dimaksud dalam huruf a, dan;
 - 2) Hasil penyelenggaraan RUPS sebagaimana dimaksud dalam huruf a.
- d. Sebelum pengunduran diri berlaku efektif, Anggota Direksi yang bersangkutan tetap berkewajiban menyelesaikan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar dan peraturan perundangan.
- e. Direksi yang mengundurkan diri baru bebas dari tanggung jawab setelah memperoleh pembebasan tanggung jawab dari RUPS Tahunan.
- c. Companies are required to disclose information to the public and submit to the OJK the latest within 2 (two) working days:
- 1) Received the request for resignation of the Board of Directors as referred to in letter a, and;
 - 2) Results of GMS implementation as referred to in letter a.
- d. Before the resignation becomes effective, the relevant member of the Board of Directors is still obliged to complete his duties and responsibilities in accordance with the Articles of Association and laws and regulations.
- e. Board of Directors who resigned were only released from responsibility after obtaining discharge from responsibility from the Annual GMS.

Komisaris Utama dan Jajaran Direksi dalam Acara Virtual Roadster Festival
President Commissioner and Board of Directors in the Virtual Roadster Festival Ceremony



PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI

PERFORMANCE ASSESSMENT OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Perseroan telah menetapkan mekanisme penilaian kinerja bagi Dewan Komisaris dan Direksi, yang penilaiannya didasarkan pada *Key Performance Indicator* (KPI) dan *GCG Assessment*. Penilaian terhadap Dewan Komisaris dan Direksi merupakan tahap evaluasi atas kinerja Dewan Komisaris dan Direksi untuk periode tahun penilaian.

The Company has established a performance appraisal mechanism for the Board of Commissioners and the Board of Directors, based on Key Performance Indicators (KPI) and GCG Assessment. The assessment of the Board of Commissioners and the Board of Directors is the performance evaluation stage of the Board of Commissioners and the Board of Directors for the year of assessment.

PENILAIAN KINERJA DEWAN KOMISARIS BERDASARKAN KPI

Performance Assessment of the Board of Commissioners based on KPI

Setiap tahunnya, Dewan Komisaris menetapkan program kerja tahunan Dewan Komisaris, dan juga menetapkan *Key Performance Indicator* (KPI) sebagai tolak ukur pencapaian kinerja Dewan Komisaris. Capaian atas KPI, merupakan objek penilaian yang menentukan pencapaian kinerja Dewan Komisaris selama satu tahun.

Every year, the Board of Commissioners determines the annual work program of the Board of Commissioners. It sets Key Performance Indicators (KPI) as a benchmark for achieving the performance of the Board of Commissioners. The achievement of KPI is an object of assessment that determines the achievement of the performance of the Board of Commissioners for one year.

Berdasarkan program kerja tahunan yang disusun oleh Dewan Komisaris, diselenggarakan rapat-rapat Dewan Komisaris dan rapat koordinasi Dewan Komisaris dengan Direksi dan kunjungan kerja ke Kantor Regional, yang meliputi: Regional Metropolitan, Regional Nusantara, dan Regional Transjawa, serta kunjungan kerja ke proyek-proyek jalan tol baru yang sedang dalam tahap konstruksi.

Based on the annual work program prepared by the Board of Commissioners, the below activities are held: The Board of Commissioners meetings, Coordination meetings between the Board of Commissioners and the Board of Directors, and Working visits to Regional Offices including Regional Metropolitan, Regional Nusantara, and Regional Transjawa, and Working visits to new toll road projects which are under construction.

Agenda rapat disusun dan dikelompokkan dalam 8 (delapan) perspektif dan 23 (dua puluh tiga) indikator/parameter penilaian kinerja Dewan Komisaris.

Meeting agendas are compiled and grouped into 8 (eight) perspectives and 23 (twenty-three) indicators/parameters for evaluating the performance of the Board of Commissioners.

Prosedur Pelaksanaan dan Pihak yang Melakukan Penilaian

Penilaian atas kinerja Dewan Komisaris dilakukan dengan menggunakan metode *self-assessment* yang dilakukan setiap akhir tahun dan hasil penilaian disampaikan kepada Pemegang Saham dalam RUPS.

Implementation Procedure and the Assessor

Performance assessment of the Board of Commissioners is carried out using the self-assessment method, which is carried out at the end of each year and the assessment results are submitted to the Shareholders at the GMS.

Kriteria Penilaian Kinerja Dewan Komisaris

KPI Dewan Komisaris mencakup perspektif penilaian kinerja sebagai berikut:

1. Rapat Umum Pemegang Saham (RUPS);
2. Pengawasan terhadap Direksi atas implementasi rencana dan kebijakan Perseroan;

Performance Assessment Criteria for the Board of Commissioners

KPI of the Board of Commissioners includes the performance appraisal perspectives, as follows:

1. General Meeting of Shareholders (GMS);
2. Oversight of the Board of Directors on the implementation of the Company's plans and policies;

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| <ol style="list-style-type: none"> 3. Pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan; 4. Persetujuan atas Rancangan RJPP dan RKAP yang disampaikan Direksi; 5. Penetapan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugasnya; 6. Penyelenggaraan Rapat Dewan Komisaris yang efektif dan menghadirinya; 7. Pemberian arahan kepada Direksi atas implementasi rencana dan kebijakan Perseroan; 8. Pemantauan untuk memastikan bahwa Prinsip GCG telah diterapkan dengan efektif dan berkelanjutan. | <ol style="list-style-type: none"> 3. Supervision on the implementation of Subsidiaries management policy; 4. Approval of the RJPP and RKAP Drafts submitted by the Board of Directors; 5. Stipulation of the factors needed to support the duty implementation; 6. Implementation of effective Board of Commissioners meeting and the meeting attendance; 7. Provide direction to the Board of Directors on the implementation of the Company's plans and policies; 8. Monitoring to ensure that the GCG Principles have been applied in effective and sustainable manners. |
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Hasil Penilaian KPI Dewan Komisaris

Results of Board of Commissioners KPI Assessment

Tabel Hasil Penilaian KPI Dewan Komisaris Tahun 2021
Results of Board of Commissioners KPI Assessment

No.	Perspektif dan Indikator Kinerja Perspectives and Performance Indicators	Bobot Weight	Nilai KPI KPI Value		
			Target Target	Realisasi Realization	%
1	RUPS GMS	16,00	0,800	0,730	91,3
2	Pengawasan terhadap Direksi atas Implementasi Rencana dan Kebijakan Perseroan Supervision of the Board of Directors on the Implementation of the Company's Plans and Policies	17,00	0,850	0,850	100
3	Pengawasan terhadap Pelaksanaan Kebijakan Pengelolaan Anak Perusahaan Supervision of the Implementation of Subsidiary Management Policies	3,00	0,150	0,150	100
4	Pemberian Persetujuan atas Rancangan RJPP dan RKAP yang Disampaikan Direksi Approval of the Draft RJPP and RKAP submitted by the Board of Directors	17,50	0,875	0,875	100
5	Penetapan Faktor-Faktor yang Dibutuhkan untuk Mendukung Pelaksanaan Tugasnya Determination of the Factors Needed to Support the Implementation of Their Duties	2,50	0,125	0,110	88,0
6	Penyelenggaraan Rapat Dewan Komisaris yang Efektif dan Menghadirinya Determination of the Factors Needed to Support the Implementation of Their Duties	5,00	0,250	0,250	100
7	Pemberian Arahan kepada Direksi atas Implementasi Rencana dan Kebijakan Perseroan Providing Direction to the Board of Directors on the Implementation of Company's Plans and Policies	22,50	1,125	1,125	100
8	Pemantauan untuk Memastikan bahwa Prinsip GCG Telah Diterapkan Dengan Efektif dan Berkelanjutan Monitoring to Ensure that GCG Principles have been Implemented in Effective and Sustainable Manners	16,50	0,825	0,825	100
Total		100%	5,000	4,915	98,3

Sesuai dengan pedoman *self-assessment* kinerja Dewan Komisaris berdasarkan Keputusan Dewan Komisaris Jasa Marga No. 125/X/2019 tanggal 18 Oktober 2019 tentang Penetapan Revisi Sistem *Self-Assessment* Kinerja Dewan Komisaris PT Jasa Marga (Persero) Tbk, pencapaian skor untuk penilaian kinerja Dewan Komisaris tahun 2021 secara *self-assessment* adalah sebesar 4,9 atau 98,3%, dengan klasifikasi penilaian "Sangat Baik" dan melampaui target tahun 2021 yang ditetapkan sebesar 4,8 dari nilai maksimal sebesar 5,0.

Dengan demikian dapat disimpulkan bahwa kinerja pengawasan dan pemberian nasihat Dewan Komisaris kepada Direksi dalam mengelola dan mengembangkan Perseroan dalam tahun 2021 telah dilaksanakan dengan sebaik-baiknya.

In accordance with guidelines for the Board of Commissioners' performance self-assessment based on Jasa Marga Board of Commissioners' Decree No. 125/X/2019, October 18, 2019 on Stipulation of Revision of Performance Self-Assessment System for the Board of Commissioners of PT Jasa Marga (Persero) Tbk, scoring achievement of 2021 Board of Commissioners performance self-assessment was 4.9 or 98.3% with an assessment classification of "Very Good", exceeding 2021 targets of 4.8 out of a maximum of 5.0.

Therefore, it can be concluded that Board of Commissioners supervisory and advisory performances over the Board of Directors in 2021 have been deemed well implemented.

PENILAIAN KINERJA DEWAN KOMISARIS BERDASARKAN ASESMEN GCG Assessment on Board of Commissioners Performance Based on GCG Assessment

Selain penilaian berdasarkan KPI, penilaian Dewan Komisaris juga dilakukan melalui pelaksanaan asesmen GCG. Asesmen GCG periode tahun 2020 dilaksanakan pada tahun 2021, dengan ketentuan sebagai berikut:

Prosedur Pelaksanaan Asesmen GCG Dewan Komisaris

Prosedur pelaksanaan asesmen GCG terkait Kinerja Dewan Komisaris adalah, sebagai berikut:

1. Direksi menugaskan tim asesmen GCG dalam melaksanakan *self-assessment*.
2. Tim asesmen mengkoordinir seluruh unit kerja terkait termasuk berkoordinasi dengan Dewan Komisaris dalam rangka melaksanakan asesmen GCG.
3. Tim asesmen memberikan nilai komposit termasuk faktor positif dan negatif untuk disampaikan kepada Direksi dan kemudian dimintakan persetujuan Dewan Komisaris.
4. Pelaksanaan asesmen GCG ini dilaksanakan secara periodik setiap tahun.

Kriteria, Indikator dan Parameter Asesmen GCG Dewan Komisaris

Sesuai Surat Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012, kriteria dan dasar penilaian atas penerapan prinsip GCG di lingkungan Dewan Komisaris tahun 2021, secara garis besar meliputi aspek pengujian dan indikator/parameter sebagai berikut:

In addition to the assessment based on KPI, the Board of Commissioners' performance evaluation was also carried out based on GCG assessment. The performance evaluation of the Board of Commissioners through the GCG assessment in 2021 is as follows:

Procedure for Implementing GCG Assessment of the Board of Commissioners

Procedures for implementation of GCG assessment on Board of Commissioners performance are as follows:

1. Board of Directors assigns the GCG assessment team to carry out the self-assessment.
2. The Assessment Team coordinates all relevant work units including coordinating with the Board of Commissioners to perform the GCG Assessment.
3. The Assessment Team provides composite values including positive and negative factors to be submitted to the Board of Directors and next requested the Board of Commissioners' approval.
4. The GCG Assessment is implemented periodically every year.

Criteria, Indicators, and Parameters of the Board of Commissioners GCG Assessment

According to Decree of the Secretary to Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012, the criteria and basis for assessment on GCG principles implementation in the Board of Commissioners in 2021, in general covering the assessment aspects and indicators/parameters as follows:

Tabel Urutan Aspek Pengujian Indikator Berdasarkan Bobot Penilaian
List Table of the Assessment Aspects Indicators based on Assessment Weight

No	Aspek Pengujian Indikator dan Parameter Assessment Indicators and Parameters Aspect	Bobot Weight
1	Dewan Komisaris Memberikan Arahan ke Direksi atas Implementasi Rencana dan Kebijakan Perusahaan (9 Parameter) Board of Commissioners Provides Direction to the Board of Directors on Implementation of Corporate Plans and Policies (9 Parameters)	9,593
2	Dewan Komisaris Melaksanakan Pengawasan terhadap Direksi atas Implementasi Rencana dan Kebijakan Perusahaan (6 Parameter) Board of Commissioners Oversees the Board of Directors on the Company's Plans and Policies Implementing (6 Parameters)	6,479
3	Dewan Komisaris Menyetujui atas Usulan Rancangan RJPP dan RKAP (2 Parameter) Board of Commissioners Approves the RJPP and RKAP Drafts (2 Parameters)	2,904
4	Dewan Komisaris memiliki Sekretaris Dewan Komisaris untuk Mendukung Tugas Kesekretariatan Dewan Komisaris (4 Parameter) Board of Commissioners has appointed a Secretary to Support the Board of Commissioners Secretariat Duties (4 Parameters)	2,593
5	Dewan Komisaris Berperan dalam Pencalonan Anggota Direksi, Menilai Kinerja Direksi (Individu dan Kolegial) dan Mengusulkan Tantiem/Insentif Kinerja Sesuai Ketentuan Berlaku (3 Parameter) Board of Commissioners Roles in Nominating Members of the Board of Directors, Assessing Performance of the Board of Directors (Individual and Collegial) and Proposing Performance Reward/Incentives According to Prevailing Regulations (3 Parameters)	2,437
6	Dewan Komisaris Memiliki Komite Dewan Komisaris yang Efektif (5 Parameter) Board of Commissioners Has Established Effective Committees Under the Board of Commissioners (5 Parameters)	2,437
7	Dewan Komisaris Melakukan Pembagian Tugas dan Menetapkan Faktor-Faktor yang Dibutuhkan untuk Mendukung Pelaksanaan Tugas (4 Parameter) Board of Commissioners Has Arranged Division of Duties and Determines Supporting Factors to the Duty the Implementation (4 Parameters)	2,127
8	Dewan Komisaris Memantau dan Memastikan Bahwa Prinsip GCG Telah Diterapkan Secara Efektif dan Berkelanjutan (2 Parameter) Board of Commissioners Monitors and Ensures That GCG Principles Have Been Effectively and Continuously Implemented (2 Parameters)	1,659
9	Dewan Komisaris Melakukan Pengawasan terhadap Pelaksanaan Kebijakan Pengelolaan Anak Perusahaan (2 parameter) Board of Commissioners Oversees Implementation of Subsidiary Management Policies (2 Parameters)	1,504
10	Dewan Komisaris Melaksanakan Program Pelatihan (2 Parameter) Board of Commissioners Conducts Training Programs (2 Parameters)	1,348
11	Dewan Komisaris Menyelenggarakan Rapat Dewan Komisaris yang Efektif dan Menghadiri Rapat Tersebut Sesuai Ketentuan (3 Parameter) Board of Commissioners Implemented Effective Board of Commissioners Meetings and Attends the Meetings According to the Regulations (3 Parameters)	1,348
12	Dewan Komisaris Melakukan Tindakan terhadap Potensi Benturan Kepentingan yang Menyangkut Dirinya (1 Parameter) Board of Commissioners Has Taken Initiatives on Related Conflicts of Interest Potential (1 Parameter)	0,571
Total		35,000

Pihak Penilai Asesmen GCG Dewan Komisaris

Penilaian Asesmen GCG bagi Jasa Marga untuk periode tahun 2021 dilakukan dengan cara *self-*

Assessing Party for the Board of Commissioners GCG Assessment

The GCG Assessment for Jasa Marga for the 2021 period is carried out by self-assessment. This GCG

assessment. Kegiatan Asesmen GCG ini dilaksanakan untuk mengukur implementasi GCG di Perseroan, termasuk mengukur implementasi GCG Dewan Komisaris dan Direksi.

Hasil *Self-Assessment* GCG Dewan Komisaris Tahun 2021

Hasil *self-assessment* GCG Perseroan khususnya pada aspek Dewan Komisaris mencapai skor 34,684 (99,10%) dengan klasifikasi penilaian "Sangat Baik".

Tindak Lanjut Rekomendasi Asesmen GCG Dewan Komisaris Tahun 2020

Berdasarkan asesmen GCG tahun 2020, pada aspek Dewan Komisaris mendapatkan rekomendasi sebanyak 9 (sembilan) yang pada tahun 2021 seluruh rekomendasi tersebut telah selesai ditindaklanjuti. Pembahasan tindak lanjut rekomendasi asesmen GCG pada aspek Dewan Komisaris tahun 2020 dapat dilihat pada bagian Tindak Lanjut Atas Rekomendasi Hasil Asesmen GCG Tahun 2020.

Assessment activity is carried out to measure the implementation of GCG in the Company, including measuring the implementation of GCG by the Board of Commissioners and the Board of Directors.

Results of Board of Commissioners Self-Assessment GCG in 2021

The results of the Company's GCG self-assessment, especially in the Board of Commissioners, achieved a score of 34.684 (99.10%) with classification "Very Good".

Follow-up on the Board of Commissioners GCG Assessment Recommendations in 2020

Based on 2020 GCG assessment, aspects of Board of Commissioners earned 9 (nine) recommendations that have been followed up thoroughly in 2021. Discussion on the follow-up to recommended CGC assessment can be seen in the section of Follow-up to Recommendations of GCG Assessment Results in 2020.

PENILAIAN KINERJA DIREKSI BERDASARKAN KPI

Assessment on Board of Directors Performance based on KPI

Penilaian atas kinerja Direksi dilakukan dengan menggunakan metode *self-assessment*, yang dilakukan setiap akhir tahun, dan hasil penilaian disampaikan kepada Pemegang Saham dalam RUPS.

The Board of Directors' performance assessment is carried out using the self-assessment method, which is carried out at the end of each year, and the results of the assessment are submitted to the Shareholders at the GMS.

Prosedur Pelaksanaan Penilaian Kinerja Direksi dan Pihak yang Melakukan Penilaian

Prosedur Pelaksanaan Penilaian Direksi melalui KPI dilakukan berdasarkan Kontrak Manajemen yang telah disahkan oleh Dewan Komisaris.

Prosedur Pelaksanaan Penilaian Kinerja Direksi dan Pihak yang Melakukan Penilaian

Procedure for the Implementation of the Board of Directors' Assessment through KPI is carried out based on the Management Contract which has been approved by the Board of Commissioners.

Kriteria Penilaian KPI Direksi

Kriteria evaluasi kinerja Direksi berdasarkan KPI dibagi ke dalam beberapa perspektif, yaitu:

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

Board of Directors KPI Assessment Criteria

The criteria to assess performance of the Board of Directors are based on the KPI that are divided into several perspectives, as follows:

1. Economic and Social Values for Indonesia;
2. Business Model Innovation;
3. Technology Leadership;
4. Investment Growth; and
5. Talents Development.

Hasil Penilaian KPI Direksi Tahun 2021**Results of Board of Directors KPI Assessment 2021****Tabel Hasil Penilaian KPI Direksi Tahun 2021**
Results of Board of Directors KPI Assessment

No.	Perspektif dan Indikator Kinerja Perspective and Performance Indicators	Bobot Weight	Nilai KPI KPI Value	
			Target Target	Realisasi Realization
1	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Values for Indonesia	39.0	39.0	40.9
2	Inovasi Model Bisnis Business Model Innovation	16.0	16.0	16.8
3	Efektivitas Produk dan Proses Product and Process Effectiveness	15.0	15.0	15.0
4	Peningkatan Investasi Investment Growth	10.0	10.0	10.4
5	Pengembangan Talenta Talents Development	20.0	20.0	21.5
Total		100.0	100.0	104.6

PENILAIAN KINERJA DIREKSI BERDASARKAN ASESMEN GCG**Board of Directors Performance Assessment based on GCG Assessment**

Selain berdasarkan KPI, kinerja Direksi juga dinilai melalui asesmen GCG. Adapun penjelasan mengenai penilaian kinerja Direksi berdasarkan asesmen GCG, sebagai berikut:

Apart from being based on KPI, the Board of Directors' performance is assessed through a GCG assessment. The explanation regarding the performance appraisal of the Board of Directors based on the GCG assessment is as follows:

Prosedur Pelaksanaan Asesmen GCG Direksi

Prosedur Pelaksanaan GCG Assessment terkait Kinerja Direksi adalah, sebagai berikut:

1. Direksi menugaskan tim asesmen GCG dalam melaksanakan *Self-Assessment*.
2. Tim asesmen mengkoordinir seluruh unit kerja terkait termasuk berkoordinasi dengan Dewan Komisaris dalam rangka melaksanakan asesmen GCG.
3. Tim asesmen memberikan nilai komposit termasuk faktor positif dan negatif untuk disampaikan kepada Direksi dan kemudian dimintakan persetujuan Dewan Komisaris.
4. Pelaksanaan asesmen GCG ini dilaksanakan secara periodik setiap tahun.

Board of Directors GCG Assessment Implementation Procedure

GCG Assessment Implementation Procedures related to the Performance of the Board of Directors are as follows:

1. Board of Directors assigns GCG assessment team to carry out the *Self-Assessment*.
2. The assessment team coordinates all related work units including coordinating with the Board of Commissioners to carry out GCG assessments.
3. The assessment team provides a composite score including positive and negative factors to be submitted to the Board of Directors and then seek approval from the Board of Commissioners.
4. The GCG assessment is implemented periodically every year.

Kriteria Penilaian Asesmen GCG Direksi

1. Pelaksanaan program pelatihan/pembelajaran Direksi.
2. Pembagian tugas/fungsi, wewenang dan tanggung jawab Direksi yang jelas.
3. Penyusunan perencanaan Perseroan.
4. Pemenuhan target kinerja Perseroan.
5. Pelaksanaan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan Perseroan.
6. Pelaksanaan pengurusan Perseroan sesuai dengan peraturan perundang-undangan yang berlaku dan Anggaran Dasar.
7. Pelaksanaan hubungan yang bernilai tambah bagi Perseroan dan pemangku kepentingan.
8. Memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi.
9. Pelaksanaan keterbukaan informasi dan komunikasi, serta penyampaian informasi kepada Dewan Komisaris dan Pemegang Saham secara tepat waktu.
10. Penyelenggaraan Rapat Direksi dan kehadiran pada rapat Dewan Komisaris.
11. Penyelenggaraan pengawasan intern yang berkualitas dan efektif.
12. Penyelenggaraan fungsi Sekretaris Perusahaan yang berkualitas dan efektif.
13. Penyelenggaraan RUPS Tahunan dan RUPS lainnya sesuai peraturan perundang-undangan.

Pihak yang Melakukan Penilaian Asesmen GCG Direksi

Pelaksanaan asesmen GCG Jasa Marga tahun 2021 dilakukan dengan cara *Self-Assessment*.

Hasil Penilaian *Self-Assessment* GCG Direksi

Penilaian asesmen GCG periode penilaian tahun 2021 pada aspek Direksi mencapai skor 34,339 dengan persentase capaian 98,11% dan predikat "Sangat Baik". Skor tersebut naik dari tahun sebelumnya, dimana skor tahun lalu untuk aspek Direksi adalah 34,300 dengan persentase capaian 98,00% dan predikat "Sangat Baik".

Assessment Criteria for Board of Directors GCG Assessment

1. Implementation of training/learning programs for the Board of Directors.
2. A clear division of duties/functions, authorities, and responsibilities of the Board of Directors.
3. Compilation of corporate plans.
4. Fulfillment of company performance targets.
5. Implementation of operational and financial controls on the implementation of the Company's plans and policies.
6. The management of the Company is in accordance with the prevailing laws and regulations and the Articles of Association.
7. Implementation of value-added relationships for the company and stakeholders.
8. Monitor and manage potential conflicts of interest for members of the Board of Directors and management under the Board of Directors.
9. Implementation of information and communication disclosure, as well as delivery of information to the Board of Commissioners and Shareholders in a timely manner.
10. Implementation Board of Directors meetings and attendance at Board of Commissioners meetings.
11. Implementation of quality and effective internal control.
12. Implementation of quality and effective Corporate Secretary functions.
13. Implementation the Annual GMS and other GMS according to the law and regulations.

Assessor of Board of Directors GCG Assessment

Implementation of Jasa Marga's GCG assessment in 2021 was carried out by *Self-Assessment*.

Assessor of Board of Directors *Self-Assessment* GCG

The results of the performance appraisal of the Board of Directors based on the GCG Assessment of the Board of Directors achieved a score of 34.339 with an achievement of 98.11% and "Very Good" predicate. This score increased from the previous year of 34.300 with a score of 98.00% which also earned "Very Good" predicate.

Tindak Lanjut Rekomendasi Asesmen GCG Direksi Tahun 2020

Berdasarkan asesmen GCG tahun 2020, pada aspek Direksi mendapatkan rekomendasi sebanyak 7 (tujuh) rekomendasi yang pada tahun 2021 terdapat 5 (lima) rekomendasi yang telah selesai ditindaklanjuti, dan 2 (dua) rekomendasi yang masih dalam proses pemenuhan tindak lanjut. Pembahasan tindak lanjut rekomendasi asesmen GCG pada aspek Direksi tahun 2020 dapat dilihat pada bagian Tindak Lanjut Atas Rekomendasi Hasil Asesmen GCG Tahun 2020.

Follow-up to the Recommendations from Board of Directors GCG Assessment in 2020

Based on 2020 GCG assessment, aspects of the Board of Directors earned 7 (seven) recommendations. In 2021, 5 (five) out of those seven recommendations have been followed up while the remaining 2 (two) are still being processed for follow-up. Discussion on the follow-up to the 2020 GCG assessment recommendations for the Board of Directors aspects can be seen in the section of Follow-up to Recommendations of GCG Assessment Results in 2020.

Penghargaan Penilaian Jalan Tol Berkelanjutan dari Kementerian Pekerjaan Umum dan Perumahan Rakyat
Award for Sustainable Toll Road Assessment from the Ministry of Public Works and Public Housing



RAPAT DEWAN KOMISARIS DAN DIREKSI BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETING

RAPAT DEWAN KOMISARIS Board of Commissioners Meeting

Sesuai dengan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, Dewan Komisaris diwajibkan melakukan rapat sekurang-kurangnya 1 (satu) kali dalam 2 (dua) bulan.

Sepanjang tahun 2021 Dewan Komisaris Jasa Marga melakukan rapat sebanyak 14 (empat belas) kali dengan agenda dan tingkat kehadiran sebagai berikut:

According to Financial Services Authority Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies, the Board of Commissioners is required to arrange meetings minimum 1 (once) in 2 (two) months.

In 2021, Board of Commissioners of Jasa Marga held 14 (fourteen) meetings with agenda and attendance levels, as follows:

Tabel Realisasi Rapat Dewan Komisaris di Tahun 2021
Table of Board of Commissioners Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Dewan Komisaris/ Board of Commissioners Member								
			Yuswanda A. Temenggung	Zulfan Lindan	Anita Firmanti Eko Susetyowati	Agus Suharyono*	Sugihardjo*	Eman Salman Arief****	M. Roskanedi**	Raja Erizman**	Yohanes Baptista Satya Sananugraha***
1	20/01/2021	1. Laporan Komite Risiko dan Hukum Tentang Implementasi RKAP 2021.									
		2. Laporan Komite Tentang Progres Pengadaan Barang dan Jasa serta Inventarisasi Aset Perseroan.									
1	20/01/2021	3. Laporan Komite Audit tentang Progres Pelaksanaan Audit Laporan Keuangan Tahun Buku 2020.									
		4. Laporan <i>Monitoring</i> Tindak Lanjut Keputusan Rapat Dewan Komisaris s.d. Desember 2020.	✓	✓	✓	✓	✓				
1	20/01/2021	1. Risk and Legal Committees Report on 2021 RKAP Implementation.	✓	✓	✓	✓	✓				
		2. Committee Report on the Progress of Goods and Services Procurement and Company's Asset Inventory.									
1	20/01/2021	3. Audit Committee Report on the Progress of Auditing of 2020 Financial Statement.									
		4. Report on the Monitoring of Follow-up to the Resolutions of Board of Commissioners' Meeting until December 2020.									
2	18/02/2021	1. Laporan Komite Audit terkait <i>Progress</i> Audit Laporan Keuangan Tahun Buku 2020.									
		2. Laporan Komite Audit terkait Evaluasi Teknis Proses Audit Internal.									
2	18/02/2021	3. Laporan Komite Risiko dan Hukum terkait Pedoman Pengelolaan Barang Non Konsesi.									
		4. Laporan Komite Risiko dan Hukum Tentang <i>Draft Board Manual</i> .									
2	18/02/2021	5. Program Kerja 2021 Dewan Komisaris.									
		6. Pemanfaatan Ruang Milik Jalan Tol.									
2	18/02/2021	7. Skema Pendanaan.	✓	✓	✓	✓	✓				
		1. Audit Committee Report on the Progress of Auditing of 2020 Financial Statement.	✓	✓	✓	✓	✓				
2	18/02/2021	2. Audit Committee Report on Technical Evaluation of Internal Audit Processes.									
		3. Risk and Legal Committee Report on Guidelines for the Management of Non-Concession Goods.									
2	18/02/2021	4. Risk and Legal Committee Report on Draft of Board Manual.									
		5. 2021 Board of Commissioners Work Programs.									
2	18/02/2021	6. Utilization of Space Belonging to Toll Road.									
		7. Funding Schemes.									

Tabel Realisasi Rapat Dewan Komisaris di Tahun 2021
Table of Board of Commissioners Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Dewan Komisaris/ Board of Commissioners Member								
			Yuswanda A. Temenggung	Zulfan Lindan	Anita Firmanti Eko Susetyowati	Agus Suharyono*	Sugihardjo*	Eman Salman Arief****	M. Roskanedi**	Raja Erizman**	Yohanes Baptista Satya Sananugraha***
3	24/03/2021	1. Laporan Komite Audit terkait <i>Closing Meeting</i> Audit Umum Laporan Keuangan Tahun Buku 2020.									
		2. Laporan Komite Audit terkait Evaluasi Laporan Tahunan Internal Audit Tahun 2020.									
		3. Hasil Kajian Komite Risiko dan Hukum terkait Penyusunan Juknis Ketentuan Pengadaan Barang dan Jasa, serta Juknis Pengelolaan Aset Konsesi dan Non Konsesi.									
		4. Laporan Komite Nominasi dan Remunerasi terkait Update Rencana Perubahan Struktur Organisasi Jasa Marga dan Anak Perusahaan.									
		5. Laporan Hasil <i>Assessment Good Corporate Governance (GCG)</i> Tahun 2020.									
3	24/03/2021	1. Audit Committee Report on the Closing Meeting of General Auditing of 2020 Financial Statement.	✓	✓	✓	✓	✓				
		2. Audit Committee Report on the Evaluation of 2020 Internal Audit Annual Report.									
		3. Results from Studies by Risk and Legal Committees on the Formulation of Technical Instructions for Provisions of Goods and Services Procurement and Technical Instructions for the Management of Concession and Non-Concession Assets.									
		4. Nomination and Remuneration Committee Report on Updates on Jasa Marga and Subsidiaries' Planned Organizational Structure Change.									
		5. Report on 2020 Good Corporate Governance (GCG) Assessment Results.									
4	21/04/2021	1. Laporan Evaluasi Komite Audit atas Pelaksanaan Audit Laporan Keuangan Tahun Buku 2020.									
		2. Laporan Hasil Kajian Komite Tentang Restrukturisasi <i>Shareholder Loan (SHL)</i> dan Investasi Perseroan.									
		3. Penyusunan Laporan Pelaksanaan Pengawasan Dewan Komisaris Tahun Buku 2020.									
		4. Laporan kepada Dewan Komisaris Tentang Rencana Penyelenggaraan RUPS Tahunan Tahun Buku 2020.									
		5. Laporan Kajian Komite Nominasi dan Remunerasi Tentang Pengusulan Tantiem Tahun Buku 2020 dan Remunerasi Direksi Tahun 2021.									
		6. Laporan <i>Monitoring</i> Tindak Lanjut Keputusan Rapat Dewan Komisaris s.d. Triwulan 1 2021.	✓	✓	✓	✓	✓				
4	21/04/2021	1. Audit Committee Evaluative Report on the Implementation of 2020 Financial Statement Audit.	✓	✓	✓	✓	✓				
		2. Report of the Results of Studies by the Committee on Shareholder Loan Restructuring and Company's Investment.									
		3. Preparation of Report of 2020 Implementation of Supervision by the Board of Commissioners.									
		4. Report to the Board of Commissioners on Plans for the Holding of 2020 Annual GMS.									
		5. Report on the Studies by Nomination and Remuneration Committee on Proposals of 2020 Annual Bonuses and 2021 Directors' Remuneration.									
		6. Report on the Monitoring of Follow-up to the Resolutions of the Board of Commissioners up to the First Quarter of 2021.									
5	05/05/2021	Pembahasan Perubahan Anggaran Dasar. Discussion on Amendment to Articles of Association.	✓	✓	✓	✓	✓				

Tabel Realisasi Rapat Dewan Komisaris di Tahun 2021
Table of Board of Commissioners Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Dewan Komisaris/ Board of Commissioners Member							
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6	19/05/2021	<ol style="list-style-type: none"> Laporan Hasil Negosiasi, Persetujuan dan Penetapan Usulan KAP Audit Laporan Keuangan Tahun Buku 2021. Penunjukan Pemimpin RUPS Tahunan Tahun Buku 2020. Laporan Komite Audit mengenai Kinerja Triwulan I 2021. 	✓	✓	✓	✓	✓			
7	16/06/2021	<ol style="list-style-type: none"> Pembagian Tugas Anggota Dewan Komisaris. Overview Program Kerja 2021 Dewan Komisaris. Laporan Komite Audit Tentang Pengendalian Internal. Pembahasan Laporan Komite Tentang Progres Tindak Lanjut Hasil/Rekomendasi Pemeriksaan Auditor Eksternal. Pembahasan Laporan Hasil Kajian Komite Audit Atas Pelaksanaan Laporan Keuangan Berkelanjutan Sebagai Pemenuhan Peraturan OJK. Laporan Komite Risiko dan Hukum Terkait Pengusahaan Jalan Tol. Laporan Komite Risiko dan Hukum Terkait Kerja Sama Penyelenggaraan TIP. 	✓	✓	✓			✓	✓	✓
8	22/07/2021	<ol style="list-style-type: none"> Laporan Komite Tentang Dampak Penerapan PPKM Darurat terhadap <i>Cashflow</i> dan Volume Lalu Lintas. Laporan Komite Tentang Evaluasi Aksi Korporasi dan Kesesuaiannya dengan RKAP dan RJPP. Laporan Komite Tentang Penyelesaian Target Implementasi Perubahan Struktur Organisasi. Laporan Hasil Tindak Lanjut Keputusan Rapat Dewan Komisaris Semester I 2021. 	✓	✓	✓			✓	✓	✓

Tabel Realisasi Rapat Dewan Komisaris di Tahun 2021
Table of Board of Commissioners Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Dewan Komisaris/ Board of Commissioners Member									
			Yuswanda A. Temenggung	Zulfan Lindan	Anita Firmanti Eko Susetyowati	Agus Suharyono*	Sugihardjo*	Eman Salman Arief****	M. Roskanedi**	Raja Erizman**	Yohanes Baptista Satya Sananugraha***	
9	18/08/2021	1. Penunjukan Pemimpin RUPS LB. 2. Laporan Komite mengenai Rencana Usulan Revisi RKAP 2021 dan Update RJPP 2021-2025. 3. Laporan Hasil Kajian Komite Tentang Pemanfaatan Ruang Milik Jalan Tol. 4. Laporan Hasil Kajian Komite Risiko dan Hukum Tentang Divestasi Saham.										
		1. Appointment of the Leader of Extraordinary GMS. 2. Committee Report on the Draft of Revision Proposals for 2021 RKAP and Updates for 2021–2025 RJPP. 3. Report on the Results of Studies by the Committee on the Utilization of Space Belonging to Toll Road. 4. Report on the Results of Studies by Risk and Legal Committees on Stock Divestment.	✓	✓	✓				✓	✓		
10	01/09/2021	1. Pengenalan Anggota Dewan Komisaris Baru. 2. Update Kondisi Perseroan.	✓	✓	✓				✓	✓	✓	
		1. Introduction of New Members of Board of Commissioners. 2. Update on Company's Condition.										
11	22/09/2021	1. Laporan Komite Audit tentang Hasil Audit Internal s.d Semester I 2021 dan Evaluasi Progres Upaya Peningkatan Kinerja Internal Audit Secara Menyeluruh. 2. Laporan Komite Audit Hasil Kick Off Meeting Audit 2021. 3. Laporan Hasil Kajian Komite Audit dan Komite Risiko dan Hukum Tentang Pemenuhan SPM, Serta Analisa dan Mitigasi Risikonya. 4. Penyusunan dan Penetapan RKAP 2022 Dewan Komisaris.										
		1. Audit Committee Report on the Results of Internal Audit up to the First Semester of 2021 and Evaluation on the Progress of Comprehensive Performance Improvement Efforts for Internal Audit. 2. Audit Committee Report on the Results of 2021 Audit Kick-Off Meeting. 3. Report on the Results of Studies by Audit Committee and Risk and Legal Committees on Compliance with Minimum Service Standards, along with Their Analyses and Risk Mitigation. 4. Preparation and Stipulation of Board of Commissioners 2022 RKAP.	✓	✓	✓				✓	✓	✓	
12	21/10/2021	1. Laporan Hasil Kajian Komite Tentang Divestasi Saham. 2. Laporan Hasil Kajian Komite Tentang Restrukturisasi SHL dan Perubahan Investasi. 3. Laporan Hasil Kajian Komite Audit Tentang Laporan PKBL Semester I 2021. 4. Laporan Monitoring Tindak Lanjut Keputusan Rapat Dewan Komisaris s.d Triwulan III 2021.										
		1. Report on the Results of Studies by the Committee on Stock Divestment. 2. Report on the Results of Studies by the Committee on SHL Restructuring and Investment Modification. 3. Report on the Results of Studies by Audit Committee on PKBL Report for the First Semester of 2021. 4. Report on the Monitoring of Follow-up to the Resolutions of Board of Commissioners Meeting up to Third Quarter of 2021.	✓	✓	✓				✓	✓	✓	

Tabel Realisasi Rapat Dewan Komisaris di Tahun 2021
Table of Board of Commissioners Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Dewan Komisaris/ Board of Commissioners Member								
			Yuswanda A. Temenggung	Zulfan Lindan	Anita Firmanti Eko Susetyowati	Agus Suharyono*	Sugihardjo*	Eman Salman Arief****	M. Roskanedi**	Raja Erizman**	Yohanes Baptista Satya Sananugraha***
13	22/11/2021	<ol style="list-style-type: none"> 1. Penunjukan Pemimpin RUPS LB. 2. Laporan Komite Audit Tentang Progress Audit atas Laporan Keuangan Konsolidasian 2021 3. Laporan Komite Tentang Kerja Sama Jasa Marga. 4. Laporan Komite Risiko dan Hukum Tentang Laporan WBS Triwulan III 2021. 5. Laporan Komite Risiko dan Hukum Tentang Prospek Ekonomi dan Bisnis dengan Memperhatikan Aspirasi Pemegang Saham dalam Penyusunan RKAP 2022. 6. Laporan Hasil Kajian Komite Audit serta Komite Risiko dan Hukum Tentang Usulan Rancangan RKAP 2022. 	✓	✓	✓				✓	✓	✓
14	15/12/2021	<ol style="list-style-type: none"> 1. Laporan Komite Audit Tentang Progress Audit Laporan Keuangan 2021. 2. Laporan Komite Tentang Progress Penyusunan RKAP 2022. 	✓	✓	✓				✓	✓	✓
Jumlah Rapat dalam Setahun Total Meetings in A Year			14								
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meetings Attended			14	14	14	6	2	2	8	8	5
Jumlah Rapat yang Dihadiri Total Meetings Attended			14	11	14	5	6	2	7	8	5
Persentase Kehadiran Attendance Percentage			100%	79%	100%	83%	100%	100%	88%	100%	100%
Rata-Rata Average			94%								

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/Serving since May 27, 2021

*** Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

**** Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

RAPAT DIREKSI
Board of Directors Meeting

Sebagaimana diatur dalam Anggaran Dasar Perseroan, Direksi wajib mengadakan Rapat Direksi secara berkala paling kurang 1 (satu) kali dalam setiap bulan. Rapat Direksi juga dapat diadakan setiap waktu apabila dipandang perlu oleh seorang atau lebih anggota Direksi atau atas permintaan

As stipulated in the Company's Articles of Association, the Board of Directors must hold a Board of Directors Meeting periodically at least 1 (one) time every month. Meetings of the Board of Directors may also be held if deemed necessary by one or more members of the Board of Directors or at the written request of one

tertulis dari seorang atau lebih anggota Dewan Komisaris. Aturan mengenai pelaksanaan Rapat Direksi juga diatur dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yang juga mengatur bahwa Direksi diwajibkan melakukan rapat sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan.

Rencana Rapat Direksi

Direksi telah menyusun jadwal rencana Rapat Direksi, untuk rapat yang wajib dilaksanakan sepanjang tahun 2021, Rapat Direksi terdiri dari Rapat Mingguan yang dilaksanakan sekali dalam sepekan, Rapat Triwulanan yang dilaksanakan sekali dalam 3 (tiga) bulan, Rapat Semesteran yang dilaksanakan sekali dalam 6 bulan dan Rapat Tahunan yang dilaksanakan sekali dalam setahun.

Adapun jadwal rencana rapat dan agenda rapat Direksi tahun 2021 adalah sebagai berikut:

or more members of the Board of Commissioners. The rules regarding the Board of Directors Meeting implementation are also regulated in the Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies stipulates that the Board of Directors is required to meet at least 1 (one) time in 1 (one) month.

Board of Directors Meeting Plan

The Board of Directors has prepared a schedule for the Board of Directors Meeting, for meetings that must be held throughout 2021. Board of Directors Meetings consist of weekly meetings which are held once a week, quarterly meetings which are held once in 3 (three) months, semi-annual meetings which are held once in 6 months and annual meetings which are held once a year.

The meeting plan and agenda for Board of Directors meeting in 2021 are as follows:

Tabel Rencana Jadwal Rapat Direksi Tahun 2021
Table of the 2021 Board of Directors Meeting Schedule Plan

Bulan Month	Minggu Week	Tanggal Rapat Meeting Date
Januari January	Minggu Pertama/ First Week	05/01/2021
	Minggu Kedua/ Second Week	12/01/2021
	Minggu Ketiga/ Third Week	19/01/2021
	Minggu Keempat/ Fourth Week	26/01/2021
Februari February	Minggu Pertama/ First Week	02/02/2021
	Minggu Kedua/ Second Week	09/02/2021
	Minggu Ketiga/ Third Week	16/02/2021
	Minggu Keempat/ Fourth Week	23/02/2021
Maret March	Minggu Pertama/ First Week	02/03/2021
	Minggu Kedua/ Second Week	09/03/2021
	Minggu Ketiga/ Third Week	16/03/2021
	Minggu Keempat/ Fourth Week	23/03/2021
	Minggu Kelima/ Fifth Week	30/03/2021
April April	Minggu Pertama/ First Week	06/04/2021
	Minggu Kedua/ Second Week	13/04/2021
	Minggu Ketiga/ Third Week	20/04/2021
	Minggu Keempat/ Fourth Week	27/04/2021
Mei May	Minggu Pertama/ First Week	04/05/2021
	Minggu Kedua/ Second Week	11/05/2021
	Minggu Keempat/ Fourth Week	25/05/2021
Juni June	Minggu Pertama/ First Week	08/06/2021
	Minggu Kedua/ Second Week	15/06/2021
	Minggu Ketiga/ Third Week	22/06/2021
	Minggu Keempat/ Fourth Week	29/06/2021

Tabel Rencana Jadwal Rapat Direksi Tahun 2021
Table of the 2021 Board of Directors Meeting Schedule Plan

Bulan Month	Minggu Week	Tanggal Rapat Meeting Date
Juli July	Minggu Pertama/ First Week	06/07/2021
	Minggu Kedua/ Second Week	13/07/2021
	Minggu Keempat/ Fourth Week	27/07/2021
Agustus August	Minggu Pertama/ First Week	03/08/2021
	Minggu Keempat/ Fourth Week	24/08/2021
	Minggu Kelima/ Fifth Week	31/08/2021
September September	Minggu Pertama/ First Week	07/09/2021
	Minggu Kedua/ Second Week	14/09/2021
	Minggu Ketiga/ Third Week	21/09/2021
Oktober October	Minggu Keempat/ Fourth Week	28/09/2021
	Minggu Pertama/ First Week	05/10/2021
	Minggu Kedua/ Second Week	12/10/2021
November November	Minggu Keempat/ Fourth Week	26/10/2021
	Minggu Pertama/ First Week	02/11/2021
	Minggu Kedua/ Second Week	09/11/2021
	Minggu Ketiga/ Third Week	16/11/2021
	Minggu Keempat/ Fourth Week	23/11/2021
Desember December	Minggu Kelima/ Fifth Week	30/11/2021
	Minggu Pertama/ First Week	07/12/2021
	Minggu Kedua/ Second Week	14/12/2021
	Minggu Ketiga/ Third Week	21/12/2021
	Minggu Keempat/ Fourth Week	28/12/2021

Rencana Agenda Rapat Direksi Tahun 2021
Table of Board of Directors Meeting Agenda Plan in 2021

Rapat Meeting	Materi Material	Waktu Pelaksanaan Implementation Time	Keterangan Description
Rapat Mingguan Weekly Meeting	Hal-hal aktual yang berkaitan dengan pekerjaan rutin Unit Kerja Kantor Pusat, Regional, Proyek, Anak Perusahaan. Actual matters related to regular work at the Head Office, Regional, Projects, Subsidiaries Work Unit.	Setiap 1 minggu sekali yang diadakan setiap hari Selasa (sesuai Keputusan Direksi No. 197/KPTS/2011 tentang Pedoman Pelaksanaan Rapat Direksi PT Jasa Marga (Persero) Tbk). Once a week which is held every Tuesday (according to the Board of Directors Letter No. 197/KPTS/2011 Concerning Guidelines for Board of Directors Meeting Implementation in PT Jasa Marga (Persero) Tbk).	1. Penyampaian materi Rapat disampaikan oleh unit kerja terkait kepada Corporate Secretary paling lambat hari Jumat. 2. Kompilasi materi Rapat tersebut disampaikan oleh Corporate Secretary kepada Direksi paling lambat hari Senin. 1. The relevant work unit will submit the meeting materials to the Corporate Secretary the latest every Friday. 2. Compilation of meeting materials is submitted by the Corporate Secretary to the Board of Directors the latest by Monday.

Rencana Agenda Rapat Direksi Tahun 2021
Table of Board of Directors Meeting Agenda Plan in 2021

Rapat Meeting	Materi Material	Waktu Pelaksanaan Implementation Time	Keterangan Description
Rapat Triwulanan Quarterly Meeting	<ol style="list-style-type: none"> 1. Realisasi RKAP. 2. Evaluasi Kerja. Laporan Manajemen (Triwulanan). <ol style="list-style-type: none"> 1. RKAP Realization. 2. Job Evaluation. Management Reports (Quarterly). 	<p>Setiap 3 bulan sekali yang diadakan setiap hari Selasa pada Rapat Mingguan pertama bulan yang bersangkutan.</p> <p>Once every 3 months which is held every Tuesday at first Weekly Meeting of the concerned month.</p>	<p>Penyampaian materi Rapat disiapkan oleh Corporate Secretary paling lambat 2 hari kerja sebelum pelaksanaan Rapat.</p> <p>Submission of Meeting materials is prepared by Corporate Secretary the latest 2 working days prior to the Meeting implementation.</p>
Rapat Semesteran Semester Meeting	<ol style="list-style-type: none"> 1. Realisasi RKAP pada Semester yang bersangkutan. 2. Evaluasi Kerja. 3. Evaluasi KPI. Laporan Manajemen (Semesteran). <ol style="list-style-type: none"> 1. Realization of RKAP in the concerned Semester. 2. Job Evaluation. 3. KPI evaluation. Management Report (Semester). 	<p>Setiap 6 bulan sekali yang diadakan setiap hari Selasa pada Rapat Mingguan pertama bulan yang bersangkutan.</p> <p>Once every 6 months which is held every Tuesday at first Weekly Meeting of the concerned month.</p>	<p>Penyampaian materi Rapat disiapkan oleh Corporate Secretary paling lambat 2 hari kerja sebelum pelaksanaan Rapat.</p> <p>Submission of Meeting materials is prepared by Corporate Secretary the latest 2 working days prior to the Meeting implementation.</p>
Rapat Tahunan Annual Meeting	<ol style="list-style-type: none"> 1. Laporan Realisasi RKAP pada Tahun tersebut. 2. Laporan Evaluasi Tahunan KPI. 3. Laporan Manajemen (Tahunan). 4. Evaluasi Kerja. <ol style="list-style-type: none"> 1. RKAP Realization Report for the Year. 2. KPI Annual Evaluation Report. 3. Management Report (Annual). 4. Job Evaluation. 	<p>Setiap 1 tahun sekali yang diadakan setiap hari Selasa pada Rapat Mingguan pertama bulan Desember.</p> <p>Once a year which is held every Tuesday at first Weekly Meeting in December.</p>	<p>Penyampaian materi Rapat disiapkan oleh Corporate Secretary paling lambat 2 hari kerja sebelum pelaksanaan Rapat.</p> <p>Submission of Meeting materials is prepared by Corporate Secretary the latest 2 working days prior to Meeting Implementation.</p>

Realisasi Rapat Direksi

Sepanjang tahun 2021, Direksi Jasa Marga telah menyelenggarakan rapat sebanyak 51 (lima puluh satu) kali, dengan agenda dan tingkat kehadiran sebagai berikut:

Board of Directors Meeting Realization

In 2021, Board of Directors of Jasa Marga held 51 (fifty-one) meetings, with agenda and attendance levels, as follows:

Tabel Realisasi Rapat Direksi di Tahun 2021
Table of Board of Directors Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Direksi/ Board of Directors Members									
			Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan**	Donny Arsal***	Fitri Wiyanti	Enkky Sasono A.W.***	Arsal Ismail ***	Reza Febriano****	Bagus Cahya Arinta B.****	Ade Wahyu****
1	06/01/2021	<ol style="list-style-type: none"> 1. Upaya Peningkatan Kelayakan pada Pengusahaan Jalan Tol Baru. 2. Update Progress Review Penyesuaian Tarif Jalan Tol. <ol style="list-style-type: none"> 1. Efforts to Increase Feasibility of New Toll Road Concessions. 2. Update the Progress Review of Toll Road Tariff Adjustment. 	✓	✓		✓	✓	✓	✓			

Tabel Realisasi Rapat Direksi di Tahun 2021
Table of Board of Directors Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Direksi/ Board of Directors Members									
			Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan**	Donny Arsal***	Fitri Wiyanti	Enky Sasono A.W.***	Arsal Ismail ***	Reza Febriano****	Bagus Cahya Arinta B.****	Ade Wahyu****
1	06/01/2021	3. <i>Stress Test</i> Kemampuan Keuangan Perseroan. 4. Penerapan Transaksi Uang Elektronik (UE). 3. Stress Test of Company's Financial Ability. 4. Implementation of Electronic Money Transactions (UE).	✓	✓		✓	✓	✓	✓			
2	12/01/2021	1. <i>Progress</i> Pengoperasian Jalan Tol Baru. 2. Laporan Penanganan Kasus Hukum yang Penting. 3. Peraturan Menteri BUMN No. 12/MBU-11/2020 Tentang Penghasilan Direksi dan Dewan Komisaris BUMN. 4. Kebijakan Pedoman Investasi Dana Pensiun. 1. Progress of New Toll Road Operation. 2. Report on Handling Important Legal Cases. 3. Regulation of the Minister of SOEs No. 12/MBU-11/2020 Regarding the Income of the Board of Directors and the Board of Commissioners of SOEs. 4. Pension Fund Investment Guidelines Policy.	✓	✓		✓	✓	✓	✓			
3	20/01/2021	1. Pemberian Pinjaman Pemegang Saham. 2. <i>Update Progress Review</i> Penyesuaian Tarif Jalan Tol. 3. Fasilitas Pinjaman Perbankan dan Fasilitas Bank Garansi. 1. Shareholder Loans. 2. Update the Progress Review of Toll Road Tariff Adjustment. 3. Banking Loan Facility and Bank Guarantee Facility.	✓	✓		✓	✓	✓	✓			
4	02/02/2021	1. Investasi Ruas Jalan Tol Baru. 2. Peraturan Menteri PUPR No. 22 Tahun 2020. 3. Hak Kekayaan Intelektual Sistem Pengumpulan Tol, <i>Flo</i> dan <i>Let it Flo</i> . 4. Aset Hak Pengusahaan Jalan Tol. 5. Fasilitas Pinjaman Perbankan. 6. Penawaran Umum Berkelanjutan Obligasi Jasa Marga. 7. Penanganan Kasus Hukum. 8. Rencana Program Masa Persiapan Pensiun dan Pensiun Dini Sukarela Batch 1 2021. 1. Investment in New Toll Road Sections. 2. Minister of PUPR Regulation No. 22 of 2020. 3. Intellectual Property Rights of the Toll Collection System, Flo and Let it Flo. 4. Toll Road Concession Rights Assets. 5. Banking Loan Facility. 6. Continuous Public Offering of Jasa Marga Bonds. 7. Handling of Legal Cases. 8. Planned Retirement Preparation Period and Voluntary Early Retirement Batch 1 2021.	✓	✓		✓	✓	✓	✓			
5	09/02/2021	1. Kebijakan Pemenuhan Pendanaan 2021 pada Anak Perusahaan. 2. Penanganan Kasus Hukum. 1. 2021 Funding Compliance Policy for Subsidiaries. 2. Handling of Legal Cases.	✓	✓		✓	✓	✓	✓			

Tabel Realisasi Rapat Direksi di Tahun 2021
Table of Board of Directors Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Direksi/ Board of Directors Members									
			Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan**	Donny Arsal***	Fitri Wiyanti	Enkly Sasono A.W.***	Arsal Ismail***	Reza Febriano****	Bagus Cahya Arinta B.****	Ade Wahyu****
6	17/02/2021	<ol style="list-style-type: none"> Laporan Tindak Lanjut Pengusahaan Jalan Tol Baru. Kebijakan <i>Asset Recycle</i> dan Kerja Sama Strategis. Pencapaian Kinerja Januari 2021 dan <i>Review</i> Strategi <i>Asset Recycle</i> RKAP 2021. <i>Command Centre</i> Jasa Marga. 	✓	✓		✓	✓	✓	✓			
		<ol style="list-style-type: none"> Follow-up Report on New Toll Road Concession. Asset Recycle Policy and Strategic Cooperation. Achievement of January 2021 Performance and Review of Asset Recycle RKAP 2021 Strategy. Jasa Marga Command Center. 										
7	25/02/2021	<ol style="list-style-type: none"> <i>Review</i> Strategi <i>Asset Recycle</i> RKAP 2021. Penawaran Pembelian Saham di Anak Perusahaan. Kebijakan Pengelolaan TI/TIP yang Dikelola oleh Mitra. Penanganan Genangan di Jalan Tol pada Februari 2021 dan Rencana Perbaikan Permanen. Logo Jasa Marga <i>Tollroad Command Center</i> (JMTC). Kebutuhan Pendanaan 2021. Insentif Kinerja 2020. 	✓	✓		✓	✓	✓	✓			
		<ol style="list-style-type: none"> Review of Asset Recycle RKAP 2021 Strategy. Offer to Purchase Shares in Subsidiaries. Partner-Managed IT/TIP Management Policy. Handling Inundation on Toll Roads in February 2021 and Permanent Improvement Plans. Logo of Jasa Marga Tollroad Command Center (JMTC). Funding Needs 2021. Performance Incentives 2020. 										
8	09/03/2021	<ol style="list-style-type: none"> Progres Investasi. Penawaran Saham di Anak Perusahaan. Penanganan Kasus Hukum. Progres Sistem Pembayaran Tol Nirhenti. Peremajaan Peralatan Tol. Penggunaan Anggaran. Penetapan <i>Talent Class</i> BOD-1 2020. Struktur Project JMTC. Struktur Organisasi PT Jasamarga Tollroad Operator (JMTO) Pemanfaatan Lahan untuk Utilitas di lahan Jalan Tol. 	✓	✓		✓	✓	✓	✓			
		<ol style="list-style-type: none"> Investment Progress. Offer of Shares in Subsidiaries. Handling of Legal Cases. The Progress of the Non-stop Toll Payment System. Toll Equipment Rejuvenation. Budget's Utilization. Determination of Talent Class BOD-1 2020. JMTC Project Structure. Organizational Structure of PT Jasamarga Tollroad Operator (JMTO) Land Use for Utilities on Toll Roads. 										

Tabel Realisasi Rapat Direksi di Tahun 2021
Table of Board of Directors Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Direksi/ Board of Directors Members									
			Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan**	Donny Arsal***	Fitri Wiyanti	Enky Sasono A.W.***	Arsal Ismail ***	Reza Febriano****	Bagus Cahya Arinta B.****	Ade Wahyu****
9	16/03/2021	<ol style="list-style-type: none"> Tindak Lanjut Rencana Pengusahaan Jalan Tol. Kajian Divestasi Saham pada Anak Perusahaan. Penerapan Transaksi Uang Elektronik (UE). Rencana Kerja Sama di Anak Perusahaan. Tantiem Tahun Buku 2020. Pelaksanaan Vaksin COVID-19 Jasa Marga Group. Restrukturisasi Polis Asuransi. 	✓	✓		✓	✓	✓	✓			
		<ol style="list-style-type: none"> Follow-up to the Toll Road Concession Plan. Study of Shares Divestment in Subsidiaries. Application of Electronic Money Transactions (UE). Cooperation Plans in Subsidiaries. Tantiem for Fiscal Year 2020. Implementation of Jasa Marga Group's COVID-19 Vaccine. Restructuring of Insurance Policy. 										
10	23/03/2021	<ol style="list-style-type: none"> Restrukturisasi <i>Shareholder's Loan</i> (SHL). Tindak Lanjut Pengusahaan Jalan Tol. Persiapan Pengoperasian Jalan Tol. Mutasi Anggaran. Pemanfaatan Rumija Tol dan Kompensasi Pemanfaatan Lahan Konsesi. <i>Review Key Performance Indicator</i> (KPI). Laporan Implementasi Tingkat Komponen Dalam Negeri (TKDN) di Lingkungan Jasa Marga Group. Laporan Implementasi Pasar Digital (PaDi) UMKN BUMN) di Lingkungan Jasa Marga Group. 	✓	✓		✓	✓	✓	✓			
		<ol style="list-style-type: none"> Shareholder's Loan (SHL) restructuring. Follow-up of Toll Road Concession. Preparation for Toll Road Operation. Budget Movement. Utilization of Rumija Toll Road and Compensation for Utilization of Concession Land. Review Key Performance Indicators (KPI). Report on the Domestic Component Level (TKDN) implementation within the Jasa Marga Group. Report on the Implementation of the Digital Market (PaDi) for UMKN BUMN) within the Jasa Marga Group. 										
11	06/04/2021	<ol style="list-style-type: none"> Usulan Penghapusan Aset Gerbang Tol. Prognosa RKAP 2021. Pengesahan Pedoman Investasi. Struktur Organisasi Makro. Kewenangan <i>Shared Services</i>. Hasil Evaluasi Jabatan. Penyesuaian Penghasilan 2021. <i>Motivational Reward</i> (MR) Kinerja 2020. 	✓	✓		✓	✓	✓	✓			
		<ol style="list-style-type: none"> Proposed Elimination of Toll Gate Assets. Prognosis of RKAP 2021. Ratification of Investment Guidelines. Macro Organizational Structure. Shared Services Authority. Job Evaluation Results. Income Adjustment 2021. Motivational Reward (MR) Performance 2020. 										

Tabel Realisasi Rapat Direksi di Tahun 2021
Table of Board of Directors Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Direksi/ Board of Directors Members									
			Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan**	Donny Arsal***	Fitri Wiyanti	Enkly Sasono A.W.***	Arsal Ismail***	Reza Febriano****	Bagus Cahya Arinta B.****	Ade Wahyu****
12	13/04/2021	<ol style="list-style-type: none"> 1. Valuasi Saham Anak Perusahaan. 2. Pending Isu <i>Shareholder Agreement</i> (SHA). 3. Program Prioritas Pemeliharaan dalam Rangka Pemenuhan Standar Pelayanan Minimal (SPM). 4. Simulasi <i>Safety and Security Traffic</i> di Jalan Tol. 5. Sistem Pembayaran Tol Nirhenti. 	✓	✓		✓	✓	✓	✓			
13	20/04/2021	<ol style="list-style-type: none"> 1. Penawaran Saham di Anak Perusahaan. 2. Usulan Penyempurnaan Anggaran Dasar Perseroan. 3. Pasar Digital (PaDi) UMKM di Lingkungan Jasa Marga. 4. Dukungan untuk Sentra Vaksin Bersama (SVB) BUMN dan Progres Pelaksanaan Vaksin Jasa Marga Group. 5. Penetapan Hasil <i>Self-Assessment Green Toll Road</i>. 	✓	✓		✓	✓	✓	✓			
14	23/04/2021	Percepatan Pengoperasian Jalan Tol. Toll Road Operation Acceleration.	✓	✓		✓	✓	✓	✓			
15	04/05/2021	<ol style="list-style-type: none"> 1. Optimalisasi Infrastruktur. 2. <i>Update Divestasi Anak Perusahaan</i>. 3. <i>Update Kebijakan Pengoperasian Jalan Tol</i>. 4. <i>Performance Based Maintenance Contract</i> (PBMC). 5. <i>Update Progress Usulan Penyempurnaan Anggaran Dasar Perseroan</i>. 6. Tingkat Kesehatan Perseroan. 7. Progres Kajian Pengelolaan Aset. 8. Hasil Simulasi Rasio Kecukupan Dana (RKD) Dana Pensiun. 9. Komite Manajemen Risiko: <ol style="list-style-type: none"> a. Pembahasan Hasil Pengukuran <i>Risk Maturity Index</i> 2020. b. Profil Risiko 2021. 	✓	✓		✓	✓	✓	✓			

Tabel Realisasi Rapat Direksi di Tahun 2021
Table of Board of Directors Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Direksi/ Board of Directors Members									
			Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan**	Donny Arsal***	Fitri Wiyanti	Enky Sasono A.W.***	Arsal Ismail ***	Reza Febriano****	Bagus Cahya Arinta B.****	Ade Wahyu****
16	19/05/2021	<ol style="list-style-type: none"> 1. Restrukturisasi <i>Shareholder's Loan</i> (SHL). 2. Perubahan Anggaran Dasar. 3. <i>Review</i> Pendanaan. 	✓	✓		✓	✓	✓	✓			
17	25/05/2021	<p><i>Cluster Talent Committee</i> Infrastruktur Program.</p> <p><i>Cluster Talent Committee</i> Infrastructure Program.</p>	✓	✓		✓	✓	✓	✓			
18	31/05/2021	<ol style="list-style-type: none"> 1. Program Operasi Angkutan <i>Over Dimension dan Overload</i> (ODOL). 2. Pengganti Corporate Secretary. 3. Perubahan Struktur Organisasi. 4. Pembekalan untuk Menjadi Asesor <i>Top Talent</i> Kluster Infrastruktur KBUMN. 	✓		✓	✓	✓	✓	✓			
19	02/06/2021	Rencana Divestasi Saham. Share Divestment Plan.	✓		✓	✓	✓	✓	✓			
20	07/06/2021	<ol style="list-style-type: none"> 1. Kajian Rencana Peningkatan Saham pada Anak Perseroan. 2. <i>Update</i> Pengusahaan Jalan Tol. 3. <i>Kerja Sama</i> Penyelenggaraan TIP. 4. <i>Update</i> Divestasi Saham Anak Perusahaan. 5. <i>Update</i> Proses Penyesuaian Tarif. 6. Rencana Amandemen PPJT. 7. <i>Update Volume</i> Lalu Lintas Jasa Marga Group. 8. Penanganan Kasus Hukum. 9. Perubahan Anggaran Dasar Jasa Marga. 	✓		✓	✓	✓	✓	✓			
21	15/06/2021	<ol style="list-style-type: none"> 1. Kepemilikan Saham pada Anak Perusahaan. 2. <i>Update</i> Divestasi Saham Anak Perusahaan. 3. <i>Update</i> Proses Penyesuaian Tarif. 	✓		✓	✓	✓	✓	✓			

Tabel Realisasi Rapat Direksi di Tahun 2021
Table of Board of Directors Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Direksi/ Board of Directors Members									
			Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan**	Donny Arsal***	Fitri Wiyanti	Enkly Sasono A.W.***	Arsal Ismail ***	Reza Febriano****	Bagus Cahya Arinta B.****	Ade Wahyu****
21	15/06/2021	<p>4. Penyesuaian Komposisi Direksi Anak Perusahaan.</p> <p>5. Pengoperasian Gerbang Tol dan On/Off Ramp.</p> <p>6. Update Volume Lalu Lintas Jasa Marga Group.</p> <p>7. Update Amandemen PPJT 13 Ruas.</p> <p>8. Rapat Manajemen Puncak Terkait Persiapan Sertifikasi SNI ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP).</p> <p>4. Adjustment of the composition of the Board of Directors of Subsidiaries.</p> <p>5. Toll Gate Operation and On/Off-Ramp.</p> <p>6. Update Jasa Marga Group Traffic Volume.</p> <p>7. Update the PPJT 13 Section Amendment.</p> <p>8. Top Management Meeting Regarding Preparation of SNI ISO 37001 Anti-Bribery Management System (ABMS) Certification.</p>	✓		✓	✓	✓	✓	✓	✓		
22	19/06/2021	<p>Isu terkait Human Capital.</p> <p>Issues related to Human Capital.</p>	✓		✓	✓	✓	✓	✓	✓		
23	21/06/2021	<p>1. Update Pengusahaan Ruas Jalan Tol Baru.</p> <p>2. Update Divestasi Saham Anak Perusahaan.</p> <p>3. Update Amandemen PPJT.</p> <p>4. Update Volume Lalu Lintas dan Pendapatan Tol Jasa Marga Group.</p> <p>5. Update Sistem Pembayaran Tol Nirhenti.</p> <p>6. Pemenuhan SPM Bidang Pemeliharaan Jalan Tol.</p> <p>7. Laporan Bulanan Kinerja Perseroan Tahun Buku 2021 s.d. Mei 2021.</p> <p>8. Program Beasiswa Bersama BUMN Klaster Infrastruktur.</p> <p>1. Update on the Concession of New Toll Roads.</p> <p>2. Update on the Divestment of Subsidiaries' Shares.</p> <p>3. Update PPJT Amendment.</p> <p>4. Update Traffic Volume and Toll Revenue of Jasa Marga Group.</p> <p>5. Update of the Non-stop Toll Payment System.</p> <p>6. Fulfillment of SPM for Toll Road Maintenance.</p> <p>7. Monthly Report on the Company's Performance for the Fiscal Year 2021 to May 2021.</p> <p>8. Joint Scholarship Program for Infrastructure Cluster SOEs.</p>	✓		✓	✓	✓	✓	✓	✓		
24	23/06/2021	<p>Pengusahaan Jalan Tol Baru.</p> <p>New Toll Road Concession.</p>	✓		✓	✓	✓	✓	✓	✓		
25	29/06/2021	<p>1. Update Volume Lalu Lintas dan Pendapatan Tol Jasa Marga Group.</p> <p>2. Kajian Masa Jabatan Pengurus Perseroan PT Jasa Marga.</p> <p>3. Pemberian Insentif Kinerja Direksi, Dewan Komisaris dan Karyawan Anak Perusahaan Tahun Buku 2020.</p> <p>1. Update Traffic Volume and Toll Revenue of Jasa Marga Group.</p> <p>2. Study of the tenure of the management of the company PT Jasa Marga.</p> <p>3. Provision of Performance Incentives for Directors, Board of Commissioners, and Employees of Subsidiaries for Financial Year 2020.</p>	✓		✓	✓	✓	✓	✓	✓		
26	05/07/2021	<p>1. Kajian Rencana Peningkatan Kepemilikan Saham di Anak Perusahaan.</p> <p>2. Usulan Rangkap Jabatan di Anak Perusahaan.</p> <p>1. Study on the Plan to Increase Share Ownership in Subsidiaries.</p> <p>2. Proposed Concurrent Positions in Subsidiaries.</p>	✓		✓	✓	✓	✓	✓	✓		

Tabel Realisasi Rapat Direksi di Tahun 2021
Table of Board of Directors Meeting Realization in 2021

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26	05/07/2021	3. Analisa Implementasi Tanda Tangan Digital Bersertifikasi. 4. <i>Update</i> Sistem Pembayaran Tol Nirhenti. 5. Program Beautifikasi. 6. Penanganan Kasus Hukum. 7. Perubahan Keputusan Direksi Terkait SOP Kerja Sama. 8. Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) pada Kasus COVID-19 di Lingkungan Jasa Marga Group. 3. Analysis of Certified Digital Signature Implementation. 4. Update of the Non-stop Toll Payment System. 5. Beautification Program. 6. Handling o Legal Cases. 7. Amendment to the Decision of the Board of Directors Regarding the SOP for Cooperation. 8. Occupational Health and Safety Management System (SMK3) on COVID-19 Cases within the Jasa Marga Group.	✓		✓	✓	✓	✓	✓	✓		
27	12/07/2021	1. Penyelesaian Konstruksi Jalan Tol. 2. Pengembangan Sistem ERP SAP Jasa Marga Group. 3. Usulan <i>Review</i> RKAP 2021. 4. Insentif Kinerja Anak Perusahaan Tahun Buku 2020 dan Remunerasi Direksi & Dewan Komisaris Anak Perusahaan Tahun 2021. 5. Penyesuaian Penghasilan Karyawan. 1. Completion of Toll Road Construction. 2. Development of the ERP SAP System Jasa Marga Group. 3. Proposed Review of RKAP 2021. 4. Subsidiaries Performance Incentives for Financial Year 2020 and Remuneration of Directors & Board of Commissioners of Subsidiaries in 2021. 5. Adjustment of Employee Income.	✓		✓	✓	✓	✓	✓	✓		
28	19/07/2021	1. Pengelolaan TIP. 2. Usulan <i>Review</i> RKAP 2021. 3. Permasalahan Pengusahaan Jalan Tol. 1. TIP management. 2. Proposed Review of RKAP 2021. 3. Toll Road Concession Problems.	✓		✓	✓	✓	✓	✓	✓		
29	23/07/2021	Laporan Keuangan Konsolidasian Perseroan 30 Juni 2021. The Company's Consolidated Financial Statements June 30, 2021.	✓		✓	✓	✓	✓	✓	✓		
30	26/07/2021	1. Usulan Revisi RKAP 2021. 2. Evaluasi Aksi Korporasi dan Kesesuaian dengan RKAP 2021 dan RJPP 2021-2025. 3. Kebijakan Penyelenggaraan Utilitas Non Profit. 4. Analisa dan Evaluasi Pelaksanaan PPKM Darurat (Periode 03-25 Juli 2021). 5. Prognosa Volume Lalu Lintas dan Pendapatan Tol 2021 dan Tinjauan Biaya Operasi dan Pemeliharaan 2021. 6. Penanganan Kasus Hukum. 1. Proposed Revised RKAP 2021. 2. Evaluation of Corporate Actions and Compliance with RKAP 2021 and RJPP 2021-2025. 3. Non-Profit Utility Implementation Policy. 4. Analysis and Evaluation of Emergency PPKM Implementation (Period 03-25 July 2021). 5. Prognosis of Traffic Volume and Toll Revenue 2021 and Review of 2021 Operation and Maintenance Costs. 6. Handling of Legal Cases.	✓		✓	✓	✓	✓	✓	✓		

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			Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan**	Donny Arsal***	Fitri Wiyanti	Enkly Sasono A.W.***	Arsal Ismail***	Reza Febriano****	Bagus Cahya Arinta B.****	Ade Wahyu****
30	26/07/2021	7. Review Usulan Perubahan Struktur Organisasi Makro 2021. 8. Pelaksanaan Vaksin Gotong Royong. 7. Review of Proposed Changes in Macro Organizational Structure 2021. 8. Implementation of Gotong Royong Vaccines.	✓		✓	✓	✓	✓	✓	✓		
31	02/08/2021	1. Penyertaan Modal Pemegang Saham pada Anak Perusahaan. 2. Prognosa Volume Lalu Lintas dan Pendapatan Tol 2021. 3. Proses Sistem Pembayaran Tol Nirhenti. 4. Usulan Perubahan Struktur Organisasi Makro 2021. 1. Shareholders' Equity Participation in Subsidiaries. 2. Prognosis of Traffic Volume and Toll Revenue 2021. 3. Non-stop Toll Payment System Process. 4. Proposed Changes in Macro Organizational Structure 2021.	✓		✓	✓	✓	✓	✓	✓		
32	09/08/2021	1. Update Rencana Divestasi pada Anak Perusahaan. 2. Usulan Revisi RKAP 2021 & Update Penyusunan RJPP 2021-2025. 3. Asesmen INDI 4.0 di Jasa Marga. 4. Potensi Bisnis Jasa Marga Command Center (JMTC). 5. Penanganan Kasus Hukum. 6. Tindak Lanjut Isu Strategis Human Capital. 1. Update the Divestment Plan in Subsidiaries. 2. Proposed Revised RKAP 2021 & Update on RJPP Preparation 2021-2025. 3. Assessment of INDI 4.0 at Jasa Marga. 4. Business Potential of Jasa Marga Command Center (JMTC). 5. Handling of Legal Cases. 6. Follow-up on Strategic Human Capital Issues.	✓		✓	✓	✓	✓	✓	✓		
33	16/08/2021	1. Amandemen Perjanjian Pengusahaan Jalan Tol (PPJT). 2. Update Revisi RKAP 2021 dan RJPP 2021-2025 3. Rencana Peningkatan Kapasitas Jalan Tol. 4. Hasil Seleksi Program Beasiswa MM. 1. Amendment to the Toll Road Concession Agreement (PPJT). 2. Updated Revised RKAP 2021 and RJPP 2021-2025 3. Toll Road Capacity Improvement Plan. 4. Results of the MM Scholarship Program Selection.	✓		✓	✓	✓	✓	✓	✓		
34	30/08/2021	1. Update Progress Proyek Jalan Tol. 2. Penyerapan Dana Talangan Tanah (DTT). 3. Rapat Tinjauan Manajemen terhadap Mutu, K3, dan Lingkungan. 1. Update the Toll Road Project Progress. 2. Absorption of Land Bailout Funds (DTT). 3. Management Review Meeting on Quality, OHS, and Environment.	✓		✓	✓	✓	✓	✓	✓		
35	06/09/2021	1. Fasilitas Pinjaman Perbankan. 2. Toll Corridor Development (TCD). 3. Laporan Kinerja Semester 1 Tahun 2021 Anak Perusahaan. 4. Evaluasi dan Usulan Tindak Lanjut Penyelenggaraan TIP. 1. Banking Loan Facility. 2. Toll Corridor Development (TCD). 3. Performance Report for the 1st Semester of 2021 Subsidiaries. 4. Evaluation and Proposed Follow-up for the Implementation of TIP.	✓		✓	✓	✓	✓	✓	✓		

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35	06/09/2021	5. Penyeretaan Modal dan Pinjaman Pemegang Saham di Anak Perusahaan. 6. Peningkatan Kapasitas Jalan Tol. 7. Usulan Perubahan Struktur Organisasi. 5. Equity Participation and Shareholder Loans in Subsidiaries. 6. Increasing Toll Road Capacity. 7. Proposed Changes in Organizational Structure.	✓		✓	✓	✓	✓	✓			
36	13/09/2021	1. Pinjaman Pemegang Saham Anak Perusahaan. 2. Pembangunan Jalan Tol Baru. 3. Penyusunan Review Masterplan Teknologi Informasi (MPTI) Jasa Marga. 4. Pengaturan Penghasilan Anggota Direksi BUMN yang Merangkap Sebagai Komisaris Anak Perusahaan BUMN. 1. Subsidiary Shareholder Loans. 2. Construction of New Toll Roads. 3. Preparation of Jasa Marga's Information Technology Master Plan (MPTI) Review. 4. Income Arrangement for Members of the Board of Directors of SOEs who are concurrently Commissioners of SOEs Subsidiaries.	✓		✓	✓	✓	✓	✓			
37	20/09/2021	1. Update Program Divestasi. 2. Update Pengusahaan Jalan Tol Baru. 3. Usulan Penyesuaian Tarif Tol. 4. Amandemen PPJT dan Pengendalian ODOL. 5. Update Usulan Perubahan Struktur Organisasi Makro Jasa Marga. 1. Update the Divestment Program. 2. Update on New Toll Road Concession. 3. Proposed Toll Tariff Adjustment. 4. Amendment to PPJT and Control of ODOL. 5. Update on Proposed Changes to Jasa Marga's Macro Organizational Structure.	✓		✓	✓	✓	✓	✓			
38	27/09/2021	1. Kebijakan dan Strategi Penyusunan RKAP 2022. 2. Laporan Kinerja. 3. Pemenuhan Standar Pelayanan Minimal (SPM) Ruas Tol. 4. Talent Acquisition 2021. 1. Policies and Strategies for the Preparation of the 2022 RKAP. 2. Performance Report. 3. Fulfillment of Minimum Service Standards (SPM) for Toll Roads. 4. Talent Acquisition 2021.	✓		✓	✓	✓	✓	✓			
39	04/10/2021	1. Progres Ruas Jalan Tol Baru. 2. Penyusunan Annual Report dan Sustainability Report (ARSR) 2021. 3. Talent Acquisition 2021. 1. Progress of New Toll Road Sections. 2. Preparation of the 2021 Annual Report and Sustainability Report (ARSR). 3. Talent Acquisition 2021.	✓		✓	✓	✓	✓	✓			
40	11/10/2021	1. Update Asset Recycling. 2. Update Progres Penyusunan RKAP 2022. 3. KPI APS Tahun 2022. 4. Amandemen PPJT. 5. Update Perkara Hukum. 1. Updates on Asset Recycling. 2. Updates on the Progress of the Preparation of 2022 RKAP. 3. APS 2022 KPI. 4. Amendment to PPJT. 5. Updates on Legal Cases.	✓		✓	✓	✓	✓	✓			

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41	18/10/2021	<ol style="list-style-type: none"> Update Progres Pemenuhan Kebutuhan Pendanaan. Divestasi Saham. Arahan Taktis RKAP 2022. <ol style="list-style-type: none"> Updates on the Progress of Fulfillment of Funding Requirements. Stock Divestment. Tactical Directives for 2022 RKAP. 	✓		✓	✓	✓	✓	✓	✓		
42	25/10/2021	<ol style="list-style-type: none"> Update Progres Kerja Sama Jasa Marga. Pengembangan Sistem ERPSAP. Prognosa Tahun 2021. Rencana Implementasi Sistem Pembayaran Tol Nir Henti. Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk periode 30 September 2021. Strategi dan Kebijakan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Tahun 2021. <ol style="list-style-type: none"> Update on the Progress of Jasa Marga Cooperations. Development of ERPSAP System. Prognosis of 2021. Plans for the Implementation of Payment System for Non-Stop Toll Roads. Consolidated Financial Statement of PT Jasa Marga (Persero) Tbk for the period of September 30, 2021. Strategies and Policies of 2021 TJSL (CSR) Program. 	✓		✓	✓	✓	✓	✓			
43	01/11/2021	<ol style="list-style-type: none"> Pemberian Pinjaman Pemegang Saham. Pengusahaan Jalan Tol Baru. Update Usulan RKAP 2022. Update Isu Operasional. Update Perkara Hukum. Program Penataan Human Capital (HC) Jasa Marga Group. Sinergi BUMN Program Pendanaan UMK. <ol style="list-style-type: none"> Loan Granting for Shareholders. New Toll Road Operations. Updates on the Proposed 2022 RKAP. Updates on Operational Issues. Updates on Legal Cases. Jasa Marga Group Human Capital Arrangement Program. SOE Synergy for SME Funding Program. 	✓		✓	✓	✓	✓	✓			
44	09/11/2021	<ol style="list-style-type: none"> Permohonan Izin Kerja Sama Rest Area. Perubahan Dasar Anggaran Dasar Anak Perusahaan. Update Rencana Divestasi pada Anak Perusahaan. Konsep Tertib Berlalu Lintas 2021 Millennials Road Safety Rangers. Update Penerbitan Sukuk PPA. Revisi Board Manual. <ol style="list-style-type: none"> Application for Cooperative Permit for Rest Area. Amendment to Articles of Association. Updates on Divestment Plan in Subsidiaries. The Concept of 2021 Orderly Traffic, Millennials Road Safety Rangers. Updates on the Issuance of PPA Sukuk. Revised Board Manual. 	✓		✓	✓	✓	✓	✓			
45	15/11/2021	<ol style="list-style-type: none"> Beauty Contest Penyedia Jasa Pembayaran Tol Nirhenti. Program Bantuan Hari Raya (BHR) Pensiunan Jasa Marga. Usulan Kelompok dan Stratifikasi Jabatan. <ol style="list-style-type: none"> Beauty Contest of Non-Stop Toll Payment Service Provider. Jasa Marga BHR (Bantuan Hari Raya/Religious Holiday Assistance). Proposal of Positional Groups and Stratification. 	✓		✓	✓	✓	✓	✓			

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45	15/11/2021	<ol style="list-style-type: none"> Tindak Lanjut Pembayaran Insentif Kinerja Direksi dan Dewan Komisaris Anak Perusahaan. Rencana Penerbitan Sukuk. Refinancing Kredit Investasi Anak Perusahaan. Kerja Sama Penyelenggaraan Tempat Istirahat dan Pelayanan (TIP). 	✓		✓	✓	✓	✓	✓	✓		
46	22/11/2021	<ol style="list-style-type: none"> Kuesioner Penyempurnaan Kerja Sama Pemerintah dengan Badan Usaha (KPBU). Rencana Pembangunan Fasilitas di Kawasan Tempat Istirahat dan Pelayanan (TIP). Update Progres Divestasi. 	✓		✓	✓	✓	✓	✓	✓		
47	29/11/2021	<ol style="list-style-type: none"> Program SDM 2021. Pembahasan Mengenai Kamus Kompetensi. Rencana RKAP 2022 Anak Perusahaan. Update Usulan RKAP 2022. Update Progress Rencana Divestasi Saham Jasa Marga di Anak Perusahaan. 	✓		✓	✓	✓	✓	✓	✓		
48	06/12/2021	<ol style="list-style-type: none"> Update Prognosa RKAP 2021. Update Perkara Hukum Usulan Perubahan Struktur Organisasi. 	✓		✓	✓	✓	✓	✓	✓		
49	13/12/2021	<ol style="list-style-type: none"> Perjanjian Usaha Patungan. Pemenuhan Kebutuhan Pendanaan pada Anak Perusahaan. Update progress Divestasi. Update Prognosa RKAP 2021. Ketahanan Kesehatan Kerja Jasa Marga. 	✓		✓	✓	✓	✓	✓	✓		
50	20/12/2021	<ol style="list-style-type: none"> Update Laporan Rencana Penyesuaian Tarif. Update Prognosa RKAP 2021. Update Laporan Progress Divestasi. Laporan Kinerja Keuangan Bulanan. 	✓		✓	✓	✓	✓	✓	✓		

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51	27/12/2021	1. Pinjaman Pemegang Saham. 2. Update Progress Divestasi. 3. Program Beautifikasi Jalan Tol Bali Mandara. 4. Update Prognosa RKAP 2021. 1. Loans for Shareholders. 2. Updates on Divestment Progress. 3. Beautification Program for Bali Mandara Toll Road. 4. Updates on 2021 RKAP Prognosis.	✓		✓		✓			✓	✓	✓
Jumlah Rapat Dalam Setahun Total Meeting in a Year			51									
Jumlah Rapat Yang Wajib Dihadiri Total Mandatory Meeting Attended			51	17	34	50	51	50	50	1	1	1
Jumlah Rapat Yang Dihadiri Total Meeting Attended			51	17	34	50	51	50	50	1	1	1
Persentase Kehadiran Attendance Percentage			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rata-Rata Average			100%									

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sebagai Direktur Bisnis sejak 27 Mei 2021 dan menerima pengalihan tugas sebagai Direktur Pengembangan Usaha sejak 22 Desember 2021/
Served as Director of Business since May 27, 2021 and accepted the assignment as Director of Business Development since December 22, 2021

***Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

****Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI**Joint Meeting of the Board of Directors and the Board of Commissioners**

Sebagaimana diatur dalam Anggaran Dasar Perseroan, Dewan Komisaris dan Direksi wajib melaksanakan Rapat Gabungan atau Rapat Koordinasi. Rapat ini Dewan Komisaris dan Direksi ini wajib dilaksanakan oleh Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan. Dalam dinamikanya, Rapat Koordinasi juga dapat dilakukan atas usulan Direksi dengan menyampaikan agenda yang akan dibahas. Terkait Rapat Gabungan atau Rapat Koordinasi, juga diatur dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 Tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik menjelaskan mengenai rapat gabungan antara Dewan Komisaris dan Direksi, dimana rapat gabungan wajib dilakukan sekurang- kurangnya 1 (satu) kali dalam 4 (empat) bulan.

Sepanjang tahun 2021, Dewan Komisaris dan Direksi Perseroan mengadakan rapat bersama sebanyak 16 (enam belas) kali dengan tingkat kehadiran sebagai berikut:

As stipulated in the Company's Articles of Association, the Board of Commissioners and the Board of Directors must hold a Joint Meeting or Coordination Meeting. This meeting of the Board of Commissioners and the Board of Directors must be held by the Board of Commissioners periodically at least 1 (one) time in 4 (four) months. In its dynamics, Coordination Meetings can also be held by the Board of Directors' recommendation by presenting the agenda to be discussed. Regarding Joint Meetings or Coordination Meetings, it is also regulated in Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies explaining the joint meeting between the Board of Commissioners and the Board of Directors, where the joint meeting must be held at least 1 (one) time in 4 (four) months.

Throughout 2021, the Company's Board of Commissioners and Directors held joint meetings 16 (sixteen) times with attendance levels as follows:

Tabel Realisasi Rapat Gabungan Direksi dan Dewan Komisaris di Tahun 2021
Table of Board of Directors and Board of Commissioners Joint Meeting Realization in 2021

No.	Tanggal (tg/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Dewan Komisaris dan Direksi Board of Directors and Board of Commissioners Name							
			Yuswanda A. Temenggung	Zulfan Lindan	Anita Firmanti Eko Susetyowati	Agus Suharyono*	Sugihardjo*	Eman Salman Arief****	M. Roskanedii**	Raja Erizman**
1	25/01/2021	<ol style="list-style-type: none"> 1. Progres Pelaksanaan Audit Laporan Keuangan Tahun Buku 2020. 2. Kontrak Manajemen yang di-Cascading ke Masing-masing Direktorat. 3. Implementasi Penyesuaian Tarif. 	✓	✓	✓	✓	✓			
2	27/01/2021	<ol style="list-style-type: none"> 1. Kilas Balik Kinerja 2020 dan Arah Strategis 2021 oleh Direktur Utama. 2. Arah Komisaris Utama. 3. Sosialisasi Rencana Jangka Panjang Perusahaan (RJPP) 2021-2025. 	✓	✓	✓	✓	✓			
3	26/02/2021	<ol style="list-style-type: none"> 1. Pemanfaatan Ruang Milik Jalan Tol. 2. Skema Pendanaan. 3. Evaluasi Penanganan Banjir di Ruas Jalan Tol Jasa Marga. 	✓	✓	✓	✓	✓			
4	31/03/2021	<ol style="list-style-type: none"> 1. Hasil Audit Laporan Keuangan 2020. 2. Antisipasi Aturan Mudik Tahun 2021 terhadap Kegiatan Operasional Perseroan. 3. Persiapan Peresmian Jalan Tol Baru. 	✓	✓	✓	✓	✓			
5	08/04/2021	Strategi dalam Transaksi Elektronik. Strategies in Electronic Transactions.	✓	✓	✓	✓	✓			
6	28/04/2021	<ol style="list-style-type: none"> 1. Rencana Penunjukan KAP untuk Mengaudit Laporan Keuangan Tahun Buku 2021. 2. Substansi Agenda RUPS dan Laporan Direksi tentang Persiapan Penyelenggaraan RUPS Tahunan Tahun Buku 2020. 3. Restrukturisasi <i>Shareholder Loan</i> (SHL) dan Perubahan Investasi. 4. Kesiapan Operasional Jalan Tol dalam Menghadapi Idul Fitri 2021. 	✓	✓	✓	✓	✓			
7	10/05/2021	Perubahan Anggaran Dasar. Amendment to Articles of Association.	✓	✓	✓	✓	✓			
8	25/05/2021	<ol style="list-style-type: none"> 1. Kinerja Triwulan 1 2021. 2. Evaluasi Kegiatan Operasional Jalan Tol Selama Arus Mudik dan Arus Balik Idul Fitri 2021 3. Persiapan Pelaksanaan RUPS Tahunan Tahun Buku 2020. 	✓	✓	✓	✓	✓			
9	07/06/2021	Update Perkembangan Perseroan. Updates on Company's Development.	✓	✓	✓			✓	✓	✓
10	23/06/2021	<ol style="list-style-type: none"> 1. Laporan Bulanan Kinerja Tahun Buku 2021 s.d. Akhir Mei 2021. 2. Penguatan Sistem Pengendalian Internal. 	✓	✓	✓			✓	✓	✓

Nama Anggota Dewan Komisaris dan Direksi Board of Directors and Board of Commissioners Name											
	Yohanes Baptista Satya Sananugraha***	Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan*****	Donny Arsal*****	Fitri Wiyanti	Enkky Sasano A.W.*****	Arsal Ismail*****	Reza Febriano*****	Bagus Cahya Arinta B.*****	Ade Wahyu*****
		✓	✓		✓	✓	✓	✓			
		✓	✓		✓	✓	✓	✓			
		✓	✓		✓	✓	✓	✓			
		✓	✓		✓	✓	✓	✓			
		✓	✓		✓	✓	✓	✓			
		✓	✓		✓	✓	✓	✓			
		✓	✓		✓	✓	✓	✓			
		✓	✓		✓	✓	✓	✓			
		✓		✓	✓	✓	✓	✓			
		✓		✓	✓	✓	✓	✓			

Tabel Realisasi Rapat Gabungan Direksi dan Dewan Komisaris di Tahun 2021
Table of Board of Directors and Board of Commissioners Joint Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda	Nama Anggota Dewan Komisaris dan Direksi Board of Directors and Board of Commissioners Name									
			Yuswanda A. Temenggung	Zulfan Lindan	Anita Firmanti Eko Susetyowati	Agus Suharyono*	Sugihardjo*	Eman Salman Arief****	M. Roskanedi**	Raja Erizman**		
10	23/06/2021	3. Progres Tindak Lanjut Hasil/ Rekomendasi Auditor Eksternal. 4. Monitoring Pengelolaan Risiko Inhouse Triwulan I 2021. 3. Progress of Follow-up to Results/ Recommendations of External Auditor. 4. Monitoring of In-house Risk Management for the First Quarter of 2021.	✓	✓	✓			✓	✓	✓		
11	28/07/2021	1. Dampak Penerapan PPKM Darurat terhadap Cashflow dan Volume Lalu Lintas. 2. Evaluasi Aksi Korporasi dan Kesesuaiannya dengan RKAP dan RJPP. 3. Usulan Perubahan Struktur Organisasi. 4. Persiapan RUPS LB. 1. The Impacts of the Implementation of Emergency PPKM on Cash Flow and Traffic Volume. 2. Evaluation on Corporate Actions and Their Compliance with RKAP and RJPP. 3. Proposal for Changes in Organizational Structure. 4. Preparation of Extraordinary GMS.	✓	✓	✓			✓	✓	✓		
12	19/08/2021	1. Usulan Revisi RKAP 2021. 2. Update RJPP 2021-2025. 1. Proposal for Revision of 2021 RKAP. 2. Updates on 2021-2025 RJPP.	✓	✓	✓				✓	✓		
13	29/09/2021	1. Hasil Audit Internal s.d. Semester I 2021 dan Upaya Peningkatan Kinerja Internal Audit Secara Menyeluruh. 2. Kebijakan dan Strategi Penyusunan RKAP 2022. 3. Realisasi Pemenuhan SPM 2021. 4. Kinerja Bulanan. 1. Internal Audit Results up to the First Semester of 2021 and Comprehensive Efforts to Improve Internal Audit Performance. 2. Policies and Strategies of 2022 RKAP Preparation. 3. Realization of Compliance with 2021 SPM. 4. Monthly Performance.	✓	✓	✓				✓	✓		
14	27/10/2021	1. Kajian Investasi. 2. Progres Pengembangan Sistem ERP SAP. 3. Strategi dan Kebijakan Program PKBL/ TJSL. 1. Studies on Investment. 2. Progress of SAP ERP System Development. 3. Strategies and Policies of PKBL/TJSL Program.	✓	✓	✓				✓	✓		
15	25/11/2021	1. Kontrak Kerja Sama Jasa Marga. 2. Kinerja Perseroan per Direktorat s.d. Triwulan III 2021. 3. Kinerja Keuangan Bulanan. 4. Usulan Rancangan RKAP 2022. 1. Jasa Marga Cooperative Contract. 2. Company Performance of each Directorate up to the Third Quarter of 2021. 3. Monthly Financial Performance. 4. Proposal for 2021 RKAP Draft.	✓	✓	✓				✓	✓		
16	20/12/2021	1. Kinerja Keuangan Bulanan. 2. Persiapan Nataru dan Antisipasi Banjir. 3. Persiapan Pelaksanaan RUPS LB. 1. Monthly Financial Performance. 2. Preparation for Christmas Day and New Year and Flood Anticipation. 3. Preparation of Extraordinary GMS Implementation.	✓	✓	✓				✓	✓		
Jumlah Rapat Dalam Setahun Total Meeting in The Year										16		
Jumlah Rapat Yang Wajib Dihadiri Total Mandatory Meetings Attended			16	16	16	8	8	3	8	8		
Jumlah Rapat Yang Dihadiri Total Meetings Attended			16	14	16	7	6	3	8	8		
Persentase Kehadiran Attendance Percentage			100%	88%	100%	88%	75%	100%	100%	100%		
Rata-Rata Average										96%		

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/ Serving since May 27, 2021

*** Menjabat sejak 27 Agustus 2021/ Serving since August 27, 2021

**** Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021 until August 27, 2021

***** Menjabat sebagai Direktur Bisnis sejak 27 Mei 2021 dan menerima pengalihan tugas sebagai Direktur Pengembangan Usaha sejak 22 Desember 2021/
Served as Director of Business since May 27, 2021 and accepted the assignment as Director of Business Development since December 22, 2021

***** Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

***** Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

Nama Anggota Dewan Komisaris dan Direksi Board of Directors and Board of Commissioners Name											
	Yohanes Baptista Satya Sananugraha***	Subakti Syukur	Mohammad Sofyan*	M. Agus Setiawan*****	Donny Arsal*****	Fitri Wiyanti	Enkky Sasono A.W.*****	Arsal Ismail*****	Reza Febriano*****	Bagus Cahya Arinta B.*****	Ade Wahyu*****
		✓		✓	✓	✓	✓	✓			
		✓		✓	✓	✓	✓	✓			
		✓		✓	✓	✓	✓	✓			
	✓	✓		✓	✓	✓	✓	✓			
	✓	✓		✓	✓	✓	✓	✓			
	✓	✓		✓	✓	✓	✓	✓			
	✓	✓		✓	✓	✓	✓	✓			
	4	16	8	8	16	16	16	16	0	0	0
	4	16	7	8	16	16	16	16	0	0	0
	100%	100%	88%	100%	100%	100%	100%	100%	-	-	-

REMUNERASI DEWAN KOMISARIS DAN DIREKSI

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

Dalam menentukan remunerasi bagi Dewan Komisaris dan Direksi, Perseroan mengacu pada Peraturan Menteri BUMN No. PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri BUMN No. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.

In determining the Board of Commissioners and the Board of Directors' remunerations, the Company refers to the Regulation of the Minister of SOEs No. PER-01/MBU/05/2019 dated May 31, 2019, concerning the Fourth Amendment to the Regulation of the Minister of SOEs No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of SOEs.

PROSEDUR PENETAPAN REMUNERASI KOMISARIS DAN DIREKSI

Board of Commissioners and Board of Directors Remuneration Procedure

Penetapan remunerasi Dewan Komisaris dan Direksi Perseroan telah mengikuti aturan yang berlaku, dengan memperhatikan dan mempertimbangkan hasil kajian yang dilakukan oleh Komite Nominasi, Remunerasi dan Risiko, kemudian diusulkan kepada Menteri BUMN selaku Pemegang Saham Seri A Dwiwarna, untuk selanjutnya disetujui dan diusulkan untuk mendapatkan penetapan dan/atau persetujuan RUPS Tahunan.

Board of Commissioners and Board of Directors remuneration procedure has complied to prevailing rules, considering results of the study conducted by the Nomination, Remuneration and Risk Committee, to be proposed to the Minister of SOEs as Series A Dwiwarna Shareholder, to be approved and proposed for approval and/or approval of the Annual GMS.

Sedangkan untuk besaran gaji dan honorarium serta tunjangan lainnya untuk anggota Direksi dan Dewan Komisaris pada tahun 2021, Dewan Komisaris mengusulkan agar Dewan Komisaris diberikan wewenang dan kuasa RUPS dengan terlebih dahulu mendapatkan persetujuan dari Pemegang Saham Seri A Dwiwarna.

In terms of salary, honorarium and other allowances for the Board of Directors and Board of Commissioners members in 2021, the Board of Commissioners has proposed that the Board of Commissioners to be delegated authority and power of the GMS with prior approval from the Series A Dwiwarna Shareholder.

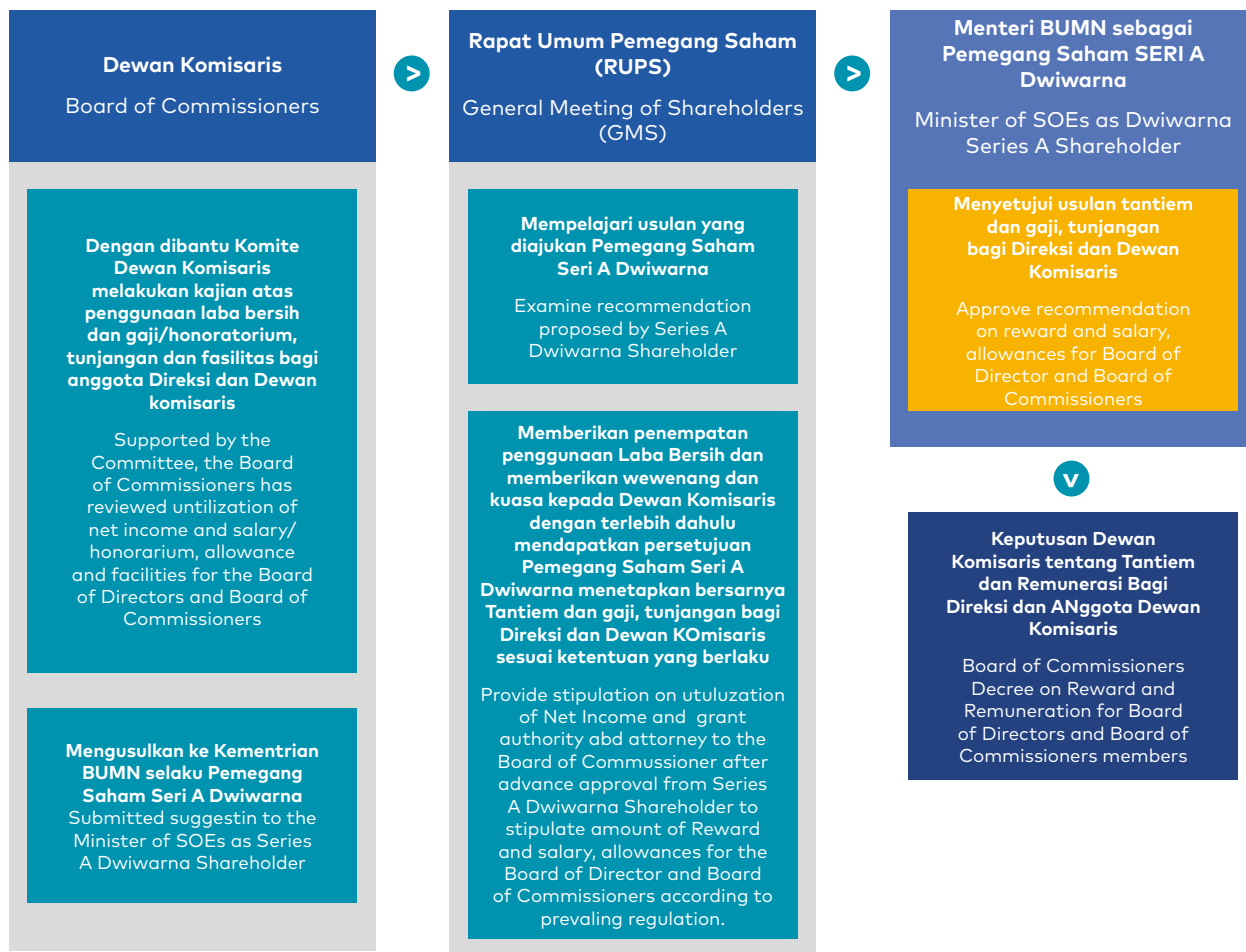
Dewan Komisaris memberikan surat usulan No. DK 030/V/2021 tanggal 11 Mei 2021 kepada Menteri BUMN sebagai Pemegang Saham Seri A Dwiwarna. Selanjutnya Menteri BUMN memberikan surat jawaban atas usulan Dewan Komisaris berdasarkan surat No. SR-64/Wk2.MBU.D/10/2021 tanggal 4 Oktober 2021 perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk Tahun 2021.

The Board of Commissioners submitted a suggestion letter No. DK030/V/2021 on May 11, 2021 to Minister of SOEs as the Holder of Series A Dwiwarna shares. Subsequently, the Minister of SOEs gave a response letter to the Board of Commissioners' suggestion based on the letter No. SR-64/Wk2.MBU.D/10/2021 on October 4, 2021 on the Stipulation of the Earnings of the Board of Directors and the Board of Commissioners of PT Jasa Marga (Persero) Tbk in 2021.

Berdasarkan surat Menteri BUMN kepada Dewan Komisaris tersebut, selanjutnya Dewan Komisaris menerbitkan Surat Keputusan Dewan Komisaris PT Jasa Marga (Persero) Tbk. No. KEP-087/X/2021 tentang Penetapan Besaran Insentif Khusus Tahun Buku 2020 dan Remunerasi Tahun 2021 bagi Anggota Direksi dan Dewan Komisaris PT Jasa Marga (Persero) Tbk.

Based on the Letter of Minister of SOEs to the Board of Commissioners, the Board of Commissioners will subsequently issue the Decree of PT Jasa Marga (Persero) Tbk Board of Commissioners No. KEP-087/X/2021 on the Stipulation of the Amount of Special Incentives for 2020 Fiscal Year and Remuneration of 2021 for the Members of the Board of Directors and the Board of Commissioners of PT Jasa Marga (Persero) Tbk.

Bagan Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Remuneration Procedure



STRUKTUR REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Board of Commissioners and Board of Directors Remuneration Structure

Komponen remunerasi terdiri dari:

1. Honorarium;
2. Tunjangan;
3. Fasilitas;
4. Tantiem/Insentif Kinerja.

The remuneration components consist of:

1. Honorarium;
2. Allowances;
3. Facilities;
4. Performance bonus/reward.

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Board of Commissioners and Board of Directors Remuneration Structure

Komponen Components	Besaran Amount
1. Honorarium/ Gaji Honorarium	
1. Honorarium/Salary	
a. Komisaris Utama a. President Commissioner	45% dari Gaji Direktur Utama 45% of President Director's Salary
b. Wakil Komisaris Utama b. Vice President Commissioner	42,5% dari Gaji Direktur Utama 42.5% of President Director's Salary
c. Anggota Dewan Komisaris c. Board of Commissioner Members	90% dari Honorarium Komisaris Utama 90% of Honorarium of President Commissioner
d. Direktur Utama d. President Director	Rp257.000.0000 per bulan Rp257,000,000 per month
e. Anggota Direksi lainnya e. Other Board of Directors Members	85% dari gaji Direktur Utama 85% of President Director's Salary

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Board of Commissioners and Board of Directors Remuneration Structure

Komponen Components	Besaran Amount
2. Tunjangan 2. Allowance	
a. Hari Raya Keagamaan a. Religious Holiday	1 (satu) kali honorarium 1 (one) time salary
b. Asuransi Purna Jabatan b. Retirement Insurance	Premi yang ditanggung Perseroan sebesar 25% dari honorarium dalam 1 tahun Premium paid by the Company is 25% of honorarium paid in 1 year.
c. Perumahan (hanya Direksi) c. Housing (Board of Directors only)	Rp27.500.000 per bulan Rp27,500,000 per month
d. Transportasi (hanya Dewan Komisaris) d. Transportation (Board of Commissioners only)	20% dari honorarium per bulan 20% of honorarium per month
3. Fasilitas 3. Facilities	
a. Kendaraan (hanya Direksi) a. Vehicle (Board of Directors only)	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perseroan 1 (one) unit altogether with maintenance and operational costs, considering the Company's financial condition
b. Kesehatan b. Health	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>) In form of health insurance or medical costs reimbursement
c. Bantuan Hukum c. Legal Assistance	Sebesar pemakaian (<i>at cost</i>) At cost
4. Insentif Khusus 4. Bonus	
a. Komisaris Utama a. President Commissioner	45% dari Insentif Khusus Direktur Utama 45% from the President Director's Bonus
b. Wakil Komisaris Utama b. Vice President Commissioner	42,5% dari Insentif Khusus Direktur Utama 42.5% from the President Director's Bonus
c. Anggota Dewan Komisaris c. Board of Commissioners Member	90% dari Insentif Khusus Komisaris Utama 90% from the President Commissioner's Bonus
d. Direktur Utama d. President Director	Rp378.020.539
e. Anggota Direksi e. Board of Directors Member	85% dari Insentif Khusus Direktur Utama 85% from the President Director's Bonus

INDIKATOR PENETAPAN REMUNERASI

Remuneration Determination Indicators

Usulan besarnya tantiem bagi Dewan Komisaris dan Direksi untuk tahun buku 2021, mempertimbangkan pencapaian target sasaran RKAP tahun 2021, penambahan pengoperasian jalan tol, pencapaian KPI yang lebih tinggi dari target dan mempertahankan skor penilaian GCG dari tahun sebelumnya.

Sedangkan pengusulan besarnya gaji/honorarium tunjangan dan fasilitas bagi Dewan Komisaris dan Direksi tahun buku 2021, ditetapkan dengan mempertimbangkan skala dan kompleksitas usaha, industri yang sejenis, tingkat inflasi, serta kemampuan keuangan Perseroan.

The proposed bonus for fiscal year 2021 for the Board of Commissioners and Board of Directors considers achievement of the 2021 RKAP target, additional toll road to operate, KPI achievement that is higher than the target preserve the GCG assessment score than the previous year.

While amount of salary/honorarium, allowances and facilities for the Board of Commissioners and Board Directors for fiscal year 2021 is proposed with due regard to the scale and complexity of the business to similar industries, inflation rates, and financial capability of the Company.

REALISASI REMUNERASI DEWAN KOMISARIS DAN DIREKSI PADA TAHUN 2021

Realization of the Board of Commissioners Remuneration in 2021

Tabel Realisasi Remunerasi Dewan Komisaris Tahun 2021
Table of Realization of the Board of Commissioners Remuneration in 2021

Nama Name	Jabatan Position	Penghasilan Income			THR Religious Holiday Allowance	Insentif Tahun Buku 2020 (setelah pajak) Bonus for 2020 Fiscal Year (after tax)	Total Total
		Per Tahun Per Year		1 Tahun 1 Year			
		Gaji Salary	Tunjangan Allowance				
Yuswanda A. Temenggung	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	1.387.800.000	277.560.000	1.665.360.000	115.650.000	101.557.582	1.882.567.582
Zulfan Lindan	Wakil Komisaris Utama/ Komisaris Independen Vice President Commissioner/ Independent Commissioner	1.310.700.000	262.140.000	1.572.840.000	109.225.000	91.402.034	1.773.467.034
Anita Firmanti Eko Susetyowati	Komisaris Commissioner	1.249.020.000	249.804.000	1.498.824.000	104.085.000	163.986.037	1.766.895.037
Agus Suharyono*	Komisaris Commissioner	520.425.000	104.085.000	624.510.000		163.985.737	788.495.737
Sugihardjo*	Komisaris Commissioner	520.425.000	104.085.000	624.510.000	104.085.000	163.985.737	892.580.737
Eman Salman Arief****	Komisaris Independen Independent Commissioner	832.680.000	166.536.000	999.216.000	-	-	999.216.000
Yohanes Baptista Satya Sananugraha***	Komisaris Commissioner	416.340.000	83.268.000	499.608.000	32.793.904	-	532.401.904
M. Roskanedi**	Komisaris Commissioner	728.595.000	145.719.000	874.314.000	-	-	874.314.000
Raja Erizman**	Komisaris Commissioner	728.595.000	145.719.000	874.314.000	-	-	874.314.000

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/ Serving since May 27, 2021

*** Menjabat sejak 27 Agustus 2021/ Serving since May 27, 2021

**** Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021 until August 27, 2021

Tabel Realisasi Remunerasi Direksi Tahun 2021
Table of Realization of the Board of Directors Remuneration in 2021

Nama Jabatan Name Position	Penghasilan Income		1 Tahun 1 Year	THR Religious Holiday Allowance	Insentif Insentif	Sub Total Sub Total
	Per Tahun Per Year					
	Gaji Salary	Tunjangan Allowances				
Subakti Syukur Direktur Utama President Director	3.084.000.000	330.000.000	3.414.000.000	257.000.000	378.020.539	4.049.020.539
Fitri Wiyanti Direktur Operasi Director of Operations	2.621.400.000	330.000.000	2.951.400.000	218.450.000	191.831.188	3.361.681.188
Mohammad Sofyan* Direktur Bisnis Director of Business	1.092.250.000	137.500.000	1.229.750.000	218.450.000	344.167.711	1.792.367.711
Mohamad Agus Setiawan** Direktur Pengembangan Usaha Director of Business Development	1.529.150.000	192.500.000	1.721.650.000	-	-	1.721.650.000
Donny Aarsal*** Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	2.621.400.000	330.000.000	2.951.400.000	218.450.000	344.168.011	3.514.018.011
Arsal Ismail*** Direktur Pengembangan Usaha Director of Business Development	2.621.400.000	330.000.000	2.951.400.000	218.450.000	191.831.188	3.361.681.188
Enkky Sasono AW*** Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	2.621.400.000	330.000.000	2.951.400.000	218.450.000	191.831.188	3.361.681.188
Ade Wahyu**** Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	-	-	-	-	-	-
Reza Febriano**** Direktur Bisnis Director of Business	-	-	-	-	-	-
Bagus Cahya Arinta B.**** Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	-	-	-	-	-	-

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sebagai Direktur Bisnis sejak 27 Mei 2021 dan menerima pengalihan tugas sebagai Direktur Pengembangan Usaha sejak 22 Desember 2021/
Served as Director of Business since May 27, 2021 and accepted the assignment as Director of Business Development since December 22, 2021

***Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

****Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

	Anak Perusahaan Subsidiaries						
	Honor Komisaris (per tahun) Honorarium for Commissioner (per year)	Tunjangan Posisi (per tahun) Position Allowance (per year)	Tunjangan Komunikasi (Per tahun) Communication Allowance (per year)	Tunjangan Transportasi (Per tahun) Transportation Allowance (per year)	THR Religious Holiday Allowance	Sub Total Sub Total	Total Total
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	778.063.860	-	42.000.000	24.000.000	24.338.655	-	868.402.515
	485.799.570	-	54.000.000	63.000.000	-	-	602.799.570
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-

HUBUNGAN DEWAN KOMISARIS DAN DIREKSI

RELATIONS BETWEEN BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Dewan Komisaris dan Direksi memiliki perbedaan tugas dan fungsi, dimana Dewan Komisaris memiliki tugas dan fungsi pengawasan dan pemberian nasihat kepada Direksi, sedangkan Direksi memiliki tugas dan fungsi melakukan pengelolaan Perseroan.

Hubungan yang bersifat informal dapat dilakukan oleh masing-masing Anggota Direksi dan Dewan Komisaris, namun tidak mempunyai kekuatan hukum sebelum diputuskan melalui mekanisme yang sah sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan. Dalam beberapa hal tertentu yang strategis menyangkut aktiva, pinjaman, ekuitas, struktur organisasi serta penetapan direksi dan komisaris Anak Perusahaan, Direksi memerlukan persetujuan Dewan Komisaris secara formal.

Seluruh tata cara, pedoman kerja dan hubungan antara Direksi dan Dewan Komisaris telah ditetapkan dalam Board Manual. Pedoman ini mengikat setiap anggota Direksi dan Dewan Komisaris dan mencantumkan antara lain tanggung jawab, kewajiban, wewenang, hak, dan etika Direksi dan Dewan Komisaris, serta pengaturan rapat dan tata cara hubungan kerja antara Direksi dan Dewan Komisaris.

The Board of Commissioners and the Board of Directors have different duties and functions. The Board of Commissioners has the responsibilities and functions of supervising and providing advice to the Board of Directors. In contrast, the Board of Directors has the task and function of managing the Company.

Informal relations can be made by each Member of the Board of Directors and the Board of Commissioners, but do not have legal force before it is decided through a legal mechanism in accordance with the laws and regulations and the Company's Articles of Association. In certain strategic matters concerning assets, loans, equity, organizational structure and the appointment of directors and commissioners of Subsidiaries, the Board of Directors requires formal approval from the Board of Commissioners.

All procedures, work guidelines and relationships between the Board of Directors and the Board of Commissioners are stipulated in the Board Manual. This guideline is binding on every member of the Board of Directors and the Board of Commissioners and includes, among others, the responsibilities, obligations, authority, rights and ethics of members of the Board of Directors and Board of Commissioners, as well as the arrangement of meetings and procedures for working relations between the Board of Directors and Board of Commissioners.

PENGUNGKAPAN HUBUNGAN AFILIASI

DISCLOSURE OF AFFILIATED RELATIONSHIP

Antar anggota Dewan Komisaris dan antara anggota Dewan Komisaris dengan anggota Direksi tidak ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda. Hubungan keluarga anggota Dewan Komisaris dengan sesama anggota Dewan Komisaris dan/atau anggota Direksi serta Pemegang Saham Utama/Pengendali dapat dilihat pada tabel berikut:

Among the Board of Commissioners and the Board of Commissioners and Board of Directors members, there is no family affiliation up to the third degree, either in a vertically or horizontally. The family affiliation among the Board of Commissioners members and fellow Board of Commissioners and/or Board of Directors members as well as the Majority/Controlling Shareholders are illustrated in the table below:

Tabel Hubungan Keuangan dan Hubungan Keluarga Direksi dan Komisaris
Table of Board of Commissioners and Board of Directors Financial and Family Affiliations

Nama Name	Jabatan Position	Hubungan Keuangan Dengan Financial Affiliation With						Hubungan Keluarga Dengan Family Affiliation With						Hubungan Kepengurusan Managerial Affiliation	
		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Yuswanda A. Temenggung	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Zulfan Lindan	Wakil Komisaris Utama/ Komisaris Independen Vice President Commissioner/ Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Anita Firmanti Eko Susetyowati	Komisaris Commissioner		✓		✓		✓		✓		✓		✓		✓
Yohanes Baptista Satya Sananugraha***	Komisaris Commissioner		✓		✓		✓		✓		✓		✓		✓
Eman Salman Arief****	Komisaris Independen Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Agus Suharyono*	Komisaris Commissioner		✓		✓		✓		✓		✓		✓		✓
Sugihardjo*	Komisaris Commissioner		✓		✓		✓		✓		✓		✓		✓
M. Roskanedi**	Komisaris Commissioner		✓		✓		✓		✓		✓		✓		✓
Raja Erizman**	Komisaris Commissioner		✓		✓		✓		✓		✓		✓		✓
Subakti Syukur	Direktur Utama President Director		✓		✓		✓		✓		✓		✓		✓
Fitri Wiyanti	Direktur Operasi Director of Operations		✓		✓		✓		✓		✓		✓		✓
Mohammad Sofyan*	Direktur Bisnis Director of Business		✓		✓		✓		✓		✓		✓		✓
M. Agus Setiawan*****	Direktur Pengembangan Usaha Director of Business Development		✓		✓		✓		✓		✓		✓		✓
Donny Arsal*****	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management		✓		✓		✓		✓		✓		✓		✓
Arsal Ismail*****	Direktur Pengembangan Usaha Director of Business Development		✓		✓		✓		✓		✓		✓		✓
Enkky Sasono A.W*****	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation		✓		✓		✓		✓		✓		✓		✓
Ade Wahyu*****	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management		✓		✓		✓		✓		✓		✓		✓
Reza Febriano*****	Direktur Bisnis Director of Business		✓		✓		✓		✓		✓		✓		✓
Bagus Cahya Arinta B.*****	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation		✓		✓		✓		✓		✓		✓		✓

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/ Serving since May 27, 2021

*** Menjabat sejak 27 Agustus 2021/ Serving since August 27, 2021

**** Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021, until August 27, 2021

***** Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

***** Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

***** Menjabat sebagai Direktur Bisnis sejak 27 Mei 2021 dan menerima pengalihan tugas sebagai Direktur Pengembangan Usaha sejak 22 Desember 2021/
Served as Director of Business since May 27, 2021 and accepted the assignment as Director of Business Development since December 22, 2021

KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS COMPOSITION DIVERSITY

Dalam rekomendasi Otoritas Jasa Keuangan yang dituangkan dalam Lampiran Surat Edaran Otoritas Jasa Keuangan Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka dinyatakan bahwa komposisi Dewan Komisaris wajib memperhatikan keberagaman komposisi Dewan Komisaris. Perseroan telah mengikuti aturan tersebut dan sekaligus memenuhi aspek penentuan Dewan Komisaris adalah kewenangan Pemegang Saham Seri A Dwiwarna.

Keberagaman komposisi Dewan Komisaris merupakan kombinasi karakteristik baik dari segi Dewan Komisaris maupun anggota Dewan Komisaris secara individu, sesuai dengan kebutuhan Perusahaan Terbuka. Karakteristik tersebut dapat tercermin dalam penentuan keahlian, pengetahuan, dan pengalaman yang dibutuhkan dalam pelaksanaan tugas pengawasan dan pemberian nasihat oleh Dewan Komisaris Perusahaan Terbuka. Komposisi yang telah memperhatikan kebutuhan Perseroan Terbuka merupakan suatu hal yang positif, khususnya terkait pengambilan keputusan dalam rangka pelaksanaan fungsi pengawasan yang dilakukan dengan mempertimbangkan berbagai aspek yang lebih luas.

Keberagaman komposisi Dewan Komisaris dan Direksi pada tahun 2021 dapat dilihat sebagaimana dalam tabel di bawah ini:

In the recommendations of the Financial Services Authority as outlined in the Attachment to Financial Services Authority Circular Letter Number 32/SEOJK.04/2015 concerning Guidelines for Governance of Public Companies, governing composition of the Board of Commissioners shall concern the Board of Commissioners composition diversity. The Company has followed these rules and also fulfilling Board of Commissioners stipulation aspect as authority of Series A Shareholder Dwiwarna.

Diversity of the Board of Commissioners composition is a combination of characteristics both in terms of Board of Commissioners and individual members of the Board of Commissioners, according to the Public Company's needs. These characteristics can be reflected in stipulation of expertise, knowledge and experience required in the implementation of supervisory duties and providing advice by the Board of Commissioners of a Public Company. The composition that has considered the needs of the Public Company as a positive aspect, especially in relation to decision making in the context of implementing the supervisory function which is carried out by concerning a broader range of aspects.

The Board of Commissioners and Board of Directors composition diversity in 2021 is explained in the table below:

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2021
Table of Board of Commissioners and Board of Directors Composition Diversity in 2021

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Yuswanda A. Temenggung	Komisaris Utama/ Komisaris Independen President Commissioner / Independent Commissioner	64 tahun 64 years	Laki-laki Male	<ul style="list-style-type: none"> Sarjana di bidang Pertanian CES dan DEA di bidang Perencanaan Tata Ruang Doktor di bidang Tata Ruang Bachelor's in Agriculture CES and DEA in Spatial Planning studies Ph.D in Spatial Planning 	<ul style="list-style-type: none"> Direktur Jenderal Tata Ruang, Kementerian Agraria dan Tata Ruang/BPN Direktur Jenderal Penataan Agraria, Kementerian Agraria dan Tata Ruang/BPN Director General of Spatial Planning, Ministry of Agrarian Affairs and Spatial Planning/BPN Director General of Agrarian Arrangement, Ministry of Agrarian Affairs and Spatial Planning/BPN 	Tata Ruang dan Pertanian Spatial Planning and Agriculture

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2021
Table of Board of Commissioners and Board of Directors Composition Diversity in 2021

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Zulfan Lindan	Wakil Komisaris Utama/ Komisaris Independen Vice President Commissioner / Independent Commissioner	65 tahun 65 years	Laki-laki Male	Sarjana di bidang Ilmu Politik Bachelor's in Political Science	<ul style="list-style-type: none"> • Anggota DPR/MPR-RI (2014-2019) • Anggota DPR/MPR-RI (1999-2004) • Members of DPR/MPR-RI (2014-2019) • Members the DPR/MPR-RI (1999- 2004) 	Pemerintahan/ Politik Government / Politics
Anita Firmanti Eko Susetyowati	Komisaris Commissioner	61 tahun 61 years	Perempuan Female	<ul style="list-style-type: none"> • Sarjana Kehutanan • Master Studi Pembangunan • Doktor dalam Ilmu Pertanian • Bachelor's in Forestry • Master's in Development Studies • Ph.D in Agricultural Sciences 	<ul style="list-style-type: none"> • Kepala Pengembangan Sumber Daya Manusia • Kepala Pusat Penelitian dan Pengembangan Perumahan • Head of Human Resources Development • Head of the Center for Housing Research and Development 	Kehutanan dan Pertanian Forestry and Agriculture
Yohanes Baptista Satya Sananugraha***	Komisaris Commissioner	58 tahun 58 years	Laki-laki Male	<ul style="list-style-type: none"> • Sarjana bidang Teknik Mesin • Pasca Sarjana Master bidang Teknik Presisi • Bachelor's in Mechanical Engineering • Postgraduate in Precision Engineering 	<ul style="list-style-type: none"> • Kepala Biro Keuangan Badan Pengkajian dan Penerapan Teknologi/ BPPT (2014-2016) • Kepala Pusat Pelayanan Teknologi, Badan Pengkajian dan Penerapan Teknologi/ BPPT (2012-2014) • Head of Finance Bureau, Agency for the Assessment and Application of Technology/BPPT (2014-2016) • Head of Technology Service Center, Agency for the Assessment and Application of Technology/BPPT (2012-2014) 	Teknik Mesin Mechanical Engineering
Eman Salman Arief****	Komisaris Independen Independent Commissioner	56 tahun 56 years	Laki-laki Male	<ul style="list-style-type: none"> • Magister Ekonomi Manajemen, Universitas Gadjah Mada, Yogyakarta • Sarjana Teknik Kimia, Universitas Sriwijaya, Palembang • Master's in Management Economic, Gadjah University Mada, Yogyakarta • Bachelor's in Chemistry Engineer, Sriwijaya University, Palembang 	<ul style="list-style-type: none"> • Komisaris PT Elnusa Tbk • Komisaris PT Pertamina Drilling Services Indonesia • SVP Logistics Integration & Optimization PT Pertamina (Persero) • Commissioner PT Elnusa Tbk • Commissioner PT Pertamina Drilling Services Indonesia • SVP Logistics Integration & Optimization PT Pertamina (Persero) 	Kimia, Ekonomi Manajemen Chemistry, Economics Management
Agus Suharyono*	Komisaris Commissioner	55 tahun 55 years	Laki-laki Male	<ul style="list-style-type: none"> • Sarjana di bidang Peternakan • <i>Master of Agricultural Economics.</i> • Bachelor's degree in Animal Husbandry. • Master's degree in Agricultural Economics. 	<ul style="list-style-type: none"> • Direktur Keuangan PT Hotel Indonesia Natour (Persero) • Komisaris PT Pelabuhan Indonesia II (Persero) • Finance Director of PT Hotel Indonesia Natour (Persero) • Commissioner of PT Pelabuhan Indonesia II (Persero) 	Ekonomi Agrikultur dan Peternakan Agricultural Economics and Animal Husbandry

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2021
Table of Board of Commissioners and Board of Directors Composition Diversity in 2021

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Sugihardjo*	Komisaris Commissioner	59 tahun 59 years	Laki-laki Male	<ul style="list-style-type: none"> Sarjana Teknik Sipil Pasca Sarjana di bidang Administrasi Kebijakan Publik Bachelor's Civil engineer Postgraduate in Public Policy Administration 	<ul style="list-style-type: none"> Direktur Lalu Lintas dan Transportasi Staf Ahli Logistik dan Multimoda Dewan Komisaris PT ASDP Indonesia Ferry Komisaris Utama PT Pelni Director of Traffic and Transportation Logistics and Multimodal Expert Staff Board of Commissioners of PT ASDP Indonesia Ferry President Commissioner of PT Pelni 	Teknik Sipil, Kebijakan Publik Civil Engineering, Public Policy
M. Roskanedi**	Komisaris Commissioner	60 tahun 60 years	Laki-laki Male	Sarjana bidang Hukum Bachelor in Law	<ul style="list-style-type: none"> Sekretaris Jaksa Agung Muda Intelijen, Kejaksaan Agung Republik Indonesia (2020) Kepala Kejaksaan Tinggi (Kajati) Sulawesi Utara (2018) Secretary to the Deputy Attorney General for Intelligence, Attorney General of the Republic of Indonesia (2020) Head of the North Sulawesi High Prosecutor's Office (Kajati) (2018) 	Hukum Law
Raja Erizman**	Komisaris Commissioner	59 tahun 59 years	Laki-laki Male	Akademi Angkatan Bersenjata Republik Indonesia (1985) Armed Forces Academy, Republic of Indonesia (1985)	<ul style="list-style-type: none"> Analisis Kebijakan Utama, Lembaga Pendidikan dan Pelatihan (Lemdiklat) Polri (2020) Kepala Divisi Teknologi Informasi dan Komunikasi (Kadiv. TIK) Polri (2019) Main Policy Analyst, Education and Training Institute (Lemdiklat) Polri (2020) Head of the Information and Communication Technology Division (Kadiv. ICT) Polri (2019) 	Hukum Law
Subakti Syukur	Direktur Utama President Director	59 tahun 59 years	Laki-laki Male	Sarjana Teknik Sipil Bachelor's in Civil Engineering	<ul style="list-style-type: none"> Direktur Utama PT Marga Lingkar Jakarta General Manager Cawang-Tomang-Cengkareng PT Jasa Marga (Persero) Tbk President Director of PT Marga Lingkar Jakarta General Manager Cawang-Tomang-Cengkareng PT Jasa Marga (Persero) Tbk 	Teknik Sipil, Manajemen Civil Engineering, Management
Fitri Wiyanti	Direktur Operasi Director of Operations	47 tahun 47 years	Perempuan Female	Sarjana Teknik Mesin Bachelor's in Mechanical Engineering	<ul style="list-style-type: none"> Operation and Maintenance Management Group Head PT Jasa Marga (Persero) Tbk General Manager Jagorawi, PT Jasa Marga (Persero) Tbk Operation and Maintenance Management Group Head of PT Jasa Marga (Persero) Tbk General Manager Jagorawi, PT Jasa Marga (Persero) Tbk 	Teknik Mesin dan Pemeliharaan Mechanical Engineering, Maintenance

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2021
Table of Board of Commissioners and Board of Directors Composition Diversity in 2021

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Mohammad Sofyan*	Direktur Bisnis Director of Business	49 tahun 49 years	Laki-laki Male	<ul style="list-style-type: none"> Sarjana Teknik Sipil Pasca Sarjana bidang Project Management Pasca Sarjana bidang Business & IT Bachelor's Civil engineer Postgraduate in Project Management Postgraduate in Business & IT 	<ul style="list-style-type: none"> Corporate Secretary PT Jasa Marga (Persero) Tbk VP Corporate Planning, PT Jasa Marga (Persero) Tbk 	Teknik Sipil, Manajemen, Bisnis Civil Engineering, Management, Business
M. Agus Setiawan*****	Direktur Pengembangan Usaha Director of Business Development	51 tahun 51 years	Laki-laki Male	<ul style="list-style-type: none"> Sarjana Teknik Sipil Magister Teknik Pengelolaan Jaringan Jalan Bachelor's in Civil Engineering Master's in Road Network Management Engineering 	<ul style="list-style-type: none"> Direktur Bisnis PT Jasa Marga (Persero) Tbk (2021) Corporate Secretary PT Jasa Marga (Persero) Tbk (2017-2021) Director of Business of PT Jasa Marga (Persero) Tbk (2021) Corporate Secretary of PT Jasa Marga (Persero) Tbk (2017-2021) 	Teknik Sipil Civil Engineering
Donny Arsal*****	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	51 tahun 51 years	Laki-laki Male	Sarjana Ekonomi Bachelor's in Economics	<ul style="list-style-type: none"> Managing Director, PT Mandiri Sekuritas Director Head of Investment Banking, PT Mandiri Sekuritas 	Manajemen, Keuangan, Ekonomi Management, Finance, Economy
Arsal Ismail*****	Direktur Pengembangan Usaha Director of Business Development	59 tahun 59 years	Laki-laki Male	<ul style="list-style-type: none"> Sarjana Ekonomi Manajemen Magister Manajemen Magister di bidang Administrasi dan Kebijakan Bisnis dari Universitas Indonesia (2004). Bachelor's degree in Management Economics Master's in Management Master's in Business Administration and Policy from Universitas Indonesia (2004). 	<ul style="list-style-type: none"> Direktur Marketing PT Putra Muba Coal Direktur Marketing PT Bhumi Sriwijaya Perdana Coal Marketing Director of PT Putra Muba Coal Marketing Director PT Bhumi Sriwijaya Perdana Coal 	Manajemen Management
Enkky Sasono AW*****	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	52 tahun 52 years	Laki-laki Male	<ul style="list-style-type: none"> Sarjana Administrasi Niaga Magister Manajemen Sarjana Teknik Industri Bachelor's degree in Business Administration Master's degree in Management Bachelor's degree in Industrial Engineering 	<ul style="list-style-type: none"> Direktur Utama PT Jasamarga Bali Tol Direktur Keuangan dan Operasi PT Ismawa Trimitra President Director of PT Jasamarga Bali Tol Director of Finance and Operation of PT Ismawa Trimitra 	Manajemen Management

Tabel Keberagaman Komposisi Dewan Komisaris dan Direksi Tahun 2021
Table of Board of Commissioners and Board of Directors Composition Diversity in 2021

Nama Name	Jabatan Position	Usia Age	Jenis Kelamin Gender	Pendidikan Education	Pengalaman Kerja Work Experience	Keahlian Expertise
Reza Febriano*****	Direktur Bisnis Director of Business	42 tahun 42 years	Laki-laki Male	<ul style="list-style-type: none"> S1 Ilmu Pemerintahan, Universitas Padjadjaran (2002) S1 Teknik Sipil, Universitas Katolik Parahyangan (2003) S2 Teknik Sipil, Universitas Indonesia (2007) Bachelor's in Public Administration, Padjadjaran University (2002) Bachelor's in Civil Engineering, Catholic University of Parahyangan (2003) Master's in Civil Engineering, Indonesia University (2007) 	<ul style="list-style-type: none"> Corporate Secretary (2021) Jasamarga Transjawa Tollroad Regional Division Head (2019-2020) General Manager Cabang Jakarta-Tangerang-Cengkareng (2019) Corporate Secretary (2021) Jasamarga Transjawa Tollroad Regional Division Head (2019-2020) General Manager Cabang Jakarta-Tangerang-Cengkareng (2019) 	Teknik Sipil, Tata Kelola Civil Engineering, Governance
Bagus Cahya Arinta B.*****	Direktur Human Capital dan Transformasi Director of Human Capital and Transformation	53 tahun 53 years	Laki-laki Male	<ul style="list-style-type: none"> S1 Teknik Sipil, Universitas Brawijaya Malang (1993) Bachelor's degree in Civil Engineering, Universitas Brawijaya Malang (1993) 	<ul style="list-style-type: none"> Jasa Marga Metropolitan Tollroad Regional Division Head (2021) Direktur Utama PT Jasamarga Surabaya Mojokerto(2020-2021) Jasamarga Transjawa Tollroad Regional Division Head (2020) Jasa Marga Metropolitan Tollroad Regional Division Head (2021) Direktur Utama PT Jasamarga Surabaya Mojokerto(2020-2021) Jasamarga Transjawa Tollroad Regional Division Head (2020) 	Teknik Sipil Civil Engineering
Ade Wahyu *****	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	47 tahun 47 years		<ul style="list-style-type: none"> D3 bidang Akuntansi dari Politeknik Universitas Sriwijaya (1995) Magister di bidang Manajemen dari Universitas Bina Nusantara (2015) Diploma in Accounting from the Polytechnic of Sriwijaya University (1995) Master's in Management from Bina Nusantara University (2015) 	<ul style="list-style-type: none"> Direktur Keuangan & Manajemen Risiko PT Wijaya Karya (Persero) Tbk. (2019 - 2021) Komisaris Utama PT Wijaya Karya Serang Panimbang (2019 - 2020) Director of Finance and Risk Management at PT Wijaya Karya (Persero) Tbk (2019-2021) President Commissioner at PT Wijaya Karya Serang Panimbang (2019-2020) 	Keuangan, Manajemen Risiko Finance, Risk Management

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 27 Mei 2021/ Serving since May 27, 2021

*** Menjabat sejak 27 Agustus 2021/ Serving since August 27, 2021

**** Menjabat sejak 27 Mei 2021 s.d. 27 Agustus 2021/ Serving since May 27, 2021, until August 27, 2021

***** Menjabat hingga 22 Desember 2021/ Serving until December 22, 2021

***** Menjabat sejak 22 Desember 2021/ Serving since December 22, 2021

***** Menjabat sebagai Direktur Bisnis sejak 27 Mei 2021 dan menerima pengalihan tugas sebagai Direktur Pengembangan Usaha sejak 22 Desember 2021/ Served as Director of Business since May 27, 2021 and accepted the assignment as Director of Business Development since December 22, 2021

ORGAN DAN KOMITE DI BAWAH DEWAN KOMISARIS

ORGAN AND COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Dalam menjalankan fungsi, tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh organ di bawah Dewan Komisaris. Pada periode tahun 2021, organ di bawah Dewan Komisaris adalah sebagai berikut:

1. Komite Audit.
2. Komite Nominasi dan Remunerasi.
3. Komite Risiko dan Hukum.
4. Sekretaris Dewan Komisaris.

KOMITE AUDIT

Audit Committee

Dewan Komisaris dibantu oleh Komite Audit dalam pelaksanaan tugasnya mengawasi serta memberikan nasihat kepada Direksi agar dalam menjalankan kepengurusan Perseroan sesuai dengan peraturan dan perundang-undangan yang berlaku.

Dasar Pembentukan Komite Audit

Komite Audit Perseroan dibentuk berdasarkan peraturan/perundang-undangan sebagai berikut:

1. Undang-Undang Republik Indonesia No. 19 tahun 2003 tentang Badan Usaha Milik Negara.
2. Undang-Undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas.
3. Peraturan Pemerintah No. 45 tahun 2015 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara.
4. Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.
5. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
6. Keputusan Menteri BUMN No. KEP-117/M-MBU/2002 tanggal 31 Juli 2002 tentang Penerapan Praktik *Good Corporate Governance*.
7. Peraturan Otoritas Jasa Keuangan No. 13/POJK.03/2017 tanggal 27 Maret 2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.
8. Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) Terbuka PT Jasa Marga No. KEP-84/IV/2017 tanggal 26 April 2017 tentang Pengangkatan Anggota Komite Audit PT Jasa Marga (Persero) Tbk.

In exercising the function, duty and responsibility, the Board of Commissioners is assisted by organs under the Board of Commissioners. In 2021 period, the organs under the Board of Commissioners are as follows:

1. Audit Committee.
2. Nomination and Remuneration Committee.
3. Risk and Legal Committee.
4. Secretary of the Board of Commissioners.

Board of Commissioners is assisted by the Audit Committee in carrying out the duties to supervise and provide advice to the Board of Directors thereby the Company's management will comply with the prevailing laws and regulations.

Audit Committee Establishment Framework

The Company's Audit Committee was formed based on the following rules/regulations:

1. Republic of Indonesia Law No. 19 of 2003 concerning State-Owned Enterprises.
2. Republic of Indonesia Law No. 40 of 2007 concerning Limited Liability Companies.
3. Government Regulation No. 45 of 2015 concerning the Establishment, Management, Supervision and Dissolution of State-Owned Enterprises.
4. Financial Services Authority Regulation No. 55/POJK.04/2015 dated December 23, 2015, concerning the Establishment and Guidelines for the Audit Committee Work Implementation.
5. Minister of State-Owned Enterprises Regulation No. PER-12/MBU/2012 dated August 24, 2012, concerning Supporting Organs Under Board of Commissioners/Supervisory Board for State-Owned Enterprises.
6. Decree of the Minister of SOEs No. KEP-117/M-MBU/2002 dated July 31, 2002, concerning the Implementation of Good Corporate Governance Practices.
7. Financial Services Authority Regulation No. 13/POJK.03/2017 dated March 27, 2017 concerning the Use of Public Accountants and Public Accounting Firms in Financial Services Activities.
8. Decision of the Board of Commissioners of the Public Company (Persero) PT Jasa Marga No. KEP-84/IV/2017 dated April 26, 2017 regarding the Appointment of Members of the Audit Committee of PT Jasa Marga (Persero) Tbk.

Pedoman Kerja/Piagam Komite Audit

Piagam Komite Audit yang telah disahkan oleh Dewan Komisaris pada tanggal 4 Desember 2017 sebagai acuan dalam melaksanakan tugas dan tanggung jawabnya. Piagam tersebut memuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite Audit agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Isi dari Piagam tersebut antara lain mencakup:

1. Dasar Hukum;
2. Struktur dan Keanggotaan Komite Audit
3. Persyaratan Keanggotaan Komite Audit;
4. Masa Tugas;
5. Tugas dan Tanggung Jawab Komite Audit;
6. Wewenang Komite Audit;
7. Rapat Komite Audit;
8. Pelaporan;
9. Penutup.

Kriteria

Kriteria anggota Komite Audit:

1. Wajib memiliki integritas yang tinggi, akhlak dan moral yang baik, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik;
2. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen;
3. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa konsultasi lain kepada Perseroan dalam waktu 6 (enam) bulan terakhir;
4. Wajib memahami laporan keuangan, bisnis Perseroan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Perseroan, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya;
5. Wajib mematuhi kode etik Komite Audit yang ditetapkan oleh Perseroan;
6. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan;
7. Wajib memiliki paling kurang satu anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan/atau keuangan;
8. Tidak mempunyai saham langsung maupun tidak langsung pada Perseroan;
9. Dalam hal anggota Komite Audit memperoleh saham Perseroan baik langsung maupun tidak langsung akibat suatu peristiwa hukum, maka saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut;

Audit Committee Charter

Audit Committee Charter as ratified by the Board of Commissioners on December 4, 2017, as the reference in implementing the duty and responsibility. The Charter discloses mandatory provisions related to Audit Committee establishment and activity implementation to work independently, objectively, transparently and with accountability. Contents of the Charter are including:

1. Legal Framework;
2. Audit Committee Structure and Membership;
3. Audit Committee Membership Requirements;
4. Term of Duty;
5. Audit Committee Duty and Responsibility;
6. Authority of Audit Committee;
7. Audit Committee Meetings;
8. Reporting;
9. Closing.

Criteria

Audit Committee Members:

1. Must have high integrity, good character and morals, ability, knowledge, experience in accordance with the work field, and good communication skill;
2. Not personnel who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for Independent Commissioner;
3. Not personnel of Public Accountant Firm, Law Consultant Firm, Public Appraisal Service Office or any other party providing other advisory services to the Company within the last 6 (six) months;
4. Shall understand financial reports, the company's business, especially those related to the services or business activities of the Company, audit process, risk management, and laws and regulations in the Capital Market sector as well as other relevant laws and regulations;
5. Shall comply with the Audit Committee code of ethics established by the Company;
6. Willing to continuously improve competence through education and training;
7. Shall have at least one member with educational background and expertise in accounting and/or finance;
8. Do not have direct or indirect shares in the Company;
9. In the event that a member of the Audit Committee acquires the Company's shares, either directly or indirectly as a result of a legal event, the shares must be transferred to another party within a maximum 6 (six) months period after the shares were acquired;

10. Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perseroan; dan
11. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

10. Does not have any affiliation with the Board of Commissioners or Board of Directors members, or the Company's Major Shareholders; and
11. Does not have any business affiliation, either directly or indirectly, related to the Company's business activities.

Ketentuan Masa Jabatan

Seluruh Anggota Komite Audit Jasa Marga memiliki integritas, kompetensi dan reputasi yang baik. Pemberhentian anggota Komite Audit dapat dilakukan apabila yang bersangkutan berakhir masa jabatan keanggotaannya dan berdasarkan keputusan Dewan Komisaris, diberhentikan karena tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam menjalankan tugasnya. Masa tugas anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar Perseroan dan dapat dipilih kembali hanya untuk satu periode berikutnya.

Apabila anggota Komisaris yang menjadi Ketua Komite Audit berhenti sebelum masa tugasnya sebagai Komisaris Perseroan, maka Ketua Komite Audit digantikan oleh Komisaris Independen Lainnya.

Terms of Service Provision

All Jasa Marga Audit Committee Members have integrity, competence, and good reputation. Dismissal of members of the Audit Committee can be carried out if the person concerned has ended his term of office and based on the decision of the Board of Commissioners, is dismissed because he does not meet the predetermined performance and/or is not competent in carrying out his duties. The term of office of members of the Audit Committee must not be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association of the Company and can be re-elected for only one subsequent term.

If a member of the Commissioner who becomes the Chairman of the Audit Committee resigns before his term of office as Commissioner of the Company, then the Chairman of the Audit Committee is replaced by another Independent Commissioner.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Audit

Komite Audit paling kurang terdiri dari 3 (tiga) orang anggota yang berasal dari Komisaris Independen dan Pihak dari luar Perseroan. Komite Audit dipimpin oleh seorang kepala yang disebut ketua Komite Audit, berkedudukan di Kantor Pusat Perseroan. Secara struktural bertanggung jawab kepada Dewan Komisaris dan mempunyai hubungan fungsional dengan Internal Audit dan Ketua Komite Audit adalah merupakan Komisaris Independen dari Perseroan.

Susunan keanggotaan Komite Audit Jasa Marga pada tahun 2021 adalah sebagai berikut:

Audit Committee Arrangement, Number of Members, Composition, and Basis of Appointment

Audit Committee consists of minimum 3 (three) members from Independent Commissioners and external parties of the Company. Audit Committee is led by a Chairperson known as Audit Committee Chairman, domiciled at the Company's Head Office. Structurally, he is responsible to the Board of Commissioners and has a functional relationship with Internal Audit and the Chairman of the Audit Committee is an Independent Commissioner in the Company.

In 2021, the Audit Committee members composition is as follows:

Tabel Susunan Keanggotaan Komite Audit Jasa Marga Periode Tahun 2021
Tabel the Audit Committee Members Composition Jasa Marga in 2021

Nama Name	Jabatan Position	Periode Period	Dasar Pengangkatan Basis of Appointment
Yuswanda A. Temenggung	Ketua Chairman	11 Desember 2020 - 16 Juni 2021 December 11, 2020 - June 16, 2021	Keputusan Dewan Komisaris Jasa Marga No. KEP-123/XII/2020 Jasa Marga Board of Commissioners Decree KEP-123/XII/2020
		14 September 2021 - Sekarang September 14, 2021 - Present	Keputusan Dewan Komisaris Jasa Marga No. KEP-072/IX/2021 Jasa Marga Board of Commissioners Decree KEP-072/IX/2021
Eman Salman Arief**	Anggota Member	16 Juni 2021 - 9 Agustus 2021 June 16, 2021 - Agustus 9, 2021	Keputusan Dewan Komisaris Jasa Marga No. KEP-051/VI/2021 Jasa Marga Board of Commissioners Decree KEP-051/VI/2021
Sugihardjo*	Anggota Member	16 April 2018 - 27 Mei 2021 April 16, 2018 - May 27, 2021	Keputusan Dewan Komisaris Jasa Marga No. KEP-069/IV/2018 Jasa Marga Board of Commissioners Decree KEP-069/IV/2018

Tabel Susunan Keanggotaan Komite Audit Jasa Marga Periode Tahun 2021
Table the Audit Committee Members Composition Jasa Marga in 2021

Nama Name	Jabatan Position	Periode Period	Dasar Pengangkatan Basis of Appointment
Agung Nugroho S.	Anggota Member	1 Februari 2019 - 31 Januari 2021 February 1, 2019 - January 31, 2021	Surat Keputusan Dewan Komisaris Jasa Marga No. KEP-009/II/2019 Jasa Marga Board of Commissioners Decree No. KEP-009/II/2019
		1 Februari 2021 - Sekarang February 11, 2021 - Present	Surat Keputusan Dewan Komisaris Jasa Marga No. KEP-004/I/2021 Jasa Marga Board of Commissioners Decree No. KEP-004/I/2021
Raja Erizman***	Anggota Member	16 Juni 2021 - 14 September 2021 June 16, 2021 - September 14, 2021	Keputusan Dewan Komisaris Jasa Marga No. KEP-051/VI/2021 Jasa Marga Board of Commissioners Decree No. KEP-004/I/2021
Anita Firmanti Eko S.****	Anggota Member	14 September 2021 - Sekarang September 14, 2021 - Present	Keputusan Dewan Komisaris Jasa Marga No. KEP-072/IX/2021 Jasa Marga Board of Commissioners Decree No. KEP-072/IX/2021
Imbuh Sulistyarini	Anggota Member	1 Oktober 2020 - Sekarang October 11, 2020 - Present	Surat Keputusan Dewan Komisaris Jasa Marga No. KEP 105/X/2020 Jasa Marga Board of Commissioners Decree No. No. KEP 105/X/2020

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 16 Juni 2021 hingga 9 Agustus 2021/ Serving since June 16, 2021, until August 9, 2021

*** Menjabat sejak 16 Juni 2021 hingga 14 September 2021/ Serving since June 16, 2021, until September 14, 2021

**** Menjabat sejak 14 September 2021/ Serving since September 14, 2021

Profil Komite Audit

Profil anggota Komite Audit dapat dilihat pada bagian Profil Komite Audit di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Profiles of the Audit Committee Members

Profiles of Audit Committee members can be seen in Management Profiles in the Company Profile Chapter in this Annual Report.

Independensi Anggota Komite Audit

Sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Komite Audit, serta Peraturan Menteri Negara BUMN No. PER-05/MBU/2006 tanggal 20 Desember 2006 tentang Komite Audit bagi Badan Usaha Milik Negara dan No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, seluruh anggota Komite Audit Perseroan telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Independency of Audit Committee Members

According to provisions in the Financial Services Authority Regulation No. 55/POJK.04/2015 dated 23 December 2015 concerning Audit Committee Establishment and Work Manual (Charter) for the Audit Committee, as well as the Minister of SOEs Regulation No. PER-05/MBU/2006 dated December 20, 2006, concerning the Audit Committee in State-Owned Enterprises and No. PER-12/MBU/2012 dated 24 August 2012 concerning Supporting Organs under the Board of Commissioners/Supervisory Board for State-Owned Enterprises, all of the Audit Committee members have fulfilled requirements in terms of number, composition, criteria, competency, and independency.

Tabel Independensi Komite Audit
Table of Audit Committee Independency

Aspek Independensi Independency Aspect	Yuswanda A. Temenggung	Sugihardjo*	Eman Salman Arief**	Raja Erizman***	Anita Firmanti Eko Susetyowati****	Agung Nugroho S.	Imbuh Sulistyarini
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Not having any financial affiliation with Board of Commissioners and Board of Directors	✓	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di Perseroan, anak perusahaan, maupun perusahaan afiliasi Not having any managerial affiliation in the Company, its subsidiaries, or affiliated companies	✓	✓	✓	✓	✓	✓	✓

Tabel Independensi Komite Audit
Table of Audit Committee Independency

Aspek Independensi Independency Aspect	Yuswanda A. Temenggung	Sugihardjo*	Eman Salman Arief**	Raja Erizman***	Anita Firmanti Eko Susetyowati****	Agung Nugroho S.	Imbuh Sulistyarini
Tidak memiliki hubungan kepemilikan saham di perusahaan Not having any shares ownership in the Company	✓	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit Not having any family affiliation with the Board of Commissioners, Board of Directors, and/or fellow Audit Committee Members	✓	✓	✓	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Not serving as administrators of political parties, officials and government	✓	✓	✓	✓	✓	✓	✓

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 16 Juni 2021 hingga 9 Agustus 2021/ Serving since June 16, 2021, until August 9, 2021

*** Menjabat sejak 16 Juni 2021 hingga 14 September 2021/ Serving since June 16, 2021, until September 14, 2021

**** Menjabat sejak 14 September 2021/ Serving since September 14, 2021

Sebagai bentuk komitmen dan tanggung jawab Komite Audit atas terlaksananya prinsip-prinsip Tata Kelola Perusahaan, serta sebagai upaya merealisasikan ketentuan tentang independensi yang ada dalam Piagam Komite Audit, Komite Audit Perseroan telah membuat Surat Pernyataan Independensi Komite Audit yang ditandatangani oleh Ketua dan seluruh Anggota Komite Audit.

As manifestation of commitment and responsibility of the Audit Committee upon Corporate Governance principles implementation, as well as an effort to realize provisions on independence as disclosed in the Audit Committee Charter, the Audit Committee has prepared an Audit Committee Independency Declaration which was signed by the Audit Committee Chairman and Members.

Beberapa pernyataan penting dalam Surat Pernyataan Independensi Komite Audit antara lain bahwa Komite Audit Jasa Marga:

- Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perseroan.
- Tidak memiliki saham Perseroan, baik langsung maupun tidak langsung.
- Akan menjaga kerahasiaan dokumen, data, dan informasi Perseroan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Audit.

Some important statements in the Audit Committee Independency Declaration include that Jasa Marga's Audit Committee:

- Not having any personal interest/affiliation that could cause negative impact and conflict of interest to the Company.
- Not having any ownership on the Company's shares, either directly or indirectly.
- Will preserve confidentiality of documents, data and information of the Company, both from internal and external parties, and are only used for the purposes of carrying out the duties of the Audit Committee.

Tugas dan Tanggung Jawab

Duties and Responsibilities

Piagam Komite Audit telah mengatur akan tugas dan tanggung jawab Komite yang antara lain adalah sebagai berikut:

Audit Committee Charter governs duties and responsibilities of the Committee, which include the following:

- Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/ atau pihak otoritas antara lain laporan keuangan, proyeksi dan laporan lainnya terkait dengan informasi keuangan Perseroan.

- Review financial information that will be published by the Company to public and/or authorities, including financial statements, projections and other reports related to the Company's financial information.

2. Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan.
 3. Memberikan pendapat independen dalam hal terjadi:
 - a. Perbedaan pendapat antara Manajemen dan akuntan atas jasa yang diberikannya, dan/atau
 - b. Ketidaksesuaian pelaksanaan audit oleh Kantor Akuntan Publik dengan standar audit yang berlaku.
 4. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan Publik dan Kantor Akuntan Publik untuk disampaikan kepada Rapat Umum Pemegang Saham. Rekomendasi diberikan atas dasar aspek independensi, ruang lingkup penugasan dan imbalan jasa.
 5. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal maupun auditor eksternal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas hasil temuan auditor, guna memberikan rekomendasi kepada Dewan Komisaris.
 6. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan.
 7. Melakukan pemeriksaan terhadap dugaan adanya kesalahan dalam keputusan Rapat Direksi atau penyimpangan dalam pelaksanaan hasil keputusan Rapat Direksi. Pemeriksaan tersebut dapat dilakukan oleh Komite Audit atau pihak independen yang diusulkan oleh Komite Audit dan disetujui oleh Dewan Komisaris atas biaya Perseroan.
 8. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan, termasuk transaksi dengan pihak terkait.
 9. Menjaga kerahasiaan dokumen, data dan informasi Perseroan.
2. Review compliance to the laws and regulations relating to the Company's activities.
 3. Provide independent opinion in the case of:
 - a. Disagreements between management and accountants related to the provided services, and/or
 - b. Mismatch between audit implementation done by the Public Accounting Firm with the prevailing auditing standards.
 4. Provide recommendations to the Board of Commissioners concerning appointment of a Public Accountant and Public Accounting Firm to be submitted to the General Meeting of Shareholders. Recommendations are provided based on aspects of independence, scope of assignment and fees.
 5. Review the audit implementation as done by the internal and external auditors and supervising the implementation of follow-ups by the Board of Directors on the findings of auditors, to provide recommendations to the Board of Commissioners.
 6. Review complaints related to the accounting process and financial reporting of the Company.
 7. Conduct audit on any indication of fault in the Board of Directors meeting resolutions or irregularities in the Board of Directors meeting implementation. The audit is eligible to be done by the Audit Committee or by independent party proposed by the Audit Committee and approved by the Board of Commissioners at the Company's budget.
 8. Review and provide advice to the Board of Commissioners related to potential conflicts of interest within the Company, including transactions with related parties.
 9. Maintain confidentiality of the Company's documents, data, and information.

Wewenang Komite Audit

Dalam pelaksanaan kewenangannya Komite Audit bekerja sama dengan Satuan Pengawasan Internal dan mempunyai wewenang sebagai berikut:

1. Mengakses dokumen, data dan informasi Perseroan tentang karyawan, dana, aset dan sumber daya Perseroan yang diperlukan.
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko dan akuntan terkait tugas dan tanggung jawab Komite Audit.
3. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).
4. Melakukan wewenang lain yang diberikan oleh Dewan Komisaris.

Audit Committee Authority

In exercising its authority, the Audit Committee collaborates with the Internal Audit Unit and has the following powers:

1. Access Company documents, data and information about the required employees, funds, assets, and company resources.
2. Communicate directly with employees, including the Board of Directors and those who carry out the functions of internal audit, risk management and accountants regarding the duties and responsibilities of the Audit Committee.
3. Involving independent parties other than members of the Audit Committee who are needed to assist in carrying out their duties (if needed).
4. Exercise other powers assigned by the Board of Commissioners.

Pembagian Tugas Antar Komite Audit

Komite Audit tidak melakukan pembagian tugas secara spesifik, namun untuk setiap pekerjaan akan ditentukan *Person in Charge* (PIC) yang sesuai.

Rapat Komite Audit

Piagam Komite Audit juga mengatur mengenai rapat Komite. Sekurang-kurangnya sekali dalam 1 (satu) bulan, anggota Komite Audit diwajibkan untuk mengadakan rapat dimana keputusan yang diambil dilakukan berdasarkan musyawarah untuk mufakat. Keputusan rapat dapat diambil apabila rapat dihadiri oleh lebih dari ½ (satu per dua) jumlah anggota. Dalam hal tidak terjadi musyawarah mufakat, pengambilan keputusan dilakukan dengan suara terbanyak. Setiap rapat Komite Audit harus dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir. Perbedaan pendapat yang terjadi dalam rapat komite wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan tersebut.

Sepanjang tahun, Komite Audit telah mengadakan rapat sebanyak 33 (tiga puluh tiga) kali dengan frekuensi kehadiran dan agenda sebagai berikut:

Division of Duties of Audit Committees

Audit Committee does not perform a specific division of tasks, but for each job the appropriate Person in Charge (PIC) will be assigned.

Audit Committee Meetings

Audit Committee Charter also regulates Committee meetings. At least once in 1 (one) month, members of the Audit Committee are required to hold a meeting where the decisions are taken based on collective consensus. Meeting resolutions can be taken if the meeting is attended by more than ½ (one half) of the number of members. If a consensus does not occur, decision making is carried out by majority votes. Each Audit Committee meeting shall be documented in the minutes of the meeting signed by all Audit Committee members present. Differences of opinion that occur in a committee meeting must be clearly stated in the minutes of the meeting along with the reasons for such differences.

In 2021 the Audit Committee held 33 (thirty-three) meetings with attendance frequency and agenda are as follows:

Tabel Realisasi Rapat Komite Audit di Tahun 2021
Table of Audit Committee Meetings Realization in 2021

No	Tanggal Rapat (tgl/bln/thn) Meeting Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Yuswanda A. Temenggung	Sugihardjo*	Eman Salman Arief**	Raja Erizman***	Anita Firmanti Eko S.****	Agung Nugroho	Imbuh Sulistyarini
1	11/01/2021	Rapat KA bersama Internal Audit Group Head: <i>Progress</i> Audit oleh Auditor Eksternal. AC Meeting with Internal Audit Group Head: Audit Progress by External Auditor.							
2	19/01/2021	Rapat KA bersama Internal Audit Group Head: Pembahasan PKAT Internal Audit 2021. AC Meeting with the Internal Audit Group Head: Discussion on PKAT Internal Audit 2021.							
3	19/01/2021	Rapat KA bersama Internal Audit Group Head: <i>Progress Meeting</i> Audit Umum Laporan Keuangan Tahun 2020. AC meeting with the Internal Audit Group Head and Accounting and Tax Group Head: Progress of the 2020 General Audit Meeting Financial Statements.							
4	19/01/2021	Rapat KA bersama Internal Audit Group Head, Accounting and Tax Group Head, dan KAP: <i>Progres Meeting</i> Audit Umum Laporan Keuangan Tahun 2020. AC meeting with the Internal Audit Group Head, Accounting and Tax Group Head, and KAP: Progress of the 2020 Financial Report General Audit Meeting.							

Tabel Realisasi Rapat Komite Audit di Tahun 2021
Table of Audit Committee Meetings Realization in 2021

No	Tanggal Rapat (tgl/bln/thn) Meeting Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Yuswanda A. Temenggung	Sugihardjo*	Eman Salman Arief**	Raja Erizman***	Anita Firmanti Eko S.****	Agung Nugroho	Imbuh Sulistyarini
5	27/01/2021	Rapat Koordinasi Nasional Jasa Marga: 1. Kilas Balik Kinerja Tahun 2020 dan Arahan Strategis 2021 oleh Direktur Utama. 2. Arahan Komisaris Utama. 3. Sosialisasi RJPP 2021-2025. Jasa Marga National Coordination Meeting: 1. Flashback of 2020 Performance and 2021 Strategic Direction by the President Director. 2. Directions of the President Commissioner. 3. Socialization of RJPP 2021- 2025.	✓	✓				✓	✓
6	08/02/2021	Rapat Koordinasi KA dengan Internal Audit: Pembahasan Teknis Audit Internal. AC Coordination Meeting with Internal Audit: Internal Audit Technical Discussion.	✓	✓				✓	✓
7	10/02/2021	Rapat Koordinasi Anggota KRH, KNR, dan KA: Pembahasan Pedoman Pengelolaan Barang Non Konsesi. Coordination Meeting of RLC, NRC, and AC Members: Discussion of Guidelines for Management of Non- Concession Goods.	✗	✗				✓	✓
8	15/02/2021	Rapat KA bersama Internal Audit Group Head dan Accounting and Tax Group Head: <i>Progress Meeting</i> Audit Umum Laporan Keuangan Tahun 2020. AC meeting with the Internal Audit Group Head and Accounting and Tax Group Head: Progress of the 2020 Financial Statement General Audit Meeting.	✓	✓				✓	✓
9	17/02/2021	Rapat KA bersama Internal Audit Group Head, Accounting and Tax Group Head, dan KAP: <i>Progress Meeting</i> Audit Umum Laporan Keuangan Tahun 2020. AC meeting with the Internal Audit Group Head, Accounting and Tax Group Head, and KAP: Progress of the 2020 Financial Report General Audit Meeting.	✓	✓				✓	✓
10	03/03/2021	Rapat Komite bersama Corporate Planning and Portfolio Management Group: Pembahasan Revisi RKAP dan RJPP. Committee Meeting with Corporate Planning and Portfolio Management Group: Discussion on Revised RKAP and RJPP.	✓	✗				✗	✓
11	10/03/2021	Rapat Komite bersama Corporate Planning and Portfolio Management Group: Pembahasan Revisi RKAP dan RJPP. Committee Meeting with Corporate Planning and Portfolio Management Group: Discussion on Revised RKAP and RJPP.	✗	✗				✗	✓

Tabel Realisasi Rapat Komite Audit di Tahun 2021
Table of Audit Committee Meetings Realization in 2021

No	Tanggal Rapat (tgl/bln/thn) Meeting Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Yuswanda A. Temenggung	Sugihardjo*	Eman Salman Arief**	Raja Erizman***	Anita Firmanti Eko S.****	Agung Nugroho	Imbuh Sulistyarini
12	17/03/2021	Closing Meeting Audit Laporan Keuangan Konsolidasian Tahun 2020. Consolidated Financial Statement Audit Closing Meeting 2020.	✓	✓				✓	✓
13	17/03/2021	Kunjungan Kerja ke Proyek Jalan Tol JORR II (Kunciran-Cengkareng, Serpong-Cinere) dan BORR Seksi III A: Presentasi Persiapan Pengoperasian Jalan Tol Ruas Kunciran-Cengkareng dan Jalan Tol Serpong-Cinere. Working Visit to the JORR II (Kunciran-Cengkareng, Serpong-Cinere) and BORR Toll Road Projects Section III A: Presentation on Preparation for Operation of the Kunciran-Cengkareng Toll Road and Serpong-Cinere Toll Road.	✓	✓				✗	✓
14	23/03/2021	Rapat Koordinasi KA-Internal Audit: Evaluasi Laporan Tahunan Internal Audit Tahun 2020 AC-Internal Audit Coordination Meeting: Evaluation of the 2020 Internal Audit Annual Report	✓	✓				✓	✓
15	20/04/2021	Rapat Internal KA: 1. Kajian Laporan Keuangan 2020 dari Sisi Akuntansi dan Audit. 2. Evaluasi Kinerja KAP. 3. Rekomendasi Komite Audit untuk Pemilihan KAP Tahun 2021. AC Internal Meeting: 1. Review of Financial Statements 2020 from the Accounting and Auditing Side. 2. KAP Performance Evaluation. 3. Recommendation of the Audit Committee for the Election of KAP in 2021.	✗	✓				✓	✓
16	19/05/2021	Rapat Internal KA: 1. Keputusan Hasil Tim Negosiasi Jasa Kantor Akuntan Publik. 2. Laporan Manajemen Triwulan I Tahun 2021. 3. Laporan Auditor Independen atas Kepatuhan terhadap Pengendalian Internal untuk Tahun yang Berakhir pada Tanggal 31 Desember 2020. 4. Laporan Auditor Independen atas Kepatuhan terhadap Peraturan Perundang-undangan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2020. AC Internal Meeting: 1. Decision on the Result of the Negotiation of the Public Accountant Firm Services Team. 2. Quarter I Management Report 2021. 3. Independent Auditor's Report on Compliance with Internal Control for the Year Ended December 31, 2020. 4. Independent Auditor's Report on Compliance with Laws and Regulations for the Year Ended December 31, 2020.	✗	✓				✓	✓

Tabel Realisasi Rapat Komite Audit di Tahun 2021
Table of Audit Committee Meetings Realization in 2021

No	Tanggal Rapat (tgl/bln/thn) Meeting Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Yuswanda A. Temenggung	Sugihardjo*	Eman Salman Arief**	Raja Erizman***	Anita Firmanti Eko S.****	Agung Nugroho	Imbuh Sulistyarini
16	19/05/2021	5. Program Kemitraan Bina Lingkungan (PKBL), Audit atas Laporan Keuangan Tahun 2020. 6. Surat Rekomendasi untuk Manajemen atas Laporan Keuangan Konsolidasian Tanggal 31 Desember 2020. 5. Community Development Partnership Program (PKBL), Audit of 2020 Financial Statements. 6. Letter of Recommendation to Management on the Consolidated Financial Statements as of December 31, 2020.	✘	✔				✔	✔
17	14/06/2021	Rapat Internal KA: 1. Laporan TW 1 2021 Internal Audit. 2. Review Pengendalian Internal. 3. Laporan Progres Audit oleh Auditor Eksternal. AC Internal Meeting: 1. Q1 2021 Internal Audit Report. 2. Internal Control Review. 3. Audit Progress Report by External Auditor.	✔					✔	✔
18	02/07/2021	Rapat KA bersama Komite Risiko dan Hukum, Toll Road Business Development Group Head, dan Corporate Planning and Portfolio Management Group Head: Pembahasan Rencana Pembangunan Jalan Tol Akses Patimban. AC meeting with the Risk and Legal Committee, Toll Road Business Development Group Head, and Corporate Planning and Portfolio Management Group Head: Discussion on the Development Plan for the Patimban Access Toll Road.			✔	✔		✔	✔
19	16/07/2021	Rapat KA bersama Direktur Bisnis, Toll Road Business Development Group Head, dan Corporate Planning and Portfolio Management Group Head: Aksi Korporasi dan Kesesuaiannya dengan RKAP dan RJPP. AC meeting with the Director of Business, Toll Road Business Development Group Head, and Corporate Planning and Portfolio Management Group Head: Corporate Actions and Compliance with RKAP and RJPP.			✔	✔		✔	✔
20	06/08/2021	Pembahasan Tindak Lanjut Pemanfaatan Rumija Tol Jasa Marga. Discussion on the Follow-up to the Utilization of Jasa Marga Toll Rumija.			✔	✔		✔	✔
21	13/08/2021	Rapat KRH bersama KA, Direktur Bisnis, Corporate Planning and Portfolio Management Group Head, dan Risk and Quality Management Group Head: Pembahasan Revisi RKAP 2021 dan Update RJPP 2021-2025. RLC meeting with AC, Director of Business, Corporate Planning and Portfolio Management Group Head, and Risk and Quality Management Group Head: Discussion on Revised RKAP 2021 and Updated RJPP 2021-2025.				✔		✘	✔

Tabel Realisasi Rapat Komite Audit di Tahun 2021
Table of Audit Committee Meetings Realization in 2021

No	Tanggal Rapat (tgl/bln/thn) Meeting Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Yuswanda A. Temenggung	Sugihardjo*	Eman Salman Arief**	Raja Erizman***	Anita Firmanti Eko S.****	Agung Nugroho	Imbuh Sulistyarini
22	26/08/2021	Rapat Corporate Finance Group bersama KRH dan KA: Pembahasan Kreativitas Pendanaan dan Pembiayaan. Corporate Finance Group Meeting with RLC and AC: Discussion on Funding and Financing Creativity.				✓		✓	✓
23	15/09/2021	<i>Kick Off Meeting</i> Audit Tahun Buku 2021. Kick Off Meeting Audit for Fiscal Year 2021.	✓				✓	✓	✓
24	21/09/2021	Rapat KA bersama Internal Audit Group Head, dengan agenda: Pembahasan Laporan Internal Audit Semester I Tahun 2021 AC meeting with the Internal Audit Group Head, with the following agenda: Discussion of the 2021 First Semester Internal Audit Report	✓				✓	✓	✓
25	05/10/2021	Rapat KA bersama KRH: Pembahasan Surat Direksi Perihal Permohonan Izin Restrukturisasi <i>Shareholder Loan</i> (SHL). AC Meeting with RLC: Discussion of the Board of Directors' Letter Regarding the Application for a Shareholder Loan Restructuring Permit (SHL).	✗				✓	✓	✓
26	14/10/2021	Rapat KA bersama Tim CDP: Evaluasi PKBL s.d. TW 3 2021. AC meeting with the CDP Team: Evaluation of PKBL up to Q3 2021.	✓				✓	✓	✓
27	26/10/2021	Evaluasi Kinerja Perseroan Triwulan III 2021; Bersama Komite Risiko dan Hukum, Accounting and Tax Group Head dan Corporate Planning and Portfolio Management Group Head. Company Performance Evaluation Quarter III 2021; Together with Risk and Legal Committee, Accounting and Tax Group Head and Corporate Planning and Portfolio Management Group Head.	✓				✓	✓	✓
28	09/11/2021	RKAP 2022; Bersama Komite Risiko dan Hukum, dan Corporate Planning and Portfolio Management Group Head. RKAP 2022; Together with the Risk and Legal Committee, and the Corporate Planning and Portfolio Management Group Head.	✓				✓	✓	✓
29	22/11/2021	<i>Progress Meeting</i> Audit KAP atas Laporan Keuangan Tahun Buku 2021; Bersama Accounting and Tax Group Head, Internal Audit Group Head dan KAP. KAP Audit Meeting Progress on Financial Statements Fiscal Year 2021; Together with Accounting and Tax Group Head, Internal Audit Group Head and KAP.	✓				✓	✓	✓
30	01/12/2021	Finalisasi Usulan RKAP 2022. Finalization of the 2022 RKAP Proposal.	✓				✓	✓	✓

Tabel Realisasi Rapat Komite Audit di Tahun 2021
Table of Audit Committee Meetings Realization in 2021

No	Tanggal Rapat (tgl/bln/thn) Meeting Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Yuswanda A. Temenggung	Sugihardjo*	Eman Salman Arief**	Raja Erizman***	Anita Firmanti Eko S.****	Agung Nugroho	Imbuh Sulistyarini
31	06/12/2021	Draft Board Manual; Bersama Sekretaris Dewan Komisaris, seluruh Anggota Komite Non Komisaris. Draft Board Manual; Together with the Secretary of the Board of Commissioners, and all Members of the Non-Commissioner Committee.	✗				✗	✓	✓
32	08/12/2021	Finalisasi Usulan RKAP 2022; Bersama Komite Risiko dan Hukum dan Corporate Planning and Portfolio Management Group Head. Finalization of the 2022 RKAP Proposal; Together with the Risk and Legal Committee and the Corporate Planning and Portfolio Management Group Head.	✓				✓	✓	✓
33	20/12/2021	Laporan Internal Audit Tahun 2021 dan Penyusunan PKAT Internal Audit Tahun 2022; anggota Komite Audit Non Komisaris bersama Internal Audit Group. 2021 Internal Audit Report and PKAT Preparation Internal Audit 2022; member of the Non-Commissioner Audit Committee together with the Internal Audit Group.	✗				✗	✓	✓
Jumlah Rapat s.d. 31 Desember 2021 Total Meeting up to December 31, 2021						33			
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meeting			25	15	3	5	9	32	32
Jumlah Rapat yang Dihadiri Total Meeting Attended			20	12	3	5	9	29	32
Presentasi Kehadiran Attendance Percentage			80%	80%	100%	100%	100%	91%	100%
Rata-Rata Average						93%			

Keterangan/Remarks:

* Menjabat hingga 27 Mei 2021/ Serving until May 27, 2021

** Menjabat sejak 16 Juni 2021 hingga 9 Agustus 2021/ Serving since June 16, 2021, until August 9, 2021

*** Menjabat sejak 16 Juni 2021 hingga 14 September 2021/ Serving since June 16, 2021, until September 14, 2021

**** Menjabat sejak 14 September 2021/ Serving since September 14, 2021

Pengembangan Kompetensi Komite Audit

Pengembangan kompetensi Komite Audit dapat dilihat pada Pendidikan dan/atau Pelatihan di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Audit Committee Competency Development

Competency development of the Audit Committee is disclosed in Education and/or Training at Company Profile Chapter in this Annual Report.

Kebijakan dan Besaran Remunerasi bagi Komite Audit

Berdasarkan Peraturan Menteri BUMN No. PER-14/MBU/10/2021 tanggal 21 September 2021 tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, Anggota Komite Audit yang bukan anggota Dewan Komisaris memperoleh remunerasi berupa honorarium sebesar maksimal 20% dari gaji Direktur Utama.

Audit Committee Remuneration Policy and Amount

Based on the Regulation of Minister of SOEs No. PER-14/MBU/10/2021, September 21, 2021 on the Second Amendment to the Regulation of Minister of State-Owned Enterprises No. PER-12/MBU/2021 on Organs Supporting the Board of Commissioners/Board of Supervisors of State-Owned Enterprises, Members of the Audit Committee who are not members of the Board of Commissioners receive remuneration in the form of an honorarium of a maximum of 20% of the salary of the President Director.

Pelaksanaan Tugas Komite Audit

I. Menilai Pelaksanaan Kegiatan serta Hasil Audit yang Dilakukan oleh Auditor Eksternal dan Independensi Auditor

1. Audit Umum atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk. Tahun Buku 2021 dilakukan oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro & Surja (Firma Anggota Ernst & Young Global Limited). Penetapan KAP Purwanto, Sungkoro & Surja telah dilakukan dan telah disetujui oleh Rapat Umum Pemegang Saham (RUPS) Tahunan Tahun Buku 2020 pada tanggal 27 Mei 2021.

Komite Audit telah melakukan penelaahan atas kecukupan pelaksanaan audit yang dilakukan oleh KAP Purwanto, Sungkoro & Surja, termasuk di dalamnya perencanaan audit dan jumlah auditornya. Selain itu, Komite Audit juga telah melakukan pembahasan secara intensif dengan Sdri. Dagmar Zevilianty, Djamal, Signing Partner KAP Purwanto, Sungkoro & Surja yang bertanggung jawab untuk memberikan pendapat atas kewajaran penyajian Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 sesuai dengan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia, serta pendapat mereka mengenai efektivitas pengendalian internal atas pelaporan keuangan, kualitas dan akseptabilitas Standar Akuntansi Keuangan yang diterapkan oleh Perseroan. Penelaahan dan pembahasan yang dilakukan oleh Komite Audit juga telah mencakup semua hal yang menurut Standar Auditing, Peraturan OJK dan peraturan lainnya mengenai komunikasi dengan Komite Audit, harus didiskusikan dengan Komite Audit.

Komite Audit juga telah mendiskusikan mengenai Independensi KAP terhadap Manajemen Perseroan dan terhadap Perseroan sendiri. Selama tahun buku 2021 tidak terdapat penugasan non-audit kepada KAP Purwanto, Sungkoro & Surja, dan Komite Audit telah menerima surat dari KAP Purwanto, Sungkoro & Surja yang memberikan penjelasan mengenai independensi mereka.

2. Penugasan Audit Lainnya kepada KAP Purwanto, Sungkoro & Surja
 - a. Komite Audit telah menelaah Laporan Manajemen dan Laporan KAP Purwanto, Sungkoro & Surja mengenai efektivitas pengendalian internal atas pelaporan

Implementation of Audit Committee's Duties

I. Evaluate Implementation of Activities and the Results of Audits Done by External Auditors and Auditor Independency

1. General Audit on PT Jasa Marga (Persero) Tbk. Consolidated Financial Statements Fiscal Year 2021 conducted by the Public Accountant Firm (KAP) Purwanto, Sungkoro & Surja (Member Firm of Ernst & Young Global Limited). Appointment of KAP Purwanto, Sungkoro & Surja has been carried out and has been approved by the Annual General Meeting of Shareholders (GMS) for Fiscal Year 2020 on May 27, 2021.

The Audit Committee has reviewed adequacy of the audit implementation conducted by KAP Purwanto, Sungkoro & Surja, including the audit plan and the number of auditors. Apart from that, the Audit Committee also had intensive discussions with Ms. Dagmar Zevilianty, Djamal, Signing Partner of KAP Purwanto, Sungkoro & Surja who is responsible for providing an opinion on the fairness of the presentation of the Company's 2021 Consolidated Financial Statements in accordance with the Financial Accounting Standards (SAK) prevail in Indonesia, as well as their opinions regarding the effectiveness of internal control over financial reporting, quality and acceptability of Financial Accounting Standards adopted by the Company. The review and discussion carried out by the Audit Committee also covers all matters which according to the Auditing Standards, OJK Regulations and other regulations regarding communication with the Audit Committee, must be discussed with the Audit Committee.

The Audit Committee has also discussed the independency of KAP from the Management and the Company. In fiscal year 2020, there was no non-audit assignments to KAP Purwanto, Sungkoro & Surja, and the Audit Committee received a letter from KAP Purwanto, Sungkoro & Surja providing that provide explanation of their independencies.

2. Other Audit Assignments to KAP Purwanto, Sungkoro & Surja
 - a. Audit Committee has reviewed the Management Report and KAP Purwanto, Sungkoro & Surja Report on the effectiveness of internal control over financial reporting

keuangan dan Evaluasi Kinerja Perseroan. Komite Audit juga telah membahas dengan Manajemen dan KAP, kelemahan-kelemahan penting yang ditemukan dalam proses evaluasi dan proses audit, serta rencana Manajemen untuk memperbaiki kelemahan-kelemahan dimaksud.

- b. Komite Audit telah membahas dengan Internal Audit Perseroan dan KAP Purwantono, Sungkoro & Surja mengenai seluruh lingkup dan rencana audit mereka. Komite Audit juga telah mengadakan rapat-rapat dengan Internal Audit dan KAP Purwantono, Sungkoro & Surja tanpa kehadiran Manajemen untuk membahas hasil audit dan hasil evaluasi KAP terhadap pengendalian internal serta kualitas pelaporan keuangan secara keseluruhan.

II. Pembahasan Laporan Keuangan Konsolidasian dan Catatan atas Laporan Keuangan Konsolidasian dengan Manajemen Perseroan

Komite Audit juga telah menelaah dan membahas Laporan Keuangan Konsolidasian dan Catatan Atas Laporan Keuangan Konsolidasian dengan Manajemen Perseroan. Pembahasan dimaksud mencakup kualitas dan akseptabilitas Standar Akuntansi Keuangan yang diterapkan Perseroan, kelayakan accounting judgement dan kecukupannya dalam laporan keuangan konsolidasian.

Manajemen telah menginformasikan kepada Komite Audit bahwa Laporan Keuangan Konsolidasian Tahun Buku 2021:

1. Merupakan tanggung jawab Manajemen dan telah disajikan secara objektif dengan penuh integritas.
2. Telah disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku di Indonesia.

Pemenuhan Key Performance Indicator (KPI) Komite Audit

Dalam melaksanakan tugasnya, Komite Audit selalu berpedoman pada Program Kerja Komite Audit (PKKA). Secara umum, PKKA 2021 telah dilaksanakan sesuai dengan target yang telah ditetapkan. Kinerja Komite Audit selama tahun 2021 berdasarkan KPI dirinci sebagai berikut:

and Company Performance Evaluation. The Audit Committee has also discussed with Management and KAP, important weaknesses found in the evaluation process and audit process, as well as Management's plans to improve the weaknesses.

- b. The Audit Committee discussed with the Company's Internal Audit and KAP Purwantono, Sungkoro & Surja concerning entire audit scope and plan of their. The Audit Committee has also held meetings with Internal Audit and KAP Purwantono, Sungkoro & Surja without the presence of Management to discuss audit results and KAP evaluation results on internal control and overall financial reporting quality

II. Discussion on Consolidated Financial Statements and Notes to Consolidated Financial Statements with the Company's Management

The Audit Committee has also reviewed and discussed the Consolidated Financial Statements and Notes to the Consolidated Financial Statements with the Company's Management. This discussion includes the quality and acceptability of the Financial Accounting Standards applied by the Company, the appropriateness of accounting judgments and their adequacy in the consolidated financial statements.

Management has informed the Audit Committee that the Consolidated Financial Statements Fiscal Year 2021:

1. Becomes responsibility of management and has been presented objectively with integrity.
2. Has been presented in accordance with the applicable Financial Accounting Standards in Indonesia.

Fulfillment of Key Performance Indicator (KPI) of the Audit Committee

In carrying out its duties, the Audit Committee always refers to the Audit Committee Work Program (PKKA). In general, PKKA 2021 has been implemented according to the targets that have been set. The performance of the Audit Committee during 2020 based on the KPI is detailed as follows:

Tabel Hasil Penilaian KPI Komite Audit Tahun 2021
Table of Results Audit Committee KPI Assessment in 2021

No.	Perspektif Perspective	Indikator Indicator	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement (0-100)	Skor Score
				(A)	(B)	(A) x (B)
1	Pengawasan Kegiatan Internal Audit Supervision of Internal Audit Activities	Laporan Evaluasi Pengendalian Internal Internal Control Evaluation Report Rekomendasi Pembaruan Update Recommendation	Laporan Evaluasi Pengendalian Internal Internal Control Evaluation Report Rekomendasi Pembaruan <i>Internal Audit Charter</i> Recommendation for Internal Audit Charter Update	20%	100	20
2	Pengawasan Kegiatan Eksternal Audit Supervision on External Audit Activities	Laporan Evaluasi Proses Audit Audit Process Evaluation Report Rekomendasi Kantor Akuntan Publik (KAP) Public Accountant Firm (KAP) Recommendation	<ul style="list-style-type: none"> • Laporan <i>Closing Meeting</i> Audit Umum Laporan Keuangan Tahun Buku 2020 • Report on <i>Exit Meeting of Financial Statements Fiscal Year 2020</i> • Kajian Evaluasi KAP Audit Umum Laporan Keuangan Tahun Buku 2020 • Laporan <i>Kick Off Meeting Audit</i> Umum Laporan Keuangan Tahun Buku 2021 • Laporan Progress Audit Umum Laporan Keuangan Tahun Buku 2021 • Closing Meeting Report of General Audit Financial Report for Fiscal Year 2020 • Report on Exit Meeting of Financial Statements Fiscal Year 2020 • Evaluation Study of KAP General Audit Financial Statements for Fiscal Year 2020 • Report on Kick Off Meeting General Audit Financial Statements for Financial Year 2021 • Progress Report on General Audit Financial Statements for Financial Year 2021 Rekomendasi Penunjukan Kantor Akuntan Publik untuk Audit atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk. dan Entitas Anaknya untuk Tahun yang Berakhir pada 31 Desember 2021 Recommendations for Appointing a Public Accounting Firm to Audit the Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk. and its Subsidiaries for the Year Ended December 31, 2021	20%	100	20
		Laporan Audit Umum General Audit Report	Laporan Hasil Audit Laporan Keuangan Tahun 2020 Financial Statements Audit Results Report 2020 Kajian Laporan Keuangan Audited 2020 Audit Progress report by BPK			
		Terlaksananya koordinasi terkait audit BPK dengan Manajemen Implementation of coordination related to BPK audits with Management	Laporan Progres Audit BPK Audit Progress Report by BPK			

Tabel Hasil Penilaian KPI Komite Audit Tahun 2021
Table of Results Audit Committee KPI Assessment in 2021

No.	Perspektif Perspective	Indikator Indicator	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement (0-100)	Skor Score
				(A)	(B)	(A) x (B)
3	Pengawasan atas Informasi Keuangan/Manajemen Supervision on Financial/Management Information	Laporan Evaluasi Kinerja Manajemen Berkala Regular Management Performance Evaluation Report	Kajian Laporan Manajemen Inhouse 2020 Inhouse Management Report Review 2020 Laporan Evaluasi Kinerja Manajemen s.d. Tw I 2021 Management Performance Evaluation Report up to Q1 2021 Laporan Evaluasi Kinerja Manajemen s.d. Semester I 2021 Management Performance Evaluation Report up to Semester 1 2021 Kajian Laporan Manajemen sampai dengan Triwulan II 2021 Management Report Review up to Q2 2021 Rekomendasi dalam Penyusunan RKAP Recommendation in the RKAP Preparation Rekomendasi dalam Penyusunan RJPP Recommendation in the RKAP Preparation	20%	100	20
4	Proses Internal Komite Audit Internal Audit Committee Process	Pelaksanaan Rapat, Berkas Rapat, dan Administrasi Komite Audit Meetings, Meeting Files, and Administration of the Audit Committee	Pelaksanaan Rapat, Berkas Rapat, dan Administrasi Komite Audit Meetings, Meeting Files, and Administration of the Audit Committee	10%	100	10
5	Dukungan terhadap Program Kerja Dewan Komisaris Support for the Board of Commissioners' Work Program	Program Kerja Komite Audit Pendukung Program Kerja Dewan Komisaris Audit Committee Work Program to Support the Board of Commissioners' Work Program Rekomendasi atas Disposisi Dewan Komisaris Recommendations on Board of Commissioners' Disposition	Program Kerja Komite Audit Pendukung Program Kerja Dewan Komisaris Audit Committee Work Program to Support the Board of Commissioners' Work Program Laporan dan Rekomendasi atas Disposisi Dewan Komisaris Report and Recommendation on Board of Commissioners' Disposition	10%	100	10
6	Peningkatan Kompetensi Komite Audit Audit Committee Competence Improvement	Pelatihan/Seminar Training / Seminar	<ul style="list-style-type: none"> Pelatihan Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN Pelatihan Auditor Internal ISO Sistem Manajemen Anti Penyuapan Training on the Implementation of Good Corporate governance (GCG) at SOEs ISO Internal Auditor Training on Anti-Bribery Management System 	10%	100	10
7	Laporan Report	1 (satu) Laporan Pelaksanaan Kegiatan Komite Audit Tahun 2021 Report on Audit Committee Activities Implementation 2020	1 (satu) Laporan Pelaksanaan Kegiatan Komite Audit Tahun 2021 Report on Audit Committee Activities Implementation 2020	10%	100	10

Tabel Hasil Penilaian KPI Komite Audit Tahun 2021
Table of Results Audit Committee KPI Assessment in 2021

No.	Perspektif Perspective	Indikator Indicator	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement (0-100)	Skor Score
				(A)	(B)	(A) x (B)
7	Laporan Report	1 (satu) Program Kerja Komite Audit 2021 Audit Committee Work Program 2021	1 (satu) Program Kerja Komite Audit 2021 Audit Committee Work Program 2020			
		3 (tiga) Laporan Pelaksanaan Kegiatan Komite Audit Triwulanan Quarterly Audit Committee Activity Implementation Report	3 (tiga) Laporan Pelaksanaan Kegiatan Komite Audit Triwulanan Quarterly Audit Committee Activity Implementation Report (1st, 2nd, 3rd Quarter of 2021)			
		1 (satu) Laporan Hasil <i>Self Assessment</i> Komite Audit Audit Committee Self- Assessment Report	1 (satu) Laporan Hasil <i>Self Assessment</i> Komite Audit Tahun 2021 Audit Committee Self- Assessment Report 2021			
Total				100%	100	100

Rencana Kerja Komite Audit Tahun 2022

Untuk tahun 2022 Komite Audit telah menetapkan rencana kerja yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Komite Audit di tahun 2022 antara lain:

1. Memastikan efektifitas pelaksanaan tugas dan fungsi Internal Audit.
2. Pengadaan KAP serta *monitoring* dan evaluasi pelaksanaan kegiatan audit atas Laporan Keuangan Tahun Buku 2022.
3. Penelaahan informasi keuangan manajemen PT Jasa Marga (Persero) Tbk.
4. Penelaahan temuan dari eksternal auditor dan pembahasan hasil kajian atas penanganan masalah hukum.
5. Penyusunan PKKA dan Laporan berkala Komite Audit.
6. Pembahasan : Pengendalian Internal, Akuntansi, WBS, dan SMAP.
7. Koordinasi Internal.
8. *Monitoring* pelaksanaan program dan peninjauan lapangan.
9. Kegiatan lain terkait dengan program kerja Dewan Komisaris.
10. Peningkatan kompetensi Komite Audit.

Audit Committee Work Plan for 2022

For 2022, the Audit Committee has prepared a work plan that will be discussed in several meetings. The Audit Committee work plan in 2022, as follows:

1. Ensure the effectiveness of the implementation of the duties and functions of the Internal Audit.
2. Procurement of Public Accounting Firm and the monitoring and evaluation of the implementation of audit of 2022 Financial Statement.
3. Review the financial information of the management of PT Jasa Marga (Persero) Tbk.
4. Review the external auditor's findings and discuss the study results on the handling of legal issues.
5. Prepare PKKA and Audit Committee periodic reports.
6. Discussion: Internal Control, Accounting, WBS, and ABMS.
7. Internal Coordination.
8. Monitor program implementation and field review.
9. Other activities related to the work program of the Board of Commissioners.
10. Increase the competence of the Audit Committee.

Kick Off Satuan Tugas Jasa Marga Siaga Operasional Hari Raya Natal 2021 dan Tahun Baru 2022
Kick-Off of Work Unit of Jasa Marga Standby Operation for 2021 Christmas Day and New Year 2022



KOMITE NOMINASI DAN REMUNERASI
Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi merupakan komite yang dibentuk untuk membantu Dewan Komisaris melaksanakan fungsi pengawasan dan memastikan pelaksanaan proses nominasi dan remunerasi secara objektif, efektif, dan efisien, serta sesuai dengan prinsip manajemen SDM dan GCG.

Komite Nominasi dan Remunerasi merupakan pengembangan dari Komite Nominasi, Remunerasi dan Risiko yang dibentuk pada Juli 2020. Melalui komite ini diharapkan Dewan Komisaris bekerja secara profesional, independen, dan kompeten agar Visi dan Misi Perseroan dapat tercapai.

The Nomination and Remuneration Committee is a committee formed to assist the Board of Commissioners in carrying out its supervisory function and ensuring the implementation of the nomination and remuneration process in an objective, effective and efficient manner and by the principles of HR management and GCG.

The Nomination and Remuneration Committee is a development of the Nomination, Remuneration, and Risk Committee formed in July 2020. Through this committee, the Board of Commissioners is expected to work professionally, independently, and competently to achieve the Company's Vision and Mission.

Dasar Pembentukan Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi di Jasa Marga dibentuk dengan dasar hukum. Adapun peraturan yang menjadi dasar hukum pembentukannya adalah sebagai berikut:

1. Undang-Undang Nomor 19 Tahun 2003, tanggal 4 Oktober 2003, tentang Badan Usaha Milik Negara (Lembaran Negara Tahun 2003 Nomor 70; Tambahan Lembaran Negara Nomor 4297);
2. Undang-Undang No. 40 Tahun 2007, tanggal 16 Agustus 2007, tentang Perseroan Terbatas (Lembaran Negara Tahun 2007 Nomor 106; Tambahan Lembaran Negara Nomor 4756);
3. Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;
4. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Organ Penerapan Tata Kelola Perusahaan yang baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara diantaranya menyangkut pembentukan organ Pendukung Dewan Komisaris/Dewan Pengawas untuk pembentukan Komite Manajemen Risiko;
5. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara;
6. Surat Wakil Menteri Negara Badan Usaha Milik Negara No. S-375/MBU.Wk/2011 tanggal 5 Desember 2011 perihal Kebijakan Menteri Negara BUMN dalam pengurusan dan pengawasan BUMN, Dewan Komisaris PT Jasa Marga (Persero) Tbk memandang perlu untuk membentuk Komite Nominasi, Remunerasi dan Risiko (KNRR) untuk membantu melaksanakan pengawasan manajemen nominasi, remunerasi dan risiko yang dihadapi oleh PT Jasa Marga (Persero) Tbk;
7. Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN;
8. Anggaran Dasar Perusahaan Perseroan (Persero) PT Jasa Marga (Persero) Tbk. Akte Notaris Dir. Nanette Cahyani Handari Adi Warsito, SH, No. 98 Tanggal 28 April 2017 yang telah disampaikan pemberitahuan dalam Daftar Perseroan Nomor AHU-0055628. AH.01.11.Tahun 2017 Tanggal 28 April 2017;
9. Keputusan Dewan Komisaris Perseroan PT Jasa Marga (Persero) Tbk, No. KEP-078/VII/2020 Jo. No. KEP-046/II/2014 Jo. No. KEP-063/IV/2015 Jo.No. KEP-155/XI/2015 tentang Komite Dewan Komisaris PT Jasa Marga (Persero) Tbk tanggal 13 Juli 2020.

Basis of Establishing the Nomination and Remuneration Committee

The Nomination and Remuneration Committee at Jasa Marga was formed on a legal basis. The regulations that form the legal basis for its formation are as follows:

1. Law Number 19 the Year 2003, dated October 4, 2003, concerning State-Owned Enterprises (State Gazette Year 2003 Number 70; Supplement to State Gazette Number 4297);
2. Law Number 40 of 2007, dated August 16, 2007, concerning Limited Liability Companies (State Gazette of 2007 Number 106; Supplement to State Gazette Number 4756);
3. Financial Services Authority Regulation Number 34/ POJK.04/2014 concerning Nomination and Remuneration Committee for Issuers or Public Companies;
4. Regulation of the Minister of State for State-Owned Enterprises no. PER-01/MBU/2011 dated August 1, 2011, concerning the Organ for the Implementation of Good Corporate Governance in State-Owned Enterprises, including the establishment of a Supporting Organ for the Board of Commissioners/Supervisory Board for the establishment of the Risk Management Committee.
5. Regulation of the Minister of State for State-Owned Enterprises no. PER-12/MBU/2012 dated August 24, 2012, concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
6. Letter of the Deputy Minister of State for State-Owned Enterprises Number S-375/MBU.Wk/2011 dated December 5, 2011, regarding the Policy of the State Minister of BUMN in the management and supervision of BUMN, the Board of Commissioners of PT Jasa Marga (Persero) Tbk deems it necessary to establish a Nomination Committee, Remuneration and Risk (KNRR) to assist in carrying out supervision of the management of nomination, remuneration, and risks faced by PT Jasa Marga (Persero) Tbk;
7. Decree of the Secretary of the Ministry of SOEs Number: SK-16/S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs;
8. The Company's Articles of Association (Persero) PT Jasa Marga (Persero) Tbk. Notary Deed of Ir. Nanette Cahyani Handari Adi Warsito, SH, Number: 98 Dated April 28, 2017, which has been given a notification in the Company Register Number AHU-0055628. AH.01.11.The year 2017 April 28, 2017;
9. Decision of the Board of Commissioners of PT Jasa Marga (Persero) Tbk, Number: KEP-078/VII/2020 Jo. No. KEP-046/II/2014 Jo. No. KEP-063/IV/2015 Jo.No. KEP-155/XI/2015 regarding the Committee of the Board of Commissioners of PT Jasa Marga (Persero) Tbk dated July 13, 2020.

Pedoman Kerja/Piagam Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi Jasa Marga memiliki Piagam Komite Nominasi dan Remunerasi yang telah disahkan dalam Keputusan Dewan Komisaris No. KEP/127/XII/2020 tanggal 23 Desember 2020 sebagai acuan dalam melaksanakan tugas dan tanggung jawabnya. Piagam tersebut memuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite Nominasi dan Remunerasi agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Isi dari Piagam tersebut antara lain mencakup:

1. Landasan Hukum;
2. Komposisi, Tata Cara Penggantian, dan Masa Jabatan Anggota Komite;
3. Tugas;
4. Kewenangan;
5. Persyaratan;
6. Tanggung Jawab;
7. Rapat;
8. Laporan;
9. Akses Kerahasiaan Informasi;
10. Tata Cara dan Prosedur Kerja;
11. Penghasilan Anggota;
12. Pendidikan dan Tenaga Penunjang;
13. Penilaian Kinerja;
14. Lain-lain;
15. Penutup.

Persyaratan Keanggotaan

Setiap anggota Komite Nominasi dan Remunerasi yang diangkat, harus memenuhi persyaratan yang ditetapkan. Adapun persyaratan untuk menjadi anggota Komite Nominasi dan Remunerasi adalah sebagai berikut:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan/pemeriksaan.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan dalam Perseroan.
3. Mampu berkomunikasi secara efektif.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Anggota Direksi Emiten atau Perusahaan Publik tidak dapat menjadi anggota Komite Nominasi dan Remunerasi.
6. Ketua merangkap anggota merupakan Komisaris Independen dan anggota lainnya dapat berasal dari:
 - a. Anggota Dewan komisaris;
 - b. Pihak yang berasal dari luar Emiten atau luar Perseroan;

Nomination and Remuneration Committee Charter

Jasa Marga's Nomination and Remuneration Committee has a Nomination and Remuneration Committee Charter, ratified in the Decree of the Board of Commissioners No. KEP 127/XII/2020 dated December 23, 2020, as a reference in carrying out their duties and responsibilities. The charter contains provisions that must be complied with in the establishment and implementation of the activities of the Nomination and Remuneration Committee so that they can work independently, objectively, independently, transparently, and can be accounted for. The contents of the Charter include, among others:

1. Legal Basis;
2. Composition, Procedure for Replacement, and Term of Office of Committee Members;
3. Tasks;
4. Authority;
5. Requirements;
6. Responsibilities;
7. Meetings;
8. Reports;
9. Access to Confidential Information;
10. Work Instructions and Procedures;
11. Member's Income;
12. Education and Supporting Personnel;
13. Performance Assessment;
14. Others;
15. Closing.

Membership Requirements

Each member of the Nomination and Remuneration Committee appointed must meet the stipulated requirements. The requirements to become a member of the Nomination and Remuneration Committee are as follows:

1. Have good integrity and sufficient knowledge and work experience in supervision/inspection.
2. Do not have any personal interests/relationships that can negatively impact and conflict of interest in the Company.
3. Able to communicate effectively.
4. Can provide sufficient time to complete the task.
5. Members of the Board of Directors of Issuers or Public Companies cannot become members of the Nomination and Remuneration Committee.
6. The chairman and concurrently member is an Independent Commissioner, and other members may come from:
 - a. Members of the Board of Commissioners;
 - b. Parties from outside the Issuer or the Company;

- c. Pihak yang menduduki jabatan manajerial dibawah Direksi yang membidangi Sumber Daya Manusia bisa menjadi Anggota Komite hanya jika diperlukan, dengan ketentuan jumlah anggota yang berasal dari pihak Manajemen tidak boleh dominan.
7. Anggota Komite Nominasi dan Remunerasi yang berasal dari luar Emiten atau luar Perseroan wajib memenuhi 3 (tiga) syarat berikut:
 - a. Tidak mempunyai hubungan Afiliasi dengan Emiten atau Perseroan, anggota Direksi, anggota Dewan Komisaris, atau Pemegang Saham Utama Perseroan;
 - b. Memiliki pengalaman terkait Nominasi dan/ atau Remunerasi; dan
 - c. Tidak merangkap jabatan sebagai anggota komite lainnya yang dimiliki Emiten atau Perseroan.
- c. A party holding a managerial position under the Board of Directors in charge of Human Resources can become a Committee Member only if necessary, provided that the number of members from the Management side must not be dominant.
7. Members of the Nomination and Remuneration Committee who come from outside the Issuer or the Company must meet the following 3 (three) requirements:
 - a. Has no affiliation with the Issuer or Company, members of the Board of Directors, members of the Board of Commissioners, or the Company's Major Shareholders;
 - b. Have experience related to Nomination and/or Remuneration; and
 - c. Not holding concurrent positions as members of other committees owned by the Issuer or the Company.

Ketentuan Masa Jabatan

Anggota Komite Nominasi dan Remunerasi yang diangkat bekerja untuk periode masa jabatan. Masa jabatan anggota Komite Nominasi dan Remunerasi diatur sebagai berikut:

1. Anggota Komite Nominasi dan Remunerasi sebagaimana dimaksud, diangkat untuk masa jabatan tertentu dan dapat diangkat kembali, sesuai peraturan dan ketentuan perundangan.
2. Masa jabatan anggota Komite Nominasi dan Remunerasi sebagaimana dimaksud, tidak lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam anggaran dasar, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikan sewaktu-waktu.
3. Dalam hal terdapat Anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Nominasi dan Remunerasi berhenti sebagai Anggota Dewan Komisaris, maka Ketua Komite Nominasi dan Remunerasi wajib diganti oleh Anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 (tiga puluh) hari.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Nominasi dan Remunerasi

Anggota Komite Nominasi dan Remunerasi paling kurang terdiri dari 3 (tiga) orang anggota dimana 1 (satu) orang Ketua merangkap anggota yang berasal dari Komisaris Independen dan pihak dari luar Perseroan. Komite Nominasi dan Remunerasi dipimpin oleh seorang kepala yang disebut ketua

Terms of Service Period

Members of the Nomination and Remuneration Committee who are appointed to work for a term of office. The term of office of the Nomination and Remuneration Committee members is regulated as follows:

1. The Nomination and Remuneration Committee, as intended, is appointed for a specific term of office and may be reappointed following the laws and regulations.
2. The term of office of the Nomination and Remuneration Committee members as referred to in paragraph (1) shall not be longer than the term of office of the Board of Commissioners as stipulated in the articles of association, without prejudice to the right of the Board of Commissioners to dismiss at any time.
3. If a Member of the Board of Commissioners who serves as the Chairman of the Nomination and Remuneration Committee ceases to be a Member of the Board of Commissioners, the Chairman of the Nomination and Remuneration Committee must be replaced by another Member of the Board of Commissioners within 30 (thirty) days at the latest.

Arrangement, Number of Members, and Basis of Appointment of Nomination and Remuneration Committee

Members of the Nomination and Remuneration Committee consist of at least 3 (three) members, where 1 (one) Chair is concurrently a member from the Independent Commissioner and parties from outside the Company. The Nomination and Remuneration Committee is chaired by a head called

Komite Nominasi dan Remunerasi, berkedudukan di Kantor Pusat Perseroan.

the Nomination and Remuneration Committee chairman, domiciled at the Company's Head Office.

Susunan keanggotaan Komite Nominasi dan Remunerasi Jasa Marga pada tahun 2021 adalah sebagai berikut:

The composition of the membership of the Jasa Marga Nomination and Remuneration Committee in 2021 is as follows:

Tabel Susunan Keanggotaan Komite Nominasi dan Remunerasi Tahun 2021
Tabel the Nomination and Remuneration Committee Members Composition Jasa Marga in 2021

Nama Name	Jabatan Position	Periode Period	Dasar Pengangkatan Basic Appointment
Yuswanda A. Temenggung*	Ketua Chairman	13 Juli 2020 - 14 September 2021 July 13, 2020 - September 14, 2021	Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VII/2020 Decree of Jasa Marga Board of Commissioners No. KEP-80/VII/2020
Zulfan Lindan****	Ketua Chairman	14 September 2021 - Sekarang September 14, 2021 - Present	Keputusan Dewan Komisaris Jasa Marga No. KEP-074/IX/2021 Decree of Jasa Marga Board of Commissioners No. KEP-074/IX/2021
Agus Suharyono**	Sekretaris Secretary	13 Juli 2020 - 17 Juni 2021 July 13, 2020 - June 17, 2021	Keputusan Dewan Komisaris Jasa Marga No. KEP-80/VII/2020 Decree of Jasa Marga Board of Commissioners No. KEP-80/VII/2020
Anita Firmanti Eko S.***	Sekretaris/ merangkap Anggota Secretary concurrently as Member	17 Juni 2021 - 14 September 2021 June 17, 2021 - September 14, 2021	Keputusan Dewan Komisaris Jasa Marga No. KEP-50/VI/2021 Decree of Jasa Marga Board of Commissioners No. KEP-50/VI/2021
Raja Erizman****	Anggota Member	14 September 2021 - Sekarang September 14, 2021 - Present	Keputusan Dewan Komisaris Jasa Marga No. KEP-074/IX/2021 Decree of Jasa Marga Board of Commissioners No. KEP-074/IX/2021
Chitra Mardi Rahayuningsih	Anggota Member	13 Juli 2020 - 31 Maret 2022 July 13, 2020 - March 31, 2022	Keputusan Dewan Komisaris Jasa Marga No. KEP-83/VII/2020a Decree of Jasa Marga Board of Commissioners No. KEP-83/VII/2020a

Keterangan/Remarks:

* Menjabat s.d 14 September 2021/ Serving until September 14, 2021

** Menjabat s.d 17 Juni 2021/Serving until June 17, 2021

*** Menjabat sejak tgl 17 Juni 2021 s.d. 14 September 2021/ Serving since June 17, 2021 until September 14, 2021

**** Menjabat sejak tgl 14 September 2021/ Serving since September 14, 2021

Profil Komite Nominasi dan Remunerasi

Profil anggota Komite Nominasi dan Remunerasi dapat dilihat pada bagian Profil Komite Nominasi dan Remunerasi di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Nomination and Remuneration Committee Profile

The profiles of the Nomination and Remuneration Committee members can be seen in the Nomination and Remuneration Committee Profile Section in the Company Profile Chapter of this Annual Report.

Independensi Anggota Komite Nominasi dan Remunerasi

Sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik dan No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara, seluruh anggota Komite Nominasi dan Remunerasi telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Independence of the Nomination and Remuneration Committee Members

Following the provisions of the Financial Services Authority Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies and No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/ Supervisory Board of State-Owned Enterprises, all Nomination and Remuneration Committee members have met the requirements for number, composition, criteria, competence, and independence.

Tabel Independensi Komite Nominasi dan Remunerasi
Table of Nomination and Remuneration Committee Independence

Aspek Independensi Independence Aspects	Nama Name				
	Yuswanda A. Temenggung*	Agus Suharyono. **	Anita Firmanti Eko S. ***	Zulfan Lindan ****	Raja Erizman****
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi Not having any financial relationship with the Board of Commissioners and the Board of Directors	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di Perseroan, anak perusahaan, maupun perusahaan afiliasi Not having any management affiliation in the company, subsidiary, or affiliated company	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Perseroan Not having any share ownership affiliation with the Company	✓	✓	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Nominasi dan Remunerasi Not having any family affiliation with the Board of Commissioners, Board of Directors, and/or other Committee members	✓	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah Not serving as administrators of political parties, officials, and the government	✓	✓	✓	✓	✓

Keterangan/Remarks:

* Menjabat s.d 14 September 2021/ Serving until September 14, 2021

** Menjabat s.d 17 Juni 2021/Serving until June 17, 2021

*** Menjabat sejak tgl 17 Juni 2021 s.d. 14 September 2021/ Serving since June 17, 2021 until September 14, 2021

**** Menjabat sejak tgl 14 September 2021/ Serving since September 14, 2021

Sebagai bentuk komitmen dan tanggung jawab Komite Nominasi & Remunerasi atas terlaksananya prinsip-prinsip Tata Kelola Perusahaan, serta sebagai upaya merealisasikan ketentuan tentang independensi yang ada dalam Piagam Komite Nominasi & Remunerasi. Beberapa pernyataan penting dalam Surat Pernyataan Independensi Komite Nominasi & Remunerasi antara lain bahwa Komite Nominasi & Remunerasi Jasa Marga:

- Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perseroan.
- Tidak memiliki saham Perseroan, baik langsung maupun tidak langsung.
- Akan menjaga kerahasiaan dokumen, data, dan informasi Perseroan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Nominasi & Remunerasi.

As a manifestation of commitment and responsibility of the Nomination, Remuneration and Risk Committee for the implementation of the principles of Corporate Governance, as well as an effort to realize the provisions on independence contained in the Nomination, Remuneration and Risk Committee Charter. Several important statements in the Statement of Independence of the Nomination, Remuneration and Risk Committee include that the Nomination, Remuneration and Risk Committee of Jasa Marga:

- Not having any personal interests/relationships that can negatively impact and conflict of interest on the Company.
- Not having the Company's shares, either directly or indirectly.
- Will maintain the confidentiality of the Company's documents, data, and information, both from internal and external parties, and only used to carry out the duties of the Nomination & Remuneration Committee.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Berdasarkan Piagam Komite Nominasi dan Remunerasi PT Jasa Marga (Persero) Tbk dan mengacu pada Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik maka tugas Komite Nominasi dan Remunerasi adalah sebagai berikut:

1. Secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
2. Bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam laporan dan bertanggung jawab kepada Dewan Komisaris.
3. Menyusun manual kerja, program kerja komite tahunan dan melakukan *self assessment* serta melaporkannya ke Dewan Komisaris.
4. Membuat laporan periodik triwulanan dan tahunan dan disampaikan kepada Komisaris Utama. Laporan tersebut bisa menjadi bagian dari Laporan Tahunan Dewan Komisaris dan/atau Laporan Tahunan Perseroan.
5. Menyelenggarakan rapat-rapat Komite dan mendokumentasikan.
6. Melakukan penelaahan dan memberikan masukan/rekomendasi atas rencana kebijakan dan strategi Sumber Daya Manusia dan Transformasi Organisasi.
7. Tugas terkait dengan Fungsi Nominasi:
 - a. Memberikan Rekomendasi kepada Dewan Komisaris mengenai:
 - 1) Komposisi jabatan anggota Direksi dan / atau anggota Dewan Komisaris;
 - 2) Kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi; dan
 - 3) Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris.
 - b. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Dewan Direksi dan/ atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi;
 - c. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris; dan
 - d. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.
8. Tugas terkait dengan fungsi Remunerasi:
 - a. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - 1) Struktur Remunerasi;
 - 2) Kebijakan atas Remunerasi; dan
 - 3) Besaran atas Remunerasi.

Duties and Responsibilities of the Nomination and Remuneration Committee

Based on the Charter of the Nomination and Remuneration Committee of PT Jasa Marga (Persero) Tbk and referring to the Financial Services Authority Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies, the duties of the Nomination and Remuneration Committee are as follows:

1. Collectively carrying out its duties to assist the Board of Commissioners.
2. Being independent both in the performance of their duties and in reports and are accountable to the Board of Commissioners.
3. Prepare work manuals, annual committee work programs, conduct self-assessments, and report them to the Board of Commissioners.
4. Prepare periodic quarterly and annual reports and submit them to the President Commissioner. The report can be part of the Board of Commissioners' Annual Report and/or the Company's Annual Report.
5. Organizing Committee meetings and documenting.
6. Reviewing and providing input/recommendations on the policy plans and strategies for Human Resources and Organizational Transformation.
7. Duties related to the Nomination function:
 - a. Provide recommendations to the Board of Commissioners related to:
 - 1) Composition of positions of the Board of Directors and/or Board of Commissioners members.
 - 2) Policies and criteria required in the Nomination process, and
 - 3) Performance evaluation policies for the Board of Directors and/or Board of Commissioner's members.
 - b. Assist the Board of Commissioners in assessing performance of the Board of Directors and/ or Board of Commissioners members based on benchmarks that have been prepared as evaluation materials.
 - c. Provide recommendations to the Board of Commissioners regarding capacity building programs for the Board of Directors and/or Board of Commissioners members.
 - d. Provide proposals for candidates who fulfil the requirements as the Board of Directors and/or Board of Commissioners members to the Board of Commissioners to be submitted to the GMS.
8. Duties related to the Remuneration function:
 - a. Provide recommendations to the Board of Commissioners regarding:
 - 1) Remuneration Structure;
 - 2) Policy on Remuneration; and
 - 3) Amount of Remuneration;

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| <p>b. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian Remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.</p> <p>9. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas lain yang diberikan Dewan Komisaris jika diperlukan.</p> <p>10. Tugas Khusus dari Dewan Komisaris:</p> <p>a. Pemberian tugas khusus kepada Komite Nominasi dan Remunerasi oleh Dewan Komisaris dilakukan dengan perintah tertulis yang memuat:</p> <ol style="list-style-type: none"> 1) Nama yang diberi tugas; 2) Sifat penugasan; 3) Lingkup pekerjaan; 4) Tujuan dan sasaran pekerjaan; 5) Jangka waktu penugasan. <p>b. Lingkup pekerjaan tugas khusus sepenuhnya ditentukan oleh Dewan Komisaris sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku;</p> <p>c. Dalam melaksanakan tugas khusus Komite dapat:</p> <ol style="list-style-type: none"> 1) Melakukan <i>review</i> terhadap semua catatan, dokumen dan informasi lainnya yang diperlukan termasuk notulen rapat Dewan Direksi dan rapat Dewan Komisaris; jika dianggap perlu, 2) Melakukan analisis dan evaluasi, bekerjasama dengan struktural Manajemen dan/atau struktural unit kerja terkait atau meminta bantuan tenaga ahli atau konsultan untuk membantu Komite Nominasi dan Remunerasi dengan beban Perseroan. <p>d. Menyampaikan laporan pelaksanaan tugas khusus kepada Dewan Komisaris.</p> | <p>b. Assist the Board of Commissioners in assessing performance in accordance with the remuneration received by each member of the Board of Directors and/or member of the Board of Commissioners.</p> <p>9. Identifying matters requiring attention of the Board of Commissioners as well as other tasks assigned by the Board of Commissioners.</p> <p>10. Special assignment from the Board of Commissioners:</p> <p>a. Board of Commissioners delegated special assignments to the NRR Committee by means of a written order containing:</p> <ol style="list-style-type: none"> 1) Name of the assigned officer. 2) Nature of the assignment. 3) Scope of work. 4) Work goals and objectives. 5) Duration of the assignment <p>b. Scope of work for special assignment is fully determined by the Board of Commissioners if not conflicting with the prevailing laws and regulations.</p> <p>c. In carrying out special duties the Committee may:</p> <ol style="list-style-type: none"> 1) Reviewing all notes, documents and other information required, including the minutes of the Board of Directors 'meetings and the Board of Commissioners' meetings. if deemed necessary, 2) Conduct analysis and evaluation, collaborate with structural Management, and/or related work unit structures or request the assistance of experts or consultants to assist the Nomination and Remuneration Committee at the expense of the Company. <p>d. Submit reports on the implementation of special assignment to the Board of Commissioners.</p> |
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Kewenangan

Dalam melaksanakan tugasnya, Komite Nominasi dan Remunerasi memiliki kewenangan. Adapun kewenangan Komite Nominasi dan Remunerasi sebagai berikut:

1. Mengakses catatan atau informasi tentang aset dan sumber daya lainnya dan memasuki pekarangan, gedung, serta kantor yang dipergunakan oleh Perseroan;
2. Berhak mendapat dan meminta setiap hasil kajian/ Strategi/ Dasar Keputusan bidang Nominasi dan Remunerasi termasuk yang terkait dengan Bidang Human Capital & Transformasi yang dilakukan baik oleh para risk owner, Para Pejabat Struktural terkait, *Risk Champion*, Satuan Pengawasan Intern maupun Direksi Perseroan;

Authority

In carrying out its duties, the Nomination and Remuneration Committee has the authority. The authority of the Nomination and Remuneration Committee is as follows:

1. Accessing records or information about assets and other resources and entering the yards, buildings, and offices used by the Company;
2. Have the right to obtain and request any results of studies/ Strategy/ Basis of Decisions in the Nomination and Remuneration sector including those related to the Human Capital & Transformation Sector carried out by risk owners, related Structural Officials, Risk Champions, Internal Audit Units and the Company's Board of Directors;

3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Dalam melaksanakan kewenangannya, Komite bekerjasama dengan unit kerja terkait, dalam hal ini para *risk owner*, Pejabat Struktural terkait Kendali Mutu, Corporate Secretary, Sumber Daya Manusia, Transformasi Organisasi serta Satuan Pengawasan Intern Perseroan dan unit terkait lainnya;
5. Melakukan *review*, memeriksa, melakukan analisa dan memberikan pendapat serta rekomendasi dalam batas ruang lingkup tugasnya;
6. Mencari dan mendapatkan informasi (akses yang tidak terbatas) yang relevan dari Sistem Informasi Manajemen (SIM), laporan-laporan, maupun dari setiap anggota Direksi, karyawan atau individu atau narasumber terkait;
7. Mengundang manajemen untuk hadir dalam Rapat Komite;
8. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Rapat Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi secara fungsinya membantu Dewan Komisaris. Komite Nominasi dan Remunerasi juga mengadakan dan/atau mengikuti rapat sebagai salah satu wujud kerja. Adapun rapat-rapat yang diadakan dan/atau diikuti oleh Komite Nominasi dan Remunerasi diantaranya adalah:

- Rapat Komite Nominasi dan Remunerasi.
- Rapat Koordinasi Komite.
- Rapat Kajian Internal Komite.
- Rapat Dewan Komisaris.
- Rapat Koordinasi/ Gabungan Dewan Komisaris – Direksi.
- Rapat Khusus Dewan Komisaris.

Sesuai Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 pasal 12 ayat 2 menyebutkan bahwa Rapat Komite merupakan Rapat yang dihadiri oleh Ketua Komite Nominasi dan Remunerasi serta dihadiri oleh mayoritas jumlah anggota Komite Nominasi dan Remunerasi. Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 pasal 12 ayat 1 juga menyebutkan bahwa Rapat Komite Nominasi dan Remunerasi diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan. Rapat Komite bisa dihadiri internal Komite saja atau bisa juga mengundang narasumber dari pihak lain termasuk Jajaran Manajemen Perseroan.

Rapat Koordinasi Komite adalah Rapat yang dilakukan secara bersama-sama oleh Komite Nominasi dan Remunerasi dengan jajaran Manajemen Jasa Marga Group. Berbeda dengan Rapat Komite Nominasi dan

Nomination and Remuneration Committee Meeting

The Nomination and Remuneration Committee functions to assist the Board of Commissioners. The Nomination and Remuneration Committee also holds and/or attends meetings as a form of work. The meetings held and/or attended by the Nomination and Remuneration Committee include:

- Nomination and Remuneration Committee Meeting.
- Committee Coordination Meeting.
- Committee Internal Review Meeting.
- Board of Commissioners Meeting.
- Coordination/Joint Meeting of the Board of Commissioners – Board of Directors.
- Special Meeting of the Board of Commissioners.

Following the Financial Services Authority Regulation No. 34/POJK.04/2014 article 12 paragraph 2 states that the Committee Meeting is a meeting attended by the Chairman of the Nomination and Remuneration Committee and attended by the majority of the Nomination and Remuneration Committee members. Financial Services Authority Regulation Number 34/POJK.04/2014 article 12 paragraph 1 also states that the Nomination and Remuneration Committee Meeting is held regularly at least 1 (one) time in 4 (four) months. Internal Committees can only attend Committee meetings or invite resource persons from other parties, including the Company's Management.

Committee Coordination Meeting is a meeting held jointly by the Nomination and Remuneration Committee with the Management of the Jasa Marga Group. Unlike the Nomination and Remuneration

Remunerasi, Rapat Koordinasi Komite tidak harus dihadiri oleh Ketua Komite Nominasi dan Remunerasi dan juga tidak harus dihadiri oleh mayoritas Anggota Komite. Rapat Koordinasi sudah bisa dilakukan cukup dengan dihadiri oleh minimal 1 (satu) Anggota Komite dan juga perwakilan pihak Manajemen Jasa Marga Group. Rapat Koordinasi Komite ini dilakukan sebagai bagian dari tugas Komite Nominasi dan Remunerasi untuk membantu Dewan Komisaris melakukan Fungsi Pengawasan dan juga memberikan Saran/Rekomendasi langsung ke pihak Manajemen Jasa Marga Group. Dengan adanya Rapat Koordinasi ini juga membangun hubungan komunikasi yang baik antara pihak Manajemen Jasa Marga Group dengan Komite Nominasi dan Remunerasi yang diwakili oleh minimal 1 (satu) Anggota Komite yang hadir dalam rapat tersebut. Rapat Koordinasi ini bisa diadakan serta diinisiasi oleh Komite Nominasi dan Remunerasi atau bisa juga atas inisiatif jajaran Manajemen, dan juga bisa dilakukan oleh inisiatif Komite lain atau secara bersama-sama dimana Komite Nominasi dan Remunerasi hadir sebagai peserta.

Rapat Dewan Komisaris adalah Rapat Rutin Dewan Komisaris dimana Komite Nominasi dan Remunerasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan.

Rapat Koordinasi Dewan Komisaris-Direksi adalah Rapat Rutin Dewan Komisaris dengan Direksi yang membahas tentang suatu tema tertentu. Jika diperlukan Komite Nominasi dan Remunerasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan sebagai bagian dari penugasan khusus Dewan Komisaris kepada Komite Nominasi dan Remunerasi.

Rapat Khusus adalah Rapat yang dilakukan Dewan Komisaris yang membahas tentang tema tertentu di luar Rapat Rutin Dewan Komisaris dan Rapat Koordinasi Dewan Komisaris – Direksi. Jika diperlukan Komite Nominasi dan Remunerasi diminta hadir untuk memberi masukan dan menyampaikan laporan hasil telaah ataupun memberi masukan dan pandangan

Dalam periode tahun 2021 yaitu dari bulan Januari sampai dengan Desember 2021, kehadiran Komite Nominasi dan Remunerasi dalam rapat dan/atau kegiatan sebanyak 26 kali dengan rincian rekapitulasi rapat sebagai berikut:

Committee Meeting, the Committee Coordination Meeting does not have to be attended by the Chairman of the Nomination and Remuneration Committee. It does not have to be followed by a majority of the Committee Members. Coordination Meetings can be held enough to be attended by at least 1 (one) Committee Member and representatives of the Jasa Marga Group Management. This Committee Coordination Meeting was conducted as part of the duties of the Nomination and Remuneration Committee to assist the Board of Commissioners in carrying out its Supervisory Function and also to provide direct suggestions/recommendations to the Jasa Marga Group Management. This Coordination Meeting also builds a good communication relationship between the Management of Jasa Marga Group and the Nomination and Remuneration Committee, represented by at least 1 (one) Committee Member present at the meeting. This Coordination Meeting can be held and initiated by the Nomination and Remuneration Committee, or it can also be at the initiative of the Management. It can also be conducted by the initiative of other Committees or jointly where the Nomination and Remuneration Committee is present as a participant.

The Board of Commissioners Meeting is the Board of Commissioners' Routine Meeting. The Nomination and Remuneration Committee is asked to attend to provide input and submit a report on the study results or provide information and views.

Coordination Meeting of the Board of Commissioners-Directors is a Routine Meeting of the Board of Commissioners with the Board of Directors that discusses a specific theme. If necessary, the Nomination and Remuneration Committee is requested to attend to provide input and submit a report on the study results or provide information and views as part of the Board of Commissioners' particular assignment to the Nomination Remuneration Committee.

Special Meetings are Meetings held by the Board of Commissioners that discuss specific themes outside the Routine Meetings of the Board of Commissioners and Coordination Meetings of the Board of Commissioners – Board of Directors. If necessary, the Nomination and Remuneration Committee is requested to attend to provide input and submit a report on the study results or provide information and views.

In the period of 2021, namely from month January until December 2021, the Nomination and Remuneration Committee's presence in meetings and/or activities of 26 times with details of the meeting recapitulation as follows:

Tabel Rekapitulasi Rapat Komite Nominasi dan Remunerasi Tahun 2021
Table of Nomination and Remuneration Committee Meeting Recapitulation in 2021

No	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Agenda Rapat	Yuswanda A. Temenggung*	Agus Suharyono **	Anita Firmanti Eko S.***	Zulfan Lindan ****	Raja Erizman ****	Chitra Mardi Rahayuningsih
1.	11/01/2021	Review Piagam Komite Nominasi dan Remunerasi (KNR) serta Program Kerja KNR. Review on Nomination and Remuneration Committee Charter and Committee's Work Plan.	✓	✓				✓
2.	18/01/2021	Kajian Usulan Sistem Penilaian Kinerja Dewan Komisaris. Studies of Proposed System of Board of Commissioners Performance Assessment.	✓	✓				✓
3.	25/01/2021	Rapat Bersama Dewan Komisaris: 1. Laporan Komite mengenai Progres Pengadaan Barang dan Jasa serta Inventarisasi Aset Perseroan. 2. Laporan KNR dan Laporan PKAT IA 2021. Joint Meeting of the Board of Commissioners: 1. Committee Report on the Progress of Goods and Services Procurement and Inventory of Company's Assets. 2. KNR Report and PKAT IA 2021 Report.	✓	✓				✓
4.	27/01/2021	Rapat Koordinasi Nasional Jasa Marga: 1. Kilas Balik Kinerja 2020 dan Arahan Strategis 2021 oleh Direktur Utama. 2. Arahan Komisaris Utama. 3. Sosialisasi RJPP 2021-2025. Jasa Marga National Coordination Meeting: 1. Flashback to 2020 Performance and 2021 Strategic Directives by President Director. 2. Directives by President Commissioner. 3. Socialization of 2021-2025 RJPP.	✓	✓				✓
5.	10/02/2021	Pedoman Pengelolaan Barang Non Konsesi; Rapat Koordinasi Komite di Bawah Dewan Komisaris. Guidelines for Managing Non-Concession Goods; Coordination Meeting of Committees Under the Board of Commissioners.	✗	✗				✓
6.	18/02/2021	Rapat Bersama Dewan Komisaris: 1. Pembahasan dan Persetujuan Program Kerja Dewan Komisaris Tahun 2021. Joint Meeting of the Board of Commissioners: 1. Discussion on and Approval of Board of Commissioners 2021 Work Plan.	✓	✓				✓
7.	26/02/2021	1. <i>Review Talent Management</i> 2. Pembahasan Top 20% Talent. 3. Laporan Perubahan Direksi dan Dewan Komisaris Anak Perusahaan. 1. Review on Talent Management. 2. Discussion on Top 20% Talent. 3. Report on Changes to the Board of Directors and the Board of Commissioners of Subsidiaries.	✓	✓				✓
8.	10/03/2021	Update Rencana Perubahan Struktur Organisasi. Updates in Plans for Changes in Organizational Structure.	✗	✗				✓
9.	24/03/2021	Rapat Bersama Dewan Komisaris: 1. Laporan Komite NR terkait Update Rencana Perubahan Struktur Organisasi. 2. Laporan Hasil <i>Assessment Good Corporate Governance</i> (GCG) Tahun 2020. Joint Meeting of the Board of Commissioners: 1. Nomination and Remuneration Committee Report on Updates on Plans for Changes in Organizational Structure. 2. Report on 2020 GCG Assessment Results.	✓	✓				✓
10.	20/04/2021	Usulan Tantiem 2020 dan Remunerasi Direksi dan Dewan Komisaris 2021. Proposal for 2020 Annual Bonus and 2021 Remuneration of Board of Directors and Board of Commissioners.	✓	✓				✓
11.	21/04/2021	Rapat Bersama Dewan Komisaris: 1. Laporan Hasil Kajian Komite tentang Restrukturisasi <i>Shareholder Loan</i> (SHL) dan perubahan Investasi. 2. Laporan Kajian Komite NR tentang Pengusulan Tantiem Tahun Buku 2020 dan Remunerasi Direksi Tahun 2021. Joint Meeting of the Board of Commissioners: 1. Report on the Results of Studies by the Committee on SHL Restructuring and Investment Modification. 2. Report on Studies by Nomination and Remuneration Committee on Proposal for 2020 Annual Bonus and 2021 Remuneration of the Board of Directors.	✓	✓				✓

Tabel Rekapitulasi Rapat Komite Nominasi dan Remunerasi Tahun 2021
Table of Nomination and Remuneration Committee Meeting Recapitulation in 2021

No	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Agenda Rapat	Yuswanda A. Temenggung*	Agus Suharyono **	Anita Firmanti Eko S.***	Zulfan Lindan ****	Raja Erizman ****	Chitra Mard Rahayuningsih
12.	19/05/2021	Rapat Bersama Dewan Komisaris: 1. Penunjukan Pemimpin RUPS Tahunan Tahun Buku 2020. Joint Meeting of the Board of Commissioners: 1. Appointment of the Leader of 2020 Annual GMS.	✓	✓				✓
13.	31/05/2021	Analisa SDM dan Update Data BOD-1 dan BOD-2. HR Analysis and Updates on BOD-1 and BOD-2 Data.	✓	✓				✓
14.	09/06/2021	Update Hasil Evaluasi Jabatan. Updates on the Results of Evaluation on the Positions.	✓	✓				✓
15.	01/07/2021	Usulan Struktur Organisasi; Bersama Komite RH, Human Capital Development Group dan Strategic Transformation Office Group. Proposal for Organizational Structure; alongside RH Committee, Human Capital Development Group, and Strategic Transformation Office Group.	✓		✓			✓
16.	14/07/2021	Review Revisi Perubahan Struktur Organisasi Makro Review on the Revision of Changes in Organizational Macrostructure.	✓		✓			✓
17.	22/07/2021	Rapat Bersama Dewan Komisaris: 1. Laporan Komite mengenai Dampak Penerapan PPKM Darurat terhadap <i>Cashflow</i> dan Volume Lalu Lintas kepada Dewan Komisaris. 2. Laporan Komite mengenai Evaluasi Aksi Korporasi dan Kesesuaiannya dengan RKAP dan RJPP. 3. Laporan Komite mengenai Penyelesaian Target Implementasi Perubahan Struktur Organisasi. Joint Meeting of the Board of Commissioners: 1. Committee Report on the Impacts of the Implementation of Emergency PPKM on Cash Flow and Traffic Volume to the Board of Commissioners. 2. Committee Report on the Evaluation on Corporate Actions and Their Compliance with RKAP and RJPP. 3. Committee Report on Target Completion of the Implementation of Changes in Organizational Structure.	✓		✓			✓
18.	04/08/2021	Telaah Penetapan Penghasilan, Tunjangan dan Fasilitas bagi Organ Pendukung Dewan Komisaris. Studies on the Stipulation of Earnings, Allowances, and Facilities for Organs Supporting the Board of Commissioners.	✓		✗			✓
19.	13/08/2021	Rapat KNR bersama Komite Risiko dan Hukum, Komite Audit, Direktur Bisnis, Corplan and Portfolio Management Group Head, dan Risk and Quality Management Group Head, dengan agenda: Pembahasan Revisi RKAP Tahun 2021 dan Update RJPP Tahun 2021-2025 PT Jasa Marga (Persero) Tbk. Nomination and Remuneration Committee Meeting with Risk and Legal Committees, Audit Committee, Director of Business, Corplan and Portfolio Management Group Head, and Risk and Quality Management Group Head, with an agenda of: Discussion on the Revision of 2021 RKAP and Updates on 2021-2025 RJPP of PT Jasa Marga (Persero) Tbk.	✗		✗			✓
20.	18/08/2021	Rapat Bersama Dewan Komisaris: 1. Laporan Komite mengenai Rencana Usulan Revisi RKAP 2021 dan Update RJPP 2021-2025. 2. Laporan Hasil Kajian Komite Mengenai Pemanfaatan Rumija Tol Jasa Marga. Joint Meeting of the Board of Commissioners: 1. Committee Report on Plans for Proposal for 2021 RKAP Revision and Updates on 2021-2025 RJPP. 2. Report on the Results of Studies by the Committee on the Utilization of Space Belonging to Jasa Marga Toll Road.	✓		✓			✓

Tabel Rekapitulasi Rapat Komite Nominasi dan Remunerasi Tahun 2021
Table of Nomination and Remuneration Committee Meeting Recapitulation in 2021

No	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Agenda Rapat	Yuswanda A. Temenggung*	Agus Suharyono **	Anita Firmanti Eko S.***	Zulfan Lindan ****	Raja Erizman ****	Chitra Mardi Rahayuningsih
21.	22/09/2021	Rapat Bersama Dewan Komisaris: 1. Penyusunan dan Penetapan RKAP 2022 Dewan Komisaris. Joint Meeting of the Board of Commissioners: 1. Preparation and Stipulation of Board of Commissioners 2022 RKAP				✓	✓	✓
22.	12/10/2021	Finalisasi Usulan Struktur Organisasi; Bersama Direktur Human Capital dan Transformasi, Human Capital Development Group Head, dan Strategic Transformation Office Group Head. Finalization of Proposed Organizational Structure; alongside the Director of Human Capital and Transformation, Human Capital Development Group Head, and Strategic Transformation Office Group Head.				✓	✓	✓
23.	21/10/2021	Rapat Bersama Dewan Komisaris: 1. Laporan Hasil Kajian Komite atas Restrukturisasi SHL dan Perubahan Investasi. Joint Meeting of the Board of Commissioners: 1. Report on the Results of the Studies by the Committee on SHL Restructuring and Investment Modification.				✓	✓	✓
24.	24/11/2021	Usulan Perubahan Struktur Organisasi. Proposal for Changes in Organizational Structure.				✓	✓	✓
25.	06/12/2021	<i>Draft Board Manual</i> ; Bersama Sekretaris Dewan Komisaris, seluruh Anggota Komite Non Komisaris. Draft of Board Manual; alongside Secretary of the Board of Commissioners, all Members of Non-Commissioners Committees				✗	✗	✓
26.	31/12/2021	Rapat Internal Komite NR. NR Committee Internal Meeting.				✓	✓	✓
Jumlah Rapat dalam 1 (satu) Tahun Total Meeting in 1 (one) Year						26		
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meeting Attended			20	14	6	5	5	26
Jumlah Rapat yang Dihadiri Total Meeting Attended			17	12	5	5	5	26
Persentase Kehadiran Attendance Percentage			85%	86%	83%	100%	100%	100%
Rata-Rata Average						92%		

Keterangan/Remarks:

* Menjabat s.d 14 September 2021/ Serving until September 14, 2021

** Menjabat s.d 17 Juni 2021/Serving until June 17, 2021

*** Menjabat sejak tgl 17 Juni 2021 s.d. 14 September 2021/ Serving since June 17, 2021 until September 14, 2021

**** Menjabat sejak tgl 14 September 2021/ Serving since September 14, 2021

Rata-rata tingkat kehadiran rapat adalah sebesar 92%. Saran/Rekomendasi/Tanggapan Komite Nominasi dan Remunerasi dituangkan dalam Notulensi Rapat Koordinasi/Catatan Diskusi.

The average meeting attendance rate is 92%. Suggestions/Recommendations/Responses of the Nomination and Remuneration Committee are stated in the Minutes of the Coordination Meeting/ Discussion Notes.

Pengembangan Kompetensi

Pengembangan kompetensi Komite Nominasi dan Remunerasi dapat dilihat pada bab Profil Laporan Tahunan ini.

Competency Development

Competency development of the Nomination and Remuneration Committee can be seen in Education and/or Training in the Company Profile Chapter in this Annual Report.

Kebijakan dan Besaran Remunerasi bagi Komite Nominasi dan Remunerasi

Berdasarkan Peraturan Menteri BUMN No. PER-14/MBU/10/2021 tanggal 21 September 2021 tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, Anggota Komite Nominasi dan Remunerasi yang bukan anggota Dewan Komisaris memperoleh remunerasi berupa honorarium sebesar maksimal 20% dari gaji Direktur Utama.

Pelaksanaan Tugas Komite Nominasi dan Remunerasi

Selama tahun 2021, Komite Nominasi dan Remunerasi melakukan tugas sebagai berikut:

1. Pengawasan dan Pemberian Saran Bidang Nominasi

Pengawasan dan pemberian saran/nasihat di bidang Nominasi dilakukan dengan cara melakukan *review* terhadap kebijakan dan sistem nominasi pada Perseroan. Saran dan masukan tersebut menjadi bahan masukan Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian saran/nasihat di bidang nominasi.

Berdasarkan program dan kegiatan yang telah dilakukan pada tahun 2021, Komite Nominasi dan Remunerasi memberikan beberapa saran dan masukan kepada Dewan Komisaris terkait hal-hal sebagai berikut:

- a. Pengelolaan *Database* Unit/*Department Leader*.
- b. Penempatan BOD-1 atau BOD-2 di Anak Perusahaan harus selalu dipantau secara berkala kinerjanya sehingga penyusunan *Top 20 Talent* bisa dilakukan dengan cepat dan akurat setiap saat dibutuhkan.
- c. Perubahan struktur organisasi di Anak Perusahaan tetap menekankan pada efektivitas dan efisiensi dengan tidak merubah RKAP yang sudah disepakati.
- d. Struktur Organisasi berdasarkan arahan Pemegang Saham Seri A Dwiwarna dan peraturan lainnya dengan tetap memperhatikan fleksibilitas, fungsi, dan strategi jangka panjang Perseroan.

2. Pengawasan dan Pemberian Saran/Nasihat di Bidang Remunerasi

Pengawasan dan perumusan saran di bidang remunerasi yang telah dilakukan dengan cara melakukan *review* terhadap kebijakan dan

Remuneration Policy and Amount for the Nomination and Remuneration Committee

Based on the Regulation of Minister of SOEs No. PER-14/MBU/10/2021, September 21, 2021 on the Second Amendment to the Regulation of Minister of State-Owned Enterprises No. PER-12/MBU/2012 on the Organs Supporting the Board of Commissioners/ Board of Supervisors of State-Owned Enterprises, Members of the Nomination and Remuneration Committee who are not members of the Board of Commissioners receive remuneration in the form of an honorarium of a maximum of 20% of the salary of the President Director.

Nomination and Remuneration Committee Duty Implementation

Throughout 2021, Nomination and Remuneration Committee implemented the following duties:

1. Supervision and Provision of Advice/ Recommendation in Nomination Aspect

Supervisory and advisory functions in the aspect of Nomination are conducted through reviews on the nomination policies and system in the Company. The recommendations and advice serve as input material for the Board of Commissioners in implementing supervisory and advisory functions in the aspect of nomination.

Based on programs and activities implemented in 2021, Nomination and Remuneration Committee provided several recommendations and advice for the Board of Commissioners in relation with the following matters:

- a. Management of *Database* of Unit/*Department Leader*.
- b. Placement of BOD-1 or BOD-2 in Subsidiaries must always be monitored periodically for its performance so the preparation of *Top 20 Talent* can be done quickly and accurately whenever necessary.
- c. Changes in organizational structure in Subsidiaries must prioritize effectiveness and efficiency without modifying agreed RKAP.
- d. Organizational Structure is set according to directives by the Holders of Series A Dwiwarna shares and other regulations while still focusing on Company's long-term flexibility, functions, and strategies.

2. Supervision and Provision of Advice/ Recommendation in Remuneration Aspect

Supervision and formulation of recommendations in remuneration aspect have been implemented by conducting review on remuneration policies

sistem remunerasi pada Perseroan. *Review* dilakukan dengan tetap merujuk pada sistem remunerasi berbasis kinerja yang telah mulai ditransformasikan sejak Jasa Marga melakukan IPO tahun 2007. Hal ini dilakukan dengan memperhatikan peraturan dan ketentuan yang ada di Perseroan untuk mewujudkan sistem remunerasi yang berbasis kinerja. Dalam kaitannya dengan pelaksanaan sistem remunerasi berbasis kinerja tersebut, termasuk dalam hal ini program pensiun dini, Komite Nominasi dan Remunerasi memberikan beberapa saran dan masukan kepada Dewan Komisaris sebagai berikut:

- a. Tantiem diusulkan dengan memperhatikan kinerja Perseroan dan kondisi Perseroan sesuai RKAP.
- b. Remunerasi Direksi dan Dewan Komisaris direkomendasikan untuk tetap sama dengan tahun sebelumnya, tidak mengalami kenaikan.
- c. Remunerasi Organ Pendukung Komisaris agar menyesuaikan dengan Peraturan Menteri BUMN No. PER-06/MBU/04/2021.

3. Kajian Internal dan Penugasan Khusus Lainnya

- a. Pembahasan dan kajian tentang penilaian kinerja, remunerasi, pengembangan kompetensi dan analisa SDM.
- b. Ikut serta dalam kunjungan jalan tol nasional.
- c. Melakukan pembuatan laporan dan penugasan khusus lainnya.
- d. Berpartisipasi, ikut memberikan saran/pendapat dan/atau mengikuti Rapat Dewan Komisaris dan Rapat Koordinasi Direksi dengan Dewan Komisaris.

4. Pemantauan Pelaksanaan Program Kerja Komite Nominasi dan Remunerasi

5. Pemantauan (*Monitoring*) Pemenuhan *Key Performance Indicators* (KPI) Komite Nominasi dan Remunerasi

Pemantauan Penilaian kinerja Komite Risiko dan Hukum didasarkan pada pencapaian KPI (*Key Performance Indicators*).

Pemenuhan *Key Performance Indicator* (KPI) Komite Nominasi dan Remunerasi

Pada tahun 2021, indikator kinerja kunci atau *Key Performance Indicator* (KPI) Komite Nominasi dan Remunerasi berhasil mencapai nilai total 95%.

and system in the Company. The review is conducted while still referring to performance-based remuneration system that have been transformed since Jasa Marga first implemented IPO in 2007. This is implemented by taking into account Company's regulations and conditions to realize a performance-based remuneration system. In relation with the implementation of such a system, including in regards to early retirement program, Nomination and Remuneration Committee offered several suggestions and input to the Board of Commissioners, as follow:

- a. Annual bonus is proposed by taking into account Company's performance and conditions, in accordance with RKAP.
- b. Remuneration of the Board of Directors and Board of Commissioners is suggested to remain the same as the previous year, without any increase.
- c. Remuneration of Organs Supporting the Board of Commissioners should be adjusted in accordance with the Regulation of Minister of SOEs No. PER-06/MBU/04/2021.

3. Internal Studies and Other Specific Assignments

- a. Discussions and studies on performance assessment, remuneration, competence development, and HR analysis.
- b. Participation in visits to national toll roads.
- c. Preparation of report and other specific assignments.
- d. Taking part in, providing suggestions/opinions, and/or attending Board of Commissioners Meeting and Coordination Meeting of Board of Directors with Board of Commissioners.

4. Monitoring of the Implementation of Nomination and Remuneration Committee Work Plan

5. Monitoring of Compliance with Nomination and Remuneration Committee KPIs

Monitoring of Risk and Legal Committee performance assessment is based on the achievement of KPI (*Key Performance Indicators*).

Fulfillment of the *Key Performance Indicator* (KPI) of the Nomination and Remuneration Committee

In 2021, the key performance indicator (KPI) of the Nomination and Remuneration Committee managed to achieve total score of 95%.

Tabel Hasil Penilaian KPI Komite Nominasi dan Remunerasi Tahun 2021
Result of KPI Assessment on Nomination and Remuneration in 2021

No.	Perspektif Perspective	Sub Perspektif Sub Perspective	Indikator Indicator	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement [0-100]	Skor Score
					(A)	(B)	(A) x (B)
1	Nilai Ekonomi dan Sosial Untuk Indonesia (30%) Economic and Social Value for Indonesia (30%)	Nominasi Nomination	Memberikan Rekomendasi Kepada Dewan Komisaris mengenai Komposisi Jabatan Direksi dan/atau Komisaris Provide Recommendations to the Board of Commissioners regarding the Position Composition of the Board of Directors and/or Commissioners	Rekomendasi KNR atas usulan perubahan Struktur Organisasi terkait nomenklatur dan komposisi Direksi dan penyesuaian unit kerja pendukungnya (Risalah Rapat KNR 17 Maret 2021) Recommendations from KNR on the proposed changes in Organizational Structure related to the nomenclature and composition of the Board of Directors and adjustment of supporting work unit (Summary of Nomination and KNR Meeting, March 17, 2021)	10%	100	10
			Membantu Dewan Komisaris melakukan Penilaian Kinerja Direksi Assisting the Board of Commissioners in evaluating the Performance of the Board of Directors	Kajian pencapaian kinerja (KPI) Direktorat HC & Transformasi Studies on the KPIs of HC & Transformation Directorates	5%	100	5
			Membantu Dewan Komisaris melakukan Penilaian Kinerja Dewan Komisaris Assisting the Board of Commissioners in conducting the Performance Assessment of the Board of Commissioners	Kajian Usulan Sistem Penilaian Kinerja Komisaris (Risalah Rapat KNR 18 Januari 2021) Studies on the Proposal of the Board of Commissioners Performance Assessment (Summary of Nomination and Remuneration Committee Meeting (January 18, 2021)	5%	100	5
		Remunerasi Remuneration	Memberikan Rekomendasi Kepada Dewan Komisaris mengenai Remunerasi Provide Recommendations to the Board of Commissioners regarding Remuneration	Kajian Usulan Tantiem 2020 dan Remunerasi Direksi dan Dewan Komisaris 2021 (Risalah Rapat KNR 20 April 2021) Studies on the Proposal of 2020 Annual Bonus and 2021 Remuneration of Board of Directors and Board of Commissioners (Summary of Nomination and Remuneration Committee Meeting, April 20, 2021)	10%	100	10
				Telaah Penetapan Penghasilan, Tunjangan dan Fasilitas bagi Organ Pendukung Dewan Komisaris (Risalah Rapat KNR 4 Agustus 2021) Studies on Stipulation of Earnings, Allowances, and Facilities for Organs Supporting the Board of Commissioners (Summary of Nomination and Remuneration Meeting, August 4, 2021)			
2	Inovasi Model Bisnis (20%) Business Model Innovations (20%)	Internal Bisnis Internal Business	Pembahasan RKAP dan/ atau Review RJPP ruang lingkup SDM Discussion on RKAP and/ or RJPP review in the HR scope	Rekomendasi KNR RKAP/ RJPP lingkup SDM dan Struktur Organisasi (Risalah Rapat 13 Agustus 2021) Nomination and Remuneration Committee Recommendations on the RKAP/RJPP for Aspects of HR and Organizational Structure (Summary of Meeting, August 13, 2021)	10%	66	7

Tabel Hasil Penilaian KPI Komite Nominasi dan Remunerasi Tahun 2021
Result of KPI Assessment on Nomination and Remuneration in 2021

No.	Perspektif Perspective	Sub Perspektif Sub Perspective	Indikator Indicator	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement [0-100]	Skor Score
					(A)	(B)	(A) x (B)
2	Inovasi Model Bisnis (20%) Business Model Innovations (20%)	Internal Bisnis Internal Business	Review Piagam Komite Nominasi dan Remunerasi Review of the Nomination and Remuneration Committee Charter	Update Piagam Komite Nominasi dan Remunerasi (Risalah Rapat 11 Januari 2021) Updates on Nomination and Remuneration Committee Charter (Summary of Meeting, January 11, 2021)	10%	100	10
3	Kepemimpinan Teknologi (20%) Technology Leadership (20%)	Kepemimpinan Leadership	Kajian Analisa SDM HR Analysis Study	Pembahasan Analisa SDM dan Review Database BOD-1 serta Database BOD-2 (Risalah Rapat 31 Mei 2021) Discussions on HR Analysis and Review on BOD-1 and BOD-2 Databases (Summary of Meeting, May 31, 2021)	20%	100	20
4	Pengembangan Talenta (15%) Talent Development (15%)	Pembelajaran dan Pertumbuhan Learning and Growth	Mengikuti Kunjungan Kerja Jalan Tol Nasional Attending the National Toll Road Work Visit	Laporan Kunjungan Kerja Dewan Komisaris ke Proyek Jalan Tol JORR II (Kunciran-Cengkareng, Serpong-Cinere) dan BORR Seksi III A dengan agenda: Presentasi Persiapan Pengoperasian Jalan Tol Ruas Kunciran - Cengkareng dan Jalan Tol Serpong-Cinere (17 Maret 2021) Report on Work Visits of the Board of Commissioners to Toll Road JORR II (Kunciran-Cengkareng, Serpong-Cinere) and BORR Section III A with an agenda: Presentation of Preparation of Operation of Toll Road Section Kunciran-Cengkareng and Toll Road Serpong-Cinere (March 17, 2021)	5%	100	5
			Mengikuti Seminar dan Pelatihan terkait Attending seminars and related training	Webinar "Cluster Talent Committee Infrastructure Program" (Nota Dinas No.019/KNR/V-2021) Webinar "Cluster Talent Committee Infrastructure Program" (Service Memo No. 019/KNR/V-2021)	5%	100	5
			Pembahasan Talent Management Discussion on Talent Management	Kajian Talent Management /Top Talent 20 (Risalah Rapat 26 Februari 2021) Studies on Talent Management/Top 20 Talent (Summary of Meeting, February 26, 2021)	5%	100	5
5	Tertib Administrasi (15%) Good Administration (15%)	Tugas Khusus Special Duty	Pembuatan Program Kerja Komite Preparation of Committee Work Program	Draft Program Kerja 2021 (Risalah Rapat 11 Januari 2021) 2021 Work Program Draft (Minutes of Meeting January 11, 2021)	5%	100	5

Tabel Hasil Penilaian KPI Komite Nominasi dan Remunerasi Tahun 2021
Result of KPI Assessment on Nomination and Remuneration in 2021

No.	Perspektif Perspective	Sub Perspektif Sub Perspective	Indikator Indicator	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement [0-100]	Skor Score
					(A)	(B)	(A) x (B)
5	Tertib Administrasi (15%) Good Administration (15%)	Tugas Khusus Special Duty	Laporan Pelaksanaan Kegiatan Triwulan Quarterly Activity Implementation Report	Laporan Triwulan 1 Q1 Report	5%	67	3
				Laporan Triwulan 2 Q2 Report			
Laporan Triwulan 3 Q3 Report							
Laporan Triwulan 4 Q4 Report							
			Laporan Pelaksanaan Kegiatan Tahunan Annual Activity Implementation Report	Laporan Tahunan 2021 Annual Report 2021	5%	100	5
				Draft Annual Report Annual Report Draft			
Total					100%	95	95

Program Kerja Komite Nominasi dan Remunerasi Tahun 2022

Komite Nominasi dan Remunerasi telah menyusun menetapkan rencana kerja yang akan dibahas melalui sejumlah kegiatan. Program kerja Komite Nominasi dan Remunerasi di tahun 2022 berdasarkan perspektif KPI adalah sebagai berikut:

Nomination and Remuneration Committee Work Plan in 2022

The Nomination and Remuneration Committee has formulated a work plan that will be discussed through a number of activities. The work program of the Nomination and Remuneration Committee in 2022 based on the KPI perspective is as follows:

Tabel Rencana Kerja Komite Nominasi dan Remunerasi Tahun 2022
Nomination and Remuneration Committee Work Plan in 2022

Perspektif Perspective	Program Kerja Work Program
Nominasi Nomination	<ol style="list-style-type: none"> Memberikan rekomendasi kepada Dewan Komisaris mengenai: <ol style="list-style-type: none"> Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris. Kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi. Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris. Struktur Organisasi Baru. Kebijakan Pembinaan Karir. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi. Memberikan rekomendasi kepada Dewan komisaris mengenai program pengembangankemampuan anggota Direksi dan/atau anggota Dewan Komisaris. <ol style="list-style-type: none"> Providing recommendations for the Board of Commissioners on: <ol style="list-style-type: none"> The composition of position of members of the Board of Directors and/or members of the Board of Commissioners. The policies and strategies required in the Nomination process. The policies on performance evaluation of members of the Board of Directors and/or members of the Board of Commissioners. The new organizational structure. The policies on career development. Assisting the Board of Commissioners in implementing performance assessment based on the parameters that have been prepared as the material of evaluation. Providing recommendations for the Board of Commissioners on the competence development program of members of the Board of Directors and/or the Board of Commissioners.

Tabel Rencana Kerja Komite Nominasi dan Remunerasi Tahun 2022
Nomination and Remuneration Committee Work Plan in 2022

Perspektif Perspective	Program Kerja Work Program
Remunerasi Remuneration	<ol style="list-style-type: none"> 1. Memberikan rekomendasi kepada Dewan Komisaris mengenai: <ol style="list-style-type: none"> a. Struktur Remunerasi. b. Kebijakan atas Remunerasi. c. Besaran atas Remunerasi. 2. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris. <ol style="list-style-type: none"> 1. Providing recommendations for the Board of Commissioners on: <ol style="list-style-type: none"> a. The structure of remuneration. b. The policies on remuneration. c. The amount of remuneration. 2. Assisting the Board of Commissioners with performance assessment on the appropriateness of remuneration received by each member of the Board of Directors and/or member of the Board of Commissioners.
Internal Bisnis Internal Business	Pembahasan RKAP dan/atau <i>review</i> RJPP. Discussions on RKAP and/or reviews on RJPP.
Pembelajaran dan Pertumbuhan Learning and Growth	<ol style="list-style-type: none"> 1. Peningkatan kualitas anggota dalam perkembangan Nominasi dan Remunerasi. 2. Studi Lapangan. <ol style="list-style-type: none"> 1. Quality improvement of members in the development of Nomination and Remuneration. 2. Field Studies.
Kepemimpinan Leadership	Pembahasan Analisa Kinerja SDM. Discussions on HR Performance Analysis.
Tugas Khusus oleh Dewan Komisaris Special Assignments by the Board of Commissioners	<ol style="list-style-type: none"> 1. Pembuatan Laporan. 2. Tugas Khusus lainnya. <ol style="list-style-type: none"> 1. Preparation of Reports. 2. Other Special Assignments.

Kebijakan Suksesi Direksi

Demi mewujudkan proses dan mekanisme pemilihan dan penggantian anggota Direksi yang transparan, akuntabel dan dapat dipertanggungjawabkan, Perseroan telah mengikuti persyaratan dan tata cara yang diatur melalui Peraturan Menteri Negara BUMN No. PER-03/MBU/02/2015 mengenai Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.

Peraturan tersebut menyatakan, sumber bakal calon Direksi berasal dari Direksi BUMN, Dewan Komisaris/ Dewan Pengawas BUMN, talenta BUMN yang diusulkan melalui Dewan Komisaris, talenta Kementerian BUMN, dan sumber lain.

Bakal calon Direksi dapat diusulkan dari Dewan Komisaris setelah melalui penilaian terhadap yang bersangkutan dan jika memenuhi syarat agar diusulkan kepada Menteri BUMN. Bakal calon yang akan ditetapkan menjadi calon anggota Direksi juga harus memenuhi persyaratan formal dan persyaratan lain yang ditetapkan dalam PER-03/MBU/02/2015 serta Peraturan Otoritas Jasa

Board of Directors Succession Policy

In realizing the process and mechanism to select and replace members of the Board of Directors in a transparent and accountable way, the Company has followed the requirements and procedures stipulated in Minister SOEs Regulation No. PER 03/MBU/02/2015 concerning Requirements and Procedures for Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises.

The regulation declares that sources of prospective Directors come from the Directors of SOEs, the Board of Commissioners /Supervisory Board members in SOEs, talents from SOEs proposed through the Board of Commissioners, talents from the Ministry of SOEs, and other sources.

The Board of Commissioners can propose prospective candidates for Directors after assessing the persons concerned. Those to be determined as candidates for members of the Board of Directors shall also fulfill formal and other requirements stipulated in PER-03/MBU/02/2015 and the Financial Services Authority Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Listed

Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan telah lulus Uji Kelayakan dan Kepatutan.

Proses nominasi dan pemilihan Direksi dilakukan melalui usulan anggota Direksi kepada RUPS dengan memperhatikan rekomendasi dari Dewan Komisaris atau Komite Nominasi, Remunerasi dan Risiko. Sebelum dilakukan pembahasan tentang pengangkatan dan pemberhentian Direksi dalam RUPS telah disediakan informasi tentang profil calon Direksi yang baru maupun yang diangkat kembali.

Selain itu, Perseroan juga mempersiapkan kader-kader pimpinan Perseroan melalui mekanisme *Talent Management System*. Dengan mengidentifikasi posisi kunci untuk *executive leader* dan jabatan Direktur Anak Perusahaan, Perseroan mengembangkan kompetensi calon pimpinan melalui program *Corporate Leadership*.

Melalui proses seleksi yang dilaksanakan Direksi bersama dengan Dewan Komisaris, Perseroan memilih calon pemimpin yang dinilai mempunyai *personal quality* yang baik, pengalaman dan keahlian yang memadai untuk menduduki jabatan pimpinan setingkat di bawah Direksi dan Direktur Anak Perusahaan yang diharapkan dapat menjadi anggota Direksi Perseroan di masa yang akan datang yang bersumber dari kalangan pejabat internal Perseroan.

KOMITE RISIKO DAN HUKUM

Risk and Legal Committee

Komite Risiko dan Hukum merupakan komite yang dibentuk untuk membantu Dewan Komisaris melaksanakan fungsi pengawasan dan memastikan pelaksanaan manajemen risiko dan hukum serta tata kelola perusahaan secara objektif, efektif, dan efisien.

Komite Risiko dan Hukum merupakan pengembangan dari Komite Nominasi, Remunerasi dan Risiko yang dibentuk pada Juli 2020. Melalui komite ini diharapkan Dewan Komisaris bekerja secara profesional, independen, dan kompeten agar Visi dan Misi Perseroan dapat tercapai.

Dasar Pembentukan Komite Risiko dan Hukum

Komite Risiko dan Hukum dibentuk berdasarkan peraturan perundangan. Adapun dasar hukum pembentukan Komite Risiko dan Hukum, sebagai berikut:

or Public Companies and have passed the Feasibility and Compliance Test. If they meet the requirements, then they are proposed to the Minister of SOEs.

The nomination and determination process for the Board Directors are carried out through proposals from members of the Board of Directors to the GMS with due regard to recommendations from the Board of Commissioners or the Nomination, Remuneration, and Risk Committee. Before discussing the appointment and dismissal of the Board of Directors in the GMS, information has been provided on the profiles of new and reappointed candidates for Directors.

In addition, the Company also prepares cadres of company leaders through the Talent Management System mechanism. By identifying critical positions for executive leaders and the roles of Directors of Subsidiaries, the Company develops the competencies of prospective leaders through the Corporate Leadership program.

Through the selection process carried out by the Board of Directors together with the Board of Commissioners, the Company chooses candidates for leaders who are considered to have good personal quality, experience, and sufficient expertise to occupy leadership positions below the Board of Directors of the Company and members of the Board of Directors of Subsidiaries who are expected to become members of the Board of Directors of the Company in the future, the ones sourced from the Company's internal.

The Risk and Legal Committee is a committee formed to assist the Board of Commissioners in carrying out its supervisory function and ensuring the implementation of risk management and law and corporate governance objectively, effectively, and efficiently.

The Risk and Legal Committee is a development of the Nomination, Remuneration, and Risk Committee, formed in July 2020. Through this committee, it is hoped that the Board of Commissioners will work professionally, independently, and competently to achieve the Company's Vision and Mission.

Risk and Legal Committee Establishment Framework

The Risk and Legal Committee is established based on the laws and regulations. The legal basis for the establishment of the Risk and Legal Committee is as follows:

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Undang-Undang Republik Indonesia No. 19 tahun 2003 tentang Badan Usaha Milik Negara; 2. Undang-Undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas; 3. Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Risiko dan Hukum Emiten atau Perusahaan Publik dan No. 33/POJK.04/2014 ; 4. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Organ Penerapan Tata Kelola Perusahaan yang baik (Good Corporate Governance) pada Badan Usaha Milik Negara diantaranya menyangkut pembentukan organ Pendukung Dewan Komisaris/Dewan Pengawas untuk pembentukan Komite Manajemen Risiko; 5. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara; 6. Surat Wakil Menteri Negara Badan Usaha Milik Negara Nomor S-375/MBU.Wk/2011 tanggal 5 Desember 2011 perihal Kebijakan Menteri Negara BUMN dalam pengurusan dan pengawasan BUMN, Dewan Komisaris PT Jasa Marga (Persero) Tbk. Memandang perlu untuk membentuk Komite Nominasi, Remunerasi dan Risiko (KNRR) untuk membantu melaksanakan pengawasan manajemen nominasi, remunerasi dan risiko yang dihadapi oleh PT Jasa Marga (Persero) Tbk; 7. Keputusan Sekretaris Kementerian BUMN Nomor : SK-16/S.MBU/2012 tentang Indikator/ Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik (Good Corporate Governance) pada BUMN; 8. Anggaran Dasar Perusahaan Perseroan (Persero) PT Jasa Marga (Persero) Tbk. Akte Notaris Dr. Freddy Harris, SH, LL.M, ACCS, Nomor : 98 Tanggal 28 April 2017 yang telah disampaikan pemberitahuan dalam Daftar Perseroan Nomor AHU-0055628.AH.01.11. Tahun 2017 Tanggal 28 April 2017; 9. Keputusan Dewan Komisaris Perseroan PT Jasa Marga (Persero) Tbk, Nomor KEP-078/VII/2020 Jo. No.KEP-046/II/2014 Jo. No.KEP-063/IV/2015 Jo.No.KEP-155/XI/2015 tentang Komite Dewan Komisaris PT Jasa Marga (Persero) Tbk. Tanggal 13 Juli 2020. | <ol style="list-style-type: none"> 1. The 2003 Law of the Republic of Indonesia No. 19 on State-Owned Enterprises; 2. The 2007 Law of the Republic of Indonesia No. 40 on Limited Liability Company; 3. The Regulation of Financial Services Authority No. 34/POJK.04/2014 on Risk and Legal Committee of Issuant or Public Company and No. 33/POJK.04/2014; 4. The Regulation of State Minister of State-Owned Enterprises No. PER-01/MBU/2011, August 1, 2011 on the Organ of the Implementation of Good Corporate Governance on State-Owned Enterprises in relation with the formation of organs Supporting the Board of Commissioners/ Board of Supervisors to establish Risk Management Committee; 5. The Regulation of State Minister of State-Owned Enterprises No. PER-12/MBU/2012, August 24, 2012 on Organs Supporting the Board of Commissioners/Board of Supervisors of State-Owned Enterprises; 6. The Letter of State Vice Minister of State-Owned Enterprises No. S-375/MBU.Wk/2011, December 5, 2011 on the Policy of Minister of SOEs on the management and supervision of SOEs, PT Jasa Marga (Persero) Tbk views that it is necessary to form a Nomination, Remuneration, and Risk Committee to assist with the implementation of supervision over the management of nomination, remuneration, and risks that the Company faces; 7. The Decree of the Secretary of Ministry of SOEs No. SK-16/S.MBU/2012 on Indicators/ Parameters for Assessment and Evaluation on the Implementation of Good Corporate Governance in SOEs; 8. The Articles of Association of Limited Liability Company of PT Jasa Marga (Persero) Tbk, Notarial Deed of Dr. Freddy Harris, S.H., LL.M, ACCS No. 98, April 28, 2017, conveyed through notification in the Company's Registry No. AHU-0055628.AH.01.01.Tahun 2017, April 28, 2017; 9. The Decree of PT Jasa Marga (Persero) Tbk Board of Commissioners No. KEP-078/VII/2020 Jo. No. KEP-046/II/2014 Jo. No. KEP-063/IV/2015 Jo. No. KEP-155/XI/2015 on Committee of the Board of Commissioners of PT Jasa Marga (Persero) Tbk, July 13, 2020. |
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Pedoman Kerja/Piagam Komite Risiko dan Hukum

Komite Risiko dan Hukum Jasa Marga memiliki Piagam Komite Risiko dan Hukum yang telah disahkan melalui Keputusan Dewan Komisaris

Risk and Legal Committee Work Guidelines/ Charter

Jasa Marga's Legal and Risk Committee has a Risk and Legal Committee Charter ratified by the Board of Commissioners No. KEP-119/XI/2020

No. KEP-119/XI/2020 tanggal 23 November 2020 sebagai acuan dalam melaksanakan tugas dan tanggung jawabnya. Piagam tersebut memuat ketentuan yang harus dipatuhi pembentukan dan pelaksanaan kegiatan Komite Risiko dan Hukum agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan. Isi dari Piagam tersebut antara lain mencakup:

1. Landasan Hukum;
2. Pengangkatan dan Pemberhentian Anggota;
3. Tugas;
4. Kewenangan;
5. Persyaratan;
6. Tanggung Jawab;
7. Rapat;
8. Laporan;
9. Akses Kerahasiaan Informasi;
10. Rencana Kerja dan Anggaran;
11. Penghasilan Anggota;
12. Pendidikan dan Tenaga Penunjang;
13. Penilaian Kinerja;
14. Lain-lain;
15. Penutup.

Kriteria

Setiap orang yang diangkat menjadi anggota Komite Risiko dan Hukum, wajib memenuhi kriteria yang dipersyaratkan. Persyaratan tersebut, antara lain:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan/pemeriksaan.
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan dalam Perseroan.
3. Mampu berkomunikasi secara efektif.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Salah seorang dari Anggota Komite Risiko dan Hukum harus memiliki latar belakang pendidikan atau keahlian di bidang Manajemen Risiko atau bidang Hukum.
6. Salah seorang dari anggota Komite Risiko dan Hukum memiliki kemampuan dan pemahaman tentang lingkup bisnis Perseroan.

Ketentuan Masa Jabatan

Seluruh Anggota Komite Risiko dan Hukum Jasa Marga memiliki integritas, kompetensi dan reputasi yang baik. Pemberhentian anggota Komite Risiko dan Hukum dapat dilakukan apabila yang bersangkutan berakhir masa jabatan keanggotaannya dan berdasarkan keputusan Dewan Komisaris, diberhentikan karena tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam menjalankan tugasnya. Masa tugas anggota Komite Risiko dan Hukum tidak

dated November 23, 2020 as a reference in carrying out their duties and responsibilities. The Charter contains provisions that must be adhered to by establishing and implementing the Risk and Legal Committee's activities to work independently, objectively, independently, transparently, and in a responsible way. Contents of the Charter include:

1. Legal Basis;
2. Appointment and Dismissal of Members;
3. Tasks;
4. Authority;
5. Requirements;
6. Responsibilities;
7. Meetings;
8. Reports;
9. Access to Confidential Information;
10. Work Plan and Budget;
11. Member's Income;
12. Education and Supporting Personnel;
13. Performance Assessment;
14. Others;
15. Closing.

Kriteria

Everyone who is appointed as a member of the Risk and Legal Committee must meet the required criteria. These requirements, among others:

1. Have good integrity and sufficient knowledge and work experience in supervision/inspection.
2. Do not have any personal interests/relationships that can negatively impact and conflict of interest in the Company.
3. Able to communicate effectively.
4. Can provide sufficient time to complete the task.
5. One of the Risks and Legal Committee members must have an educational background or expertise in Risk Management or the field of Law.
6. One of the Risks and Legal Committee members has the ability and understanding of the Company's business scope.

Terms of Service

All Jasa Marga members of the Risk and Legal Committee have integrity, competence, and a good reputation. Dismissal of the Risk and Legal Committee member can be done if the member concerned ends their term of office and, based on the decision of the Board of Commissioners, is dismissed because they do not fulfill the predetermined performance and/or is incompetent in carrying out their duties. The term of office of members of the Risk and Legal Committee

boleh lebih lama dari masa jabatan Dewan Komisaris sebagaimana diatur dalam Anggaran Dasar Perseroan dan dapat diangkat kembali, sesuai peraturan dan ketentuan perundangan.

Apabila anggota Komisaris yang menjadi Ketua Komite Risiko dan Hukum berhenti sebelum masa tugasnya sebagai Komisaris Perseroan, maka Ketua Komite Risiko dan Hukum digantikan oleh Komisaris Lainnya.

Susunan, Jumlah, Komposisi dan Dasar Pengangkatan Komite Risiko dan Hukum

Komite Risiko dan Hukum yang paling kurang terdiri dari 3 (tiga) orang anggota dimana 1 (satu) orang Ketua merangkap anggota yang berasal dari Anggota Dewan Komisaris, Komisaris Independen dan Pihak dari luar Perseroan. Komite Risiko dan Hukum dipimpin oleh seorang koordinator yang disebut ketua Komite Risiko dan Hukum. Secara struktural Komite Risiko dan Hukum bertanggung jawab kepada Dewan Komisaris dan mempunyai hubungan fungsional dengan Risk Quality Management Group dan Legal and Compliance Group.

Susunan keanggotaan Komite Risiko dan Hukum Jasa Marga pada tahun 2021 adalah sebagai berikut:

may not be longer than the term of office of the Board of Commissioners as stipulated in the Company's Articles of Association and may be reappointed following the laws and regulations.

If a member of the Board of Commissioners who is the Chairman of the Risk and Legal Committee resigns before his term of office as a Commissioner of the Company, the Chairman of the Risk and Legal Committee is replaced by another Commissioner.

Arrangement, Number of Members, and Basis of Appointment of Risk and Legal Committee

The Risk and Legal Committee consists of at least 3 (three) members, where 1 (one) Chair is concurrently a member from the Board of Commissioners, Independent Commissioners, and parties outside the Company. The Risk and Legal Committee is chaired by a coordinator called the Head of the Risk and Legal Committee. Structurally, the Risk and Legal Committee is responsible to the Board of Commissioners and has functional relationships with Risk Quality Management Group and Legal and Compliance Group.

The composition of the membership of Jasa Marga's Legal and Risk Committee in 2021 is as follows:

Tabel Susunan Keanggotaan Komite Risiko dan Hukum Tahun 2021
Table of Membership Composition of Risk and Legal Committee in 2021

Nama Name	Jabatan Position	Periode Period	Dasar Pengangkatan Basis of Appointment
M. Roskanedi***	Ketua Chairman	17 Juni 2021 - Sekarang June 17, 2021 - Present	Keputusan Dewan Komisaris No. KEP-073/IX/2021 Board of Commissioners Decree No. KEP-073/IX/2021
	Anggota Member	17 Juni 2021 - 14 September 2021 June 17, 2021 - September 14, 2021	Keputusan Dewan Komisaris No. KEP-49/VI/2021 Board of Commissioners Decree No. KEP-49/VI/2021
Zulfan Lindan*	Ketua Chairman	13 Juli 2020 - 14 September 2021 July 13, 2020 - September 14, 2021	Keputusan Dewan Komisaris No. KEP-081/VII/2020 Board of Commissioners Decree No. KEP-081/VII/2020
Anita Firmanti Eko Susetyowati**	Anggota Member	13 Juli 2020 - 17 Juni 2021 July 13, 2020 - June 17, 2021	Keputusan Dewan Komisaris No. KEP-081/VII/2020 Board of Commissioners Decree No. KEP-081/VII/2020
Yohanes Baptista Satya Sananugraha****	Anggota Member	14 September 2021 - Sekarang September 14, 2021 - Present	Keputusan Dewan Komisaris No. KEP-073/IX/2021 Board of Commissioners Decree No. KEP-073/IX/2021
Tjahjanto Budisatrio	Anggota Member	1 Juli 2020 - 31 Maret 2022 July 1, 2020 - March 31, 2022	Keputusan Dewan Komisaris No. KEP-84/VII/2020 Board of Commissioners Decree No. KEP-84/VII/2020
Iqbal Tawakkal Pasaribu	Anggota Member	13 Juli 2020 - 13 Juli 2023 July 13, 2020 - July 13, 2023	Keputusan Dewan Komisaris No. KEP-82/VII/2020 Board of Commissioners Decree No. KEP-82/VII/2020

Keterangan/Remarks:

* Menjabat s.d 14 September 2021/ Serving until September 14, 2021

** Menjabat s.d 17 Juni 2021/Serving until June 17, 2021

*** Menjabat sejak 17 Juni 2021/ Serving since June 17, 2021

**** Menjabat sejak 14 September 2021/ Serving since September 14, 2021

Profil Komite Risiko dan Hukum

Profil anggota Komite Risiko dan Hukum dapat dilihat pada bagian Profil Komite Risiko dan Hukum di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Independensi Anggota Komite Risiko dan Hukum

Sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik dan No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, seluruh anggota Komite Risiko dan Hukum telah memenuhi persyaratan jumlah, komposisi, kriteria, kompetensi, dan independensi.

Profile of Risk and Legal Committee

The profiles of the Risk and Legal Committee members can be seen in the Risk and Legal Committee Profile Section in the Company Profile Chapter of this Annual Report.

Independence of Risk and Legal Committee Members

Following the provisions of the Financial Services Authority Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies and No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises, all Nomination and Remuneration Committee members have met the requirements for number, composition, criteria, competence, and independence.

Tabel Independensi Anggota Komite Risiko dan Hukum
Table of Independence of Risk and Legal Committee Members

Aspek Independensi Independence Aspects	Nama Name					
	M. Roskanedi***	Yohanes Baptista Satya Sananugraha****	Tjahjanto Budisatrio	Iqbal Tawakkal Pasaribu	Zulfan Lindan*	Anita Firmanti Eko Susetyowati**
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Having no financial relationship with the Board of Commissioners and Board Directors.	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di Perseroan, anak perusahaan, maupun perusahaan afiliasi. Having no management relationship in the Company, its Subsidiaries, or affiliated companies.	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Perseroan. Having no share ownership in the Company.	✓	✓	✓	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Risiko dan Hukum. Having no family relationship with the Board of Commissioners, Board Directors and/or fellow members of the Risk and Legal Committee.	✓	✓	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah. Having no position as manager of political parties, officials, and local government.	✓	✓	✓	✓	✓	✓

Keterangan/Remarks:

* Menjabat s.d 14 September 2021/ Serving until September 14, 2021

** Menjabat s.d 17 Juni 2021/ Serving until June 17, 2021

*** Menjabat sejak 17 Juni 2021/ Serving since June 17, 2021

**** Menjabat sejak 14 September 2021/ Serving since September 14, 2021

Sebagai bentuk komitmen dan tanggung jawab Komite Risiko dan Hukum atas terlaksananya prinsip-prinsip Tata Kelola Perusahaan, serta sebagai upaya merealisasikan ketentuan tentang independensi yang ada dalam Piagam Komite Risiko dan Hukum, maka Ketua dan seluruh Anggota Komite Risiko dan Hukum telah menandatangani Surat Pernyataan Independensi.

Beberapa pernyataan penting dalam Surat Pernyataan Independensi Komite Risiko dan Hukum antara lain bahwa Komite Risiko dan Hukum Jasa Marga:

1. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perseroan.
2. Tidak memiliki saham dan/atau instrument keuangan Perseroan di pasar keuangan, baik langsung maupun tidak langsung.
3. Tetap menjaga kerahasiaan dokumen, data, dan informasi Perseroan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Risiko dan Hukum.

Tugas Komite Risiko dan Hukum

Komite Risiko dan Hukum memiliki tugas yang tercantum dalam Piagam Komite Risiko dan Hukum. Adapun tugas yang tercantum dalam piagam Komite Risiko dan Hukum, sebagai berikut:

1. Secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
2. Bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam laporan dan bertanggung jawab kepada Dewan Komisaris.
3. Menyusun manual kerja, program kerja komite tahunan dan melakukan *self assessment* serta melaporkannya ke Dewan Komisaris.
4. Membuat laporan periodik triwulanan dan tahunan dan disampaikan kepada Komisaris Utama. Laporan tersebut bisa menjadi bagian dari Laporan Tahunan Dewan Komisaris dan/ atau Laporan Tahunan Perseroan.
5. Menyelenggarakan rapat-rapat Komite berdasarkan undangan yang ditandatangani oleh Ketua Komite atau oleh Anggota Komite yang diberi kuasa oleh Ketua, membuat risalah rapat Komite, lengkap dengan daftar hadir, hasil telaahan/ evaluasi/kajian sesuai agenda rapat, serta dinamika dan keputusan rapat dan mendokumentasikan dengan baik.
6. Melakukan penelaahan dan kajian atas rencana kebijakan dan strategi investasi dalam bisnis jalan tol dan non tol yang diajukan Direksi sebagai bahan masukan Dewan Komisaris.
7. Melakukan Penelaahan terhadap realisasi rencana investasi Perseroan yang tercantum di RJPP dan RKAP Perseroan.

As a form of commitment and responsibility of the Risk and Legal Committee for the Corporate Governance principle implementation and an effort to realize the provisions on independence contained in the Risk and Legal Committee Charter, the Chairperson and all Members of the Risk and Legal Committee have signed a Statement of Independence.

Several essential statements in the Statement of Independence of the Risk and Legal Committee include that Jasa Marga's Legal and Risk Committee:

1. Not having any personal interest/affiliation that could cause a negative impact and conflict of interest on the Company.
2. Not having any ownership of the Company's shares and/or financial instruments on the financial market, either directly or indirectly
3. Maintain confidentiality of documents, data, and information of the Company, both from internal and external parties, and are only used to carry out the duties of the Risk and Legal Committee.

Duties and Responsibilities of the Risk and Legal Committee

The Risk and Legal Committee has the duties listed in the Risk and Legal Committee Charter. The tasks listed in the Risk and Legal Committee charter are as follows:

1. Carrying out the duties collectively to assist the Board of Commissioners.
2. Independent both in duties implementation and reporting as well as responsible to the Board of Commissioners.
3. Prepare work manuals, annual committee work programs, conduct self-assessments, and report them to the Board of Commissioners.
4. Prepare quarterly and annual reports and submit the reports to the President Commissioner. The report can be part of the Annual Report of the Board of Commissioners and/or the Company's Annual Report.
5. Arrange Committee meetings based on invitations signed by the Committee Chairperson or by Committee Members who are authorized by the Chair, prepare minutes of Committee meetings, complete with attendance lists, results of reviews/ evaluations/studies according to the meeting agenda, as well as dynamics and decisions of meetings and well documented.
6. Review and study the planned policies and investment strategies in the toll and non-toll road business proposed by the Board of Directors to recommend to the Board of Commissioners.
7. Review realization of the Company's investment plans as disclosed in the Company's RJPP and RKAP.

8. Tugas terkait dengan Pemantau Manajemen Risiko:
 - a. Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi;
 - b. Melakukan Penelaahan terhadap berbagai model pengukuran risiko yang digunakan Perseroan dan pelaksanaan manajemen risiko;
 - c. Memantau dan menelaah kesesuaian berbagai kebijakan dan pelaksanaan manajemen risiko Perseroan, serta berbagai potensi risiko yang dihadapi Perseroan;
 - d. Menyiapkan bahan, informasi, materi analisis dan kajian terkait dengan pelaksanaan investasi dan manajemen risiko;
 - e. Memberikan rekomendasi mengenai penyempurnaan sistem Manajemen Risiko serta pelaksanaannya;
 - f. Menyarankan indikator risiko yang harus disampaikan oleh manajemen atas perkembangan lingkungan eksternal dan internal organisasi Perseroan yang mempengaruhi proses bisnis Perseroan;
 - g. Memberikan rekomendasi mengenai penyempurnaan sistem Manajemen Risiko serta pelaksanaannya.
9. Tugas terkait dengan Pengawasan Pelaksanaan Hukum dan Tata Kelola Perusahaan:
 - a. Melakukan kajian dan penelaahan secara hukum atas Keputusan/Kebijakan Direksi yang memerlukan persetujuan Dewan Komisaris dan/atau Pemegang Saham Seri A Dwiwarna dan/atau RUPS sebagaimana yang diatur dalam Anggaran Dasar Perseroan;
 - b. Melakukan pengawasan (monitoring) atas pelaksanaan Keputusan/Kebijakan Direksi yang membutuhkan persetujuan Dewan Komisaris dan/atau Pemegang Saham Seri A Dwiwarna dan/atau RUPS sebagaimana yang diatur dalam Anggaran Dasar Perseroan;
 - c. Melakukan kajian atau penelaahan atas berbagai permasalahan hukum yang dilaporkan oleh Direksi kepada Dewan Komisaris, dan melakukan analisa hukum atas dampak penyelesaian masalah hukum tersebut, sebagai bahan Dewan Komisaris dalam memberikan pandangan, saran dan rekomendasi kepada Direksi;
 - d. Bersama dengan Komite Audit melakukan pemantauan, penelaahan dan tindak lanjut yang telah dilakukan oleh Direksi atas temuan-temuan hasil audit auditor eksternal (BPK dan/atau KAP) yang prosesnya masih dalam penanganannya Instansi/Badan Hukum Pemerintah baik namun tidak terbatas seperti Mahkamah Agung, Kejaksaan Agung, Kepolisian, Pengadilan Negeri dan/atau Pengadilan Tinggi, atau non peradilan seperti BANI;
8. Duties related to Risk Management Oversight are as follows:
 - a. Review risk management implementation activities carried out by the Board of Directors;
 - b. Review the various risk measurement models applied by the Company and implementation of risk management;
 - c. Monitor and review the suitability of various policies and implementation of corporate risk management, as well as various potential risks experienced by the Company;
 - d. Prepare materials, information, analytical materials, and studies related to the implementation of investment and risk management;
 - e. Provide recommendations regarding the improvement of the Risk Management system and its implementation;
 - f. Suggest risk indicators that shall be submitted by management regarding developments in the external and internal environment of the Company's organization that affect the Company's business processes;
 - g. Provide recommendations regarding improvements to the Risk Management system and its implementation.
9. Duties related to Supervision of Law and Corporate Governance Implementation;
 - a. Conduct legal review and review of Directors' Decisions/Policies which require the approval of the Board of Commissioners and/or Series A Dwiwarna Shareholders and/or GMS as stipulated in the Company's Articles of Association;
 - b. Supervise (monitoring) implementation of Directors' Decisions/Policies which require the approval of the Board of Commissioners and/or Series A Dwiwarna Shareholders and/or the GMS as stipulated in the Company's Articles of Association;
 - c. Conduct studies or studies on various legal issues reported by the Board of Directors to the Board of Commissioners, and conduct legal analysis on the impact of the resolution of these legal problems, as material for the Board of Commissioners in providing views, suggestions, and recommendations to the Board of Directors;
 - d. Together with the Audit Committee, monitoring, reviewing, and following up have been carried out by the Board of Directors on the external auditors' (BPK and/ or KAP) findings whose processes are still being handled by Government Agencies/Legal Entities either but not limited to such as the Supreme Court, Attorney General's Office, Police, District Court and/or High Court, or non-court like BANI;

- e. Melakukan kajian atau penelaahan atas produk hukum internal Perseroan dan memberikan rekomendasi terkait penyempurnaan produk hukum internal tersebut;
 - f. Melakukan *monitoring* pelaksanaan atas produk hukum internal Perseroan.
10. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas lain yang diberikan Dewan Komisaris.
11. Tugas Khusus dari Dewan Komisaris:
- a. Pemberian tugas khusus kepada Komite Risiko dan Hukum oleh Dewan Komisaris dilakukan dengan perintah tertulis yang memuat:
 - 1) Nama yang diberi tugas;
 - 2) Sifat penugasan;
 - 3) Lingkup pekerjaan;
 - 4) Tujuan dan sasaran pekerjaan;
 - 5) Jangka waktu penugasan.
 - b. Lingkup pekerjaan tugas khusus sepenuhnya ditentukan oleh Dewan Komisaris sepanjang tidak bertentangan dengan peraturan perundangan yang berlaku;
 - c. Dalam melaksanakan tugas khusus Komite dapat:
 - 1) Melakukan *review* terhadap semua catatan, dokumen dan informasi lainnya yang diperlukan termasuk notulen rapat Dewan Direksi dan rapat Dewan Komisaris; jika dianggap perlu,
 - 2) Melakukan analisis dan evaluasi, bekerjasama dengan struktural Manajemen yang memiliki Risiko dan Hukum atas Tata Kelola Perusahaan, dan/atau struktural unit kerja terkait atau meminta bantuan tenaga ahli atau konsultan untuk membantu Komite Risiko dan Hukum dengan beban Perseroan.
 - d. Menyampaikan laporan pelaksanaan tugas khusus kepada Dewan Komisaris.

Tanggung Jawab

Dalam melaksanakan tugas dan fungsinya, Komite Risiko dan Hukum bertanggung jawab kepada Dewan Komsaris. Selain itu Komite Risiko dan Hukum bertanggung jawab menjaga kerahasiaan dokumen dan data informasi Perseroan. Adapun pertanggung jawaban Komite Risiko dan Hukum kepada Dewan Komisaris, sebagai berikut:

- a. Laporan Tahunan pelaksanaan tugas;
- b. Laporan Triwulanan pelaksanaan tugas;
- c. Laporan untuk setiap pelaksanaan tugas khusus Komite.

- e. Conduct studies or reviews on the Company's internal legal products and provide recommendations regarding improvements to these internal legal products;
 - f. Oversee implementation of the Company's internal legal products.
10. Identifying matters requiring concern of the Board of Commissioners and other tasks assigned by the Board of Commissioners.
11. Special Assigned from the Board of Commissioners:
- a. Assignment of particular tasks to the Risk and Legal Committee by the Board of Commissioners is carried out through a written order containing:
 - 1) The name of the assigned person;
 - 2) The nature of the assignment;
 - 3) Scope of work;
 - 4) The goals and objectives of the work;
 - 5) The period of the assignment.
 - b. Scope of work for special duties is entirely determined by the Board of Commissioners as long not conflicting with the prevailing laws and regulations;
 - c. In carrying out particular duties, the Committee is eligible to:
 - 1) Review all records, documents, and other necessary information, including the minutes of the Board of Directors meeting and the Board of Commissioners meeting; if deemed necessary,
 - 2) Conduct analysis and evaluation, cooperate with structural Management that has Risk and Law on Corporate Governance and/or related work unit structures, or ask for assistance from experts or consultants to assist the Risk and Legal Committee with the Company's expenses.
 - d. Submit reports on the implementation of special assignments to the Board of Commissioners.

Responsibility

In carrying out its duties and functions, the Risk and Legal Committee is responsible to the Board of Commissioners. In addition, the Risk and Legal Committee is responsible for maintaining the confidentiality of the Company's documents and information data. The responsibilities of the Risk and Legal Committee to the Board of Commissioners are as follows:

- a. Annual report on task implementation;
- b. Quarterly Report on task implementation;
- c. Reports for each implementation of the Committee's special duties.

Kewenangan

Komite Risiko dan Hukum dalam melaksanakan tugasnya, diberikan kewenangan dalam beberapa hal. Adapun kewenangan tersebut yaitu:

1. Mengakses catatan atau informasi tentang aset dan sumber daya lainnya dan memasuki pekarangan, gedung, serta kantor yang dipergunakan oleh Perseroan;
2. Berhak mendapat dan meminta setiap hasil kajian risiko dan hukum yang dilakukan baik oleh para *risk owner*, Para Pejabat Struktural terkait, *Risk Champion*, Satuan Pengawasan Intern maupun Direksi Perseroan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
4. Dalam melaksanakan kewenangannya, Komite bekerjasama dengan unit kerja terkait, dalam hal ini Para *Risk Owner*, Pejabat Struktural terkait Kendali Mutu dan Manajemen Risiko, Sumber Daya Manusia, Organisasi serta Satuan Pengawasan Intern Perseroan;
5. Melakukan *review*, memeriksa, melakukan analisa dan memberikan pendapat serta rekomendasi dalam batas ruang lingkup tugasnya;
6. Mencari dan mendapatkan informasi (akses yang tidak terbatas) yang relevan dari Sistem Informasi Manajemen (SIM), laporan-laporan, maupun dari setiap anggota Direksi, karyawan atau individu atau narasumber terkait;
7. Mengundang manajemen untuk hadir dalam rapat Komite;
8. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

Rapat Komite Risiko dan Hukum

Sebagaimana telah diatur dalam ketentuannya, Komite Risiko dan Hukum memiliki ketentuan mengenai rapat. Ketentuan tersebut, yaitu:

1. Komite Risiko dan Hukum mengadakan rapat sekurang-kurangnya 1 (satu) kali dalam setiap triwulan atau 2 (dua) kali dalam setiap semester. Tidak ada batasan maksimal jumlah rapat;
2. Rapat Komite dipimpin oleh Ketua Komite atau anggota Komite yang paling senior masa keanggotaannya, apabila Ketua Komite berhalangan hadir;
3. Jika dipandang perlu, Komite dapat mengundang pihak Manajemen yang terkait dengan materi rapat untuk hadir dalam rapat Komite;
4. Setiap rapat Komite dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Risiko dan Hukum yang hadir;
5. Komite mengadakan rapat koordinasi dengan Struktural Manajemen Risiko sekurang-kurangnya sekali dalam 3 (tiga) bulan.

Authority

In carrying out their duties, the Risk and Legal Committee is given authority in several matters. Those powers are:

1. Access records or information about assets and other resources and enter the yards, buildings, and offices used by the Company;
2. Have the right to obtain and request any results of risk and legal studies conducted by risk owners, related structural officers, Risk Champion, internal control units, and the Company's Directors;
3. Requesting an explanation from the Board of Directors and/or other Executives regarding all issues relating to the management of the Company;
4. In exercising its authority, the Committee collaborates with related work units, in this case, the Risk Owners, Structural Officials related to Quality Control and Risk Management, Human Resources, Organizations and Company Internal Control Units;
5. Reviewing, examining, analyzing and providing opinions and recommendations within the scope of their duties;
6. Seeking and obtaining relevant information (unlimited access) from the Management Information System (MIS), reports, as well as from any member of the Board of Directors, employees or individuals or related sources;
7. Invite management to attend Committee meetings.
8. Exercise other powers assigned by the Board of Commissioners.

Risk and Legal Committee Meetings

As stipulated in its provisions, the Risk and Legal Committee has requirements regarding meetings. These provisions, namely:

1. The Risk and Legal Committee holds a minimum meeting of 1 (once) every quarter or 2 (twice) every semester. There is no maximum number of meetings.
2. The committee meetings are chaired by the Chairman of the most senior members of the Committee in the term of membership if the Committee Chairman is unable to attend;
3. If deemed necessary, the Committee may invite Management related to the meeting material to attend the Committee meeting;
4. Each Committee meeting is disclosed in the minutes of the meeting signed by all members of the Risk and Legal Committee who are present;
5. The Committee holds a coordination meeting with Structural Risk Management at least once every 3 (three) months.

Sepanjang tahun 2021, Komite Risiko dan Hukum telah mengadakan rapat sebanyak 36 (tiga puluh enam) kali dengan frekuensi kehadiran dan agenda sebagai berikut:

Throughout 2021, the Risk and Legal Committee held 36 (thirty six) meetings with attendance frequency, and agenda is as follows:

Tabel Realisasi Rapat Komite Risiko dan Hukum di Tahun 2021
Table of Risk and Legal Committee Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Zulfan Lindan*	Anita Firmanti Eko Susetyowati**	M.Roskanedi***	Yohanes Baptista Satya Sananugraha****	Tjahjanto Budisatrio	Iqbal Tawakkal Pasaribu
1	20/01/2021	Review Awal Tahun, Isu Terkait Komite Risiko dan Hukum (KRH). Start-of-year Review, Issues Related to Risk and Legal Committee (KRH).	✓	✓			✓	✓
2	25/01/2021	Rapat Bersama Dewan Komisaris: 1. Laporan KRH tentang Risiko Perseroan dalam Implementasi RKAP 2021. 2. Laporan Komite mengenai Progres Pengadaan Barang dan Jasa serta Inventarisasi Aset Perseroan. Joint Meeting of the Board of Commissioners: 1. RLC Report on Company's Risks in the Implementation of 2021 RKAP. 2. Committee Report on the Progress of Goods and Services Procurement and Inventory of Company's Assets.	✓	✓			✓	✓
3	27/01/2021	Rapat Koordinasi Nasional PT Jasa Marga (Persero) Tbk.: 1. Kilas Balik Kinerja Tahun 2020 dan Arah Strategis 2021 oleh Direktur Utama. 2. Arah Komisaris Utama. 3. Sosialisasi RJPP 2021-2025 oleh Tim Corplan dan Konsultan PwC. National Coordination Meeting of PT Jasa Marga (Persero) Tbk: 1. Flashback to 2020 Performance and Strategic Directives by President Director. 2. Directives by President Commissioner. 3. Socialization of 2021-2025 RJPP by Corplan Team and PwC Consultant.	✓	✓			✓	✓
4	09/02/2021	Board Manual Jasa Marga: Bersama Corporate Secretary. Jasa Marga Board Manual: Alongside Corporate Secretary.	✓	✓			✓	✓
5	10/02/2021	Rapat Koordinasi Nasional Jasa Marga: 1. Kilas Balik Kinerja 2020 dan Arah Strategis 2021 oleh Direktur Utama. 2. Arah Komisaris Utama. 3. Sosialisasi RJPP 2021-2025. National Coordination Meeting of Jasa Marga: 1. Flashback to 2020 Performance and Strategic Directives by President Director. 2. Directives by President Commissioner. 3. Socialization of 2021-2025 RJPP.	✗	✗			✓	✓
6	17/02/2021	Hasil Temuan Audit Internal; Bersama Internal Audit Group Head. Internal Audit Findings; alongside Head of Internal Audit Group.	✓	✓			✓	✓

Tabel Realisasi Rapat Komite Risiko dan Hukum di Tahun 2021
Table of Risk and Legal Committee Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Zulfan Lindan*	Anita Firmanti Eko Susetyowati**	M.Roskanedi***	Yohanes Baptista Satya Sananugraha****	Tjahjanto Budisatrio	Iqbal Tawakkal Pasaribu
7	18/02/2021	Rapat Bersama Dewan Komisaris: Laporan Komite RH terkait Pedoman Pengelolaan Barang Non Konsesi. Joint Meeting of the Board of Commissioners: RLC Report on Guidelines for the Management of Non-Concession Goods.	✓	✓			✓	✓
8	03/03/2021	Revisi RKAP dan RJPP; Bersama Seluruh Komite dan Corporate Planning and Portfolio Management Group Head. RKAP and RJPP Revision; alongside All Committees and Head of Corporate Planning and Portfolio Management Group.	✗	✗			✓	✓
9	10/03/2021	Revisi RKAP dan RJPP; Bersama Seluruh Komite dan Corporate Planning and Portfolio Management Group Head. RKAP and RJPP Revision; alongside All Committees and Head of Corporate Planning and Portfolio Management Group.	✗	✗			✓	✓
10	23/03/2021	Usulan Batasan Nilai yang Memerlukan Persetujuan Dewan Komisaris dalam proses Pengadaan Barang dan Jasa. Proposal of Value Limit that Requires Approval by the Board of Commissioners in the Process of Goods and Services Procurement.	✓	✓			✓	✓
11	24/03/2021	Rapat Bersama Dewan Komisaris: Pembahasan Hasil Kajian KRH terkait Penyusunan Juknis Ketentuan Pengadaan Barang & Jasa dan Juknis Pengelolaan Aset Konsesi & Non Konsesi di PT Jasa Marga (Persero) Tbk. Joint Meeting with the Board of Commissioners: Discussions on the Results of Studies by RLC on the Preparation of Technical Instructions for the Provision of Goods and Services and Technical Instructions for the Management of Concession and Non-Concession Goods at PT Jasa Marga (Persero) Tbk.	✓	✓			✓	✓
12	20/04/2021	Restrukturisasi <i>Shareholder Loan</i> (SHL) dan Perubahan Investasi. SHL Restructuring and Investment Modification.	✓	✓			✓	✓
13	21/04/2021	Rapat Bersama Dewan Komisaris: Laporan Hasil Kajian Komite Tentang Restrukturisasi <i>Shareholder Loan</i> (SHL) dan Perubahan Investasi. Joint Meeting with the Board of Commissioners: Report on the Results of Studies by the Committee on SHL Restructuring and Investment Modification.	✓	✓			✓	✓
14	07/06/2021	Restrukturisasi <i>Shareholder Loan</i> . SHL Restructuring.	✓	✓			✓	✓
15	09/06/2021	Status Hukum Tanah untuk Jalan Tol. Legal Status of the Land Intended for Toll Road.	✓	✓				

Tabel Realisasi Rapat Komite Risiko dan Hukum di Tahun 2021
Table of Risk and Legal Committee Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Zulfan Lindan*	Anita Firmanti Eko Susetyowati**	M.Roskanedi***	Yohanes Baptista Satya Sananugraha****	Tjahjanto Budisatrio	Iqbal Tawakkal Pasaribu
16	01/07/2021	Usulan Struktur Organisasi; Bersama Komite NR. Proposal of Organizational Structure; alongside NR.	✓		✓		✓	✓
17	02/07/2021	Rencana Pembangunan Jalan Tol Baru; Bersama Komite Audit, Toll Road Business Development Group Head, dan Corporate Planning and Portfolio Management Group Head. Plans for Construction of New Toll Road; alongside Audit Committee, Head of Toll Road Business Development Group, and Head of Corporate Planning and Portfolio and Management Group.	✓		✓		✓	✓
18	22/07/2021	Rapat Bersama Dewan Komisaris: 1. Laporan Komite mengenai Dampak Penerapan PPKM Darurat terhadap <i>Cashflow</i> dan Volume Lalu Lintas kepada Dewan Komisaris. 2. Laporan Komite mengenai Evaluasi Aksi Korporasi dan Kesesuaiannya dengan RKAP dan RJPP. 3. Laporan Komite mengenai Penyelesaian Target Implementasi Perubahan Struktur Organisasi. Joint Meeting of the Board of Commissioners: 1. Committee Report on the Impacts of the Implementation of Emergency PPKM on Cash Flow and Traffic Volume to the Board of Commissioners. 2. Committee Report on the Evaluation on Corporate Actions and Their Compliance with RKAP and RJPP. 3. Committee Report on Target Completion for the Implementation of Changes in Organizational Structure.	✓		✓		✓	✓
19	06/08/2021	Kompensasi Pemanfaatan Rumija Tol. Compensation for the Utilization of Space Belonging to the Toll Road.	✓		✓		✓	✓
20	13/08/2021	Revisi RKAP 2021 dan Update RJPP 2021-2025; Bersama Komite Audit, Direktur Bisnis, Corporate Planning and Portfolio Management Group Head, dan Risk and Quality Management Group Head. The 2021 RKAP Revision and 2021-2025 RJPP Updates; alongside Audit Committee, Director of Business, Head of Corporate Planning and Portfolio Management Group, and Head of Risk and Quality Management Group.	✗		✗		✓	✓
21	16/08/2021	Revisi RKAP 2021 dan <i>Update</i> RJPP 2021-2025. Revision of 2021 RKAP and Updates on 2021-2025 RJPP.	✓		✓		✓	✓
22	17/08/2021	Pemanfaatan Rumija Tol. Utilization of Space Belonging to Toll Road.	✓		✓		✓	✓

Tabel Realisasi Rapat Komite Risiko dan Hukum di Tahun 2021
Table of Risk and Legal Committee Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Zulfan Lindan*	Anita Firmanti Eko Susetyowati**	M.Roskanedi***	Yohanes Baptista Satya Sananugraha****	Tjahjanto Budisatrio	Iqbal Tawakkal Pasaribu
23	18/08/2021	Rapat Bersama Dewan Komisaris: 1. Laporan Komite mengenai Rencana Usulan Revisi RKAP 2021 dan Update RJPP 2021-2025. 2. Laporan Hasil Kajian Komite mengenai Kompensasi Pemanfaatan Rumija Tol. 3. Laporan Hasil Kajian Komite Risiko & Hukum mengenai Divestasi Saham. Joint Meeting of the Board of Commissioners: 1. Committee Report on Plans for Revision Proposal of 2021 RKAP and Updates on 2021-2025 RJPP 2. Report on the Results of Studies by the Committee on the Compensation for the Utilization of Space Belonging to Toll Road 3. Report on the Results of Studies by RLC on Stock Divestment	✓		✓		✓	✓
24	26/08/2021	Kreativitas Pendanaan dan Pembiayaan; Bersama Komite Audit. Creativity in Funding and Financing; alongside Audit Committee	✗		✗		✓	✓
25	22/09/2021	Rapat Bersama Dewan Komisaris: Laporan Hasil Kajian Komite Audit & KRH tentang Pemenuhan SPM Tahun 2021 dan Analisa & Mitigasi Risikonya. Joint Meeting of the Board of Commissioners: Report on the Results of Studies by Audit Committee and RLC on the 2021 Compliance with SPM and Their Analysis & Risk Mitigation.			✓	✓	✓	✓
26	05/10/2021	Anggaran Dasar Perseroan dan Board Manual. Company's Articles of Association and Board Manual.			✓	✓	✓	✓
27	05/10/2021	Restrukturisasi Shareholder Loan (SHL) dan Perubahan Investasi; Bersama Komite Audit. SHL Restructuring and Investment Modification; alongside Audit Committee.					✓	✓
28	15/10/2021	Asset Recycling.			✓	✓	✓	✓
29	26/10/2021	Evaluasi Kinerja Perseroan Triwulan III 2021; Bersama Komite Audit, Accounting and Tax Group Head dan Corporate Planning and Portfolio Management Group Head. Evaluation on Company's Performance in the Third Quarter of 2021; alongside Audit Committee, Head of Accounting and Tax Group, and Head of Corporate Planning and Portfolio Management Group.					✓	✓
30	09/11/2021	RKAP 2022; Bersama Komite Audit, dan Corporate Planning and Portfolio Management Group Head. 2022 RKAP; alongside Audit Committee and Head of Corporate Planning and Portfolio Management Group.					✓	✓

Tabel Realisasi Rapat Komite Risiko dan Hukum di Tahun 2021
Table of Risk and Legal Committee Meeting Realization in 2021

No.	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Zulfan Lindan*	Anita Firmanti Eko Susetyowati**	M.Roskanedi***	Yohanes Baptista Satya Sananugraha****	Tjahjanto Budisatrio	Iqbal Tawakkal Pasaribu
31	11/11/2021	TOD dan Rest Area.			✓	✓	✓	✓
32	23/11/2021	CAPEX RKAP JMRB.			✓	✓	✓	✗
33	01/12/2021	Finalisasi Usulan RKAP 2022; Bersama Komite Audit dan Corporate Planning and Portfolio Management Group Head. Finalization of 2022 RKAP Proposal; alongside Audit Committee and Head of Corporate Planning and Portfolio Management Group					✓	✓
34	06/12/2021	Draft Board Manual; Bersama Sekretaris Dewan Komisaris, seluruh Anggota Komite Non Komisaris. Board Manual Draft; alongside Secretary of the Board of Commissioners and All Members of Non-Commissioner Committees.					✓	✓
35	08/12/2021	Finalisasi Usulan RKAP 2022; Bersama Komite Audit dan Corporate Planning and Portfolio Management Group Head. Finalization of 2022 RKAP Proposal; alongside Audit Committee and Head of Corporate Planning and Portfolio Management Group.			✓	✓	✓	✓
36	14/12/2021	IT Jasa Marga.			✓	✓	✓	✓
Jumlah Rapat s.d. 31 Desember 2021 Total Meeting up to December 31, 2021					36			
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meeting			24	15	16	7	35	35
Jumlah Rapat yang Dihadiri Total Meeting Attended			19	12	14	7	35	34
Presentasi Kehadiran Attendance Percentage			79%	80%	88%	100%	100%	97%
Rata-Rata Average					91%			

Keterangan/Remarks:

* Menjabat s.d 14 September 2021/ Serving until September 14, 2021

** Menjabat s.d 17 Juni 2021/ Serving until June 17, 2021

*** Menjabat sejak 17 Juni 2021/ Serving since June 17, 2021

**** Menjabat sejak 14 September 2021/ Serving since September 14, 2021

Pengembangan Kompetensi

Pengembangan kompetensi Komite Risiko dan Hukum dapat dilihat pada Bab Profil Laporan Tahunan ini.

Kebijakan dan Besaran Remunerasi bagi Komite Risiko dan Hukum

Berdasarkan Peraturan Menteri BUMN No. PER-14/MBU/10/2021 tanggal 21 September 2021 tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, Anggota Komite Risiko dan Hukum yang bukan anggota Dewan

Competency Development

Competency development of the Risk and Legal Committee is disclosed in the Company Profile Chapter in this Annual Report.

Remuneration Policy and Amount for the Risk and Legal Committee

Based on the Regulation of Minister of SOEs No. PER-14/MBU/10/2021, September 21, 2021 on the Second Amendment to the Regulation of Minister of State-Owned Enterprises No. PER-12/MBU/2012 on Organs Supporting the Board of Commissioners/Board of Supervisors of State-Owned Enterprises, Members of Risk and Legal Committee who are not members of

Komisaris memperoleh remunerasi berupa honorarium sebesar maksimal 20% dari gaji Direktur Utama.

Pelaksanaan Tugas Komite Risiko dan Hukum

Komite Risiko dan Hukum telah melaksanakan pembahasan baik bersama dengan Dewan Komisaris, Manajemen dan internal komite.

Selama tahun 2021, pelaksanaan tugas Komite Risiko dan Hukum sebagai berikut:

- 1. Pengawasan dan Pemberian Saran Bidang Risiko**
 - a. Pembahasan dan pemberian saran tentang Standard Operating Procedure (SOP) Kerja Sama.
 - b. Pembahasan dengan Internal Audit dan pemberian saran terkait Sistem IT.
 - c. Pembahasan dan pemberian saran terkait RJPP 2021-2025 dan RKAP 2021.
 - d. Pemberian rekomendasi terkait restrukturisasi Shareholder Loan (SHL) dan Perubahan Investasi.
 - e. Pemberian rekomendasi terkait rencana pembangunan ruas-ruas jalan tol baru.
 - f. Pemberian saran dan masukan dalam pembahasan kreativitas pendanaan dan pembiayaan.
 - g. Pemberian saran dan masukan dalam pembahasan asset recycling.
- 2. Pengawasan dan Pemberian Saran Bidang Hukum**
 - a. Telaah dan pemberian saran/rekomendasi atas Board Manual.
 - b. Pembahasan dan pemaparan serta memberikan pendapat terkait Penyusunan Juknis Ketentuan Pengadaan Barang & Jasa dan Juknis Pengelolaan Aset Konsesi & Non Konsesi.
 - c. Pembahasan atas usulan batasan nilai yang memerlukan persetujuan Dewan Komisaris dalam proses Pengadaan Barang dan Jasa.
 - d. Pemberian saran/rekomendasi tentang status hukum tanah tol.
 - e. Pemberian saran/rekomendasi terkait kasus-kasus hukum.
 - f. Pemberian rekomendasi dan saran atas penggunaan ruas jalan tol (RUMIJA).
 - g. Pemberian rekomendasi dan saran atas rencana pembangunan TOD dan Rest Area.
- 3. Pengawasan dan Pemberian Saran Lintas Bidang**
 - a. Pemberian saran/rekomendasi atas usulan perubahan Struktur Organisasi.
 - b. Pemberian saran terkait Board Manual.

the Board of Commissioners receive remuneration in the form of an honorarium of a maximum of 20% of the salary of the President Director.

Risk and Legal Committee Duty Implementation

Risk and Legal Committee has conducted discussions with the Board of Commissioners, the Management, and with the internal side of the committee.

Throughout 2021, the implementation of duties of Risk and Legal Committee is described as follows:

- 1. Supervisory and Advisory Duties in Risk Aspect**
 - a. Discussions and provision of recommendations on the Standard Operating Procedure for Cooperation.
 - b. Discussions with Internal Audit and provision of recommendations on IT System.
 - c. Discussions and provision of recommendations on 2021-2025 RJPP and 2021 RKAP.
 - d. Provision of recommendations on SHL restructuring and Investment Modification.
 - e. Provision of recommendations on plans for the construction of new toll road sections.
 - f. Provision of recommendations and input on the discussions on creativity in funding and financing.
 - g. Provision of recommendations and input on the discussions on asset recycling.
- 2. Supervision and Provision of Recommendations in Legal Aspect**
 - a. Studies and provision of advice/recommendations on Board Manual.
 - b. Discussions and exposure and provision of opinions related to the Preparation of Technical Instructions for Provisions of Procurement of Goods & Services and Technical Instructions for the Management of Concession & Non-Concession Assets.
 - c. Discussions on the proposed value limit that requires approval by the Board of Commissioners in the process of Goods and Services Procurement.
 - d. Provision of advice/recommendations on the legal status of toll road land.
 - e. Provision of advice/recommendations on legal cases.
 - f. Provision of recommendations and advice on the utilization of toll road sections.
 - g. Provision of recommendations and advice on the plans for the construction of TOD and Rest Area.
- 3. Supervision and Provision of Recommendations in Cross-Sector**
 - a. Provision of advice/recommendations on the proposal of changes in Organizational Structure.
 - b. Provision of recommendations on Board Manual.

- c. Pembahasan dan pemberian saran terkait RJPP 2021-2025 dan RKAP 2021.
- d. Pembahasan dan pemberian saran terkait Teknologi Informasi.

4. Melakukan Proses Internal dan Penugasan Khusus

- a. Pemberian pendapat dan respon atas Disposisi Dewan Komisaris ke Komite Risiko dan Hukum.
- b. Administrasi dan Pelaporan.
- c. Berpartisipasi, ikut memberikan saran/pendapat dan/atau mengikuti Rapat Dewan Komisaris dan Rapat Koordinasi Direksi dengan Komisaris serta Rapat Khusus atau Rapat Gabungan.

5. Pemantauan Pemenuhan Key Performance Indicators (KPI) Komite Risiko dan Hukum

Pemantauan Penilaian kinerja Komite Risiko dan Hukum didasarkan pada pencapaian KPI (*Key Performance Indicators*)

- c. Discussions and provision of recommendations on 2021-2025 RJPP and 2021 RKAP.
- d. Discussions and provision of recommendations on Information Technology.

4. Implementing Internal Processes and Special Assignments

- a. Provision of opinions and response on the Disposition of the Board of Commissioners to Risk and Legal Committee.
- b. Administration and Reporting.
- c. Taking part in, offering suggestions/opinions during, and/or attending the Board of Commissioners Meeting and the Board of Directors Coordination Meeting with the Board of Commissioners as well as Special Meeting or Joint Meeting.

5. Monitoring of Compliance with the KPIs of Risk and Legal Committee

Monitoring of performance assessment of Risk and Legal Committee is based on the KPI achievement.

Pemenuhan Key Performance Indicators (KPI) Komite Risiko dan Hukum

Dalam melaksanakan tugasnya, Komite Risiko dan Hukum selalu berpedoman pada Program Kerja Komite Risiko dan Hukum. Secara umum, Program Kerja Komite Risiko dan Hukum Tahun 2021 telah dilaksanakan sesuai dengan target yang telah ditetapkan. Namun demikian penilaian kinerja Komite Risiko dan Hukum juga didasarkan pada pencapaian KPI. Kinerja Komite Risiko dan Hukum selama tahun 2021 berdasarkan KPI dirinci sebagai berikut:

Fulfillment of Key Performance Indicators (KPI) of the Risk and Legal Committee

The Risk and Legal Committee always refers to the Risk and Legal Committee Work Program in carrying out its duties. In general, 2021 Legal and Risk Committee Work Program has been implemented according to the targets that have been set. However, the performance assessment of the Risk and Legal Committee is also based on the achievement of KPIs. The performance of the Risk and Legal Committee during 2021 based on the KPI is detailed as follows:

Tabel Hasil Penilaian KPI Komite Risiko dan Hukum Tahun 2021
Table of Result of KPI Assessment on Risk and Legal Committee for 2021

No.	Perspektif Perspective	Program Kerja Work program	Kegiatan Activity	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement [0-100]	Skor Score
					(A)	(B)	(A) x (B)
A	Nilai Ekonomi untuk Indonesia Economic Values for Indonesia	1. Pembahasan dan Pengawasan Bidang Hukum 1. Discussions and Supervision in Legal Aspect	Pembahasan Status Hukum Jalan Tol dan Ruas Jalan Tol Discussions on the Legal Status of Toll Road and Toll Road Sections	Pembahasan Status Hukum Tanah Tol Discussions on the Legal Status of Toll Road Land	15%	100	15
			Pembahasan RUMIJA terkait status penggunaan ruas jalan Tol Discussions on the RUMIJA in relation with the status of use of toll road sections				
			Pembahasan Kasus Hukum Discussions on Legal Cases	Pembahasan progres kasus-kasus hukum/ isu terkait hukum Discussions on Legal Cases			

Tabel Hasil Penilaian KPI Komite Risiko dan Hukum Tahun 2021
Table of Result of KPI Assessment on Risk and Legal Committee for 2021

No.	Perspektif Perspective	Program Kerja Work program	Kegiatan Activity	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement [0-100]	Skor Score
					(A)	(B)	(A) x (B)
A	Nilai Ekonomi untuk Indonesia Economic Values for Indonesia	2. Pembahasan dan Pengawasan Risiko 2. Discussions on and Supervision over Risks	Pembahasan Analisa Risiko Pengawasan Proyek Discussions on the Analysis of Project Supervision Risks	Pembahasan permohonan izin restrukturisasi <i>shareholder loan</i> dan perubahan investasi Discussions on permit application for SHL restructuring and investment modification	15%	100	15
			<i>Review Standard Operating Procedure</i>	Pembahasan SOP Kerja Sama Discussions on the SOP of Cooperation			
			Monitoring Pengelolaan Risiko Monitoring of Risk Management	Kajian Laporan Monitoring Pengelolaan Risiko Studies on the Monitoring of Risk Management			
B	Kepemimpinan dan Teknologi Leadership and Technology	3. Pembahasan Implementasi Teknologi di Perseroan 3. Discussions on the Implementation of Technology in the Company	Pembahasan Sistem Transaksi Nirsentuh Discussions on Contactless Transaction System	Kajian MLFF Studies on MLFF	10%	100	10
			Pembahasan implementasi SAP Discussions on SAP implementation	Pembahasan SAP dan Masterplan IT Discussions on SAP and IT Masterplan			
			Pembahasan Sistem IT Discussions on IT System	Pembahasan dengan Internal Audit tentang kondisi IT Jasa Marga Joint Discussion with Internal Audit on Jasa Marga IT conditions			
C	Pengawasan Inovasi dan Model Bisnis Monitoring of Innovation and Business Model	4. Pengawasan Atas Informasi Manajemen 4. Monitoring of Management Information	Pembahasan Laporan Evaluasi Kinerja Manajemen Berkala Discussions on the Report of Periodic Evaluation of Management Performance	Hasil Kajian Laporan Manajemen Inhouse Results of Studies on In-house Management Report	10%	100	10
			5. Pembahasan RKAP & RJPP 5. Discussions on RKAP & RJPP	Memberi Rekomendasi dalam Penyusunan RKAP Provision of Recommendations in the Preparation of RKAP			
		6. Penugasan Khusus Dewan Komisaris 6. Special Assignments for the Board of Commissioners	Memberi Rekomendasi dalam Penyusunan RJPP Provision of Recommendations in the Preparation of RJPP	Rekomendasi Update RJPP 2021-2025* Recommendations on the Updates of 2021-2025 RJPP*			
			Penugasan dalam Rapat Dewan Komisaris Assignment in the Board of Commissioners Meeting	Pemaparan Komite Risiko dan Hukum dalam Rapat Dewan Komisaris Exposure by RLC in the Board of Commissioners Meeting	10%	100	10
			Menghadiri, memberikan pendapat dan rekomendasi dalam Rapat Dewan Komisaris Attend and provide opinions and recommendations in the Board of Commissioners Meeting				
			Penugasan dalam Rapat Gabungan/ Rapat Khusus/ Rapat Koordinasi Dewan Komisaris dan Direksi Assignment in Joint Meeting/ Special Meeting/ Board of Commissioners and Board of Directors Coordination Meeting	Menghadiri, memberikan pendapat dan rekomendasi dalam Rapat Assignment in Joint Meeting/Special Meeting/ Board of Commissioners and Board of Directors Coordination Meeting			
Rekomendasi atas Disposisi Dewan Komisaris Recommendations on the Disposition of the Board of Commissioners	Memberikan tanggapan baik dalam bentuk pemaparan, penjelasan langsung/verbal, ataupun dalam bentuk Nota Dinas atas Disposisi Dewan Komisaris Give response in the form of exposition, direct/ verbal explanation, or Service Memo to the Disposition of the Board of Commissioners						

Tabel Hasil Penilaian KPI Komite Risiko dan Hukum Tahun 2021
Table of Result of KPI Assessment on Risk and Legal Committee for 2021

No.	Perspektif Perspective	Program Kerja Work program	Kegiatan Activity	Realisasi Output Output Realization	Bobot Weight	Ketercapaian Achievement [0-100]	Skor Score
					(A)	(B)	(A) x (B)
D	Pengembangan Talenta Talent Development	7. Peningkatan Kompetensi Komite Risiko dan Hukum 7. Competence Development for Risk and Legal Committee	Mengikuti Pelatihan/ Seminar/ Webinar terkait tugas Dekom dan Organ Pendukung Dekom Attend Trainings/Seminars/ Webinars on the duties of BOC and BOC's Supporting Organs	Mengikuti Webinar <i>Onboarding Commissioner BUMN</i> Attend Webinar SOE Commissioner Onboarding	10%	100	10
E	Internal Bisnis Business Internal	8. Pembahasan Proses Internal Komite Risiko & Hukum (KRH) dengan membuat Program Kerja dan Review dokumen terkait jika diperlukan 8. Discussions of KRH Internal Processes by preparing Work Program and reviewing related documents if necessary	Melakukan perbaikan proses internal KRH Implementing improvement in KRH internal processes	Review internal KRH: 1. <i>Review</i> Piagam Komite 2. <i>Review</i> Program Kerja Komite Risiko dan Hukum (KRH) 2021 3. Pembuatan Draft Program Kerja KRH 2022 4. Aktif terlibat dalam penyusunan <i>Board Manual</i> RLC Internal Review: 1. Review on Committee Charter 2. Review on 2021 Work Program of RLC 3. Preparation of RLC 2022 Work Program Draft 4. Being Proactive in the preparation of Board Manual	10%	100	10
		9. Tertib Administrasi 9. Administrative Compliance	Laporan Triwulan Quarterly Report	Laporan Triwulan 1 KRH KRH Q1 Report Laporan Triwulan 2 KRH KRH Q2 Report Laporan Triwulan 3 KRH KRH Q3 Report Laporan Triwulan 4 KRH KRH Q4 Report	10%	100	10
			Laporan Tahunan Annual Report	Laporan Tahunan 2021 2021 Annual Report			
Total					100%	100	100

Rencana Kerja Komite Risiko dan Hukum Tahun 2022

Program kerja Komite Risiko dan Hukum di tahun 2022 berdasarkan perspektif KPI adalah sebagai berikut:

Risk and Legal Committee Work Plan in 2022

The work program of the Risk and Legal Committee in 2022 based on the KPI perspective is as follows:

Tabel Rencana Kerja Komite Risiko dan Hukum Tahun 2022
Risk and Legal Committee Work Plan in 2022

Perspektif Perspektif	Program kerja Program kerja
Nilai Ekonomi untuk Indonesia Economic Values for Indonesia	1. Pembahasan dan pengawasan bidang hukum. Discussions on and monitoring of legal aspect. 2. Pembahasan dan pengawasan bidang risiko. Discussions on and monitoring of risk aspect
Kepemimpinan dan Teknologi Leadership and Technology	3. Pembahasan implementasi teknologi. Discussions on the implementation of technology.
Pengawasan Inovasi dan Model Bisnis Monitoring of Innovation and Business Model	4. Pengawasan atas informasi Manajemen. Monitoring of Management information. 5. Pembahasan RKAP dan RJPP. Discussions on RKAP and RJPP.
Pengembangan Talenta Talent Development	6. Peningkatan kompetensi Competence improvement.
Internal Bisnis Business Internal	7. Pembahasan proses internal dengan membuat program kerja dan review Dokumen terkait jika diperlukan. Discussion on internal processes by preparing work programs and review on related documents if necessary.

SEKRETARIS DEWAN KOMISARIS

Secretary of the Board of Commissioners

Dewan Komisaris memiliki seorang Sekretaris Dewan Komisaris untuk mendukung pelaksanaan tugas kesekretariatan Dewan Komisaris yang struktur organisasinya ditetapkan berdasarkan Surat Keputusan Dewan Komisaris No. KEP-048/V/2015 tanggal 25 Februari 2015 tentang Penetapan Sekretariat Dewan Komisaris PT Jasa Marga (Persero) Tbk, susunan Sekretariat Dewan Komisaris terdiri dari:

1. Sekretaris Dewan Komisaris
2. Staf Urusan GCG dan Penyelenggaraan Rapat Dewan Komisaris, membawahi Staf Sekretariat yang terdiri dari:
 - a. Notulis Rapat;
 - b. Administrasi Rapat;
 - c. Administrasi GCG.
3. Staf Urusan Tata Usaha dan Administrasi Persuratan, membawahi Staf Sekretariat yang terdiri dari:
 - a. Staf Urusan Administrasi Persuratan;
 - b. Staf Administrasi Tata Usaha.

Ketentuan Masa Jabatan

Masa jabatan Sekretaris Dewan Komisaris dan Staf Sekretariat Dewan Komisaris ditetapkan oleh Dewan Komisaris maksimal 3 (tiga) tahun dan dapat diangkat kembali untuk paling lama 2 (dua) tahun dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

Profil Sekretaris Dewan Komisaris

Profil Sekretaris Dewan Komisaris dapat dilihat pada bagian Profil Sekretaris Dewan Komisaris di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Tugas dan Tanggung Jawab

Tugas Sekretaris Dewan Komisaris adalah untuk membantu Dewan Komisaris dalam menjalankan fungsi pengawasan Dewan Komisaris. Secara rinci fungsi dan tugas Sekretaris Dewan Komisaris sebagai berikut:

1. Bertanggung jawab tersusunnya program kerja agenda tahunan kegiatan Dewan Komisaris untuk diputuskan dan ditetapkan oleh Dewan Komisaris, sebelum dimulainya tahun anggaran baru.
2. Bertanggung jawab terselenggaranya rapat, pengendalian rapat agar sesuai dengan kebutuhan urgensi Korporat, termasuk bahan rapat (*briefing*

The Secretary supports the Board of Commissioners by performing secretarial duties of the Board of Commissioners whose organizational structure is determined based on the Board of Commissioners Decree No. KEP-048/V/2015 dated February 25, 2015, concerning the Determination of Secretariat of the Board of Commissioners of PT Jasa Marga (Persero) Tbk. The composition of the Secretariat of the Board of Commissioners consists of:

1. Secretary to the Board of Commissioners.
2. Staff of GCG Affairs and Organizing of the Board of Commissioners Meetings:
 - a. Minutes of Meeting Taker;
 - b. Meeting Administration Staff;
 - c. GCG Administration Staff.
3. Administrative Affairs and Mailing Administration Officer In charge of the Secretariat Staff consisting of:
 - a. Staff for Administrative Affairs;
 - b. Staff for Mailing Administration.

Terms of Service Provision

The Secretary and Secretariat Staff to the Board of Commissioners' term is determined by the Board of Commissioners for a maximum of 3 (three) years and can be reappointed for a maximum of 2 (two) years without prejudice to the Board of Commissioners' right to dismiss them at any time.

Board of Commissioners' Secretary Profile

The Secretary of the Board of Commissioners' profile is presented in the Secretary of the Board of Commissioners profile in the Company Profile Chapter of this Annual Report.

Duties and Responsibilities

The primary duty of the Secretary to the Board of Commissioners is to assist the Board of Commissioners in carrying out its supervisory function. The functions and duties of the Secretary of the Board of Commissioners in detail are as follows:

1. Responsible for preparing the annual work program of the Board of Commissioners' activities to be decided and determined by the Board of Commissioners before the start of the new fiscal year.
2. Responsible for holding and controlling the meetings to meet the needs of the Corporate urgency, including briefing sheets for the Board

sheet) untuk rapat Dewan Komisaris dan atau rapat koordinasi Dewan Komisaris-Direksi, maupun rapat dengan pihak-pihak terkait (stakeholder) lainnya.

3. Menghadiri seluruh rapat-rapat Dewan Komisaris, kecuali rapat khusus yang hanya boleh dihadiri oleh anggota Dewan Komisaris dan atau Direksi.
4. Bertanggung jawab tersusunnya risalah rapat Dewan Komisaris dan rapat koordinasi Dewan Komisaris-Direksi, termasuk rapat khusus Dewan Komisaris dan/atau rapat koordinasi Dewan Komisaris- Direksi.
5. Bertanggung jawab teradministrasikannya dokumen Dewan Komisaris baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya.
6. Bertanggung jawab tersusunnya Laporan Matrik Tindak Lanjut Keputusan Rapat Dewan Komisaris Triwulanan dan/atau Tahunan, pemantauan dan evaluasinya untuk dilaporkan hasilnya dalam rapat Dewan Komisaris.
7. Bertanggung jawab tersusun dan terkirimkannya surat-surat Dewan Komisaris, baik surat keputusan Dewan Komisaris, maupun surat lainnya kepada Direksi dan atau kepada pihak lain yang terkait.
8. Bertanggung jawab tersusunnya Rancangan Rencana Kegiatan dan Anggaran Tahunan Dewan Komisaris dan disampaikan kepada Dewan Komisaris tepat pada waktunya untuk dibahas dan mendapatkan persetujuan dan penetapannya.
9. Bertanggung jawab memantau dan mendorong kepastian bahwa surat dan/atau aksi pengawasan Dewan Komisaris telah sesuai dan/atau mematuhi ketentuan peraturan perundang-undangan yang berlaku, serta menerapkan prinsip-prinsip *Good Corporate Governance*.
10. Bertanggung jawab menyediakan semua dokumen, informasi dan klarifikasi yang diminta oleh Konsultan Independen Penilai Penerapan Prinsip-prinsip Tata Kelola Perusahaan Yang Baik di PT lingkungan Dewan Komisaris PT Jasa Marga (Persero) Tbk, yang penunjukan konsultan tersebut menjadi wewenang Dewan Komisaris. Laporan Hasil Penilaian Konsultan disampaikan dan dilaporkan/ dibahas dalam rapat Dewan Komisaris, serta mencatat masukan, arahan, dan rekomendasi dari Anggota Dewan Komisaris, untuk dipergunakan meningkatkan kepatuhan Dewan Komisaris dalam tahun-tahun berikutnya.
11. Bertanggung jawab tersusunnya usulan Indikator Kinerja Kunci Tahunan Dewan Komisaris yang mengacu pada kriteria dan indikator kinerja Dewan Komisaris yang ditetapkan dalam Ketentuan Peraturan Kementerian BUMN, serta memperhatikan hasil evaluasi pencapaian indikator kinerja kunci Dewan Komisaris tahun yang lampau dan mengantisipasi kebutuhan fokus pengawasan

of Commissioners meetings and/or Board of Commissioners-Directors joint meetings and meetings with other relevant parties (stakeholders).

3. Attending all Board of Commissioners meetings, except for special arrangements that can only be attended by members of the Board of Commissioners and/or Board of Directors.
4. Responsible for preparing minutes of meetings of the Board of Commissioners meetings and Board of Commissioners-Board of Directors joint meetings.
5. Responsible for administering the Board of Commissioners' documents, both incoming letters, outgoing letters, minutes of meetings, and other documents.
6. Responsible for preparing the Quarterly and/or Annual Follow-Up Matrix Reports on the Decisions of the Board of Commissioners' Meetings, monitoring and evaluation to report the results in the Board of Commissioners' meetings.
7. Responsible for the arrangement and delivery of letters from the Board of Commissioners, both decision letters from the Board of Commissioners, and other letters to the Board of Directors and/or other related parties.
8. Responsible for preparing the Draft Plan of Activities and Annual Budget of the Board of Commissioners and promptly submitting it to the Board of Commissioners for discussion, approval, and determination.
9. Responsible for monitoring and encouraging certainty that the letters and/or supervisory actions of the Board of Commissioners are following and/ or complying with the provisions of the applicable laws and regulations and applying the principles of Good Corporate Governance.
10. Responsible for providing all documents, information, and clarifications requested by the Independent Consultant Assessing the Implementation of the Principles of Good Corporate Governance within the Board of Commissioners of PT Jasa Marga (Persero) Tbk. The appointment of the consultant becomes the authority of the Board of Commissioners. The Consultant Assessment Report is submitted and reported/discussed in the Board of Commissioners' meeting and recording input, direction, and recommendations from members of the Board of Commissioners to improve the Board of Commissioners in the following years.
11. Responsible to formulate the proposed Annual Board of Commissioners' Key Performance Indicators, which refers to the Board of Commissioners' criteria and performance indicators stipulated in the Regulations of the Ministry of SOEs, pay attention to the Board of Commissioners' Key Performance Indicators achievement evaluation result in the past year, and anticipate the need for a supervisory

atas pengelolaan Perseroan kini dan yang akan datang. Usulan indikator kinerja kunci Dewan Komisaris tersebut kemudian dibahas, dikaji, dan ditetapkan oleh Dewan Komisaris.

12. Mengkoordinasi penyiapan dan penyusunan laporan-laporan Dewan Komisaris seperti laporan tahunan Dewan Komisaris, termasuk Laporan Pelaksanaan Pengawasan Dewan Komisaris (Tahun Buku sebelumnya) untuk dipertanggungjawabkan dalam RUPS dan tersusunnya laporan *self-assessment* penilaian kinerja tahunan Dewan Komisaris dan laporan lainnya.
13. Menyiapkan dan menyusun konsep Laporan Pelaksanaan Hasil Penilaian Kinerja Tahunan Dewan Komisaris yang dilakukan secara *self-assessment* dan melaporkan hasil penilaian kepada Dewan Komisaris untuk dibahas dan diklarifikasi, serta disepakati untuk diterbitkan sebagai Laporan Penilaian Kinerja Dewan Komisaris (Tahun Buku Berjalan). Melakukan koordinasi dengan anggota Komite-komite Dewan Komisaris dalam rangka memperlancar tugas Dewan Komisaris.
14. Melakukan koordinasi dan evaluasi atas tersedianya data informasi yang diperlukan oleh Dewan Komisaris secara berkala dan atau sewaktu-waktu apabila diminta.
15. Melakukan koordinasi dengan anggota Komite-komite Dewan Komisaris dalam rangka memperlancar tugas Dewan Komisaris.
16. Melakukan koordinasi dengan Corporate Secretary dalam rangka memperlancar pelaksanaan tugas dan kewajiban Dewan Komisaris dan Direksi dalam pelaksanaan tugasnya masing-masing dalam pengelolaan dan pengembangan Perseroan serta dalam pengawasan dan pemberian nasihat.

Pengembangan Kompetensi

Program pengembangan kompetensi Sekretaris Dewan Komisaris dapat dilihat di bagian Pendidikan dan/atau Pelatihan pada Bab Profil Perusahaan dalam Laporan Tahunan ini.

Kebijakan dan Besaran Remunerasi

Berdasarkan Peraturan Menteri BUMN No. PER-14/MBU/10/2021 tanggal 21 September 2021 tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara, Sekretaris Dewan Komisaris memperoleh remunerasi berupa honorarium sebesar maksimal 15% dari gaji Direktur Utama.

focus on the management of the Company, now and in the future. The proposed key performance indicators for the Board of Commissioners are then discussed, reviewed, and determined by the Board of Commissioners.

12. Coordinate the Board of Commissioners report preparation such as the Board of Commissioner's annual report, including the report on the Board of Commissioners' Supervision Implementation (previous financial year) to be accounted for at the GMS and the preparation of the self-assessment report on the annual performance assessment of the Board of Commissioners and other reports.
13. Prepare and draft a Report on the Implementation of the Annual Performance Assessment Results of the Board of Commissioners, which is carried out by self-assessment and report the results of the assessment to the Board of Commissioners for discussion, clarification, publication agreement as a Performance Assessment Report of the Board of Commissioners (Current Fiscal Year). Coordinate with the Board of Commissioners' Committees members to facilitate the duties of the Board of Commissioners.
14. Coordinating and evaluating the information and data availability needed by the Board of Commissioners periodically and or at any time if requested.
15. Coordinating with the Board of Commissioners' Committee members to facilitate the duties of the Board of Commissioners.
16. Coordinating with the Corporate Secretary to facilitate the Board of Commissioners and Board of Directors' duties and obligations implementation in performing their respective responsibilities in the management and development of the Company and the supervision and provision of advice.

Competency Development

The competency development program for the Secretary of the Board of Commissioners can be seen in the Education and/or Training section of the Company Profile Chapter in this Annual Report.

Remuneration Policy and Amount

Based on the Minister of SOE Regulation No. PER-14/MBU/10/2021 dated September 21, 2021 concerning the Second Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/2012 concerning the Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises, the Secretary to the Board of Commissioners receives remuneration in the form of an honorarium of a maximum of 15% of the salary of the President Director.

Pelaksanaan Tugas Tahun 2021

Sekretaris Dewan Komisaris telah melaksanakan tugasnya membantu membantu Dewan Komisaris dalam menjalankan fungsi pengawasan Dewan Komisaris. Tugas-tugas pokok Sekretaris Dewan Komisaris yang telah dilaksanakan sepanjang tahun 2021, di antaranya:

1. Menyiapkan dan menyampaikan surat-surat Dewan Komisaris kepada pihak-pihak terkait tepat pada waktunya.
2. Tersusunnya program kerja agenda tahunan kegiatan Dewan Komisaris Tahun 2021.
3. Terselenggaranya 29 (dua puluh sembilan) kali rapat, terdiri dari: 12 kali rapat Dewan Komisaris dan 12 kali rapat koordinasi Dewan Komisaris-Direksi, 2 kali rapat khusus Dewan Komisaris dan 3 kali rapat koordinasi khusus Dewan Komisaris-Direksi, serta tersusunnya seluruh risalah rapat yang berkenaan.
4. Tersusun dan terpantaunya tindak lanjut keputusan rapat-rapat Dewan Komisaris tersebut pada Matrik Tindak Lanjut Keputusan Rapat Dewan Komisaris Triwulan I, II, III dan IV Tahun 2021.
5. Tersusun Rancangan Rencana Kegiatan dan Anggaran (RKAP) Dewan Komisaris Tahun 2022 dan mendapatkan persetujuan Dewan Komisaris tepat pada waktunya.
6. Telah diserahkannya seluruh dokumen, informasi, dan klarifikasi yang diminta oleh Konsultan Independen Penilai Penerapan Prinsip-prinsip Tata Kelola Perusahaan Yang Baik di PT lingkungan Dewan Komisaris PT Jasa Marga (Persero) Tbk. Tahun Buku 2020 pada akhir tahun 2020 dan awal tahun 2021 dan dari Laporan Hasil Penilaian Konsultan skor penilaian GCG Dewan Komisaris tahun 2020 mendapat skor 34,663 dari maksimal skor sebesar 35,000 atau 99,04%. Capaian tahun 2020 ini meningkat dari capaian tahun 2019 yang sebesar 34,634 atau 98,96%.
7. Tersusunnya usulan Program Kerja Tahunan Dewan Komisaris Tahun 2021 dan *Key Performance Indicator*-nya.
8. Tersusunnya Laporan Pelaksanaan Pengawasan Dewan Komisaris Tahun Buku 2020 untuk dipertanggungjawabkan dalam RUPS Tahunan PT Jasa Marga (Persero)Tbk tanggal 27 Mei 2021 dan pertanggungjawaban Dewan Komisaris diterima RUPS.
9. Tersusunnya Laporan *Self-Assessment* Penilaian Kinerja Tahunan Dewan Komisaris Tahun 2020 dan *draft* akhir Laporan *Self-Assessment* Penilaian Kinerja Tahunan Dewan Komisaris Tahun 2021.

Duty Implementation in 2021

The Secretary of the Board of Commissioners has carried out his duties to assist the Board of Commissioners in carrying out the supervisory function of the Board of Commissioners. The primary responsibilities of the Secretary to the Board of Commissioners that have been carried out throughout 2021 include:

1. Prepare and deliver letters from the Board of Commissioners to related parties promptly.
2. The preparation of the work program of the annual agenda for the activities of the Board of Commissioners in 2021.
3. The holding of 29 (twenty nine) meetings, consisting of 12 meetings of the Board of Commissioners and 12 times of coordination meetings of the Board of Commissioners-Directors, two times of special meetings of the Board of Commissioners, and three times of special coordination meetings of the Board of Commissioners-Directors, as well as the composition of all the relevant minutes of the meeting.
4. Compilation and monitoring of follow up to the decisions of the Board of Commissioners' meetings in the Board of Commissioners' Meeting Decisions Follow-Up Matrix for Quarter I, II, III and IV in 2021.
5. Prepared the Board of Commissioners' Draft Plan of Activities and Budget (RKAP) for 2022 and obtained the approval of the Board of Commissioners on time.
6. Submitted all documents, information, and clarifications requested by the Independent Consultant to Assess the Implementation of the Principles of Good Corporate Governance within the Board of Commissioners of PT Jasa Marga (Persero) Tbk Fiscal Year 2020 at the end of 2020 and early 2021. From the Consultant Assessment Report, the Board of Commissioners' GCG assessment score in 2020 got a score of 34.663 out of a maximum score of 35.000 or 99.04%. This achievement in 2020 increased from the accomplishment in 2019, which was 34.634 or 98.96%.
7. Preparation of the proposed 2021 Annual Work Program for the Board of Commissioners and its Key Performance Indicators (KPI).
8. Compilation of the Supervisory Implementation Report of the Board of Commissioners for Fiscal Year 2020 to be accounted for at the Annual GMS of PT Jasa Marga (Persero) Tbk on 27 May 2021; the GMS accepts the accountability of the Board of Commissioners.
9. Compilation of the 2020 Board of Commissioners Annual Performance Assessment Self-Assessment Report and the final draft of the 2021 Board of Commissioners Annual Performance Assessment Self-Assessment Report.

10. Menyiapkan dan menyusun konsep Laporan Tahunan Dewan Komisaris Tahun 2021.
11. Menyiapkan Usulan Konsep Revisi Pembagian Tugas Anggota Dewan Komisaris sehubungan dengan adanya penggantian anggota Dewan Komisaris di Tahun 2021.

10. Prepare and draft the 2021 Board of Commissioners Annual Report.
11. Prepared the Proposed the Board of Commissioners Members' Duties Division concept revision in connection with replacing members of the Board of Commissioners in 2021.

Rencana Kerja Tahun 2022

Pada tahun 2022, Sekretaris Dewan Komisaris telah menyusun dan menetapkan rencana kerja yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Sekretaris Dewan Komisaris di tahun 2022 antara lain:

1. Menyusun Program Kerja Tahunan Dewan Komisaris Tahun 2022 dan *Key Performance Indicator*-nya, untuk dapat disahkan Dewan Komisaris paling lambat awal bulan Februari 2022.
2. Menyusun Laporan Pelaksanaan Pengawasan Dewan Komisaris Tahun 2021 untuk dipertanggungjawabkan dalam RUPS Tahunan PT Jasa Marga (Persero) Tbk. Tahun Buku 2021.
3. Menyusun Laporan Matriks Tindak Lanjut Keputusan Rapat Dewan Komisaris per Triwulanan Tahun 2022, untuk dilaporkan dan dibahas dalam rapat Dewan Komisaris, yang diselesaikan paling lambat 1,5 bulan setelah berakhirnya periode Triwulan yang berkenaan.
4. Menyusun Rancangan Rencana Kegiatan dan Anggaran (RKAP) Dewan Komisaris Tahun 2023 dan mendapatkan persetujuan Dewan Komisaris pada akhir bulan September 2022.
5. Menyusun konsep Laporan Penilaian Kinerja Tahunan Dewan Komisaris Tahun 2022 yang dilakukan secara *self-assessment* (oleh Sekretaris Dewan Komisaris) untuk disampaikan kepada Dewan Komisaris akhir Desember 2022.
6. Menyiapkan dan menyusun konsep Laporan Tahunan Dewan Komisaris Tahun 2022.

2022 Work Plan

In 2022, the Secretary to the Board of Commissioners has prepared and determined a work plan to be discussed through several meetings. The work plans of the Secretary to the Board of Commissioners in 2022 include:

1. Prepare the Annual Work Program of the Board of Commissioners for 2022 and its Key Performance Indicators to be approved by the Board of Commissioners no later than the beginning of February 2022.
2. Prepare the 2021 Board of Commissioners Supervisory Implementation Report to be accounted for at the Annual GMS of PT Jasa Marga (Persero) Tbk for Fiscal Year 2021.
3. Prepare a Matrix Report on the Follow-Up to the Resolutions of the Board of Commissioners' Meeting Quarterly 2022, to be reported and discussed in the Board of Commissioners' meeting, which will be completed no later than 1.5 months after the end of the relevant Quarterly period.
4. Prepare the Draft Activity Plan and Budget (RKAP) of the Board of Commissioners for 2023 and obtain the approval of the Board of Commissioners at the end of September 2022.
5. Draft the 2022 Board of Commissioners Annual Performance Assessment Report concept, which will be conducted by self-assessment (by the Secretary to the Board of Commissioners) to be submitted to the Board of Commissioners at the end of December 2022.
6. Prepare and draft the Board of Commissioners' 2022 Annual Report.

ORGAN DAN KOMITE DI BAWAH DIREKSI ORGANS AND COMMITTEES UNDER THE BOARD OF DIRECTORS

Dalam menjalankan tugasnya, Direksi dibantu oleh Organ dan Komite di bawah Direksi, yaitu Komite Manajemen Risiko, Komite Pengarah Teknologi Informasi, Corporate Secretary, dan Internal Audit.

In carrying out their duties, the Board of Directors is assisted by Organs and Committees under the Board of Directors, namely the Risk Management Committee, Information Technology Steering Committee, Corporate Secretary, and Internal Audit.

KOMITE MANAJEMEN RISIKO Risk Management Committee

Komite Manajemen Risiko merupakan komite yang berada di bawah pengawasan Direksi dan membantu pelaksanaan dan kegiatan operasional Perseroan. Ketua Komite Manajemen Risiko diangkat dan diberhentikan oleh Direksi.

The Risk Management Committee is a committee under the supervision of the Board of Directors and assists the implementation and operational activities of the company. The Chairman of the Risk Management Committee is appointed and dismissed by the Board of Directors.

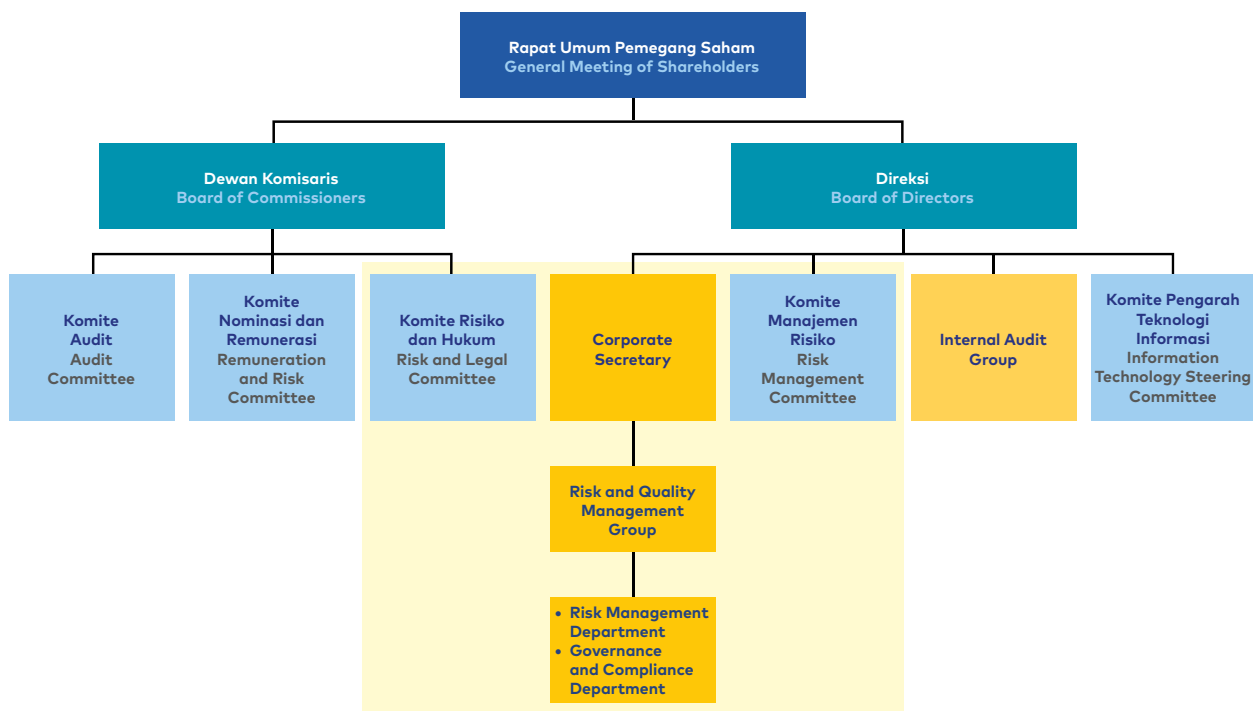
Kedudukan Komite Manajemen Risiko dalam Struktur Tata Kelola

Dalam struktur Tata Kelola Perusahaan, kedudukan Komite Manajemen Risiko berada di bawah Direksi dan langsung bertanggung jawab kepada Direksi.

The Position of the Risk Management Committee in the Governance Structure

In the structure of Corporate Governance, the position of the Risk Management Committee is under the Board of Directors and directly responsible to the Board of Directors.

Bagan Kedudukan Komite Manajemen Risiko dalam Struktur Organisasi Perseroan
Chart of the Risk Management Committee Position in the Company's Organizational Structure



Tugas dan Fungsi

Sebagaimana yang tercantum di dalam aturan, Komite Manajemen Risiko memiliki tugas, tanggung jawab, dan wewenang, sebagai berikut:

1. Ketua Komite

Tugas dan tanggung jawab

- a. Memimpin pelaksanaan kerja Komite.
- b. Melakukan pembahasan terhadap:
 - 1) Kebijakan, Manual, *Risk Appetite*, *Risk Tolerance*, Kriteria Risiko;
 - 2) Profil Risiko Perusahaan serta rencana tindak lindung;
 - 3) Arahan untuk meningkatkan efektivitas penerapan manajemen risiko;
 - 4) Hasil audit internal atau hasil evaluasi lainnya terhadap proses manajemen risiko;
 - 5) Realisasi Hasil Pengolahan Risiko Korporasi.
- c. Memberikan Keputusan berupa penetapan mengenai:
 - 1) Kebijakan dan Manual Manajemen Risiko;
 - 2) Profil Risiko Perusahaan serta rencana tindak lindung;
 - 3) Perbaikan sistem manajemen risiko secara berkelanjutan.
- d. Mengikuti kegiatan pengembangan kompetensi Sistem Manajemen Risiko dalam bentuk *benchmark*, *training*, seminar, *workshop*, *roundtable*, *e-learning*, *forum group discussion*, atau kegiatan sejenis lainnya.

Wewenang

Dalam melaksanakan tugas dan tanggung jawabnya, Ketua Komite diberi kewenangan sebagai berikut:

- a. Mengakses dokumen, data dan informasi tentang karyawan serta dana, aset dan sumber daya Perseroan yang diperlukan.
- b. Melakukan komunikasi langsung dengan unit kerja Kantor Pusat, Regional, Anak Perusahaan dan Proyek termasuk Direksi dan pihak yang menjalankan Manajemen Risiko.
- c. Melibatkan pihak independen, di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).
- d. Melakukan kewenangan lain sehubungan dengan manajemen risiko.
- e. Melakukan kewenangan untuk melakukan pengujian secara uji petik dan melakukan inspeksi terhadap Unit Kerja Kantor Pusat, Regional, Anak Perusahaan dan Proyek (jika diperlukan).
- f. Menetapkan keputusan hasil Rapat Komite dan berwenang menghentikan Rapat bila kuorum peserta rapat tidak terpenuhi sesuai Tata Tertib.

Job and Function

As stated in the rules, the Risk Management Committee has duties, responsibilities, and authorities, as follows:

1. Chairman of the Committee

Duties and responsibilities

- a. Leading implementation of the Committee's work.
- b. Conduct discussion on:
 - 1) Policies, Manuals, Risk Appetite, Risk Tolerance, Risk Criteria;
 - 2) Company Risk Profile and protective action plan;
 - 3) Directions to improve the effectiveness of risk management implementation;
 - 4) Results of internal audits or other evaluation of the risk management process;
 - 5) Realization of Corporate Risk Processing Results.
- c. Provide decisions in the form of stipulations regarding:
 - 1) Risk Management Policy and Manual;
 - 2) Company Risk Profile and protective action plan;
 - 3) Improvement of risk management system on an ongoing basis.
- d. Participating in Risk Management System competency development activities in the form of benchmarks, training, seminars, workshops, roundtables, e-learning, forum group discussion, or other similar activities.

Authority

In carrying out his duties and responsibilities, Chairman of the Committee is eligible to exercise authority, as follows:

- a. Access documents, data, and information about employees as well as necessary funds, assets and Company resources.
- b. Communicate directly with the work units of the Head Office, Regional Divisions, Subsidiaries and Projects including the Board of Directors and those who exercise the Risk Management.
- c. Involve independent parties, as external party of the Committee members who are required to assist the duty implementation (if needed).
- d. Exercise other powers concerning risk management.
- e. Performing the authority to carry out sampling tests and inspection on Work Units of the Head Office, Regional Divisions, Subsidiaries, and Projects (if needed).
- f. Determine resolutions of the Committee Meeting and have the authority to terminate the Meeting if the quorum of meeting participants is not fulfilled based on the Rules of Procedure.

2. Sekretariat Komite Merangkap Anggota

Tugas dan tanggung jawab

- a. Menyusun dan mendokumentasikan administrasi Komite Manajemen Risiko mengenai:
 - 1) Perencanaan Kegiatan Manajemen Risiko;
 - 2) Penjadwalan Kegiatan Manajemen Risiko;
 - 3) Perencanaan Kebutuhan Kompetensi Pengelola Risiko;
 - 4) Pendokumentasian dan Pengarsipan Kegiatan Manajemen Risiko;
 - 5) Pendistribusian hasil pertemuan kegiatan Manajemen Risiko.
- b. Menyiapkan undangan rapat, mencatat hasil pembahasan Rapat Komite dan dituangkan ke dalam Risalah.
- c. Memastikan terselenggaranya Rapat Komite.
- d. Mengikuti pembahasan Rapat Komite.

Wewenang

Dalam melaksanakan tugas dan tanggung jawabnya, Sekretariat Komite diberi kewenangan sebagai berikut:

- a. Mengakses dokumen, data dan informasi tentang karyawan serta dana, aset dan sumber daya Perseroan yang diperlukan.
- b. Melakukan komunikasi langsung dengan unit kerja Kantor Pusat, Regional, Anak Perusahaan dan Proyek termasuk Direksi dan pihak yang menjalankan Manajemen Risiko.
- c. Melibatkan pihak independen, di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).

3. Wakil Sekretariat Komite Merangkap Anggota

Tugas dan tanggung jawab

- a. Menggantikan Sekretariat Komite bila sedang berhalangan hadir.
- b. Menyusun dan mendokumentasikan administrasi Komite Manajemen Risiko mengenai:
 - 1) Perencanaan Kegiatan Manajemen Risiko;
 - 2) Penjadwalan Kegiatan Manajemen Risiko;
 - 3) Perencanaan Kebutuhan Kompetensi Pengelola Risiko;
 - 4) Pendokumentasian dan Pengarsipan Kegiatan Manajemen Risiko;
 - 5) Pendistribusian hasil pertemuan kegiatan Manajemen Risiko.
- c. Menyiapkan undangan rapat, mencatat hasil pembahasan Rapat Komite dan dituangkan ke dalam Risalah.
- d. Memastikan terselenggaranya Rapat Komite.
- e. Mengikuti pembahasan Rapat Komite.

2. Committee Secretariat Concurrently as Member Duties and responsibilities

- a. Prepare and record administration of the Risk Management Committee on:
 - 1) Risk Management Activity Planning;
 - 2) Risk Management Activity Schedule;
 - 3) Risk Management Competency Needs Planning;
 - 4) Risk Management Activity Documentation and Archives;
 - 5) Distribution of Risk Management activities meetings reports.
- b. Prepare meeting invitations, record results of the Committee Meeting discussions, and disclose into Minutes of Meetings.
- c. Ensure Committee Meetings implementation.
- d. Following discussion of the Committee Meeting.

Authority

In carrying out its duties and responsibilities, the Committee Secretariat has the authority, as follows:

- a. Access documents, data, and information about employees and the required proceeds, assets, and Company resources.
- b. Communicate directly with the work units of the Head Office, Regional Divisions, Subsidiaries, and Projects, including the Board of Directors and those who exercise Risk Management.
- c. Involve independent parties, as external parties to the Committee members required to assist in the duty implementation (if needed).

3. Deputy Committee Secretariat Concurrently as Member Duties and responsibilities

- a. Replace the Committee Secretariat when unable to attend.
- b. Prepare and record administration of the Risk Management Committee on:
 - 1) Risk Management Activity Planning;
 - 2) Risk Management Activity Schedule;
 - 3) Risk Management Competency Needs Planning;
 - 4) Risk Management Activity Documentation and Archives;
 - 5) Distribution of Risk Management activities meetings reports.
- c. Prepare meeting invitations, record results of the Committee Meeting discussions, and disclose into Minutes of Meetings.
- d. Ensure Committee Meetings implementation.
- e. Following discussion of the Committee Meeting.

Wewenang

Dalam melaksanakan tugas dan tanggung jawabnya, Wakil Sekretariat Komite diberi kewenangan sebagai berikut:

- a. Mengakses dokumen, data dan informasi tentang karyawan serta dana, aset dan sumber daya Perusahaan yang diperlukan.
- b. Melakukan komunikasi langsung dengan unit kerja Kantor Pusat, Regional, Anak Perusahaan dan Proyek termasuk Direksi dan pihak yang menjalankan Manajemen Risiko.
- c. Melibatkan pihak independen, di luar anggota Komite yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan).

4. Anggota Komite

Tugas dan tanggung jawab

- a. Mengikuti pembahasan secara rutin sesuai jadwal yang telah ditetapkan.
- b. Memberikan masukan kepada Ketua Komite terkait Manajemen Risiko.
- c. Memberikan masukan kepada Ketua Komite mengenai isu dan hal terkait Manajemen Risiko dan risiko yang mengancam pencapaian sasaran Perseroan.
- d. Memberikan rekomendasi kepada Ketua Komite mengenai:
 - 1) Kebijakan dan Manual Manajemen Risiko;
 - 2) Profil Risiko Perusahaan serta rencana tindak lindung;
 - 3) Perbaikan sistem manajemen risiko secara berkelanjutan.
- e. Mengikuti pembahasan Rapat Komite mengenai:
 - 1) Sumber risiko teknis internal dan eksternal;
 - 2) Prosedur Sistem Manajemen Risiko;
 - 3) Penetapan kriteria risiko strategis dan teknis;
 - 4) Melakukan identifikasi dan analisa risiko baik teknis maupun strategis;
 - 5) Melakukan evaluasi baik risiko teknis maupun strategis;
 - 6) Menetapkan dan mengimplementasikan rencana penanganan risiko.
- f. Memberikan rekomendasi penanganan atau tindak lindung risiko.
- g. Anggota Komite wajib menjaga kerahasiaan atas seluruh dokumen, data, informasi dan segala sesuatu yang berhubungan dengan pelaksanaan tugas Komite.

Authority

In carrying out its duties and responsibilities, the Deputy Committee Secretariat has the authority, as follows:

- a. Access documents, data, and information about employees and the required proceeds, assets, and Company resources.
- b. Communicate directly with the work units of the Head Office, Regional Divisions, Subsidiaries, and Projects, including the Board of Directors and those who exercise Risk Management.
- c. Involve independent parties, as external parties to the Committee members required to assist in the duty implementation (if needed).

4. Committee Members

Duties and responsibilities

- a. Follow discussions regularly according to a predetermined schedule.
- b. Provide recommendations to the Chairman of the Committee related to Risk Management.
- c. Provide recommendations to the Committee Chairman concerning issues and matters related to Risk Management and risks that threaten the achievement of the Company's goals.
- d. Provide recommendations to the Committee Chairman on:
 - 1) Risk Management Policy and Manual;
 - 2) Corporate Risk Profile and protective action plan;
 - 3) Improvement of risk management system on an ongoing basis.
- e. Following the discussion of the Committee Meeting on:
 - 1) Sources of internal and external technical risks;
 - 2) Risk Management System Procedure;
 - 3) Establish strategic and technical risk criteria;
 - 4) Identify and analyze both technical and strategic risks;
 - 5) Evaluate both technical and strategic risks;
 - 6) Establish and implement a risk management plan.
- f. Provide recommendations for handling or protecting risks.
- g. Committee members are obliged to preserve the confidentiality of all documents, data, information, and everything related to the implementation of Committee duties.

Wewenang

Dalam melaksanakan tugas dan tanggung jawabnya, Anggota Komite diberi kewenangan sebagai berikut:

- a. Memberi instruksi kepada Tim Sekretariat Komite Manajemen Risiko di Direktoratnya untuk menindaklanjuti hasil pembahasan rapat Komite Manajemen Risiko.
- b. Memberi instruksi kepada Tim Sekretariat Komite Manajemen Risiko untuk mengakses dokumen, data dan informasi tentang karyawan serta dana, aset dan sumber daya Perseroan yang diperlukan.
- c. Memberi instruksi kepada Tim Sekretariat Komite Manajemen Risiko untuk melakukan komunikasi secara langsung dengan pihak-pihak yang terkait dengan tugas-tugas Komite, termasuk dalam mengkomunikasikan hal-hal terkait informasi keuangan dan manajemen.
- d. Memberi instruksi kepada Tim Sekretariat Komite Manajemen Risiko untuk melakukan pengujian secara uji petik dan melakukan inspeksi terhadap unit kerja Kantor Pusat, Regional, Anak Perusahaan dan Proyek (jika diperlukan).

5. Anggota Komite (Independen)

Tugas dan tanggung jawab

- a. Mengikuti pembahasan secara rutin sesuai jadwal yang telah ditetapkan meliputi tentang:
 - 1) Sumber risiko teknis internal dan eksternal;
 - 2) Prosedur Sistem Manajemen Risiko;
 - 3) Penetapan kriteria risiko strategis dan teknis;
 - 4) Melakukan identifikasi dan analisa risiko baik teknis maupun strategis;
 - 5) Melakukan evaluasi baik risiko teknis maupun strategis;
 - 6) Menetapkan, menyiapkan dan mengimplementasikan rencana penanganan risiko.
- b. Anggota Komite Independen wajib menjaga kerahasiaan atas seluruh dokumen, data, informasi dan segala sesuatu yang berhubungan dengan pelaksanaan Tugas Komite.

Wewenang

Dalam melaksanakan tugas dan tanggung jawabnya, Anggota Komite Independen diberi kewenangan sebagai berikut:

- a. Melaksanakan analisa dan memantau hasil dari keputusan Rapat Komite Manajemen Risiko.
- b. Melakukan penelaahan terhadap aktivitas pelaksanaan Rapat Komite Manajemen Risiko yang dilakukan oleh Anggota Komite.

Authority

In carrying out their duties and responsibilities, Committee Members have the authority, as follows:

- a. Provide instructions to Risk Management Committee Secretariat Team at its Directorate to follow up on the discussion results of the Risk Management Committee meeting.
- b. Provide instructions to the Risk Management Committee Secretariat Team to access documents, data, and information about employees and funds, assets, and resources of the Company as needed.
- c. Provide instructions to the Risk Management Committee Secretariat Team to communicate directly with parties related to the duties of the Committee, including in communicating any matters about financial and management information.
- d. Provide instructions to the Secretariat Team of the Risk Management Committee to carry out sampling tests and inspect work units of the Head Office, Regional Divisions, Subsidiaries, and Projects (if needed).

5. Committee Members (Independent)

Duties and responsibilities

- a. Following regular discussions according to a predetermined schedule, which includes:
 - 1) Sources of internal and external technical risks;
 - 2) Risk Management System Procedure;
 - 3) Establishing strategic and technical risk criteria;
 - 4) Identify and analyze both technical and strategic risks;
 - 5) Evaluating both technical and strategic risks;
- b. Independent Committee members must maintain the confidentiality of all documents, data, information, and everything related to the implementation of Committee Duties.

Authority

In carrying out their duties and responsibilities, Independent Committee Members are given the following authority:

- a. Carry out analysis and monitor the results of the decisions of the Risk Management Committee Meeting.
- b. Review activities of the Risk Management Committee Meetings done by the Committee Members.

Fungsi Komite Manajemen Risiko

1. Menetapkan konteks risiko strategis berupa:
 - a. Menetapkan sumber risiko-risiko eksternal strategis;
 - b. Menetapkan sumber risiko-risiko internal strategis.
2. Menetapkan Kebijakan Sistem Manajemen Risiko.
3. Menetapkan Pedoman Sistem Manajemen Risiko.
4. Menetapkan Kriteria Risiko Strategis berupa:
 - a. Menetapkan jenis risiko;
 - b. Menetapkan atribut dan sub atribut risiko;
 - c. Menetapkan sifat risiko;
 - d. Menetapkan selera risiko (*risk appetite*);
 - e. Menetapkan batas toleransi risiko (*risk tolerance*).
5. Melakukan Asesmen Risiko dengan tahapan sebagai berikut:
 - a. Proses analisa risiko strategis berupa membuat laporan analisa tingkat risiko strategis Ekstrem, Tinggi, Moderat, Rendah dan Sangat Rendah;
 - b. Proses evaluasi risiko strategis yaitu:
 - 1) Membandingkan dengan kriteria;
 - 2) Identifikasi dan asesmen alternatif lain;
 - 3) Memutuskan tipe respons;
 - 4) Menetapkan prioritas;
 - 5) Menyusun profil risiko korporat;
 - 6) Melakukan evaluasi terhadap realisasi tindak lindung dengan profil risiko korporat.
6. Menetapkan hasil pengukuran maturitas implementasi Manajemen Risiko di lingkungan Jasa Marga Group.

Risk Management Committee Functions

1. Stipulate the strategic risk context in the form of:
 - a. Determining sources of strategic external risks;
 - b. Determining sources of strategic internal risks.
2. Establishing Risk Management System Policy.
3. Establish Risk Management System Guidelines.
4. Establish Strategic Risk Criteria in the form of:
 - a. Determining the risk type;
 - b. Defining risk attributes and sub-attributes;
 - c. Determining the nature of risk;
 - d. Setting the risk appetite;
 - e. Stipulating risk tolerance limits.
5. Conduct a Risk Assessment through the following stages:
 - a. Strategic risk analysis process is in the form of making an analysis report on the level of strategic risk for Extreme, High, Moderate, Low and Very Low;
 - b. The strategic risk evaluation process, as follows:
 - 1) Comparing with criteria;
 - 2) Identification and assessment of other alternatives;
 - 3) Deciding the response type;
 - 4) Setting priorities;
 - 5) Develop a corporate risk profile;
 - 6) Evaluating the realization of safeguards with corporate risk profiles.
6. Determining the results of measuring the maturity of Risk Management implementation in Jasa Marga Group.

Struktur Keanggotaan dan Profil Anggota

Berdasarkan Surat Keputusan Direksi No. 100/KPTS/2019 tanggal 21 Oktober 2019, susunan anggota Komite Manajemen Risiko (KMR) dan Tim Sekretariat Komite Manajemen Risiko (TSKMR) adalah sebagai berikut:

Membership Structure and Profiles of the Members

Based on the Decree of the Board of Directors No. 100/ KPTS/2019 dated October 21, 2019, the composition of the Risk Management Committee (KMR) members and Secretariat Team of the Risk Management Committee (TSKMR) are as follows:

Tabel Susunan Anggota Komite Manajemen Risiko
Table of Risk Management Committee Members

No	Nama Jabatan Name of the Position	Kedudukan dalam Komite Position in the Committee
1	Direktur Utama President Director	Ketua Komite Committee Chairman
2	Corporate Secretary	Sekretariat Komite merangkap Anggota Komite Committee Secretariat concurrently Committee Member
3	Risk and Quality Management Group Head	Wakil Sekretariat Komite merangkap Anggota Komite Deputy Committee Secretariat concurrently Committee Member
4	Direktur Keuangan Director of Finance	Anggota Komite Committee Member
5	Direktur Human Capital & Transformasi Director of Human Capital and Transformation	Anggota Komite Committee Member

Tabel Susunan Anggota Komite Manajemen Risiko
Table of Risk Management Committee Members

No	Nama Jabatan Name of the Position	Kedudukan dalam Komite Position in the Committee
6	Direktur Pengembangan Usaha Director of Business Development	Anggota Komite Committee Member
7	Direktur Bisnis Director of Business	Anggota Komite Committee Member
8	Direktur Operasi Director of Operation	Anggota Komite Committee Member
9	Internal Audit Group Head	Anggota Komite (Independen) Committee Member (Independent)

Tabel Susunan Anggota Tim Sekretariat Komite Manajemen Risiko
Table of Risk Management Committee Secretariat Team Membership Composition

No	Nama Jabatan Name of the Position	Kedudukan dalam Tim Sekretariat Komite Position in the Committee Secretariat Team
1.	Corporate Secretary	Ketua merangkap Anggota Chairman concurrently as Member
2.	Risk and Quality Management Group Head	Wakil Ketua merangkap Anggota Deputy Chairman concurrently as Member
3.	Internal Audit Group Head	Anggota (Independen) Member (Independent)
Corporate Secretary (Unit)		
4.	Corporate Communication & Community Development Group Head	Anggota Member
5.	Procurement & Fix Asset Group Head	Anggota Member
A. Direktorat Keuangan A. Directorate of Finance		
6.	Corporate Planning & Portfolio Management Group Head	Anggota Member
7.	Corporate Finance Group Head	Anggota Member
8.	Accounting & Tax Group Head	Anggota Member
9.	Legal and Compliance Group Head	Anggota Member
B. Direktorat Human Capital & Transformasi B. Directorate of Human Capital & Transformation		
10.	Human Capital Development Group Head	Anggota Member
11.	Human Capital Services Group Head	Anggota Member
12.	Jasa Marga Learning Institute Group Head	Anggota Member
13.	Coordinator Strategic Transformation Office	Anggota Member
C. Direktorat Pengembangan Usaha C. Directorate of Business Development		
14.	Engineering Planning Group Head	Anggota Member
15.	Toll Road Development Group Head	Anggota Member

Tabel Susunan Anggota Tim Sekretariat Komite Manajemen Risiko
Table of Risk Management Committee Secretariat Team Membership Composition

No	Nama Jabatan Name of the Position	Kedudukan dalam Tim Sekretariat Komite Position in the Committee Secretariat Team
D. Direktorat Bisnis D. Directorate of Business		
16.	Information Technology Group Head	Anggota Member
17.	Jasamarga Metropolitan Tollroad Regional Division Head	Anggota Member
18.	Jasamarga Nusantara Tollroad Regional Division Head	Anggota Member
19.	Jasamarga Transjawa Tollroad Regional Division Head	Anggota Member
E. Direktorat Operasi E. Directorate of Operations		
20.	Operation and Maintenance Management Group Head	Anggota Member

Pelaksanaan Tugas Komite Manajemen Risiko pada Tahun 2021

Sepanjang tahun 2021, Komite Manajemen Risiko telah melaksanakan berbagai kegiatan sebagai wujud pelaksanaan tugasnya. Komite Manajemen Risiko melakukan Rapat Koordinasi sebanyak 2 (dua) kali dalam 1 tahun yang didalamnya terdapat kegiatan *review* dan pemberi arahan bagi penerapan penguatan Manajemen Risiko di Perusahaan sesuai Amanah Kementerian BUMN.

Rapat Komite Manajemen Risiko

Selama 2021, Komite Manajemen Risiko (KMR) dan Tim Sekretariat Manajemen Risiko (TSKMR) telah melaksanakan rapat masing-masing 2 (dua) kali. Adapun pelaksanaan Rapat KMR dan TSKMR pada tahun 2021 antara lain adalah sebagai berikut:

Implementation of Risk Management Committee Duties in 2021

Throughout 2021, the Risk Management Committee has carried out various activities as a form of carrying out its duties. The Risk Management Committee conducts Coordination Meetings 2 (two) times in 1 year in which there are review activities and provide direction for the implementation of strengthening Risk Management in the Company in accordance with the mandate of the Ministry of SOEs.

Risk Management Committee Meetings

In 2021, the Risk Management Committee (KMR) and the Risk Management Secretariat Team (TSKMR) held 2 (two) meetings, respectively. The TSKMR and KMR Meetings in 2021 include the following:

Tabel Pelaksanaan Rapat Tim Sekretariat Komite Manajemen Risiko Tahun 2021
Table of Risk Management Committee Secretariat Team Meetings Implementation in 2021

No	Hari, Tanggal Day, Date	Agenda Rapat Meeting Agenda
1.	Kamis, 1 April 2021 Thursday, April 1, 2021	Laporan Hasil Pengukuran RMI 2020 dan Pembahasan Profil Risiko. RMI Measurement Report 2020 and Risk Profile Discussion.
2.	Kamis, 2 September 2021 Thursday, September 2, 2021	<i>Refreshment</i> Implementasi Manajemen Risiko dan Pembahasan Rencana Penguatan Manajemen Risiko. Refreshment of Risk Management Implementation and Discussion of Risk Management Strengthening Plan.

Tabel Pelaksanaan Rapat Komite Manajemen Risiko Tahun 2021
Table of Risk Management Committee Meetings Implementation in 2021

No	Hari, Tanggal Day, Date	Agenda Rapat Meeting Agenda
1.	Senin, 5 April 2021 Monday, April 5, 2021	Laporan Hasil Pengukuran RMI 2020 dan Pembahasan Profil Risiko. RMI Measurement Report 2020 and Risk Profile Discussion.
2.	Senin, 6 September 2021 Monday, September 6, 2021	<i>Refreshment</i> Implementasi Manajemen Risiko dan Pembahasan Rencana Penguatan Manajemen Risiko. Refreshment of Risk Management Implementation and Discussion of Risk Management Strengthening Plan.

Pengembangan Kompetensi Komite Manajemen Risiko

Pengembangan Kompetensi Komite Manajemen Risiko dapat dilihat pada bagian Pengembangan Kompetensi Komite Manajemen Risiko di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Risk Management Committee Competency Development

Risk Management Committee Competency Development can be seen in the Risk Management Committee Competency Development Section in the Company Profile Chapter of this Annual Report.

Sertifikasi Personil Komite Manajemen Risiko

Selama tahun 2021, Perseroan telah merencanakan peningkatan Kompetensi Bidang Manajemen Risiko bagi para Anggota Komite Manajemen Risiko telah direncanakan berupa Pelatihan dan Sertifikasi *Qualified Risk Governance Professional (QRGP)* bagi para BOD yang merupakan Anggota Komite Manajemen Risiko & *Qualified Chief Risk Officer (QCRO)* bagi para BOD-1 yang merupakan Anggota Tim Sekretariat Komite Manajemen Risiko. Dalam pelaksanaan sertifikasi ini bekerja sama dengan *Center Risk Management Sustainability (CRMS)* Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP-MKS).

Risk Management Committee Personnel Certification

Throughout 2021, the Company has planned improvement of competence in the aspect of Risk Management for all Members of Risk Management Committee in the form of *Qualified Risk Governance Professional Training and Certification for the BOD*, which is a Member of Risk Management Committee, and *Qualified Chief Risk Officer Training and Certification for BOD-1*, which is a Secretariat Team Member of Risk Management Committee. In the implementation of this certification, the Company collaborated with *Center Risk Management Sustainability of the Institute of Profession Certification Mitra Kalyana Sejahtera*.

Rencana Kerja Komite Manajemen Risiko Tahun 2022

Komite Manajemen Risiko dan Tim Sekretariat Komite Manajemen Risiko berencana melaksanakan beberapa kegiatan/pekerjaan di tahun 2022, diantaranya:

1. Rapat Koordinasi Komite Manajemen Risiko Triwulanan.
2. Rapat Koordinasi Tim Sekretariat Komite Manajemen Risiko Triwulanan.
3. Penguatan Kompetensi Sistem Manajemen Risiko di Level KMR & TSKMR.

Risk Management Committee Work Plan 2022

The Risk Management Committee and the Secretariat Team of the Risk Management Committee plan to carry out several activities/works in 2022, including:

1. Quarterly Coordination Meeting of Risk Management Committee.
2. Quarterly Coordination Meeting of Secretariat Team of Risk Management Committee.
3. Strengthening of the Competence of Risk Management System on KMR & TSKMR Levels.

KOMITE PENGARAH TEKNOLOGI INFORMASI Information Technology Steering Committee

Dalam rangka memberikan pandangan terhadap penyempurnaan pengelolaan teknologi informasi dan Manajemen Sistem Informasi, memantau kegiatan penyelenggaraan dan kesiapan infrastruktur TI, maka Direksi membentuk Komite Pengarah Teknologi Informasi (KPTI) yang ditetapkan berdasarkan Surat Keputusan Direksi No. 08/KPTS/2019 tanggal 09 Januari 2019.

To provide perspective on Improving information technology management and Information System Management Monitoring activities and IT infrastructure readiness The Board of Directors has established the Information Technology Steering Committee (KPTI), which was stipulated based on Decree No. 08/KPTS/2019 dated January 9, 2019.

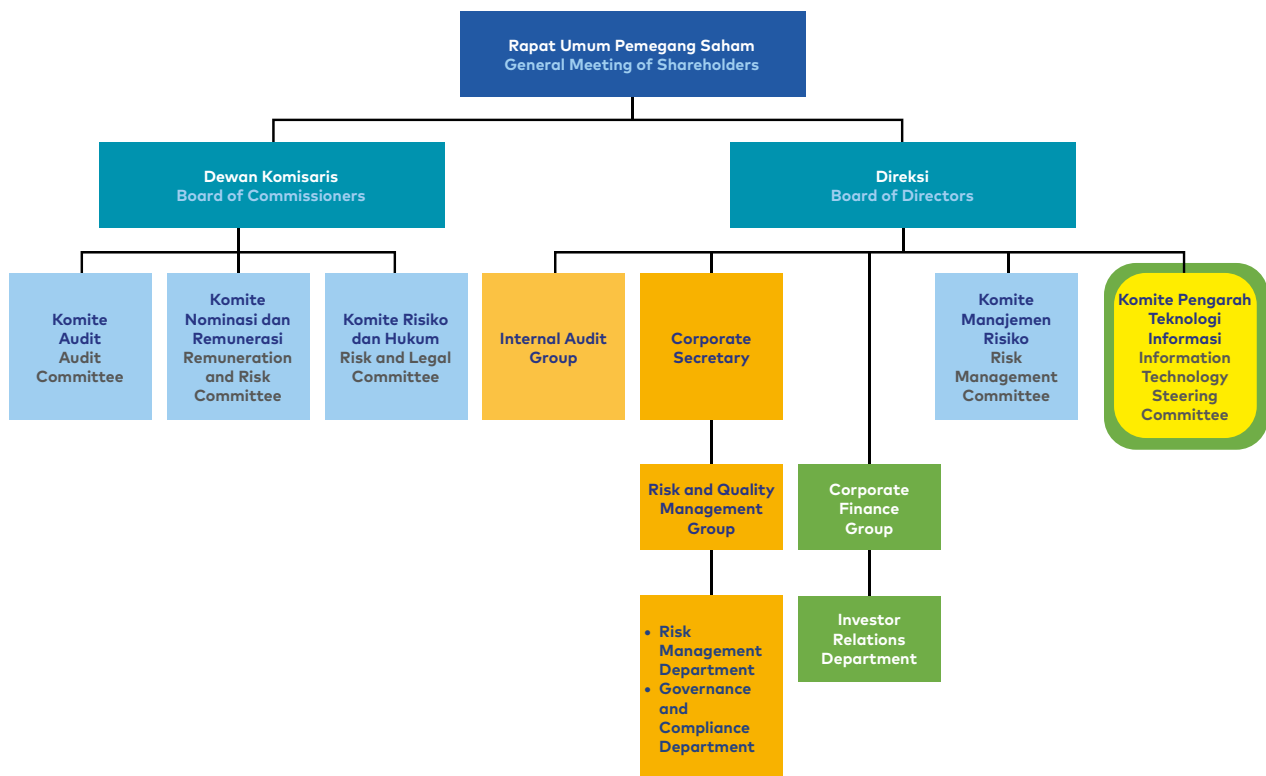
Kedudukan Komite Pengarah Teknologi Informasi

Dalam struktur Tata Kelola Perusahaan, kedudukan Komite Pengarah Teknologi Informasi berada di bawah Direksi dan langsung bertanggung jawab kepada Direksi.

Position of Information Technology Steering Committee

In the Corporate Governance structure, the position of the chart showing the role of the Risk Management Committee in the Organizational Structure is under the Board of Directors and directly responsible to the Board of Directors.

Bagan Kedudukan Komite Pengarah Teknologi Informasi dalam Struktur Organisasi Perseroan
Chart of the Information Technology Steering Committee Position in the Company's Organizational Structure



Tugas dan Fungsi

Tugas dan tanggung jawab Komite Pengarah Teknologi Informasi berdasarkan Surat Keputusan Direksi No. 08/ KPTS/2019 tanggal 09 Januari 2019 adalah mencakup:

Duties and Functions

Duties and responsibilities of the Information Technology Steering Committee according to the Board of Directors Decree No. 08/KPTS/2019 dated January 9, 2019, include:

1. Menyelaraskan strategi TI dan bisnis (*Strategic Alignment*), melalui arahan strategis dan keputusan terkait program implementasi TI/ solusi TI yang sejalan dengan strategi, tujuan dan prioritas bisnis Jasa Marga.
 2. Melakukan *review* dan memberikan persetujuan atas rencana-rencana terkait TI agar dapat memberikan manfaat sesuai rencana (*Value Delivery*), diantaranya *Master Plan* TI (MPTI), hasil *Review Master Plan* TI, dan Rencana Kerja Anggaran Perusahaan (RKAP) TI.
 3. Melakukan *review* dan memberikan persetujuan terkait Tata Kelola TI diantaranya Kebijakan dan Pedoman Tata Kelola TI dan Data.
 4. Mengevaluasi pencapaian kinerja (*Performance Measurement*), dan kepatuhan TI yang meliputi:
 - Progres inisiatif-inisiatif TI yang bersifat strategis, termasuk penetapan resolusi permasalahan;
 - Tingkat kepatuhan, kematangan atau kapabilitas tata kelola TI dan data;
 - Pencapaian benefit dari inisiatif-inisiatif strategis TI.
 5. Menjaga aset TI dari kejadian yang tidak diinginkan (*Risk Management*) demi keberlangsungan operasional bisnis Jasa Marga.
1. Align IT and business strategies (*Strategic Alignment*) through strategic directions and decisions related to IT implementation programs / IT solutions in line with Jasa Marga's business strategies, objectives, and priorities.
 2. Reviewing and providing approval IT-related plans to provide benefits according to plan (*Value Delivery*), including the IT Master Plan (MPTI), results of the IT Master Plan Review, and IT Company Budget Work Plan (RKAP).
 3. Reviewing and providing approval related to IT Governance, including IT and Data Governance Policies and Guidelines.
 4. Evaluating performance achievement (*Performance Measurement*) and IT compliance.
 - Progress of IT strategic initiatives, including stipulation of problem resolutions;
 - Level of compliance, maturity, or capability of IT and data governance;
 - Achieving benefits from strategic IT initiatives.
 5. Protecting IT assets from unwanted events (*Risk Management*) for Jasa Marga's business operational sustainability.

Struktur Keanggotaan dan Profil Anggota

Berdasarkan Surat Keputusan Direksi No. 08/KPTS/2019 tanggal 09 Januari 2019, disebutkan bahwa Ketua Komite Pengarah Teknologi Informasi diangkat dan diberhentikan oleh Direktur Utama dan susunan anggota Komite Pengarah Teknologi Informasi (*IT Steering Committee*) adalah sebagai berikut:

Membership Structure and Member Profiles

According to the Board of Directors Decree No. 08/KPTS/2019 dated January 9, 2019, explaining Chairman of the Information Technology Steering Committee is appointed and dismissed by the President Director and the composition of the members of the Information Technology Steering Committee (*IT Steering Committee*) is as follows:

Tabel Susunan Anggota Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Members

Jabatan Position	Kedudukan dalam Komite Position in the Committee
Direktur Bisnis Director of Business	Ketua Komite Chairman
Information Technology Group Head	Sekretaris Komite Merangkap Anggota Committee Secretary concurrently Member
Operation and Maintenance Management Group Head	Anggota Komite Member
Corporate Planning and Portfolio Management Group Head	Anggota Komite Member
Procurement and Fix Asset Group Head	Anggota Komite Member
Accounting and Tax Group Head	Anggota Komite Member
Human Capital Development Group Head	Anggota Komite Member

Rapat Komite Pengarah Teknologi Informasi

Information Technology Steering Committee Meeting

Selama tahun 2021, Komite Pengarah Teknologi Informasi telah melaksanakan rapat sebanyak sebanyak 20 (dua puluh) kali, kali, yaitu dengan agenda sebagai berikut:

In 2021, the Information Technology Steering Committee held 20 (twenty) meetings, with the agenda, as follows:

Tabel Pelaksanaan Rapat Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Meeting Implementation

No	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda
1	11/1/2021	Pembahasan <i>Review</i> RKAP IT 2020 Discussion on the 2020 IT RKAP Review
2	1/3/2021	Pembahasan <i>Progress</i> Pekerjaan RKAP IT 2021 Discussion on the Work Progress of IT RKAP 2021
3	22/6/2021	<i>Kick Off</i> Implementasi ERP SAP Anak Perusahaan PT Jasa Marga (Persero) Tbk - PT JJB, PT JMRB, PT JMTO, dan PT JMTH Kick-Off ERP Implementation of SAP Subsidiaries of PT Jasa Marga (Persero) Tbk - PT JJB, PT JMRB, PT JMTO, and PT JMTH
4	24/6/2021	<ul style="list-style-type: none"> • Penetapan RKAP vs Realisasi 2021 (hingga 31 Mei 2021) • Implementasi SAP AP2JT dan JJB • Asesmen Maturity Level & Review Tata Kelola • Determination of RKAP vs. Realization 2021 (until May 31, 2021) • Implementation of SAP AP2JT and JJB • Maturity Level Assessment & Governance Review
5	30/6/2021	Pembahasan Program IoT Lab IoT Lab Program Discussion
6	1/7/2021	Pembahasan Pengembangan ERP SAP JM Group dan Implementasi <i>Digital Signature</i> Bersertifikasi Discussion on SAP ERP JM Group Development and Certified Digital Signature Implementation
7	08/7/2021	Pembahasan Pengembangan ERP SAP JM Group SAP ERP JM Group Development Discussion
8	14/7/2021	Peresmian Penerapan <i>Digital Signature</i> Tersertifikasi di Lingkungan PT Jasa Marga (Persero) Tbk Inauguration of the Application of Certified Digital Signature in PT Jasa Marga (Persero) Tbk
9	28/7/2021	<i>Kick Off Meeting</i> Konsultasi Data <i>Governance</i> PT Jasa Marga (Persero) Tbk Kick-Off Meeting Data Governance Consultancy PT Jasa Marga (Persero) Tbk
10	29/7/2021	Pembahasan Rencana Evaluasi <i>Master Plan</i> Teknologi Informasi Discussion of the Information Technology Master Plan Evaluation Plan
11	5/8/2021	<ul style="list-style-type: none"> • Pembahasan Pembahasan Rencana Program Kerja RKAP IT 2022 • Evaluasi RFI Penyedia MPTI • 2022 IT RKAP Work Program Plan Discussion • Evaluation of MPTI Provider RFI
12	26/8/2021	<ul style="list-style-type: none"> • Pembahasan Usulan RKAP 2022 • Pembahasan Pengembangan <i>New Corporate Website</i> • Penyampaian Evaluasi RFI Penyedia MPTI • Discussion on Proposed RKAP 2022 • Discussion on New Corporate Website Development • Submission of MPTI Provider RFI Evaluation
13	9/9/2021	Pembahasan Usulan RKAP 2022 Discussion of the 2022 RKAP Proposal
14	30/9/2021	<ul style="list-style-type: none"> • Penyampaian Hasil Evaluasi Teknis RKAP 2022 • Pembahasan <i>Review Masterplan</i> Teknologi Informasi • Pembahasan Rencana Asesmen INDI 4.0 • Pengembangan ERP SAP JM Group • Submission of the Results of the 2022 RKAP Technical Evaluation • Discussion of the Information Technology Masterplan Review • Discussion of the INDI 4.0 Assessment Plan • SAP ERP JM Group development
15	21/10/2021	Pengembangan Sistem ERP SAP PT Jasa Marga (Persero) Tbk SAP ERP System Development PT Jasa Marga (Persero) Tbk
16	21/10/2021	<ul style="list-style-type: none"> • Pembahasan Usulan Pelaksanaan Kontrak Manajemen <i>Shared Service</i> IT di Jasa Marga Group • Pembahasan <i>Progress</i> Program Kerja IT RKAP 2021 • Discussion on the Proposed Implementation of the IT Shared Service Management Contract in Jasa Marga Group • Discussion on the Progress of the 2021 RKAP IT Work Program
17	2/11/2021	<ul style="list-style-type: none"> • <i>Kick Off Meeting</i> Penyusunan <i>Master Plan</i> Teknologi Informasi • Pembahasan Usulan Pelaksanaan Kontrak Manajemen <i>Shared Service</i> IT di Jasa Marga Group • Pembahasan <i>Progress</i> Program Kerja IT RKAP 2021 • Kick-Off Meeting for Preparation of Information Technology Master Plan • Discussion on the Proposed Implementation of the IT Shared Service Management Contract in Jasa Marga Group • Discussion on the Progress of the 2021 RKAP IT Work Program

Tabel Pelaksanaan Rapat Komite Pengarah Teknologi Informasi
Table of Information Technology Steering Committee Meeting Implementation

No	Tanggal (tgi/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda
18	12/11/2021	<i>Kick Off Meeting</i> Asesmen INDI 4.0 Kick-Off Meeting INDI 4.0 Assessment
19	9/12/2021	<p>Pembahasan <i>Progress</i> Program Kerja IT RKAP 2021:</p> <ul style="list-style-type: none"> • Penyampaian Rencana vs Realisasi RKAP 2021 • Penyampaian <i>Progress</i> Pengembangan ERP SAP AP2JT & PT JJB • Penyampaian <i>Progress</i> Implementasi SAP PO • Penyampaian <i>Progress</i> Penyusunan MPTI • Penyampaian <i>Progress</i> Penyusunan Data <i>Governance</i> • Penyampaian <i>Progress</i> Asesmen INDI 4.0 • Penyampaian JM Access (Kartu Berlangganan Tol) <p>Discussion on the Progress of the 2021 RKAP IT Work Program:</p> <ul style="list-style-type: none"> • Submission of Plan vs. Realization of RKAP 2021 • Submission of SAP AP2JT & PT JJB ERP Development Progress • Submission of SAP PO Implementation Progress • Submission of MPTI Preparation Progress • Submission of Data Governance Preparation Progress • Submission of INDI 4.0 Assessment Progress • Delivery of JM Access (Toll Subscription Card)
20	29/12/2021	<p>Pembahasan <i>Progress</i> Program Kerja IT RKAP 2021:</p> <ul style="list-style-type: none"> • Penyampaian Rencana vs Realisasi RKAP 2021 • Penyampaian <i>Progress</i> Pengembangan ERP SAP AP2JT & PT JJB • Penyampaian <i>Progress</i> Implementasi SAP PO • Penyampaian <i>Progress</i> Penyusunan MPTI • Penyampaian <i>Progress</i> Penyusunan Data <i>Governance</i> • Penyampaian <i>Progress</i> Asesmen INDI 4.0 • Penyampaian JM Access (Kartu Berlangganan Tol) <p>Discussion on the Progress of the 2021 RKAP IT Work Program:</p> <ul style="list-style-type: none"> • Submission of Plan vs. Realization of RKAP 2021 • Submission of SAP AP2JT & PT JJB ERP Development Progress • Submission of SAP PO Implementation Progress • Submission of MPTI Preparation Progress • Submission of Data Governance Preparation Progress • Submission of INDI 4.0 Assessment Progress • Delivery of JM Access (Toll Subscription Card)

Pelaksanaan Tugas Komite Pengarah Teknologi Informasi pada Tahun 2021

Adapun pelaksanaan kerja Komite Pengarah Teknologi Informasi Tahun 2021 adalah sebagai berikut:

1. 22 Juni 2021 – *Kick Off* Implementasi ERP SAP Anak Perusahaan PT Jasa Marga (Persero) Tbk – PT JJB, PT JMRB, PT JMTO, dan PT JMTM.
2. 14 Juli 2021 – Peresmian Penerapan *Digital Signature* Tsertifikasi di Lingkungan PT Jasa Marga (Persero) Tbk.
3. 28 Juli 2021 – *Kick Off Meeting* Konsultansi *Data Governance* PT Jasa Marga (Persero) Tbk.
4. 2 November 2021 - *Kick Off Meeting* Penyusunan *Master Plan* Teknologi Informasi .
5. 12 November 2021 - *Kick Off Meeting* Asesmen INDI 4.0.

Pengembangan Kompetensi Komite Pengarah Teknologi Informasi

Pengembangan Kompetensi Komite Pengarah Teknologi Informasi dapat dilihat pada bagian Pengembangan Kompetensi di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Information Technology Steering Committee Duty Implementation in 2021

Implementation of Information Technology Steering Committee's work in 2021 is as follows:

1. June 22, 2021 – *Kick Off* SAP ERP Implementation in Subsidiary of PT Jasa Marga (Persero) Tbk – PT JJB, PT JMRB, PT JMTO, and PT JMTM.
2. July 14, 2021 – Inauguration of Certified Digital Signature Implementation in PT Jasa Marga (Persero) Tbk.
3. July 28, 2021 – *Kick Off Meeting* Data Governance Consultancy PT Jasa Marga (Persero) Tbk.
4. November 2, 2021 - *Kick Off Meeting* Preparation Information Technology Master Plan.
5. November 12, 2021 - *Kick Off Meeting* INDI 4.0 Assessment.

Information Technology Steering Committee Competency Development

Information Technology Steering Committee Competency Development can be seen in the Competency Development Section in the Company Profile Chapter of this Annual Report.

Rencana Kerja Komite Pengarah Teknologi Informasi Tahun 2022

Komite Pengarah Teknologi Informasi telah menyusun Rencana Kerja untuk tahun 2022. Adapun rencana kerja Komite Pengarah Teknologi Informasi Tahun 2022 adalah sebagai berikut:

1. Optimalisasi SAP BPC (*Business Planning & Consolidation*).
2. Implementasi *Data Warehouse*.
3. Implementasi *Security Information & Event Management* (SIEM).
4. Implementasi *Data Management*.

SEKRETARIS PERUSAHAAN

Corporate Secretary

Sekretaris Perusahaan atau Corporate Secretary merupakan organ di bawah Direksi yang salah satu tugasnya adalah memastikan aspek keterbukaan informasi perusahaan terbuka. Keberadaan Corporate Secretary Jasa Marga sesuai dengan Peraturan Otoritas Jasa Keuangan (OJK) No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik, yang pada dasarnya untuk meningkatkan pelayanan kepada para pemegang saham dan investor bagi perusahaan publik. Corporate Secretary diangkat dan diberhentikan oleh Direktur Utama.

Dasar Pengangkatan Sekretaris Perusahaan

Pembentukan, pengangkatan, dan pelaksanaan fungsi serta tugas Corporate Secretary, antara lain mengacu pada:

1. Anggaran Dasar Jasa Marga.
2. Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.
3. Surat Keputusan Direksi PT. Bursa Efek Indonesia No. Kep-00001/BEI/01-2014 Perihal Perubahan Peraturan Nomor I-A: Tentang Pencatatan Saham dan Efek Bersifat Ekuitas Selain Saham yang Diterbitkan Oleh Perusahaan Tercatat.
4. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, sebagaimana telah diubah dengan PER-09/MBU/2012.

Profil Pejabat Sekretaris Perusahaan

Dadan Waradia Corporate Secretary

Profil Corporate Secretary dapat dilihat pada Bab Profil Laporan Tahunan ini.

Information Technology Steering Committee Work Plan for 2022

Information Technology Steering Committee has prepared a Work Plan for 2022. The work plan for the Information Technology Steering Committee for 2022 is as follows:

1. Optimization SAP BPC (*Business Planning & Consolidation*).
2. Implementation *Data Warehouse*.
3. Implementation *Security Information & Event Management* (SIEM).
4. Implementation Data Management.

Corporate Secretary is an organ under the Board of Directors to ensure information disclosure aspect as a public company. Appointment Jasa Marga's Corporate Secretary has complied with Financial Services Authority Regulation (OJK) No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies, which aims to improve services provided to shareholders and investors for public companies. The Corporate Secretary is appointed and dismissed by the President Director.

Corporate Secretary Appointment Framework

The establishment, appointment, and implementation of the functions and duties of the Corporate Secretary, among others, refer to:

1. Jasa Marga Articles of Association.
2. Financial Services Authority Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies.
3. PT Indonesia Stock Exchange Decree Board of Directors Decree No. Kep-00001/BEI/01-2014 as Amendment to Regulation Number I-A: Concerning Shares and Non-Stocks Equity Securities Listing by Listed Companies.
4. Minister of SOEs Regulation No. PER-01/MBU/2011 concerning Good Corporate Governance Implementation in State-Owned Enterprises, amended under PER-09/MBU/2012.

Profile of Corporate Secretary Executive

Dadan Waradia Corporate Secretary

Profiles of Corporate Secretary is presented in the Profile Chapter of this Annual Report.

Fungsi, Tugas dan Tanggung Jawab Sekretaris Perusahaan

Fungsi dan tugas Corporate Secretary adalah untuk memastikan, memimpin dan mengarahkan seluruh penyusunan rencana dan kebijakan yang bersifat strategis di tingkat Perseroan, meliputi: pengelolaan informasi dan komunikasi pada lingkup eksternal dan internal Perseroan, pengelolaan kegiatan program kemitraan dan kegiatan pembinaan lingkungan serta *Corporate Social Responsibility*, bidang pengadaan barang dan jasa serta pengelolaan logistik dan pengamanan aset milik negara dan Perseroan, pengelolaan acara-acara yang terkait dengan Perseroan, antara lain seperti RUPS, peresmian Jalan Tol dan lain-lain serta mengelola hubungan baik dengan pemegang saham, regulator dan *stakeholders* Perseroan, pengelolaan Sistem Manajemen Standardisasi dan Evaluasi Peningkatan Kinerja serta Manajemen Risiko, pengelolaan administrasi Kantor Pusat meliputi tata kelola persuratan, pengarsipan, pengelolaan penerapan prinsip *Good Corporate Governance* (GCG) termasuk pengendalian gratifikasi di Perseroan dan pengelolaan *whistleblowing system*, pemenuhan kepatuhan terhadap peraturan pasar modal serta agar seluruh aktivitas Perseroan berjalan selaras sehingga memenuhi ketentuan peraturan perundang-undangan yang berlaku.

Tanggung Jawab Corporate Secretary

Sebagai organ penting yang berada di bawah Direksi, Corporate Secretary memiliki beberapa tanggung jawab. Adapun hal yang menjadi tanggung jawab Corporate Secretary, sebagai berikut:

1. Memimpin dan mengarahkan pengelolaan informasi dan komunikasi pada lingkup eksternal dan internal Perseroan;
2. Memimpin dan mengarahkan pengelolaan acara-acara yang terkait dengan Perseroan dan mengarahkan acara-acara yang terkait Anak Perusahaan serta mengelola hubungan baik dengan Pemegang Saham, Regulator dan *Stakeholders* Perseroan;
3. Memimpin dan mengarahkan pengelolaan kegiatan program kemitraan dan kegiatan pembinaan lingkungan serta *Corporate Social Responsibility*;
4. Memimpin dan mengarahkan pengelolaan tata kelola administrasi pimpinan Perusahaan di Kantor Pusat dan mengarahkan tata kelola administrasi di Regional dan *Representative Offices*, yang meliputi tata kelola persuratan, pengarsipan dan administrasi;
5. Memimpin, dan mengarahkan perumusan kebijakan, tata kelola, ketentuan, perencanaan dan pelaksanaan atas proses pengadaan barang/jasa dan Manajemen Aset di lingkungan Jasa Marga Group;

Functions, Duties and Responsibilities of the Corporate Secretary

Functions and duties of the Corporate Secretary are to ensure, lead and direct all strategic plans and policies at the corporate level, including: management of information and communication in the external and internal scope of the Company, management of partnership program activities and environmental development activities as well as Corporate Social Responsibility, procurement of goods and services as well as logistics management and security of state and company assets, managing events related to the Company, such as the GMS, inauguration of Toll Roads and other events as well as managing good relations with the shareholders, regulators and stakeholders of the Company management of Performance Improvement and Risk Management Standardization and Evaluation Management System, administrative management of the Head Office including correspondence governance, archives, management of Good Corporate Governance (GCG) principles implementation including the anti-gratification in the Company and management of whistleblowing system, compliance with capital market regulations and so that all Company activities are implemented in harmony thereby comply with provisions of the prevailing laws and regulations.

Responsibilities of Corporate Secretary

As an essential organ under the Board of Directors, the Corporate Secretary has several responsibilities. The matters that are the responsibility of the Corporate Secretary are as follows:

1. Leading and directing the management of information and communication on the external and internal scope of the Company;
2. Leading and directing the management of events related to the Company and Subsidiaries and managing good relations with the Shareholders, Regulators, and Stakeholders of the Company;
3. Leading and directing the management of partnership and community development programs and corporate social responsibility activities;
4. Leading and directing the management of the Company's administration at the Head Office and directing the administrative management at the Regional and Representative Offices, including correspondence, archiving, and administration governance;
5. Leading and directing the formulation of policies, governance, provisions, planning, and implementation of procurement of goods/services and Asset Management within the Jasa Marga Group;

6. Mengarahkan pengembangan sistem pengadaan barang dan jasa serta pengamanan aset milik negara dan Perseroan berdasarkan prinsip dan peraturan yang berlaku;
7. Memimpin, mengarahkan dan memastikan Pengelolaan Sistem Manajemen Risiko, Sistem Manajemen Standardisasi dan Evaluasi Peningkatan Kinerja sesuai dengan rencana dan strategi Perseroan serta memenuhi kepatuhan (*compliance*) terhadap ketentuan yang berlaku.
8. Memimpin, mengarahkan dan memastikan pemenuhan kepatuhan Perseroan terhadap peraturan perundangan (termasuk peraturan di bidang Pasar Modal), pemenuhan dan penerapan GCG di Perseroan (meliputi Pengendalian Gratifikasi, *whistleblowing system* dan hal-hal lainnya);
9. Memberikan masukan kepada Direksi dan Dewan Komisaris untuk mematuhi ketentuan peraturan perundang-undangan di bidang pasar modal; dan
10. Membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan yang meliputi:
 - a. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada Situs Web Perusahaan;
 - b. Penyampaian laporan kepada Otoritas Jasa Keuangan tepat waktu;
 - c. Penyelenggaraan dan dokumentasi Rapat Umum Pemegang Saham;
 - d. Penyelenggaraan dan dokumentasi rapat Direksi dan/atau Dewan Komisaris serta Rapat Gabungan;
 - e. Pelaksanaan program *executive induction* Perseroan bagi Direksi dan/atau Dewan Komisaris.

Wewenang Corporate Secretary

Corporate Secretary juga memiliki wewenang dalam melaksanakan tugas dan fungsinya, sebagai berikut:

1. Menetapkan kebijakan strategis Perseroan mengenai pengelolaan Perseroan sesuai dengan GCG, pengelolaan informasi dan komunikasi Perseroan yang efektif dan pengelolaan hubungan baik kepada seluruh pemangku kepentingan Perseroan.
2. Menandatangani Kontrak/Perjanjian atau mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan yang terkait dengan seluruh kegiatan komunikasi Perseroan, pengembangan komunitas dan pengelolaan hubungan dengan Pemegang Saham, Regulator dan *Stakeholders* Perseroan, serta dokumen mengenai pengelolaan aktivitas logistik, pengamanan aset milik negara dan aset Perseroan.
3. Menetapkan kebijakan pengurusan Perseroan di bidang program kemitraan dan pembinaan lingkungan (*community development*).

Authority of Corporate Secretary

The Corporate Secretary also has the authority to carry out his duties and functions, as follows:

1. Defining the Company's strategic policies regarding the management of the Company following GCG, managing the information and communication of the Company effectively, and managing the good relations to all stakeholders of the Company.
2. Signing Contracts/Agreements or binding the Company with other parties and/or vice versa related to all Company communication activities, community development, and management of relationships with Shareholders, Regulators, and Stakeholders of the Company, as well as documents regarding the management of logistics, securing assets belonging to the state and the Company.
3. Establishing Company management policies in the field of partnership and community development programs.

4. Menetapkan arahan dan kebijakan strategis Perseroan dalam bentuk Peraturan dan/atau Surat Edaran dan/atau Instruksi yang terkait dengan seluruh kegiatan komunikasi Perseroan, pengembangan komunitas dan pengelolaan hubungan dengan pemegang saham, regulator dan *stakeholders* Perseroan, bidang pengadaan barang dan jasa serta bidang pengelolaan logistik dan pengamanan aset milik negara dan Perseroan.
 5. Memimpin pengelolaan dan pengendalian Risiko Perseroan.
 6. Memberikan rekomendasi kepada Direktur terkait informasi strategis kondisi eksternal Perseroan dan kaitannya dengan kinerja Perseroan.
 7. Menandatangani dokumen yang bersifat strategis mengenai pengelolaan manajemen risiko, mutu, K3 dan lingkungan serta kinerja beserta kelengkapannya di seluruh lingkungan Perseroan.
 8. Menetapkan kebijakan terkait teknis operasional dalam pengelolaan Rapat Umum Pemegang Saham (RUPS), Rapat Gabungan Komisaris dan Direksi serta Rapat Direksi.
 9. Melakukan penandatanganan dokumen untuk keperluan eksternal Perseroan yang ditujukan kepada pihak di luar Perseroan sesuai dengan ketentuan/pedoman yang berlaku, kecuali untuk surat yang ditujukan pada pejabat di Instansi Pemerintahan dan/atau pihak lain yang dianggap penting dan mempunyai pengaruh yang besar.
4. Establishing directives and strategic policies of the Company in the form of Regulations and/ or Circular Letters and/ or Instructions related to all Company communication activities, community development and the management of relationships with shareholders, regulators, and stakeholders of the Company, procurement of goods and services, logistics management and securing state and Company's assets.
 5. Leading the management and control of the Company's risks.
 6. Providing recommendations to the Board of Directors regarding strategic information about the Company's external conditions and their relations to the Company's performance.
 7. Signing strategic documents regarding the management of risks, quality, occupational health & safety, the environment, and performance and its completeness throughout the Company.
 8. Establishing policies related to operational technicalities in the management of General Meeting of Shareholders (GMS), Joint Meetings of Commissioners and Directors, and the Board of Directors Meetings.
 9. Signing the documents for external purposes of the Company addressed to parties outside the Company by applicable provisions/guidelines, except for letters addressed to officials in Government Agencies and/ or other parties deemed essential and have significant influence.

Struktur Organisasi Sekretaris Perusahaan

Berdasarkan Keputusan Direksi No. 92/KPTS/2019 tanggal 11 September 2019 tentang Struktur Organisasi PT Jasa Marga (Persero) Tbk yang berlaku sampai dengan tanggal 31 Desember 2021, Unit Corporate Secretary terdiri dari 3 (tiga) unit kerja sebagai berikut:

1. Corporate Communication and Community Development Group;
2. Procurement and Fix Asset Group;
3. Risk and Quality Management Group.

Corporate Secretary Organization Structure

According to Board of Directors Decree No. 92/ KPTS/2019 dated September 11, 2019 concerning PT Jasa Marga (Persero) Tbk Organization Structure, Corporate Secretary Unit consists of 3 (three) Groups as follows:

1. Corporate Communication and Community Development Group;
2. Procurement and Fix Asset Group;
3. Risk and Quality Management Group.

Struktur Organisasi Corporate Secretary Organization Structure of Corporate Secretary



Pelaksanaan Tugas Tahun 2021

Corporate Secretary membawahi Risk and Quality Management Group, Procurement and Fixed Assets Group, dan Corporate Communication and Community Development Group. Berdasarkan realisasi tugas pada masing-masing Group tersebut, pelaksanaan tugas Corporate Secretary sepanjang 2021 diuraikan sebagai berikut:

1. Risk and Quality Management Group

Pelaksanaan kegiatan Risk and Quality Management Group selama tahun 2021 adalah sebagai berikut:

- a. *Risk Assessment Virtual Bootcamp* Bidang Manajemen Risiko.
- b. Peningkatan Kompetensi Bidang Manajemen Risiko.
- c. Tim Pencegahan dan Penanganan Penyebaran COVID-19.
- d. Rapat Komite Manajemen Risiko (KMR) dan Tim Sekretariat Komite Manajemen Risiko (TSKMR).
- e. Laporan *Monitoring* Pengelolaan Risiko.
- f. Pengukuran Maturitas Manajemen Risiko.
- g. Pengembangan Aplikasi Sistem Manajemen Risiko Terintegrasi (JM Smart 4.0).
- h. *Business Continuity Management System* (BCMS).
- i. Rencana Pengelolaan Risiko Khusus (RPRK).
- j. *Benchmark* dari Perusahaan Lain.
- k. Administrasi Rapat Manajemen (Rapat Direksi, Rapat Dewan Komisaris dan Rapat Gabungan Direksi-Dewan Komisaris).
- l. *Self-Assessment* GCG Tahun Buku 2021.
- m. Pengendalian Gratifikasi.
- n. *Whistleblowing System*.
- o. Penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Sesuai dengan Ketentuan Perusahaan Terbuka.
- p. Keterbukaan Informasi.
- q. Kepatuhan Terkait Publikasi.
- r. Audit Sistem Manajemen Keselamatan & Kesehatan Kerja (SMK3).
- s. Audit Internal ISO Mutu, K3, dan Lingkungan.
- t. *Surveillance* ISO Mutu, K3, dan Lingkungan di Kantor Pusat.
- u. Jasa Marga *Innovation Competition* 2021
- v. Tinjauan Keselamatan dan Kesehatan Kerja (K3) di TIP (*Rest Area*) di Regional Metropolitan dan Regional Trans Jawa.
- w. Optimalisasi Tim Pencegahan dan Penanganan Pencegahan COVID-19.
- x. Pendampingan Penyusunan Dokumen ISO Mutu, K3 dan Lingkungan di Regional dan *Service Provider*.

Duty Implementation in 2021

The Corporate Secretary oversees Risk and Quality Management Group, Procurement and Fixed Assets Group, as well as Corporate Communication and Community Development Group. Based on duty implementation within these groups, the Corporate Secretary Duty Implementation throughout 2020 is described as follows:

1. Risk and Quality Management Group

The implementation of the Risk and Quality Management Group activities during 2021 are as follows:

- a. Risk Assessment Virtual Bootcamp for Risk Management.
- b. Increased Competence in the Field of Risk Management.
- c. Team for the Prevention and Handling of the Spread of COVID-19.
- d. Risk Management Committee (KMR) meeting and Risk Management Committee Secretariat Team (TSKMR).
- e. Risk Management Monitoring Report.
- f. Risk Management Maturity Measurement.
- g. Integrated Risk Management System Application Development (JM Smart 4.0).
- h. Business Continuity Management System (BCMS).
- i. Specific Risk Management Plan (RPRK).
- j. Benchmarks from Other Companies.
- k. Administration of Management Meetings (Meetings of the Board of Directors, Meetings of the Board of Commissioners and Joint Meetings of the Board of Directors-Board of Commissioners).
- l. Self-Assessment of GCG for Financial Year 2021.
- m. Gratification Control.
- n. Whistleblowing System.
- o. The General Meeting of Shareholders (GMS) is held following the provisions of a public company.
- p. Information Disclosure.
- q. Publication-Related Compliance.
- r. Occupational Health & Safety Management System Audit (OHSMS).
- s. ISO Quality, OHS and Environmental Internal Audit.
- t. ISO Quality, OHS, and Environmental Surveillance at the Head Office.
- u. Jasa Marga Innovation Competition 2021
- v. Overview of Occupational Safety and Health (OHS) at the TIP (Rest Area and Services) in the Metropolitan Region and Trans Java Region.
- w. Optimization of the COVID-19 Prevention and Handling Team.
- x. Assistance in the Preparation of Quality, OHS, and Environmental ISO Documents at Regional and Service Providers.

2. Procurement and Fixed Assets Group

Pelaksanaan kegiatan Procurement and Fixed Assets (PFA) Group selama tahun 2021 adalah sebagai berikut:

- a. Perencanaan, *Monitoring* dan Evaluasi Pengadaan Barang dan Jasa.
 - i. Perencanaan Pengadaan.
 - ii. Kebijakan Pengadaan Barang dan Jasa.
 - iii. Kebijakan Penggunaan Tingkat Komponen Dalam Negeri (TKDN) di Lingkungan PT Jasa Marga (Persero) Tbk.
 - iv. Sistem Pengadaan Barang dan Jasa.
 - v. *Monitoring* dan Evaluasi Pengadaan Barang dan Jasa.
 - vi. Pengelolaan Daftar Rekanan Jasa Marga (DRJM).
 - vii. Temu Pemasok Tahun 2021.
 - viii. *Survey* Kepuasan Pemasok Tahun 2021.
 - ix. Penilaian Kinerja Penyedia Barang dan Jasa Tahun 2021.
 - x. Implementasi Sistem Manajemen Anti Penyuapan (SMAP) Pengadaan Barang dan Jasa.
 - xi. Mitra *Champion* BUMN.
- b. Pemilihan Penyedia Barang dan Jasa.
- c. Pengelolaan Aset.
 - i. Pengelolaan PBB.
 - ii. Kompensasi Tanah Semarang-Demak.
 - iii. Manajemen Pengelolaan Gedung.
 - iv. Penyusunan Prosedur Kerja Bidang Pengamanan Aset.
 - v. Rapat Koordinasi Nasional Bidang Pengamanan Aset.
 - vi. Pengelolaan Asuransi Gedung.
 - vii. Pelaksanaan Pembuatan PO dan *Receipt*.
 - viii. Pelaksanaan Simulasi Tanggap Darurat.

3. Corporate Communication and Community Development Group

Pelaksanaan kegiatan Corporate Communication and Community Development Group selama tahun 2021 adalah sebagai berikut:

- a. Hubungan dengan Media.
 - i. *Press Release*.
 - ii. Konferensi Pers.
 - iii. *Media Briefing*.
 - iv. *Press Tour*.
 - v. Narasumber Pemberitaan di Televisi.
 - vi. Narasumber Pemberitaan di Radio.
 - vii. *Media Monitoring*.
- b. Pengelolaan Keluhan Pelanggan.
- c. Penyelenggaraan Pameran.
- d. Pengelolaan Iklan di Media Massa.
- e. Pengelolaan Media Sosial Perseroan.
- f. Produksi Konten Publikasi Perseroan.
- g. Pengelolaan Media Komunikasi Internal Perseroan.

2. Procurement and Fixed Assets Group

The implementation of the Procurement and Fixed Assets (PFA) Group activities during 2021 are as follows:

- a. Planning, Monitoring, and Evaluation of the Procurement of Goods and Services.
 - i. Procurement Planning.
 - ii. Policy on the Procurement of Goods and Services.
 - iii. Policy on the Use of Domestic Component Level (TKDN) within PT Jasa Marga (Persero) Tbk.
 - iv. Goods and Services Procurement System.
 - v. Monitoring and Evaluation of the Procurement of Goods and Services.
 - vi. Management of the Jasa Marga Partner List (DRJM).
 - vii. 2021 Supplier Gathering.
 - viii. 2021 Supplier Satisfaction Survey.
 - ix. Performance Assessment of Goods and Services Providers in 2021.
 - x. Implementation of the Anti-Bribery Management System (ABMS) for the Procurement of Goods and Services.
 - xi. SOE Champion Partner.
- b. Selection of Goods and Service Providers.
- c. Asset Management.
 - i. Land and Building Tax Management.
 - ii. Semarang-Demak Land Compensation.
 - iii. Building Management.
 - iv. Preparation of Work Procedures for Asset Security Sector.
 - v. National Coordination Meeting for Asset Security Sector.
 - vi. Building Insurance Management.
 - vii. Implementation of Making PO and Receipt.
 - viii. Implementation of Emergency Response Simulation.

3. Corporate Communication and Community Development Group

The implementation of Corporate Communication and Community Development Group activities during 2021 are as follows:

- a. Media Relations.
 - i. Press Release.
 - ii. Press conference.
 - iii. Media Briefing.
 - iv. Press Tour.
 - v. Reporting Speaker on Television.
 - vi. Reporting Speaker on Radio.
 - vii. Media Monitoring.
- b. Customer Complaint Management.
- c. Exhibition Commencement.
- d. Advertising Management in Mass Media.
- e. Company Social Media Management.
- f. Company Publication Content Production.
- g. Management of the Company's Internal Communication Media.

- h. Publikasi Kegiatan *Corporate Social Responsibility (CSR)*.
- i. Program Tanggung Jawab Sosial dan Lingkungan.
- j. *Sponsorship*.
- k. Pendampingan Kegiatan Direksi.

- h. Publication of Corporate Social Responsibility (CSR) Activities.
- i. Social and Environmental Responsibility Program.
- j. Sponsorship.
- k. Board of Directors Activities Assistance.

Pengembangan Kompetensi

Pengembangan kompetensi Corporate Secretary dapat dilihat pada Bab Profil Laporan Tahunan ini.

Competency Development

The Corporate Secretary competency improvement can be seen in the Profile Chapter of this Annual Report.

Penilaian Kinerja Corporate Secretary Berdasarkan KPI

Hasil penilaian kinerja Corporate Secretary berdasarkan *Key Performance Indicator (KPI)* tahun 2021 mencapai 105 dari target sebesar 100. Adapun rincian dari KPI Corporate Secretary dapat dilihat pada tabel berikut.

Corporate Secretary Performance Assessment based on KPI

The results of the Corporate Secretary performance assessment based on the 2021 Key Performance Indicator (KPI) reached a score of 105, which means reached the target of 100 in 2021. Details of the Corporate Secretary KPI can be seen in the following table.

Tabel Penilaian KPI Corporate Secretary Tahun 2021
Table of Corporate Secretary KPI Assessment in 2021

Perspektif Perspective		KPI 2021	Bobot Weight	Rencana Plan	Realisasi Realization
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	Operasional Operational	Pengelolaan Citra Perusahaan Corporate Image Management	20	20	22
		<i>GCG Score</i>	20	20	20
	<i>Risk Maturity Level</i>	20	20	21	
	Sosial Social	Pemenuhan Program TJSL yang mendukung <i>Creating Shared Value</i> dan Program Prioritas Tujuan Pembangunan Berkelanjutan Fulfillment of the CSR Program that supports Creating Shared Value and Priority Programs for Sustainable Development Goals	20	20	22
Inovasi Model Bisnis Business Model Innovation		Persiapan Implementasi <i>Shared Service</i> Lingkup PFA Group Preparation for Implementation of Shared Service Scope of PFA Group	20	20	20
Total			100	100	105

Rencana Kerja Corporate Secretary Tahun 2022

Corporate Secretary telah menetapkan rencana kerja untuk tahun 2022 yang akan dibahas melalui sejumlah rapat. Adapun rencana kerja Corporate Secretary di tahun 2022 antara lain sebagai berikut:

1. **Risk and Quality Management Group**
 - a. Pengadaan Konsultan Pendamping Penguatan Manajemen Risiko.
 - b. Sertifikasi ISO 22301:2019 *Business Continuity Manajemen System (BCMS)*.
 - c. *Review* Kebijakan, Pedoman dan Prosedur (SK 119/KPTS/2019).
 - d. Pendampingan/Sosialisasi ERM secara *Online* terkait Manajemen Risiko (*Risk Assessment Virtual Bootcamp*).

Corporate Secretary Work Plan for 2022

The Corporate Secretary has set a work plan for 2022 which will be discussed through a number of meetings. The Corporate Secretary's work plan in 2022 is as follows:

1. **Risk and Quality Management Group**
 - a. Procurement of Risk Management Strengthening Assistance Consultants.
 - b. ISO 22301:2019 Business Continuity Management System (BCMS) certification.
 - c. Review of Policies, Guidelines, and Procedures (SK 119/KPTS/2019).
 - d. Assistance/Online ERM Socialization related to Risk Management (*Risk Assessment Visual Bootcamp*).

- e. Tim Pencegahan dan Penanganan Penyebaran COVID-19.
- f. Laporan Monitoring Pengelolaan Risiko.
- g. Pengukuran Maturitas Manajemen Risiko tahun 2022.
- h. Forum Manajemen Risiko BUMN tahun 2022.
- i. Rencana Pengelolaan Risiko Khusus (RPRK).
- j. *Benchmark* Implementasi Manajemen Risiko dari dan ke Perusahaan lain.
- k. Kerja Sama dengan KPK dalam Implementasi *Whistleblowing System* (WBS) Terintegrasi (sesuai arahan Kementerian BUMN).
- l. Penyempurnaan UPG.
- m. *Self-Assessment* GCG Tahun Buku 2022.
- n. Pengkinian *Board Manual*.
- o. Sosialisasi Pengendalian Gratifikasi dan *Whistleblowing System*.
- p. Rencana Sertifikasi *Green Toll Road* untuk Ruas Tol Bali Mandara dan Ruas Tol Kunciran-Serpong.
- q. Rencana Audit Sistem Manajemen Keselamatan & Kesehatan Kerja (SMK3) di kantor pusat.
- r. Rencana Audit Internal ISO Mutu, K3, dan Lingkungan di kantor pusat.
- s. Rencana Resertifikasi ISO Mutu, K3 dan Lingkungan di kantor pusat.
- t. Rencana Audit Internal ISO Mutu, K3, dan Lingkungan di regional dan PT Jasamarga Related Business (*service provider*).
- u. Rencana Sertifikasi ISO Mutu, K3 dan Lingkungan di regional dan PT Jasamarga Related Business (*service provider*).

2. Procurement and Fixed Asset Group

- a. Proses Sentralisasi Pengadaan Barang dan Jasa sampai dengan lingkup Unit Kerja kantor Pusat dan Regional Division.
- b. Implementasi *e-Procurement* Terintegrasi dalam proses Pengadaan Barang dan Jasa sampai dengan lingkup Unit Kerja kantor Pusat dan Regional Division.
- c. *Review* Kebijakan Pengadaan Barang dan Jasa sesuai dengan Peraturan Perundang-Undangan dan *Best Practices* Pengadaan Barang dan Jasa.
- d. Pengembangan dan peningkatan (*enhancement*) fitur dan fungsi *e-Procurement* sesuai dengan hasil evaluasi implementasi, jika diperlukan.
- e. Penyelenggaraan Kegiatan Rutin lainnya tahun 2021, meliputi:
 - i. Temu Pemasok Tahun 2022.
 - ii. Survey Kepuasan Pemasok tahun 2022.
 - iii. Penilaian Kinerja Penyedia Barang dan Jasa Tahun 2022.
 - iv. Penyusunan Rencana Umum Pengadaan tahun 2023.

- e. Team for the Prevention and Handling of the Spread of COVID-19.
- f. Risk Management Monitoring Report.
- g. Risk Management Maturity Measurement in 2022.
- h. SOE Risk Management Forum in 2022.
- i. Specific Risk Management Plan (RPRK).
- j. Benchmarks of Risk Management Implementation to and from other Companies.
- k. Cooperation with the KPK in implementing the Integrated Whistleblowing System (WBS) (as directed by the Ministry of SOEs).
- l. UPG improvements.
- m. GCG Self-Assessment for the Fiscal Year 2022.
- n. Manual Board Update.
- o. Socialization of Gratification Control and Whistleblowing System.
- p. Green Toll Road Certification Plan for the Bali Mandara Toll Road and Kunciran-Serpong Toll Road.
- q. Occupational Health & Safety Management System (OHSMS) Audit Plan at the head office.
- r. ISO Quality, OHS, and Environmental Internal Audit Plan at the head office.
- s. ISO Quality, OHS, and Environment Recertification Plan at the head office.
- t. ISO Quality, OHS, and Environmental Internal Audit Plan in the region and PT Jasamarga Related Business (*service provider*).
- u. ISO Quality, OHS, and Environmental Certification Plan in the region and PT Jasamarga Related Business (*service provider*).

2. Procurement and Fixed Asset Group

- a. The process of Centralizing the Procurement of Goods and Services up to the scope of the Head Office Work Unit and Regional Division.
- b. Implementation of Integrated *e-Procurement* in the process of Procurement of Goods and Services up to the scope of the Head Office Work Unit and Regional Division.
- c. Review the Policy on the Procurement of Goods and Services following the Invitation and Best Practices for the Procurement of Goods and Services.
- d. Development and enhancement of *e-Procurement* features and functions following the results of the implementation evaluation, if necessary.
- e. Implementation of other Routine Activities in 2021, including:
 - i. 2022 Supplier Gathering.
 - ii. Supplier Satisfaction Survey 2022.
 - iii. Performance Assessment of Goods and Services Providers in 2022.
 - iv. Preparation of the 2023 General Procurement Plan.

3. Corporate Communication and Community Development Group

- a. *Press Release.*
- b. *Konferensi Pers.*
- c. *Media Briefing.*
- d. *Media Monitoring.*
- e. *Talkshow.*
- f. *Pengelolaan Keluhan Pelanggan.*
- g. *Pengelolaan Iklan di Media Massa.*
- h. *Pengelolaan Media Sosial.*
- i. *Produksi Konten Publikasi.*
- j. *Pengelolaan Media Internal Perusahaan.*
- k. *Publikasi Kegiatan Corporate Social Responsibility.*
- l. *Program Kemitraan.*
- m. *Program Bina Lingkungan.*
- n. *Sponsorship dan Sumbangan.*
- o. *Pendampingan Direksi.*

3. Corporate Communication and Community Development Group

- a. *Press Releases.*
- b. *Press conference.*
- c. *Media Briefing.*
- d. *Media Monitoring.*
- e. *Talkshow.*
- f. *Customer Complaint Management.*
- g. *Advertising Management in Mass Media.*
- h. *Social Media Management.*
- i. *Production of Publication Content.*
- j. *Company Internal Media Management.*
- k. *Publication of Corporate Social Responsibility Activities.*
- l. *Partnership Program.*
- m. *Community Development Program.*
- n. *Sponsorship and Donations.*
- o. *Board of Directors Assistance.*

AUDIT INTERNAL**Internal Audit**

Internal Audit di Jasa Marga dibentuk dengan tujuan memberikan pendapat profesional, independen dan objektif kepada Direktur Utama terhadap aktivitas dan operasi Perseroan dengan meningkatkan fungsi pengendalian yang terintegrasi guna memastikan bahwa kegiatan operasional sudah berjalan dengan baik sehingga dapat meningkatkan nilai tambah bagi Perseroan. Internal Audit merupakan unit yang independen terhadap unit-unit yang lain dan secara langsung bertanggung jawab kepada Direktur Utama.

Jasa Marga's Internal Audit was established to provide professional, independent, and objective opinion to the President Director on the Company's activities and operations by enhancing integrated control function to ensure that operational activities have been running well to increase added value. An Internal Audit is a unit independent from other units and directly responsible to the President Director.

Internal Audit Charter

Internal Audit memiliki pedoman yaitu Internal Audit Charter yang telah ditetapkan oleh Dewan Komisaris dan Direksi pada tanggal 14 Desember 2020. Selain sebagai pedoman kerja, Internal Audit Charter juga berperan dalam penguatan peran dan tanggung jawab serta dasar keberadaan dan pelaksanaan tugas-tugas pengawasan bagi Internal Audit. Oleh karena itu, Internal Audit Charter juga disebarluaskan agar diketahui oleh seluruh karyawan dan pihak lain yang terkait sehingga terjalin saling pengertian dan kerja sama yang baik dalam mewujudkan Visi, Misi, dan Tujuan Perseroan. Secara berkala, Internal Audit Charter dikaji ulang dan disempurnakan sesuai dengan perkembangan peraturan yang berlaku.

Internal Audit Charter

Internal Audit has an Internal Audit Charter as the work guideline stipulated by the Board of Commissioners and the Board of Directors on December 14, 2020. In addition, as a working guideline, the Internal Audit Charter also plays a role in strengthening roles and responsibilities and the basis for the existence and implementation of supervisory duties for Internal Audit. Therefore, the Internal Audit Charter is also disseminated thereby will be acknowledged by all employees and other related parties so that there is mutual understanding and good cooperation in achieving the Company's Vision, Mission, and Goals. Periodically, the Internal Audit Charter is reviewed and refined based on actual prevailing regulations.

Secara garis besar, Internal Audit Charter memuat:

1. *Pendahuluan.*
2. *Definisi dan Misi Internal Audit.*
3. *Struktur dan Kedudukan Internal Audit.*

In general, the Internal Audit Charter contains the following aspects:

1. *Introduction.*
2. *Definition and Mission of Internal Audit.*
3. *Structure and Position of Internal Audit.*

4. Tugas dan Tanggung Jawab Internal Audit.
5. Wewenang Internal Audit.
6. Kode Etik Internal Audit.
7. Persyaratan Auditor.
8. Jaminan Kualitas dan Peningkatan Program.
9. Pertanggungjawaban Unit Internal Audit.
10. Larangan Perangkapan Tugas.

4. Duties and Responsibilities of Internal Audit.
5. Internal Audit Authority.
6. Internal Audit Code of Ethics.
7. Auditor Requirements.
8. Quality Assurance and Program Improvement.
9. Accountability of the Internal Audit Unit.
10. Prohibition on Concurrent Position.

Profil Pejabat Internal Audit

Siti Sarah

Internal Audit Senior Group Head

Profil Internal Audit Senior Group Head dapat dilihat pada Bab Profil Laporan Tahunan ini.

Internal Audit Officer Profile

Siti Sarah

Internal Audit Senior Group Head

The Internal Audit Senior Group Head's profile can be seen in the Profile Chapter of this Annual Report.

Tugas dan Tanggung Jawab

Internal Audit memiliki tugas dan tanggung jawab, sebagai berikut:

1. Menyusun dan melaksanakan Program Kerja Audit Tahunan;
2. Memberikan jasa *assurance* melalui *review* dan audit atas efektivitas proses manajemen risiko, pengendalian dan pelaksanaan tata kelola perusahaan dan anak perusahaan sesuai kebijakan perundang-undangan dan peraturan yang berlaku;
3. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi, peluang terjadinya kesalahan signifikan, kecurangan atau ketidakpatuhan, dan pelaksanaan Sistem Manajemen Anti Penyuapan ("SMAP") di Perseroan dan Anak Perusahaan;
4. Melakukan pengujian dan evaluasi pelaksanaan Sistem Manajemen Anti Penyuapan ("SMAP") di lingkungan unit kerja Perseroan;
5. Memberikan jasa konsultasi untuk menambah nilai dan meningkatkan tata kelola perusahaan, manajemen risiko, dan pengendalian internal dengan tanpa mengambil alih tanggungjawab audit;
6. Memberikan rekomendasi perbaikan dan informasi yang obyektif tentang kegiatan yang diperiksa pada semua tingkat manajemen;
7. Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Direktur Utama dan Dewan Komisaris;
8. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah direkomendasikan;
9. Bekerja sama dengan Komite Audit dan Internal Audit Anak Perusahaan;

Duties and Responsibilities

Internal Audit has the following duties and responsibilities:

1. Developing and implementing the Annual Audit Work Program;
2. Providing assurance services through reviews and audits of the effectiveness of the risk management process, control and implementation of corporate governance and its subsidiaries per prevailing laws and regulations;
3. Performing audit and assessment on efficiency and effectiveness of finance, accounting, operations, human resources, marketing, information technology, opportunities for significant errors, fraud or non-compliance, and implementation of the Anti-Bribery Management System ("ABMS") in the Company and Subsidiary;
4. Performing test and evaluation on the implementation of the Anti-Bribery Management System ("ABMS") in the Company's work units;
5. Providing advisory services to add value and improve corporate governance, risk management, and internal control without taking over the responsibility of the auditee;
6. Providing recommendations for improvements and objective information on the audited at all levels of management;
7. Preparing an audit report and submit the report to the President Director and the Board of Commissioners;
8. Monitoring, analyzing, and reporting on the implementation of the recommended improvements;
9. Cooperating with the Audit Committee and Subsidiary Internal Audit Committee;

10. Menyusun program untuk mengevaluasi mutu kegiatan Internal Audit yang dilakukannya;
11. Melakukan pemeriksaan khusus apabila diperlukan; dan
12. Melakukan sinkronisasi program kerja audit antara Induk dengan Anak Perusahaan.

Wewenang Internal Audit

Internal Audit memiliki beberapa kewenangan dalam melaksanakan tugasnya, yaitu:

1. Mengakses seluruh informasi yang relevan tentang Perseroan dan Anak Perusahaan, terkait dengan tugas dan fungsinya.
2. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit serta anggota Direksi, Dewan Komisaris dan/atau Komite Audit.
3. Mengadakan rapat secara berkala dan insidental dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.
4. Melakukan koordinasi kegiatannya dengan kegiatan Auditor Eksternal.
5. Mengalokasikan sumber daya audit, menentukan fokus ruang lingkup dan jadwal audit.
6. Mendapatkan saran dan pembinaan dari tenaga profesional apabila diperlukan.

Pihak yang Mengangkat dan Memberhentikan Internal Audit Senior Group Head

Internal Audit dipimpin oleh seorang Internal Audit Senior Group Head yang diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris. Internal Audit Group Senior Head dibantu oleh Program Planning, Controlling and Administration Department Head serta Anti Bribery Management Department Head serta Group of Auditor.

Kode Etik Auditor

Internal Audit memiliki kode etik yang harus diterapkan dalam setiap kegiatan operasionalnya dengan mengacu kepada peraturan perundangan yang berlaku dan kebutuhan perseroan dalam pengelolaan Sistem Pengendalian Internal Perusahaan.

Auditor Internal harus menerapkan dan menegakkan prinsip-prinsip sebagai berikut:

1. **Integritas**
Integritas membentuk keyakinan dan oleh karenanya menjadi dasar kepercayaan terhadap pertimbangan auditor internal.

10. Developing a program to evaluate the quality of its Internal Audit activities;
11. Conducting special audit if necessary; and
12. Synchronizing audit work programs between the Parent and Subsidiaries Companies.

Authorities of the Internal Audit

Internal Audit has several authorities in carrying out its duties, namely:

1. Access all relevant information about the Company and Subsidiaries related to their duties and functions.
2. Communicating directly with the Board of Directors, Board of Commissioners, and/or Audit Committee and members of the Board of Directors, Board of Commissioners, and/or Audit Committee.
3. Holding regular and incidental meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee.
4. Coordinating its activities with those of the External Auditors.
5. Allocating audit resources, determining the focus of audit scope and schedule.
6. Getting advice and guidance from professionals if needed.

The Party Appointing and Dismissing the Internal Audit Senior Group Head

Internal Audit is led by an Internal Audit Senior Group Head who is appointed and dismissed by the President Director with the approval of the Board of Commissioners. Internal Audit Senior Group Head is assisted by Program Planning, Controlling and Administration Department Head and Anti-Bribery Management Department Head and Group of Auditor.

Auditor Code of Ethics

Internal Audit has a code of ethics that must be applied in every operational activity concerning prevailing laws and regulations and the company's needs in managing the Company's Internal Control System.

Internal Auditor must to implement and enforce the following principles:

1. **Integrity**
Integrity shapes confidence and is, therefore, the basis for trust in the internal auditors' consideration.

Auditor Internal:

- a. Harus melaksanakan pekerjaannya dengan jujur, hati-hati dan bertanggungjawab.
- b. Harus mematuhi hukum dan membuat pengungkapan sebagaimana diharuskan oleh hukum dan profesi.
- c. Tidak boleh secara sadar terlibat dalam kegiatan ilegal atau melakukan kegiatan yang dapat mendiskreditkan profesi audit internal dan Perseroan.
- d. Harus menghormati dan mendukung tujuan organisasi yang sah dan etis.

2. Objektivitas

Auditor Internal menunjukkan obyektivitas profesional pada level tertinggi dalam memperoleh, mengevaluasi dan mengkomunikasikan informasi tentang aktivitas atau proses yang diuji. Auditor Internal melakukan penilaian yang seimbang atas segala hal yang relevan dan tidak terpengaruh oleh kepentingan pribadi atau pihak lain dalam memberikan pertimbangan.

Auditor Internal:

- a. Tidak boleh berpartisipasi dalam kegiatan atau hubungan apapun yang dapat atau patut diduga dapat, menghalangi penilaian auditor internal yang adil. Termasuk dalam hal ini adalah kegiatan atau hubungan apapun yang mengakibatkan timbulnya pertentangan kepentingan dengan organisasi.
- b. Tidak boleh menerima apapun yang dapat atau patut diduga dapat mengganggu pertimbangan profesionalnya.
- c. Harus mengungkapkan semua fakta material yang diketahuinya, yang apabila tidak diungkapkan dapat mendistorsi laporan atas kegiatan yang di-review.

3. Kerahasiaan

Auditor Internal menghormati nilai dan kepemilikan informasi yang diterimanya dan tidak mengungkapkan informasi tersebut tanpa kewenangan yang sah, kecuali diharuskan oleh hukum atau profesi.

Auditor Internal:

- a. Harus berhati-hati dalam menggunakan dan menjaga informasi yang diperoleh selama melaksanakan tugasnya.
- b. Tidak boleh menggunakan informasi untuk memperoleh keuntungan pribadi atau dalam cara apapun yang bertentangan dengan hukum atau merugikan tujuan Perseroan yang sah dan etis.

Internal Auditor:

- a. Must perform their work honestly, carefully, and responsibly.
- b. Must comply with the law and make disclosures as required by law and the profession.
- c. Must not engage in illegal activities or carry out activities that discredit the internal audit profession and the company.
- d. Must respect and support legitimate and ethical organizational goals.

2. Objectivity

Internal auditors demonstrate professional objectivity at the highest level in obtaining, evaluating, and communicating information about the tested activities or processes. Internal auditors carry out a balanced assessment of all relevant matters and are not influenced by personal interests or other parties in providing considerations.

Internal Auditor:

- a. Not allowed to participate in any activity or relationship that could or could reasonably be suspected of hindering the internal auditor's fair judgment. Included in this is any activity or relationship that results in a conflict of interest with the organization.
- b. Should not accept any matters that may or should be suspected to interfere with professional judgment.
- c. Must disclose all material facts known to him, which could distort the report on the reviewed activities if not declared.

3. Confidentiality

Internal auditors respect the value and ownership of information they receive and do not disclose such information without legal authority unless required by law or profession.

Internal Auditor:

- a. Must be careful in using and safeguarding the information obtained in carrying out their duties.
- b. Should not use the information for personal interests or in any way that is against the law or cause loss to the Company's legitimate and ethical objectives.

4. Kompetensi

Auditor Internal menerapkan pengetahuan, kecakapan dan pengalaman yang diperlukan dalam memberikan jasa audit internal.

Auditor Internal:

- Hanya terlibat dalam pemberian jasa yang memerlukan pengetahuan, kecakapan dan pengalaman yang dimilikinya.
- Harus memberikan jasa audit internal sesuai dengan standar internasional praktik profesional audit internal.
- Harus senantiasa meningkatkan keahlian, efektivitas dan kualitas jasanya secara berkelanjutan.

4. Competency

Internal auditors shall implement the knowledge, skills, and experience required to provide internal audit services.

Internal Auditor:

- Only involved in providing services that require the knowledge, skills, and experience they possess.
- Must provide internal audit services per international standards of professional internal audit practice.
- Must continuously develop expertise, effectiveness, and quality of services.

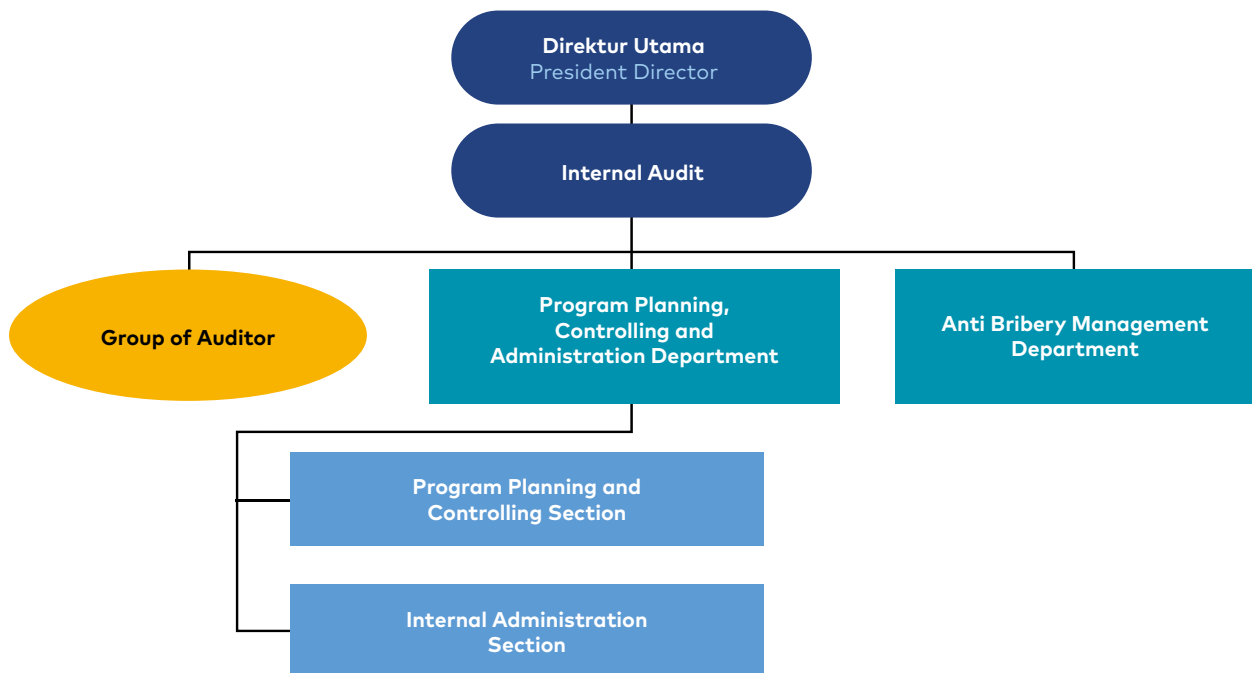
Struktur Organisasi Internal Audit

Organisasi Internal Audit ditetapkan dalam Struktur Organisasi Perseroan berdasarkan Keputusan Direksi PT Jasa Marga (Persero) Tbk No. 76/KPTS/2020 tentang Perubahan Ketiga atas Keputusan Direksi No. 92/KPTS/2019 tentang Organisasi dan Uraian Jabatan Kantor Pusat PT Jasa Marga (Persero) Tbk.

Internal Audit Organization Structure

Internal Audit Organization is stipulated in Corporate Organization Structure according to PT Jasa Marga (Persero) Tbk Board of Directors Decree No. 76/KPTS/2020 as Third Amendment on Board of Directors Decree No. 92/KPTS/2019 concerning Organization and Job Description in Head Office of PT Jasa Marga (Persero) Tbk.

Bagan Struktur Organisasi Internal Audit
Organization Structure of the Internal Audit



Jumlah dan Komposisi Personil Internal Audit

Personil Audit Internal beserta sertifikasi yang dimiliki dapat dilihat pada tabel berikut ini:

Number of Personnel and Composition of the Internal Audit

Internal Audit personnel and their certification can be seen in the following table:

Tabel Personil Internal Audit
Table of Internal Audit Personnel

No.	Internal Audit Group	Jumlah Personil Number of Personnel	Sertifikasi Certification
1	Internal Audit Senior Group Head	1	<i>Certified Accountant</i>
2	Program Planning and Controlling & Administration Department Head	1	<i>Qualified Internal Audit Tingkat Manajerial</i> Qualified Internal Audit - Managerial Level
3	Anti Bribery Management Department Head	1	<i>Qualified Internal Audit Tingkat Manajerial, Certified Practional of Internal Audit</i> Qualified Internal Audit - Managerial Level, Certified Practional of Internal Audit
4	Program Planning and Controlling Section Head	1	<i>Qualified Internal Audit Tingkat Manajerial, Certified Practional of Internal Audit, Certified Risk Associate</i> Qualified Internal Audit - Managerial Level, Certified Practional of Internal Audit, Certified Risk Associate
5	Internal Administration Section Head	1	<i>Certified Practional of Internal Audit, Certified Risk Associate</i>
6	Anti Bribery Management Specialist	2	<i>Certified Training ISO 37001 Lead Implementer</i>
7	Assistant Manager Program Controlling	(kosong) (vacant)	-
8	Assistant Manager Internal Administration	1	<i>Certified Practional of Internal Audit, Tool & Technique 1 New Internal Audit</i>
9	Senior Auditor	2	<i>Qualified Internal Audit Tingkat Manajerial, Qualified Internal Audit - Managerial Level,</i>
10	Auditor	4	<i>Qualified Internal Audit Tingkat Manajerial, Qualified Internal Audit - Managerial Level,</i>
11	Junior Auditor	3	<i>Qualified Internal Audit Tingkat Manajerial, Certified Practional of Internal Audit</i> Qualified Internal Audit - Managerial Level, Certified Practional of Internal Audit
12	Assistant Auditor	1	<i>Qualified Internal Audit Tingkat Manajerial, Certified Practional of Internal Audit</i> Qualified Internal Audit - Managerial Level, Certified Practional of Internal Audit
13	Senior Office Internal Audit	1	<i>Certified Practional of Internal Audit, Tool & Technique 1 New Internal Audit</i>
14	Officer Administration	1	-
Total		20	

Program Pengembangan Kompetensi Internal Audit Senior Group Head

Pengembangan kompetensi Internal Audit Senior Group Head dapat dilihat pada Bab Profil Laporan Tahunan ini.

Pelaksanaan Tugas Tahun 2021

Sepanjang tahun 2021, Internal Audit telah melaksanakan berbagai tugas. Adapun tugas yang dilaksanakan oleh Internal Audit, sebagai berikut:

Internal Audit Senior Group Head Competency Development Program

Internal Audit Senior Group Head competency development can be seen in the Profile Chapter of this Annual Report.

Implementation of Tasks in 2021

Throughout 2021, Internal Audit has carried out various tasks. The duties carried out by Internal Audit are as follows:

1. Program Assurance

Dilakukan melalui kegiatan audit dan review atas efektivitas proses manajemen risiko, pengendalian dan pelaksanaan tata kelola perusahaan dan anak perusahaan sesuai kebijakan perundang-undangan dan peraturan yang berlaku. Tahapan pelaksanaan kegiatan assurance terdiri atas survey pendahuluan, fieldworks dan kegiatan monitoring tindak lanjut atas rekomendasi yang diberikan. Audit dilaksanakan pada unit kerja Kantor Pusat, Regional dan Anak Perusahaan serta dilaksanakan dengan metode audit jarak jauh (*remote audit*).

1. Assurance Program

Conducted through audit and review activities on the effectiveness of the risk management process, control, and implementation of corporate governance and its subsidiaries following applicable laws and regulations. Implementing assurance activities consist of preliminary surveys, fieldwork, and follow-up monitoring activities on the recommendations given. The audit is carried out at the Head Office, Regional, and Subsidiary work units and is carried out using the remote audit method.

Tabel Pelaksanaan Audit di Tahun 2021
Table of Audit Implementation in 2021

Unit Kerja Work Unit	Regional Region	Anak Perusahaan Subsidiaries
1. Legal and Compliance	1. Regional Metropolitan Tollroad	1. PT Jasamarga Tollroad Operator
2. Strategic Transformation Office	2. Regional Transjawa Tollroad	2. PT Jasamarga Tollroad Maintenance
3. Corporate Finance	3. Regional Nusantara Tollroad	3. PT Jasamarga Related Business
4. Tollroad Business Development		4. PT Jasamarga Balikpapan Samarinda
5. Operation and Maintenance Management		5. PT Jasamarga Manado Bitung
		6. PT Jasamarga Probolinggo Banyuwangi

2. Program Konsultasi

Program konsultasi yang dilakukan yaitu antara Internal Audit Group dengan Unit Kerja maupun dengan APJT (Anak Perusahaan Jalan Tol) terkait Pemeriksaan pendahuluan kepatuhan atas pengelolaan dan pertanggungjawaban keuangan tahun buku 2017 s.d. 2020 pada Group Jasa Marga, Anak Perusahaan dan Instansi terkait di DKI Jakarta, Jawa Barat, Jawa Timur dan Sulawesi Utara oleh BPK-RI, setoran modal anak perusahaan dan proses pengadaan barang/jasa.

2. Advisory Program

An advisory program that is carried out between the Internal Audit Group and the Work Unit as well as the APJT (Toll Road Subsidiary) related to the preliminary examination of compliance with financial management and accountability for the fiscal year 2017 until 2020 in Jasa Marga Group, Subsidiaries and related Agencies in DKI Jakarta, West Java, East Java and North Sulawesi by BPK-RI.

3. Program Peningkatan Kompetensi

Dalam rangka mendukung aktivitas audit internal dalam menjalankan tugasnya, Auditor membutuhkan pengetahuan, keterampilan dan kompetensi yang diperoleh melalui program peningkatan kompetensi berupa sertifikasi, pelatihan maupun workshop. Jenis pelatihan yang diikuti oleh auditor pada tahun 2021, yakni pelatihan untuk memperoleh sertifikasi *Qualified Internal Auditor (QIA)* pada tingkat Dasar, Lanjutan dan Manajerial, *Certified Training ISO 37001 Lead Implementer*, sertifikasi Ahli Pembangunan Integritas, Sertifikasi *Certified Risk Associate (CRA)*, *Training End User TeamMate+ (Audit Management System)*, *Executive Meeting SMAP*, *Workshop Financial Modeling*, *Workshop Standar Audit Internal dan Kode Etik Profesi Certified Practitioner of Internal Audit (CPIA)*, *Certified Internal Auditor (CIA) Part 1*, *ISO 27001 Lead Auditor*, COBIT.

3. Competency Improvement Program

To support internal audit activities in carrying out their duties, Auditors need knowledge, skills, and competencies obtained through competency improvement programs in the form of certification, training, and workshops. The types of training that auditors participated in 2021 were training to obtain *Qualified Internal Auditor (QIA)* certification at Basic, Advanced and Managerial levels, *ISO 37001 Lead Implementer Certified Training*, *Integrity Development Expert certification*, *Certified Risk Associate (CRA) Certification*, *Training End User TeamMate+ (Audit Management System)*, *ABMS Executive Meeting*, *Financial Modeling Workshop*, *Workshop on Internal Audit Standards and Professional Code of Ethics Certified Practitioner of Internal Audit (CPIA)*, *Certified Internal Auditor (CIA) Part 1*, *ISO 27001 Lead Auditor*, COBIT.

4. Tinjauan atas Implementasi SMAP

Tinjauan atas implementasi SMAP sampai dengan akhir tahun 2021, dilaksanakan pada 16 (enam belas) unit kerja Kantor Pusat. Unit kerja yang dipilih berdasarkan pada banyaknya potensi risiko penyusunan yang diidentifikasi serta jumlah risiko dengan tingkat exposure risiko diatas batas rendah yang dimiliki oleh unit kerja tersebut.

Rapat Unit Audit Internal dengan Direksi, Dewan Komisaris, dan/atau Komite Audit

Pertemuan dalam rangka pembahasan hal-hal terkait audit dilakukan oleh Internal Audit bersama jajaran Dewan Komisaris dan/atau manajemen puncak untuk memberikan informasi terkini guna pengambilan keputusan Perseroan secara tepat.

4. Overview of ABMS Implementation

Overview of ABMS implementation until in the end of year 2021, carried out in 16 (sixteen) Head Office work units. The selected work unit is based on the number of potential bribery risks identified and the number of risks with a risk exposure level above the low limit of the work unit.

Internal Audit Unit Meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee

Meetings to discuss audit-related matters are held by the Internal Audit together with the Board of Commissioners and/or top management to provide up-to-date information for making appropriate Company decisions.

Tabel Daftar Rapat Audit Internal dengan Direksi, Dewan Komisaris, dan/atau Komite Audit
Table List of Internal Audit Meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee

No	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Dewan Komisaris Board of Commissioner	Direksi Board of Directors	Komite Audit Audit Committee
1.	11/1/2021	Progres Audit BPK BPK Audit Progress	✓	✓	✓
2.	19/1/2021	Pembahasan Program Kerja Audit Tahunan (PKAT) Tahun 2021 Discussion of the 2021 Annual Audit Work Program (PKAT)	✓	✓	✓
3.	19/1/2021	<i>Progress Meeting</i> Audit Umum Laporan Keuangan Tahun Buku 2020 Progress of the General Audit Meeting of Financial Statements for Financial Year 2020			✓
4.	8/2/2021	Pembahasan Teknis Internal Audit Internal Audit Technical Discussion			✓
5.	15/2/2021	<i>Progress Meeting</i> Audit Umum Laporan Keuangan Tahun Buku 2020 Progress of the General Audit Meeting of Financial Statements for Financial Year 2020		✓	
6.	15/3/2021	<i>Closing Meeting</i> Audit Lap Keu Thn 2020 2020 Financial Statement Audit Closing Meeting		✓	
7.	23/3/2021	Evaluasi Laporan Tahunan Annual Report Evaluation			✓
8.	10/6/2021	Rapat Koordinasi Coordination Meeting			✓
9.	16/6/2021	Rapat Koordinasi Dengan Komisaris - Direksi Coordination Meeting with Commissioners - Directors	✓		
10.	7/9/2021	Rapat Koordinasi Coordination Meeting		✓	
11.	22/9/2021	Rapat Koordinasi Dengan Komisaris - Direksi Coordination Meeting with Commissioners - Directors	✓		

Tabel Daftar Rapat Audit Internal dengan Direksi, Dewan Komisaris, dan/atau Komite Audit
Table List of Internal Audit Meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee

No	Tanggal (tgl/bln/thn) Date (dd/mm/yyyy)	Agenda Rapat Meeting Agenda	Dewan Komisaris Board of Commissioner	Direksi Board of Directors	Komite Audit Audit Committee
12.	15/10/2021	Rapat Dewan Komisaris Board of Commissioners Meeting	✓		
13.	20/12/2021	Konsinyering Internal Audit Internal Audit Consignment			✓
Jumlah Rapat dalam setahun Total Meeting in A Year				12	
Jumlah Rapat yang Wajib Dihadiri Total Mandatory Meeting				5	7
Jumlah Rapat yang Dihadiri Total Meeting Attended				5	7
Presentasi Kehadiran Attendance Percentage				100%	100%
Rata-Rata Average				100%	

Temuan dan Tindak Lanjut Hasil Audit

Temuan dari hasil pelaksanaan audit operasional menghasilkan rekomendasi yang disepakati bersama dengan entitas yang diaudit. Pada tahun 2021, hasil temuan dan tindak lanjutnya disajikan dalam Tabel Temuan dan Tindak Lanjut Hasil Audit. Terhadap temuan yang statusnya 'belum selesai' maka Internal Audit akan melakukan kegiatan *Monitoring Tindak Lanjut Hasil Audit* untuk memastikan tindakan korektif yang dilakukan sesuai dengan rekomendasi yang diberikan.

Audit Results Findings and Follow-up

The findings from the results of the operational audit result in recommendations agreed upon with the audited entity. In 2021, The findings and follow-up are presented in the Audit Findings and Follow-up Table. For findings whose status is 'unfinished', Internal Audit will carry out *Monitoring Follow-up on Audit Results* to ensure corrective actions are taken in accordance with the recommendations given.

Tabel Penyelesaian Rekomendasi Hasil Audit Periode Audit s.d 2020
Table of Completion of Recommended Audit Results for the Audit Period up to 2020

No.	Entitas Audit Audit Entity	Jumlah Rekomendasi Total Recommendation	Status Status	
			Selesai Completed	Belum Selesai Open
1	Operation Maintenance Management	3	2	1
2	PT Jasamarga Tollroad Operator	16	14	2
3	PT Jasamarga Tollroad Maintenance	9	6	3
4	PT Jasa Marga Related Business	10	10	0
5	PT Jasamarga Bali Tol	1	1	0
6	PT Cinere Serpong Jaya	1	1	0
7	PT Jasamarga Surabaya Mojokerto	14	12	2
8	PT Jasamarga Kualanamu Tol	19	19	0
9	PT Jasamarga Balikpapan Samarinda	15	4	11
10	PT Jasamarga Probolinggo Banyuwangi	3	3	0
11	PT Jasamarga Manado Bitung	13	6	7
12	Jasamarga Transjawa Tollroad	13	8	5
13	Jasamarga Metropolitan Tollroad	22	19	3
14	Jasamarga Nusantara Tollroad	11	9	2
Total		150	114	36

Tabel Penyelesaian Rekomendasi Hasil Audit Periode Audit Tahun 2021
Table of Completion of Recommendations for Audit Results for the 2021 Audit Period

No.	Entitas Audit Audit Entity	Jumlah Rekomendasi Total Recommendation	Status Status	
			Selesai Completed	Belum Selesai Open
1	Legal & Compliance Group	20	16	4
2	Corporate Finance Group	8	0	8
3	Tollroad Business Development Group	17	6	11
4	Operation Maintenance Management	21	2	19
5	PT Jasamarga Tollroad Operator	24	0	24
6	PT Jasamarga Tollroad Maintenance	30	0	30
7	Jasamarga Transjawa Tollroad	14	0	14
8	Jasamarga Metropolitan Tollroad	12	0	12
9	Jasamarga Nusantara Tollroad	12	0	12
10	PT Jasamarga Related Business	52	0	52
11	PT Jasamarga Probolinggo Banyuwangi	2	0	2
12	PT Jasamarga Manado Bitung	21	0	21
13	PT Jasamarga Balikpapan Samarinda	22	0	22
Total		255	24	231

Penilaian Kinerja Internal Audit Berdasarkan Key Performance Indicator (KPI)

Hasil penilaian kinerja Internal Audit disajikan dalam Tabel Penilaian Kinerja Internal Audit Tahun 2021. Pencapaian kinerja berdasarkan *Key Performance Indicator* (KPI) di Internal Audit pada tahun 2021 adalah 109% terhadap rencana.

Internal Audit Performance Assessment Based on Key Performance Indicator (KPI)

Results of the Internal Audit performance appraisal are presented in the Table of Internal Audit Performance in 2021. Performance achievement based on Key Performance Indicator (KPI) in the Internal Audit for 2021 is 109% of the plan.

Tabel Penilaian Kinerja Internal Audit Tahun 2021
Table of Internal Audit Performance Assessment in 2021

Perspektif Perspective	KPI 2021 KPI 2021	Bobot Weight	Rencana Plan	Realisasi Realization
Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	Kualitas dan Ketepatan Waktu Realisasi Pengawasan Kegiatan Internal Audit Quality & Timeliness of Supervision on External Audit Activities	20	20	21
	Pendampingan Kegiatan Eksternal Audit Assistance for External Audit Activities	20	20	21
	Pemenuhan Pelaksanaan Program <i>Assurance</i> dan Konsultasi Fulfillment of the Implementation of the Assurance and Consultancy Program	35	35	39
	Pemenuhan Pelaksanaan <i>Review</i> dan Evaluasi Tinjauan Sistem Manajemen Anti Penyuapan (SMAP) Fulfillment of the Implementation of the Anti-Bribery Management System Review and Evaluation (ABMS)	25	25	28
Total		100	100	109

AKUNTAN PUBLIK PUBLIC ACCOUNTANT

Fungsi pengawasan independen terhadap aspek keuangan Perseroan dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP). Auditor Eksternal yang memeriksa laporan keuangan Perseroan tahun buku 2020 ditetapkan melalui RUPS Tahunan berdasarkan rekomendasi dari Dewan Komisaris dan Komite Audit. Proses pemilihannya dilakukan sesuai dengan mekanisme pengadaan barang dan jasa yang berlaku. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk.

Independent supervisory function over the Company's financial aspects is carried out by conducting External Audit by a Public Accounting Firm (KAP). The External Auditors who audited the Company's financial statements for the Fiscal Year 2020 are stipulated by the Annual GMS based on recommendations from the Board of Commissioners and the Audit Committee. The selection process is carried out according to goods and services procurement mechanism. To ensure independence and quality of the audit result, the appointed External Auditor.

KEBIJAKAN PENUNJUKAN AKUNTAN PUBLIK Public Accountant Appointment Policy

Pada RUPS Tahunan Jasa Marga tanggal 27 Mei 2021, Perseroan telah menetapkan Kantor Akuntan Publik (KAP) Purwanton, Sungkoro, dan Surja (Firma anggota dari jaringan Ernst & Young) sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perusahaan dan Laporan Keuangan Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) untuk Tahun Buku 2021.

Jasa Marga's Annual General Meeting of Shareholders on May 27, 2021, appointed Purwanton, Sungkoro & Surja's Public Accounting Firm (KAP) as a Public Accounting Firm that will audit the Company's Consolidated Financial Statements and Financial Statements for the Implementation of the Social and Environmental Responsibility Program (TJSL) Fiscal Year 2021.

Tabel Kantor Akuntan Publik, Nama Akuntan, Biaya dan Izin Akuntan Publik Periode 6 Tahun Terakhir
Table of Public Accounting Firm, Accountant Name, Fees and Public Accountant License for Recent 6 Years

Tahun Year	Nama Kantor Akuntan Publik (KAP) Name of Public Accounting Firm (KAP)	Periode KAP KAP Period	Nama Akuntan (Partner Penanggung Jawab) Accountant Name (Partner in Charge)	Periode Akuntan Accounting Period	Biaya Jasa Audit (Rp) Audit Service Fees (Rp)	Izin Akuntan Publik Public Accountant License
2021	Purwanton, Sungkoro & Surja (Ernst & Young)	Periode ke-6 Sixth Period	Dagmar Zevilianty Djamal	Periode ke-2 Second Period	3.700.760.000	AP.0690
2020	Purwanton, Sungkoro & Surja (Ernst & Young)	Periode ke-6 Sixth Period	Dagmar Zevilianty Djamal	Periode ke-1 First Period	3.702.314.000	AP.0690
2019	Purwanton, Sungkoro & Surja (Ernst & Young)	Periode ke-5** Fifth Period	Said Amru	Periode ke-2 Second Period	3.410.077.700	AP.1294
2018	Purwanton, Sungkoro & Surja (Ernst & Young)	Periode ke-4* Fourth Period	Said Amru	Periode ke-1 First Period	1.737.600.000	AP.1294
2017	Purwanton, Sungkoro & Surja (Ernst & Young)	Periode ke-3 Third Period	Agung Purwanto	Periode ke-1 First Period	1.925.000.000	AP.0687
2016	Purwanton, Sungkoro & Surja (Ernst & Young)	Periode ke-2 Second Period	Tjoa Tjek Nien, CPA	Periode ke-1 First Period	1.925.000.000	AP.1175

Keterangan/Remarks:

* KAP pengganti KAP Satrio Bing Eny & Rekan (Deloitte) sehubungan dengan adanya sanksi terhadap KAP Satrio Bing Eny & Rekan (Deloitte) dari Otoritas Jasa Keuangan.

KAP substitute for KAP Satrio Bing Eny & Partners (Deloitte) in connection with the sanctions against KAP Satrio Bing Eny & Partners (Deloitte) from the Financial Services Authority.

** KAP pengganti Tanudireja, Wibisana, Rintis & Rekan (jaringan global PwC) sehubungan adanya perbedaan pandangan antara Perusahaan dengan KAP PwC terhadap perlakuan akuntansi atas skema transaksi pendanaan baru yang telah diaudit pada tahun-tahun sebelumnya.

The replacement KAP for Tanudireja, Wibisana, Rintis & Rekan (PwC global network) regarding the differences in views between the Company and PwC KAP regarding the accounting treatment of the new funding transaction scheme which has been audited in previous years.

JASA LAIN YANG DIBERIKAN KANTOR AKUNTAN PUBLIK DAN AKUNTAN PUBLIK

Other Services Provided by Public Accounting Firms and Public Accountants

Selain memberikan jasa audit Laporan Keuangan Konsolidasian tahun buku yang berakhir tanggal 31 Desember 2021, Kantor Akuntan Publik (KAP) Purwanto, Sungkoro, dan Surja (Firma anggota dari jaringan Ernst & Young) juga melaksanakan pekerjaan meliputi:

1. Audit atas Laporan Keuangan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Jasa Marga (Persero) Tbk Tahun Buku yang berakhir tanggal 31 Desember 2021;
2. Pelaporan atas Kepatuhan PT Jasa Marga (Persero) Tbk terhadap perundang-undangan dan peraturan lainnya yang berlaku Tahun Buku 2021; sebagai bagian dari Audit atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk untuk Tahun Buku yang berakhir tanggal 31 Desember 2021;
3. Pelaporan atas Kepatuhan PT Jasa Marga (Persero) Tbk terhadap Sistem Pengendalian Intern Perusahaan Tahun Buku 2021; sebagai bagian dari Audit atas Laporan Keuangan Konsolidasian PT Jasa Marga (Persero) Tbk untuk Tahun Buku yang berakhir tanggal 31 Desember 2021.

In addition to providing audit services for Consolidated Financial Statements for the financial year ending December 31, 2021, the Purwanto, Sungkoro, and Surja Public Accounting Firms (a member firm of the Ernst & Young network) also carry out work including:

1. Audit of the Financial Statements of PT Jasa Marga (Persero) Tbk's Social and Environmental Responsibility Program (TJSL) for the Fiscal Year ending December 31, 2021;
2. Reporting on the compliance of PT Jasa Marga (Persero) Tbk with the laws and other regulations in force for the 2021 Fiscal Year; as part of the Audit of the Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk for the Fiscal Year ending December 31, 2021;
3. Reporting on PT Jasa Marga (Persero) Tbk's Compliance with the Company's Internal Control System for the 2021 Fiscal Year; as part of the Audit of the Consolidated Financial Statements of PT Jasa Marga (Persero) Tbk for the Fiscal Year ending December 31, 2021.

BESARNYA FEE UNTUK MASING-MASING JENIS JASA YANG DIBERIKAN OLEH KANTOR AKUNTAN PUBLIK PADA TAHUN BUKU TERAKHIR

Amount of Fee for Each Type of Service Provided by the Public Accounting Firm in the Last Fiscal Year

Besarnya biaya jasa audit laporan keuangan untuk tahun buku yang berakhir pada tanggal 31 Desember 2021 adalah sebesar Rp3.700.760.000 sudah termasuk Pajak Pertambahan Nilai (PPN) sebesar 10%. Besaran tersebut belum termasuk *out of pocket expenses* (OPE) yang bersifat reimbursable yang terdiri dari biaya perjalanan dinas, akomodasi termasuk sewa hotel dalam dan luar kota Jakarta, transportasi, biaya sewa komputer, biaya komunikasi, biaya alat tulis kantor, biaya penggandaan dokumen dan biaya cetak laporan dan swabtest antigen dalam rangka pelaksanaan audit yang menjadi beban PT Jasa Marga (Persero) Tbk. dengan jumlah maksimum Rp158.907.500.

The financial statement audit service fee for the fiscal year ended December 31, 2021, is Rp3,700,760,000, including 10% Value Added Tax (VAT). The amount excluded out of pocket expenses (OPE), which are reimbursable which consists of official travel expenses, accommodation including hotel rentals in and outside Jakarta, transportation, computer rental expense, communication expense, office stationery expense, document multiplication, and report printing expenses and examination antigen swab test for conducting audits paid by PT Jasa Marga (Persero) Tbk. with a maximum amount of Rp158,907,500.

KOORDINASI AUDITOR EKSTERNAL DAN KOMITE AUDIT

Coordination between External Auditor and Audit Committee

Dalam rangka memastikan pelaksanaan audit eksternal dapat berjalan secara efektif, Komite Audit melakukan pemantauan terhadap pelaksanaan audit yang dilakukan oleh Auditor Eksternal. Komite Audit juga memastikan agar pelaksanaan audit tidak menemui hambatan dan seluruh temuan dapat ditindaklanjuti. Koordinasi dan komunikasi dengan Auditor Eksternal dilakukan secara terjadwal, sehingga apabila terdapat kendala dalam proses audit dapat segera dicarikan penyelesaiannya. Dalam setiap rapat koordinasi yang dilakukan manajemen dengan satuan-satuan kerja terkait, Direksi melakukan *monitoring* tindak lanjut atas temuan-temuan hasil audit yang dilakukan Auditor Eksternal untuk memastikan temuan-temuan tersebut telah ditindaklanjuti dan agar temuan yang sama tidak akan terulang kembali.

To ensure effective external audit implementation, the Audit Committee monitors the implementation of audits conducted by the External Auditors. The Audit Committee also ensures that the audit does not encounter any obstacle and that all findings can be followed up. Coordination and communication with the External Auditor is carried out regularly, thereby, if there are any obstacles in the audit process, solutions can be immediately implemented. In every coordination meeting conducted by management with related work units, the Board of Directors monitors the follow-up of audit findings conducted by the External Auditor to ensure that the findings have been followed up to prevent recurring findings.



MANAJEMEN RISIKO

RISK MANAGEMENT

Dalam menjalankan kegiatan usaha, Jasa Marga menyadari bahwa risiko merupakan bagian yang tidak terpisahkan dalam setiap kegiatan operasionalnya dan dapat mempengaruhi hasil usaha dan kinerja Perseroan. Mengingat bisnis jalan tol merupakan investasi besar dengan pengembalian jangka panjang dan memiliki ketidakpastian tinggi selama masa pembangunan serta pengoperasiannya, maka penerapan manajemen risiko menjadi semakin penting bagi gerak langkah Jasa Marga dalam menjalankan usahanya.

Manajemen risiko membantu pengambilan keputusan dengan mempertimbangkan ketidakpastian dan pengaruhnya terhadap pencapaian tujuan strategis Perseroan. Menyadari akan risiko-risiko yang dihadapi, Perseroan secara proaktif berusaha untuk meningkatkan kemampuan manajemen risiko di Perseroan. Untuk dapat memperoleh legitimasi di seluruh organisasi, kebijakan penerapan manajemen risiko perlu ditegaskan melalui komitmen manajemen yang disesuaikan dengan aturan yang berlaku.

KEBIJAKAN MANAJEMEN RISIKO

Risk Management Policy

Direksi menetapkan Kebijakan Manajemen Risiko sebagai acuan dalam mencapai Sasaran Jangka Panjang Perusahaan dan Manual Manajemen Risiko sebagai wujud komitmen untuk penerapan manajemen risiko di seluruh organisasi secara luas dan terintegrasi, dalam rangka menunjang kepastian pencapaian Sasaran Jangka Panjang Perusahaan, serta memberikan kerangka penerapan manajemen risiko secara sistematis dan terukur sesuai persyaratan internasional.

Sejak tahun 2007, Jasa Marga telah menerapkan Sistem Manajemen Risiko yang berbasis pada standar AS/NZS 4360:1999 sebagaimana ditetapkan dalam Keputusan Direksi No. 139/KPTS/2007 tentang Manual Pengelolaan Risiko. Pada tahun 2009, pengelolaan manajemen risiko mengacu pada standar ISO 31000:2009 dengan diterbitkannya Keputusan Direksi Jasa Marga No. 129.2/KPTS/2010 tentang Kebijakan Manajemen Risiko dan Manual Manajemen Risiko di Lingkungan PT Jasa Marga (Persero) Tbk. Pada tahun 2018, Perseroan kembali melakukan tinjauan terhadap implementasi Manajemen Risiko yang berbasis pada standar ISO 31000:2018 dan melakukan pembaruan dokumen Manajemen Risiko tersebut dengan menerbitkan Keputusan Direksi Jasa Marga No. 119/KPTS/2019 tentang Kebijakan Manajemen Risiko dan Pedoman Manajemen Risiko di Lingkungan PT Jasa Marga (Persero) Tbk.

In carrying out business activities, Jasa Marga realizes that the risks become integrated parts of all operational activities and can affect the Company's business results and performance. Considering the toll road business is a significant investment with long-term returns and high uncertainty during the construction and operational phases, the risk management implementation becomes more critical for Jasa Marga's initiatives in running its business.

Risk management supports decision-making by considering uncertainty and the impact on the Company's strategic goals achievement. Being aware of the potential risks, the Company proactively strives to improve its risk management capabilities. To gain legitimacy throughout the organization, policies for implementing risk management shall be affirmed through management commitments that are adjusted to prevailing regulations.

The Board of Directors has stipulated the Risk Management Policy as a reference in achieving the Company's Long-Term Goals and the Risk Management Manual as a manifestation of commitment to the implementation of risk management throughout the organization in a comprehensive and integrated manner, to support certainty in achieving the Company's Long-Term Goals and provide a systematic and scalable risk management implementation framework based on international requirements.

Since 2007, Jasa Marga has implemented a Risk Management System based on AS/NZS 4360:1999 standards stipulated in the Board of Directors Decree No. 139/KPTS/2007 concerning the Risk Management Manual. In 2009, the risk management referred to ISO 31000:2009 standard with the issuance of Jasa Marga Board of Directors Decree No. 129.2/KPTS/2010 concerning Risk Management Policy and Manual of Risk Management in PT Jasa Marga (Persero) Tbk. In 2018, the Company reviewed the Risk Management based on ISO 31000: 2018 standards and updated the Risk Management document by issuing Jasa Marga Board of Directors Decree No. 119/KPTS/2019 concerning Risk Management Policies and Guidelines for Risk Management in PT Jasa Marga (Persero) Tbk.

Pengelolaan risiko di Perseroan juga mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara yang direvisi dengan Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, serta mempertimbangkan Rencana Pembangunan Jangka Menengah Nasional Tahun 2020-2024 (RJPMN) sebagaimana tercantum dalam Peraturan Menteri BUMN No. PER-8/MBU/08/2020 tentang Rencana Strategis Kementerian Badan Usaha Milik Negara Tahun 2020-2024.

Ditandatangani Kebijakan Manajemen Risiko oleh semua Direksi menunjukkan komitmen, kesungguhan dan kepedulian Direksi terhadap pentingnya manajemen risiko dalam keberlangsungan hidup dan mengamankan sasaran Perseroan.

Kebijakan Manajemen Risiko tersebut adalah sebagai berikut:

1. Meningkatkan kompetensi pada bidang manajemen risiko dan meningkatkan *Risk Awareness Culture* (budaya sadar risiko) dalam aktivitas sehari-hari sebagai bagian yang terintegrasi dari proses bisnis Perseroan.
2. Menggunakan manajemen (kajian) risiko sebagai acuan dalam proses pengambilan keputusan berdasarkan data dan informasi terbaik yang tersedia.
3. Menjadikan manajemen risiko sebagai sarana untuk meningkatkan perbaikan yang berkesinambungan bagi Perseroan melalui pelaksanaan tindak lindung risiko secara terpadu, efektif dan memberikan nilai tambah.
4. Memastikan bahwa setiap elemen Perseroan secara bersungguh-sungguh melakukan pengelolaan risiko dalam mencapai sasaran kinerja yang telah ditetapkan.
5. Memastikan bahwa proses manajemen risiko telah diterapkan pada seluruh tingkatan, baik Kantor Pusat, *Regional Division*, Anak Perusahaan, serta proyek-proyek dalam lingkungan PT Jasa Marga (Persero) Tbk. dan Jasa Marga Group, sesuai dengan Pedoman Manajemen Risiko Perseroan.
6. Melakukan *monitoring* dan pengendalian risiko secara berkesinambungan, terutama pada risiko-risiko yang berdampak signifikan terhadap pencapaian sasaran Perseroan.

The risk management in the Company also refers to the Minister for State-Owned Enterprises Regulation No. PER-01/MBU/2011 concerning Good Corporate Governance Implementation in State-Owned Enterprises as revised under the State Minister for State-Owned Enterprises Regulation No. PER-09/MBU/2012 as Amendments to State Minister for State-Owned Enterprises Regulation No. PER-01/MBU/2011 concerning Good Corporate Governance Implementation in State-Owned Enterprises, as well as considering National Medium-Term Development Plan (RJPMN) 2020-2024 as stated in the Regulation of the Minister of SOEs No. PER-8/MBU/08/2020 concerning the Ministry of State-Owned Enterprises Strategic Plan for 2020-2024.

The signing of the Risk Management Policy by all Board of Directors shows the commitment, seriousness, and concern of the Board of Directors to the importance of risk management in the survival and securing of the Company's goals.

The Risk Management Policies are as follows:

1. Develop competency in risk management and increase risk awareness culture in daily activities as an integrated part of the Company's business processes.
2. Using risk management (review) as a reference in the decision-making process based on the best available data and information.
3. To make risk management a means of enhancing continuous improvement for the Company by implementing integrated, effective, and value-added risk hedging measures.
4. Ensure that every element of the company takes risk management seriously in achieving the stated performance targets.
5. Ensure that the risk management process has been implemented at all levels, including Head Office, Regional Division, Subsidiaries, and projects within PT Jasa Marga (Persero) Tbk. and Jasa Marga Group, per the Company's Risk Management Guidelines.
6. Monitoring and controlling risk on an ongoing basis, especially on risks that significantly impact the achievement of company goals.

SISTEM MANAJEMEN RISIKO

Risk Management System

Sistem manajemen risiko dilakukan dengan pendekatan yang sistematis, terstruktur dan terintegrasi untuk mengantisipasi suatu ketidakpastian atau kerugian yang mungkin terjadi dalam pengelolaan bisnis Perseroan. Saat ini Jasa Marga menerapkan Sistem Manajemen Risiko berbasis ISO 31000:2018 untuk membentuk karakteristik sistem manajemen risiko yang lebih efektif dan efisien.

The risk management system is carried out with a systematic, structured, and integrated approach to anticipate uncertainties or losses that may occur in the Company's business management. Currently, Jasa Marga is implementing ISO 31000:2018 based Risk Management System to establish a more effective and efficient risk management system characteristic.

TUJUAN PENERAPAN MANAJEMEN RISIKO

Purpose of Risk Management Implementation

Tujuan Perseroan menerapkan Manajemen Risiko adalah sebagai berikut:

1. Melindungi Perseroan dari risiko signifikan yang dapat menghambat pencapaian tujuan Perseroan.
2. Memberikan kerangka kerja manajemen risiko yang konsisten atas risiko yang ada pada proses bisnis dan fungsi-fungsi dalam Perseroan.
3. Mendorong setiap insan Perseroan untuk bertindak hati-hati dalam menghadapi risiko Perseroan, sebagai upaya untuk memaksimalkan nilai Perseroan.
4. Membangun pemahaman mengenai risiko dan pentingnya pengelolaan risiko serta dapat mensosialisasikannya.
5. Meningkatkan kinerja Perseroan melalui penyediaan informasi tingkat risiko yang berguna bagi manajemen dalam pengembangan strategi dan perbaikan proses manajemen risiko secara berkesinambungan.

The Company's objectives in implementing Risk Management are as follows:

1. Protecting the Company from significant risks that could hinder the achievement of the Company's goals.
2. Provide a risk management framework that is consistent with the risks that exist in business processes and functions within the Company.
3. Encourage every employee of the Company to act prudently in facing the Company's risks, as an effort to maximize the Company's value.
4. Build an understanding of risks and the importance of risk management and can socialize it.
5. Improving the Company's performance by providing risk level information that is useful for management in developing strategies and improving risk management processes on an ongoing basis.

SASARAN PENERAPAN MANAJEMEN RISIKO

Objectives of Risk Management Implementation

Sasaran Perseroan menerapkan Manajemen Risiko adalah sebagai berikut:

1. Mendukung tercapainya sasaran kinerja Perseroan secara keseluruhan dan unit kerja lain sesuai jenjang tanggung jawab masing-masing.
2. Mengelola semua risiko signifikan yang dapat mempengaruhi pencapaian sasaran kinerja dengan baik.
3. Tercapainya struktur organisasi manajemen risiko yang sistematis dan terintegrasi dalam proses bisnis Perseroan.
4. Tercapainya SDM yang berwawasan dan berbudaya risiko dengan pola pengembangan yang terencana dan berkesinambungan.
5. Pengambilan keputusan berbasis risiko dapat menunjang pencapaian target dan tujuan akhir Perseroan.

The Company's targets for implementing Risk Management are as follows:

1. Supporting the achievement of the Company's overall performance targets and other work units per the respective levels of responsibility.
2. Manage all significant risks that can affect the achievement of performance targets properly.
3. The achievement of a risk management organizational structure that is systematic and integrated with the Company's business processes.
4. Human resources with insight and culture of risk are achieved with a planned and sustainable development pattern.
5. Risk-based decision-making can support the achievement of the Company's targets and ultimate goals.

Penerapan Manajemen Risiko di lingkungan Perseroan mencakup hal-hal sebagai berikut:

1. Terdapat kepemimpinan dan komitmen dari Direksi Perseroan.
2. Adanya pengawasan aktif dari setiap *Risk Owner* di masing-masing Unit Kerja/Unit Bisnis/Proyek.
3. Tersedianya kebijakan dan penetapan *risk appetite* dan *risk tolerance* yang searah dengan rencana strategis Perseroan.
4. Tersedianya profil manajemen risiko yang menggambarkan kondisi Perseroan.
5. Tersedianya proses manajemen risiko yang didukung dengan sistem informasi manajemen risiko yang komprehensif dan penyediaan data terbaik.
6. Tersedianya sistem pengendalian internal manajemen risiko.
7. Peningkatan pemahaman mengenai manajemen risiko di seluruh level organisasi.

Implementation of Risk Management within the Company includes the following:

1. Availability of leadership and commitment from the Company's Directors.
2. Availability of active supervision of each Risk Owner in each Work Unit/Business Unit/Project.
3. Availability of policies and determination of risk appetite and risk tolerance in line with the Company's strategic plan.
4. Availability of a risk management profile that describes the condition of the Company.
5. Availability of a risk management process supported by a comprehensive risk management information system and provision of the best data.
6. Availability of risk management internal control system.
7. Increased understanding of risk management at all levels of the organization.

PETA JALAN PENGEMBANGAN SISTEM MANAJEMEN RISIKO JASA MARGA

Jasa Marga Risk Management System Development Roadmap

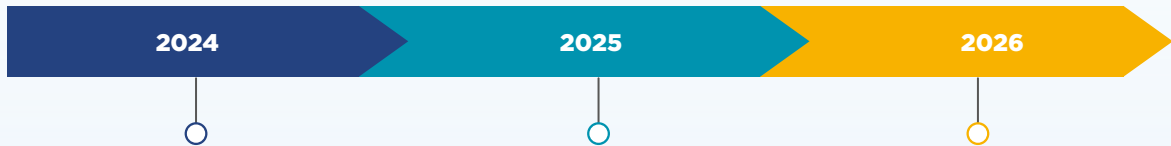
Skema perjalanan Jasa Marga dalam menerapkan manajemen risiko dapat dilihat pada Peta jalan Pengembangan Sistem Manajemen Risiko di bawah ini. Peta jalan ini di-update setiap tahun mengikuti perkembangan lingkungan serta kebijakan internal dan eksternal Perseroan.

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



Bagan Peta Jalan Pengembangan Sistem Manajemen Risiko Jasa Marga Roadmap of Jasa Marga Risk Management System Development





1. Terbentuknya perilaku sadar risiko melekat di setiap karyawan sebagai *Risk Owner*.
 2. Penyusunan prosedur pengelolaan risiko antar unit kerja.
 3. Penyusunan *Risk Intelligence Map* (RIM) JSMR Group.
 4. Penyusunan *Risk Interaction Map* antar unit kerja kantor pusat, regional, dan anak perusahaan.
 5. Penyusunan mekanisme penggunaan *Key Performance* dan *Key Risk Indicator* dalam pengelolaan risiko sebagai *early warning system* dan bagian dari terpisahkan dari *Risk Based Performance Management System*.
 6. Peningkatan sosialisasi prosedur pengelolaan risiko (penyusunan RPR) kantor pusat, regional, dan anak perusahaan.
 7. Pelaksanaan tindak lanjut atas evaluasi kecukupan dokumen pedoman dan prosedur manajemen risiko kantor pusat, regional dan anak perusahaan terkait aspek SDM dan Budaya.
 8. Pelaksanaan program penyusunan RPR untuk *Upside Risk* (*Positive Risk*) bagi JSMR Group.
1. Establish risk-aware behavior inherent in every employee as a Risk Owner.
 2. Prepare risk management procedures between work units.
 3. Prepare the JSMR Group's Risk Intelligence Map (RIM).
 4. Prepare Risk Interaction Map between work units at the head office, regional offices, and subsidiaries.
 5. Formulation of a mechanism for using Key Performance and Key Risk Indicators in risk management as an early warning system and an integral part of the Risk-Based Performance Management System.
 6. Increase socialization of risk management procedures (preparation of RPR) for the head office, regional offices, and subsidiaries.
 7. Implementation of follow-up on evaluating the adequacy of the guidelines and procedures for risk management at the head office, regional offices, and subsidiaries related to human resources and cultural aspects.
 8. Implementation of the RPR preparation program for Upside Risk (Positive Risk) for JSMR Group.

1. Penyusunan Rencana Kerja (Mini ERM *Roadmap*) untuk peningkatan penerapan manajemen risiko di setiap anak perusahaan.
 2. Penyusunan prosedur formal pengelolaan risiko masing-masing anak perusahaan.
 3. Pelaksanaan *Internal Award Event* terkait kecukupan infrastruktur manajemen risiko anak perusahaan.
 4. *Risk Based Audit & Risk Based Budgeting*, analisis dan perhitungan *return on investment* dari penggunaan sumber daya penerapan manajemen risiko dan pengelolaan risiko terhadap pencapaian sasaran Perseroan.
 5. Pendalaman dan penyesuaian atas kriteria dampak risiko untuk memastikan semua sasaran unit kerja terwakili (*survey based*).
 6. Peningkatan *tools* dan teknik pengukuran risiko secara kuantitatif untuk kajian risiko pengembangan bisnis dan lainnya.
 7. Pengembangan program pelatihan secara internal dengan memberdayakan *Risk Owner*, *Risk Officer*, dan *Risk Assessor* sebagai fasilitator.
 8. Peningkatan Integrasi Sistem Manajemen Risiko dengan Audit Berbasis Risiko, Penganggaran, K3LL, SMAP, Operasi, Pengembangan Bisnis, Portofolio Bisnis *Planning*, dan sistem lainnya.
1. Preparation of a Work Plan (Mini ERM Roadmap) to improve the implementation of risk management in each subsidiary.
 2. Formulation of formal risk management procedures for each subsidiary.
 3. Implementation of the Internal Award Event related to the adequacy of the risk management infrastructure of subsidiaries.
 4. Risk-Based Audit & Risk-Based Budgeting, analysis and calculation of return on investment from the use of risk management and risk management implementation resources towards achieving the Company's targets.
 5. To deepen and adjust the risk impact criteria to ensure all work unit targets are represented (survey-based).
 6. Improve quantitative risk measurement tools and techniques for risk assessment of business development and others.
 7. Develop training programs internally by empowering Risk Owners, Risk Officers, and Risk Assessors as facilitators.
 8. Improve Risk Management System Integration with Risk-Based Auditing, Budgeting, HSE, ABMS, Operations, Business Development, Business Portfolio Planning, and other systems.

1. Pelaksanaan kegiatan-kegiatan untuk mempertahankan dan semakin meningkatkan dan semakin meningkatkan budaya sadar risiko di JSMR Group.
 2. Kaji ulang dan pembaruan lingkup dokumen pedoman dan prosedur manajemen risiko kantor pusat, regional dan anak perusahaan.
 3. Penyelenggaraan *Internal Award Event* untuk Pimpinan (Group Head dan Department Head) terbaik dalam mengelola risiko.
 4. Sosialisasi khusus mengenai *Risk Appetite* dan *Risk Tolerance* serta kriteria dampak risiko kepada para pimpinan unit kerja.
 5. Peningkatan penggunaan *tools* dan teknik pengukuran risiko secara kuantitatif untuk Kajian Risiko Pengembangan Bisnis dan lainnya.
 6. Pelaksanaan kaji ulang dan pembaruan atas kecukupan dokumen dan prosedur manajemen risiko kantor pusat, regional dan anak perusahaan.
 7. Peningkatan pencapaian *Award Risk Management* pada kategori yang berbeda.
1. Implement activities to maintain and further enhance the risk awareness culture in the JSMR Group.
 2. Review and update the scope of risk management guidelines and procedures for the head office, regional offices, and subsidiaries.
 3. Organize an Internal Award Event for the best Leaders (Group Head and Department Head) in managing risk.
 4. Special socialization regarding Risk Appetite and Risk Tolerance and risk impact criteria to the heads of work units.
 5. Increased use of quantitative risk measurement tools and techniques for Business Development Risk Studies and others.
 6. Review and update the adequacy of documents and risk management procedures for the head office, regional offices, and subsidiaries.
 7. Increased achievement of Risk Management Award in different categories.

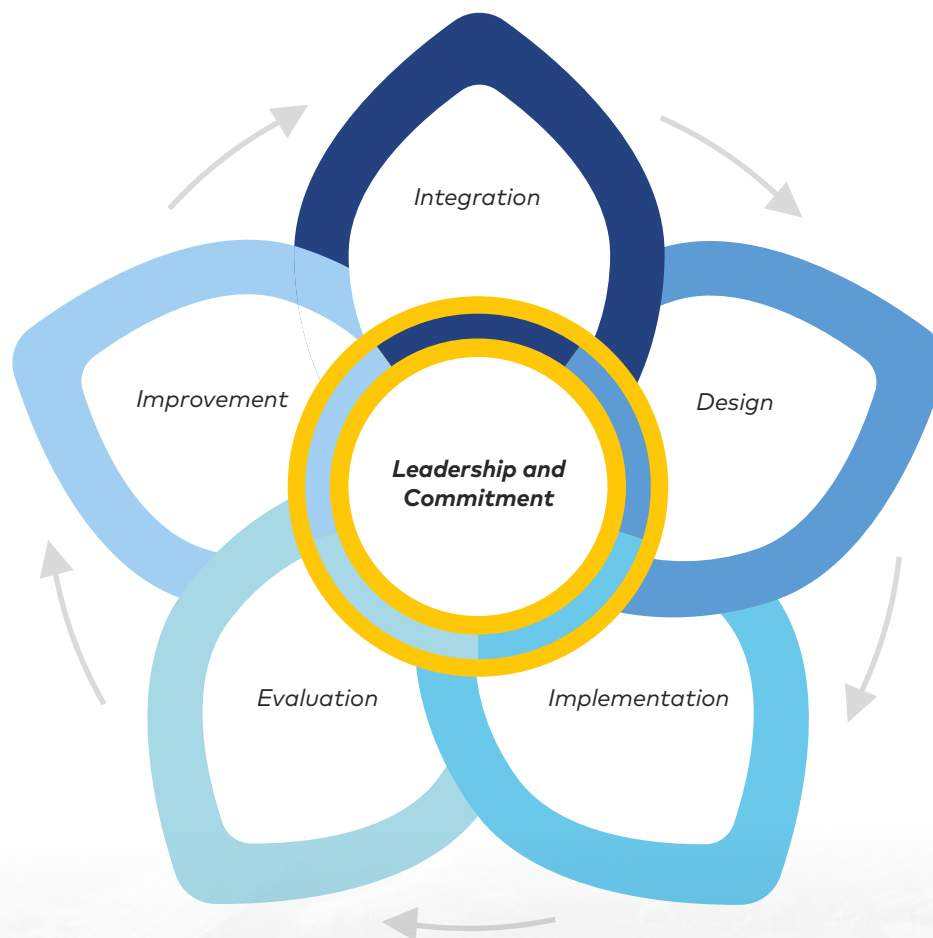
KERANGKA MANAJEMEN RISIKO

Risk Management Framework

Kerangka kerja manajemen risiko disusun untuk membantu Perseroan dalam mengintegrasikan manajemen risiko ke sistem manajemen yang berlaku di lingkungan Perseroan sehingga penerapan manajemen risiko dapat berjalan secara efektif dan efisien dan selaras dengan seluruh strategi Perseroan. Efektivitas penerapan manajemen risiko bergantung pada integrasi manajemen risiko dengan tata kelola Perusahaan termasuk pada saat pengambilan keputusan Perseroan. Melalui kerangka kerja ini, Perseroan harus terus melakukan evaluasi penerapan dan proses manajemen risiko, mengidentifikasi serta menangani kekurangan yang terdapat di dalamnya. Berikut adalah kerangka kerja manajemen risiko yang disusun dengan mempertimbangkan prinsip-prinsip manajemen risiko dan karakteristik Perseroan.

The risk management framework is designed to assist the Company in integrating risk management into the applicable management system in the Company's environment so that the application of risk management can run effectively and efficiently and is in line with all Company's strategies. The effectiveness of the application of risk management depends on the integration of risk management with corporate governance, including when making corporate decisions. Through this framework, the Company must continue to evaluate the implementation and process of risk management and identify and address deficiencies. The following is a risk management framework that is prepared by considering risk management principles and the characteristics of the Company.

Bagan Skema Kerangka Kerja Manajemen Risiko Jasa Marga (Berdasarkan ISO 31000:2018)
Chart of Jasa Marga Risk Management Framework Scheme (Based on ISO 31000: 2018)



Untuk mendukung efektivitas penerapan manajemen risiko, Jasa Marga telah menyusun beberapa prosedur dan Instruksi Kerja, antara lain:

1. Prosedur dan Instruksi Kerja Penyusunan Rencana Pengelolaan Risiko merupakan pengelolaan rutin yang disusun dalam periode tahunan.

To support the effectiveness of the risk management application, Jasa Marga has compiled several procedures and Work Instructions, including:

1. Work Procedures and Instructions for the Compilation of a Risk Management Plan, routine management prepared in an annual period.

2. Prosedur dan Instruksi Kerja Penyusunan Profil Risiko Korporat, yaitu untuk menentukan *top risk* Perseroan.
 3. Prosedur dan Instruksi Kerja *Monitoring* Tindak Lindung Risiko, yang dilakukan setiap triwulan melalui aplikasi manajemen risiko.
 4. Prosedur dan Instruksi Evaluasi Kejadian Risiko, dilakukan jika ada kejadian risiko sebagai bentuk evaluasi perbaikan.
 5. Prosedur dan Instruksi Kerja Penyusunan Rencana Pengelolaan Risiko Khusus, disusun untuk setiap aksi korporasi atau rencana strategis yang akan dilakukan Perseroan.
 6. Prosedur dan Instruksi Kerja Pengukuran Maturitas Manajemen Risiko, untuk mengetahui tingkat kematangan implementasi manajemen risiko yang sudah dilakukan.
 7. Prosedur dan Instruksi Kerja Penganggaran Berbasis Risiko, merupakan penyusunan anggaran yang diawali dengan analisa risiko dalam menentukan program kerja.
2. Procedures and Work Instructions for Compiling Corporate Risk Profiles, namely, to determine the Company's top risk.
 3. Procedure and Working Instruction of Risk Mitigation Monitoring is done quarterly through risk management application.
 4. Procedure and Instructions for Evaluation of Risk Events, carried out if there are risk events as a form of improvement evaluation.
 5. Work Procedures and Instructions for the Preparation of a Special Risk Management Plan, prepared for each corporate action or strategic plan to be carried out by the Company.
 6. Work Procedures and Instructions for Measurement of Risk Management Maturity to determine the level of maturity of risk management implementation that has been carried out.
 7. Work Procedures and Instructions for Risk-Based Budgeting is preparing a budget that begins with risk analysis in determining work programs.

STRUKTUR TATA KELOLA MANAJEMEN RISIKO JASA MARGA

Governance Structure of Risk Management at Jasa Marga

Pada Tahun 2019, Jasa Marga telah membuat Struktur Tata Kelola Manajemen Risiko. Komite Manajemen Risiko diketuai langsung oleh Direktur Utama dengan anggotanya yaitu para Direksi. Dalam melaksanakan kerjanya, Komite Manajemen Risiko dibantu oleh satuan kerja yang dinamakan Tim Sekretariat Komite Manajemen Risiko yang diketuai oleh Corporate Secretary dan anggotanya terdiri dari para Group Head. Hal ini dituangkan dalam Surat Keputusan Direksi No. 100/KPTS/2019 tentang Pembentukan Komite Manajemen Risiko dan Tim Sekretariat Komite Manajemen Risiko PT Jasa Marga (Persero) Tbk.

In 2019, Jasa Marga has created a Risk Management Governance Structure. The Risk Management Committee is chaired directly by the President Director and its members are the Directors. In carrying out its work, the Risk Management Committee is assisted by a work unit called the Secretariat Team of the Risk Management Committee which is chaired by the Corporate Secretary and its members consist of Group Heads. This is stated in the Decree of the Board of Directors No. 100/KPTS/2019 concerning the Establishment of the Risk Management Committee and the Secretariat Team of the Risk Management Committee of PT Jasa Marga (Persero) Tbk.

Struktur Tata Kelola Manajemen Risiko di Jasa Marga adalah sebagai berikut:

1. Dewan Komisaris.
2. Direksi.
3. Komite Risiko dan Hukum.
4. Komite Manajemen Risiko (KMR).
5. Corporate Secretary.
6. Internal Audit.
7. Risk and Quality Management Group.
8. Tim Sekretariat Komite Manajemen Risiko (TSKMR).
9. *Risk Owner* (Pimpinan Unit Kerja/Regional/ Anak Perusahaan/Proyek).
10. *Risk Officer* (sebagai fasilitator dalam pelaksanaan asesmen risiko).
11. *Risk Assessor* (yang melakukan asesmen risiko di setiap unit kerja).

The Risk Management Governance Structure at Jasa Marga is as follows:

1. Board of Commissioners.
2. Board of Directors.
3. Risk and Legal Committee.
4. Risk Management Committee (KMR).
5. Corporate Secretary.
6. Internal Audit.
7. Risk and Quality Management Group.
8. Secretariat of the Risk Management Committee Team (TSKMR).
9. Risk Owner (Head of Work Unit/Branch/ Regional/ Subsidiary/Project).
10. Risk Officer (as a facilitator in the implementation of risk assessment).
11. Risk Assessor (who carries out risk assessments in each work unit).

monitoring dan memantau efektivitas pelaksanaan manajemen risiko serta melaporkan perkembangan pengelolaan risiko kepada Direksi.

and supervision over the effectiveness of the risk management implementation and report the risk management progress to the Board of Directors.

Pada garis pertahanan ketiga (*The Third Line of Defense*), Internal Audit bertanggungjawab untuk melakukan audit berbasis risiko serta melakukan audit terhadap pelaksanaan penerapan manajemen risiko secara keseluruhan.

In the third line of defense, Internal Audit is responsible for conducting risk-based audits and conducting audits of the implementation of overall risk management.

Tiga Lini Pertahanan dalam Proses Pengelolaan Risiko
Three Line of Defense in the Risk Management Process



PROFIL PEJABAT MANAJEMEN RISIKO

Profile of Risk Management Officers

Profil Risk and Quality Management Group Head dapat dilihat pada bagian Profil Pejabat Eksekutif di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Profile of Risk and Quality Management Group Head is presented at Profile of Executive Officers in Company Profile Chapter on this Annual Report.

FUNGSI, TUGAS DAN TANGGUNG JAWAB

Functions, Duties, and Responsibilities

Fungsi Manajemen Risiko di Jasa Marga berada di Risk and Quality Management Group, dengan tugas dan tanggung jawab nya adalah sebagai berikut:

The Risk and Quality Management Group hold the Risk Management function in Jasa Marga. The duties and responsibilities of the Risk and Quality Management Group are as follows:

1. Memimpin dan memastikan kegiatan penyusunan peta jalan Perseroan di bidang sistem Manajemen Risiko, Manajemen Standarisasi serta Kinerja *Excellent*, Penyusunan strategi, jadwal dan kegiatan terkait pengelolaan risiko, Penyediaan kajian dan rekomendasi terhadap potensi risiko terhadap aktivitas bisnis Perseroan serta memastikan adanya kajian dan rekomendasi terhadap potensi risiko yang mungkin terjadi atas seluruh kegiatan aktivitas bisnis Perseroan agar berjalan dengan efektif dan efisien;
2. Memimpin dan memastikan kegiatan Pengelolaan dan Pengembangan Sistem Manajemen Risiko, pengembangan sistem manajemen standarisasi sesuai dengan rencana jangka Panjang Perusahaan, serta kegiatan pengelolaan dan pengembangan sistem manajemen standarisasi untuk memastikan aktivitas bisnis Perseroan berjalan dengan Kualitas Kinerja Perseroan yang berkesinambungan sehingga sesuai dengan rencana jangka Panjang di seluruh lingkungan Perseroan;
3. Memimpin dan memastikan pengelolaan penerapan prinsip GCG termasuk pengendalian gratifikasi dan *Whistleblowing System* di Perseroan, kesesuaian dengan etika usaha dan kepatuhan terhadap peraturan pasar modal terkait dengan tindakan aksi korporasi Perseroan, pengelolaan kearsipan, pengelolaan rapat strategis meliputi Rapat Direksi, Rapat Dewan Komisaris dan Rapat Gabungan agar seluruh aktivitas Perseroan berjalan selaras sehingga memenuhi ketentuan peraturan perundang-undangan yang berlaku.

1. Leading and ensuring the activities in the preparation of the Company's road map in the field of Risk Management, Standardization and Excellent Performance Management, Preparation of strategies, schedules and activities related to risk management, Provision of studies and recommendations on potential risks to the Company's business activities and ensuring there are studies and recommendations on potential risks that may occur for all of the Company's business activities to make them run effectively and efficiently;

2. Leading and ensuring the activities of the Management and Development of Risk Management System, the development of standardization management system by the Company's long-term plan, and the actions of management and development of standardization management system to ensure the Company's business activities run with sustainable quality performance in line with the long-term plan throughout the Company's environment;

3. Leading and ensuring the application of GCG principles including gratification control and Whistleblowing System, compliance with business ethics and capital market regulations related to corporate actions, archival management, management of strategic meetings including the Board of Directors Meetings, Board of Commissioners Meetings, and Joint Meetings, so all of the Company's activities are in harmony and comply with the applicable laws and regulations.

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN PEJABAT MANAJEMEN RISIKO

Parties Appointing and Dismissing Risk Management Officers

Pejabat Manajemen Risiko diangkat dan diberhentikan oleh Direksi, hal ini sebagaimana diatur pada Surat Keputusan Direksi No. 100/KPTS/2019 tanggal 21 Oktober 2019.

Risk Management Officers are appointed and dismissed by the Board of Directors, this is as stipulated in the Decree of the Board of Directors No. 100/KPTS/2019 dated October 21, 2019.

STRUKTUR ORGANISASI MANAJEMEN RISIKO DAN JUMLAH PEGAWAI**Risk Management Organization Structure and Total Employees**

Pada tahun 2021, jumlah karyawan yang menangani manajemen risiko sebanyak 9 orang, termasuk seorang Risk and Quality Management Group Head, dengan rincian sebagai berikut:

In 2021, there were 9 employees who handled risk management, including Risk and Quality Management Group Head, with details as follows:

Tabel Personil Risk and Quality Management Group
Table of Risk and Quality Management Group Personnel

Jabatan Position	Jumlah Pegawai Total Employee
Risk and Quality Management Group Head	1
Risk Management Department Head	1
Risk Management Senior Specialist	2
Risk Management Specialist	2
Risk Management Assistant	1
Risk Management Senior Officer	1
Risk Management Officer	1
Total	9

SERTIFIKASI PROFESI**Professional Certifications**

Sertifikasi Manajemen Risiko yang dimiliki oleh pegawai Perseroan adalah sebagai berikut:

Risk Management Certifications held by the Company's employees are as follows:

Tabel Sertifikasi Manajemen Risiko
Table of Risk Management Certification

No	Nama Sertifikasi Certification Name	Level Jabatan Position Level	Jumlah Pegawai Number of Employee	
			2020	2021
1	Sertifikasi QRGP (<i>Qualified Risk Governance Professional</i> dari LSP-MKS) QRGP Certification (Qualified Risk Governance Professional from LSP-MKS)	BOD	-	7
2	Sertifikasi QCRO (Sertifikasi <i>Qualified Chief Risk Officer</i> dari LSP-MKS) QCRO Certification (Qualified Risk Governance Professional from LSP-MKS)	BOD -1 s.d 2	-	23
3	Sertifikasi QRMP (<i>Qualified Risk Management Professional</i> dari LSP-MKS) QRMP Certification (Qualified Risk Management Professional from LSP-MKS)	BOD -1 s.d 3	2	2
4	Sertifikasi ERMCP (<i>Enterprise Risk Management Certified Professional</i> dari ERMA) ERMCP Certification (Enterprise Risk Management Certified Professional from ERMA)	BOD -1 s.d 3	5	5
5	Sertifikasi ERMCP (<i>Enterprise Risk Management Certified Associated</i> dari ERMA) ERMCP Certification (Enterprise Risk Management Certified Professional from ERMA)	BOD -1 s.d 3	4	4
6	Sertifikasi <i>Certified Risk Professional</i> (CRP) dari LSP-PM Certified Risk Professional Certification (CRP) from LSP-PM	BOD -1 s.d 3	61	85
7	Sertifikasi <i>Certified Risk Associate</i> (CRA) dari LSP-PM Certified Risk Associate Certification (CRA) from LSP-PM	BOD -2 s.d 4	116	168
Total			188	294

PENGEMBANGAN KOMPETENSI PERSONIL MANAJEMEN RISIKO

Development Competency for Risk Management Personnel

Pengembangan kompetensi anggota Risk and Quality Management Group dapat dilihat pada bagian Pengembangan Kompetensi di Bab Profil Perusahaan dalam Laporan Tahunan ini.

Competency development of Risk and Quality Management Group Member is presented at Competency Development section in Company Profile Chapter on this Annual Report.

PENJELASAN MENGENAI RISIKO-RISIKO YANG DIHADAPI PERSEROAN

Description of the Company's Risk Profiles

Direksi Jasa Marga berkomitmen untuk mengimplementasikan manajemen risiko secara efektif dan efisien. Untuk itu, pada setiap jenjang organisasi Perseroan, yaitu korporat dan unit bisnis, harus menerapkan manajemen risiko dengan memperhatikan prioritas dan manfaat tiap program kerja/proyek bagi kelangsungan Perseroan.

Jasa Marga's Board of Directors is committed to implementing risk management effectively and efficiently. Therefore, at every organizational level of the Company, including corporate and business units levels, shall implement risk management by considering priorities and benefits of each work program/project for the Company's sustainability.

Terdapat 2 proses pengelolaan risiko di Jasa Marga, yaitu pengelolaan risiko yang bersifat secara *top – down* dan monitoring risiko secara *bottom – up*. Pada pengelolaan risiko secara *top – down*, risiko yang digunakan berasal dari *Key Performance Indicator* (KPI) Korporat yang diturunkan kepada Unit Kerja terkait. Sedangkan untuk monitoring risiko secara *bottom – up*, risiko yang digunakan berasal dari Unit Kerja, Regional, dan Anak Perusahaan melalui Rencana Pengelolaan Risiko (RPR) pada aplikasi JM Smart. Proses pengelolaan risiko atas aksi korporasi yang akan dilakukan Perseroan dilakukan melalui Rencana Pengelolaan Risiko Khusus (RPRK).

There are two risk management processes at Jasa Marga, namely top-down risk management and bottom-up risk monitoring. In top-down risk management, the risks used are derived from the Corporate Key Performance Indicators (KPI), which are passed down to the relevant Work Units. Meanwhile, for bottom-up risk monitoring, the risk used comes from the Work Unit, Regional, and Subsidiaries through the JM Smart application's Risk Management Plan (RPR). The risk management process for corporate actions to be carried out by the Company is carried out through a Special Risk Management Plan (RPRK).

Dalam melakukan pengelolannya, risiko yang dapat mempengaruhi strategi dan tujuan Perseroan dikategorikan ke dalam 9 (Sembilan) jenis risiko, yaitu:

In carrying out the mitigation, the risks that can affect the Company's strategy and objectives are classified into 9 (nine) types of risk, as follows:

1. Regulasi dan Pasar adalah risiko yang berhubungan dengan peraturan/kebijakan dari regulator dan kondisi pasar di luar kendali Perseroan yang dapat mempengaruhi bisnis Perseroan.
2. Strategis adalah risiko yang disebabkan oleh penetapan strategi dan pengambilan keputusan bisnis Perseroan yang tidak tepat serta kurang responsif terhadap perubahan lingkungan usaha.
3. Likuiditas adalah risiko terkait kemampuan Perseroan dalam memenuhi kewajiban jangka pendek (perbandingan posisi keuangan Perseroan dengan beban keuangan Perseroan).
4. Operasional adalah risiko yang berhubungan dengan proses bisnis, karyawan serta teknologi yang mempengaruhi operasional Perseroan secara langsung maupun tidak langsung yang dapat menimbulkan kerugian Perseroan.
5. Proyek adalah risiko terkait aktivitas Perseroan mulai dari tahapan perencanaan hingga penyelesaian proyek, baik untuk proyek jalan tol dan atau proyek usaha lain.

1. Regulation and Market, the risks related to regulations/policies from regulators and market conditions beyond the Company's control that may affect the Company's business.
2. Strategic, the risk caused by the Company's strategies and business decisions that are not appropriate and less responsive to changes in the business environment.
3. Liquidity, the risk related to the Company's ability to meet short-term obligations (comparison of the Company's financial position with the Company's financial expenses).
4. Operations, the risks related to business processes, employees, and technology that directly or indirectly affect the Company's operations may cause losses to the Company.
5. Projects, the risks related to the Company's activities from planning to project completion stages, including toll road projects and/or other business projects.

- | | |
|---|---|
| <p>6. Kredit adalah potensi kegagalan debitur Perseroan dalam melunasi kewajibannya, sesuai dengan jumlah dan waktu yang telah ditetapkan.</p> <p>7. Hukum adalah risiko Perseroan karena adanya kelemahan aspek yuridis yang menimbulkan konsekuensi hukum bagi Perseroan.</p> <p>8. Reputasi adalah risiko yang disebabkan karena adanya suatu kejadian yang tidak diharapkan yang dapat menimbulkan persepsi negatif terhadap Perseroan atau munculnya publikasi negatif terkait Perseroan yang dapat mengakibatkan kepercayaan Pemangku Kepentingan pada Perseroan menurun.</p> <p>9. Kepatuhan adalah risiko yang disebabkan karena Perseroan tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku baik internal maupun eksternal.</p> | <p>6. Credit is the potential failure of the Company's debtors to pay off their obligations according to a predetermined amount and time.</p> <p>7. Legal, a company risk due to weaknesses in juridical aspects that have legal consequences.</p> <p>8. Reputation, the risk that is caused by an unexpected event that can lead to a negative image of the Company or emergence of negative publications related to the Company which may result in a decline in Stakeholders' trust in the Company.</p> <p>9. Compliance, the risk caused by the Company not complying with and/or not implementing the prevailing internal and external laws and regulations.</p> |
|---|---|

Sebagai salah satu usaha memberikan kepastian kepada *stakeholders* bahwa Perseroan memahami sepenuhnya risiko yang ada di dalam Perseroan dan risiko yang berada di bawah kendali, Perseroan selalu melakukan pengembangan dan pembaruan terhadap *risk appetite* dan *risk tolerance* yang akan menjadi pertimbangan dalam setiap pengambilan keputusan strategis Perseroan.

As one of the efforts to assure stakeholders that the Company fully understands the risks within the Company and the risks under its control, the Company always develops and updates the risk appetite and tolerance, which will be considered in every Company's strategic decision.

Proses identifikasi risiko dilakukan pada setiap aktivitas dan/atau transaksi usaha dalam proses bisnis Perseroan. Identifikasi harus dilakukan secara teliti agar risiko yang teridentifikasi merupakan risiko yang relevan dengan proses bisnis Perseroan, termasuk risiko-risiko yang berada di luar kendali Perseroan. Analisis risiko kemudian dilakukan untuk mengetahui besaran kemungkinan terjadinya risiko serta dampak yang ditimbulkan, baik yang bersifat kualitatif dan/atau kuantitatif. Selanjutnya, evaluasi risiko dilakukan untuk mengetahui keberterimaan risiko dengan memperhatikan hasil analisis risiko yang telah dilakukan. Evaluasi risiko dilakukan untuk mengetahui risiko yang memerlukan penanganan risiko berdasarkan sasaran yang telah ditetapkan.

The risk identification process is carried out for every activity and/or business transaction in the Company's business processes. The identification must be carried out carefully; thereby, the identified risks include the risks relevant to the Company's business processes, including risks beyond the Company's control. Risk analysis is then carried out to determine the magnitude of the likelihood of the risk occurring and its impact, both qualitative and/or quantitative in nature. Furthermore, risk evaluation is carried out to determine risk acceptance by considering the results of the risk analysis that has been carried out. Risk evaluation is carried out to identify risks that require risk management based on predetermined goals.

Tabel Definisi Jenis Risiko Tahun 2021
Table of Risk Type Definition

No	Jenis Risiko Type of Risk	Jumlah Risiko Total Risk	Rata-Rata Tertimbang Risiko Inherent Inherent Risk Weighted Average				Rata-Rata Tertimbang Risiko Realisasi Realization Risk Weighted Average				Efektifitas Penurunan Risiko Risk Reduction Effectiveness
			Probabilitas Probability	Dampak Impact	Eksposur Exposure	Status Status	Probabilitas Probability	Dampak Impact	Eksposur Exposure	Status Status	
1	Regulasi dan Pasar Regulation and Market	11	3,09	3,64	11,24	Tinggi High	2	1,8	3,6	Rendah Low	87,72%
2	Strategis Strategic	78	3,24	3,25	11,19	Tinggi High	1,65	1,75	2,89	Rendah Low	115,56%
3	Likuiditas Liquidity	42	3,02	3,55	10,73	Tinggi High	1,64	2,14	3,52	Moderat Moderate	102,71%
4	Operasional Operational	191	2,71	3,49	9,44	Tinggi High	1,45	1,42	2,06	Rendah Low	118,46%

Tabel Definisi Jenis Risiko Tahun 2021
Table of Risk Type Definition

No	Jenis Risiko Type of Risk	Jumlah Risiko Total Risk	Rata-Rata Tertimbang Risiko Inherent Inherent Risk Weighted Average				Rata-Rata Tertimbang Risiko Realisasi Realization Risk Weighted Average				Efektifitas Penurunan Risiko Risk Reduction Effectiveness
			Probabilitas Probability	Dampak Impact	Eksposur Exposure	Status Status	Probabilitas Probability	Dampak Impact	Eksposur Exposure	Status Status	
5	Proyek Project	43	2,81	3,77	10,6	Tinggi High	1,93	2,59	4,99	Moderat Moderate	93,5%
6	Kredit Credit	19	2,58	3,53	9,09	Tinggi High	1,33	1,93	2,58	Rendah Low	137,05%
7	Hukum Legal	8	3,00	3,13	9,38	Tinggi High	1	1,25	1,68	Rendah Low	116,64%
8	Reputasi Regulation	26	2,46	2,85	7,01	Moderat Moderate	1,62	1,69	2,73	Rendah Low	90,87%
9	Kepatuhan Compliance	43	2,57	3,02	7,73	Tinggi High	1,73	1,64	2,83	Rendah Low	90,57%
Rata-Rata Average			2,83	3,38	9,57	Tinggi High	1,59	1,78	2,84	Rendah Low	105,75%

Identifikasi risiko dilakukan berdasarkan yang telah ditetapkan menjadi profil risiko korporat yaitu sebagai berikut:

Risk identification is carried out based on the targets that have been set into the corporate risk profile, as follows:

Top Risk Jasa Marga Tahun 2021
Jasa Marga's Top Risk 2021

Identifikasi Risiko Risk Identification			
No	Sasaran KPI KPI Objective	Deskripsi Risiko Risk Description	Mitigasi Mitigation
1	Panjang Jalan Tol Beroperasi Jasa Marga Group Toll Road Length	Keterlambatan Pengoperasian Jalan Tol Toll Road Operation Delay	<ul style="list-style-type: none"> Memenuhi SPM Pengoperasian Jalan Tol. Menyelesaikan Proyek tepat waktu. Memenuhi persyaratan uji kelayakan operasi. Meet the SPM for Toll Road Operations. Completing Projects on time. Meets operational feasibility test requirements.
2	Pertumbuhan Pendapatan Usaha dari Lini Bisnis Konsesi Jalan Tol Revenue Growth Business from the Concession Line of Business	Volume lalin tidak tercapai Traffic volume not reached	<ul style="list-style-type: none"> Melakukan evaluasi dan prioritas program kerja di seluruh kelompok usaha Jasa Marga. Mengontrol beban (opex) dan belanja modal/investasi (capex). Menargetkan penyesuaian tarif sebesar inflasi riil (1%-2% tahun). Evaluate and prioritize work programs in all Jasa Marga business groups. Control expenses (OPEX) and capital expenditure/ investment (CAPEX). Targeting tariff adjustments at real inflation (1%-2% yr).
3	Pertumbuhan Pendapatan Usaha dari Lini Bisnis Pengoperasian Jalan Tol dan Prospektif Business Revenue Growth from Toll Road Operation and Prospective Business Line	Penundaan Tarif Tol Toll Tariff Delay	<ul style="list-style-type: none"> Melakukan prioritas program kerja dan menunda program non rutin ke tahun berikutnya. Melakukan efisiensi beban pemeliharaan jalan tol melalui <i>performance based long-term contract</i>. Mengurangi pengeluaran beban yang tidak berdampak pada pemenuhan Standar Pelayanan Minimal (SPM). Memfokuskan pengeluaran capex operasional hanya untuk pemenuhan SPM dan Safety pengguna Jalan Tol. Menyiapkan alternatif teknologi lainnya. Prioritizing work programs and postponing non-routine programs to the following year. Efficiency of toll road maintenance expenses through performance-based long-term contracts. Reducing expenses that have no impact on the fulfillment of Minimum Service Standards (SPM). Focusing on operational CAPEX expenditures only to fulfill SPM and Safety of Toll Road users. Prepare other technology alternatives.

Top Risk Jasa Marga Tahun 2021
Jasa Marga's Top Risk 2021

Identifikasi Risiko Risk Identification			
No	Sasaran KPI KPI Objective	Deskripsi Risiko Risk Description	Mitigasi Mitigation
5	<i>Interest Bearing Debt to EBITDA Interest Bearing Debt to Invested Capital</i> Interest Bearing Debt to EBITDA Interest Bearing Debt to Invested Capital	Peningkatan Beban Bunga Increase in Interest Expense	<ul style="list-style-type: none"> Melakukan negosiasi penurunan suku bunga pinjaman perbankan. Melakukan alternatif pendanaan berbasis Ekuitas. Negotiating a reduction in bank loan interest rates. Undertaking alternative equity-based funding.
6	<i>Cash Available for Debt Service</i> Cash Available for Debt Service	Tidak Terpenuhinya <i>Covenant</i> Perusahaan Company Covenant Not Fulfilled	<ul style="list-style-type: none"> Melakukan evaluasi asumsi tingkat suku bunga yang digunakan. Melakukan Divestasi. Penerbitan Instrumen Pendanaan berbasis ekuitas. Evaluate the interest rate assumptions used. Divest. Issuance of Equity-based Funding Instruments.
7	<i>Cash from Operation</i>	Pendapatan usaha (tol dan lainnya) menurun Decreased operating income (tolls and others)	<ul style="list-style-type: none"> Proyek Jalan Tol beroperasi tepat waktu. Efisiensi beban Karyawan dan Pemasok . Pemilihan Pemasok yang selektif. Melakukan <i>Refinancing</i>. The Toll Road Project operates on time. Employee and Supplier load efficiency. Selective Supplier Selection. Refinancing.
8	Program Aksi Korporasi Corporate Action Program	Alternatif dan <i>Creative financing</i> tidak tercapai Alternative and Creative financing not achieved	<ul style="list-style-type: none"> Penerbitan instrumen pendanaan berbasis ekuitas. Melakukan efisiensi belanja modal dan beban usaha. Issuance of equity-based funding instruments. Efficiency in capital expenditures and operating expenses.
9	Implementasi teknologi ETC (<i>Electronic Toll Collection</i>) Implementasi teknologi ETC (Electronic Toll Collection)	Tidak tercapainya target dari SLFF (Let it FLO) sejumlah 100 titik SLFF dan 20.000 RFID Not achieving the target of SLFF (Let it FLO) of 100 SLFF points and 20,000 RFID	<ul style="list-style-type: none"> Berkoordinasi dengan pihak terkait (Kementrian PUPR, Kepolisian dan pihak terkait lain). JMTO menjadi bagian BUP dari sistem MLFF. Coordinate with related parties (Ministry of Public Work and Public Housing, Police and other related parties). JMTO became part of the BUP of the MLFF system.

PENGUATAN MANAJEMEN RISIKO
Penguatan Manajemen Risiko

Dalam rangka penguatan fungsi manajemen risiko di BUMN sebagaimana tertuang dalam Rencana Strategis Kementerian BUMN serta memperhatikan Surat Wakil Menteri BUMN II Nomor S-10 Wk2 MBU/05/2021 tanggal 4 Mei 2021 perihal Permintaan Penyampaian Progress Perencanaan Manajemen Risiko dan Manajemen Talent Klaster BUMN Portfolio Wakil Menteri BUMN II dan Surat Deputi Bidang Keuangan dan Manajemen Risiko Nomor S-20/DKU.MBU/05/2021 tanggal 18 Mei 2021 perihal Workshop Implementasi Penguatan Manajemen Risiko BUMN. Berdasarkan hal tersebut Perusahaan telah melakukan pemetaan risiko utama yang sedang dihadapi, rencana tindakan aksi untuk mengatasi akar masalah timbulnya risiko, perbaikan pada struktur dan proses: perubahan SOP untuk memperkuat manajemen risiko, dan timeline rencana aksi penguatan manajemen risiko BUMN yang dapat dilihat pada tabel 7 – 10 dibawah ini.

To strengthen the risk management function in SOE as stated in the Strategic Plan of the Ministry of SOE and pay attention to the Letter of the Deputy Minister of SOE II Number S-10 Wk2 MBU/05/2021 dated May4, 2021, regarding Requests for Submission of Progress on Risk Management Planning and Talent Management Cluster for the SOE Portfolio of Representatives Minister of SOE II and Letter of Deputy for Finance and Risk Management Number S-20/DKU.MBU/05/2021 dated May 18, 2021, regarding Workshop on Implementation of Strengthening SOE Risk Management. Based on this, the Company has mapped the main risks being faced, and action plans to address the root causes of risks, improvements to the structure and processes: changes to SOPs to strengthen risk management, and action plans timeline to improve SOE risk management which can be seen in table 7 – 10 below.

Tabel Pemetaan Risiko Utama Perusahaan Sesuai Cluster
Company Main Risk Mapping Table According to Cluster

No	Aktivitas Berisiko Signifikan Significant-Risk Activity	Risiko Utama Main Risk	Akar Masalah Root Cause
1	Lini Bisnis Konsesi Jalan Tol Toll Road Concession Business Line	Progress Konstruksi terlambat Late Construction Progress	<ul style="list-style-type: none"> Keterbatasan pembiayaan. Terhambatnya proses pembebasan lahan. Mitra konsorsium tidak melakukan setoran modal. Kelayakan proyek yang marginal. Limited funding. Delays in the land acquisition process. Consortium partners do not make capital deposits. Marginal project feasibility.
2	Lini Bisnis Pengoperasian Jalan Tol Toll Road Operation Business Line	Volume Lain Tidak Tercapai Traffic Volume Not Reached	<ul style="list-style-type: none"> Dampak pandemi COVID-19. COVID-19 Pandemic Impact
2	Lini Bisnis Pengoperasian Jalan Tol Toll Road Operation Business Line	Penundaan Tarif Tol Toll Tariff Delay	<ul style="list-style-type: none"> Potensi terjadinya deflasi sebagai <i>multiplier effect</i> dari pandemi COVID-19 dan mundurnya penyesuaian tarif karena situasi ekonomi yang belum membaik. As a multiplier effect, deflation potential from the COVID-19 pandemic and tariff adjustments delay due to the economic situation that has not improved.
3	Lini Bisnis Prospektif Prospective Business Line	Penurunan Kontribusi Laba Usaha Lain Decrease in Contribution to Other Operating Profits	<ul style="list-style-type: none"> Tidak tercapainya penjualan properti. Tidak tercapainya pengelolaan Rest Area di JMRB. Tidak tercapainya target pendapatan iklan dan utilitas. Not achieving property sales. The rest area management in JMRB is not achieved. Not achieving advertising revenue and utility targets.
4	<i>Fundamental</i>	Likuiditas Liquidity	Peningkatan Beban Bunga Interest Increase Pokok hutang besar karena peningkatan biaya investasi. Principal debt is significant due to increased investment costs.
		Solvabilitas Solvability	Tidak Terpenuhinya <i>Covenant</i> Perusahaan Unfulfilled Company's Covenant <ul style="list-style-type: none"> Peningkatan beban bunga di level induk untuk pemenuhan setoran modal dan <i>shareholder loan</i> dan meningkatnya beban bunga pasca beroperasi secara penuh jalan tol baru di Anak Perusahaan. Penurunan pendapatan tol. Terjadi <i>cost overrun</i>. An increase in interest expense at the parent level to fulfill paid-in capital and shareholder loans and an increase in interest expense after the full operation of new toll roads in Subsidiaries. Decrease in toll revenue. There is a cost overrun
		Pendapatan Usaha (Tol dan Lainnya) Menurun Operating Revenues (Tolls and Others) Decrease	<ul style="list-style-type: none"> Pendapatan usaha (tol dan lainnya) menurun akibat volume lalu lintas menurun yang disebabkan oleh pandemi COVID-19. Penurunan volume lalu lintas. Penundaan penyesuaian tarif tol. Operating revenues (tolls and others) decreased due to decreased traffic volume caused by the COVID-19 pandemic. Decrease in traffic volume. Postponement of toll rate adjustment.
5	Pendanaan dan Asset <i>Recycling</i> Funding and Asset Recycling	Target aksi korporasi tidak tercapai Corporate action target not achieved	<ul style="list-style-type: none"> Ketidaktersediaan pasar (<i>market availability</i>). IRR atas aset yang akan di-<i>recycle</i> turun akibat asumsi baru pasca Pandemi COVID-19. Perubahan tingkat suku bunga dikarenakan perubahan suku bunga acuan (<i>BI Rate</i>). Market unavailability. IRR on assets-to-be-recycled decreased due to new assumptions after the COVID-19 Pandemic. Changes in interest rates due to changes in the benchmark interest rate (BI Rate).
6	Teknologi Technology	Tidak Tercapainya Target dari SLFF (Let It FLO) Sejumlah 100 Titik SLFF dan 20.000 RFID Tag Unachieved SLFF (Let It FLO) Target of 100 SLFF Points and 20,000 RFID Tags	Pemerintah telah menetapkan teknologi ETC untuk MLFF berbasis GNSS. The government has established ETC technology for GNSS-based MLFF.

Rencana Tindakan/Aksi untuk Mengatasi Akar Masalah Timbulnya Risiko
Action Plan/Action to Address the Root Cause of Emerging Risk

	Akar Masalah Root Cause	Struktur dan Proses Structure and Process	Alat dan Ukurannya Equipment and Its Size	Pendelegasian Wewenang Authority Delegation	Audit	Budaya Culture
Lini Bisnis Koasesi Jalan Tol Toll Road Concession Business Line	<ul style="list-style-type: none"> Keterbatasan pembiayaan. Terhambatnya proses pembebasan lahan. Mitra konsorsium tidak melakukan setoran modal. Kelayakan proyek yang marginal. Limited funding. Delays in the land acquisition process. Consortium partners do not make capital deposits. Marginal project feasibility. 					
Lini Bisnis Pengoperasian Jalan Tol Toll Road Operation Business Line	<ul style="list-style-type: none"> Dampak pandemi COVID-19. COVID-19 Pandemic Impact 					
Lini Bisnis Prospektif Prospective Business Line	<ul style="list-style-type: none"> Tidak tercapainya penjualan properti dan, Tidak tercapainya pengelolaan Rest Area di JMRB. Tidak tercapainya pendapatan iklan dan utilitas. Non-achievement of property sales and, Non-achievement of the rest area management in JMRB. Not achieving advertising revenue and utilities. 	<p>1 Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management</p>	<p>4 BOD & BOC KPI BOD & BOC KPI</p>	<p>7 Pembentukan Komite Investasi & Peningkatan Fungsi KMR & TSKMR Establishment of Investment Committee & Improvement of KMR & TSKMR Functions</p>	<p>8 Audit</p>	<p>9 Program Budaya Manajemen Management Culture Program</p>
Fundamental	<ul style="list-style-type: none"> Pokok hutang besar karena peningkatan biaya investasi. Peningkatan beban bunga di level induk untuk pemenuhan setoran modal dan <i>Shareholder loan</i> dan meningkatnya beban bunga pasca beroperasi secara penuh jalan tol baru di Anak Perusahaan. Rugi anak perusahaan akibat penurunan pendapatan tol. Terjadi <i>cost overrun</i>. Pendapatan usaha (tol dan lainnya) menurun akibat volume lalu lintas menurun yang disebabkan oleh pandemi COVID-19. Penurunan <i>volume</i> lalu lintas. Penundaan penyesuaian tarif tol. Principal debt is significant due to increased investment costs. An increase in interest expense at the parent level to fulfill paid-in capital and shareholder loans and an increase in interest expense after the full operation of new toll roads in the Subsidiary. Subsidiaries' losses due to a decrease in toll revenues. Cost overrun. Operating revenues (tolls and others) decreased due to decreased traffic volume caused by the COVID-19 pandemic. Decrease in traffic volume. Postponement of toll rate adjustment. 	<p>2 Kompetensi Competency</p>	<p>6 Ukuran Penerimaan Acceptance Size</p>			

Rencana Tindakan/Aksi untuk Mengatasi Akar Masalah Timbulnya Risiko
Action Plan/Action to Address the Root Cause of Emerging Risk

	Akar Masalah Root Cause	Struktur dan Proses Structure and Process	Alat dan Ukurannya Equipment and Its Size	Pendelegasian Wewenang Authority Delegation	Audit	Budaya Culture
Pendanaan dan Aset Recycling Funding and Asset Recycling	<ul style="list-style-type: none"> • Ketidak tersediaan pasar (<i>market availability</i>). • IRR atas aset yang akan di-<i>recycle</i> turun akibat asumsi baru pasca Pandemi COVID-19. • Perubahan tingkat suku bunga dikarenakan perubahan suku bunga acuan (<i>BI Rate</i>). • Market unavailability. • IRR on assets-to-be-recycled decreased due to new assumptions after the COVID-19 Pandemic. • Changes in interest rates due to changes in the benchmark interest rate (BI Rate). 	<p>3</p> <p>Revisi SOP Kompetensi Competency SOP Revision</p>		<p>7</p> <p>Pembentukan Komite Investasi & Peningkatan Fungsi KMR & TSKMR Establishment of Investment Committee & Improvement of KMR & TSKMR Functions</p>	<p>8</p> <p>Audit</p>	<p>9</p> <p>Program Budaya Manajemen Culture Management Program</p>
Teknologi Technology	<p>Pemerintah telah menetapkan teknologi ETC untuk MLFF berbasis GNSS. The government has established ETC technology for GNSS-based MLFF.</p>	<p>Kompetensi Competency</p>				

Perbaikan pada Struktur dan Proses: Perubahan SOP untuk Memperkuat Manajemen Risiko
Improvements to Structure and Process: Changes to SOPs to Strengthen Risk Management

Investment SOP (FS)	
Struktur dan Proses Structure and Process	<p>Direktur Keuangan dan Manajemen Risiko:</p> <ul style="list-style-type: none"> • Perubahan Nomenklatur Direktur Keuangan menjadi Direktur Keuangan dan Manajemen Risiko. • Penguatan Risk Management Department menjadi Risk Management Group di bawah Direktur Keuangan dan Manajemen Risiko. <p>Revisi SOP:</p> <ul style="list-style-type: none"> • Perbaikan Prosedur Investasi dengan Penambahan Indikator Kelayakan dan Manajemen Risiko. • Penyempurnaan Standard Prosedur Transaksi Keuangan. <p>Kompetensi:</p> <ul style="list-style-type: none"> • <i>Executive Meeting & Certification</i> Bidang Manajemen Risiko bagi BOD & BOD-1. • Peningkatan Kompetensi Bidang Keuangan, Analisis Kelayakan dan Legal bagi Personil Risk Management Group. <p>Director of Finance and Risk Management:</p> <ul style="list-style-type: none"> • Changes in the Nomenclature of the Director of Finance to become the Director of Finance and Risk Management. • Strengthening the Risk Management Department to become a Risk Management Group under the Director of Finance and Risk Management. <p>SOP Revision:</p> <ul style="list-style-type: none"> • Improvement of Investment Procedures by Adding Feasibility Indicators and Risk Management. • Completion of Standard Procedures for Financial Transactions. <p>Competence:</p> <ul style="list-style-type: none"> • Executive Meeting & Certification in Risk Management for BOD & BOD-1. • Improvement of Competence in Finance, Feasibility Analysis, and Legal for Risk Management Group Personnel.
Alat dan Ukurannya Equipment and Its Size	<ul style="list-style-type: none"> • Penetapan Dashboard Keuangan (KPI dan KRI) dalam Beberapa Level Sesuai Kebutuhan (<i>Key Risk Indicators, Risk Appetite & Risk Tolerance</i> sebagai Indikator Penilaian Pencapaian Kinerja BOC & BOD). • Pembaruan Aplikasi Web Pengelolaan Risiko dengan Penambahan Dashboard Keuangan sesuai <i>Risk Appetite/Risk Tolerance</i> Terintegrasi. • Determination of Financial Dashboards (KPI and KRI) in Several Levels as Needed (Key Risk Indicators, Risk Appetite & Risk Tolerance as Indicators for Assessment of BOC & BOD Performance Achievement). • Updated Risk Management Web Application with Addition of Financial Dashboard according to Integrated Risk Appetite/Risk Tolerance.
Pendelegasian Wewenang Authority Delegation	<ul style="list-style-type: none"> • Keputusan Investasi harus melalui Evaluasi Komite Investasi (Pembentukan Komite Investasi) • Peningkatan Fungsi KMR & TSKMR. • Investment decisions must go through an Investment Committee Evaluation (Formation of an Investment Committee) • Improved KMR & TSKMR Functions.
Audit	<p>Audit Internal dan Audit Eksternal (Pengukuran <i>Risk Maturity Index</i>). Internal and External Audit (Risk Maturity Index Measurement)</p>

Perbaikan pada Struktur dan Proses: Perubahan SOP untuk Memperkuat Manajemen Risiko
Improvements to Structure and Process: Changes to SOPs to Strengthen Risk Management

Investment SOP (FS)	
Budaya Culture	<p>Leader Journey:</p> <ul style="list-style-type: none"> • Rapat KMR & TSKMR secara berkala. • <i>Executive Meeting & Certification</i> Bidang Manajemen Risiko bagi BOD & BOD-1. <p>People Journey:</p> <ul style="list-style-type: none"> • Pelatihan dan Sertifikasi Manajemen Risiko. • Sosialisasi dan Komunikasi. • <i>Stakeholder Segmentation & Engagement</i>. <p>Program Journey:</p> <ul style="list-style-type: none"> • <i>Review</i> dan Evaluasi Rencana Pengelolaan Risiko (RPR) secara berkala. • <i>Risk Assessment Virtual Bootcamp</i>. • <i>Risk Appetite & Tolerance Framework Program</i>. • Mekanisme rekrutmen/rotasi/promosi mendukung penguatan budaya risiko. <p>Leader Journey:</p> <ul style="list-style-type: none"> • Regular KMR & TSKMR meetings. • <i>Executive Meeting & Certification</i> in Risk Management for BOD & BOD-1. <p>People Journey:</p> <ul style="list-style-type: none"> • Risk Management Training and Certification. • Socialization and Communication. • Stakeholder Segmentation & Engagement. <p>Program Journey:</p> <ul style="list-style-type: none"> • Review and Evaluation of the Risk Management Plan (RPR) regularly. • Risk Assessment Virtual Bootcamp. • Risk Appetite & Tolerance Framework Program. • Recruitment/rotation/promotion mechanisms support the strengthening of risk culture.

EVALUASI PENERAPAN MANAJEMEN RISIKO
Evaluation on Risk Management Implementation

Evaluasi Manajemen Risiko di lingkungan Perseroan meliputi hal-hal sebagai berikut:

1. Proses evaluasi dilakukan dengan cara membandingkan risiko hasil analisis dengan kriteria yang berlaku untuk menentukan risiko yang membutuhkan tindak lindung dan prioritas penanganan.
2. Kriteria untuk pengambilan keputusan tersebut harus konsisten dengan konteks eksternal, internal, dan manajemen risiko yang telah ditetapkan selaras dengan sasaran Perseroan, sasaran pengelolaan risiko, kepentingan pemangku kepentingan dan lain-lain.
3. Dengan evaluasi risiko maka dapat ditetapkan risiko yang memerlukan tindak lindung dan prioritasnya atau risiko tersebut demikian rendah sehingga hanya memerlukan monitor.

Monitoring Manajemen Risiko di lingkungan Perseroan mencakup hal-hal sebagai berikut:

1. Penerapan manajemen risiko dikelola oleh Unit Kerja/Unit Bisnis sesuai dengan proses bisnis masing-masing Unit Kerja/Unit Bisnis. Penerapan manajemen risiko di Unit Kerja/Unit Bisnis menjadi tanggung jawab Unit Kerja/Unit Bisnis yang bersangkutan dan terdokumentasikan serta termonitor secara periodik.
2. *Monitoring* penerapan manajemen risiko di Unit Kerja/Unit Bisnis dilakukan dengan membandingkan realisasi dan rencana yang telah disusun sebelumnya secara periodik serta terdokumentasi dengan baik.

Evaluation of Risk Management within the Company includes the following matters:

1. Evaluation process is carried out by comparing the risk analysis results with the applicable criteria to determine the risks that require protection and priority treatment.
2. Decision-making criteria shall be consistent with the external, internal, and risk management context that has been set in line with the Company's objectives, risk management objectives, stakeholder interests, and other objectives.
3. Through evaluating risks, it is possible to determine the risks that require protective measures and their priorities, or these risks are very low that require monitoring.

Risk Management Monitoring within the Company includes the following matters:

1. Implementation of risk management is managed by the Work Unit/Business Unit per the business processes of each Work Unit/Business Unit. The implementation of risk management in Work Units/Business Units is the Work Units/Business Units' responsibility and is documented and monitored periodically.
2. Risk Management monitoring implementation in Work Units/Business Units is carried out by comparing the realization and plans previously prepared periodically and well documented.

LEVEL MATURITAS MANAJEMEN RISIKO Risk Management Maturity Level

Jasa Marga telah melakukan pengukuran tingkat kematangan (*Risk Maturity Index*) dalam pengelolaan risiko pada tahun 2021 untuk memastikan efektivitas Manajemen Risiko dan menunjang kinerja organisasi selaras dengan Peraturan Menteri BUMN Nomor: PER-8/MBU/08/2020 Tentang Rencana Strategis Kementerian BUMN Tahun 2020–2024. Pengukuran yang dilakukan oleh konsultan independen ini dilakukan setiap tahun untuk mengetahui perubahan perkembangan sistem yang diterapkan di Perseroan. Pengukuran ini penting dilakukan dalam rangka memberikan arah perbaikan terhadap sistem manajemen risiko yang sedang dilaksanakan di Jasa Marga, dengan tujuan sebagai berikut:

1. Mendapatkan gambaran kondisi penerapan Manajemen Risiko beserta identifikasi aspek-aspek di dalam perencanaan kerangka kerja manajemen risiko;
2. Mendapatkan data atas *gap* sejauh mana implementasi manajemen risiko di Perseroan;
3. Mendapatkan rekomendasi (*Strength* dan *Opportunity For Improvement*) dan sekaligus mendapatkan arah dan saran perbaikan dalam rangka implementasi manajemen risiko ke depan.

Untuk target nilai pengukuran *Risk Maturity Index* pada tahun 2021, sesuai dengan Peraturan Menteri BUMN Nomor: PER-8/MBU/08/2020 Tentang Rencana Strategis Kementerian BUMN Tahun 2020–2024 ditetapkan sebesar 3,80.

Jasa Marga has measured the Risk Maturity Index in 2021 to ensure the effectiveness of Risk Management and support organizational performance in line with the Minister of SOEs Regulation Number: PER-8/MBU/08/2020 concerning the Strategic Plan of the Ministry of BUMN Year 2020-2024. Measurements conducted by an independent consultant are done annually to determine changes in the development of the system implemented in the Company. This measurement is essential to provide direction for improvement of the risk management system that is being implemented in Jasa Marga, with objectives as follows:

1. Obtain an overview of the conditions of Risk Management application and identification of aspects in the risk management framework planning;
2. Obtain data gaps on the degree of risk management implementation in the Company;
3. Obtain recommendations (strength and opportunity for improvement) and at the same time obtain directions and suggestions for improvements in the implementation of risk management in the future.

In terms of the Risk Maturity Index, target value measurement in 2021, according to Minister of SOEs Regulation Number: PER-8/MBU/08/2020 concerning the Ministry of SOEs' Strategic Plan for 2020-2024 was set at 3.80.

Tabel Sasaran Program Nilai Maturity Index BUMN 2020-2024
Table of SOEs Maturity Index Value Target Program in 2020 - 2024

Sasaran Program (Outcome) / Sasaran Kegiatan/Indikator Program Objectives (Outcome)/Activity Objectives/Indicators	2020	2021	2022	2023	2024
Nilai <i>Maturity Index</i> (RMNI) BUMN SOEs Maturity Index (RMNI) Score	3,6	3,8	4,0	4,1	4,2

Dalam pengukuran maturitas, aspek-aspek penilaian terhadap implementasi manajemen risiko menggunakan ISO 31000:2018 sebagai risk management best practice yang akan dikembangkan di lingkungan PT Jasa Marga (Persero) Tbk. Adapun metodologi yang digunakan dalam pengukuran maturitas manajemen risiko yaitu melalui:

1. *Review* dokumen, yaitu cara perolehan data melalui analisis dokumen unit kerja atau data tertulis yang berkaitan dengan penerapan manajemen risiko Perseroan;
2. *Workshop* dan *FGD* (*Focus Group Discussion*), dilakukan pada tingkat unit kerja yaitu *risk owner* dan *risk officer*. Hal ini melibatkan serangkaian pertanyaan/pernyataan untuk mendapatkan informasi yang tidak dapat diperoleh melalui *review* dokumen, dan pemeriksaan silang dari informasi yang diperoleh dari tinjauan dokumen;

In measuring the maturity, aspects of the assessment of risk management implementation use ISO 31000:2018 as the best risk management practice developed within PT Jasa Marga (Persero) Tbk. The methodology used in measuring risk management maturity is through:

1. *Document Review* is a way of obtaining data through analysis of work unit documents or written data relating to the implementation of the Company's risk management.
2. *Workshop* and *FGD* (*Focus Group Discussion*), conducted at the head of the work unit as a risk owner and risk officer. It involves a series of questions/statements to obtain information that cannot be obtained through document review and cross-checking of information obtained from document review.

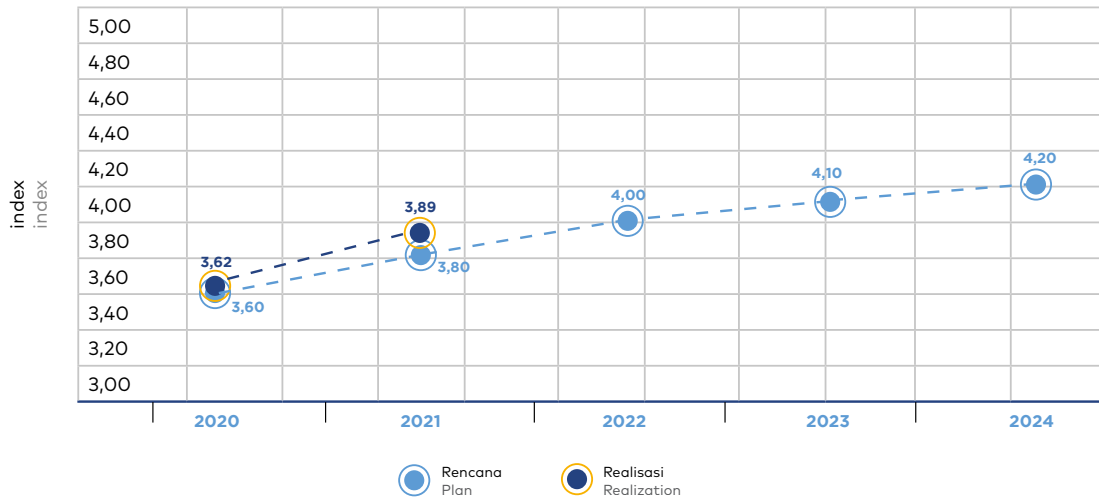
3. Analisa data, yaitu pengolahan dari semua data yang telah dikumpulkan dan kemudian disajikan dalam laporan untuk memberikan hasil dan arahan perbaikan.

3. Data analysis, the processing of all data will be collected and then presented in a report on the results and directions for improvement.

Berikut adalah target nilai pengukuran *Risk Maturity Index* tahun 2020-2024 dan hasil nilai pengukuran di tahun 2021.

The following are the target of the *Risk Maturity Index* measurement value in 2020-2024 and the result of measurement in 2020.

Grafik Risk Maturity Index
Graph of Risk Maturity Index



Level yang digunakan untuk melakukan pengukuran terhadap tingkat maturitas manajemen risiko menggunakan 5 (lima) level yang menggambarkan kompetensi Perseroan dalam menerapkan manajemen risiko.

The level applied to measure the risk management maturity level uses 5 (five) levels that describe the Company's competence in implementing risk management.

Tabel Penjelasan Tingkat Maturitas Manajemen Risiko
Table of Risk Management Maturity Level Explanation

Level Level	Penjelasan Explanation
Level 1 Level 1	<i>Initial</i> Pengelolaan risiko masih bersifat <i>ad hoc</i> , mengandalkan inisiatif individual, dan bersifat silo/terbatas pada suatu aspek risiko/pengelolaan risiko tertentu saja/ mengandalkan tindakan perbaikan. <i>Initial</i> Risk management is still <i>ad hoc</i> , relies on individual initiatives, and is silo/limited to one aspect of risk/management of specific risks/depending on corrective actions.
Level 2 Level 2	<i>Repeatable</i> Pengelolaan risiko mulai berlangsung secara sistematis, cenderung masih terpisah dari tata kelola dan pengelolaan organisasi dengan dukungan kompetensi, kepemimpinan, dan komitmen manajemen risiko yang tidak merata. <i>Repeatable</i> Risk management has begun to take place systematically, tends to be separated from governance and organizational management with the support of competence, leadership, and unequal risk management commitment.

Level Level	Penjelasan Explanation
Level 3 Level 3	<p><i>Defined</i> Pengelolaan risiko telah berlangsung secara sistematis dengan mengacu pada standar secara konsisten dan menyeluruh, dan mulai terintegrasi dengan tata kelola dan pengelolaan organisasi dengan kompetensi, kepemimpinan, dan komitmen manajemen risiko yang mulai meluas namun dengan perilaku positif dalam mengelola risiko yang cenderung masih terbatas.</p> <p><i>Defined</i> Risk management has been carried out systematically by referring to standards consistently and comprehensively. It has begun to be integrated with governance and organizational management with competence, leadership, and risk management commitment that is starting to spread but with positive behavior in managing risks that tend to be limited.</p>
Level 4 Level 4	<p><i>Managed</i> Pengelolaan risiko telah terintegrasi dengan tata kelola dan di sebagian besar pengelolaan organisasi serta telah menjadi budaya, dengan dukungan kompetensi, kepemimpinan, dan komitmen manajemen risiko yang kuat, perilaku positif dalam mengelola risiko yang merata di sebagian besar lingkungan organisasi, serta didukung dengan tinjauan, perbaikan dan peningkatan sesuai kebutuhan secara konsisten.</p> <p><i>Managed</i> Risk management has been integrated with governance. In most organizational management, it has become a culture, with the support of solid competence, leadership, and risk management commitment, positive behavior in managing risk that is evenly distributed in most organizational environments, and supported by reviews, improvements, and continuous improvement as needed.</p>
Level 5 Level 5	<p><i>Integrated</i> Pengelolaan Risiko merupakan bagian tidak terpisahkan dari tata kelola dan pengelolaan organisasi karena telah menjadi budaya organisasi yang mengakar dan terinternalisasi, dengan kompetensi, kepemimpinan, dan komitmen penerapan manajemen risiko yang kokoh, serta perilaku positif dalam pengelolaan risiko yang sudah mewujud di berbagai tingkatan organisasi, didukung dengan tinjauan, perbaikan, dan peningkatannya sesuai kebutuhan termasuk kebutuhan spesifik yang diperlukan.</p> <p><i>Integrated</i> Risk Management is an integral part of organizational governance and management because it has become a deeply rooted and internalized organizational culture, with strong competence, leadership, and commitment to risk management implementation, as well as positive behavior in risk management that has been manifested at various levels of the organization, supported by with its review, improvement, and upgrades as needed including the specific requirements required.</p>

PENILAIAN RISIKO Risk Assessment

Penilaian risiko merupakan salah satu unsur penting sistem pengendalian internal. Penilaian risiko meliputi:

1. Identifikasi risiko;
2. Analisis risiko.

Identifikasi risiko dilaksanakan dengan menggunakan metodologi sesuai dengan strategi Perseroan dalam mencapai target yang telah ditetapkan. Perseroan telah melakukan identifikasi risiko yang memadai untuk mengenali risiko dari faktor eksternal dan faktor internal. Sementara analisis risiko dilaksanakan untuk menentukan dampak dari risiko yang telah diidentifikasi terhadap pencapaian tujuan Perseroan. Jasa Marga telah menerapkan prinsip kehati-hatian dalam menentukan tingkat risiko yang dapat diterima.

Risk assessment is an important element of the internal control system. Risk assessment includes:

1. Risk identification;
2. Risk analysis.

Risk identification is carried out using a methodology in accordance with the Company's strategy in achieving the targets set. The Company has identified sufficient risks to recognize risks from external and internal factors. While a risk analysis is carried out to determine the impact of the risks on achieving the Company's goals. Jasa Marga has applied the precautionary principle in determining the acceptable level of risk.

Penjelasan tentang penilaian risiko telah disajikan pada bagian Manajemen Risiko di Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

An explanation of the risk assessment has been presented in the Risk Management section in the Corporate Governance Chapter in this Annual Report.

EFEKTIVITAS SISTEM MANAJEMEN RISIKO Risk Management System Effectiveness

Indikator tingkat keberhasilan pengelolaan risiko dalam menurunkan Level Risiko yang melekat (Risiko Inherent) menjadi Level Risiko yang lebih Rendah sesuai Batasan Toleransi yang dapat diterima melalui Perhitungan Efektivitas Pengelolaan Risiko, dengan formula di bawah ini:

Indicators of the success rate of risk management in reducing the Inherent Risk Level to a Lower Risk Level according to the acceptable Tolerance Limit through the Calculation of Risk Management Effectiveness, with the formula below:

$$\text{Efektivitas Pengelolaan Risiko (\%)} = \frac{\text{Risiko Inherent - Realisasi Risiko Residual}}{\text{Risiko Inherent - Target Risiko Residual}} \times 100$$

Risk Management Effectiveness (%) = $\frac{\text{Inherent Risk - Realization of Residual Risk}}{\text{Inherent Risk - Residual Risk Target}} \times 100$

Efektifitas penurunan risiko ini merupakan tingkat keberhasilan pengelolaan risiko dalam menurunkan level risiko yang melekat (risiko *inherent*) menjadi level risiko yang lebih rendah sesuai dengan batasan toleransi yang dapat diterima, sedangkan metodenya menggunakan perbandingan penurunan nilai *inherent* ke nilai realisasi residual dengan residual targetnya dan *final judgement* oleh tim risiko. Pengelolaan risiko dibuat dengan memperhatikan mitigasi risiko agar hasil risiko tersebut menjadi seminimal mungkin.

The effectiveness of this risk reduction is the level of success of risk management in reducing the level of inherent risk (inherent risk) to a lower level of risk per the acceptable tolerance limits, while the method uses a comparison of the decrease in the inherent value to the residual realizable value with the target residual and final judgment by the risk team. Risk management is made by taking into account risk mitigation so that the results of these risks are kept to a minimum.

PERNYATAAN ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO Statement on the Adequacy of the Risk Management System

Sistem manajemen risiko di PT Jasa Marga (Persero) Tbk. didesain untuk mendukung Perseroan dalam pengelolaan bisnis dan pencapaian pertumbuhan secara berkesinambungan berdasarkan Surat Keputusan Direksi Nomor 119/KPTS/2019 Tanggal 12 Desember 2019 tentang Kebijakan Manajemen Risiko dan Pedoman Manajemen Risiko berdasarkan pada ISO 31000:2018.

The risk management system at PT Jasa Marga (Persero) Tbk was designed to support the Company in business management and achieving sustainable growth based on the Decree of the Board of Directors Number 119/KPTS/2019 dated December 12, 2019, concerning Risk Management Policies and Risk Management Guidelines based on ISO 31000:2018.

PT Jasa Marga (Persero) Tbk. telah melakukan pendekatan berdasarkan *best practice* dalam implementasi manajemen risiko yang komprehensif dan terintegrasi dengan berlandaskan pada:

PT Jasa Marga (Persero) Tbk has taken an approach based on best practices in implementing comprehensive and integrated risk management based on:

1. Pengawasan melekat (*oversight*) dari Direksi terhadap implementasi manajemen risiko secara terintegrasi dan terhadap pengelolaan risiko-risiko di Perseroan.
2. Kecukupan dari kebijakan, pedoman dan prosedur manajemen risiko.
3. Kecukupan penentuan *risk appetite* dan *risk tolerance* (limit risiko).

1. Oversight from the Board of Directors on implementing integrated risk management and the management of risks in the Company.
2. Adequacy of risk management policies, guidelines, and procedures.
3. Sufficient determination of risk appetite and tolerance (risk limit).

4. Kecukupan pelaksanaan proses pengelolaan risiko yang mencakup identifikasi, analisis, evaluasi, perencanaan mitigasi (*risk treatment*), dan pemantauan risiko secara berkesinambungan.
 5. Kecukupan sistem informasi manajemen risiko dalam mendukung pengelolaan risiko Perusahaan.
 6. Sistem pengendalian internal yang menyeluruh terhadap manajemen risiko dengan pelaksanaan audit internal berbasis risiko.
4. The adequacy of implementing the risk management process, which includes identification, analysis, evaluation, mitigation planning (*risk treatment*), and continuous risk monitoring.
 5. Adequacy of risk management information system in supporting the Company's risk management.
 6. A comprehensive internal control system for risk management implementing a risk-based internal audit.

Sistem Manajemen Risiko

Direksi bertanggung jawab dalam implementasi manajemen risiko yang terintegrasi secara efektif. Pengawasan secara aktif dari Direksi terhadap implementasi manajemen risiko di PT Jasa Marga (Persero) Tbk. meliputi namun tidak terbatas pada:

1. Direksi bertanggung jawab untuk memastikan implementasi manajemen risiko telah dilakukan dengan memadai secara selaras dengan proses bisnis, kompleksitas dan profil risiko Perseroan.
2. Direksi bertanggung jawab dalam memformulasikan Kebijakan Manajemen Risiko dan Pedoman Manajemen Risiko secara tertulis.
3. Direksi bertanggung jawab dalam mengimplementasikan kebijakan manajemen risiko sesuai dengan risiko-risiko yang dihadapi Perseroan pada semua tingkatan jabatan dalam Perseroan.
4. Direksi bertanggung jawab untuk mengembangkan budaya manajemen risiko pada semua tingkatan jabatan dalam Perseroan.
5. Direksi bertanggung jawab untuk memastikan kecukupan sumber daya manusia yang kompeten dalam bidang manajemen risiko melalui pelatihan dan sertifikasi formal yang diakui secara nasional.
6. Direksi bertanggung jawab memastikan unit kerja manajemen risiko beroperasi secara independen.
7. Direksi bertanggung jawab untuk mengevaluasi efektivitas implementasi Manajemen Risiko terintegrasi secara berkala untuk selalu dipertahankan dan ditingkatkan secara berkesinambungan.
8. Direksi bertanggung jawab untuk memastikan seluruh risiko yang berdampak signifikan telah dimitigasi.
9. Direksi bertanggung jawab untuk menempatkan pejabat dan karyawan yang kompeten pada unit kerja yang terkait dengan implementasi manajemen risiko.
10. Direksi bertanggung jawab memastikan ketersediaan sumber daya dan infrastruktur yang memadai dalam implementasi manajemen risiko.

Risk Management System

The Board of Directors is responsible for the effective implementation of integrated risk management. Active supervision from the Board of Directors on the implementation of risk management at PT Jasa Marga (Persero) Tbk includes but is not limited to:

1. The Board of Directors ensures that the risk management implementation has been carried out adequately in line with the Company's business processes, complexity, and risk profile.
2. The Board of Directors is responsible for formulating written Risk Management Policies and Guidelines.
3. The Board of Directors is responsible for implementing risk management policies per the risks faced by the Company at all levels of positions within the Company.
4. The Board of Directors is responsible for developing a risk management culture at all levels in the Company.
5. The Board of Directors is responsible for ensuring the adequacy of competent human resources in risk management through nationally recognized formal training and certification.
6. The Board of Directors ensures that the risk management work unit operates independently.
7. The Board of Directors is responsible for evaluating the effectiveness of the implementation of integrated Risk Management regularly, always to be maintained and continuously improved.
8. The Board of Directors is responsible for ensuring that all risks that have a significant impact have been mitigated.
9. The Board of Directors is responsible for placing competent officers and employees in work units related to implementing risk management.
10. The Board of Directors is responsible for ensuring the availability of adequate resources and infrastructure in implementing risk management.

SISTEM PENGENDALIAN INTERNAL

INTERNAL CONTROL SYSTEM

Pengendalian internal adalah suatu proses yang melibatkan Dewan Komisaris, manajemen, dan personil lain, yang dirancang untuk memberikan keyakinan memadai tercapainya efektivitas dan efisiensi operasi dan keandalan pelaporan serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan sistem pengendalian internal yang dilakukan oleh Jasa Marga mengacu pada Pasal 26 Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Melalui Keputusan Direksi No. 85/KPTS/2020 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Jasa Marga (Persero) Tbk, ditetapkan pelaksanaan Sistem Pengendalian Internal Perusahaan (SPIP) yang merupakan proses yang integral pada tindakan dan kegiatan yang dilakukan secara terus-menerus oleh pimpinan dan seluruh karyawan untuk memberikan keyakinan memadai atas tercapainya tujuan organisasi melalui kegiatan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset Perseroan dan ketaatan terhadap peraturan perundang-undangan.

Sistem Pengendalian Internal Perseroan terdiri atas unsur-unsur sebagai berikut:

1. Lingkungan pengendalian;
2. Penilaian risiko;
3. Kegiatan pengendalian;
4. Informasi dan komunikasi;
5. Pemantauan pengendalian internal.

LINGKUNGAN PENGENDALIAN

Control Environment

Lingkungan Pengendalian (*Control Environment*) merupakan komponen dalam pengendalian internal yang menjadi pondasi bagi komponen pengendalian lainnya. Oleh karenanya, Jasa Marga selalu berkomitmen untuk menciptakan dan memelihara lingkungan pengendalian yang menimbulkan perilaku positif dan kondusif untuk penerapan Sistem Pengendalian Intern, melalui:

1. Penegakan integritas dan nilai etika.
2. Komitmen terhadap kompetensi.
3. Kepemimpinan yang kondusif.
4. Pembentukan struktur organisasi yang sesuai dengan kebutuhan.
5. Pendelegasian wewenang dan tanggung jawab yang tepat.
6. Penyusunan dan penerapan kebijakan yang sehat tentang pembinaan sumber daya manusia.
7. Hubungan kerja yang kondusif.

Internal control is a process that involves the Board of Commissioners, management, and other personnel, which is designed to provide adequate confidence in achieving operational effectiveness and efficiency, and reliability of reporting and compliance with prevailing laws and regulations. Implementation of the internal control system by Jasa Marga refers to Article 26 of Minister of SOEs Regulation No. PER-01/MBU/2011 concerning Good Corporate Governance Implementation in State-Owned Enterprises.

Under the Board of Directors Decree No. 85/KPTS/2020 regarding the Code of Corporate Governance of PT Jasa Marga (Persero) Tbk, the Company's Internal Control System implementation is stipulated as an integrated process over continuous actions and activities done by the Executives and all employees to provide adequate assurance upon achievement of the organizational goals through effective and efficient activities, financial reporting reliability, the Company's assets security and compliance to the law and regulation.

The Company's Internal Control System consists of the following elements:

1. Control environment;
2. Risk assessment;
3. Control activities;
4. Information and communication;
5. Internal control monitoring.

The Control Environment is a component in internal control that forms the foundation for other control components. Therefore, Jasa Marga is always committed to creating and maintaining a control environment that creates positive and conducive behaviour for the implementation of the Internal Control System, through:

1. Enforcement of integrity and ethical values.
2. Commitment to competence.
3. Conducive leadership.
4. Establishment of organizational structure that suits the needs.
5. Appropriate delegation of authority and responsibilities.
6. Formulation and implementation of sound policies regarding the development of human resources.
7. Conducive working relations.

KEGIATAN PENGENDALIAN

Control Activities

Kegiatan pengendalian yang dilakukan Jasa Marga diwujudkan dengan kegiatan pengendalian yang sesuai dengan ukuran, kompleksitas, dan sifat dari tugas dan fungsi Perseroan. Kegiatan pengendalian pada Jasa Marga sekurang-kurangnya memiliki karakteristik sebagai berikut:

1. Kegiatan pengendalian diutamakan pada kegiatan pokok Perseroan.
2. Kegiatan pengendalian harus dikaitkan dengan proses penilaian risiko.
3. Kegiatan pengendalian yang dipilih disesuaikan dengan sifat khusus Perseroan.
4. Kebijakan dan prosedur harus ditetapkan secara tertulis.
5. Prosedur yang telah ditetapkan harus dilaksanakan sesuai yang ditetapkan secara Tertulis.
6. Kegiatan pengendalian dievaluasi secara teratur untuk memastikan bahwa kegiatan tersebut masih sesuai dan berfungsi seperti yang diharapkan.

Kegiatan Pengendalian Perseroan terdiri atas:

1. *Review* atas kinerja Perseroan.
Review atas kinerja Perseroan dilaksanakan dengan membandingkan kinerja dengan target yang telah ditetapkan.
2. Pembinaan sumber daya manusia.
Dalam melakukan pembinaan sumber daya manusia, Direksi secara efektif mengkomunikasikan:
 - a. mengkomunikasikan visi, misi, tujuan, nilai, dan strategi instansi kepada pegawai.
 - b. membuat strategi perencanaan dan pembinaan sumber daya manusia yang mendukung pencapaian visi dan misi.
 - c. membuat uraian jabatan, prosedur rekrutmen, program pendidikan dan pelatihan pegawai, sistem kompensasi, program kesejahteraan dan fasilitas pegawai, ketentuan disiplin pegawai, sistem penilaian kinerja, serta rencana pengembangan karir.
3. Pengendalian atas pengelolaan sistem informasi.
Kegiatan pengendalian atas sistem informasi dilakukan untuk memastikan akurasi dan kelengkapan informasi. Kegiatan pengendalian meliputi pengendalian umum dan pengendalian aplikasi. Pengendalian umum terdiri atas:
 - a. Pengamanan sistem informasi.
 - b. Pengendalian atas akses.
 - c. Pengendalian atas pengembangan dan perubahan perangkat lunak aplikasi.
 - d. Pengendalian atas perangkat lunak sistem.
 - e. Pemisahan tugas.
 - f. Kontinuitas pelayanan.

The control activities at Jasa Marga are made sure to be appropriate to the size, complexity, and nature of the Company's duties and functions. The control activities at Jasa Marga have at least the following characteristics:

1. Control activities are prioritized for the Company's main activities.
2. Control activities must be linked to the risk assessment process.
3. The selected control activities are adjusted to the unique nature of the Company.
4. Policies and procedures must be established in writing.
5. Procedures that have been established must be carried out according to those set in writing.
6. Control activities are regularly evaluated to ensure that they are still appropriate and functioning as expected.

The Company's Control Activities consist of:

1. Review of the Company's performance.
The review of the Company's performance is carried out by comparing the performance with the set targets.
2. Development of human resources.
In conducting human resources development, the Board of Directors is effectively:
 - a. communicate the Company's vision, mission, goals, values, and strategy to the employees.
 - b. formulate a strategy in planning and developing human resources that support the achievement of the vision and mission.
 - c. create job descriptions, recruitment procedures, employee education and training programs, compensation systems, employee welfare programs and facilities, employee discipline provisions, performance appraisal systems, and career development plans.
3. Control over the information system management.
The control activities in the information system are carried out to ensure the accuracy and completeness of the information. Control activities include general control and application control. General control consists of:
 - a. Information system security.
 - b. Control over access.
 - c. Control over the development and changes in software applications.
 - d. Control over system software.
 - e. Separation of duties.
 - f. Continuity of service.

<p>Pengendalian aplikasi meliputi:</p> <ol style="list-style-type: none"> a. Pengendalian otorisasi. b. Pengendalian kelengkapan. c. Pengendalian akurasi. d. Pengendalian terhadap keandalan pemrosesan dan file data. 	<p>Application control includes:</p> <ol style="list-style-type: none"> a. Control of authorization. b. Control of completeness. c. Control of accuracy. d. Control of the reliability of processing and data files.
<p>4. Pengendalian fisik atas aset. Dalam melaksanakan pengendalian fisik atas aset Direksi telah menetapkan, mengimplementasikan dan mengkomunikasikan kepada seluruh pegawai terkait rencana identifikasi, kebijakan, dan prosedur pengamanan fisik serta rencana pemulihan setelah bencana.</p>	<p>4. Physical control over assets. In carrying out physical control over assets, the Board of Directors has determined, implemented, and communicated to all employees regarding the identification plan, policies, and procedures for physical security and recovery plans after a disaster.</p>
<p>5. Penetapan dan <i>review</i> atas indikator dan ukuran kinerja. Dalam melaksanakan penetapan dan <i>review</i> atas indikator dan pengukuran kinerja Direksi telah:</p> <ol style="list-style-type: none"> a. Menetapkan ukuran dan indikator kinerja b. Melakukan <i>review</i> dan melakukan validasi secara periodik atas ketetapan dan keandalan ukuran dan indikator kinerja c. Mengevaluasi faktor penilaian pengukuran kinerja. d. Membandingkan secara terus-menerus data capaian kinerja dengan sasaran yang ditetapkan dan selisihnya dianalisis lebih lanjut. 	<p>5. Determination and review of indicators and performance measures. In carrying out the determination and review of indicators and measurements of performance, the Board of Directors has:</p> <ol style="list-style-type: none"> a. Determined the size and performance indicators b. Periodically reviewed and validated the determination and reliability of performance measures and indicators, c. Evaluated the assessment factors of performance measurement. d. Continuously compared the performance data with the goals set, and the difference is analyzed further.
<p>6. Pemisahan fungsi. Dalam melaksanakan pemisahan fungsi, Perseroan telah menetapkan sistem untuk menjamin bahwa seluruh aspek utama transaksi atau kejadian tidak dikendalikan oleh 1 (satu) orang.</p>	<p>6. Separation of functions. In carrying out the separation of functions, the Company has established a system to guarantee that 1 (one) person does not control all significant aspects of the transactions or events.</p>
<p>7. Otorisasi atas transaksi dan kejadian yang penting. Dalam melakukan otorisasi atas transaksi dan kejadian, Direksi telah menetapkan dan mengkomunikasikan ketentuan-ketentuan otorisasi pada seluruh pegawai.</p>	<p>7. Authorization of transactions and essential events. In authorizing transactions and events, the Board of Directors has established and communicated the terms of the authorization to all employees.</p>
<p>8. Pencatatan yang akurat dan tepat waktu atas transaksi dan kejadian. Perseroan telah menetapkan bahwa transaksi dan kejadian diklasifikasikan dengan tepat dan dicatat segera. Klasifikasi dan pencatatan yang tepat harus dilaksanakan dalam seluruh siklus transaksi atau kejadian.</p>	<p>8. Accurate and timely recording of transactions and events. The Company has determined that transactions and events are appropriately classified and recorded immediately. Appropriate classification and recording must be carried out throughout the entire cycle of transactions or events.</p>
<p>9. Pembatasan akses atas sumber daya dan pencatatannya. Dalam melaksanakan pembatasan akses atas sumber daya dan pencatatannya, Perseroan hanya memberikan akses kepada pegawai yang berwenang dan senantiasa melakukan <i>review</i> atas pembatasan tersebut secara berkala.</p>	<p>9. Limitation of access to resources and their records. In implementing restrictions on access to resources and their records, the Company only gives access to authorized employees and constantly reviews the limits periodically.</p>

10. Akuntabilitas terhadap sumber daya dan pencatatannya.
Akuntabilitas terhadap sumber daya dan pencatatannya dilakukan dengan menugaskan pegawai yang bertanggungjawab terhadap penyimpanan sumber daya dan pencatatannya serta melakukan *review* atas penugasan tersebut secara berkala.
11. Dokumentasi yang baik atas Sistem Pengendalian Intern serta transaksi dan kejadian penting.
Dalam menyelenggarakan dokumentasi Perseroan memiliki, mengelola, memelihara, dan secara berkala memutakhirkan dokumentasi yang mencakup seluruh sistem pengendalian internal serta transaksi dan kejadian penting.
12. Pengendalian Keuangan dan Operasional
Setiap unit kerja di lingkungan Perseroan wajib mengidentifikasi, mencatat, dan mengkomunikasikan informasi (keuangan dan non keuangan) yang berkaitan dengan pelaksanaan tugas pokok dan fungsinya dalam waktu dan bentuk (format) yang tepat untuk memudahkan pelaksanaan, pengendalian dan pertanggung jawabannya.
13. Kepatuhan terhadap Peraturan Perundang-undangan
Secara berkala melakukan koordinasi dengan unit kerja terkait tindak lanjut atas temuan Auditor Independen tahun berjalan terhadap Kepatuhan Peraturan Perundang-undangan.
10. Accountability for resources and their records.
Accountability for resources and their records is done by assigning employees responsible for storing and recording resources and conducting regular reviews of the assignment.
11. Good documentation of the Internal Control System and essential transactions and events.
In carrying out documentation, the Company owns, manages, maintains, and periodically updates documentation that covers the entire internal control system and essential transactions and events.
12. Financial and Operational Control
Every work unit within the Company is required to identify, record, and communicate information (financial and non-financial) related to the implementation of its main tasks and functions in the right time and form (format) to facilitate implementation, control, and accountability.
13. Compliance with Laws and Regulations.
Periodically coordinate with work units related to follow-up on the findings of the Independent Auditor for the current year on Compliance with Laws and Regulations.

INFORMASI DAN KOMUNIKASI

Information and Communication

Perseroan mengidentifikasi, mencatat, dan mengkomunikasikan informasi dalam bentuk dan waktu yang tepat. Manajemen sangat menyadari bahwa setiap permasalahan yang terjadi di Perseroan merupakan akibat dari tidak berjalannya komunikasi secara efektif dalam Perseroan. Oleh karena itu, Perseroan terus berupaya menyelenggarakan komunikasi yang efektif, hal ini dilakukan dengan:

1. Menyediakan dan memanfaatkan berbagai bentuk dan sarana komunikasi.
2. Mengelola, mengembangkan, dan memperbarui sistem informasi secara terus menerus.

The Company identifies, records, and communicates information in an appropriate form and time. Management is very aware that every problem that occurs in the Company results from ineffective communication within the Company. Therefore, the Company continues to strive to hold effective communication, done by:

1. Providing and utilizing various forms and means of communication.
2. Managing, developing, and updating information systems continuously.

PEMANTAUAN PENGENDALIAN INTERNAL

Internal Control Monitoring

Monitoring dan evaluasi yang dilakukan secara periodik maupun terus menerus dimaksudkan untuk memastikan bahwa sistem pengendalian internal berfungsi dengan baik dalam mengendalikan risiko. Jika terdapat kelemahan harus segera terdeteksi dan segera dilakukan tindakan perbaikan.

Monitoring and evaluation are performed periodically and continuously to ensure that the internal control system controls the risks. If there are weaknesses, they must be detected immediately, and corrective actions can be taken promptly.

Monitoring dan evaluasi atas sistem pengendalian internal Perseroan dilakukan dengan pemantauan berkelanjutan, evaluasi terpisah, dan tindak lanjut rekomendasi hasil audit dan *review* lainnya. Pemantauan berkelanjutan diselenggarakan melalui pengelolaan rutin, supervisi, perbandingan, rekonsiliasi, dan tindakan lain yang terkait pelaksanaan tugas.

Evaluasi terpisah diselenggarakan melalui penilaian sendiri, *review* dan pengujian efektivitas sistem pengendalian internal. Evaluasi terpisah dilakukan oleh auditor internal secara berkala. Tindak lanjut rekomendasi hasil audit dan *review* lainnya segera diselesaikan dan dilaksanakan sesuai dengan mekanisme penyelesaian rekomendasi hasil audit dan *review* lainnya yang telah ditetapkan.

Monitoring and evaluation of the Company's internal control system are carried out by continuous monitoring, separate evaluation, and follow-up on the audit recommendations and other reviews. Continuous monitoring is performed through routine management, supervision, comparison, reconciliation, and other tasks' implementation.

A separated evaluation is performed through self-assessment, review, and testing of the effectiveness of the internal control system. Separate evaluations are conducted by internal auditors regularly. Follow-up recommendations on audit results and other reviews are immediately completed and implemented, following the mechanism for resolving recommendations on audit results and other reviews that have been determined.

KESESUAIAN SISTEM PENGENDALIAN INTERNAL DAN KERANGKA COSO (INTERNAL CONTROL FRAMEWORK)

Suitability of Internal Control System with COSO Framework (Internal Control Framework)

Sistem Pengendalian Internal di Perseroan mengadopsi konsep *Committee of Sponsoring Organizations (COSO) of the Treadway Commission* yang terdiri dari 5 (lima) komponen Sistem Pengendalian Internal yang efektif:

1. Lingkungan Pengendalian.
2. Penilaian Risiko.
3. Kegiatan Pengendalian.
4. Informasi dan Komunikasi.
5. Pemantauan Pengendalian Intern.

The Internal Control System of the Company adopts the concept of the Committee of Sponsoring Organizations (COSO) of the Treadway Commission consisting of 5 (five) components for an effective Internal Control System:

1. Control Environment.
2. Risk Assessment.
3. Control Activities.
4. Information and Communication.
5. Internal Control Monitoring.

REVIEW PELAKSANAAN SISTEM PENGENDALIAN INTERN

Review on Internal Control System Implementation

Dari Laporan-laporan Hasil Audit yang kemudian dikelompokkan sesuai dengan kategori sasaran (*objectives*) dan komponen dalam SPIP (kerangka COSO), dilakukan analisis secara periodik tahunan sehingga dengan demikian dapat dilakukan peningkatan (*improvement*) untuk komponen-komponen yang memerlukannya. Analisis Hasil Audit tersebut juga dilakukan untuk mengukur keefektifan dari pencapaian sasaran SPIP (operasional Perseroan, keakurasian/keandalan laporan-laporan Perseroan, serta kepatuhan terhadap peraturan dan perundangan yang berlaku).

Perseroan juga telah melakukan evaluasi atas efektivitas pengendalian internal atas laporan keuangan Perseroan yang berakhir pada 31 Desember 2021 sesuai dengan kriteria yang ditetapkan oleh *Committee of Sponsoring Organizations (COSO) of The Treadway Commission*. Berdasarkan hasil evaluasi tersebut, Perseroan menyimpulkan bahwa sistem pengendalian internal atas laporan keuangan Perseroan yang berakhir pada 31 Desember 2021 telah berjalan secara efektif.

Based on Audit Reports, which are further classified according to the target categories and components in the SPIP (COSO framework), an annual periodic analysis is done to make improvements to the components in need. Analysis of the Audit Results is also carried out to measure the effectiveness of the achievement of the SPIP targets (the Company's operations, the accuracy/reliability of the Company's reports, and compliance with applicable laws and regulations).

The Company has also evaluated the effectiveness of internal control over the Company's financial statements for the fiscal year ended on December 31, 2021, per the criteria established by the Committee of Sponsoring Organizations (COSO) of The Treadway Commission. Based on the evaluation results, the Company concluded that the internal control system for the Company's financial statements for the fiscal year ended on December 31, 2021, was effective.

EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Internal Control System Effectiveness

Pengendalian internal adalah suatu proses yang melibatkan Dewan Komisaris, manajemen, dan personil lain, yang dirancang untuk memberikan keyakinan memadai tercapainya efektivitas dan efisiensi operasi dan keandalan pelaporan serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan sistem pengendalian internal yang dilakukan oleh Jasa Marga mengacu pada Pasal 26 Peraturan Menteri BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Internal control is a process that involves the Board of Commissioners, management, and other personnel, designed to provide reasonable assurance about achieving operational effectiveness and efficiency and reporting reliability as well as compliance with applicable laws and regulations. The implementation of the internal control system carried out by Jasa Marga refers to Article 26 of the Minister of SOE Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

PERNYATAAN KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Statement of Adequacy of Internal Control System

Melalui Keputusan Direksi No. 85/KPTS/2020 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Jasa Marga (Persero) Tbk, ditetapkan pelaksanaan Sistem Pengendalian Internal Perusahaan (SPIP) yang merupakan proses yang integral pada tindakan dan kegiatan yang dilakukan secara terus menerus oleh pimpinan dan seluruh karyawan untuk memberikan keyakinan memadai atas tercapainya tujuan organisasi melalui kegiatan yang efektif dan efisien, keandalan pelaporan keuangan, pengamanan aset Perseroan dan ketaatan terhadap peraturan perundang-undangan.

Through the Decree of the Board of Directors No. 85/KPTS/2020 concerning Guidelines for Corporate Governance (*Code of Corporate Governance*) of PT Jasa Marga (Persero) Tbk, it is stipulated that the implementation of the Company's Internal Control System (SPIP), an integral process for actions and activities carried out continuously by the leadership and all employees, to provide adequate confidence in the achievement of organizational goals through effective and efficient activities, reliability of financial reporting, safeguarding the Company's assets and compliance with laws and regulations.

KEBIJAKAN PEMBERIAN KOMPENSASI JANGKA PANJANG BERBASIS KINERJA

PERFORMANCE-BASED LONG-TERM COMPENSATION POLICY

Perseroan belum memiliki kebijakan pemberian kompensasi jangka Panjang berbasis kinerja, namun Perseroan memiliki Program Kepemilikan Saham oleh Karyawan dan/atau manajemen yang dilaksanakan Perseroan (*Employee Stock Ownership Program/Management Stock Ownership Program*). Penjelasan lebih lanjut mengenai MSOP dan ESOP dapat dilihat pada Bab Analisa dan Pembahasan Manajemen bagian Program Kepemilikan Saham oleh Karyawan dan Manajemen (ESOP/MSOP).

The Company does not have a performance-based Long-term compensation policy yet, but the Company owned a Share Ownership Program by Employees and/or management that implemented by the Company (*Employee Stock Ownership Program/Management Stock Ownership Program*). Further explanation regarding the MSOP and ESOP can be seen in the Management Discussion and Analysis Chapter of the Employee and Management Share Ownership Program (ESOP/MSOP) section.

PERKARA HUKUM LAWSUIT

Selama tahun 2021, Jasa Marga menghadapi sejumlah perkara penting berupa permasalahan hukum perdata dan pidana yang telah selesai (telah mempunyai kekuatan hukum yang tetap) dan yang masih dalam proses penyelesaian dengan rincian sebagai berikut:

In 2021, Jasa Marga faced several important cases in the form of inkracht civil and criminal law issues (have permanent legal force) and are still being resolved with the following details:

Tabel Perkara Penting di Tahun 2021
Table of Significant Litigation in 2021

No	Permasalahan Hukum Lawsuit	Jumlah Total	
		Perdata Civil	Pidana Criminal
1	Telah mendapatkan putusan yang mempunyai kekuatan hukum tetap Inkracht status	3	0
2	Dalam proses penyelesaian Ongoing Settlement Process	16	0
Total		19	0

PERKARA PENTING YANG DIHADAPI PERSEROAN Significant Litigation Involving the Company

Beberapa permasalahan hukum yang dihadapi Perseroan pada tahun 2021 dapat dilihat pada tabel berikut:

Some of the lawsuits faced by the Company in 2021 can be seen in the following table:

Perkara Perdata

Civil Lawsuit

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2021
Table of Civil Lawsuits involving the Company in 2021

No	Pokok Perkara/Gugatan Case/Lawsuit Summary	Status Penyelesaian Settlement Status	Pengaruh Terhadap Kondisi Perusahaan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Sanction	Nilai Perkara Case Value
1	Gugatan Perbuatan Melawan Hukum (Perkara Akses Jalan) Erlin Erlyani dan Kawan-kawan Lawsuit for Unlawful Acts (Access Road Case) Erlin Erlyani and friends	Gugatan selesai pada tahap Mediasi The lawsuit is completed at the Mediation stage.	Perusahaan Tidak harus membayar/ melakukan sesuatu sebagaimana isi gugatan Erlin Erlyani. Dalam mediasinya Perusahaan hanya mengeluarkan Kajian demi lancarnya upaya mediasi yakni pembangunan akses jalan warga yang dibiayai oleh Tergugat I diatas Tanah Turut Tergugat II. The Company does not have to pay/do something as Erlin Erlyani's lawsuit stated. In mediation, the Company only issued a study for the smooth running of mediation efforts, namely the construction of public road access financed by Defendant I on the land of Co-Defendant II.	-	-	Materiil/Materiil: Rp500.000.000,- ImMateriil/ImMateriil: Rp1.000.000.000,-
2	Gugatan perbuatan melawan Hukum (Sengketa Tanah) yang diajukan oleh Eucharia binti Neneng Sastramidjaja A lawsuit against the law (Land Dispute) filed by Eucharia binti Neneng Sastramidjaja	Gugatan selesai dengan Gugatan Penggugat dicabut. The lawsuit was completed with the Plaintiff's Lawsuit withdrawn.	Jasa Marga akan kehilangan lahan Kelola milik Kementerian PUPR dalam rangka pengusahaan Jalan Tol. Dalam Perkara, Jasa Marga diminta untuk tidak melakukan pengamanan asset lahan kelolaan atas tanah yang diklaim oleh Penggugat Jasa Marga will lose the Managed land belonging to the Ministry of PWPH in the context of toll road concessions. In this case, Jasa Marga was asked not to secure the land assets under management on the land claimed by the Plaintiff.	-	-	Materiil/Materiil: Rp1.993.385.000

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2021
Table of Civil Lawsuits involving the Company in 2021

No	Pokok Perkara/Gugatan Case/Lawsuit Summary	Status Penyelesaian Settlement Status	Pengaruh Terhadap Kondisi Perusahaan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Sanction	Nilai Perkara Case Value
3	Gugatan perbuatan melawan Hukum (Sengketa Tanah) yang diajukan oleh Eucharia binti Neneng Sastramidjaja ke-II The lawsuit against the law (Land Dispute) filed by Eucharia binti Neneng Sastramidjaja Part II	Gugatan masih berlangsung pada tahap pertama. The lawsuit is still ongoing at the first stage.	Dalam Perkara, Jasa Marga akan kehilangan lahan Kelola milik Kementerian PUPR dalam rangka pengusahaan Jalan Tol. Jasa Marga dan Kementerian PUPR masing-masing selaku Pengelohan dan Pemilih lahan diminta untuk tidak melakukan pengamanan asset lahan kelolaan dan klaim kepemilikan atas tanah yang dianggap dimiliki oleh Penggugat. In this case, Jasa Marga will lose the Managed land belonging to the Ministry of PWPH in the toll road concession. Jasa Marga and the Ministry of PWPH, respectively, as Land Managers and Selectors, are asked not to secure the assets of the managed land and the claim of ownership of the land which is considered to be owned by the Plaintiff.	Jasa Marga memiliki kesempatan memenangkan perkara ini karena selain kuatnya pembuktian juga terdapat Putusan Pengadilan pada gugatan serupa dari penggugat yang sama sebelumnya ditolak oleh Pengadilan. Jasa Marga has the opportunity to win this case because apart from the strong evidence, there is also a Court Decision on a similar lawsuit from the same Plaintiff that the Court previously rejected.	-	Materiil/Materiil: Rp1.993.385.000
4	Gugatan Perbuatan Melawan Hukum (Sengketa tanah) diajukan oleh Sri Supartini Lawsuit for Unlawful Acts (land dispute) filed by Sri Supartini	Gugatan masih sedang berjalan pada tahap eksekusi (Putusan sebelumnya Peninjauan Kembali Jasa Marga Kalah) The lawsuit is still in progress at the execution stage (Previous Decision on Review of Jasa Marga Lost)	Jasa Marga secara bersama-sama dengan Para Tergugat lainnya membayar ganti rugi senilai Rp10.400.000.000,- Jasa Marga, together with the other Defendants, paid compensation in the amount of Rp10,400,000,000,-	Jasa Marga telah melakukan koordinasi dengan Kementerian PUPR selaku pemilik tanah dan Jamdatun dalam kerangka pendampingan hukum dan penerima kuasa pelaksanaan eksekusi terkait perkara ini. Jasa Marga has coordinated with the Ministry of PWPH as the landowner and Jamdatun in the legal assistance framework and the recipient of a power of attorney to execute this case.	Ganti rugi senilai Compensation Value Rp10.400.000.000,-	Materiil/Materiil: Rp9.400.000.000,- ImMateriil/ImMateriil: Rp1.000.000.000,-
5	Gugatan Perbuatan Melawan Hukum (Perkara Lingkungan) diajukan oleh Budi Yulianor Lawsuit for Unlawful Acts (Environmental Case) filed by Budi Yulianor	Gugatan selesai dengan Putusan Sela dengan dikabulkannya Eksepsi Relatif Pengadilan The lawsuit was completed with the Interlocutory Decision with the Court's Relative Exception being granted.	Jasa Marga secara bersama-sama dengan Para Tergugat lainnya membayar ganti rugi senilai Rp13.180.000,000 Jasa Marga, together with the other Defendants, paid compensation in the amount of Rp13,180,000,000	-	-	Materiil/Materiil: Rp180.000.000,- ImMateriil/ImMateriil: Rp13.000.000.000,-
6	Gugatan Perbuatan Melawan Hukum (Perkara Lingkungan) diajukan oleh Budi Yulianor ke II The Lawsuit Against the Law (Environmental Case) was filed by Budi Yulianor Part II.	Gugatan masih berlangsung pada tahap pertama. The Lawsuit is still ongoing at the first stage.	Jasa Marga secara bersama-sama dengan Para Tergugat lainnya membayar ganti rugi senilai Rp13.178,850,000 Jasa Marga, together with the other Defendants, paid compensation in the amount of Rp13,178,850,000	Jasa Marga memiliki kesempatan memenangkan perkara ini karena selain kuatnya pembuktian juga terdapat Putusan Pengadilan pada gugatan serupa dari penggugat yang sama sebelumnya ditolak oleh Pengadilan. Jasa Marga has the opportunity to win this case because apart from the strong evidence, there is also a Court Decision on a similar lawsuit from the same plaintiff that the Court previously rejected.	-	Materiil/Materiil: Rp178.850.000,- ImMateriil/ImMateriil: Rp13.000.000.000,-

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2021
Table of Civil Lawsuits Involving the Company in 2021

No	Pokok Perkara/Gugatan Case/Lawsuit Summary	Status Penyelesaian Settlement Status	Pengaruh Terhadap Kondisi Perusahaan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Sanction	Nilai Perkara Case Value
7	Gugatan Perbuatan Melawan Hukum (Perkara Tanah) yang diajukan oleh Kasan Basri Lawsuit for Unlawful Acts (Land Case) filed by Kasan Basri	Gugatan masih berjalan pada tingkat Peninjauan Kembali (Pada tingkat Kasasi Jasa Marga Menang) The lawsuit is still ongoing at the Judicial Review level (At the Cassation level Jasa Marga Wins)	Jasa Marga memiliki kewajiban bayar senilai Rp71.868.000.000,- Jasa Marga must pay Rp71,868,000,000,-	Jasa Marga telah mengajukan Kontra Memori Peninjauan Kembali yang dilakukan oleh Sdr. Kasan Basri. Jasa Marga has submitted a Counter Memorandum of Review conducted by Kasan Basri.	Ganti Rugi Senilai Compensation Value Rp71.868.000.000	Materiil/Materiil: Rp71.190.000.000,- ImMateriil/ImMateriil: Rp678.000.000,-
8	Gugatan Perbuatan Melawan Hukum yang diajukan oleh Rodiah Unlawful Acts of Law filed by Rodiah	Gugatan masih berjalan pada tingkat Peninjauan Kembali The lawsuit is still ongoing at the Review level.	Jasa Marga memiliki kewajiban bayar senilai Rp2.261.961.240,- Jasa Marga must pay Rp2,261,961,240,-	Jasa Marga telah mengajukan Peninjauan Kembali dan masih menunggu proses Peninjauan Kembali Jasa Marga has submitted a judicial review and is still waiting for the review process.	Ganti Rugi Senilai Compensation Value Rp2.261.961.240,-	Materiil/Materiil: Rp2.261.961.240,-
9	Gugatan perbuatan melawan hukum (perkara tanah) yang diajukan oleh Benua Chandra The lawsuit against the law (land case) filed by Benua Chandra	Gugatan masih berjalan pada tingkat Peninjauan Kembali The lawsuit is still ongoing at the Review level.	Jasa Marga memiliki kewajiban bayar senilai Rp2.882.400.000,- Jasa Marga must pay Rp2,882,400,000,-	Jasa Marga telah mengajukan Peninjauan Kembali dan masih menunggu proses Peninjauan Kembali Jasa Marga has submitted a judicial review and is still waiting for the review process.	Ganti Rugi Senilai Compensation Value Rp12.882.400.000,-	Materiil/Materiil: Rp2.882.400.000,- ImMateriil/ImMateriil: Rp10.000.000.000,-
10	Gugatan Perbuatan melawan hukum (perkara tanah) yang diajukan oleh Mustafa Rachman A lawsuit against the law (land case) filed by Mustafa Rachman	Masih Berlangsung pada tingkat kasasi/Perlawanan (putusan sebelumnya: Jasa Marga kalah) Still Ongoing at the cassation/resistance level (previous decision: Jasa Marga lost)	Jasa Marga secara bersama-sama dengan Para Tergugat lainnya membayar ganti rugi senilai Rp13.505.000.000,- Jasa Marga and the other Defendants paid compensation in the amount of Rp. 13,505,000,000	Jasa Marga masih menunggu pengajuan Peninjauan Kembali yang diajukan oleh Kementerian PUPR selaku pemilik lahan Jasa Marga is still waiting for the Judicial Review submitted by the Ministry of PWPH as the landowner.	Ganti Rugi Senilai Compensation Value Rp13.505.000.000,-	Materiil/Materiil: Rp13.505.000.000,-
11	Gugatan Perbuatan melawan hukum (perkara tanah) yang diajukan oleh Muisah A lawsuit against the law (land case) filed by Muisah	Masih Berlangsung pada tingkat Perlawanan (putusan sebelumnya: Jasa Marga kalah) Still Ongoing at Resistance level (previous verdict: Jasa Marga lost)	Jasa Marga memiliki kewajiban bayar senilai Rp2.358.000.000 Jasa Marga must pay Rp2,358,000,000	Jasa Marga sedang menunggu hasil koordinasi terkait dengan tindak lanjut setelah Proses Peninjauan Kembali secara tanah yang dimaksud dimiliki oleh Kementerian PUPR. Pengadilan yang tidak dapat dijalankan karena Pengadaan Tanah merupakan Domain Pemerintah dalam hal ini Kementerian PUPR Jasa Marga is waiting for the coordination results related to the follow-up process after the land review process in question is owned by the Ministry of PWPH. Courts that cannot be run because Land Procurement is the Domain of the Government in this case, the Ministry of PWPH.	Ganti Rugi Senilai Compensation Value Rp2.358.000.000,-	Materiil/Materiil: Rp2.358.000.000,-

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2021
Table of Civil Lawsuits Involving the Company in 2021

No	Pokok Perkara/Gugatan Case/Lawsuit Summary	Status Penyelesaian Settlement Status	Pengaruh Terhadap Kondisi Perusahaan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Sanction	Nilai Perkara Case Value
12	Gugatan Perbuatan melawan hukum (perkara non tanah) yang diajukan oleh Marga Setia Purtitama A lawsuit against the law (non-land cases) filed by Marga Setia Purtitama	Masih Berjalan pada tingkat banding (putusan sebelumnya: Jasa Marga Menang) Still On Appeal (previous decision: Jasa Marga Wins)	Jasa Marga sedang menunggu hasil upaya hukum banding yang telah diajukan oleh Marga Setia Purtitama. Pada perkara ini Jasa Marga tidak dituntut untuk membayar ganti rugi dan hanya diminta untuk tunduk dan patuh pada putusan. Jasa Marga is waiting for the appeal results filed by Marga Setia Purtitama. In this case, Jasa Marga is not required to pay compensation and only must submit and comply with the decision.	-	-	-
13	Gugatan Perbuatan melawan hukum (perkara non tanah) yang diajukan oleh Maligi Lawsuits against the law (non-land cases) filed by Maligi	Masih berlangsung pada Tahap kasasi (putusan sebelumnya: Jasa Marga Menang) Still ongoing in the cassation stage (previous decision: Jasa Marga Wins)	Jasa Marga tidak memiliki kewajiban membayar, hanya akan mendapat sebagian dari haknya dalam memperoleh pertanggung jawaban biaya OM dari Penggugat Jasa Marga has no obligation to pay will only receive part of its rights in obtaining coverage for OM costs from the Plaintiff.	Jasa Marga saat ini sedang menunggu hasil upaya hukum kasasi yang diajukan oleh Maligi. Apabila upaya hukum kasasi yang diajukan oleh Maligi dikabulkan, Jasa Marga akan mengajukan upaya hukum peninjauan kembali. Jasa Marga is currently waiting for the appeal results filed by Maligi. If the appeal filed by Maligi is granted, Jasa Marga will file a judicial review.	-	-
14	Gugatan Perbuatan melawan hukum (perkara tanah) yang diajukan oleh Muhammad Bin Saleh A lawsuit against the law (land case) filed by Muhammad Bin Saleh	Masih berlangsung pada Tahap Banding (Pada Tingkat Pertama Jasa Marga Menang) Still ongoing in the Appeal Stage (At the First Level Jasa Marga Wins)	Jasa Marga secara tanggung renteng membayar ganti rugi senilai Rp564.424.000.000,- Jasa Marga jointly and severally pays compensation in the amount of Rp.564.424.000.000,-	Saat ini Jasa Marga masih menunggu proses pada tingkat Banding Currently, Jasa Marga is still waiting for the process at the Appeal level.	-	-
15	Gugatan Perbuatan melawan hukum (Perkara tanah) yang diajukan oleh Agus Susanto A lawsuit against the law (land case) filed by Agus Susanto	Masih berjalan pada tahap tingkat pertama It was still running at the first level stage	Jasa Marga memiliki kewajiban untuk membayar ganti rugi senilai Rp67.050.000.000,- Jasa Marga must pay compensation of Rp67,050.000.000,	Jasa Marga sedang menunggu hasil putusan atas gugatan yang telah diajukan oleh Agus Susanto dan Jasa Marga akan melakukan koordinasi dengan Kementerian PUPR akan mengajukan menyiapkan dokumen bukti pendukung untuk memperkuat kedudukan Jasa Marga. Apabila gugatan Agus Susanto diterima, Jasa Marga akan mengajukan upaya hukum banding. Jasa Marga is waiting for the verdict on the lawsuit Agus Susanto filed, and Jasa Marga will coordinate with the Ministry of PWPH to prepare supporting evidence documents to strengthen Jasa Marga's position. If Agus Susanto's lawsuit is accepted, Jasa Marga will appeal.	Ganti Rugi Senilai Compensation Value Rp67.050.000.000,-	Materiil/Materiil: Rp67.050.000.000,-

Tabel Perkara Perdata yang Dihadapi Perseroan Tahun 2021
Table of Civil Lawsuits Involving the Company in 2021

No	Pokok Perkara/Gugatan Case/Lawsuit Summary	Status Penyelesaian Settlement Status	Pengaruh Terhadap Kondisi Perusahaan Impact to the Company	Upaya Manajemen Management's Plan	Sanksi yang dikenakan Sanction	Nilai Perkara Case Value
16	Permohonan Keberatan atas Appraisal Tanah yang diajukan oleh Andy Nurvita Application for Objection to Land Appraisal submitted by Andy Nurvita	Menang pada Tahap Pertama, namun masih dalam Minutisasi Perkara Win in First Stage, but still in Minutization Case	Jasa Marga memiliki kewajiban dalam membayar hasil appraisal sendiri senilai 2 kali lipat dari nilai Appraisal Tanah Rp.485.652.732 bersama dengan Para Termohon Keberatan Lainnya. Jasa Marga must pay its appraisal result of 2 times the Land Appraisal value of Rp.485.652.732 together with the Respondents for Other Objections.	Jasa Marga sedang menunggu Keputusan pada tingkat pertama Jasa Marga is waiting for a decision at the first level.	-	-
17	Gugatan yang diajukan oleh Hary Prasteyo Aji (Perkara Sengketa Informasi Publik) A lawsuit filed by Hary Prasteyo Aji (Public Information Dispute Case)	Sudah diputus pada tingkat pertama Already decided on the first level.	Jasa Marga digugat untuk memberikan informasi terkait dokumen lingkungan pada Jalan Tol Japek Elevated. Namun pada putusannya Jasa Marga tidak berkewajiban memberikan informasi sebagaimana dimaksud. Jasa Marga was sued for providing information related to environmental documents on the Japek Elevated Toll Road. However, Jasa Marga is not obliged to provide the information referred to in its decision.	-	-	-
18	Gugatan Diajukan oleh Citra Lamtoro Gung Persada Lawsuit Filed by Citra Lamtoro Gung Persada	Masih berjalan pada tahap tingkat pertama Still running at the first level stage.	Jasa Marga pada perkara hanya sebagai Turut Tergugat sehingga tidak ada kewajiban dalam membayar Gugatan Jasa Marga, in this case, is only a Co-Defendant, so there is no obligation to pay the lawsuit.	-	Ganti Rugi Senilai Compensation Value Rp600.000.000.000,-	Materiil/Materiil: Rp100.000.000.000,-
19	Gugatan Diajukan oleh Sriyono Lawsuit Filed by Sriyono	Masih berjalan pada tahap tingkat pertama Still running at the first level stage.	-	-	Ganti Rugi Senilai Compensation Value Rp50.000.000.000,-	Materiil/Materiil: Rp1.000.000.000,-

Perkara Pidana

Selama periode tahun 2021, tidak terdapat perkara pidana yang melibatkan Perseroan.

Criminal Lawsuit

During the 2021 period, there were no criminal cases involving the Company.

INFORMASI TENTANG SANKSI ADMINISTRATIF Information on Administrative Sanctions

Selama tahun 2021, tidak terdapat sanksi administratif material yang mempengaruhi kelangsungan usaha Jasa Marga dan juga tidak terdapat sanksi administratif yang dikenakan kepada anggota Direksi maupun anggota Dewan Komisaris.

During 2021, there were no material administrative sanctions affecting the continuity of Jasa Marga's business and there were also no administrative sanctions imposed on members of the Board of Directors and members of the Board of Commissioners.

DAMPAK PERMASALAHAN HUKUM TERHADAP PERSEROAN The Impact of Legal Issues to the Company

Dampak permasalahan hukum perdata maupun pidana yang diterima Jasa Marga melalui proses hukum antara lain adanya potensi kewajiban bayar atas ganti kerugian/tuntutan yang diajukan dalam permasalahan hukum tersebut, namun Perusahaan akan berupaya untuk melakukan proses mitigasi yang tepat agar dampak tersebut dapat dihindari.

The impact of civil and criminal law problems that Jasa Marga receives through legal processes includes the potential for payment of compensation/claims filed in the legal issues, however the Company will endeavor to carry out appropriate mitigation processes so that these impacts can be avoided.

PERMASALAHAN HUKUM YANG SEDANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI

Legal Cases involving Board of Commissioners and Board of Directors

Pada tahun 2021, tidak ada anggota Direksi dan Dewan Komisaris Jasa Marga yang sedang menjabat yang memiliki permasalahan hukum, baik perdata maupun pidana.

In 2021, there is no current Board of Commissioners and Board of Directors members in Jasa Marga involved in legal cases, both civil and criminal.

PERKARA PENTING YANG DIHADAPI ENTITAS ANAK DAN ENTITAS VENTURA BERSAMA

Significant Litigation involving the Subsidiaries and Joint Ventures

Permasalahan hukum yang dihadapi Entitas Anak dan Entitas Ventura Bersama selama tahun 2021, dapat dilihat pada tabel di bawah ini.

In 2021, litigation involving the Subsidiaries and Joint Ventures are explained in the table below.

Tabel Perkara Penting yang Dihadapi Entitas Anak dan Entitas Ventura Bersama
Table of Significant Litigation Involving Subsidiary and Joint Venture

No	Entitas Anak dan Entitas Ventura Bersama Subsidiary and Joint Venture	Jumlah Number		Hubungan Industrial Industrial Relations
		Perdata Civil	Pidana Criminal	
1	PT Marga Lingkar Jakarta (MLJ)	1	-	-
2	PT Trans Marga Jateng (TMJ)	1	-	-
Total		2	-	-

PERKARA PENTING YANG SEDANG DIHADAPI DEWAN KOMISARIS, DAN DIREKSI PERSEROAN

Significant Litigation Involving The Company, Subsidiaries, Board of Commissioners and Directors

Pada tahun 2021, tidak ada anggota Direksi dan Dewan Komisaris Perseroan dan Entitas Anak Perusahaan yang sedang menjabat yang memiliki permasalahan hukum, baik perdata maupun pidana.

In 2021, there is no current Board of Directors and Board of Commissioners Members in the Company and Subsidiaries involved in legal or criminal cases.

KEBIJAKAN PENGUNGKAPAN INFORMASI INFORMATION DISCLOSURE POLICY

Berdasarkan ketentuan POJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, Dewan Komisaris dan Direksi wajib melaporkan kepada Otoritas Jasa Keuangan (OJK) atas kepemilikan dan setiap perubahan kepemilikan saham Perseroan. Atas ketentuan OJK ini, Perseroan tunduk dan patuh mengikuti ketentuan yang berlaku, serta secara tertib melaporkan kepada OJK terkait kepemilikan dan setiap perubahan kepemilikan saham yang terjadi.

Terkait informasi kepemilikan saham Perseroan oleh Anggota Dewan Komisaris dan Direksi, sebagaimana wujud pelaksanaan atas kebijakan pengungkapan informasi berdasarkan ketentuan POJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, dapat dilihat pada Bab Profil Perusahaan pada Laporan Tahunan ini.

Based on the provisions of POJK Number 11/POJK.04/2017 concerning Ownership Report or Any Change in Share Ownership of a Public Company, the Board of Commissioners and the Board of Directors must report to the Financial Services Authority (OJK) on ownership and any changes in the Company's share ownership. Under this OJK regulation, the Company also regulates internal policies regarding the Company complies and complies with the applicable regulations, and reports in an orderly manner to the OJK regarding ownership and any changes in share ownership that occur.

Regarding information on share ownership of the Company by Members of the Board of Commissioners and Board of Directors, as a form of implementation of the information disclosure policy based on the provisions of POJK No. 11/POJK.04/2017 concerning Ownership Reports or Any Changes in Share Ownership of Public Companies, can be seen in the Company Profile Chapter of this Annual Report.

Peresmian Jalan Tol Balikpapan-Samarinda
Inauguration of the Balikpapan-Samarinda Toll Road



AKSES INFORMASI DAN DATA PERSEROAN

AKSES INFORMASI DAN DATA PERSEROAN

Komitmen Jasa Marga dalam menerapkan nilai-nilai GCG, diantaranya melalui keterbukaan informasi baik secara internal maupun eksternal. Pengelolaan dan Keterbukaan akan informasi tentang Perseroan sangat penting dalam membangun citra Perseroan di mata publik khususnya para *stakeholder*. Oleh karenanya Perseroan berupaya untuk memberikan informasi yang aktual dan bermanfaat dengan memperhatikan ketentuan terkait data Perseroan yang tergolong rahasia.

Penyediaan informasi bagi Pemegang Saham dan pemangku kepentingan dapat lebih lanjut diakses melalui banyak cara, antara lain:

Jasa Marga's commitment to implement GCG values, including through internal and external information disclosures. The Company's information management and disclosure become critical in building the Company's image among the public, especially stakeholders. Therefore, the Company strives to provide actual and valuable information by considering the regulations related to the Company's confidential data.

The provision of information for Shareholders and stakeholders can be accessed further through several channels, including:



Alamat Kantor Pusat | Head Office Address

Plaza Tol Taman Mini Indonesia Indah
Jakarta 13550 Indonesia
Telepon | Phone : +62-21 841 3526, +62-21 841 3630
Faksimile | Fax : +62-21 841 3540
Email | Email : ppid@jasamarga.co.id
investor.relations@jasamarga.co.id
Situs Perusahaan | : www.jasamarga.com
Company Website

Pusat Informasi Lalu Lintas dan Pelayanan Lainnya

Center for Traffic Information and Other Services

Jasa Marga Tollroad Command Center

- ☎ One Call Center 24 Jam/24 Hours: 14080
- 📱 Mobile Apps Travoy
- 📺 Official Jasa Marga
- 📘 PT Jasa Marga – Persero Tbk
- 📷 @official.jasamarga
- 📷 @official.jasamarga
- 📷 @PTJASAMARGA (khusus informasi lalu lintas)
(dedicated for traffic Information)
- 📷 @OFFICIAL_JSMR (untuk informasi umum lainnya)
(for other general information)

KORESPONDENSI PERSEROAN

Corporate Correspondence

Hubungan surat menyurat Perseroan dengan seluruh pemangku kepentingan dilakukan oleh Corporate Secretary.

Correspondence between the Company and all stakeholders is carried out by the Corporate Secretary.

PUBLIC EXPOSE

Public Expose

Sesuai dengan Peraturan Bursa Efek Jakarta No. Kep-306/BEJ/07-2004 Peraturan No. I-E tentang Kewajiban Penyampaian Informasi, pada tanggal 8 September 2021 Jasa Marga telah melaksanakan Public Expose LIVE 2021 yang diselenggarakan oleh Bursa Efek Indonesia secara digital melalui media webinar Zoom Meeting. *Public Expose* Jasa Marga dihadiri oleh Donny Aرسال selaku Direktur Keuangan dan Manajemen Risiko, Eka Setya Adrianto selaku Corporate Finance Group Head, dan Dwimawan Heru Santoso selaku Corporate Communication & Community Development Group Head.

Rincian mengenai pelaksanaan *Public Expose* telah disampaikan dalam Laporan Pelaksanaan Public Expose 2021 kepada Bursa Efek Indonesia melalui surat Nomor BF.HM01.457 tanggal 13 September 2021 dan laporan tersebut dapat diakses pada *website* Bursa Efek Indonesia dan Perseroan.

In accordance with the Jakarta Stock Exchange Regulation No. Kep-306/BEJ/07-2004 Regulation No. I-E on Obligations Information submission, on September 8, 2021 Jasa Marga has held a Public Expose LIVE 2021 which was digitally organized by the Indonesia Stock Exchange through the Zoom Meeting webinar media. Jasa Marga's Public Expose was attended by Donny Aرسال as Director of Finance and Risk Management, Eka Setya Adrianto as Corporate Finance Group Head, and Dwimawan Heru Santoso as Corporate Communication & Community Development Group Head.

Details regarding the implementation of the Public Expose have been submitted in the Public Expose Implementation Report 2021 to the Indonesia Stock Exchange through letter Number BF.HM01.457 dated September 13, 2021 and the report can be accessed on the website of the Indonesia Stock Exchange and the Company.

KODE ETIK CODE OF ETHICS

Dalam pengembangan GCG, Jasa Marga telah merumuskan berbagai kebijakan yang menyangkut etika perseroan. Jasa Marga mengupayakan penerapan standar etika terbaik dalam menjalankan segenap aktivitas bisnisnya sesuai dengan Visi, Misi, dan budaya yang dimiliki melalui implementasi Etika Usaha dan Etika Kerja.

Tahun 2020, telah dilakukan perubahan Tata Nilai Perusahaan dan dalam rangka penerapan SNI ISO 37001 tentang Sistem Manajemen Anti Penyuapan (SMAP), Perseroan melakukan penyesuaian terhadap Pedoman Perilaku (*Code of Conduct*) dan telah dilakukan pengesahan melalui Keputusan Direksi No. 85/KPTS/2020 tentang Pedoman Tata Perilaku (*Code of Conduct*) PT Jasa Marga (Persero) Tbk.

In developing GCG, Jasa Marga has formulated various policies concerning corporate ethics. Jasa Marga strives to apply the best ethical standards in carrying out all its business activities by its Vision, Mission, and culture through the implementation of Business Ethics and Work Ethics.

In 2020, the Company's Values have been changed and in the context of implementing SNI ISO 37001 regarding Anti-Bribery Management System (ABMS), the Company has made adjustments to the Code of Conduct and has been ratified through the Decree of the Board of Directors No. 85/KPTS/2020 concerning the Code of Conduct for PT Jasa Marga (Persero) Tbk.

POKOK-POKOK KODE ETIK Principles of the Code of Ethics

Pedoman perilaku Perseroan mengatur kebijakan nilai-nilai etis yang dinyatakan secara eksplisit sebagai suatu standar perilaku yang harus dipedomani oleh seluruh Insan Jasa Marga.

Pedoman Perilaku (*Code of Conduct*) berisi hal-hal sebagai berikut:

- Bab I Pendahuluan
- Bab II Prinsip-prinsip *Good Corporate Governance*
- Bab III Etika Bisnis Perusahaan
- Bab IV Etika/Tuntutan Perilaku Insan Jasa Marga
- Bab V Penegakan dan Pelaporan

The Company's code of conduct regulates the ethical values policy stated explicitly as a standard of conduct mandatory to be followed by all Jasa Marga employees.

The Code of Conduct contains the following:

- Chapter I Introduction
- Chapter II Good Corporate Governance Principles
- Chapter III Corporate Business Ethics
- Chapter IV Jasa Marga Employee Behaviour Ethics/Obligation
- Chapter V Enforcement and Reporting

PENGUNGKAPAN KEPATUHAN BAHWA KODE ETIK BERLAKU BAGI SELURUH LEVEL ORGANISASI

Disclosure of Compliance on Code of Ethics Prevail to All Organization Levels

Pedoman Perilaku (*Code of Conduct*) telah disahkan melalui Keputusan Direksi No. 85/KPTS/2020 tentang Pedoman Tata Perilaku (*Code of Conduct*) PT Jasa Marga (Persero) Tbk. Pedoman Perilaku ini berlaku bagi seluruh Insan Jasa Marga di semua level organisasi, mulai dari Dewan Komisaris, Direksi, karyawan Perseroan, karyawan yang ditugaskan di Anak Perusahaan dan instansi lainnya, serta personil lain yang secara langsung bekerja untuk dan atas nama Perseroan.

The Code of Conduct has been ratified under Board of Directors Decree No. 85/KPTS/2020 concerning PT Jasa Marga (Persero) Tbk. Code of Conduct. The Code of Conduct applies to all Jasa Marga Individuals at all organization levels, starting from the Board of Commissioners, Board of Directors, Company employees, assigned employees to subsidiaries and other offices, and other personnel who directly work for and on behalf of the Company.

PENANDATANGANAN PAKTA INTEGRITAS, DEKLARASI INTEGRITAS DAN PERNYATAAN BENTURAN KEPENTINGAN

The Signing of Integrity Pact, Integrity Declaration, and Conflict of Interest Statement

Setiap Insan Jasa Marga telah menandatangani Pakta Integritas, Deklarasi Integritas, dan Pernyataan Benturan Kepentingan sebagai bentuk komitmen penerapan GCG dan Sistem Manajemen Anti Penyuapan dalam operasional Perseroan. Persentase penandatanganan komitmen *Code of Conduct* oleh Insan Jasa Marga adalah sebanyak 100%.

Every Jasa Marga Personnel has signed an Integrity Pact, Integrity Declaration, and Conflict of Interest Statement to manifest commitment to GCG and the Anti-Bribery Management System implementation in the Company's operations. Jasa Marga Individuals have signed the Code of Conduct commitment covering 100% of the personnel.

SOSIALISASI DAN PENYEBARLUASAN KODE ETIK

Socialization and Dissemination of the Code of Ethics

Pedoman Perilaku diungkapkan dan/atau disebarikan kepada semua insan Perseroan melalui berbagai media yang dimiliki Perseroan, termasuk melalui aplikasi yang dapat diakses oleh semua pegawai dengan mudah setiap saat. Secara periodik, Direksi menyampaikan Memo dan/atau Surat Edaran tentang pelaksanaan etika bisnis kepada segenap insan Perseroan.

The Code of Conduct is disclosed and/or distributed to all employees of the Company through various media, including application that all employees can easily access at any time. Periodically, the Board of Directors submits Memos and/or Circulars regarding the implementation of business ethics to all employees of the Company.

UPAYA PENERAPAN DAN PENEGAKAN KODE ETIK

Efforts to Apply and Enforce Code of Ethics

Untuk mewujudkan perilaku Insan Jasa Marga yang berlandaskan etika bisnis, terdapat sejumlah inisiatif strategis yang dilakukan, antara lain melalui:

1. Komitmen Direksi dan Dewan Komisaris serta Karyawan untuk menerapkan Tata Kelola Perusahaan yang Baik dalam setiap langkah Perseroan, yang tertuang dalam Pakta Integritas yang diperbaharui setiap awal tahun.
2. Keteladanan Pimpinan dengan memberi contoh sikap dan perilaku yang tidak bertentangan dengan kebijakan dan Peraturan Perusahaan mengenai Tata Kelola Perusahaan yang Baik.

To embody the Jasa Marga employee attitudes to be based on business ethics, there are several strategic initiatives undertaken, including:

1. Commitments of the Board of Directors and Board of Commissioners and Employees to implement Good Corporate Governance in every step of the Company, contained in the Integrity Pact that is renewed at the beginning of the year.
2. Exemplary Leadership by giving examples of attitudes and behavior that are not contrary to the policies and regulations of the Company regarding Good Corporate Governance.

Upaya penegakan Pedoman Perilaku dilakukan dengan beberapa cara, di antaranya:

1. Penandatanganan Pakta Integritas, Deklarasi Integritas, dan Pernyataan Benturan Kepentingan seluruh Insan Jasa Marga yang diperbaharui setiap tahun.
2. Sosialisasi melalui media internal Perseroan (*Miles Magazine*).
3. Pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) sampai dengan tingkat Department Head.
4. Pelaporan Gratifikasi kepada KPK dan kerja sama Program Pengendalian Gratifikasi dengan KPK.
5. Pembentukan Unit Pengendali Gratifikasi Jasa Marga di Governance and Compliance Department, Risk and Quality Management Group.
6. Iklan larangan Gratifikasi di media massa, situs *web* dan media sosial resmi Perseroan.

Efforts to uphold the Code of Conduct are carried out in several ways, including:

1. The signing of the Integrity Pact, Integrity Declaration, and Conflict of Interest Statement of all Jasa Marga Individuals are updated every year.
2. Socialization through company internal media (*Miles Magazine*).
3. Reporting the assets owned as a state official (LHKPN) up to the Department Head level.
4. Gratuity Reporting to the KPK and the Gratification Control Program collaborating with the KPK.
5. Establishing the Jasa Marga Gratification Control Unit in the Governance and Compliance Department, Risk and Quality Management Group.
6. Advertising on Anti-Gratification Campaigns on mass media, website and official social media of the Company.

JENIS SANKSI UNTUK MASING-MASING JENIS PELANGGARAN YANG DIATUR DALAM KODE ETIK

Types of Sanctions for Respective Violation Type as Regulated in the Code of Ethics

Setiap Insan Jasa Marga yang terbukti melakukan pelanggaran terhadap Kode Etik akan diberikan sanksi sesuai dengan peraturan dan ketentuan yang berlaku di Perseroan yaitu Keputusan Direksi No. 77/KPTS/2020 tanggal 24 September 2020 tentang Pembinaan Karyawan.

- Sanksi bagi karyawan yang melakukan pelanggaran ditetapkan oleh Direksi setelah mendapat laporan dari atasan langsung karyawan yang bersangkutan. Direksi dan Dewan Komisaris memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/ atau tindakan lainnya serta pencegahan yang harus dilaksanakan oleh atasan langsung di lingkungan masing-masing.

Any personnel of Jasa Marga who is proven violating the Code of Ethics will be charged by sanctions according to prevailing rules and regulations in the Company, which refers to the Board of Directors Decree No. 77/ KPTS/2020 dated September 24, 2020, concerning Employee Development.

- Sanctions for employees who committed the violations are determined by the Board of Directors after receiving a report from the employee's direct supervisor. The Board of Directors and the Board of Commissioners decide to provide guidance, disciplinary and/or other measures, as well as preventive measures that must be carried out by the direct supervisor in their respective circumstances.

Tabel Tingkat Hukuman dan Sanksi
Table of Punishment Level and Types of Sanctions

Tingkat Hukuman Punishment Level	Jenis Sanksi Type of Sanction
Hukuman Disiplin Ringan Light Disciplinary Punishment	Surat Peringatan Pertama First Warning Letter
Hukuman Disiplin Sedang Moderate Disciplinary Punishment	<ul style="list-style-type: none"> • Surat Peringatan Kedua • Surat Peringatan Ketiga • Second Warning Letter • Third Warning Letter
Hukuman Disiplin Berat Severe Disciplinary Punishment	Pemutusan Hubungan Kerja (PHK) Employment Termination (PHK)

- Sanksi bagi Direksi dan Dewan Komisaris yang melakukan pelanggaran diputuskan oleh Pemegang Saham.
- Sanksi bagi mitra kerja atau *stakeholders* lain yang melakukan pelanggaran adalah sesuai ketentuan sebagaimana yang tertuang dalam kontrak. Apabila terkait dengan tindak pidana dapat diteruskan kepada pihak yang berwajib.

- Sanctions for the Board of Directors and Commissioners who commit violations are decided by the Shareholders.
- Sanctions for partners or other stakeholders who commit violations are following the provisions stated in the contract. If it is related to a crime, it can be forwarded to the authorities.

JUMLAH PELANGGARAN KODE ETIK BESERTA SANKSI YANG DIBERIKAN

Number of Code of Ethics Violations and Sanctions

Sepanjang tahun 2021, Jasa Marga tidak mencatat adanya pelanggaran atas kode etik maupun sanksi yang diberikan, hal ini mencerminkan tingginya pemahaman daripada para karyawan akan pentingnya kode etik.

Throughout 2021, Jasa Marga did not record any violations against the code of ethics or the sanctions. It reflects the high understanding among employees regarding the importance of the code of conduct.

TREN PENERAPAN KODE ETIK

Code of Ethics Implementation Trend

Dalam kurun waktu 5 (lima) tahun terakhir, pelanggaran kode etik di dalam Perseroan menunjukkan hasil yang sangat baik, dapat dilihat pada tabel berikut ini:

In the recent 5 (five) years, violations against the code of conduct within the Company have shown positive results as tabulated below:

Tabel Jumlah Pelanggaran Kode Etik
Table of Total Code of Ethics Violations

Tahun Year	Jumlah Pelanggaran Kode Etik Total Violations against Code of Ethics
2021	-
2020	-
2019	-
2018	-
2017	1

KEBIJAKAN ANTI KORUPSI DAN SOSIALISASINYA

ANTI-CORRUPTION POLICY AND ITS SOCIALIZATION

Dalam upaya mendukung Jasa Marga dalam menerapkan prinsip Tata Kelola Perusahaan yang Baik, Jasa Marga juga berkomitmen untuk melakukan pemberantasan Korupsi, Kolusi, dan Nepotisme (KKN) melalui pembuatan kebijakan anti korupsi.

To support Jasa Marga in implementing the principles of Good Corporate Governance, Jasa Marga is committed to eradicating Corruption, Collusion, and Nepotism (KKN) by issuing anti-corruption policies to support the implementation of the Good Corporate Governance principles.

Kebijakan Perseroan terkait anti korupsi telah diatur dalam:

The Company policies regarding anti-corruption are:

1. Pedoman *Corporate Governance (Code of Corporate Governance)*;
2. Pedoman Perilaku (*Code of Conduct*);
3. Pedoman Gratifikasi;
4. Pedoman *Whistleblowing System*;
5. Pedoman Benturan Kepentingan;
6. Kebijakan Sistem Manajemen Anti Penyuapan (SMAP);
7. Manual Sistem Manajemen Anti Penyuapan (SMAP);
8. Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

1. Code of Corporate Governance;
2. Code of Conduct;
3. Anti-Gratification Guidelines;
4. Whistleblowing System Guidelines;
5. Conflict of Interest Guideline;
6. Anti-Bribery Management System (ABMS) Policy;
7. Anti-Bribery Management System (ABMS) Manual;
8. Guidelines for Reporting Assets of State Officials (LHKPN).

PELATIHAN/SOSIALISASI ANTI KORUPSI

Anti-Corruption Training/Socialization

Dalam memberikan pemahaman dan pembekalan pengetahuan mengenai Korupsi beserta turunannya, Perseroan memberikan pelatihan dan sosialisasi bagi Insan Jasa Marga. Adapun pelatihan yang diberikan kepada Insan Jasa Marga terkait Anti Korupsi dapat dilihat pada tabel berikut:

In providing understanding and knowledge about Corruption and its derivatives, the Company provides training and socialization for Jasa Marga Individuals. The training provided to Jasa Marga Individuals related to Anti-Corruption can be seen in the following table:

Tabel Pelatihan Anti Korupsi
Table of Anti-Corruption Training

No	Tanggal Pelatihan Training Date	Nama Pelatihan Training Name	Penyelenggara Organizer
1	3 Februari 2021 February, 3 2021	Sosialisasi Sistem Manajemen Anti Penyuapan (SMAP) dan <i>Good Corporate Governance</i> (GCG) Socialization of Anti-Bribery Management System (ABMS) and Good Corporate Governance (GCG)	Jasa Marga Learning Institute
2	5-7 Juli 2021 July 5-7, 2021	UPG <i>Development Program</i> 2021 dengan tema " <i>Unity Positive Grow</i> " UPG Development Program 2021 with the theme " <i>Unity Positive Grow</i> "	Komisi Pemberantasan Korupsi (KPK) Republik Indonesia Corruption Eradication Commission (KPK) Republic of Indonesia
3	24 Agustus 2021 August 24, 2021	Sosialisasi Gratifikasi Gratification Socialization	Jasa Marga Learning Institute
4	1 dan 4-7 Oktober 2021 October, 1 and 4-7 2021	Penanganan Pengaduan Masyarakat Handling Public Complaints	Komisi Pemberantasan Korupsi (KPK) Republik Indonesia Corruption Eradication Commission (KPK) Republic of Indonesia
5	3 Juni 2021 June 3, 2021	<i>Comprehension of the Anti-Bribery Management System</i>	TUV SUD Indonesia
6	2-4 Agustus 2021 August 2-4, 2021	ISO 37001:2016 Internal Audit <i>Anti-Bribery Management System</i> (Sistem Anti Penyuapan) ISO 37001:2016 Internal Audit Anti-Bribery Management System	TUV SUD Indonesia

PROGRAM DAN PROSEDUR PENANGANGAN ANTI KORUPSI

Program and Procedure of Anti-Corruption Handling

Jasa Marga memiliki komitmen yang besar untuk menciptakan operasional Perseroan yang bersih dan bebas Kolusi, Korupsi dan Nepotisme (KKN). Salah satu wujud dari komitmen tersebut, pada tahun 2020 Perseroan mengimplementasikan SNI ISO 37001 tentang Sistem Manajemen Anti Suap (SMAP). Disamping itu, Perseroan juga melaksanakan Pengendalian dan Pengelolaan Gratifikasi.

Terkait dengan implementasi standar baru tersebut, Perseroan telah melakukan penyesuaian terhadap kebijakan internal yang terkait dengan upaya untuk menciptakan organisasi yang bersih dan bebas KKN.

Jasa Marga membentuk Fungsi Kepatuhan Anti Penyuapan (FKAP) pada Unit Kerja Internal Audit Group untuk mengawasi rancangan dan implementasi SMAP. Bersama dengan Unit Kerja Kantor Pusat, FKAP melakukan penilaian atas potensi risiko penyuapan yang akan dihadapi oleh Perusahaan serta untuk mengevaluasi kesesuaian dan efektivitas kontrol yang terdapat di Perusahaan guna mengurangi risiko penyuapan yang teridentifikasi.

Secara periodik tiap triwulanan, unit-unit kerja akan melaporkan semua kegiatan yang berkaitan dengan hal-hal yang tercantum di bawah ini:

Jasa Marga has a firm commitment to creating a company operation that is clean and free of Collusion, Corruption, and Nepotism (KKN). One manifestation of this commitment, in 2020, the Company implemented SNI ISO 37001 concerning Anti-Bribery Management System (ABMS). In addition, the Company also carries out Gratification Control and Management.

Related to implementing the new standard, the Company has adjusted internal policies to create an organization clean and free of corruption, collusion, and nepotism.

Jasa Marga established an Anti-Bribery Compliance Function (FKAP) in the Group's Internal Audit Work Unit to oversee the design and implementation of ABMS. Together with the Head Office Work Unit, FKAP conducts an assessment of the potential bribery risks that will be faced by the Company as well as evaluates the suitability and effectiveness of the controls in the Company to reduce the identified bribery risks.

Periodically every quarter, work units will report all activities related to the matters listed below:

1. Praktik pemberian dan/atau penerimaan hadiah dan/atau hiburan;
2. Praktik pemberian dan/atau penerimaan sponsorship;
3. Praktik pemberian sumbangan;
4. Benturan kepentingan;
5. Aktivitas uji kelayakan pada karyawan, mitra kerjasama, dan penyedia barang/jasa Perusahaan.

Laporan tersebut akan dievaluasi dan dilaporkan kepada Direktur Utama dan Komisaris.

Selain dilakukan oleh FKAP, Direktur Utama juga membentuk Tim Audit Internal SMAP secara ad hoc dalam rangka pengawasan atas implementasi SMAP sebagai garis pertahanan ketiga. Tim akan menyiapkan laporan audit internal yang menguraikan temuan yang ditemukan, menentukan tindakan korektif yang sesuai untuk setiap temuan, menyampaikan laporan audit internal, serta melakukan pemantauan atas pencapaian tindakan korektif yang direkomendasikan.

1. The practice of giving and/or receiving gifts and/or entertainment;
2. The practice of giving and/or receiving sponsorship;
3. The practice of giving donations;
4. Conflict of interest;
5. Due diligence activities on employees, cooperation partners, and the Company's goods/services providers.

The report will be evaluated and reported to the President Director and Commissioner.

In addition to being carried out by FKAP, the President Director has also formed the ABMS Internal Audit Team on an ad hoc basis to supervise the implementation of ABMS as the third line of defense. The team will prepare an internal audit report outlining the findings found, determine appropriate corrective actions for each finding, submit an internal audit report, and monitor the achievement of the recommended corrective actions.

Kunjungan Menteri PUPR dan Kepala BPJT ke Proyek Jalan Tol Jakarta Cikampek Selatan

The Minister of PUPR and The Head of BPJT Project Visit to the South Jakarta Cikampek Toll Road Project



PENGENDALIAN GRATIFIKASI

GRATIFICATION CONTROL

Perseroan senantiasa mengutamakan pengelolaan bisnis yang bebas dari Korupsi, Kolusi dan Nepotisme (KKN). Artinya, pengelolaan bisnis Perseroan bukan hanya untuk mengejar keuntungan Perseroan semata, namun juga memperhatikan prinsip-prinsip pengelolaan yang amanah, transparan dan akuntabel.

Dalam praktik hubungan bisnis, hal yang sering terjadi dan sering tak terhindarkan adalah adanya Gratifikasi dari satu pihak kepada pihak lainnya. Meskipun demikian, Perseroan menyadari pentingnya pelaksanaan sikap yang tegas terhadap penanganan Gratifikasi yang melibatkan Insan Jasa Marga.

Hal ini penting untuk dibudayakan di lingkungan Jasa Marga sebagai suatu proses pembelajaran bagi Insan Jasa Marga yang mempunyai harkat, martabat dan citra yang tinggi dalam hubungan bisnis dengan para Pemangku Kepentingan. Oleh sebab itu, perlu diatur hal-hal yang terkait dengan Gratifikasi dan mekanisme pelaporannya di lingkungan Perseroan.

Saat ini, Jasa Marga telah memiliki Pedoman Penanganan Gratifikasi yang disahkan berdasarkan Keputusan Direksi No. 81/KPTS/2020 tanggal 24 September 2020. Pedoman Penanganan Gratifikasi selaras dengan Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) dan Pedoman Perilaku (*Code of Conduct*) serta nilai-nilai yang berlaku di Perseroan.

The Company always prioritizes business management free from Corruption, Collusion, and Nepotism (KKN). It means that the management of the Company's business is not only to pursue the Company's profit but also to pay attention to the principles of trust, transparency, and accountability.

In business relations, what often happens and is often unavoidable is the existence of Gratuities from one party to another. Nevertheless, the Company is aware of the importance of implementing a strict attitude towards handling Gratuities involving Jasa Marga employees.

Jasa Marga believes it is vital to cultivate an anti-gratification culture for its employees to have high morals, dignity, and image in business relations with the Stakeholders. Therefore, it is necessary to regulate matters related to anti-gratuity and reporting mechanisms within the Company.

Currently, Jasa Marga has Gratification Handling Guidelines, approved based on the Board of Directors Decree No. 81/KPTS/2020 dated August 24, 2020. The Gratification Handling Guidelines are in line with the Code of Corporate Governance and Code of Conduct and the values that apply in the Company.

PENGELOLAAN PENGENDALIAN GRATIFIKASI

Gratification Control Management

Suatu Gratifikasi akan berubah menjadi tindak pidana suap/Gratifikasi ilegal apabila memenuhi unsur-unsur sebagai berikut:

1. Gratifikasi tersebut berhubungan dengan wewenang/jabatan Insan Jasa Marga di Perseroan, sehingga dapat menimbulkan benturan kepentingan yang mempengaruhi independensi, objektivitas, maupun profesionalisme Insan Jasa Marga.
2. Gratifikasi tersebut tidak dilaporkan dalam jangka waktu 30 (tiga puluh) hari kerja kepada Komisi Pemberantasan Korupsi (KPK) sejak tanggal penerimaan Gratifikasi.

Beberapa Kriteria Gratifikasi yang dianggap suap, antara lain sebagai berikut:

1. Uang atau setara uang yang diberikan kepada Insan Jasa Marga sebagai ucapan terima kasih dari pihak lain, sehubungan dengan telah terpilihnya atau telah selesainya suatu pekerjaan atau kegiatan lainnya dalam rangka pelaksanaan tugas dan jabatan Insan Jasa Marga yang bersangkutan.

A Gratification will turn into a bribery/illegal gratuity if it meets the following elements:

1. Gratification relates to the authority/position of Jasa Marga employee in the Company. It may cause a conflict of interest that affects the Jasa Marga employee's independence, objectivity, and professionalism.
2. The gratuity was not reported within 30 (thirty) working days to the Corruption Eradication Commission (KPK) from the date of receipt.

Some Gratification Criteria that are considered bribery include the following:

1. Money or cash equivalent given to Jasa Marga employee as a thank you from another party, in connection with the appointment or completion of a job or other activities in the context of performing the duties and positions of Jasa Marga employee concerned.

2. Pemberian tidak resmi dalam bentuk uang atau setara uang sebagai tanda terima kasih yang diterima Insan Jasa Marga dari pihak lain terkait dengan proses pemeriksaan kelayakan pekerjaan atau proses persetujuan atau pemantauan atas pekerjaan pihak lain tersebut.
 3. Pemberian dalam bentuk apapun dari pihak lain sehubungan dengan kenaikan pangkat dan jabatan baru Insan Jasa Marga yang biasanya dilakukan sebagai tanda perkenalan.
 4. Pinjaman dari Bank atau lembaga keuangan lainnya yang diterima karena hubungan pribadi, jabatan dan kewenangan dari Insan Jasa Marga yang bersangkutan dan tidak berlaku bagi masyarakat umum.
 5. Kesempatan atau keuntungan termasuk jumlah/persentase bunga khusus atau diskon komersial yang diterima Insan Jasa Marga karena hubungan pribadi atau jabatan dan tidak berlaku bagi masyarakat umum.
 6. Makanan, minuman dan hiburan yang diberikan secara khusus, dikarenakan jabatan atau kewenangan Insan Jasa Marga yang bersangkutan, yang dilakukan di luar dan tidak berhubungan dengan tugas kedinasan.
 7. Pemberian fasilitas transportasi, akomodasi, uang atau setara uang sehubungan dengan pelaksanaan tugas dan kewajiban Insan Jasa Marga yang bersangkutan di Perseroan pihak lain, yang dilakukan berdasarkan pada penunjukan langsung atau undangan dari pihak lain tersebut.
 8. Pemberian hiburan, paket wisata, voucher, yang dilakukan terkait dengan pelaksanaan tugas dan kewajiban Insan Jasa Marga di perusahaan pihak lain, yang tidak relevan atau tidak ada hubungannya dengan maksud penugasan Insan Jasa Marga tersebut.
 9. Jamuan makan, akomodasi dan fasilitas lainnya yang diberikan kepada Insan Jasa Marga oleh Pihak lain pada saat melakukan *check on the spot* untuk proses pemeriksaan tempat domisili kerja Pihak lain oleh tim yang ditugaskan oleh Jasa Marga.
 10. Akomodasi, fasilitas, perlengkapan dan/atau voucher termasuk dan namun tidak terbatas pada tiket pesawat, *voucher* hotel, olahraga, *voucher* hiburan yang dilakukan terkait dengan pelaksanaan tugas dan kewajiban Insan Jasa Marga di perusahaan Pihak lain yang tidak relevan/tidak berhubungan dengan maksud penugasan Insan Jasa Marga tersebut.
 11. Pemberian fasilitas biaya pengobatan gratis pada saat Insan Jasa Marga yang bersangkutan berobat ke salah satu rumah sakit yang oleh Pihak lain yang dilakukan pada saat pelaksanaan tugas dan kewajiban penugasannya.
2. Unofficial gifts in the form of money or cash equivalents as a token of gratitude received by Jasa Marga employees from other parties related to checking the eligibility of work or the process of approval or monitoring of the work of the other party.
 3. Gifts in any form from other parties in connection with the promotion and new position of Jasa Marga employees are usually done as a sign of introduction.
 4. Loans from banks or other financial institutions received due to personal relationship, position, and authority of the Jasa Marga employee concerned and do not apply to the general public.
 5. Opportunities or benefits, including the amount/percentage of particular interest or commercial discounts received by Jasa Marga employees due to personal or occupational relationships, do not apply to the general public.
 6. Food, drinks, and entertainment are explicitly given due to the position of authority of the Jasa Marga employee concerned, which is carried out outside and not related to official duties.
 7. The provision of transportation facilities, accommodation, money, or cash equivalents in connection with the performance of the duty and obligation of the Jasa Marga employee concerned in the company of another party, which is carried out based on the direct appointment or invitation of the other party.
 8. Provision of entertainment, tour packages, vouchers, which are given in connection with the implementation of the duty and obligation of Jasa Marga employee concerned in other companies, which are not relevant or have nothing to do with the purpose of assigning of the Jasa Marga employee.
 9. Banquets, accommodation and other facilities provided to Jasa Marga employee by other Party when checking on site for inspection of the work place of the Party.
 10. Accommodations, facilities, equipment and/or vouchers including and are not limited to flight tickets, hotel vouchers, sports, entertainment vouchers given in connection with the performance of duty and obligation of Jasa Marga employee in other company which is irrelevant/unrelated with the assignment of the Jasa Marga employee concerned.
 11. Provision of free medical expenses when Jasa Marga employees were treated at one of the hospitals by another Party at the time of performing their duty and obligation.

12. Pemberian kepada Insan Jasa Marga, sehubungan dengan suatu perayaan, namun tidak terbatas pada perayaan ulang tahun, pernikahan, kelulusan, khitanan dan lainnya, yang diberikan oleh Pihak lain, dengan nilai materilnya dalam mata uang Rupiah melebihi Rp1.000.000,00 (satu juta rupiah).
13. Pemberian fasilitas berupa jasa boga/*catering* dari Pihak lain pada saat Insan Jasa Marga yang bersangkutan menggelar perayaan, termasuk namun tidak terbatas pada perayaan pernikahan, ulang tahun, kelulusan, khitanan dan lainnya.
14. Pemberian bingkisan/parsel dalam bentuk apapun kepada Insan Jasa Margadari Pihaklainsehubungan dengan perayaan hari raya keagamaan.

12. Gifts to Jasa Marga employee, in connection with a celebration, but not limited to birthdays, weddings, graduations, circumcisions, and others, provided by other Party, with the material value in Rupiah currency exceeding Rp1,000,000.00 (one million rupiahs).
13. Providing facilities in the form of catering services from other parties when Jasa Marga employees hold a celebration, including but not limited to weddings, birthdays, graduations, circumcisions, and others.
14. The giving of gifts/parcels in any form to Jasa Marga employees from other parties in connection with religious holidays.

Yang termasuk dalam situasi yang tidak memungkinkan untuk menolak adalah sebagai berikut:

Included in the situations that do not allow refusal are as follows:

1. Jika Insan Jasa Marga tersebut tidak mengetahui pelaksanaan pemberiannya, waktu dan lokasi diberikannya Gratifikasi, serta tidak mengetahui identitas dan alamat Pemberi.
2. Jika menurut pertimbangan logika yang wajar pada umumnya, tindakan penolakan dapat menyebabkan terganggunya hubungan baik antara Jasa Marga dengan Pemberi. Pemberian tersebut bukan dalam bentuk uang dan/atau setara uang dan/atau surat berharga yang nilainya tidak melebihi Rp1.000.000,00 (satu juta rupiah), dari masing-masing Pemberi.

1. If Jasa Marga employee is not aware of the provision of the gift, the time and location of the Gratification, and do not know the identity and address of the Giver.
2. If, according to logical considerations in general, the act of rejection can disrupt good relations between Jasa Marga and the Giver. The gift is not in the form of money and/or money equivalent and/or securities, and the value is not exceeding Rp1,000,000.00 (one million rupiahs) from each Giver.

PENGELOLA LAPORAN GRATIFIKASI Management for Gratification Reports

Berdasarkan Keputusan Direksi No. 81/KPTS/2020 tanggal 24 September 2020, Unit Pengendali Gratifikasi (UPG) Jasa Marga adalah Corporate Secretary dalam hal ini Risk and Quality Management Group yaitu Governance and Compliance Department.

Based on the Decree of the Board of Directors No. 81/KPTS/2020 dated September 24, 2020, Jasa Marga's Gratification Control Unit (UPG) is the Corporate Secretary, the Risk and Quality Management Group, which is the Governance and Compliance Department.

Tugas dan Tanggung Jawab UPG:

UPG Duties and Responsibilities:

1. Menerima pelaporan Gratifikasi dari Insan Jasa Marga.
2. Melakukan analisis dan pemrosesan setiap laporan Gratifikasi yang diterima.
3. Melakukan konfirmasi langsung atas laporan Gratifikasi kepada pelapor, pemberi atau pihak ketiga lainnya yang terkait dengan kejadian penerimaan/pemberian Gratifikasi.
4. Menentukan dan memberikan rekomendasi atas penanganan dan pemanfaatan Gratifikasi.
5. Melakukan koordinasi, konsultasi dan surat menyurat dengan Komisi Pemberantasan Korupsi (KPK) atas Perusahaan dalam pelaksanaan Pedoman ini.

1. Receive Gratification Reports from Jasa Marga Individuals.
2. Analyze and process each Gratification report received.
3. Confirm directly on the Gratification report to the complainant, giver, or other third party related to the incident of receiving/giving Gratification.
4. Determine and provide recommendations on the handling and utilization of Gratification.
5. Coordinate, consult and correspond with the Corruption Eradication Commission (KPK) for the Company to implement this Code.

6. Memantau tindak lanjut atas rekomendasi dan pemanfaatan Gratifikasi yang diberikan oleh Komisi Pemberantasan Korupsi (KPK).
 7. Meminta data dan informasi kepada unit kerja tertentu dan pihak lainnya yang diperlukan terkait pemantauan penerapan Program Pengendalian Gratifikasi.
 8. Memberikan rekomendasi tindak lanjut kepada Corporate Secretary dan Direksi apabila terjadi pelanggaran Pedoman ini.
 9. Melaporkan hasil penanganan pelaporan Gratifikasi di lingkungan Perusahaan kepada Direksi dan Komisi Pemberantasan Korupsi (KPK).
6. Monitor the follow-up to recommendations and utilization of gratuities given by the Corruption Eradication Commission (KPK).
 7. Request data and information from specific work units and other necessary parties to monitor the implementation of the Gratification Control Program.
 8. Provide recommendations for the follow-up to the Corporate Secretary and the Board of Directors in a violation of this Code.
 9. Report the results of handling Gratification reporting within the Company to the Board of Directors and the Corruption Eradication Commission (KPK).



Unit Pengendali Gratifikasi Gratification Control Unit

Governance and Compliance Department
Risk and Quality Manajemen Group

PT Jasa Marga (Persero) Tbk

Plaza Toll TMII, Jakarta 13550

upg@jasamarga.co.id



PELAPORAN GRATIFIKASI Gratification Reporting

Apabila terdapat penerimaan Gratifikasi di luar batasan, maka Insan Jasa Marga wajib melaporkan hal tersebut melalui Unit Pengendali Gratifikasi, yang kemudian akan diproses lebih lanjut. Mekanisme penerimaan pelaporan gratifikasi adalah sebagai berikut:

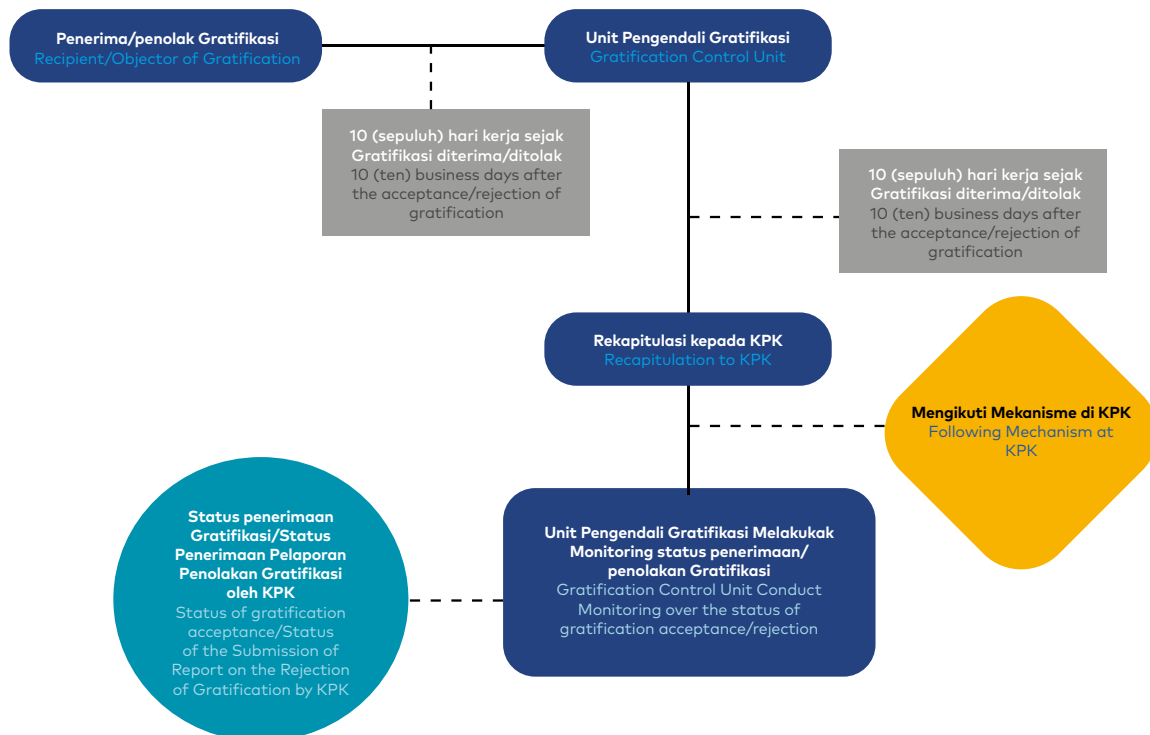
1. Pelaporan melalui Unit Pengendali Gratifikasi yang dilakukan oleh Insan Jasa Marga yang menerima Gratifikasi wajib disampaikan selambat-lambatnya 14 (empat belas) hari kerja sejak tanggal penerimaan Gratifikasi oleh Insan Jasa Marga, dengan menggunakan form pelaporan.
2. Untuk penerimaan yang merupakan barang yang cepat kadaluwarsa (contoh: makanan dan minuman), maka dapat diserahkan kepada lembaga sosial dengan menyampaikan bukti tanda terima dari lembaga sosial tersebut kepada Unit Pengendali Gratifikasi.

If there is a gratuity beyond the limits, Jasa Marga employees must report it through the Gratification Control Unit, which will be processed further. The mechanism for gratification reporting is as follows:

1. Reporting the gratuity to the Gratification Control Unit must be done no later than 14 (fourteen) working days from the date of occurrence, using the reporting form.
2. For gratuity in goods that will have expired quickly (for example, food and drink), they can be given to social institutions by submitting the proof of delivery receipt to the Gratuity Control Unit.

3. Untuk penerimaan yang merupakan barang yang tidak cepat kadaluwarsa (contoh: uang, emas, dan lainnya), wajib disimpan terlebih dahulu di Bagian Keuangan di lingkungan kerja Insan Jasa Marga yang bersangkutan, sampai dengan ditentukannya status kepemilikan atas penerimaan tersebut oleh pihak Komisi Pemberantasan Korupsi (KPK), dengan menyampaikan bukti tanda penyimpanan kepada Unit Pengendali Gratifikasi.
 4. Unit Pengendali Gratifikasi membuat rekapitulasi penerimaan Gratifikasi, serta melaporkannya kepada Komisi Pemberantasan Korupsi (KPK) selambat-lambatnya 7 (tujuh) hari kerja sejak tanggal diterimanya pelaporan Gratifikasi oleh Unit Pengendali Gratifikasi secara lengkap.
 5. Setelah disampaikan rekapitulasi penerimaan Gratifikasi oleh Unit Pengendali Gratifikasi kepada Komisi Pemberantasan Korupsi (KPK), maka untuk proses penentuan atas Status kepemilikan penerimaan Gratifikasi tersebut, Perseroan akan mengikuti mekanisme/prosedur yang ditetapkan oleh Komisi Pemberantasan Korupsi (KPK).
3. For gratuity in the form of goods with no expiry date (for example, money, gold, etc.), it must be deposited in the Finance Department in the working environment of the Jasa Marga employee concerned until the ownership status of the said gratuity is determined by the Eradication Commission Corruption (KPK), by submitting the proof of deposit to the Gratuity Control Unit.
 4. The Gratification Control Unit makes a recapitulation of gratuities received. It sends it in full to the Corruption Eradication Commission (KPK) no later than 7 (seven) working days from the date of receipt by the Gratification Control Unit.
 5. After Gratification Control Unit sends the recapitulation of the gratuities received to the Corruption Eradication Commission (KPK), to determine the owners of the gratuities, the Company will follow the mechanism/procedure stipulated by the Corruption Eradication Commission (KPK).

Bagan Mekanisme Pelaporan Penerimaan Gratifikasi
Scheme of Gratification Reporting Mechanism



KEGIATAN UNIT PENGENDALIAN GRATIFIKASI (UPG) TAHUN 2021

Gratification Control Unit (UPG) Activities in 2021

Sepanjang tahun 2021, Unit Pengendalian Gratifikasi (UPG) melaksanakan kegiatan sebagai upaya pengendalian gratifikasi, yaitu:

1. Publikasi Komitmen dan Implementasi Pengendalian Gratifikasi dan Sistem Manajemen Anti Penyuapan

Jasa Marga menerbitkan publikasi Komitmen dan Impementasi Pengendalian Gratifikasi dan Sistem Manajemen Anti Penyuapan sebagai realisasi komitmen dalam implementasi dan pengendalian gratifikasi di lingkungan Perseroan. Iklan dimaksud diterbitkan menjelang HUT Jasa Marga, Idul Fitri serta Natal dan Tahun Baru.

Publikasi Komitmen dan Implementasi Pengendalian Gratifikasi dan Sistem Manajemen Anti Penyuapan selama 2021 adalah sebagai berikut:

Throughout 2021, the Gratification Control Unit (UPG) carried out activities to control gratification, as follow:


1. Publication of Commitment and Implementation of Gratification Control and Anti-Bribery Management System

Jasa Marga publishes the publication of Commitment and Implementation of Gratification Control and Anti-Bribery Management System as a realization of commitment in implementing and controlling gratification within the Company. The advertisement is published ahead of Jasa Marga's Anniversary, Eid, Christmas and New Year.

Publication of Commitment and Implementation of Gratification Control and Anti-Bribery Management System during 2021 are as follows:




Publikasi Komitmen dan Implementasi Pengendalian Gratifikasi dan Sistem Manajemen Anti Penyuapan Tahun 2021

Publication of Commitment and Implementation of Gratification Control and Anti-Bribery Management System in 2021

Waktu Times	Media	Tanggal Date	Layout Publikasi Publication Layout
HUT Jasa Marga Jasa Marga Birthday Anniversary	<ul style="list-style-type: none"> • Kontan • Investor Daily 	25 Februari 2021 February 25, 2021	

**Publikasi Komitmen dan Implementasi Pengendalian Gratifikasi dan Sistem Manajemen
Anti Penyuapan Tahun 2021**

**Publication of Commitment and Implementation of Gratification Control and
Anti-Bribery Management System in 2021**

Waktu Times	Media	Tanggal Date	Layout Publikasi Publication Layout
Idul Fitri Eid al Fitr	<ul style="list-style-type: none"> Kontan Investor Daily Media Sosial Banner Situs Web Jasa Marga 	11 Mei 2021 May 11, 2021	 
Natal dan Tahun Baru Christmas and New Year	<ul style="list-style-type: none"> Investor Daily Kontan 	20 Desember 2021 December 20, 2021	

2. Sosialisasi Pedoman Gratifikasi dan Pelatihan Anti Korupsi Tahun 2021

Pada tahun 2021, dilakukan kegiatan Sosialisasi tentang Pedoman Gratifikasi di lingkungan Kantor Pusat, untuk memberikan pemahaman dan pembekalan pengetahuan mengenai Korupsi beserta turunannya. Sosialisasi dimaksud diselenggarakan secara daring pada tanggal 03 Februari 2021 dan 24 Agustus 2021. Selain itu juga diberikan pelatihan kepada wakil UPG Jasa Marga terkait Anti Korupsi yang diselenggarakan KPK.

2. Socialization of Guidelines for Gratification and Anti-Corruption Training in 2021

In 2021, an outreach activity on Gratification Guidelines will be carried out within the Head Office to provide understanding and knowledge about Corruption and its derivatives. The socialization was held online on February 3, 2021, and August 24, 2021. In addition, training was provided to representatives of UPG Jasa Marga related to Anti-Corruption organized by the KPK.

Tabel Pelatihan Anti Korupsi dari Unit Pengendalian Gratifikasi (UPG) Tahun 2021
Table of Anti-Corruption Training from the Gratification Control Unit (UPG) in 2021

No	Tanggal Pelatihan Training Date	Nama Pelatihan Training Name	Penyelenggara Organizer
1	3 Februari 2021 February, 3 2021	Sosialisasi Sistem Manajemen Anti Penyuapan (SMAP) dan <i>Good Corporate Governance</i> (GCG) Socialization of Anti-Bribery Management System (ABMS) and Good Corporate Governance (GCG)	Jasa Marga Learning Institute
2	5-7 Juli 2021 July 5-7, 2021	UPG Development Program 2021 dengan tema <i>"Unity Positive Grow"</i> UPG Development Program 2021 with the theme <i>"Unity Positive Grow."</i>	Komisi Pemberantasan Korupsi Corruption Eradication Commission
3	24 Agustus 2021 August 24, 2021	Sosialisasi Gratifikasi Gratification Socialization	Jasa Marga Learning Institute
4	1 Oktober 2021 October 1, 2021	Penanganan Pengaduan Masyarakat Public Complaints Handling	Komisi Pemberantasan Korupsi Corruption Eradication Commission

Penerimaan Laporan Gratifikasi

Selama tahun 2021, UPG Jasa Marga tidak menerima laporan gratifikasi.

Gratification Report Acceptance

Throughout 2021, Gratification Control Unit has not received gratification reports.

Menteri BUMN Erick Thohir Tinjau Kesiapan Jasa Marga Dalam Mendukung Penyelenggaraan Presidensi G20 Indonesia Tahun 2022
SOE Minister Erick Thohir Assess Jasa Marga's Readiness in Supporting the Enforcement of Indonesia's G20 Presidency in 2022



KEBIJAKAN PENGADAAN BARANG DAN JASA

GOODS AND SERVICES PROCUREMENT POLICY

Kebijakan Perseroan dalam menerapkan Pengadaan Barang dan Jasa tertuang dalam Keputusan Direksi No. 20/KPTS/2021 tanggal 01 Maret 2021 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk dan Perubahannya dalam Keputusan Direksi No. 84/KPTS/2021 tanggal 8 September 2021 tentang Perubahan atas Keputusan Direksi No. 20/KPTS/2021 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk.

Kebijakan ini mengatur proses Pengadaan Barang dan Jasa mulai dari Tahap Perencanaan, Pemilihan Penyedia, Pelaksanaan Kontrak sampai dengan Serah Terima Pekerjaan sesuai dengan tugas dan kewenangan Para Pihak dalam proses Pengadaan Barang dan Jasa. Untuk Pengadaan Barang dan Jasa secara swakelola diatur secara tersendiri dan tidak dimuat secara detail pada SK 20/KPTS/2021 beserta perubahannya.

Adapun perubahan terakhir yaitu Keputusan Direksi No. 84/KPTS/2021 tanggal 8 September 2021 tentang Perubahan atas Keputusan Direksi No. 20/KPTS/2021 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk dimaksudkan untuk mendorong peningkatan transaksi Pengadaan Langsung oleh Unit Kerja Kantor Pusat dan Regional Division melalui platform Pasar Digital (PaDi) UMKM, serta sebagai dasar hukum bagi penggunaan Tender *e-Procurement* PaDi UMKM sesuai dengan kebutuhan serta ketentuan Pengadaan Barang dan Jasa di lingkungan Perseroan.

KEBIJAKAN UMUM PENGADAAN BARANG DAN JASA

General Policy on Procurement of Goods and Services

Kebijakan Umum Pengadaan Barang dan Jasa sesuai dengan Keputusan Direksi No. 20/KPTS/2021 tanggal 01 Maret 2021 serta perubahannya No. 84/KPTS/2021 tanggal 8 September 2021, yaitu:

1. Meningkatkan kualitas perencanaan yang konsolidatif dan strategi Pengadaan Barang dan Jasa untuk mengoptimalkan *value for money*;
2. Menyelaraskan tujuan Pengadaan Barang dan Jasa dengan pencapaian tujuan Perseroan;
3. Melaksanakan Pengadaan Barang dan Jasa yang lebih transparan, kompetitif, dan akuntabel;

The Company's policy in implementing the Procurement of Goods and Services is contained in the Decree of the Board of Directors Number 20/KPTS/2021 dated March 1, 2021, concerning Guidelines for the Implementation of Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk and its amendments in the Decree of the Board of Directors Number 84/KPTS/2021 dated September 8, 2021, concerning Amendments to the Decree of the Board of Directors Number 20/KPTS/2021 concerning Guidelines for the Implementation of the Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk.

This policy regulates the process of Procurement of Goods and Services starting from the Planning Stage, Selection of Providers, Contract Execution to Handover of Work in accordance with the duties and authorities of the Parties in the process of Procurement of Goods and Services. The procurement of goods and services on a self-managed basis is regulated separately and is not contained in detail in SK 20/KPTS/2021 and its amendments.

The latest amendment is the Decree of the Board of Directors No. 84/KPTS/2021 dated September 8, 2021 concerning Amendments to the Decree of the Board of Directors No. 20/KPTS/2021 concerning Guidelines for the Implementation of the Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk is intended to encourage an increase in Direct Procurement transactions by the Head Office Work Units and Regional Divisions through the MSME Digital Market (PaDi) platform, as well as a legal basis for use of Tender for *e-Procurement* of PaDi UMKM in accordance with the needs and provisions of the Procurement of Goods and Services within the Company.

The General Policy on the Procurement of Goods and Services is following the Decree of the Board of Directors Number 20/KPTS/2021 dated March 1, 2021, and its amendment No. 84/KPTS/2021 dated September 8, 2021, namely:

1. Improve consolidative planning quality and Goods and Services Procurement strategy to optimize value for money;
2. Align the Goods and Services Procurement Objectives with the Company's target achievement;
3. Implementation of more transparent, competitive, and accountable Goods and Services Procurement;

4. Mengutamakan produk dalam negeri sesuai ketentuan pendayagunaan produksi dalam negeri;
 5. Memberi kesempatan pada pelaku usaha nasional dan usaha kecil;
 6. Memperkuat kapasitas kelembagaan dan Sumber Daya Manusia Pengadaan Barang dan Jasa;
 7. Memanfaatkan teknologi informasi;
 8. Memberikan kesempatan kepada Anak Perusahaan dan/atau sinergi antar BUMN/Anak Perusahaan/ Perusahaan terafiliasi BUMN;
 9. Melaksanakan Pengadaan Barang dan Jasa yang strategis, modern, inovatif; dan/atau
 10. Memperkuat pengukuran kinerja Pengadaan Barang dan Jasa dan pengelolaan risiko.
4. Prioritize local products based on local production utilization policy;
 5. Provide the opportunity to domestic entrepreneurs and small enterprises;
 6. Strengthen Goods and Services Procurement institutional and personnel capacity;
 7. Utilize Information Technology;
 8. Provide the opportunity to Subsidiaries and/or synergy between SOEs/Subsidiaries/Affiliated Company of SOEs;
 9. Implementation of strategic, modern, innovative Goods and Services Procurement; and/or
 10. Strengthen Goods and Services Procurement performance and risk management.

ETIKA PERSEROAN DALAM PENYEDIAAN BARANG DAN JASA

Company Ethics in the Goods and Services Procurement

Perseroan melaksanakan pengadaan barang dan jasa berdasarkan prinsip-prinsip kompetitif, transparan, adil, wajar dan akuntabel. Perilaku etis yang diharapkan dalam berhubungan dengan penyedia barang dan jasa sesuai dengan Keputusan Direksi No. 20/KPTS/2021 tanggal 1 Maret 2021, yaitu:

1. Melaksanakan tugas secara tertib, disertai rasa tanggung jawab untuk mencapai sasaran, kelancaran, dan ketepatan tujuan pengadaan barang dan jasa;
2. Bekerja secara profesional, mandiri, dan menjaga kerahasiaan informasi yang menurut sifatnya harus dirahasiakan untuk mencegah penyimpangan pengadaan barang dan jasa;
3. Tidak saling mempengaruhi baik langsung maupun tidak langsung yang berakibat persaingan usaha tidak sehat;
4. Menerima dan bertanggung jawab atas segala keputusan yang ditetapkan sesuai dengan kesepakatan tertulis pihak terkait;
5. Menghindari dan mencegah terjadinya pertentangan kepentingan pihak yang terkait, baik secara langsung maupun tidak langsung, yang berakibat persaingan usaha tidak sehat dalam pengadaan barang dan jasa;
6. Menghindari dan mencegah pemborosan dan kebocoran keuangan negara/Perseroan;
7. Menghindari dan mencegah penyalahgunaan wewenang dan/atau kolusi; dan/atau
8. Tidak menerima, tidak menawarkan, atau tidak menjanjikan untuk memberi atau menerima hadiah, imbalan, komisi, rabat dan apa saja dari atau kepada siapapun yang diketahui atau patut diduga berkaitan dengan pengadaan barang dan jasa.

The Company has implemented the goods and services procurement based on competitive, transparent, equal, fair, and accountable principles. The expected ethical value in dealing with the goods and services suppliers, according to Board of Directors Decree No. 20/KPTS/2021 dated March 1, 2021, is as follows:

1. Implementation of the duties orderly with the responsibility to achieve the targets, smoothness, and accuracy of the goods and services procurements objectives;
2. Work professionally, independently, and maintain the confidentiality of information which naturally shall be kept confidential to prevent fraud in the goods and services procurement;
3. Do not influence each other, either directly or indirectly, which may result in unfair business competition;
4. Accept and be responsible for all decisions made per the written agreement of the related parties;
5. Avoid and prevent conflicts of interest of related parties, either directly or indirectly, which result in unfair business competition in the procurement of goods and services;
6. Avoid and prevent waste and leakage of state/ company finances;
7. Avoid and prevent abuse of authority and/or collusion; and/or
8. Not accept, not offer, or not promise to give or receive gifts, rewards, commissions, rebates, and anything from or to anyone known or reasonably suspected to be related to the goods and services procurement.

TRANSFORMASI PENGADAAN BARANG DAN JASA Goods and Services Procurement Transformation

Transformasi Pengadaan Barang dan Jasa di Perseroan dilaksanakan sebagai berikut:

1. Peningkatan fungsi dan peran Procurement and Fix Asset Group sebagai 1 (satu) unit kerja yang berada di bawah Corporate Secretary. Dengan peningkatan peran dan fungsi dari Procurement and Fix Asset Group maka Pengadaan Barang dan Jasa dapat lebih dilaksanakan secara efektif dan efisien.
2. Perubahan Kebijakan Pengadaan Barang dan Jasa sesuai dengan proses bisnis di Perseroan serta kebutuhan Pengadaan Barang dan Jasa di Perseroan dengan tetap mengutamakan kepatuhan terhadap Peraturan Perundang-Undangan yang berlaku dan prinsip-prinsip *Good Corporate Governance*.
3. Perencanaan Pengadaan yang merupakan Identifikasi kebutuhan atas Barang dan Jasa Perseroan. Perencanaan Pengadaan disusun selaras dengan penyusunan Rencana Kerja Anggaran Perusahaan (RKAP) dan menjadi dasar dalam melaksanakan Pengadaan Barang dan Jasa setelah ditetapkannya Rencana Umum Pengadaan tersebut.
4. Pengembangan sistem Aplikasi *e-Procurement* di Perseroan yang disesuaikan dengan proses bisnis dan kebutuhan Pengadaan Barang dan Jasa di Perseroan.
5. Implementasi Pasar Digital (PaDi) UMKM BUMN di lingkungan Kantor Pusat, Regional Division sampai dengan Anak Perusahaan *Service Provider*. Kontribusi Perseroan pada PaDi UMKM BUMN tersebut kini telah terdapat 44 UMKM yang tergabung dalam Pengampu PT Jasa Marga untuk jumlah transaksi per 31 Desember 2021 terdapat 93 transaksi dengan nilai transaksi sebesar Rp5.837.140.229 (lima miliar delapan ratus tiga puluh tujuh juta seratus empat puluh ribu dua ratus dua puluh sembilan rupiah).
6. Sosialisasi Peraturan tentang Pedoman Pengadaan Barang dan Jasa kepada Pihak Internal (Kantor Pusat dan regional) dan Anak Perusahaan.
7. Menyusun Kebijakan yang mengatur implementasi Tingkat Komponen Dalam Negeri (TKDN) pada proses pengadaan barang dan jasa di Lingkungan PT Jasa Marga (Persero) Tbk sesuai dengan peraturan perundang-undangan yang berlaku.
8. Sosialisasi kebijakan implementasi TKDN pada *key resources* (Sumber daya Kunci) di lingkungan Jasa Marga Group termasuk Anak Perusahaan.

The Goods and Services Procurement Transformation in the company is carried out as follows:

1. To enhance the functions and roles of the Procurement and Fix Asset Group as 1 (one) work unit under the Corporate Secretary. By increasing the role and function of the Procurement and Fix Asset Group, the procurement of goods and services can be carried out more effectively and efficiently.
2. Revise the Procurement of Goods and Services Policy according to the business processes in the Company and Goods and Services Procurement requirement in the Company while prioritizing compliance with the prevailing laws and regulations and the principles of *Good Corporate Governance*.
3. Procurement Planning which identifies the need for Company Goods and Services. Procurement planning is prepared simultaneously with the preparation of the Company Budget Work Plan (RKAP). It becomes the basis for implementing the procurement of goods and services after the stipulation of the General Procurement Plan.
4. Development of *e-Procurement* Application system that is tailored to the business processes and needs of the Procurement of Goods and Services in the Company.
5. Implementasi Pasar Digital (PaDi) UMKM BUMN kepada Kantor Pusat, Regional Division sampai dengan Anak Perusahaan *Service Provider*. Kontribusi Perseroan pada PaDi UMKM BUMN tersebut kini telah terdapat 44 UMKM yang tergabung dalam Pengampu PT Jasa Marga untuk jumlah transaksi per 31 Desember 2021 terdapat 93 transaksi dengan nilai transaksi sebesar Rp5.837.140.229 (lima miliar delapan ratus tiga puluh tujuh juta seratus empat puluh ribu dua ratus dua puluh sembilan rupiah).
6. Dissemination of Regulations on Guidelines for Procurement of Goods and Services to Internal Parties (Headquarters and Regional Offices) and Subsidiaries.
7. Develop a policy that in detail regulates the implementation of the Domestic Component Level (TKDN) in the procurement of goods and services within PT Jasa Marga (Persero) Tbk following the applicable laws and regulations.
8. Dissemination of TKDN implementation policies on key resources within the Jasa Marga Group, including Subsidiaries.

9. Pemanfaatan Aplikasi Pengadaan Digital yaitu

1. Daftar Rekanan Jasa Marga (DRJM);
2. Rencana Umum Pengadaan (RUP);
3. *e-Catalogue*;
4. *e-Tender*;
5. *e-Invoice*;
6. *e-Dashboard*.

9. Utilization of Digital Procurement Applications, namely

1. List of Jasa Marga Partners (DRJM);
2. General Procurement Plan (RUP);
3. *e-Catalogue*;
4. *e-Tenders*;
5. *e-Invoice*;
6. *e-Dashboard*.

PENERAPAN E-PROCUREMENT

Application of e-Procurement

e-Procurement adalah Sistem Pengadaan Barang dan Jasa yang digunakan untuk proses Pemilihan Penyedia Barang dan Jasa di Lingkungan Unit Kerja Kantor Pusat dan Regional Division, yang dikembangkan sesuai dengan proses Pengadaan dan ketentuan Pelaksanaan Pengadaan Barang dan Jasa yang berlaku di lingkungan Perseroan.

Implementasi *e-Procurement* di Perseroan didasarkan pada Keputusan Direksi Nomor 20/KPTS/2021 tanggal 01 Maret 2021 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk dan Perubahannya dalam Keputusan Direksi Nomor 84/KPTS/2021 tanggal 8 September 2021 tentang Perubahan atas Keputusan Direksi Nomor 20/KPTS/2021 tentang Pedoman Pelaksanaan Pengadaan Barang dan Jasa di Lingkungan PT Jasa Marga (Persero) Tbk.

Jasa Marga senantiasa mengembangkan *e-Procurement* dan sejak tahun 2020 Jasa Marga mengimplementasikan *e-Procurement* sehingga proses Pemilihan Penyedia oleh Panitia Pemilihan menjadi lebih transparan dan dapat di-*monitor* secara menyeluruh.

Bagi Perseroan, *e-Procurement* tidak hanya meningkatkan transparansi, tetapi juga meningkatkan efisiensi dengan harga yang kompetitif, dan siklus pengadaan yang lebih efektif. Implementasi Pengadaan Barang dan Jasa dengan *e-Procurement* juga dilakukan dengan menggunakan standar Sistem Manajemen Anti Penyuapan (SMAP) ISO:37001 untuk menghindari terjadinya Benturan Kepentingan maupun KKN di bidang Pengadaan Barang dan Jasa.

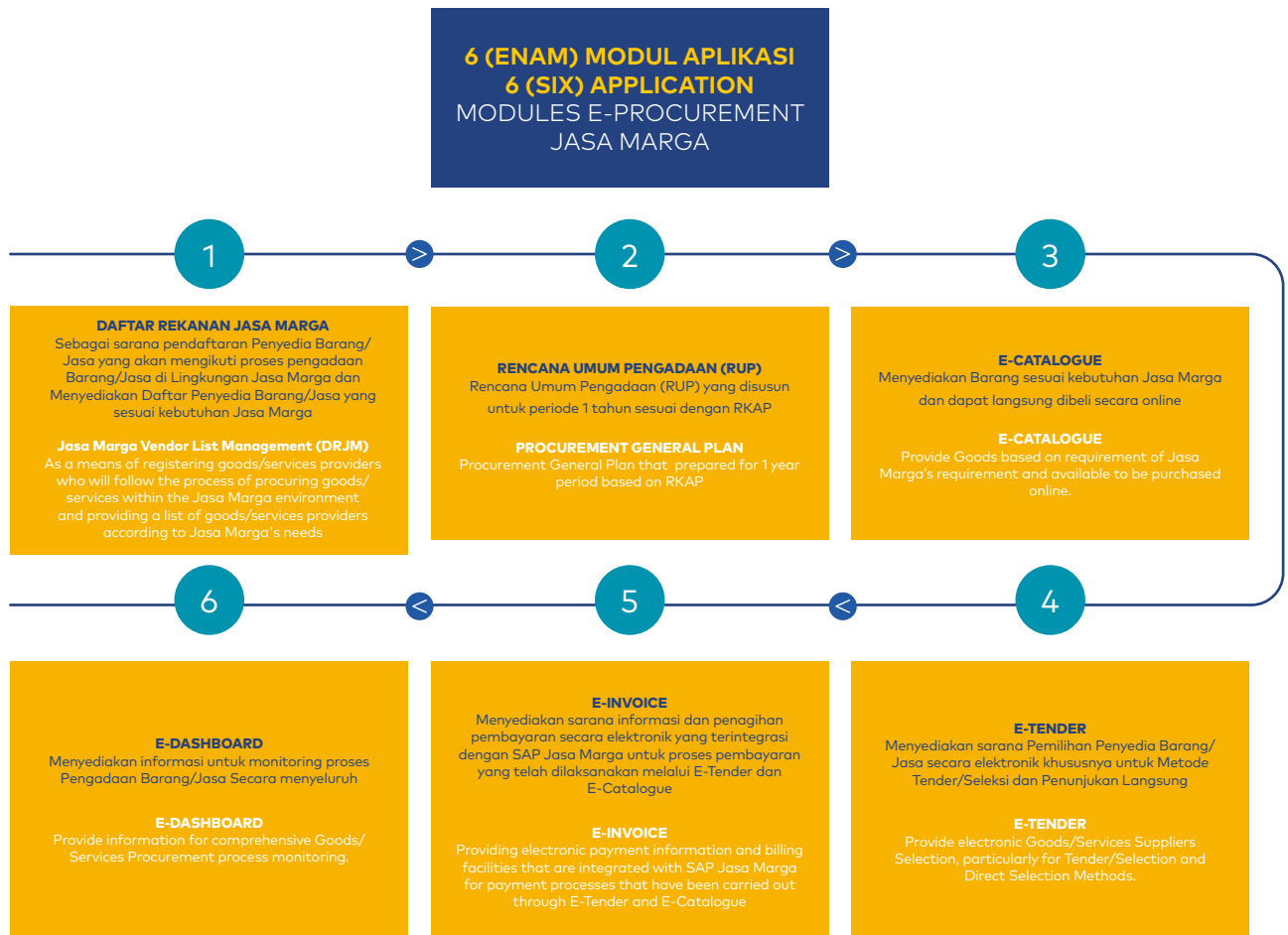
e-Procurement is a Goods and Services Procurement System used to select Goods and Services Providers within the Head Office and Regional Division Work Units, which is developed following the Procurement process and the provisions for the implementation of the Procurement of Goods and Services that apply within the Company.

The implementation of *e-Procurement* in the Company is based on the Decree of the Board of Directors Number 20/KPTS/2021 dated March 1, 2021, regarding Guidelines for the Implementation of the Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk and its amendments in the Decree of the Board of Directors Number 84/KPTS/2021 dated September 8, 2021, concerning Amendments to the Decree of the Board of Directors Number 20/KPTS/2021 concerning Guidelines for the Implementation of the Procurement of Goods and Services within PT Jasa Marga (Persero) Tbk.

Jasa Marga continues to develop the implementation of *e-Procurement*, and since 2020 Jasa Marga has implemented *e-Procurement* so that the Provider Selection process by the Selection Committee becomes more transparent and can be monitored thoroughly.

For the Company, *e-Procurement* not only increases transparency, but also increases efficiency with competitive prices, and a more effective procurement cycle. Implementing the Procurement of Goods and Services with *e-Procurement* is also carried out using the Standard Anti-Bribery Management System (ABMS) ISO:37001 to avoid the occurrence of Conflicts of Interest and KKN in the field of Procurement of Goods and Services.

Bagan Sistem Aplikasi e-Procurement Barang dan Jasa
Chart of Goods and Services e-Procurement Application System



Modul aplikasi sistem *e-Procurement* yang telah terintegrasi dengan SAP adalah *e-Invoice* yang digunakan untuk penagihan secara *online* oleh Penyedia Barang dan Jasa.

The *e-Procurement* system application module that has been integrated with SAP is related to *e-Invoice* which is used for online billing by Goods and Service Providers.

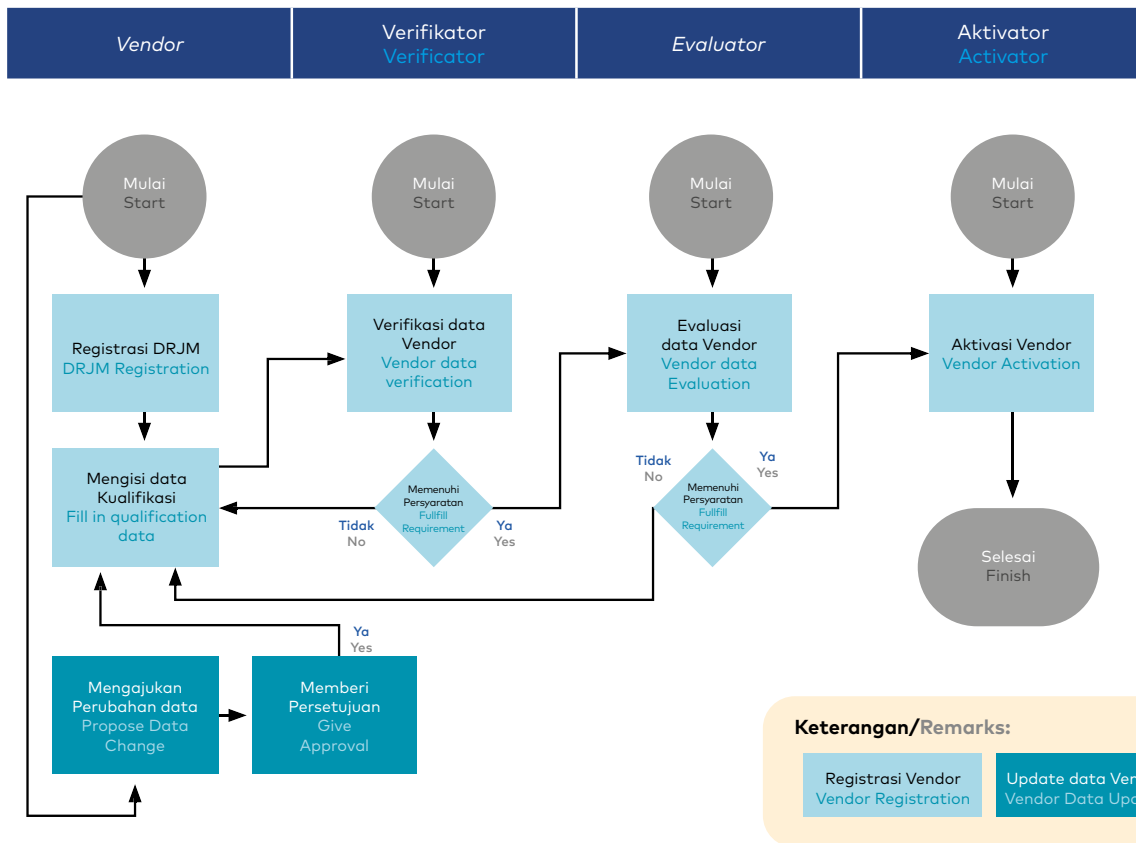
Pengelolaan Daftar Rekanan Jasa Marga (DRJM) pada tahun 2021 dilaksanakan berdasarkan data administrasi umum perusahaan Penyedia Barang dan Jasa sebagai syarat Kualifikasi Penyedia, yang meliputi sebagai berikut:

The management of the Jasa Marga Partner List (DRJM) in 2021 is carried out based on general administrative data of the Goods and Service Provider companies as qualification requirement for the Provider, which includes the following:

1. Akta Pendirian dan Perubahan Terakhir Perusahaan.
2. Laporan Keuangan Perusahaan 2 tahun terakhir.
3. Kepemilikan Izin Badan Usaha beserta bidang Usahanya Perusahaan.
4. Laporan Pajak Tahunan Perusahaan.
5. Pengalaman Pekerjaan Perusahaan.
6. Kepemilikan Sertifikat Keahlian dari Personal Tenaga Ahli Perusahaan.

1. Deed of Establishment and Last Amendment of the Company.
2. Company Financial Statements for the last 2 years.
3. Ownership of a Business Entity Permit along with the Company's line of business.
4. Company Annual Tax Report.
5. Company Work Experience.
6. Ownership of Certificate of Expertise from Company Personnel.

**Bagan Pengelolaan Daftar Rekanan Jasa Marga
Jasa Marga Vendor List Management Chart**



Sejak Oktober 2020, Jasa Marga juga melakukan penambahan evaluasi Penilaian Tingkat Risiko Penyusunan Penyedia Barang dan Jasa dan Form Deklarasi Integritas sebagai bentuk implementasi ISO 37001 Sistem Manajemen Anti Penyusunan (SMAP) dalam proses Pengadaan Barang dan Jasa di lingkungan Perseroan.

Since October 2020, Jasa Marga has also added an evaluation of the Bribery Risk Level Assessment of Goods and Service Providers and the Integrity Declaration Form to implement the ISO 37001 Anti-Bribery Management System (ABMS) in the process of Procurement of Goods and Services within the Company.

**PAKTA INTEGRITAS MITRA KERJA
Partner Integrity Pact**

Sebagai bentuk komitmen penerapan GCG serta dalam rangka penerapan ISO 37001 tentang Sistem Manajemen Anti Penyusunan (SMAP), Penyedia Barang dan Jasa diwajibkan untuk menandatangani Pakta Integritas dan Formulir Deklarasi Integritas Penyedia Barang dan Jasa.

As a form of commitment to implementing GCG and in the context of implementing ISO 37001 concerning the Anti-Bribery Management System (ABMS), Goods and Services Providers are required to sign an Integrity Pact and an Integrity Declaration Form for Goods and Services Providers.

**PAKTA INTEGRITAS INSAN JASA MARGA
Jasa Marga Individual Integrity Pact**

Dalam proses pengadaan barang dan jasa, Pakta Integritas wajib untuk ditanda tangani oleh Panitia Pemilihan dan Pejabat Pelaksana Pengadaan sebagai bentuk pernyataan yang berisi komitmen untuk mencegah dan tidak melakukan Kolusi, Korupsi, Nepotisme (KKN) serta Penyusunan dalam kegiatan Pengadaan Barang dan Jasa.

In the process of procuring goods and services, the Integrity Pact must be signed by the Selection Committee and Procurement Executing Officer as a form of a statement containing a commitment to prevent and not commit Collusion, Corruption, Nepotism (KKN), and Bribery in the activities of the Procurement of Goods and Services.

LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

STATE OFFICIALS' ASSETS REPORT (LHKPN)

Dalam rangka memenuhi Undang Undang No. 28 tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi Kolusi dan Nepotisme, melalui Surat Keputusan Direksi No. 135/KPTS/2018 tanggal 27 November 2018 tentang Unit Pengelola Laporan Harta Kekayaan Penyelenggara Negara di Lingkungan Perseroan, pada dasarnya Jasa Marga telah menerapkan kewajiban penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) kepada Komisi Pemberantasan Korupsi (KPK) bagi:

1. Dewan Komisaris.
2. Direksi.
3. Corporate Secretary/Group Head/Coordinator/Regional Division Head/General Manager/Pemimpin Proyek atau yang setingkat.
4. Departement Head atau yang setingkat.
5. Jabatan fungsional meliputi Senior Advisor/Advisor.
6. Jabatan di Anak Perusahaan, Dana Pensiun Jasa Marga, dan Perusahaan Asosiasi.
 - Pengurus, meliputi : Komisaris / Dewan Pengawas dan Direksi.
 - Jabatan Struktural sampai dengan 2 (dua) tingkat di bawah Direksi.
 - Jabatan fungsional 1 (satu) tingkat di bawah Direksi.

Selain itu Jasa Marga juga telah menunjuk Unit Pengelola LHKPN yaitu sebuah satuan tugas yang akan menjadi mitra kerja KPK dalam melakukan Pengelolaan LHKPN di lingkungan PT Jasa Marga (Persero) Tbk., yang terdiri dari:

- a. Penanggung Jawab yaitu Corporate Secretary yang bertugas:
 - Berkoordinasi dengan KPK dalam hal sebagai berikut:
 1. *Monitoring* dan evaluasi terhadap kepatuhan Wajib LHKPN dalam penyampaian dan pengumuman LHKPN;
 2. Memfasilitasi dan mengkoordinasikan sosialisasi kewajiban LHKPN dan bimbingan teknis mengenai tata cara pengisian dan penyampaian LHKPN melalui aplikasi e-LHKPN (Modul *e-Filing*);
 3. hal-hal lainnya yang dapat mendukung kelancaran Pengelolaan LHKPN.
 - Mengkoordinasikan seluruh kegiatan Pengelolaan LHKPN di lingkungan Perseroan bersama-sama dengan Koordinator Bidang Kepegawaian dan Koordinator Bidang Pengawasan.

As compliance with Law No. 28 of 1999 concerning State Administration that is Clean and Free from Corruption, Collusion and Nepotism, through the Decree of the Board of Directors No. 135/KPTS/2018 dated November 27, 2018, concerning the Wealth Report Management Unit of State Administrators within the Company, Jasa Marga has implemented the obligation to submit the Wealth Report of State Administrators (LHKPN) to the Corruption Eradication Commission (KPK) for:

1. Board of Commissioners.
2. Board of Directors.
3. Corporate Secretary/Group Head/Coordinator/Regional Division Head/General Manager/Project Leader or equivalent.
4. Department Head or the same level.
5. Functional positions include Senior Advisor/Advisor
6. Positions in Subsidiaries, Jasa Marga Pension Funds, and Associated Companies.
 - Management, including Commissioners/Board of Trustees and Directors.
 - Structural positions up to 2 (two) levels below the Board of Directors .
 - Functional position 1 (one) level below the Board of Directors.

In addition, Jasa Marga has also appointed an LHKPN Management Unit, which is a task force that will become a partner for KPK in managing LHKPN within PT Jasa Marga (Persero) Tbk., which consists of:

- a. Person in charge, which is Corporate Secretary who is assigned to:
 - Coordinate with the KPK in the following matters:
 1. Monitoring and evaluation of LHKPN Obligatory compliance in LHKPN submission and announcement;
 2. Facilitating and coordinating the socialization of LHKPN obligations and technical guidance on the procedures for filling and submitting LHKPN through the e-LHKPN application (e-Filing Module);
 3. Other things that can support the smooth management of LHKPN.
 - Coordinating all LHKPN management activities within the Company together with the Personnel Coordinator and Supervisory Coordinator.

- b. Koordinator Bidang Kepegawaian yaitu Human Capital Services Group yang bertugas;
- 1) Melakukan koordinasi dengan KPK mengenai data Wajib LHKPN di lingkungan Perseroan setiap tahun;
 - 2) Melakukan *monitoring* terhadap Administrator BUMN dan Administrator Unit Kerja dalam hal pemutakhiran data kepegawaian (antara lain: *entry*, *update*, *validasi*) data Wajib LHKPN melalui aplikasi e-LHKPN (*Modul e-Registration*);
 - 3) Melakukan pemberitahuan kepada seluruh Wajib Laport LHKPN di lingkungan Jasa Marga Group;
 - 4) Pendistribusian formulir permohonan aktivasi *e-Filing* dan dokumen korespondensi lainnya kepada Wajib LHKPN;
 - 5) Membantu Penanggung Jawab, Koordinator Kepegawaian dan Koordinator Pengawasan dalam melakukan monitoring kepatuhan Wajib LHKPN di lingkungan Jasa Marga Group.
- c. Koordinator Bidang Pengawasan yaitu Internal Audit yang bertugas:
- 1) Melakukan terhadap kepatuhan Wajib LHKPN;
 - 2) Melakukan koordinasi dengan KPK mengenai kepatuhan Wajib LHKPN di lingkungan Perseroan;
 - 3) Membuat rekomendasi kepada Direksi agar terhadap Wajib LHKPN yang tidak patuh dalam penyampaian LHKPN diberikan sanksi Administrasi sesuai dengan ketentuan yang berlaku.
- b. Coordinator of Employment Affairs, namely Human Capital Services Group, is tasked with:
- 1) Coordinating with KPK on the data of Mandatory LHKPN in the Company every year;
 - 2) Monitoring SOEs and Work Unit Administrators in terms of updating employment data, such as entry, update, and validation of Mandatory LHKPN data through the application of e-LHKPN (e-Registration Module);
 - 3) Notifying all LHKPN-mandated subjects within Jasa Marga Group;
 - 4) Distribution of application forms for e-Filing activation and other correspondence documents to LHKPN-mandated subjects;
 - 5) Assisting Manager, Employment Coordinator, and Supervision Coordinator in monitoring the compliance of LHKPN-mandated subjects within Jasa Marga Group.
- c. The Supervisory Coordinator, namely the Internal Audit, is tasked with:
- 1) Monitoring the compliance of Obligatory LHKPN;
 - 2) Coordinating with the Corruption Eradication Commission (KPK) regarding compulsory compliance with LHKPN within the Company;
 - 3) Making recommendations to the Board of Directors so that LHKPN Obligators who do not comply with the submission of LHKPN will be given administrative sanctions following the applicable regulations.

REALISASI LHKPN 2021

LHKPN Realization in 2021

Jasa Marga telah menyampaikan Kebijakan LHKPN melalui sosialisasi keseluruhan wajib lapor termasuk penyebaran formulir aktivasi serta penjelasan pengisian formulir LHKPN melalui Intranet/Portal Internal Perseroan www.jasamarga.co.id dan <https://elhkpn.kpk.co.id> yang dapat diakses oleh seluruh Insan Jasa Marga.

Realisasi penyampaian LHKPN oleh Wajib Laport LHKPN 2020 PT Jasa Marga (Persero) Tbk, sebanyak 100% Wajib Laport telah menyampaikan LHKPN, dan selama tahun 2021 tidak ada Wajib Laport yang terlambat dalam menyampaikan LHKPN.

Jasa Marga has submitted the LHKPN Policy through socialization to all mandatory reporting, including the distribution of activation forms and explanations for filling out LHKPN forms through the Company's Intranet/Internal Portal www.jasamarga.co.id and <https://elhkpn.kpk.co.id> which all Jasa Marga people can access.

Realization of LHKPN submission by the 2020 LHKPN Obligator of PT Jasa Marga (Persero) Tbk, as many as 100% of the Report Obligers have submitted LHKPN, and throughout 2021, there is no Report Subject who with late LHKPN submission.

WHISTLEBLOWING SYSTEM

WHISTLEBLOWING SYSTEM

Sistem Pelaporan Pelanggaran (*Whistleblowing System/WBS*) adalah sistem yang mengelola pengaduan/ penyingkapan mengenai perilaku melawan hukum, perbuatan tidak etis/tidak semestinya secara rahasia, anonim dan mandiri yang digunakan untuk mengoptimalkan peran serta Insan Jasa Marga dan pihak lainnya dalam mengungkapkan pelanggaran yang terjadi di lingkungan Perseroan.

Perseroan telah menyediakan sarana WBS yang dapat digunakan oleh seluruh Insan Jasa Marga maupun pihak eksternal sejak tanggal 16 Januari 2013. Pengelolaan WBS dilakukan dengan berpedoman pada Keputusan Bersama Dewan Komisaris dan Direksi No. KEP 100/IX/2020 dan No. 75/KPTS/2020 tentang *Whistleblowing System* PT Jasa Marga (Persero) Tbk.

JENIS PELANGGARAN

Types of Violations

Jenis pelanggaran yang dapat dilaporkan adalah tindakan yang dapat merugikan Perseroan, meliputi hal-hal sebagai berikut:

1. Penyimpangan dari peraturan dan perundangan yang berlaku.
2. Penyalahgunaan jabatan untuk kepentingan lain di luar Perseroan.
3. Pemerasan.
4. Perbuatan curang.
5. Benturan Kepentingan.
6. Gratifikasi.
7. Penyuapan.
8. Perbuatan yang melanggar etika, susila, dan norma kesopanan.

JENIS SANKSI

Types of Sanctions

Setiap laporan yang masuk akan dipelajari, diklasifikasikan dan ditindaklanjuti melalui penyelidikan mendalam berdasarkan fakta-fakta yang diperoleh. Keputusan terhadap terbukti/tidaknya pelaporan tersebut akan dibuat dan diambil berdasarkan pertimbangan akibat tindakan, derajat kesengajaan dan motif tindakan.

Sanksi yang dijatuhkan dapat berupa teguran lisan, surat peringatan (I, II, III), hingga Pemutusan Hubungan Kerja (PHK). Perseroan tidak akan menoleransi setiap pelanggaran terkait dengan integritas.

The Whistleblowing System (WBS) is a system that manages complaints/disclosures regarding unlawful behavior, unethical/undue acts in a confidential, anonymous, and independent manner that is used to optimize the participation of Jasa Marga Individuals and other parties in disclosing violations that occur within the Company.

The Company has provided WBS facilities that can be used by all Jasa Marga employees and external parties since January 16, 2013. WBS management is carried out based on the Joint Decree of the Board of Commissioners and Board Directors No. KEP 100/IX/2020 and No. 75/KPTS/2020 concerning Whistle Blowing System of PT Jasa Marga (Persero) Tbk.

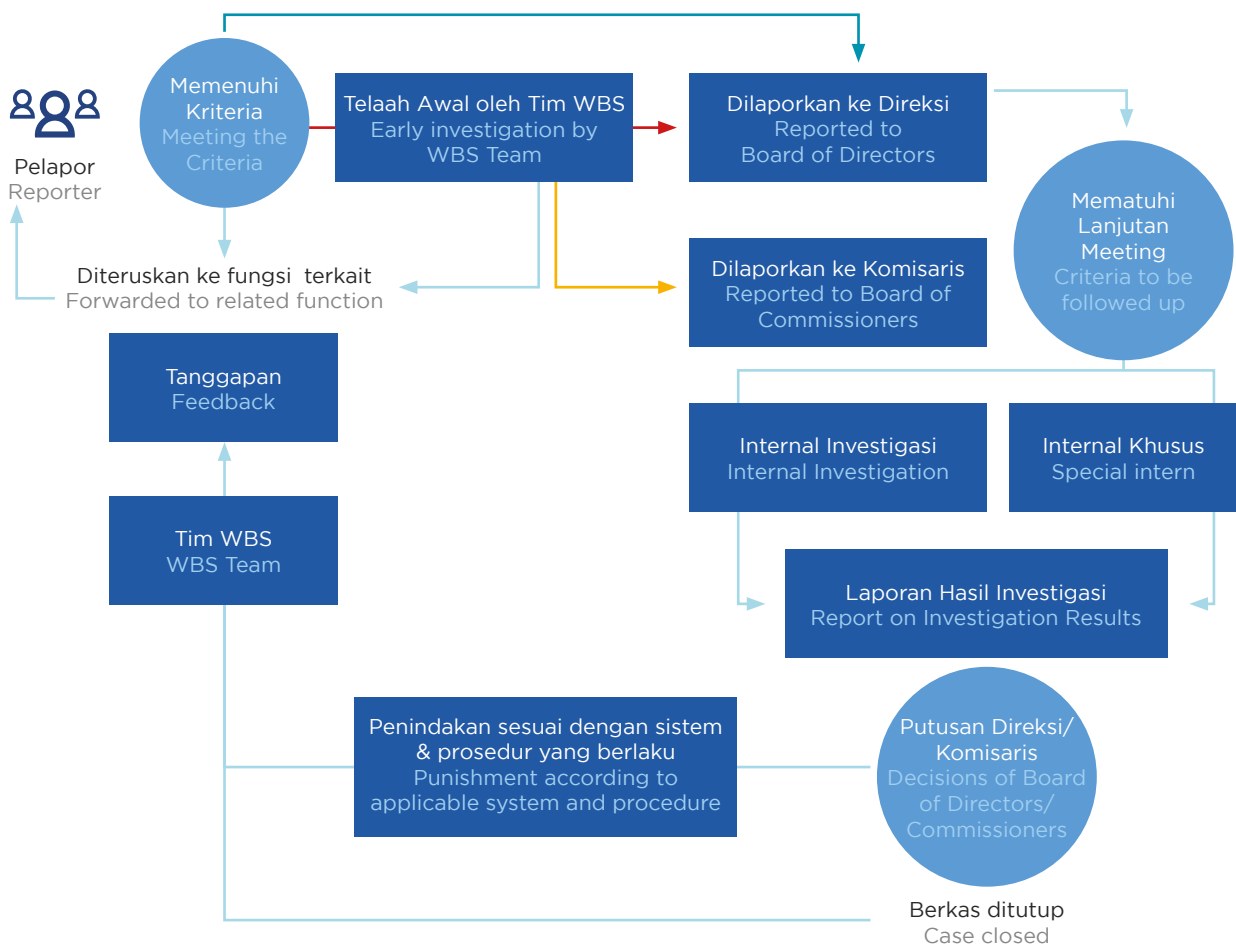
Types of violations that can be reported are those which can harm the Company, including the following matters:

1. Deviations from the rules and regulations in force.
2. Misuse of position for other interests outside the Company.
3. Extortion.
4. Cheating.
5. Conflict of Interest.
6. Gratuities.
7. Bribery.
8. Actions that violate ethics, morals, and norms of decency.

Every incoming report will be studied, classified, and followed up through an in-depth investigation based on the facts obtained. Whether or not the report is proven, will be decided and taken based on the impact of the action, degree of intent, and motive for the action.

Sanctions can be in the form of verbal reprimands, warning letters (I, II, III) up to termination of employment. The Company will not tolerate any violation related to integrity.

Bagan Alur Proses Sistem Pelaporan Pelanggaran
Flowchart of Whistleblowing System Process



Catatan/ Note:

1. Pelapor pelanggaran akan selalu mendapat feedback dan status atas laporan yang diberikan.
The reporter of violation will always get feedback and notification on the status of report he/she submitted.

2. Alur pelaporan/Reporting Flow:

- ↑ Jika yang dilaporkan karyawan dan Dewan Komisaris, laporan ditujukan kepada tim WBS.
If the person reported is an employee or commissioner, the report is addressed to WBS Team.
- ↑ Jika yang dilaporkan anggota Tim WBS, laporan ditujukan kepada Direksi.
If the person reported is a member of WBS, the report is addressed to the Board of Directors.
- ↑ Jika yang dilaporkan Direksi, laporan ditujukan kepada Dewan Komisaris.
If the person reported is a director, the report is addressed to the Board of Commissioners.

SOSIALISASI WHISTLEBLOWING SYSTEM

Whistleblowing System Socialization

Sosialisasi Sistem Pelaporan Pelanggaran atau dikenal dengan istilah Whistleblowing System (WBS) di internal Perseroan disampaikan melalui berbagai media seperti buletin internal, poster, sosialisasi etika maupun presentasi langsung kepada unit kerja terkait. Untuk eksternal, sosialisasi dilakukan melalui website Perseroan dan pengiriman surat edaran/memo.

Dissemination of the Violation Reporting System or known as the Whistleblowing System (WBS) internally in the Company is done through various media such as internal bulletins, posters, socialization of ethics, and direct presentations to related work units. For externals, socialization is carried out via the Company's website and by sending circulars/memos.

MEKANISME PENYAMPAIAN LAPORAN PELANGGARAN

Whistleblowing System Mechanism

Penyampaian pengaduan/penyingkapan oleh Pelapor harus memperhatikan hal-hal sebagai berikut:

1. Pelapor wajib memberikan indikasi awal yang dapat dipertanggungjawabkan, meliputi:
 - a. Pelanggaran yang diadukan, meliputi jumlah kerugian (apabila dapat ditentukan). 1 (satu) Pengaduan/ Penyingkapan sebaiknya hanya untuk 1 (satu) pelanggaran agar penanganannya dapat lebih fokus.
 - b. Pihak yang terlibat, yaitu siapa yang seharusnya bertanggungjawab atas pelanggaran tersebut, termasuk saksi-saksi dan pihak yang diuntungkan atau dirugikan atas pelanggaran tersebut.
 - c. Lokasi pelanggaran, yaitu meliputi nama, tempat, atau lokasi unit kerja dimana terjadinya pelanggaran tersebut.
 - d. Waktu pelanggaran, yaitu periode pelanggaran baik berupa hari, minggu, bulan, tahun atau tanggal tertentu pada saat pelanggaran tersebut terjadi.
 - e. Bagaimana/kronologis terjadinya pelanggaran tersebut.
 - f. Bukti-bukti pendukung telah terjadinya pelanggaran.
 - g. Apakah pelanggaran tersebut pernah dilaporkan kepada pihak lain atau dilaporkan sebelumnya.
 - h. Apakah pelanggaran tersebut pernah terjadi sebelumnya.
2. Untuk mempercepat dan mempermudah proses tindak lanjut Pengaduan/ Penyingkapan, maka Pelapor disarankan untuk memberikan informasi mengenai identitas diri, yang sekurang-kurangnya memuat alamat/nomor telepon/ handphone/ faksimili/email.
3. Apabila Pelapor memilih untuk menggunakan anonim dalam penyampaian Pengaduan/ Penyingkapan, maka Pengelola Administrasi wajib menjaga kerahasiaan data diri Pelapor, kecuali apabila proses Pengaduan/ Penyingkapan tersebut telah ditangani oleh External Investigator dan/ atau secara hukum diperlukan identitas diri Pelapor dalam penanganan Pengaduan/ Penyingkapan tersebut.
4. Insan Jasa Marga wajib untuk menghubungi dan meminta saran kepada Fungsi Kepatuhan Anti Penyuapan terkait tindakan apa yang harus dilakukan jika dihadapkan pada upaya atau situasi yang dapat melibatkan penyuapan.

The submission of complaints/disclosures by the Whistleblower must pay attention to the following matterst:

1. The Whistleblower shall provide an accountable preliminary indication, including:
 - a. The reported violation includes the amount of loss (if it can be determined). 1 (one) Complaint/ Disclosure should only be for 1 (one) violation so that the handling can be more focused.
 - b. The involved parties, including those responsible for the violation, including witnesses and parties who gain benefit or loss from the violation.
 - c. Location of violation, which includes the name, place, or Location of the work unit where the violation occurred.
 - d. Time of violation, which is the period of the violation, whether it was a day, week, month, year, or a specific date when the violation occurred.
 - e. How/chronology of the violation.
 - f. Supporting evidence that violations have occurred.
 - g. Whether the violation has been reported to other parties or was previously reported.
 - h. Has the violation occurred before.
2. To speed up and simplify the follow-up process for Complaints/Disclosures, Reporters are advised to provide information regarding personal identity, which at least includes an address/telephone number/cell phone/facsimile/email.
3. If the Reporting Party chooses to use anonymity in submitting Complaints/Disclosures, the Administration Manager is obliged to maintain the confidentiality of the Reporting Person's data, unless the Complaint/Disclosure process has been handled by the External Investigator and/or legally requires the Reporter's identity in handling Complaints/Disclosures.
4. Jasa Marga Individuals are obliged to contact and ask for advice from the Anti-Bribery Compliance Function regarding what actions to take if faced with an attempt or situation that could involve bribery.

SARANA/MEDIA PELAPORAN WHISTLEBLOWING SYSTEM JASA MARGA

Jasa Marga Whistleblowing System/Media

1. Website :
<https://whistleblowing.tips/wbs/@jasamarga>
2. Email : jasamarga.wbs@rsm.id
3. SMS : 08118754700
4. Whatsapp : 08118754700
5. PO BOX : 1005 JKS 12005

1. Website :
<https://whistleblowing.tips/wbs/@jasamarga>
2. Email : jasamarga.wbs@rsm.id
3. SMS : 08118754700
4. Whatsapp : 08118754700
5. PO BOX : 1005 JKS 12005

PERLINDUNGAN BAGI WHISTLEBLOWER

Protection for Whistleblowers

Perseroan menyediakan fasilitas saluran pelaporan (telepon, surat, email) yang independen, bebas, dan rahasia bagi pelapor, agar terlaksana proses pelaporan yang aman. Selain itu, Perseroan memberikan perlindungan terhadap pelapor dengan cara:

1. Identitas pelapor dijamin kerahasiaannya.
2. Perseroan menjamin perlindungan terhadap pelapor dari segala bentuk ancaman, intimidasi, ataupun tindakan tidak menyenangkan dari pihak manapun selama pelapor menjaga kerahasiaan pelanggaran yang diadukan dari pihak manapun.
3. Perlindungan terhadap pelapor berlaku bagi para pihak yang melaksanakan investigasi maupun pihak-pihak lainnya yang memberikan informasi terkait dengan pengaduan/penyungkapan tersebut.

The Company provides independent, free and confidential reporting channels (telephone, letter, e-mail) for whistleblowers to ensure a secure reporting process. In addition, the Company protects whistleblowers by:

1. Confidentiality of the whistleblower is guaranteed.
2. The Company guarantees protection to the whistleblower from any means of threats, intimidation, or unpleasant actions from any party as long as the reporter maintains the confidentiality of the reported violation from any party.
3. Protection of whistleblowers applies to parties carrying out investigations and other parties providing information related to the complaint/disclosure.

PENANGANAN PENGADUAN

Report Handling

Pelapor menyampaikan laporan dalam bentuk surat dengan disertai dokumen pendukung yang diperlukan. Laporan ini disampaikan melalui sarana/media pelaporan *Whistleblowing System* Jasa Marga.

Jika dokumen dan bukti-bukti yang disampaikan lengkap, Tim Pengelolaan WBS melakukan pemilahan data dan memutuskan apakah kasus tersebut dapat dilanjutkan ke tingkat penyelidikan. Jika keputusannya adalah cukup bukti, maka laporan tersebut akan ditingkatkan statusnya ke tahap penyelidikan.

Laporan yang tidak terbukti akan dikembalikan kepada pelapor. Namun apabila terbukti, Tim Pengelolaan WBS akan melaporkan hasil temuannya tersebut kepada Direksi. Laporan yang berkaitan dengan jajaran manajemen di bawah Direksi disampaikan dalam bentuk surat dan ditujukan kepada Direktur Utama, sedangkan laporan-laporan yang berkaitan dengan Direksi akan ditujukan kepada Dewan Komisaris.

The whistleblower submits a report in the form of a letter accompanied by the necessary supporting documents. This report is submitted through Jasa Marga's Whistleblowing System reporting facility/media.

If the documents and evidence presented are completed, the WBS Management Team will sort the data and decide whether the case can be continued to the investigation level. If the decision is sufficiently evident, the report will be upgraded to the investigation stage.

Reports that are not proven will be returned to the whistleblower. However, if confirmed, the WBS Management Team will report its findings to the Board of Directors. Reports relating to management under the Board of Directors are submitted in the form of letters and addressed to the President Director. The reports related to the Board of Directors will be addressed to the Board of Commissioners.

PIHAK YANG MENGELOLA PENGADUAN

Report Processing Party

Whistleblowing System Jasa Marga dikelola secara profesional dan independen bekerja sama dengan PT RSM Indonesia Konsultan sehingga memberikan kesempatan untuk melaporkan berbagai pelanggaran yang terjadi di Jasa Marga dan termasuk dalam ruang lingkup pelanggaran yang dapat merugikan Jasa Marga.

Berdasarkan Surat Keputusan Direksi No. 122/KPTS/2019 Tentang Tim Pengelolaan *Whistleblowing System* PT Jasamarga (Persero) Tbk tanggal 12 Desember 2019, susunan Tim Pengelolaan WBS di Perseroan dapat dilihat pada tabel berikut:

Jasa Marga's *Whistleblowing System* is managed professionally and independently in collaboration with PT RSM Indonesia Konsultan. It provides an opportunity to report various violations that have occurred at Jasa Marga and are included in the scope of violations that could threaten Jasa Marga.

According to the Board of Directors Decree No. 122/KPTS/2019 concerning *Whistleblowing System* Management Team in PT Jasamarga (Persero) Tbk dated December 12, 2019, the composition of the WBS Management Team in the Company is as follows:

Tabel Tim Pengelolaan *Whistleblowing System* Jasa Marga
Table of Jasa Marga's *Whistleblowing System* Management Team

No	Susunan Anggota Member Arrangement	Kedudukan dalam Tim Position in the Team
1	Internal Audit Group Head	Ketua Merangkap Anggota Chairman concurrently as Member
2	Risk and Quality Management Group Head	Sekretaris Merangkap Anggota Secretary concurrently as Member
3	Corporate Secretary	Anggota Member
4	Legal and Compliance Group Head	Anggota Member
5	Human Capital Services Group Head	Anggota Member

JUMLAH PENGADUAN YANG MASUK DAN DIPROSES PADA TAHUN 2021

Number of Report Received and Processed in 2021

Pada tahun 2021, terdapat 11 (sebelas) laporan dugaan pelanggaran yang disampaikan melalui mekanisme WBS. Dari jumlah tersebut, seluruh laporan telah selesai ditindaklanjuti.

In 2021, there were 11 (eleven) violation indication reports submitted via the WBS mechanism. From the total reports, all reports have been followed up.

Tabel Jumlah Pengaduan melalui *Whistleblowing System* di Tahun 2021
Table of the Total Denunciation Submitted via the *Whistleblowing System* in 2021

No.	Media Pelaporan Reporting Media	Jumlah Pelaporan Total Report	Status 31 Desember 2021 Status December 31, 2021		Keterangan Description
			Closed (Jumlah/Total)	Open (Jumlah/Total)	
1.	Situs Web Website	4	4	-	-
2.	Surel Email	1	1	-	-
3.	SMS	-	-	-	-
4.	Whatsapp	6	6	-	-
5.	PO Box	-	-	-	-
Total		11	11	0	

SANKSI/TINDAK LANJUT ATAS PENGADUAN YANG TELAH SELESAI DIPROSES PADA TAHUN BUKU

Sanctions/Follow-up on Report that has Been Processed in the Financial Year

Dari 11 (sebelas) laporan yang masuk melalui sarana WBS, seluruhnya tidak masuk kategori pelanggaran yang dapat ditangani melalui mekanisme WBS Jasa Marga (misalnya laporan yang terkait dengan pelayanan dan tidak termasuk dalam ruang lingkup WBS), sehingga tidak dapat ditindaklanjuti melalui WBS Perusahaan dan berstatus selesai (*closed*).

From the 11 (eleven) reports that were submitted through the WBS facility, all of them did not fall into the category of violations that could be handled through the Jasa Marga WBS mechanism (for example, reports related to services and not included in the scope of the WBS), so they could not be followed up through the Company's WBS and had the status of finished (*closed*).

KEBIJAKAN INSIDER TRADING INSIDER TRADING POLICY

Perseroan memiliki sejumlah kebijakan untuk mencegah terjadinya transaksi orang dalam (*insider trading*) dengan maksud memperoleh keuntungan pribadi. Larangan praktik-praktik *insider trading* bagi Insan Jasa Marga antara lain tertuang dalam kebijakan Perseroan berupa:

1. *Board Manual* yang merupakan pedoman kerja Dewan Komisaris dan Direksi.
2. Keputusan Direksi No. 84/KPTS/2020 tentang Pedoman Tata Perilaku (*Code of Conduct*) PT Jasa Marga (Persero) Tbk.
3. Keputusan Direksi No. 78/KPTS/2020 tentang Pedoman Benturan Kepentingan (*Conflict of Interest*) di PT Jasa Marga (Persero) Tbk.

Selain dituangkan dalam 3 (tiga) kebijakan tersebut, Perseroan juga pernah mengeluarkan Surat Edaran No. 19/SE-DIR/2008 Perihal Larangan Melakukan Transaksi Saham PT Jasa Marga (Persero) Tbk oleh Orang Dalam Perusahaan Selama Masa Pembelian Kembali Saham PT Jasa Marga (Persero) Tbk dan Surat Edaran No. 04/SE-DIR/2020 Perihal Larangan Melakukan Transaksi Saham PT Jasa Marga (Persero) Tbk. ("Perseroan" atau "Jasa Marga") oleh Orang Dalam Perseroan Selama Masa Pembelian Kembali Saham Perseroan.

Dalam Surat Edaran disebutkan, Orang Dalam Emiten dilarang melakukan transaksi atas saham Emiten pada masa Pembelian Kembali Saham. Adapun pihak-pihak yang masuk dalam klasifikasi Orang Dalam Perusahaan, yaitu:

1. Anggota Dewan Komisaris, Direksi, Pegawai dan Sekretaris Dewan Komisaris Perseroan.
2. Pemegang Saham Utama Perseroan.

The Company has several policies to prevent the case of insider trading from obtaining personal gain. The prohibition of insider trading practices for Jasa Marga Individuals, among others, is stated in the Company's policy in the form of:

1. Board Manual, which is the work guideline for the Board of Commissioners and Directors.
2. Board of Directors Decree No. 84/KPTS/2020 concerning PT Jasa Marga (Persero) Tbk. Code of Conduct.
3. Board of Directors Decree No. 78/KPTS/2020 concerning PT Jasa Marga (Persero) Tbk. Conflict of Interest Guideline.

Apart from being stated in these 3 (three) policies, the Company has also issued Circular No. 19/SE-DIR/2008 Regarding the Prohibition of Conducting PT Jasa Marga (Persero) Tbk Shares Transactions by Company Insiders During the Shares Buyback Period of PT Jasa Marga (Persero) Tbk and Circular No. 04/SE-DIR/2020 Regarding the Prohibition of Conducting Share Transactions of PT Jasa Marga (Persero) Tbk. ("Company" or "Jasa Marga") by an Insider during the Company Shares Buyback Period.

In the Circular, it is stated that an Issuer Insider is prohibited from conducting transactions on the Issuer's shares during the Share Buyback period. As for the parties included in the classification of Company Insiders, namely:

1. Members of the Board of Commissioners, Directors, Employees, and Secretary of the Company's Board of Commissioners.
2. Major Shareholders of the Company.

3. Perorangan yang karena kedudukannya atau profesinya atau karena hubungan usahanya dengan Perseroan memungkinkan orang tersebut memperoleh informasi Orang Dalam Perusahaan.
4. Pihak-pihak yang tidak lagi menjadi pihak sebagaimana dimaksud dalam angka 1,2, dan 3 di atas dalam kurun waktu 6 (enam) bulan terakhir.

Surat Edaran tersebut juga menegaskan, Orang Dalam Perusahaan yang terbukti melanggar aturan mengenai larangan insider trading dapat dikenakan sanksi oleh regulator sesuai dengan peraturan perundang-undangan yang berlaku.

3. An individual who, because of his position or profession or business relationship with the Company, enables that person to obtain information from inside the Company.
4. Parties no longer the parties as referred to in numbers 1, 2, and 3 above within the last 6 (six) months.

The Circular Letter also emphasizes that Company Insiders who are proven to have violated the rules regarding the prohibition of insider trading may be subject to sanctions by the regulator following the prevailing laws and regulations.

INFORMASI TENTANG PEMBELIAN KEMBALI SAHAM DAN OBLIGASI INFORMATION ON SHARES AND BONDS BUYBACK

Selama tahun 2021, Perseroan tidak melakukan pembelian kembali saham dan obligasi. Dengan demikian, Perseroan tidak memiliki informasi mengenai pembelian kembali saham dan obligasi.

In 2021, the Company did not repurchase shares and bonds. Thus, the Company does not have information regarding the repurchase of shares and bonds.

PENYEDIAAN DANA UNTUK KEGIATAN POLITIK FUNDS PROVISION FOR POLITICAL ACTIVITIES

Selama tahun 2021, Perseroan tidak menyediakan dana untuk kegiatan politik atau kepada partai politik. Hal ini sesuai dengan kebijakan Perseroan yang tidak diperkenankan untuk mendukung dan memberikan donasi untuk kepentingan politik.

In 2021, the Company did not provide funds for political activities or to political parties. This is in accordance with the Company's policy which is not allowed to support and make donations for political purposes.

TRANSPARANSI PRAKTIK *BAD* GOVERNANCE

TRANSPARENCY OF *BAD* GOVERNANCE PRACTICE

Sepanjang tahun 2021, Perseroan memegang teguh komitmen dalam menerapkan tata kelola perusahaan yang baik dengan memenuhi seluruh regulasi yang terkait dengan aktivitas Perseroan dan melaksanakan kewajibannya dengan baik. Perseroan maupun organ Perseroan dan organ pendukung dalam menjalankan kegiatan operasionalnya tidak pernah melakukan praktik *bad corporate governance*.

In 2021, PT Jasa Marga Tbk upheld its commitment to implementing good corporate governance by fulfilling all regulations related to the Company's activities and carrying out its obligations properly. Neither the Company nor the company organs and supporting organs in carrying out their operational activities have never carried out *bad corporate governance* practices.

Tabel Transparansi Praktik *Bad* Governance
Table of Transparency of *Bad* Governance Practices

No	Keterangan Information	Praktik Practice
1	Terdapat laporan atas kegiatan perusahaan yang mencemari lingkungan. Any report on company's activities that pollute the environment.	Nihil None
2	Ketidakpatuhan dalam pemenuhan kewajiban perpajakan. Non-compliance in tax obligations fulfilment.	Nihil None
3	Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku dan standar akuntansi keuangan (SAK). Inconsistency in annual reports and financial Statements Presentation with prevailing regulations and financial accounting standards (SAK).	Nihil None
4	Tidak menyampaikan kasus/ perkara hukum terkait buruh dan karyawan. Not submitting legal cases/cases related to workers and employees.	Nihil None
5	Tidak mengungkapkan tinjauan segmen operasi. Not disclosing the operating segment review.	Nihil None
6	Ketidaksesuaian berkas Laporan Tahunan. Annual Report file mismatch.	Nihil None

TATA KELOLA TEKNOLOGI INFORMASI

INFORMATION TECHNOLOGY GOVERNANCE

Jasa Marga berkomitmen untuk senantiasa menerapkan praktik Tata Kelola Perusahaan yang baik dengan kualitas dan standar yang tinggi. Untuk mendukung penerapan *Good Corporate Governance* (GCG) dalam kaitannya dengan Teknologi Informasi, Jasa Marga telah menerapkan Tata Kelola Teknologi Informasi (*IT Governance*) ke dalam proses bisnis Jasa Marga guna memastikan pengembangan dan pengelolaan Teknologi Informasi di Jasa Marga mampu memberikan manfaat yang optimal. Tata kelola tersebut tertuang dalam Keputusan Direksi mengenai Kebijakan Tata Kelola Teknologi Informasi No. 06/KPTS/2019.

Jasa Marga is committed to consistently implementing good corporate governance practices with high quality and standards. To support the implementation of *Good Corporate Governance* (GCG) related to Information Technology, Jasa Marga has implemented Information Technology Governance (*IT Governance*) into Jasa Marga's business processes to ensure the development and management of Information Technology at Jasa Marga can provide optimal benefits. This governance is stated in the Board of Directors Decree concerning Information Technology Governance Policy Number 06/KPTS/2019.

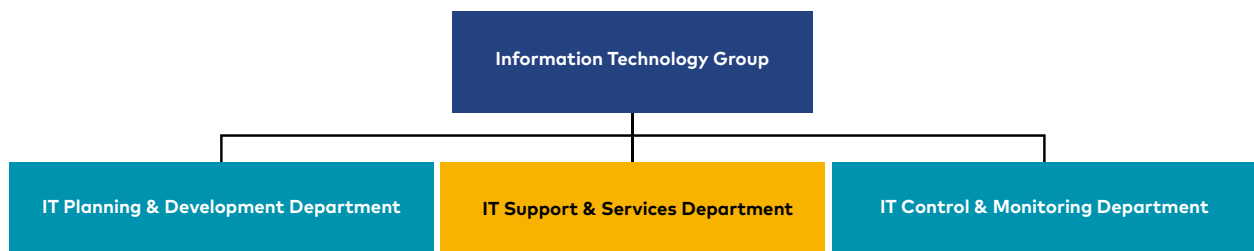
Tujuan dari penerapan Kebijakan Tata Kelola Teknologi Informasi adalah untuk memberikan panduan proses pengelolaan Teknologi Informasi yang standar secara menyeluruh, sesuai lingkup kebutuhan bisnis Perseroan dan memenuhi kepatuhan terhadap peraturan yang berlaku. Sedangkan sasaran dari penerapan Kebijakan Tata Kelola Teknologi Informasi adalah peningkatan nilai tingkat Kematangan proses pengelolaan Teknologi Informasi Jasa Marga yang berkesinambungan.

The purpose of implementing the Information Technology Governance Policy is to provide a comprehensive guide to standard Information Technology management processes, per the scope of the Company's business needs and to comply with applicable regulations. Meanwhile, implementing the Information Technology Governance Policy aims to increase the value of the maturity level of the sustainable Information Technology management process in Jasa Marga.

Mengacu pada Keputusan Direksi No. 92/KPTS/2019, saat ini kedudukan Teknologi Informasi di Jasa Marga sudah mengalami transformasi, tidak hanya sebagai pendukung untuk mencapai efisiensi dan efektifitas proses bisnis namun sebagai inovasi untuk menjaga ketahanan bisnis dan meningkatkan pendapatan Perseroan. Organisasi pengelola proses Teknologi Informasi Jasa Marga yaitu *Information Technology Group* yang strukturnya dapat dilihat pada bagan di bawah ini:

Referring to the Board of Directors Decree No. 92/KPTS/2019, the position of Information Technology at Jasa Marga has transformed as support for achieving efficiency and effectiveness of business processes and as an innovation to maintain business resilience and increase the Company's revenue. The organization managing Jasa Marga's Information Technology process, namely the Information Technology Group, whose structure can be seen in the chart below:

Bagan Struktur Unit Kerja Information Technology Group
Chart of Information Technology Group Work Unit Structure

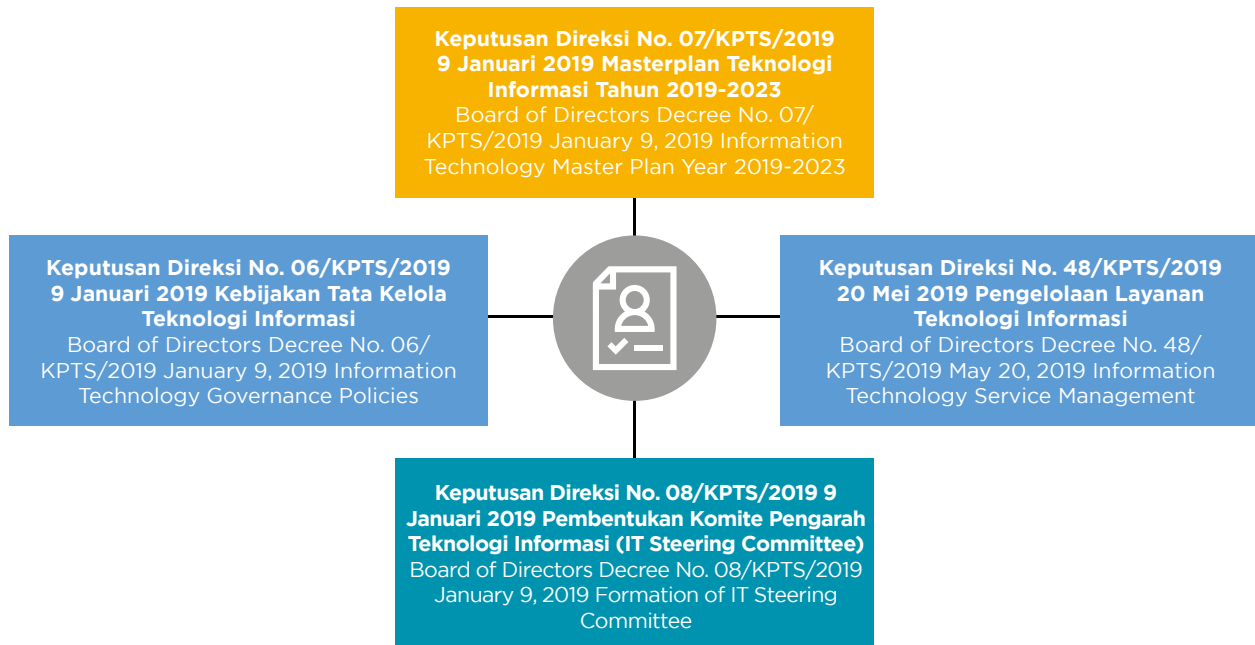


KEBIJAKAN TATA KELOLA TEKNOLOGI INFORMASI
Information Technology Governance Policy

Berdasarkan Peraturan Menteri Negara BUMN No. PER-02/MBU/2013 mengenai Panduan Penyusunan Pengelolaan Teknologi Informasi (TI) Badan Usaha Milik Negara, maka Jasa Marga telah menetapkan Kebijakan Tata Kelola TI sebagai panduan dalam implementasi Tata Kelola TI yang menyeluruh dan untuk mengoptimalkan kontribusi TI dalam pencapaian Sasaran Jangka Panjang Perseroan. Selain Peraturan Menteri BUMN, kebijakan Tata Kelola TI mengacu pada standar internasional COBIT (*Control Objectives for Information and Related Technologies*), ITIL (*Information Technology Infrastructure Library*), dan ISO 27001 yang sudah disesuaikan dengan kebutuhan Perseroan.

Based on the Regulation of the Minister of State for SOEs No. PER-02/MBU/2013 regarding the Guidelines for the Preparation of Information Technology Management (IT) for State-Owned Enterprises, Jasa Marga has established an IT Governance Policy to implement comprehensive IT Governance and optimize IT contributions in achieving the Company's Long-Term Goals. In addition to the Minister of SOEs Regulation, the IT Governance policies refer to the international standards COBIT (*Control Objectives for Information and Related Technologies*) and ITIL (*Information Technology Infrastructure Library*), and ISO 27001 which have been tailored to the needs of the Company.

Bagan Kebijakan Tata Kelola Teknologi Informasi
Chart of Information Technology Governance Policy



Dengan disahkannya berbagai Kebijakan Tata Kelola TI, maka Direksi telah melaksanakan amanat Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 Pasal 30 ayat (1) yang menyatakan bahwa "Direksi dapat menetapkan Tata Kelola Teknologi Informasi yang efektif".

With the adoption of various IT Governance Policies, the Board of Directors has carried out the mandate of the Minister of State for SOEs Regulation No. PER-01/MBU/2011 Article 30 paragraph (1) states that "The Board of Directors can establish effective Information Technology Governance".

PRINSIP-PRINSIP TATA KELOLA TEKNOLOGI INFORMASI
Information Technology Governance Principles

Prinsip-prinsip tata kelola Teknologi Informasi (TI) Perseroan yaitu sebagai berikut:

1. Perencanaan TI yang terarah dan sistematis sehingga terjadi kesesuaian antara pengembangan dan implementasi TI dengan Tujuan Bisnis Perseroan.
2. Investasi TI sejalan dan selaras dengan strategi Perseroan dengan memperhitungkan kapabilitas TI sehingga memberikan keuntungan optimal.
3. Implementasi TI yang obyektif dan dapat dipertanggungjawabkan dengan mempertimbangkan mutu dan risiko sesuai peraturan Perseroan.
4. Pengelolaan operasional TI yang efektif dan efisien.
5. Pengendalian yang konsisten terhadap kinerja operasional TI dan kepatuhan terkait peraturan dan perundangan yang berlaku.
6. Perbaikan berkelanjutan terhadap seluruh dimensi pengelolaan TI.

The principle of corporate Information Technology (IT) governance are as follows:

1. Targeted and systematic IT planning to match IT development and implementation with the Company's Business Goals.
2. IT investment is in line with and in line with the Company's strategy by considering IT capabilities to provide optimal returns.
3. Objective and accountable IT implementation by considering quality and risk following Company regulations.
4. Management of IT operations that are effective and efficient.
5. Consistent control over IT operational performance and compliance with applicable laws and regulations.
6. Continuous improvement of all dimensions of IT management.

Prinsip-prinsip tersebut akan diterapkan lebih lanjut ke aktivitas pengelolaan TI serta pelaksanaan peta jalan pengembangan TI sesuai *Master Plan* TI melalui berbagai pedoman dan standar yang disahkan oleh *Information Technology Group Head* dengan pengawasan Komite Pengarah TI.

These principles will be further applied to IT management activities and implementation of the IT development roadmap by the IT Master Plan through various guidelines and standards that the Information Technology Group Head has signed under the supervision of the IT Steering Committee.

ROAD MAP TATA KELOLA TEKNOLOGI INFORMASI Information Technology Governance Roadmap

Target yang ingin dicapai oleh Perseroan dari penerapan Tata Kelola Teknologi Informasi adalah proses perbaikan berkelanjutan terhadap pengelolaan TI dilihat dari 4 siklus utama proses TI yaitu Perencanaan, Pengembangan atau Akuisisi, Pengoperasian serta Pemantauan dan Evaluasi. Indikator dari keberhasilan penerapan Tata Kelola TI adalah Skor Maturitas TI. Peraturan Menteri Negara BUMN No. PER-02/MBU/2013 dipersyaratkan target Skor Maturitas TI dalam 5 tahun ke depan adalah minimal 3.

The target to be achieved by the Company from the implementation of Information Technology Governance IT management continuous improvement process, as indicated from the four primary IT process cycles, namely Planning, Development or Acquisition, Operation, and Monitoring and Evaluation. The indicator of the successful implementation of IT Governance is the IT Maturity Score. Minister of State-Owned Enterprises Regulation No. PER-02/MBU/2013 requires that the IT Maturity Score target in the next five years is at least achieving 3.

Bagan Road Map Tata Kelola Teknologi Informasi
Chart of Information Technology Governance Roadmap

2020	2021	2022	2023
<ol style="list-style-type: none"> 1. Penyusunan dan Implementasi Tata Kelola Data dan TI (Lanjutan). 2. Asesmen Kualitas Data JSMR Group. 3. Implementasi ISO 20000-1 dan 27001. 4. Penyusunan Dokumen Tata Kelola TI dan Data (Lanjutan). 5. <i>Review</i> MPTI & <i>Assesmet Maturity</i> TI 6. <i>Testing</i> IT DRP. 	<ol style="list-style-type: none"> 1. Penyusunan dan Implementasi Tata Kelola Data dan IT (Lanjutan). 2. Asesmen Kualitas Data JSMR Group (Lanjutan) 3. Sertifikasi dan <i>Maintenance</i> ISO 20000-1 dan 27001. 4. <i>Review</i> MPTI & <i>Assesmet Maturity</i> TI (Lanjutan). 5. <i>Testing</i> IT DRP (Lanjutan). 	<ol style="list-style-type: none"> 1. <i>Assessment</i> Kualitas Data JSMR Group (Lanjutan). 2. Sertifikasi dan <i>Maintenance</i> ISO 20000-1 dan 27001 (Lanjutan). 3. <i>Review</i> MPTI & <i>Assessment Maturity</i> TI (Lanjutan). 4. <i>Testing</i> IT DRP (Lanjutan). 	<ol style="list-style-type: none"> 1. <i>Assessment</i> Kualitas Data JSMR Group (Lanjutan). 2. Sertifikasi dan <i>Maintenance</i> ISO 20000-1 dan 27001 (Lanjutan). 3. <i>Review</i> MPTI & <i>Assessment Maturity</i> TI (Lanjutan). 4. <i>Testing</i> IT DRP (Lanjutan).
<ol style="list-style-type: none"> 1. Preparation and Implementation of Data and IT Governance. 2. JSMR Group's Data Quality Assessment. 3. Implementation of ISO 20000-1 and 27001. 4. Preparation of Documents of Data and IT Governance (Continuation). 5. Review of MPTI and IT Maturity Assessment. 6. IT DRP Testing. 	<ol style="list-style-type: none"> 1. Preparation and Implementation of Data and IT Governance (Continuation). 2. JSMR Group's Data Quality Assessment (Continuation). 3. Certification and Maintenance of ISO 20000-1 and 27001. 4. Review of MPTI and IT Maturity Assessment (Continuation). 5. IT DRP Testing (Continuation). 	<ol style="list-style-type: none"> 1. JSMR Group's Data Quality Assessment (Continuation). 2. Certification and Maintenance of ISO 20000-1 and 27001. 3. Review of MPTI and IT Maturity Assessment (Continuation). 4. IT DRP Testing (Continuation). 	<ol style="list-style-type: none"> 1. JSMR Group's Data Quality Assessment (Continuation). 2. Certification and Maintenance of ISO 20000-1 and 27001 (Continuation). 3. Review of MPTI and IT Maturity Assessment (Continuation). 4. IT DRP Testing (Continuation).

ASSESSMENT MATURITY LEVEL TATA KELOLA TEKNOLOGI INFORMASI DAN INDONESIA INDUSTRY 4.0 READINESS INDEX

Maturity Level Assessment of Information Technology Governance and Indonesia Industry 4.0 Readiness Index

Pengukuran *Maturity Level* Tata Kelola TI merupakan mekanisme untuk mengukur tingkat penerapan Tata Kelola TI dengan keluaran berupa indeks maturitas TI dengan rentang level dari 0 (non eksis) - 5 (optimal) yang menunjukkan kualitas pelaksanaan dari masing-masing pengendalian di dalam organisasi Perseroan.

Pada tahun 2021, Perseroan telah melakukan pengukuran *IT Maturity Level* dan didapati hasil 3,06. Berdasarkan hasil tersebut, Perseroan telah memenuhi persyaratan yang ditetapkan oleh Kementerian BUMN bahwa nilai *IT Maturity Level* BUMN minimal 3.

Perseroan juga melakukan penerapan Sistem Manajemen Keamanan Informasi (SMKI) sesuai dengan arahan Badan Siber dan Sandi Negara (BSSN) yang mengharuskan penyelenggara layanan transaksi elektronik untuk melakukan penerapan SMKI. Hasil dari penerapan ini dibuktikan melalui diterbitkannya sertifikat ISO 27001:2013 untuk keamanan fisik *data center* setelah dilakukan audit eksternal oleh lembaga sertifikasi.

Saat ini Perseroan juga sedang melakukan proses Asesmen Indonesia *Industry 4.0* Readiness Index (INDI 4.0) sesuai dengan arahan Kementerian BUMN yang mengharuskan setiap BUMN untuk melakukan Asesmen INDI 4.0. Adapun proses asesmen ini dilakukan untuk mendukung program pemerintah *Making* Indonesia 4.0. Pelaksanaan asesmen INDI 4.0 Perseroan ini ditargetkan dapat selesai dan didapatkan hasilnya pada tahun 2022.

IT Governance Maturity Level assessment is a mechanism to measure the level of IT implementation. The output is an IT maturity index, ranging from 0 (non-existent) to 5 (optimized), indicating the quality of implementation of each control in the Company's organization.

In 2021, the Company had measured the IT Maturity Level and found the result of 3.06. Based on these results, the Company has met the requirements set by the Ministry of SOEs that the SOE IT Maturity Level must be at least 3.

The Company also implements the Information Security Management System (SMKI) following the direction of the National Cyber and Crypto Agency (BSSN) which requires electronic transaction service providers to implement the ISMS. The results of this application are proven through the issuance of an ISO 27001:2013 certificate for data center physical security after an external audit by the certification institution.

Currently, the Company is also conducting the Indonesia Industry 4.0 Readiness Index (INDI 4.0) assessment process following the direction of the Ministry of SOEs, which requires every SOE to carry out an INDI 4.0 assessment. The assessment process is carried out to support the government's program *Making* Indonesia 4.0. The implementation of the Company's INDI 4.0 assessment is targeted to be completed, and the results obtained in 2022.



Kunjungan KAPUSPEN TNI
KAPUSPEN TNI Visit

ELAMAT DATANG



07



TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Social and Environmental Responsibility

794

Highlight Tanggung Jawab Sosial
dan Lingkungan Perseroan 2021
Highlights of Corporate Social and
Environmental Responsibility 2021





Perseroan berkomitmen untuk tumbuh bersama masyarakat dan lingkungan melalui pelaksanaan program CSR guna memberikan manfaat luas, dan meminimalisasi dampak negatif terhadap seluruh pemangku kepentingan.

The Company is committed to growing with the community and the environment through the implementation of CSR programs in order to provide broad benefits, and minimize negative impacts to all stakeholders.

HIGHLIGHT TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERSEROAN 2021

HIGHLIGHTS OF CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY 2021

Informasi mengenai pencapaian kinerja dan pelaksanaan tanggung jawab sosial dan lingkungan Jasa Marga disampaikan secara terpisah dalam Laporan Keberlanjutan Tahun 2021. Namun demikian, laporan ini merupakan bagian yang tidak terpisahkan dari Laporan Tahunan Tahun 2021. Penyajian kinerja keberlanjutan tahun 2021 mengacu pada ketentuan dalam Peraturan Otoritas Jasa Keuangan (OJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, Dan Perusahaan Publik (lampiran II) dan Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik (lampiran II).

Selain ketentuan tersebut, Laporan Keberlanjutan Tahun 2021 juga disusun dengan menggunakan standar internasional yang dikeluarkan oleh Global Sustainability Standards Board (GSSB) yaitu *Global Reporting Initiative (GRI) Standard* dengan pilihan inti (Opsi Core). Proses penyusunan laporan keberlanjutan diawali dengan kegiatan *Focus Group Discussion (FGD)* pada tanggal 28 Oktober 2021 dan 19 November 2021 dengan agenda pemetaan pemangku kepentingan dan penentuan topik material. Kegiatan ini bertujuan untuk mengarahkan informasi yang diungkapkan dalam laporan mencakup topik-topik yang relevan dengan konteks keberlanjutan Jasa Marga dan harapan pemangku kepentingan.

Information regarding the achievement of Jasa Marga's performance and implementation of social and environmental responsibilities is presented separately in the 2021 Sustainability Report. However, this report is an integral part of the 2021 Annual Report. The presentation of sustainability performance in 2021 refers to the provisions in the Financial Services Authority (OJK) Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies (attachment II), as well as OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies (attachment II).

In addition to these provisions, the 2021 Sustainability Report is also prepared using international standards issued by the Global Sustainability Standards Board (GSSB), namely the *Global Reporting Initiative (GRI) Standard* with core options (Core Options). The process of preparing the sustainability report begins with a focus group discussion (FGD) on October 28, 2021 and November 19, 2021 with an agenda for mapping stakeholders and determining material topics. This activity aims to direct the information disclosed in the report to cover relevant topics to the context of Jasa Marga's sustainability and stakeholder expectations.

KINERJA KEBERLANJUTAN ASPEK EKONOMI Economic Aspect Sustainability Performance

Laba Bersih
Net Profit



Rp749 Miliar
Billion

naik sebesar **49,5%**
Increased by

2 Ruas Jalan
Toll Road
Green Toll Road

Jalan Tol/ Toll Roads
Pandaan-Malang &
Gempol-Pandaan

Rating IRAP
IRAP Rating



3 (tiga) star rating atau lebih
3 (three) star ratings or more

Jalan Tol/ Toll Roads
Jagorawi, Cipularang &
Prof. Dr. Ir. Sedyatmo

Jumlah Pemasok Lokal
Number of Local Suppliers

150 Perusahaan
Company

KINERJA KEBERLANJUTAN ASPEK LINGKUNGAN HIDUP
Environmental Aspect Sustainability Performance

Penggunaan
Listrik
Electricity Usage



21.426.357 kWh

Penggunaan
BBM
Fuel Usage



4.179.306 Liter

Penggunaan
Air
Water Usage



5.098.878.000 Liter

Penanaman
Plantation



73.583 Pohon
Trees

Dana Pelestarian
Lingkungan
Environmental
Conservation Fund



Rp1,3 Miliar
Billion

KINERJA KEBERLANJUTAN ASPEK SOSIAL
Social Aspect Sustainability Performance

Dana
Penanggulangan
COVID-19
COVID-19 Relief Fund



Rp7,4 Miliar
Billion

Dana Sosial
Kemasyarakatan
Community Social Fund



Rp11,6 Miliar
Billion



Sembako
Food Relief



Rumah Ibadah
Worship Facilities



Bantuan Korban
Bencana
Disaster
Victim Relief



Fasilitas
Pendidikan
Educational
Facilities

Pemberdayaan
Ekonomi
Economic Empowerment



Rp52,8 Miliar
Billion

630 Mitra Binaan
Foster Partner

08



REFERENSI POJK, SEOJK, DAN KRITERIA ARA

Reference of POJK, SEOJK, and
ARA Criteria

798

Referensi POJK No. 29/POJK.04/2016
dan SEOJK No. 16/SEOJK.04/2021
POJK No. 29/POJK.04/2016 and
SEOJK No. 30/SEOJK.04/2016 Reference

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Kriteria *Annual Report Award* (ARA)
Annual Report Award (ARA) Criteria





REFERENSI POJK NO. 29/POJK.04/2016 DAN SEOJK NO. 16/SEOJK.04/2021

POJK NO. 29/POJK.04/2016 AND SEOJK NO. 16/SEOJK.04/2021 REFERENCE

No.	Uraian Description	Halaman Page
1.	Ketentuan Umum General Terms	
a.	Laporan Tahunan paling sedikit memuat informasi mengenai: <ol style="list-style-type: none"> ikhtisar data keuangan penting; informasi saham (jika ada); laporan Direksi; laporan Dewan Komisaris; profil Emiten atau Perusahaan Publik; analisis dan pembahasan manajemen; tata kelola Emiten atau Perusahaan Publik; tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik; laporan keuangan tahunan yang telah diaudit; dan surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan; 	
a.	The Annual Report shall at least include the following information: <ol style="list-style-type: none"> an overview of important financial data; share information (if any); board of Directors' report; board of Commissioners' report; issuer or Public Company profiles; management discussion and analysis; issuer or Public Company governance; issuer or Public Company social and environmental responsibility; audited annual financial statements; and a statement from the Board of Directors and the Board of Commissioners on their responsibility for the Annual Report; 	
b.	Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami/ Annual reports can present information in the form of pictures, graphs, tables, and / or diagrams clearly stating the title and / or description, which is easy to read and understand	
2.	Uraian Isi Laporan Tahunan Annual Report Contents Description	
A.	Ikhtisar Data Keuangan Penting Summary of Important Financial Data	22-25
	Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat: Financial Highlights includes financial information presented in the form of comparison for 3 (three) financial years, or since starting a business if the Issuer's or the Public Company's business activities are less than 3 (three) years, and should at least include:	
1.	pendapatan/penjualan; revenue/sales;	22
2.	laba bruto; gross profit;	22
3.	laba (rugi); profit (loss);	22
4.	jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; total profit (loss) attributable to owners of the parent and non-controlling interests;	22

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5.	total laba (rugi) komprehensif; total comprehensive profit (loss);	22
6.	jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali; total comprehensive profit (loss) attributable to owners of the parent and non- controlling interests;	22
7.	laba (rugi) per saham; profit (loss) per share;	22
8.	jumlah aset; total assets;	22
9.	jumlah liabilitas; total liabilities;	22
10.	jumlah ekuitas; total equities;	22
11.	rasio laba (rugi) terhadap jumlah aset; profit (loss) to total assets ratio;	23
12.	rasio laba (rugi) terhadap ekuitas; profit (loss) to equity ratio;	23
13.	rasio laba (rugi) terhadap pendapatan/penjualan; profit (loss) to revenue/sales ratio;	23
14.	rasio lancar; current ratio;	23
15.	rasio liabilitas terhadap ekuitas; liabilities to equity ratio;	23
16.	rasio liabilitas terhadap jumlah aset; dan liabilities to total assets ratio;	23
17.	informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya. other information and financial ratios relevant to the Issuer or a Public Company and its industry type;	23
B.	Informasi Saham Share Information	27-33

Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:

Share information for a Public Company shall at least contain:

1. saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat:
 - a. jumlah saham yang beredar;
total outstanding shares;
 - b. kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan;
market capitalization based on the price on the Stock Exchange where the securities are listed;
 - c. harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan
the highest, lowest, and closing share price based on the Stock Exchange where the securities are listed; and
 - d. volume perdagangan pada bursa efek tempat saham dicatatkan.
the volume of trading on the Stock Exchange where the securities are listed;

Informasi dalam huruf b), huruf c), dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;

Information on the letter b), c), and d) is only disclosed if the shares are listed on the Stock Exchange;

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2.	<p>dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:</p> <p>in the event of a corporate action that causes changes in shares, such as stock splits, reverse stock, stock dividends, bonus shares, changes in the shares' nominal value, conversion securities issuance, as well as capital additions and deductions, share information as referred to in number 1) shall be added with, at least, explanation regarding:</p> <p>a. tanggal pelaksanaan aksi korporasi; corporate action execution date;</p> <p>b. rasio pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham; the ratio of stock splits, reverse stock, stock dividends, bonus shares, the number of convertible securities issued, and changes in the nominal value of shares;</p> <p>c. jumlah saham beredar sebelum dan sesudah aksi korporasi; the number of shares outstanding before and after the corporate action;</p> <p>d. jumlah efek konversi yang dilaksanakan (jika ada); dan the number of convertible securities exercised (if any); and</p> <p>e. harga saham sebelum dan sesudah aksi korporasi; share price before and after the corporate action;</p>	33
3.	<p>dalam hal terjadi penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau pembatalan pencatatan saham (<i>delisting</i>) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau pembatalan pencatatan saham (<i>delisting</i>) tersebut; dan</p> <p>in the event of share trading temporary suspension (<i>suspension</i>) and/or shares delisting during the fiscal year, the shares' suspension and/or delisting reasons shall be explained; and</p>	33
4.	<p>dalam hal penghentian sementara perdagangan saham (<i>suspension</i>) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (<i>delisting</i>) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau pembatalan pencatatan saham (<i>delisting</i>) tersebut.</p> <p>if the share trading temporary suspension as referred to in number 3) and/or the delisting process is still ongoing until the end of the Annual Report period, the actions taken to resolve the temporary suspension of share trading and/ or cancellation of the share listing (<i>delisting</i>) shall be explained.</p>	33
C. Laporan Direksi Board of Directors Report		70-85
<p>Laporan Direksi paling sedikit memuat uraian singkat mengenai: The Board of Directors' Report shall, at the minimum, contain a brief description of:</p>		
1.	<p>kinerja Emiten atau Perusahaan Publik, paling sedikit memuat: the Board of Directors' report shall, at the minimum, contain a brief description of:</p> <p>a. strategi dan kebijakan strategis Emiten atau Perusahaan Publik; the strategy and strategic policy of the Issuer or Public Company;</p> <p>b. peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik; the Board of Directors' role in formulating strategies and strategic policies of Issuers or Public Companies;</p> <p>c. proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik; the process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy;</p> <p>d. perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan comparison between the results achieved and those targeted by the Issuer or Public Company; and</p> <p>e. kendala yang dihadapi Emiten atau Perusahaan Publik; the constraints faced by the Issuer or Public Company;</p>	73-75
2.	<p>gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan business prospects overview of the Issuer or Public Company; and</p>	78-79
3.	<p>penerapan tata kelola Emiten atau Perusahaan Publik. governance implementation of the Issuer or Public Company.</p>	79-80

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D.	Laporan Dewan Komisaris Board of Commissioner Report	54-69
	Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai: The Board of Commissioners' Report shall, at the minimum, contain a brief description of:	
1.	penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi; the Board of Directors' performance evaluation regarding the management of Issuers or Public Companies, including the supervision of the Board of Commissioners in the strategies formulation and implementation for Issuers or Public Companies carried out by the Board of Directors;	56-57, 60-66
2.	pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan view on the business prospects of the Issuer or Public Company prepared by the Board of Directors;	57
3.	pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik. view on the Issuer or Public Company's application of governance;	57-60
E.	Profil Emiten atau Perusahaan Publik Profile of the Issuer or Public Company	90-270
	Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi: Profile of the Issuer or Public Company contains, at the minimum, information of:	
1.	nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku; the name of the Issuer or Public Company, including if there was any change of name, the reason for the change, and effective date of the name change during the fiscal year;	92, 94
2.	akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi: access to Issuer or Public Company, including any branch offices or representative offices, which allows the public access to information on the Issuer or Public Company, including: <ul style="list-style-type: none"> a. alamat; address; b. nomor telepon; telephone number; c. alamat surat elektronik; dan electronic mail address; and d. alamat situs web; web site address; 	98-99
3.	riwayat singkat Emiten atau Perusahaan Publik; a brief history of Issuer or Public Company;	93-94
4.	visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (<i>corporate culture</i>) atau nilai-nilai perusahaan; the vision and mission of the Issuer or Public Company as well as the corporate culture or corporate values;	100-108
5.	kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan; business activities according to the last articles of association, the business activities carried out during the fiscal year, as well as the type of goods and/or services produced;	109-119
6.	wilayah operasional Emiten atau Perusahaan Publik; the operational area of the Issuer or Public Company; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan. the operational area is the area or area for the implementation of operational activities or the range of the company's operating activities.	96-97
7.	struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan; the organizational structure of the Issuer or Public Company in the form of a chart, at the minimum, the structure of 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and the Board of Commissioners, accompanied by names and positions;	124-125
8.	daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan; a list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;	94

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9.	<p>profil Direksi, paling sedikit memuat: the profile of Directors, to at least include:</p> <ol style="list-style-type: none"> a. nama dan jabatan yang sesuai dengan tugas dan tanggung jawab; the name and position per the duties and responsibilities; b. foto terbaru; a recent photograph; c. usia; age; d. kewarganegaraan; nationality; e. riwayat pendidikan dan/atau sertifikasi; educational and/or certification history; f. riwayat jabatan, meliputi informasi: position history, including information on: <ol style="list-style-type: none"> i. dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan; the legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned; ii. rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan concurrent positions, either as a member of the Board of Directors, member of the Board of Commissioners, and/or committee member, and other positions inside and outside the Issuer or Public Company. If a member of the Board of Directors does not have concurrent positions, then this is disclosed; and iii. pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik. period of work experience both inside and outside the Issuer or Public Company. g. hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan affiliation with other members of the Board of Directors, members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including the names of affiliated parties. If the member has no affiliation relationship, the Issuer or Public Company shall disclose this matter; and h. perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut; changes in the composition of the members of the Board of Directors and the reasons for the changes. If there is no change in the composition of the members of the Board of Directors, this matter shall be disclosed; 	132-137 618-619 81-82

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10.	<p>profil Dewan Komisaris, paling sedikit memuat: The profile of Board of Commissioners, to at least include:</p> <ol style="list-style-type: none"> a. nama dan jabatan; the name and position; b. foto terbaru; a recent photograph; c. usia; age; d. kewarganegaraan; nationality; e. riwayat pendidikan dan/atau sertifikasi; educational and/or certification history; f. riwayat jabatan, meliputi informasi: position history, including information on: <ol style="list-style-type: none"> i. dasar hukum pengangkatan sebagai anggota Dewan Komisaris; the legal basis for appointment as a member of the Board of Commissioners of the Issuer or Public Company concerned; ii. dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan; the legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned; iii. rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member, and other positions inside and outside the Issuer or Public Company. If a member of the Board of Commissioners does not have concurrent positions, then this is disclosed; and iv. pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik. period of work experience both inside and outside the Issuer or Public Company. g. hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; affiliation with other members of the Board of Commissioners, major shareholders, and controllers either directly or indirectly to individual owners, including the names of affiliated parties. If the member has no affiliation relationship, the Issuer or Public Company shall disclose this matter; and h. pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan changes in the composition of the members of the Board of Commissioners and the reasons for the changes. If there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed; i. perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut; 	126-131, 618-619, 559, 66-67
11.	<p>dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya; in the event of changes in the composition of the Board of Directors and/or the Board of Commissioners' members that occurred after the fiscal year ends until the deadline for submission of the Annual Report, the composition to be included in the Annual Report is the latest and the previous composition of the Board of Directors and/or the Board of Commissioners' members;</p>	138
12.	<p>jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the fiscal year; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Disclosure of information can be presented in tabular form.</p>	172-174

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13.	<p>nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai: shareholders names and ownership percentage at the beginning and end of the fiscal year, which consists of information regarding:</p> <ol style="list-style-type: none"> <li data-bbox="268 331 1262 405">pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik; shareholders who own 5% (five percent) or more shares of the Issuer or Public Company; <li data-bbox="268 405 1284 584">anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan members of the Board of Directors and members of the Board of Commissioners who own shares in the Issuer or Public Company. If all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and <li data-bbox="268 584 1262 689">kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; community shareholder group, namely the group of shareholders whom each own less than 5% (five percent) of the shares of the Issuer or Public Company; <p>Informasi di atas dapat disajikan dalam bentuk tabel. The above information can be presented in tabular form.</p>	210-215
14.	<p>persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; the shares' indirect ownership percentage of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and the Board of Commissioners;</p> <p>Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut. If all members of the Board of Directors and/or Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.</p>	215
15.	<p>jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi: the number of shareholders and the percentage of ownership at the fiscal year-end based on the classification of:</p> <ol style="list-style-type: none"> <li data-bbox="268 1234 608 1279">kepemilikan institusi lokal; local institutions ownership; <li data-bbox="268 1279 639 1323">kepemilikan institusi asing; foreign institutional ownership; <li data-bbox="268 1323 639 1368">kepemilikan individu lokal; dan local individual ownership; and <li data-bbox="268 1368 608 1435">kepemilikan individu asing; foreign individual ownership; 	212
16.	<p>informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan; information regarding the major and controlling shareholders of the Issuer or Public Company, either directly or indirectly, to the individual owners, presented in the form of schematics or charts;</p>	210-211
17.	<p>nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; the name of the subsidiary, associate, joint venture company where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of the subsidiary, associated company, joint venture company;</p> <p>Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut. For a subsidiary, information about the address of the subsidiary is added.</p>	216-255, 98-99

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18.	<p>kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada); a chronological listing of shares, number of shares, nominal value, and the offer price from the start of recording until the end of the financial year and the name of the Stock Exchange where the shares of the Issuer or Public Company are listed, including stock splits, reverse stock, stock dividends, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and subtractions (if any);</p>	256-257
19.	<p>informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbalance hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada); other securities listing information other than the securities as referred to in number 18), which have not yet matured in the fiscal year, at least contain the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and securities rating (if any);</p>	257-266
20.	<p>informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi: information on the use of the services of a public accountant (AP) and a public accounting firm (KAP) and their networks/associations/allies include:</p> <ol style="list-style-type: none"> nama dan alamat; name and address; periode penugasan; assignment period; informasi jasa audit dan/atau non audit yang diberikan; information on audit and/or non-audit services provided; biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan audit and/or non-audit fee for each assignment given during the fiscal year; and dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan if AP and KAP and their networks/associations/allies, which are appointed do not provide non-audit services, then the information is disclosed; and <p>Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel. Disclosure of information on the use of AP and KAP services and their networks/associations/allies can be presented in tabular form.</p>	267
21.	<p>nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP. name and address of capital market supporting institutions and/or professions other than AP and KAP.</p>	267-268
F.	Analisis dan Pembahasan Manajemen Management Discussion and Analysis	272-391
1.	<p>Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat: Management Discussion and Analysis shall include analysis and discussion of the financial statements and other important information with an emphasis on material changes that occurred during the fiscal year, to at least have:</p> <ol style="list-style-type: none"> tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: a review of operations per operating segment based on the Issuer or Public Company's type of industry, to name a few: <ol style="list-style-type: none"> produksi, yang meliputi proses, kapasitas, dan perkembangannya; production, including the process, capacity, and its development; pendapatan/penjualan; dan revenue / sales; and profitabilitas; profitability; 	280-320

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2.	<p>kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: comprehensive financial performance including a comparison of financial performance in the last 2 (two) years, an explanation of the cause of any changes and the impact of such changes, to name a few:</p> <p>a. aset lancar, aset tidak lancar, dan total aset; current assets, non-current assets, and total assets;</p> <p>b. liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; short-term liabilities, long-term liabilities, and total liabilities;</p> <p>c. ekuitas; equity;</p> <p>d. pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan revenue/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss); and</p> <p>e. arus kas; cash flow;</p>	320-358
3.	<p>kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan; ability to pay the debt by presenting the relevant ratios;</p>	358-360
4.	<p>tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan; the collectibility level of the Issuer's or Public Company's receivables by presenting the relevant ratio calculations;</p>	361
5.	<p>struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure</i>) tersebut disertai dasar penentuan kebijakan dimaksud; capital structure and management policies on capital structure accompanied by the basis for determining the policy;</p>	362-363
6.	<p>bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit memuat: discussion on material commitments for capital investments with explanations, to name a few:</p> <p>a. tujuan dari ikatan tersebut; the purpose of such commitments;</p> <p>b. sumber dana yang diharapkan untuk memenuhi ikatan tersebut; sources of funds to meet such commitments;</p> <p>c. mata uang yang menjadi denominasi; dan currency-denominated; and</p> <p>d. langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait; planned measures by the Issuer or Public Company to cover the risks of foreign currency positions;</p>	363
7.	<p>bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat: discussion regarding capital goods investments realized in the last fiscal year, to name a few:</p> <p>a. jenis investasi barang modal; type of capital goods investments;</p> <p>b. tujuan investasi barang modal; dan capital goods investment objectives; and</p> <p>c. nilai investasi barang modal yang dikeluarkan; value of capital goods investments realized;</p>	363-364
8.	<p>informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada); material information and facts occurring after the date of the auditor's report (if any);</p>	366-367
9.	<p>prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya; business prospects of the Issuer or Public Company based on the condition of the industry, the general economy, and the international markets supporting quantitative data from trusted data sources;</p>	368-369

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10.	<p>perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai: comparison between the targets/projections at the beginning of the year with the results achieved (realized), including:</p> <ul style="list-style-type: none"> a. pendapatan/penjualan; revenue / sales; b. laba (rugi); profit (loss); c. struktur modal (capital structure); atau capital structure; or d. hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik; other matters that are considered important for the Issuer or Public Company; 	364-366
11.	<p>target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai: targets/projections to be achieved by the Issuer or Public Company for one (1) year ahead, including:</p> <ul style="list-style-type: none"> a. pendapatan/penjualan; revenues / sales; b. laba (rugi); profit (loss) c. struktur modal (<i>capital structure</i>); capital structure; d. kebijakan dividen; atau dividend policy; or e. hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik; other matters that are considered important for the Issuer or Public Company; 	364-366
12.	<p>aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar; The Issuer or Public Company's marketing of goods and/or services, at least including the marketing strategy and market share;</p>	369-372
13.	<p>uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit: description of dividends for the last 2 (two) fiscal years, at least:</p> <ul style="list-style-type: none"> a. kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih; dividend policy, which includes information on the percentage of dividends distributed to net income; b. tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas; date of payment of cash dividends and/or date of distribution of non-cash dividends; c. jumlah dividen per saham (kas dan/atau non kas); dan the amount of dividends per share (cash and/or non-cash); and d. jumlah dividen per tahun yang dibayar; the amount of dividends paid annually; <p>Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut. Disclosure of information can be presented in tabular form. If the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.</p>	372-373
14.	<p>realisasi penggunaan dana hasil penawaran umum, dengan ketentuan: realization of the use of proceeds from the public offering, provided that:</p> <ul style="list-style-type: none"> a. dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku; dan if, during the fiscal year, the Issuer must submit a report on the realization of the use of funds, then the realization of the cumulative use of the proceeds from the public offering shall be disclosed until the end of the fiscal year; and b. dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut; if there is a change in the use of funds as regulated in the Financial Services Authority Regulation regarding the report on the realization of the use of the proceeds from the public offering, the Issuer shall explain the change; 	375-376

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15.	<p>informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat:</p> <p>material information (if any), among others regarding investment, expansion, divestment, business merger/consolidation, acquisition, debt/capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions, which occurred during the fiscal year, at least containing:</p> <ol style="list-style-type: none"> a. tanggal, nilai, dan objek transaksi; the date, value, and object of the transaction; b. nama pihak yang melakukan transaksi; the name of the party conducting the transaction; c. sifat hubungan afiliasi (jika ada); the nature of the affiliation relationship (if any); d. penjelasan mengenai kewajaran transaksi; explanation of the fairness of the transaction; e. pemenuhan ketentuan terkait; dan compliance with related provisions; and f. dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi: if there is an affiliation relationship, in addition to disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information: <ol style="list-style-type: none"> i. pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arms-length principle</i>); dan a statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out following generally accepted business practices, among others, by complying with the arms-length principle; and ii. peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arms-length principle</i>); the role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out following generally accepted business practices, among others, by complying with the arms-length principle; g. untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; for affiliated or material transactions, which are business activities carried out to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliated or material transactions are business activities carried out to generate operating income. and run regularly, repeatedly, and/or continuously; Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut. If the affiliated or material transactions have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added. h. untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut; for disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added; i. dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut; if there is no affiliated transaction and/or conflict of interest transaction; then this matter shall be disclosed; 	376-382

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16.	perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan changes in regulations and legislation that significantly impact the Issuer or Public Company and the impact on the financial statements (if any); and	384-387
17.	perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada). changes in accounting policies, reasons, and impact on the financial statements (if any);	387-388
G.	Tata Kelola Emiten atau Perusahaan Publik Corporate Governance of Issuer or Public Company	434-791
	Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai: The governance of the Issuer or Public Company shall, at the minimum, contain a brief description of:	
1.	RUPS, paling sedikit memuat: GMS, at the minimum, contains:	
a.	Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi: Information regarding the resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year include:	488-494
i.	keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan the GMS' resolutions in the fiscal year and 1 (one) year before the fiscal year are realized in the fiscal year; and	504-506
ii.	keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan; resolutions of the GMS in the fiscal year and 1 (one) year before the fiscal year that has not been realized and the reasons for not realizing them;	515-517
b.	dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut; if the Issuer or Public Company uses an independent party in the conduct of the GMS to calculate the votes, then this matter shall be disclosed;	517-524
2.	Direksi, paling sedikit memuat: The Board of Directors, at the minimum, contains:	
a.	tugas dan tanggung jawab masing-masing anggota Direksi; duties and responsibilities of each member of the Board of Directors; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel. The duties and responsibilities of each member of the Board of Directors are described and can be presented in tabular form.	567-571
b.	pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi; a statement that the Board of Directors has guidelines or charter for the Board of Directors;	560
c.	kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; policies and implementation of the Board of Directors' meeting frequency, Board of Directors' meeting with the Board of Commissioners, and the Board of Directors member's attendance level in the meeting including attendance at the GMS; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel. Information on the Board of Directors member's level of attendance at the meeting of the Board of Directors, the meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in tabular form.	592-607
d.	pelatihan dan/atau peningkatan kompetensi anggota Direksi; training and/or competency improvement of the Board of Directors members:	
i.	kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan training and/or improving the competence of members of the Board of Directors policy, including an orientation program for newly appointed members of the Board of Directors (if any); and	572
ii.	pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada); training and/or competency improvement attended by members of the Board of Directors in the fiscal year (if any);	193-196

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e.	<p>penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat: the Board of Directors' assessment of the performance of the committees that support the implementation of the Board of Directors' duties for the fiscal year shall at least contain:</p> <ul style="list-style-type: none"> i. prosedur penilaian kinerja; dan performance appraisal procedures; and ii. kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan the criteria used, such as performance achievements during the fiscal year, competence and attendance at meetings; and <p>f. dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut. if the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this matter shall be disclosed.</p>	577
3.	<p>Dewan Komisaris, paling sedikit memuat: The Board of Commissioners, at the minimum, contains:</p>	531-533
a.	<p>tugas dan tanggung jawab Dewan Komisaris; duties and responsibilities of the Board of Commissioners;</p>	526
b.	<p>pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (<i>charter</i>) Dewan Komisaris; a statement that the Board of Commissioners has guidelines or charter for the Board of Commissioners;</p>	548, 588-592
c.	<p>kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; policies and implementation of the Board of Commissioners meeting frequency, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners in such meetings including attendance at the GMS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel. Information on the Board of Commissioners members' attendance level at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in tabular form.</p>	548
d.	<p>pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris; training and/or competency improvement of members of the Board of Commissioners:</p>	548
i.	<p>kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan policy on training and/or improving the Board of Commissioners members' competence, including orientation programs for newly appointed members of the Board of Commissioners (if any); and</p>	193
ii.	<p>pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada); training and/or competency improvement attended by members of the Board of Commissioners in the fiscal year (if any);</p>	580, 582, 584
e.	<p>penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat: performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at the minimum containing:</p>	580, 582, 584
i.	<p>prosedur pelaksanaan penilaian kinerja; procedures for implementing performance appraisals;</p>	580, 582, 584
ii.	<p>kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan the criteria used such as performance achievements during the fiscal year, competence and attendance at meetings; and</p>	580, 583, 584
iii.	<p>pihak yang melakukan penilaian; dan the party conducting the assessment; and</p>	

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f.	<p>penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi: the Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the fiscal year includes:</p> <p>i. prosedur penilaian kinerja; dan performance appraisal procedures; and</p> <p>ii. kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; the criteria used such as performance achievements during the fiscal year, competence, and attendance at meetings;</p>	548
4.	<p>Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat: The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:</p> <p>a. prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan nomination procedure, including a brief description of the policies and members nomination process of the Board of Directors and/or the Board of Commissioners; and</p> <p>b. prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain: procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, among others:</p> <p>i. prosedur penetapan remunerasi Direksi dan Dewan Komisaris; procedures for determining remuneration for the Board of Directors and the Board of Commissioners;</p> <p>ii. struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/ bonus dan lainnya; dan the remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus, and others; and</p> <p>iii. besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel. the amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in tabular form.</p>	642-661
5.	<p>Dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat: The Sharia Supervisory Board, the Issuer or Public Company that runs the business activities based on Islamic principles as stated in the articles of association shall, at the minimum, include:</p> <p>a. nama; names;</p> <p>b. dasar hukum pengangkatan dewan pengawas syariah; the legal basis for the appointment of the sharia supervisory board;</p> <p>c. periode penugasan dewan pengawas syariah; the period of assignment of the sharia supervisory board;</p> <p>d. tugas dan tanggung jawab dewan pengawas syariah; dan duties and responsibilities of the Shariah Supervisory Board; and</p> <p>e. frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik; frequency and mode of administration advice and suggestions as well as monitoring compliance with Sharia Principles in the Capital Market of the Issuer or Public Company;</p>	612
6.	<p>Komite audit, paling sedikit memuat: The Audit Committee, including, at the minimum:</p> <p>a. nama dan jabatannya dalam keanggotaan komite; names and positions of the committee members;</p> <p>b. usia; age;</p> <p>c. kewarganegaraan; nationality;</p> <p>d. riwayat pendidikan; education history;</p>	613-614
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e.	riwayat jabatan, meliputi informasi: position history, including:	
i.	dasar hukum penunjukan sebagai anggota komite; legal basis for appointment as a committee member;	138-140
ii.	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan concurrent positions as members of the Board of Commissioners, members of the Board of Directors and/or members of committees as well as other positions (if any); and	138-140
iii.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience both inside and outside the Issuer or Public Company;	138-140
f.	periode dan masa jabatan anggota komite audit; period and tenure of Audit Committee members;	138-140
g.	pernyataan independensi komite audit; statement of Audit Committee independence;	628-629
h.	pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); training and/or competency improvement that has been followed in the fiscal year (if any);	196, 636
i.	kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan policy and implementation of Audit Committee meeting frequency and level of attendance of Audit Committee members at the meetings;	631-636
j.	pelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (<i>charter</i>) komite audit; implementation of Audit Committee activities in the fiscal year in the Audit Committee guidelines or charter;	637-638
7.	komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat: the nomination and remuneration committee or function of the Issuer or Public Company, at the minimum, containing:	
a.	nama dan jabatannya dalam keanggotaan komite; names and positions of the committee members;	141-142
b.	usia; age;	141-142
c.	kewarganegaraan; nationality;	141-142
d.	riwayat pendidikan; education history;	141-142
e.	riwayat jabatan, meliputi informasi: position history, including:	
i.	dasar hukum penunjukan sebagai anggota komite; legal basis for appointment as a committee member;	141-142
ii.	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan concurrent positions as members of the Board of Commissioners, members of the Board of Directors and/or members of committees as well as other positions (if any); and	141-142
iii.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience both inside and outside the Issuer or Public Company;	141-142
f.	periode dan masa jabatan anggota komite; period and tenure of committee members;	141-142
g.	pernyataan independensi komite; statement of committee independence;	646-647
h.	pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); training and/or competency improvement that has been followed in the financial year (if any);	197
i.	uraian tugas dan tanggung jawab; description of duties and responsibilities;	648-649

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j.	pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>); statement that it has established committee guidelines or charter;	644
k.	kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut; policy and implementation of committee meeting frequency and level of attendance of committee members at the meetings;	650-654
l.	uraian singkat pelaksanaan kegiatan pada tahun buku; dan a brief description of the committee's activities in the fiscal year;	655-656
m.	dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan: if no nomination and remuneration committee is formed, the Issuer or Public Company is to disclose the information as referred to in letter i) to letter l) and disclose:	
i.	alasan tidak dibentuknya komite; dan reasons for not forming the committee; and	
ii.	pihak yang melaksanakan fungsi nominasi dan remunerasi; the party carrying out the nomination and remuneration function;	
8.	komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat: other committees owned by Issuers or Public Companies to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and responsibilities of the Board of Commissioners, at the minimum, containing:	
a.	nama dan jabatannya dalam keanggotaan komite; name and position in committee membership;	143-144
b.	usia; age;	143-144
c.	kewarganegaraan; nationality;	143-144
d.	riwayat pendidikan; educational history;	143-144
e.	riwayat jabatan, meliputi informasi: position history, including information on:	
i.	dasar hukum penunjukan sebagai anggota komite; legal basis for appointment as a committee member;	143-144
ii.	rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or committee member and other positions (if any); and	143-144
iii.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience and period both inside and outside the Issuer or Public Company;	143-144
d.	periode dan masa jabatan anggota komite; the period and term of office of the committee members;	143-144
e.	pernyataan independensi komite; statement of committee independence;	665-666
f.	pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan training and/or competency improvement that has been followed in the fiscal year (if any); and	197
g.	uraian tugas dan tanggung jawab; description of duties and responsibilities;	666-668
h.	pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) komite; a statement that the committee has had guidelines or charters;	662-663
i.	kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan policies and implementation of the frequency of committee meetings and the level of attendance of committee members in those meetings; and	669-974
j.	uraian singkat pelaksanaan kegiatan komite pada tahun buku; a brief description of the committee's activities for the fiscal year;	675-676

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9.	Sekretaris perusahaan, paling sedikit memuat: Corporate Secretary, including, at the minimum:	
a.	nama; name;	147
b.	domisili; domicile;	147
c.	riwayat jabatan, meliputi: position history, including:	
i.	dasar hukum penunjukan sebagai sekretaris perusahaan; dan legal basis for appointment as Corporate Secretary; and	147
ii.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience both inside and outside the Issuer or Public Company;	147
d.	riwayat pendidikan; education history;	147
e.	pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan training and/or competence improvement followed during the fiscal year; and	198
f.	uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku; a brief description of the Corporate Secretary activities in the fiscal year;	701-703
10.	Unit audit internal, paling sedikit memuat: Internal Audit Unit, including, at the minimum:	
a.	nama kepala unit audit internal; name of the Internal Audit Unit head;	147
b.	riwayat jabatan, meliputi: position history, including:	
i.	dasar hukum penunjukan sebagai kepala unit audit internal; dan the legal basis for the appointment as Internal Audit Unit head; and	147
ii.	pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik; work experience with its period both inside and outside of the Issuer or Public Company;	147
c.	kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada); professional internal audit qualifications or certifications (if any);	-
d.	pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; training and/or competency improvement to be followed during the fiscal year;	204-206
e.	struktur dan kedudukan unit audit internal; structure and positions within the Internal Audit Unit;	709
f.	uraian tugas dan tanggung jawab; duties and responsibilities description;	706-707
g.	pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) unit audit internal; dan statement that it has established Internal Audit Unit guidelines or charter; and	705-706
h.	uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit; a brief description of the implementation of the internal audit unit's duties for the fiscal year, including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;	710-712

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11.	uraian mengenai sistem pengendalian internal (<i>internal control</i>) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: description of the internal control system applied by the Issuer or Public Company, at the minimum, including:	
	a. pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; financial and operational control and compliance with other laws and regulations; and	746
	b. tinjauan atas efektivitas sistem pengendalian internal; dan review of the internal control system effectiveness;	748
	c. pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal; statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;	748
12.	sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat: description of the risk management system applied by the Issuer or Public Company, at the minimum, including:	
	a. gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik; a general description of the Issuer or Public Company risk management system;	718-720
	b. jenis risiko dan cara pengelolaannya; risks types and their management; and	730-733
	c. tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan review of the Issuer or Public Company risk management system effectiveness;	741
	d. pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko; statement of the Board of Directors and/or Board of Commissioners on the adequacy of the risk management system;	741-742
13.	perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat: legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors, and members of the Board of Commissioners (if any), at the minimum, contain:	
	a. pokok perkara/gugatan; case / litigation description;	749-754
	b. status penyelesaian perkara/gugatan; dan case / litigation settlement status; and	749-754
	c. pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik; impact on the Issuer or Public Company condition;	749-754
14.	informasi tentang sanksi administratif/sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada); information on administrative sanctions/sanctions imposed on Issuers or Public Companies, members of the Board of Commissioners and members of the Board of Directors, by the Financial Services Authority and other authorities for the fiscal year (if any)	753
15.	informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: information regarding the Issuer or Public Company code of ethics, including:	
	a. pokok-pokok kode etik; code of ethics content;	757
	b. bentuk sosialisasi kode etik dan upaya penegakannya; dan form of code of ethics socialization and enforcement efforts; and	758
	c. pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik; statement that the code of ethics applies to members of the Board of Directors, Board of Commissioners, and employees of the Issuer or Public Company	757

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16.	<p>uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (<i>management stock ownership program/MSOP</i>) dan/atau program kepemilikan saham oleh karyawan (<i>employee stock ownership program/ESOP</i>); a brief description of the policy of providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or employee stock ownership program (ESOP);</p> <p>Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (<i>management stock ownership program/MSOP</i>) dan/atau program kepemilikan saham oleh karyawan (<i>employee stock ownership program/ESOP</i>), informasi yang diungkapkan paling sedikit memuat: In terms of providing compensation in the form of a management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the information disclosed must at least contain:</p> <ol style="list-style-type: none"> a. jumlah saham dan/atau opsi; number of shares and/or options; b. jangka waktu pelaksanaan; implementation period; c. persyaratan karyawan dan/atau manajemen yang berhak; dan requirements for eligible employees and/or management; and d. harga pelaksanaan atau penentuan harga pelaksanaan; exercise price or determination of exercise price; 	748
17.	<p>uraian singkat mengenai kebijakan pengungkapan informasi mengenai: a brief description of the information disclosure policy regarding:</p> <ol style="list-style-type: none"> a. kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and b. pelaksanaan atas kebijakan dimaksud; implementation of the said policy; 	214
18.	<p>uraian mengenai sistem pelaporan pelanggaran (<i>whistleblowing system</i>) di Emiten atau Perusahaan Publik, paling sedikit memuat: description of the whistleblowing system in the Issuer or a Public Company (if any), including:</p> <ol style="list-style-type: none"> a. cara penyampaian laporan pelanggaran; violation report submission; b. perlindungan bagi pelapor; protection for whistle-blowers; c. penanganan pengaduan; complaint handling; d. pihak yang mengelola pengaduan; dan the party managing the complaint; e. hasil dari penanganan pengaduan, paling sedikit: complaint handling results, at the minimum: <ol style="list-style-type: none"> i. jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan number of complaints received and processed during the fiscal year; and ii. tindak lanjut pengaduan; complaint follow up; <p>Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (<i>whistleblowing system</i>), maka diungkapkan mengenai hal tersebut. If the Issuer or Public Company does not have a whistleblowing system, this matter must be disclosed.</p> 	781
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19.	uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat: a description of the anti-corruption policy of the Issuer or Public Company, at the minimum containing: a. program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery, and/or gratuities in Issuers or Public Companies; and b. pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; anti-corruption training/socialization to employees of Issuers or Public Companies; Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud. If the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy must be explained.	761-762 760-761
20.	penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi: implementation of Code of Corporate Governance guidelines by the Issuer that issues equity securities or the Public Company, including: a. pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau statement regarding recommendations have been implemented; and/or b. penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada). description of the recommendations that have not been implemented, the reasons, and the implementation alternatives (if any); Pengungkapan informasi dapat disajikan dalam bentuk tabel. Disclosure of information can be presented in tabular form.	447-454 447-454
H.	Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik (Lampiran SEOJK 16/2021) Social and Environmental Responsibility of the Issuer or Public Company (SEOJK 16/2021 Attachment)	792-795
	Bagian Tanggung jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik disajikan dalam bentuk Laporan Keberlanjutan (<i>Sustainability Reporting</i>) yang merupakan bagian tidak terpisahkan dalam Laporan Tahunan ini. The Social and Environmental Responsibility section of the Issuer or Public Company is presented in the form of a Sustainability Report, which is an integral part of this Annual Report.	792-795
I.	Laporan Keuangan Tahunan yang Telah Diaudit Audited Annual Financial Report	840
	Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai laporan berkala perusahaan efek dalam hal Emiten merupakan perusahaan efek. The annual financial statements contained in the Annual Report are prepared following financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulate the periodic reports of securities companies if the Issuer is a securities company.	840
J.	Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan. Board of Directors and Board of Commissioners' Statement on Responsibility for The Annual Report	86-87
	Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan Board of Directors and Board of Commissioners' Affidavit on the responsibility for the Annual Report prepared following the format of the Board of Directors and Board of Commissioners' Statement on Responsibility for the Annual Report.	86-87

KRITERIA ANNUAL REPORT AWARD (ARA)

ANNUAL REPORT AWARD (ARA) CRITERIA

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I. Umum General		
1	Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris. The annual report is presented in good and correct Indonesian and also recommended in English.	
2	Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca. Annual reports is printed in good quality and use easy-to-read type and letter sizes.	
3	Laporan tahunan mencantumkan identitas perusahaan dengan jelas. The annual report clearly identifies the identity of the company.	
4	Nama perusahaan dan tahun <i>annual report</i> ditampilkan di: a. Sampul muka; b. Samping; c. Sampul belakang; dan d. Setiap halaman. Name of company and year of annual report shown on: a. Front cover; b. Side; c. Back cover; and d. Every page.	
5	Laporan tahunan ditampilkan di <i>website</i> perusahaan mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir. Information on the Company Website including the latest annual report and at least for the last 4 years.	
II. Ikhtisar Data Keuangan Penting Summary of Important Financial Data		22-35
1	Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun Informasi memuat antara lain: a. Penjualan/pendapatan usaha; b. Laba (rugi): • Diatribusikan kepada pemilik entitas induk; • Diatribusikan kepada kepentingan non pengendali; c. Penghasilan komprehensif periode berjalan: • Diatribusikan kepada pemilik entitas induk; • Diatribusikan kepada kepentingan non pengendali; d. Laba (rugi) per saham. Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total. Information on business results of the company in the form of comparison for 3 (three) financial years, or since starting business if the Company's business activities are less than 3 (three) years Information includes among others: a. Sales/operating revenues; b. Profit and loss: • Attributed to the owner of the parent; • Attributed to non-controlling interests; c. Comprehensive income for the current period: • Attributed to the owner of the parent; • Attributed to non-controlling interests; d. Earnings (loss) per share. Note: If the company does not have a subsidiary, the company presents the total current profit (loss) and total income for the current year.	22

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2	<p>Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun Informasi memuat antara lain:</p> <ol style="list-style-type: none"> Jumlah investasi pada entitas asosiasi; Jumlah aset; Jumlah liabilitas; dan Jumlah ekuitas. <p>Company's financial position information in the form of comparison for 3 (three) financial years, or since starting business if the Company's business activities are less than 3 (three) years Information includes among others:</p> <ol style="list-style-type: none"> Amount of investment in associate entity; Total assets; Amount of liabilities; and Total equity. 	22
3	<p>Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.</p> <p>Financial ratios in the form of comparisons for 3 (three) fiscal years or since the start of business if the the Company's business activities are less than 3 (three) years information contains 5 (five) financial ratios that are common and relevant to the company's industry.</p>	23
4	<p>Informasi harga saham dalam bentuk tabel dan grafik</p> <ol style="list-style-type: none"> Jumlah saham yang beredar; Informasi dalam bentuk tabel yang memuat: <ul style="list-style-type: none"> Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. Informasi dalam bentuk grafik yang memuat paling kurang: <ul style="list-style-type: none"> Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan. Untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir. <p>Catatan: apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan.</p> <p>Stock price information in tables and graphs</p> <ol style="list-style-type: none"> Number of shares outstanding; Information in tabular form which contains: <ul style="list-style-type: none"> Market capitalization based on the price at the Stock Exchange where the shares are listed; The highest, lowest, and closing prices are based on the price at the Stock Exchange where the shares are listed; and Stock trading volume on the Stock Exchange where the shares are listed. Information in graphical form containing at least: <ul style="list-style-type: none"> The closing price based on the price at the Stock Exchange where the shares are listed; and Stock trading volume on the Stock Exchange where the shares are listed. For each quarter for the last 2 (two) fiscal years. <p>Note: if the company does not have market capitalization, stock price information, and stock trading volume, to be disclosed.</p>	27-28
5	<p>Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir Informasi memuat:</p> <ol style="list-style-type: none"> Jumlah obligasi/sukuk/obligasi konversi yang beredar (<i>outstanding</i>); Tingkat bunga/imbalan; Tanggal jatuh tempo; dan Peringkat obligasi/sukuk tahun 2017 dan 2018 <p>Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan.</p> <p>Information on bonds, sukuk or convertible bonds outstanding in the last 2 (two) fiscal years Information includes:</p> <ol style="list-style-type: none"> Number of bonds/sukuk/convertible bonds in circulation (<i>outstanding</i>); Interest rate/reward; Due date; and Rating for bonds/sukuk in 2017 and 2018 <p>Note: if the company does not have bonds/sukuk/convertible bonds, to be disclosed.</p>	34-35

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III.	Laporan Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Report	54-83
1	<p>Laporan Dewan Komisaris Memuat hal-hal sebagai berikut:</p> <ol style="list-style-type: none"> Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya; Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya; Pandangan atas penerapan/pengelolaan <i>whistleblowing system</i> (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya. <p>Board of Commissioners Report Including the following:</p> <ol style="list-style-type: none"> Assessment of the Board of Directors' performance on the management of the company and scoring basis; A view of the business prospects of the company drawn up by the Board of Directors and the basis for their consideration; The views on the whistleblowing system (WBS) in the company and the role of the Board of Commissioners in the WBS; and Changes in the composition of the Board of Commissioners (if any) and reasons for the change. 	54-67
2	<p>Laporan Direksi Memuat hal-hal sebagai berikut:</p> <ol style="list-style-type: none"> Analisis atas kinerja perusahaan, yang mencakup antara lain: <ul style="list-style-type: none"> kebijakan strategis; perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya; Analisis tentang prospek usaha; Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya. <p>Board of Directors Report Including the following:</p> <ol style="list-style-type: none"> An analysis of the company's performance, which includes among others: <ul style="list-style-type: none"> strategic policy; comparison between results achieved and targeted; and constraints faced by the company and its settlement measures; Analysis of business prospects; The development of corporate governance in the fiscal year; and Changes in the composition of the Board of Directors members (if any) and reasons for the change. 	70-83
3	<p>Tanda tangan anggota Dewan Komisaris dan anggota Direksi. Memuat hal-hal sebagai berikut:</p> <ol style="list-style-type: none"> Analisis atas kinerja perusahaan, yang mencakup antara lain: <ul style="list-style-type: none"> kebijakan strategis; perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya; Analisis tentang prospek usaha; Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya. <p>Signatures of members of the Board of Commissioners and members of the Board of Directors. Including the following:</p> <ol style="list-style-type: none"> An analysis of the company's performance, which includes among others: <ul style="list-style-type: none"> strategic policy; comparison between results achieved and targeted; and constraints faced by the company and its settlement measures; Analysis of business prospects; The development of corporate governance in the fiscal year; and Changes in the composition of the Board of Directors members (if any) and reasons for the change. 	86-87
IV.	Profil Perusahaan Company Profile	90-270
1	<p>Nama dan alamat lengkap perusahaan Informasi memuat antara lain: nama dan alamat, kode pos, no. Telp, no. Fax, <i>email</i>, dan situs web. The full name and address of the company The information includes: name and address, zip code, no. Tel, no. Fax, email, and website.</p>	92

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2	<p>Riwayat singkat perusahaan Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan. Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan Company brief history Includes: date/year of establishment, name, change of company name (if any), and effective date of change of company name. Note: if the company has never changes its name, to be disclosed</p>	93-94
3	<p>Bidang usaha Uraian mengenai antara lain: a. Kegiatan usaha perusahaan menurut anggaran dasar terakhir; b. Kegiatan usaha yang dijalankan; dan c. Produk dan/atau jasa yang dihasilkan. Business fields Description of: a. Company's business activities according to the latest articles of association; b. Business activities carried out; and c. Products and/or services produced.</p>	109-119
4	<p>Struktur Organisasi Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur 1 (satu) tingkat di bawah Direksi. Organizational structure In the form of a chart, including the names and positions, at least up to 1 (one) level below the Board of Directors.</p>	124-125
5	<p>Visi, Misi, dan Budaya Perusahaan mencakup: a. Visi perusahaan; b. Misi perusahaan; c. Keterangan bahwa visi dan misi tersebut telah direviu dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan d. Pernyataan mengenai budaya perusahaan (<i>corporate culture</i>) yang dimiliki perusahaan. Vision, Mission, and Corporate Culture Includes: a. Company Vision; b. Company Mission; c. Information that the vision and mission have been reviewed and approved by the Board of Directors/Board of Commissioners in the fiscal year; and d. Statement about corporate culture owned by the company.</p>	100-108
6	<p>Identitas dan riwayat hidup singkat anggota Dewan Komisaris Informasi memuat antara lain: a. Nama; b. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); c. Umur; d. Domisili; e. Pendidikan (Bidang Studi dan Lembaga Pendidikan); f. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan g. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk. Identity and brief biography of members of the Board of Commissioners Information includes: a. Name; b. Position and term of office (including position in company or other institution); c. Age; d. Domicile; e. Education (Field of Study and Educational Institution); f. Work experience (Position, Institution, and Period of Service); and g. The history of appointment (period and position) as a member of the Board of Commissioners in the Company since first appointed.</p>	126-131
7	<p>Identitas dan riwayat hidup singkat anggota Direksi Informasi memuat antara lain: a. Nama; b. Jabatan (termasuk jabatan pada perusahaan atau lembaga lain); c. Umur; d. Domisili; e. Pendidikan (Bidang Studi dan Lembaga Pendidikan); f. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan g. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk. Identity and brief biography of members of the Board of Directors Information includes: a. Name; b. Position (including position in company or other institution); c. Age; d. Domicile; e. Education (Field of Study and Educational Institution); f. Work experience (Position, Institution, and Period of Service); and g. The history of appointment (period and position) as a member of the Board of Directors in the Company since first appointed.</p>	132-137

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8	<p>Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi Informasi memuat antara lain:</p> <ol style="list-style-type: none"> Jumlah karyawan untuk masing-masing level organisasi; Jumlah karyawan untuk masing-masing tingkat pendidikan; Jumlah karyawan berdasarkan status kepegawaian; Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku. <p>Number of employees (2 years comparative) and employee competency development data reflecting the opportunities at each level of organization Information includes:</p> <ol style="list-style-type: none"> Number of employees for each level of organization; Number of employees for each level of education; Number of employees by employment status; Data of employee competency development that has been done in the fiscal year consisting of position levels for those who participated in training, type of training, and training objectives; and Employee competency development costs incurred during the fiscal year. 	172-192
9	<p>Komposisi Pemegang Saham Mencakup antara lain:</p> <ol style="list-style-type: none"> Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya; Rincian pemegang saham dan persentase kepemilikannya meliputi: <ul style="list-style-type: none"> Nama pemegang saham yang memiliki 5% atau lebih saham; dan Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung. <p>Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan. Shareholder Composition Includes:</p> <ol style="list-style-type: none"> Details of the shareholder's name including the 20 largest shareholders and the percentage of ownership; Shareholder details and percentage of ownership include: <ul style="list-style-type: none"> Name of shareholder owning 5% or more shares; and Groups of public shareholders with share ownership of less than 5% each. Name of Directors and Commissioners as well as the percentage of ownership of shares directly and indirectly. <p>Note: if the Director and Commissioner have no direct and indirect shares to be disclosed.</p>	210-215
10	<p>Daftar entitas anak dan/atau entitas asosiasi Dalam bentuk tabel memuat informasi antara lain:</p> <ol style="list-style-type: none"> Nama entitas anak dan/atau asosiasi; Persentase kepemilikan saham; Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi). <p>List of subsidiaries and/or associates In the form of the table containing information, including:</p> <ol style="list-style-type: none"> Name of subsidiary and/or associate; Percentage of share ownership; Description of the business of the subsidiary and/or associate; and Description of the operating status of the subsidiary and/or associate entity (already in operation or not yet operating). 	216-253
11	<p>Struktur grup perusahaan Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas anak, entitas asosiasi, <i>joint venture</i>, dan <i>special purpose vehicle</i> (SPV). Company group structure The group structure of the company in the form of a chart showing subsidiaries, associates, joint ventures, and special purpose vehicles (SPV).</p>	254-255

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12	<p>Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku</p> <p>Mencakup antara lain:</p> <ul style="list-style-type: none"> a. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (<i>corporate action</i>); b. Jumlah saham tercatat setelah masing-masing tindakan korporasi (<i>corporate action</i>); dan c. Nama bursa dimana saham perusahaan dicatatkan. <p>Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan. Chronology of shares issuance (including private placement) and/or stock listing from initial offering up to the end of the fiscal year</p> <p>Includes:</p> <ul style="list-style-type: none"> a. Year of issuance, number of shares, par value of shares, and stock quotation price for each corporate action; b. Number of shares registered after each corporate action; and c. The name of the stock where the company's shares are listed. <p>Note: if the company does not have a share listing chronology, it should be disclosed.</p>	256-257
13	<p>Kronologi penerbitan dan/atau pencatatan efek lainnya dari awal penerbitan sampai dengan akhir tahun buku</p> <p>Mencakup antara lain:</p> <ul style="list-style-type: none"> a. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; b. Nilai penawaran efek lainnya; c. Nama bursa dimana efek lainnya dicatatkan; dan d. Peringkat efek. <p>Catatan: apabila perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan. The chronology of the issuance and/or listing of other securities from the initial publication until the end of the fiscal year</p> <p>Includes:</p> <ul style="list-style-type: none"> a. Other securities name, other issuance year, other securities interest rate/reward, and maturity date of the securities; b. The value of other securities offerings; c. Name of exchange where other securities are listed; and d. Securities Ranking. <p>Note: if the company does not have a chronology for other securities listing, to be disclosed.</p>	257-266
14	<p>Nama dan alamat lembaga dan/atau profesi penunjang Informasi memuat antara lain:</p> <ul style="list-style-type: none"> a. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan; b. Nama dan alamat Kantor Akuntan Publik; dan c. Nama dan alamat perusahaan pemeringkat efek. <p>Name and address of supporting institutions and/or professions Information includes:</p> <ul style="list-style-type: none"> a. Name and address of BAE/party administering shares of the company; b. Name and address of Public Accounting Firm; and c. Name and address of the rating agency. 	267-268
15	<p>Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional Informasi memuat antara lain:</p> <ul style="list-style-type: none"> a. Nama penghargaan dan/atau sertifikat; b. Tahun perolehan; c. Badan pemberi penghargaan dan/atau sertifikat; dan d. Masa berlaku (untuk sertifikasi). <p>Awards received in the last fiscal year and/or certification that is still valid in the last fiscal year both nationally and internationally Information includes:</p> <ul style="list-style-type: none"> a. Name of award and/or certificate; b. Year of acquisition; c. Awarding bodies and/or certificates; and d. Validity period (for certification). 	36-44
16	<p>Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada) Memuat informasi antara lain:</p> <ul style="list-style-type: none"> a. Nama dan alamat entitas anak; dan b. Nama dan alamat kantor cabang/perwakilan. <p>Catatan: apabila perusahaan tidak memiliki entitas anak/cabang/perwakilan, agar diungkapkan. Names and addresses of subsidiaries and/or branch offices or representative offices (if any)</p> <p>Information includes:</p> <ul style="list-style-type: none"> a. Name and address the subsidiaries; and b. Name and address of branch offices/representatives. <p>Note: if the company does not have subsidiaries/branches/representatives, to be disclosed.</p>	98-99

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17	<p>Informasi pada Situs <i>Website</i> Perusahaan Meliputi paling kurang:</p> <ol style="list-style-type: none"> Informasi pemegang saham sampai dengan pemilik akhir individu; Isi Kode Etik; Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan; Laporan keuangan tahunan terpisah (5 tahun terakhir); Profil Dewan Komisaris dan Direksi; dan Piagam/<i>Charter</i> Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal. <p>Information on the Company Website Information Includes:</p> <ol style="list-style-type: none"> Shareholder information up to the individual end owner; Code of Ethics Content; General Meeting of Shareholders (GMS) at least includes the agenda items discussed in the GMS, summaries of minutes of the GMS, and important information, namely the date of the GMS announcement, the date of the GMS call, the GMS, the date of the minutes of the GMS; Separate annual financial statements (last 5 years); Profile of Board of Commissioners and Board of Directors; and Board of Commissioners, Directors, Committees, and Internal Audit Unit Charter. 	269-270
18	<p>Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti):</p> <ol style="list-style-type: none"> Pendidikan dan/atau pelatihan untuk Dewan Komisaris; Pendidikan dan/atau pelatihan untuk Direksi; Pendidikan dan/atau pelatihan untuk Komite Audit; Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi; Pendidikan dan/atau pelatihan untuk Komite Lainnya; Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan Pendidikan dan/atau pelatihan untuk Unit Audit Internal yang diikuti pada tahun buku. <p>Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan</p> <p>Education and/or training for the Board of Commissioners, Directors, Committees, Corporate Secretary, and Internal Audit Unit Includes at least (types and relevant parties):</p> <ol style="list-style-type: none"> Education and/or training for the Board of Commissioners; Education and/or training for Board of Directors; Education and/or training for the Audit Committee; Education and/or training for the Nomination and Remuneration Committee; Education and/or training for Other Committees; Education and/or training for Corporate Secretary; and Education and/or training for the Internal Audit Unit which is followed in the book year. <p>Note: if there is no education and/or training in the fiscal year, to be disclosed</p>	193-209
V. Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan Management Discussion and Analysis on Company Performance		272-390
1	<p>Tinjauan operasi per segmen usaha memuat uraian mengenai:</p> <ol style="list-style-type: none"> Penjelasan masing-masing segmen usaha. Kinerja per segmen usaha, antara lain: <ul style="list-style-type: none"> Produksi; Peningkatan/penurunan kapasitas produksi; Penjualan/pendapatan usaha; dan Profitabilitas. <p>Overview of operations per business segment Information includes:</p> <ol style="list-style-type: none"> Explanation of each business segment. Per business segment performance, including: <ul style="list-style-type: none"> Production; Increased/decreased production capacity; Sales/operating revenues; and Profitability 	280-320

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2	<p>Uraian atas kinerja keuangan perusahaan analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan (dalam bentuk narasi dan tabel), antara lain mengenai:</p> <ol style="list-style-type: none"> Aset lancar, aset tidak lancar, dan total aset; Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas; Ekuitas; Penjualan/pendapatan usaha, beban dan laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) dan penghasilan komprehensif lain; dan Arus kas. <p>Description of the company's financial performance Financial performance analysis which includes comparison between financial performance for the year concerned with previous year and reason for increase/decrease (in the form of narration and table), among others concerning:</p> <ol style="list-style-type: none"> Current assets, non-current assets, and total assets; Short-term liabilities, long-term liabilities, and total liabilities; Equity; Sales/operating revenue, expenses and profits (loss), other comprehensive income, and total profit (loss) and other comprehensive income; and Cash flow. 	320-358
3	<p>Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan. Penjelasan tentang:</p> <ol style="list-style-type: none"> Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan Tingkat kolektibilitas piutang. <p>Discussion and analysis of debt ability and collectibility level of the company, by presenting the calculation of relevant ratios according to the type of industrial company. Explanation of:</p> <ol style="list-style-type: none"> The ability to pay the debt, both short-term and long-term; and Collectibility of receivables. 	358-361
4	<p>Bahasan tentang struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure policy</i>) Penjelasan atas:</p> <ol style="list-style-type: none"> Rincian struktur modal (<i>capital structure</i>) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas; dan Kebijakan manajemen atas struktur modal (<i>capital structure policies</i>); dan Dasar pemilihan kebijakan manajemen atas struktur modal. <p>Discussion about capital structure and management policy on capital structure policy Explanation of:</p> <ol style="list-style-type: none"> Details of capital structure consisting of interest-based/sukuk and equity debts; and Management policy on capital structure policies; and Basic selection of management policies on capital structure. 	362-363
5	<p>Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir Penjelasan tentang:</p> <ol style="list-style-type: none"> Nama pihak yang melakukan ikatan; Tujuan dari ikatan tersebut; Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut; Mata uang yang menjadi denominasi; dan Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait. <p>Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan. Discussion of material ties to capital investment (not funding ties) in the last fiscal year Explanation of:</p> <ol style="list-style-type: none"> Name of the party making the bond; The purpose of the bond; Sources of funds expected to fulfill such commitments; Denominated currency; and Measures planned by the company to protect the risk of foreign currency positions. <p>Note: if the company does not have capital investment related bonds in the last fiscal year to be disclosed.</p>	363

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6	<p>Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir Penjelasan tentang:</p> <ol style="list-style-type: none"> Jenis investasi barang modal; Tujuan investasi barang modal; dan Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir. <p>Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan. Discussion on capital goods investment realized in the last fiscal year Explanation of:</p> <ol style="list-style-type: none"> Type of investment of capital goods; The purpose of investment of capital goods; and The investment value of capital goods issued in the last fiscal year. <p>Note: if there is no realization of investment in capital goods, to be disclosed.</p>	363-364
7	<p>Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk 1 (satu) tahun mendatang mengenai pendapatan, laba, dan lainnya yang dianggap penting bagi perusahaan Informasi memuat antara lain:</p> <ol style="list-style-type: none"> Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang. <p>Comparative information between the targets at the beginning of the fiscal year and the results achieved (realization), and the target or projection to be achieved for the coming 1 (one) year for revenue, profits, and others deemed important to the enterprise Information includes:</p> <ol style="list-style-type: none"> Comparison between targets at the beginning of the fiscal year and the results achieved (realization); and Target or projection to be achieved 1 (one) year ahead. 	364-366
8	<p>Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan. Material information and facts occurring after the date of the accountant's report Description of important events after the date of the accountant's report including impact on future performance and business risks. Note: if there are no important events after the date of the accountant's report, to be disclosed.</p>	366-367
9	<p>Uraian tentang prospek usaha perusahaan Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya. A description of the business prospects of the company Description of the company prospects attributed to industry and the economy in general along with quantitative support data from reliable data sources.</p>	368-369
10	<p>Uraian tentang aspek pemasaran Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar. A description of the marketing aspects Description of the marketing aspects of a company's products and/or services, among others, marketing strategy and market share.</p>	369-372
11	<p>Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir Memuat uraian mengenai:</p> <ol style="list-style-type: none"> Kebijakan pembagian dividen; Total dividen yang dibagikan; Jumlah dividen kas per saham; <i>Payout ratio</i>; dan Tanggal pengumuman dan pembayaran dividen kas untuk masing-masing tahun. <p>Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya. Description on dividend policy and amount of cash dividend per share and the amount of dividend per annum announced or paid during the last 2 (two) Description of:</p> <ol style="list-style-type: none"> Dividend distribution policy; Total dividends distributed; Amount of cash dividend per share; Payout ratio; and Date of announcement and payment of cash dividend for each year. <p>Note: if there is no dividend distribution, please disclose the reason.</p>	372-373

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12	<p>Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP) yang masih ada sampai tahun buku</p> <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> Jumlah saham ESOP/MSOP dan realisasinya; Jangka waktu; Persyaratan karyawan dan/atau manajemen yang berhak; dan Harga <i>exercise</i>. <p>Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan. Company's existing employee and/or management shareholding (ESOP/MSOP) program for the fiscal year</p> <p>Description of:</p> <ol style="list-style-type: none"> Number of shares of ESOP/MSOP and realization; Time period; Eligible employee and/or management requirements; and Exercise price. <p>Note: if it does not have the intended program, to be disclosed.</p>	373-374
13	<p>Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana)</p> <p>Memuat uraian mengenai:</p> <ol style="list-style-type: none"> Total perolehan dana; Rencana penggunaan dana; Rincian penggunaan dana; Saldo dana; dan Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada). <p>Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan. Use of proceeds from the public offering (in case the company is still required to submit a report on the realization of the use of funds)</p> <p>Description of:</p> <ol style="list-style-type: none"> Total acquisition of funds; Plan for the use of funds; Details of the use of funds; Fund balance; and Date of AGM/RUPO approval on changes in use of funds (if any). <p>Note: if no realization information on the use of proceeds from the public offering, to be disclosed.</p>	375-376
14	<p>Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi memuat uraian mengenai:</p> <ol style="list-style-type: none"> Nama pihak yang bertransaksi dan sifat hubungan afiliasi; Penjelasan mengenai kewajaran transaksi; Alasan dilakukannya transaksi; Realisasi transaksi pada periode tahun buku terakhir; Kebijakan perusahaan terkait dengan mekanisme review atas transaksi; dan Pemenuhan peraturan dan ketentuan terkait. <p>Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan. Material transaction information containing conflict of interest and/or transaction with affiliates</p> <p>Description of:</p> <ol style="list-style-type: none"> The name of the transacting party and the nature of the affiliate relationship; Explanation of the fairness of transactions; The reason for the transaction; Actual transactions during the last fiscal year; Company policy related to review mechanism of transaction; and Compliance with relevant rules and regulations. <p>Note: if no such transaction, to be disclosed.</p>	377-382
15	<p>Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir</p> <p>Uraian memuat antara lain:</p> <ol style="list-style-type: none"> Nama peraturan perundang-undangan yang mengalami perubahan; dan Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan. <p>Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan, agar diungkapkan. A description of legislation changes in the last fiscal year</p> <p>Description of:</p> <ol style="list-style-type: none"> The name of the changed legislation; and The impact (quantitative and/or qualitative) on the firm (if significant) or the statement that the impact is insignificant. <p>Note: if there is no change in legislation that has any significant effect, to be disclosed.</p>	384-387

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16	<p>Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir Uraian memuat antara lain:</p> <ol style="list-style-type: none"> Perubahan kebijakan akuntansi; Alasan perubahan kebijakan akuntansi; dan Dampaknya secara kuantitatif terhadap laporan keuangan. <p>Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan.</p> <p>A description of the accounting policy changes adopted by the company in the last fiscal year Description of:</p> <ol style="list-style-type: none"> Changes in accounting policies; Reasons for changes in accounting policies; and The quantitative impact on the financial statements. <p>Note: if there is no change in accounting policy in the last fiscal year, to be disclosed.</p>	387-388
17	<p>Informasi kelangsungan usaha pengungkapan informasi mengenai:</p> <ol style="list-style-type: none"> Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir; <i>Assessment</i> manajemen atas hal-hal pada angka 1; dan Asumsi yang digunakan manajemen dalam melakukan <i>assessment</i>. <p>Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir.</p> <p>Information on business continuity information disclosure regarding:</p> <ol style="list-style-type: none"> Potential issues significantly affecting the company's business sustainability during the last financial year; Management assessment for issues mentioned above; Basic assumptions used by the management in conducting the assessment. <p>Note: if there is no potential issues significantly affecting the company's business sustainability during the last financial year, disclose assumptions as the management basis in believing that there is no potential issues significantly affecting the company's business sustainability during the last financial year.</p>	389-390
VI.	Good Corporate Governance	434-790
1	<p>Uraian Dewan Komisaris Uraian memuat antara lain:</p> <ol style="list-style-type: none"> Uraian tanggung jawab Dewan Komisaris; Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Dewan Komisaris). <p>Description of the Board of Commissioners Description of:</p> <ol style="list-style-type: none"> Description of the responsibilities of the Board of Commissioners; Assessment of the performance of each committee under the Board of Commissioners and the basis of its assessment; and Disclosure of Board Charter (Code of Conduct and Board of Commissioners). 	526-557
2	<p>Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris) Meliputi antara lain:</p> <ol style="list-style-type: none"> Kriteria penentuan Komisaris Independen; dan Pernyataan tentang independensi masing-masing Komisaris Independen. <p>Independent Commissioners (at least 30% of the total Board of Commissioners) Includes:</p> <ol style="list-style-type: none"> Criteria for determining Independent Commissioners; and Statement on the independence of each Independent Commissioner. 	558-559
3	<p>Uraian Direksi Uraian memuat antara lain:</p> <ol style="list-style-type: none"> Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi; Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Direksi). <p>Description of the Board of Directors Description of:</p> <ol style="list-style-type: none"> The scope of work and responsibilities of each member of the Board of Directors; Assessment of the performance of committees under the Board of Directors (if any); and Disclosure of Board Charter (guidelines and work discipline of the Board of Directors). 	560-579

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4	<p>Penilaian Penerapan GCG untuk tahun buku 2020 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi Mencakup antara lain:</p> <ul style="list-style-type: none"> a. Kriteria yang digunakan dalam penilaian; b. Pihak yang melakukan penilaian; c. Skor penilaian masing-masing kriteria; d. Rekomendasi hasil penilaian; dan e. Alasan belum/tidak diterapkannya rekomendasi. <p>Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2020, agar diungkapkan. Assessment of GCG Implementation for the fiscal year 2016 covering at least the aspect of the Board of Commissioners and the Board of Directors Includes:</p> <ul style="list-style-type: none"> a. Criteria used in the assessment; b. The party conducting the assessment; c. Scoring scores for each criteria; d. Recommendation of assessment results; and e. Reason for not yet/not implementing recommendation. <p>Note: if there is no GCG implementation assessment for the fiscal year 2016, to be disclosed.</p>	580-587
5	<p>Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi Mencakup antara lain:</p> <ul style="list-style-type: none"> a. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris; b. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi; c. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris; d. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi; e. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan f. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada). <p>Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan. Description of remuneration policy for Board of Commissioners and Board of Directors Includes:</p> <ul style="list-style-type: none"> a. Disclosure of procedure up to the determination of remuneration of the Board of Commissioners; b. Disclosure of procedure up to the determination of the remuneration of the Board of Directors; c. Remuneration structure showing remuneration component and nominal amount per component for each member of the Board of Commissioners; d. Remuneration structure showing remuneration component and nominal amount per component for each member of the Board of Directors; e. Disclosure of indicators for the Board of Directors' remuneration; and f. Disclosure of performance bonuses, non performance bonuses, and/or stock options received by each member of the Board of Commissioners and Board of Directors (if any). <p>Note: where there are no performance bonuses, non performance bonuses, and stock options received by each member of the Board of Commissioners and Board of Directors, to be disclosed.</p>	612-617
6	<p>Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan) Informasi memuat antara lain:</p> <ul style="list-style-type: none"> a. Tanggal Rapat; b. Peserta Rapat; dan c. Agenda Rapat. <p>Untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan. Frequency and Attendance by members at Board of Commissioners meetings (at least 1 times in 2 months), Board of Directors Meetings (at least 1 time in 1 month), and Joint Meeting of Board of Commissioners with Board of Directors (minimum 1 time in 4 months) Information includes:</p> <ul style="list-style-type: none"> a. Date of Meeting; b. Meeting participants; and c. Meeting agenda. <p>For each meeting of the Board of Commissioners, Board of Directors, and joint meetings.</p>	588-611

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7	<p>Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali. Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali.</p> <p>Information on the major and controlling shareholders, either directly or indirectly, to individual owners In the form of schematics or diagrams that separate major shareholders with controlling shareholders.</p> <p>Note: the major shareholder is a party, directly or indirectly, with at least 20% (twenty percent) of the voting rights of all voting shares issued by a Company, but not the controlling shareholder.</p>	210-215
8	<p>Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali Mencakup antara lain:</p> <ol style="list-style-type: none"> Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya; Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris; Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau pengendali; Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau pengendali. <p>Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan.</p> <p>Disclosure of affiliate relationships between members of the Board of Directors, the Board of Commissioners, and the Principal and/or controlling Shareholders Includes:</p> <ol style="list-style-type: none"> Affiliation relationships between members of the Board of Directors and other members of the Board of Directors; Affiliation relationships between members of the Board of Directors and members of the Board of Commissioners; Affiliation relationships between members of the Board of Directors and the Majority and/or Controlling Shareholders; Affiliated relationships between members of the Board of Commissioners and other members of the Board of Commissioners; and Affiliated relationships between members of the Board of Commissioners and the Majority and/or Controlling Shareholders. <p>Note: if it has no such affiliate relationship, it should be disclosed.</p>	618-619
9	<p>Komite Audit Mencakup antara lain:</p> <ol style="list-style-type: none"> Nama dan jabatan periode jabatan anggota komite audit; Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit; Independensi anggota komite audit; Uraian tugas dan tanggung jawab; Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan Frekuensi pertemuan dan tingkat kehadiran komite audit. <p>Audit Committee Includes:</p> <ol style="list-style-type: none"> Name and position of audit committee members; Education history (Study Field and Educational Institution) and work experience (Position, Institution, and Period of Work) of audit committee members; Independence of audit committee members; Description of duties and responsibilities; Description of the audit committee activities in the fiscal year; and The frequency of meetings and attendance of the audit committee. 	625-641




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10	<p>Komite/Fungsi Nominasi dan/atau Remunerasi Mencakup antara lain:</p> <ul style="list-style-type: none"> a. Nama, jabatan, dan riwayat hidup singkat anggota komite/fungsi nominasi dan/atau remunerasi; b. Independensi komite/fungsi nominasi dan/atau remunerasi; c. Uraian tugas dan tanggung jawab; d. Uraian pelaksanaan kegiatan komite/fungsi nominasi dan/atau remunerasi; e. Frekuensi pertemuan dan tingkat kehadiran komite/fungsi nominasi dan/atau remunerasi; f. Pernyataan adanya pedoman komite/fungsi nominasi dan/atau remunerasi; dan g. Kebijakan mengenai suksesi Direksi. <p>Nomination and/or Remuneration Committee Functions Includes:</p> <ul style="list-style-type: none"> a. Name, position, and brief biography of nomination and/or remuneration committee members; b. Independence of nomination and/or remuneration committee members; c. Description of duties and responsibilities; d. Description of the nomination and/or remuneration committee activities; e. The frequency of meetings and the attendance of the nomination and/or remuneration committee; f. Statement of the nomination and/or remuneration committee members guidelines; and g. Policy on the succession of the Board of Directors. 	642-661
11	<p>Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan Mencakup antara lain:</p> <ul style="list-style-type: none"> a. Nama, jabatan, dan riwayat hidup singkat anggota komite lain; b. Independensi komite lain; c. Uraian tugas dan tanggung jawab; d. Uraian pelaksanaan kegiatan komite lain; dan e. Frekuensi pertemuan dan tingkat kehadiran komite lain. <p>Other Committees under the Board of Commissioners Includes:</p> <ul style="list-style-type: none"> a. Name, position, and brief biography of committee members; b. Independence of committees; c. Description of duties and responsibilities; d. Description of the implementation of the activities of committees; and e. The frequency of meetings and the attendance levels of committees. 	661-678
12	<p>Uraian tugas dan Fungsi Sekretaris Perusahaan Mencakup antara lain:</p> <ul style="list-style-type: none"> a. Nama, dan riwayat jabatan singkat sekretaris perusahaan; b. Domisili; c. Uraian tugas dan tanggung jawab; dan d. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku. <p>Job Description and Function of Corporate Secretary Includes:</p> <ul style="list-style-type: none"> a. Name, and history of the corporate secretary; b. Domicile; c. Description of duties and responsibilities; and d. Description on execution of the tasks of corporate secretary in the fiscal year. 	697-705
13	<p>Uraian mengenai unit audit internal Mencakup antara lain:</p> <ul style="list-style-type: none"> a. Nama ketua unit audit internal; b. Jumlah pegawai (auditor internal) pada unit audit internal; c. Sertifikasi sebagai profesi audit internal; d. Kedudukan unit audit internal dalam struktur perusahaan; e. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan f. Pihak yang mengangkat dan memberhentikan ketua unit audit internal. <p>Description of the internal audit unit Includes:</p> <ul style="list-style-type: none"> a. Name of the head of the internal audit unit; b. Number of employees (internal auditors) in the internal audit unit; c. Certification in an internal audit profession; d. The position of the internal audit unit within the company structure; e. Description of the internal audit unit activities in the fiscal year; and f. Parties who appoint and dismiss the chair of the internal audit unit. 	705-714

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14	<p>Akuntan Publik Informasi Memuat antara lain:</p> <ol style="list-style-type: none"> Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; Besarnya <i>fee</i> untuk masing-masing jenis jasa yang diberikan oleh akuntan publik pada tahun buku terakhir; dan Jasa lain yang diberikan akuntan selain jasa audit laporan keuangan tahunan pada tahun buku terakhir. <p>Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan. Public Accountant Information Includes:</p> <ol style="list-style-type: none"> Name and year the public accountant who audited the annual financial statements for the last 5 years; Name and year of the Public Accounting Firm who audited the annual financial statements for the last 5 years; The amount of fee for each type of services provided by the public accountant in the last fiscal year; and Other services provided by the accountant in addition to the annual financial statement audit services in the last fiscal year. <p>Note: if no other services are provided, to be disclosed.</p>	715-717
15	<p>Uraian mengenai manajemen risiko perusahaan Mencakup antara lain:</p> <ol style="list-style-type: none"> Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan; Penjelasan mengenai evaluasi yang dilakukan atas efektivitas sistem manajemen risiko; Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan Upaya untuk mengelola risiko tersebut. <p>Description of the company's risk management Includes:</p> <ol style="list-style-type: none"> A description of the company's risk management system; A description of the evaluation of the effectiveness of the risk management system; A description of the risks facing the company; and Efforts to manage those risks. 	718-742
16	<p>Uraian mengenai sistem pengendalian intern Mencakup antara lain:</p> <ol style="list-style-type: none"> Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional; Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO - <i>internal control framework</i>); dan Penjelasan mengenai hasil revidu yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku. <p>Description of the internal control system Includes:</p> <ol style="list-style-type: none"> Brief explanation of the internal control system, including financial and operational controls, among others; Explanation of conformity of internal control system with internationally recognized framework (COSO - internal control framework); and An explanation of the results of reviews conducted on the implementation of the internal control system in the financial year. 	743-748




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17	<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait tata kelola tanggung jawab sosial</p> <ol style="list-style-type: none"> Informasi komitmen pada tanggung jawab sosial Informasi mengenai metoda dan lingkup <i>due diligent</i> terhadap dampak sosial, ekonomi dan lingkungan dari aktifitas perusahaan Informasi tentang stakeholder penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan Informasi tentang isu-isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban Informasi tentang strategi dan program kerja perusahaan dalam menangani isu-isu sosial, ekonomi dan lingkungan dalam upaya <i>stakeholders engagement</i> dan meningkatkan <i>value</i> untuk <i>stakeholder</i> dan <i>shareholder</i> Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan Informasi tentang pembiayaan dan anggaran tanggung jawab sosial <p>A description of corporate social responsibility related to social responsibility governance</p> <ol style="list-style-type: none"> Information on commitment to social responsibility Information on methods and scope of due diligence on the social, economic and environmental impacts from corporate activities Information on important stakeholders affected or influences impacts from corporate activities Information on important socio-economic and environmental issues related to impacts from corporate activities Information about the scope of corporate social responsibility that is both an obligation and beyond obligation Information on the company's strategies and work programs in handling social, economic and environmental issues in stakeholders engagement and increasing value for stakeholders and shareholders Information about various programs that exceeds the company's minimum responsibilities that are relevant to the ongoing business Information about financing and budgeting for social responsibility 	<p>792-795</p> <p>serta disajikan dalam Laporan Keberlanjutan 2021 presented in the 2021 Sustainability Report</p>
18	<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Hak Asasi Manusia</p> <ol style="list-style-type: none"> Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Hak Asasi Manusia Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> Hak Asasi Manusia Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Hak Asasi Manusia Informasi tentang pelaksanaan inisiatif CSR bidang Hak Asasi Manusia Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Asasi Manusia <p>A description of corporate social responsibility related to core subject of Human Rights</p> <ol style="list-style-type: none"> Information about social responsibility commitments and policies, core subject: Human Rights Information about the company's formulation of the scope of social responsibility, core subject: Human Rights Information about plans for corporate social responsibility in the field of Human Rights Information about implementing CSR initiatives in the field of Human Rights Information about achievements and awards for CSR initiatives in the field of Human Rights 	<p>792-795</p> <p>serta disajikan dalam Laporan Keberlanjutan 2021 presented in the 2021 Sustainability Report</p>
19	<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Operasi yang adil</p> <ol style="list-style-type: none"> Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Operasi yang adil Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> operasi yang adil Informasi tentang perencanaan <i>corporate social responsibility</i> bidang operasi yang adil Informasi tentang pelaksanaan inisiatif CSR bidang operasi yang adil Informasi tentang capaian dan penghargaan inisiatif CSR bidang operasi yang adil <p>A description of corporate social responsibility related to core subject of fair operations</p> <ol style="list-style-type: none"> Information about social responsibility commitments and policies, core subject: Fair operation Information about the company's formulation of the scope of social responsibility, core subject: fair operation Information about plans for corporate social responsibility in the field of fair operations Information about implementing CSR initiatives in the field of fair operations Information about achievements and awards for CSR initiatives in the field of fair operations 	<p>792-795</p> <p>serta disajikan dalam Laporan Keberlanjutan 2021 presented in the 2021 Sustainability Report</p>

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20	<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup Penyampaian informasi tentang</p> <ol style="list-style-type: none"> Informasi tentang komitmen dan kebijakan lingkungan Informasi tentang dampak dan resiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan Informasi tentang target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energy yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain. Sertifikasi di bidang lingkungan yang dimiliki. <p>A description of corporate social responsibility related to environment Information disclosure on:</p> <ol style="list-style-type: none"> Information about environmental commitments and policies Information about important environmental impacts and risks that are directly or indirectly related to the company Information about the 2018 target/activity plan determined by the management; Information on activities undertaken and environmental programs related to the company's operations Information about CSR initiative implementation related to the environment Information about the results of quantitative impacts on these activities; such as the use of environmentally-friendly and recycleable materials and energy, the company's waste treatment system, complaint mechanism for environmental issues, consideration of environmental aspects in providing credit to customers, and others. Certification in environmental issues. 	<p>792-795</p> <p>serta disajikan dalam Laporan Keberlanjutan 2021 presented in the 2021 Sustainability Report</p>
21	<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja. Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> ketenagakerjaan Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan Informasi terkait target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; dan Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat <i>turnover</i> karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain. <p>Description of corporate social responsibility in relation to employment, occupational health and safety Including information about:</p> <ol style="list-style-type: none"> Corporate social responsibility policies and commitments, core subject to employment. Information on the scope and formulation of social responsibility in the field of employment Information related to the target/plan of activities in 2018 determined by management; and Activities carried out and quantitative impacts on these activities Information related to employment, occupational health and safety practices, such as gender equality and employment opportunities, work facilities and safety, employee turnover rates, work accident rates, remuneration, complaining mechanism, labor issues, and others. 	<p>792-795</p> <p>serta disajikan dalam Laporan Keberlanjutan 2021 presented in the 2021 Sustainability Report</p>
22	<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan tanggung jawab kepada konsumen, Mencakup antara lain:</p> <ol style="list-style-type: none"> Target/rencana kegiatan yang pada tahun 2020 ditetapkan manajemen; dan Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain. <p>Description of corporate social responsibility in relation to responsibility to customers Covering, among others:</p> <ol style="list-style-type: none"> Target/plan of activities in 2018 specified by the management; and Implemented activities and their impacts; In relation to product responsibility, such as consumer's health and safety, product information, facilities, number and response on customers complaints, etc. 	<p>792-795</p> <p>serta disajikan dalam Laporan Keberlanjutan 2021 presented in the 2021 Sustainability Report</p>

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23	<p>Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan masyarakat</p> <p>Mencakup antara lain informasi tentang:</p> <ol style="list-style-type: none"> Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> pengembangan sosial dan masyarakat Informasi tentang isu-isu sosial yang relevan dengan perusahaan Informasi tentang resiko sosial yang dikelola perusahaan Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan masyarakat Target/rencana kegiatan pada tahun 2018 yang ditetapkan manajemen; Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan Biaya yang dikeluarkan Terkait pengembangan sosial dan masyarakat, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur anti korupsi, pelatihan mengenai anti korupsi, dan lain-lain. <p>Description of corporate social responsibility in relation to social and community development Includes information about:</p> <ol style="list-style-type: none"> Corporate social responsibility policies and commitments, core subject to social and community development Information about social issues that are relevant to the Company Information about social risks managed by the Company Information on the scope and formulation of social responsibility in the field of social and community development Target/plan of activities in 2018 determined by management; Activities carried out and the impacts of these activities; and Costs incurred Related to social and community development are such as the use of local labors, empowerment of communities around the Company, repairs to facilities and social infrastructures, other forms of donations, socialization about anticorruption policies and procedures, trainings on anti-corruption, and others. 	<p>792-795</p> <p>serta disajikan dalam Laporan Keberlanjutan 2021 presented in the 2021 Sustainability Report</p>
24	<p>Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan</p> <p>Mencakup antara lain:</p> <ol style="list-style-type: none"> Pokok perkara/gugatan; Status penyelesaian perkara/gugatan; Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi). <p>Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan.</p> <p>Important matters currently faced by the company, subsidiaries, and members of the Board of Commissioners and members of the Board of Directors serving during the annual reporting period Includes:</p> <ol style="list-style-type: none"> Principal cases/lawsuits; Court settlement/lawsuit status; Risks facing the company and the value of claims; and Administrative sanctions imposed on corporations, members of the Board of Commissioners and the Board of Directors, by the relevant authorities (capital market, banking and others) in the last fiscal year (or there is a statement that it is not subject to administrative sanctions). <p>Note: In the case that a company, subsidiary, member of the Board of Commissioners, and member of the Board of Directors is involved in no important cases, it is disclosed.</p>	<p>749-754</p>
25	<p>Akses informasi dan data perusahaan perusahaan kepada publik, misalnya melalui situs web (dalam bahasa Indonesia dan bahasa Inggris), media massa, <i>mailing list</i>, buletin, pertemuan dengan analis, dan sebagainya.</p> <p>Access to company information and data</p> <p>Description of availability of access to information and corporate data for the public, for example through the website (in Indonesian and English), mass media, mailing lists, newsletters, meetings with analysts, and so forth.</p>	<p>756</p>

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26	<p>Bahasan mengenai kode etik Memuat uraian antara lain:</p> <ol style="list-style-type: none"> Pokok-pokok kode etik; Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi; Penyebarluasan kode etik; Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir. <p>Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan</p> <p>Discussion of codes of ethics Description of:</p> <ol style="list-style-type: none"> Key points of code of ethics; Disclosure that the code of ethics applies to all levels of the organization; Dissemination of codes of ethics; Sanctions for each type of offense set out in the code of ethics (normative); and Number of code violations and sanctions given in the last fiscal year. <p>Note: if there are no violations of the code of ethics in the last fiscal year, to be disclosed</p>	757-760
27	<p>Pengungkapan mengenai <i>whistleblowing system</i> Memuat uraian tentang mekanisme <i>whistleblowing system</i> antara lain:</p> <ol style="list-style-type: none"> Penyampaian laporan pelanggaran; Perlindungan bagi <i>whistleblower</i>; Penanganan pengaduan; Pihak yang mengelola pengaduan; dan Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku. <p>Catatan: apabila tidak terdapat pengaduan yang masuk pada tahun buku terakhir, agar diungkapkan</p> <p>Disclosure of the whistleblowing system Description of the whistleblowing system mechanism:</p> <ol style="list-style-type: none"> Submission of violation reports; Protection for whistleblowers; The handling of complaints; The party managing the complaint; and Number of incoming and processed complaints in the last fiscal year; and Sanctions/follow-up on complaints that have been processed in the fiscal year. <p>Note: if there are no incoming complaints in the last fiscal year, to be disclosed</p>	779-784
28	<p>Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi Uraian kebijakan Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya.</p> <p>Policy on the composition of the Board of Commissioners and the Board of Directors The Company's policy description on the composition of the Board of Commissioners and the Board of Directors in education (field of study), work experience, age, and gender. Note: if there is no such policy, to disclose the reasons and considerations.</p>	620-624
VII. Informasi Keuangan Financial Information		840
1	<p>Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan. Letter of the Board of Directors and/or Board of Commissioners on the Responsibility of the Financial Statement Compliance with relevant regulations on Liability to Financial Statements</p>	
2	<p>Opini auditor independen atas laporan keuangan Opinion of independent auditors for financial statements</p>	
3	<p>Deskripsi Auditor Independen di Opini Deskripsi memuat tentang:</p> <ol style="list-style-type: none"> Nama & tanda tangan; Tanggal Laporan Audit; dan Nomor ijin KAP dan nomor ijin Akuntan Publik. <p>Description of Independent Auditor for Opinion Description of:</p> <ol style="list-style-type: none"> Name & signature; Date of Audit Report; and KAP license number and license number of a Public Accountant. 	

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4	<p>Laporan keuangan yang lengkap Memuat secara lengkap unsur-unsur laporan keuangan:</p> <ol style="list-style-type: none"> Laporan posisi keuangan; Laporan laba rugi dan penghasilan komprehensif lain; Laporan perubahan ekuitas; Laporan arus kas; Catatan atas laporan keuangan; Informasi komparatif mengenai periode sebelumnya; dan Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan). <p>Complete financial statements Complete financial statements:</p> <ol style="list-style-type: none"> Statements of financial position; Income and other comprehensive income statement; Statement of Changes in Equity; Cash flow statement; Notes to the financial statements; Comparative information on previous periods; and The statement of financial position at the beginning of the previous period when the entity applies an accounting policy retrospectively or prepares a restatement of financial statement items, or when the entity reclassifies the items in its financial statements (if relevant). 	✓
5	<p>Perbandingan tingkat profitabilitas Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya. Comparison of profitability levels Comparison of performance/profit (loss) of the current year with the previous year.</p>	✓
6	<p>Laporan Arus Kas Memenuhi ketentuan sebagai berikut:</p> <ol style="list-style-type: none"> Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan; Penggunaan metode langsung (<i>direct method</i>) untuk melaporkan arus kas dari aktivitas operasi; Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan. <p>Cash Flow Report Meet the following conditions:</p> <ol style="list-style-type: none"> Grouping into three categories of activities: operations, investments, and financing; The use of direct method to report cash flows from operating activities; Separation of the presentations between cash receipts and/or cash disbursements during the year for operating, investing and financing activities; and Disclosure of non-cash transactions should be included in the notes to the financial statements. 	✓
7	<p>Ikhtisar Kebijakan Akuntansi Meliputi sekurang-kurangnya:</p> <ol style="list-style-type: none"> Pernyataan kepatuhan terhadap SAK; Dasar pengukuran dan penyusunan laporan keuangan; Pajak penghasilan; Imbalan kerja; dan Instrumen Keuangan. <p>Summary of Accounting Policies Includes:</p> <ol style="list-style-type: none"> Statement of compliance with SAK; Basis of measurement and preparation of financial statements; Income tax; Employee benefits; and Financial Instruments. 	✓

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8	<p>Pengungkapan transaksi pihak berelasi Hal-hal yang diungkapkan antara lain:</p> <ol style="list-style-type: none"> Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi; Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait. <p>Disclosure of related party transactions Matters expressed:</p> <ol style="list-style-type: none"> The names of related parties, as well as the nature and relationship of related parties; The value of the transaction and its percentage of total revenues and related expenses; and Total balance and percentage of total related assets or liabilities. 	
9	<p>Pengungkapan yang berhubungan dengan perpajakan Hal-hal yang harus diungkapkan:</p> <ol style="list-style-type: none"> Rekonsiliasi fiskal dan perhitungan beban pajak kini; Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi; Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2016; Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan Pengungkapan ada atau tidak ada sengketa pajak. <p>Disclosures related to taxation Matters be Disclosed:</p> <ol style="list-style-type: none"> Fiscal reconciliation and current tax expense calculation; Explanation of the relationship between tax expense (income) and accounting profit; The statement that the taxable income (LKP) resulted from the reconciliation is used as the basis for filling the Annual Income Tax Return of the Company in 2016; The details of the deferred tax assets and liabilities recognized in the statement of financial position for each presentation period and the total deferred tax expense (income) recognized in the statement of income if the amount is not reflected in the total deferred tax assets or liabilities recognized in the statement of financial position; and Disclosure of no or no tax disputes. 	
10	<p>Pengungkapan yang berhubungan dengan aset tetap Hal-hal yang harus diungkapkan:</p> <ol style="list-style-type: none"> Metode penyusutan yang digunakan; Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya; Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi. <p>Disclosures related to fixed assets Matters to be Disclosed:</p> <ol style="list-style-type: none"> Method of depreciation used; A description of the selected accounting policies between the revaluation model and the cost model; Significant methods and assumptions used in estimating the fair value of property, plant and equipment (for revaluation model) or disclosure of fair value of property, plant and equipment (for cost model); and Reconciliation of gross carrying amount and accumulated depreciation of property and equipment at the beginning and end of the period by showing: addition, subtraction and reclassification. 	

No.	Kriteria Criteria	Halaman Page
11	<p>Pengungkapan yang berhubungan dengan segmen operasi Hal-hal yang harus diungkapkan:</p> <ul style="list-style-type: none"> a. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan; b. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan; c. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan d. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama. <p>Disclosures related to operating segments Matters to be Disclosed:</p> <ul style="list-style-type: none"> a. General information covering factors used to identify reported segments; b. Information on reported segment of income, assets, and liabilities; c. Reconciliation of total segment revenues, reported segment loss, segment assets, segment liabilities, and other segment material items to related amounts in the entity; and d. Disclosure at the entity level, which includes information about products and/or services, geographic areas and key customers. 	✓
12	<p>Pengungkapan yang berhubungan dengan Instrumen Keuangan Hal-hal yang harus diungkapkan:</p> <ul style="list-style-type: none"> a. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya; b. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan; c. Kebijakan manajemen risiko; d. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas; dan e. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif. <p>Disclosures related to Financial Instruments Matters to be Disclosed:</p> <ul style="list-style-type: none"> a. Details of financial instruments held by their classification; b. Fair value and hierarchy for each group of financial instruments; c. Risk management policy; d. Explanation of risks related to financial instruments: market risk, credit risk and liquidity risk; and e. The risk analysis associated with financial instruments is quantitative. 	✓
13	<p>Penerbitan laporan keuangan Hal-hal yang diungkapkan antara lain:</p> <ul style="list-style-type: none"> a. Tanggal laporan keuangan diotorisasi untuk terbit; dan b. Pihak yang bertanggung jawab mengotorisasi laporan keuangan. <p>Issuance of financial statements Matters expressed include:</p> <ul style="list-style-type: none"> a. Date of financial statements authorized for publication; and b. The party responsible for authorizing the financial statements. 	✓

09



LAPORAN KEUANGAN KONSOLIDASI

Consolidated Financial Statement





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PT Jasa Marga (Persero) Tbk
dan entitas anaknya/ and its subsidiaries

Laporan Keuangan Konsolidasian tanggal 31 Desember 2021
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/

Consolidated Financial Statements as of December 31, 2021
and for the year then ended with independent auditors' report

**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2021
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN**

**CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2021
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT**

Daftar Isi

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Laporan Perubahan Ekuitas Konsolidasian	5	<i>Consolidated Statement of Changes in Equity</i>
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JASAMARGA
Indonesia Highway Corp.

**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2021
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
PT JASA MARGA (Persero) Tbk
DAN ENTITAS ANAKNYA**

**DIRECTORS' STATEMENT
REGARDING THE RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2021
AND FOR THE YEAR THEN ENDED
PT JASA MARGA (Persero) Tbk
AND ITS SUBSIDIARIES**

Kami yang bertanda tangan di bawah ini:

We, the undersigned:

- | | | | | |
|-----------------|---|--|---|------------------|
| 1. Nama | : | Subakti Syukur | : | Name |
| Alamat Kantor | : | Plaza Tol TMII - Jakarta Timur 13550 | : | Office Address |
| Alamat Domisili | : | Jl. Damai 2 No 36 A
RT005/ RW009 Jatiwaringin
Pondok Gede, Bekasi | : | Domicile Address |
| Nomor Telepon | : | (021) 8413526 | : | Phone Number |
| Jabatan | : | Direktur Utama / President Director | : | Position |
| | | | | |
| 2. Nama | : | Ade Wahyu | : | Name |
| Alamat Kantor | : | Plaza Tol TMII - Jakarta Timur 13550 | : | Office Address |
| Alamat Domisili | : | Jl. Cempaka No. 47 RT018/ RW009
Kelapa Dua Wetan Ciracas, Jakarta Timur | : | Domicile Address |
| Nomor Telepon | : | (021) 8413526 | : | Phone Number |
| Jabatan | : | Direktur Keuangan dan Manajemen Risiko
/ Finance and Risk Management Director | : | Position |

Menyatakan bahwa:

State that:

- | | |
|--|--|
| 1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Jasa Marga (Persero) Tbk ("Perusahaan") dan Entitas Anaknya; | 1. <i>We are responsible for the preparation and the presentation of the consolidated financial statements of PT Jasa Marga (Persero) Tbk (the "Company") and Its Subsidiaries;</i> |
| 2. Laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; | 2. <i>The consolidated financial statements of the Company and Its Subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;</i> |
| 3. a. Semua informasi dalam laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya telah dimuat secara lengkap dan benar; dan
b. Laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material. | 3. a. <i>All information contained in the consolidated financial statements of the Company and Its Subsidiaries are complete and truthful manner; and</i>
b. <i>The consolidated financial statements of the Company and Its Subsidiaries do not contain any incorrect information or material fact, nor do they omit any information or material fact.</i> |
| 4. Kami bertanggung jawab atas sistem pengendalian internal dalam Perusahaan. | 4. <i>We are responsible for the Company's internal control system.</i> |

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is made truthfully.

Jakarta, Maret 2022 / Jakarta, March , 2022

Subakti Syukur
Direktur Utama /
President Director

Ade Wahyu
Direktur Keuangan dan Manajemen Risiko/
Finance and Risk Management Director

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 00234/2.1032/AU.1/06/0690-2/1/III/2022

Para Pemegang Saham, Dewan Komisaris, dan Direksi
PT Jasa Marga (Persero) Tbk.

Kami telah mengaudit laporan keuangan konsolidasian PT Jasa Marga (Persero) Tbk. dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

Independent Auditors' Report

Report No. 00234/2.1032/AU.1/06/0690-2/1/III/2022

The Shareholders and the Boards of Commissioners and Directors
PT Jasa Marga (Persero) Tbk.

We have audited the accompanying consolidated financial statements of PT Jasa Marga (Persero) Tbk. and its subsidiaries, which comprise the consolidated statement of financial position as of December 31, 2021, and the consolidated statements of profit or loss and other comprehensive income, consolidated statements of changes in equity, and consolidated statements of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

Laporan Auditor Independen (lanjutan)

Laporan No. 00234/2.1032/AU.1/06/0690-2/1/III/2022 (lanjutan)

Tanggung jawab auditor (lanjutan)

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Jasa Marga (Persero) Tbk. dan entitas anaknya tanggal 31 Desember 2021 serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditors' Report (continued)

Report No. 00234/2.1032/AU.1/06/0690-2/1/III/2022 (continued)

Auditors' responsibility (continued)

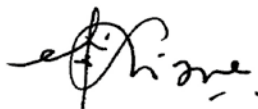
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Jasa Marga (Persero) Tbk. and its subsidiaries as of December 31, 2021, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Purwantono, Sungkoro & Surja



Dagmar Zevilianty Djamal

Registrasi Akuntan Publik No. AP. 0690/Public Accountant Registration No. AP. 0690

18 Maret 2022/March 18, 2022



**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2021
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
As of December 31, 2021
(Expressed in millions of Rupiah,
unless otherwise stated)**

	Catatan/ Notes	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan setara kas	2.c, 2.d, 2.o, 2.s, 4, 45, 49.e	6.279.089	4.597.204	Cash and cash equivalents
Investasi jangka pendek	2.d, 2.o, 5, 49.e	1.288.096	823.344	Short term investments
Piutang lain-lain	2.d, 2.o, 6, 45,49.a, 49.e	2.032.306	4.418.103	Other receivables
Persediaan	2.e, 7	139.402	137.744	Inventories
Biaya dibayar dimuka dan uang muka - neto	2.f, 8	82.519	49.036	Prepaid expenses and advances - net
Pajak dibayar dimuka	2.m, 18.a	74.680	46.329	Prepaid taxes
Dana dibatasi penggunaannya	2.c, 2.d, 2.o, 9, 45, 49.e	465.784	634.235	Restricted funds
TOTAL ASET LANCAR		10.361.876	10.705.995	TOTAL CURRENT ASSETS
ASET TIDAK LANCAR				NON-CURRENT ASSETS
Piutang lain-lain	2.d, 2.o, 6, 45,49.a, 49.e	1.858.535	2.232.631	Other receivables
Dana dibatasi penggunaannya	2.c, 2.d, 2.o, 9, 45, 49.e	92.939	379.491	Restricted funds
Aset pajak tangguhan - neto	2.m, 18.c	-	2.385	Deferred tax assets - net
Investasi pada entitas asosiasi dan ventura bersama - neto	2.g, 10	6.536.644	4.590.955	Investment in associates and joint ventures - net
Aset tetap - neto	2.h, 11	833.394	746.237	Fixed asset - net
Properti investasi - neto	2.i, 12	425.021	457.565	Investment properties - net
Aset takberwujud - neto				Intangible assets - net
Hak pengusahaan jalan tol	2.j, 13	79.256.534	83.443.064	Toll road concession rights
Lainnya	14	324.360	101.244	Others
Goodwill	2.b, 2.k, 15	41.849	41.849	Goodwill
Aset keuangan lainnya - neto	2.o, 16	482.775	425.907	Other financial assets - net
Aset tidak lancar lainnya - neto	2.k, 17	1.028.957	959.323	Other non-current assets - net
TOTAL ASET TIDAK LANCAR		90.881.008	93.380.651	TOTAL NON-CURRENT ASSETS
TOTAL ASET		101.242.884	104.086.646	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2021 (lanjutan)
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
As of December 31, 2021 (continued)
(Expressed in millions of Rupiah,
unless otherwise stated)**

	Catatan/ Notes	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang usaha	2.d, 2.o, 19, 45, 49.e	433.025	325.160	Accounts payable
Utang kontraktor	2.d, 2.o, 20, 45, 49.e	1.290.243	1.883.433	Contractors payable
Utang pajak	2.m, 18.b	349.197	213.079	Taxes payable
Beban akrual	2.o, 22	3.158.712	3.537.386	Accrued expenses
Utang bank	2.d, 2.o, 23, 45, 49.e	1.057.861	3.684.263	Bank loans
Utang surat berharga komersil	24	-	537.275	Commercial securities payable
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun :				Current maturities of long - term liabilities :
Utang bank	2.d, 2.o, 23, 45, 49.e	2.781.255	1.976.842	Bank loans
Utang lembaga keuangan bukan bank	2.d, 2.o, 25, 45	241.000	29.800	Non-bank financial institutions loan
Liabilitas pembebasan tanah	2.d, 2.o, 27, 45, 49.e	1.588.542	1.588.542	Land acquisition liabilities
Utang sewa	2.h, 2.l, 28, 49.e	55.036	40.916	Lease liabilities
Provisi pelapisan jalan tol	2.j, 2.u, 29, 49.e	258.902	236.940	Provision for overlay
Pendapatan ditangguhkan	30	371.600	519.250	Deferred revenues
Liabilitas imbalan kerja	2.n, 31	2.843	1.229	Employee benefits liability
Liabilitas keuangan jangka pendek lainnya	2.d, 2.o, 21, 45, 49.e	426.367	354.572	Other short-term financial liabilities
TOTAL LIABILITAS JANGKA PENDEK		12.014.583	14.928.687	TOTAL CURRENT LIABILITIES
LIABILITAS JANGKA PANJANG				NON-CURRENT LIABILITIES
Liabilitas pajak tangguhan	2.m, 18.c	1.568.604	1.236.251	Deferred tax liabilities
Utang kontraktor jangka panjang	2.d, 2.o, 20, 45, 49.e	362.814	754.833	Long-term contractors payable
Beban akrual jangka panjang	2.d, 2.o, 22, 45	2.037.124	2.365.755	Long-term accrued expenses
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun				Long-term liabilities - net of current maturities
Utang bank	2.d, 2.o, 23, 45, 49.e	54.457.717	52.981.941	Bank loans
Utang lembaga keuangan bukan bank	2.d, 2.o, 25, 45	1.101.660	1.390.790	Non-bank financial institutions loan
Utang obligasi	2.o, 26, 49.e	1.994.185	3.288.445	Bonds payable
Liabilitas pembebasan tanah	2.d, 2.o, 27, 45, 49.e	109.008	109.008	Land acquisition liabilities
Utang sewa	2.h, 2.l, 28, 49.e	59.451	40.673	Lease liabilities
Provisi pelapisan jalan tol	2.j, 2.u, 29, 49.e	440.211	300.784	Provision for overlay
Pendapatan ditangguhkan	30	75.783	380.955	Deferred revenues
Liabilitas imbalan kerja jangka panjang	2.n, 31	1.183.825	1.147.577	Long-term employee benefits liabilities
Liabilitas derivatif	2.p, 32	96.691	-	Derivative liabilities
Liabilitas jangka panjang lainnya	2.o, 49.e	240.913	385.332	Other long term liabilities
TOTAL LIABILITAS JANGKA PANJANG		63.727.986	64.382.344	TOTAL NON-CURRENT LIABILITIES
TOTAL LIABILITAS		75.742.569	79.311.031	TOTAL LIABILITIES

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2021 (lanjutan)**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
As of December 31, 2021 (continued)**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Catatan/ Notes	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
EKUITAS				EQUITY
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk				Equity Attributable to Owners of the Parent Entity
Modal saham - nilai nominal Rp500 (rupiah penuh) per saham				Capital stock - Rp500 par value (full amount) per share
Modal dasar 19.040.000.000 saham				Authorized - 19,040,000,000 shares
Modal ditempatkan dan disetor penuh - 1 saham seri A Dwiwarna dan 7.257.871.199 saham seri B	33	3.628.936	3.628.936	Issued and fully paid - 1 series A Dwiwarna share and 7,257,871,199 series B shares
Tambahan modal disetor - neto	34	3.997.085	3.997.085	Additional paid in capital - net
Selisih atas transaksi entitas nonpengendali		(26.912)	(25.924)	Difference from non-controlling interest transaction
Saldo laba				Retained earnings
Telah ditentukan penggunaannya		8.971.304	8.971.304	Appropriated
Belum ditentukan penggunaannya		4.706.598	3.091.317	Unappropriated
Penghasilan komprehensif lain:				Other comprehensive income:
Keuntungan yang belum direalisasi dari aset keuangan pada nilai wajar		256.937	209.477	Unrealized gain on financial assets at fair value
Pengukuran nilai wajar atas derivatif lindung nilai arus kas	2.p, 32	(96.061)	-	Measurement of fair value on derivative for cash flow hedge
Pengukuran kembali liabilitas imbalan kerja jangka panjang	2.n, 31	(832.036)	(797.706)	Remeasurements of long-term employee benefits liability
Ekuitas Neto yang Dapat Diatribusikan kepada Pemilik Entitas Induk		20.605.851	19.074.489	Net Equity Attributable to Owners of the Parent Entity
Kepentingan Non Pengendali	36.a	4.894.464	5.701.126	Non-Controlling Interests
TOTAL EKUITAS		25.500.315	24.775.615	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS		101.242.884	104.086.646	TOTAL LIABILITIES AND EQUITY

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk tahun yang berakhir pada tanggal
31 Desember 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**CONSOLIDATED STATEMENT OF PROFIT OR
LOSS AND OTHER COMPREHENSIVE INCOME
For the year ended
December 31, 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31			
	2021	Catatan/ Notes	2020	
PENDAPATAN				REVENUES
Pendapatan tol	10.786.335	2.r,37	8.762.989	Toll operating revenues
Pendapatan usaha lainnya	990.066	2.r,37	824.731	Other operating revenues
Pendapatan konstruksi	3.393.151	2.r,38	4.116.301	Construction revenue
Total	15.169.552		13.704.021	Total
BEBAN POKOK PENDAPATAN				COST OF REVENUES
Beban tol dan usaha lainnya	(5.305.620)	2.r,39	(4.274.949)	Toll and other operating expenses
Beban konstruksi	(3.361.823)	2.r,38	(4.074.539)	Construction expense
Total	(8.667.443)		(8.349.488)	Total
LABA BRUTO	6.502.109		5.354.533	GROSS PROFIT
Penghasilan keuangan	323.497	2.r,41	449.757	Finance income
Penghasilan lain-lain	308.069	2.r,41	97.280	Other income
Beban umum dan administrasi	(1.412.555)	1.f,40	(1.236.812)	General and administrative expenses
Beban lain-lain	(558.984)	2.r,42	(164.380)	Other expenses
Beban pajak atas penghasilan keuangan	(25.758)	2.o,41	(34.386)	Tax expense of finance income
Keuntungan dari pelepasan investasi	1.583.295	2.r,41	-	Gain on divestment
LABA USAHA	6.719.673		4.465.992	PROFIT FROM OPERATIONS
Biaya keuangan - neto	(4.520.359)	2.o,43	(3.647.949)	Finance costs - net
Bagian atas rugi neto entitas asosiasi dan ventura bersama	(126.861)	2.g,10	(121.592)	Share in net loss of associates and joint ventures
LABA SEBELUM PAJAK PENGHASILAN	2.072.453		696.451	PROFIT BEFORE INCOME TAX
BEBAN PAJAK PENGHASILAN				INCOME TAX EXPENSE
Kini	(759.838)	2.m,18.c	(497.401)	Current
Tangguhan	(441.379)	2.m,18.c	(240.679)	Deferred
TOTAL BEBAN PAJAK PENGHASILAN	(1.201.217)		(738.080)	TOTAL INCOME TAX EXPENSE
LABA (RUGI) TAHUN BERJALAN	871.236		(41.629)	PROFIT (LOSS) FOR THE YEAR
PENGHASILAN (BEBAN) KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME (LOSS)
Pos-pos yang tidak akan direklasifikasi ke laba rugi periode berikutnya				Items that will not be reclassified to profit or loss in subsequent periods
Laba (rugi) aktuarial atas liabilitas imbalan kerja jangka panjang - neto	(33.708)	2.n, 31	(92.796)	Net actuarial gain (loss) on long-term employee benefits liability
Pos-pos yang akan direklasifikasi ke laba rugi periode berikutnya				Item that will be reclassified to profit and loss in subsequent periods
Keuntungan (kerugian) atas aset keuangan yang diukur pada nilai wajar melalui laba komprehensif lain	47.500		235.797	Gain (loss) of financial assets measured at fair value through other comprehensive income
Pengukuran nilai wajar atas derivatif lindung nilai arus kas	(96.691)	2.p, 32	-	Measurement of fair value on derivative for cash flow hedge
PENGHASILAN (BEBAN) KOMPREHENSIF LAIN	(82.899)		143.001	OTHER COMPREHENSIVE INCOME (EXPENSES)
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	788.337		101.372	TOTAL COMPREHENSIVE INCOME FOR THE YEAR
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:				Total comprehensive income for the year attributable to:
Pemilik entitas induk	1.532.350		644.404	Owners of the parent entity
Kepentingan nonpengendali	(744.013)	36	(543.032)	Non-controlling interest
TOTAL	788.337		101.372	TOTAL
Laba tahun berjalan yang dapat diatribusikan kepada:				Profit for the year attributable to:
Pemilik entitas induk	1.615.281		501.047	Owners of the parent entity
Kepentingan nonpengendali	(744.045)		(542.676)	Non-controlling interest
TOTAL	871.236		(41.629)	TOTAL
LABA PER SAHAM (RUPIAH PENUH)	222,56	2.q, 44	69,04	EARNINGS PER SHARE (FULL RUPIAH)

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk tahun yang berakhir pada 31 Desember 2021
 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the year ended December 31, 2021
(Expressed in millions of Rupiah
unless otherwise stated))

Saldo Awal 1 Januari 2020	Saldo Awal 1 Januari 2021	Ekuitas yang Dapat Diurungkan kepada Pemilik Entitas (Under Equity attributable to Owners of the Parent Entity)											
		Modal ditempatkan dan disetor pemilik / Issued and paid up share capital	Tambahan modal disetor - (ke) / Additional Paid-up Capital - net	Saldo Awal Transmisi / Entry Non Pengembalian / Difference from Non-Returnable Interest Transmisi	Tidak ditempatkan / Tidak ditempatkan / Appropriation	Belum dibayar / Belum dibayar / Unpaid Capital	Total / Total	Kontribusi yang belum diterima / Kontribusi yang belum diterima / Unreceived part (loss) on franchise assets at the end	Pengukuran kembali / Pengukuran kembali / Remeasurement of the fair value of the franchise assets	Pengukuran nilai wajar / Pengukuran nilai wajar / Measurement of fair value of derivative financial instruments	Total / Total	Total / Total	Kontribusi yang belum diterima / Kontribusi yang belum diterima / Unreceived part (loss) on franchise assets at the end
3.628.938	3.997.035	(18.289)	837.134	2.706.826	11.871.930	69.344	(793.342)	-	(731.988)	19.508.109	4.833.729	23.018.348	Balance as of January 1, 2020
-	-	-	-	501.847	501.847	-	-	-	-	501.847	(542.870)	(41.529)	Capital contribution from non-controlling shareholders
-	-	(9.863)	-	-	-	-	-	-	-	-	1.761.496	1.761.496	Difference from non-controlling interest transactions
-	-	-	-	-	-	-	-	-	-	-	(9.868)	(9.868)	Other comprehensive income
-	-	-	-	-	-	-	(92.364)	-	(92.364)	(92.364)	(432)	(92.796)	Remeasurement of employee benefits obligations
-	-	-	-	-	-	-	-	-	-	-	-	-	Measurement of financial assets at fair value
-	-	-	-	-	-	-	-	-	-	-	-	-	Share owners' contributions
-	-	-	-	-	-	-	-	-	-	-	-	-	Balance as of December 31, 2020
3.628.938	3.997.035	(28.924)	837.134	3.199.317	12.062.821	209.477	(793.726)	-	(688.221)	19.079.949	5.701.128	24.779.077	Distribution of dividend
-	-	-	-	1.615.281	1.616.281	-	-	-	-	1.616.281	(148)	1.468	Profit (loss) for the year
-	-	-	-	-	-	-	-	-	-	-	(744.046)	871.236	Capital contribution from non-controlling shareholders
-	-	(988)	-	-	-	-	-	-	-	-	601.532	601.532	Difference from non-controlling interest transactions
-	-	-	-	-	-	-	-	-	-	-	(988)	(988)	Other comprehensive income
-	-	-	-	-	-	-	-	-	-	-	632	(31.708)	Remeasurement of financial assets at fair value
-	-	-	-	-	-	47.460	(43.330)	-	(4.170)	47.460	(40)	47.420	Measurement of financial assets at fair value
-	-	-	-	-	-	-	-	-	-	-	804.133	804.133	Share owners' contributions
3.628.938	3.997.035	(28.924)	837.134	4.798.598	13.677.282	209.477	(832.026)	(68.451)	(671.404)	20.879.526	6.505.261	27.384.787	Balance as of December 31, 2021

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

LAPORAN ARUS KAS KONSOLIDASIAN

**Untuk tahun yang berakhir
pada tanggal 31 Desember 2021**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CASH FLOWS

**For the year ended
December 31, 2021**
(Expressed in millions of Rupiah,
unless otherwise stated)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31			
	2021	Catatan/ Notes	2020	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan kas dari pendapatan tol	10.344.512	6,30,37,45	8.487.454	Cash receipts from toll revenues
Penerimaan kas dari pendapatan lainnya	986.127	29,37	861.025	Cash receipts from other revenues
Pembayaran kepada karyawan	(1.479.520)	18,31,39,40	(1.582.311)	Cash paid to employees
Pembayaran kepada pemasok	(2.537.563)	8,17,18,19,20,39,40	(1.511.207)	Cash paid to suppliers
Pembayaran biaya pelapisan ulang	(331.948)	29,39	(283.025)	Payment of overlay
Kas neto diperoleh dari operasi	6.981.608		5.971.936	Net cash generated from operations
Penerimaan bunga	549.877	41	203.305	Receipts from interest income
Pembayaran bunga	(4.184.466)	22,43	(3.585.113)	Payment of interests
Pembayaran pajak	(580.033)	18,39,40	(1.149.396)	Payment of taxes
Kas Bersih Yang Diperoleh dari Aktivitas Operasi	2.766.986		1.440.732	Net Cash Provided by Operating Activities
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES
Penerimaan atas pelepasan investasi di entitas anak	402.773		-	Proceeds from disposal of investment in a subsidiaries
Penambahan hak pengusahaan jalan tol	(2.702.754)		(21.103.009)	Acquisitions of toll road concession rights
Penambahan aset takberwujud lainnya	(67.979)	14	(15.875)	Acquisitions of other intangible assets
Penambahan piutang talangan tanah kepada Pemerintah	(1.921.436)	45	(1.731.160)	Addition of land bridging fund to the Government
Penambahan investasi asosiasi dan ventura bersama - neto	(37.680)	10	(338.209)	Addition of investment in associates and joint ventures - net
Penambahan aset tetap	(110.083)	11	(31.955)	Acquisitions of fixed assets
Perolehan properti investasi	(61.703)	12	(90.590)	Acquisitions of property investment
Penambahan aset tidak lancar lainnya	(35.224)	17	(513.724)	Acquisitions of other non-current assets
Penerimaan (pemberian) pinjaman kepada entitas asosiasi dan ventura bersama - neto	544.163	6	-	Repayment (drawdown) of loan to associates and joint ventures - net
Penambahan investasi jangka pendek	(373.050)	5	(358.574)	Addition of short-term investment
Kas Neto Yang Digunakan Untuk Aktivitas Investasi	(4.362.973)		(24.183.096)	Net Cash Used in Investing Activities
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES
Penerimaan liabilitas jangka panjang:				Proceeds from long-term liabilities:
Utang bank	17.980.533	23	26.149.438	Bank loans
Utang obligasi	-	26	2.000.000	Bonds payable
Utang surat berharga komersial	-	24	529.588	Commercial paper payable
Utang lembaga keuangan bukan bank	-	25	233.100	Non-bank financial institution loan
Penerimaan dari penerbitan saham di entitas anak oleh pihak nonpengendali	601.632		1.740.446	Proceeds from issuance of shares in a subsidiaries by non-controlling interests
Pembayaran liabilitas jangka panjang:				Payments of long-term liabilities:
Utang bank	(14.756.674)	23	(2.550.175)	Bank loans
Utang obligasi	-	26	(5.200.000)	Bonds payable
Utang surat berharga komersial	(529.588)	24	-	Commercial paper payable
Utang lembaga keuangan bukan bank	(81.297)	25	-	Non-bank financial institution loan
Pencairan dana dibatasi penggunaannya - neto	455.003	9	170.473	Increase of restricted fund - net
Pembayaran dividen	-	36	(110.356)	Payments of dividend
Pembayaran utang sewa	(59.733)		(17.286)	Payment of lease liabilities
Penerimaan (pelunasan) pinjaman dari pemegang saham nonpengendali	(162.588)		52.739	Proceed (payment) from non-controlling shareholders loan
Kas Neto Yang Diperoleh dari Aktivitas Pendanaan	3.447.288		22.997.967	Net Cash Provided by Financing Activities
KENAIKAN NETO KAS DAN SETARA KAS	1.851.301		255.603	NET INCREASE IN CASH AND CASH EQUIVALENTS
Kas dan setara kas dari entitas anak yang didekonsolidasikan	(169.416)		-	Cash and cash equivalents of deconsolidated subsidiaries
KAS DAN SETARA KAS PADA AWAL TAHUN	4.597.204	4	4.341.601	CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR
KAS DAN SETARA KAS PADA AKHIR TAHUN	6.279.089	4	4.597.204	CASH AND CASH EQUIVALENTS AT END OF YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**CATATAN ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2021 dan untuk tahun yang
berakhir pada tanggal tersebut**
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**NOTES TO
THE CONSOLIDATED FINANCIAL STATEMENTS
As of December 31, 2021
and for the year then ended**
(Expressed in millions of Rupiah,
unless otherwise stated)

1. UMUM

a. Pendirian Perusahaan

PT Jasa Marga (Persero) Tbk ("Perusahaan") dibentuk berdasarkan Peraturan Pemerintah Republik Indonesia ("Pemerintah") No. 4 Tahun 1978 tentang Penyertaan Modal Negara Republik Indonesia mengenai pendirian Perusahaan Perseroan (Persero) di bidang pengelolaan, pemeliharaan dan pengadaan jaringan jalan tol, serta ketentuan-ketentuan pengusahaannya (Lembaran Negara Republik Indonesia No. 4 Tahun 1978 juncto Surat Keputusan Menteri Keuangan Republik Indonesia No. 90/KMK.06/1978 tentang Penetapan Modal Perusahaan, tanggal 27 Februari 1978). Perusahaan didirikan berdasarkan Akta Notaris Kartini Mulyadi, S.H., No. 1 tanggal 1 Maret 1978. Akta pendirian disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. Y.A.5/130/1 tanggal 22 Februari 1982 dan didaftarkan di Kantor Pengadilan Negeri Jakarta No. 766 dan No. 767, tanggal 2 Maret 1982 serta diumumkan dalam Lembaran Berita Negara Republik Indonesia No. 73 tanggal 10 September 1982, tambahan No. 1138.

Anggaran dasar Perusahaan telah beberapa kali mengalami perubahan dengan perubahan terakhir diaktakan dalam Akta Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., No. 40 tanggal 19 Juli 2021 dalam Surat Keputusan Nomor AHU-AH.01.03-0429854 tanggal 21 Juli 2021 yang telah disahkan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, mengenai perubahan Anggaran Dasar Perusahaan. Salah satu perubahan yang dimaksud antara lain terkait perubahan ketentuan Pasal 12 ayat 2 a.9 terkait bertambahnya kewenangan Direksi selaku pemegang saham mayoritas pada setiap anak perusahaan untuk mengendalikan kebijakan strategis anak perusahaan, kebijakan struktur organisasi, menetapkan nilai atau jangka waktu kerja sama antara anak perusahaan dengan badan usaha lain, dan lain sebagainya.

1. GENERAL

a. The Company's establishment

PT Jasa Marga (Persero) Tbk (the "Company") was established under the Government Regulation of the Republic of Indonesia (the "Government") No. 4 Year 1978 regarding the State Capital Investment for the establishment of a State-Owned Company (Persero) in the area of management, maintenance and development of toll roads, and the detailed management regulations (State Gazette No. 4 Year 1978 in conjunction with the Decree of the Ministry of Finance of the Republic of Indonesia No. 90/KMK.06/1978 regarding the Determination of the Share Capital of the Company dated February 27, 1978). The Company was established based on Notarial Deed No. 1 dated March 1, 1978 of Kartini Mulyadi, S.H., The Deed of Establishment was authorized by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. Y.A.5/130/1 dated February 22, 1982 and was filed in Jakarta High Court No. 766 and 767 on March 2, 1982 and was published in the State Gazette No. 73 dated September 10, 1982, addition No. 1138.

The Company's articles of association has been amended several times, the last amendment of which was under notarized under Notary Deed No. 40 dated July 19, 2021 of Ir. Nanette Cahyanie Handari Adi Warsito, S.H., in Decree Number AHU-AH.01.03-0429854 dated July 21, 2021 which has been ratified by the Ministry of Law and Human Rights of the Republic of Indonesia, regarding the amendment to the Company's Articles of Association. One of the changes referred to is related to changes in the provisions of Article 12 paragraph 2 a.9 related to increasing the authority of the Board of Directors as the majority shareholder in each subsidiary to control the strategic policies of subsidiaries, organizational structure policies, determine the value or duration of cooperation between subsidiaries with other business entities, and so on.

**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**CATATAN ATAS
LAPORAN KEUANGAN KONSOLIDASIAN**
Tanggal 31 Desember 2021 dan untuk tahun yang
berakhir pada tanggal tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**NOTES TO
THE CONSOLIDATED FINANCIAL STATEMENTS**
As of December 31, 2021
and for the year then ended
(Expressed in millions of Rupiah,
unless otherwise stated)

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Sesuai dengan pasal 3 anggaran dasar Perusahaan, maksud dan tujuan usaha Perusahaan adalah turut serta melaksanakan dan menunjang kebijaksanaan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, khususnya pembangunan di bidang perusahaan jalan tol dengan sarana penunjangnya dengan menerapkan prinsip-prinsip perusahaan terbatas.

Untuk mencapai maksud dan tujuan tersebut, Perusahaan melaksanakan kegiatan usaha sebagai berikut:

- (i) Melakukan perencanaan teknis, pelaksanaan konstruksi, pengoperasian dan/ atau pemeliharaan jalan tol;
- (ii) Mengusahakan lahan di ruang milik jalan tol (Rumijatol) dan lahan yang berbatasan dengan Rumijatol untuk tempat istirahat kendaraan dan pelayanan berikut dengan fasilitas-fasilitasnya dan usaha lainnya, baik diusahakan sendiri maupun bekerja sama dengan pihak lain; dan
- (iii) Menjalankan kegiatan dan usaha lain dalam rangka pemanfaatan dan pengembangan sumber daya yang dimiliki Perusahaan, baik secara langsung maupun melalui penyertaan, dengan memperhatikan peraturan perundang-undangan.

Perusahaan memulai kegiatan usaha komersial pada tahun 1978.

Perusahaan menjalankan kegiatan operasionalnya berdasarkan UU No. 38 Tahun 2004 tentang Jalan dan PP No. 15 Tahun 2005 tentang Jalan Tol. Wewenang penyelenggaraan jalan tol berada pada Pemerintah. Sebagian wewenang Pemerintah dalam penyelenggaraan jalan tol dilaksanakan oleh Badan Pengatur Jalan Tol (BPJT). Pengusahaan jalan tol dilakukan oleh badan usaha milik negara dan/atau badan usaha milik daerah dan/atau badan usaha milik swasta. Pengusahaan jalan tol yang diberikan oleh Pemerintah kepada badan usaha dilakukan melalui pelelangan secara transparan dan terbuka.

1. GENERAL (continued)

a. The Company's establishment (continued)

According to Article 3 of the Company's articles of association, its scope of business is mainly to engage in performing and assisting the Government's programs and policies in economy sector and generally in national development, especially in development of toll roads and all their supporting facilities while complying to the principles of limited liability company.

To achieve these objectives, the Company performs the following activities:

- (i) Performs technical planning for construction, operation and/ or maintenance of toll road;
- (ii) Organizes the land in toll road area (Rumijatol) and the land along the Rumijatol designated for vehicle rest area and service including the facilities and other businesses operating there either separately or in cooperation with other parties; and
- (iii) Performs other activities and business in order to utilize and develop the Company's resources, either directly or through investments, subject to laws and regulations.

The Company started its commercial operations in 1978.

The Company runs its operations based on Law No. 38 Year 2004 about the Road and PP No. 15 Year 2005 regarding Toll road management authority of the Government. Certain Government authority in the administration of toll roads are implemented by the Indonesia Toll Road Authority (BPJT). Toll road concession are granted to state-owned enterprises and/or regional owned enterprises and/or private companies. Concession are granted by the Government to the business entities through transparent and open tender.

**PT JASA MARGA (PERSERO) Tbk
DAN ENTITAS ANAKNYA/AND ITS SUBSIDIARIES**

**CATATAN ATAS
LAPORAN KEUANGAN KONSOLIDASIAN**
Tanggal 31 Desember 2021 dan untuk tahun yang
berakhir pada tanggal tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

**NOTES TO
THE CONSOLIDATED FINANCIAL STATEMENTS**
As of December 31, 2021
and for the year then ended
(Expressed in millions of Rupiah,
unless otherwise stated)

1. UMUM (lanjutan)

a. Pendirian Perusahaan (lanjutan)

Kantor pusat Perusahaan berkedudukan di Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550. Perusahaan mengoperasikan 13 ruas jalan tol yang dikelola oleh tiga regional dengan rincian sebagai berikut:

Regional/ <i>Regional</i>	Ruas Jalan Tol/ <i>Toll Road Sections</i>	Panjang jalan/ <i>Length (KM)</i>	Mulai konsesi (Tahun)/ <i>Start of concession (Year)</i>	Periode masa konsesi (Tahun)/ <i>Concession period (Year)</i>
Regional Jasamarga Metropolitan Tollroad (RJMT)	Jakarta - Bogor- Ciawi	59	2005	40
	Jakarta - Tangerang	33	2005	40
	Prof. Dr. Ir. Sedyatmo	14	2005	40
	Cawang - Tomang - Pluit	24	2005	40
	Cikampek - Padalarang	59	2005	40
	Padalarang - Cileunyi	64	2005	40
	Ruas Lingkar Luar Jakarta (JORR Seksi Non S)	36	2005	40
	Ulujami Pondok Aren	14	2005	40
Regional Jasamarga Transjawa Tollroad (RJTT)	Surabaya - Gempol	49	2005	40
	Jakarta - Cikampek	83	2005	40
	Palimanan - Kanci	26	2005	40
Regional Jasamarga Nusantara Tollroad (RJNT)	Semarang Seksi/Section A B C	25	2005	40
	Belawan - Medan - Tanjung Morawa	43	2005	40

b. Penawaran umum Perusahaan

Pada tanggal 1 November 2007, Perusahaan memperoleh pernyataan efektif dari Badan Pengawas Pasar Modal - Lembaga Keuangan (Bapepam - LK), selanjutnya menjadi Otoritas Jasa Keuangan Indonesia, melalui Surat No. S-5526/BL/2007 untuk melakukan penawaran umum perdana saham (IPO) sebanyak 2.040.000.000 saham atas nama Seri B dengan nilai nominal Rp500 (Rupiah penuh) dengan harga penawaran sebesar Rp1.700 (Rupiah penuh) per saham melalui pasar modal dan dicatatkan pada Bursa Efek Jakarta dan Surabaya (selanjutnya digabung menjadi Bursa Efek Indonesia).

1. GENERAL (continued)

a. The Company's establishment (continued)

The Company's head office is located at Plaza Tol Taman Mini Indonesia Indah, Jakarta 13550. The Company operates 13 toll roads, which are managed by its three regions, with details as follows:

b. The Company's initial public offering

On November 1, 2007, the Company received from the Chairman of the Capital Market Supervisory Agency and Financial Institutions (BAPEPAM - LK), currently known as the Indonesian Financial Services Authority, in its notice letter No. S-5526/BL/2007, which stated the effectivity to conduct an Initial Public Offering (IPO) of 2,040,000,000 Series B shares with par value of Rp500 (full Rupiah) of the Company at an offering price per share of Rp1,700 (full Rupiah) through capital market and registered both in the Jakarta and Surabaya Stock Exchanges (subsequently combined as the Indonesia Stock Exchange).

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1. UMUM (lanjutan)

b. Penawaran umum Perusahaan (lanjutan)

Sejak penawaran umum perdana sampai dengan akhir tahun pelaporan, Perusahaan telah melakukan aksi korporasi sebagai berikut:

1. Pembelian kembali saham Perusahaan pada 24 Oktober 2008 sampai dengan 12 Januari 2009 dilakukan mengingat kondisi pasar saham saat itu berpotensi krisis dimana Indeks Harga Saham Gabungan (IHSG) Bursa Efek Indonesia (BEI) menurun cukup signifikan sehingga memberikan peluang pada Perusahaan untuk membeli kembali sahamnya dengan memperhatikan kemampuan Perusahaan dan ketentuan yang berlaku. Perusahaan dalam hal ini dibantu oleh PT Bahana Securities sebagai Perusahaan Wakil Perantara Perdagangan Efek. Dana yang dikeluarkan Perusahaan untuk membeli kembali 24.523.500 lembar saham (*Treasury Stock*) sejumlah Rp21.837.
2. Sesuai dengan Poin 4D Peraturan Bapepam dan LK No. KEP-105/BL/2010, Peraturan XI.B2 perihal Pembelian Kembali Saham yang dikeluarkan oleh Emiten atau Perusahaan Publik, maka *treasury stock* tersebut telah memasuki periode wajib menjual (sudah dikuasai Perusahaan selama 3 tahun) dan wajib untuk dijual kembali. Perusahaan dalam penjualan kembali saham *Treasury* dibantu oleh PT Danareksa Sekuritas. Masa penjualan berlangsung dari tanggal 5 April 2012 sampai dengan tanggal 25 Juni 2012.
3. Sesuai dengan Berita Acara rapat Perseroan yang dimuat dalam Akta Notaris No. 139 tanggal 29 Agustus 2016, pemegang saham menyetujui peningkatan modal ditempatkan dan disetor Perseroan melalui Penawaran Umum Terbatas I dengan penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD). Aksi korporasi Perusahaan telah disetujui oleh Otoritas Jasa Keuangan dalam surat No. S-337/D.01/2016 tanggal 18 November 2016, sehingga jumlah saham perusahaan meningkat dari 6.800.000.000 menjadi 7.257.871.200 lembar saham. Perubahan jumlah saham Perusahaan tersebut tertuang dalam Akta Notaris No. 39 tanggal 20 Desember 2016.

1. GENERAL (continued)

b. The Company's initial public offering (continued)

Since its initial public offering until end of reporting year, the Company has made the following corporate actions:

1. Buy back of the Company's shares on October 24, 2008 until January 12, 2009 was done considering the condition of the stock market, indication of potential crisis where the Composite Stock Price Index (CSPI) in Indonesia Stock Exchange (IDX) significantly decreased thus providing an opportunity for the Company to buy back its shares subject to the ability of the Company and applicable regulations. The Company, in this case, was aided by PT Bahana Securities as its Corporate Broker Securities Trading. Funds issued by the Company to buy back 24,523,500 shares (*Treasury Stock*) amounted to Rp21,837.
2. Based on Point 4D of Bapepam-LK Regulation No. KEP-105/BL/2010, XI.B2 Regulations regarding Buy Back Shares issued by the Issuer or Public Company, the Company has reached the maximum period of holding its treasury stock (already held by the Company for 3 years) and therefore it was mandatory for resale. The Company was assisted by PT Danareksa Securities in the resale of treasury shares. Sales period lasted from April 5, 2012 to June 25, 2012.
3. In accordance to minutes of meeting contained in Notarial Deed No. 139 dated August 29, 2016, shareholders of the Company agreed the increase of the Company's issued and fully paid capital through Rights Issue. The corporate action were authorized by the Financial Services Authorization on its letter No. S-337/D.01/2016 dated November 18, 2016, consequently the Company's share increased from 6,800,000,000 to 7,257,871,200 shares. The changes were stated on Notarial Deed No. 39 dated December 20, 2016.

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b. Penawaran umum Perusahaan (lanjutan)

Dana yang diperoleh Perusahaan akan digunakan untuk mendanai pembangunan jalan tol, khususnya 3 ruas jalan tol baru yang akan dibangun, yaitu:

- a. sekitar 50% untuk ruas Semarang - Batang sepanjang 75 km;
- b. sekitar 30% untuk ruas Pandaan - Malang sepanjang 37,6 km;
- c. sekitar 20% untuk ruas Jakarta - Cikampek II Elevated sepanjang 36,4 km.

c. Penawaran umum obligasi dan surat berharga komersial Kelompok Usaha

Pada tanggal 31 Desember 2021, jumlah utang obligasi yang belum jatuh tempo adalah sebesar Rp2.000.000 dengan rinciannya sebagai berikut:

No.	Obligasi & Surat berharga/ Bonds & commercial paper	Total (Rp Juta)/ Par value (Rp Million)	Tenor (Tahun/ Years)	Tanggal Penerbitan/ Issuance Date	Tanggal Jatuh Tempo/ Maturity Date	Status
1	Obligasi Berkelanjutan II PT Jasa Marga 2020/ Continuing Public Offering Bond II PT Jasa Marga 2020					
	- Seri A/ Series A	1.100.350	3	08 September 2020/ September 08, 2020	08 September 2023/ September 08, 2023	Belum Lunas / Not Yet Paid
	- Seri B/ Series B	286.000	5	08 September 2020/ September 08, 2020	08 September 2025/ September 08, 2025	Belum Lunas / Not Yet Paid
	- Seri C/ Series C	90.050	7	08 September 2020/ September 08, 2020	08 September 2027/ September 08, 2027	Belum Lunas / Not Yet Paid
	- Seri D/ Series D	523.600	10	08 September 2020/ September 08, 2020	08 September 2030/ September 08, 2030	Belum Lunas / Not Yet Paid
	Total	2.000.000				

1. GENERAL (continued)

b. The Company's initial public offering (continued)

Funds generated by the Company will be used for the funding of toll road construction, particularly for three new toll roads to be build, as follows:

- a. approximately 50% for Semarang - Batang toll road round 75 km;
- b. approximately 30% for Pandaan - Malang toll road round 37.6 km;
- c. approximately 20% for Jakarta - Cikampek II Elevated round 36.4 km.

c. The Group public bonds dan commercial paper offering

As of December 31, 2021, the total amount of outstanding bonds amounted to Rp2,000,000 as follows:

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1. UMUM (lanjutan)

**d. Dewan komisaris dan direksi, komite audit
serta karyawan**

Susunan Dewan Komisaris dan Direksi
Perusahaan adalah sebagai berikut:

Direksi/Directors

Direktur Utama/ *President Director*
Direktur Keuangan dan Manajemen Risiko/
Finance and Risk Management Director
Direktur Pengembangan Usaha/
Business Development Director
Direktur Bisnis/ *Business Director*
Direktur Operasi/ *Operations Director*
Direktur Human Capital dan Transformasi/
Director of Human Capital and Transformation

Dewan Komisaris/Board of Commissioners

Komisaris Utama dan Komisaris Independen/
President and Independent Commissioner
Wakil Komisaris Utama dan Komisaris Independen/
Deputy and Independent Commissioner
Komisaris/ *Commissioner*

Komisaris/ *Commissioner*
Komisaris/ *Commissioner*
Komisaris/ *Commissioner*

Susunan komite audit adalah sebagai berikut:

Komite Audit/Audit Committee

Ketua/*Chairman*
Anggota/*Members*

Anggota/*Members*
Anggota/*Members*

Pada tanggal 31 Desember 2021, Ketua Unit
Audit Internal adalah Siti Sarah.

Pada tanggal 31 Desember 2021, Sekretaris
Perusahaan adalah Reza Febriano.

Perusahaan dan Entitas Anak (selanjutnya
disebut "Kelompok Usaha") memiliki 8.160 dan
7.783 karyawan tetap masing-masing pada
tanggal 31 Desember 2021 dan 31 Desember
2020.

1. GENERAL (continued)

**d. Boards of commissioners and directors,
audit committee and employees**

The composition of the Company's Boards of
Commissioners and Directors was as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
--	--	--

Subakti Syukur	Subakti Syukur	Subakti Syukur
Ade Wahyu	Ade Wahyu	Donny Arsal
Mohamad Agus Setiawan	Mohamad Agus Setiawan	Arsal Ismail
Reza Febriano	Reza Febriano	Mohammad Sofyan
Fitri Wiyanti	Fitri Wiyanti	Fitri Wiyanti
Bagus Cahya Arinta B.	Bagus Cahya Arinta B.	Enkky Sasono A. W.

Yuswanda A. Temenggung	Yuswanda A. Temenggung	Yuswanda A. Temenggung
Zulfan Lindan	Zulfan Lindan	Zulfan Lindan
Anita Firmanti Eko	Anita Firmanti Eko	Anita Firmanti Eko
Susetyowati	Susetyowati	Susetyowati
M.Roskanedi	M.Roskanedi	Sugihardjo
Raja Erizman	Raja Erizman	Agus Suharyono
Yohanes Baptista	Yohanes Baptista	-
Satya Sananugraha	Satya Sananugraha	-

The compositions of the audit committee are as
follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
--	--	--

Yuswanda A. Temenggung	Yuswanda A. Temenggung	Yuswanda A. Temenggung
Anita Firmanti	Anita Firmanti	Sugihardjo
Eko Susetyowati	Eko Susetyowati	-
Agung Nugroho S	Agung Nugroho S	Agung Nugroho S
Imbuh Sulistyarini	Imbuh Sulistyarini	Imbuh Sulistyarini

As of December 31, 2021, the Head of
the Internal Audit Unit is Siti Sarah.

As of December 31, 2021, the Corporate
Secretary is Reza Febriano.

The Company and its Subsidiaries (collectively
referred to hereafter as "the Group") had 8,160
and 7,783 permanent employees as of
December 31, 2021 and December 31, 2020,
respectively.

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1. UMUM (lanjutan)

1. GENERAL (continued)

e. Entitas anak yang dikonsolidasikan

e. Consolidated subsidiaries

Entitas anak yang dimiliki Perusahaan, secara langsung, adalah sebagai berikut:

The Company's subsidiaries, directly owned, are as follows:

No.	Entitas Anak/ Subsidiaries	Aktivitas utama/ Principal activity	Domisili/ Domicile	Persentase kepemilikan/ Percentage of ownership (%)		Tahun operasi komersial/ Start of commercial operations	Periode masa konsesi (Tahun)/ Concession period (Year)	Total aset sebelum eliminasi (dalam jutaan rupiah)/ Total assets before elimination (in million rupiah)	
				31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020			31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
				1.	PT Jalantol Lingkarluar Jakarta (JLJ), berdiri tanggal 22 Desember 2000 / established on December 22, 2000			Jasa pengoperasian jalan tol / Toll road operation services	Bekasi
2.	PT Marga Sarana Jabar (MSJ), berdiri tanggal 11 Mei 2007 / established on May 11, 2007	Pengusahaan ruas jalan tol Bogor Outer Ring Road / Bogor Outer Ring Road toll road concession holder	Bogor	55,00	55,00	23 November 2009 / November 23, 2009	45	3.309.382	3.313.426
3.	PT Marga Trans Nusantara (MTN), berdiri tanggal 14 Mei 2008 / established on May 14, 2008	Pengusahaan ruas jalan tol Kunciran - Serpong / Kunciran - Serpong toll road concession holder	Tangerang Selatan	60,00	60,00	7 Desember 2019 / December 7, 2019	35	4.078.374	4.225.728
4.	PT Jasamarga Surabaya Mojokerto (JSM), berdiri tanggal 19 Agustus 1994 / established on August 19, 1994	Pengusahaan ruas jalan tol Surabaya - Mojokerto / Surabaya - Mojokerto toll road concession holder	Sidoarjo	55,51	55,51	26 Agustus 2011 / August 26, 2011	42	4.909.133	4.947.424
5.	PT Jasamarga Gempol Pasuruan (JGP), berdiri tanggal 28 Juni 2010 / established on June 28, 2010	Pengusahaan ruas jalan tol Gempol - Pasuruan / Gempol - Pasuruan toll road concession holder	Pandaan	99,35	99,35	3 Agustus 2017 / August 3, 2017	45	3.604.269	3.667.429
6.	PT Jasamarga Kunciran Cengkareng (JKC), berdiri tanggal 14 Mei 2008 / established on May 14, 2008	Pengusahaan ruas jalan tol Kunciran - Cengkareng/ Kunciran - Cengkareng toll road concession holder	Tangerang	76,43	76,39	11 November 2021 / November 11, 2021	35	5.766.615	4.945.951

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1. UMUM (lanjutan)

1. GENERAL (continued)

**e. Entitas anak yang dikonsolidasikan
(lanjutan)**

e. Consolidated subsidiaries (continued)

No.	Entitas Anak/ Subsidiaries	Aktivitas utama/ Principal activity	Domisili/ Domicile	Persentase kepemilikan/ Percentage of ownership (%)		Tahun operasi komersial/ Start of commercial operations	Periode masa konsesi (Tahun)/ Concession period (Year)	Total aset sebelum eliminasi (dalam jutaan rupiah)/ Total assets before elimination (in million rupiah)	
				31 Desember 2021/ Desember 31, 2021	31 Desember 2020/ December 31, 2020			31 Desember 2021/ Desember 31, 2021	31 Desember 2020/ December 31, 2020
				7.	PT Jasamarga Tollroad Maintenance (JMTM), berdiri tanggal 26 Agustus 1988 / established on August 26, 1988			Pengusahaan jasa konstruksi dan Pemeliharaan jalan tol, jasa sewa peralatan tol, serta jasa sewa kendaraan /Services in toll road construction and maintenance, toll road equipments rental, and vehicles rental	Jakarta
8.	PT Jasamarga Bali Tol (JBT), berdiri tanggal 22 Agustus 2011 / established on August 22, 2011	Pengusahaan ruas jalan tol Nusa Dua - Tanjung Benoa / Nusa Dua - Tanjung Benoa toll road concession holder	Bali	64,44	64,44	1 Oktober 2013 / October 1, 2013	45	1.827.452	1.820.838
9.	PT Jasamarga Related Business (JMRB), berdiri tanggal 15 Januari 2013 / established on January 15, 2013	Pengembangan bisnis properti / Business development in property	Jakarta	99,94	99,94	15 Januari 2013 / January 15, 2013	-	2.187.577	2.113.532
10.	PT Jasamarga Kualanamu Tol (JMKT), berdiri tanggal 25 November 2014 / established on November 25, 2014	Pengusahaan ruas jalan tol Medan- Kualanamu-Tebing tinggi / Medan- Kualanamu-Tebing tinggi toll road concession holder	Deli Serdang	55,00	55,00	13 Oktober 2017 / October 13, 2017	40	4.060.107	4.135.848
11.	PT Cinere Serpong Jaya (CSJ), berdiri tanggal 10 Juli 2008 / established on July 10, 2008	Pengusahaan ruas jalan tol Serpong - Cinere / Serpong - Cinere toll road concession holder	Tangerang Selatan	55,00	55,00	2 Juni 2021 / June 2, 2021	35	3.349.650	3.499.152
12.	PT Jasamarga Tollroad Operator (JMTO), berdiri tanggal 21 Agustus 2015 / established on August 21, 2015	Jasa pengoperasian jalan tol / Toll road operation services	Jakarta	99,98	99,98	30 September 2015 / September 30, 2015	-	1.572.132	1.368.592
13.	PT Jasamarga Manado Bitung (JMB), berdiri tanggal 6 Juni 2016 / established on June 6, 2016	Pengusahaan ruas jalan tol Manado - Bitung/ Manado - Bitung toll road concession holder	Manado	65,00	65,00	28 Oktober 2020 / October 28, 2020	40	4.577.549	3.788.202

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1. UMUM (lanjutan)

1. GENERAL (continued)

e. Entitas anak yang dikonsolidasikan (lanjutan)

e. Consolidated subsidiaries (continued)

No.	Entitas Anak/ Subsidiaries	Aktivitas utama/ Principal activity	Domisili/ Domicile	Persentase kepemilikan/ Percentage of ownership (%)		Tahun operasi komersial/ Start of commercial operations	Periode masa konsesi (Tahun)/ Concession period (Year)	Total aset sebelum eliminasi (dalam jutaan rupiah)/ Total assets before elimination (in million rupiah)	
				31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020			31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
				14.	PT Jasmarga Balikpapan Samarinda (JBS), berdiri tanggal 6 Juni 2016 / established on June 6, 2016			Pengusahaan ruas jalan tol Balikpapan – Samarinda/ Balikpapan – Samarinda toll road concession holder	Balikpapan
15.	PT Jasmarga Jalanlayang Cikampek (JJC), berdiri tanggal 28 November 2016 / established on November 28, 2016	Pengusahaan ruas jalan tol Jakarta - Cikampek II Elevated/ Jakarta- Cikampek II Elevated toll road concession holder	Jakarta	80,00	80,00	17 Januari 2021 / January 17, 2021	45	15.720.552	15.832.306
16.	PT Jasmarga Transjawa Tol (JTT), berdiri tanggal 2 Juni 2017 / established on June 2, 2017	Pengusahaan ruas jalan tol Trans Jawa/ Trans Jawa toll road concession holder	Jakarta	99,95	99,92	2 Juni 2017 / June 2, 2017	-	1.222.427	733.807
17.	PT Jasmarga Japek Selatan (JJS), berdiri tanggal 29 Desember 2017 / established on December 29, 2017	Pengusahaan ruas jalan tol Jakarta - Cikampek II Sisi Selatan/ Jakarta - Cikampek II South Side toll road concession holder	Jakarta	91,08	80,00	Tahap konstruksi / Under construction	35	4.735.501	4.428.909
18.	PT Jasmarga Probolinggo Banyuwangi (JPB), berdiri tanggal 29 Desember 2017 / established on December 29, 2017	Pengusahaan ruas jalan tol Probolinggo - Banyuwangi/ Probolinggo - Banyuwangi toll road concession holder	Jakarta	94,92	94,84	Tahap pengembangan / Under development	35	422.059	470.558
19.	PT Jasmarga Jogja Bawen (JJB), berdiri tanggal 11 November 2020 / established on November 11, 2020	Pengusahaan ruas jalan tol Yogyakarta - Bawen / Yogyakarta - Bawen toll road concession holder	Jakarta	60,00	60,00	Tahap pengembangan / Under development	35	123.096	36.552

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1. UMUM (lanjutan)

**e. Entitas anak yang dikonsolidasikan
(lanjutan)**

Entitas anak yang dimiliki Perusahaan secara tidak langsung melalui JMRB adalah sebagai berikut:

PT Jasamarga Restarea Batang didirikan berdasarkan Akta Notaris No. 129 tanggal 8 Januari 2019 dari Umi Chamidah, S.H., M.Kn., di Jakarta. Perusahaan ini bergerak di bidang pengelolaan rest area KM 360B Ruas Semarang Batang. JMRB memiliki 172.446.688 lembar saham dengan nominal Rp100 (Rupiah penuh) per lembar saham atau setara dengan Rp17.245 dengan total keseluruhan saham sebesar Rp26.530 atau setara dengan 65% kepemilikan saham.

PT Asiana Jakarta Properti didirikan berdasarkan Akta Notaris No. 2 tanggal 19 September 2012 dari Ukon Krisnajaya S.H. SpN., di Jakarta. Perusahaan ini bergerak di bidang pembangunan dan jasa perdagangan berupa properti perumahan, gedung kantor, apartemen, dan lain-lain. JMRB memiliki 6.884.000 lembar saham dengan nominal Rp100.000 (Rupiah penuh) per lembar saham atau setara dengan Rp688.400 dengan total keseluruhan saham sebesar Rp692.000 atau setara dengan 99% kepemilikan saham.

f. Perubahan kepemilikan entitas anak selama tahun berjalan

PT Jasamarga Kunciran Cengkareng (JKC)

Berdasarkan Akta Notaris No. 1 tanggal 2 Agustus 2021 dari Notaris Inne Kusumawati, S.H., yang disahkan melalui surat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-04346200 tanggal 5 Agustus 2021, para pemegang saham menyetujui untuk meningkatkan modal ditempatkan dan disetor yang semula sebesar Rp1.502.899 atau sebanyak 165.153.758 lembar saham, menjadi sebagai berikut:

1. GENERAL (continued)

e. Consolidated subsidiaries (continued)

The Company's subsidiaries which indirectly owned through JMRB are as follows:

PT Jasamarga Restarea Batang was established based on Notarial Deed No. 129 dated January 8, 2019 from Umi Chamidah, S.H., M.Kn., in Jakarta. The Company is engaged in the management of the rest area KM 360B Semarang Batang Section. JMRB has 172,446,688 shares with a nominal value of Rp100 (full Rupiah) per share or equivalent to Rp17,245 with a total share of Rp26,530 or equivalent to 65% of share ownership.

PT Asiana Jakarta Properti was established based on Notarial Deed No. 2 dated September 19, 2012 from Ukon Krisnajaya, S.H. SpN., in Jakarta. The Company is engaged in the construction and trading service such as residential property, office buildings, apartments, and others. JMRB has 6,884,000 shares with a nominal value of Rp100,000 (full Rupiah) per share or equivalent to Rp688,400 with a total stock of Rp692,000 or equivalent to 99% share ownership.

f. Changes in ownership in subsidiaries during the year

PT Jasamarga Kunciran Cengkareng (JKC)

Based on the Notarial Deed No. 1 dated August 2, 2021 from Notary Inne Kusumawati, S.H., which was approved through letter of approval from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-04346200 dated August 5, 2021, the shareholders agreed to increase the issued and paid-up capital which was initially Rp1,502,899 or 165,153,758 shares, to as follows:

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1. UMUM (lanjutan)

f. Perubahan kepemilikan entitas anak selama tahun berjalan (lanjutan)

**PT Jasamarga Kunciran Cengkareng (JKC)
(lanjutan)**

1. Perusahaan sebagai pemilik atas 126.227.622 lembar saham atau setara dengan Rp1.148.671 yang mewakili 76,43% dari total seluruh saham yang telah diterbitkan di JKC.
2. Synergy Quest International Limited sebagai pemilik atas 34.698.794 lembar saham atau setara dengan Rp315.759 yang mewakili 21,01% dari total seluruh saham yang telah diterbitkan di JKC.
3. PT Wijaya Karya (Persero) Tbk sebagai pemilik atas 3.468.497 lembar saham atau setara dengan Rp31.563 yang mewakili 2,10% dari total seluruh saham yang telah diterbitkan di JKC.
4. PT Nindya Karya (Persero) sebagai pemilik atas 527.776 lembar saham atau setara dengan Rp4.803 yang mewakili 0,32% dari total seluruh saham yang telah diterbitkan di JKC.
5. PT Istaka Karya (Persero) sebagai pemilik atas 231.069 lembar saham atau setara dengan Rp2.103 yang mewakili 0,14% dari total seluruh saham yang telah diterbitkan di JKC.

Struktur permodalan JKC saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp9.100 (Rupiah penuh).
2. Modal dasar sebesar Rp1.502.899.
3. Modal ditempatkan sebesar Rp1.502.899.

1. GENERAL (continued)

f. Changes in ownership in subsidiaries during the year (continued)

**PT Jasamarga Kunciran Cengkareng (JKC)
(continued)**

1. The Company as the owner of 126,227,622 shares or the equivalent of Rp1,148,671, which represents 76.43% of the total shares issued in JKC.
2. Synergy Quest International Limited as the owner of 34,698,794 shares or the equivalent of Rp315,759 which represents 21.01% of the total shares issued in JKC.
3. PT Wijaya Karya (Persero) Tbk as the owner of 3,468,497 shares or the equivalent of Rp31,563 representing 2.10% of the total shares issued in JKC.
4. PT Nindya Karya (Persero) as the owner of 527,776 shares or the equivalent of Rp4,803 representing 0.32% of the total shares issued in JKC.
5. PT Istaka Karya (Persero) as the owner of 231,069 shares or the equivalent of Rp2,103 representing 0.14% of the total shares issued in JKC.

The current capital structure of the JKC is as follows:

1. The nominal price per share is Rp9,100 (full Rupiah).
2. Authorized capital of Rp1,502,899.
3. The issued capital is Rp1,502,899.

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1. UMUM (lanjutan)

f. Perubahan kepemilikan entitas anak selama tahun berjalan (lanjutan)

PT Jasamarga Manado Bitung (JMB)

Berdasarkan Akta Notaris No. 8 tanggal 17 November 2021 dari Notaris Ati Mulyati, S.H., M.Kn., dan surat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0475195 tanggal 19 November 2021, para pemegang saham menyetujui untuk meningkatkan modal ditempatkan dan disetor yang semula Rp1.054.600 atau sebanyak 1.054.600 lembar saham, menjadi sebagai berikut:

1. Perusahaan sebagai pemilik atas 885.043 lembar saham atau setara dengan Rp885.043 yang mewakili 65% dari total seluruh saham yang telah diterbitkan di JMB;
2. PT Wijaya Karya (Persero) Tbk sebagai pemilik atas 272.321 lembar saham atau setara dengan Rp272.321 yang mewakili 20% dari total seluruh saham yang telah diterbitkan di JMB;
3. PT Pembangunan Perumahan (Persero) Tbk sebagai pemilik atas 204.241 lembar saham atau setara dengan Rp204.241 yang mewakili 15% dari total seluruh saham yang telah diterbitkan di JMB.

Struktur permodalan JMB saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp1.537.000.
3. Modal ditempatkan sebesar Rp1.361.605.

1. GENERAL (continued)

f. Changes in ownership in subsidiaries during the year (continued)

PT Jasamarga Manado Bitung (JMB)

Based on Notarial Deed No. 8 dated November 17, 2021 from Notary Ati Mulyati, S.H., M.Kn., and a letter of ratification from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0475195 dated November 19, 2021, the shareholders agreed to increase the issued and paid-up capital which was originally Rp1,054,600 or 1,054,600 shares, to become as follows:

1. The Company as owner of 885,043 shares or equivalent to Rp885,043 representing 65% of the total shares issued in JMB;
2. PT Wijaya Karya (Persero) Tbk as the owner of 272,321 shares equivalent to Rp272,321 representing 20% of the total shares issued in JMB;
3. PT Pembangunan Perumahan (Persero) Tbk as owner of 204,241 shares or equivalent to Rp204,241 representing 15% of the total shares issued in JMB.

The current capital structure of the JMB is as follows:

1. The nominal price per share is Rp1,000,000 (full Rupiah).
2. Authorized capital of Rp1,537,000.
3. The issued capital is Rp1,361,605.

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1. UMUM (lanjutan)

f. Perubahan kepemilikan entitas anak selama tahun berjalan (lanjutan)

PT Jasamarga Balikpapan Samarinda (JBS)

Berdasarkan Akta Notaris No. 45 tanggal 29 September 2021 dari Notaris Christian Febrianto, S.H., M.Kn., yang disahkan melalui surat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0407782 tanggal 29 September 2021. Para pemegang saham menyetujui untuk meningkatkan modal dasar yang sebesar Rp3.574.408 atau sebanyak 3.574.408 lembar saham dan meningkatkan modal ditempatkan dan disetor penuh yang semula Rp3.277.553 atau sebanyak 3.277.553 lembar saham, menjadi sebagai berikut:

1. Perusahaan sebagai pemilik atas 2.408.877 lembar saham atau setara dengan Rp2.408.877 yang mewakili 67,39% dari total seluruh saham yang telah diterbitkan;
2. PT Wijaya Karya (Persero) Tbk sebagai pemilik atas 653.798 lembar saham atau setara dengan Rp653.798 yang mewakili 18,29% dari total seluruh saham yang telah diterbitkan;
3. PT Pembangunan Perumahan (Persero) Tbk sebagai pemilik atas 491.633 lembar saham atau setara dengan Rp491.633 yang mewakili 13,75% dari total seluruh saham yang telah diterbitkan;
4. PT Bangun Tjipta Sarana sebagai pemilik atas 20.100 lembar saham atau setara dengan Rp20.100 yang mewakili 0,57% dari total seluruh saham yang telah diterbitkan.

Struktur permodalan JBS saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp3.574.408.
3. Modal ditempatkan sebesar Rp3.574.408.

1. GENERAL (continued)

f. Changes in ownership in subsidiaries during the year (continued)

PT Jasamarga Balikpapan Samarinda (JBS)

Based on Notarial Deed No. 45 dated September 29, 2021, from the Notary Christian Febrianto, S.H., M.Kn., which was approved through letter of approval from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0407782 dated September 29, 2021. The shareholders agreed to increase the authorized capital of Rp3,574,408 or 3,574,408 shares and increase the issued and fully paid capital which was initially Rp3,277,553 or 3,277,553 shares, to as follows:

1. The Company as the owner of 2,408,877 shares or equivalent to Rp2,408,877 representing 67.39% of the total issued shares;
2. PT Wijaya Karya (Persero) Tbk as the owner of 653,798 shares or equivalent to Rp653,798 representing 18,29% of the total issued shares;
3. PT Pembangunan Perumahan (Persero) Tbk as the owner of 491,633 shares or equivalent to Rp491,633 representing 13.75% of the total issued shares;
4. PT Bangun Tjipta Sarana as the owner of 20,100 shares or equivalent to Rp20,100 representing 0.57% of the total issued shares.

The current capital structure of the JBS is as follows:

1. The nominal price per share is Rp1,000,000 (full Rupiah).
2. Authorized capital of Rp3,574,408.
3. The issued capital is Rp3,574,408.

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f. Perubahan kepemilikan entitas anak selama tahun berjalan (lanjutan)

PT Jasamarga Transjawa Toll (JTT)

Berdasarkan Akta Pernyataan Keputusan Pemegang Saham No. 1 tanggal 3 Desember 2021 dari Notaris Mudita Chitta Odang, S.H., M.Kn, yang disahkan melalui surat penegasan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0217928.AH.01.11.TAHUN 2021 Tanggal 9 Desember 2021, para pemegang saham menyetujui dan mengesahkan peningkatan modal ditempatkan dan disetor Perusahaan menjadi 1.051.455.198 lembar saham dengan nominal Rp1.051.455 yang semula 1.035.297 lembar saham dengan nominal Rp1.035.297, menjadi sebagai berikut:

1. Perusahaan sebagai pemilik atas 1.051.455.198 lembar saham atau setara dengan Rp1.050.905 yang mewakili 99,95% dari total seluruh saham yang telah diterbitkan;
2. PT Jasamarga Tollroad Operator sebagai pemilik atas 550.000 lembar saham atau setara dengan Rp550 yang mewakili 0,05% dari total seluruh saham yang telah diterbitkan.

Struktur permodalan JTT saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp1.097.815.
3. Modal ditempatkan sebesar Rp1.051.455.

1. GENERAL (continued)

f. Changes in ownership in subsidiaries during the year (continued)

PT Jasamarga Transjawa Toll (JTT)

Based on Notarial Deed No. 1 dated December 3, 2021 from Notary Mudita Chitta Odang, S.H., M.Kn., and a letter of ratification from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0217928.AH.01.11.TAHUN 2021 on December 9, 2021, the shareholders agreed to increase the issued and paid-up of 1,051,455,198 shares or Rp1,051,455,198 and which was originally 1,035,297 shares or Rp1,035,297, are as follows:

1. The Company as the owner of 1,051,455,198 shares or equivalent to Rp1,050,905 representing 99.95% of the total issued shares;
2. PT Jasamarga Tollroad Operator as the owner of 550,000 shares or equivalent to Rp550 representing 0.05% of the total issued shares.

The current capital structure of JTT is as follows:

1. The nominal price per share is Rp1,000,000 (full Rupiah).
2. Authorized capital of Rp1,097,815.
3. The issued capital is Rp1,051,455.

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1. UMUM (lanjutan)

f. Perubahan kepemilikan entitas anak selama tahun berjalan (lanjutan)

PT Jasamarga Japek Selatan (JJS)

Berdasarkan Akta Notaris No. 9 tanggal 9 November 2021 dari Notaris Rina Utami Djauhari, S.H., dan surat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0206735.AH.01.11. Tahun 2021 tanggal 24 November 2021, para pemegang saham menyetujui untuk meningkatkan modal dasar yang sebesar Rp2.500.000 atau sebanyak 2.500.000 lembar saham dan meningkatkan modal ditempatkan dan disetor yang semula Rp2.073.140 atau sebanyak 2.073.140 lembar saham, menjadi sebagai berikut:

1. Perusahaan sebagai pemilik atas 1.888.232 lembar saham atau setara dengan Rp1.888.232 yang mewakili 91,08% dari total seluruh saham yang telah diterbitkan;
2. PT Wiranusantara Bumi sebagai pemilik atas 184.908 lembar saham atau setara dengan Rp184.908 yang mewakili 8,92% dari total seluruh saham yang telah diterbitkan.

Struktur permodalan JJS saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp2.500.000.
3. Modal ditempatkan sebesar Rp2.073.140.

PT Jasamarga Probolinggo Banyuwangi (JPB)

Berdasarkan Akta Notaris No. 9 tanggal 26 November 2021 dari Notaris Ni Nyoman Rai Sumawati dan persetujuan dari Menteri Hukum dan HAM Republik Indonesia dengan Surat Keputusan Nomor AHU-AH.01.03-0484280 tanggal 10 Desember 2021, para pemegang saham menyetujui untuk meningkatkan modal ditempatkan dan disetor sebesar Rp6.588 atau sebanyak 6.588 lembar saham, sehingga kepemilikan saham pada PT JPB adalah sebagai berikut:

1. GENERAL (continued)

f. Changes in ownership in subsidiaries during the year (continued)

PT Jasamarga Japek Selatan (JJS)

Based on Notarial Deed No. 9 dated November 9, 2021 from Notary Rina Utami Djauhari, S.H., and a letter of ratification from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0206735.AH.01.11. In 2021 on November 24, 2021, the shareholders agreed to increase the authorized capital of Rp2,500,000 or 2,500,000 shares and increase the issued and paid-up capital which was originally Rp2,073,140 or 2,073,140 shares, are as follows:

1. The Company as the owner of 1,888,232 shares or equivalent to Rp1,888,232 representing 91.08% of the total issued shares;
2. PT Wiranusantara Bumi as the owner of 184,908 shares or equivalent to Rp184,908 representing 8.92% of the total issued shares.

The current capital structure of JJS is as follows:

1. The nominal price per share is Rp1,000,000 (full Rupiah).
2. Authorized capital of Rp2,500,000.
3. The issued capital is Rp2,073,140.

PT Jasamarga Probolinggo Banyuwangi (JPB)

Based on Notarial Deed No. 9 dated November 26, 2021 from Notary Ni Nyoman Rai Sumawati and the approval of the Minister of Law and Human Rights of the Republic of Indonesia with Decree Number AHU-AH.01.03-0484280 dated December 10, 2021, the shareholders agreed to increase the issued and paid-up capital of Rp6,588 or 6,588 shares, so that the share ownership in PT JPB is as follows:

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f. Perubahan kepemilikan entitas anak selama tahun berjalan (lanjutan)

PT Jasamarga Probolinggo Banyuwangi (JPB) (lanjutan)

1. Perusahaan memiliki 252.273 lembar saham atau setara dengan Rp252.273 yang merupakan 94,92% dari total kepemilikan;
2. PT Brantas Abipraya (Persero) memiliki 13.288 lembar saham atau setara dengan Rp13.288 yang merupakan 5% dari total kepemilikan;
3. PT Waskita Toll Road memiliki 200 lembar saham atau setara dengan Rp200 yang merupakan 0,08% dari total kepemilikan.

Struktur permodalan JPB saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp600.000.
3. Modal ditempatkan sebesar Rp265.761.

PT Marga Lingkar Jakarta (MLJ)

Berdasarkan Akta Notaris No. 11 tanggal 28 Juni 2021, terdapat perubahan kepemilikan saham yang diterbitkan oleh MLJ pada PT Jakarta Marga Jaya (JMJ) dan Perusahaan sehingga komposisi kepemilikan saham di MLJ adalah sebagai berikut:

1. Perusahaan sebagai pemilik atas 334.420.770 lembar saham atau setara dengan Rp334.421 yang mewakili 51% dari total seluruh saham yang telah diterbitkan di MLJ;
2. PT Jakarta Marga Jaya sebagai pemilik atas 321.306.230 lembar saham atau setara dengan Rp321.306 yang mewakili 49% dari total seluruh saham yang telah diterbitkan di MLJ.

1. GENERAL (continued)

f. Changes in ownership in subsidiaries during the year (continued)

PT Jasamarga Probolinggo Banyuwangi (JPB) (continued)

1. The Company has 252,273 shares or equivalent to Rp252,273 representing 94.92% of the total issued shares;
2. PT Brantas Abipraya has 13,288 shares or equivalent to Rp13,288 representing 5% of the total issued shares;
3. PT Waskita Toll Road has 200 shares or equivalent to Rp200 representing 0.08% of the total issued shares.

The current capital structure of JPB is as follows:

1. The nominal price per share is Rp1,000,000 (full Rupiah).
2. Authorized capital of Rp600,000.
3. The issued capital is Rp265,761.

PT Marga Lingkar Jakarta (MLJ)

Based on Notarial Deed No. 11 dated 28 June 2021, there was a change in share ownership issued by MLJ in PT Jakarta Marga Jaya (JMJ) and the Company so that the composition of share ownership in MLJ is as follows:

1. The Company as owner of 334,420,770 shares or equivalent to Rp334,421 representing 51% of the total shares issued in the MLJ;
2. PT Jakarta Marga Jaya as the owner of 321,306,230 shares equivalent to Rp321,306 representing 49% of the total shares issued in the MLJ.

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f. Perubahan kepemilikan entitas anak selama tahun berjalan (lanjutan)

PT Marga Lingkar Jakarta (MLJ) (lanjutan)

Struktur permodalan MLJ saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000 (Rupiah penuh).
2. Modal dasar sebesar Rp655.727.
3. Modal ditempatkan sebesar Rp655.727.

Berdasarkan akta tersebut, MLJ dikendalikan secara bersama antara Perusahaan dan JMJ yang menyebabkan Perusahaan kehilangan kendali atas MLJ sehingga sejak tanggal 28 Juni 2021, Perusahaan tidak lagi mengkonsolidasikan laporan keuangan MLJ ke dalam laporan keuangan konsolidasian Perusahaan dan mencatat investasi di MLJ sebagai investasi pada ventura bersama.

PT Jasamarga Pandaan Malang (JPM)

Berdasarkan Akta Notaris No. 16 tanggal 30 Desember 2021, terdapat perubahan kepemilikan saham yang diterbitkan oleh JPM pada PT Astra Tol Nusantara dan Perusahaan sehingga komposisi kepemilikan saham di JPM adalah sebagai berikut:

1. Perusahaan sebagai pemilik atas 906.770 lembar saham atau setara dengan Rp906.770 yang mewakili 51% dari total seluruh saham yang telah diterbitkan di JPM;
2. PT Astra Tol Nusantara sebagai pemilik atas 871.210 lembar saham atau setara dengan Rp871.210 yang mewakili 49% dari total seluruh saham yang telah diterbitkan di JPM.

1. GENERAL (continued)

f. Changes in ownership in subsidiaries during the year (continued)

PT Marga Lingkar Jakarta (MLJ) (continued)

The current capital structure of MLJ are as follows:

1. The nominal price per share is Rp1,000 (full Rupiah).
2. Authorized capital of Rp Rp655,727.
3. The issued capital is Rp655,727.

Based on the deed, MLJ is jointly controlled between the Company and JMJ which causes the Company to lose control of MLJ so that since June 28, 2021, the Company no longer consolidates MLJ's financial statements into the Company's consolidated financial statements and records the investment in MLJ as an investment in a joint venture.

PT Jasamarga Pandaan Malang (JPM)

Based on Notarial Deed No. 16 dated December 30, 2021, there was a change in share ownership issued by JPM in PT Astra Tol Nusantara and the Company so that the composition of share ownership in JPM is as follows:

1. The Company as owner of 906,770 shares or equivalent to Rp906,770 representing 51% of the total shares issued in the JPM;
2. PT Astra Tol Nusantara as the owner of 871,210 shares equivalent to Rp871,210 representing 49% of the total shares issued in the JPM.

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1. UMUM (lanjutan)

f. Perubahan kepemilikan entitas anak selama tahun berjalan (lanjutan)

**PT Jasamarga Pandaan Malang (JPM)
(lanjutan)**

Struktur permodalan JPM saat ini adalah sebagai berikut:

1. Harga nominal per lembar saham Rp1.000.000 (Rupiah penuh).
2. Modal dasar sebesar Rp1.777.980.
3. Modal ditempatkan sebesar Rp1.777.980.

Berdasarkan akta tersebut, JPM dikendalikan secara bersama antara Perusahaan dan PT Astra Tol Nusantara yang menyebabkan Perusahaan kehilangan kendali atas JPM sehingga sejak tanggal 30 Desember 2021, Perusahaan tidak lagi mengkonsolidasikan laporan keuangan JPM ke dalam laporan keuangan konsolidasian Perusahaan dan mencatat investasi di JPM sebagai investasi pada ventura bersama.

2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN

a. Dasar penyajian laporan keuangan konsolidasian

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK"), serta peraturan Pasar Modal yang berlaku antara lain Peraturan Otoritas Jasa Keuangan/Badan Pengawas Pasar Modal dan Lembaga Keuangan (OJK/Bapepam-LK) No. VIII.G.7 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

1. GENERAL (continued)

f. Changes in ownership in subsidiaries during the year (continued)

**PT Jasamarga Pandaan Malang (JPM)
(continued)**

The current capital structure of JPM are as follows:

1. The nominal price per share is Rp1,000,000 (full Rupiah).
2. Authorized capital of Rp1,777,980.
3. The issued capital is Rp1,777,980.

Based on the deed, JPM is jointly controlled between the Company and PT Astra Tol Nusantara which causes the Company to lose control of JPM so that since December 30, 2021, the Company no longer consolidates JPM's financial statements into the Company's consolidated financial statements and records the investment in JPM as an investment in a joint venture.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprise the Statements of Financial Accounting Standards ("PSAK") and Interpretations of Financial Accounting Standards ("ISAK") issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants ("DSAK") and regulation in Capital Market regulations including the Financial Services Authority Regulation/Capital Market and Financial Institution Supervisory Agency (OJK/Bapepam-LK) No. VIII.G.7 concerning the Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(LANJUTAN)**

a. Dasar penyajian laporan keuangan konsolidasian (lanjutan)

Selain laporan arus kas konsolidasian, laporan keuangan konsolidasian disusun berdasarkan asas akrual, dengan menggunakan konsep biaya historis, kecuali untuk beberapa akun tertentu yang disajikan berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung, dengan menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan dalam aktivitas operasi, investasi dan pendanaan.

Mata uang pelaporan yang digunakan dalam penyusunan laporan keuangan konsolidasian adalah Rupiah yang merupakan mata uang fungsional Kelompok Usaha.

b. Prinsip-prinsip konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Kelompok Usaha seperti yang disebutkan pada Catatan 1e, dimana Perusahaan memiliki pengendalian atas entitas tersebut.

Laporan keuangan entitas anak disiapkan untuk tahun pelaporan yang sama dengan Perusahaan dan menggunakan kebijakan akuntansi yang konsisten.

Pengendalian diperoleh ketika Kelompok Usaha terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*.

Secara spesifik, Kelompok Usaha mengendalikan *investee* jika dan hanya jika Kelompok Usaha memiliki seluruh hal berikut ini:

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

a. Basis of preparation of the consolidated financial statements(continued)

Other than the consolidated statement of cash flows, the consolidated financial statements have been prepared on the accrual basis, using the historical cost, basis of accounting, except for certain accounts which are stated on the bases described in the related accounting policies for those accounts.

The consolidated statement of cash flows, which has been prepared using the direct method, presents cash receipts and disbursements of cash and cash equivalents classified into operating, investing and financing activities.

The reporting currency used in the consolidated financial statements is the Indonesian Rupiah, which is also the functional currency of the Group.

b. Principles of consolidation

The consolidated financial statements include the accounts of the Group as disclosed in Note 1e, in which the Company has control over those entities.

The financial statements of the subsidiaries are prepared for the same reporting year as that of the Company and using consistent accounting policies.

Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Specifically, the Group controls an investee if and only if, the Group has:

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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b. Prinsip-prinsip konsolidasi (lanjutan)

- a. Kekuasaan atas *investee* (misal, adanya hak yang memberi kemampuan kini untuk mengarahkan aktivitas relevan *investee*);
- b. Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*;
- c. Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil investor.

Ketika Kelompok Usaha memiliki kurang dari hak suara mayoritas, Kelompok Usaha mempertimbangkan semua fakta dan keadaan yang relevan dalam menilai apakah memiliki kekuasaan atas *investee*, termasuk:

- a. Pengaturan kontraktual dengan pemilik hak suara yang lain
- b. Hak yang timbul dari pengaturan kontraktual lain
- c. Hak suara dan hak suara potensial Kelompok Usaha.

Kelompok Usaha menilai kembali apakah investor mengendalikan *investee* jika fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari tiga elemen pengendalian. Konsolidasi atas entitas anak dimulai ketika Kelompok Usaha memiliki pengendalian atas anak perusahaan dan berhenti ketika Kelompok Usaha kehilangan pengendalian atas entitas anak. Aset, liabilitas, pendapatan dan beban atas anak perusahaan yang diakuisisi atau dilepas selama periode termasuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dari tanggal Kelompok Usaha memperoleh pengendalian sampai dengan tanggal Kelompok Usaha menghentikan pengendalian atas entitas anak.

Laba rugi dan setiap komponen atas penghasilan komprehensif lain diatribusikan pada pemegang saham entitas induk Kelompok Usaha dan pada kepentingan non pengendali, walaupun hasil di kepentingan non pengendali (KNP) mempunyai saldo defisit. Bila diperlukan, penyesuaian dilakukan pada laporan keuangan anak perusahaan agar kebijakan akuntansinya sesuai dengan kebijakan akuntansi Kelompok Usaha.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Principles of consolidation (continued)

- a. Power over the *investee* (i.e., existing rights that give it the current ability to direct the relevant activities of the *investee*);
- b. Exposure, or rights, to variable returns from its involvement with the *investee*;
- c. The ability to use its power over the *investee* to affect its returns.

When the Group has less than a majority of the voting or similar rights of an *investee*, the Group considers all relevant facts and circumstances in assessing whether it has power over an *investee*, including:

- a. The contractual arrangement with the other vote holders of the *investee*
- b. Rights arising from other contractual arrangement
- c. The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an *investee* if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the period are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

b. Prinsip-prinsip konsolidasi (lanjutan)

Seluruh akun dan transaksi antar perusahaan yang material, termasuk keuntungan atau kerugian yang belum direalisasi, jika ada, dieliminasi untuk mencerminkan posisi keuangan dan hasil operasi Kelompok Usaha sebagai satu kesatuan usaha.

Perubahan kepemilikan di entitas anak, tanpa kehilangan pengendalian, dihitung sebagai transaksi ekuitas. Jika Kelompok Usaha kehilangan pengendalian atas entitas anak, maka:

- a. menghentikan pengakuan aset (termasuk *goodwill*) dan liabilitas Entitas Anak;
- b. menghentikan pengakuan jumlah tercatat setiap KNP;
- c. menghentikan pengakuan akumulasi selisih penjabaran, yang dicatat di ekuitas, bila ada;
- d. mengakui nilai wajar pembayaran yang diterima;
- e. mengakui setiap sisa investasi pada nilai wajarnya;
- f. mengakui setiap perbedaan yang dihasilkan sebagai keuntungan atau kerugian dalam laba rugi; dan
- g. mereklasifikasi ke laba rugi proporsi keuntungan dan kerugian yang sebelumnya diakui dalam penghasilan komprehensif lainnya ke laporan laba rugi dan penghasilan komprehensif lain atau mengalihkan secara langsung ke defisit atau saldo laba.

Kombinasi bisnis dan *goodwill*

KNP mencerminkan bagian atas laba atau rugi dan aset neto dari entitas anak yang tidak dapat diatribusikan secara langsung maupun tidak langsung pada entitas induk, yang masing-masing disajikan dalam laporan laba rugi komprehensif konsolidasian dan dalam ekuitas pada laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik entitas induk.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas (dalam hal ini transaksi dengan pemilik dalam kapasitasnya sebagai pemilik).

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Principles of consolidation (continued)

All material intercompany accounts and transactions, including unrealized gains or losses, if any, are eliminated to reflect the financial position and the results of operations of the Group as one business entity.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, then:

- a. derecognizes the assets (including *goodwill*) and liabilities of the subsidiary;
- b. derecognizes the carrying amount of any NCI;
- c. derecognizes the cumulative translation differences recorded in equity, if any;
- d. recognizes the fair value of the consideration received;
- e. recognizes the fair value of any investment retained;
- f. recognizes any surplus or deficit in profit or loss; and;
- g. reclassifies the parent's share of components previously recognized in other comprehensive income to the statement of profit or loss and other comprehensive income or deficit or retained earnings, as appropriate.

Business combinations and *goodwill*

NCI represent the portion of the profit or loss and net assets of the subsidiaries not attributable to the parent entity, which are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to the owners of the parent entity.

A change in a parent's ownership interest in a subsidiary that does not result in a loss of control is accounted for as an equity transaction (i.e., a transaction with owners in their capacity as owners).

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Prinsip-prinsip konsolidasi (lanjutan)

b. Principles of consolidation (continued)

**Kombinasi bisnis dan goodwill
(lanjutan)**

**Business combinations and goodwill
(continued)**

Kombinasi bisnis, jika ada, dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, Kelompok Usaha memilih apakah mengukur KNP pada entitas yang diakuisisi baik pada nilai wajar ataupun pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan termasuk dalam beban administrasi.

Business combinations, if any, are accounted for using the acquisition method. The cost of an acquisition is measured at the aggregate value of the consideration transferred, measured at fair value on acquisition date and the amount of any NCI in the acquiree. For each business combination, the Group elects whether it measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are directly expensed and included in administrative expenses.

Kelompok Usaha menentukan apakah suatu transaksi atau peristiwa lain merupakan kombinasi bisnis bahwa aset yang diperoleh dan liabilitas yang diambil alih merupakan suatu bisnis. Jika aset yang diperoleh bukan suatu bisnis, maka Kelompok Usaha mencatat transaksi atau peristiwa lain tersebut sebagai akuisisi aset.

The Group determines whether a transaction or other event is a business combination that the assets acquired and liabilities assumed constitute a business. If the assets acquired are not a business, the Group accounts for the transaction or other event as an asset acquisition.

Ketika melakukan akuisisi atas sebuah bisnis, Kelompok Usaha mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi.

When the Group acquires a business, it classifies and determines the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as of the acquisition date.

Pada tanggal akuisisi, goodwill awalnya diukur pada harga perolehan yang merupakan selisih nilai lebih agregat dari imbalan yang dialihkan dan jumlah setiap KNP atas jumlah neto teridentifikasi dari aset yang diperoleh dan liabilitas yang diakui.

At acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities recognized.

Jika imbalan tersebut kurang dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai keuntungan dari pembelian dengan diskon setelah sebelumnya manajemen menilai kembali identifikasi dan nilai wajar dari aset yang diperoleh dan liabilitas yang diasumsikan.

If this consideration is lower than the fair value of the net assets of the subsidiary- acquiree, the difference is recognized in consolidated statement of profit or loss and other comprehensive income as gain on bargain purchase after previously assessing the identification and fair value measurement of the acquired assets and the assumed liabilities.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

b. Prinsip-prinsip konsolidasi (lanjutan)

b. Principles of consolidation (continued)

**Kombinasi bisnis dan goodwill
(lanjutan)**

**Business combinations and goodwill
(continued)**

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan pengujian penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi dialokasikan kepada setiap Unit Penghasil Kas (UPK) dari Kelompok Usaha yang diharapkan akan memberikan manfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan atas UPK.

After initial recognition, *goodwill* is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, *goodwill* acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units (CGU) that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGU.

c. Kas dan setara kas

c. Cash and cash equivalents

Deposito berjangka dengan jangka waktu tiga bulan atau kurang sejak tanggal penempatan yang tidak dibatasi penggunaannya diklasifikasikan sebagai "Setara Kas".

Time deposits with maturities of three months or less at the time of placement, which are not restricted, are classified as "Cash Equivalents".

Bank dan deposito berjangka yang dibatasi penggunaannya untuk digunakan sebagai jaminan tidak diklasifikasikan sebagai bagian dari "Kas dan Setara Kas" melainkan disajikan pada akun "Dana dibatasi penggunaannya" dan sebagai bagian dari "Aset Tidak Lancar".

Restricted cash in banks and time deposits used for collateral are not classified as part of "Cash and Cash Equivalents" but presented in "Restricted Funds" account as part of "Non-current Asset".

d. Transaksi dengan pihak-pihak berelasi

d. Transactions with related parties

Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK 7, "Pengungkapan Pihak-pihak Berelasi".

The Group has transactions with certain parties which have related party relationships as defined under PSAK 7, "Related Party Disclosures".

Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi diungkapkan dalam Catatan 45 atas laporan keuangan konsolidasian.

All significant transactions and balances with related parties are disclosed in the Note 45 to the consolidated financial statements.

e. Persediaan

e. Inventories

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan dan nilai realisasi neto. Biaya perolehan ditentukan dengan menggunakan metode rata-rata.

Inventories are stated at the lower of cost or net realisable value. Cost is determined using the average method.

Biaya perolehan tanah yang sedang dikembangkan meliputi biaya perolehan tanah untuk pengembangan, biaya pengembangan langsung dan tidak langsung yang berkaitan dengan kegiatan pengembangan *real estate* serta biaya-biaya pinjaman, jika ada. Pada saat dijual, semua biaya dialokasikan secara proporsional berdasarkan luas area masing-masing.

The cost of land under development consists of the cost of land for development, direct and indirect development costs related to real estate development activities and borrowing costs, if any. At the time of sale, total project costs are allocated proportionately based on their respective areas.

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(lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

e. Persediaan (lanjutan)

e. Inventories (continued)

Biaya pengembangan tanah, termasuk tanah yang digunakan sebagai jalan dan prasarana atau area yang tidak dapat dijual lainnya, dialokasikan kepada luas area yang dapat dijual.

The cost of land development, including land which is used for roads and infrastructure or other unsaleable area, is allocated to the saleable area.

Biaya perolehan bangunan dalam penyelesaian dipindahkan ke rumah, ruko dan apartemen (*strata title*) tersedia untuk dijual pada saat pembangunan telah selesai.

The cost of buildings under construction is transferred to houses, shop houses and apartments (strata title) available for sale when the construction is substantially completed.

Properti yang diperoleh atau dalam penyelesaian untuk dijual dalam kegiatan usaha normal, yang tidak untuk disewakan atau untuk mendapatkan kenaikan nilai, dicatat sebagai persediaan.

Properties acquired or being constructed for sale in the ordinary course of business, rather than to be held for rental or capital appreciation, are classified as inventories.

Komisi yang tidak dapat dikembalikan yang dibayarkan kepada agen penjualan atas penjualan unit *real estate* dibebankan pada saat terutang.

Non-refundable commissions paid to sales or marketing agents on the sale of real estate units are expensed when incurred.

Nilai realisasi neto adalah taksiran harga penjualan dalam kegiatan usaha normal yang didasarkan pada harga pasar pada tanggal pelaporan dan didiskontokan untuk nilai waktu uang, jika material, dikurangi taksiran biaya penyelesaian dan taksiran biaya untuk melaksanakan penjualan.

Net realizable value is the estimated selling price in the ordinary course of business, based on market prices at the reporting date and discounted for the time value of money if material, less estimated costs to complete and estimated costs to sell.

Penurunan nilai persediaan ditetapkan setiap tanggal pelaporan untuk mengurangi nilai tercatat persediaan ke nilai realisasi neto dan penurunannya diakui sebagai rugi pada laporan laba rugi dan pendapatan komprehensif lain konsolidasian tahun yang bersangkutan.

The decline in value of inventories is determined every reporting date to write down the carrying amount of inventories to their net realizable value and the decline is recognized as a loss in the consolidated statement of profit or loss and other comprehensive income in the related year.

f. Biaya dibayar dimuka

f. Prepaid expenses

Biaya dibayar dimuka diamortisasi dan dibebankan pada operasi dengan menggunakan metode garis lurus selama masa yang diharapkan dapat memberikan manfaat.

Prepaid expenses are amortized and charged to operations using the straight-line method over the years of expected benefit.

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(lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**g. Investasi pada entitas asosiasi dan ventura
bersama**

g. Investments in associates and joint venture

Investasi Kelompok Usaha pada entitas asosiasi dan ventura bersama diukur dengan menggunakan metode ekuitas. Entitas asosiasi adalah suatu entitas di mana Kelompok Usaha mempunyai pengaruh signifikan. Kelompok Usaha telah menilai sifat dari pengaturan bersama dan menentukan pengaturan bersama tersebut sebagai ventura bersama.

The Group's investments in its associates and joint venture are accounted for using the equity method. An associate is an entity in which the Group has significant influence. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures.

Sesuai dengan metode ekuitas, nilai perolehan investasi ditambah atau dikurang dengan bagian Kelompok Usaha atas laba atau rugi neto, dan penerimaan dividen dari entitas asosiasi dan ventura bersama sejak tanggal perolehan.

Under the equity method, the cost of investment is increased or decreased by the Group's share in net earnings or losses of, and dividends received from, the associate and joint venture since the date of acquisition.

Investasi pada saham dengan kepemilikan kurang dari 20% dicatat pada nilai wajar melalui penghasilan komprehensif lain selanjutnya disajikan dalam laporan posisi keuangan konsolidasian sebagai aset keuangan sebesar nilai wajar, dengan perubahan nilai wajar yang diakui dalam penghasilan komprehensif lain konsolidasian.

Investments in shares with ownership interest of less than 20% carried at fair value through other comprehensive income are subsequently presented in the consolidated statement of financial position as financial assets at fair value, with changes in fair value recognized in the consolidated other comprehensive income.

Laporan laba rugi dan penghasilan komprehensif lain konsolidasian mencerminkan bagian atas hasil operasi dari entitas asosiasi dan ventura bersama. Bila terdapat perubahan yang diakui langsung pada ekuitas dari entitas asosiasi dan ventura bersama, Kelompok Usaha mengakui bagiannya atas perubahan tersebut dan mengungkapkan hal ini, jika dapat diterapkan, dalam laporan perubahan ekuitas konsolidasian.

The consolidated statement of profit or loss and other comprehensive income reflects the share of the results of operations of the associates and joint venture. Where there has been a change recognized directly in the equity of the associates and joint venture, the Group recognizes its share of any such changes and discloses this, when applicable, in the consolidated statement of changes in equity.

Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Kelompok Usaha dengan entitas asosiasi dan ventura bersama dieliminasi pada jumlah sesuai dengan kepentingan Kelompok Usaha dalam entitas asosiasi dan ventura bersama. Kelompok Usaha menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang obyektif yang mengindikasikan bahwa investasi dalam entitas asosiasi dan ventura bersama mengalami penurunan nilai. Kelompok Usaha menentukan apakah perlu untuk mengakui rugi penurunan nilai atas investasi Kelompok Usaha dalam entitas asosiasi dan ventura bersama.

Unrealized gains and losses resulting from transactions between the Group and the associates and joint venture are eliminated to the extent of the Group's interest in the associates and joint venture. The Group determines at each reporting date whether there is any objective evidence that its investments in the associates and joint venture are impaired. The Group determines whether it is necessary to recognize an impairment loss on the Group's investments in its associates.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN
(lanjutan)**

**g. Investasi pada entitas asosiasi dan ventura
bersama (lanjutan)**

Apabila terdapat bukti obyektif penurunan nilai, Kelompok Usaha menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan ventura bersama dan nilai tercatatnya, dan mengakui penurunan nilai tersebut dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

h. Aset tetap

Penyusutan dihitung dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis aset, sebagai berikut:

	Tahun/Years
Gedung kantor dan bangunan lain	20
Peralatan operasional dan kantor	3 - 5
Kendaraan bermotor	3 - 5

Tanah dinyatakan berdasarkan harga perolehan dan tidak diamortisasi. Biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan aset tanah.

Biaya pengurusan perpanjangan atau pembaharuan legal hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak atau umur ekonomis tanah, mana yang lebih pendek.

Aset dalam penyelesaian merupakan proyek dalam pelaksanaan disajikan sebagai bagian dari aset tetap dinyatakan sebesar biaya perolehan. Akumulasi biaya perolehan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat aset tersebut selesai dikerjakan dan siap digunakan.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai selisih antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) dikreditkan atau dibebankan pada operasi tahun berjalan saat aset tersebut dihentikan pengakuannya.

Nilai residu, masa manfaat dan metode penyusutan dan amortisasi aset tetap ditelaah dan disesuaikan secara prospektif, apabila diperlukan, pada setiap akhir tahun buku.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**g. Investments in associates and joint venture
(continued)**

If there is objective evidence of impairment, the Group calculates the amount of impairment as the difference between the recoverable amount of investments in associates and their carrying value, and recognizes the impairment in the consolidated statement of profit or loss and other comprehensive income.

h. Fixed assets

Depreciation is calculated using the straight-line method over the estimated useful lives of the assets, as follows:

20	Office and other buildings
3 - 5	Operational and office equipments
3 - 5	Vehicles

Land is stated at cost and not depreciated. Costs associated with the acquisition of legal right of land when the land was first acquired are recognized as part of the cost of land.

Costs associated with the extension or renewal of legal right of land are recognized as intangible asset which is amortized over the legal life of the land right or economic life of the land, whichever is shorter.

Construction in progress are stated at cost and presented as part of fixed assets. The accumulated costs are reclassified to the appropriate fixed assets account when the construction is completed and the constructed asset is ready for its intended use.

An item of fixed assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is credited or charged to current operations in the year the asset is derecognized.

The fixed assets residual values, useful lives and methods of depreciation and amortization are reviewed and adjusted prospectively, if appropriate, at each financial year end.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

i. Properti investasi

i. Investment properties

Properti investasi Kelompok Usaha terdiri dari tanah, bangunan dan prasarana yang dikuasai Kelompok Usaha untuk menghasilkan sewa atau untuk kenaikan nilai atau kedua-duanya, dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif atau dijual dalam kegiatan usaha sehari-hari.

Investment properties of the Group consist of land, building and infrastructures held by the Group to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

Properti investasi dinyatakan sebesar biaya perolehan termasuk biaya transaksi dikurangi akumulasi penyusutan dan penurunan nilai, jika ada, kecuali tanah yang tidak disusutkan. Total tercatat termasuk bagian biaya penggantian dari properti investasi yang ada pada saat terjadinya biaya, jika kriteria pengakuan terpenuhi, dan tidak termasuk biaya harian penggunaan properti investasi.

Investment properties are stated at cost including transaction cost less accumulated depreciation and impairment loss, if any, except for land which is not depreciated. Such cost includes the cost of replacing part of the investment properties, if the recognition criteria are met, and excludes the daily expenses on their usage.

Penyusutan bangunan dan prasarana dihitung dengan menggunakan metode garis lurus atas taksiran masa manfaat ekonomis berkisar dari 10 (sepuluh) tahun sampai dengan 30 (tiga puluh) tahun.

Depreciation of buildings and infrastructures is computed using the straight-line method over their estimated useful lives ranging from 10 (ten) years to 30 (thirty) years.

Properti investasi dihentikan pengakuannya pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Laba atau rugi yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laporan laba rugi dan pendapatan komprehensif lain konsolidasian dalam periode terjadinya penghentian atau pelepasan tersebut.

An investment property should be derecognized upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Gains or losses arising from the retirement or disposal of an investment property is credited or charged to the consolidated statement of profit or loss and other comprehensive income in the period the asset is derecognized.

Pengalihan ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain atau selesainya pembangunan atau pengembangan. Pengalihan dari properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan untuk dijual.

Transfers to investment properties should be made when, and only when, there is a change in use, evidenced by the end of owner-occupation, commencement of an operating lease to another party or end of construction or development. Transfers from investment properties should be made when, and only when, there is a change in use, evidenced by the commencement of owner occupation or commencement of development with a view to sell.

Untuk pengalihan dari properti investasi ke properti yang digunakan sendiri, Kelompok Usaha menggunakan metode biaya pada tanggal perubahan penggunaan.

For a transfer from investment properties to owner-occupied property, the Group uses the cost method at the date of change in use.

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SIGNIFIKAN (lanjutan)**

i. Properti investasi (lanjutan)

Jika properti yang digunakan Kelompok Usaha menjadi properti investasi, Kelompok Usaha mencatat properti investasi tersebut sesuai dengan kebijakan aset tetap sampai dengan saat tanggal terakhir perubahan penggunaannya.

j. Perjanjian konsesi jasa

Kelompok Usaha telah menerapkan ISAK 16, "Perjanjian Konsesi Jasa" (ISAK 16) dan ISAK 22, "Perjanjian Konsesi Jasa: Pengungkapan" (ISAK 22) sehubungan dengan hak konsesi.

ISAK 16 mengatur prinsip umum dalam pengakuan dan pengukuran hak dan kewajiban terkait dengan perjanjian konsesi jasa. ISAK 16 mengatur bahwa infrastruktur tidak diakui sebagai aset tetap operator (pihak penerima konsesi jasa) karena perjanjian jasa kontraktual tidak memberikan hak kepada operator untuk mengendalikan penggunaan infrastruktur jasa publik. Operator memiliki akses untuk mengoperasikan infrastruktur dalam menyediakan jasa publik untuk kepentingan pemberi konsesi sesuai dengan persyaratan yang ditentukan dalam kontrak.

ISAK 22 memberikan panduan spesifik mengenai pengungkapan yang diperlukan atas perjanjian konsesi jasa.

Kelompok Usaha membukukan perjanjian konsesi jasa sebagai model aset takberwujud karena memiliki hak (lisensi) untuk membebaskan pengguna jasa publik. Pada saat pengakuan awal, aset konsesi dicatat pada nilai wajar dari imbalan yang diterima atau akan diterima. Aset konsesi ini adalah aset hak pengelolaan jalan tol yang akan diamortisasi selama sisa masa hak konsesi sejak tanggal pengoperasian ruas jalan tol. Selama masa konstruksi, akumulasi biaya perolehan dan konstruksi jalan tol diakui sebagai aset konsesi dalam penyelesaian. Amortisasi mulai dibebankan pada saat aset konsesi tersebut siap digunakan.

Aset konsesi dihentikan pengakuannya pada saat berakhirnya masa konsesi. Tidak akan ada keuntungan atau kerugian saat penghentian pengakuan karena aset konsesi diharapkan telah diamortisasi secara penuh, akan diserahkan kepada Badan Pengatur Jalan Tol ("BPJT") tanpa syarat.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

i. Investment properties (continued)

If an owner-occupied property becomes an investment property, the Group records the investment property in accordance with the fixed assets policies up to the date of change in use.

j. Service concession arrangement

The Group has adopted ISAK 16, "Service Concession Arrangement" (ISAK 16) and ISAK 22, "Service Concession Arrangement: Disclosure" (ISAK 22) related to the concession rights.

ISAK 16 determines the general principles in the recognition and measurement of liabilities and rights related to service concession arrangement. ISAK 16 regulates that an operator (concession right beneficiary) does not recognize any infrastructure assets because the contractual service arrangement does not convey the right to control the use of the public service infrastructure to the operator. The operator has access to operate the infrastructure to provide the public service on behalf of the grantor in accordance with the terms specified in the contract.

ISAK 22 provides specific guidance for the required disclosures regarding the service concession arrangement.

The Group accounts for its service concession arrangement under the intangible asset model as it receives the right (license) to charge users of public service. At initial recognition, concession assets are recorded at the fair value of the benefit received or to be received. These concession assets are toll road concession rights which are amortized over the remaining concession period from the date of operation of the toll road. During the construction period, the accumulated toll road construction cost is recognized as concession assets in progress. The amortization of the cost starts when the concession assets are ready to be operated.

The concession assets are derecognized at the end of the concession period. There will be no gain or loss upon derecognition as the concession assets which are expected to be fully amortized by then, will be handed over to the Indonesia Toll Road Authority ("BPJT") for no consideration.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

j. Perjanjian konsesi jasa (lanjutan)

**j. Service concession arrangement
(continued)**

Aset konsesi yang diberikan kepada Kelompok Usaha dapat dialihkan dengan persetujuan Pemerintah/BPJT. Aset konsesi ini akan diserahkan ke Pemerintah/ BPJT pada saat akhir masa konsesi dan, pada saat itu, seluruh akun yang berhubungan dengan aset konsesi akan dihentikan pengakuannya.

Concession asset granted to the Group are transferrable with approval from the Government/BPJT. These concession assets will be transferred to the Government/ BPJT at the end of the concession period and, at such time, all accounts related to the concession assets will be derecognized.

Selama periode hak pengusahaan jalan tol, aset hak pengusahaan jalan tol dapat dikeluarkan dari laporan posisi keuangan konsolidasian Kelompok Usaha jika jalan tol diserahkan (dikuasakan) kepada pihak lain atau Pemerintah/ BPJT mengubah status jalan tol menjadi jalan non-tol atau tidak ada manfaat ekonomi yang dapat diharapkan dari penggunaannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan aset konsesi diakui sebagai keuntungan atau kerugian dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

During the toll road concession rights period, the concession rights assets may be derecognized from the consolidated statement of financial position of the Group if the toll road is transferred to another party or the Government/ BPJT has changed the status of the toll road to non-toll road or if there is no economic benefit expected from usage of the toll road. Gain or loss from discontinuance or disposal of concession assets is recognized in the consolidated statement of profit or loss and other comprehensive income.

Selain itu, Kelompok Usaha mengakui dan mengukur pendapatan konstruksi sesuai dengan PSAK 72, "Pendapatan Dari Kontrak Dengan Pelanggan". Ketika Kelompok Usaha menyediakan jasa konstruksi atau peningkatan kemampuan, imbalan yang diterima atau akan diterima oleh Kelompok Usaha diakui pada nilai wajar.

In addition, the Group recognizes and measures construction revenue in accordance with PSAK 72 "Revenue from contracts with customers". When the Group provides construction services or upgrades services, the consideration received or to be received by the Group is recognized at its fair value.

Kelompok Usaha mengakui biaya jasa konstruksi dan peningkatan kemampuan aset konsesi sebagai aset takberwujud di mana Kelompok Usaha menerima hak (lisensi) untuk membebaskan pengguna jasa publik. Suatu hak untuk membebaskan pengguna jasa publik bukan merupakan hak tanpa syarat untuk menerima kas karena jumlahnya bergantung pada sejauh mana publik menggunakan jasa. Selama periode konstruksi, Kelompok Usaha mencatat aset takberwujud dan mengakui pendapatan dan biaya konstruksi sesuai dengan kontraknya.

The Group recognizes construction services and increased capacity of concession asset as intangible assets which the Group receives the rights (license) to charge users of public services. A right to charge users of public services is not an unconditional right to receive cash because the amounts depend on the extent of public using the service. During the construction period, the Group records intangible assets, and recognizes revenues and costs of construction in accordance with the contract.

Biaya konstruksi merupakan nilai dari jumlah perolehan kontrak konstruksi.

Construction cost is the value of the construction contract.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

j. Perjanjian konsesi jasa (lanjutan)

**j. Service concession arrangement
(continued)**

Aset konsesi diamortisasi selama masa konsesi dengan menggunakan metode sebagai berikut:

The concession assets are amortized over the concession period using the following method:

- aset hak perusahaan jalan tol untuk jalan dan jembatan tol diamortisasi dengan menggunakan metode unit pemakaian berdasarkan volume lalu lintas.
- aset hak perusahaan jalan tol selain jalan dan jembatan tol diamortisasi dengan menggunakan metode garis lurus.

- *toll road concession rights for toll roads and toll bridges are amortised using unit of usage method based on traffic volume.*

- *toll road concession rights aside from toll roads and toll bridges are amortised using straight line method.*

Aset kerjasama operasi

Joint operation assets

Jalan tol yang pembangunannya didanai oleh investor tanpa kuasa penyelenggaraan dengan pola bagi pendapatan atau bagi hasil tol untuk masa tertentu, selama pengoperasiannya dikendalikan oleh Perusahaan, dicatat sebagai jalan tol kerjasama operasi dan liabilitas (jangka panjang) kerjasama operasi pada saat jalan tol selesai dibangun dan diserahkan oleh investor kepada Perusahaan untuk operasi.

The construction of toll road is funded by investors without operation rights under revenue or profit sharing scheme for certain period of time, while the operation is controlled by the Company and is recorded as joint operation toll road and joint operation liabilities (long-term) when the construction is completed and transferred by the investor to the Company for operation.

Provisi pelapisan jalan tol

Provision for overlay

Dalam pengoperasian jalan tol, Kelompok Usaha mempunyai kewajiban untuk menjaga kualitas sesuai dengan SPM (Standar Pelayanan Minimum) yang ditetapkan oleh Kementerian Pekerjaan Umum Republik Indonesia, yaitu antara lain dengan melakukan pelapisan ulang jalan tol secara berkala. Biaya pelapisan ini akan dicadangkan secara berkala berdasarkan estimasi penggunaan jalan tol oleh pelanggan. Provisi pelapisan ulang jalan tol diukur dengan nilai kini atas estimasi manajemen terhadap pengeluaran yang diperlukan untuk menyelesaikan liabilitas kini.

In operating toll roads, the Group is required to maintain quality in accordance with the SPM (Minimum Service Standards) established by the Ministry of Public Works of the Republic of Indonesia, i.e., by performing overlay regularly. The cost of overlay is periodically provided for based on estimated utilization of toll road by customers. The estimated net provision for overlay is discounted to its present value that reflects current provision.

Biaya pinjaman

Borrowing costs

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, pembangunan, atau pembuatan aset yang membutuhkan waktu yang cukup lama untuk persiapan digunakan sesuai tujuannya atau dijual dikapitalisasi sebagai bagian dari biaya aset. Semua biaya pinjaman lainnya diakui sebagai beban pada periode terjadi. Biaya pinjaman terdiri dari biaya bunga dan biaya lain yang ditanggung oleh Kelompok Usaha sehubungan dengan peminjaman dana.

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalized as part of the cost of the asset. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

j. Perjanjian konsesi jasa (lanjutan)

**j. Service concession arrangement
(continued)**

Biaya bunga dan biaya pinjaman lainnya, seperti diskonto baik yang secara langsung ataupun tidak langsung digunakan untuk mendanai proses pembangunan aset kualifikasian (*qualifying assets*), dikapitalisasi sampai saat proses pembangunannya selesai. Untuk pinjaman yang dapat dihubungkan secara langsung dengan suatu aset tertentu, jumlah yang dapat dikapitalisasi adalah sebesar biaya pinjaman yang terjadi dalam tahun berjalan, dikurangi dengan penghasilan investasi sementara dari pinjaman tersebut.

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalized up to the date when the construction is completed. For borrowings directly attributable to a qualifying asset, the amount allowed to be capitalized is determined as the actual borrowing costs incurred during the year, less any investment income earned from the temporary investment of such borrowings.

Kapitalisasi biaya pinjaman dimulai pada saat aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan sesuai dengan maksudnya, dan pengeluaran untuk aset kualifikasian dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan pada saat selesainya secara substansi seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian sesuai maksud penggunaannya selesai secara substansial.

Capitalization of borrowing costs commences when the activities to prepare the qualifying asset for its intended use are in progress and the expenditures for the qualifying asset and the borrowing costs have been incurred. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use are substantially completed.

k. Penurunan nilai aset non-keuangan

k. Impairment of non-financial assets

Pada setiap akhir periode pelaporan, Kelompok Usaha menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, maka Kelompok Usaha membuat estimasi formal jumlah terpulihkan aset tersebut.

The Group assesses at each annual reporting period whether there is indication that an asset may be impaired. If any such indication exists, the Group makes an estimate of the asset's recoverable amount.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau unit penghasil kas (UPK) dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan nilainya menjadi sebesar nilai terpulihkannya.

An asset's recoverable amount is the higher of the asset's or its cash-generating unit's (CGU's) fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Rugi penurunan nilai dari operasi yang berkelanjutan diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai "rugi penurunan nilai", jika ada.

Impairment losses of continuing operations are recognized in the consolidated statement of profit or loss and other comprehensive income as "impairment losses", if any.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**k. Penurunan nilai aset non-keuangan
(lanjutan)**

**k. Impairment of non-financial assets
(continued)**

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Dalam menentukan nilai wajar dikurangi biaya untuk menjual, transaksi pasar terkini dijadikan sebagai acuan, jika tersedia. Jika tidak terdapat transaksi tersebut, digunakan model penilaian yang sesuai untuk menentukan nilai wajar aset.

In determining fair value less costs to sell, recent market transactions are considered, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the asset.

Kerugian penurunan, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

Impairment losses, if any, are recognized in the consolidated statement of profit or loss and other comprehensive income under expense categories that are consistent with the functions of the impaired asset.

Penilaian dilakukan pada akhir setiap periode pelaporan tahunan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam periode sebelumnya untuk aset selain *goodwill* mungkin tidak ada lagi atau mungkin telah terbalik. Jika indikasi dimaksud ditemukan, maka entitas mengestimasi jumlah terpulihkan aset tersebut. Kerugian penurunan nilai yang telah diakui dalam periode sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui.

An assessment is made at each annual reporting period as to whether there is any indication that previously recognized impairment losses recognized for an asset other than goodwill may no longer exist or may have reversed. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized.

Apabila terdapat pembalikan penurunan nilai, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat yang telah disesuaikan, penyusutan bersih, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada tahun sebelumnya. Pembalikan rugi penurunan nilai diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di tahun mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

If there is reversal of impairment, the carrying amount of the asset is increased to its recoverable amount. However, the reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceeds the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years. Reversal of an impairment loss is recognized in the consolidated statement of profit or loss and other comprehensive income. After such a reversal, the depreciation charge on the said asset is adjusted in future years to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**k. Penurunan nilai aset non-keuangan
(lanjutan)**

**k. Impairment of non-financial assets
(continued)**

Goodwill diuji untuk penurunan nilai setiap tahun dan ketika terdapat suatu indikasi bahwa nilai tercatatnya mungkin mengalami penurunan nilai. Penurunan nilai bagi *goodwill* ditetapkan dengan menentukan jumlah tiap UPK (atau kelompok UPK) terkait dari *goodwill*. Jika jumlah terpulihkan UPK kurang dari jumlah tercatatnya, rugi penurunan nilai diakui. Rugi penurunan nilai terkait *goodwill* tidak dapat dibalik pada periode-periode berikutnya.

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGU) to which the goodwill relates. Where the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognized. Impairment losses relating to goodwill can not be reversed in future periods.

l. Sewa

l. Leases

Kelompok Usaha mengklasifikasikan setiap elemen sebagai sewa pembiayaan atau sewa operasi secara terpisah bagi suatu perjanjian sewa yang mengandung elemen tanah dan bangunan.

The Group classifies each element as finance lease or operating lease separately if a lease consists of land and building.

Kelompok Usaha sebagai lessee

The Group as lessee

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Kelompok Usaha harus menilai apakah:

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- Kelompok Usaha memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan
- Kelompok Usaha memiliki hak untuk mengarahkan penggunaan aset identifikasian. Kelompok Usaha memiliki hak ini ketika Kelompok Usaha memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dengan:
 1. Kelompok Usaha memiliki hak untuk mengoperasikan aset; atau
 2. Kelompok Usaha telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

- The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and
- The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined:
 1. The Group has the right to operate the asset; or
 2. The Group has designed the asset in a way that predetermined how and for what purpose it will be used.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

I. Sewa (lanjutan)

I. Leases (continued)

Kelompok Usaha sebagai lessee (lanjutan)

The Group as lessee (continued)

Pada tanggal inepsi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Kelompok Usaha mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa.

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone price of the non-lease components.

Pada tanggal permulaan sewa, Kelompok Usaha mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

Aset hak guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

The right of use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Kelompok Usaha menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

l. Sewa (lanjutan)

l. Leases (continued)

Kelompok Usaha sebagai lessee (lanjutan)

The Group as lessee (continued)

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap.

Lease payments included in the measurement of the lease liability from fixed payments.

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa. Utang sewa yang terkait, dikurangi dengan beban keuangan, dimasukkan ke dalam "utang sewa".

Each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in "lease liabilities".

Elemen bunga dari beban keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat bunga periodik yang konstan untuk saldo liabilitas yang tersisa pada setiap periode.

The interest element of the finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Kelompok Usaha menyajikan aset hak-guna sebagai bagian dari "aset tetap" dan "utang sewa" di dalam laporan posisi keuangan.

The Group presents right-of-use assets as part of "fixed assets" and "lease liabilities" in the statement of financial position.

Kelompok Usaha menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

The Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Sewa jangka pendek

Short-term leases

Kelompok Usaha memutuskan untuk tidak mengakui aset hak-guna dan utang sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang. Kelompok Usaha mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognises the leases payments associated with these leases as an expense on a straight-line basis over the lease term.

m. Perpajakan

m. Taxation

Pajak penghasilan non-final - pajak kini

Non-final income tax - current tax

Aset dan liabilitas pajak penghasilan kini untuk tahun berjalan dan tahun sebelumnya diukur pada jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

Current income tax assets and liabilities for the current and prior years are measured at the amount expected to be recovered from or paid to the tax authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

m. Perpajakan (lanjutan)

m. Taxation (continued)

Pajak penghasilan final

Final income tax

Penghasilan dari penjualan rumah (subsidi dan non-subsidi) dan penghasilan dari sewa gedung merupakan subjek pajak final masing-masing sebesar 1%, 5% dan 10%. Pajak penghasilan final dihitung pada jumlah total tagihan untuk nilai kontrak yang dikumpulkan selama setahun.

Income from sale of real property (subsidy and non-subsidy) and income from rental building is subject to final tax rates of 1%, 5% and 10%, respectively. The final income tax is calculated on the total amount of billings for the contract value which is collected during the year.

Perbedaan nilai tercatat aset atau liabilitas yang berhubungan dengan pajak penghasilan final dengan dasar pengenaan pajaknya tidak diakui sebagai aset atau liabilitas pajak tangguhan.

The differences between the carrying amounts of existing assets or liabilities related to the final income tax and their respective tax bases are not recognized as deferred tax assets or liabilities.

Beban pajak kini sehubungan dengan penghasilan yang dikenakan pajak penghasilan final diakui secara proporsional dengan jumlah pendapatan yang diakui pada periode berjalan untuk tujuan akuntansi.

Current tax expense related to income subject to final income tax is recognized in proportion to total income recognized during the current period for accounting purposes.

Selisih antara jumlah pajak penghasilan final yang telah dibayar dengan jumlah yang dibebankan sebagai beban pajak penghasilan final pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian diakui sebagai pajak dibayar dimuka atau utang pajak.

The difference between the final income tax paid and the amount charged as final income tax expense in the consolidated statement of profit or loss and other comprehensive income is recognized as prepaid tax or tax payable.

Pajak Pertambahan Nilai (PPN)

Value Added Tax (VAT)

Pendapatan, beban dan aset diakui setelah dikurangi dengan jumlah PPN kecuali:

Revenues, expenses and assets are recognized net of the amount of VAT except:

- Ketika PPN yang terjadi sehubungan dengan pembelian aset atau jasa tidak dapat diklaim kepada kantor pajak, dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai beban.
- Piutang dan utang yang disajikan termasuk PPN.

- *Where the VAT incurred on a purchase of assets or services is not recoverable from the Tax Office, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable.*
- *Receivables and payables that are stated with the amount of VAT included.*

Pajak tangguhan

Deferred tax

Pajak tangguhan diakui atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan nilai tercatatnya untuk tujuan pelaporan keuangan pada akhir periode pelaporan.

Deferred tax is provided on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the end of the reporting period.

Liabilitas pajak tangguhan diakui untuk setiap perbedaan temporer kena pajak.

Deferred tax liabilities are recognized for all taxable temporary differences.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

m. Perpajakan (lanjutan)

m. Taxation (continued)

Pajak tangguhan (lanjutan)

Deferred tax (continued)

Aset pajak tangguhan diakui untuk semua perbedaan temporer yang dapat dikurangkan dan rugi fiskal belum dikompensasi, sejauh terdapat kemungkinan besar bahwa penghasilan kena pajak akan tersedia untuk dimanfaatkan dengan perbedaan temporer yang dapat dikurangkan dan rugi fiskal belum dikompensasi.

Deferred tax assets are recognized for all deductible temporary differences and unused tax losses carry-forward, to the extent that it is probable that taxable income will be available against which the deductible temporary differences and the unused tax losses carry-forward can be utilized.

Penelaahan dilakukan pada setiap akhir periode pelaporan atas aset pajak tangguhan yang tidak diakui sebelumnya dan aset pajak tangguhan tersebut diakui sepanjang kemungkinan besar penghasilan kena pajak mendatang akan tersedia sehingga aset pajak tangguhan tersebut dipulihkan.

Unrecognized deferred tax assets are reassessed at the end of each reporting period and are recognized to the extent that it has become probable that future taxable income will allow the deferred tax assets to be recovered.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (dan peraturan perpajakan) yang berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Aset pajak tangguhan dan liabilitas pajak tangguhan disaling-hapuskan jika terdapat hak secara hukum untuk melakukan saling hapus antara aset pajak kini terhadap liabilitas pajak kini, atau aset dan liabilitas pajak tangguhan pada entitas yang sama dan otoritas perpajakan yang sama.

Deferred tax assets and deferred tax liabilities are offset when legally enforceable right exists to offset current tax assets against current tax liabilities, and the deferred tax assets and the deferred tax liabilities relate to the same taxable entity and taxation authority.

n. Imbalan kerja

n. Employee benefits

Imbalan pasca-kerja

Post-employment benefits

Program pensiun

Pension program

Kewajiban program pensiun imbalan pasti yang diakui di laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti pada tanggal laporan posisi keuangan konsolidasian dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *projected-unit-credit*.

The liability recognized in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the consolidated statement of financial position date less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected-unit-credit method.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
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n. Imbalan kerja (lanjutan)

n. Employee benefits (continued)

Imbalan pasca kerja (lanjutan)

Post-employment benefits (continued)

Program pensiun (lanjutan)

Pension program (continued)

Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar di masa depan dengan menggunakan tingkat suku bunga obligasi perusahaan berkualitas tinggi dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan, dan waktu jatuh temponya kurang lebih sama dengan kewajiban yang bersangkutan.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefit will be paid, and that have terms to maturity approximating the terms of the related pension liability.

Keuntungan atau kerugian aktuarial dari penyesuaian dan perubahan asumsi aktuarial langsung diakui seluruhnya melalui pendapatan komprehensif lainnya. Akumulasi keuntungan dan kerugian aktuarial disajikan di ekuitas.

Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are directly recognized in other comprehensive income. Accumulated actuarial gains and losses are reported in equity.

Perusahaan memiliki berbagai program pensiun sesuai dengan peraturan ketenagakerjaan dan kebijakan Perusahaan. Program ini pada umumnya didanai melalui pembayaran kepada pengelola dana pensiun sebagaimana ditentukan dalam perhitungan aktuarial yang dilakukan secara berkala.

The Company has pension schemes in accordance with prevailing labor-related laws and regulations and the Company's policy. The schemes are generally funded through payments to trustee-administered funds as determined by periodic actuarial calculations.

Program pensiun imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diberikan, biasanya berdasarkan pada satu faktor atau lebih seperti usia, masa kerja atau kompensasi.

A defined benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors, such as age, years of service or compensation.

Program pensiun iuran pasti adalah sebuah program pensiun dimana Perusahaan akan membayar iuran tetap kepada sebuah entitas yang terpisah (dana pensiun) dan tidak memiliki kewajiban hukum atau konstruktif untuk membayar kontribusi lebih lanjut apabila dana pensiun tersebut tidak memiliki aset yang memadai untuk membayar seluruh imbalan karyawan yang berhubungan dengan pelayanan yang diberikan oleh karyawan pada tahun kini dan sebelumnya.

A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity (a pension fund) and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior years.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

n. Imbalan kerja (lanjutan)

n. Employee benefits (continued)

Imbalan pasca kerja (lanjutan)

Post-employment benefits (continued)

Program pensiun (lanjutan)

Pension program (continued)

Perusahaan harus menyediakan program pensiun dengan imbalan minimal tertentu sesuai dengan Undang-undang No. 11/2020. Program pensiun Perusahaan berdasarkan perhitungan imbalan pensiun yang dilakukan oleh aktuaris menunjukkan bahwa perkiraan imbalan yang disediakan oleh program pensiun Perusahaan akan melebihi imbalan pensiun minimal yang ditentukan oleh UU Ketenagakerjaan.

The Company is required to provide a minimum amount of pension benefits in accordance with Labor Law No. 11/2020. The Company's pension plan based on the calculation of the benefit obligation performed by the actuaries provide that the expected benefits under the Company's pension plan will exceed the minimum requirements of the pension liability regulated by Labor Law.

Perusahaan menyelenggarakan program pensiun manfaat pasti untuk pegawai tetap yang dikelola oleh Dana Pensiun Jasa Marga (DPJM). Manfaat pensiun yang akan dibayar dihitung berdasarkan penghasilan dasar pensiun dan masa kerja pegawai.

The Company provides a defined benefit pension plan covering all permanent employees which is managed by the Dana Pensiun Jasa Marga (DPJM). Pension benefit to be paid are determined based on basic pension income and the period of the employment.

DPJM telah mendapat persetujuan dari Menteri Keuangan Republik Indonesia No. KEP-370/KM.17/1997, tanggal 15 Juli 1997 dan diperbaharui dengan Surat Keputusan Otoritas Jasa Keuangan No. KEP-578/NB.11/2018 tanggal 25 Mei 2018.

The DPJM has been authorized by the Decree of the Ministry of Finance of the Republic of Indonesia No. KEP-370/KM.17/1997, dated July 15, 1997 and amended by the Decree of Financial Services Authority No. KEP-578/NB.11/2018 dated May 25, 2018.

Jumlah iuran karyawan untuk program pensiun sebesar 3% dari gaji pokok dan sisa pendanaan sebesar 14,6% menjadi beban Perusahaan.

The employees contribute 3% of their basic salaries to the plan and the remaining funding of 14.6% is contributed by the Company.

Program purna karya

Post retirement benefit program

Berdasarkan Surat Keputusan Direksi No. 163/KPTS/2003 tanggal 23 September 2003, Perusahaan akan memberikan tunjangan purna karya berupa pembayaran sekaligus sebanyak 24 kali penghasilan terakhir (diluar lembur dan tunjangan pajak) kepada karyawan yang berhenti bekerja karena pensiun, meninggal, atau cacat. Bagi karyawan yang memasuki usia pensiun dipersyaratkan memiliki masa kerja minimal 25 tahun. Surat keputusan ini berlaku efektif sejak tanggal 1 Januari 2003.

Based on the Company's Directors Decree No. 163/KPTS/2003 dated September 23, 2003, the Company provides retirement benefit which is equal to 24 times the monthly salary (excluding overtime and tax allowance) for employees who cease work due to retirement, death, or disability. Employees who have reached retirement age are required to have a minimum working period of 25 years to obtain this benefit. The decree was effective on January 1, 2003.

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n. Employee benefits (continued)

Imbalan pasca kerja (lanjutan)

Post-employment benefits (continued)

Program purna karya (lanjutan)

Post retirement benefit program (continued)

Jumlah iuran premi bulanan *coming service* setiap bulan adalah sebesar 6% dari Penghasilan Dasar Asuransi (PhDA) dengan proporsi Perusahaan dan karyawan masing-masing sebesar 4% dan 2% dari PhDA.

The amount of monthly premium contribution for *coming service* is 6% from insurance basic income which represent 4% and 2% from insurance basic income of the Company and employee proportion, respectively

Perusahaan mengadakan kontrak kerjasama pengelolaan program Purna Karya karyawan dengan AJB Bumiputera 1912, melalui Perjanjian No. 34/Kontrak-DIR/2007 dan No. 441/AJB/JM/PKS/12/07, tanggal 19 Desember 2007. Perusahaan dan AJB Bumiputera 1912 telah mengadakan addendum I melalui perjanjian No. 52/Kontrak-DIR/2019 dan No. 007/BP-PT JM/ADD/VII/2019 tanggal 23 Juli 2019.

The Company entered into a cooperation agreement to manage employee Post Retirement with AJB Bumiputera 1912, through agreement No. 34/Kontrak-DIR/2007 and No. 441/AJB/JM/PKS/12/07, dated December 19, 2007. The Company and AJB Bumiputera 1912 entered into addendum I through agreement No. 52/Kontrak-DIR/2019 and No. 007/BP-PT JM/ADD/VII/2019 dated July 23, 2019.

Program Purna Karya dalam kontrak ini akan memberikan manfaat dalam bentuk uang purna karya secara sekaligus (*lump sum*) kepada karyawan tetap yang berhenti bekerja.

The post retirement in this contract will give a benefit in post retirement cash in lump sum to the retired of permanent employee.

Imbalan pelayanan kesehatan pensiun

Post-retirement health care benefits

Perusahaan menyediakan imbalan kesehatan pasca-kerja untuk pensiunan yang berhak. Hak atas imbalan ini pada umumnya diberikan apabila karyawan bekerja sampai usia pensiun dan memenuhi masa kerja minimum tertentu. Prakiraan biaya imbalan ini masih harus diakui sepanjang masa kerja karyawan, dengan menggunakan metode akuntansi yang sama dengan metode yang digunakan dalam perhitungan program pensiun imbalan pasti. Kewajiban ini dinilai setiap tahun oleh aktuaris independen.

The Company provides post-retirement health care benefits to its entitled retirees. The entitlement to these benefits is usually based on the employees' remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment, using an accounting method similar to that for defined benefit pension plans. These obligations are valued annually by independent actuary.

Berdasarkan Surat Keputusan Direksi No. 228/KPTS/2006, tanggal 26 Desember 2006, tentang Penyempurnaan Keputusan Direksi No. 61/KPTS/2001 tentang Jaminan Pemeliharaan Kesehatan Pensiunan dan Keluarga, yang bertujuan untuk tetap menjaga agar pensiunan dan keluarga pensiunan dapat melakukan pola hidup sehat dan memiliki produktivitas yang tinggi, keluarga pensiunan yang mendapat bantuan pengobatan dari Perusahaan dibatasi dengan jumlah sebanyak-banyaknya 3 (tiga) anak dan telah terdaftar di Perusahaan.

Based on the Directors' Decision Letter No. 228/KPTS/2006, dated Desember 26, 2006 regarding Improvement of the Directors' Decrees No. 61/KPTS/2001 about The Management of Health Maintenance for the Pensioner and Family, which its objective is to allow the pensionary and their family to have a healthy life and high productivity, the pensionary family that are eligible to receive medical assistance from the Company are limited to 3 (three) children that are registered with the Company.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

n. Imbalan kerja (lanjutan)

n. Employee benefits (continued)

Entitas Anak

Subsidiaries

Program Pensiun

Pension Program

Entitas Anak menghitung liabilitas imbalan pasca kerja dengan metode *projected-unit-credit*, sesuai dengan PSAK 24. Biaya jasa kini diakui sebagai beban pada tahun berjalan. Biaya jasa lalu sebagai dampak perubahan asumsi aktuarial bagi karyawan aktif diakui langsung dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Based on PSAK 24, the Subsidiary has calculated the liability for other employee benefits using the *projected-unit-credit* method. Current service cost is recognized as an expense in the current year. Past service cost, actuarial adjustments and the effect of changes in actuarial assumptions for active employees are directly recognized in consolidated statements of profit or loss and other comprehensive income.

Program Imbalan Kerja Lainnya

Other Employee Benefit Program

JLJ menyelenggarakan program pensiun iuran pasti untuk semua karyawan tetapnya. Program pensiun didanai seluruhnya oleh JLJ. Kontribusi yang diberikan JLJ dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun berjalan.

JLJ provides a defined contribution pension program covering all permanent employees. The pension program is entirely funded by JLJ. The contribution borne by JLJ is charged to the consolidated statement of income in the current year.

Beberapa Entitas Anak membukukan liabilitas program imbalan kerja sesuai dengan Undang-undang Ketenaga-kerjaan No. 11 Tahun 2020. Sesuai dengan PSAK 24, liabilitas atas masa kerja lalu diestimasi dengan menggunakan metode *projected-unit-credit*.

Certain Subsidiaries recognized other employee benefit liabilities conducted in accordance with Labor Law No. 11 Year 2020. Based on PSAK 24, employee benefit liabilities are estimated using the *projected-unit-credit* method.

Biaya jasa kini diakui sebagai beban pada tahun berjalan. Biaya jasa lalu sebagai dampak perubahan asumsi aktuarial bagi karyawan aktif diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian selama sisa masa kerja rata-rata karyawan tersebut. Imbalan kerja atas pemutusan hubungan kerja diakui sebagai liabilitas dan beban pada saat terjadi.

Current service cost is recognized as an expense in the current year. Past service cost as effect of changes in actuarial assumptions for active employees are recognized in consolidated statements of profit or loss and other comprehensive income over the estimated average remaining working period of those employees. Employee benefits for terminations are recognized as liabilities and expenses when they occur.

Kompensasi kepada Pekerja berdasarkan Perjanjian Kerja Waktu Tertentu ("PKWT")

Compensation for Employees under Fixed Term Employment Agreement ("PKWT")

Perusahaan mencatat penyisihan untuk kompensasi yang akan dibayarkan kepada Karyawan saat selesainya jangka waktu perjanjian berdasarkan Perjanjian Kerja Waktu Tertentu ("PKWT") sesuai dengan Peraturan Pemerintah No. 35/2021.

The Company recognizes a provision for compensation to be paid to employees under Fixed Term Employment Agreement ("PKWT") at the end of the agreement period in accordance with Government Regulation No. 35/2021.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Instrumen keuangan (lanjutan)

o. Financial instruments (continued)

1. Aset keuangan

1. Financial assets

Instrumen keuangan adalah setiap kontrak yang memberikan kenaikan nilai aset keuangan dari satu entitas dan liabilitas keuangan atau instrumen ekuitas dari entitas lainnya.

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Pengakuan awal

Initial recognition

Klasifikasi dan pengukuran aset keuangan harus didasarkan pada bisnis model dan arus kas kontraktual - apakah semata dari pembayaran pokok dan bunga.

Classification and measurement of financial assets are based on business model and contractual cash flows - whether from solely payment of principal and interest.

Aset keuangan diklasifikasikan, pada pengakuan awal, yang selanjutnya diukur pada biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain (OCI), dan nilai wajar melalui laba rugi.

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

Kelompok Usaha menentukan klasifikasi aset keuangan tersebut pada pengakuan awal dan tidak bisa melakukan perubahan setelah penerapan awal tersebut.

The Group determines the classification of its financial assets at initial recognition and can not change the classification already made at initial adoption.

Semua aset keuangan pada awalnya diakui sebesar nilai wajarnya ditambah dengan biaya-biaya transaksi, kecuali aset keuangan dicatat pada nilai wajar melalui laporan laba rugi konsolidasian.

All financial assets are recognized initially at fair value plus transaction costs, except in the case of financial assets which are recorded at fair value through consolidated profit or loss.

Pada tanggal 31 Desember 2021, aset keuangan Kelompok Usaha mencakup kas dan setara kas, investasi jangka pendek, piutang lain - lain, dana yang dibatasi penggunaannya, dan aset keuangan lainnya neto.

As of December 31, 2021, the Group's financial assets include cash and cash equivalents, short-term investments, other receivables, restricted funds, and other financial assets - net.

Aset keuangan diklasifikasikan sebagai aset lancar, jika jatuh tempo dalam waktu 12 bulan, jika tidak maka aset keuangan ini diklasifikasikan sebagai aset tidak lancar.

Financial assets in this category are classified as current assets if expected to be settled within 12 months, otherwise they are classified as non-current.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
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o. Instrumen keuangan (lanjutan)

o. Financial instruments (continued)

1. Aset keuangan (lanjutan)

1. Financial assets (continued)

Pengukuran setelah pengakuan awal

Subsequent measurement

Pengukuran aset keuangan setelah pengakuan awal tergantung pada klasifikasinya sebagai berikut:

The subsequent measurement of financial assets depends on their classification as follows:

- Aset keuangan yang diukur dengan biaya diamortisasi

- Financial assets at amortised cost

Aset keuangan yang diukur dengan biaya diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif (*Effective Interest Rate*) ("EIR"), setelah dikurangi dengan penurunan nilai. Biaya perolehan yang diamortisasi dihitung dengan memperhitungkan diskonto atau premi atas biaya akuisisi atau biaya yang merupakan bagian integral dari EIR tersebut. Amortisasi EIR dicatat dalam laporan laba rugi konsolidasian. Kerugian yang timbul dari penurunan nilai juga diakui pada laporan laba rugi konsolidasian.

Financial assets at amortized cost are subsequently measured using the *Effective Interest Rate* ("EIR") method, less impairment. Amortized cost is calculated by taking into account any discount or premium on acquisition fees or costs that are an integral part of the EIR. The EIR amortization is included in the consolidated profit or loss. The losses arising from impairment are also recognized in the consolidated profit or loss.

Aset keuangan yang diukur dengan biaya diamortisasi Kelompok Usaha terdiri dari kas dan setara kas, piutang lain - lain, dan dana yang dibatasi penggunaannya pada laporan posisi keuangan konsolidasian.

The Group's financial assets at amortised cost comprise of cash and cash equivalents, other receivables, and restricted funds in the consolidated statement of financial position.

- Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain

- Financial assets at fair value through other comprehensive income

Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain selanjutnya disajikan dalam laporan posisi keuangan konsolidasian sebesar nilai wajar, dengan perubahan nilai wajar yang diakui dalam penghasilan komprehensif lain konsolidasian.

Financial assets at fair value through other comprehensive income are subsequently carried in the consolidated statement of financial position at fair value, with changes in fair value recognized in the consolidated other comprehensive income.

Kelompok Usaha memiliki investasi dalam instrumen ekuitas, mencakup investasi jangka pendek dan aset keuangan lainnya neto, yang diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain.

The Group has investments in equity instruments, includes short-term investments and other financial assets - net, which are classified as financial asset at fair value through other comprehensive income.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
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o. Instrumen keuangan (lanjutan)

o. Financial instruments (continued)

1. Aset keuangan (lanjutan)

1. Financial assets (continued)

Penghentian pengakuan

Derecognition

Aset keuangan (atau mana yang berlaku, bagian dari aset keuangan atau bagian dari kelompok aset keuangan sejenis) dihentikan pengakuannya pada saat: (1) hak untuk menerima arus kas yang berasal dari aset tersebut telah berakhir; atau (2) Kelompok Usaha telah mentransfer hak mereka untuk menerima arus kas yang berasal dari aset atau berkewajiban untuk membayar arus kas yang diterima secara penuh tanpa penundaan yang material kepada pihak ketiga dalam perjanjian "pass-through", dan salah satu diantara (a) Kelompok Usaha telah mentransfer secara substansial seluruh risiko dan manfaat dari aset, atau (b) Kelompok Usaha tidak mentransfer atau mempertahankan secara substansial seluruh risiko dan manfaat atas aset, namun telah mentransfer kendali atas aset tersebut.

A financial asset (or where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognized when: (1) the rights to receive cash flows from the asset have expired; or (2) the Group has transferred the rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement, and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Penurunan nilai

Impairment

Pada setiap periode pelaporan, Kelompok Usaha menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Kelompok Usaha menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian.

At each reporting date, the Group assess whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group use the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses.

Dalam melakukan penilaian, Kelompok Usaha membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha pada saat tanggal pelaporan terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

To make that assessment, the Group compare the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and consider reasonable and supportable information, that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions, that is indicative of significant increases in credit risk since initial recognition.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
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o. Instrumen keuangan (lanjutan)

o. Financial instruments (continued)

1. Aset keuangan (lanjutan)

1. Financial assets (continued)

Penurunan nilai (lanjutan)

Impairment (continued)

Kelompok Usaha menerapkan metode sederhana untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang lain-lain.

The Group applied a simplified approach to measure such expected credit loss (ECL) for other receivables.

2. Liabilitas keuangan

2. Financial liabilities

Liabilitas keuangan dalam lingkup PSAK 71 diklasifikasikan sebagai berikut:

Financial liabilities within the scope of PSAK 71 are classified as follows:

1. Liabilitas keuangan yang diukur dengan biaya diamortisasi.
2. Liabilitas keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain.

1. Financial liabilities at amortized cost.
2. Financial liabilities measured at fair value through profit or loss (FVTPL) or through comprehensive income (FVOCI).

Kelompok Usaha menentukan klasifikasi liabilitas keuangan mereka pada saat pengakuan awal.

The Group determines the classification of its financial liabilities at initial recognition.

Pada saat pengakuan awal, liabilitas keuangan diukur pada nilai wajar dan, dalam hal liabilitas keuangan yang diukur dengan biaya diamortisasi, dikurangi dengan biaya transaksi yang dapat diatribusikan secara langsung.

At initial recognition, financial liabilities are recognized at fair value and, in the case of financial liabilities at amortized cost, less directly attributable transaction costs.

Pada tanggal 31 Desember 2021, liabilitas keuangan Kelompok Usaha mencakup utang usaha, utang kontraktor, liabilitas keuangan jangka pendek lainnya, beban akrual, utang lembaga keuangan bukan bank, utang bank, utang obligasi, liabilitas pembebasan tanah dan liabilitas jangka panjang lainnya yang dikategorikan sebagai liabilitas keuangan yang diukur dengan biaya diamortisasi. Liabilitas keuangan diklasifikasikan sebagai liabilitas jangka panjang jika jatuh tempo melebihi 12 bulan dan sebagai liabilitas jangka pendek jika jatuh tempo yang tersisa kurang dari 12 bulan.

As of December 31, 2021, the Group's financial liabilities include trade payables, contractors payable, other short-term financial liabilities, accrued expenses, non-bank financial institutions loan, bank loans, bonds payable, land acquisition liabilities and other long-term liabilities, which are classified as financial liabilities at amortized cost. Financial liabilities are classified as non-current liabilities when the remaining maturity is more than 12 months, and as current liabilities when the remaining maturity is less than 12 months.

Pengukuran setelah pengakuan awal

Subsequent measurement

Setelah pengakuan awal, liabilitas keuangan yang diukur dengan biaya diamortisasi yang dikenakan bunga selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

After initial recognition, interest-bearing financial liabilities at amortized cost are subsequently measured at amortized cost using the effective interest rate method.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Instrumen keuangan (lanjutan)

o. Financial instruments (continued)

2. Liabilitas keuangan (lanjutan)

2. Financial liabilities (continued)

Pengukuran setelah pengakuan awal
(lanjutan)

Subsequent measurement (continued)

Keuntungan atau kerugian diakui dalam laba rugi pada saat liabilitas tersebut dihentikan pengakuannya serta melalui proses amortisasi.

Gains or losses are recognized in profit or loss when the liabilities are derecognized as well as through the amortization process.

Penghentian pengakuan

Derecognition

Liabilitas keuangan dihentikan pengakuannya pada saat liabilitas tersebut dihentikan atau dibatalkan atau kadaluwarsa.

A financial liability is derecognized when it is discharged or cancelled or has expired.

Ketika liabilitas keuangan awal digantikan dengan liabilitas keuangan lain dari pemberi pinjaman yang sama dengan persyaratan yang berbeda secara substansial, atau modifikasi secara substansial atas persyaratan liabilitas keuangan yang saat ini ada, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas keuangan awal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan diakui dalam laba rugi.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing financial liability are substantially modified, such an exchange or modification is treated as a derecognition of the original financial liability and the recognition of a new financial liability, and the difference in the respective carrying amounts is recognized in profit or loss.

3. Saling hapus dari instrumen keuangan

3. Offsetting of financial instruments

Aset keuangan dan liabilitas keuangan saling hapus dan nilai netonya dilaporkan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui dan terdapat maksud untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara bersamaan.

Financial assets and financial liabilities are offset, and the net amount is reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

4. Nilai wajar instrumen keuangan

4. Fair value of financial instruments

Nilai wajar instrumen keuangan yang diperdagangkan secara aktif di pasar keuangan yang terorganisasi ditentukan dengan mengacu pada kuotasi harga penawaran atau harga yang diminta pada penutupan bisnis pada akhir periode pelaporan. Untuk instrumen keuangan yang tidak memiliki pasar aktif, nilai wajar ditentukan dengan menggunakan teknik penilaian.

The fair value of financial instruments that are actively traded in organized financial markets is determined by reference to quoted market bid or ask prices at the close of business at the end of the reporting period. For financial instruments where there is no active market, fair value is determined using valuation techniques.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

o. Instrumen keuangan (lanjutan)

o. Financial instruments (continued)

**4. Nilai wajar instrumen keuangan
(lanjutan)**

**4. Fair value of financial instruments
(continued)**

Teknik penilaian tersebut mencakup penggunaan transaksi-transaksi pasar yang wajar antara pihak-pihak yang mengerti dan berkeinginan (*arm's length market transactions*), referensi atas nilai wajar terkini dari instrumen lain yang secara substansial sama, analisa arus kas yang didiskontokan, atau model penilaian lainnya.

Such techniques may include using recent arm's length market transaction, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis, or other valuation models.

**p. Instrumen keuangan derivatif dan aktivitas
lindung nilai**

**p. Derivative financial instruments and
hedging activities**

Derivatif pada awalnya diakui sebesar nilai wajar pada tanggal kontrak derivatif dilakukan dan selanjutnya diukur kembali sebesar nilai wajarnya. Metode pengakuan keuntungan atau kerugian yang timbul tergantung pada apakah derivatif tersebut ditetapkan sebagai instrumen lindung nilai, dan jika demikian, sifat pos yang dilindung nilai. Grup menetapkan derivatif tertentu sebagai:

Derivatives are initially recognized at fair value on the date the derivative contract is entered into and subsequently remeasured at fair value. The method of recognizing the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group defines certain derivatives as:

- i. Lindung nilai atas nilai wajar aset atau liabilitas yang diakui atau terhadap komitmen pasti yang belum diakui (lindung nilai atas nilai wajar); atau
- ii. Lindung nilai atas risiko tertentu yang terkait dengan aset atau liabilitas yang diakui atau terhadap transaksi yang diperkirakan kemungkinan besar akan terjadi (lindung nilai arus kas).

- i. Hedging the fair value of recognized assets or liabilities or of unrecognized firm commitments (fair value hedges); or*
- ii. Hedging of certain risks associated with a recognized asset or liability or of a transaction that is expected to be probable (cash flow hedge).*

Pada awal terjadinya transaksi, Grup mendokumentasikan hubungan antara instrumen lindung nilai dan pos yang dilindung nilai, serta tujuan manajemen risiko dan strategi pelaksanaan berbagai transaksi lindung nilai. Grup juga mendokumentasikan penilaiannya, pada awal lindung nilai dan pada setiap akhir periode, apakah derivatif yang digunakan dalam transaksi lindung nilai memiliki efektivitas yang tinggi dalam saling hapus perubahan nilai wajar atau arus kas pos yang dilindung nilai.

In the beginning of transaction, the Group documents the relationship between the hedging instrument and the item being hedged, as well as its risk management objectives and strategy for executing various hedging transactions. The Group also documents its assessment, at the inception of the hedge and at the end of each period, whether the derivative used in the hedging transaction is highly effective in offsetting changes in fair value or cash flows of the hedged item.

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**p. Instrumen keuangan derivatif dan aktivitas
lindung nilai (lanjutan)**

Nilai wajar penuh derivatif lindung nilai diklasifikasikan sebagai aset tidak lancar atau liabilitas jangka panjang ketika sisa jatuh tempo pos yang dilindungi nilai lebih dari 12 bulan, dan sebagai aset lancar atau liabilitas jangka pendek ketika sisa jatuh tempo pos yang dilindungi nilai kurang dari 12 bulan. Derivatif yang diperdagangkan diklasifikasikan sebagai aset lancar atau liabilitas jangka pendek.

Bagian efektif dari perubahan nilai wajar derivatif yang ditetapkan dan memenuhi kriteria sebagai lindung nilai arus kas diakui pada penghasilan komprehensif lainnya. Keuntungan atau kerugian dari bagian yang tidak efektif diakui segera di dalam laba rugi sebagai "penghasilan/beban lain-lain"

Jumlah yang terakumulasi pada ekuitas direklasifikasikan ke dalam laba rugi di dalam periode ketika pos yang dilindungi nilai mempengaruhi laba rugi (misalnya, ketika perkiraan penjualan yang menjadi pos yang dilindungi nilai terjadi). Keuntungan atau kerugian yang berhubungan dengan bagian efektif swap tingkat bunga sebagai instrumen lindung nilai pinjaman bersuku bunga variabel diakui dalam laba rugi sebagai "biaya keuangan".

Ketika instrumen lindung nilai kadaluwarsa atau dijual, atau ketika lindung nilai tidak lagi memenuhi kriteria akuntansi lindung nilai, keuntungan atau kerugian kumulatif yang ada di dalam ekuitas akan tetap berada di dalam ekuitas dan diakui ketika transaksi yang diperkirakan akhirnya diakui pada laba rugi. Ketika transaksi yang diperkirakan tidak lagi diharapkan akan terjadi, keuntungan atau kerugian kumulatif yang dilaporkan di ekuitas segera dipindahkan ke laba rugi sebagai "penghasilan/beban lain-lain".

Perubahan nilai wajar dari derivatif yang tidak ditetapkan, atau tidak memenuhi kriteria untuk, akuntansi lindung nilai diakui secara langsung dalam laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**p. Derivative financial instruments and
hedging activities (continued)**

The full fair value of hedging derivatives is classified as non-current assets or long-term liabilities when the remaining maturity of the hedged item is more than 12 months, and as current assets or short-term liabilities when the remaining maturity of the hedged item is less than 12 months. Derivatives traded are classified as current assets or current liabilities.

The effective portion of changes in the fair value of derivatives that are designated and meet the criteria as cash flow hedges are recognized in other comprehensive income. Gains or losses from the ineffective portion are recognized immediately in profit or loss as "other income/expenses"

Amounts accumulated in equity are reclassified to profit or loss in the period when the hedged item affects profit or loss (for example, when an expected sale of the hedged item occurs). Gains or losses relating to the effective portion of interest rate swaps as hedging instruments on variable interest rate loans are recognized in profit or loss as "finance costs".

When the hedging instrument expires or is sold, or when the hedge no longer meets the criteria for hedge accounting, the cumulative gain or loss held in equity will remain in equity and is recognized when the expected transaction is eventually recognized in profit or loss. When a forecasted transaction is no longer expected to occur, the cumulative gain or loss reported in equity is immediately transferred to profit or loss as "other income/expenses".

Changes in the fair value of derivatives that are not designated, or do not meet the criteria for, hedge accounting are recognized directly in profit or loss.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

q. Laba per saham

q. Earnings per share

Laba per saham dihitung dengan membagi laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang jumlah saham yang beredar dan disetor penuh selama tahun yang bersangkutan.

Earnings per share amount is computed by dividing the profit for the year attributable to the owners of the parent entity by the weighted average number of outstanding issued and fully paid shares during the year.

Perusahaan tidak mempunyai efek berpotensi saham biasa yang bersifat dilutif pada tanggal 31 Desember 2021.

The Company has no outstanding dilutive potential ordinary shares as of December 31, 2021.

r. Pengakuan pendapatan dan beban

r. Revenue and expense recognition

Kelompok Usaha menerapkan PSAK 72 yang mensyaratkan pengakuan pendapatan harus memenuhi 5 langkah analisa sebagai berikut:

The Group applies PSAK 72, which requires revenue recognition to fulfill 5 steps of assessment:

1. Identifikasi kontrak dengan pelanggan;
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan;
3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan;
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak;
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut) pada suatu titik waktu atau periode waktu.

1. *Identify contracts with a customer;*
2. *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;*
3. *Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer;*
4. *Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract;*
5. *Recognise revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of that goods or services) at a point in time or over the time.*

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**r. Pengakuan pendapatan dan beban
(lanjutan)**

**r. Revenue and expense recognition
(continued)**

Harga transaksi merupakan angka yang ditagihkan kepada pelanggan setelah mengeluarkan pajak pertambahan nilai.

The transaction price is based on the amount billed to customer excluding value added taxes.

Kriteria spesifik berikut ini juga harus dipenuhi sebelum pendapatan diakui.

The following specific recognition criteria must also be met before revenue is recognized.

Pendapatan tol

Toll revenues

Pendapatan dari hasil pengoperasian jalan tol Kelompok Usaha diakui pada suatu titik waktu saat penjualan karcis tol. Imbalan kas yang diterima sehubungan dengan pengalihan hak atas pendapatan tol masa datang dicatat sebagai pendapatan tangguhan dan diakui sebagai pendapatan pada suatu periode waktu berdasarkan aktual jumlah *traffic* selama masa jangka waktu pengalihan hak atas pendapatan tol tersebut.

The Group's revenues from toll road operations are recognized point in time upon the sale of toll tickets. Cash consideration received in connection with the transfer of the rights on future toll revenue are recorded as deferred revenue and recognized as revenue over time based on actual traffic volume over the term of transfer of the rights on future toll revenues.

Pendapatan sewa

Rental income

Pendapatan dari sewa iklan, lahan dan tempat peristirahatan diklasifikasikan sebagai sewa operasi dan diakui pada suatu periode waktu dengan menggunakan metode garis lurus selama masa sewa. Sewa diterima dimuka disajikan sebagai "Pendapatan diterima dimuka".

Revenue from advertisement, space, rest area rental are classified as operating lease and recognized over time on a straight line basis over the lease term. Rent revenue received in advance are presented as "Unearned revenue".

Pendapatan jasa pengoperasian

Toll road operating service

Pendapatan jasa pengoperasian diakui pada suatu periode waktu dengan menggunakan metode garis lurus selama masa jasa. Pendapatan jasa diterima dimuka disajikan sebagai "Pendapatan diterima dimuka".

Revenue toll road operating service is recognized over time on a straight line basis over the service term. Service revenue received in advance are presented as "Unearned revenue".

Pendapatan penjualan properti

Revenue from sale of property

JMRB (entitas anak) mengakui pendapatan dari penjualan real estat pada suatu titik waktu setelah penyelesaian akta jual beli.

JMRB (a subsidiary) recognizes revenues from real estate sales at a point in time upon the completion of the sale and purchase agreement.

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(lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

**r. Pengakuan pendapatan dan beban
(lanjutan)**

**r. Revenue and expense recognition
(continued)**

Pendapatan konstruksi dan beban konstruksi

Construction revenue and construction cost

Kelompok Usaha mengakui pendapatan konstruksi pada suatu periode waktu menggunakan metode output berdasarkan laporan bulanan atas kemajuan penyelesaian pembangunan aset yang diterima dari pihak eksternal yang telah ditunjuk untuk membangun aset tersebut.

The Group recognizes construction revenues over time by using the output method based on the monthly report over the completed construction progress from the external party that was appointed for the assets' construction.

Beban

Expenses

Beban diakui pada saat terjadinya atau sesuai dengan masa manfaatnya.

Expenses are recognized when incurred or according to the useful life.

Beban pokok penjualan tanah

Cost of land sold

Beban pokok penjualan tanah ditentukan berdasarkan nilai perolehan tanah ditambah pengeluaran-pengeluaran lain untuk pengembangan tanah. Beban pokok penjualan rumah tinggal meliputi seluruh beban pembangunan untuk menyelesaikan pekerjaan.

Cost of land sold is determined based on acquisition cost of the land plus other estimated expenditures for its improvement and development. The cost of residential house sold is determined based on actual cost incurred to complete the work.

s. Transaksi dan saldo dalam mata uang asing

s. Foreign currency transactions and balances

Transaksi dalam mata uang asing dicatat dalam mata uang rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan.

Transactions involving foreign currencies are translated to rupiah at the rates of exchange prevailing at the time the transactions are made.

Pada tanggal laporan posisi keuangan konsolidasian, aset dan liabilitas moneter dalam mata uang asing dijabarkan sesuai dengan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal transaksi perbankan terakhir untuk periode yang bersangkutan. Laba atau rugi kurs yang timbul dikreditkan atau dibebankan pada operasi periode berjalan.

At consolidated statement of financial position date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the average of the selling and buying rates of exchange prevailing at the last banking transaction day of the period, as published by Bank Indonesia. The resulting gains or losses are credited or charged to operations of the current period.

Kurs yang digunakan adalah sebagai berikut:

The exchange rates used are as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
1 Dolar Amerika Serikat	14.269	14.105	1 United States Dollar

Transaksi dalam mata uang asing tidak signifikan.

Transactions in foreign currencies are insignificant.

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SIGNIFIKAN (lanjutan)**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (continued)**

t. Segmen Operasi

Segmen adalah komponen dari Kelompok Usaha yang dapat dibedakan yang terlibat dalam penyediaan produk-produk tertentu (segmen usaha), atau dalam menyediakan produk dalam lingkungan ekonomi tertentu (segmen geografis), yang memiliki risiko dan manfaat yang berbeda dari segmen lainnya.

Jumlah setiap unsur segmen yang dilaporkan merupakan ukuran yang dilaporkan kepada pengambil keputusan operasional untuk tujuan pengambilan keputusan untuk mengalokasikan sumber daya kepada segmen dan menilai kinerjanya.

Pendapatan, beban, hasil usaha, aset dan liabilitas segmen termasuk item-item yang dapat diatribusikan secara langsung kepada suatu segmen serta hal-hal yang dapat dialokasikan dengan dasar yang memadai untuk segmen tersebut. Segmen ditentukan sebelum saldo dan transaksi antar Kelompok Usaha dieliminasi sebagai bagian dari proses konsolidasi.

u. Provisi

Provisi diakui jika Kelompok Usaha memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai akibat peristiwa masa lalu dimana ada kemungkinan besar bahwa untuk penyelesaian kewajiban tersebut diperlukan arus keluar sumber daya yang mengandung manfaat ekonomi dan jumlah kewajiban tersebut dapat diestimasi secara andal.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik saat ini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi tersebut dibatalkan.

v. Kontinjensi

Liabilitas kontinjensi diungkapkan, kecuali jika arus keluar sumber daya yang mengandung manfaat ekonomi kemungkinannya kecil. Aset kontinjensi tidak diakui dalam laporan keuangan konsolidasian, tetapi diungkapkan jika terdapat kemungkinan besar (*probable*) arus masuk manfaat ekonomi.

t. Operating segment

A segment is a distinguishable component of the Group that is engaged in providing certain products (business segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

The amount of each segment item reported is the measure reported to the chief operating decision-maker for the purposes of making decisions about allocating resources to the segment and assessing its performance.

Segment revenue, expenses, results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis to that segment. They are determined before intragroup balances and intra-group transactions are eliminated.

u. Provisions

A provision is recognized when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made.

All provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligations, the provisions are reversed.

v. Contingencies

Unless the possibility of an outflow of resources embodying economic benefits is remote, contingent liabilities are disclosed. Contingent assets are not recognized in the consolidated financial statements but are disclosed when an inflow of economic benefits is probable.

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**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI
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Penyusunan laporan keuangan konsolidasian Kelompok Usaha mensyaratkan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan atas pendapatan, beban, aset dan liabilitas, serta pengungkapan laporan keuangan konsolidasian. Namun, ketidakpastian atas asumsi dan estimasi ini dapat menyebabkan hasil yang memerlukan penyesuaian material atas nilai tercatat aset dan liabilitas pada masa mendatang.

a. Pertimbangan

Dalam proses penerapan kebijakan akuntansi Kelompok Usaha, manajemen telah membuat pertimbangan-pertimbangan berikut ini, yang terpisah dari estimasi dan asumsi, yang memiliki pengaruh paling signifikan terhadap jumlah yang dicatat dalam laporan keuangan konsolidasian:

• Pengelompokan aset keuangan dan liabilitas keuangan

Kelompok Usaha menetapkan pengelompokan aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan pertimbangan bila definisi yang ditetapkan dalam liabilitas keuangan sesuai dengan yang ditetapkan dalam PSAK 71. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Kelompok Usaha seperti yang diungkapkan pada Catatan 2o.

• Perjanjian konsesi jasa

ISAK 16 menjelaskan pendekatan untuk membukukan perjanjian konsesi jasa akibat dari penyediaan jasa kepada publik. ISAK 16 mengatur bahwa operator (pihak penerima konsesi jasa) tidak membukukan infrastruktur sebagai aset tetap, namun diakui sebagai aset keuangan dan/atau aset takberwujud.

Kelompok Usaha mengadakan Perjanjian Pengusahaan Jalan Tol (PPJT) dengan BPJT memberikan hak, kewajiban dan keistimewaan kepada Kelompok Usaha termasuk kewenangan dalam pendanaan, desain, konstruksi, operasi dan pemeliharaan jalan tol (Catatan 2j).

**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS**

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure to the consolidated financial statements. However, uncertainty about these assumptions and estimates could result in outcomes that may require a material adjustment to the carrying amounts of the assets or liabilities in future periods.

a. Judgments

In the process of applying the Group's accounting policies, management has made the following judgments, apart from those including estimations and assumptions, which have the most significant effect on the amounts recognized in the consolidated financial statements:

• Classification of financial assets and financial liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition financial liabilities based on PSAK 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 2o.

• Service concession arrangement

ISAK 16 outlines an approach to account for service concession arrangement arising from entities providing public services. It provides that the operator (concession right beneficiary) should not account for the infrastructure as fixed assets, but should recognize a financial asset and/or an intangible asset.

The Group entered into Perjanjian Pengusahaan Jalan Tol (PPJT) with BPJT granted the Group the rights, obligations and privileges including the authority to finance, design, construction, operate and maintain the toll roads (Note 2j).

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**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI
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**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

a. Pertimbangan (lanjutan)

a. Judgments (continued)

• Perjanjian konsesi jasa (lanjutan)

• Service concession arrangement
(continued)

Pada akhir masa konsesi jasa, Kelompok Usaha harus menyerahkan jalan tol kepada BPJT tanpa biaya, dalam keadaan beroperasi dan kondisi yang baik, termasuk setiap dan semua tanah yang diperlukan, pekerjaan, fasilitas jalan dan peralatan tol yang secara langsung berkaitan dan berhubungan dengan pengoperasian fasilitas jalan tol.

Upon expiry of the service concession period, the Group shall handover the toll roads to the BPJT without cost, fully operational and in good working condition, including any and all existing land, works, toll road facilities and equipment found therein directly related to, and in connection with, the operation of the toll road facilities.

Kelompok Usaha berpendapat bahwa PPJT memenuhi kriteria sebagai model aset takberwujud, di mana aset konsesi diakui sebagai aset takberwujud sesuai dengan PSAK 19, "Aset Takberwujud".

The Group has made judgment that the PPJT met the criteria under the intangible asset model, wherein the concession asset is recognized as an intangible asset in accordance with PSAK 19, "Intangible Assets".

Kelompok Usaha diharuskan oleh ISAK 16 untuk menyajikan unsur pendapatan yang merefleksikan pendapatan dari jasa konstruksi atas aset konsesi atau peningkatan kemampuan aset konsesi yang dilakukan selama tahun/periode berjalan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 31 Desember 2020, Kelompok Usaha mengakui pendapatan dari jasa konstruksi atas aset konsesi masing-masing sebesar Rp3.393.151 dan Rp4.116.301.

The Group is required by ISAK 16 to present an income line reflecting the income from construction or improvements to concession assets made during the year/period in the consolidated statement of profit or loss and other comprehensive income. For the years ended December 31, 2021 and December 31, 2020, the Group recognized construction revenue amounting to Rp3,393,151 and Rp4,116,301 respectively.

Kelompok Usaha mengakui pendapatan konstruksi aset konsesi dan biaya konstruksi atas aset konsesi sesuai dengan PSAK 72. Kelompok Usaha mengukur pendapatan konstruksi atas aset konsesi pada nilai wajar atas imbalan yang diterima atau akan diterima dan menambahkan margin, berdasarkan estimasi terbaik manajemen yang dihitung dengan model tertentu, pada saat penentuan tarif awal jalan tol sebelum jalan tol dioperasikan.

The Group recognizes construction revenue of concession asset and construction costs of concession asset in accordance with PSAK 72. The Group measures construction revenue at the fair value of the consideration received or to be received and will add the margin, based on management estimation calculated in certain model, in determining the initial toll road tariff before the toll road is operated.

• Pengklasifikasian properti

• Classification of property

Kelompok Usaha menentukan apakah sebuah properti yang diperoleh diklasifikasikan sebagai properti investasi atau persediaan properti:

The Group determines whether an acquired property is classified as investment property or property inventory:

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**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

a. Pertimbangan (lanjutan)

a. Judgments (continued)

- Pengklasifikasian properti (lanjutan)
 - Properti investasi terdiri dari tanah dan bangunan (terutama kantor dan properti ritel) yang tidak bertujuan untuk digunakan oleh atau dalam kegiatan operasi Kelompok Usaha, tidak juga untuk dijual dalam kegiatan bisnis, tetapi digunakan untuk memperoleh pendapatan sewa dan peningkatan nilai.
 - Persediaan properti terdiri dari properti yang bertujuan untuk dijual dalam kegiatan bisnis. Secara khusus, berkaitan dengan properti hunian yang dikembangkan oleh Kelompok Usaha dan digunakan untuk dijual sebelum atau pada saat penyelesaian konstruksi.

- Classification of property (continued)
 - Investment property consists of land and buildings (principally offices and retail property) which are not occupied substantially for use by, or in the operations of the Group, nor for sale in the ordinary course of business, but are held primarily to earn rental income and capital appreciation.
 - Property inventory consists of property that is held for sale in the ordinary course of business. In particular, it pertains to the residential property that the Group develops and intends to sell on or before the completion of construction.

b. Estimasi dan asumsi

b. Estimates and assumptions

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk periode/tahun berikutnya diungkapkan dalam paragraf berikut. Kelompok Usaha mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi diluar kendali Kelompok Usaha. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed in the following paragraphs. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes will be reflected in the assumptions when they occur.

• Instrumen keuangan

Kelompok Usaha mencatat aset dan liabilitas keuangan tertentu pada nilai wajar, yang mengharuskan penggunaan estimasi akuntansi. Sementara komponen signifikan atas pengukuran nilai wajar ditentukan menggunakan bukti obyektif yang dapat diverifikasi, nilai perubahan nilai wajar dapat berbeda bila Kelompok Usaha menggunakan metodologi penilaian yang berbeda. Perubahan nilai wajar aset dan liabilitas keuangan tersebut dapat mempengaruhi secara langsung laba atau rugi Kelompok Usaha.

• Financial instruments

The Group recorded certain assets and financial liabilities at fair value, which requires the use of accounting estimates. While significant components of fair value measurement were determined using verifiable objective evidence, the amount of change in value reasonably may be different when the Group uses different valuation methodologies. Changes in fair value of financial assets and liabilities can indirectly affect profit or loss of the Group.

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**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

b. Estimasi dan Asumsi (lanjutan)

b. Estimates and assumptions (continued)

• Kerugian Kredit Ekspektasian ("ECL")

• Expected Credit Loss ("ECL")

Kerugian kredit ekspektasian didasarkan pada perbedaan antara arus kas kontraktual yang tertuang dalam kontrak dan seluruh arus kas yang diharapkan akan diterima Perusahaan, didiskontokan menggunakan suku bunga efektif awal. Arus kas yang diharapkan akan diterima tersebut mencakup arus kas dari penjualan agunan yang dimiliki atau perluasan kredit lainnya yang merupakan bagian integral dari persyaratan kontrak.

ECL are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

Kerugian kredit ekspektasian diakui dalam dua tahap. Risiko kredit atas instrumen keuangan yang tidak mengalami peningkatan secara signifikan sejak pengakuan awal, pengukuran penyisihan kerugian dilakukan sejumlah kerugian kredit ekspektasian 12 bulan. Untuk risiko kredit atas instrumen keuangan yang mengalami peningkatan secara signifikan sejak pengakuan awal, penyisihan kerugian dilakukan sepanjang umurnya. Untuk piutang usaha dan aset kontrak, Perusahaan menerapkan panduan praktis dalam menghitung kerugian kredit ekspektasian. Oleh karena itu, Perusahaan tidak mengidentifikasi perubahan dalam risiko kredit, melainkan mengukur penyisihan kerugian sejumlah kerugian kredit ekspektasian sepanjang umur. Perusahaan telah membentuk matriks provisi yang didasarkan pada data historis kerugian kredit, disesuaikan dengan faktor-faktor perkiraan masa depan (*forward-looking*) khusus terkait pelanggan dan lingkungan ekonomi.

ECL are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECL are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL). For trade receivables and contract assets, the Company applies a simplified approach in calculating ECL. Therefore, the Company does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Company has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Perusahaan mempertimbangkan aset keuangan memenuhi definisi *default* ketika telah menunggak lebih dari 90 hari. Namun, dalam kasus-kasus tertentu, Perusahaan juga dapat menganggap aset keuangan dalam keadaan *default* ketika informasi internal atau eksternal menunjukkan bahwa Perusahaan tidak mungkin menerima arus kas kontraktual secara penuh tanpa melakukan perluasan persyaratan kredit.

The Company considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company.

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**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

b. Estimasi dan Asumsi (lanjutan)

b. Estimates and assumptions (continued)

• Penyusutan aset tetap dan properti investasi

Biaya perolehan aset tetap dan properti investasi disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap dan properti investasi antara 3 sampai dengan 30 tahun. Ini adalah umur yang secara umum diharapkan dalam industri dimana Kelompok Usaha menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi. Penjelasan lebih rinci diungkapkan dalam Catatan 11 dan 12.

• Depreciation of fixed assets and investment properties

The costs of fixed assets and investment properties are depreciated using the straight-line method over their estimated economic useful lives. Management estimates the useful lives of fixed assets and investment properties to be between 3 to 30 years. This is the range of common life expectancies applied in the industry in which the Group conducts its business. Changes in the level of usage and technological developments could impact the economic useful lives and residual values of assets and, therefore, future depreciation charges may be revised. Further details are disclosed in Notes 11 and 12.

• Amortisasi hak pengusahaan jalan tol

Kelompok Usaha melakukan amortisasi hak pengusahaan jalan tol - jalan dan jembatan selama masa konsesi dengan menggunakan metode pola konsumsi jalan tol yang diakibatkan oleh lalu lintas selama masa konsesi.

• Amortization of toll road concession right

The Group decided to amortize toll road concession rights - road and bridge using the toll road consumption pattern method derived from traffic over the concession period.

Nilai tercatat neto atas hak pengusahaan jalan tol Kelompok Usaha pada tanggal 31 Desember 2021 dan 31 Desember 2020 adalah masing-masing sebesar Rp79.256.534 dan Rp83.443.064.

The net carrying value of toll road concession rights of the Group as of December 31, 2021 and December 31, 2020 amounting to Rp79,256,534 and Rp83,443,064 respectively.

• Estimasi volume lalu lintas

Dalam menentukan amortisasi hak pengusahaan jalan tol, manajemen memproyeksikan volume lalu lintas setelah tahun berjalan selama sisa periode perjanjian konsesi. Volume lalu lintas diproyeksikan berdasarkan jumlah kendaraan dan disesuaikan dengan perbandingan terhadap volume lalu lintas aktual. Namun seiring berjalannya waktu, volume lalu lintas aktual dapat berbeda dengan estimasi tersebut, bergantung pada perubahan faktor eksternal yang dapat mempengaruhi tarif tol dan volume lalu lintas.

• Estimation of traffic volume

In determining amortisation of toll road concession rights, the management has to project traffic volume after current year for the remaining years of the concession agreement. Traffic volume is projected based on the number of vehicles and adjusted by comparison to actual vehicle volume. However, the actual vehicle volume in the future could differ from the estimate, depending upon changes in external factors that may affect toll rates and vehicle volume.

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**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

b. Estimasi dan Asumsi (lanjutan)

b. Estimates and assumptions (continued)

• Estimasi volume lalu lintas (lanjutan)

Manajemen melakukan penilaian secara periodik terhadap total proyeksi volume lalu lintas. Kelompok Usaha akan menunjuk suatu konsultan lalu lintas profesional independen untuk melakukan studi lalu lintas profesional independen dan membuat penyesuaian yang tepat apabila terdapat perbedaan yang material antara proyeksi volume lalu lintas dan volume lalu lintas aktual.

• Estimation of traffic volume (continued)

The Management perform periodic assessment on the total projected traffic volume. The Group will appoint an independent professional traffic consultant to perform independent professional traffic studies and make an appropriate adjustment if there is a material difference between projected and actual traffic volume.

• Pengendalian atas entitas anak

Direksi Perusahaan menilai apakah Kelompok Usaha memiliki pengendalian atas Entitas Anak berdasarkan kemampuan Kelompok Usaha untuk mengarahkan kegiatan yang relevan dari Entitas Anak secara sepihak.

• Control over subsidiaries

The directors of the Company's management assessed whether or not the Group has control over a subsidiary based on whether the Group has the practical ability to direct the relevant activities of the subsidiaries unilaterally.

Dalam membuat pertimbangannya, direksi mempertimbangkan ukuran absolut kepemilikan Kelompok Usaha pada Entitas Anak dan ukuran relatif dan penyebaran kepemilikan saham yang dimiliki oleh pemegang saham lainnya. Setelah penilaian, direksi menyimpulkan bahwa Kelompok Usaha memiliki hak suara yang cukup dominan untuk mengarahkan kegiatan yang relevan dari Entitas Anak dan karenanya Kelompok Usaha memiliki pengendalian atas Entitas Anak.

In making their judgment, the directors considered the Group's absolute size of holding in the subsidiary and the relative size of and dispersion of the shareholdings owned by the other shareholders. After assessment, the directors concluded that the Group has a sufficiently dominant voting interest to direct the relevant activities of the subsidiary and therefore the Group has control over the subsidiaries.

• Provisi pelapisan jalan tol

Provisi pelapisan ini akan dicadangkan secara berkala berdasarkan estimasi seiring dengan penggunaan jalan tol oleh pelanggan. Provisi diukur dengan nilai kini atas estimasi manajemen terhadap pengeluaran yang diperlukan untuk menyelesaikan liabilitas ini pada tanggal pelaporan.

• Provision for overlay

Provision for overlay will be recorded periodically based on the estimated utilization of toll road by customers. This provision is measured using the present value of management's estimate of the expenditures required to settle present obligation at the reporting date.

• Aset konsesi dalam pengerjaan

Umur konsesi atas hak konsesi jalan tol mulai berlaku efektif sejak diterbitkan Surat Perintah Mulai Kerja (SPMK) oleh BPJT, sehingga biaya-biaya yang dikeluarkan sebelum kegiatan konstruksi dimulai atau biaya pra konstruksi jalan tol, termasuk biaya pembebasan lahan atau tanah ditangguhkan sehingga belum dihitung margin konstruksinya.

• Concession asset in progress

The concession period of toll road concession rights effective from Surat Perintah Mulai Kerja (SPMK) published by BPJT, so that the costs incurred before the construction activities started or pre-construction costs of toll roads, including the cost of land or soil acquisition were suspended and therefore, the construction margin has not been determined.

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**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

b. Estimasi dan Asumsi (lanjutan)

b. Estimates and assumptions (continued)

• Imbalan kerja

• Employee benefits

Penentuan kewajiban Kelompok Usaha untuk menyediakan imbalan kerja bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung nilai-nilai tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian.

Determination of the Group's obligations for cost of providing employee benefits is dependent on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include, among others, discount rate, future annual salary increase, annual employee turnover rate, disability rate, retirement age and mortality rate.

Hasil aktual yang berbeda dari asumsi yang ditetapkan oleh Kelompok Usaha langsung diakui dalam laba atau rugi pada saat terjadinya. Sementara Kelompok Usaha berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan atas asumsi yang ditetapkan Kelompok Usaha dapat mempengaruhi secara material atas estimasi liabilitas imbalan kerja dan beban imbalan kerja neto. Nilai tercatat atas estimasi liabilitas imbalan kerja jangka panjang pada tanggal 31 Desember 2021 dan 31 Desember 2020 masing-masing sebesar Rp1.183.825 dan Rp1.147.577.

Actual results that differ from the assumptions set forth by the Group are recognized immediately in profit or loss as incurred. While the Group believes that its assumptions are reasonable and appropriate, significant differences in actual results or significant changes in assumptions used can materially affect the estimated liability for employee benefits and employee benefits expense. The amount of the estimated long term employee benefits liability as of December 31, 2021 and December 31, 2020 amounted to Rp1,183,825 and Rp1,147,577, respectively.

• Pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan liabilitas atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Kelompok Usaha mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan. Rincian atas sifat dan nilai tercatat pajak penghasilan diungkapkan pada Catatan 18.

• Income tax

Significant considerations are made in determining corporate income tax liability. There are certain transactions and computations for which the ultimate tax determination is uncertain during the normal course of business. The Group recognizes the income tax liability based on estimates of whether there will be an additional income tax. Details of the nature and amount of recorded income tax are disclosed in Note 18.

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**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI
DAN ASUMSI OLEH MANAJEMEN (lanjutan)**

**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

b. Estimasi dan Asumsi (lanjutan)

b. Estimates and assumptions (continued)

• Aset pajak tangguhan

Aset pajak tangguhan diakui atas seluruh perbedaan temporer yang dapat dikurangkan, sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga semua bagian dari aset pajak tangguhan dapat dimanfaatkan.

Aset pajak tangguhan diakui atas seluruh perbedaan temporer yang dapat dikurangkan, sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga semua bagian dari aset pajak tangguhan dapat dimanfaatkan.

Estimasi signifikan oleh manajemen disyaratkan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak masa yang akan datang serta strategi perencanaan pajak masa depan.

• Sewa

Penentuan apakah suatu perjanjian mengandung unsur sewa membutuhkan pertimbangan yang cermat untuk menilai apakah perjanjian tersebut memberikan hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian dan hak untuk mengarahkan penggunaan aset identifikasian, bahkan jika hak tersebut tidak dijabarkan secara eksplisit di perjanjian.

Kelompok Usaha mempunyai beberapa perjanjian sewa di mana Kelompok Usaha bertindak sebagai penyewa untuk beberapa aset tertentu. Kelompok Usaha mengevaluasi apakah terdapat risiko dan manfaat kepemilikan yang signifikan dari aset sewaan yang dialihkan kepada berdasarkan PSAK 73, yang mensyaratkan Kelompok Usaha untuk membuat pertimbangan dan estimasi dari pengalihan risiko dan manfaat terkait atas kepemilikan aset sewaan.

• Deferred tax assets

Deferred tax assets are recognized for all deductible temporary differences, to the extent that taxable income will be available so that all of part of the deferred tax assets can be utilized.

Deferred tax assets are recognized for all deductible temporary differences, to the extent that taxable income will be available so that all of part of the deferred tax assets can be utilized.

Significant estimates by management are required in determining the total deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable income together with future tax planning strategies.

• Leases

Determining whether an arrangement is or contains a lease requires careful judgement to assess whether the arrangement conveys a right to obtain substantially all the economic benefits from use of the asset throughout the period of use and right to direct the use of the asset, even if the right is not explicitly specified in the arrangement.

The Group has various lease agreements where the Group acts as a lessee in respect of certain assets. The Group evaluates whether significant risks and rewards of ownership of the leased asset are transferred to the lessee based on PSAK 73, which requires the Group to make judgements and estimates of transfer of risks and rewards of ownership of leased asset.

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**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

b. Estimasi dan Asumsi (lanjutan)

b. Estimates and assumptions (continued)

• Sewa (lanjutan)

• Leases (continued)

Karena Kelompok Usaha tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Kelompok Usaha sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir. Dalam menentukan suku bunga pinjaman inkremental, Kelompok Usaha mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Kelompok Usaha, jangka waktu sewa, lingkungan ekonomi, waktu di mana sewa dimasukkan, dan mata uang di mana pembayaran sewa ditentukan.

Since the Group could not readily determine the implicit rate, management use the Group's incremental borrowing rate as a discount rate. There are a number factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates. In determining incremental borrowing rate, the Group considers the following main factors: the Group's corporate credit risk, the lease term, the economic environment, the time at which the lease is entered into, and the currency in which the lease payments are denominated.

Dalam menentukan jangka waktu sewa, Kelompok Usaha mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan. Opsi perpanjangan hanya termasuk dalam jangka waktu sewa jika cukup pasti akan di perpanjang.

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option. Extension options are only included in the lease term if the lease is reasonably certain to be extended. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

• Cadangan penurunan nilai piutang

• Allowance for impairment of other receivable

Tingkat provisi yang spesifik dievaluasi oleh manajemen dengan dasar faktor-faktor yang memengaruhi tingkat tertagihnya piutang tersebut. Dalam kasus ini, Kelompok Usaha menggunakan pertimbangan berdasarkan fakta dan kondisi terbaik yang tersedia meliputi tetapi tidak terbatas pada jangka waktu hubungan Kelompok Usaha dengan pelanggan dan status kredit pelanggan berdasarkan laporan dari pihak ketiga dan faktor-faktor pasar yang telah diketahui, untuk mencatat pencadangan spesifik untuk pelanggan terhadap jumlah jatuh tempo untuk mengurangi piutang Kelompok Usaha menjadi jumlah yang diharapkan tertagih.

The level of a specific provision is evaluated by management on the basis of factors that affect the collectibility of the accounts. In these cases, the Group uses judgement based on the best available facts and circumstances, including but not limited to, the length of the Group's relationship with the customers and customers' credits status based on third-party credit reports and known market factors, to record specific reserves for customers against amounts due in order to reduce the Group's receivables to amounts that it expects to collect.

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**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI
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b. Estimasi dan Asumsi (lanjutan)

• Cadangan penurunan nilai piutang
(lanjutan)

Pencadangan secara spesifik ini dievaluasi kembali dan disesuaikan jika terdapat informasi tambahan yang diterima yang memengaruhi jumlah yang diestimasi. Selain provisi khusus terhadap piutang yang signifikan secara individual, Kelompok Usaha juga mengakui provisi penurunan nilai secara kolektif terhadap risiko kredit debitur yang dikelompokkan berdasarkan karakteristik kredit yang sama, dan meskipun tidak secara spesifik diidentifikasi membutuhkan provisi khusus, memiliki risiko gagal bayar lebih tinggi daripada ketika piutang pada awalnya diberikan kepada debitur.

Kelompok Usaha menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang menggunakan cadangan kerugian kredit ekspektasian seumur hidup untuk seluruh piutang lain-lain. Dalam penentuan kerugian kredit ekspektasian, manajemen diharuskan untuk menggunakan pertimbangan dalam mendefinisikan hal apa yang dianggap sebagai kenaikan risiko kredit yang signifikan dan dalam pembuatan asumsi dan estimasi, untuk menghubungkan informasi yang relevan tentang kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi. Pertimbangan diaplikasikan dalam menentukan periode seumur hidup dan titik pengakuan awal piutang.

Piutang dihapusbukukan ketika kecil kemungkinan untuk memulihkan arus kas kontraktual, setelah semua upaya penagihan telah dilakukan dan telah sepenuhnya dilakukan penyisihan.

**3. MANAGEMENT'S USE OF JUDGMENTS,
ESTIMATES AND ASSUMPTIONS (continued)**

b. Estimates and assumptions (continued)

• Allowance for impairment of receivable
(continued)

These specific reserves are re-evaluated and adjusted as additional information received affects the amounts estimated. In addition to specific provision against individually significant receivables, the Group also recognizes a collective impairment provision against credit exposure of its debtors which are grouped based on common credit characteristics, and although not specifically identified as requiring a specific provision, have a greater risk of default than when the receivables were originally granted to the debtors.

Group applies simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all other receivables. In determining expected credit losses, management is required to exercise judgement in defining what is considered to be a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions. Judgement has been applied in determining the lifetime and point of initial recognition of receivables.

Receivables are written off when there is low possibility of recovering the contractual cash flow, after all collection efforts have been done and have been fully provided for allowance.

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4. KAS DAN SETARA KAS

Akun ini terdiri dari:

4. CASH AND CASH EQUIVALENTS

This account consists of:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Kas			Cash on Hand
Kas Proyek	5.551	6.452	Cash for Project
Kas Kecil	5.369	3.490	Petty Cash
Total Kas	10.920	9.942	Total Cash on Hand
Bank			Cash in Banks
Rupiah			Rupiah
Pihak Berelasi (Catatan 45)	2.503.811	2.515.793	Related Parties (Note 45)
Pihak Ketiga:			Third Parties:
PT Bank CIMB Niaga Tbk	304.142	70.774	PT Bank CIMB Niaga Tbk
PT Bank Maybank Indonesia Tbk	255.368	10.572	PT Bank Maybank Indonesia Tbk
PT Bank Danamon Syariah	252.448	1.378	PT Bank Danamon Syariah
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	200.627	46.006	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Central Asia Tbk	121.389	101.799	PT Bank Central Asia Tbk
PT Bank Permata Tbk	32.131	13.367	PT Bank Permata Tbk
PT Bank Syariah Indonesia	18.625	59.031	PT Bank Syariah Indonesia
PT Bank Pembangunan Daerah Sumatera Utara	4.949	3.770	PT Bank Pembangunan Daerah Sumatera Utara
PT Bank DKI	1.838	121.687	PT Bank DKI
PT Bank Muamalat Indonesia Tbk	1.192	1.121	PT Bank Muamalat Indonesia Tbk
PT Bank Shinhan Indonesia	1.087	249	PT Bank Shinhan Indonesia
PT Bank Bukopin Tbk	337	8.401	PT Bank Bukopin Tbk
PT Bank Permata Syariah	61	-	PT Bank Permata Syariah
PT Bank Jabar Banten Syariah	31	30	PT Bank Jabar Banten Syariah
PT Bank Artha Graha International Tbk	-	206	PT Bank Artha Graha International Tbk
PT Bank Danamon Indonesia Tbk	-	246	PT Bank Danamon Indonesia Tbk
PT Bank Mega Tbk	-	85	PT Bank Mega Tbk
Subtotal	3.698.036	2.954.515	Subtotal
Dolar Amerika Serikat			United States Dollar
Pihak Berelasi (Catatan 45)	144	686	Related Parties (Note 45)
	144	686	
Total Bank	3.698.180	2.955.201	Total Cash in Banks
Total Kas dan Bank	3.709.100	2.965.143	Total Cash on Hand and in Banks
Deposito Berjangka			Time Deposits
Rupiah			Rupiah
Pihak Berelasi (Catatan 45)	2.159.383	1.093.945	Related Parties (Note 45)
Pihak Ketiga:			Third Parties:
PT Bank Syariah Indonesia	125.000	125.000	PT Bank Syariah Indonesia
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	82.000	47.700	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Jabar Banten Syariah	70.000	-	PT Bank Jabar Banten Syariah
PT Bank DKI	50.000	-	PT Bank DKI
PT Bank Capital Indonesia Tbk	42.000	-	PT Bank Capital Indonesia Tbk
PT Bank Muamalat Indonesia Tbk	17.010	40.000	PT Bank Muamalat Indonesia Tbk
PT Bank Pembangunan Daerah Sumatera Utara	8.900	-	PT Bank Pembangunan Daerah Sumatera Utara
PT Bank Bukopin Tbk	-	253.900	PT Bank Bukopin Tbk
PT Bank Mandiri Taspen	-	56.000	PT Bank Mandiri Taspen
	2.554.293	1.616.545	
Dolar Amerika Serikat			United States Dollar
Pihak Berelasi (Catatan 45)	15.696	15.516	Related Parties (Note 45)
Total Deposito Berjangka	2.569.989	1.632.061	Total Time Deposits
Total Kas dan Setara Kas	6.279.089	4.597.204	Total Cash and Cash Equivalents

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4. KAS DAN SETARA KAS (lanjutan)

Kisaran suku bunga tahunan deposito berjangka
adalah sebagai berikut:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Rupiah	2,10% - 3,81%	3,50% - 5,50%
Dolar Amerika Serikat	0,40%	1,25%

Rupiah
United States dollar

5. INVESTASI JANGKA PENDEK

Akun ini terdiri dari:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Efek Tersedia untuk Dijual		
Reksadana Penyertaan Terbatas MIET	759.838	512.547
KIK DINFRA Toll Road Mandiri-001	280.186	134.427
KIK EBA Mandiri JSMR01	67.000	87.000
Reksadana Mandiri Investasi		
Dana Obligasi Seri II	4.530	4.530
Kenaikan Nilai Aset Neto	176.542	84.840
Total	<u>1.288.096</u>	<u>823.344</u>

Marketable Securities Available for Sale
MIET Mutual Fund
KIK DINFRA Toll Road Mandiri-001
KIK EBA Mandiri JSMR01
Mutual Fund Mandiri
Investment - Bond II Series
Increase in Net Assets Value
Total

Mutasi nilai aset bersih adalah sebagai berikut:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Saldo Awal	84.840	18.956
Laba/Rugi Belum Direalisasi	91.702	65.884
Saldo Akhir	<u>176.542</u>	<u>84.840</u>

Movement in net assets value are as follows:

Beginning Balance
Unrealized Profit /Loss
Ending Balance

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6. PIUTANG LAIN-LAIN

6. OTHER RECEIVABLES

Rincian piutang lain-lain adalah sebagai berikut:

The details of other receivables are as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Piutang Lain-lain - Lancar			Other Receivables - Current
Pihak Berelasi (Catatan 45)	1.583.274	4.278.608	Related Parties (Note 45)
Pihak Ketiga			Third Parties
PT Astra Tol Nusantara	119.413	-	PT Astra Tol Nusantara
Tenan Tempat Istirahat dan Pelayanan	104.783	62.271	Tenant for Rest and Services Area
PT Cibitung Tanjung Priok Port Tollways	66.808	-	PT Cibitung Tanjung Priok Port Tollways
PT Waskita Sriwijaya Tol	32.210	36.391	PT Waskita Sriwijaya Tol
PT Pertamina Retail	16.030	9.354	PT Pertamina Retail
PT Waskita Bumi Wira	15.459	2.630	PT Waskita Bumi Wira
PT Maligi Permata Industrial Estate	15.227	15.227	PT Maligi Permata Industrial Estate
PT Metropolitan City Center	14.173	11.868	PT Metropolitan City Center
PT Jakarta Lingkar Barat Satu	11.667	16.849	PT Jakarta Lingkar Barat Satu
PT Bank Central Asia Tbk	9.463	15.405	PT Bank Central Asia Tbk
PT Trans Jabar Tol	9.358	3.448	PT Trans Jabar Tol
Pegawai	8.640	7.907	Employees
PT Cimanggis Cibitung Tollways	8.446	3.166	PT Cimanggis Cibitung Tollways
PT Bank DKI	8.266	4.222	PT Bank DKI
PT Solitronindo Tol Semesta	7.451	7.451	PT Solitronindo Tol Semesta
KSO Waskita-Acset	7.118	23.213	KSO Waskita-Acset
PT Wijaya Karya Realty Tbk	6.215	13.697	PT Wijaya Karya Realty Tbk
PT Bintaro Serpong Damai	5.493	3.832	PT Bintaro Serpong Damai
Lain-lain (di bawah Rp5.000)	77.917	93.983	Others (below Rp5,000)
Sub Total	<u>2.127.411</u>	<u>4.609.522</u>	Sub Total
Dikurangi:			Less:
Cadangan Kerugian Penurunan Piutang	(95.105)	(191.419)	Allowance for Impairment Losses
Total	<u>2.032.306</u>	<u>4.418.103</u>	Total
	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Piutang Lain-lain - Tidak Lancar			Other Receivables - Non Current
Pihak Berelasi (Catatan 45)	1.858.535	2.231.854	Related Parties (Note 45)
Pihak Ketiga			Third Party
Lain-lain (di bawah Rp1.000)	-	777	Others (below Rp1,000)
Total	<u>1.858.535</u>	<u>2.232.631</u>	Total

Kelompok Usaha menerapkan simplifikasi kerugian ekspektasian sepanjang umurnya untuk seluruh piutang lain-lain. Untuk mengukur kerugian kredit ekspektasian, piutang lain-lain telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

Group applies simplified lifetime expected credit loss for all other receivables. To measure the expected credit losses, other receivables have been grouped based on similar credit risk characteristics and the days past due.

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6. PIUTANG LAIN-LAIN (lanjutan)

Mutasi penyisihan kerugian penurunan nilai adalah sebagai berikut:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Saldo awal tahun	191.419	16.651
Cadangan selama tahun berjalan	(96.314)	174.768
Saldo akhir tahun	<u>95.105</u>	<u>191.419</u>

Berdasarkan hasil penelaahan terhadap keadaan akun piutang lain-lain pada akhir tahun, manajemen berkeyakinan bahwa penyisihan tersebut cukup untuk menutup kerugian yang mungkin terjadi atas ketidaktertagihan piutang lain-lain pada tanggal 31 Desember 2021.

7. PERSEDIAAN

Akun ini merupakan persediaan yang dimiliki oleh JMRB dan JMTM, entitas anak, meliputi persediaan properti dan persediaan manufaktur dengan rincian sebagai berikut:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Persediaan Properti		
Tanah siap guna	97.205	93.846
Persediaan BBM SPBU	1.127	1.513
Rumah tersedia untuk dijual	37.876	39.635
Subtotal	136.208	134.994
Persediaan Manufaktur		
Material Manufaktur	3.194	2.750
Total	<u>139.402</u>	<u>137.744</u>

Tanah siap guna adalah unit kavling berupa tanah yang diperuntukan untuk dijual atau dibangun perumahan yang terletak di Perumahan Spring Residence Sidoarjo dan Perumahan Royal Pandaan.

Rumah tersedia untuk dijual adalah unit rumah yang telah dibangun dan sampai dengan periode buku belum serah terima kunci yang terletak di Perumahan Green Residence Sidoarjo, Perumahan Spring Residence Sidoarjo, dan Perumahan Royal Pandaan.

Berdasarkan hasil penelaahan atas kondisi fisik dan nilai realisasi neto persediaan, manajemen berpendapat bahwa nilai neto persediaan tersebut diatas dapat direalisasikan sepenuhnya, sehingga tidak diperlukan penyisihan penurunan nilai persediaan pada tanggal 31 Desember 2021 dan 31 Desember 2020.

6. OTHER RECEIVABLES (continued)

The movement of the allowance for impairment losses account are as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Saldo awal tahun	191.419	16.651
Cadangan selama tahun berjalan	(96.314)	174.768
Saldo akhir tahun	<u>95.105</u>	<u>191.419</u>

Based on a review of the condition of other receivables at the end of the year, management believes that the allowance for impairment losses on other receivables is sufficient to cover possible losses that may arise from uncollected other receivables as of December 31, 2021.

7. INVENTORIES

This account represents inventories owned by JMRB and JMTM, subsidiaries, which consists of property inventory and manufacturing inventory with details as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Persediaan Properti		
Tanah siap guna	97.205	93.846
Persediaan BBM SPBU	1.127	1.513
Rumah tersedia untuk dijual	37.876	39.635
Subtotal	136.208	134.994
Persediaan Manufaktur		
Material Manufaktur	3.194	2.750
Total	<u>139.402</u>	<u>137.744</u>

Land ready for use is a plot unit in the form of land earmarked for sale or for housing construction located in Spring Residence Sidoarjo Housing and Royal Pandaan Housing.

House available for sale are housing units that have been built and until the book period the keys have not been handed over located in Green Residence Sidoarjo Housing, Spring Residence Sidoarjo Housing, and Royal Pandaan Housing.

Based on the review of the physical condition and net realizable value of inventories, management consider that above net inventories can be fully realized, so there is no provision for inventory impairment required on December 31, 2021 and December 31, 2020.

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8. BIAYA DIBAYAR DIMUKA DAN UANG MUKA - NETO

Akun ini terdiri dari:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Uang muka pekerjaan	61.852	22.756
Biaya dibayar dimuka	19.142	23.651
Uang muka operasional	1.525	2.629
Total	<u>82.519</u>	<u>49.036</u>

8. PREPAID EXPENSES AND ADVANCES - NET

This account consists of:

Work advances
Prepaid expenses
Operational advances
Total

9. DANA DIBATASI PENGGUNAANNYA

Akun ini terdiri dari:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Lancar		
Rekening Pembebasan Tanah Pihak Berelasi (Catatan 45)	77.091	71.827
Pihak Ketiga:		
PT Bank Permata Tbk.	802	-
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	-	31.871
Sub Total	<u>77.893</u>	<u>103.698</u>
Jaminan Sindikasi Bank Pihak Berelasi (Catatan 45)	74.786	206.060
Pihak Ketiga:		
PT Bank Central Asia Tbk	2.341	48.011
Sub Total	<u>77.127</u>	<u>254.071</u>
Jaminan Pelaksanaan Pihak Berelasi (Catatan 45)	-	9.973
Pihak Ketiga:		
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	100.094	-
Sub Total	<u>100.094</u>	<u>9.973</u>
Rekening Amanat Pendapatan Tol Pihak Berelasi (Catatan 45)	49.147	76.453
Pihak Ketiga:		
PT Bank Central Asia Tbk	20.252	46.606
PT Bank DKI	121	34
Sub Total	<u>69.520</u>	<u>123.093</u>
Rekening Sekuritisasi Pendapatan Tol Jagorawi (Catatan 21) Pihak Berelasi (Catatan 45)	141.150	143.400
Total Lancar	<u>465.784</u>	<u>634.235</u>

9. RESTRICTED FUNDS

This account consists of:

Current
Land Aquisition Account
Related Parties (Note 45)
Third Parties:
 PT Bank Permata Tbk.
 PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
Sub Total

Syndicated Bank Guarantee
Related Parties (Note 45)
Third Parties:
 PT Bank Central Asia Tbk
Sub Total

Performance Bond
Related Parties (Note 45)
Third Party:
 PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
Sub Total

Toll Collection Escrow Account
Related Parties (Note 45)
Third Parties:
 PT Bank Central Asia Tbk
 PT Bank DKI
Sub Total

Jagorawi Toll Revenue Securitization Account (Note 21)
Related Parties (Note 45)
Total Current

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9. DANA DIBATASI PENGGUNAANNYA (lanjutan)

Akun ini terdiri dari: (lanjutan)

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Tidak Lancar		
Rekening Pembebasan Tanah Pihak Berelasi (Catatan 45)	-	1.433
Jaminan Sindikasi Bank Pihak Berelasi (Catatan 45)	46.892	43.820
Pihak Ketiga :		
PT Bank Central Asia Tbk	9.323	5.120
PT Bank Pembangunan Daerah Sumatera Utara	1.394	2
PT Bank Pembangunan Daerah Sumsel Babel	-	1
Sub Total	<u>57.609</u>	<u>48.943</u>
Jaminan Pelaksanaan Pihak Berelasi (Catatan 45)	7.345	65.943
Pihak Ketiga:		
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	23.391	25.390
PT Bank Mega Tbk	-	170.789
Sub Total	<u>30.736</u>	<u>262.122</u>
Jaminan Pemeliharaan Pihak Berelasi (Catatan 45)	4.531	-
Rekening Amanat Pendapatan Tol Pihak Berelasi (Catatan 45)	-	66.939
Pihak Ketiga :		
PT Bank Central Asia Tbk	60	54
PT Bank DKI	3	-
Sub Total	<u>63</u>	<u>66.993</u>
Total Tidak Lancar	<u>92.939</u>	<u>379.491</u>
Total	<u>558.723</u>	<u>1.013.726</u>

9. RESTRICTED FUNDS (continued)

This account consists of: (continued)

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Non -Current		
Land Aquisition Account Related Parties (Note 45)		
Syndicated Bank Guarantee Related Parties (Note 45)		
Third Parties :		
PT Bank Central Asia Tbk		
PT Bank Pembangunan Daerah Sumatera Utara		
PT Bank Pembangunan Daerah Sumsel Babel		
Sub Total		
Performance Bond Related Parties (Note 45)		
Third Parties:		
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk		
PT Bank Mega Tbk		
Sub Total		
Maintenance Bond Related Parties (Note 45)		
Toll Collection Escrow Account Related Parties (Note 45)		
Third Parties:		
PT Bank Central Asia Tbk		
PT Bank DKI		
Sub Total		
Total Non-Current		
Total		

Rekening Sekuritisasi Pendapatan Tol Jagorawi merupakan dana pendapatan tol Jagorawi yang akan diserahkan kepada pemegang KIK EBA (Catatan 21). Pada tanggal 31 Desember 2021, dana ini ditempatkan dalam bentuk deposito berjangka dan rekening giro pada PT Bank Rakyat Indonesia (Persero) Tbk.

Jagorawi Toll Revenues Securitization Account represents Jagorawi's toll revenues which will be transferred to KIK EBA holders (Note 21). On December 31, 2021, this fund is placed in form of time deposit and current bank account in PT Bank Rakyat Indonesia (Persero) Tbk.

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9. DANA DIBATASI PENGGUNAANNYA (lanjutan)

Pada tahun 2021, tingkat suku bunga tahunan dana dibatasi penggunaannya dalam bentuk deposito berjangka berkisar antara 2,10% sampai dengan 3,81% (2020: 3,5% - 5,5%)

9. RESTRICTED FUNDS (continued)

In 2021, restricted funds in form of time deposits earned interest at annual rates ranging from 2.10% to 3.81% (2020: 3.5% - 5.5%).

10. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA - NETO

Rincian investasi pada entitas asosiasi dan ventura bersama adalah sebagai berikut:

10. INVESTMENT IN ASSOCIATES AND JOINT VENTURE - NET

The details of the investments in associates and joint venture are as follows:

		31 Desember 2021/ December 31, 2021 Perubahan Selama Tahun Berjalan/ Changes in Current Year								
Perusahaan Asosiasi dan Ventura Bersama/ Associated Company and Joint Venture	Status	Persentase Kepemilikan/ Percentage Ownership	Nilai Tertcat Periyataan Awal Tahun/ Carrying Value at Beginning of Year	Penambahan (Pengurangan) Periyataan/ Additions (Deduction) of Investment	Bagian Laba (Rugi) Bersih/ Portion in Net Profit (Loss)	Penerimaan Dividen/ Dividend Received	Bagian Penghasilan Komprehensif Lain/ Portion in Net Other Comprehensive Income	Selisi Transaksi dengan Entitas Non Pengendali/ Difference from Non-controlling Interest transaction	Labas yang belum Direalisasi Atas Transaksi dengan Investor/ Unrealized Gain from Transaction with Investor	Nilai Tertcat Periyataan Akhir Tahun/ Carrying Value at End of Year
Perusahaan The Company										
PT.Jasamarga Semarang Batang (JSB)	Operasi / Operate	44,18	1.636.098	37.680	(78.633)	-	-	(988)	-	1.594.157
PT.Jasamarga Solo Ngawi (JSN)	Operasi / Operate	42,62	1.374.346	-	(93.277)	-	-	-	-	1.281.069
PT.Jasamarga Ngawi Kertosono Kediri (JNK)	Operasi / Operate	45	554.840	-	(2.638)	-	-	-	-	552.202
PT.Jasamarga Pandan Tol (JPT)	Operasi / Operate	40	403.937	-	1.876	-	49	-	-	405.862
PT Trans Marga Jateng (TMJ)	Operasi / Operate	50,91	354.461	-	51.090	-	(143)	-	-	405.408
PT Trans Lingkar Kila Jaya (TLKJ)	Operasi / Operate	21,24	143.384	-	(6.313)	-	-	-	-	137.071
PT Huma Marga Waskita (HAMAWAS)	Konstruksi / Construction	2,96	77.956	(78.853)	897	-	-	-	-	-
PT Imawa Trimita (IT)	Operasi / Operate	25	11.266	-	1.774	(1.826)	(12)	-	-	11.202
PT Marga Lingkar Jakarta (MLJ)	Operasi / Operate	51	-	912.300	4.317	-	127	-	-	916.744
PT Cita Bhakti Margatama Persada (CBMP)	Pengakhiran PKP / Termination of Concession	34,83	56.787	-	-	-	-	-	-	56.787
PT Cita Ganesh Marga Nusantara (CGMN)	Pengakhiran PKP / Termination of Concession	30	16.914	-	-	-	-	-	-	16.914
PT Bukaka Marga Utama (BMU)	Pengakhiran PKP / Termination of Concession	20	9.436	-	-	-	-	-	-	9.436
PT Jogjolo Marga Makmur (JMM)	Konstruksi / Construction	25	24.205	-	(5.302)	-	-	-	-	18.903
PT.Jasamarga Pandan Malang (JPM)	Operasi / Operate	51	-	1.219.460	(370)	-	-	-	(15.244)	1.203.946
Penyerahan tidak langsung melalui JMRB / Indirect investment through JMRB										
PT PP Sinegi Bangarajma (PPSB)	Operasi / Operate	20	9.862	-	(282)	-	-	-	-	9.580
			<u>4.674.092</u>	<u>2.090.587</u>	<u>(126.861)</u>	<u>(1.826)</u>	<u>21</u>	<u>(988)</u>	<u>(15.244)</u>	<u>6.619.781</u>
Dikurangi/ Deducted										
Penurunan Nilai Penyerahan pada CBMP / Impairment of Investment in CBMP										
			(56.787)	-	-	-	-	-	-	(56.787)
Penurunan Nilai Penyerahan pada CGMN / Impairment of Investment in CGMN										
			(16.914)	-	-	-	-	-	-	(16.914)
Penurunan Nilai Penyerahan pada BMU / Impairment of Investment in BMU										
			(9.436)	-	-	-	-	-	-	(9.436)
			<u>(83.137)</u>							<u>(83.137)</u>
Total			<u>4.590.955</u>							<u>6.536.644</u>

		31 Desember 2020/ December 31, 2020 Perubahan Selama Tahun Berjalan/ Changes in Current Year								
Perusahaan Asosiasi dan Ventura Bersama/ Associated Company and Joint Venture	Status	Persentase Kepemilikan/ Percentage Ownership	Nilai Tertcat Periyataan Awal Tahun/ Carrying Value at Beginning of Year	Penambahan (Pengurangan) Periyataan/ Additions (Deduction) of Investment	Bagian Laba (Rugi) Bersih/ Portion in Net Profit (Loss)	Penerimaan Dividen/ Dividend Received	Bagian Penghasilan Komprehensif Lain/ Portion in Net Other Comprehensive Income	Selisi Transaksi dengan Entitas Non Pengendali/ Difference from Non-controlling Capital contributing	Labas yang belum Direalisasi Atas Transaksi dengan Investor/ Unrealized Gain from Transaction with Investor	Nilai Tertcat Periyataan Akhir Tahun/ Carrying Value at End of Year
Perusahaan The Company										
PT.Jasamarga Semarang Batang (JSB)	Operasi / Operate	43,77	1.645.730	20.966	(27.530)	-	(2)	(3.066)	-	1.636.098
PT.Jasamarga Solo Ngawi (JSN)	Operasi / Operate	42,62	1.154.976	292.243	(61.555)	-	-	(6.688)	(1.650)	1.374.346
PT.Jasamarga Ngawi Kertosono Kediri (JNK)	Operasi / Operate	45	607.986	-	(49.867)	-	(3)	-	(3.276)	554.840
PT.Jasamarga Pandan Tol (JPT)	Operasi / Operate	40	403.389	-	835	-	(54)	-	(233)	403.937
PT Trans Marga Jateng (TMJ)	Operasi / Operate	50,91	346.529	-	8.655	-	(160)	-	(563)	354.461
PT Trans Lingkar Kila Jaya (TLKJ)	Konstruksi / Construction	21,24	152.766	-	(8.782)	-	-	-	-	143.984
PT Huma Marga Waskita (HAMAWAS)	Operasi / Operate	30	60.810	-	17.146	-	-	-	-	77.956
PT Imawa Trimita (IT)	Operasi / Operate	25	11.559	-	1.583	(1.876)	-	-	-	11.266
PT Cita Bhakti Margatama Persada (CBMP)	Pengakhiran PKP / Termination of Concession	34,83	56.787	-	-	-	-	-	-	56.787
PT Cita Ganesh Marga Nusantara (CGMN)	Pengakhiran PKP / Termination of Concession	30	16.914	-	-	-	-	-	-	16.914
PT Bukaka Marga Utama (BMU)	Pengakhiran PKP / Termination of Concession	20	9.436	-	-	-	-	-	-	9.436
PT Jogjolo Marga Makmur (JMM)	Konstruksi / Construction	25	-	25.000	(795)	-	-	-	-	24.205
Penyerahan tidak langsung melalui JMRB / Indirect investment through JMRB										
PT PP Sinegi Bangarajma (PPSB)	Operasi / Operate	20	11.144	-	(1.282)	-	-	-	-	9.862
			<u>4.478.026</u>	<u>338.209</u>	<u>(121.592)</u>	<u>(1.876)</u>	<u>(219)</u>	<u>(6.688)</u>	<u>(8.788)</u>	<u>4.674.092</u>
Dikurangi/ Deducted										
Penurunan Nilai Penyerahan pada CBMP / Impairment of Investment in CBMP										
			(56.787)	-	-	-	-	-	-	(56.787)
Penurunan Nilai Penyerahan pada CGMN / Impairment of Investment in CGMN										
			(16.914)	-	-	-	-	-	-	(16.914)
Penurunan Nilai Penyerahan pada BMU / Impairment of Investment in BMU										
			(9.436)	-	-	-	-	-	-	(9.436)
			<u>(83.137)</u>							<u>(83.137)</u>
Total			<u>4.394.889</u>							<u>4.590.955</u>

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**10. INVESTASI PADA ENTITAS ASOSIASI DAN
VENTURA BERSAMA - NETO (lanjutan)**

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

Informasi tambahan pada tanggal
31 Desember 2021 dan 31 Desember 2020
sehubungan dengan investasi pada entitas
asosiasi dan ventura bersama adalah sebagai
berikut:

Additional information as of December 31, 2021 and
December 31, 2020 related to investment in
associates and joint venture are as follows:

Perusahaan Asosiasi dan Ventura Bersama/ Associated Company and Joint Ventures	Total Aset/ Total Asset	Total Liabilitas/ Total Liabilities	Total Pendapatan/ Total Revenues	Labanya (Rugi) Neto/ Net Income (Loss)
2021				
PT Jasamarga Semarang Batang (JSB)	12.818.721	9.188.829	1.109.787	(179.960)
PT Jasamarga Solo Ngawi (JSN)	10.830.055	7.820.916	820.269	(218.636)
PT Trans Marga Jateng (TMJ)	6.125.707	5.290.452	700.992	99.072
PT Jasamarga Pandaan Malang (JPM)	5.118.291	3.979.853	249.379	(264.976)
PT Jasamarga Ngawi Kertosono Kediri (JNK)	4.785.145	3.484.760	506.732	(6.636)
PT Trans Lingkar Kita Jaya (TLKJ)	2.483.540	2.084.001	147.571	(28.247)
PT Marga Lingkar Jakarta (MLJ)	1.974.658	1.369.854	268.920	17.531
PT Jogjasolo Marga Makmur (JMM)	1.673.435	1.597.822	1.630.022	(20.762)
PT Jasamarga Pandaan Tol (JPT)	1.462.046	899.208	142.827	4.886
PT PP Sinergi Banjartama (PPSB)	161.206	113.684	12.170	(1.574)
PT Ismawa Trimitra (IT)	62.000	18.312	24.011	7.123
2020				
PT Jasamarga Semarang Batang (JSB)	12.953.854	9.191.103	1.259.613	(62.897)
PT Jasamarga Solo Ngawi (JSN)	10.776.094	7.548.319	817.012	(145.922)
PT Trans Marga Jateng (TMJ)	6.115.157	5.378.694	555.858	17.000
PT Jasamarga Ngawi Kertosono Kediri (JNK)	4.995.296	3.688.273	409.352	(110.739)
PT Trans Lingkar Kita Jaya (TLKJ)	2.336.316	1.907.576	130.357	(36.711)
PT Hutama Marga Waskita (HAMAWAS)	6.237.431	4.884.236	3.052.056	45.599
PT Ismawa Trimitra (IT)	63.788	19.479	23.836	7.330
PT Jasamarga Pandaan Tol (JPT)	1.432.963	875.134	126.899	2.089
PT Jogjasolo Marga Makmur (JMM)	98.057	1.236	-	(3.179)
PT PP Sinergi Banjartama (PPSB)	155.521	106.221	6.429	6.418

PT Ismawa Trimitra (IT)

IT didirikan berdasarkan Akta Notaris No. 69 tanggal 14 Juni 1995 dibuat oleh Imas Fatimah, S.H., dalam rangka pengusahaan jasa sewa ruang perkantoran. Anggaran dasar IT telah beberapa kali diubah, dengan perubahan terakhir berdasarkan Akta Notaris No. 3 tanggal 16 Oktober 2015 dari Vidhya Shah, S.H., Akta Perubahan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-AH.01.03-0977531 tanggal 4 November 2015.

Pada tahun 2020 dan 2021 Perusahaan menerima dividen dari IT sebesar masing-masing Rp1.876 dan Rp1.826.

Pada tanggal 31 Desember 2021, Perusahaan memiliki 6.250.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp6.250 yang merupakan 25% dari total kepemilikan.

PT Ismawa Trimitra (IT)

IT was established based on Notarial Deed No. 69 dated June 14, 1995 of Imas Fatimah, S.H., aimed to develop services in office spaces for rental. IT's articles of association had been amended several times, with the latest of which was based on Notarial Deed No. 3 dated October 16, 2015 of Vidhya Shah, S.H., The Deed of Amendment was authorized by The Ministry of Law and Human Rights in its Decision Letter No. AHU-AH.01.03-0977531 dated November 4, 2015.

In 2020 and 2021, the Company received dividends from IT of Rp1,876 and Rp1,826 respectively.

As of December 31, 2021, the Company owns 6,250,000 shares at par value of Rp1,000 (full Rupiah) per share or equivalent to Rp6,250 which represent 25% of the total ownership.

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**10. INVESTASI PADA ENTITAS ASOSIASI DAN
VENTURA BERSAMA - NETO (lanjutan)**

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Trans Lingkar Kita Jaya (TLKJ)

PT Trans Lingkar Kita Jaya (TLKJ)

TLKJ didirikan berdasarkan Akta Notaris No. 18 tanggal 19 Januari 2006, Agus Madjid, S.H., dalam rangka perusahaan ruas tol Cinere-Jagorawi. Akta Pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. C-03269.HT.01.01 tanggal 7 Februari 2006.

TLKJ was established based on Notarial Deed No. 18 dated January 19, 2006, Agus Madjid, S.H., aimed to develop Cinere-Jagorawi toll road. The Deed of Establishment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia through Decision Letter No. C-03269.HT.01.01 dated February 7, 2006.

Anggaran Dasar TLKJ telah beberapa kali diubah dengan perubahan terakhir berdasarkan Akta Notaris No. 76 tanggal 29 November 2012, Nanette Cahyanie Handari Adi Warsito, S.H., Akta Perubahan disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.10-42622 tanggal 30 November 2012. TLKJ berdomisili di Jakarta.

TLKJ's Articles of Association had been amended several times, with the latest of which was based on Notarial Deed No. 76 dated November 29, 2012 of Nanette Cahyanie Handari Adi Warsito, S.H., The Deed of Amendment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.10-42622 dated November 30, 2012. TLKJ is domiciled in Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki 131.688 saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp131.688, yang merupakan 21,24% dari total kepemilikan.

As of December 31, 2021, the Company owned 131,688 shares at par value of Rp1,000,000 (full Rupiah) per share or equivalent to Rp131,688, which represent 21.24% of the total ownership.

PT Hutama Marga Waskita (HAMAWAS)

PT Hutama Marga Waskita (HAMAWAS)

HAMAWAS didirikan berdasarkan Akta Notaris No. 24 tanggal 20 Februari 2017, Ni Nyoman Rai Sumawati, S.H., M.Kn., dalam rangka perusahaan ruas tol Kuala Tanjung - Tebing Tinggi - Parapat. Akta Pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0008223.AH.01.01.TAHUN 2017 tanggal 21 Februari 2017.

HAMAWAS was established based on the Notarial Deed No. 24 dated February 20, 2017, Ni Nyoman Rai Sumawati, S.H., M.Kn., in the framework of exploiting the Kuala Tanjung - Tebing Tinggi - Parapat toll road. The Deed of Establishment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-0008223.AH.01.01.TAHUN 2017 dated February 21, 2017.

Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham HAMAWAS No. 7 tanggal 11 Oktober 2021, oleh Notaris Ni Nyoman Rai Sumawati, S.H., M.Kn, para pemegang saham menyetujui peningkatan modal dasar HAMAWAS. Perusahaan tidak menambah modal sehingga presentase kepemilikan Perusahaan terhadap HAMAWAS terdilusi dari 30% menjadi 2,96%. Akibat dari penurunan kepemilikan, Perusahaan mereklasifikasikan investasi pada HAMAWAS sebagai aset keuangan.

Based on the Deed of Shareholders resolution in lieu of General Meeting of HAMAWAS's Shareholder No. 7 dated October 11, 2021, by Notary Ni Nyoman Rai Sumawati, S.H., M.Kn., the shareholders agreed to increase the authorized capital of HAMAWAS. The Company did not increase its investment so that the Company's ownership in HAMAWAS was diluted from 30% to 2,96%. As a result of the decrease in ownership, the Company reclassified its investment in HAMAWAS as a financial asset.

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**10. INVESTASI PADA ENTITAS ASOSIASI DAN
VENTURA BERSAMA - NETO (lanjutan)**

PT Trans Marga Jateng (TMJ)

PT Trans Marga Jateng (TMJ) didirikan pada tanggal 7 Juli 2007 untuk menyelenggarakan Jalan Tol Semarang-Solo berdasarkan Akta Notaris No. 27 tanggal 7 Juli 2007 yang dibuat dihadapan Notaris Prof. Dr. Liliana Tedjosaputro, S.H., M.H., notaris di Jakarta. Anggaran Dasar telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia No. C-03976.HT.01.01-TH.2007 tanggal 22 November 2007 dan diumumkan dalam Lembaran Berita Negara Republik Indonesia No. 914 Tambahan Berita Negara No. 8 tanggal 25 Januari 2008 dimana terakhir kali diubah dengan Akta Pernyataan Keputusan Pemegang Saham No. 28 tanggal 30 Desember 2019.

Pada tanggal 17 Mei 2017, Perusahaan melakukan penjualan saham di TMJ sebanyak 15% dari seluruh Modal Ditempatkan dan Disetor TMJ berdasarkan Akta No. 20 tanggal 17 Mei 2017 yang dibuat dihadapan Notaris Ni Nyoman Rai Sumawati, S.H., M.Kn., yang merubah kepemilikan saham Perusahaan di TMJ menjadi sebesar 58,91% pada tanggal tersebut.

Berdasarkan Akta Notaris Leolin Jayayanti, S.H., No. 71 tanggal 17 Mei 2017 mengenai Perubahan dan Pernyataan Kembali Perjanjian usaha Patungan, para pemegang saham PT Trans Marga Jateng (TMJ) telah sepakat bahwa pengendalian TMJ dilakukan secara bersama oleh Perusahaan dan PT Astratel Nusantara. Hal ini mengakibatkan sejak tanggal 17 Mei 2017, Perusahaan tidak melakukan konsolidasi atas laporan keuangan TMJ.

Berdasarkan Akta No. 280 Notaris Jimmy Tanal, S.H., M.Kn., tanggal 30 Desember 2019, Perusahaan melakukan penjualan saham kepada PT Trans Optima Luhur sebanyak 18.990.410 lembar saham atau setara dengan Rp189.990 dengan harga jual sebesar Rp427.284. Dengan demikian, kepemilikan Perusahaan pada TMJ turun menjadi sebesar 50,91%. Perusahaan mencatat laba penjualan saham sebesar Rp371.184.

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Trans Marga Jateng (TMJ)

PT Trans Marga Jateng (TMJ) was established on July 7, 2007 to operate the Semarang-Solo Toll Road based on Notarial Deed No. 27 dated July 7, 2007 made before the Notary Prof. Dr. Liliana Tedjosaputro, S.H., M.H., notary in Jakarta. The Articles of Association have been approved by the Minister of Law and Human Rights No. C-03976.HT.01.01-TH.2007 dated November 22, 2007 and announced in the State Gazette of the Republic of Indonesia No. 914 Supplement State Gazette No. 8 dated January 25, 2008 which was last amended by Deed of Shareholders Decree No. 28 dated December 30, 2019.

On May 17, 2017, the Company sold shares in TMJ as much as 15% of the total Issued and Paid Up Capital of TMJ based on Deed No. 20 dated May 17, 2017 made before Notary Ni Nyoman Rai Sumawati, S.H., M.Kn., which changed the Company's share ownership in TMJ became 58.91% as that date.

Based on the Notarial Deed of Leolin Jayayanti, S.H., No. 71 dated May 17, 2017 concerning Amendments and Restatement Joint Venture Agreement, PT Trans Marga Jateng (TMJ) shareholders have agreed that TMJ's control is carried out jointly by the Company and PT Astratel Nusantara. This has resulted since May 17, 2017, the Company has not consolidated the TMJ's financial statements.

Based on Notarial Deed No. 280 of Notary Jimmy Tanal, S.H., M.Kn., dated December 30, 2019, the Company sold 18,990,410 shares or equivalent to Rp189,990 to PT Trans Optima Luhur with sales price of Rp427,284. Therefore, the Company's ownership in TMJ was decrease to 50.91%. The Company recorded gain on divestment amounted to Rp371,184.

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VENTURA BERSAMA - NETO (lanjutan)**

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Jasamarga Solo Ngawi (JSN)

PT Jasamarga Solo Ngawi (JSN)

PT Jasamarga Solo Ngawi didirikan di Indonesia berdasarkan Akta Notaris Sugito Tedjamulja, S.H., No. 59 tanggal 24 Maret 2009. Akta Pendirian ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan-No.AHU-17204.AH.01.01 Tahun 2009, yang kemudian dilakukan pengambilalihan dan pengalihan saham berdasarkan Akta Notaris Fathiah Helmi, S.H., No. 36 tanggal 10 Juni 2015. Perubahan tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-AH.01.03-0947005 (Perubahan Perseroan) dan No. AHU-AH.01.03-0947006 (Perubahan Direksi dan Komisaris Perseroan) tanggal 30 Juni 2015.

PT Jasamarga Solo Ngawi was established in Indonesia based on Notarial Deed Sugito Tedjamulja, S.H., No. 59 dated March 24, 2009. The Deed of Establishment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia based on decision letter No. AHU-17204.AH.01.01 Tahun 2009, which was subsequently taken over and transferred shares based on Notarial Deed Fathiah Helmi, S.H., No. 36 dated June 10, 2015. Such changes have been authorized by the Minister of Law and Human Rights of the Republic of Indonesia through decision letter No. AHU-AH.01.03-0947005 (Amendment to the Company) and No. AHU-AH.01.03-0947006 (Amendment to Directors and Commissioner of the Company) dated June 30, 2015.

Berdasarkan Akta Notaris Windalina, S.H., No. 7 tanggal 9 Desember 2016 yang telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-AH.01.03-0107361 (Perubahan Anggaran Dasar Perseroan) maka tempat kedudukan atau domisili yang sebelumnya berkedudukan dan berkantor pusat di Kotamadya Jakarta Selatan berubah menjadi di Kotamadya Surakarta. Berdasarkan Akta Notaris No. 5 tanggal 19 Januari 2018 dibuat di hadapan Ati Mulyati, Sarjana Hukum, Notaris di Jakarta yang telah memperoleh persetujuan berdasarkan keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-0001381.AH.01.02.TAHUN 2018 tanggal 22 Januari 2018 nama JSN mengalami perubahan dari yang semula bernama PT Solo Ngawi Jaya menjadi PT Jasamarga Solo Ngawi (JSN). Sesuai dengan anggaran dasar, JSN beroperasi dalam konsesi untuk proyek jalan tol Solo-Ngawi.

Based on the Notarial Deed Windalina, S.H., No. 7 dated December 9, 2016 which has been authorized by the Minister of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-AH.01.03-0107361 (Amendment to the Articles of Association of the Company) then the domicile or domicile previously domiciled and headquartered in South Jakarta Municipality change into Surakarta Municipality. Based on Notarial Deed No. 5 dated January 19, 2018, of Notary Ati Mulyati, Bachelor of Law, Notary in Jakarta which has obtained approval based on the decision of the Minister of Law and Human Rights No. AHU-0001381.AH.01.02.TAHUN 2018 dated January 22, 2018 the name of JSN has changed from what was originally called PT Solo Ngawi Jaya to PT Jasamarga Solo Ngawi (JSN). In accordance with the articles of association, JSN operates in concessions for the Solo-Ngawi toll road project.

Perusahaan memiliki kepemilikan saham sebanyak 36.471.231 lembar saham atau setara Rp802.367 yang merupakan 60% dari total kepemilikan.

The Company has 36,471,231 shares, equivalent to Rp802,367, which constitutes 60% of the total ownership.

Perusahaan melakukan divestasi kepemilikan saham pada JSN sebesar 20% sesuai Akta pemindahan saham No. 5 tanggal 5 Juli 2018 kepada PT Lintas Marga Jawa (LMJ) sebanyak 12.157.077 saham atau setara Rp267.456 dengan harga penjualan sebesar Rp492.000 berdasarkan addendum Akta Perjanjian Pemegang Saham No. 8 tanggal 5 Juli 2018 kepemilikan Perusahaan pada JSN turun menjadi 40%.

The Company divested 20% of share ownership in JSN in accordance with the Deed of Share Transfer No. 5 dated July 5, 2018 to PT Lintas Marga Jawa (LMJ) totaling 12,157,077 shares or equivalent to Rp267,456 at a sales price of Rp492,000 based on the addendum to the Deed of Shareholders Agreement No. 8 dated on July 5, 2018 the Company's ownership in JSN dropped to 40%.

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VENTURA BERSAMA - NETO (lanjutan)**

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Jasamarga Solo Ngawi (JSN) (lanjutan)

PT Jasamarga Solo Ngawi (JSN) (continued)

Atas perubahan kepemilikan saham tersebut Perusahaan sudah tidak lagi memiliki pengendalian terhadap JSN dan investasi Perusahaan di JSN dicatat sebagai ventura bersama.

Due to the change in share ownership, the Company no longer has control over the JSN and the Company's investment in JSN is treated as joint venture.

Sesuai akta Notaris Windalina, S.H., No. 6 tanggal 11 April 2019 Perusahaan menyetujui untuk meningkatkan modal ditempatkan dan disetor sebesar Rp454.520 sehingga modal ditempatkan dan disetor pada tanggal 31 Desember 2019 adalah sebesar Rp1.292.543. Kepemilikan Perusahaan pada JSN tidak mengalami perubahan yaitu 40%.

Accordance with Notarial Deed of Windalina, S.H., No. 6 April 11, 2019 The Company agreed to increase total issued and paid up share capital totaling to Rp454,520 and as of December 31, 2019 total issued and paid up share capital totaling Rp1,292,543. The Company's ownership in JSN has not changed, which is 40% of total ownership.

Pada tanggal 6 Februari 2020, sesuai akta Notaris Windalina, S.H., No. 1 tanggal 6 Februari 2020, Perusahaan menyetujui untuk meningkatkan modal ditempatkan dan disetor sebesar Rp292.243 sehingga modal ditempatkan dan disetor per 31 Desember 2021 adalah sebesar Rp1.584.787. Kepemilikan Perusahaan pada JSN meningkat menjadi 42,62%.

On February 6, 2020, in accordance with Notarial Deed of Windalina, S.H., No. 1 February 6, 2020, The Company agreed to increase total issued and paid up share capital totaling to Rp292,243 and as of December 31, 2021 total issued and paid up share capital totaling Rp1,584,787. The Company's ownership in JSN increased to 42.62%.

PT Jasamarga Ngawi Kertosono Kediri (JNK)

PT Jasamarga Ngawi Kertosono Kediri (JNK)

PT Jasamarga Ngawi Kertosono didirikan di Indonesia berdasarkan Akta Notaris Sugito Tedjamulja, S.H., No. 60, tanggal 24 Maret 2009. Akta Pendirian ini telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. AHU-17226.AH.01.01.TH.2009 tanggal 30 April 2009 yang kemudian dilakukan pengambilalihan dan pengalihan saham berdasarkan Akta Notaris Fathiah Helmi, S.H., No. 35, tanggal 10 Juni 2015, dan terakhir kali diubah dengan Akta No. 198 tanggal 26 Desember 2018, Sakti Lo, Sarjana Hukum di Jakarta, yang telah diterima dan dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia sesuai suratnya No. AHU-0032596.AH.01.02. tanggal 27 Desember 2018.

PT Jasamarga Ngawi Kertosono was established in Indonesia based on Notarial Deed Sugito Tedjamulja, S.H., No. 60, dated March 24, 2009. The Deed of Establishment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia based on Decision Letter No. AHU-17226.AH.01.01.TH.2009 dated April 30, 2009 which was subsequently taken over and transferred shares based on the Notarial Deed Fathiah Helmi, S.H., No. 35, dated on June 10, 2015, and was last amended by Deed No. 198 dated December 26, 2018, Sakti Lo, Bachelor of Law in Jakarta, which has been received and recorded in the Legal Entity Administration System of the Republic of Indonesia Law and Human Rights Indonesia according to its letter No. AHU-0032596.AH.01.02. dated December 27, 2018.

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VENTURA BERSAMA - NETO (lanjutan)**

**PT Jasamarga Ngawi Kertosono Kediri (JNK)
(lanjutan)**

Sesuai dengan Anggaran Dasar JNK Pasal 3, yang telah diubah beberapa kali, terakhir dengan Akta Notaris No. 1 Aliah, S.H., tanggal 3 Januari 2017, tujuan utama didirikannya JNK adalah bergerak dalam bidang perusahaan jalan tol Ngawi - Kertosono, yang meliputi pendanaan, perencanaan teknik, pelaksanaan konstruksi, pengoperasian, dan pemeliharaan jalan tol, serta usaha-usaha lainnya sesuai dengan ketentuan-ketentuan dan peraturan perundang-undangan yang berlaku. Perubahan Anggaran Dasar JNK yang terakhir kali telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH-01.03-0010480 tanggal 12 Januari 2017.

Perusahaan memiliki kepemilikan saham sebanyak 26.592.630 lembar saham atau setara Rp585.038 yang merupakan 60% dari total kepemilikan di JNK.

Perusahaan melakukan divestasi kepemilikan saham pada JNK sebesar 20% sesuai Akta Pemindahan saham No. 5 tanggal 5 Juli 2018 kepada PT Lintas Marga Jawa (LMJ) sebanyak 8.864.210 saham atau setara Rp195.013 dengan harga penjualan sebesar Rp360.000 sehingga berdasarkan addendum Akta Perjanjian Pemegang Saham No. 7 tanggal 5 Juli 2018 kepemilikan Perusahaan pada JNK turun menjadi 40%. Atas perubahan kepemilikan tersebut Perusahaan sudah tidak lagi memiliki pengendalian terhadap JNK dan beralih menjadi ventura bersama.

Sesuai dengan Akta Perubahan Anggaran Dasar JNK No. 139 tanggal 23 Desember 2019 yang dibuat dihadapan Notaris Ashoya Ratam, S.H., M.Kn., perihal perubahan struktur permodalan Pemegang Saham JNK yang mana JNK telah melakukan konversi atas *Mandatory Convertible Loan* milik Perusahaan sebesar Rp251.222, sebagai bentuk penyertaan modal di JNK. Sehingga per 31 Desember 2021, Perusahaan memiliki kepemilikan saham sebanyak 34.070.766 lembar saham atau setara Rp749.557 yang merupakan 45% dari jumlah seluruh saham yang telah ditempatkan dan disetor di JNK.

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

**PT Jasamarga Ngawi Kertosono Kediri (JNK)
(continued)**

In accordance with JNK Articles of Association Article 3, which has been amended several times, most recently with Notarial Deed No. 1 of Aliah, S.H., January 3, 2017, the main purpose of the establishment of JNK is to engage in the operation of the Ngawi - Kertosono toll road, which includes funding, technical planning, construction, operation, and maintenance of toll roads, as well as other businesses in accordance with applicable laws and regulations. The latest amendment to the Articles of Association of JNK which was authorized by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH-01.03-0010480 dated January 12, 2017.

The Company has 26,592,630 shares or equivalent to Rp585,038, which constitutes 60% of the total ownership in JNK.

The Company divested 20% of the share ownership in JNK in accordance with the Deed of Transfer No. 5 dated on July 5, 2018 to PT Lintas Marga Jawa (LMJ) 8,864,210 shares or equivalent to Rp195,013 at a selling price of Rp360,000 so that based on the addendum to the Deed of Shareholder Agreement No. 7 dated on July 5, 2018, the Company's ownership in JNK decreased to 40%. Due to the change in ownership, the Company no longer has control over JNK and it becomes a joint venture.

In accordance with the Amendment Deed of the JNK Articles of Association No. 139 dated December 23, 2019 made before the Notary Ashoya Ratam, S.H., M.Kn., Bachelor of Law, Master of Notary, regarding the change in Shareholder capital structure of JNK which JNK has converted the Mandatory Convertible Loan owned by the Company amounted to Rp251,222, as capital investment in JNK. Therefore, as of December 31, 2021, the Company has 34,070,766 shares or equivalent to Rp749,557 which represent 45% of the total issued and paid up share capital in JNK.

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VENTURA BERSAMA - NETO (lanjutan)**

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Jasamarga Semarang Batang (JSB)

PT Jasamarga Semarang Batang (JSB)

PT Jasamarga Semarang Batang (JSB) didirikan pada tanggal 21 April 2016 berdasarkan Akta Notaris No. 128 dibuat dihadapan Haji Rizul Sudarmadi, S.H., M.Kn., di Jakarta. Anggaran dasar JSB telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, melalui surat Keputusan tertanggal 21 April 2016 No. AHU-0020465.AH.01.01 tahun 2016 dimana terakhir kali diubah sesuai dengan Akta tersebut.

PT Jasamarga Semarang Batang (JSB) was established on April 21, 2016 based on Notarial Deed No. 128 made before Haji Rizul Sudarmadi, S.H., M.Kn., in Jakarta. The Articles of Association of JSB have been authorized by the Minister of Law and Human Rights of the Republic of Indonesia, through in the Decision Letter dated April 21, 2016 No. AHU-0020465.AH.01.01 of 2016 which was last changed based on the Deed.

Maksud dan tujuan JSB adalah berusaha dalam bidang jasa yang berupa pengusahaan jalan tol Batang - Semarang, meliputi pendanaan, perencanaan teknik, pelaksanaan konstruksi, pengoperasian dan pemeliharaan jalan tol, serta usaha-usaha lainnya sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku.

The purpose and objective of JSB is to engage in services in the form of concession of the Batang - Semarang toll road, including funding, technical planning, construction, operation and maintenance of toll roads, as well as other businesses in accordance with the applicable laws and regulations.

Perusahaan memiliki kepemilikan saham sebanyak 80.175.000 lembar saham atau setara Rp80.175 yang setara dengan 60% dari total kepemilikan.

The Company has 80,175,000 shares or equivalent to Rp80,175 which constitutes 60% of the total ownership.

Perusahaan melakukan divestasi kepemilikan saham di JSB sebesar 20% sesuai Akta Pemindahan Saham No. 5 tanggal 5 Juli 2018 kepada PT Lintas Marga Jawa (LMJ) yaitu sebanyak 26.725.000 saham atau setara Rp26.725 dengan harga penjualan sebesar Rp60.820. Berdasarkan addendum Akta Perjanjian Pemegang Saham No. 9 tanggal 5 Juli 2018, kepemilikan Perusahaan pada JSB turun menjadi 40%. Atas perubahan kepemilikan saham tersebut Perusahaan sudah tidak lagi memiliki pengendalian terhadap JSB dan investasi Perusahaan di JSB dicatat sebagai ventura bersama.

The Company divested 20% of the share ownership in JSB in accordance with the Deed of Share Transfer No. 5 dated on July 5, 2018 to 26,725,000 shares of PT Lintas Marga Jawa (LMJ) or equivalent to Rp26,725 at a selling price of Rp60,820. Based on the addendum to the Deed of Shareholder Agreement No. 9 dated on July 5, 2018, the Company's ownership in JSB decreased to 40%. Due to the change in share ownership, the Company no longer has control over the JSB and the Company's investment in JSB is accepted for as joint venture.

Pada tanggal 19 Desember 2019, Perusahaan dan JSB telah menandatangani Perjanjian *Mandatory Convertible Loan*, dimana Perusahaan memberikan pinjaman dalam rangka membiayai kebutuhan investasi perusahaan Jalan Tol Batang-Semarang yang wajib dikonversi menjadi penyertaan modal di JSB. Pada tanggal 26 Desember 2019, JSB telah melakukan penarikan atas kedua pinjaman tersebut sebesar Rp462.000.

On December 19, 2019, the Company and JSB have signed Mandatory Convertible Loan Agreements, in which the Company provides loan to finance Investment of Toll road Concession for Batang-Semarang which required to be converted as capital investment in JSB. On December 26, 2019, JSB has withdrawn both of loans amounted to Rp462,000.

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VENTURA BERSAMA - NETO (lanjutan)**

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Jasamarga Semarang Batang (JSB) (lanjutan)

**PT Jasamarga Semarang Batang (JSB)
(continued)**

Pada tanggal 25 Februari 2020, Perusahaan telah meningkatkan modal ditempatkan dan disetor dengan menkonversikan *Mandatory Convertible Loan* sebesar Rp462.000 tercantum dalam akta Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham No. 94 tanggal 25 Februari 2020 yang telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0016597.AH.01.02.TAHUN 2020 tanggal 25 Februari 2020.

On February 25, 2020, the Company increased its issued and paid up capital by converting a *Mandatory Conversion Loan* of Rp462,000 was included in the deed of the Decision of Shareholders Outside the General Meeting of Shareholders No. 94 dated February 25, 2020 which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0016597.AH.01.02.TAHUN 2020 on February 25, 2020.

Pada tanggal 8 April 2020, sesuai akta Notaris Umi Chamidah, S.H., M.Kn., No. 58 tanggal 8 April 2020, Perusahaan menyetujui untuk meningkatkan modal ditempatkan dan disetor sebesar Rp20.966. Kepemilikan Perusahaan pada JSB meningkat menjadi 43,77%.

On April 8, 2020, in accordance with Notarial Deed of Umi Chamidah, S.H., M.Kn., No. 58 dated April 8, 2020, The Company agreed to increase total issued and paid up share capital totaling to Rp20,966. The Company's ownership in JSB increased to 43.77%.

Pada tanggal 29 Oktober 2021, sesuai akta Notaris Toni Lizardo, S.H., M.Kn., No. 4007 tanggal 29 Oktober 2021, Perusahaan menyetujui untuk meningkatkan modal ditempatkan dan disetor sebesar Rp37.680 sehingga modal ditempatkan dan disetor per 31 Desember 2021 adalah sebesar Rp1.846.112. Kepemilikan Perusahaan pada JSB meningkat menjadi 44,18%.

On October 29, 2021, in accordance with Notarial Deed of Toni Lizardo, S.H., M.Kn., No. 4007 dated October 29, 2021, the Company agreed to increase total issued and paid up share capital totaling to Rp37,680 and as of December 31, 2021 total issued and paid up share capital totaling Rp1,846,112. The Company's ownership in JSB increased to 44.18%.

PT Jasamarga Pandaan Tol (JPT)

PT Jasamarga Pandaan Tol (JPT)

PT Jasamarga Pandaan Tol (JPT) didirikan pada tanggal 25 September 1996 untuk membangun Jalan Tol Gempol - Pandaan dengan mendirikan PT Margabumi Adhikaraya berdasarkan Akta Notaris No. 142 tanggal 25 September 1996 bersama dengan PT Margabumi Matraya, PT Tirtobumi Adyatunggal dan PT Adhika Prakarsatama.

PT Jasamarga Pandaan Toll (JPT) was established on September 25, 1996 to build Gempol - Pandaan with Margabumi Adhikaraya established by Notarial Deed No. 142 dated September 25, 1996, together with PT Margabumi Matraya, PT Tirtobumi Adyatunggal and PT Adhika Prakarsatama.

Perusahaan melakukan pembelian saham PT Margabumi Matraya sebesar 9,01% melalui Akta Jual Beli No. 30 tanggal 17 Juni 2015. Atas transaksi ini, Perusahaan memiliki 88,86% dari total kepemilikan saham.

The Company purchased 9.01% shares of PT Margabumi Matraya through the Sale and Purchase Deed No. 30 dated June 17, 2015. Based on this transaction, the Company holds 88.86% of the total share ownership.

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VENTURA BERSAMA - NETO (lanjutan)**

PT Jasamarga Pandaan Tol (JPT) (lanjutan)

Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham JPT tanggal 26 November 2015, pemegang saham menyetujui peningkatan modal dasar JPT. Setelah penyetoran oleh Perusahaan, maka porsi saham Perusahaan di JPT meningkat menjadi sebesar 90,71%.

Perusahaan melakukan divestasi kepemilikan saham pada JPT berdasarkan Akta Notaris No. 46 tanggal 24 Mei 2019 kepada PT Trans Optima Luhur dengan mengambil bagian atas saham baru yang diterbitkan oleh JPT sehingga kepemilikan saham di JPT adalah 252.053.913 lembar saham atau setara dengan Rp252.054 yang mewakili 40% dari total seluruh saham yang berjumlah 630.134.783 lembar saham, atau setara Rp630.135. Atas perubahan kepemilikan tersebut Perusahaan sudah tidak lagi memiliki pengendalian terhadap JPT dan beralih menjadi ventura bersama.

PT Jogjasolo Marga Makmur (JMM)

JMM didirikan berdasarkan Akta Notaris No. 6 tanggal 9 September 2020 dari Notaris Ni Nyoman Rai Sumawati, S.H., M.Kn., yang disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0044988.AH.01.01.TAHUN 2020 tanggal 9 September 2020. Kegiatan utama JMM adalah pengusahaan ruas tol Solo-Yogyakarta-NYIA Kulon Progo. Komposisi pemegang saham JMM adalah PT Daya Mulia Turangga sebesar 40,8%, Perusahaan sebesar 25%, PT Adhi Karya (Persero) Tbk sebesar 24% dan Gama Group sebesar 10,2%.

Pada tanggal 31 Desember 2021, Perusahaan memiliki 100.000 lembar saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp25.000 yang merupakan 25% kepemilikan saham.

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Jasamarga Pandaan Tol (JPT) (continued)

Based on the Deed of Shareholders resolution in lieu of General Meeting of JPT's shareholders dated November 26, 2015, the shareholders agreed to increase the authorized capital of JPT. After the payment of shares by the Company, the portion of the Company's shares in JPT increased to 90.71%.

The Company divested shares in JPT based on Notarial Deed No. 46 dated May 24, 2019 to PT Trans Optima Luhur by taking part in new shares issued by JPT so that the share ownership JPT is 252,053,913 shares or equivalent to Rp252,054 which represents 40% of the total shares 630,134,783 or equivalent to Rp630,135. Due to the change in ownership, the Company no longer has control of JPT and it becomes a joint venture.

PT Jogjasolo Marga Makmur (JMM)

JMM was established based on the Notarial Deed No. 6 dated September 9, 2020 of Notary Ni Nyoman Rai Sumawati, S.H., M.Kn., which was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-0044988.AH.01.01.TAHUN 2020 dated September 9, 2020. JMM's main activities is concession of Solo-Yogyakarta-NYIA Kulon Progo toll road. The shareholders composition of JMM is PT Daya Mulia Turangga 40.8%, the Company 25%, PT Adhi Karya (Persero) Tbk 24% and Gama Group 10.2%.

As of December 31, 2021, the Company owned 100,000 shares with a nominal value of Rp1,000,000 (full Rupiah) per share or equivalent to Rp25,000, which represents 25% share ownership.

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**10. INVESTASI PADA ENTITAS ASOSIASI DAN
VENTURA BERSAMA - NETO (lanjutan)**

PT Citra Bhakti Margatama Persada (CBMP)

CBMP didirikan berdasarkan Akta Notaris No. 50, tanggal 11 Desember 1995, Siti Pertiwi Henny Singgih, S.H. Penyertaan pada CBMP dilakukan sehubungan dengan penyelenggaraan proyek jalan tol JORR Seksi E2 - E3 - N (Cikunir - Cakung - Cilincing - Tanjung Priok) untuk jangka waktu 33 tahun dan akan berakhir pada tahun 2028, Perusahaan memiliki 56.787.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp56.787 yang merupakan 34,83% dari total kepemilikan.

Pembangunan jalan tol oleh CBMP dibiayai dari fasilitas pinjaman sindikasi bank. Krisis ekonomi telah menyebabkan ketidakpastian terhadap kemampuan CBMP dalam menyelesaikan kewajibannya pada saat jatuh tempo dan dalam merealisasikan fasilitas pinjaman untuk pembiayaan jalan tol tahap konstruksi. Restrukturisasi yang dilakukan terhadap sebagian dari kreditur CBMP telah mengakibatkan penghentian pelaksanaan pembangunan jalan tol. Adanya surat Perusahaan kepada CBMP No. AA.02.1009 tanggal 25 Juli 2000 mengenai pengakhiran PKP No. 96 tanggal 16 Desember 1995 mengakibatkan penyertaan Perusahaan pada entitas asosiasi ini tidak memiliki nilai ekonomis, Perusahaan mengakui kerugian penurunan nilai penyertaan saham pada CBMP pada tahun 2000 sebesar Rp56.786.

PT Citra Ganesha Marga Nusantara (CGMN)

CGMN didirikan berdasarkan Akta Notaris No. 300, tanggal 22 Desember 1993, Siti Pertiwi Henny Singgih, S.H., juncto Akta No. 67 tanggal 7 Juli 1994 dari Notaris Sri Laksmi Damayanti, S.H. Penyertaan pada CGMN dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Cikampek - Padalarang. Perusahaan memiliki 5.310 saham dengan nilai nominal Rp1.841 (Rupiah penuh) per lembar saham atau setara dengan Rp9.775 yang merupakan 30% dari total kepemilikan.

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Citra Bhakti Margatama Persada (CBMP)

CBMP was established based on the Notarial Deed No. 50, dated December 11, 1995, Siti Pertiwi Henny Singgih, S.H. The investment in CBMP was made in relation to the construction and operation of JORR toll road Section E2 - E3 - N (Cikunir - Cakung - Cilincing - Tanjung Priok) for period of 33 years and will be ending in 2028. The Company owns 56,787,000 shares at par value of Rp1,000 (full Rupiah) per share or equivalent to Rp56,787 representing 34.83% of the total ownership.

Toll road construction by CBMP was financed by loan facilities from a syndicated bank loan. The economic crisis created an uncertainty about the ability of CBMP to settle its liabilities at the maturity date and in using its loan facilities to finance the toll road construction progress. A restructuring conducted by certain of CBMP's creditors resulted to the stoppage of toll road construction. The Company issued Letter No. AA.02.1009, dated July 25, 2000, to CBMP regarding the termination of the Concession Agreement No. 96, dated December 16, 1995. As a consequence of this termination, the Company's investment in the associate company has no economic value, The Company has recognized loss on impairment of the investment shares of CBMP in 2000 amounting to Rp56,786.

PT Citra Ganesha Marga Nusantara (CGMN)

CGMN was established based on the Notarial Deed No. 300, dated December 22, 1993, Siti Pertiwi Henny Singgih, S.H., in conjunction with the Deed No. 67 dated July 7, 1994 of Notary Sri Laksmi Damayanti, S.H. The investment in CGMN was made in relation to the construction and operation of the Cikampek - Padalarang toll road project. The Company owned 5,310 shares at par value of Rp1,841 (full Rupiah) per share or equivalent to Rp9,775 representing 30% of the total ownership.

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VENTURA BERSAMA - NETO (lanjutan)**

**PT Citra Ganesha Marga Nusantara (CGMN)
(lanjutan)**

Berdasarkan surat Menteri Pekerjaan Umum Republik Indonesia No. KU.201-Mn/68 tanggal 4 Maret 1996 dan surat Menteri Keuangan Republik Indonesia No. 1562/A/52/0496 tanggal 18 April 1996, Perusahaan memperoleh pengalihan *Intellectual Property Rights* (IPR) dalam bentuk disain proyek jalan tol Cikampek - Padalarang sebesar UK Poundsterling 4.700.000 (penuh) atau setara dengan Rp16.914 sebagai Tambahan Modal Disetor Pemerintah pada Perusahaan.

Selanjutnya, Perusahaan mengalihkan IPR tersebut kepada CGMN sebagai penyertaan saham Perusahaan di CGMN. Berdasarkan perjanjian usaha patungan antara Perusahaan dengan CGMN, IPR tersebut dinilai setara dengan US\$8.530. Berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa CGMN tanggal 10 Juli 1998 mengenai Peningkatan Modal Disetor, kepemilikan saham pada CGMN sejumlah 8.530 lembar saham dengan nilai nominal US\$8.530.000 (penuh) atau setara dengan Rp16.914.

Berdasarkan surat Perusahaan kepada CGMN No. AA.HK01.1273 tanggal 25 Juli 2001 mengenai pengakhiran PKP No. 297 sebagai tindak lanjut dari Surat Keputusan Menteri Pemukiman dan Prasarana Wilayah Republik Indonesia (Menkimpraswil) No. 417 tanggal 18 Juli 2001 mengenai pencabutan Keputusan Menteri Pekerjaan Umum Republik Indonesia No. 321/KPTS/1994, tanggal 24 Oktober 1994 mengenai Pemberian Izin Kerjasama Penyelenggaraan Jalan Tol Cikampek - Padalarang kepada Perusahaan dalam bentuk usaha patungan dengan CGMN mengakibatkan penyertaan Perusahaan pada entitas asosiasi ini tidak memiliki nilai ekonomis. Perusahaan mengakui kerugian penurunan nilai penyertaan saham pada CGMN sebagai beban tahun 2001 sebesar Rp16.914.

PT Bukaka Marga Utama (BMU)

BMU didirikan berdasarkan Akta Notaris No. 5 tanggal 17 Februari 1997, Sri Rahayu Sedyono, S.H. Penyertaan pada BMU dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Ciawi-Sukabumi. Perusahaan memiliki 4.000 lembar saham dengan nilai nominal Rp2.359.000 (Rupiah penuh) per lembar saham atau setara dengan Rp9.436 yang merupakan 20% dari total kepemilikan.

**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

**PT Citra Ganesha Marga Nusantara (CGMN)
(continued)**

Based on the Decree of the Minister of Public Works of the Republic of Indonesia No. KU.201-Mn/68 dated March 4, 1996 and the Letter of the Minister of Finance of the Republic of Indonesia No. 1562/A/52/0496 dated April 18, 1996, the Company obtained a transfer of "Intellectual Property Rights (IPR)" in the form of project design of Cikampek - Padalarang toll road amounting to Great Britain Poundsterling 4,700,000 (full) or equivalent to Rp16,914 as additional paid-in capital from the Government to the Company.

The Company then transferred the IPR to CGMN as an investment by the Company to CGMN. Based on the joint venture agreement between the Company and CGMN, the IPR was valued at US\$8,530. According to the decision during the Extraordinary General Meeting of Shareholders held by CGMN on July 10, 1998 regarding the increase in paid up capital, the Company owns 8,530 shares at par value of US\$8,530,000 (full) or equal to Rp16,914.

Based on the Company's Letter No. AA.HK01.1273 to CGMN regarding termination of the Concession Agreement No. 297 dated July 25, 2001 as a follow up from the Decree of the Minister of Settlement and Regional Infrastructure of the Republic of Indonesia No. 417 dated July 18, 2001 regarding cancellation of the Decree of the Minister of Public Works of the Republic of Indonesia No. 321/KPTS/1994 dated October 24, 1994 regarding the Granting of license to Concession Agreement to the Company to operate the Cikampek - Padalarang toll road in the form of a joint venture with CGMN. Due to such termination, the investment in CGMN has no economic value. The Company recognized loss on the impairment of this investment in shares of CGMN in 2001 amounting to Rp16,914.

PT Bukaka Marga Utama (BMU)

BMU was established based on Notarial Deed No. 5 dated February 17, 1997 Sri Rahayu Sedyono, S.H. The investment in BMU was made in relation to the construction and operation of the Ciawi-Sukabumi toll road project. The Company owns 4,000 shares at par value Rp2,359,000 (full Rupiah) per share or equivalent to Rp9,436 which represent 20% of the total ownership.

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**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Bukaka Marga Utama (BMU) (lanjutan)

PT Bukaka Marga Utama (BMU) (continued)

Pemegang saham mayoritas BMU tidak dapat memberi kepastian atas pembangunan ruas jalan tol yang telah disetujui sesuai dengan PKP.

The majority shareholders of BMU could not give assurance regarding the toll road development as agreed under the Concession Agreement.

Perusahaan mengakui kerugian penurunan nilai atas penyertaan saham pada BMU sebagai beban tahun 2005 sebesar Rp9.435.

The Company recognized loss on impairment related to this investment in 2005 amounting to Rp9,435.

PT PP Sinergi Banjaratma (PPSB)

PT PP Sinergi Banjaratma (PPSB)

PPSB didirikan berdasarkan Akta Notaris No. 2 tanggal 7 Februari 2019, Ni Nyoman Raisumawati, S.H., M.Kn., di Jakarta dalam rangka pengelolaan Rest Area KM 260 Brebes. Akta pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU 2460435.AH.01.01 tahun 2019 tanggal 12 Oktober 2019.

PPSB was established based on Notarial Deed No. 2 dated February 7, 2019, Ni Nyoman Raisumawati, S.H., M.Kn., in Jakarta in the framework of the management of the KM Rest Area 260 Brebes. The deed of establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU 2460435.AH.01.01 of 2019 on October 12, 2019.

JMRB, Entitas Anak, memiliki 126.849.230 lembar saham dengan nominal Rp100 per lembar saham atau setara dengan Rp12.685 dengan total keseluruhan saham sebesar Rp63.425 atau setara dengan 20% kepemilikan saham pada tanggal 31 Desember 2021.

JMRB, a Subsidiary, has 126,849,230 shares with a nominal value of Rp100 per share or equivalent to Rp12,685 with a total stock of Rp63,425 or equal to 20% of share ownership as of December 31, 2021.

PT Marga Lingkar Jakarta (MLJ)

PT Marga Lingkar Jakarta (MLJ)

Berdasarkan Akta No. 3 dari Notaris Tatyana Indrati Hasjim, S.H., di Jakarta mengenai penambahan jumlah modal ditempatkan dan disetor pada PT MLJ, Perusahaan memiliki 267.167.550 lembar saham atau setara dengan 65% kepemilikan saham dan PT Jakarta Marga Jaya memiliki 143.859.450 lembar saham atau setara dengan 35% kepemilikan saham yang diterbitkan oleh MLJ.

Based on Deed No. 3 from Notary Tatyana Indrati Hasjim, S.H., in Jakarta regarding the addition of the issued and paid-up capital in PT MLJ, the Company has 267,167,550 shares or equivalent to 65% share ownership and PT Jakarta Marga Jaya has 143,859,450 shares or equivalent to 35% share ownership issued by MLJ.

Pada tanggal 28 Juni 2021, Perusahaan melakukan divestasi kepemilikan saham pada MLJ. Berdasarkan Akta Notaris No. 11 tanggal 28 Juni 2021, Perusahaan mengurangi kepemilikan saham yang diterbitkan oleh MLJ menjadi 334.420.770 lembar saham yang mewakili 51% dari total seluruh saham yang telah diterbitkan di MLJ. Berdasarkan akta tersebut, MLJ dikendalikan secara bersama antara Perusahaan dan PT Jakarta Marga Jaya (JMJ) yang menyebabkan Perusahaan kehilangan kendali atas MLJ sehingga sejak tanggal 28 Juni 2021. Perusahaan tidak lagi mengkonsolidasikan laporan keuangan MLJ ke dalam laporan keuangan konsolidasian Perusahaan dan mencatat investasi di MLJ sebagai investasi pada ventura bersama.

On June 28, 2021, the Company divested its share ownership in MLJ. Based on Notarial Deed No. 11 dated June 28, 2021, the Company reduced its shareholding issued by MLJ to 334,420,770 shares representing 51% of the total issued shares in MLJ. Based on the deed, MLJ is jointly controlled between the Company and PT Jakarta Marga Jaya (JMJ) which causes the Company to lose control of MLJ so that since June 28, 2021 the Company no longer consolidates MLJ's financial statements into the Company's consolidated financial statements and records the investment in MLJ as an investment in a joint venture.

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**10. INVESTMENT IN ASSOCIATES AND JOINT
VENTURE - NET (continued)**

PT Jasamarga Pandaan Malang (JPM)

PT Jasamarga Pandaan Malang (JPM)

Berdasarkan Akta No. 4 tanggal 16 Maret 2020 dari Notaris Dra.ec. Inggriati Djojoseputro, S.H., di Surabaya mengenai penambahan jumlah modal ditempatkan dan disetor pada JPM, Perusahaan memiliki 1.066.788 lembar saham atau setara dengan 60% kepemilikan saham, PT Pembangunan Perumahan (Persero) Tbk memiliki 622.293 lembar saham atau setara dengan 35% kepemilikan saham, dan PT Sarana Multi Infrastruktur (Persero) memiliki 88.899 lembar saham atau setara dengan 5% kepemilikan saham yang diterbitkan oleh JPM.

Based on Deed No. 4 dated March 16, 2020 from Notary Dra.ec. Inggriati Djojoseputro, S.H., in Surabaya regarding the addition of the issued and paid-up capital in JPM, the Company has 1,066,788 shares or equivalent to 60% share ownership, PT Pembangunan Perumahan (Persero) Tbk has 622,293 shares or equivalent to 35% share ownership, and PT Sarana Multi Infrastruktur (Persero) has 88,899 shares or equivalent to 5% share ownership issued by JPM.

Pada tanggal 30 Desember 2021, Perusahaan melakukan divestasi kepemilikan saham pada JPM. Berdasarkan Akta Notaris No. 16 tanggal 30 Desember 2021, Perusahaan mengurangi kepemilikan saham yang diterbitkan oleh JPM menjadi 906.770 lembar saham yang mewakili 51% dari total seluruh saham yang telah diterbitkan di JPM. Berdasarkan akta tersebut, JPM dikendalikan secara bersama antara Perusahaan dan PT Astra Tol Nusantara yang menyebabkan Perusahaan kehilangan kendali atas JPM sehingga sejak tanggal 30 Desember 2021, Perusahaan tidak lagi mengkonsolidasikan laporan keuangan JPM ke dalam laporan keuangan konsolidasian Perusahaan dan mencatat investasi di JPM sebagai investasi pada ventura bersama.

On Desember 30, 2021, the Company divested its share ownership in JPM. Based on Notarial Deed No. 16 dated December 30, 2021, the Company reduced its shareholding issued by JPM to 906,770 shares representing 51% of the total issued shares in JPM. Based on this deed, JPM is jointly controlled between the Company and PT Astra Tol Nusantara which causes the Company to lose control of JPM so that since December 30, 2021, the Company no longer consolidates JPM's financial statements into the Company's consolidated financial statements and records the investment in JPM as an investment in a joint venture.

11. ASET TETAP - NETO

11. FIXED ASSETS - NET

Rincian aset tetap adalah sebagai berikut:

The details of fixed assets are as follows:

	31 Desember 2021/ December 31, 2021					
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Harga Perolehan						Acquisition Cost
Aset Tetap Pemilikan Langsung						Direct Acquisition Assets
Hak atas Tanah	43.483	-	-	-	43.483	Land Rights
Gedung Kantor dan Bangunan Lain	587.316	33.541	10.606	80.019	690.270	Office and Other Buildings
Peralatan Operasi dan Kantor	557.048	25.737	5.163	1.810	579.432	Operational and Office Equipment
Kendaraan Bermotor	94.159	2.230	5.381	-	91.008	Vehicles
Sub Total	1.282.006	61.508	21.150	81.829	1.404.193	Sub Total
Aset Hak Guna						Right of Use Assets
Kendaraan Bermotor	102.368	80.211	1.696	(448)	180.435	Vehicles
Gedung Kantor dan Bangunan Lain	958	398	151	448	1.653	Office and Other Buildings
Peralatan Operasi dan Kantor	23.215	7.487	34	-	30.668	Operational and Office Equipment
Sub Total	126.541	88.096	1.881	-	212.756	Sub Total
Aset Tetap dalam Konstruksi	52.948	62.681	275	(50.656)	64.698	Construction in Progress
Total Harga Perolehan	1.461.495	212.285	23.306	31.173	1.681.647	Total Acquisition Cost
Akumulasi Penyusutan						Accumulated Depreciation
Aset Tetap Pemilikan Langsung						Direct Acquisition Assets
Gedung Kantor dan Bangunan Lain	214.135	32.101	3.233	3.807	246.810	Office and Other Buildings
Peralatan Operasi dan Kantor	396.075	26.557	3.904	-	418.728	Operational and Office Equipment
Kendaraan Bermotor	83.763	4.382	5.236	-	82.909	Vehicles
Sub Total	693.973	63.040	12.373	3.807	748.447	Sub Total
Aset Hak Guna						Right of Use Assets
Kendaraan Bermotor	16.568	64.811	1.752	(230)	79.397	Vehicles
Gedung Kantor dan Bangunan Lain	490	620	130	230	1.210	Office and Other Buildings
Peralatan Operasi dan Kantor	4.227	15.025	53	-	19.199	Operational and Office Equipment
Sub Total	21.285	80.456	1.935	-	99.806	Sub Total
Total Akumulasi Penyusutan	715.258	143.496	14.308	3.807	848.253	Total Accumulated Depreciations
Nilai Tercatat	746.237				833.394	Carrying Amount

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11. ASET TETAP - NETO (lanjutan)

11. FIXED ASSETS - NET (continued)

		31 Desember 2020/ December 31, 2020					
	Saldo Awal/ Beginning Balance	Penyesuaian/ adjustment	Penambahan/ Addition	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Harga Perolehan							
Aset Tetap Pemilikan Langsung							
Hak atas Tanah	41.779	-	1.704	-	-	43.483	Acquisition Cost Direct Acquisition Assets Land Rights
Gedung Kantor dan Bangunan Lain	594.678	-	3.157	-	(10.519)	587.316	Office and Other Buildings
Peralatan Operasi dan Kantor	551.209	-	30.950	-	(25.111)	557.048	Operational and Office Equipment
Kendaraan Bermotor	101.575	-	1.321	9.011	274	94.159	Vehicles
Sub Total	1.289.241	-	37.132	9.011	(35.356)	1.282.006	Sub Total
Aset Hak Guna							
Kendaraan Bermotor							
Gedung Kantor dan Bangunan Lain	-	48.950	53.418	-	-	102.368	Right of Use Assets Vehicles
Peralatan Operasi dan Kantor	-	692	266	-	-	958	Office and Other Buildings
Sub Total	-	2.870	20.345	-	-	23.215	Operational and Office Equipment
Sub Total	-	52.512	74.029	-	-	126.541	Sub Total
Aset Tetap dalam Konstruksi							
Total Harga Perolehan	15.766	-	37.182	-	-	52.948	Construction in Progress
Sub Total	1.305.007	52.512	148.343	9.011	(35.356)	1.461.995	Total Acquisition Cost
Akumulasi Penyusutan							
Gedung Kantor dan Bangunan Lain							
Peralatan Operasi dan Kantor	173.970	-	41.275	-	(1.110)	214.135	Accumulated Depreciation Office and Other Buildings
Kendaraan Bermotor	329.717	-	77.713	-	(11.355)	396.075	Operational and Office Equipment
Sub Total	87.038	-	5.392	8.757	90	83.763	Vehicles
Sub Total	590.725	-	124.380	8.757	(12.375)	693.973	Sub Total
Aset Hak Guna							
Kendaraan Bermotor							
Gedung Kantor dan Bangunan Lain	-	-	16.568	-	-	16.568	Right of Use Assets Vehicles
Peralatan Operasi dan Kantor	-	-	490	-	-	490	Office and Other Buildings
Sub Total	-	-	4.227	-	-	4.227	Operational and Office Equipment
Sub Total	-	-	21.285	-	-	21.285	Sub Total
Total Akumulasi Penyusutan	590.725	-	145.665	8.757	(12.375)	715.258	Total Accumulated Depreciations
Nilai Tercatat	714.282	-	-	-	-	746.237	Carrying Amount

Kolom penyesuaian seluruhnya merupakan dampak dari adopsi PSAK 73.

The adjustment column is entirely the adoption of PSAK 73

Beban penyusutan aset tetap dialokasikan sebagai berikut:

Depreciation of fixed assets are allocated as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Beban tol dan usaha lainnya (Catatan 39)	60.726	68.206	Toll and other operating expenses (Note 39)
Beban umum dan administrasi (Catatan 40)	82.770	77.459	General and administrative expenses (Note 40)
Total	143.496	145.665	Total

Kelompok Usaha telah mengasuransikan aset tetapnya terhadap risiko kebakaran dan risiko lainnya kepada pihak berelasi: PT Asuransi Jasa Indonesia (Persero), PT Jasa Raharja Putra dan pihak ketiga: PT Asuransi Staco Mandiri, PT Asuransi Mega Pratama, PT Asuransi Bringin Sejahtera, PT Asuransi Bumiputera Muda dengan total nilai pertanggungan sebesar Rp952.691 pada tanggal 31 Desember 2021. Manajemen Kelompok Usaha berpendapat bahwa nilai pertanggungannya cukup untuk menutup kemungkinan kerugian atas risiko tersebut.

The Group's fixed assets are insured against fire and other risks with related parties: PT Asuransi Jasa Indonesia (Persero), PT Jasa Raharja Putra and third parties: PT Asuransi Staco Mandiri, PT Asuransi Mega Pratama, PT Asuransi Bringin Sejahtera, PT Asuransi Bumiputera Muda with total coverage amounting to Rp952,691 as of December 31, 2021. Management of the Group believes that the coverage is adequate to cover possible losses arising from such risks.

Nilai perolehan aset tetap yang sudah di susutkan penuh namun masih digunakan adalah Rp330.122 (2020: Rp274.069). Tidak ada perbedaan yang signifikan antara nilai wajar dan nilai tercatat dari aset tetap Kelompok Usaha.

Acquisition cost of fixed assets that are fully depreciation but still ini use is amounted to Rp330,122 (2020: Rp274,069). There is no significant difference between the fair value and carrying value of the Group's Fixed Assets.

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Sehubungan dengan divestasi MLJ dan JPM, Perusahaan menghentikan pengakuan aset dan liabilitas entitas anak terdahulu. Pada tanggal 31 Desember 2021, aset tetap MLJ dan JPM yang dihentikan pengakuannya, masing-masing dengan nilai tercatat sebesar Rp6.620 dan Rp353.

11. FIXED ASSETS - NET (continued)

Due to the divestment of MLJ and JPM, the Company derecognized the assets and liabilities of the former subsidiaries. As of December 31, 2021, the derecognized fixed assets of MLJ and JPM, with carrying amount of Rp6,620 and Rp353, respectively.

12. PROPERTI INVESTASI - NETO

Akun ini merupakan properti investasi yang dimiliki oleh JMRB, entitas anak.

12. INVESTMENT PROPERTIES - NET

This account represents investment properties owned by JMRB, a subsidiary.

	31 Desember 2021/ December 31, 2021					
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan						At cost
Properti Investasi	504.538	40.604	460	(61.983)	482.699	Investment properties
Akumulasi Penyusutan						Accumulated depreciation
Properti Investasi	46.973	19.603	25	(8.873)	57.678	Investment properties
Nilai Tercatat	457.565				425.021	Carrying Amount

	31 Desember 2020/ December 31, 2020					
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan						At cost
Properti Investasi	390.193	69.726	-	44.619	504.538	Investment properties
Akumulasi Penyusutan						Accumulated depreciation
Properti Investasi	23.218	20.389	-	3.366	46.973	Investment properties
Nilai Tercatat	366.975				457.565	Carrying Amount

Properti investasi terutama merupakan investasi pada bangunan tempat peristirahatan dan pelayanan, dan properti di Klungkung dan Manado. Properti investasi tersebut disewakan ke pihak ketiga.

Investment properties represent investment in rest area building, and properties in Klungkung and Manado. These investment properties are rented to third parties.

Penyusutan sebesar Rp19.603 dan Rp20.389 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 dibebankan pada akun beban umum dan administrasi.

Depreciation amounting to Rp19,603 and Rp20,389 for the years ended December 31, 2021 and 2020 was charged to general and administrative expense.

Manajemen Kelompok Usaha berkeyakinan bahwa, tidak ada kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai properti investasi pada tanggal 31 Desember 2021 dan 2020.

The Group's Management believe that, there are no events or changes in circumstances that indicate any impairment in the value of investment properties as of December 31, 2021 and 2020, respectively.

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13. HAK PENGUSAHAAN JALAN TOL - NETO

Rincian hak pengusahaan jalan tol adalah sebagai berikut:

	31 Desember 2021/ December 31, 2021					
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan	93.925.413	4.259.720	7.169.404	(124.537)	90.891.192	Cost
Akumulasi Amortisasi	10.482.349	1.857.272	710.029	5.066	11.634.658	Accumulated Amortization
Nilai Tercatat	83.443.064				79.256.534	Carrying Amount

13. TOLL ROAD CONCESSION RIGHTS - NET

The detail of toll road concession rights are as follows:

	31 Desember 2020/ December 31, 2020					
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan	87.604.446	6.333.994	-	(13.027)	93.925.413	Cost
Akumulasi Amortisasi	8.984.303	1.486.682	-	11.364	10.482.349	Accumulated Amortization
Nilai Tercatat	78.620.143				83.443.064	Carrying Amount

Aset hak pengusahaan jalan tol merupakan hak konsesi dari Pemerintah Republik Indonesia berupa pengusahaan jalan tol yang diberikan kepada Kelompok Usaha.

Toll road concession are rights are granted by the Government of Indonesia in the form of toll road concessions to the Group.

Beban amortisasi hak pengusahaan jalan tol untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp1.857.272 dan Rp1.486.682 dan dibebankan sebagai bagian dari beban tol dan usaha lainnya untuk ruas jalan tol yang sudah beroperasi secara komersial.

Amortization of toll road concession rights for the years then ended December 31, 2021 and 2020 amounting to Rp1,857,272 and Rp1,486,682, respectively and charged to toll and other operating expenses for the toll road section that already operated.

Selama tahun 2021, biaya pinjaman yang dikapitalisasi ke dalam hak pengusahaan jalan tol - aset konsesi dalam penyelesaian adalah sebesar Rp498.897.

During 2021, borrowing cost capitalized to toll road concession rights - concession assets in progress is amounting to Rp498,897.

Sehubungan dengan divestasi MLJ dan JPM, Perusahaan menghentikan pengakuan aset dan liabilitas entitas anak terdahulu. Per tanggal 31 Desember 2021, aset hak penggunaan jalan tol MLJ dan JPM yang dihentikan pengakuannya masing-masing sebesar Rp1.595.657 dan Rp4.863.718.

Due to the divestment of MLJ and JPM, the Company derecognized the assets and liabilities of the former subsidiaries. As of December 31, 2021, the derecognized toll road concession rights of MLJ and JPM amounted to Rp1,595,657 and Rp4,863,718 respectively.

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14. ASET TAKBERWUJUD LAINNYA - NETO

14. OTHER INTANGIBLE ASSETS - NET

Rincian aset takberwujud lainnya adalah sebagai berikut:

Details of other intangible assets are as follows:

		31 Desember 2021/ December 31, 2021				
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan						Cost
Aset Konsesi						Pre-Construction
Pra Konstruksi	-	80.254	-	182.592	262.846	Concession Assets
Perangkat Lunak	338.748	14.563	3.255	(11.524)	338.532	Software
Jumlah Harga Perolehan	338.748	94.817	3.255	171.068	601.378	Total Cost
Akumulasi Penyusutan						Accumulated Amortization
Perangkat Lunak	237.504	40.977	1.463	-	277.018	Software
Nilai Tercatat	<u>101.244</u>				<u>324.360</u>	Carrying Amount

		31 Desember 2020/ December 31, 2020				
	Saldo Awal/ Beginning Balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan						Cost
Perangkat Lunak	266.024	72.724	-	-	338.748	Software
Jumlah Harga Perolehan	266.024	72.724	-	-	338.748	Total Cost
Akumulasi Penyusutan						Accumulated Amortization
Perangkat Lunak	180.655	56.849	-	-	237.504	Software
Nilai Tercatat	<u>266.024</u>				<u>101.244</u>	Carrying Amount

Beban amortisasi aset takberwujud lainnya sebesar Rp40.977 dan Rp56.849 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 dibebankan pada akun beban umum dan administrasi.

Amortization expense for other intangible assets amounting to Rp40,977 and Rp56,849 for the years ended December 31, 2021 and 2020, were charged to general and administrative expenses, respectively.

Sehubungan dengan divestasi MLJ dan JPM, Perusahaan menghentikan pengakuan aset dan liabilitas entitas anak terdahulu. Per tanggal 31 Desember 2021, aset takberwujud lainnya dari entitas MLJ dan JPM yang dihentikan pengakuannya masing-masing sebesar Rp869 dan Rp923.

Due to the divestment of MLJ and JPM, the Company derecognized the assets and liabilities of the former subsidiaries. As of December 31, 2021, the derecognized other intangible assets of MLJ and JPM amounted to Rp869 and Rp923.

15. GOODWILL

15. GOODWILL

Saldo goodwill merupakan selisih antara nilai wajar aset neto perusahaan yang diakuisisi dari pihak ketiga dengan nilai akuisisi secara keseluruhan, dengan detail sebagai berikut:

The balance of goodwill consists of the difference between fair value of net assets of the following companies acquired from third parties and the total acquisition price:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Nilai Tercatat			Carrying Amount
Akuisisi PT Jasamarga Surabaya Mojokerto	36.880	36.880	Acquisition of PT Jasamarga Surabaya Mojokerto
Akuisisi PT Jasamarga Tollroad Maintenance	2.848	2.848	Acquisition of PT Jasamarga Tollroad Maintenance
Akuisisi PT Jasamarga Kunciran Cengkareng	2.121	2.121	Acquisition of PT Jasamarga Kunciran Cengkareng
Total	<u>41.849</u>	<u>41.849</u>	Total

Manajemen Kelompok Usaha berkeyakinan bahwa tidak terdapat penurunan nilai goodwill pada tanggal 31 Desember 2021.

The Group's Management believes that there is no impairment in goodwill as of December 31, 2021.

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16. ASET KEUANGAN LAINNYA - NETO

Kelompok Usaha memiliki investasi pada instrumen ekuitas yang dikategorikan sebagai aset keuangan yang diukur dengan nilai wajar melalui penghasilan komprehensif lain dengan rincian sebagai berikut:

16. OTHER FINANCIAL ASSETS - NET

The Group has investment in equity instruments categorized as financial assets at fair value through other comprehensive income (FVOCI) with details as follows:

Perusahaan/ Company	Status/ Status	31 Desember 2021/ December 31, 2021			31 Desember 2020/ December 31, 2020		
		Nilai Wajar / Fair Value Rp	Harga Perolehan/ At Cost Rp	%	Nilai Wajar / Fair Value Rp	Harga Perolehan/ At Cost Rp	%
PT Fintek Karya Nusantara (Finarya)	Operasi/ Operate	391.246		9,03	376.348		9,31
PT Marga Mandala Sakti (MMS)	Operasi/ Operate	50.571		1,94	23.271		1,94
PT Citra Margatama Surabaya (CMS)	Operasi/ Operate	13.715		3,28	10.943		3,28
PT Marga Nurindo Bhakti (MNB)	Pengakhiran PKP/ Termination of Concession		9.500	4,75		9.500	4,75
PT Citra Mataram Satriamarga Persada (CMSP)	Pengakhiran PKP/ Termination of Concession		4.725	15,00		4.725	15,00
PT Margaraya Jawa Tol (MJT)	Belum Operasi/ Not Yet Operated		4.143	2,47		4.143	2,47
PT Makassar Metro Network (MMN) d/h PT Bosowa Marga Nusantara (BMN)	Operasi/ Operate	12.461		0,54	2.720		0,54
PT Jatim Prasarana Utama (JPU)	Operasi/ Operate	1.576		7,41	1.024		7,00
PT Marga Mawatindo Esprit (MME)	Pengakhiran PKP/ Termination of Concession		2.781	8,33		2.781	8,33
PT Marga Net One Limited (MNOL)	Pengakhiran PKP/ Termination of Concession		15	10,00		15	10,00
PT Pilar Sinergi BUMN Indonesia (PSBI)	Belum Operasi/ Not Yet Operated	-		12,00	-		12,00
PT Kresna Kusuma Dyandra Marga (KKDM)	Operasi/ Operate	4.913		0,35	4.548		0,35
PT Sinergi Colomadu (SC)	Operasi/ Operate	8.293		8,00	7.053		8,00
PT Utama Marga Waskita (HAMAWAS)	Konstruksi/Construct ion	-	-	2,96	-	-	-
Total		482.775	21.164		425.907	21.164	
Dikurangi/Deducted:							
Penurunan Nilai Penyertaan pada MNB/ Impairment of Investment in MNB			(9.500)			(9.500)	
Penurunan Nilai Penyertaan pada CMSP/ Impairment of Investment in CMSP			(4.725)			(4.725)	
Penurunan Nilai Penyertaan pada MJT/ Impairment of Investment in MJT			(4.143)			(4.143)	
Penurunan Nilai Penyertaan pada MME/ Impairment of Investment in MME			(2.781)			(2.781)	
Penurunan Nilai Penyertaan pada MNOL/ Impairment of Investment in MNOL			(15)			(15)	
Total		482.775	-		425.907	-	

a. PT Fintek Karya Nusantara (FINARYA)

FINARYA didirikan berdasarkan Akta No. 13 tanggal 21 Januari 2019 dari Notaris Bonardo Nasution, S.H., dalam rangka penyelenggaraan jasa sistem pembayaran. Akta pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU 0003446.AH.01.01 tahun 2019 tanggal 21 Januari 2019.

a. PT Fintek Karya Nusantara (FINARYA)

FINARYA was established based on Deed No. 13 dated January 21, 2019 of Notary Bonardo Nasution, S.H., In the context of providing payment system services. The deed of establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU 0003446.AH.01.01 of 2019 dated January 21, 2019.

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**a. PT Fintek Karya Nusantara (FINARYA)
(lanjutan)**

Berdasarkan Akta Notaris Neilly Iralita Iswari S.H., M.Si., M.Kn. No. 185 tanggal 23 Desember 2019, JMTO menyetujui untuk mengambil bagian di dalam FINARYA melalui pembelian saham senilai Rp182.600 atau setara dengan kepemilikan 10% untuk tahun yang berakhir pada tanggal 31 Desember 2020.

Berdasarkan Akta No. 18 tanggal 26 Oktober 2020 dari Notaris Bonardo Nasution, S.H., FINARYA meningkatkan modal saham atas 13.632 lembar seri B. Namun, JMTO tidak mengambil porsi atas penambahan tersebut. Dengan demikian, komposisi kepemilikan JMTO mengalami dilusi menjadi 9,31% pada tanggal 31 Desember 2020.

Berdasarkan Akta No. 13 tanggal 8 Maret 2021 dari Notaris Bonardo Nasution, S.H., FINARYA menerbitkan 5.398 lembar saham seri B. Namun, JMTO tidak mengambil porsi atas saham tersebut. Dengan demikian, kepemilikan saham JMTO di Finarya mengalami dilusi menjadi 9,06%.

Berdasarkan Akta No. 199 tanggal 23 Desember 2021 dari Notaris Jose Dima Satria, S.H., M.Kn., FINARYA meningkatkan modal saham atas 540 saham seri B. Namun, JMTO tidak mengambil porsi atas penambahan tersebut. Dengan demikian, komposisi kepemilikan JMTO mengalami dilusi menjadi 9,03% pada tanggal 31 Desember 2021.

Nilai wajar investasi saham di FINARYA ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Stefanus Tonny Hardi & Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 10 Februari 2022 untuk tahun 2021.

b. PT Marga Mandala Sakti (MMS)

MMS didirikan berdasarkan Akta Notaris No. 14 tanggal 4 Oktober 1989 dari Kartini Muljadi, S.H., Penyertaan pada MMS dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Tangerang - Merak. Perusahaan memiliki 28.000.000 lembar saham dengan nilai nominal Rp100 (Rupiah penuh) per lembar saham atau setara dengan Rp2.800 yang merupakan 8,68% kepemilikan.

16. OTHER FINANCIAL ASSETS - NET (Continued)

**a. PT Fintek Karya Nusantara (FINARYA)
(continued)**

Based on Notary Deed Neilly Iralita Iswari S.H., M.Sc., M.Kn., No. 185 dated December 23, 2019, JMTO agreed to take part in FINARYA through the purchase of shares amounted to Rp182,600 or equivalent to 10% ownership for the year ended December 31, 2020.

Based on Deed No. 18 dated October 26, 2020 of Notary Bonardo Nasution, S.H., FINARYA increase its paid-in capital by 13,632 shares type B. However, JMTO did not take any portion to the additional of shares. Thus, JMTO's composition of the ownership was diluted to 9.31% as of December 31, 2020.

Based on Deed No. 13 dated March 8, 2021 of Notary Bonardo Nasution, S.H., FINARYA issued 5,398 shares type B. However, JMTO did not take a portion of the shares. Thus, JMTO's share ownership in Finarya has diluted to 9.06%.

Based on Deed No. 199 dated December 23, 2021 of Notary Jose Dima Satria, S.H., M.Kn., FINARYA issued 540 shares type B. However, the JMTO did not take a portion of the shares. Thus, JMTO's share ownership in Finarya has diluted to 9.03% as of December 31, 2021.

The fair value of investment in shares in FINARYA was determined by using discounted cash flow and market comparable method. The investment's fair values are based on valuations performed by KJPP Stefanus Tonny Hardi & Rekan, registered independent appraiser with OJK, in their reports dated February 10, 2022 for 2021.

b. PT Marga Mandala Sakti (MMS)

MMS was established based on the Notarial Deed No. 14 dated October 4, 1989 from Kartini Muljadi, S.H., The investment in MMS relates to the construction and operation of the Tangerang - Merak toll road. The Company originally owned 28,000,000 shares at par value of Rp100 (full Rupiah) per share or equivalent to Rp2,800 which represent 8.68% ownership interest.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

b. PT Marga Mandala Sakti (MMS) (lanjutan)

Berdasarkan Akta Notaris No. 4 tanggal 4 April 1995 dari Notaris Sutjipto, S.H., penyertaan saham Perusahaan pada MMS sebesar 14.000.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham telah dijamin oleh Perusahaan sehubungan dengan fasilitas pinjaman sindikasi yang diperoleh MMS.

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Luar Biasa dengan Akta Notaris No. 5 tanggal 9 Desember 2004 dari Hendra Karyadi, S.H., para pemegang saham menyetujui penerbitan 921.310.773 lembar saham baru kepada pemegang obligasi konversi. Para pemegang saham lama menyatakan telah melepaskan hak masing-masing untuk membeli saham baru yang diterbitkan kepada pemegang obligasi konversi tersebut. Perubahan pemegang saham tersebut sesuai dengan Akta Notaris No. 11 tanggal 1 Agustus 2005 dari Notaris Benny Kristianto, S.H., mengenai perubahan pemegang saham MMS dan telah diterima oleh Departemen Hukum dan Hak Asasi Manusia Direktorat Administrasi Hukum Umum No. C-UM.02.01.14078 tanggal 23 September 2005, sehingga kepemilikan Perusahaan pada MMS menjadi sebesar 1,94% dari total kepemilikan.

Nilai wajar investasi saham di MMS ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Benedictus Darmapuspita dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 17 Februari 2022 untuk tahun 2021.

c. PT Citra Margatama Surabaya (CMS)

CMS didirikan berdasarkan Akta Notaris No. 99 tanggal 26 Desember 1996 dari Notaris Siti Pertiwi Henny Singgih, S.H. Penyertaan pada CMS dilakukan sehubungan dengan penyelenggaraan proyek Jalan Tol Waru-Juanda. Perusahaan memiliki 8.550.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau sebesar Rp8.550 yang merupakan 15% dari total kepemilikan.

16. OTHER FINANCIAL ASSETS - NET (Continued)

b. PT Marga Mandala Sakti (MMS) (continued)

Based on the Notarial Deed No. 4 dated April 4, 1995 of the Notary Sutjipto, S.H., the investment in MMS amounting to 14,000,000 shares with the par value of Rp1,000 (full Rupiah) per share has been pledged by the Company in connection with syndicated loan facilities received by MMS.

Based on the Minutes of the Extraordinary General Meeting of Shareholders as included in the Notarial Deed No. 5 dated December 9, 2004 from Hendra Karyadi, S.H., the shareholders agreed with the issuance of 921,310,773 new shares to convertible bondholders. The predecessor shareholders had already waived their rights to subscribe for new shares issued to the convertible bondholders. This change of shareholders, according to the Deed No. 11 dated August 1, 2005 of Notarial Deed Benny Kristianto, S.H., regarding the change of MMS shareholders, has been received by the Directorate General of General Law Administration, Department of Law and Human Rights under receipt No.C-UM.02.01.14078 dated September 23, 2005, as a consequence, the Company's ownership in MMS become 1.94% from total ownership.

The fair value of investment in shares in MMS is determined using discounted cash flow methods and market value comparisons. The fair value of stock investment is based on the assessment made by KJPP Benedictus Darmapuspita dan Rekan, an independent appraiser registered with the OJK, in their report dated February 17, 2022 for 2021.

c. PT Citra Margatama Surabaya (CMS)

CMS was established based on the Notarial Deed No. 99 dated December 26, 1996 of Notary Siti Pertiwi Henny Singgih, S.H. The investment in CMS was made in relation to the constructions and operations of the Waru - Juanda toll road project. The Company owns 8,550,000 shares at par value of Rp1,000 (full Rupiah) per share or equivalent to Rp8,550 which represent 15% of total ownership.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

**c. PT Citra Margatama Surabaya (CMS)
(lanjutan)**

Berdasarkan Akta No. 717 tanggal 27 Juni 2007 dari Margaretha Dynawati, S.H., para pemegang saham antara lain menyetujui peningkatan modal ditempatkan dan disetor penuh menjadi Rp380.000. Perusahaan hanya melakukan setoran modal sebesar Rp20.000 dari total Rp48.000.

Dengan demikian kepemilikan Perusahaan di CMS mengalami penurunan menjadi sebesar 5,26% yang merupakan 20.000.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp20.000. Berdasarkan Akta No. 40 tanggal 21 Mei 2005 dari Notaris Poerbaningsih Adi Warsito, S.H., Perusahaan dan CMS mengadakan Perjanjian Kuasa Penyelenggaraan yang mengubah penyelenggaraan jalan tol Waru - Tanjung Perak menjadi kurang lebih 12 Km.

Perjanjian Kuasa Penyelenggaraan telah dialihkan menjadi Perjanjian Pengusahaan Jalan Tol (PPJT) antara Pemerintah dengan CMS pada tanggal 12 Februari 2007 dengan masa hak pengusahaan (konsesi) hingga tahun 2040. Jalan Tol Waru - Juanda telah beroperasi sejak bulan April 2008.

Berdasarkan Akta Pernyataan Keputusan di Luar Rapat PT Citra Margatama Surabaya No. 25 tanggal 25 Januari 2018, para pemegang saham antara lain menyetujui peningkatan modal ditempatkan dan disetor penuh menjadi 630.000.000 lembar saham, namun Perusahaan tidak mengambil bagian dari porsi saham yang ditawarkan atas peningkatan modal tersebut sehingga kepemilikan saham Perusahaan di CMS mengalami penurunan menjadi sebesar 3,28% dari total kepemilikan.

Nilai wajar investasi saham di CMS ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Benedictus Darmapuspita dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 17 Februari 2022 untuk tahun 2021.

16. OTHER FINANCIAL ASSETS - NET (Continued)

**c. PT Citra Margatama Surabaya (CMS)
(continued)**

Based on Deed No. 717 dated June 27, 2007 from Margaretha Dynawati, S.H., the shareholders increased the capital provided and paid up to Rp380,000. The Company just paid for capital of Rp20,000 of Rp48,000.

Therefore, the Company's ownership in CMS has decrease to 5.26%, representing 20,000,000 shares at par value of Rp1,000 (full Rupiah) per share or equivalent to Rp20,000. Based on the Deed No. 40 dated May 21, 2005 of Notary Poerbaningsih Adi Warsito, S.H., the Company and CMS entered into a Joint Operation Agreement that changed the authority of Waru - Tanjung Perak toll road to become approximately 12 Km.

On February 12, 2007, such Joint Operation Agreement has been changed to a Concession Rights Agreement between the Government and CMS with concession right until year 2040. Waru - Juanda toll road has been operating since April 2008.

Based on the Deed of Decision Statement Outside the Meeting of PT Citra Margatama Surabaya No. 25 dated January 25, 2018, the shareholders agreed, among other things, to increase the issued and fully paid up capital to 630,000,000 shares, but the Company did not take part of the portion of shares offered for capital increase thus the Company's share ownership in CMS decreased to become 3.28% of total ownership.

The fair value of investment in shares in CMS is determined using discounted cash flow methods and market value comparisons. The fair value of stock investment is based on the assessment made by KJPP Benedictus Darmapuspita dan Rekan, an independent appraiser registered with the OJK, in their report dated February 17, 2022 for 2021.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

16. OTHER FINANCIAL ASSETS - NET (Continued)

d. PT Sinergi Colomadu

d. PT Sinergi Colomadu

PT Sinergi Colomadu didirikan berdasarkan Akta Notaris No. 8 tanggal 8 April 2017 dari Ilmiawan Dekrit S, S.H., M.H., di Jakarta. Akta pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU 0020383.AH.01.01 tahun 2017 tanggal 3 Mei 2017.

PT Sinergi Colomadu was established based on Notarial Deed No. 8 dated April 8, 2017 from Ilmiawan Dekrit S, S.H., M.H., in Jakarta. The deed of establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU 0020383.AH.01.01 of 2017 on May 3, 2017.

JMRB memiliki 68.800.000 lembar saham dengan nominal Rp100 per lembar saham atau setara dengan Rp6.880 dengan total keseluruhan saham sebesar Rp86.000 atau setara dengan 8% kepemilikan saham.

JMRB has 68,800,000 shares with a nominal value of Rp100 per share or equivalent to Rp6,880 with a total stock of Rp86,000 or equivalent to 8% of share ownership.

Nilai wajar investasi saham di PT Sinergi Colomadu ditentukan dengan menggunakan metode diskonto arus kas. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Suwendho Rinaldy dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 15 Februari 2022 untuk tahun 2021.

The fair value of investment in shares in PT Sinergi Colomadu was determined by using discounted cash flow method. The investment's fair values are based on valuations performed by KJPP Suwendho Rinaldy dan Rekan, registered independent valuers with OJK, in their reports dated February 15, 2022 for 2021.

e. PT Kresna Kusuma Dyandra Marga (KKDM)

e. PT Kresna Kusuma Dyandra Marga (KKDM)

KKDM didirikan berdasarkan Akta Notaris No. 94 tanggal 20 Desember 1996 dari Mudofir Hadi, S.H. Penyertaan pada KKDM dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Bekasi Timur - Cawang - Kampung Melayu yang meliputi pembangunan, pengoperasian dan pemeliharaan jalan tol. Perusahaan memiliki 7.650.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp7.650 yang merupakan 10% kepemilikan di KKDM.

KKDM was established based on the Notarial Deed No. 94 dated December 20, 1996 of Mudofir Hadi, S.H. The investment in KKDM relates to the operation of the Bekasi Timur - Cawang - Kampung Melayu toll road project, which comprise construction, operation and maintenance of the toll road. The Company owns 7,650,000 shares with a par value of Rp1,000 (full Rupiah) per share or equivalent to Rp7,650 which represent 10% ownership of KKDM.

Berdasarkan Akta Notaris No. 4 tanggal 5 Juni 2018 dari Ariani L. Rachmi, S.H., kepemilikan Perusahaan terdilusi dari sebesar 1,03% menjadi sebesar 0,35%.

Based on Notarial Deed No. 4 dated June 5, 2018 of Ariani L. Rachmi, S.H., the Company's ownership was diluted from 1.03% to become 0.35%.

Nilai wajar investasi saham di KKDM ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Benedictus Darmapusita dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 17 Februari 2022 untuk tahun 2021.

The fair value of investment in shares in KKDM is determined using discounted cash flow methods and market value comparisons. The fair value of stock investment is based on the assessment made by KJPP Benedictus Darmapusita dan Rekan, an independent appraiser registered with the OJK, in their report dated February 17, 2022 for 2021.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

f. PT Makassar Metro Network (MMN)

MMN didirikan berdasarkan Akta Notaris No. 20 tanggal 12 April 1993 dari Mestariyany Habie, S.H. Penyertaan pada MMN dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Ujung Pandang, yaitu Jalan Satando - Simpang Urip Sumoharjo/Petta Rani (tahap I) - Jalan Sultan Alauddin (tahap II). Berdasarkan Akta No. 25 tanggal 5 September 1998, Perusahaan memiliki 3.332 lembar saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp3.332 yang merupakan 10% dari total kepemilikan.

Keputusan Menteri Pekerjaan Umum No. 276/KPTS/1994 tanggal 26 Agustus 1994 dan Akta Notaris No. 322 tanggal 29 Agustus 1994, Mestariyany Habie, S.H., menyatakan bahwa MMN mengoperasikan jalan tol selama 30 (tiga puluh) tahun untuk tahap I dan tahap II akan ditentukan kemudian namun tidak lebih dari 30 (tiga puluh) tahun sejak dioperasikannya jalan tol baik sebagian atau seluruhnya. Ruas jalan tol Ujung Pandang tahap I dan II telah dioperasikan sejak tahun 1998.

Anggaran Dasar MMN beberapa kali berubah sampai dengan yang tercantum dalam Akta Notaris No. 8 tanggal 12 Desember 2019 yang dibuat dihadapan Citra Buana Tungga, S.H., M.Kn., terdapat peningkatan modal dasar, ditempatkan, dan disetor perusahaan. Akibat perubahan tersebut, kepemilikan saham Perusahaan terdilusi menjadi 0,54%.

Berdasarkan Akta Notaris No. 2 tanggal 2 November 2020 dari Karin Christiana Basoeki S.H., mengenai perubahan anggaran dasar, para pemegang saham menyetujui untuk mengubah nama menjadi PT Metro Makassar Nusantara. Akta Perubahan disahkan oleh Menteri Hukum dan HAM Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0404065 tanggal 5 November 2020.

Nilai wajar investasi saham di MMN ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Benedictus Darmapuspita dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 17 Februari 2022 untuk tahun 2021.

16. OTHER FINANCIAL ASSETS - NET (Continued)

f. PT Makassar Metro Network (MMN)

MMN was established based on the Notarial Deed No. 20 dated April 12, 1993 of Mestariyany Habie, S.H. The investment in MMN was made in relation to the construction and operation of the Ujung Pandang toll roads that is Jalan Satando - Urip Sumoharjo/Petta Rani Interchange (phase I) - Jalan Sultan Alauddin (phase II). Based on the Deed No. 25 dated September 5, 1998, the Company owned 3,332 shares at par value of Rp1,000,000 (full Rupiah) per share or equivalent to Rp3,332 which represent 10% of total ownership.

The Decree of the Minister of Public Work No. 276/KPTS/1994 dated August 26, 1994 and the Notarial Deed No. 322 dated August 29, 1994, Mestariyany Habie, S.H., stated that MMN would operate phase I of the toll road for 30 (thirty) years and phase II will be decided later but not for a period longer than 30 (thirty) years for the operation of either part or all of the toll road. Phase I and Phase II of the Ujung Pandang toll road have been operating since 1998.

MMN's Articles of Association have been changed several times up to those stated in the Notary Deed No. 8 dated December 12, 2019 which was made in front of Citra Buana Tungga, S.H., M.Kn., there was an increase in the Company's authorized, issued and paid-up capital. As a result of this change, the Company's share ownership was diluted to 0.54%.

Based on the Notarial Deed No. 2 dated November 2, 2020 of Karin Christiana Basoeki S.H., regarding the amendment to the articles of association, the shareholders agreed to change the name to PT Metro Makassar Nusantara. The Amendment Deed was ratified by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No. AHU-AH.01.03-0404065 dated November 5, 2020.

The fair value of investment in shares in MMN is determined using discounted cash flow methods and market value comparisons. The fair value of stock investment is based on the assessment made by KJPP Benedictus Darmapuspita dan Rekan, an independent appraiser registered with the OJK, in their report dated February 17, 2022 for year 2021.

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g. PT Jatim Prasarana Utama (JPU)

JPU didirikan berdasarkan Akta Notaris No. 25 tanggal 27 Desember 2002 dari Rosida, S.H., Perusahaan memiliki 12.858 lembar saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp12.858 yang merupakan 30% kepemilikan.

JPU merupakan perusahaan ventura bersama antara Perusahaan dan Pemerintah Daerah Jawa Timur. JPU didirikan dengan maksud untuk meneruskan kelanjutan proyek jalan tol Surabaya - Mojokerto yang telah terhenti setelah Menteri Permukiman, Prasarana dan Wilayah Tertinggal mencabut izin konsesi yang diberikan kepada PT Jasamarga Surabaya Mojokerto (JSM) melalui surat Menkimpraswil No. 418/KPTS/M/2001 tanggal 18 Juli 2001.

Setelah Mahkamah Agung menolak pengajuan Peninjauan Kembali dari Menkimpraswil pada tanggal 31 Maret 2005, maka hak penyelenggaraan jalan tol dikembalikan kepada JSM. Sebagai akibatnya, JPU tidak lagi terlibat dalam proyek jalan tol tersebut. Pada tanggal 8 Mei 2007, JPU ikut serta dalam penyertaan saham JGP untuk proyek jalan tol Gempol Pasuruan dengan kepemilikan setara dengan 1,4% dari total kepemilikan.

Berdasarkan Berita Acara RUPS JPU tanggal 6 Mei 2013, pemegang saham JPU memutuskan penurunan modal dasar menjadi Rp150.000 sebelumnya Rp171.400 dan modal disetor menjadi Rp40.502 yang terdiri dari kepemilikan Pemerintah Provinsi Jawa Timur sebesar Rp37.502 atau setara dengan 93%, dan Perusahaan sebesar Rp3.000 atau setara dengan 7% dari total kepemilikan.

Penurunan tersebut akibat dari penghapusan piutang modal disetor ke Perusahaan sebesar Rp9.858. Perusahaan mereklasifikasi nilai saldo penyertaan sebesar Rp3.000 ke akun Aset Keuangan Lainnya sejak bulan Agustus 2014.

16. OTHER FINANCIAL ASSETS - NET (Continued)

g. PT Jatim Prasarana Utama (JPU)

JPU was established based on the Notarial Deed No. 25 dated December 27, 2002 of Rosida, S.H., the Company owns 12,858 shares at a par value of Rp1,000,000 (full Rupiah) per share or equivalent to Rp12,858 which represent 30% ownership interest.

JPU is a joint venture between the Company with Local Government of East Java. JPU was established in order to continue the construction of Surabaya - Mojokerto toll road project that was suspended after the Minister of Settlement and Regional Infrastructure cancelled the concession granted to PT Jasamarga Surabaya Mojokerto (JSM) as stated in its Letter No. 418/KPTS/M/2001 dated July 18, 2001.

After the Supreme Court refused the application for Judicial Review of Minister of Settlement and Regional Infrastructure, dated March 31, 2005, the concession rights have been returned to JSM. As a result, JPU is no longer involved in such toll road project. On May 8, 2007, JPU participated in investment in shares of JGP to develop toll road project of Gempol Pasuruan, with the equivalent of 1.4% of total ownership.

Based on the Minutes of PT JPU General Meeting of Shareholders dated May 6, 2013, JPU's shareholders decreased its authorized capital to Rp150,000 previously Rp171,400 and paid in capital to Rp40,502 with ownership consisting of East Java Provincial Government amounting to Rp37,502 or equivalent to 93% ownership, and the Company amounting to Rp3,000 or equivalent to 7% of total ownership.

The decrease was a result of the write off of the paid in capital receivables from the Company amounting to Rp9,858. The Company reclassified the balance of investment amounting to Rp3,000 to Other Financial Assets account since August 2014.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

g. PT Jatim Prasarana Utama (JPU) (lanjutan)

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Luar Biasa PT JPU tanggal 23 April 2018 No. 52, Pemerintah Provinsi Jawa Timur melakukan pemindahan atas saham yang dimiliki Pemerintah Provinsi Jawa Timur sebesar Rp37.502 atau setara dengan 93%.

Nilai wajar investasi saham di JPU ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Benedictus Darmapuspita dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 17 Februari 2022 untuk tahun 2021.

h. PT Pilar Sinergi BUMN Indonesia (PSBI)

PSBI didirikan berdasarkan Akta Notaris No. 21 tanggal 2 Oktober 2015 dari Mala Mukti, S.H., LL.M., dalam rangka pengoperasian kereta cepat Jakarta-Bandung. Akta Pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-2460435.AH.01.01 tahun 2015 tanggal 12 Oktober 2015.

Penyertaan Perusahaan di PSBI merupakan bentuk penugasan Pemerintah sebagaimana tertuang dalam Peraturan Presiden Republik Indonesia No. 107 Tahun 2015 tentang Percepatan Penyelenggaraan Prasarana dan Sarana Kereta Cepat Antara Jakarta dan Bandung.

Perusahaan memiliki 540 lembar saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp540 yang merupakan 12% dari total kepemilikan pada tanggal 31 Desember 2021.

Nilai wajar investasi saham di PSBI ditentukan dengan menggunakan metode diskonto arus kas dan perbandingan nilai pasar. Nilai wajar investasi saham didasarkan pada penilaian yang dilakukan oleh KJPP Benedictus Darmapuspita dan Rekan, penilai independen yang terdaftar pada OJK, dalam laporannya tanggal 17 Februari 2022 untuk tahun 2021.

16. OTHER FINANCIAL ASSETS - NET (Continued)

g. PT Jatim Prasarana Utama (JPU) (continued)

Based on the Minutes of PT JPU Extraordinary General Meeting of Shareholders dated April 23, 2018 No. 52, the East Java Provincial Government transferred the shares owned by the East Java Provincial Government amounting to Rp37,502 or equivalent to 93%.

The fair value of investment in shares in JPU is determined using discounted cash flow methods and market value comparisons. The fair value of stock investment is based on the assessment made by KJPP Benedictus Darmapuspita dan Rekan, an independent appraiser registered with the OJK, in their report dated February 17, 2022 for 2021.

h. PT Pilar Sinergi BUMN Indonesia (PSBI)

PSBI was established based on Notarial Deed No. 21 dated October 2, 2015 of Mala Mukti, S.H., LL.M., for Jakarta - Bandung high speed train operation. The Deed of Establishment were legalized by Minister of Law and Human Rights of the Republic of Indonesia on its Decision Letter No. AHU-2460435.AH.01.01 year 2015 dated October 12, 2015.

The Company's investment in PSBI is a form of government assignment as stated in the Presidential Regulation of the Republic of Indonesia No. 107 of 2015 concerning the Acceleration of The Implementation of Infrastructure and Facilities for High Speed Rail between Jakarta and Bandung.

The Company has 540 shares with par value Rp1,000,000 (full Rupiah) per share or equivalent to Rp540 which represents 12% of total ownership as of December 31, 2021.

The fair value of investment in shares in PSBI is determined using discounted cash flow methods and market value comparisons. The fair value of stock investment is based on the assessment made by KJPP Benedictus Darmapuspita dan Rekan, an independent appraiser registered with the OJK, in their report dated February 17, 2022 for 2021.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

i. PT Marga Nurindo Bhakti (MNB)

MNB didirikan berdasarkan Akta Notaris No. 9 tanggal 2 Desember 1991 dari B.R.A.Y. Mahyastoeti Notonogoro, S.H., juncto Akta Notaris No. 19 tanggal 4 Maret 1998 dari Agus Madjid, S.H. Penyertaan pada MNB dilakukan dengan penyelenggaraan proyek Jalan Tol JORR Seksi S dan E1 (Pondok Pinang - Jagorawi - Cikunir). Perusahaan memiliki 1.350 lembar saham dengan nilai nominal Rp10.000 (Rupiah penuh) per lembar saham atau setara dengan Rp13.500 yang merupakan 10% dari total kepemilikan.

Anggaran Dasar MNB beberapa kali diubah, dengan perubahan terakhir berdasarkan Akta Notaris No. 23 tanggal 25 Desember 2010 dari Ny. Etty Roeswitha Moelia, S.H. Akta Perubahan disahkan oleh Menteri Hukum dan HAM Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.10-06698 tanggal 3 Maret 2011.

Perusahaan memiliki 950 lembar saham dengan nilai nominal Rp10.000 (Rupiah penuh) per lembar saham atau setara dengan Rp9.499 yang merupakan 4,75% kepemilikan.

Berdasarkan surat Perusahaan kepada MNB No. AA.HK.02.1143 tanggal 11 Agustus 2000, Perusahaan mengambil alih proyek yang dibangun oleh MNB.

Pengambilalihan proyek ini mengakibatkan penyertaan Perusahaan dinilai sudah tidak memiliki nilai ekonomis dan mengakui kerugian atas penurunan nilai penyertaan yang bersifat permanen tahun 2000 sebesar Rp9.499.

j. PT Citra Mataram Satriamarga Persada (CMSP)

CMSP didirikan berdasarkan Akta Notaris No. 36 tanggal 12 April 1996 dari Siti Pertiwi Henny Singgih, S.H. Penyertaan pada CMSP dilakukan sehubungan dengan penyelenggaraan proyek jalan tol JORR Seksi W2 (Kebon Jeruk - Pondok Pinang).

16. OTHER FINANCIAL ASSETS - NET (Continued)

i. PT Marga Nurindo Bhakti (MNB)

MNB was established based on The Notarial Deed No. 9 dated December 2, 1991 of B.R.A.Y. Mahyastoeti Notonogoro, S.H., in conjunction with the Notarial Deed No. 19 dated March 4, 1998 of Agus Madjid, S.H. The investment in MNB relates to the construction and operation of the JORR toll road Section S and E1 (Pondok Pinang - Jagorawi - Cikunir). The Company owned 1,350 shares at par value of Rp10,000 (full Rupiah) per share or equivalent to Rp13,500 which represent 10% of total ownership.

MNB's Articles of Association had been amended several times, with the latest was based on Notarial Deed No. 23 dated December 25, 2010 of Ny. Etty Roeswitha Moelia, S.H. The Deed of Amendment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-AH.01.10-06698 dated March 3, 2011.

The Company has 950 shares with par value Rp10,000 (full Rupiah) per share or equivalent to Rp9,499 which represent 4.75% ownership interest.

Based on the Company's Letter No. AA.HK.02.1143 dated August 11, 2000 to MNB, the Company took over the project being built by MNB.

As a consequence, the Company's investment in MNB has no more economic value, therefore, the Company recognized the loss on the permanent impairment of its investment in year 2000 amounting to Rp9,499.

j. PT Citra Mataram Satriamarga Persada (CMSP)

CMSP was established based on the Notarial Deed No. 36 dated April 12, 1996 from Siti Pertiwi Henny Singgih, S.H. The investment in CMSP relates to operation of the JORR Section W2 (Kebon Jeruk - Pondok Pinang) toll road project.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

**j. PT Citra Mataram Satriamarga Persada
(CMSP) (lanjutan)**

Perusahaan memiliki 4.725.000 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp4.725 yang merupakan 15% dari total kepemilikan.

Berdasarkan surat Perusahaan kepada CMSP No. AA.HK.02.820 tanggal 21 Juni 2000, mengenai pengambilalihan proyek dan pengakhiran PKP, investasi Perusahaan pada CMSP dipandang sudah tidak memiliki nilai ekonomis, sehingga Perusahaan mengakui kerugian atas penurunan nilai penyertaan tahun 2000 sebesar Rp4.725.

k. PT Margaraya Jawa Tol (MJT)

MJT didirikan berdasarkan Akta Notaris No. 18 tanggal 6 Juni 1997 dari Enimarya Agoes Suwarako, S.H. Penyertaan pada MJT dilakukan sehubungan dengan penyelenggaraan proyek Jalan Tol Waru (Aloha) - Tanjung Perak. Perusahaan memiliki 4.143.438 lembar saham dengan nilai nominal Rp1.000 (Rupiah penuh) per lembar saham atau setara dengan Rp4.143 yang merupakan 5% dari total kepemilikan.

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa mengenai restrukturisasi MJT yang tercantum dalam Akta Notaris Adrian Djuaini, S.H., No. 17 tanggal 20 Oktober 2004, Perusahaan memperoleh 1.250.000 lembar saham dari hasil kapitalisasi atau konversi 20.000.000 saham baru sehingga kepemilikan saham Perusahaan menjadi 5.393.438 lembar saham atau setara dengan Rp5.393. Selain itu, MJT juga mengeluarkan saham baru dari saham portepel sebanyak 110.458.000 lembar saham.

Perusahaan tidak menambah modal disetor tersebut sehingga kepemilikan Perusahaan mengalami dilusi menjadi sebesar 2,47%. Pemerintah dan MJT telah menandatangani PPJT pada tanggal 19 Juli 2007 dengan masa konsesi hingga tahun 2047.

16. OTHER FINANCIAL ASSETS - NET (Continued)

**j. PT Citra Mataram Satriamarga Persada
(CMSP) (continued)**

The Company owns 4,725,000 shares at par value of Rp1,000 (full Rupiah) per share or equivalent to Rp4,725 which represent 15% of total ownership.

Based on the Company Letter No. AA.HK.02.820 dated June 21, 2000 to CMSP, regarding the takeover of the project and termination of Concession Agreement, the Company's investment in CMSP was deemed to have no economic value, therefore, the Company has recognized loss from the impairment of this investment in 2000 amounting to Rp4,725.

k. PT Margaraya Jawa Tol (MJT)

MJT was established based on the Notarial Deed No. 18 dated June 6, 1997 dari Enimarya Agoes Suwarako, S.H. The investment in MJT relates to the construction and operation of the Waru (Aloha) - Tanjung Perak toll road project. The Company originally owned 4,143,438 shares at par value of Rp1,000 (full Rupiah), amounting to Rp4,143 which represent 5% of total ownership.

Based on the Extraordinary General Meeting of Shareholders, regarding MJT restructuring, as included in the Notarial Deed No. 17 dated October 20, 2004, Adrian Djuaini, S.H., the Company acquired 1,250,000 shares from capitalization or conversion of convertible bond to 20,000,000 new shares, hence, the Company's shares became 5,393,438 shares or equivalent to Rp5,393. In addition, MJT issued new shares from its portfolio of 110,458,000 shares.

The Company did not increase its investment and as a result, the Company's ownership diluted to 2.47%. The Government and MJT have entered into Concession Rights Agreement on July 19, 2007 with concession period until year 2047.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

k. PT Margaraya Jawa Tol (MJT) (lanjutan)

Perusahaan menganggap penyertaan pada MJT sudah tidak memiliki nilai ekonomis disebabkan tidak adanya kepastian pengembalian investasi atas penyertaannya dan mengakui kerugian atas penurunan nilai penyertaan sebesar Rp4.143 sebagai beban tahun 2019.

l. PT Marga Mawatindo Esprit (MME)

MME didirikan berdasarkan Akta Notaris No. 96 tanggal 30 Mei 1997 Siti Pertiwi Henry Singgih, S.H. Penyertaan pada MME dilakukan sehubungan dengan penyelenggaraan proyek jalan tol Semarang - Demak. Perusahaan memiliki 1.154.364 lembar saham dengan nilai nominal Rp2.409 (Rupiah penuh) per lembar saham atau setara dengan Rp2.780 yang merupakan 8,33% kepemilikan.

Berdasarkan Surat No. 001/SPK-DIR/2003 tanggal 6 Januari 2003, Perusahaan dan MME sepakat untuk mengakhiri Perjanjian Kuasa Penyelenggaraan No. 58 tanggal 25 Februari 1998. Pengakhiran PKP ini mengakibatkan penyertaan pada perusahaan ini tidak memiliki nilai ekonomis, sehingga Perusahaan mengakui adanya kerugian atas penurunan nilai penyertaan tahun 2002 sebesar Rp2.781.

m. Marga Net One Limited (MNOL)

MNOL didirikan berdasarkan hukum Negara Bangladesh sebagaimana termuat dalam *Incorporated Under The Company Act 1994 (ACT-XVIII of 1994) (Private Company Limited By Shares)* dan *Memorandum of Association of Marga Net One Limited* tanggal 29 Februari 2003 *juncto Certificate of Incorporation No. C-50732(1027)/2003* tanggal 11 Oktober 2003 yang dikeluarkan *Registrar of Joint Stock Companies And Firms* dari Bangladesh.

Berdasarkan *Memorandum of Association of MNOL* tanggal 29 Februari 2003, Perusahaan memiliki 200 lembar saham dengan nominal TK 100 (mata uang Taka penuh) per lembar saham atau 10% kepemilikan dan setoran modal sejumlah US\$1.800 atau setara dengan Rp15 yang dilakukan pada tanggal 2 September 2003.

16. OTHER FINANCIAL ASSETS - NET (Continued)

k. PT Margaraya Jawa Tol (MJT) (lanjutan)

The Company has identified the investment in MJT does not have any expected future economic benefit and, therefore, the Company recognized the loss on impairment its investment amounting to Rp4,143 as an expense in 2019.

l. PT Marga Mawatindo Esprit (MME)

MME was established based on the Notarial Deed No. 96 dated May 30, 1997 Siti Pertiwi Henry Singgih, S.H. The investment in MME relates to the construction and operation of the Semarang - Demak toll road. The Company owns 1,154,364 shares at par value of Rp2,409 (full Rupiah) per share or equivalent to Rp2,780, which represent 8.33% ownership.

Based on Letter No. 001/SPK-DIR/2003 dated January 6, 2003, the Company and MME agreed to terminate the Concession Rights Agreement No. 58 dated February 25, 1998. The result of such termination of Concession Rights Agreement caused the Company's investment to have no economic value, therefore, the Company recognized the loss on impairment of the investment in year 2002 amounting to Rp2,781.

m. Marga Net One Limited (MNOL)

MNOL was established based on the Law of Bangladesh as stated in The Company Act 1994 (ACT-XVIII of 1994) (Private Company Limited by Shares) and Memorandum of Association of Marga Net One Limited dated February 29, 2003, in conjunction with Certificate of Incorporation No. C-50732(1027)/2003 dated October 11, 2003, issued by the Bangladesh's Registrar of Joint Stock Companies And Firms.

Based on the Memorandum of Association of MNOL dated February 29, 2003, the Company owns 200 shares at par value of TK 100 (full Taka amount) per share or 10% ownership and subscribed to paid in capital amounting to US\$1,800 or equivalent to Rp15 on September 2, 2003 of Joint Stock Companies And Firms.

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16. ASET KEUANGAN LAINNYA - NETO (Lanjutan)

m. Marga Net One Limited (MNOL) (lanjutan)

Perusahaan menganggap penyertaan pada MNOL sudah tidak memiliki nilai ekonomis disebabkan tidak adanya kepastian pengembalian investasi atas penyertaannya dan mengakui kerugian atas penurunan nilai penyertaan sebesar Rp15 sebagai beban tahun 2006.

n. PT Utama Marga Waskita (HAMAWAS)

HAMAWAS didirikan berdasarkan Akta Notaris No. 24 tanggal 20 Februari 2017 dari Ni Nyoman Rai Sumawati, S.H., M.Kn., dalam rangka pengusahaan ruas tol Kuala Tanjung - Tebing Tinggi - Parapat. Akta Pendirian disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0008223.AH.01.01.TAHUN 2017 tanggal 21 Februari 2017.

Perusahaan memiliki 27.300 lembar saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per lembar saham atau setara dengan Rp27.300 yang merupakan 30% dari total kepemilikan. Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham HAMAWAS No. 7 tanggal 11 Oktober 2021, oleh notaris Ni Nyoman Rai Sumawati, S.H., M.Kn, para pemegang saham menyetujui peningkatan modal dasar HAMAWAS. Perusahaan tidak melakukan pembayaran sehingga presentase kepemilikan Perusahaan terhadap HAMAWAS turun dari 30% menjadi 2,96%.

Berdasarkan laporan KJPP Benedictus Darmapuspita dan Rekan dalam laporannya tanggal 17 Februari 2022, pada tahun 2021 terjadi penurunan nilai wajar kepemilikan Perusahaan terhadap HAMAWAS sehingga Perusahaan mengakui kerugian penurunan nilai penyertaan saham pada tahun berjalan sebesar Rp79.403.

16. OTHER FINANCIAL ASSETS - NET (Continued)

m. Marga Net One Limited (MNOL) (continued)

The Company has identified that the investment in MNOL does not have any expected future economic benefit and, therefore, the Company recognized the loss on impairment its investment amounting to Rp15 as an expense in 2006.

n. PT Utama Marga Waskita (HAMAWAS)

HAMAWAS was established based on the Notarial Deed No. 24 dated February 20, 2017 of Ni Nyoman Rai Sumawati, S.H., M.Kn., in the framework of exploiting the Kuala Tanjung - Tebing Tinggi - Parapat toll road. The Deed of Establishment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-0008223.AH.01.01.TAHUN 2017 dated February 21, 2017.

The Company owned 27,300 shares at par value of Rp1,000,000 (full Rupiah) per share or equivalent to Rp27,300 which represent 30% of the total ownership. Based on the Deed of Shareholders resolution in lieu of General Meeting of HAMAWAS's Shareholder No. 7 dated October 11, 2021, by notary Ni Nyoman Rai Sumawati, S.H., M.Kn., the shareholders agreed to increase the authorized capital of HAMAWAS. The Company did not make any payment, so the company's percentage of ownership on HAMAWAS decreased from 30% to 2,96%.

Based on the report of KJPP Benedictus Darmapuspita and Partners in their report dated February 17, 2022, in 2021 there was a decrease in the fair value of the Company's ownership of HAMAWAS so that the Company recognized a loss in the value of its investment in current year profit or loss amounting to Rp79,403.

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17. ASET TIDAK LANCAR LAINNYA - NETO

17. OTHER NON-CURRENT ASSETS - NET

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Tanah dalam Pengembangan	675.408	671.013	<i>Land under Development</i>
Biaya prakarsa	137.931	71.648	<i>Initiative Cost</i>
Taksiran Tagihan Pajak			<i>Estimated Claim for Tax Refund</i>
Entitas Anak	101.789	95.274	<i>Subsidiary</i>
Uang Muka Biaya Fasilitas Pinjaman	66.220	82.575	<i>Advances for Loans Facility Fee</i>
Aset Diambil Alih	26.102	26.102	<i>Foreclosed Assets</i>
Lainnya	47.609	38.813	<i>Others</i>
Total Aset Lain-lain	1.055.059	985.425	<i>Total Other Assets</i>
Penyisihan Penurunan Nilai Aset	(26.102)	(26.102)	<i>Allowance for Impairment Losses</i>
Total - Bersih	<u>1.028.957</u>	<u>959.323</u>	Total - Net

a. Tanah dalam pengembangan

Akun ini merupakan nilai tercatat tanah dalam pengembangan milik JMRB yang berada di TB Simatupang - Jakarta, Pesanggrahan - Jakarta, Kaum Sari - Bogor, Ambawa - Cibinong.

a. Land under development

This account represents the carrying value of JMRB's land under development located at TB Simatupang - Jakarta, Pesanggrahan - Jakarta, Kaum Sari - Bogor, Ambawa - Cibinong.

b. Biaya Prakarsa

Biaya Prakarsa adalah biaya prakarsa jalan tol dalam rangka memprakarsai proyek ruas Jalan Tol baru. Pada tanggal 31 Desember 2021, manajemen meyakini biaya prakarsa jalan tol akan terpulihkan seluruhnya dan tidak diperlukan penurunan nilai.

b. Initiative Cost

Initiative costs are costs for toll road initiative in relation with initiating new toll road projects. As of December 31, 2021, management believes that the toll road initiative costs will be fully recovered and no impairment is required.

c. Aset diambil alih

c. Foreclosed assets

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Ruas Tol Porong - Gempol	12.028	12.028	<i>Porong - Gempol Toll Road</i>
Ruas Tol Cileunyi - Nagrek (PT Wijaya Karya (Persero) Tbk)	12.000	12.000	<i>Cileunyi - Nagrek Toll Road (PT Wijaya Karya (Persero) Tbk)</i>
Ruas Tol Pandaan - Pasuruan (PT Giri Adya Sejati)	2.074	2.074	<i>Pandaan - Pasuruan Toll Road (PT Giri Adya Sejati)</i>
Subtotal	<u>26.102</u>	<u>26.102</u>	<i>Subtotal</i>
Penyisihan Penurunan Nilai Aset:			<i>Allowance for Impairment Losses:</i>
Ruas Tol Porong - Gempol	12.028	12.028	<i>Porong - Gempol Toll Road</i>
Ruas Tol Cileunyi - Nagrek (PT Wijaya Karya (Persero) Tbk)	12.000	12.000	<i>Cileunyi - Nagrek Toll Road Karya (Persero) Tbk)</i>
Ruas Tol Pandaan - Pasuruan (PT Giri Adya Sejati)	2.074	2.074	<i>Pandaan - Pasuruan Toll Road (PT Giri Adya Sejati)</i>
Subtotal	<u>26.102</u>	<u>26.102</u>	<i>Subtotal</i>
Total	<u>-</u>	<u>-</u>	Total

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(lanjutan)**

c. Aset diambil alih (lanjutan)

Ruas Tol Porong-Gempol

Jalan tol Seksi Porong - Gempol merupakan bagian dari jalan tol Surabaya - Gempol yang mengalami dampak dari musibah genangan lumpur PT Lapindo Brantas sehingga mengakibatkan jalan tol tersebut tidak dapat beroperasi (Catatan 47b).

Sehubungan dengan dilakukannya penutupan sebagian jalan tol Surabaya - Gempol Seksi Porong - Gempol pada tanggal 11 Juli 2006, dan ditindaklanjuti dengan Surat Menteri Pekerjaan Umum No. 297/KPTS/M/2006 tanggal 11 Agustus 2006 tentang Pencabutan Sementara Status Sebagai Jalan Tol Sebagian Ruas Jalan Tol Porong - Gempol Seksi Surabaya - Gempol, Perusahaan mencatat aset jalan tol seksi Porong - Gempol ke dalam Aset Tidak Lancar Lainnya sebesar Rp12.028.

18. PERPAJAKAN

a. Pajak dibayar dimuka

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Entitas Anak		
Pajak Penghasilan:		
Pasal 21	-	217
Pajak Pertambahan Nilai	74.680	46.112
Total	<u>74.680</u>	<u>46.329</u>

b. Utang pajak

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Perusahaan		
Pajak Penghasilan:		
Pasal 4 (2)	3.097	6.579
Pasal 21	7.902	2.846
Pasal 22	77	119
Pasal 23	6.118	4.665
Pasal 26	-	29.765
Pasal 29	150.982	41.793
Pasal 25	40.231	-
Pajak Pertambahan Nilai	43.801	36.214
	<u>252.208</u>	<u>121.981</u>

**17. OTHER NON-CURRENT ASSETS - NET
(continued)**

c. Foreclosed assets (continued)

Porong-Gempol Toll Road

Section Porong - Gempol toll road is part of Surabaya - Gempol toll road that has been affected by mud disaster of PT Lapindo Brantas which resulting in the toll road unable to operate (Note 47b).

In line with the partial closure of Section Porong - Gempol of Surabaya - Gempol toll road on July 11, 2006, which followed up by letter from the Minister of Public Works No. 297/KPTS/M/2006 dated August 11, 2006 regarding the Temporary Revocation of Status of Some Part of Section Porong - Gempol in Surabaya - Gempol Toll Road, the Company recognized the Section Porong - Gempol toll road into Other Non-Current Assets amounting to Rp12,028.

18. TAXATION

a. Prepaid taxes

Subsidiaries
Income Taxes:
Article 21
Value Added Tax
Total

b. Taxes payable

The Company
Income Tax:
Article 4 (2)
Article 21
Article 22
Article 23
Article 26
Article 29
Article 25
Value Added Tax

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18. PERPAJAKAN (lanjutan)

18. TAXATION (continued)

b. Utang pajak (lanjutan)

b. Taxes payable (continued)

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Entitas Anak			Subsidiaries
Pajak Penghasilan:			Income Tax:
Pasal 4 (2)	28.216	52.511	Article 4 (2)
Pasal 21	3.207	5.421	Article 21
Pasal 23	4.773	3.535	Article 23
Pasal 25	1.045	1.549	Article 25
Pasal 26	-	41	Article 26
Pasal 29	35.512	5.127	Article 29
Pajak Bumi Bangunan	5.182	2.607	Property Tax
Pajak Pertambahan Nilai	18.092	19.159	Value Added Tax
Kewajiban Pajak Lainnya	962	1.148	Other Tax Liabilities
	<u>96.989</u>	<u>91.098</u>	
Total	<u>349.197</u>	<u>213.079</u>	Total

c. Beban pajak penghasilan

c. Income tax expenses

Beban pajak penghasilan Kelompok Usaha
terdiri dari:

The income tax expense of the Group consists
of the following:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	<u>2021</u>	<u>2020</u>	
Perusahaan			The Company
Pajak Kini	672.664	439.403	Current tax
Pajak Tangguhan	14.158	122.726	Deferred Tax
	<u>686.822</u>	<u>562.129</u>	
Entitas Anak			Subsidiaries
Pajak Kini	87.174	57.998	Current tax
Pajak Tangguhan	427.221	117.953	Deferred Tax
	<u>514.395</u>	<u>175.951</u>	
Konsolidasian			Consolidated
Pajak kini	759.838	497.401	Current Tax
Pajak Tangguhan	441.379	240.679	Deferred Tax
Total	<u>1.201.217</u>	<u>738.080</u>	Total

Pajak kini

Current tax

Rekonsiliasi antara laba konsolidasian sebelum
pajak penghasilan menurut laporan laba rugi
dan pendapatan komprehensif lain
konsolidasian dengan laba kena pajak, menjadi
dasar dalam pengisian SPT PPh Badan.

A reconciliation between the consolidated
income before income tax as reported in the
consolidated statements of profit or loss and
other comprehensive income and taxable
income, are the basis for filling in the corporate
income tax return.

Pada tanggal 31 Maret 2020, Pemerintah
menerbitkan Peraturan Pemerintah Pengganti
Undang-Undang Republik Indonesia No. 1
Tahun 2020 yang menetapkan, antara lain,
penurunan tarif pajak penghasilan wajib pajak
badan dalam negeri dan bentuk usaha tetap
dari semula 25% menjadi 22% untuk tahun
pajak 2020 dan 2021 dan 20% mulai tahun
pajak 2022 dan seterusnya.

On March 31, 2020, the Government issued a
Government Regulation in lieu of the Law of the
Republic of Indonesia No. 1 Year 2020 which
stipulates, among others, reduction to the tax
rates for corporate income tax payers and
permanent establishments entities from
previously 25% to become 22% for fiscal years
2020 and 2021 and 20% starting fiscal year
2022 and onwards.

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18. PERPAJAKAN (lanjutan)

18. TAXATION (continued)

c. Beban pajak penghasilan (lanjutan)

c. Income tax expenses (continued)

Pajak kini (lanjutan)

Current tax (continued)

Namun, pada tanggal 29 Oktober 2021, Pemerintah Menerbitkan Undang-undang No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan yang mengatur bahwa tarif pajak penghasilan untuk wajib pajak badan dalam negeri dan bentuk usaha tetap kembali menjadi 22% di tahun 2022.

However, on October 29, 2021, the Government issued Law no. 7 Year 2021 concerning the Harmonization of Tax Regulations which stipulates that the income tax rate for domestic corporate taxpayers and permanent establishments will return to 22% in 2022.

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Laba Konsolidasian Sebelum Pajak Penghasilan	2.072.453	696.451	Consolidated Income Before Tax Income
Ditambah: Laba (Rugi) Entitas Anak	1.553.115	1.185.928	Add: Portion of Subsidiaries Income (Loss)
Efek eliminasi	(1.199.782)	(693.049)	Elimination effect
Laba Sebelum Pajak Penghasilan - Perusahaan	2.425.786	1.189.330	Income Before Tax - The Company
Beda temporer			Temporary differences
Provisi (pembayaran) pelapisan ulang	113.769	(136.428)	Provision (payment) of overlay
Penyisihan piutang tak tertagih	(109.010)	38.468	Allowance for doubtful accounts
Penyisihan atas liabilitas imbalan kerja	59.808	(45.635)	Provision of employee benefits liabilities
Beban Insentif	322.707	(23.746)	Incentive Expenses
Penyusutan aset tetap dan hak pengusahaan jalan tol	(187.781)	(156.158)	Depreciation of fixed assets and toll road concession rights
Beban Sewa (PSAK 73)	2.287	(1.927)	Lease Expense (PSAK 73)
Subtotal	201.780	(325.426)	Subtotal
Beda tetap			Permanent differences
Beban tol dan usaha lainnya	88.197	1.860	Toll and other operating expense
Bagian rugi entitas anak dan entitas asosiasi	1.450.899	939.511	Share in loss of subsidiaries and associates
Beban bunga akrual	3.320	94.231	Accrued interest expenses
Beban umum dan administrasi	123.887	17.083	General and administrative expenses
Biaya perolehan penghasilan dikenakan pajak final	20.294	44.429	Acquisition cost of income subject to final tax
Beban pajak	3	12.458	Tax expenses
Beban bunga efektif	34.638	13.420	Effective interest rate expenses
Beban lainnya - bersih	254.176	47.077	Other expenses - net
Beban pajak atas penghasilan keuangan	10.344	10.105	Tax expense on interest income
Beban piutang karyawan	411	442	Employee receivable expenses
Penghasilan dikenakan pajak final	(51.381)	(61.882)	Income subject to final tax
Penghasilan lainnya	(1.451.606)	(20.728)	Other income
Pendapatan bunga yang telah dikenakan PPh Final	(53.185)	(50.985)	Interest income subjected to final tax
Subtotal	429.997	1.047.021	Subtotal
Total	631.777	721.595	Total
Taksiran Penghasilan Kena Pajak Perusahaan	3.057.563	1.910.925	Estimated Taxable Income of the Company
Total beban pajak kini			Current income tax provision
Beban pajak kini Perusahaan	672.664	420.404	Current income tax expense - Company
Beban Pajak atas Koreksi Pajak	-	18.999	Tax expense from correction
Total	672.664	439.403	Total
Pajak penghasilan dibayar dimuka			Prepayment of income taxes
Pajak Penghasilan Pasal 23	113.103	51.633	Income Tax Article 23
Pajak Penghasilan Pasal 25	408.579	326.978	Income Tax Article 25
Total	521.682	378.611	Total
Utang pajak penghasilan			Income Tax Payable
Perusahaan	150.982	41.793	Company
Entitas Anak	35.512	5.127	Subsidiaries
Total Utang Pajak - Konsolidasian	186.494	46.920	Income Tax Payable - Consolidated

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18. PERPAJAKAN (lanjutan)

18. TAXATION (continued)

c. Beban pajak penghasilan (lanjutan)

c. Income tax expenses (continued)

Pajak tangguhan

Deferred tax

Pajak tangguhan dihitung berdasarkan pengaruh dari perbedaan temporer antara jumlah tercatat aset dan liabilitas menurut laporan keuangan konsolidasian dengan dasar pengenaan pajak aset dan liabilitas. Rincian aset dan liabilitas pajak tangguhan sebagai berikut:

Deferred tax is calculated using all temporary differences between tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. The details of deferred tax assets and liabilities are as follows:

2021							
1 Januari 2021/ January 1, 2021	Diakui di laba rugi/ Recognized in Profit or loss	Efek Perubahan Tarif Adjustment of Tariff Changes	Diakui di Komprehensif Lain/ Recognized in Other Comprehensive Income	Efek Dekonsolidasi/ Deconsolidation Effect	31 Desember 2021/ December 31, 2021		
Liabilitas (Aset) Pajak Tangguhan Perusahaan							Deferred Tax Liabilities (Assets) Company
Aset Tetap dan Aset Takberwujud	881.958	41.312	69.854	-	993.124	Fixed Assets and Intangible Assets	
Provisi Pelapisan Jalan Tol	(69.542)	(25.029)	(2.145)	-	(96.716)	Provision for Overlay	
Liabilitas Imbalan Kerja	(110.042)	(13.158)	(146)	2.734	(120.612)	Employee Benefits Liabilities	
Beban Insentif	(36.394)	(70.996)	-	-	(107.390)	Incentive Expenses	
Penyisihan piutang tak tertagih	(29.064)	23.982	(9.033)	-	(14.115)	Allowance for doubtful accounts	
Efek Tersedia untuk Dijual	1.850	-	-	(7.891)	(6.041)	Securities Available for Sale	
Beban Sewa (PSAK 73)	424	(503)	20	-	(99)	Lease Expense (PSAK 73)	
Total	639.190	(44.392)	58.550	(5.157)	648.191	Total	
Entitas Anak							Subsidiaries
Aset Tetap dan Aset Takberwujud	551.224	346.185	94.711	(134.082)	858.038	Fixed Assets and Intangible Assets	
Provisi Pelapisan Jalan Tol	(2.641)	(606)	(31)	-	(3.278)	Provision for Overlay	
Liabilitas Imbalan Kerja	(9.253)	2.581	(16.713)	(1.705)	(24.156)	Employee Benefits Liabilities	
Penyisihan Kerugian Penurunan Piutang Rugi Fiskal	(702)	(854)	(72)	-	(1.628)	Allowance for Impairment Losses	
Beban Akrua	2.133	(16.545)	18.315	-	4.935	Loss on Fiscal	
Nilai Wajar Investasi Saham	54.036	-	-	29.560	83.596	Accrued Expenses	
Beban Sewa (PSAK 73)	(122)	57	193	-	128	Fair Value of Investment in Shares	
Total	594.675	330.818	96.403	27.855	920.413	Lease Expense (PSAK 73)	
Liabilitas Pajak Tangguhan Konsolidasian	1.233.865	286.426	154.953	22.688	1.568.604	Consolidated Deferred Tax Liability	
2020							
1 Januari 2020/ January 1, 2020	Dampak penerapan PSAK 71 (Dibebankan ke Saldo Laba 1 Jan 2020) Impact of PSAK 71 (Charge to Retained Earning Jan. 1 2020)	Diakui di laba rugi/ Recognized in Profit or loss	Efek Perubahan Tarif Adjustment of Tariff Changes	Diakui di Komprehensif Lain/ Recognized in Other Comprehensive Income	31 Desember 2020/ December 31, 2020		
Liabilitas (Aset) Pajak Tangguhan Perusahaan							Deferred Tax Liabilities (Assets) Company
Perusahaan							Company
Aset Tetap dan Aset Takberwujud	889.145	-	34.355	(41.542)	881.958	Fixed Assets and Intangible Assets	
Provisi Pelapisan Jalan Tol	(113.583)	-	30.014	14.027	(69.542)	Provision for Overlay	
Liabilitas Imbalan Kerja	(248.821)	-	10.040	114.332	(110.042)	Employee Benefits Liabilities	
Beban Insentif	(2.038)	-	5.224	(39.580)	(36.394)	Incentive Expenses	
Penyisihan piutang tak tertagih	(4.903)	(19.593)	(8.463)	3.895	(29.064)	Allowance for doubtful accounts	
Efek Tersedia Untuk Dijual	2.462	-	-	-	1.850	Securities Available for Sale	
Beban Sewa (PSAK 73)	-	-	424	-	424	Lease Expense (PSAK 73)	
Total	522.263	(19.593)	71.594	51.132	639.190	Total	
Entitas Anak							Subsidiaries
Aset Tetap dan Aset Takberwujud	461.710	-	227.043	(137.528)	551.224	Fixed Assets and Intangible Assets	
Provisi Pelapisan Jalan Tol	514	-	1.816	857	(2.641)	Provision for Overlay	
Liabilitas Imbalan Kerja	(22.525)	-	62.624	-	(9.253)	Employee Benefits Liabilities	
Penyisihan Kerugian Penurunan Piutang Rugi Fiskal	(63.326)	-	(58.303)	23.607	(702)	Allowance for Impairment Losses	
Beban Akrua	34.695	-	(563)	2.133	-	Loss on Fiscal	
Beban Sewa (PSAK 73)	2.277	-	-	-	54.036	Accrued Expenses	
Nilai Wajar Investasi Saham	-	-	(122)	-	(122)	Fair Value of Investment in Shares	
Beban Sewa (PSAK 73)	-	-	-	-	-	Lease Expense (PSAK 73)	
Total	413.908	-	228.484	(110.531)	594.676	Total	
Liabilitas Pajak Tangguhan Konsolidasian	936.171	(19.593)	300.078	(69.399)	1.233.866	Consolidated Deferred Tax Liability	

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18. PERPAJAKAN (lanjutan)

18. TAXATION (continued)

c. Beban pajak penghasilan (lanjutan)

c. Income tax expenses (continued)

Pajak tangguhan (lanjutan)

Deferred tax (continued)

Rekonsiliasi antara laba akuntansi sebelum pajak penghasilan dengan tarif pajak yang berlaku dan beban pajak penghasilan sebagai berikut:

The reconciliation between the accounting income before income tax with the current tax rate and income tax expense are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Laba Konsolidasian Sebelum Pajak			Consolidated Income Before Tax
Penghasilan Badan	2.072.453	696.451	Corporate Income
Dikurangi: Laba (Rugi) Entitas Anak	1.553.115	1.185.928	Less: Portion of Subsidiaries Income (Loss)
Efek eliminasi	(1.199.782)	(693.049)	Elimination effect
Laba Sebelum Pajak Penghasilan - Perusahaan	2.425.786	1.189.330	Income Before Tax - The Company
Beban Pajak atas Laba			Revenue Tax Expense
dengan Tarif Pajak yang Berlaku	533.673	261.653	with Effective Tax Rate
Beban Pajak Atas Koreksi Pajak	-	18.999	Tax expense from correction
Pengaruh Pajak atas Benda Tetap	94.599	230.345	Tax Effect on the Permanent Differences
Perubahan Tarif Pajak	58.550	51.132	Changes in Tax Rate
Total Beban Pajak	686.822	562.129	Total Tax Expense
Beban Pajak Entitas Anak, Neto	514.395	175.951	Tax Expenses of the Subsidiaries, Net
Beban Pajak, Neto	1.201.217	738.080	Tax Expense, Net

d. Surat Ketetapan Pajak

d. Tax Assessment Letters

Perusahaan

The Company

Pada tanggal 14 Juli 2020, Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) atas Pajak Penghasilan Badan (PPH Badan) tahun 2016 sebesar Rp18.999 dan denda sebesar Rp9.120 yang telah dibayar Perusahaan pada bulan Agustus 2020. Kurang bayar PPh Badan tersebut disajikan pada akun "Beban Pajak Kini" pada laba rugi tahun 2020.

On July 14, 2020, the Company received Preliminary Tax Assessment Letters of Underpayment (SKPKB) for its 2016 Corporate Income Tax (CIT) amounting to Rp18,999 and its penalty amounting to Rp9,120 which was paid by the Company in August 2020. The underpayment of CIT was presented in the "Current Tax Expense" account in 2020 profit or loss.

Entitas Anak

The Subsidiaries

Pada tanggal 21 April dan 18 September 2020, JSM dan MLJ, masing-masing menerima dan menyetujui Surat Ketetapan Pajak Nihil (SKPN) atas PPh Badan tahun 2016 dan tahun 2015.

On April 21 and September 18, 2020, JSM and MLJ received and accepted Tax Assessment Letters of Nil (SKPN) for its 2016 and 2015 CIT, respectively.

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18. PERPAJAKAN (lanjutan)

e. Administrasi Pajak

Berdasarkan peraturan perpajakan Indonesia, Perusahaan menyampaikan surat pemberitahuan sendiri atas jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan dan mengubah kewajiban pajak dalam batas waktu 5 (lima) tahun setelah tanggal pajak terutang.

19. UTANG USAHA

Akun ini merupakan utang kepada pemasok terkait dengan pengadaan barang cetakan, alat tulis kantor, obat-obatan dan pakaian dinas serta utang usaha atas jasa pemeliharaan dan pembersihan jalan tol.

18. TAXATION (continued)

e. Tax Administration

Under the taxation law of Indonesia, the Company submit tax returns on the base of self-assessment and amend the tax payable within 5 (five) years after the date when the tax becomes payable.

19. TRADE PAYABLES

This account represents payables to suppliers related to the procurement of printing goods, office stationery, medicine, uniform, toll road maintenance and cleaning services.

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Pihak Berelasi (Catatan 45)	29.906	34.087	<i>Related Parties (Note 45)</i>
Pihak Ketiga (Rupiah)			<i>Third Parties (Rupiah)</i>
PT Armada Antar Lintas Nusa	49.894	27.063	<i>PT Armada Antar Lintas Nusa</i>
PT Network Global Solusindo	11.541	38.219	<i>PT Network Global Solusindo</i>
PT DCT Total Solutions	7.257	-	<i>PT DCT Total Solutions</i>
PT Putratama satya bhakti	6.937	-	<i>PT Putratama satya bhakti</i>
PT Resqtec Indonesia	6.338	5.740	<i>PT Resqtec Indonesia</i>
PT Tigaresi Bangun Nusaperdana	5.921	-	<i>PT Tigaresi Bangun Nusaperdana</i>
Lain-lain (di bawah Rp5.000)	315.231	220.051	<i>Others (below Rp5,000)</i>
Subtotal	<u>403.119</u>	<u>291.073</u>	<i>Subtotal</i>
Total	<u>433.025</u>	<u>325.160</u>	Total

Seluruh utang usaha terdenominasi dalam mata uang Rupiah.

All trade payables are denominated in Rupiah.

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20. UTANG KONTRAKTOR

Akun ini merupakan utang kepada kontraktor, konsultan dan rekanan sehubungan dengan pembangunan jalan, pelapisan ulang, pengadaan fasilitas tol, dan bangunan lain.

Utang kontraktor jangka pendek

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
Pihak Berelasi (Catatan 45)	840.387	1.414.358
Pihak Ketiga		
KSO Waskita - Acset	130.015	133.823
PT Delameta Bilano	54.713	34.076
PT Module Intracs Yasatama	38.847	60.215
KSO Waskita - Gorip	34.809	52.213
KSO Utama - Gorip	25.641	-
PT Cipta Strada	21.643	-
KSO Adhi Karya - Acset	15.864	12.531
PT Marga Maju Mapan	15.078	20.266
PT Perkasa Adiguna Sembada	11.233	13.533
PT Roadmixindo Raya	10.413	11.465
KSO Abipraya - Aremix	9.101	9.101
PT Ardhani Karya Mandiri	8.869	8.577
PT Dirgantara Yudha Artha	7.320	2.405
PT Multi Karya Cemerlang	5.505	585
PT Modern Widya Tehnical	5.165	-
PT Sumber Kencana Graha	3.804	3.804
PT Mutiara Indah Purnama	3.050	2.328
PT Multiartha Adhi Sarana	2.114	7.697
PT Multi Phi Beta	2.019	2.199
Lain-lain (di bawah Rp2.000)	44.653	94.257
Subtotal	<u>449.856</u>	<u>469.075</u>
Total	<u>1.290.243</u>	<u>1.883.433</u>

20. CONTRACTORS PAYABLES

This account represents payables to contractors, consultants and partners associated with the construction of roads, overlay and procurement of toll facilities, and other buildings.

Short-term contractors payables

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
Pihak Berelasi (Catatan 45)	840.387	1.414.358
Pihak Ketiga		
KSO Waskita - Acset	130.015	133.823
PT Delameta Bilano	54.713	34.076
PT Module Intracs Yasatama	38.847	60.215
KSO Waskita - Gorip	34.809	52.213
KSO Utama - Gorip	25.641	-
PT Cipta Strada	21.643	-
KSO Adhi Karya - Acset	15.864	12.531
PT Marga Maju Mapan	15.078	20.266
PT Perkasa Adiguna Sembada	11.233	13.533
PT Roadmixindo Raya	10.413	11.465
KSO Abipraya - Aremix	9.101	9.101
PT Ardhani Karya Mandiri	8.869	8.577
PT Dirgantara Yudha Artha	7.320	2.405
PT Multi Karya Cemerlang	5.505	585
PT Modern Widya Tehnical	5.165	-
PT Sumber Kencana Graha	3.804	3.804
PT Mutiara Indah Purnama	3.050	2.328
PT Multiartha Adhi Sarana	2.114	7.697
PT Multi Phi Beta	2.019	2.199
Lain-lain (di bawah Rp2,000)	44.653	94.257
Subtotal	<u>449.856</u>	<u>469.075</u>
Total	<u>1.290.243</u>	<u>1.883.433</u>

Utang kontraktor jangka panjang

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
Pihak Berelasi (Catatan 45)	249.139	473.921
Pihak Ketiga		
KSO Waskita - Acset	113.675	231.347
KSO Utama - Gorip	-	25.641
PT Modern Widya Technical	-	417
Lain-lain (di bawah Rp2.000)	-	23.507
Subtotal	<u>113.675</u>	<u>280.912</u>
Total	<u>362.814</u>	<u>754.833</u>

Long-term contractors payables

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
Pihak Berelasi (Catatan 45)	249.139	473.921
Pihak Ketiga		
KSO Waskita - Acset	113.675	231.347
KSO Utama - Gorip	-	25.641
PT Modern Widya Technical	-	417
Lain-lain (di bawah Rp2,000)	-	23.507
Subtotal	<u>113.675</u>	<u>280.912</u>
Total	<u>362.814</u>	<u>754.833</u>

Seluruh utang kontraktor terdenominasi dalam mata uang Rupiah.

All contractors payables are denominated in Rupiah.

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**21. LIABILITAS KEUANGAN JANGKA PENDEK
LAINNYA**

21. OTHER CURRENT FINANCIAL LIABILITIES

Akun ini terdiri dari:

This account consists of:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Pihak Ketiga			Third Parties
Utang Sekuritisasi Pendapatan Tol Jagorawi	141.150	143.400	Jagorawi Toll Revenues Securitization Payable
Utang Jaminan pihak lain	34.738	24.403	Guarantee Payable
Lainnya (di bawah Rp5.000)	250.479	186.769	Others (below Rp5,000)
Total	426.367	354.572	Total

Utang Sekuritisasi Pendapatan Tol Jagorawi merupakan dana pendapatan tol Jagorawi yang menjadi hak pemegang KIK EBA. Perusahaan akan menyerahkan dana tersebut kepada pemegang KIK EBA.

Jagorawi Toll Revenues Securitization Payable represents Jagorawi toll revenues funds that entitled to KIK EBA holders. The Company will transfer those fund to KIK EBA holders.

22. BEBAN AKRUAL

22. ACCRUED EXPENSES

Akun ini terdiri dari:

This account consists of:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Beban kontraktor dan konsultan			Contractors and consultant expense
Pihak Berelasi (Catatan 45)	2.570.016	3.734.170	Related Parties (Note 45)
Pihak Ketiga	637.588	681.488	Third Parties
Utang investasi ke Pemerintah (Catatan 45, 47.e)	644.274	630.185	Government's investment liability (Note 45, 47.e)
Beban umum dan administrasi			General and administrative expenses
Pihak Ketiga	588.873	308.383	Third Parties
Akrual insentif kinerja	450.234	199.656	Performance incentive accrual
Beban bunga			Interest expenses
Pihak Berelasi (Catatan 45)			Related Parties (Note 45)
Utang pembebasan lahan	112.172	127.532	Land acquisition liability
Utang bank	19.058	26.200	Bank loans
Pihak Ketiga			Third Parties
Utang dana talangan tanah	61.176	47.971	Bridging fund for land
Utang bank sindikasi	46.629	61.953	Syndicated bank loan
Utang obligasi	10.567	26.840	Bonds payable
Utang bagi hasil			Profit Sharing Liabilities
PT Bank Maybank Indonesia Tbk	22.422	21.917	PT Bank Maybank Indonesia Tbk
PT Bank DKI	5.285	4.248	PT Bank DKI
PT Bank Syariah Indonesia	3.066	3.438	PT Bank Syariah Indonesia
PT Bank Permata Tbk	1.044	1.657	PT Bank Permata Tbk
PT Bank CIMB Niaga Tbk	1.008	1.608	PT Bank CIMB Niaga Tbk
Utang bank			Bank loans
PT Bank Central Asia Tbk	12.945	9.631	PT Bank Central Asia Tbk
PT Bank Danamon	4.905	6.363	PT Bank Danamon
PT Bank Shinhan Indonesia	-	765	PT Bank Shinhan Indonesia
Lain-lain	4.574	9.136	Others
Total	5.195.836	5.903.141	Total
Dikurangi bagian lancar	3.158.712	3.537.386	Net of current portion
Bagian tidak lancar	2.037.124	2.365.755	Non - current portion

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23. UTANG BANK

23. BANK LOANS

Utang bank jangka pendek:

Short-term bank loans:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Pihak Berelasi (Catatan 45)	231.451	2.970.185	<i>Related Parties (Note 45)</i>
Pihak Ketiga			<i>Third Parties</i>
PT Bank Maybank Indonesia Tbk	300.000	-	<i>PT Bank Maybank Indonesia Tbk</i>
PT Bank Syariah Indonesia Tbk	300.000	-	<i>PT Bank Syariah Indonesia Tbk</i>
PT Bank Permata Tbk	158.202	40.000	<i>PT Bank Permata Tbk</i>
PT Bank Central Asia Tbk	67.129	472.301	<i>PT Bank Central Asia Tbk</i>
PT Bank ICBC Indonesia	381	567	<i>PT Bank ICBC Indonesia</i>
PT Bank Pembangunan Daerah Riau	294	227	<i>PT Bank Pembangunan Daerah Riau</i>
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	294	227	<i>PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat</i>
PT Bank Pembangunan Daerah Jawa Tengah	110	85	<i>PT Bank Pembangunan Daerah Jawa Tengah</i>
PT Bank Shinhan Indonesia	-	200.000	<i>PT Bank Shinhan Indonesia</i>
PT Bank DKI	-	671	<i>PT Bank DKI</i>
Total	1.057.861	3.684.263	Total

Utang bank jangka panjang:

Long-term bank loans:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Bagian jatuh tempo dalam satu tahun - utang bank jangka panjang			Current maturities of - long-term bank loan
Pihak Berelasi (Catatan 45)	2.720.926	406.931	<i>Related Parties (Note 45)</i>
Pihak Ketiga			<i>Third Parties</i>
PT Bank Central Asia Tbk	32.725	13.304	<i>PT Bank Central Asia Tbk</i>
PT Bank Pembangunan Daerah Bali	7.496	5.355	<i>PT Bank Pembangunan Daerah Bali</i>
PT Bank Mega Tbk	4.758	2.127	<i>PT Bank Mega Tbk</i>
PT Bank Syariah Indonesia	4.604	1.913	<i>PT Bank Syariah Indonesia</i>
PT Bank Pembangunan Daerah Jawa Timur Tbk	2.378	19.620	<i>PT Bank Pembangunan Daerah Jawa Timur Tbk</i>
PT Bank ICBC Indonesia	1.903	1.412	<i>PT Bank ICBC Indonesia</i>
PT Bank Pembangunan Daerah Papua	1.664	744	<i>PT Bank Pembangunan Daerah Papua</i>
PT Bank Muamalat Indonesia Tbk	1.407	638	<i>PT Bank Muamalat Indonesia Tbk</i>
PT Bank Pembangunan Daerah Kalimantan Selatan	953	426	<i>PT Bank Pembangunan Daerah Kalimantan Selatan</i>
PT Bank CIMB Niaga Tbk	733	-	<i>PT Bank CIMB Niaga Tbk</i>
PT Bank Pembangunan Daerah Riau	648	707	<i>PT Bank Pembangunan Daerah Riau</i>
PT Bank Jabar Banten Syariah	496	212	<i>PT Bank Jabar Banten Syariah</i>
PT Bank Maybank Indonesia Tbk	230	500.000	<i>PT Bank Maybank Indonesia Tbk</i>
PT Bank DKI	115	-	<i>PT Bank DKI</i>
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	115	-	<i>PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk</i>
PT Indonesia Infrastructure Finance	58	-	<i>PT Indonesia Infrastructure Finance</i>
PT Bank BCA Syariah	46	-	<i>PT Bank BCA Syariah</i>
PT Bank Permata Tbk	-	1.000.000	<i>PT Bank Permata Tbk</i>
PT Bank Pembangunan Daerah Sumatera Utara	-	14.711	<i>PT Bank Pembangunan Daerah Sumatera Utara</i>
PT Bank Pembangunan Daerah Jawa Tengah	-	182	<i>PT Bank Pembangunan Daerah Jawa Tengah</i>
PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung	-	98	<i>PT Bank Pembangunan Daerah Sumatra Selatan dan Bangka Belitung</i>
PT Bank Pembangunan Daerah Istimewa Yogyakarta	-	8.462	<i>PT Bank Pembangunan Daerah Istimewa Yogyakarta</i>
Subtotal	60.329	1.569.911	<i>Subtotal</i>
Total Bagian Jatuh Tempo dalam Satu Tahun - Utang Bank Jangka Panjang	2.781.255	1.976.842	Total Current Maturities of Long Term Bank Loans

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23. UTANG BANK (lanjutan)

23. BANK LOANS (continued)

Utang bank jangka panjang (lanjutan)

Long-term bank loans (continued)

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Bagian jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun			Long-term portion - net off current maturities
Pihak Berelasi (Catatan 45)	26.430.521	29.528.029	<i>Related Parties (Note 45)</i>
Pihak Ketiga			<i>Third Parties</i>
PT Bank Central Asia Tbk	9.564.100	6.047.272	<i>PT Bank Central Asia Tbk</i>
PT Bank Maybank Indonesia Tbk	4.660.730	3.455.237	<i>PT Bank Maybank Indonesia Tbk</i>
PT Bank Syariah Indonesia	2.995.890	2.894.438	<i>PT Bank Syariah Indonesia</i>
PT Bank CIMB Niaga Tbk	2.664.645	2.747.183	<i>PT Bank CIMB Niaga Tbk</i>
PT Bank DKI	1.980.311	1.977.567	<i>PT Bank DKI</i>
PT Bank Danamon Syariah	1.000.000	1.000.000	<i>PT Bank Danamon Syariah</i>
PT Bank Mega Tbk	944.747	848.844	<i>PT Bank Mega Tbk</i>
PT Bank Permata Tbk	912.059	-	<i>PT Bank Permata Tbk</i>
PT Bank ICBC Indonesia	571.071	1.055.019	<i>PT Bank ICBC Indonesia</i>
PT Bank Pembangunan Daerah			<i>PT Bank Pembangunan Daerah</i>
Jawa Timur Tbk	472.044	915.260	<i>Jawa Timur Tbk</i>
PT Bank Pembangunan Daerah Riau	428.000	395.065	<i>PT Bank Pembangunan Daerah Riau</i>
PT Bank Pembangunan Daerah Papua	330.299	296.769	<i>PT Bank Pembangunan Daerah Papua</i>
PT Bank Muamalat Indonesia Tbk	283.490	254.712	<i>PT Bank Muamalat Indonesia Tbk</i>
PT Bank Pembangunan Daerah Sumatera Utara	268.206	492.894	<i>PT Bank Pembangunan Daerah Sumatera Utara</i>
PT Bank Danamon Indonesia Tbk	250.000	250.000	<i>PT Bank Danamon Indonesia Tbk</i>
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	230.313	227.567	<i>PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk</i>
PT Bank Pembangunan Daerah Kalimantan Selatan	189.213	170.006	<i>PT Bank Pembangunan Daerah Kalimantan Selatan</i>
PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat	146.688	113.106	<i>Sulawesi Selatan dan Sulawesi Barat</i>
PT Indonesia Infrastructure Finance	115.156	-	<i>PT Indonesia Infrastructure Finance</i>
PT Bank Jabar Banten Syariah	94.277	84.707	<i>PT Bank Jabar Banten Syariah</i>
PT Bank BCA Syariah	91.215	90.128	<i>PT Bank BCA Syariah</i>
PT Bank Pembangunan Daerah Jawa Tengah	55.010	186.695	<i>PT Bank Pembangunan Daerah Jawa Tengah</i>
PT Bank Pembangunan Daerah Bali	53.544	61.041	<i>PT Bank Pembangunan Daerah Bali</i>
PT Bank Pembangunan Daerah Istimewa Yogyakarta	-	132.568	<i>PT Bank Pembangunan Daerah Istimewa Yogyakarta</i>
PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung	-	21.343	<i>PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung</i>
Subtotal	<u>28.301.008</u>	<u>23.717.421</u>	<i>Subtotal</i>
Biaya belum diamortisasi	(273.812)	(263.509)	<i>Unamortized cost</i>
Total bagian jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun	<u>54.457.717</u>	<u>52.981.941</u>	Long-term portion - net off current maturities
Total Utang Bank Jangka Panjang	<u><u>57.238.972</u></u>	<u><u>54.958.783</u></u>	Total Long-Term Bank Loans

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23. UTANG BANK (lanjutan)

Pinjaman Bank Perusahaan

a. Pinjaman pada PT Bank Central Asia Tbk

Berdasarkan Akta Perjanjian No. 26 tanggal 24 Mei 2021 dari Notaris Karin Christiana Basoeki, S.H., Perusahaan memperoleh fasilitas pembiayaan sebesar Rp3.000.000 dengan jangka waktu 5 (lima) tahun sejak tanggal penandatanganan perjanjian. Tingkat suku bunga yang dikenakan adalah sebesar 6,35% per tahun.

Utang bank diberikan secara *Negative Pledge*, sehingga debitur tidak menyerahkan jaminan/agunan baik kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,25 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp1.000.000..

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Perusahaan memiliki saldo utang sebesar Rp2.000.000 dengan biaya yang belum di amortisasi Rp2.954.

b. Pinjaman pada PT Bank Mandiri (Persero) Tbk

Berdasarkan Akta Perjanjian Kredit Term Loan Nomor CRO.KP/121/TLN/2020 tanggal 18 Juni 2020, dari Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Perusahaan memperoleh fasilitas pinjaman sebesar Rp3.000.000 untuk jangka waktu 3 (tiga) tahun sejak tanggal penandatanganan perjanjian dan tingkat suku bunga yang diberikan adalah 6,25% per tahun.

Utang bank diberikan secara *Negative Pledge*, sehingga debitur tidak menyerahkan jaminan/agunan baik kepada bank maupun kepada kreditur lainnya.

23. BANK LOANS (continued)

The Company's Bank Loans

a. Loan from PT Bank Central Asia Tbk

Based on the Deed of Agreement No. 26 dated May 24, 2021 from Notary Karin Christiana Basoeki, S.H., the Company obtained a financing facility amounting to Rp3,000,000 with a term of 5 (five) years from the date of signing the agreement. The interest rate charged is 6.35% per annum.

The bank loan is subject to Negative Pledge, therefore the debtor is not required to submit a guarantee/collateral to the bank or other creditors.

The major covenants of this facility include the followings:

- a. Minimum interest coverage ratio is 1.25 times;*
- b. Maximum debt to equity ratio is 5 times.*

During 2021, the Company has paid its bank loan amounted to Rp1,000,000.

As of December 31, 2021, the Company has complied with all the covenants.

The Company has an outstanding balance of Rp2,000,000. with unamortized issuance cost Rp2,954.

b. Loan from PT Bank Mandiri (Persero) Tbk

Based on the Deed of Special Transaction Loan Agreement No. CRO.KP/121/TLN/2020 dated June 18, 2020, of Ir. Nanette Cahyanie Handari Adi Warsito, S.H., the Company obtained loan facilities amounting to Rp3,000,000 for a period of 3 (three) years from the signing date of the agreement and the loan bears interest rate 6.25% per annum.

The bank loan is subject to Negative Pledge, therefore the debtor is not required to submit a guarantee/collateral to the bank or other creditors.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Perusahaan (lanjutan)

b. Pinjaman pada PT Bank Mandiri (Persero) Tbk (lanjutan)

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

a. *Interest coverage ratio* minimal 1,25 kali;

b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Perusahaan memiliki saldo utang pada fasilitas pinjaman tersebut sebesar Rp3.000.000 dan biaya yang belum diamortisasi sebesar Rp3.133.

Berdasarkan Akta Perjanjian Pemberian Fasilitas Term Loan Akta No. CRO.KP/504/TLN/2019 tanggal 4 Desember 2019, dari Notaris Lenny Janis Ishak, S.H., Perusahaan memperoleh fasilitas pinjaman sebesar Rp3.000.000 untuk jangka waktu tiga tahun sejak tanggal penandatanganan perjanjian. Berdasarkan Surat CBG.CB2/STR.1647/2020 dan CBG.CB2/STR.SPKK.043/2020 tingkat suku bunga yang dikenakan adalah 6,25% per tahun.

Utang bank diberikan secara *Negative Pledge*, sehingga debitur tidak menyerahkan jaminan/agunan baik kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

a. *Interest coverage ratio* minimal 1,25 kali;

b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan penting yang dipersyaratkan.

Perusahaan memiliki saldo utang pada fasilitas pinjaman tersebut sebesar Rp2.500.000 dengan biaya yang belum diamortisasi Rp5.399.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp500,000.

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

b. Loan from PT Bank Mandiri (Persero) Tbk (continued)

The major covenants of this facility include the followings:

a. *Minimum interest coverage ratio is 1.25 times;*

b. *Maximum debt to equity ratio is 5 times.*

As of December 31, 2021, the Company has met all the covenants as required in the agreement.

The Company has a loan outstanding balance amounting to Rp3,000,000 with unamortized issuance cost Rp3,133.

Based on the Deed of Credit Agreement for Term Loan facility No. CRO.KP/504/TLN/2019 dated December 4, 2019, of Notary Lenny Janis Ishak, S.H., the Company obtained loan facilities amounting to Rp3,000,000 for a period of three year from the date of signing the agreement. Based on letter CBG.CB2/STR.1647/2020 And CBG.CB2/STR.SPKK.043/2020. The loan bears interest rate at 6.25% per annum.

The bank loan is subject to Negative Pledge, therefore the debtor is not required to submit a guarantee/collateral to the bank or other creditors.

The major covenants of this facility includes the followings:

a. *Minimum interest coverage Ratio is 1.25 times;*

b. *Maximum debt to equity ratio is 5 times.*

As of December 31, 2021, the Company has met the major covenants as required in the agreement.

The Company has a loan outstanding balance amounting to Rp2,500,000 with unamortized issuance cost Rp5,399.

During 2021, the Company has paid its bank loan amounted to Rp500,000.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Perusahaan (lanjutan)

b. Pinjaman pada PT Bank Mandiri (Persero) Tbk (lanjutan)

Berdasarkan Akta Perjanjian Pemberian Fasilitas Term Loan II No. WCO.KPI/161/TLN/2020 tanggal 29 Juli 2020, dari Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Perusahaan memperoleh fasilitas pinjaman sebesar Rp1.000.000 untuk jangka waktu 3 (tiga) tahun sejak tanggal penandatanganan perjanjian. Tingkat suku bunga yang dikenakan adalah 6,25% per tahun.

Utang bank diberikan secara Negative Pledge, sehingga debitur tidak menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,25 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp300,000.

Perusahaan memiliki saldo utang pada fasilitas pinjaman tersebut sebesar Rp700.000 dengan biaya yang belum diamortisasi Rp8.863.

c. Pinjaman pada PT Bank CIMB Niaga Tbk

Berdasarkan Perjanjian Pembiayaan No. 91/PP/CB/JKT/2019 tanggal 27 Mei 2019, Perusahaan memperoleh Fasilitas Pembiayaan Modal Kerja - Musyarakah sebesar Rp2.000.000 dengan jangka waktu sampai dengan 31 Juli 2023. Tingkat bagi hasil yang ditawarkan adalah:

- a. Saldo utang sebesar Rp1.100.000 di 6,75% per tahun sejak tanggal 25 Juni 2021;
- b. Saldo utang sebesar Rp600.000 di 5,70% per tahun sejak tanggal 20 September 2021.

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

b. Loan from PT Bank Mandiri (Persero) Tbk (continued)

Based on the Deed of Credit Agreement for Term Loan facility II No. WCO.KPI/161/TLN/2020 dated July 29, 2020, of Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., the Company obtained loan facilities amounting to Rp1,000,000 for a period of 3 (three) years from the date of signing the agreement. The loan bears interest rate 6.25% per annum.

The bank loan is subject to Negative Pledge, therefore the debtor is not required to submit a guarantee/collateral to the bank or other creditors.

The major covenants of this facility includes the followings:

- a. Minimum interest coverage Ratio is 1.25 times;
- b. Maximum debt to equity ratio is 5 times.

As of December 31, 2021, the Company has met all the covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp300,000.

The Company has a loan outstanding balance amounting to Rp700,000 with unamortized issuance cost Rp8,863.

c. Loan from PT Bank CIMB Niaga Tbk

Based on the Financing Agreement No. 91/PP/CB/JKT/2019 dated 27 May 2019 The Company obtained a Working Capital Financing Facility - Musyarakah of Rp2,000,000 with a period of up to July 31, 2023. The profit sharing rate offered is:

- a. Loan amounting to Rp1,100,000 at 6.75% per annum since June 25, 2021;
- b. Loan amounting to Rp600,000 at 5.70% per annum since September 20, 2021.

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Pinjaman Bank Perusahaan (lanjutan)

c. Pinjaman pada PT Bank CIMB Niaga Tbk (lanjutan)

Fasilitas Pinjaman diberikan secara *Negative Pledge*, sehingga Perusahaan tidak diharuskan untuk menyerahkan jaminan/agunan baik kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,25 kali;
- b. *Debt to equity ratio* maksimal 5 kali,

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp1.000.000.

Perusahaan memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp1.200.000

d. Pinjaman pada PT Bank Maybank Indonesia Tbk

Berdasarkan Akta Perjanjian Akad *Line Fasilitas Pembiayaan Musyarakah* No. 13 tanggal 28 November 2019 dari Notaris Bambang Sularso, S.H., dan Perubahan Akad *Line Fasilitas Pembiayaan Musyarakah* No 303/PrbMusy/CDU1/2021 tanggal 6 Desember 2021. Perusahaan memperoleh fasilitas Pembiayaan Investasi Musyarakah sebesar Rp5.700.000. Fasilitas ini dapat digunakan untuk membiayai kegiatan investasi, termasuk namun tidak terbatas pada pelunasan kewajiban pembiayaan lainnya ataupun obligasi, dengan jangka waktu selama 3 (tiga) tahun. Tingkat bagi hasil yang ditawarkan adalah:

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

c. Loan from PT Bank CIMB Niaga Tbk (continued)

The investment is subject to Negative Pledge, therefore the debtor is not required to provide preferential guarantee/collateral to the bank or other creditors.

The major covenants of this facility include the followings:

- a. *Minimum interest coverage ratio is 1.25 times;*
- b. *Maximum debt to equity ratio is 5 times.*

As of December 31, 2021, the Company has met all covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp1,000,000.

The Company has an outstanding balance on this financing facility amounting to Rp1,200,000.

d. Loan from PT Bank Maybank Indonesia Tbk

Based on the Deed of Contract Agreement on Musharakah Financing Facility No. 13 dated November 28, 2019 from Notary Bambang Sularso, S.H., and Amendment of Deed of Musharakah Financing Facility No. 303/PrbMusy/CDU1/2021 dated December 6, 2021. The Company obtained Musharakah investment facility of Rp5,700,000. This facility can be used to finance investment activities, including but not limited to repayment of other financing obligations or bonds, with a period of 3 (three) years. The profit sharing rate offered is:

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Pinjaman Bank Perusahaan (lanjutan)

d. Pinjaman pada PT Bank Maybank Indonesia Tbk (lanjutan)

- a. Saldo utang sebesar Rp3.000.000 dengan tingkat suku bunga sebesar 6,5% per tahun;
- b. Saldo utang sebesar Rp500.000 dengan tingkat suku bunga sebesar 5,6% per tahun;
- c. Saldo utang sebesar Rp700.000 dengan tingkat suku bunga sebesar 5,5% per tahun;
- d. Saldo utang sebesar Rp1.500.000 dengan tingkat suku bunga sebesar 5,25% per tahun.

Fasilitas Investasi diberikan secara *Negative Pledge*, sehingga debitur tidak menyerahkan jaminan/ agunan baik kepada bank maupun kepada kreditor lainnya.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,25 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp700.000.

Perusahaan memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp4.500.000.

e. Pinjaman pada PT Bank Negara Indonesia (Persero) Tbk

Berdasarkan Akta Perjanjian Kredit No. 1, No. 2, dan No. 3 tanggal 1 Desember 2021 Perusahaan memperpanjang fasilitas pinjaman dari PT Bank Negara Indonesia (Persero) Tbk sebesar Rp1.500.000 untuk jangka waktu 2 tahun, serta tambahan fasilitas kredit sebesar Rp750.000 untuk jangka waktu 3 tahun. Tingkat suku bunga yang berlaku adalah:

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

d. Loan from PT Bank Maybank Indonesia Tbk (continued)

- a. Loan amounting to Rp3,000,000 with an interest rate of 6.5% per annum;
- b. Loan amounting to Rp500,000 with an interest rate of 5.6% per annum;
- c. Loan amounting to Rp700,000 with an interest rate of 5.5% per annum;
- d. Loan amounting to Rp1,500,000 with an interest rate of 5.25% per annum.

The Investment Facility is subject to *Negative Pledge*, therefore the debtor is not required to provide preferential guarantee /collateral to the bank or other creditors.

As of December 31, 2021, the Company has met all the covenants as required in the agreement.

The major covenants of this facility includes the following:

- a. Minimum interest coverage ratio is 1.25 times;
- b. Maximum debt to equity ratio is 5 times.

During 2021, the Company has paid its bank loan amounted to Rp700,000.

The Company and has an outstanding balance on this financing facility amounting to Rp4,500,000.

e. Loan from PT Bank Negara Indonesia (Persero) Tbk

Based on the Deed of Credit Agreement No. 1, No. 2, and No. 3 dated December 1, 2021, the Company extended a loan facility from PT Bank Negara Indonesia (Persero) Tbk amounting to Rp1,500,000 for a period of 2 years, and an additional credit facility of Rp750,000 for a period of 3 years. The applicable interest rates are:

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23. UTANG BANK (lanjutan)

Pinjaman Bank Perusahaan (lanjutan)

- a. Saldo utang sebesar Rp1.500.000 dengan tingkat suku bunga sebesar 6,5% per tahun;
- b. Saldo utang sebesar Rp750.000 dengan tingkat suku bunga sebesar 5,70% per tahun.

Pinjaman bank tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,1 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp1.150.000.

Perusahaan memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp1.300.000.

f. Pinjaman pada PT Bank Permata Tbk

Berdasarkan Akta Addendum Perjanjian Pembiayaan Musyarakah Mutanaqisah No. 29 tanggal 26 Oktober 2020 dari Notaris Lolani Kurniati Irdham-Idroes, S.H., Perusahaan memperoleh fasilitas pembiayaan investasi musyarakah sebesar Rp1.000.000.

Fasilitas ini dapat digunakan untuk membiayai modal kerja Perusahaan untuk jangka waktu selama satu tahun sejak tanggal 30 Oktober 2019. Fasilitas Investasi ini tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya. Tingkat bagi hasil yang berlaku adalah 6,25% per tahun

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

- a. Loan amounting to Rp1,500,000 at 6.50% per annum;
- b. Loan amounting to Rp750,000 at 5.70% per annum.

The bank loan not require the Company to submit guarantee/collateral to the bank or other creditors.

The major covenants of this facility includes the following:

- a. Minimum interest coverage ratio is 1.1 times;
- b. Maximum debt to equity ratio is 5 times.

As of December 31, 2021, the Company has met all covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp1,150,000.

The Company has an outstanding balance on this financing facility amounting to Rp1,300,000.

f. Loan from PT Bank Permata Tbk

Based on the Ammended Deed of Musyarakah Mutanaqisah Financing Agreement No. 29 dated October 26, 2020 of Notary Lolani Kurniati Irdham-Idroes, S.H., the Company obtained Musharaka investment facility of Rp1,000,000.

This facility can be used to finance the Company's working capital for a period of one year since October 30, 2019. This investment facility does not require the Company to submit a guarantee/ collateral to the bank or other creditors. The applicable interest rate is 6.25% per annum.

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Pinjaman Bank Perusahaan (lanjutan)

f. Pinjaman pada PT Bank Permata Tbk (lanjutan)

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,25 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp200.000.

Perusahaan memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp900.000.

g. Pinjaman pada PT Bank Syariah Indonesia Tbk

Berdasarkan Akta Perjanjian Akad Fasilitas Pembiayaan Musyarakah No. 15 Ashoya Ratam, S.H., M.Kn., tanggal 12 Juni 2017 yang telah mengalami beberapa perubahan dengan perubahan terakhir pada Akta Perjanjian Akad Fasilitas Pembiayaan Musyarakah Addendum IV No. 24 dari Notaris Nanette Cahyanie Handari Adi Warsito tanggal 26 Agustus 2021, Perusahaan memperoleh fasilitas Akad Pembiayaan Berdasarkan Prinsip Musyarakah sebesar Rp1.500.000. Fasilitas ini dapat digunakan untuk modal kerja operasional Perusahaan untuk jangka waktu selama satu tahun. Tingkat bagi hasil yang berlaku adalah 6% per tahun.

Pada tanggal 1 Februari 2021, PT Bank Syariah Mandiri, PT BNI Syariah, dan PT BRI Syariah telah melakukan *merger* dan berubah nama menjadi PT Bank Syariah Indonesia.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,1 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

f. Loan from PT Bank Permata Tbk (continued)

The major covenants of this facility include the followings:

- a. *Minimum interest coverage ratio is 1.25 times;*
- b. *Maximum debt to equity ratio is 5 times.*

As of December 31, 2021, the Company has met all covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp200,000.

The Company has an outstanding balance on this financing facility amounting to Rp900,000.

g. Loan from PT Bank Syariah Indonesia Tbk

Based on the Deed of Musharakah Investment Facility Agreement No. 15, of Ashoya Ratam, S.H., M.Kn., dated June 12, 2017, which was amended several times by the latest Deed of Musharakah Addendum IV investment facility No. 24 of Nanette Cahyanie Handari Adi Warsito, dated August 26, 2021, the Company obtained Musharakah investment facility of Rp1,500,000. This facility can be used to finance the Company's working capital. with term of one year. The applicable rate of return is 6% per annum.

On February 1, 2021 PT Bank Syariah Mandiri, PT BNI Syariah, and PT BRI Syariah has merged and changed its name to PT Bank Syariah Indonesia.

The major covenants of this facility include the followings:

- a. *Minimum interest coverage ratio is 1.1 times;*
- b. *Maximum debt to equity ratio is 5 times.*

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Pinjaman Bank Perusahaan (lanjutan)

g. Pinjaman pada PT Bank Syariah Indonesia Tbk (lanjutan)

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Fasilitas Investasi tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp470.000.

Pada tanggal 31 Desember 2021, Perusahaan masih memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp1.500.000.

Berdasarkan Akta Perjanjian Akad Fasilitas Pembiayaan Musyarakah No. 1 tanggal 2 Desember 2021 dari Notaris Nanette Cahyanie Handari Adi Warsito, Perusahaan memperoleh fasilitas Akad Pembiayaan Berdasarkan Prinsip Musyarakah sebesar Rp1.000.000. Fasilitas ini dapat digunakan untuk modal kerja operasional Perusahaan untuk jangka waktu selama satu tahun. Tingkat bagi hasil yang berlaku adalah 5,85% per tahun.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,1 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Fasilitas Investasi tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp700.000.

Pada tanggal 31 Desember 2021, Perusahaan masih memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp300.000.

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

g. Loan from PT Bank Syariah Indonesia Tbk (continued)

As of December 31, 2021, the Company has met all the covenants as required in the agreement.

The investment facilities does not require the Company to submit a guarantee/collateral to the bank or other creditors.

During 2021, the Company has paid its bank loan amounted to Rp470,000.

As of December 31, 2021, the Company has an outstanding balance on this financing facility amounting to Rp1,500,000.

Based on the Deed of Musharakah Investment Facility Agreement No. 1 dated December 2, 2021 of Notary Nanette Cahyanie Handari Adi Warsito, the Company obtained Musharakah investment facility of Rp1,000,000. This facility can be used to finance the Company's working capital. with term of one year. The applicable rate of return is 5.85% per annum.

The major covenants of this facility include the followings:

- a. Minimum interest coverage ratio is 1.1 times;
- b. Maximum debt to equity ratio is 5 times.

The investment facilities does not require the Company to submit a guarantee/collateral to the bank or other creditors.

As of December 31, 2021, the Company has met all covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp700,000.

As of December 31, 2021, the Company has an outstanding balance on this financing facility amounting to Rp300,000.

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23. UTANG BANK (lanjutan)

23. BANK LOANS (continued)

Pinjaman Bank Perusahaan (lanjutan)

The Company's Bank Loans (continued)

h. Pinjaman pada PT Bank DKI

h. Loan from PT Bank DKI

Berdasarkan Akta Perjanjian Akad Fasilitas Pembiayaan Musyarakah No. 86 Notaris Ashoya Ratam, S.H., M.Kn., tanggal 21 Desember 2018, dengan perubahan terakhir pada Akta Perjanjian Akad Fasilitas Pembiayaan Musyarakah Addendum I No. 41 tanggal 20 Desember 2021 oleh Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Perusahaan memperoleh fasilitas Akad Pembiayaan Berdasarkan Prinsip Musyarakah sebesar Rp1.000.000. Fasilitas ini dapat digunakan untuk modal kerja operasional Perusahaan jangka waktu selama dua tahun.

Based on the Deed of Musharakah Investment Facility Agreement No. 86, of Ashoya Ratam, S.H., M.Kn., dated December 21, 2018, which amended the latest of Musharakah Investment Facility Agreement Addendum I No. 41, dated December 20, 2021, by Ir. Nanette Cahyanie Handari Adi Warsito, S.H., the Company obtained Musharakah investment facility of Rp1,000,000. This facility can be used to finance the Company's working capital with terms of two years.

Fasilitas Investasi tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya.

The Investment Facility does not require the Company to provide a guarantee/collateral to the bank or other creditors.

Tingkat bagi hasil yang ditawarkan setara dengan 6,25% per tahun sejak tanggal 12 Juli 2021 (2020: 7,5% per tahun).

The rate of return offered equivalent to 6.25% per annum since July 12, 2021 (2020: 7.5% per annum).

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

The major covenants of this facility include the followings:

- a. *Interest coverage ratio* minimal 1,1 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

- a. *Minimum interest coverage ratio* is 1.1 times;
- b. *Maximum debt to equity ratio* is 5 times.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

As of December 31, 2021, the Company has met all the covenants as required in the agreement.

Perusahaan masih memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp1.000.000.

The Company has an outstanding balance on this financing facility amounting to Rp1,000,000.

Berdasarkan Akta Perjanjian Fasilitas Pembiayaan Musyarakah No. 42 Ashoya Ratam, S.H., M.Kn., tanggal 9 Desember 2019 dengan perubahan terakhir pada Akta Perjanjian Akad Fasilitas Pembiayaan Musyarakah Addendum II No. 39 tanggal 20 Desember 2021 oleh Ir. Nanette Cahyanie Handari Adi Warsito, S.H., Perusahaan memperoleh fasilitas Akad Pembiayaan Berdasarkan Prinsip Musyarakah sebesar Rp750.000. Tingkat bagi hasil yang ditawarkan adalah 6,25% per tahun.

Based on the Deed of Musharakah Investment Facility Agreement No. 42 of Ashoya Ratam, S.H., M.Kn., dated December 9, 2019 with the latest amendment to the Deed of Agreement of Musyarakah Financing Facility Addendum II No. 39 dated 20 December 2021 by Ir. Nanette Cahyanie Handari Adi Warsito, S.H., the Company obtained Musharakah investment facility of Rp750,000. The applicable interest rate is 6.25% per annum.

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Pinjaman Bank Perusahaan (lanjutan)

h. Pinjaman pada PT Bank DKI (lanjutan)

Fasilitas ini dapat digunakan untuk modal kerja operasional Perusahaan jangka waktu selama tiga tahun. Fasilitas Investasi tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditor lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimum 1,1 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp200.000.

Perusahaan memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp750.000.

i. Pinjaman pada PT Bank Shinhan Indonesia

Berdasarkan Akta Perjanjian Pinjaman No. 49 tanggal 24 September 2019 dari Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., yang telah mengalami perubahan dengan perubahan terakhir berdasarkan Addendum Perjanjian Pinjaman No. 197/ADD-PPWK/IX/2021 tanggal 23 September 2021, Perusahaan memperoleh fasilitas pinjaman dari PT Bank Shinhan Indonesia sebesar Rp200.000 dengan jangka waktu 2 (dua) tahun sejak tanggal 24 September 2021.

Tingkat suku bunga adalah 6,5% per tahun. Pinjaman bank tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditor lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- e. *Interest coverage ratio* minimal 1,25 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

h. Loan from PT Bank DKI

This facility can be used to finance the Company's working capital with terms of three years. The Investment Facility does not require the Company to provide a guarantee/collateral to the bank or other creditors.

The major covenants of this facility include the followings:

- a. *Minimum interest coverage is 1.1 times;*
- b. *Maximum debt to equity ratio is 5 times.*

As of December 31, 2021, the Company has met all covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp200,000.

The Company has an outstanding balance on this financing facility amounting to Rp750,000.

i. Loan from PT Bank Shinhan Indonesia

Based on the Deed of Loan Agreement No. 49 dated September 24, 2019 of Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., which has been amended several times, with the latest amendment based on No. 197/ADD-PPWK/IX/2021 dated September 23, 2021, The Company obtained loan facilities from PT Bank Shinhan Indonesia amounting to Rp200,000 for a period of 2 (two) years since September 24, 2021.

The loan bears interest rate at 6.5% per annum. The bank loan does not require the Company to submit guarantee/collateral to the bank or other creditors.

The major covenant of this facility include the following:

- a. *Minimum interest coverage ratio is 1.25 times;*
- b. *Maximum debt to equity ratio is 5 times.*

As of December 31, 2021, the Company has met all the covenants as required in the agreement.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Perusahaan (lanjutan)

i. Pinjaman pada PT Bank Shinhan Indonesia (lanjutan)

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp200.000.

Perusahaan sudah melunasi utang pada fasilitas pembiayaan ini pada tanggal 12 November 2021.

j. Pinjaman pada PT Bank Danamon Indonesia Tbk

Berdasarkan Akta Perjanjian Pinjaman No. 13 tanggal 21 Oktober 2020 dari Notaris Nurhasanah S.H., M.Kn., Perusahaan memperoleh fasilitas pinjaman sebesar Rp1.000.000. dengan jangka waktu 3 (tiga) tahun sejak tanggal perjanjian sampai dengan 21 Oktober 2023. Tingkat suku bunga adalah 6,25% per tahun (2020: 8% per tahun). Pinjaman bank tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

a. *Interest coverage ratio* minimal 1,25 kali;

b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp500.000.

Perusahaan memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp250.000 dan biaya yang belum diamortisasi sebesar Rp145.

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

j. Loan from PT Bank Shinhan Indonesia (continued)

During 2021, the Company has paid its bank loan amounted to Rp200,000.

The Company has paid all off the debt under this financing facility on November 21, 2021.

j. Loan from PT Bank Danamon Indonesia Tbk

Based on the Deed of Loan Agreement No. 13 dated October 21, 2020 of Nurhasanah S.H., M.Kn., the Company obtained loan facilities amounting to Rp1,000,000 for a period of 3 (three) years since October 21, 2023. The loan bears interest at 6.25% per annum (2020: 8% per annum). The bank loan does not require the Company to submit guarantee/collateral to the bank or other creditors.

The major covenant of this facility include the following:

a. Minimum interest coverage ratio is 1.25 times;

b. Maximum debt to equity ratio is 5 times.

As of December 31, 2021, the Company has met all the covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp500,000.

The Company has an outstanding balance on this financing facility amounting to Rp250,000 with unamortized issuance cost Rp145.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Perusahaan (lanjutan)

**j. Pinjaman pada PT Bank Danamon
Indonesia Tbk (lanjutan)**

Berdasarkan Akta Perjanjian Pinjaman No. 12 tanggal 21 Oktober 2020 dari Notaris Nurhasanah S.H., M.Kn., Perusahaan memperoleh fasilitas pembiayaan musyarakah dari PT Bank Danamon sebesar Rp1.000.000 dengan jangka waktu 3 (tiga) tahun sejak tanggal perjanjian sampai dengan 21 Oktober 2023. Dengan bagi hasil ditentukan dari proyeksi pendapatan Perusahaan atau setara dengan 6,75% per tahun sejak tanggal 2 Juni 2021 sampai tanggal 2 September 2021, menjadi setara dengan 6,25% sejak tanggal 2 September 2021 sampai tanggal 2 Desember 2021. Pinjaman bank tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,25 kali,
- b. *Debt to equity ratio* maksimal 5 kali,

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan yang dipersyaratkan.

Selama tahun 2021, Perusahaan melakukan pembayaran utang bank sebesar Rp750.000.

Perusahaan memiliki saldo utang pada fasilitas pembiayaan ini sebesar Rp1.000.000.

23. BANK LOANS (continued)

The Company's Bank Loans (continued)

**j. Loan from PT Bank Danamon Indonesia Tbk
(continued)**

Based on the Deed of Loan Agreement No. 12 dated October 21, 2020 of Nurhasanah S.H., M.Kn., the Company obtained facilities Musyarakah Funding amounting to Rp1,000,000 for a period of 3 (three) years since October 21, 2023. The loan sharing profit based on Company projection revenue or equivalent 6.75% per annum since June 2, 2021 until September 2, 2021, to equivalent 6.25% since September 2, 2021 until December 2, 2021. The bank loan does not require the Company to submit guarantee/collateral to the bank or other creditors.

The major covenant of this facility include the following:

- a. Minimum interest coverage ratio is 1.25 times
- b. Maximum debt to equity ratio is 5 times

As of December 31, 2021, the Company has met all the covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp750,000.

The Company has an outstanding balance on this financing facility amounting to Rp1,000,000.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Entitas Anak

a. PT Jasamarga Surabaya Mojokerto (JSM)

Pada tanggal 24 Januari 2007, JSM telah mengadakan Perjanjian Pinjaman Sindikasi dengan PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk dan PT Bank Bukopin Tbk berdasarkan Akta Perjanjian Pinjaman Sindikasi No. 33 yang kemudian terakhir kali diubah dengan Akta Perubahan II atas Perjanjian Perubahan dan Pernyataan Kembali Perjanjian Pinjaman Sindikasi No. 1 tanggal 3 Desember 2015 dari Notaris Rina Utami Djauhari, S.H., yang mana terdapat penambahan kreditur yaitu PT Bank Pembangunan Jawa Timur dan PT Bank Pembangunan Daerah Sumatera Utara.

Maksimum fasilitas pinjaman yang diterima JSM adalah sebesar Rp2.652.845 yang terdiri dari Fasilitas Kredit Investasi sebesar Rp2.304.104 dan Fasilitas Bunga Masa Konstruksi (*Interest During Construction*) sebesar Rp348.741 dengan jangka waktu kredit sejak tanggal efektif perjanjian sampai dengan tanggal 23 Desember 2026. Atas pinjaman ini JSM dikenakan suku bunga secara *Weighted Average* yang akan diperhitungkan oleh Agen Fasilitas yaitu PT Bank Negara Indonesia (Persero) Tbk berdasarkan ketentuan suku bunga yang disepakati dan diberlakukan kepada para Kreditur.

Berdasarkan Surat No. SDK/3/420 dari PT Bank Negara Indonesia (Persero) Tbk tanggal 16 November 2016, PT Bank Bukopin Tbk mengundurkan diri sebagai kreditur dalam kredit sindikasi dan porsinya digantikan oleh PT Bank Pembangunan Daerah Istimewa Yogyakarta.

Berdasarkan Akta Notaris No. 7 oleh Rina Utami Djauhari S.H., Jakarta, tanggal 9 Agustus 2020, perjanjian pinjaman sindikasi telah diperbaharui dengan fasilitas pinjaman maksimum baru sebesar Rp3.486.403, yang terdiri dari Fasilitas Pinjaman Investasi sebesar Rp3.093.353 dan Fasilitas IDC sebesar Rp393.050 dengan jangka waktu kredit yang telah diperpanjang sampai dengan tanggal 23 Desember 2028.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Debt to equity ratio* maksimal 2,2 kali;
- b. *Current ratio* minimal 1 kali.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans

a. PT Jasamarga Surabaya Mojokerto (JSM)

On January 24, 2007, JSM signed a Syndicated Loan Agreement with PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk and PT Bank Bukopin Tbk based on Notarial Deed of Syndicated Loan Agreement No. 33, which was amended by Notarial Deed of Amendment II Syndicated Loan Agreement No. 1 dated December 3, 2015 of Notary Rina Utami Djauhari, S.H., this amendment added another two creditors, PT Bank Pembangunan Jawa Timur and PT Bank Pembangunan Daerah Sumatera Utara.

The maximum loan facility amounting to Rp2,652,845, consists of Investment Loan Facility amounting to Rp2,304,104 and Interest During Construction (IDC) facility amounting to Rp348,741 with the loan period from the effective date of the agreement until December 23, 2026. The loan bears Weighted Average Interest Rate determined by the Facility Agent of PT Bank Negara Indonesia (Persero) Tbk, whereby referred to the agreed interest rate and charged to the creditors.

Based on a Letter No. SDK/3/420 from PT Bank Negara Indonesia (Persero) Tbk dated November 16, 2016, PT Bank Bukopin Tbk has retired its portion in the syndicated loan and has been replaced with PT Bank Pembangunan Daerah Istimewa Yogyakarta.

Based on Notarial Deed No. 7 by Rina Utami Djauhari S.H. Jakarta, dated August 9, 2020, the syndicated loan agreement has been renewed with a maximum loan facility amounting to Rp3,486,403, consisting of Investment Loan Facility amounting to Rp3,093,353 and IDC Facility amounting to Rp393,050 with the loan period extended until December 23, 2028.

The major covenants of this facility include the followings:

- a. Maximum debt to equity ratio is 2.2 times;
- b. Minimum Current ratio is 1 time.

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Pinjaman Bank Entitas Anak

a. PT Jasamarga Surabaya Mojokerto (JSM)

Pada tanggal 31 Desember 2021, JSM telah memenuhi kedua pembatasan tersebut. Jaminan pinjaman antara lain berupa tagihan atas pendapatan tol dan pendapatan usaha lain yang diikat secara fidusia.

Pada tanggal 7 Oktober 2021, JSM telah melakukan pelunasan dipercepat atas kredit Sindikasi sebesar Rp3.196.751.

Berdasarkan Akta perjanjian kredit dengan PT Bank Central Asia Tbk No. 26 tanggal 13 Oktober 2021, JSM menerima pinjaman sebesar Rp3.800.000 dengan jangka waktu 5 (lima) tahun sejak tanggal penandatanganan perjanjian. Fasilitas ini digunakan untuk melakukan pelunasan dipercepat Kredit Investasi dan pelunasan utang kepada pemegang saham.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah rasio pembiayaan para kreditur terhadap self financing (Debt Equity Ratio / DER) maksimal 4 kali yang harus tercapai selambatnya pada tahun 2026. Tingkat bunga yang diberikan adalah 6,75%.

Selama 2021, pembayaran yang dilakukan oleh Perusahaan sebesar Rp1.583.

Saldo pinjaman pada 31 Desember 2021 adalah sebesar Rp3.798.416 dan biaya yang belum diamortisasi sebesar Rp19.402.

b. PT Jasamarga Bali Tol (JBT)

Berdasarkan Akta Perjanjian Kredit Sindikasi No. 79 tanggal 22 Juni 2012 dari Akta Notaris Fathiah Helmi, S.H., terakhir kali diubah dengan Addendum V Perjanjian Pinjaman No. 3 tanggal 3 September 2020 dari Akta Notaris Fathiah Helmi, S.H., JBT telah memperoleh fasilitas Kredit Investasi (KI) Sindikasi Pembiayaan Proyek Jalan Tol Nusa Dua - Ngurah Rai - Benoa dari PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Central Asia Tbk, PT Bank Tabungan Negara (Persero) Tbk dan PT Bank Pembangunan Daerah Bali yang kemudian terakhir kali diubah dengan Addendum IV Perjanjian Pinjaman No. 41 tanggal 23 Maret 2019 dari Akta Notaris Fathiah Helmi, S.H.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans

a. PT Jasamarga Surabaya Mojokerto (JSM)

As of December 31, 2021, JSM has met all the covenants as required in the agreement. Loan guarantees include, among other things, claims for toll revenues and other fiduciary-bound business income.

On October 7, 2021, JSM has made an early repayment of the Syndicated loan amounted to Rp3,196,751.

Based on the Deed of credit agreement with PT Bank Central Asia Tbk No. 26 dated October 13, 2021, JSM received a loan facility amounting to Rp3,800,000 with a term of 5 (five) years from the signing date of the agreement. This facility is used to make early repayment of Investment Credit and debt repayment to shareholders.

The terms of the financial ratios are the ratio of creditors' financing to their own financing (Debt Equity Ratio / DER) of a maximum of 4 times which must be achieved no later than in 2026. The interest rate is 6.75% per annum.

During 2021, JSM has paid its bank loan amounted to Rp1,583.

The outstanding loan as of December 31, 2021 amounting to Rp3,798,416 and the unamortized cost amounting to Rp19,402.

b. PT Jasamarga Bali Tol (JBT)

Based on the Deed of Syndicated Loan Agreement No. 79 dated June 22, 2012 by Notarial Deed Fathiah Helmi, S.H., with last amended were Addendum V Loan Agreement No. 3 on September 3, 2020 by Notarial Deed Fathiah Helmi, S.H., JBT obtained investment loan for financing project Nusa Dua - Ngurah Rai - Benoa toll road from PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Central Asia Tbk, PT Bank Tabungan Negara (Persero) Tbk and PT Bank Pembangunan Daerah Bali and the last amended were Addendum IV Loan Agreement No. 41 on March 23, 2019 of Notarial Deed Fathiah Helmi, S.H.

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Pinjaman Bank Entitas Anak (lanjutan)

b. PT Jasamarga Bali Tol (JBT) (lanjutan)

Maksimum fasilitas pinjaman sebesar Rp1.739.300 yang terdiri dari pinjaman investasi sebesar Rp1.622.000 dan fasilitas bunga masa konstruksi sebesar Rp117.300. Jangka waktu fasilitas kredit adalah 15 (lima belas) tahun sejak ditandatanganinya akta.

Tingkat suku bunga yang berlaku adalah tingkat suku bunga *Simple Interest Rate* ditambah marjin sebesar 5% dan telah berubah menjadi 4% untuk tahun-tahun berikutnya berdasarkan Addendum III Perjanjian Kredit. Jaminan yang diberikan berupa hak konsesi, pendapatan tol dan pendapatan usaha lainnya yang diikat secara fidusia.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. Rasio pembiayaan para kreditur terhadap *self - financing* debitur mencerminkan komposisi maksimum 70%:30%.
- b. *Debt service coverage ratio* minimal lebih dari 1 kali selama masa pengoperasian.

Pada tanggal 31 Desember 2021, JBT telah memenuhi semua pembatasan.

Selama tahun 2021, JBT telah melakukan pembayaran utang bank sebesar Rp185.676.

Saldo pinjaman sindikasi pada tanggal 31 Desember 2021 adalah sebesar Rp1.061.679 dan biaya penerbitan yang belum diamortisasi sebesar Rp1.150.

c. PT Jasamarga Gempol Pasuruan (JGP)

Berdasarkan Akta Perjanjian Kredit Sindikasi No. 44 tanggal 25 Agustus 2017 yang terakhir kali diubah dengan Akta Perjanjian Kredit Sindikasi No. 4 tanggal 7 September 2020 dari notaris Ariani L. Rachim, JGP menandatangani perjanjian kredit sindikasi dengan PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, serta PT Bank Pembangunan Daerah Jawa Timur Tbk untuk pembiayaan proyek pembangunan jalan tol Gempol - Pasuruan.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

b. PT Jasamarga Bali Tol (JBT) (continued)

The maximum loan facility amounting to Rp1,739,300 consist of investment loan amounting Rp1,622,000 and Interest During Construction facility amounting to Rp117,300. Loan facility period is 15 (fifteen) years from the signing date of the loan agreement.

The applicable interest rate is Simple Interest Rate plus a margin of 5% and has changed to 4% for the following years based on Addendum III Credit Agreement. Loan guarantees including concession rights, claims on toll revenues and other operating income are pledged with fiduciary loan guarantee.

The major covenants of this facility include the following:

- a. The loan ratio of creditors to debt financing *self - financing* reflects a maximum composition of 70%:30%.
- b. Minimum Debt service coverage Ratio is more than 1 time during operation period.

As of December 31, 2021, JBT has met all the covenants as required in the agreement.

During 2021, JBT has paid its bank loan amounted to Rp185,676.

The balance of the syndicated loan as of December 31, 2021 amounting to Rp1,061,679 and the unamortized issuance cost amounting to Rp1,150.

c. PT Jasamarga Gempol Pasuruan (JGP)

Based on the Deed of Syndicated Loan Agreement No. 44 dated August 25, 2017, which last amended by Deed No. 4 dated September 7, 2020 of Notary Ariani L. Rachim, JGP signed syndicated loan agreement with PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, serta PT Bank Pembangunan Daerah Jawa Timur Tbk for financing Gempol - Pasuruan toll road project.

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Pinjaman Bank Entitas Anak (lanjutan)

**c. PT Jasamarga Gempol Pasuruan (JGP)
(lanjutan)**

Maksimum fasilitas kredit adalah sebesar Rp2.821.786 (termasuk fasilitas IDC sebesar Rp246.745). Jangka waktu fasilitas kredit adalah 15 (lima belas) tahun sejak ditandatanganinya akta. Tingkat suku bunga menggunakan tingkat suku bunga rata-rata deposito berjangka untuk jangka waktu 3 bulan dari bank-bank sindikasi yang dimuat di media massa ditambah margin sebesar 5,58% (2020: 2,42%).

Jaminan yang diberikan oleh JGP adalah:

- Segala harta kekayaan Debitur, baik yang bergerak maupun tidak bergerak, baik yang sudah ada maupun yang akan ada dikemudian hari menjadi jaminan bagi pelunasan utang dan biaya-biaya lain yang timbul berdasarkan dokumen transaksi.
- Hak Konsesi Pengusahaan Jalan Tol termasuk di dalamnya kuasa yang tidak dapat ditarik kembali kepada para kreditur untuk dapat menunjuk pihak ketiga sebagai operator jalan untuk keperluan penjaminan.
- Seluruh tagihan dan pendapatan dari Pengusahaan Jalan Tol termasuk pendapatan tol dan tagihan atas pendapatan Usaha Lain selama Masa Konsesi, akan diikat secara fidusia dan didaftarkan di Kantor Pendaftaran Fidusia sesuai ketentuan/peraturan perundang-undangan yang berlaku.
- Rekening Penampungan yang dibentuk antara lain Rekening Konstruksi (Construction Account), Rekening Pengumpulan (Collection Account), Rekening Pembayaran Hutang (Debt Services Account), Rekening Cadangan Pembayaran Hutang (Debt Services Reserve Account), dan Rekening Operasional (Operational Account), termasuk tagihan atas pendapatan dari klaim asuransi, bank garansi dan penggantian dana (kompensasi dari Pemerintah).

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**c. PT Jasamarga Gempol Pasuruan (JGP)
(continued)**

The maximum credit facility given amounting to Rp2,821,786 (including IDC Facility amounting to Rp246,745). Loan facility period is 15 (fifteen) years from signing date of the loan agreement. The loan bears interest rate of the average of 3 months time deposit rate published by syndicated banks plus margin 5.58% (2020: 2.42%).

The guarantees provided by JGP are:

- *All assets of the Debtor, both movable and immovable, both existing and those that will exist in the future serve as collateral for the settlement of debts and other costs incurred based on transaction documents.*
- *Toll Road Concession Rights including irrevocable power to creditors to appoint third parties as road operators for guarantee purposes.*
- *All claims and revenues from toll road concessions, including toll revenues and claims for other business revenues during the Concession Period, will be fiduciary bound and registered at the Fiduciary Registration Office in accordance with applicable laws and regulations.*
- *Escrow Accounts established include Construction Accounts, Collection Accounts, Debt Services Accounts, Debt Services Reserve Accounts, and Operational Accounts, including claims for income from insurance claims, bank guarantees and reimbursement of funds (compensation from the Government).*

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Pinjaman Bank Entitas Anak (lanjutan)

**c. PT Jasamarga Gempol Pasuruan (JGP)
(lanjutan)**

Berdasarkan Akta Notaris No. 35 Addendum I perjanjian pinjaman sindikasi Ashoya Ratam tanggal 19 Oktober 2018 pembatasan penting telah dihapuskan dari perjanjian.

Pada tanggal 22 Oktober 2021, JGP telah melakukan pelunasan dipercepat atas kredit Sindikasi sebesar Rp2,549,364.

Berdasarkan Akta perjanjian kredit dengan Bank Mandiri (Persero) Tbk No. 73 tanggal 29 Oktober 2021 JGP menerima pinjaman sebesar Rp3.800.000. Fasilitas ini berakhir pada tahun 2032. Berdasarkan Akta Perjanjian Fasilitas Treasury Line No. 74 tanggal 29 Oktober 2021 JGP juga mendapatkan fasilitas IRS (suku bunga tetap).

Tingkat suku bunga yang digunakan adalah Jakarta Interbank Offered Rate (JIBOR), dengan rincian sebagai berikut:

- a. Sejak penandatanganan Perjanjian Kredit s.d. akhir bulan ke-36 Perjanjian Kredit, sebesar equivalent 6,65% p.a. yang terdiri dari loan floating JIBOR + Margin dan interest rate swap, selanjutnya disebut sebagai Periode Suku Bunga Pertama;
- b. Sejak berakhirnya Periode Suku Bunga Pertama s.d. akhir bulan ke-60 Perjanjian Kredit, sebesar 6,70% p.a. selanjutnya disebut sebagai Periode Suku Bunga Kedua;
- c. Sejak berakhirnya Periode Suku Bunga Kedua s.d. Fasilitas Lunas, sebesar JIBOR + 3,00%.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**c. PT Jasamarga Gempol Pasuruan (JGP)
(continued)**

Based on Notarial Deed No. 35 Addendum I of the Ashoya Ratam syndicated loan agreement October 19, 2018 the major covenants are removed from the agreement.

On October 22, 2021, JGP has made an early repayment of the Syndicated loan amounted to Rp2,549,364.

Based on the Deed of credit agreement with Bank Mandiri (Persero) Tbk No. 73 dated October 29, 2021, JGP received a loan of Rp3,800,000. This facility expires in 2032. Based on the Deed of Treasury Line Facility Agreement No. 74 on October 29, 2021, JGP also received an IRS (fixed interest rate) facility.

The interest rate used is the Jakarta Interbank Offered Rate (JIBOR), with details as follows:

- a. *Since the signing of the Credit Agreement up to the end of the 36th month of the Credit Agreement, equivalent to 6.65% p.a. which consists of floating loan JIBOR + Margin and interest rate swap, hereinafter referred to as the First Interest Rate Period;*
- b. *Since the end of the First Interest Rate Period s.d. the end of the 60th month of the Credit Agreement, amounting to 6.70% p.a. hereinafter referred to as the Second Interest Rate Period;*
- c. *Since the end of the Second Interest Rate Period s.d. Paid Facility, amounted to JIBOR + 3.00%.*

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Pinjaman Bank Entitas Anak (lanjutan)

**c. PT Jasamarga Gempol Pasuruan (JGP)
(lanjutan)**

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. Rasio pembiayaan para kreditur terhadap *self - financing* debitur mencerminkan komposisi maksimum 70:30;
- b. *Debt service coverage ratio* minimal lebih dari 1 kali sejak tahun ke-4 setelah ruas tol beroperasi secara keseluruhan;
- c. Apabila DSCR <1 kali namun selama debitur dapat memenuhi pembayaran kewajiban jatuh tempo ke kreditur, maka tidak termasuk kedalam pelanggaran financial covenant DSCR.

Jaminan yang diberikan untuk fasilitas kredit ini adalah:

- a. Hak Konsesi atas PPJT Ruas Tol Gempol-Pasuruan diikat secara notarial berupa akta pengalihan Hak Pengelolaan Jalan Tol (Cassie) sebagai jaminan, termasuk didalamnya terdapat kuasa yang tidak dapat ditarik kembali (irrevocable) kepada Kreditur untuk dapat menunjuk pihak ketiga sebagai operator jalan tol;
- b. Seluruh tagihan dan pendapatan operasional dari pengoperasian jalan tol, termasuk pendapatan tol dan pendapatan usaha lain selama masa konsesi, diikat secara fidusia;
- c. Escrow account dibentuk, antara lain: collection account, debt service reserve account, dan debt service account;
- d. Tagihan atas pendapatan dari hasil klaim asuransi, klaim bank garansi, dan penggantian dana dari pemerintah diikat fidusia.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**c. PT Jasamarga Gempol Pasuruan (JGP)
(continued)**

Important restrictions in this loan facility agreement are:

- a. *The ratio of creditors' financing to debtors' self-financing reflects a maximum composition of 70:30;*
- b. *Debt service coverage ratio at least more than 1 time since the 4th year after the toll road is fully operational;*
- c. *If the DSCR is <1 time but as long as the debtor can fulfill the payment of obligations due to the creditor, then it is not included in the violation of the DSCR financial covenant.*

The guarantees provided for this credit facility are:

- a. *Concession rights over the PPJT for the Gempol-Pasuruan Toll Road are notarized in the form of a deed of transfer of Toll Road Management Rights (Cassie) as collateral, including irrevocable power of attorney to creditors to appoint a third party as toll road operator;*
- b. *All invoices and operating income from toll road operations, including toll revenues and other operating revenues during the concession period, are bound on a fiduciary basis;*
- c. *Escrow accounts were established, including: collection accounts, debt service reserve accounts, and debt service accounts;*
- d. *Claims on income from insurance claims, bank guarantee claims, and reimbursement of funds from the government are fiduciary.*

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Pinjaman Bank Entitas Anak (lanjutan)

**c. PT Jasamarga Gempol Pasuruan (JGP)
(lanjutan)**

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. Rasio pembiayaan para kreditur terhadap self financing debitur mencerminkan komposisi maksimum 70:30;
- b. DSCR minimum lebih dari 1x sejak tahun ke-4 setelah ruas tol beroperasi;
- c. DSCR lebih dari 1x, selama debitur bisa membayar kewajibannya maka tidak dianggap melanggar.

Pada 31 Desember 2021, JGP telah memenuhi seluruh pembatasan penting yang diberikan.

Selama tahun 2021, JGP telah melakukan pembayaran utang bank sebesar Rp2.535.

Pada tanggal 31 Desember 2021 saldo pinjaman adalah sebesar Rp2.532.881 dan biaya yang belum diamortisasi sebesar Rp6.641.

d. PT Jasamarga Kualanamu Tol (JMKT)

Pada tanggal 14 Juli 2015, JMKT menandatangani perjanjian kredit sindikasi Berdasarkan Perjanjian Kredit Sindikasi No. 33 dengan PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk dan PT Bank Pembangunan Daerah Sumatera Utara Tbk untuk pembiayaan proyek pembangunan jalan tol Medan - Kualanamu - Tebing Tinggi.

Pada tanggal 26 November 2018, JMKT menandatangani Addendum II dan Pernyataan Kembali Perjanjian Kredit Sindikasi dimana jangka waktu sampai dengan 13 Juli 2030 dan pagu pinjaman menjadi sebesar Rp3.464.470 dengan pembagian sebagai berikut:

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**c. PT Jasamarga Gempol Pasuruan (JGP)
(continued)**

The major covenants of this facility includes the followings:

- a. The ratio of creditors' financing to debtors' self-financing reflects the composition of maximum 70:30;
- b. DSCR minimum more than 1x since the 4th year after the toll road is operational;
- c. DSCR is more than 1x, as long as the debtor can pay its obligations, it is not considered a breach.

As of December 31, 2021, JGP has met the major covenants as required in the agreement.

During 2021, JGP has paid its bank loan amounted Rp2,535.

As of December 31, 2021, the loan balance amounting to Rp2,532,881 and the unamortized cost amounting to Rp6,641.

d. PT Jasamarga Kualanamu Tol (JMKT)

On July 14, 2015, JMKT signed a syndicated loan Syndicated Loan Agreement No. 33 with PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk and PT Bank Pembangunan Daerah Sumatera Utara Tbk for financing project Medan - Kualanamu - Tebing Tinggi toll road.

On November 26, 2018, JMKT signed Addendum II and Restatement of Syndicated Credit Agreement where the term is up to July 13, 2030 and the loan limit is Rp3,464,470 with the following distribution:

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Pinjaman Bank Entitas Anak (lanjutan)

**d. PT Jasamarga Kualanamu Tol (JMKT)
(lanjutan)**

- Fasilitas Kredit Investasi sebesar Rp2.638.395 dan Fasilitas Bunga Masa Konstruksi (*Interest During Construction*) sebesar Rp211.605 untuk *Tranche A*. Tingkat suku bunga menggunakan rata-rata deposito berjangka untuk jangka waktu 3 bulan dari bank-bank sindikasi ditambah margin 3,25% selama masa konstruksi dan 3,00% sejak tanggal pengoperasian.
- Fasilitas Kredit Investasi sebesar Rp234.809 dan Fasilitas Bunga Masa Konstruksi (*Interest During Construction*) sebesar Rp38.274 untuk *Tranche B*. Tingkat suku bunga menggunakan rata-rata deposito berjangka untuk jangka waktu 3 bulan dari bank-bank sindikasi ditambah margin 4,25% selama masa konstruksi dan 4,00% sejak tanggal pengoperasian.
- Fasilitas Kredit Investasi sebesar Rp312.777 dan Fasilitas Bunga Masa Konstruksi (*Interest During Construction*) sebesar Rp29.110 untuk *Tranche C*. Tingkat suku bunga menggunakan rata-rata deposito berjangka untuk jangka waktu tiga bulan dari bank-bank sindikasi ditambah margin 4,00%.

Perjanjian tersebut dijamin dengan segala harta kekayaan JMKT, baik yang bergerak dan tidak bergerak, akta pengalihan pengelolaan hak konsesi jalan tol Medan - Kualanamu - Tebing Tinggi, seluruh tagihan dan pendapatan operasional dari pengoperasian jalan tol dan pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari Pemerintah.

Berdasarkan Addendum III atas Perjanjian Kredit Sindikasi No. 8 tanggal 14 September 2020, pembatasan penting dalam perjanjian fasilitas pinjaman ini, yaitu:

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**d. PT Jasamarga Kualanamu Tol (JMKT)
(continued)**

- *Investment Loan Facility amounting to Rp2,638,395 and Interest During Construction Loan Facility amounting to Rp211,605 for Tranche A. The loan bears interest at average of 3-month time deposit rate published by syndicated banks plus a margin of 3.25% during construction time and 3.00% from the date of toll operation period.*
- *Investment Loan Facility amounting to Rp234,809 and Interest During Construction Loan Facility amounting to Rp38,274 for Tranche B. The loan bears interest at average of 3 month time deposit rate published by syndicated banks plus a margin of 4.25% during construction time and 4.00% from the date of toll operation period.*
- *Investment Loan Facility amounting to Rp312,777 and Interest During Construction Loan Facility amounting to Rp29,110 for Tranche C. The loan bears interest at average of three months time deposit rate published by syndicated banks plus a margin of 4.00%.*

The agreement is pledged by all movable and immovable JMKT assets, deed of transfer to manage Medan - Kualanamu - Tebing Tinggi toll road concession rights, all invoices and operating revenues from toll road operations and revenues from insurance claims, bank guarantee and reimbursement of funds from the Government.

Based on Addendum III of Syndicated Loan Agreement No. 8 dated September 14, 2020 the major covenants of this facility include the following:

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23. UTANG BANK (lanjutan)

Pinjaman Bank Entitas Anak (lanjutan)

**d. PT Jasamarga Kualanamu Tol (JMKT)
(lanjutan)**

- a. *Debt to equity ratio* maksimal 70:30 antara porsi kreditur dan debitur;
- b. *Debt service coverage ratio* minimal lebih dari 1 kali. Jika rasio kurang dari satu kali maka para pemegang saham berkewajiban untuk melakukan *top up*;
- c. Menjaga ekuitas JMKT selalu positif.

Pada 31 Desember 2021, JMKT telah memenuhi seluruh pembatasan yang diberikan.

Berdasarkan Addendum III atas Perjanjian Kredit Sindikasi No. 8 tanggal 14 September 2020, perubahan fasilitas kredit dan tingkat suku bunga adalah sebagai berikut:

- Tingkat suku bunga Fasilitas Kredit Investasi *Tranche A* adalah sebesar tingkat suku bunga menggunakan rata-rata deposito berjangka untuk jangka waktu 3 bulan dari bank-bank sindikasi ditambah margin 1,42%, minimal sebesar 7%, untuk periode 23 Juni 2020 sampai dengan 31 Desember 2020 dan sebesar tingkat suku bunga menggunakan rata-rata deposito berjangka untuk jangka waktu 3 bulan dari bank-bank sindikasi ditambah margin 4,58% untuk periode 1 Januari 2021 sampai dengan 22 Juni 2021.
- Tingkat suku bunga Fasilitas Kredit Investasi *Tranche C* adalah sebesar tingkat suku bunga menggunakan rata-rata deposito berjangka untuk jangka waktu 3 bulan dari bank-bank sindikasi ditambah margin 1,62%, minimal sebesar 7%, untuk periode 23 Juni 2020 sampai dengan 31 Desember 2020 dan sebesar tingkat suku bunga menggunakan rata-rata deposito berjangka untuk jangka waktu 3 bulan dari bank-bank sindikasi ditambah margin 6,38% untuk periode 1 Januari 2021 sampai dengan 22 Juni 2021.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**d. PT Jasamarga Kualanamu Tol (JMKT)
(continued)**

- a. *Maximum debt to equity ratio* is 70:30 between creditors and debtors;
- b. *Minimum debt service coverage ratio* is more than 1 time. If the ratio is less than one time, all shareholders are obliged to undertake *top up*;
- c. *Maintain the JMKT's equity* to continuously positive.

As of December 31, 2021, JMKT has met the major covenants as required in the agreement.

Based on Addendum III to the Syndicated Credit Agreement No. 8 dated September 14, 2020, changes in credit facilities and interest rates are as follows:

- *The interest rate of Investment Loan Facility Tranche A* bears interest at average of 3-months time deposit rate published by syndicated banks plus a margin of 1.42%, minimum 7%, for June 23, 2020 until December 31, 2020 and at average of 3-months time deposit rate published by syndicated banks plus a margin of 4.58% for January 1, 2021 until June 22, 2021.
- *The interest rate of Investment Loan Facility Tranche C* bears interest at average of 3-months time deposit rate published by syndicated banks plus a margin of 1.62%, minimum 7%, for June 23, 2020 until December 31, 2020 and at average of 3-months time deposit rate published by syndicated banks plus a margin of 6.38% for January 1, 2021 until June 22, 2021.

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**d. PT Jasamarga Kualanamu Tol (JMKT)
(lanjutan)**

Pada tanggal 22 Juni 2020, JMKT mendapatkan *waiver* kewajiban pemenuhan rekening *Debt Service Reserve Account* yang berlaku dari tanggal 23 Juni 2020 sampai dengan 31 Desember 2020.

Berdasarkan Addendum IV atas Perjanjian Kredit Sindikasi No. 14 tanggal 12 November 2021, perubahan mekanisme pembayaran utang (pokok dan bunga), penyesuaian saldo DSRA, dan penyesuaian periode berlakunya suku bunga adalah sebagai berikut:

- Pembayaran utang (pokok dan bunga) dari yang sebelumnya 3 (tiga) bulan menjadi 1 (satu) bulan.
- Penyesuaian saldo DSRA (pokok dan bunga) dari sebelumnya untuk kewajiban 3 (tiga) bulan/ triwulan menjadi 1 (satu) bulan.
- Penyesuaian periode berlakunya suku bunga menjadi setiap 1 (satu) bulan dari yang sebelumnya 3 (tiga) bulan.

Pada tanggal 31 Desember 2021, JMKT telah memenuhi seluruh pembatasan.

Selama tahun 2021, JMKT telah melakukan pembayaran utang bank sebesar Rp100.787.

Saldo pinjaman per 31 Desember 2021 adalah sebesar Rp2.548.240 dan biaya yang belum diamortisasi sebesar Rp6.926.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**d. PT Jasamarga Kualanamu Tol (JMKT)
(continued)**

On June 22, 2020, JMKT received a *waiver* for the fulfillment of the *Debt Service Reserve Account* from 23 June 2020 to December 31, 2020.

Based on Addendum IV to the *Syndicated Credit Agreement No. 14* dated November 12, 2021, changes to the mechanism for payment of debt (principal and interest), adjustments to DSRA balances, and adjustments to the period of validity of interest rates are as follows:

- Payment of debt (principal and interest) from the previous 3 (three) months to 1 (one) month.
- Adjustment of DSRA balance (principal and interest) from the previous for 3 (three) months/ quarterly liabilities to 1 (one) month.
- Adjustment of the validity period of the interest rate to every 1 (one) month from the previous 3 (three) months.

As of December 31, 2021, JMKT has met all the covenants as required in the agreement.

During 2021, JMKT has paid its bank loan amounted to Rp100,787.

The balance of the loan as of December 31, 2021 amounting to Rp2,548,240 and the unamortized cost amounting to Rp6,926.

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Pinjaman Bank Entitas Anak (lanjutan)

e. PT Jasamarga Balikpapan Samarinda (JBS)

Berdasarkan Akta Perjanjian Kredit No. 13 tanggal 20 Januari 2017 dari Akta Notaris Ati Mulyati, S.H., M.Kn., JBS, entitas anak, menandatangani perjanjian kredit dengan PT Bank Negara Indonesia (Persero) Tbk. Maksimum fasilitas kredit yang diberikan adalah sebesar Rp250.000 yang telah diamandemen menjadi Rp650.000, yang digunakan untuk pembiayaan dana talangan tanah jalan tol Balikpapan - Samarinda. Jangka waktu kredit 24 (dua puluh empat) bulan sejak tanggal penandatanganan perjanjian kredit dan telah diperpanjang sampai dengan 31 Desember 2021. Tingkat suku bunga sebesar 8,25% per tahun dan telah diamandemen menjadi 8,75% per tahun sejak 5 Maret 2019.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah *debt to equity ratio* maksimal 70:30 antara porsi kreditur dan debitur. Pada tanggal 31 Desember 2021, JBS telah memenuhi seluruh pembatasan penting.

Utang bank diberikan secara Negative Pledge, sehingga debitur tidak menyerahkan jaminan/agunan baik kepada bank maupun kepada kreditur lainnya.

Saldo terutang fasilitas pinjaman tersebut pada tanggal 31 Desember 2021 adalah sebesar Rp90.514 dengan biaya yang belum diamortisasi Rp28.

Berdasarkan Akta Perjanjian Kredit No. 88 dan No.89 tanggal 21 Desember 2018 dari Akta Notaris Ashoya Ratam, S.H.M.Kn., JBS, entitas anak, menandatangani perjanjian kredit sindikasi dengan PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Sarana Multi Infrastruktur, PT Bank ICBC Indonesia, PT Bank Pembangunan Daerah Jawa Timur Tbk, PT Bank Pembangunan Daerah Papua, PT Bank Pembangunan Daerah Kalimantan Selatan, Lembaga Pembiayaan Ekspor Indonesia, PT Bank Mega Tbk, PT Bank Syariah Indonesia Tbk, PT Bank Jabar Banten Syariah dan PT Bank Muamalat Indonesia Tbk.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

e. PT Jasamarga Balikpapan Samarinda (JBS)

Based on the Deed of Credit Agreement No. 13 dated January 20, 2017 of Notarial Deed Ati Mulyati, S.H., M.Kn., JBS, a subsidiary, entered into a loan agreement with PT Bank Negara Indonesia (Persero) Tbk. The maximum credit facility given is amounting to Rp250,000 and has been ammended to Rp650,000, and used to finance bridging fund for land acquisition of Balikpapan - Samarinda toll road. Loan facility period is 24 months since the date of signing the agreement and has been ammended up to December 31, 2021. The loan bears interest rate at 8.25% per annum and has been ammended at 8.75% per annum since March 5, 2019.

The major covenants of this facility include maximum debt to equity ratio is 70:30 between creditors and debtor. As of December 31, 2021, JBS has met the major covenants as required in the agreement.

The bank loan is subject to Negative Pledge, therefore the debtor is not required to submit a guarantee/collateral to the bank or othe creditors.

The outstanding balance of this facilities as of December 31, 2021 amounted to Rp90,514 with unamortized issuance cost Rp28.

Based on the Deed of Credit Agreement No. 88 and No.89 dated December 21, 2018 of Notarial Deed Ashoya Ratam, S.H., M.Kn., JBS, a subsidiary, entered into a syndication loan agreement with PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Sarana Multi Infrastruktur, PT Bank ICBC Indonesia, PT Bank Pembangunan Daerah Jawa Timur Tbk, PT Bank Pembangunan Daerah Papua, PT Bank Pembangunan Daerah Kalimantan Selatan, PT Lembaga Pembiayaan Ekspor Indonesia ('LPEI'), PT Bank Mega Tbk, PT Bank Syariah Indonesia Tbk, PT Bank Jabar Banten Syariah, and PT Bank Muamalat Indonesia Tbk.

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**e. PT Jasamarga Balikpapan Samarinda (JBS)
(lanjutan)**

Maksimum fasilitas kredit yang diberikan adalah sebesar Rp6.980.000 yang digunakan untuk pembiayaan proyek pembangunan jalan tol Balikpapan - Samarinda. Jangka waktu kredit 15 (lima belas) tahun sejak tanggal penandatanganan perjanjian kredit. Tingkat suku bunga menggunakan rata-rata deposito berjangka untuk jangka waktu 3 bulan dari bank-bank sindikasi ditambah margin 4,25% selama masa konstruksi dan 4,00% sejak tanggal pengoperasian.

Atas fasilitas pinjaman ini, JBS menjaminkan (i) hak konsesi jalan tol berdasarkan PPJT Balikpapan - Samarinda, (ii) seluruh pendapatan jalan tol dan usaha lainnya sebesar 100% dari biaya investasi, (iii) rekening dana penampungan yang terdiri dari rekening proyek, rekening pengumpulan, rekening pembayaran utang, rekening cadangan pembayaran utang, rekening operasional, dan rekening dana lebih, dan (iv) tagihan atas pendapatan dari hasil klaim asuransi, klaim bank garansi dari PT Penjaminan Infrastruktur Indonesia (Persero).

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Debt to Equity Ratio* maksimal 70:30 antara porsi kreditur dan debitur;
- b. *Debt Service Coverage Ratio* minimal lebih dari 1 kali selama masa operasi;
- c. Menjaga ekuitas JBS selalu positif.

Pada tanggal 31 Desember 2021, JBS telah memenuhi semua persyaratan pembatasan

Selama tahun 2021, JBS telah melakukan pembayaran atas utang bank sebesar Rp16.237.

Saldo terutang fasilitas kredit tersebut pada tanggal 31 Desember 2021 adalah sebesar Rp6.626.000 dan biaya belum diamortisasi sebesar Rp50.845.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**e. PT Jasamarga Balikpapan Samarinda (JBS)
(continued)**

The maximum credit facility is amounting to Rp6,980,000 and used to finance the construction of Balikpapan - Samarinda toll road. Loan facility period is 15 (fifteen) years since the date of signing the agreement. The loan bears interest at average of 3-month time deposit rate published by syndicated banks plus a margin of 4.25% during construction time and 4.00% from the date of toll operation period.

For this loan facility, JBS guarantees (i) toll road concession rights under PPJT Balikpapan - Samarinda, (ii) all toll road and other business revenues of 100% of investment costs, (iii) escrow account consisting of project accounts, collection account, debt payment account, debt payment reserve account, operational account, and excess fund account, and (iv) claims for income from insurance claims, bank guarantee claims from PT Penjaminan Infrastruktur Indonesia (Persero).

The major covenants of this facility include the following:

- a. *Maximum Debt to Equity Ratio* is 70:30 between creditors and debtors;
- b. *Minimum Debt Service Coverage ratio* is more than 1 time in operation period;
- c. *Maintain the JBS's equity to continuously positive.*

As of December 31, 2021, JBS has met all the covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp16,237.

The outstanding balance of credit facilities as of December 31, 2021 amounting to Rp6,626,000 and the unamortized cost amounting to Rp50,845.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Entitas Anak (lanjutan)

f. PT Jasamarga Manado Bitung (JMB)

Berdasarkan Akta Perjanjian Kredit No. 10 tanggal 20 Januari 2017 dari Akta Notaris Ati Mulyati, S.H., M.Kn., yang diamandemen terakhir dengan akta No. 3 tanggal 5 Agustus 2020 dari Akta Notaris Ati Mulyati, S.H., M.Kn., JMB, menandatangani perjanjian kredit dengan PT Bank Negara Indonesia (Persero) Tbk. Maksimum fasilitas kredit yang diberikan adalah sebesar Rp816.000 yang telah diamandemen menjadi Rp1.532.317, digunakan untuk pembiayaan dana talangan tanah jalan tol Manado - Bitung. Jangka waktu kredit adalah 24 (dua puluh empat) bulan sejak tanggal penandatanganan perjanjian kredit dan telah diperpanjang sampai dengan 16 Juli 2022. Tingkat suku bunga sebesar 8,25% per tahun dan telah diamandemen menjadi 8,5% per tahun sejak 3 Juni 2020.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah *debt to equity ratio* maksimal 70:30 antara porsi kreditur dan debitur. Pada tanggal 31 Desember 2021, JMB telah memenuhi semua persyaratan pembatasan.

Utang bank diberikan secara *Negative Pledge*, sehingga debitur tidak menyerahkan jaminan/agunan baik kepada bank maupun kepada kreditur lainnya.

Selama tahun 2021, JMB melakukan pembayaran utang bank sebesar Rp79.928.

Saldo terutang fasilitas pinjaman pada tanggal 31 Desember 2021 adalah sebesar Rp78.542 dengan biaya yang belum diamortisasi Rp76.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

f. PT Jasamarga Manado Bitung (JMB)

Based on the Deed of Credit Agreement No. 10 dated January 20, 2017 of Notarial Deed Ati Mulyati, S.H., M.Kn., which last amended with Agreement No. 3 dated August 5, 2020 of Notarial Deed Ati Mulyati, S.H. M.Kn., JMB signed credit agreement with PT Bank Negara Indonesia (Persero) Tbk. The maximum credit facility is amounting to Rp816,000 and has been ammended to Rp1,532,317, and used to finance bridging fund for land acquisition of Manado - Bitung toll road. Loan facility period is 24 (twenty four) months since the date of signing the agreement and has been ammended up to Juli 16, 2022. The loan bears interest rate at 8.25% per annum and has been ammended at 8.5% per annum since June 3, 2020.

The major covenants of this facility include maximum debt to equity ratio is 70:30 between creditors and debtor. As of December 31, 2021, JMB has met with all the covenants as required in the agreement.

The bank loan is subject to Negative Pledge, therefore the debtor is not required to submit a guarantee/collateral to the bank or othe creditors.

During 2021, JMB has paid its bank loan amounted to Rp79,928.

The outstanding balance of loan facilities as of December 31, 2021 amounted to Rp78,542 with unamortized issuance cost Rp76.

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Pinjaman Bank Entitas Anak (lanjutan)

**f. PT Jasamarga Manado Bitung (JMB)
(lanjutan)**

Berdasarkan Akta Perjanjian Kredit Sindikasi No. 23 tanggal 13 Oktober 2017, dari Notaris Ati Mulyati S.H., M.Kn., JMB yang diamandemen terkafir dengan akta No. 3 tanggal 5 Agustus 2020 dari Akta Notaris Ati Mulyati, S.H., M.Kn., JMB menandatangani perjanjian kredit sindikasi dengan PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Central Asia Tbk, PT Sarana Multi Infrastruktur (Persero), PT Bank ICBC Indonesia, PT Bank Pembangunan Daerah Jawa Tengah, PT Bank Pembangunan Daerah Riau Kepri, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat dan Lembaga Pembiayaan Ekspor Indonesia untuk pembiayaan dana talangan tanah jalan tol Manado-Bitung.

Maksimum fasilitas kredit yang disediakan sebesar Rp3.586.296 yang terdiri dari Fasilitas Kredit Investasi sebesar Rp3.270.504 dan Fasilitas Bunga Masa Konstruksi (*Interest During Construction*) sebesar Rp315.792 dengan jangka waktu kredit maksimum 15 (lima belas) tahun sejak tanggal penandatanganan perjanjian kredit. Berdasarkan surat dari PT Bank Negara Indonesia (Persero) Tbk No. SDK/2.1/1153 tanggal 30 Mei 2019 tingkat suku bunga menggunakan *Average Time Deposit* untuk jangka waktu 3 bulan dari bank-bank sindikasi ditambah margin 4,25% selama masa konstruksi dan 4,00% sejak tanggal pengoperasian.

Tingkat suku bunga yang digunakan selama tahun 2021 yaitu 7,42% dan terus turun sampai dengan 7,12%. Pinjaman ini digunakan untuk pembiayaan dana talangan tanah.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**f. PT Jasamarga Manado Bitung (JMB)
(continued)**

Based on the Deed of Credit Agreement No. 23 dated October 13, 2017 of Notary Ati Mulyati, S.H., M.Kn., which last amended with Agreement No. 3 dated August 5, 2020 of Notarial Deed Ati Mulyati, S.H. M.Kn., JMB signed syndicated credit agreement with P T Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Central Asia Tbk, PT Sarana Multi Infrastruktur (Persero), PT Bank ICBC Indonesia, PT Bank Pembangunan Daerah Jawa Tengah, PT Bank Pembangunan Daerah Riau Kepri, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat and Lembaga Pembiayaan Ekspor Indonesia and used to finance bridging fund for land acquisition of Manado - Bitung toll road.

The maximum credit facility provided is Rp3,586,296, which consists of an Investment Credit Facility of Rp3,270,504 and an Interest During Construction Facility of Rp315,792 with a maximum credit period of 15 (fifteen) years from the date of signing the credit agreement. Based on a letter from PT Bank Negara Indonesia (Persero) Tbk No. SDK / 2.1 / 1153 dated Mei 30, 2019, the interest rate is based on the Average Time Deposit for a period of 3 months from syndicated banks plus a margin of 4.25% during the construction period and 4.00% from the date of operation.

The interest rate used during 2021 is 7.42% and will be decrease until 7.12%. This loan is used to finance land acquisition.

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Pinjaman Bank Entitas Anak (lanjutan)

**f. PT Jasamarga Manado Bitung (JMB)
(lanjutan)**

Perjanjian tersebut dijamin dengan segala harta kekayaan JMB, baik yang bergerak dan tidak bergerak, akta pengalihan pengelolaan hak konsesi jalan tol Manado-Bitung, seluruh tagihan dan pendapatan operasional dari pengoperasian jalan tol dan pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari Pemerintah.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- Debt to Equity Ratio* maksimal 70:30 antara porsi kreditur dan debitur;
- Debt Service Coverage Ratio* minimal lebih dari 1 kali, sejak tahun 2027;
- Menjaga ekuitas JMB selalu positif.

Pada tanggal 31 Desember 2021, JMB telah memenuhi semua persyaratan pembatasan.

Selama tahun 2021, Perusahaan telah melakukan pembayaran utang bank sebesar Rp503,433.

Saldo terutang jangka panjang fasilitas kredit pada tanggal 31 Desember 2021 adalah sebesar Rp2.635.555 dan biaya transaksi belum diamortisasi sebesar Rp23.374.

g. PT Marga Trans Nusantara (MTN)

Berdasarkan Akta Perjanjian Pinjaman Sindikasi No. 7 tanggal 20 Juli 2018, sebagaimana terakhir diubah dalam Perubahan Pertama Perjanjian Kredit Sindikasi No.6 tanggal 7 Agustus 2020 MTN telah memperoleh fasilitas Pinjaman Investasi untuk Pembiayaan Proyek Jalan Tol Kunciran Serpong dari PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Central Asia Tbk dan PT Bank Pembangunan Daerah Riau Kepri. Fasilitas Pinjaman Investasi memiliki plafond sebesar Rp3,300,000 yang terdiri dari *Tranche I*, *Tranche II* dan *Tranche III* dengan jangka waktu pinjaman maksimum 15 tahun sampai dengan tanggal 20 Juli 2033.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**f. PT Jasamarga Manado Bitung (JMB)
(continued)**

The agreement is pledged by all movable and immovable JMB's assets, deed of transfer to manage Manado-Bitung toll road concession rights, all invoices and operating revenues from toll road operations and revenues from insurance claims, bank guarantee and reimbursement of funds from the Government.

The major covenants of this facility include the following:

- Maximum Debt to Equity Ratio is 70:30 between creditors and debtors;*
- Minimum Debt Service Coverage Ratio is more than 1 time, since year 2027;*
- Maintain the JMB's equity to continuously positive.*

As of December 31, 2021, JMB has met all the covenants as required in the agreement.

During 2021, the Company has paid its bank loan amounted to Rp503,433.

The outstanding balance of long-term credit facilities as of December 31, 2021 amounting to Rp2,635,555 and unamortized cost amounted to Rp23,374.

g. PT Marga Trans Nusantara (MTN)

Based on Deed of Syndicated Loan Agreement No. 7 dated July 20, 2018 which last amendment with No. 6 dated August 7, 2020. MTN obtained investment loan for financing project Kunciran Serpong toll road from PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Central Asia Tbk and PT Bank Pembangunan Daerah Riau Kepri. The maximum loan facility amounted to Rp3.300.000 for Tranche I, Tranche II and Tranche III. Loan facility period is 15 years up to July 20, 2033.

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Pinjaman Bank Entitas Anak (lanjutan)

g. PT Marga Trans Nusantara (MTN) (lanjutan)

Tingkat suku bunga menggunakan rata-rata acuan suku bunga untuk jangka waktu satu tahun dari PT Bank Mandiri (Persero) Tbk dan PT Bank Central Asia Tbk ditambah margin 4,25% selama masa konstruksi dan 4,00% sejak tanggal pengoperasian. Tingkat suku bunga pada tahun 2021 dan 2020 masing-masing rata-rata 6,84% dan 8,44%. Perincian dalam perjanjian fasilitas pinjaman ini adalah:

- Fasilitas Kredit Investasi sebesar Rp2.211.300 dan Fasilitas Bunga Masa Konstruksi (*Interest During Construction*) sebesar Rp229.290 untuk *Tranche I*.
- Fasilitas Kredit Investasi sebesar Rp465.495 dan Fasilitas Bunga Masa Konstruksi (*Interest During Construction*) sebesar Rp37.340 untuk *Tranche II*.
- Fasilitas Kredit Investasi terkait biaya pengadaan tanah sebesar Rp356.575 untuk *Tranche III*.

Jangka waktu kredit 24 (dua puluh empat) bulan sejak tanggal penandatanganan perjanjian kredit dengan tingkat suku bunga sebesar 8,25% per tahun.

Pinjaman ini pada tanggal 31 Desember 2021 dan 2020 dijamin dengan:

- a. Hak Pengusahaan Jalan Tol selama masa konsesi berdasarkan PPJT Kunciran-Serpong;
- b. Seluruh tagihan dan pendapatan jalan tol dan usaha-usaha lain yang berhubungan dengan Pengusahaan Jalan Tol dan ruang milik jalan tol;
- c. Gadai atas seluruh rekening penampungan;
- d. Seluruh tagihan atas pendapatan dari hasil klaim.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

g. PT Marga Trans Nusantara (MTN) (continued)

The loan bears interest at average of one year benchmark interest rate published by PT Bank Mandiri (Persero) Tbk and PT Bank Central Asia Tbk plus a margin of 4.25% during construction time and 4.00% from the date of toll operation period. The interest rate in 2021 and 2020 is 6.84% and 8.44% on average respectively. The details of the facility include the following:

- Investment Loan Facility amounting to Rp2,211,300 and Interest During Construction Loan Facility amounting to Rp229,290 for *Tranche I*.
- Investment Loan Facility amounting to Rp465,495 and Interest During Construction Loan Facility amounting to Rp37,340 for *Tranche II*.
- Investment Loan Facility related to land acquisition amounting to a maximum Rp356,575 for *Tranche III*.

The credit period is 24 (twenty four) months from the date of signing the credit agreement with an interest rate of 8.25% per annum.

This loan on December 31, 2021 and 2020 are collateralized by:

- a. Toll Road Concession Rights during the concession period based on the Kunciran-Serpong PPJT;
- b. All toll road bills and revenues and other businesses related to toll road concessions and toll road ownership space;
- c. Pledges for all escrow accounts;
- d. All claims for income from claims.

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Pinjaman Bank Entitas Anak (lanjutan)

g. PT Marga Trans Nusantara (MTN) (lanjutan)

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- Debt to Equity Ratio* maksimal 70:30 antara porsi kreditur dan debitur;
- Debt Service Coverage Ratio (DSCR)* minimal lebih dari 1 kali, sejak masa pengoperasian. Apabila *DSCR* kurang dari 1 (satu), tetapi Debitur tetap memenuhi kewajiban jatuh tempo kepada para Kreditur, maka Debitur tidak dianggap melanggar;
- Menjaga ekuitas MTN selalu positif.

Selama tahun 2021, MTN telah melakukan pembayaran utang bank sebesar Rp5.897.

Pada tanggal 31 Desember 2021, MTN telah memenuhi semua persyaratan pembatasan.

Saldo terutang fasilitas pinjaman pada tanggal 31 Desember 2021 adalah sebesar Rp2.352.389 dan biaya penerbitan belum diamortisasi sebesar Rp20.155.

h. PT Marga Sarana Jabar (MSJ)

Berdasarkan Akta Perjanjian Pinjaman Sindikasi No. 73 tanggal 28 Desember 2020, MSJ telah memperoleh fasilitas Pinjaman Investasi Pembiayaan Proyek Jalan Tol Ruas Bogor Ring Road Seksi IIIA dari PT Bank Rakyat Indonesia (Persero) Tbk dan PT Sarana Multi Infrastruktur. Fasilitas Pinjaman Investasi memiliki plafond sebesar Rp1.050.264 dengan jangka waktu 15 tahun.

Tingkat suku bunga pinjaman adalah floating sebesar acuan Suku Bunga (*Reference Rate*) ditambah margin 4,00%. Apabila akibat pergerakan Acuan Suku Bunga (*Reference Rate*) nilai suku bunga menjadi setara atau ekuivalen lebih rendah dari 8,50% (delapan koma lima nol persen) maka suku bunga minimal yang dibayarkan Debitur adalah sebesar 8,50%.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

g. PT Marga Trans Nusantara (MTN) (continued)

The major covenants of this facility include the following:

- Maximum *Debt to Equity Ratio* is 70:30 between creditors and debtors;
- Debt Service Coverage Ratio (DSCR)* at least more than 1 time, since the operation period. If the *DSCR* is less than 1 (one), but the Debtor still fulfills the obligations due to the Creditors, the Debtor is not deemed to have violated it;
- Maintain the MTN's equity to continuously positive.

During 2021, the Company has paid its bank loan amounted to Rp5,897.

As of December 31, 2021, MTN has met all the covenants as required in the agreement.

The outstanding balance of the loan facilities as of December 31, 2021 is Rp2,352,389 and unamortized cost amounted to Rp20,155.

h. PT Marga Sarana Jabar (MSJ)

Based on deed of Syndicated Loan Agreement Deed No. 73 dated December 28, 2020, with PT Bank Rakyat Indonesia (Persero) Tbk and PT Sarana Multi Infrastruktur, MSJ obtained Investment Loan facility for toll road project financing Bogor Ring Road Section IIIA. The maximum credit facility given amounted to Rp1,050,264. Loan facility period is 15 years.

The loan interest rate is floating at the Reference Rate plus a 4.00% margin. If as a result of the movement of the Reference Rate the interest rate becomes equivalent or the equivalent is lower than 8.50% (eight point five zero percent), the minimum interest rate paid by the Debtor is 8.50%.

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Pinjaman Bank Entitas Anak (lanjutan)

g. PT Marga Sarana Jabar (MSJ) (lanjutan)

Pembayaran cicilan pertama dimulai pada triwulan keempat sejak tanggal perjanjian.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Debt Service Coverage Ratio* minimal lebih dari 1 kali, sejak masa pengoperasian;
- b. Menjaga ekuitas MSJ selalu positif.

Pada tanggal 31 Desember 2021, MSJ telah memenuhi semua persyaratan pembatasan.

Fasilitas ini dijamin segala harta kekayaan MSJ, baik yang bergerak dan tidak bergerak.

Selama tahun 2021, MSJ melakukan pembayaran utang bank sebesar Rp1.091

Saldo terutang fasilitas pinjaman pada tanggal 31 Desember 2021 adalah sebesar Rp1.008.158 dengan biaya yang belum diamortisasi Rp10.861.

i. PT Cinere Serpong Jaya (CSJ)

Berdasarkan Akta Perjanjian Pinjaman Sindikasi No. 7 tanggal 25 September 2018, CSJ telah memperoleh fasilitas Pinjaman Investasi Pembiayaan Pengadaan Tanah Proyek Jalan Tol Cinere Serpong dari PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, dan PT Bank Central Asia Tbk. Fasilitas Pinjaman Investasi memiliki plafond sebesar Rp950.000.

Jangka waktu kredit maksimum 24 (dua puluh empat) bulan sampai dengan tanggal 25 September 2020. Tingkat suku bunga kontraktual adalah sebesar 8,25%, yang akan dievaluasi setiap bulan/triwulan. Selama tahun 2020, kisaran suku bunga tahunan adalah 8,25% - 8,75%.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

g. PT Marga Sarana Jabar (MSJ) (continued)

The first installment payment starts in the fourth quarter from the date of the agreement.

The major covenants of this facility include the followings:

- a. *Minimum Debt Service Coverage Ratio is more than 1 time, since operational period;*
- b. *Maintain the MSJ's equity to continuously positive.*

As of December 31, 2021, MSJ has met all the covenants as required in the agreement.

This facility is guaranteed by all of MSJ's assets, both movable and immovable.

During 2021, MSJ has paid its bank loan amounted to Rp1,091.

The outstanding balance of the loan facilities as of December 31, 2021 amounting to Rp1,008,158 with unamortized cost Rp10,861.

i. PT Cinere Serpong Jaya (CSJ)

Based on Deed of Syndicated Loan Agreement No. 7 dated September 25, 2018 with PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, and PT Bank Central Asia Tbk, CSJ obtained investment loan for financing bridging fund for land for project Cinere Serpong toll road. the maximum credit facility given amounted to Rp950,000.

Loan facility period is 24 (twenty four) months up to September 25, 2020. The contractual interest rate is 8.25%, evaluated monthly/quarterly. During 2020, ranges of annual interest rate is 8.25% - 8.75%.

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i. PT Cinere Serpong Jaya (CSJ) (lanjutan)

Pada tanggal 31 Desember 2021, CSJ telah melunasi seluruh pinjaman sindikasi untuk pengadaan tanah proyek ruas tol miliknya.

Berdasarkan Akta Perjanjian Pinjaman Sindikasi No. 9 tanggal 11 Oktober 2019, CSJ telah memperoleh fasilitas Pinjaman Investasi Pembiayaan Proyek Jalan Tol Serpong Cinere dari PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (persero) Tbk, dan PT Bank Central Asia Tbk.

Fasilitas Pinjaman Investasi memiliki plafond sebesar Rp2.303.656 yang terdiri dari *Tranche I* dan *Tranche II* dengan jangka waktu kredit maksimum 15 tahun sampai dengan tanggal 11 Oktober 2034. Tingkat suku bunga menggunakan rata-rata acuan suku bunga untuk jangka waktu satu tahun dari bank-bank sindikasi ditambah margin 4,25% selama masa konstruksi dan 4,00% sejak tanggal pengoperasian. Perincian dalam perjanjian fasilitas pinjaman ini adalah:

- Fasilitas Kredit *Tranche I*
Maksimal pokok Fasilitas Pinjaman Investasi sebesar Rp1.416.900 dan Fasilitas Bunga Masa Konstruksi (Interest During Construction) sebesar Rp136.590.
- Fasilitas Kredit *Tranche II*
Maksimal pokok Fasilitas Pinjaman Investasi sebesar Rp701.700 dan Fasilitas Bunga Masa Konstruksi (Interest During Construction) sebesar Rp48.466.

Perjanjian tersebut dijamin dengan segala harta kekayaan CSJ, baik yang bergerak dan tidak bergerak, akta pengalihan pengelolaan hak konsesi jalan tol Serpong - Cinere, seluruh tagihan dan pendapatan operasional dari pengoperasian jalan tol dan pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari Pemerintah.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

i. PT Cinere Serpong Jaya (CSJ) (continued)

As of December 31, 2021, CSJ has paid the syndicated loan for land acquisition for its toll road project.

Based on Deed of Syndicated Loan Agreement No. 9 dated October 11, 2019 with PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, and PT Bank Central Asia Tbk, CSJ obtained investment loan for financing project Serpong Cinere toll road.

The maximum loan facility given amounted to Rp2,303,656 for *Tranche I* and *Tranche II*. Loan facility period is 15 years up to October 11, 2034. The loan bears interest at average of one year benchmark interest rate published by syndicated banks plus a margin of 4.25% during construction time and 4.00% from the date of toll operation period. The details of the facility include the followings:

- *Tranche I Credit Facility*
Maximum Loan Facility amounting to Rp1,416,900 and Interest During Construction Loan Facility amounting to Rp136,590 for *Tranche I*.
- *Tranche II Credit Facility*
Maximum Loan Facility amounting to Rp701,700 and Interest During Construction Loan Facility amounting to Rp48,466 for *Tranche II*.

The agreement is pledged by all movable and immovable CSJ's assets, deed of transfer to manage Serpong - Cinere toll road concession rights, all invoices and operating revenues from toll road operations and revenues from insurance claims, bank guarantee and reimbursement of funds from the Government.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Entitas Anak (lanjutan)

i. PT Cinere Serpong Jaya (CSJ) (lanjutan)

Pada tanggal 31 Desember 2021, CSJ telah memenuhi seluruh pembatasan penting yang dipersyaratkan.

Jaminan fasilitas kredit adalah sebagai berikut:

1. Hak pengusahaan jalan tol selama masa konsesi berdasarkan PPJT Serpong Cinere;
2. Seluruh tagihan dan pendapatan jalan tol dan usaha-usaha lain yang berhubungan dengan Pengusahaan Jalan Tol dan Ruang Milik Jalan Tol sebesar 100% dari biaya investasi.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Debt to Equity Ratio* maksimal 70:30 antara porsi kreditur dan debitur;
- b. *Debt Service Coverage Ratio* minimal lebih dari 1 kali, sejak masa pengoperasian;
- c. Menjaga ekuitas CSJ selalu positif.

Pada tanggal 31 Desember 2021, CSJ masih mempunyai biaya transaksi yang masih belum terealisasi yang dicatat di biaya dibayar dimuka - tidak lancar.

Saldo terutang fasilitas pinjaman pada tanggal 31 Desember 2021 adalah sebesar Rp1.706.583 dan biaya belum diamortisasi sebesar Rp15.786.

Berdasarkan Akta Perjanjian Pinjaman Sindikasi No. 91 tanggal 26 Maret 2019 Notaris Ariani L. Rachim, S.H., yang telah di amandemen terakhir dengan Akta No. 23 tanggal 19 Maret 2021 Notaris Ariani L. Rachim, S.H., JKC telah memperoleh fasilitas Pinjaman Investasi Pembiayaan Pengadaan Tanah Proyek Jalan Tol Cengkareng - Batu Ceper - Kunciran dari PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, dan PT Bank Central Asia Tbk. Berdasarkan perjanjian tersebut JKC mendapatkan fasilitas kredit dengan limit sebesar Rp900.000. Fasilitas ini berlaku sampai dengan tanggal 25 Maret 2022.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

i. PT Cinere Serpong Jaya (CSJ) (continued)

As of December 31, 2021, CSJ has met the major covenants as required in the agreement

The credit facility guarantee is as follows:

1. Toll road road concession rights during the concession period based on PPJT Serpong Cinere.
2. All bills and revenues of toll roads and other businesses related to toll road and area are 100% of the investment cost.

The major covenants of this facility include the following:

- a. Maximum Debt to Equity Ratio is 70:30 between creditors and debtors;
- b. Minimum Debt Service Coverage Ratio is more than 1 time, since operational period;
- c. Maintain the CSJ's equity to continuously positive.

As of December 31, 2021, CSJ still has unrealized transaction cost that are recorded in prepaid expense - non current.

The outstanding balance of the loan facilities as of December 31, 2021 is Rp1,706,583 and unamortized cost amounted to Rp15,786.

Based on the Deed of Syndicated Loan Agreement No. 91 dated March 26, 2019 Notary Ariani L. Rachim, S.H., which was last amended by Deed No. 23 dated March 19, 2021, Notary Ariani L. Rachim, S.H., JKC has obtained an Investment Loan facility for Land Procurement Financing for the Cengkareng - Batu Ceper - Kunciran Toll Road Project from PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, and PT Bank Central Asia Tbk. Based on the agreement, JKC obtained a credit facility with a limit of Rp900,000. This facility is valid until March 25, 2022.

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Pinjaman Bank Entitas Anak (lanjutan)

j. PT Jasamarga Kunciran Cengkareng (JKC)

Kredit dari fasilitas ini dikenakan suku bunga sebesar 8,5% per tahun yang diubah menjadi 8% per tahun sejak 10 Mei 2021. Kredit ini dijamin dengan jaminan fidusia atas tagihan atas pengembalian Dana Talangan Tanah dari Pemerintah dan/atau BLU LMAN dengan nilai penjaminan sebesar Rp900.000.

Pinjaman ini dijamin fidusia atas tagihan pengembalian DTT dari Pemerintah dan/BLU LMAN dengan nilai jaminan 900.000.

Pembatasan yang diberikan kepada CSJ yaitu tidak boleh ada pembagian dividen dan tidak pembatasan keuangan yang diberikan kepada CSJ.

Saldo terutang fasilitas pinjaman pada tanggal 31 Desember 2021 adalah sebesar Rp198.829 dengan biaya yang belum diamortisasi sebesar Rp144.

Berdasarkan Akta No. 17 tanggal 28 April 2020 Notaris Ariani L. Rachim, S.H., JKC mengadakan Perjanjian Kredit Sindikasi Proyek Jalan Tol Ruas Cengkareng - Baruceper - Kunciran dengan PT Bank Rakyat Indonesia (Persero) Tbk ("BRI"), PT Bank Negara Indonesia (Persero) Tbk ("BNI"), PT Bank Mandiri (Persero) Tbk ("Bank Mandiri") dan PT Bank Central Asia Tbk ("BCA").

Limit fasilitas yang diberikan sebesar Rp Rp3.506.765. Kredit dari fasilitas ini dikenakan suku bunga pertahun sebesar 4,25% pada masa konstruksi dan *Reference rate* ditambah 4% pada masa operasi. Fasilitas ini berlaku selama 15 tahun sejak penandatanganan Perjanjian Kredit.

Perjanjian tersebut dijamin dengan segala harta kekayaan JKC, baik yang bergerak dan tidak bergerak, akta pengalihan pengelolaan hak konsesi jalan tol Cengkareng - Batu Ceper - Kunciran, seluruh tagihan dan pendapatan operasional dari pengoperasian jalan tol dan pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari Pemerintah.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

j. PT Jasamarga Kunciran Cengkareng (JKC)

Loans from this facility bears an interest rate of 8.5% per annum which was changed to 8% per annum starting May 10, 2021. This loan is secured by a fiduciary guarantee on the claim for the return of the Land Bailout Fund from the Government and/or BLU LMAN with a guarantee value of Rp900,000.

This loan is fiduciary guaranteed on claims for refund of DTT from the Government and/or BLU LMAN with a collateral value of 900,000.

The covenant of this facility given to CSJ are no dividend distribution and no financial restrictions given to CSJ.

The outstanding balance of the loan facilities as of December 31, 2021 is Rp198,829 with unamortized issuance cost Rp144.

Based on Deed No. 17 dated April 28, 2020 from Notary Ariani L. Rachim, S.H., JKC entered into a Syndicated Credit Agreement for the Cengkareng - Baruceper - Kunciran Toll Road Project with PT Bank Rakyat Indonesia (Persero) Tbk ("BRI"), PT Bank Negara Indonesia (Persero) Tbk ("BNI"), PT Bank Mandiri (Persero) Tbk ("Bank Mandiri") and PT Bank Central Asia Tbk ("BCA").

The limit facilities provided are Rp. 3,506,765. Loans from this facility bear an annual interest rate of 4.25% during the construction period and the Reference rate plus 4% during the operation period. This facility is valid for 15 years from the signing of the Credit Agreement.

The agreement is pledged by all movable and immovable JKC's assets, deed of transfer to manage Cengkareng - Batu Ceper - Kunciran toll road concession rights, all invoices and operating revenues from toll road operations and revenues from insurance claims, bank guarantee and reimbursement of funds from the Government.

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Pinjaman Bank Entitas Anak (lanjutan)

**j. PT Jasamarga Kunciran Cengkareng (JKC)
(lanjutan)**

Kredit dari fasilitas ini dikenai suku bunga pertahun sebesar 4,25% pada masa konstruksi dan *Reference rate* ditambah 4% pada masa operasi.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- Debt to Equity Ratio* maksimal 70:30 antara porsi kreditur dan debitur;
- Debt Service Coverage Ratio* minimal lebih dari 1 kali, sejak masa pengoperasian;
- Menjaga ekuitas JKC selalu positif.

Pada tanggal 31 Desember 2021, JKC telah memenuhi semua persyaratan pembatasan.

Saldo terutang fasilitas pinjaman pada tanggal 31 Desember 2021 adalah sebesar Rp2.487.274 dan biaya belum diamortisasi sebesar Rp23.706.

k. PT Jasamarga Japek Selatan (JJS)

Berdasarkan Akta Perjanjian Pinjaman Sindikasi No. 107 tanggal 28 Desember 2018 dan Perubahan I dan Pernyataan Kembali Perjanjian Pinjaman Sindikasi No. 19 tanggal 9 Oktober 2019, JJS telah memperoleh fasilitas Pinjaman Investasi Pembiayaan Pengadaan Tanah Proyek Jalan Tol Jakarta - Cikampek II dari PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (persero) Tbk, PT Bank Central Asia Tbk, dan PT Bank Rakyat Indonesia (Persero) Tbk.

Fasilitas pinjaman memiliki plafond maksimum sebesar Investasi sebesar Rp5.550.000. Jangka waktu pinjaman maksimum 36 (tiga puluh enam) bulan sampai dengan tanggal 28 Desember 2021.

Kredit dari fasilitas ini dikenai suku bunga pertahun sebesar 8,75% untuk periode 1 Januari 2021 sampai dengan 17 Maret 2021 dan 8,25% untuk periode sejak tanggal 18 Maret 2021 sampai dengan 20 Desember 21.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**j. PT Jasamarga Kunciran Cengkareng (JKC)
(continued)**

Loan from this facility bears an annual interest rate at 4.25% during construction and the Reference rate plus 4% during the operation period.

The major covenants of this facility include the following:

- Maximum Debt to Equity Ratio is 70:30 between creditors and debtors;*
- Minimum Debt Service Coverage Ratio is more than 1 time, since operational period;*
- Maintain the JKC 's equity to continuously positive.*

As of December 31, 2021, JKC has met all the covenants as required in the agreement .

The outstanding balance of the loan facilities as of December 31, 2021 is Rp2,487,274 and unamortized cost amounted to Rp23,706.

k. PT Jasamarga Japek Selatan (JJS)

Based on Deed of Syndicated Loan Agreement No. 107 dated December 28, 2018 and Amendment I and Restatement of Syndicated Loan Agreement No. 19 dated October 9, 2019 with PT Bank Mandiri (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Central Asia Tbk, and PT Bank Rakyat Indonesia (Persero) Tbk, JJS obtained investment loan for financing land bridging fund for project Jakarta - Cikampek II toll road.

The maximum loan facility given amounted to Rp5,550,000. Loan facility period is 36 (thirty six) months up to December 28, 2021.

Credit from this facility bears an annual interest rate at 8.75% from January 1, 2021 until March 17, 2021 and 8.25% from March 18, 2021 until December 20, 2021.

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Pinjaman Bank Entitas Anak (lanjutan)

k. PT Jasamarga Japek Selatan (JJS) (lanjutan)

- Fasilitas Kredit *Tranche* I maksimum sebesar Rp3.069.701;
- Fasilitas Kredit *Tranche* II maksimum sebesar Rp2.480.299.

Perjanjian tersebut dijamin dengan segala harta kekayaan JJS, baik yang bergerak dan tidak bergerak, akta pengalihan pengelolaan hak konsesi jalan tol Jakarta - Cikampek II, seluruh tagihan dan pendapatan operasional dari pengoperasian jalan tol dan pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari Pemerintah.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. Mempertahankan Perusahaan tetap menjadi pemegang saham mayoritas dan menempatkan wakil Perusahaan sebagai anggota Direksi dan Komisaris JJS;
- b. Tidak melakukan pembayaran dividen;
- c. Menjaga *leverage* maksimum sebesar 800%.

Pada tanggal 20 Desember 2021, JJS telah melunasi seluruh pinjaman beserta bunganya.

Selama tahun 2021, JJS telah melakukan pembayaran utang bank sebesar Rp1.164.339

Pada tanggal 31 Desember 2021 JJS sudah tidak memiliki saldo pinjaman bank yang terutang.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

k. PT Jasamarga Japek Selatan (JJS) (continued)

- *Maximum Tranche I Credit Facility amounting to Rp3,069,701;*
- *Maximum Tranche II Credit Facility amounting to Rp2,480,299.*

The agreement is pledged by all movable and immovable JJS's assets, deed of transfer to manage Jakarta - Cikampek II toll road concession rights, all invoices and operating revenues from toll road operations and revenues from insurance claims, bank guarantee and reimbursement of funds from the Government.

The major covenants of this facility include the following:

- a. *Maintain the Company as the majority shareholder and nominate representatives of the Company as members of the Board of Commissioner and Director of JJS;*
- b. *Not to pay any Dividend;*
- c. *Maintain maximum leverage of 800%.*

on December 20, 2021, JJS has paid all of its loan including the interest.

During 2021, the Company has paid its bank loan amounted to Rp1.164.339.

As of December 31, 2021, JJS has no outstanding loan.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Entitas Anak (lanjutan)

I. PT Jasamarga Jalanlayang Cikampek (JJC)

Berdasarkan Perjanjian Kredit Sindikasi No. 46 tanggal 31 Juli 2018 dari Akta Notaris Ashoya Ratam, S.H., M.Kn., dan Perjanjian Kredit Sindikasi No. 47 tanggal 31 Juli 2018 dari Akta Notaris Ashoya Ratam, S.H., M.Kn., JJC telah memperoleh fasilitas Pinjaman Investasi Pembiayaan Proyek Jalan Tol ruas Jakarta – Cikampek II PT Bank Mandiri (Persero) Tbk, PT Bank Mandiri Syariah (Persero) Tbk, PT Bank Central Asia Tbk, PT Bank Central Asia Syariah Tbk, Bank Negara Indonesia (Persero) Tbk, Bank Negara Indonesia Syariah (Persero) Tbk, PT Bank CIMB Niaga Tbk, PT Sarana Multi Infrastruktur (Persero), PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia Syariah (Persero) PT Indonesia Infrastructure Finance, PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk, PT Bank Maybank, dan PT Bank DKI. Maksimum fasilitas kredit yang diberikan adalah sebesar Rp11.363.386.

Pada tanggal 1 Februari 2021, PT Bank Syariah Mandiri, PT BNI Syariah, dan PT BRI Syariah telah melakukan merger dan berubah nama menjadi PT Bank Syariah Indonesia Tbk.

Jangka waktu kredit 15 (lima belas) tahun sejak tanggal penandatanganan perjanjian sampai dengan tanggal 31 Juli 2033. Tingkat suku bunga menggunakan rata-rata acuan suku bunga dari bank-bank sindikasi (Mandiri, BCA, BNI) ditambah margin 4,00%.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

I. PT Jasamarga Jalanlayang Cikampek (JJC)

Based on the Syndicated Credit Agreement No. 46 dated July 31, 2018 from the Notary Deed of Ashoya Ratam, S.H., M.Kn., and Syndicated Credit Agreement No. 47 dated July 31, 2018 from the Notary Deed of Ashoya Ratam, S.H., M.Kn., JJC has obtained an Investment Loan for Financing the Jakarta-Cikampek II Toll Road Project, PT Bank Mandiri (Persero) Tbk, PT Bank Mandiri Syariah (Persero) Tbk, PT Bank Central Asia Tbk, PT Bank Central Asia Syariah Tbk, Bank Negara Indonesia (Persero) Tbk, Bank Negara Indonesia Syariah (Persero) Tbk, PT Bank CIMB Niaga Tbk, PT Sarana Multi Infrastruktur (Persero), PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Rakyat Indonesia Syariah (Persero) PT Indonesia Infrastructure Finance, PT Bank Pembangunan Daerah Jawa Barat and Banten Tbk, PT Bank Maybank, and PT Bank DKI. The maximum credit facility granted is Rp11,363,386.

On February 1, 2021 PT Bank Syariah Mandiri, PT BNI Syariah, and PT BRI Syariah has merged and changed its name to PT Bank Syariah Indonesia Tbk.

The credit period is 15 (fifteen) years from the date of signing the agreement until July 31, 2033. The interest rate uses the average reference rate for the of the syndicated banks (Mandiri, BCA, BNI) plus a 4.00% margin.

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Pinjaman Bank Entitas Anak (lanjutan)

**I. PT Jasamarga Jalanlayang Cikampek (JJC)
(lanjutan)**

Jaminan fasilitas kredit adalah sebagai berikut:

- a. Hak Pengusahaan Jalan Tol selama masa konsensi;
- b. Seluruh tagihan dan pendapatan jalan tol dan usaha lain yang diikat secara fidusia dengan nilai penjaminan minimal sebesar 100% dari biaya investasi atau sebesar Rp16.233.409;
- c. Rekening penampungan; dan
- d. Seluruh tagihan dan pendapatan dari hasil klaim asuransi, klaim bank garansi, hasil klaim penjaminan dari PT Penjaminan Infrastruktur Indonesia dan kompensasi dari Pemerintah dengan nilai penjaminan minimal sebesar 100% dari biaya investasi atau sebesar Rp16.233.409.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Debt to Equity Ratio* maksimal 70:30 antara porsi kreditur dan debitur;
- b. *Debt Service Coverage Ratio* minimal 1 kali, sejak masa pengoperasian;
- c. Menjaga ekuitas JJC selalu positif.

Pada tanggal 31 Desember 2021, JJC telah memenuhi semua persyaratan pembatasan.

Saldo pinjaman JJC pada tanggal 31 Desember 2021 adalah sebesar Rp10.370.315 dan biaya penerbitan yang belum diamortisasi sebesar Rp73.783.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

**I. PT Jasamarga Jalanlayang Cikampek (JJC)
(continued)**

The credit facility guarantee is as follows:

- a. Toll road road concession rights during the concession period;
- b. All bills and revenues of toll roads and other businesses which fiduciary binded with minimum collateral at 100% of the investment cost or amounting to Rp16,233,409;
- c. Escrow accounts; and
- d. All bills and revenues from insurance claims, bank guarantee claims, guarantee claims from PT Penjaminan Infrastruktur Indonesia and compensate from the Government with minimum collateral at 100% of the investment cost or amounting to Rp16,233,409.

The major covenants of this facility include the following:

- a. Maximum Debt to Equity Ratio is 70:30 between creditors and debtors;
- b. Minimum Debt Service Coverage Ratio is more than 1 time, since operational period;
- c. Maintain the JJC 's equity to continuously positive.

As of December 31, 2021, JJC has met all the covenants as required in the agreement.

The balance of the loan as of December 31, 2021 amounting to Rp10,370,315 and unamortized cost amounted to Rp73,783.

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Pinjaman Bank Entitas Anak (lanjutan)

m. PT Jasamarga Probolinggo Banyuwangi (JPB)

Berdasarkan Perjanjian Kredit Sindikasi No. 1 tanggal 29 Januari 2019 dari Akta Notaris Ati Mulyati, S.H., M.kn, JPB telah memperoleh fasilitas Dana Talangan Tanah (DTT) Sindikasi untuk Pembiayaan Pengadaan Tanah proyek jalan tol Probolinggo-Banyuwangi dari PT Bank Mandiri (Persero) Tbk, PT Bank Central Asia Tbk, Bank Negara Indonesia (Persero) Tbk, dan PT Bank Rakyat Indonesia (Persero) Tbk. Maksimum fasilitas kredit yang diberikan adalah sebesar Rp2.520.000. Jangka waktu kredit adalah 2 (dua) tahun sejak tanggal penandatanganan perjanjian sampai dengan tanggal 29 Januari 2021. Tingkat suku bunga yang berlaku adalah 8,25%.

Perjanjian tersebut dijamin dengan tagihan pengembalian dana talangan tanah ke Pemerintah dengan nilai sesuai plafon pinjaman, tagihan klaim penjaminan yang diterima dari PT Penjaminan Infrastruktur Indonesia (Persero), dan rekening penampungan dana talangan tanah yang akan diikat dengan gadai rekening dalam bentuk akta notaris. Perjanjian ini tidak memiliki pembatasan penting.

Pada tahun 2021, JPB telah melakukan pembayaran atas pinjaman ini sebesar Rp250.071.

Pada tanggal 28 Januari 2021 JPB telah melunasi utang tersebut.

Berdasarkan Perjanjian Kredit Sindikasi No. 16 tanggal 28 Januari 2021 dari Akta Ashoya Ratam, S.H., M.kn., JPB telah memperoleh fasilitas Dana Talangan Tanah (DTT) Sindikasi untuk Pembiayaan Pengadaan Tanah proyek jalan tol Probolinggo-Banyuwangi dari PT Bank Permata Tbk. Maksimum fasilitas kredit yang diberikan adalah sebesar Rp750.000. Jangka waktu kredit adalah 1 (satu) tahun sejak tanggal penandatanganan perjanjian sampai dengan tanggal 28 Januari 2022. Tingkat suku bunga yang berlaku adalah 7,75% per tahun.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

m. PT Jasamarga Probolinggo Banyuwangi (JPB)

Based on Syndicated Credit Agreement No. 1 dated January 29, 2019 from Notarial Deed of Ati Mulyati, S.H., M.kn, JPB has obtained bridging fund for land syndicated facility for the financing of the Probolinggo-Banyuwangi toll road project from PT Bank Mandiri (Persero) Tbk, PT Bank Central Asia Tbk, Bank Negara Indonesia (Persero) Tbk, and PT Bank Rakyat Indonesia (Persero) Tbk. The maximum credit facility provided is Rp2,520,000. The credit period is 2 (two) years from the date of signing the agreement until January 29, 2021. The applied interest rate is 8.25%.

The agreement is guaranteed by the bill for returning the bailout to the Government with a value in accordance with the loan facility, claims received from PT Penjaminan Infrastruktur Indonesia (Persero), and the account for collecting the land bailout fund that will be bound with a security acccoun in the form of a notarial deed. This agreement does not have any major convenants.

During 2021, JPB has paid its bank loan amounted to Rp250,071.

On January 28, 2021, JPB has fully paid the outstanding loan.

Based on Syndicated Credit Agreement No. 16 dated January 28, 2021 from Notarial Deed of Ashoya Ratam, S.H., M.kn., JPB has obtained bridging fund for land syndicated facility for the financing of the Probolinggo-Banyuwangi toll road project from PT Bank Permata Tbk. The maximum credit facility provided is Rp750,000. The credit period is 1 (one) year from the date of signing the agreement until January 28, 2022. The interest rate is 7.75% per annum.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Entitas Anak (lanjutan)

m. PT Jasamarga Probolinggo Banyuwangi (JPB) (lanjutan)

Pembatasan yang diberikan oleh bank adalah menjaga ekuitas agar selalu positif. Pada tanggal 31 Desember 2021, JPB telah memenuhi semua ketentuan atas pembatasan yang diberikan.

Pinjaman ini dijamin dengan tagihan pengebalian Dana Talangan Tanah ke Pemerintah dengan nilai sesuai plafon pinjaman.

Selama tahun 2021, JPB telah melakukan pembayaran utang bank sebesar Rp500.000.

Pada tanggal 31 Desember 2021, saldo pokok pinjaman sebesar Rp158.201.

n. PT Jasamarga Tollroad Maintenance (JMTM)

Berdasarkan Surat Perjanjian Pinjaman No. 762/BP/LOO/CRC-JKT/WB/XII/2021 tanggal 27 Desember 2021, JMTM memperoleh fasilitas Kredit Modal Kerja ("KMK"), *Payable Services*, Surat Kredit Berdokumen Dalam Negeri (SKBDN) dan Bank Garansi dari PT Bank Permata Tbk. Pagu kredit sebesar Rp75.000 untuk fasilitas KMK dan Rp125.000 untuk *Payable Services*, SKBDN dan Bank Garansi. *Payable Services* dan KMK, masing-masing dikenakan bunga sebesar 7% dan 7,5% per tahun. Fasilitas ini akan berakhir pada tanggal 30 Oktober 2022.

Perjanjian tersebut dijamin dengan Piutang Proyek yang dapat diterima dan disetujui oleh bank.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- Current ratio* minimal 1,00 kali;
- Leverage ratio* maksimal 3,00 kali;
- Interest service coverage ratio* minimal 1,50 kali.

Pada tanggal 31 Desember 2021, JMTM telah melunasi saldo utang pinjamannya.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

m. PT Jasamarga Probolinggo Banyuwangi (JPB) (continued)

The major covenant of this facility is maintain equity always positive. As of December 31, 2021, JPB has met the major covenant as required in the agreement.

This loan pledges by a claim for the return of the Land Acquisition to the Government with a value according to the loan plafond.

During 2021, JPB has paid its bank loan amounted to Rp500,000.

As of December 31, 2021, the loan principal balance was Rp158,201.

n. PT Jasamarga Tollroad Maintenance (JMTM)

Based on Credit Agreement No. 762/BP/LOO/CRC-JKT/WB/XII/2021 dated December 27, 2021, JMTM obtained Working Capital Credit ("KMK"), Payable Services, Domestic Letter of Credit ("SKBDN") and Bank Guarantee from PT Bank Permata Tbk. The maximum credit facility provided are Rp75,000 for KMK facility and Rp125,000 for Payable Services, SKBDN and Bank Guarantee. The Payables Services and KMK facility have an annual interest of 7% and 7.5%, respectively. The facilities will expired on October 30, 2022.

The agreement is guaranteed by Project Receivables that can be accepted and approved by the bank.

The major covenants of this facility include the followings:

- Minimum current ratio of 1.00 times;*
- Maximum leverage ratio is 3.00 times;*
- Minimum interest service coverage ratio is 1.50 times.*

As of December 31, 2021, JMTM has paid all of its payable balance.

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23. UTANG BANK (lanjutan)

Pinjaman Bank Entitas Anak (lanjutan)

o. PT Jasamarga Tollroad Operator (JMTO)

Berdasarkan Surat perjanjian pinjaman No. 376/BP/LOO/CRC-JKT/WB/VII/2021 tanggal 12 Juli 2021, JMTO telah memperoleh fasilitas Kredit *Revolving Loan, Payable Services, Letter of Credit (LC)* & Surat Kredit Berdokumen Dalam Negeri (SKBDN), Bank Garansi, dan *Term Financing (MMQ) Asset* dari PT Bank Permata Tbk. Pagu kredit sebesar Rp100.000 untuk fasilitas *Revolving Loan, Payable Services*, Bank Garansi dan LC/SKBDN serta Rp35.000 untuk *MMQ Asset*. *Revolving Loan, LC/SKBDN*, dan *MMQ Asset* dikenakan bunga sebesar 8,00% per tahun. *Payable Services* dikenakan bunga sebesar dan 7,75% per tahun. Fasilitas Kredit *Revolving Loan, Payable Services, LC & (SKBDN)*, Bank Garansi berlaku hingga 25 September 2022 dan *MMQ Asset* berakhir 24 bulan sejak penandatanganan akad.

Perjanjian tersebut dijamin dengan Piutang Usaha, mesin, alat kendaraan, dan perangkat pendukung lain terkait proyek JMTO yang dapat diterima dan disetujui oleh bank.

Pembatasan penting dalam perjanjian fasilitas pinjaman *MMQ Asset* adalah:

- Current ratio* minimal 1,10 kali;
- Leverage ratio* maksimal 2,50 kali;
- Debt service coverage ratio* setiap saat minimal 1,25 kali.

Pada tanggal 31 Desember 2021, JMTO telah memenuhi semua persyaratan pembatasan.

Pada tanggal 31 Desember 2021, saldo pokok pinjaman sebesar Rp12.059.

23. BANK LOANS (continued)

Subsidiaries's Bank Loans (continued)

o. PT Jasamarga Tollroad Operator (JMTO)

Based on the loan agreement letter No. 376/BP/LOO/CRC-JKT/WB/VII/2021 dated July 12, 2021, JMTO has obtained *Revolving Loan, Payable Services, Letter of Credit (LC) & Domestic Documentary Letter of Credit (SKBDN)*, *Bank Guarantee*, and *Term Financing (MMQ) facilities Assets* from PT Bank Permata Tbk. The credit limit is Rp100,000 for *Revolving Loan, Payable Services, Bank Guarantee and LC/SKBDN facilities* and Rp35,000 for *MMQ Asset*. *Revolving Loans, LC/SKBDN, and MMQ Assets* bear interest at 8.00% per year. *Payable Services* bear interest at 7.75% per annum. *Revolving Loan, Payable Services, LC & (SKBDN)*, *Bank Guarantee* valid until September 25, 2022 and *MMQ Asset* will expire 24 months after signing the contract.

The agreement is collateralized by *Trade Receivables, machines, vehicle tools, and other supporting equipment related to the JMTO project* which can be accepted and approved by the bank.

The major covenants of this *MMQ Asset* loan facility include the followings:

- Minimum current ratio* of 1.10 times;
- Maximum leverage ratio* is 2.50 times;
- Minimum Debt service coverage ratio* is 1.25 times.

As of December 31, 2021, JMTO has met all the covenants as required in the agreement.

As of December 31, 2021, , the loan principal balance was Rp12,059.

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24. UTANG SURAT BERHARGA KOMERSIAL

Pada tanggal 17 September 2020, Perusahaan memperoleh persetujuan dari Bank Indonesia (BI) atas penerbitan Surat Berharga Komersial (SBK) I Jasa Marga Tahun 2020 sebesar Rp566.000 dengan diskon sebesar 6,80% dan tenor selama 12 (dua belas) bulan sejak tanggal penerbitan SBK dengan tanggal pelunasan 13 Oktober 2021.

Total dana yang diterima Perusahaan adalah sebesar Rp529.588, nilai yang di discount sebesar sebesar Rp36.412. Sesuai dengan memorandum penerbitan obligasi Perusahaan, SBK akan dilunasi sesuai dengan nilai normal, dana tersebut akan digunakan untuk modal kerja Perusahaan, diantaranya namun tidak terbatas pada pemeliharaan jalan tol dan sarana penunjang jalan tol, serta peningkatan fasilitas jalan tol dan sarana penunjang jalan tol.

SBK ini tidak dijamin dengan suatu agunan khusus (*clean basis*), tetapi dijamin dengan seluruh harta kekayaan Perusahaan baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Pada tanggal 31 Desember 2021, Perusahaan sudah melunasi utang surat berharga komersial.

24. COMMERCIAL PAPER

On September 17, 2020, the Company obtained an approval from Bank Indonesia (BI) on the issuance of Commercial Paper (CP) I Jasa Marga Year 2020 amounting to Rp566,000 with Discounted rate of 6,80% and tenor of 12 (twelve) months since the issuance of SBK at October 13, 2021.

Total fund received by the Company was Rp529,588, value that discount is Rp36,412. In accordance with the Company's memorandum for bonds issuance, SBK will be paid with normal value, the funds will be used for funding the Company's working capital, including but not limited to toll road maintenance and toll road supporting facilities, also for toll road facilities enhancement and toll road supporting facilities.

CP are not collateralized by a specific collateral (*clean basis*), but are collateralized by the Company's entire assets, either movable or immovable, whether existing or will exist in the future.

As of December 31, 2021, the Company has fully paid its commercial paper.

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Surat Berharga Komersial Jasa Marga:			<i>Commercial Paper of Jasa Marga:</i>
Surat Berharga Komersial 2020	-	566.000	<i>Commercial Paper 2020</i>
Diskon Surat Berharga Komersial	-	(36.412)	<i>Deferred Commercial Paper</i>
Amortisasi Surat Berharga Komersial	-	7.687	<i>Amortization of Commercial Paper</i>
Total	<u>-</u>	<u>537.275</u>	Total

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25. UTANG LEMBAGA KEUANGAN BUKAN BANK

Rincian utang lembaga keuangan bukan bank adalah sebagai berikut:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
PT Sarana Multi Infrastruktur (Persero)	1.347.803	1.429.100
Biaya belum diamortisasi	(5.143)	(8.510)
Total Utang Lembaga Keuangan Bukan Bank	<u>1.342.660</u>	<u>1.420.590</u>
Bagian jatuh tempo dalam satu tahun - utang lembaga keuangan bukan bank	<u>241.000</u>	<u>29.800</u>
Total Utang Lembaga Keuangan Bukan Bank Jangka Panjang	<u><u>1.101.660</u></u>	<u><u>1.390.790</u></u>

Berdasarkan Akta Perjanjian Pinjaman No. 29 tanggal 16 September 2020 dari Notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., dengan perubahan terakhir ke IV No.PERJ-091/SMI/0721, Perusahaan memperoleh fasilitas pinjaman dari PT Sarana Multi Infrastruktur (Persero) sebesar Rp700.000 dengan jangka waktu 2 (dua) tahun. Tingkat suku bunga yang berlaku per 31 Desember 2021 adalah sebesar 6,00% per tahun (2020: 8,25% per tahun). Pinjaman bank tidak mengharuskan Perusahaan untuk menyerahkan jaminan/agunan kepada bank maupun kepada kreditur lainnya.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,25 kali;
- b. *Debt to equity ratio* maksimal 5 kali.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh pembatasan penting.

Saldo terutang fasilitas pinjaman pada tanggal 31 Desember 2021 adalah sebesar Rp200.000.

25. NON-BANK FINANCIAL INSTITUTION LOAN

The details of non-bank financial institution loan are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
PT Sarana Multi Infrastruktur (Persero)	1.347.803	1.429.100
Unamortized cost	(5.143)	(8.510)
Total Non-Bank Financial Institution Loan	<u>1.342.660</u>	<u>1.420.590</u>
Current maturities of non-bank financial institutions loan	<u>241.000</u>	<u>29.800</u>
Total Long Term Non-Bank Financial Institution Loan	<u><u>1.101.660</u></u>	<u><u>1.390.790</u></u>

Based on the Deed of Loan Agreement No. 29 dated September 16, 2020 of Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., with the latest amendment IV No.PERJ-091/SMI/0721, The Company obtained loan facilities from PT Sarana Multi Infrastruktur (Persero) amounting to Rp700,000 for a period of 2 (two) years. As of December 31, 2021 the applicable interest rate is 6.00% per annum (2020: 8.25% per annum). The bank loan does not require the Company to submit guarantee/collateral to the bank or other creditors.

The major covenant of this facility include the following:

- a. *Minimum interest coverage ratio* is 1.25 times;
- b. *Maximum debt to equity ratio* is 5 times.

As of December 31, 2021, the Company has met with all major covenant requirement.

On December 31, 2021, the Company has an outstanding balance on this financing facility amounting to Rp200,000.

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**25. UTANG LEMBAGA KEUANGAN BUKAN BANK
(lanjutan)**

Utang Lembaga Keuangan Bukan Bank - MSJ

Akun ini merupakan pinjaman dari PT Sarana Multi Infrastruktur Persero ("SMI") di MSJ. Berdasarkan Akta Perjanjian Pembiayaan No. 119 dari notaris Ir. Nanette Cahyanie Handari Adi Warsito, S.H., tanggal 16 Agustus 2016, MSJ menandatangani perjanjian kredit dengan SMI untuk membiayai proyek jalan tol. Fasilitas kredit yang diterima MSJ adalah sebesar Rp540.000 dengan jangka waktu selama 10 tahun. MSJ kemudian mendapatkan tambahan fasilitas sebesar Rp660.000 untuk membiayai pembangunan BORR seksi 2B. Tingkat suku bunga menggunakan JIBOR (3 bulan) ditambah dengan margin sebesar 2,28%.

Perjanjian tersebut dijamin dengan segala harta kekayaan MSJ, baik yang bergerak dan tidak bergerak, akta pengalihan pengelolaan hak konsesi jalan tol Ruas Bogor Ring Road, seluruh tagihan dan pendapatan operasional dari pengoperasian jalan tol dan pendapatan dari hasil klaim asuransi, bank garansi dan penggantian dana dari Pemerintah.

Pembatasan penting dalam perjanjian fasilitas pinjaman ini adalah:

- a. *Interest coverage ratio* minimal 1,25 kali
- b. *Debt to equity ratio* maksimal 5 kali

Saldo terutang jangka panjang MSJ pada pinjaman tersebut pada tanggal 31 Desember 2021 adalah sebesar Rp1.101.660 setelah dikurangi porsi jangka pendek sebesar Rp41.000.

**25. NON-BANK FINANCIAL INSTITUTION LOAN
(continued)**

Non-Bank Financial Institution Loan - MSJ

This account represents loan from PT Sarana Multi Infrastruktur Persero ("SMI") in MSJ. Based on Notarial Deed of Financing Agreement No. 119 of Notary Ir. Nanette Cahyanie Handari Adi Warsito, S.H., dated August 16, 2016, MSJ signed a credit agreement with SMI to finance the toll road project. The credit facility received by MSJ amounted to Rp540,000 with terms of 10 years. MSJ also obtained additional facility amounted to Rp660,000 to finance the construction of BORR section 2B. The loan bears interest at JIBOR (3 months) plus margin of 2.28%.

The agreement is pledged by all movable and immovable MSJ assets, deed of transfer to manage Bogor Ring Road toll road concession rights, all invoices and operating revenues from toll road operations and revenues from insurance claims, bank guarantee and reimbursement of funds from the Government.

The major covenant of this facility include the following:

- a. *Minimum interest coverage ratio is 1.25 times*
- b. *Maximum debt to equity ratio is 5 times*

As of December 31, 2021, MSJ has an outstanding long-term loan on this facility amounting to Rp1,101,660 net of current maturities amounting to Rp41,000.

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26. UTANG OBLIGASI

26. BONDS PAYABLE

Rincian utang obligasi adalah sebagai berikut:

The details of bonds payable are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Perusahaan			The Company
Obligasi Berkelanjutan II			Continuing Public Offering Bond II
PT Jasa Marga 2020			PT Jasa Marga 2020
Seri A	1.100.350	1.100.350	Seri A
Seri B	286.000	286.000	Seri B
Seri C	90.050	90.050	Seri C
Seri D	523.600	523.600	Seri D
Subtotal	<u>2.000.000</u>	<u>2.000.000</u>	Subtotal
PT Marga Lingkar Jakarta (MLJ)			PT Marga Lingkar Jakarta (MLJ)
Seri B	-	217.000	Seri B
Seri C	-	299.000	Seri C
Seri D	-	320.000	Seri D
Seri E	-	464.000	Seri E
Subtotal	<u>-</u>	<u>1.300.000</u>	Subtotal
Biaya Penerbitan Obligasi yang Belum Diamortisasi	(5.815)	(11.555)	Unamortized Bond Issuance Cost
Total Utang Obligasi	<u>1.994.185</u>	<u>3.288.445</u>	Total Bond Payable
Utang Obligasi Bagian Jangka Panjang	<u>1.994.185</u>	<u>3.288.445</u>	Bond Payable of Long - Term Portion

Jumlah pembayaran kembali untuk utang obligasi menurut tahun jatuh tempo pada tanggal 31 Desember 2021 adalah sebagai berikut:

The amounts of repayments of bonds payable by years of maturity as of December 31, 2021, are as follows:

Tahun Jatuh Tempo/ Year of Maturity	Total Rp
2023	1.100.350
2025	286.000
2027	90.050
2030	523.600
Total	<u>2.000.000</u>

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26. UTANG OBLIGASI (lanjutan)

a. Obligasi MLJ

Pada tanggal 31 Oktober 2017, PT Marga Lingkar Jakarta (MLJ), entitas anak, memperoleh pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi I Marga Lingkar Jakarta Tahun 2017 ("Obligasi") 5 (lima) seri dengan dengan nilai nominal, suku bunga dan jatuh tempo sebagai berikut:

- Seri A sebesar Rp200.000 dan suku bunga 7,45% per tahun, telah jatuh tempo pada tanggal 8 November 2020;
- Seri B sebesar Rp217.000 dan suku bunga 7,75% per tahun, akan jatuh tempo pada tanggal 8 November 2022;
- Seri C sebesar Rp299.000 dan suku bunga 8,30% per tahun, akan jatuh tempo pada tanggal 8 November 2024;
- Seri D sebesar Rp320.000 dan suku bunga 8,70% per tahun, akan jatuh tempo pada tanggal 8 November 2026;
- Seri E sebesar Rp464.000 dan suku bunga 8,85% per tahun, akan jatuh tempo pada tanggal 8 November 2027.

Pada tanggal 8 November 2020, MLJ telah melunasi Seri A.

Total dana yang diterima MLJ pada tanggal 8 November 2017 dari hasil penerbitan Obligasi adalah sebesar Rp1.500.000. Bertindak sebagai wali amanat adalah PT Bank Mega Tbk dan sesuai dengan prospektus penerbitan obligasi MLJ, sekitar 90% dari dana tersebut akan digunakan untuk pelunasan seluruh kredit investasi dan sekitar 8% untuk penyesihan dana cadangan pembayaran bunga sebesar 12 (dua belas) bulan bunga untuk seluruh seri obligasi yang tersedia paling lambat 1 (satu) bulan setelah tanggal emisi, dan sisanya untuk modal kerja, termasuk namun tidak terbatas kepada biaya layanan transaksi, biaya layanan lalu lintas dan biaya layanan konstruksi.

MLJ juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu berdasarkan laporan keuangan tahunan yang telah diaudit oleh kantor akuntan publik yang terdaftar di Otoritas Jasa Keuangan selama periode utang obligasi sebagai berikut:

26. BONDS PAYABLE (continued)

a. MLJ Bonds

On October 31, 2017, PT Marga Lingkar Jakarta (MLJ), a subsidiary, obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Bonds I Marga Lingkar Jakarta Year 2017 ("Bonds") with five (5) series with par value, annual interest rate and maturity dates as follows:

- Seri A amounting to Rp200,000 and annual interest rate of 7.45%, have been mature on November 8, 2020;
- Seri B amounting to Rp217,000 and annual interest rate of 7.75%, will mature on November 8, 2022;
- Seri C amounting to Rp299,000 and annual interest of 8.30%, will mature on November 8, 2024;
- Seri D amounting to Rp320,000 and annual interest of 8.70%, will mature on November 8, 2026;
- Seri E amounting to Rp464,000 and annual interest of 8.85%, will mature on November 8, 2027.

On November 8, 2020, MLJ has paid Seri A.

Total fund received by MLJ on November 8, 2017 from the issuance of Bonds was Rp1,500,000. Acting as trustee for the bonds is PT Bank Mega Tbk and in accordance with MLJ's prospectus for bonds issuance, approximately 90% of the funds will be used for the full repayment of all investment credit and approximately 8% will be used for reserve of interest payments amounting to interest of 12 (twelve) months which should be available at the latest on 1 (one) month after the date of issuance, and the rest for working capital, including but not limited to costs of transactions, traffics and constructions services.

MLJ is also required to maintain certain financial ratios based on annual financial statements which have been audited by public accounting firm registered in Financial Services Authority (OJK) during the bonds payable as follows:

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26. UTANG OBLIGASI (lanjutan)

a. Obligasi MLJ (lanjutan)

- a. Interest Coverage Ratio (ICR) (rasio cakupan bunga) lebih atau sama dengan 1,5 kali;
- b. Debt to Equity Ratio (DER) (rasio utang) kurang atau sama dengan 4 kali.

MLJ juga akan dianggap wanprestasi terhadap kewajibannya sehubungan dengan utang obligasinya apabila MLJ membuat utang baru, kecuali untuk menambah keperluan modal kerja MLJ dalam rangka pemenuhan kebutuhan operasional dan/atau dana cadangan pelunasan pokok Obligasi dan/atau dana cadangan pemeliharaan atau apabila MLJ mengeluarkan obligasi atau instrumen utang lain yang sejenis yang mempunyai kedudukan lebih tinggi, atau pembayarannya didahulukan dari Obligasi.

Obligasi ini tidak dijamin dengan suatu agunan khusus, tetapi dijamin dengan seluruh harta kekayaan MLJ baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

b. Obligasi Berkelanjutan II PT Jasa Marga Tahun 2020

Pada tanggal 31 Agustus 2020, Perusahaan memperoleh pernyataan efektif dari OJK atas penerbitan Obligasi Berkelanjutan II Jasa Marga Tahap I Tahun 2020 ("Obligasi") 4 (empat) seri dengan nilai nominal, suku bunga dan jatuh tempo sebagai berikut:

- Seri A sebesar Rp1.100.350 dan suku bunga 7,90% per tahun, akan jatuh tempo pada tanggal 8 September 2023
- Seri B sebesar Rp286.000 dan suku bunga 8,25% per tahun, akan jatuh tempo pada tanggal 8 September 2025
- Seri C sebesar Rp90.050 dan suku bunga 8,60% per tahun, akan jatuh tempo pada tanggal 8 September 2027
- Seri D sebesar Rp523.600 dan suku bunga 9,00% per tahun, akan jatuh tempo pada tanggal 8 September 2030

26. BONDS PAYABLE (continued)

a. MLJ Bond (continued)

- a. Interest Coverage Ratio (ICR) more or equal to 1.5 times;
- b. Debt to Equity Ratio (DER) less or equal to 4 times.

MLJ will also be declared in compliance with its covenant relating to the bonds payable if MLJ makes new debts, except to increase MLJ's working capital in order to meet the operational needs and/or reserve fund of Bonds principal and/or reserve fund for maintenance or if MLJ issues bonds or other similar debt instruments with a higher position, or the payment takes precedence over the Bonds.

The Bonds are not collateralized by a specific collateral, but are collateralized by MLJ's entire assets, either movable or immovable, whether existing or will exist in the future.

b. Continuing Public Offering Bond II PT Jasa Marga 2020

On August 31, 2020, the Company obtained an effective statement from OJK on the issuance of Jasa Marga Bond II Phase I Year 2020 ("Bonds") with 4 (four) series with par value, annual interest rate and maturity dates as follows:

- Seri A amounting to Rp1,100,350 and annual interest rate of 7.90%, will mature on September 8, 2023
- Seri B amounting to Rp286,000 and annual interest rate of 8.25%, will mature on September 8, 2025
- Seri C amounting to Rp90,050 and annual interest of 8.60%, will mature on September 8, 2027
- Seri D amounting to Rp523,600 and annual interest of 9.00%, will mature on September 8, 2030

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26. UTANG OBLIGASI (lanjutan)

**b. Obligasi Berkelanjutan II PT Jasa Marga
Tahun 2020 (lanjutan)**

Total dana yang diterima Perusahaan pada tanggal 8 September 2020 dari hasil penerbitan Obligasi adalah sebesar Rp2.000.000. Bertindak sebagai wali amanat adalah PT Bank Mega Tbk dan sesuai dengan prospektus penerbitan obligasi Perusahaan, dana tersebut akan digunakan untuk modal kerja Perusahaan, diantaranya namun tidak terbatas pada pemeliharaan jalan tol dan sarana penunjang jalan tol, serta peningkatan fasilitas jalan tol dan sarana penunjang jalan tol.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu berdasarkan laporan keuangan tahunan yang telah diaudit oleh kantor akuntan publik yang terdaftar di OJK selama periode utang obligasi sebagai berikut:

- a) *Interest Coverage Ratio* (ICR) (rasio cakupan bunga) minimal 1,1:1
- b) *Debt to Equity Ratio* (DER) (rasio utang) maksimal 5:1

Obligasi ini tidak dijamin dengan suatu agunan khusus, tetapi dijamin dengan seluruh harta kekayaan Perusahaan baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Pada tanggal 31 Desember 2021, Perusahaan telah memenuhi seluruh rasio keuangan yang dipersyaratkan dan memiliki saldo utang pada obligasi ini sebesar Rp2.000.000.

27. LIABILITAS PEMBEBASAN TANAH

Akun ini merupakan liabilitas entitas anak atas dana talangan pembelian tanah dan untuk pembangunan ruas jalan tol dengan menggunakan dana talangan Badan Layanan Umum Badan Pengatur Jalan Tol. Penggunaan dana talangan tersebut oleh JSM adalah untuk pembangunan ruas jalan tol Surabaya - Mojokerto, JGP adalah untuk pembangunan ruas tol Gempol - Pasuruan, MTN adalah untuk pembangunan ruas Tol Kunciran-Serpong dan JKC adalah untuk pembangunan ruas tol Cengkareng - Batu Ceper - Kunciran.

26. BONDS PAYABLE (continued)

**b. Continuing Public Offering Bond II PT Jasa
Marga 2020 (continued)**

Total fund received by the Company on September 8, 2020 from the issuance of Bonds was Rp2,000,000. Acting as trustee for the bonds is PT Bank Mega Tbk and in accordance with the Company's prospectus for bonds issuance, the funds will be used for funding the Company's working capital, including but not limited to toll road maintenance and toll road supporting facilities, also for toll road facilities enhancement and toll road supporting facilities.

The Company is also required to maintain certain financial ratios base on annual financial statements which have been audited by public accounting firm registered in OJK during the bonds payable as follows:

- a) *Minimum Interest Coverage Ratio* (ICR) of 1.1:1
- b) *Maximum Debt to Equity Ratio* (DER) of 5:1

The Bonds are not collateralized by a specific collateral, but are collateralized by the Company's entire assets, either movable or immovable, whether existing or will exist in the future.

As of December 31, 2021, the Company has met the financial ratio requirements and has outstanding balance on this bond amounting to Rp2,000,000.

27. LAND ACQUISITION LIABILITIES

This account represents liabilities of the subsidiaries for the bail out loan and for land acquisition and for construction of toll roads by using bail out loan from the Public Service Assistance Unit - the Indonesian Toll Road Authority. The use of bail out funds by JSM is for construction of Surabaya - Mojokerto toll road, JGP is for construction of Gempol - Pasuruan Toll Road, MTN is for construction of Kunciran - Serpong Toll road and JKC is for construction of Cengkareng - Batu Ceper - Kunciran Toll Road.

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27. LIABILITAS PEMBEBASAN TANAH (lanjutan)

Selain itu, kewajiban pembebasan tanah juga merupakan kewajiban pembebasan tanah untuk pelunasan utang ganti rugi pelebaran Jalan Tol Sedyatmo ke Badan Layanan Umum - Badan Pengatur Jalan Tol (BLU-BPJT).

28. UTANG SEWA

Kelompok Usaha menandatangani beberapa perjanjian sewa yang berkaitan dengan sewa lahan, gedung, kendaraan, alat pengangkutan dan peralatan lainnya. Perjanjian sewa biasanya memiliki periode tetap dari 1 tahun sampai dengan 5 tahun. Ketentuan sewa dinegosiasikan secara individu dan mengandung syarat dan ketentuan yang berbeda. Perjanjian sewa tidak memberikan persyaratan apapun, tetapi aset hak-guna tidak dapat digunakan sebagai jaminan atas pinjaman.

Laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2021 dan 2020 menyajikan saldo-saldo berikut berkaitan dengan sewa:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Utang Sewa	114.487	81.589	Lease Liabilities
Bagian yang Jatuh Tempo Dalam Waktu Satu Tahun	(55.036)	(40.916)	Current Maturities Portion
Bagian Jangka Panjang	<u>59.451</u>	<u>40.673</u>	Long - Term Portion

Laporan laba rugi menyajikan saldo berikut berkaitan dengan sewa:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Depresiasi atas aset hak guna (termasuk di Catatan 39, 40)			Depreciation related to right of use assets (included in Note 39, 40)
Kendaraan Bermotor	64.811	16.568	Vehicles
Peralatan Operasi dan Kantor	15.025	4.227	Operational and Office Equipment
Gedung Kantor dan Bangunan Lain	620	490	Office and Other Buildings
Beban bunga (termasuk di Catatan 43)	4.535	5.983	Interest expense (included in Note 43)
Beban sewa jangka pendek dan aset bernilai rendah (termasuk di Catatan 39, 40)	72.243	89.869	Expense relating to short-term and low-value assets leases (included in Note 39, 40)
Total	<u>157.234</u>	<u>117.137</u>	Total

27. LAND ACQUISITION LIABILITIES (continued)

In addition, the land acquisition liabilities also represent settlement of payable for widening of Sedyatmo Toll Road to Badan Layanan Umum-Indonesia Toll Road Authority (BLU-BPJT).

28. LEASE LIABILITIES

The Group entered into several lease agreements which are related to rent of land, buildings, vehicles, transportation equipment and other equipments. Rental agreements are typically made for fixed period of 1 year to 5 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but right-of-use assets may not be used as security for borrowing purposes.

The consolidated statement of financial position as at December 31, 2021 and 2020 shows the following amounts related to leases:

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28. UTANG SEWA (lanjutan)

Pergerakan pada utang sewa yang timbul dari aktivitas pendanaan di 2021 dan 2020 adalah sebagai berikut:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Pada awal tahun	81.589	52.181
Penambahan utang sewa	88.096	74.029
Beban bunga utang sewa	4.535	5.983
Pembayaran utang sewa	<u>(59.733)</u>	<u>(50.604)</u>
Saldo Akhir	<u>114.487</u>	<u>81.589</u>

29. PROVISI PELAPISAN JALAN TOL

Jumlah dari provisi pelapisan jalan tol ini terdiri dari:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Saldo Awal	537.724	603.917
Penambahan	555.963	219.713
Dampak Dekonsolidasi Entitas Anak	(62.626)	-
Realisasi	<u>(331.948)</u>	<u>(285.906)</u>
Saldo Akhir	<u>699.113</u>	<u>537.724</u>
Bagian Jangka Pendek	258.902	236.940
Bagian Jangka Panjang	440.211	300.784
Total	<u>699.113</u>	<u>537.724</u>

30. PENDAPATAN DITANGGUHKAN

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Pendapatan diterima dimuka	188.355	192.294
Pendapatan ditangguhkan - neto	<u>259.028</u>	<u>707.911</u>
Subtotal	447.383	900.205
Dikurangi bagian jangka pendek	<u>(371.600)</u>	<u>(519.250)</u>
Bagian jangka panjang	<u>75.783</u>	<u>380.955</u>

Pendapatan diterima dimuka merupakan jumlah dari pendapatan sewa iklan, lahan, tempat peristirahatan dan digunakan atas pemanfaatan Ruang Milik Jalan Tol (Rumijatol).

Pendapatan ditangguhkan adalah hak atas pendapatan tol ruas Jakarta-Bogor-Ciawi yang ditangguhkan yang berasal dari imbalan yang diterima dari pengalihan hak atas pendapatan tol ruas Jakarta-Bogor-Ciawi selama jangka waktu lima tahun sebagaimana dijelaskan dalam paragraf di bawah ini dan diamortisasi sebagai pendapatan tol Perusahaan selama jangka waktu tersebut.

28. LEASE LIABILITES (continued)

The movement in the lease liabilities arising from financing activities in 2021 and 2020 were as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
At the beginning of the year	81.589	52.181
Addition of lease liabilities	88.096	74.029
Interest on lease liabilities	4.535	5.983
Payment of lease liabilities	<u>(59.733)</u>	<u>(50.604)</u>
Ending Balance	<u>114.487</u>	<u>81.589</u>

29. PROVISION FOR OVERLAY

The amounts of provision for overlay are as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Beginning Balance	537.724	603.917
Addition	555.963	219.713
Deconsolidated Subsidiary Impact	(62.626)	-
Realization	<u>(331.948)</u>	<u>(285.906)</u>
Ending Balance	<u>699.113</u>	<u>537.724</u>
Current Portion	258.902	236.940
Long Term Portion	440.211	300.784
Total	<u>699.113</u>	<u>537.724</u>

30. DEFERRED REVENUE

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>
Unearned income	188.355	192.294
Deferred income - net	<u>259.028</u>	<u>707.911</u>
Subtotal	447.383	900.205
Less: short-term portion	<u>(371.600)</u>	<u>(519.250)</u>
Long-term portion	<u>75.783</u>	<u>380.955</u>

Unearned revenue represents amounts received from rental of advertisements, space and rest areas, and for use of the Space Owned Toll Road Area (Rumijatol).

Deferred income represents the deferred rights on tolls revenue of the Jakarta-Bogor-Ciawi segment that arising from the consideration received from the transfer of rights on revenues from the Jakarta-Bogor-Ciawi segment over five years period as described in the following paragraphs and is amortized as toll revenues of the Company during that period.

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30. PENDAPATAN DITANGGUHKAN (lanjutan)

Pada tanggal 15 Mei 2017, PT Mandiri Manajemen Investasi ("MMI") dan PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") mengadakan perjanjian dalam rangka pembentukan Kontrak Investasi Kolektif Beragun Aset Mandiri JSMR01 Surat Berharga Hak Atas Pendapatan Tol Jagorawi ("KIK EBA") dimana MMI bertindak sebagai Manajer Investasi KIK EBA dan BRI bertindak sebagai Bank Kustodian.

Pada tanggal 26 Juli 2017, Perusahaan mengadakan Perjanjian Penerbitan Surat Berharga Pendapatan Tol Perusahaan atas Ruas Jalan Tol Jakarta-Bogor-Ciawi ("Jagorawi") dengan MMI dan BRI (keduanya disebut sebagai "Pemegang surat berharga") yang menyepakati antara lain:

- a. Perusahaan akan menerbitkan surat berharga hak pendapatan tol yang akan dibeli oleh Pemegang Surat Berharga seharga Rp2.000.000 dimana surat berharga tersebut akan memberikan hak kepada pemegang surat berharga atas pendapatan tol ruas Jagorawi sampai dengan jumlah sebesar Rp2.600.000 selama jangka waktu sejak surat berharga diterbitkan sampai dengan lima tahun ("jangka waktu hak pendapatan tol");
- b. Dengan diterbitkannya surat berharga tersebut maka secara hukum pendapatan tol beralih menjadi milik Pemegang Surat Berharga selama jangka waktu hak pendapatan tol tersebut;
- c. Pendapatan tol akan diterima *collection agent* untuk dan atas nama Pemegang Surat Berharga dan *collection agent* akan menyerahkan pendapatan tol tersebut kepada Pemegang Surat Berharga sesuai dengan jadwal yang akan diatur dalam perjanjian pengumpulan pendapatan tol;
- d. Seluruh pendapatan tol yang diterima *collection agent* merupakan hak milik Pemegang Surat Berharga yang akan diakui secara harian dan ditempatkan dalam rekening yang khusus disiapkan oleh *collection agent* untuk kepentingan Pemegang Surat Berharga;
- e. Apabila sampai berakhirnya jangka waktu hak pendapatan terdapat akumulasi kekurangan jumlah pendapatan tol, maka kekurangan tersebut merupakan risiko Pemegang Surat berharga dan Perusahaan tidak dapat dimintakan untuk menutupi kekurangan tersebut, dan;

30. DEFERRED REVENUE (continued)

On May 15, 2017, PT Mandiri Manajemen Investasi ("MMI") and PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") engaged into an agreement in order to form of a Collective Investment Contract - Asset-Backed Securities Mandiri JSMR01 Rights on Jagorawi Toll Revenues ("KIK EBA") whereby MMI acts as an Investment Manager of KIK EBA and BRI acts as a Custodian Bank.

On July 26, 2017, the Company engaged into an Agreement of Issuance of Rights on Toll Revenue Securities of the Jakarta-Bogor-Ciawi ("Jagorawi") toll road segment of the Company with MMI and BRI (both referred to as "Securities Holders") which agreed that:

- a. The Company will issue toll revenue rights securities to be purchased by the Securities Holder at Rp2,000,000 whereby the securities will grant rights to securities holders of Jagorawi toll road revenues up to Rp2,600,000 for the period from the issuance date of securities until five years ("rights on toll revenues period");
- b. With the issuance of such securities, legally the toll revenues will be transferred to be owned by the Securities Holder during the rights on toll revenues period;
- c. Toll revenue will be received by the collection agent for and on behalf of the Securities Holder and the collection agent and shall deliver the toll revenue to the Securities Holders in accordance with the schedule to be stipulated in the toll revenue collection agreement;
- d. The Securities Holders shall be the owner of all toll revenue received by the collection agent and to be recognized on a daily basis and placed in a bank account specially made by the collection agent for the benefit of the Securities Holders;
- e. If until the expiration of the rights on toll revenues period, there is an accumulated shortage of amount of the toll revenue, it is the risk of the Securities Holders and the Company cannot be requested to cover the shortfall, and;

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30. PENDAPATAN DITANGGUHKAN (lanjutan)

- f. Perusahaan menjamin pendapatan tol yang menjadi basis surat berharga sepenuhnya merupakan hak Pemegang Surat Berharga dan pendapatan tol yang disimpan oleh *collection agent* selama jangka waktu hak pendapatan bukan merupakan harta Perusahaan.

Pada tanggal 26 Juli 2017, Perusahaan mengadakan Perjanjian Pengumpulan Pendapatan Tol Ruas Jakarta-Bogor-Ciawi dengan Pemegang surat berharga dan mengadakan addendum terhadap perjanjian tersebut pada tanggal 28 Agustus 2017, dimana para pihak menyepakati antara lain bahwa:

- a. Pemegang Surat Berharga menunjuk Perusahaan sebagai *collection agent* untuk melakukan pengumpulan dan penyerahan pendapatan tol selama waktu hak pendapatan tol;
- b. Jadwal penyerahan pendapatan tol oleh *collection agent* ke rekening Pemegang Surat Berharga;
- c. Bila sampai berakhirnya waktu hak pendapatan tol dan pendapatan tol tidak mencapai Rp2.600.000 atau terdapat kekurangan pendapatan tol, maka kekurangan tersebut merupakan risiko Pemegang Surat Berharga dan *collection agent* tidak dapat dimintakan pertanggungjawaban untuk menutupi kekurangan tersebut;
- d. *Collection agent* akan menerima imbalan sebesar Rp100 per tahun dan;
- e. *Collection agent* mengakui bahwa pendapatan tol yang dikumpulkan dan diserahkan adalah benar-benar hak dan milik Pemegang Surat Berharga.

30. DEFERRED REVENUE (continued)

- f. *The Company guarantees the toll revenues on the basis of securities is entirely the rights of the Securities Holder and toll revenue kept by the collection agent for the rights on toll revenues period is not an asset of the Company.*

On July 26, 2017, the Company entered into a Toll Revenue Collection of Jakarta-Bogor-Ciawi Segment Agreement with the Securities Holders and also entered into an addendum to such agreement on August 28, 2017, whereby the parties agreed that:

- a. *The Securities Holder appoints the Company as a collection agent to collect and transfer all toll revenues during the rights on tol revenues period;*
- b. *The schedule of transfer of toll revenues by the collection agent to the Securities Holder's bank account;*
- c. *If until the expiry of the rights on tol revenues period and toll revenues do not reach Rp2,600,000 or there is a shortage of toll revenues, the shortfall is the risk of the Securities Holders and the collection agent cannot be held accountable to cover the shortfall;*
- d. *The collection agent will receive a fee of Rp100 per annum and;*
- e. *The collection agent acknowledges that the toll revenue collected and submitted is indeed the rights of and owned by the Securities Holders.*

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31. LIABILITAS IMBALAN KERJA

31. EMPLOYEE BENEFITS LIABILITIES

Rincian liabilitas imbalan kerja jangka panjang adalah sebagai berikut :

The long-term employee benefits liability with detail are follows :

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Perusahaan			<i>The Company</i>
Program Kesehatan Pensiunan	559.407	499.491	<i>Pension Healthcare Program</i>
Program Purna Karya	429.026	418.898	<i>Post-Retirement Benefits Program</i>
Program Pasca Kerja Lainnya	107.395	112.215	<i>Other Post-Employment Benefits Program</i>
Program Jangka Panjang Lainnya	18.682	21.211	<i>Other Long Term Employee Benefits Program</i>
Program Pensiun	2.112	8.895	<i>Pension Plan</i>
Subtotal	<u>1.116.622</u>	<u>1.060.710</u>	<i>Subtotal</i>
Entitas Anak			<i>Subsidiaries</i>
Program Pensiun dan Imbalan Pasca Kerja Lainnya			<i>Pension Program and Other Post Benefits Program</i>
PT Jasamarga Tollroad Operator	34.038	41.159	<i>PT Jasamarga Tollroad Operator</i>
PT Jalantol Lingkarluar Jakarta	14.803	19.784	<i>PT Jalantol Lingkarluar Jakarta</i>
PT Jasamarga Surabaya Mojokerto	10.264	9.427	<i>PT Jasamarga Surabaya Mojokerto</i>
PT Jasamarga Bali Tol	3.395	1.376	<i>PT Jasamarga Bali Tol</i>
PT Jasamarga Related Business	3.313	2.228	<i>PT Jasamarga Related Business</i>
PT Jasamarga Tollroad - Maintenance	1.791	2.506	<i>PT Jasamarga Tollroad - Maintenance</i>
PT Marga Sarana Jabar	1.521	2.087	<i>PT Marga Sarana Jabar</i>
PT Jasamarga Jalanlayang Cikampek	222	469	<i>PT Jasamarga Jalanlayang Cikampek</i>
PT Jasamarga Kunciiran Cengkareng	185	-	<i>PT Jasamarga Kunciiran Cengkareng</i>
PT Cinere Serpong Jaya	107	-	<i>PT Cinere Serpong Jaya</i>
PT Jasamarga Gempol Pasuruan	98	107	<i>PT Jasamarga Gempol Pasuruan</i>
PT Jasamarga Japek Selatan	96	4.531	<i>PT Jasamarga Japek Selatan</i>
PT Jasamarga Kualanamu Tol	87	72	<i>PT Jasamarga Kualanamu Tol</i>
PT Jasamarga Balikpapan Samarinda	65	49	<i>PT Jasamarga Balikpapan Samarinda</i>
PT Jasamarga Manado Bitung	61	61	<i>PT Jasamarga Manado Bitung</i>
PT Jasamarga Pandaan Malang	-	241	<i>PT Jasamarga Pandaan Malang</i>
PT Marga Lingkar Jakarta	-	3.999	<i>PT Marga Lingkar Jakarta</i>
Subtotal	<u>70.046</u>	<u>88.096</u>	<i>Subtotal</i>
Total	<u>1.186.668</u>	<u>1.148.806</u>	Total
Dikurangi bagian jangka pendek	<u>(2.843)</u>	<u>(1.229)</u>	Less: short-term portion
Bagian jangka panjang	<u>1.183.825</u>	<u>1.147.577</u>	Long-term portion

Perhitungan program manfaat karyawan Perusahaan pada tanggal 31 Desember 2021 dilakukan oleh KKA Riana & Rekan (2020: PT Padma Radya Aktuarial), aktuaris independen, dalam laporannya, masing-masing tanggal 21 Februari 2022 dan 15 Maret 2021.

The calculation of the Company's Employees Benefit Program as of December 31, 2021 was performed by KKA Riana & Rekan (2020: PT Padma Raya Aktuarial), an independent actuary, based on its reports dated February 21, 2022 and March, 15, respectively.

Estimasi liabilitas imbalan kerja yang diakui Perusahaan adalah sebagai berikut:

The estimated employee benefits liabilities recognized by the Company are as follows:

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31. LIABILITAS IMBALAN KERJA (lanjutan)

31. EMPLOYEE BENEFITS LIABILITIES (continued)

a. Program kesehatan pensiunan

a. Pension healthcare program

Kewajiban atas masa kerja lalu diestimasi dengan menggunakan metode *Projected-Unit-Credit Method* berdasarkan asumsi aktuarial jangka panjang.

Employee benefits liability is estimated using the Projected-Unit-Credit Method based on long-term actuarial assumptions.

Perusahaan menyelenggarakan program fasilitas kesehatan untuk karyawan yang sudah pensiun bersama dengan keluarganya sesuai Peraturan Perusahaan. Perusahaan tidak melakukan pendanaan untuk Program ini.

The Company established a healthcare facility for employees who had retired together with their families in accordance with the Company Regulation. The Company does not undertake any funding for this Program.

Jumlah karyawan yang berhak atas imbalan tersebut pada tanggal 31 Desember 2021 adalah sebanyak 11.130 karyawan beserta keluarganya sesuai Peraturan Perusahaan.

The number of employees as of December 31, 2021 entitled to these benefits are 11,130 employees with their families in accordance with the Company Regulation.

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Nilai Kini Liabilitas - Awal Tahun	499.491	474.614	Present Value Liability - Beginning of Year
Biaya Bunga	38.710	37.117	Interest Cost
Biaya Jasa Kini	8.793	6.597	Current Service Cost
Pembayaran Imbalan	(28.896)	(21.527)	Benefits Payments
Nilai Kini Liabilitas - Akhir Tahun	518.098	496.801	Present Value Liability - End of Year
Pengukuran kembali liabilitas imbalan pasti neto			Re-measurement of net liability defined return
- Kerugian dari Perubahan Asumsi	15.724	17.123	Loss from Changes In - Assumptions
- Penyesuaian atas Pengalaman	25.585	(14.433)	Adjustment of Experiences -
Nilai Kini Liabilitas - Akhir Tahun	559.407	499.491	Present Value Liability - End of Year
Nilai Kini Liabilitas Tidak Didanai - Akhir Tahun	559.407	499.491	Present Value Liability Unfunded - End of Year
	559.407	499.491	

Rincian (keuntungan)/kerugian aktuarial dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of actuarial (gains)/losses in the consolidated statement of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Penghasilan Komprehensif Lain			Other Comprehensive Income
Pengukuran kembali liabilitas (aset) imbalan pasti neto			Re-Measurement of define benefits liability (asset) net
kerugian aktuarial			Actuarial loss
- Perubahan asumsi aktuarial	15.724	17.123	Actuarial assumption changes -
- Penyesuaian atas pengalaman	25.585	(14.433)	Experiences adjustment -
Biaya yang diakui dalam - Penghasilan Komprehensif Lain	41.309	2.690	Recognized cost at - Other Comprehensive Income

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31. LIABILITAS IMBALAN KERJA (lanjutan)

31. EMPLOYEE BENEFITS LIABILITIES (continued)

a. Program kesehatan pensiunan (lanjutan)

a. Pension healthcare program (continued)

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of the expenses recognized in the consolidated statement of profit or loss and other comprehensive income are as follows:

	Periode yang berakhir pada tanggal 31 Desember/ Period ended December 31		
	2021	2020	
Biaya Jasa Kini	8.793	6.597	Current Service Cost
Biaya Bunga	38.710	37.117	Interest Cost
Beban yang Diakui	47.503	43.714	Recognized Expenses

Rekonsiliasi saldo pengukuran kembali atas liabilitas/(aset) neto di laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The reconciliation of the remeasurement balance of the net liability/(asset) in the consolidated statement of profit or loss and other comprehensive income is as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Jumlah Pengukuran Kembali - Awal Tahun	(4.488)	(7.178)	Re-Measurement Amount - Beginning of Year
Kerugian Aktuarial	41.309	2.690	Actuarial Loss
Akumulasi Jumlah - Pengukuran Kembali	36.821	(4.488)	Accumulated Amount of - Re-Measurement

Mutasi liabilitas yang diakui laporan laba rugi dan penghasilan komprehensif adalah sebagai berikut:

Movements of liabilities recognized in the statement of profit or loss and comprehensive income are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Liabilitas Neto Awal Tahun	499.491	474.614	Net Liability - Beginning of Year
Beban Tahun Berjalan	47.503	43.714	Recognized Expenses
Pembayaran Imbalan Kerja	(28.896)	(21.527)	Benefits Paid
Kerugian Aktuarial	41.309	2.690	Actuarial Loss
Liabilitas Neto Akhir Tahun	559.407	499.491	Net Liability - End of Year

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31. LIABILITAS IMBALAN KERJA JANGKA PANJANG (lanjutan)

31. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (continued)

a. Program kesehatan pensiunan (lanjutan)

a. Pension healthcare program (continued)

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities for post-employment benefits are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Tingkat Bunga Aktuarial Awal Tahun	7,50%	7,75%	Discount Rate - Beginning of Year
Estimasi Kenaikan Biaya Kesehatan	6% menurun linier sampai 4% kemudian flat	6% menurun linier sampai 4% kemudian flat	Health Care Increment
Proporsi Usia Pensiun Normal		100%	Proportion of Normal Retirement Age
Tingkat Mortalita	TMI 4 & GAM 1971	TMI 4 & GAM 1971	Mortality Rate
Tingkat Cacat	10 % dari TMI 4	10 % dari TMI 4	Disability Rate
	<u>Usia/ Age</u>	<u>Tingkat pengunduran diri/ Resignation rate</u>	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Metode Aktuarial	<i>Projected Unit Credit</i>		Actuarial Method
Usia Pensiun Normal	56	56	Pension Normal Age
Analisis Sensitivitas			Sensitivity Analysis
Nilai Kini Kewajiban Imbalan Pasti	559.407	499.491	PV Defined Benefit Obligations
Asumsi Tingkat Diskonto			Discount Rate Assumptions
+ 1,00%	513.787	460.742	+ 1,00%
- 1,00%	609.607	542.265	- 1,00%
Asumsi Tingkat Inflasi Biaya Kesehatan			Healthcare Inflation Rate Assumptions
+ 1,00%	563.643	503.477	+ 1,00%
- 1,00%	552.441	493.434	- 1,00%

b. Program pensiun

b. Pension Program

Kewajiban atas masa kerja lalu diestimasi dengan menggunakan metode *Projected-Unit-Credit* berdasarkan asumsi aktuarial jangka panjang. Keuntungan/kerugian aktuarial yang timbul diakui langsung pada Pendapatan Komprehensif Lain.

Employee benefits liability are estimated using the *Projected-Unit-Credit Method* based on the long-term actuarial assumptions. Actuarial gains/ losses incurred are recognized directly in Other Comprehensive Income.

Program pensiun ini dikelola oleh Dana Pensiun JASA MARGA yang telah disahkan oleh Menteri Keuangan Republik Indonesia KEP-379/KM.6/2004 pada tanggal 14 September 2004.

The retirement program is managed by Dana Pensiun JASA MARGA which has been authorized by the Ministry of Finance of the Republic of Indonesia KEP-379/KM.6 /2004 on September 14, 2004.

Pada tanggal 31 Desember 2021, jumlah karyawan yang berhak memperoleh manfaat tersebut adalah sebanyak 1.791 karyawan aktif.

As of December 31, 2021, the number of employees are entitled to these benefits are 1,791 active employees.

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31. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (continued)

b. Program pensiun (lanjutan)

b. Pension program (continued)

Khusus untuk karyawan yang masuk mulai tahun 2012, program pensiunnya dikelola oleh Dana Pensiun Lembaga Keuangan Jiwasraya berupa program pensiun iuran pasti yang telah disahkan oleh Menteri Keuangan Republik Indonesia melalui Surat Keputusan No. Kep. 171-KMK/7/1993 tanggal 16 Agustus 1993. Pada tanggal 31 Desember 2021, jumlah karyawan yang berhak memperoleh manfaat tersebut adalah sebanyak 333 karyawan aktif.

Employee that enroll from 2012, the retirement program is managed by Dana Pensiun Lembaga Keuangan Jiwasraya in form of defined contribution pension program which has been authorized by the Ministry of Finance of the Republic of Indonesia 171-KMK/7/1993 on August 16, 1993. As of December 31, 2021, the number of employees which are entitled to these benefits are 333 active employees.

Rekonsiliasi saldo awal dan akhir kini liabilitas adalah sebagai berikut:

The reconciliation of the opening and ending balances of the liabilities is as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Nilai Kini Liabilitas - Awal Tahun	1.396.807	1.354.250	Present Value Liability - Beginning of Year
Biaya Bunga	89.518	97.868	Interest Cost
Biaya Jasa Kini	13.670	13.364	Current Service Cost
Pembayaran Imbalan	(99.058)	(93.768)	Benefits Payments
Nilai Kini Liabilitas - Akhir Tahun (Ekspektasi)	<u>1.400.937</u>	<u>1.371.714</u>	Present Value Liability - End of Year (Expectation)
Pengukuran kembali liabilitas imbalan pasti neto			Re-measurement of net liability of defined benefits
- (Keuntungan)/Kerugian dari Perubahan Asumsi	(6.698)	32.365	(Gain)/Loss from Changes In - Assumptions
- Penyesuaian atas Pengalaman	9.199	(7.272)	Experience Adjustment -
Nilai Kini Liabilitas - Akhir Tahun	<u>1.403.438</u>	<u>1.396.807</u>	Present Value of Liability - End of Year

Rekonsiliasi saldo awal dan akhir kini aset program adalah sebagai berikut:

The reconciliation of the opening and ending balances of plan assets is as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Nilai Wajar Aset Program - Awal Tahun	1.387.912	1.346.482	Plan Assets - Beginning of Year
Ekspektasi Imbal Hasil dari			Expected Return from
- Aset Program	86.745	97.620	Program Assets -
- Imbal Hasil Aset Program	(7.564)	2.942	Return of Plan's Asset -
Pembayaran iuran - Pemberi Kerja	30.997	31.725	Payment of Contributions from Employer
Pembayaran iuran - Peserta Program	2.294	2.911	Payment of Contributions from Employee
Pembayaran Imbalan Kerja	(99.058)	(93.768)	Benefits Paid
Aset Program Akhir Tahun	<u>1.401.326</u>	<u>1.387.912</u>	Plan Assets - End of the Year
Nilai Kini Liabilitas Tidak Didanai - Akhir Tahun	1.403.438	1.396.807	Present Value Liability Unfunded - End of Year
Nilai Kini Liabilitas Didanai - Akhir Tahun	(1.401.326)	(1.387.912)	Present Value Liability Funded - End of Year
Nilai Kini Liabilitas Neto - Akhir Tahun	<u>2.112</u>	<u>8.895</u>	Present Value of Net Liability - End of Year

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**31. LIABILITAS IMBALAN KERJA JANGKA
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**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

b. Program pensiun (lanjutan)

b. Pension program (continued)

Rincian (keuntungan)/kerugian aktuarial dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of actuarial (gains)/losses in the consolidated statement of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Penghasilan Komprehensif Lain			Other Comprehensive Income
Pengukuran kembali liabilitas (aset) imbalan pasti neto (Keuntungan) dan kerugian aktuarial			Re-Measurement of define benefit liability (asset), net
- perubahan asumsi aktuarial	(6.698)	32.365	Actuarial (gain) and loss
- penyesuaian atas pengalaman	9.199	(7.272)	Actuarial Assumption Changes - Adjustment for Experience -
Imbal hasil atas aset program	7.564	(2.942)	Return of plan's asset
Biaya yang diakui dalam Penghasilan - Komprehensif Lain	10.065	22.151	Recognized cost at Other - Comprehensive Income

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of the expenses recognized in the consolidated statement of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Biaya Jasa Kini	11.376	10.453	Current Service Cost
Bunga Neto atas Liabilitas	2.773	248	Net Interest of Liability
Beban yang Diakui	14.149	10.701	Recognized Expenses

Rekonsiliasi saldo pengukuran kembali atas liabilitas/(aset) neto di laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The reconciliation of the remeasurement balance of the net liability/(asset) in the consolidated statement of profit or loss and other comprehensive income is as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Jumlah Pengukuran Kembali Awal Tahun	601.996	579.845	Re-Measurement Amount - Beginning of Year
Kerugian Aktuarial	10.065	22.151	Actuarial Loss
Akumulasi Jumlah Pengukuran Kembali	612.061	601.996	Accumulated Amount of Re-Measurement

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**31. LIABILITAS IMBALAN KERJA JANGKA
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**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

b. Program pensiun (lanjutan)

b. Pension Program (continued)

Mutasi liabilitas yang diakui laporan laba rugi dan penghasilan komprehensif adalah sebagai berikut:

Movements of liabilities recognized in the statement of profit or loss and comprehensive income are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Liabilitas Neto Awal Tahun	8.895	7.768	Net Liability - Beginning of Year
Beban Tahun Berjalan	14.149	10.701	Recognized Expenses
Pembayaran luran Tahun Berjalan	(30.997)	(31.725)	Contribution of Employer for the year
Kerugian Aktuaria	10.065	22.151	Actuarial Loss
Liabilitas Neto Akhir Tahun	2.112	8.895	Net Liability - End of Year

Nilai kini kewajiban imbalan pasti, nilai wajar aset program dan defisit pada program adalah sebagai berikut:

The present value of the defined benefit obligation, fair value of plan assets and deficit in the plan are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Nilai Kini Liabilitas Imbalan Pasti	1.403.438	1.396.807	Present value - Defined Benefit Liability
Nilai Wajar Aset Program	(1.401.326)	(1.387.912)	Fair Value of Program Assets
Liabilitas Neto	2.112	8.895	Net Liability

Asumsi aktuaria yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities for post-employment benefits are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Tingkat Diskonto	6,75%	6,50%	Discount Rate
Estimasi Kenaikan Gaji	5,00%	5,00%	Salary Increment
Tingkat Mortalita	100% TMI IV	100% TMI IV	Mortality Rate
Tingkat Cacat	10 % Tabel Mortalita		Disability Rate
Tingkat Mengundurkan Diri			Early Retirement Rate
	<u>Usia/ Age</u>	<u>Tingkat pengunduran diri/ Resignation rate</u>	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Metode Aktuaria	Projected Unit Credit		Actuarial Method
Usia Pensiun Normal	56 tahun/ year		Pension Normal Age
Usia Pensiun Dini	46		Early Pension Age
Proporsi Pengambilan Usia Pensiun Normal	100%		Proportion of Normal Retirement Age

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**31. LIABILITAS IMBALAN KERJA JANGKA
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**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

b. Program pensiun (lanjutan)

b. Pension Program (continued)

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Analisis Sensitivitas			Sensitivity Analysis
Nilai Kini Kewajiban Imbalan Pasti	1.403.438	1.396.807	PV Defined Benefit Obligations
Asumsi Tingkat Diskonto			<i>Discount Rate Assumptions</i>
- 1,00%	1.478.753	1.471.767	- 1,00%
+ 1,00%	1.335.528	1.329.219	+ 1,00%
Asumsi Tingkat Kenaikan Gaji			<i>Salary Increment Assumptions</i>
- 1,00%	1.318.902	1.312.671	- 1,00%
+ 1,00%	1.499.264	1.492.181	+ 1,00%
Metode Analisis Sensitivitas	<i>Deterministic Method</i>		<i>Sensitivity Analysis Method</i>
Komposisi Nilai Wajar Aset Program			Compositions of Fair Value of Assets Program
Instrumen Ekuitas	11%	15%	<i>Equity Instrument</i>
Deposito Berjangka	4%	9%	<i>Time Deposits</i>
Reksadana	28%	16%	<i>Mutual Fund</i>
Obligasi	52%	54%	<i>Bond</i>
Properti	2%	3%	<i>Property</i>
Asset Lainnya	3%	3%	<i>Group Saving Product</i>
Total	100%	100%	Total

c. Program purna karya

c. Post-retirement benefits program

Kewajiban atas masa kerja lalu diestimasi dengan menggunakan metode *Projected-Unit-Credit Method* berdasarkan asumsi aktuarial jangka panjang. Perusahaan menyelenggarakan program ini sesuai perjanjian kerja bersama. Perusahaan melakukan pendanaan sehubungan dengan program manfaat karyawan tersebut yang ditempatkan pada program asuransi dikelola oleh AJB Bumiputera.

Employee benefits liabilities are estimated using the Projected-Unit-Credit Method based on long-term actuarial assumptions. The Company maintains its program based on collective labor agreement. The Company committed funding the employee benefits program on insurance program managed by AJB Bumiputera.

Jumlah karyawan yang berhak atas imbalan tersebut pada tanggal 31 Desember 2021 adalah sebanyak 2.124 karyawan.

The number of employees as of December 31, 2021 entitle to this benefits are 2,124 employees.

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**31. LIABILITAS IMBALAN KERJA JANGKA
PANJANG (lanjutan)**

**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

c. Program purna karya (lanjutan)

**c. Post-retirement benefits program
(continued)**

Rekonsiliasi saldo awal dan akhir kini liabilitas
adalah sebagai berikut:

The reconciliation of the opening and ending
balances of the liabilities is as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Nilai Kini Liabilitas - Awal Tahun	450.010	447.965	Present Value Liability - Beginning of Year
Biaya Bunga	28.070	31.967	Interest Cost
Biaya Jasa Kini	19.044	19.503	Current Service Cost
Biaya Kelebihan Pembayaran	661	-	Fee Excess Cost
Pembayaran Imbalan	(49.340)	(58.771)	Benefits Payments
Nilai Kini Liabilitas - Akhir Tahun (Ekspektasi)	448.445	440.664	Present Value Liability - End of Year (Expectation)
Pengukuran kembali liabilitas (aset) imbalan pasti neto			Re-measurement of liability (asset) defined return
- (Keuntungan)/Kerugian dari Perubahan Asumsi	(6.964)	18.004	(Gain)/Loss from Changes in- Assumptions
- Penyesuaian atas Pengalaman	(12.455)	(8.658)	Experiences Adjustment-
Nilai Kini Liabilitas - Akhir Tahun	429.026	450.010	Present Value Liability - End of Year

Rekonsiliasi saldo awal dan akhir kini aset
program adalah sebagai berikut:

The reconciliation of the opening and ending
balances of plan assets is as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Nilai Wajar Aset Program - Awal Tahun	31.112	337.000	Fair Value Assets Program - Beginning of Year
Ekspektasi Imbal Hasil dari Aset Program	-	24.433	Return on Investments
Pengukuran Kembali Liabilitas (Aset) Imbalan Pasti Neto	-	-	Re-Measurement of Define Benefits Liability (Asset), Net
- Imbal Hasil Aset Program	-	(2.638)	Return of Plan Asset -
Pembayaran luran - Pemberi Kerja	-	9.630	Payment of Contributions from Employer
Pembayaran luran - Peserta Program	-	4.815	Payment of Contributions from Employee
Pembayaran Imbalan Kerja	-	(43.391)	Benefits Paid
Nilai Wajar Aset - Akhir Tahun	31.112	329.849	Fair Value Assets Program - End of Year
(Penyisihan) Penurunan Nilai	(31.112)	(329.849)	Allowance for Impairment
Pemulihan Penurunan Nilai	-	31.112	Impairment Recovery
Nilai Wajar Aset, Neto - Akhir Tahun	-	31.112	Net Fair Value Assets Program - End of Year
Nilai Kini Liabilitas Tidak Didanai - Akhir Tahun	429.026	450.010	Present Value Liability Unfunded - End of Year
Nilai Kini Liabilitas Didanai - Akhir Tahun	-	(31.112)	Present Value Liability Funded End of Year
Nilai Kini Liabilitas - Akhir Tahun	429.026	418.898	Present Value Liability - End of Year

Rincian (keuntungan)/kerugian aktuarial dalam
laporan laba rugi dan penghasilan
komprehensif lain konsolidasian adalah
sebagai berikut:

The details of actuarial (gains)/losses in the
consolidated statement of profit or loss and
other comprehensive income are as follows:

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**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

c. Program purna karya (lanjutan)

**c. Post-retirement benefits program
(continued)**

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Penghasilan Komprehensif Lain			Other Comprehensive Income
Pengukuran Kembali Liabilitas (Aset)			Re-Measurement of define benefits liability
Imbalan Pasti Neto			(asset), net
(Keuntungan) dan Kerugian Aktuarial			Actuarial (gain) and loss
- Perubahan Asumsi Aktuarial	(6.964)	18.004	Actuarial Assumption Changes -
- Penyesuaian atas Pengalaman	(12.455)	(8.658)	Adjustment for Experience -
Imbal Hasil atas Aset Program	-	2.638	Return of Plan Asset
Biaya yang diakui dalam Penghasilan Komprehensif Lain	(19.419)	11.984	Recognized Expenses at Other Comprehensive Income

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of the expenses recognized in the consolidated statement of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Biaya Jasa Kini	19.044	14.688	Current Service Cost
Bunga Neto atas Liabilitas	28.070	7.534	Net Interest of Liability
Pemulihan Penurunan Nilai	-	(31.112)	Impairment Recovery
(Penghasilan) Beban yang Diakui	47.114	(8.890)	Recognized Expenses (Income)

Mutasi saldo pengukuran kembali atas liabilitas/(aset) neto di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the remeasurement balance of the net liability/(asset) in the consolidated statement of financial position are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Jumlah Pengukuran Kembali Awal Tahun	195.296	183.312	Re-Measurement Amount - Beginning of Year
(Keuntungan) Kerugian Aktuarial	(19.419)	11.984	Actuarial (Gain) Loss
Akumulasi Jumlah Pengukuran Kembali	175.877	195.296	Accumulated Amount of Re-Measurement

Mutasi liabilitas yang diakui laporan posisi keuangan konsolidasian adalah sebagai berikut:

Movements of liabilities recognized in the consolidated statement of financial position are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Liabilitas Neto Awal Tahun	418.898	440.814	Net Liability - Beginning of Year
Beban (Penghasilan) Tahun Berjalan	47.114	(8.890)	Recognized Expenses (Income)
Pembayaran Imbalan Tahun Berjalan	(49.340)	(15.380)	Benefits Payment
Pembayaran Iuran Tahun Berjalan	-	(9.630)	Contribution of Employer for the Year
Penurunan Nilai Aset Program Purna Karya	31.112	-	Impairment of Post Retirement Program Assets
Biaya Kelebihan Pembayaran	661	-	Fee Excess Cost
(Keuntungan) Kerugian Aktuarial	(19.419)	11.984	Actuarial (Gain) Loss
Liabilitas Neto Akhir Tahun	429.026	418.898	Net Liability - End of Year

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31. LIABILITAS IMBALAN KERJA JANGKA PANJANG (lanjutan)

31. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (continued)

c. Program purna karya (lanjutan)

c. Post-retirement benefits program (continued)

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities for post-employment benefits are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Tingkat Diskonto	6,75%	6,50%	Discount Rate
Estimasi Kenaikan Gaji Pegawai Aktif	7,00%	7,00%	Salary Increment
Tingkat Mortalita	100% TMI4	100% TMI4	Mortality Rate
Tingkat Cacat	10% dari TMI4	10% dari TMI4	Disability Rate
Tingkat Mengundurkan Diri			Early Retirement Rate
	<u>Usia/ Age</u>	<u>Tingkat pengunduran diri/ Resignation rate</u>	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Metode Aktuarial			Actuarial Method
Usia Pensiun Normal	56 tahun/year		Pension Normal Age
Proporsi Pengambilan Usia Pensiun Normal	100%		Proportion of Normal Retirement Age
Analisis Sensitivitas			Sensitivity Analysis
Nilai Kini Kewajiban Imbalan Pasti	429.026	450.010	PV Defined Benefit Obligations
Asumsi Tingkat Diskonto			Discount Rate Assumptions
- 1,00%	456.884	479.231	- 1,00%
+ 1,00%	403.924	423.680	+ 1,00%
Asumsi Tingkat Kenaikan Gaji			Salary Increment Assumptions
- 1,00%	403.088	422.804	- 1,00%
+ 1,00%	457.339	479.708	+ 1,00%

d. Program pasca kerja lainnya

d. Other post-retirement benefits program

Perusahaan menyelenggarakan program manfaat PHK karyawan (*post-retirement benefit*) sesuai perjanjian kerja bersama dengan memberikan imbalan sesuai UU. No. 13/2003 bagi karyawan meninggal atau sakit berkepanjangan dan imbalan emas untuk karyawan yang berhenti bekerja selain dikarenakan pengunduran diri. Perusahaan tidak melakukan pendanaan sehubungan dengan program manfaat karyawan tersebut.

The Company maintains its employee post-retirement benefits program based on collective labor agreement by providing benefits according to Law No. 13/2003 for employee who decease or has a prolonged illness and gold reward benefits for employee who retire besides due to resign. The Company does not undertake any funding for this program.

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**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

d. Program pasca kerja lainnya (lanjutan)

**d. Other post-retirement benefits program
(continued)**

Rekonsiliasi saldo awal dan akhir kini liabilitas
adalah sebagai berikut:

The reconciliation of the opening and ending
balances of the liabilities is as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Nilai Kini Liabilitas - Awal Tahun	112.214	106.853	Present Value Liability - Beginning of Year
Biaya Bunga	7.403	7.378	Interest Cost
Biaya Jasa Kini	6.032	5.110	Current Service Cost
Pembayaran Imbalan	(15.180)	(14.814)	Benefits Payments
	<u>110.469</u>	<u>104.527</u>	
Pengukuran kembali liabilitas (aset) imbalan pasti neto			Re-measurement of liability (asset) defined return
- (Keuntungan)/Kerugian dari Perubahan Asumsi	(1.787)	946	(Gain)/Loss from Changes In - Assumptions
- Penyesuaian atas Pengalaman	(1.287)	6.741	Adjustment of Experiences -
Nilai Kini Liabilitas - Akhir Tahun	<u>107.395</u>	<u>112.214</u>	Present Value Liability - End of Year

Rincian (keuntungan)/kerugian aktuarial dalam
laporan laba rugi dan penghasilan
komprehensif lain konsolidasian adalah
sebagai berikut:

The details of actuarial (gains)/losses in the
consolidated statement of profit or loss and
other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	<u>2021</u>	<u>2020</u>	
(Keuntungan) atau Kerugian Aktuarial			Actuarial (gain) or loss
- Perubahan Asumsi Aktuarial	(1.787)	946	Actuarial Assumption Changes -
- Penyesuaian atas Pengalaman	(1.287)	6.741	Adjustment for Experience -
Biaya yang diakui dalam Penghasilan Komprehensif Lain	<u>(3.074)</u>	<u>7.687</u>	Recognized Expenses at Other Comprehensive Income

Rincian beban yang diakui dalam laporan laba
rugi dan penghasilan komprehensif lain
konsolidasian adalah sebagai berikut:

The details of the expenses recognized in the
consolidated statement of profit or loss and
other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	<u>2021</u>	<u>2020</u>	
Biaya Jasa Kini	6.032	5.110	Current Service Cost
Bunga Neto atas Liabilitas	7.403	7.378	Net Interest of Liability
Beban yang Diakui	<u>13.435</u>	<u>12.488</u>	Recognized Expenses

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**31. LIABILITAS IMBALAN KERJA JANGKA
PANJANG (lanjutan)**

**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

d. Program pasca kerja lainnya (lanjutan)

**d. Other post-retirement benefits program
(continued)**

Mutasi saldo pengukuran kembali atas
liabilitas/(aset) neto di laporan posisi keuangan
konsolidasian adalah sebagai berikut:

The movements of the remeasurement balance
of the net liability/(asset) in the consolidated
statement of financial position are as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Jumlah Pengukuran Kembali - Awal Tahun	88.051	80.364	Re-Measurement Amount - Beginning of Year
(Keuntungan) Kerugian Aktuarial	(3.074)	7.687	Actuarial (Gain) Loss
Akumulasi Jumlah Pengukuran Kembali	<u>84.977</u>	<u>88.051</u>	Accumulated Amount of Re- Measurement

Mutasi liabilitas yang diakui laporan posisi
keuangan konsolidasian adalah sebagai
berikut:

Movements of liabilities recognized in the
consolidated statement of financial position are
as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Liabilitas Neto Awal Tahun	112.214	106.853	Net Liability - Beginning of Year
Beban Tahun Berjalan	13.435	12.488	Recognized Expenses
Pengukuran Kembali Liabilitas/ (Aset)	(3.074)	7.687	Re-Measurement of Liability/ (Assets)
Pembayaran Manfaat	(15.180)	(14.814)	Benefits payment
Liabilitas Neto Akhir Tahun	<u>107.395</u>	<u>112.214</u>	Net Liability - End of Year

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31. LIABILITAS IMBALAN KERJA JANGKA PANJANG (lanjutan)

31. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (continued)

d. Program pasca kerja lainnya (lanjutan)

d. Other post-retirement benefits program (continued)

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas imbalan pascakerja adalah sebagai berikut:

The actuarial assumptions used in determining the expenses and liabilities for post-employment benefits are as follows:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Tingkat Diskonto	6,75%	6,50%	Discount Rate
Estimasi Kenaikan Gaji Pegawai Aktif	7,00%	7,00%	Salary Increment
Tingkat Mortalita	100% TMI4	100% TMI4	Mortality Rate
Tingkat Cacat	5% dari TMI4	5% dari TMI4	Disability Rate
Tingkat Mengundurkan Diri			Early Retirement Rate
	<u>Usia/ Age</u>	<u>Tingkat pengunduran diri/ Resignation rate</u>	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Metode Aktuarial	Projected Unit Credit		Actuarial Method
Usia Pensiun Normal	56 tahun/ year		Pension Normal Age
Proporsi Pengambilan Usia Pensiun Normal	100%		Proportion of Normal Retirement Age
Analisis Sensitivitas			Sensitivity Analysis
Nilai Kini Kewajiban Imbalan Pasti	107.395	112.214	PV Defined Benefit Obligations
Asumsi Tingkat Diskonto			Discount Rate Assumptions
- 1,00%	114.368	119.501	- 1,00%
+ 1,00%	101.111	105.649	+ 1,00%
Asumsi Tingkat Kenaikan Gaji			Salary Increment Assumptions
- 1,00%	100.902	105.430	- 1,00%
+ 1,00%	114.482	119.620	+ 1,00%

Perusahaan memberikan penghargaan kesetiaan kepada karyawan yang telah memiliki masa kerja 20, 25, 30 dan 35 tahun berupa piagam penghargaan dan emas masing-masing 5 gram.

The Company rewards employees with working period of 20, 25, 30 and 35 years in the form of award and gold certificates of 5 grams each.

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**31. LIABILITAS IMBALAN KERJA JANGKA
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**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

**e. Program imbalan kerja jangka panjang
lainnya**

**e. Other long-term employment benefits
program**

Rekonsiliasi saldo awal dan akhir kini liabilitas
adalah sebagai berikut:

The reconciliation of the opening and ending
balances of the liabilities is as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Nilai Kini Liabilitas - Awal Tahun	21.211	9.153	Present Value Liability - Beginning of Year
Biaya Bunga	1.348	701	Interest Cost
Biaya Jasa Kini	1.138	636	Current Service Cost
Biaya Jasa Lalu	-	10.336	Post Service Cost
Pembayaran Imbalan	(2.465)	(1.689)	Benefits Payments
Nilai Kini Liabilitas - Akhir Tahun (Ekspektasi)	21.232	19.137	Present Value Liability - End of Year (Expectation)
Pengukuran kembali liabilitas (aset) imbalan pasti neto			Re-measurement of liability (asset) defined return
- (Keuntungan) dari Perubahan Asumsi	(277)	(377)	(Gain) from Changes In - Assumptions
- Penyesuaian atas Pengalaman	(2.273)	2.451	Adjustment of Experiences -
Nilai Kini Liabilitas - Akhir Tahun	18.682	21.211	Present Value Liability - End of Year
Nilai Kini Liabilitas Tidak Didanai - Akhir Tahun	18.682	21.211	Present Value Liability Unfunded - End of Year
Nilai Kini Liabilitas - Akhir Tahun	18.682	21.211	Present Value Liability - End of Year

Rincian beban yang diakui dalam laporan laba
rugi dan penghasilan komprehensif lain
konsolidasian adalah sebagai berikut:

The details of the expenses recognized in the
consolidated statement of profit or loss and
other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Biaya Jasa Kini	1.138	636	Current Service Cost
Biaya Jasa Lalu	-	10.336	Post Service Cost
Bunga Neto atas Liabilitas	1.348	701	Net Interest of Liability
(Keuntungan) Kerugian Aktuarial	(2.550)	2.074	Actuarial (Gain) Loss
Beban yang Diakui	(64)	13.747	Recognized Expenses

Mutasi saldo pengukuran kembali atas
liabilitas/(aset) neto di laporan posisi keuangan
konsolidasian adalah sebagai berikut:

The movements of the remeasurement balance
of the net liability/(asset) in the consolidated
statement of financial position are as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Jumlah Pengukuran Kembali			Re-Measurement Amount -
Awal Periode	13.747	2.192	Beginning of Period
(Keuntungan) Kerugian Aktuarial	(13.811)	11.555	Actuarial (Gain) Loss
Akumulasi Jumlah Pengukuran Kembali	(64)	13.747	Accumulated Amount of Re-Measurement

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**31. LIABILITAS IMBALAN KERJA JANGKA
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**31. LONG-TERM EMPLOYEE BENEFITS
LIABILITIES (continued)**

**e. Program imbalan kerja jangka panjang
lainnya (lainnya)**

**e. Other long-term employment benefits
program (continued)**

Mutasi liabilitas yang diakui laporan posisi
keuangan konsolidasian adalah sebagai
berikut:

*Movements of liabilities recognized in the
consolidated statement of financial position are
as follows:*

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Liabilitas Neto Awal Tahun	21.211	9.153	<i>Net Liability - Beginning of Year</i>
Beban Tahun Berjalan	(64)	13.747	<i>Recognized Expenses</i>
Pembayaran luran Tahun Berjalan	(2.465)	(1.689)	<i>Contribution of Employer for the Year</i>
Liabilitas Neto Akhir Tahun	<u>18.682</u>	<u>21.211</u>	<i>Net Liability - End of Year</i>

Asumsi aktuarial yang digunakan dalam
menentukan beban dan liabilitas imbalan
pascakerja adalah sebagai berikut:

*The actuarial assumptions used in determining
the expenses and liabilities for post-
employment benefits are as follows:*

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Tingkat Diskonto	6,75%	6,50%	<i>Discount Rate</i>
Estimasi Kenaikan Gaji Pegawai Aktif	7,00%	6,00%	<i>Salary Increment</i>
Tingkat Mortalita	100% TMI4	100% TMI4	<i>Mortality Rate</i>
Tingkat Cacat	5% dari TMI4	5% dari TMI4	<i>Disability Rate</i>
Tingkat Mengundurkan Diri			<i>Early Retirement Rate</i>
	<u>Usia/ Age</u>	<u>Tingkat pengunduran diri/ Resignation rate</u>	
	15 – 29	6%	
	30 – 34	3%	
	35 – 39	1,8%	
	40 – 50	1,2%	
	51 – 52	0,6%	
	> 52	0,0%	
Usia Pensiun Normal	56 tahun/ year		<i>Pension Normal Age</i>
Proporsi Pengambilan Usia Pensiun Normal	100%		<i>Proportion of Normal Retirement Age</i>
Analisis Sensitivitas			<i>Sensitivity Analysis</i>
Nilai Kini Kewajiban Imbalan Pasti	18.682	21.211	<i>PV Defined Benefit Obligations</i>
Asumsi Tingkat Diskonto			<i>Discount Rate Assumptions</i>
- 1,00%	19.418	22.101	<i>- 1,00%</i>
+ 1,00%	17.480	19.894	<i>+ 1,00%</i>
Asumsi Tingkat Kenaikan Gaji			<i>Salary Increment Assumptions</i>
- 1,00%	17.295	19.872	<i>- 1,00%</i>
+ 1,00%	19.495	22.188	<i>+ 1,00%</i>

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32. LIABILITAS DERIVATIF

32. DERIVATIVE LIABILITIES

31 Desember 2021/ December 31, 2021			
Instrumen	Jumlah Nosional/ Notional amount	Aset Derivatif/ Derivative Assets	Liabilitas Derivatif/ Derivative Liabilities
Lindung Nilai Arus Kas Interest Rate Swap	2.532.881	-	96.691
		-	96.691

Transaksi pokok yang mendasari nilai arus kas adalah fasilitas kredit investasi PT Bank Mandiri (Persero) Tbk kepada anak perusahaan PT Jasamarga Gempol Pasuruan (JGP) No. 73 WCO. KP/479/KI/2021 dengan limit kredit setinggi-tingginya Rp2.630.000 dan suku bunga berlaku terdiri dari JIBOR 1M + margin 1,35% per tahun. Dengan menggunakan lindung nilai arus kas, suku bunga JGP menjadi datar sebesar 6,65%, dimulai dari tanggal 5 November 2021 dan berakhir tanggal 28 Oktober 2024.

Perubahan nilai wajar dari aset dan liabilitas derivatif diakui dalam penghasilan/(beban) komprehensif lain.

The principal transaction underlying the cash flow value is the investment credit facility of PT Bank Mandiri (Persero) Tbk to its subsidiary PT Jasamarga Gempol Pasuruan (JGP) No. 73 WCOs. KP/479/KI/2021 with a maximum credit limit of Rp2,630,000 and the current interest rate consists of JIBOR 1M + margin of 1.35% per annum. By using cash flow hedging, the JGP interest rate will be flat at 6.65%, starting from November 5, 2021 and ending on October 28, 2024.

Changes in the fair value of derivative assets and liabilities are recognized in other comprehensive income/(expenses).

33. MODAL SAHAM

33. CAPITAL STOCK

31 Desember 2021/ December 31, 2021				
Pemegang Saham	Total saham ditempatkan dan disetor penuh/ Number of shares issued and fully paid	Presentase Kepemilikan (%)/ Percentage of Ownership (%)	Total (Rupiah Penuh)/ (Full Rupiah)	Shareholders
Saham Seri A Dwiwarna				Series A Dwiwarna - Share
Pemerintah Republik Indonesia	1	0,00	500	The Government of the Republic of Indonesia
Saham Seri B				Series B - Share
Pemerintah Republik Indonesia	5.080.509.839	70,00	2.540.254.919.500	The Government of the Republic of Indonesia
Manajemen:				Management:
Subakti Syukur (Direktur Utama)	154.000	0,00	77.000.000	Subakti Syukur (President Director)
Fitri Wiyanti (Direktur Operasi)	35.500	0,00	17.750.000	Fitri Wiyanti (Operations Director)
Bagus Cahya Arinta B (Direktur Human Capital dan Transformasi)	9.600	0,00	4.800.000	Bagus Cahya Arinta B (Transformation and Human Capital Director)
Reza Febriano (Direktur Bisnis)	5.400	0,00	2.700.000	Reza Febriano (Business Director)
Mohamad Agus Setiawan (Direktur Pengembangan Usaha)	1.500	0,00	750.000	Mohammad Agus Setiawan (Business Development Director)
Subtotal Manajemen	206.000	0,00	103.000.000	Subtotal Management
DJS Ketenagakerjaan - JHT	247.524.233	3,41	123.762.116.500	DJS Ketenagakerjaan - JHT
BNYM RE BNYMLB RE Employees ProvidentFD	167.934.792	2,31	83.967.396.000	BNYM RE BNYMLB RE Employees ProvidentFD
PT Taspen (Persero)	159.509.900	2,20	79.754.950.000	PT Taspen (Persero)
Masyarakat (masing-masing dibawah 2%)	1.602.186.435	22,08	801.093.217.500	Public (each below 2%)
Total	7.257.871.200	100	3.628.935.600.000	Total

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33. MODAL SAHAM (lanjutan)

33. CAPITAL STOCK (continued)

31 Desember 2020/ December 31, 2020				
Pemegang Saham	Total saham ditempatkan dan disetor penuh/ Number of shares issued and fully paid	Presentase Kepemilikan (%)/ Percentage of Ownership (%)	Total (Rupiah Penuh)/ (Full Rupiah)	Shareholders
Saham Seri A Dwiwarna				Series A Dwiwarna - Share
Pemerintah Republik Indonesia	1	0,00	500	The Government of the Republic of Indonesia
Saham Seri B				Series B - Share
Pemerintah Republik Indonesia	5.080.509.839	70,00	2.540.254.919.500	The Government of the Republic of Indonesia
Manajemen:				Management:
Subakti Syukur (Direktur Utama)	154.000	0,00	77.000.000	Subakti Syukur (President Director)
Donny Arsal (Direktur Keuangan / Independen)	33.600	0,00	16.800.000	Donny Arsal (Finance Director / Independent)
Fitri Wiyanti (Direktur Operasi)	35.500	0,00	17.750.000	Fitri Wiyanti (Operations Director)
Subtotal Manajemen	223.100	0,00	111.550.000	Subtotal Management
DJS Ketenagakerjaan - JHT	247.524.233	3,41	123.762.116.500	DJS Ketenagakerjaan - JHT
BNYM RE BNYMLB RE Employees ProvidentFD	181.960.992	2,51	90.980.496.000	BNYM RE BNYMLB RE Employees ProvidentFD
PT Taspen (Persero)	159.509.900	2,20	79.754.950.000	PT Taspen (Persero)
Masyarakat (masing-masing dibawah 2%)	1.588.143.135	21,88	794.071.567.500	Public (each below 2%)
Total	7.257.871.200	100	3.628.935.600.000	Total

Pemegang Saham Seri A mempunyai hak istimewa tertentu sebagai tambahan atas hak Pemegang Saham Seri B. Hak istimewa tersebut mencakup hak khusus untuk mencalonkan anggota direksi dan komisaris dan untuk memberikan persetujuan atas: (a) peningkatan modal, (b) perubahan anggaran dasar, (c) penggabungan, peleburan, dan pengambilalihan, (d) pembubaran dan likuidasi, (e) pengangkatan dan pemberhentian anggota direksi dan komisaris.

The Shareholder of Series A shares has certain privileges in addition to any rights of Series B Shareholders. These privileges include the exclusive rights to nominate directors and commissioners and to give approval for: (a) an increase in capital, (b) changes in the article of association, (c) merger, consolidation and acquisition, (d) dissolution and liquidation, (e) appointment and dismissal of directors and commissioners.

34. TAMBAHAN MODAL DISETOR-NETO

34. ADDITIONAL PAID IN CAPITAL-NET

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
Tambahan Modal Disetor dari:			Additional Paid in Capital from:
Penawaran Umum Perdana			Initial Public Offering
Saham Tahun 2007	2.343.266	2.343.266	Year 2007
Pembelian Saham			Repurchase of Shares
Kembali (Treasury Shares)	(7.741)	(7.741)	Net Proceeds from
Hasil Neto			Sales of Treasury Shares
Penjualan Treasury Shares	118.365	118.365	Net Proceeds from
Hasil Neto Penambahan Modal			Right Issue
Hak Memesan Efek Terlebih Dahulu	1.543.195	1.543.195	
Total	3.997.085	3.997.085	Total

35. DIVIDEN DAN LABA YANG DITENTUKAN PENGGUNAANNYA

35. DIVIDENDS AND APPROPRIATE OF RETAINED EARNINGS

Berdasarkan Undang-undang No. 40 Tahun 2007 tanggal 16 Agustus 2007 mengenai Perseroan Terbatas mengharuskan untuk membuat penyisihan cadangan sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-undang tersebut tidak mengatur jangka waktu untuk penyisihan cadangan tersebut.

Law No. 40 Year 2007 dated August 16, 2007 regarding Limited Liability Company requires that companies to provide reserves at least 20% of the issued and paid up capital. The Law does not require a time frame for the provision of such reserves.

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**35. DIVIDEN DAN LABA YANG DITENTUKAN
PENGGUNAANNYA (lanjutan)**

Menindaklanjuti hal tersebut maka dengan memperhatikan Keputusan RUPS tanggal 28 Mei 2021 Perusahaan memutuskan dana Cadangan Umum sebesar Rp501.047 dan berdasarkan Keputusan RUPS 2020 sebesar Rp2.096.761.

Berdasarkan keputusan RUPS masing-masing pada tanggal 28 Mei 2021 dan 11 Juni 2020, pemegang saham menyetujui pembagian dividen dari laba dengan penggunaan sebagai berikut:

	Laba tahun 2020/ Income for the year 2020	Laba tahun 2019/ Income for the year 2019	
Dividen	-	110.356	<i>Dividend</i>
Belum ditentukan penggunaannya	501.047	2.096.761	<i>Unappropriated reserves</i>
Total	501.047	2.207.117	Total

**35. DIVIDENDS AND APPROPRIATE OF RETAINED
EARNINGS (continued)**

Based on decision in the General Meeting of Shareholders dated May 28, 2021 the Company decided general reserve amounting to Rp501,047 and based on decision in the General Meeting of Shareholders 2020 the Company decided to provide general reserves amounting to Rp2,096,761.

Based on the General Meeting of Shareholders held on May 28, 2021 and June 11, 2020 the Shareholders agreed to distribute dividend from income as follows:

36. KEPENTINGAN NON PENGENDALI

Akun ini merupakan hak pemegang saham non pengendali atas aset bersih dan bagian rugi bersih entitas anak yang dikonsolidasikan.

- a. Ekuitas neto yang dapat diatribusikan kepada kepentingan nonpengendali adalah sebagai berikut:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
PT Jasamarga Jalanlayang Cikampek	964.594	862.481
PT Jasamarga Balikpapan Samarinda	905.540	1.017.908
PT Cinere Serpong Jaya	442.902	459.039
PT Jasamarga Kualanamu Tol	423.564	461.647
PT Marga Sarana Jabar	413.948	395.756
PT Jasamarga Manado Bitung	403.261	350.061
PT Marga Trans Nusantara	337.981	453.391
PT Jasamarga Kunciran Cengkareng	304.734	261.789
PT Jasamarga Surabaya Mojokerto	216.147	277.748
PT Jasamarga Japek Selatan	166.690	126.927
PT Jasamarga Bali Tol	145.906	193.332
PT Jasamarga Pandaan Malang	91.932	614.734
PT Jasamarga Jogja Bawen	37.316	13.280
PT Jalantol Lingkarluar Jakarta	13.222	13.650
PT Jasamarga Probolinggo Banyuwangi	11.355	8.961
PT Jasa Marga Related Business	9.525	12.516
PT Jasamarga Gempol Pasuruan	4.735	5.695
PT Jasamarga Tollroad Maintenance	519	557
PT Jasamarga Transjawa Tol	506	494
PT Jasamarga Tollroad Operator	87	54
PT Marga Lingkar Jakarta	-	171.106
Total	4.894.464	5.701.126

36. NON-CONTROLLING INTERESTS

This account represents non-controlling interests in net assets and portion of net loss of the consolidated subsidiaries.

- a. Net equity attributable to non-controlling interests is shown below:

PT Jasamarga Jalanlayang Cikampek
PT Jasamarga Balikpapan Samarinda
PT Cinere Serpong Jaya
PT Jasamarga Kualanamu Tol
PT Marga Sarana Jabar
PT Jasamarga Manado Bitung
PT Marga Trans Nusantara
PT Jasamarga Kunciran Cengkareng
PT Jasamarga Surabaya Mojokerto
PT Jasamarga Japek Selatan
PT Jasamarga Bali Tol
PT Jasamarga Pandaan Malang
PT Jasamarga Jogja Bawen
PT Jalantol Lingkarluar Jakarta
PT Jasamarga Probolinggo Banyuwangi
PT Jasa Marga Related Business
PT Jasamarga Gempol Pasuruan
PT Jasa Marga Tollroad Maintenance
PT Jasamarga Transjawa Tol
PT Jasa Marga Tollroad Operator
PT Marga Lingkar Jakarta
Total

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36. KEPENTINGAN NON PENGENDALI (lanjutan)

- b. Laba rugi bersih dan penghasilan komprehensif lain tahun berjalan yang dapat diatribusikan kepada kepentingan nonpengendali:

36. NON-CONTROLLING INTERESTS (continued)

- b. Net profit or loss and other comprehensive income for the year attributable to non-controlling interests:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
PT Marga Lingkar Jakarta	3.093	14.508	PT Marga Lingkar Jakarta
PT Jasamarga Tollroad Maintenance	223	130	PT Jasa Marga Tollroad Maintenance
PT Jasamarga Tollroad Operator	47	66	PT Jasa Marga Tollroad Operator
PT Jasamarga Transjawa Tol	38	50	PT Jasamarga Transjawa Tol
PT Jalantol Lingkarluar Jakarta	(5)	(9)	PT Jalantol Lingkarluar Jakarta
PT Jasamarga Probolinggo Banyuwangi	(213)	(352)	PT Jasamarga Probolinggo Banyuwangi
PT Jasamarga Gempol Pasuruan	(1.123)	(902)	PT Jasamarga Gempol Pasuruan
PT Jasa Marga Related Business	(2.477)	(2.990)	PT Jasa Marga Related Business
PT Jasamarga Kualanamu Tol	(3.597)	(27.460)	PT Jasamarga Kualanamu Tol
PT Jasamarga Jogja Bawen	(3.982)	(247)	PT Jasamarga Jogja Bawen
PT Jasamarga Kunciran Cengkareng	(8.144)	(1.017)	PT Jasamarga Kunciran Cengkareng
PT Jasamarga Japek Selatan	(13.684)	1.098	PT Jasamarga Japek Selatan
PT Marga Sarana Jabar	(26.992)	5.001	PT Marga Sarana Jabar
PT Jasamarga Surabaya Mojokerto	(36.902)	(61.004)	PT Jasamarga Surabaya Mojokerto
PT Cinere Serpong Jaya	(40.952)	(2.318)	PT Cinere Serpong Jaya
PT Jasamarga Manado Bitung	(41.905)	(12.901)	PT Jasamarga Manado Bitung
PT Jasamarga Bali Tol	(55.457)	(47.692)	PT Jasamarga Bali Tol
PT Marga Trans Nusantara	(77.673)	(116.661)	PT Marga Trans Nusantara
PT Jasamarga Pandaan Malang	(105.702)	(123.703)	PT Jasamarga Pandaan Malang
PT Jasamarga Jalanlayang Cikampek	(124.026)	(35.881)	PT Jasamarga Jalanlayang Cikampek
PT Jasamarga Balikpapan Samarinda	(204.580)	(130.748)	PT Jasamarga Balikpapan Samarinda
Total	(744.013)	(543.032)	Total

Pada tanggal 31 Desember 2021, manajemen Perusahaan berpendapat bahwa tidak terdapat Entitas Anak yang memiliki kepentingan nonpengendali yang material secara individu terhadap laporan keuangan konsolidasian Perusahaan.

As of December 31, 2021, the Company's management believes that there are no Subsidiaries with non-controlling interests that are individually material to the Company's consolidated financial statements.

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37. PENDAPATAN TOL DAN LAINNYA

37. TOLL AND OTHER OPERATING REVENUES

Rincian pendapatan tol adalah sebagai berikut:

The details of toll revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Perusahaan			The Company
Jakarta - Cikampek	1.335.468	1.321.674	Jakarta - Cikampek
Cikampek - Padalarang	996.274	859.672	Cikampek - Padalarang
Jakarta - Bogor - Ciawi	941.527	811.673	Jakarta - Bogor - Ciawi
JORR Seksi non S	914.661	826.122	JORR Seksi non S
Jakarta - Tangerang	803.759	741.342	Jakarta - Tangerang
Cawang - Tomang - Pluit	762.403	707.725	Cawang - Tomang - Pluit
Surabaya - Gempol	710.779	483.237	Surabaya - Gempol
Prof. Dr. Ir. Sedyatmo	418.194	376.383	Prof. Dr. Ir. Sedyatmo
Padalarang - Cileunyi	377.307	332.858	Padalarang - Cileunyi
Palimanan - Kanci	242.216	201.045	Palimanan - Kanci
Semarang Seksi A,B,C	199.778	173.813	Semarang Seksi A,B,C
Belawan - Medan - Tanjung Morawa	147.652	122.565	Belawan - Medan - Tanjung Morawa
Pondok Aren - Bintaro Viaduct - Ulujami	141.298	127.620	Pondok Aren - Bintaro Viaduct - Ulujami
Total	<u>7.991.316</u>	<u>7.085.729</u>	Total
Entitas Anak			Subsidiaries
Jakarta - Cikampek II Elevated (JJC)	679.241	-	Jakarta - Cikampek II Elevated (JJC)
Surabaya - Mojokerto (JSM)	436.166	386.976	Surabaya - Mojokerto (JSM)
Medan - Kualanamu (JMKT)	403.608	319.592	Medan - Kualanamu (JMKT)
Gempol - Pasuruan (JGP)	262.843	202.635	Gempol - Pasuruan (JGP)
Pandaan - Malang (JPM)	248.195	217.441	Pandaan - Malang (JPM)
Bogor Outer Ring Road (MSJ)	218.024	144.876	Bogor Outer Ring Road (MSJ)
Balikpapan - Samarinda (JBS)	138.220	43.921	Balikpapan - Samarinda (JBS)
Ulujami - Kebon Jeruk (MLJ)	131.590	242.352	Ulujami - Kebon Jeruk (MLJ)
Kunciran - Serpong (MTN)	130.265	57.406	Kunciran - Serpong (MTN)
Kunciran - Cengkareng (JKC)	45.061	-	Kunciran - Cengkareng (JKC)
Nusa Dua - Benoa (JBT)	40.824	55.408	Nusa Dua - Benoa (JBT)
Manado - Bitung (JMB)	35.718	6.653	Manado - Bitung (JMB)
Cinere - Serpong (CSJ)	25.264	-	Cinere - Serpong (CSJ)
Total	<u>2.795.019</u>	<u>1.677.260</u>	Total
Total	<u>10.786.335</u>	<u>8.762.989</u>	Total

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37. PENDAPATAN TOL DAN LAINNYA (lanjutan)

**37. TOLL AND OTHER OPERATING REVENUES
(continued)**

Rincian pendapatan usaha lainnya adalah sebagai berikut:

The details of other operating revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Jasa Pengoperasian Jalan Tol	404.970	409.211	Toll Road Operating Services
Pemeliharaan jalan tol	255.770	113.225	Toll road maintenance
Penjualan BBM SPBU	153.420	126.383	Petroleum Sales
Sewa Lahan	107.708	114.194	Land Rent
Sewa Properti	37.792	15.835	Property Rent
Penjualan Properti	16.115	18.170	Property Sales
Lainnya (di bawah 2.000)	14.291	27.713	Others (Below Rp2,000)
Total	990.066	824.731	Total

Berdasarkan keputusan Menteri PUPR No. 1524/KPTS/M/2020 tanggal 22 Oktober 2020, tentang penyesuaian tarif tol ruas Jakarta-Cikampek. Tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1524/KPTS/M/2020 dated October 22, 2020, concerning toll tariff adjustment of Jakarta-Cikampek. The farthest toll tariffs for that segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Jakarta Cikampek Segmen I (Pondok Gede Barat/Pondok Gede Timur)	4.000	6.000	6.000	8.000	8.000
2	Jakarta-Cikampek Segmen II (Cikunir, Bekasi Barat, Bekasi Timur, Tambun, Cibitung, Cikarang Barat)	7.000	10.500	10.500	14.000	14.000
3	Jakarta Cikampek Segmen III (Cibatu, Cikarang Timur, Karawang barat)	12.000	18.000	18.000	24.000	24.000
4	Jakarta-Cikampek Segmen IV (Karawang Timur, Dawuan, Kalihurip, Cikampek)	20.000	30.000	30.000	40.000	40.000

Berdasarkan keputusan Menteri PUPR No. 265/KPTS/M/2021 tanggal 5 Maret 2021, tarif tol terjauh ruas jalan tol Prof. Dr. Ir. Sedyatmo adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 265/KPTS/M/2021, dated March 5, 2021, the farthest toll tariffs of Prof. Dr. Ir. Sedyatmo toll road segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Prof DR IR Sedyatmo	8.000	10.500	10.500	11.500	11.500

Berdasarkan keputusan Menteri PUPR No. 1231/KPTS/M/2019 tanggal 31 Desember 2019 tentang Penetapan tarif dan sistem pengumpulan tol secara integrasi pada jalan tol lingkaran dalam kota Jakarta. Berikut tarif tol terjauh:

Based on the decree of Minister of PUPR No. 1231/KPTS/M/2019 dated December 31, 2019 concerning the establishment of tariffs and integrated toll collection systems on the inner-city ring toll roads in Jakarta. Following the farthest toll rates:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	LINGKAR DALAM KOTA JAKARTA (TERMASUK CMNP) (ATL : 12,7 km)	10.000	15.000	15.000	17.000	17.000

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37. PENDAPATAN TOL DAN LAINNYA (lanjutan)

**37. TOLL AND OTHER OPERATING REVENUES
(continued)**

Berdasarkan keputusan Menteri PUPR No. 1117/KPTS/M/2020 tanggal 26 Juni 2020 tentang penyesuaian tarif tol ruas Surabaya-Gempol dan Kejapanan-Gempol, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1117/KPTS/M/2020 dated June 26, 2020, concerning toll tariff adjustment of Surabaya-Gempol and Kejapanan-Gempol segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Relokasi Porong - Gempol Seksi Porong-Kejapanan	6.000	8.500	8.500	11.500	11.500
2	Relokasi Porong - Gempol Seksi Kejapanan-Gempol	3.000	5.000	5.000	6.500	6.500

Berdasarkan keputusan Menteri PUPR No. 1246/KPTS/M/2020 tanggal 29 Juli 2020, tentang penyesuaian tarif tol ruas Belawan-Medan-Tanjung Morawa, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1246/KPTS/M/2020 dated July 29, 2020, concerning toll tariff adjustment of Belawan-Medan-Tanjung Morawa segment, the farthest toll tariffs for that segment are as follows:

No.	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Belmera	8.500	15.000	15.000	21.500	21.500

Berdasarkan keputusan Menteri PUPR No. 1403/KPTS/M/2020 tanggal 31 Agustus 2020, penyesuaian tarif tol ruas Palikanci adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1403/KPTS/M/2020 dated August 31, 2020, toll tariffs adjustment of Palikanci segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Palikanci	12.500	18.000	18.000	30.000	30.000

Berdasarkan keputusan Menteri PUPR No. 1228/KPTS/M/2020 tanggal 23 Juli 2020, tentang penyesuaian tarif tol ruas Semarang seksi A, B, C, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1228/KPTS/M/2020 dated July 23, 2020, concerning toll tariff adjustment of Semarang A,B,C segment section, the farthest toll tariffs for that segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Semarang Seksi A, B, C	5.500	8.000	8.000	10.500	10.500

Berdasarkan keputusan Menteri PUPR No. 1116/KPTS/M/2020 tanggal 26 Juni 2020, tentang penyesuaian tarif tol ruas Padalarang-Cileunyi. Tarif terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1116/KPTS/M/2020 dated June 26, 2020, concerning toll tariff adjustment of Padalarang-Cileunyi segment. The farthest toll tariffs for that segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Padaleunyi	10.000	17.500	17.500	23.500	23.500

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37. PENDAPATAN TOL DAN LAINNYA (lanjutan)

**37. TOLL AND OTHER OPERATING REVENUES
(continued)**

Berdasarkan keputusan Menteri PUPR No. 1128/KPTS/M/2020 tanggal 1 Juli 2020, tentang penyesuaian tarif tol ruas Cikampek-Purwakarta-Padalarang, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1128/KPTS/M/2020 dated July 1, 2020 concerning toll tariff adjustment of Cikampek-Purwakarta-Padalarang segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Cipularang	42.500	71.500	71.500	103.500	103.500

Berdasarkan keputusan Menteri PUPR No. 1522/KPTS/M/2020 tanggal 21 Oktober 2020 tentang kenaikan tarif dan sistem pengumpulan tol secara Integrasi pada jalan tol lingkaran luar Jakarta seksi W1-W2 utara-W2 selatan- S-E1-E2-E3-jalan akses Tanjung Priok seksi E-1, E-2, E-2A, NS dan jalan tol Pondok Aren-Ulujami.

Based on the decree of Minister of PUPR No. 1522/KPTS/M/2020 dated October 21, 2020 regarding tariff increases and the system is called in an integrated manner on the Jakarta outer ring toll road section W1-W2 utara-W2 selatan- S- E1- E2- E3-Tanjung Priok access road section E-1, E-2, E-2A, NS and the Pondok Aren - Ulujami toll road.

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	JORR E1, E2, E3, W1, W2 Utara, dan W2S - Pondok Aren Ulujami	16.000	23.500	23.500	31.500	31.500
2	Bintaro Viaduct - Pondok Ranji	3.000	4.500	4.500	6.500	6.500

Berdasarkan keputusan Menteri PUPR No. 1527/KPTS/M/2021 tanggal 10 Desember 2021, tentang penyesuaian tarif tol ruas Jakarta-Tangerang, tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1527/KPTS/M/2021 dated December 10, 2021, concerning toll tariff adjustment of Jakarta-Tangerang segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Jakarta - Tangerang (ATL : 21,35 km)	8.000	12.000	12.000	15.500	15.500

Berdasarkan keputusan Menteri PUPR No. 1175/KPTS/M/2019 tanggal 11 Desember 2019, tentang penyesuaian tarif tol ruas Jakarta-Bogor-Ciawi (Jagorawi), tarif tol terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1175/KPTS/M/2019 dated December 11, 2019, concerning toll tariff adjustment of Jakarta-Bogor-Ciawi (Jagorawi) segment, the farthest toll tariffs for that segment are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Jakarta - Bogor - Ciawi	7.000	11.500	11.500	16.000	16.000

Berdasarkan keputusan Menteri PUPR No. 8/KPTS/M/2021 tanggal 11 Januari 2021, tarif tol terjauh ruas Sentul Selatan-Simpang Yasmin, yang dioperasikan oleh PT Marga Sarana Jabar adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 8/KPTS/M/2021 dated January 11, 2021, the farthest toll tariffs of Sentul Selatan-Simpang Yasmin segment, which operated by PT Marga Sarana Jabar are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Sentul Selatan - Simpang Yasmin	14.000	21.000	21.000	28.000	28.000

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37. PENDAPATAN TOL DAN LAINNYA (lanjutan)

37. TOLL AND OTHER OPERATING REVENUES (continued)

Berdasarkan keputusan Menteri PUPR No. 1522/KPTS/M/2020 tanggal 21 Oktober 2020, tarif tol terjauh ruas JORR W2U yang dioperasikan oleh PT Marga Lingkar Jakarta adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1522/KPTS/M/2020 dated October 21, 2020, the farthest toll tariffs of JORR W2U segment, which operated by PT Marga Lingkar Jakarta are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	JORR W2U	16.000	23.500	23.500	31.500	31.500

Berdasarkan keputusan Menteri PUPR No. 1220/KPTS/M/2019 tanggal 27 Desember 2019 untuk ruas Surabaya - Mojokerto yang dikelola PT Jasamarga Surabaya Mojokerto. Tarif terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1220/KPTS/M/2019 dated December 27, 2019 for the Surabaya - Mojokerto section managed by PT Jasamarga Surabaya Mojokerto. The farthest rates for these sections are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Surabaya - Mojokerto Sistem Transaksi Terbuka/ Open System Transaction	7.500	12.000	12.000	18.000	18.000
2	WRR - Mojokerto Sistem Transaksi Tertutup/ Closed System Transaction	30.500	50.000	50.000	75.500	75.500

Berdasarkan keputusan Menteri PUPR No. 1234/KPTS/M/2019 tanggal 31 Desember 2019 untuk ruas Nusa Dua - Ngurah Rai - Benoa yang dikelola PT Jasamarga Bali Tol. Tarif terjauh untuk ruas tersebut adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 1234/KPTS/M/2019 dated December 31, 2019 for the Nusa Dua - Ngurah Rai - Benoa section managed by PT Jasamarga Bali Tol. The farthest rates for these sections are as follows:

No	Ruas/ Section	Golongan/ Group					
		I	II	III	IV	V	VI
1	Nusa Dua - Ngurah Rai - Benoa	12.500	19.000	19.000	25.000	25.000	5.000

Berdasarkan keputusan Menteri PUPR No. 507/KPTS/M/2021 tanggal 27 April 2021, tarif tol terjauh ruas Tanjung Morawa-Tebing Tinggi, yang dioperasikan oleh PT Jasamarga Kualanamu Tol adalah sebagai berikut:

Based on the Decree of Minister of PUPR No. 507/KPTS/M/2021 dated April 27, 2021, the farthest toll tariffs of Tanjung Morawa-Tebing Tinggi segment, which operated by PT Jasamarga Kualanamu Tol are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Tanjung Morawa -Tebing Tinggi	55.500	83.000	83.000	110.500	110.500

Berdasarkan keputusan Menteri PUPR No. 816/KPTS/M/2021 tanggal 23 Juni 2021, tarif tol terjauh ruas Gempol-Pasuruan, yang dioperasikan oleh PT Jasamarga Gempol Pasuruan adalah sebagai berikut:

Based on the decree of Minister of PUPR No. 816/KPTS/M/2021 dated June 23, 2021, the farthest toll tariffs of Gempol-Pasuruan segment, which operated by PT Jasamarga Gempol Pasuruan are as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Gempol - Pasuruan	39.000	59.000	59.000	79.000	79.000

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37. PENDAPATAN TOL DAN LAINNYA (lanjutan)

Berdasarkan keputusan Menteri PUPR No. 330/KPTS/M/2020 tanggal 6 April 2020, tarif tol terjauh seksi I-V ruas Pandaan-Malang yang dioperasikan oleh PT Jasamarga Pandaan Malang adalah sebagai berikut:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Seksi I-V (pandaan- malang)	34.500	52.000	52.000	69.000	69.000

37. TOLL AND OTHER REVENUES (continued)

Based on the decree of Minister of PUPR No. 330/KPTS/M/2020 dated April 6, 2020, the farthest toll tariffs section I-V of Pandaan-Malang segment, which operated by PT Jasamarga Pandaan Malang are as follows:

Berdasarkan keputusan Menteri PUPR No. 1164/KPTS/M/2019 tanggal 6 Desember 2019, tarif tol terjauh ruas Kunciran-Serpong yang dioperasikan oleh PT Marga Trans Nusantara adalah sebagai berikut:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Kunciran - Serpong	12.000	18.000	18.000	24.000	24.000

Based on the decree of Minister of PUPR No. 1164/KPTS/M/2019 dated December 6, 2019, the farthest toll tariffs of Kunciran-Serpong segment, which operated by PT Marga Trans Nusantara are as follows:

Berdasarkan keputusan Menteri PUPR No. 1054/KPTS/M/2021 tanggal 24 Agustus 2021, tarif tol terjauh ruas Balikpapan - Samarinda yang dioperasikan oleh PT Jasamarga Balikpapan Samarinda adalah sebagai berikut:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Balikpapan - Samarinda	125.500	188.000	188.000	251.000	251.000

Based on the decree of Minister of PUPR No. 1054/KPTS/M/2021 dated August 24, 2021, the farthest toll tariffs of Balikpapan - Samarinda segment, which operated by PT Jasamarga Balikpapan Samarinda are as follows:

Berdasarkan keputusan Menteri PUPR No. 1494/KPTS/M/2020 tanggal 14 Oktober 2020, tarif tol terjauh ruas Manado-SS Danowudu yang dioperasikan oleh PT Jasamarga Manado Bitung adalah sebagai berikut:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Manado - SS Danowudu	29.500	44.000	44.000	58.500	58.500

Based on the decree of Minister of PUPR No. 1494/KPTS/M/2020 dated October 14, 2020, the farthest toll tariffs of Manado-SS Danowudu segment, which operated by PT Jasamarga Manado Bitung are as follows:

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**37. PENDAPATAN TOL DAN USAHA LAINNYA
(lanjutan)**

Berdasarkan keputusan Menteri PUPR No. 592/KPTS/M/2021 tanggal 18 Mei 2021, tarif tol terjauh ruas Junction Serpong - Pamulang yang dioperasikan oleh PT Cinere Serpong Jaya adalah sebagai berikut:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Junction Serpon - Pamulang	11.000	16.500	16.500	22.000	22.000

Berdasarkan keputusan Menteri PUPR No. 1317/KPTS/M/2021 tanggal 27 Oktober 2021, tarif tol terjauh ruas Jc. Benda – Jc. Kunciran yang dioperasikan oleh PT Jasamarga Kunciran Cengkareng adalah sebagai berikut:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Jc Benda - Jc. Kunciran	25.500	38.000	38.000	51.000	51.000

**37. TOLL AND OTHER OPERATING REVENUES
(continued)**

Based on the decree of Minister of PUPR No. 592/KPTS/M/2021 dated May 18, 2021, the farthest toll tariffs of Junction Serpong - Pamulang segment, which operated by PT Cinere Serpong Jaya are as follows:

Based on the decree of Minister of PUPR No. 1317/KPTS/M/2021 dated October 27, 2021, the farthest toll tariffs of Jc. Benda – Jc. Kunciran operated by PT Jasamarga Kunciran Cengkareng are as follows:

38. PENDAPATAN DAN BEBAN KONSTRUKSI

Pendapatan konstruksi adalah kompensasi untuk jasa yang dilakukan Kelompok Usaha dalam pembangunan jalan tol baru dan peningkatan kapasitas jalan tol. Pendapatan konstruksi dinilai dengan menggunakan metode *cost-plus*, dimana seluruh biaya yang dapat diatribusikan langsung sebagai nilai perolehan aset tambahan dengan margin tertentu.

38. CONSTRUCTION REVENUES AND EXPENSE

Construction revenue is the compensation for the service performed by the Group for building new toll roads and upgrading toll roads capacity. Construction revenue is measured using *cost-plus* method, which specifies the margin and added up to all cost directly attributable to the acquiring cost of the assets.

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Pendapatan Konstruksi	3.393.151	4.116.301	Construction Revenues
Beban Konstruksi	(3.361.823)	(4.074.539)	Construction Expenses
Margin Konstruksi	31.328	41.762	Construction Margin

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39. BEBAN TOL DAN USAHA LAINNYA

39. TOLL AND OTHER OPERATING EXPENSES

Akun ini terdiri dari :

This account consist of :

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Penyusutan dan Amortisasi	1.917.998	1.534.107	Depreciation and Amortization
Gaji dan Tunjangan	790.001	744.884	Salaries and Allowance
Provisi Pelapisan Ulang Jalan Tol	555.963	219.713	Provision for Toll Road Overlay
Pajak Bumi dan Bangunan	514.156	473.125	Land Building Tax
Pemeliharaan Jalan dan Sarana Pelengkap Jalan Tol	500.577	403.191	Maintenance of Roads and Toll Road Complementary Facilities
Harga Pokok Penjualan	392.258	301.841	Cost of Goods Sold
Pelayanan Jalan Tol	249.226	163.782	Toll Road Services
Pengumpulan Tol	170.148	179.119	Toll Collection
Bahan Bakar, Listrik dan Air	112.039	103.954	Fuel, Electricity and Water
Sewa	54.200	70.893	Rent
Lainnya (di bawah Rp3.000)	49.054	80.340	Others (below Rp3,000)
Total	5.305.620	4.274.949	Total

Harga Pokok Penjualan merupakan beban langsung yang dimiliki oleh JMRB dan JMTM, entitas anak, meliputi kontrak manajemen, BBM, pemeliharaan jalan tol dan lainnya.

Cost of Goods Sold are direct expenses owned by JMRB and JMTM, subsidiaries, which consist of management fee, fuel, toll road maintenance and others.

40. BEBAN UMUM DAN ADMINISTRASI

40. GENERAL AND ADMINISTRATIVE EXPENSES

Rincian beban umum dan administrasi adalah sebagai berikut:

The details of general and administrative expenses are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Gaji dan Tunjangan	954.067	711.468	Salaries and Allowance
Penyusutan dan Amortisasi	143.351	154.698	Depreciation and Amortization
Jasa Profesional	69.688	72.455	Professional Fees
Administrasi Kantor dan Sumbangan	58.034	60.005	Office Administration and Donation
Pajak luran dan Retribusi	52.625	38.902	Taxes, Contribution and Retribution
Perbaikan dan Pemeliharaan Aset Tetap	41.042	47.807	Fixed Asset Repair and Maintenance
Bahan Bakar, Listrik dan Air	20.293	34.895	Fuel, Electricity and Water
Sewa	18.043	18.976	Rent
Transportasi dan Perjalanan Dinas	11.920	13.985	Transportation and Business Travel
Program Tanggung Jawab Sosial dan Lingkungan	11.579	15.276	Social and Environmental Responsibility Program
Lainnya (di bawah Rp3.000)	31.913	68.345	Others (below Rp3,000)
Total	1.412.555	1.236.812	Total

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**41. PENGHASILAN KEUANGAN DAN PENGHASILAN
LAIN-LAIN**

41. FINANCE INCOME AND OTHER INCOME

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Penghasilan Keuangan			Finance Income
Penghasilan bunga pinjaman entitas asosiasi, ventura bersama, dan lainnya	193.237	277.359	Income interest on in associates, joint ventures, and others
Penghasilan bunga deposito	76.861	110.618	Deposits interest income
Penghasilan jasa giro	53.399	61.780	Current accounts income
Subtotal	323.497	449.757	Subtotal
Beban Pajak Penghasilan Keuangan			Tax Expense of Finance Income
Beban pajak deposito	(15.244)	(21.760)	Deposits interest expense
Beban pajak giro	(10.514)	(12.626)	Current accounts expense
Subtotal	(25.758)	(34.386)	Subtotal
Penghasilan Lain-Lain			Other Income
Pemulihan penyisihan piutang tak tertagih PSBI	116.840	-	Recovery of allowance for doubtful accounts PSBI
Akresi piutang lain PSBI	86.496	-	Accretion of other receivable from PSBI
Pengukuran nilai wajar surat komitmen DINFRA RDPT	34.378	-	Fair value commitment letter DINFRA RDPT
Pendapatan dividen PT Marga Mandala Sakti	9.500	9.912	Dividend earnings from PT Marga Mandala Sakti
Keuntungan investasi KIK EBA	8.303	4.690	Gains on investment KIK EBA
Provisi atas penarikan pinjaman entitas asosiasi dan lainnya	6.050	2.631	Provision for drawdown of loans to associated entity and Others
Keuntungan penjualan aset tetap	2.429	2.743	Gains on disposal of fixed assets
Pemulihan nilai aset program purna karya pada Asuransi Jiwa Bersama Bumiputra	-	31.112	Recovery of post retirement program assets in Asuransi Jiwa Bersama Bumiputra
Lainnya (di bawah Rp2.000)	44.073	46.192	Others (below Rp2,000)
Subtotal	308.069	97.280	Subtotal
Keuntungan Pelepasan Investasi			Gain on Divestment
Pelepasan Investasi PT Jasamarga Pandaan Malang	796.789	-	Divestment of PT Jasamarga Pandaan Malang
Pelepasan Investasi PT Marga Lingkar Jakarta	786.506	-	Divestment of PT Marga Lingkar Jakarta
Subtotal	1.583.295	-	Subtotal
Total	2.189.103	512.651	Total

Pada tahun 2021, Perusahaan melakukan divestasi kepemilikan saham pada PT Marga Lingkar Jakarta dan PT Jasamarga Pandaan Malang yang menyebabkan kehilangan pengendalian dan mencatatkan keuntungan masing-masing sebesar Rp786.506 dan Rp796.789 yang diakui dalam keuntungan dari pelepasan investasi.

In 2021, The Company reduced its shares ownership in PT Marga Lingkar Jakarta and PT Jasamarga Pandaan Malang which caused of control and recorded gains amounted Rp786,506 dan Rp796,789 recognized in gain on divestment.

Pada tahun 2021 dan 2020, JMTM melakukan penjualan atas aset tetap dengan keuntungan sebesar Rp2.429 dan Rp2.743 berdasarkan nilai buku nihil dan Rp383 serta nilai penjualan masing-masing Rp2.429 dan Rp3.126.

In 2021 and 2020, JMTM recorded gain on sale of fixed assets amounted to Rp2,429 and Rp2,743 with book values of nil and Rp383 and net proceed of Rp2,429 and Rp3,126, respectively.

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42. BEBAN LAIN-LAIN

Rincian beban lain-lain adalah sebagai berikut:

42. OTHER EXPENSES

The details of other expenses are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Dampak Nilai Waktu atas Uang dari Piutang PT PSBI	180.259	-	Impact on Time Value of Money on Receivables from PSBI
Pencadangan Implementasi Multi Lane Free Flow	155.711	-	Provision for implementation of Multi Lane Free Flow
Pajak Yang Tidak Dapat Dikreditkan	40.493	-	Non Creditable Tax Expense
Penyisihan Piutang Lain-Lain	31.698	65.852	Other Receivables Allowance
Biaya Prakarsa Pembangunan Jalan Tol	31.665	-	Toll Road Initiatives Expenses
Penghapusan Aset Gerbang Tol Cikunir	17.598	-	Gerbang Tol Cikunir Asset Write-off
Provisi Pinjaman Bank	15.929	12.502	Bank Loan Provision
luran Tambahan Post Service Liability	14.685	14.685	Additional Payment on Post Service Liability
Pelepasan Aset Semarang - Demak	-	20.130	Disposal of Foreclosed Asset Semarang - Demak
Lainnya (di bawah Rp5.000)	70.946	51.211	Others (below Rp5,000)
Total	558.984	164.380	

Pemerintah menerbitkan Peraturan Menteri PUPR No. 18 Tahun 2020 tanggal 7 Juli 2020 tentang Transaksi Tol Nontunai Nirsentuh di Jalan Tol (Peraturan Menteri 2020) atau dikenal dengan *Multi Lane Free Flow* (MLFF).

MLFF adalah suatu metode baru dalam pembayaran tol dimana kendaraan tidak perlu berhenti dan menghentikan kendaraannya di gerbang tol. Sistem yang ada mengidentifikasi kendaraan sehingga kendaraan dapat terus melaju dengan kendaraan dengan kecepatan tinggi.

Pemerintah melalui BPJT juga menyampaikan bahwa sistem transaksi MLFF mulai diterapkan secara bertahap pada akhir tahun 2022.

Berdasarkan hal diatas, Perusahaan mengakui provisi biaya penataan sumber daya manusia yang akan terdampak dari implemementasi *Multi Lane Free Flow* (MLFF) sebesar Rp155.711. Jumlah tersebut adalah porsi jumlah beban yang diperkirakan akan dikeluarkan Perusahaan pada tahun berjalan atas estimasi arus kas keluar yang akan terjadi antara tahun 2022 dan 2024.

The government issued PUPR Ministerial Regulation No. 18 of 2020 dated July 7, 2020 concerning Contactless Cashless Toll Transactions on Toll Roads (2020 Ministerial Regulation) otherwise known as *Multi Lane Free Flow* (MLFF).

MLFF is a new method of paying tolls where vehicles do not need to stop and stop their vehicles at toll gates. The existing system identifies the vehicle so that the vehicle can continue to drive the vehicle at high speed.

The government through BPJT also said that the MLFF transaction system will begin to be implemented in stages at the end of 2022.

Based on the above, the Company recognizes the provision for human resource management costs that will be affected by the implementation of *Multi Lane Free Flow* (MLFF) of Rp155,711. This amount is the portion of the total expenses that the Company expects to incur in the current year on the estimated cash outflows that will occur between 2022 and 2024.

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43. BIAYA KEUANGAN - NETO

Rincian biaya keuangan adalah sebagai berikut:

43. FINANCE COSTS – NET

The details of finance costs are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Utang bunga bank	3.705.056	2.279.120	Bank interest loans
Beban bagi hasil syariah	309.749	577.840	Profit sharing syariah
Utang bunga obligasi	223.302	620.685	Bonds Interest
Utang lembaga keuangan bukan bank	112.381	55.927	Non-bank financial institutions
Utang bunga BLU	99.574	63.042	BLU interest expense
Utang Surat Berharga Komersial	15.172	7.687	Commercial Paper
Beban Bunga Hutang Sewa Guna Usaha	4.535	5.983	Lease interest expense
Lainnya	50.590	37.665	Others
Total	4.520.359	3.647.949	Total

44. LABA PER SAHAM

Pada tahun 2016, Perusahaan melakukan HMETD (Hak Memesan Efek Terlebih Dahulu) sesuai dengan surat persetujuan OJK No. S-377/D.01/2016 tanggal 18 November 2016 yang menyebabkan jumlah saham Perusahaan berubah dari 6.800.000.000 lembar saham menjadi 7.257.871.200 lembar saham.

Sampai dengan tanggal 31 Desember 2021, Perusahaan tidak melakukan pembelian kembali saham maupun menerbitkan saham baru, sehingga jumlah saham pada 31 Desember 2021 adalah 7.257.871.200 lembar.

Laba neto per saham dihitung dari laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dibagi dengan jumlah rata-rata tertimbang saham pada tahun berjalan, dengan rincian sebagai berikut:

44. EARNINGS PER SHARE

In 2016, the Company granted a rights issue in accordance to Financial Services Authorization's letter No. S-377/D.01/2016 dated November 18, 2016 resulting in the outstanding shares of the Company increase from 6,800,000,000 shares to 7,257,871,200 shares.

Until the date of December 31, 2021, the Company did not repurchase its shares or issued new shares, so the number of shares As of December 31, 2021 is 7,257,871,200 shares.

Earnings per share is calculated from profit of the current year attributable to owners of the parent divided by the weighted average of outstanding shares during the year, with details as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Laba Neto (Rupiah penuh)	1.615.280.769.584	501.047.452.689	Net income (full Rupiah)
Rata-rata tertimbang saham beredar (lembar)	7.257.871.200	7.257.871.200	Weighted average of outstanding shares
Laba Bersih Per Saham (Rupiah penuh)	222,56	69,04	Earnings per Share (full Rupiah)

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**45. SALDO DAN SIFAT TRANSAKSI PIHAK YANG
BERELASI**

Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi. Berikut adalah transaksi dengan pihak-pihak berelasi yang material:

**45. BALANCES AND NATURE OF RELATED
PARTIES TRANSACTIONS**

The Group normally enters into transactions with related parties. Below are the material transactions with related parties:

Pihak Berelasi/ Related Parties	Hubungan/ Nature of Relationship	Jenis Transaksi/ Nature of Transactions
Pemerintah Republik Indonesia Kementerian Keuangan Kementerian Pekerjaan Umum	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Hak Konsesi atas Ruang Tol, Utang Bantuan Pemerintah, Dana Talangan Pembebasan Tanah dan Perpajakan/ Grantor of Toll Road Concession Rights, Loan from Government Bail Out of Land Acquisition and Taxation
PT Adhi Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol/ Contractor for Construction and Maintenance of Fixed Assets and Toll Roads
PT Aneka Tambang Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Beban Penghargaan Masa Kerja kepada Karyawan/ Expenses of Achievement Rewards to Employees
BPJS Kesehatan	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Beban Asuransi Kesehatan Karyawan/ Health Insurance Expenses for Employees
PT Asuransi Jiwasraya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Beban Asuransi Jiwa Pensiunan Karyawan/ Life Insurance Expenses for Pension Employees
PT Bank Mandiri (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Investasi Jangka Pendek, Dana yang Dibatasi Penggunaannya, Fasilitas Kredit Modal Kerja, Fasilitas Kredit Sindikasi, Biaya Keuangan dan Pendapatan Bunga/ Placement of Current Accounts, Time Deposits, Short Term Investments, Restricted Funds, Working Capital Credit Facility, Syndicated Loans Facility, Finance Charges and Interest Income
PT Bank Negara Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Bank untuk Pengumpulan Tol, Biaya Keuangan dan Pendapatan Bunga/ Placement of Current Accounts, Time Deposits, Investment Credit Facility, Syndicated Loans Facility, Bank for Toll Collection, Finance Charges and Interest Income
PT Bank Rakyat Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Bank untuk Pengumpulan Tol, Biaya Keuangan dan Pendapatan Bunga/ Placement of Current Accounts, Time Deposits, Investment Credit Facility, Syndicated Loans Facility, Bank for Toll Collection, Finance Charges and Interest Income
PT Bank Tabungan Negara (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Penempatan Giro, Deposito Berjangka, Fasilitas Kredit Investasi, Fasilitas Kredit Sindikasi, Biaya Keuangan dan Pendapatan Bunga/ Placement of Current Accounts, Time Deposits, Investment Credit Facility, Syndicated Loans Facility, Finance Charges and Interest Income
PT Sarana Multi Infrastruktur (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Pinjaman kepada Lembaga Keuangan Bukan Bank/ Loans to Non-Bank Financial Institutions
Lembaga Pembiayaan Ekspor Impor	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Pinjaman kepada Lembaga Keuangan Bukan Bank/ Loans to Non-Bank Financial Institutions
PT Hutama Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol/ Contractor for Construction and Maintenance of Property and Equipment and Toll Roads
PT Istaka Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan/ Contractor for Construction and Maintenance of Property and Equipment and Toll Roads
BPJS Ketenagakerjaan	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Beban Asuransi Kecelakaan Kerja Karyawan, Pemegang Saham Non Pengendali/ Insurance Expenses for Employees and Non Controlling Shareholder

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**45. SALDO DAN SIFAT TRANSAKSI PIHAK YANG
BERELASI (lanjutan)**

Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi. Berikut adalah transaksi dengan pihak-pihak berelasi yang material: (lanjutan)

**45. BALANCES AND NATURE OF RELATED
PARTIES TRANSACTIONS (continued)**

The Group normally enters into transactions with related parties. Below are the material transactions with related parties: (continued)

Pihak Berelasi/ Related Parties	Hubungan/ Nature of Relationship	Jenis Transaksi/ Nature of Transactions
PT Nindya Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan/ Contractor for Construction and Maintenance of Property and Equipment and Toll Roads
PT Pembangunan Perumahan (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Dana Talangan Tanah/ Contractor for Construction and Maintenance of Property and Equipment and Toll Roads, Land Bridging Fund
PT Perusahaan Listrik Negara (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Beban Listrik Peralatan Tol dan Gedung/ Electricity for Toll Equipment and Buildings
PT Waskita Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Dana Talangan Tanah/ Contractor for Construction and Maintenance of Fixed Assets and Toll Roads, Land Bridging Fund
PT Wijaya Karya (Persero) Tbk	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Dana Talangan Tanah/ Contractor for Construction and Maintenance of Fixed Assets and Toll Roads, Land Bridging Fund
Wika - Adhi - Hutama JO	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol/ Contractor for Construction and Maintenance of Property and Equipment and Toll Roads
Koperasi Jasa Marga Bhakti	Pengendalian Manajemen Kunci/ Key Management Control	Pembelian Aset dan Perlengkapan, Beban Outsourcing Pegawai, Sewa Kendaraan dan Peralatan Tol/ Purchase of Property and Equipment, Outsourcing Expenses, Vehicles and Toll Equipment Lease
Dana Pensiun Jasa Marga	Pengendalian Manajemen Kunci/ Key Management Control	Penempatan Dana Imbalan Kerja Karyawan/ Placement of Employee Benefit Funds
PT Pilar Sinergi BUMN Indonesia	Entitas Asosiasi/ Associated Company	Investasi pada Perusahaan Asosiasi dan Pinjaman Pemegang Saham/ Investments in Associated Company and Shareholder Loan
Badan Pengatur Jalan Tol	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Liabilitas Pembebasan Tanah/ Land Acquisition Liabilities
PT Brantas Abipraya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Kontraktor dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol/ Contractor for Construction and Maintenance of Fixed Assets and Toll Roads
PT Virama Karya (Persero)	Dikendalikan oleh Pemerintah Pusat Republik Indonesia/ Controlled by Central Government of the Republic of Indonesia	Konsultan dalam Pembangunan dan Pemeliharaan Aset Tetap dan Jalan Tol/ Consultant for Construction and Maintenance of Fixed Assets and Toll Roads

Dalam kegiatan usahanya, Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi yang dilakukan dengan syarat-syarat dan kondisi normal. Transaksi ini termasuk pembayaran oleh Kelompok Usaha atas beban-beban pihak-pihak berelasi atau sebaliknya. Saldo transaksi dengan pihak berelasi pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

In the normal course of business, the Group entered into certain transactions with the related parties conducted by normal terms and conditions. These transactions include payments made by the Group to the related parties or vice versa. Balance of related parties accounts as of December 31, 2021 and 2020 are as follows:

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45. SALDO DAN SIFAT TRANSAKSI PIHAK YANG
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45. BALANCES AND NATURE OF RELATED
PARTIES TRANSACTIONS (continued)

a. Pemerintah

a. Government

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	Persentase dari Total Aset/ Percentage from Total Asset	
			31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
Aset/ Assets				
Kas dan Setara Kas/ Cash and Cash Equivalents				
Bank/ Cash in Banks				
Rupiah				
PT Bank Mandiri (Persero) Tbk	2.102.033	1.683.563	2,08%	1,62%
PT Bank Rakyat Indonesia (Persero) Tbk	265.405	320.578	0,26%	0,31%
PT Bank Tabungan Negara (Persero) Tbk	69.573	8.448	0,07%	0,01%
PT Bank Negara Indonesia (Persero) Tbk	66.800	503.204	0,07%	0,50%
Sub Total	2.503.811	2.515.793	2,47%	2,42%
Dolar Amerika Serikat/ United States Dollar				
PT Bank Mandiri (Persero) Tbk	144	686	0,00%	0,00%
Sub Total	144	686	0,00%	0,00%
Deposito Berjangka/ Time Deposits				
Rupiah				
PT Bank Negara Indonesia (Persero) Tbk	947.521	67.731	0,94%	0,07%
PT Bank Rakyat Indonesia (Persero) Tbk	860.500	689.500	0,85%	0,43%
PT Bank Mandiri (Persero) Tbk	275.981	291.107	0,27%	0,28%
PT Bank Tabungan Negara (Persero) Tbk	75.381	45.607	0,07%	0,04%
Sub Total	2.159.383	1.093.945	2,13%	1,05%
Dolar Amerika Serikat/ United States Dollar				
PT Bank Rakyat Indonesia (Persero) Tbk	15.696	15.516	0,02%	0,01%
Sub Total Deposito Berjangka/ Time Deposits	15.696	15.516	0,02%	0,01%
Total Kas dan Setara Kas/ Total Cash and Cash Equivalents	4.679.034	3.625.940	4,62%	3,48%
Piutang Lain-lain/ Other Receivables				
Lancar/ Current				
Kementerian Pekerjaan Umum dan Perumahan Rakyat	925.614	2.876.772	0,91%	2,76%
PT Jasamarga Semarang Batang	444.863	681.326	0,44%	0,65%
PT Jasamarga Solo Ngawi	59.694	254.577	0,06%	0,24%
PT Hutama Karya (Persero)	37.212	72.188	0,04%	0,07%
PT Jasamarga Ngawi Kertosono Kediri	25.625	68.978	0,03%	0,07%
PT Jasamarga Pandaan Tol	18.282	9.674	0,02%	0,01%
PT Bank Mandiri (Persero) Tbk	16.520	14.891	0,02%	0,01%
PT Jasamarga Pandaan Malang	14.945	-	0,01%	0,00%
PT Marga Lingkar Jakarta	12.032	-	0,01%	0,00%
PT Wijaya Karya (Persero) Tbk	7.793	4.810	0,01%	0,00%
PT Trans Marga Jateng	5.440	249.610	0,01%	0,24%
Lainnya Berelasi (Di bawah Rp5.000)/ Others (Below Rp5.000)	15.254	45.782	0,02%	0,04%
Total	1.583.274	4.278.608	1,56%	4,11%
Piutang Lain-lain/ Other Receivables				
Tidak lancar/ Non Current				
PT Pilar Sinergi BUMN Indonesia	1.155.358	1.289.613	1,14%	1,24%
PT Jasamarga Semarang Batang	628.300	519.138	0,62%	0,50%
PT Jasamarga Ngawi Kertosono Kediri	63.606	57.751	0,06%	0,06%
PT Jasamarga Solo Ngawi	11.271	60.498	0,01%	0,06%
PT Trans Marga Jateng	-	304.854	0,00%	0,29%
Total	1.858.535	2.231.854	1,84%	2,14%

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**45. SALDO DAN SIFAT TRANSAKSI PIHAK YANG
BERELASI (lanjutan)**

**45. BALANCES AND NATURE OF RELATED
PARTIES TRANSACTIONS (continued)**

a. Pemerintah (lanjutan)

a. Government (continued)

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	Persentase dari Total Aset/ Percentage from Total Asset	
			31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
Dana Dibatasi Penggunaannya/ Restricted Funds				
Lancar/ Current				
Rekening Pembebasan Tanah/ Land Acquisition Account				
PT Bank Negara Indonesia (Persero) Tbk	46.600	14.645	0,05%	0,01%
PT Bank Mandiri (Persero) Tbk	29.077	54.847	0,03%	0,05%
PT Bank Rakyat Indonesia (Persero) Tbk	1.414	2.335	0,00%	0,00%
Subtotal	77.091	71.827	0,08%	0,07%
Jaminan Sindikasi Bank/ Syndicated Bank Guarantee				
PT Bank Mandiri (Persero) Tbk	45.973	140.511	0,05%	0,13%
PT Bank Negara Indonesia (Persero) Tbk	27.463	52.301	0,03%	0,05%
PT Bank Rakyat Indonesia (Persero) Tbk	1.350	13.248	0,00%	0,01%
Subtotal	74.786	206.060	0,07%	0,20%
Jaminan Pelaksanaan/ Performance Bond				
PT Bank Mandiri (Persero) Tbk	-	9.973	0,00%	0,01%
Subtotal	-	9.973	0,00%	0,01%
Rekening Amanat Pendapatan Tol/ Toll Collection Escrow Account				
PT Bank Mandiri (Persero) Tbk	45.770	68.395	0,05%	0,07%
PT Bank Negara Indonesia (Persero) Tbk	1.853	5.545	0,00%	0,01%
PT Bank Rakyat Indonesia (Persero) Tbk	1.524	2.513	0,00%	0,00%
Subtotal	49.147	76.453	0,05%	0,07%
Rekening Sekuritisasi Pendapatan Tol Jagorawi/ Jagorawi Toll Revenue Securitization Account				
PT Bank Rakyat Indonesia (Persero) Tbk	141.150	143.400	0,14%	0,14%
Subtotal	141.150	143.400	0,14%	0,14%
Subtotal Lancar/ Subtotal Current	342.174	507.713	0,34%	0,49%
Tidak Lancar/ Non-Current				
Rekening Pembebasan Tanah/ Land Acquisition Account				
PT Bank Negara Indonesia (Persero) Tbk	-	1.433	0,01%	0,01%
Subtotal	-	1.433	0,01%	0,01%
Jaminan Sindikasi Bank/ Syndicated Bank Guarantee				
PT Bank Rakyat Indonesia (Persero) Tbk	23.002	28.941	0,02%	0,03%
PT Bank Mandiri (Persero) Tbk	19.752	14.265	0,02%	0,01%
PT Bank Negara Indonesia (Persero) Tbk	4.138	614	0,00%	0,00%
Subtotal	46.892	43.820	0,05%	0,04%
Jaminan Pelaksanaan/ Performance Bond				
PT Bank Mandiri (Persero) Tbk	7.345	65.943	0,01%	0,06%
Subtotal	7.345	65.943	0,01%	0,06%
Jaminan Pemeliharaan/ Maintenance Guarantee				
PT Bank Mandiri (Persero) Tbk	4.531	-	0,00%	0,00%
Subtotal	4.531	-	0,00%	0,00%
Rekening Amanat Pendapatan Tol/ Toll Collection Escrow Account				
PT Bank Mandiri (Persero) Tbk	-	66.748	0,00%	0,06%
PT Bank Rakyat Indonesia (Persero) Tbk	-	170	0,00%	0,00%
PT Bank Negara Indonesia (Persero) Tbk	-	21	0,00%	0,00%
Subtotal	-	66.939	0,00%	0,06%
Subtotal Tidak Lancar/ Subtotal Non-Current	58.768	178.135	0,06%	0,17%
Total Dana Dibatasi Penggunaannya/ Total Restricted Funds	400.942	685.848	0,40%	0,66%

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45. SALDO DAN SIFAT TRANSAKSI PIHAK YANG
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45. BALANCES AND NATURE OF RELATED
PARTIES TRANSACTIONS (continued)

a. Pemerintah (lanjutan)

a. Government (continued)

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	Persentase dari Total Liabilitas/ Percentage from Total Liabilities	
			31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
Liabilitas/ Liabilities				
Beban Akrua/ Accrued Expenses				
Beban Kontraktor dan Konsultan/ Contractors and Consultant Expense				
PT Waskita Karya (Persero) Tbk	2.465.495	2.396.444	3,26%	3,02%
PT Pembangunan Perumahan (Persero) Tbk	92.226	30.955	0,12%	0,04%
PT Wijaya Karya (Persero) Tbk	8.236	1.306.771	0,01%	1,65%
PT Adhi Karya (Persero) Tbk	2.517	-	0,00%	0,00%
PT Virama Karya (Persero)	1.135	-	0,00%	0,00%
PT Utama Karya (Persero)	407	-	0,00%	0,00%
Subtotal	2.570.016	3.734.170	3,39%	4,71%
Utang Investasi Pemerintah/ Government's Investment Liability				
Utang Investasi Pemerintah	644.274	630.185	0,85%	0,79%
Utang Pembebasan Lahan/ Land Acquisition Liability				
Badan Layanan Umum - Badan Pengatur Jalan Tol	112.172	127.532	0,15%	0,16%
Beban Bunga/ Interest Expenses				
Utang Bank/ Bank Loans				
PT Bank Mandiri (Persero) Tbk	10.704	16.322	0,01%	0,02%
PT Bank Negara Indonesia (Persero) Tbk	7.103	8.390	0,01%	0,01%
PT Bank Rakyat Indonesia (Persero) Tbk	884	904	0,00%	0,00%
PT Sarana Multi Infrastruktur (Persero)	367	584	0,00%	0,00%
Subtotal	19.058	26.200	0,03%	0,03%
Total Beban Akrua/ Total Accrued Expenses	3.345.520	4.518.087	4,42%	5,69%
Utang Bank/ Bank Loans				
Utang Jangka Pendek/ Short Term Loans				
PT Bank Negara Indonesia (Persero) Tbk	157.641	2.063.739	0,21%	2,60%
PT Bank Mandiri (Persero) Tbk	67.129	473.021	0,09%	0,60%
PT Bank Rakyat Indonesia (Persero) Tbk	2.523	432.480	0,00%	0,55%
PT Sarana Multi Infrastruktur (Persero)	3.730	671	0,00%	0,00%
Lembaga Pembiayaan Ekspor Impor	428	274	0,00%	0,00%
Subtotal	231.451	2.970.185	0,31%	3,74%
Utang Bank Jangka Panjang - Bagian Jangka Pendek/ Long Term Bank Loans - Current Maturities				
PT Bank Mandiri (Persero) Tbk	2.555.636	43.588	3,37%	0,07%
PT Bank Negara Indonesia (Persero) Tbk	114.385	222.309	0,15%	0,28%
PT Bank Rakyat Indonesia (Persero) Tbk	36.645	81.885	0,05%	0,10%
PT Bank Tabungan Negara (Persero) Tbk	7.819	5.585	0,00%	0,00%
PT Sarana Multi Infrastruktur (Persero)	4.063	43.963	0,01%	0,06%
Lembaga Pembiayaan Ekspor Impor	2.378	9.601	0,00%	0,01%
Subtotal	2.720.926	406.931	3,59%	0,53%
Utang Bank Jangka Panjang - Bagian Jangka Panjang/ Long Term Bank Loans - Long Term Portion				
PT Bank Mandiri (Persero) Tbk	13.042.555	13.748.184	17,22%	17,33%
PT Bank Negara Indonesia (Persero) Tbk	5.697.896	6.400.859	7,52%	8,07%
PT Bank Rakyat Indonesia (Persero) Tbk	3.720.404	4.618.992	4,91%	5,82%
PT Sarana Multi Infrastruktur (Persero)	3.228.276	3.577.644	4,26%	4,51%
Lembaga Pembiayaan Ekspor Impor	685.543	1.118.685	0,91%	1,41%
PT Bank Tabungan Negara (Persero) Tbk	55.847	63.665	0,07%	0,08%
Subtotal	26.430.521	29.528.029	34,90%	37,23%
Total Utang Bank/ Bank Loans	29.382.898	32.905.145	38,80%	41,50%
Utang Lembaga Keuangan Bukan Bank Jangka Panjang Bagian Jangka Pendek/ Non - Bank Financial Institution Long Term Loan - Current Maturities				
PT Sarana Multi Infrastruktur (Persero)	241.000	29.800	0,32%	0,04%
Utang Lembaga Keuangan Bukan Bank Jangka Panjang / Non - Bank Financial Institution Long Term Loan				
PT Sarana Multi Infrastruktur (Persero)	1.101.660	1.390.790	1,45%	1,77%

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**45. BALANCES AND NATURE OF RELATED
PARTIES TRANSACTIONS (continued)**

a. Pemerintah (lanjutan)

a. Government (continued)

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	Persentase dari Total Liabilitas/ Percentage from Total Liabilities	
			31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020
Utang Usaha/ Accounts Payable				
Koperasi Jasa Marga Bhakti	6.616	8.830	0,01%	0,01%
PT Bank Mandiri (Persero) Tbk	5.729	8.455	0,01%	0,01%
PT Bank Rakyat Indonesia (Persero) Tbk	3.094	3.095	0,00%	0,00%
Badan Penyelenggara Jaminan Sosial	1.365	1.467	0,00%	0,00%
Lainnya (Dibawah Rp1.000) / Others (Below Rp1,000)	13.102	12.240	0,02%	0,02%
Total Utang Usaha/ Accounts Payable	29.906	34.087	0,04%	0,04%
Utang Kontraktor Jangka Pendek / Short-Term Contractors Payable				
PT Wijaya Karya (Persero) Tbk	409.429	110.532	0,54%	0,14%
PT Waskita Karya (Persero) Tbk	228.362	1.136.267	0,30%	1,43%
PT Pembangunan Perumahan (Persero) Tbk	176.631	162.851	0,23%	0,21%
PT Adhi Karya (Persero) Tbk	22.846	988	0,03%	0,00%
PT Brantas Abipraya	3.043	2.475	0,00%	0,00%
Lain-lain (Dibawah Rp2.000) / Others (Below Rp2,000)	76	1.245	0,00%	0,00%
Total Utang Kontraktor Jangka Pendek / Short-Term Contractors Payable	840.387	1.414.358	1,11%	1,78%
Liabilitas Pembebasan Tanah Jangka Panjang - Bagian Jangka Pendek/ Long-term Land Acquisition Liabilities - Current Maturities				
Badan Layanan Umum - Badan Pengatur Jalan Tol	1.588.542	1.588.542	2,10%	2,00%
Liabilitas Pembebasan Tanah Jangka Panjang - Bagian Jangka Panjang/ Long-term Land Acquisition Liabilities - Long-term Portion				
Badan Layanan Umum - Badan Pengatur Jalan Tol	109.008	109.008	0,14%	0,14%
Utang Kontraktor Jangka Panjang / Long - term Contractors Payable				
PT Pembangunan Perumahan (Persero) Tbk	84.414	181.618	0,11%	0,23%
PT Waskita Karya (Persero) Tbk	82.592	49.517	0,11%	0,06%
PT Wijaya Karya (Persero) Tbk	82.133	218.634	0,11%	0,28%
PT Adhi Karya (Persero) Tbk	-	23.430	0,00%	0,03%
Lain-lain (Dibawah Rp2.000) Others (Below Rp2,000)	-	722	0,00%	0,00%
Total Utang Kontraktor Jangka Panjang / Long - term Contractors Payable	249.139	473.921	0,33%	0,60%

Kelompok Usaha memiliki Perjanjian Pengusahaan Jalan Tol (PPJT) dengan Badan Layanan Umum-Badan Pengatur Jalan Tol (BLU-BPJT), mengenai penggunaan fasilitas pinjaman dana untuk pengadaan tanah dalam rangka pembangunan jalan tol baru. Ketika PPJT dialihkan dari Entitas Induk ke Entitas Anak, utang BLU secara otomatis menjadi milik Entitas Anak, dengan rincian sebagai berikut:

The Group has a Toll Road Concession Agreements (PPJT) with the General Services Agency - Indonesia Toll Road Authority (BLU-BPJT), regarding the use of funds loan facilities for land acquisition designated for the development of new toll roads. When PPJT is transferred from the Parent Company to its Subsidiaries, these BLU payables automatically belonged to the Subsidiaries, with detail as follows:

	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
PT Jasamarga Kunci Cengkareng	765.536	765.536	PT Jasamarga Kunci Cengkareng
PT Marga Trans Nusantara	645.433	645.433	PT Marga Trans Nusantara
PT Jasamarga Surabaya Mojokerto Perusahaan	177.573 109.008	177.573 109.008	PT Jasamarga Surabaya Mojokerto The Company
Total	1.697.550	1.697.550	Total

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**45. SALDO DAN SIFAT TRANSAKSI PIHAK YANG
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b. Remunerasi Komisaris dan Direksi

- (i) Jumlah remunerasi yang diterima Dewan Komisaris untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp9.700 dan Rp20.184.
- (ii) Jumlah remunerasi yang diterima Direksi untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp19.458 dan Rp42.885.

46. PERJANJIAN DAN PERIKATAN PENTING

a. Perjanjian Pengusahaan Jalan Tol (PPJT)

- (i) Perusahaan telah memperoleh penetapan hak pengusahaan jalan tol (Hak Konsesi) yang diterbitkan oleh Pemerintah, meliputi 13 (tiga belas) ruas jalan tol, berdasarkan Keputusan Menteri Pekerjaan Umum No. 242/KPTS/M/2006 tanggal 8 Juni 2006, yang kemudian ditindaklanjuti dengan penandatanganan PPJT pada tanggal 7 Juli 2006 untuk masing-masing ruas jalan tol, dengan masa konsesi selama 40 (empat puluh) tahun, yang berlaku efektif sejak tanggal 1 Januari 2005 sampai dengan tanggal 31 Desember 2045, dengan rincian sebagai berikut:

1. Ruas Jakarta - Bogor - Ciawi, berdasarkan PPJT No. 246/PPJT/VII/Mn/2006;
2. Ruas Jakarta - Tangerang, berdasarkan PPJT No. 247/PPJT/VII/Mn/2006;
3. Ruas Surabaya - Gempol, berdasarkan PPJT No. 248/PPJT/VII/Mn/2006;
4. Ruas Jakarta - Cikampek, berdasarkan PPJT No. 249/PPJT/VII/Mn/2006;
5. Ruas Padalarang - Cileunyi, berdasarkan PPJT No. 250/PPJT/VII/Mn/2006;

**45. BALANCES AND NATURE OF RELATED
PARTIES TRANSACTIONS (continued)**

**b. Remuneration of Commissioners and
Directors**

- (i) Total remuneration received by the Board of Commissioners for the years ended on December 31, 2021 and 2020 amounted to Rp9,700 and Rp20,184, respectively.
- (ii) Total remuneration received by the Board of Directors for the years ended on December 31, 2021 and 2020 amounted to Rp19,458 and Rp42,885, respectively.

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS**

a. Toll Road Concession Agreements (PPJT)

- (i) The Company has acquired the right of toll road concession (Concession Right) issued by the Government, which consists of 13 (thirteen) toll roads, in accordance with the Minister of Public Works Decree No. 242/KPTS/M/2006 dated June 8, 2006, followed by the signing of the PPJT for each toll road dated July 7, 2006 with concession period of 40 (forty) years, and effective on January 1, 2005 until December 31, 2045 with details as follows:

1. Jakarta - Bogor - Ciawi Toll Road, according to PPJT No. 246/PPJT/VII/Mn/2006;
2. Jakarta - Tangerang Toll Road, according to PPJT No. 247/PPJT/VII/Mn/2006;
3. Surabaya - Gempol Toll Road, according to PPJT No. 248/PPJT/VII/Mn/2006;
4. Jakarta - Cikampek Toll Road, according to PPJT No. 249/PPJT/VII/Mn/2006;
5. Padalarang - Cileunyi Toll Road, according to PPJT No. 250/PPJT/VII/Mn/2006;

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**46. PERJANJIAN DAN PERIKATAN PENTING
(lanjutan)**

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**a. Perjanjian Pengusahaan Jalan Tol (PPJT)
(lanjutan)**

**a. Toll Road Concession Agreements (PPJT)
(continued)**

6. Ruas Prof. Dr. Ir. Sedyatmo, berdasarkan PPJT No. 251/PPJT/VII/Mn/2006;
7. Ruas Cawang - Tomang - Pluit, berdasarkan PPJT No. 252/PPJT/VII/Mn/2006;
8. Ruas Belawan - Medan - Tanjung Morawa, berdasarkan PPJT No. 253/PPJT/VII/Mn/2006;
9. Ruas Semarang Seksi A. B. C, berdasarkan PPJT No. 254/PPJT/VII/Mn/2006;
10. Ruas Pondok Aren - Bintaro Viaduct - Ulujami, berdasarkan PPJT No. 255/PPJT/VII/Mn/2006;
11. Ruas Palimanan - Kanci, berdasarkan PPJT No. 256/PPJT/VII/Mn/2006;
12. Ruas Lingkar Luar Jakarta (JORR) Ruas E1. E2. E3. W2, berdasarkan PPJT No. 257/PPJT/VII/Mn/2006; dan
13. Ruas Cikampek - Padalarang, berdasarkan PPJT No. 258/PPJT/VII/Mn/2006.

Sehubungan dengan perolehan Hak Konsesi dimaksud, Perusahaan diwajibkan membentuk jaminan pemeliharaan dengan nilai sekurang-kurangnya 10% (sepuluh persen) dari realisasi pendapatan tol dan pendapatan usaha lain yang diterima pada atau sebelum tahun terakhir masa konsesi dimana besarnya berdasarkan laporan keuangan tahunan terakhir yang tersedia dan telah diaudit. Jaminan pemeliharaan tersebut diserahkan kepada Pemerintah melalui Badan Pengelola Jalan Tol (BPJT) dalam waktu 6 (enam) bulan sebelum masa konsesi berakhir dan jaminan pemeliharaan ini tetap berlaku sampai dengan 12 (dua belas) bulan setelah berakhirnya masa konsesi.

6. Prof. Dr. Ir. Sedyatmo Toll Road, according to PPJT No. 251/PPJT/VII/Mn/2006;
7. Cawang - Tomang - Pluit Toll Road, according to PPJT No. 252/PPJT/VII/Mn/2006;
8. Belawan - Medan - Tanjung Morawa Toll Road, according to PPJT No. 253/PPJT/VII/Mn/2006;
9. Semarang Toll Road, Sections A. B. C according to PPJT No. 254/PPJT/VII/Mn/2006;
10. Pondok Aren - Bintaro Viaduct - Ulujami Toll Road, according to PPJT No. 255/PPJT/VII/Mn/2006;
11. Palimanan - Kanci Toll Road, according to PPJT No. 256/PPJT/VII/Mn/2006;
12. Jakarta Outer Ring Road (JORR) Toll Road, Sections E1. E2. E3. W2, according to PPJT No. 257/PPJT/VII/Mn/2006; and
13. Cikampek - Padalarang Toll Road, according to PPJT No. 258/PPJT/VII/Mn/2006.

In connection with the aforementioned Concession Rights, the Company is required to establish a maintenance guarantee with a value of not less than 10% (ten percent) of the actual toll revenue and revenue obtained from other businesses on or before the last year of the concession period whereby such amount is calculated based on the latest audited annual financial statements. The aforementioned maintenance guarantee shall be given to the Government through Indonesian Toll Road Authority (BPJT) within 6 (six) months before the expiration of concession period and shall continue for the successive 12 (twelve) months following the expiration of concession period.

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**46. PERJANJIAN DAN PERIKATAN PENTING
(lanjutan)**

**a. Perjanjian Pengusahaan Jalan Tol (PPJT)
(lanjutan)**

(ii) Perjanjian Investasi Jalan Tol

1. Ruas Bogor Outer Ring Road

PT Marga Sarana Jabar (MSJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 4 tanggal 8 Agustus 2011 yang terakhir diubah dengan Amandemen X sebagaimana tercantum dalam Akta No. 24 tanggal 30 Desember 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham di MSJ sebesar 55%.

2. Ruas tol Gempol - Pasuruan

PT Jasamarga Gempol Pasuruan (JGP) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 5 tanggal 7 Juni 2011 yang terakhir diubah dengan Amandemen X Perjanjian Pengusahaan Jalan Tol No. 1 tanggal 2 Juni 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham di JGP 99,35%.

3. Ruas tol Semarang - Solo

PT Trans Marga Jateng (TMJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 10 tanggal 30 Maret 2012 yang terakhir diubah dengan Amandemen XI Perjanjian Pengusahaan Jalan Tol No. 5 tanggal 10 Februari 2020 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham di TMJ sebesar sebesar 50,91%.

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**a. Toll Road Concession Agreements (PPJT)
(continued)**

(ii) Toll Road Investment Agreements

1. Bogor Outer Ring Road

PT Marga Sarana Jabar (MSJ) and the Government have signed the Toll Road Concession Agreement No. 4 dated August 8, 2011 which was last amended by Amendment X of Toll Road Concession Agreement Deed No. 1 dated December 30, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company's owns MSJ amounting to 55%.

2. Gempol - Pasuruan Toll Road

PT Jasamarga Gempol Pasuruan (JGP) and the Government have signed the Deed of Concession Agreement for Toll Road No. 5 dated June 7, 2011, the latest amended by Amendment X of Toll Road Concession No. 1 dated June 2, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company's owns JGP amounting to 99.35%.

3. Semarang - Solo Toll Road

PT Trans Marga Jateng (TMJ) and the Government have signed the Toll Road Concession Agreement No. 10 dated March 30, 2012 which was last amended by Amendment XI of Toll Road Concession Agreement No. 5 dated February 10, 2020 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company's owns TMJ amounting to 50.91%.

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**46. PERJANJIAN DAN PERIKATAN PENTING
(lanjutan)**

**a. Perjanjian Pengusahaan Jalan Tol (PPJT)
(lanjutan)**

(ii) Perjanjian Investasi Jalan Tol (lanjutan)

4. Ruas tol Cengkareng - Kunciran

PT Jasamarga Kunciran Cengkareng (JKC) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 6 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen X Perjanjian Pengusahaan Jalan Tol No. 2 tanggal 5 Oktober 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham di JKC sebesar 76,43%.

5. Ruas Tol Kunciran - Serpong

PT Marga Trans Nusantara (MTN) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 7 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen XI Perjanjian Pengusahaan Jalan Tol No. 9 tanggal 11 Mei 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham di MTN sebesar 60%.

6. Ruas tol JORR seksi W2 utara

PT Marga Lingkar Jakarta (MLJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 3 tanggal 7 Juni 2011 yang terakhir diubah dengan Amendemen III Perjanjian Pengusahaan Jalan Tol No. 16 tanggal 22 Juni 2017 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham di MLJ sebesar 51%.

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**a. Toll Road Concession Agreements (PPJT)
(continued)**

(ii) Toll Road Investment Agreements
(continued)

4. Cengkareng - Kunciran Toll Road

PT Jasamarga Kunciran Cengkareng (JKC) and the Government have signed the Toll Road Concession Agreement No. 6 dated June 7, 2011 which was last amended by Amendment X of Toll Road Concession Agreement No. 2 dated October 5, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company's owns JKC 76.43%.

5. Kunciran - Serpong Toll Road

PT Marga Trans Nusantara (MTN) and the Government have stipulated the Toll Road Concession Agreement Deed No. 7 dated June 7, 2011 which was last amended by Amendment XI of the Toll Road Concession Agreement No. 9 dated May 11, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company's owns MTN amounting to 60%.

6. JORR toll road section W2 north

PT Marga Lingkar Jakarta (MLJ) and the Government have signed the Toll Road Concession Agreement No. 3 dated June 7, 2011 which was last amended by Amendment III of Toll Road Concession Agreement No. 16 June 22, 2017 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company owns MLJ Shares amounting to 51%.

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**46. PERJANJIAN DAN PERIKATAN PENTING
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**a. Perjanjian Pengusahaan Jalan Tol (PPJT)
(lanjutan)**

(ii) Perjanjian Investasi Jalan Tol (lanjutan)

**7. Ruas tol Medan - Kualanamu -
Tebing Tinggi**

PT Jasamarga Kualanamu Tol (JMKT) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 1 tanggal 5 Januari 2015 yang terakhir diubah dengan Amandemen VIII Perjanjian Pengusahaan Jalan Tol Ruas Jalan Tol Medan-Kualanamu-Tebing Tinggi No. 23 tanggal 18 Juni 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham pada JMKT sebesar 55%.

8. Ruas tol Solo - Mantingan - Ngawi

PT Jasamarga Solo Ngawi (JSN) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 18 tanggal 28 Juni 2011 yang terakhir diubah dengan Amandemen X Perjanjian Pengusahaan Jalan Tol tanggal 11 Mei 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham pada JSN sebesar 42,62%.

9. Ruas tol Ngawi - Kertosono

PT Jasamarga Ngawi Kertosono Kediri (JNKK) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 28 Juni 2011 yang terakhir diubah dengan Amandemen X Perjanjian Pengusahaan Jalan Tol tanggal 11 Mei 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham pada JNK sebesar 45%.

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**a. Toll Road Concession Agreements (PPJT)
(continued)**

(ii) Toll Road Investment Agreements
(continued)

**7. Medan - Kualanamu - Tebing Tinggi
Toll Road**

PT Jasamarga Kualanamu Tol (JMKT) dan the Government has signed Toll Road Concession Agreement No. 1 dated January 5, 2015 which was last amended by Amendment VIII of Toll Road Concession Medan-Kualanamu-Tebing Tinggi Toll Road Agreement No. 23 June 18, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company owns JMKT Shares amounting to 55%.

8. Solo - Mantingan - Ngawi Toll Road

PT Jasamarga Solo Ngawi (JSN) and the Government have signed the Toll Road Concession Agreement Deed No. 18 dated June 28, 2011 which was last amended by Amendment X of the Toll Road Concession Agreement dated May 11, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company owns JSN Shares amounting to 42,62%.

9. Ngawi - Kertosono Toll Road

PT Jasamarga Ngawi Kertosono Kediri (JNKK) and the Government have signed the Toll Road Concession Agreement Deed dated June 28, 2011 which was last amended by Amendment X Toll Road Concession Agreement dated May 11, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company owns JNK Shares amounting to 45%.

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(lanjutan)**

(ii) Perjanjian Investasi Jalan Tol (lanjutan)

10. Ruas tol Serpong-Cinere

PT Cinere Serpong Jaya (CSJ) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 20 tanggal 28 Juni 2011 yang terakhir diubah dengan Amandemen IX berdasarkan Akta No. 5 tanggal 11 Mei 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham dalam CSJ sebesar 55%.

11. Ruas tol Gempol - Pandaan

PT Jasamarga Pandaan Tol (JPT) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 4 tanggal 7 Juni 2011 yang terakhir diubah dengan Amandemen I Perjanjian Pengusahaan Jalan Tol No. 20 tanggal 22 April 2015 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, kepemilikan saham Perusahaan di JPT adalah sebesar 40%.

12. Ruas tol Nusa Dua - Tanjung Benoa

PT Jasamarga Bali Tol (JBT) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 10 tanggal 16 Desember 2011 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, kepemilikan saham Perusahaan di JBT adalah sebesar 64,44%.

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**a. Toll Road Concession Agreements (PPJT)
(continued)**

(ii) Toll Road Investment Agreements
(continued)

10. Serpong-Cinere Toll Road

PT Cinere Serpong Jaya (CSJ) and the Government have signed the Toll Road Concession Agreement No. 20 dated June 28, 2011 the latest amended by Amendment IX of Toll Road Concession Agreement No. 5 dated May 11, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company owns 55% of CSJ shares.

11. Gempol – Pandaan Toll Road

PT Jasamarga Pandaan Tol (JPT) and the Government have signed the Deed of Concession Agreement for Toll Road No. 4 dated June 7, 2011, the latest amended by Amendment I of Toll Road Concession No. 20 dated April 22, 2015 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company owns 40% of JPT Shares.

12. Nusa Dua - Tanjung Benoa Toll Road

PT Jasamarga Bali Tol (JBT) and the Government have approved the Toll Road Concession Agreement Deed No. 10 dated December 16, 2011 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company's ownership in JBT is 64.44%.

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**a. Perjanjian Pengusahaan Jalan Tol (PPJT)
(lanjutan)**

(ii) Perjanjian Investasi Jalan Tol (lanjutan)

13. Ruas Tol Surabaya - Mojokerto

PT Jasamarga Surabaya Mojokerto (JSM) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 2 tanggal 7 Juni 2011 yang terakhir diubah dengan Amandemen X berdasarkan Akta No. 15 tanggal 11 Mei 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki 55,51% kepemilikan di JSM.

14. Ruas Tol Semarang - Batang

PT Jasamarga Semarang Batang (JSB) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 27 April 2016 yang terakhir diubah dengan Amandemen VIII berdasarkan Akta tanggal 18 Juni 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham pada JSB sebesar 44,18%.

15. Ruas Tol Manado - Bitung

PT Jasamarga Manado Bitung (JMB) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 9 Juni 2016, yang terakhir diubah dengan Amandemen V berdasarkan Akta tanggal 18 Juni 2021 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Perusahaan memiliki penyertaan saham pada JMB sebesar 65%.

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**a. Toll Road Concession Agreements (PPJT)
(continued)**

(ii) Toll Road Investment Agreements
(continued)

13. Surabaya - Mojokerto Toll Road

PT Jasamarga Surabaya Mojokerto (JSM) and the Government have signed the Toll Road Concession Agreement Deed No. 2 dated June 7, 2011 the latest amended by Amendment X based on Deed No. 15 dated May 11, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company has 55.51% of ownership interest in JSM.

14. Semarang - Batang Toll Road

PT Jasamarga Semarang Batang (JSB) and the Government have signed the Toll Road Concession Agreement Deed dated April 27, 2016 which was last amended by Amendment VIII based on the Deed dated June 18, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company owns 44.18% of shares of JSB.

15. Manado - Bitung Toll Road

PT Jasamarga Manado Bitung (JMB) and the Government have signed the Toll Road Concession Agreement Deed dated June 9, 2016, the latest amended by Amendment V based on the Deed dated June 18, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the Company owns 65% of shares of JMB.

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**46. PERJANJIAN DAN PERIKATAN PENTING
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**a. Perjanjian Pengusahaan Jalan Tol (PPJT)
(lanjutan)**

(ii) Perjanjian Investasi Jalan Tol (lanjutan)

16. Ruas Tol Balikpapan - Samarinda

PT Jasamarga Balikpapan Samarinda (JBS) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 3 tanggal 9 Juni 2016 yang terakhir diubah dengan Amandemen II berdasarkan Akta No. 5 tanggal 20 Mei 2020 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, porsi Perusahaan pada JBS adalah 67,39%.

17. Ruas Tol Pandaan - Malang

PT Jasamarga Pandaan Malang (JPM) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 4 tanggal 9 Juni 2016 yang terakhir diubah dengan Amandemen III berdasarkan Akta tanggal 6 November 2019 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, porsi Perusahaan pada JPM adalah sebesar 51%.

**18. Ruas Tol Jakarta - Cikampek II
Elevated**

PT Jasamarga Jalanlayang Cikampek (JJC) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 4 tanggal 5 Desember 2016 dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, porsi Perusahaan pada JJC adalah 80%.

**45. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**a. Toll Road Concession Agreements (PPJT)
(continued)**

(ii) Toll Road Investment Agreements
(continued)

16. Balikpapan - Samarinda Toll Road

PT Jasamarga Balikpapan Samarinda (JBS) and the Government have signed the Toll Road Concession Agreement Deed No. 3 dated June 9, 2016, the last amended by Amendment II based on Deed No. 5 dated May 20, 2020 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, portion of the Company's ownership in JBS is 67.39%.

17. Pandaan - Malang Toll Road

PT Jasamarga Pandaan Malang (JPM) and the Government have signed the Toll Road Concession Agreement Deed No. 4 dated June 9, 2016 which was last amended by Amendment III based on the Deed dated November 6, 2019 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, the portion of the Company's ownership in JPM is 51%.

**18. Jakarta - Cikampek II Elevated Toll
Road**

PT Jasamarga Jalanlayang Cikampek (JJC) and the Government have signed the Toll Road Concession Agreement Deed No. 4 dated December 5, 2016 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, Portion of the Company's ownership in JJC is 80%.

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**46. PERJANJIAN DAN PERIKATAN PENTING
(lanjutan)**

**a. Perjanjian Pengusahaan Jalan Tol (PPJT)
(lanjutan)**

(ii) Perjanjian Investasi Jalan Tol (lanjutan)

**19. Ruas Tol Jakarta - Cikampek II Sisi
Selatan (Jatiasih-Cipularang-
Sadang)**

PT Jasamarga Japek Selatan (JJS) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 7 tanggal 29 Desember 2017 yang terakhir diubah dengan Amandemen III berdasarkan Akta No. 8 tanggal 18 Juni 2021 yang dibuat dihadapan Rina Utami Djauhari, S.H., notaris di Jakarta.

Pada tanggal 31 Desember 2021, Porsi kepemilikan Perusahaan pada JJS adalah sebesar 91,08%.

20. Ruas Tol Probolinggo-Banyuwangi

PT Jasamarga Probolinggo Banyuwangi (JPB) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol No. 8 tanggal 29 Desember 2017 dibuat dihadapan Rina Utami Djauhari, S.H., Notaris di Jakarta.

Pada tanggal 31 Desember 2021, porsi kepemilikan saham Perusahaan adalah sebesar 94,92%.

21. Ruas Tol Jogja-Bawen

PT Jasamarga Jogja Bawen (JJB) dan Pemerintah telah menandatangani Akta Perjanjian Pengusahaan Jalan Tol tanggal 13 November 2020 yang terakhir diubah dengan Amandemen I tanggal 11 Mei 2021.

Pada tanggal 31 Desember 2021, porsi kepemilikan saham Perusahaan adalah sebesar 60%.

**45. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**a. Toll Road Concession Agreements (PPJT)
(continued)**

(ii) Toll Road Investment Agreements
(continued)

**19. Jakarta - Cikampek II South Side
(Jatiasih-Cipularang-Sadang) Toll
Road**

PT Jasamarga Japek Selatan (JJS) and the Government have signed the Toll Road Concession Agreement Deed No. 7 dated December 29, 2017 which was last amended by Amendment III based on Deed No. 8 dated June 18, 2021 of Rina Utami Djauhari, S.H., notary in Jakarta.

As of December 31, 2021, portion of the Company's Ownership in JJS is 91.08%.

20. Probolinggo-Banyuwangi Toll Road

PT Jasamarga Probolinggo Banyuwangi (JPB) and the Government have signed the Toll Road Concession Agreement Deed No. 8 dated December 29, 2017 of Rina Utami Djauhari, S.H., Notary in Jakarta.

As of December 31, 2021, the Company's ownership is 94.92%.

21. Jogja-Bawen Toll Road

PT Jasamarga Jogja Bawen (JJB) and the Government have signed the Toll Road Concession Agreement Deed dated November 13, 2020 which was last amended by Amendment I dated May 11, 2021.

As of December 31, 2021, the Company's ownership is 60%.

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46. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

b. Perjanjian Penggunaan Dana Bergulir Pembelian Tanah untuk Jalan Tol dengan Badan Layanan Umum - Badan Pengatur Jalan Tol (BLU - BPJT)

b. Agreement of Fund Facility for Reimbursement of Land Acquisition for Toll Road with BLU - BPJT

Kelompok Usaha memiliki perjanjian dengan BLU - BPJT mengenai penggunaan dana bergulir untuk penggantian pembelian tanah dalam rangka pengusahaan ruas jalan tol sebagai berikut (Catatan 27):

The Group has agreements with the BLU - BPJT concerning the usage of fund for reimbursement of land acquisition cost of toll roads as follows (Note 27):

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
PT Jasamarga Kunciran Cengkareng	765.536	765.536	PT Jasamarga Kunciran Cengkareng
PT Marga Trans Nusantara	645.433	645.433	PT Marga Trans Nusantara
PT Jasamarga Surabaya Mojokerto Perusahaan	177.573 109.008	177.573 109.008	PT Jasamarga Surabaya Mojokerto The Company
Total	<u>1.697.550</u>	<u>1.697.550</u>	Total

Tata cara penggunaan dana bergulir pada BLU-BPJT untuk pengadaan tanah jalan tol diatur dalam Peraturan Menteri PU No. 4/PRT/M/2007, tanggal 26 Februari 2007. BLU-BPJT akan melaksanakan pembayaran terlebih dahulu (dana talangan), untuk pembelian tanah untuk pembangunan ruas jalan tol yang merupakan kewajiban Kelompok Usaha kepada Pemerintah sebagaimana diatur dalam PPJT. Dalam hal 1 (satu) seksi selesai dibebaskan, Kelompok Usaha harus mentransfer seluruh biaya ganti rugi tanah termasuk bunga ke Rekening BLU-BPJT dan BLU-BPJT membuat Berita Acara Serah Terima Tanah kepada entitas.

The procedure using of pre-fund at BLU-BPJT for toll road land acquisition is based on the Decree of Public Works No. 4/PRT/M/2007 dated February 26, 2007. BLU-BPJT will conduct the payment firstly, for acquisition land for toll road construction, which represents the Group obligation to the Government, according to concession rights agreement (PPJT). In case one section has been completed, the Group should transfer all land acquisition costs including interest to BLU-BPJT account and BLU-BPJT should provide of Land Hand Over Report to the entity.

Dalam hal Perjanjian Pengusahaan Ruas Jalan Tol untuk ruas jalan tol dialihkan kepada Entitas Anak dari Perusahaan, maka hak dan kewajiban Perusahaan dalam Perjanjian Penggunaan Dana BLU ini akan dialihkan kepada Entitas Anak.

After the transfer of the Company's rights under the Concession to its Subsidiaries, the Company's rights and obligations in the BLU Fund Usage Agreement will be transferred to its Subsidiaries.

Menunjuk Peraturan Menteri Pekerjaan Umum No.14/PRT/M/2008 tentang tata cara penggunaan dana bergulir pada Badan Layanan Umum - Badan Pengatur Jalan Tol untuk pengadaan tanah jalan tol diatur penghapusan *surety bond* (jaminan) dalam perjanjian Penggunaan Dana Bergulir BLU, maka sebagai pengganti jaminan atas pengembalian dana bergulir ini akan diberlakukan *cross default* PPJT apabila Perusahaan gagal membayar dana bergulir BLU.

Referring to the Decree of the Minister of Public Works No.14/PRT/M/2008 regarding the procedure for pre-fund usage at Public Service Assistance Unit ("Badan Layanan Umum /BLU") for land acquisition of toll road which stipulated the cancellation of *surety bond* on pre-fund usage agreement of BLU, and as a replacement of guarantee on the prepayment of pre-fund the *cross default* will be applied on PPJT if the Company failed to repay such pre-fund to BLU.

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**b. Perjanjian Penggunaan Dana Bergulir
Pembelian Tanah untuk Jalan Tol dengan
Badan Layanan Umum - Badan Pengatur
Jalan Tol (BLU - BPJT) (lanjutan)**

Berdasarkan Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat nomor: 822/KPTS/M/2021 (Kepmen 822/2021), bahwa terhitung sejak tanggal 18 April 2019, Badan Layanan Umum (BLU) Bidang Pendanaan dan Sekretariat Pengatur Jalan Tol Kementerian Pekerjaan Umum dan Perumahan Rakyat ditutup dan untuk selanjutnya Satuan Kerja Sekretariat Badan Pengatur Jalan Tol Kementerian Pekerjaan Umum dan Perumahan Rakyat diberi wewenang untuk menyelesaikan permasalahan layanan dana bergulir. Penyelesaian permasalahan tersebut dilakukan dengan kesepakatan yang dituangkan dalam perjanjian antara Satuan Kerja Sekretariat BPJT dengan Badan Usaha Jalan Tol (BUJT) yang paling sedikit memuat:

1. Nilai Hutang Pokok, Nilai Tambah dan Denda atas Nilai Tambah sampai dengan tanggal 18 April 2019;
2. Perhitungan Nilai Hutang Pokok berdasarkan hasil revidi oleh Badan Pemeriksa Keuangan dan Pembangunan;
3. Perhitungan Nilai Tambah sebesar LPS+1% dengan jangka waktu 2 (dua) tahun dengan menggunakan bunga tunggal sejak ditandatangani perjanjian layanan dan bergulir dan/atau amandemen perjanjian layanan dana bergulir;
4. Menghapus denda atas Nilai Tambah dari kewajiban BUJT;
5. Jangka waktu penyelesaian atas Nilai Hutang Pokok dan Nilai Tambah yang harus dibayarkan oleh BUJT paling lambat tahun 2024;
6. Menghapus Denda atas Nilai Tambah dari kewajiban BUJT;
7. Tata cara pembayaran atas Nilai Hutang Pokok dan Nilai Tambah untuk masing-masing BUJT;
8. Penyelesaian atas kelebihan pembayaran Nilai Tambah dan Denda atas Nilai Tambah yang telah dibayarkan BUJT akan ditetapkan oleh Menteri atas rekomendasi BPJT sebagai bagian dari investasi, dan/atau penyesuaian tarif tol sesuai dengan ketentuan.

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**b. Agreement of Fund Facility for
Reimbursement of Land Acquisition for Toll
Road with BLU - BPJT (continued)**

Based on the Decree of the Minister of Public Works and Public Housing number: 822/KPTS/M/2021 (Kepmen 822/2021), dated April 18, 2019, the Public Service Agency (BLU) for Funding and the Secretariat of Toll Road Regulatory Affairs of the Ministry of Public Works and Housing The people were closed and henceforth the Secretariat Work Unit of the Toll Road Regulatory Agency of the Ministry of Public Works and Public Housing was given the authority to resolve problems with revolving fund services. The resolution of these problems is carried out with an agreement as stated in the agreement between the BPJT Secretariat Work Unit and the Toll Road Business Entity (BUJT) which at least contains:

1. Value of Principal Debt, Value Added and Fines for Value Added up to April 18, 2019;
2. Calculation of the Principal Debt Value based on the results of the review by the State Audit Board of the Republic of Indonesia;
3. Calculation of Added Value of LPS+1% with a period of 2 (two) years using single interest since the signing of the service and revolving agreement and/or amendment of the revolving fund service agreement;
4. Removing fines for Added Value from BUJT's obligations;
5. The settlement period for the Principal and Value Added Debt that must be paid by BUJT is no later than 2024;
6. Eliminating Fines for Value Added from BUJT's obligations;
7. Payment procedures for the Principal Debt Value and Value Added for each BUJT;
8. Settlement of overpayment of Value Added and Fines for Value Added that has been paid by BUJT will be determined by the Minister on the recommendation of BPJT as part of the investment, and/or adjustment of toll rates in accordance with the provisions of the legislation.

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**46. PERJANJIAN DAN PERIKATAN PENTING
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**b. Perjanjian Penggunaan Dana Bergulir
Pembelian Tanah untuk Jalan Tol dengan
Badan Layanan Umum - Badan Pengatur
Jalan Tol (BLU - BPJT) (lanjutan)**

Menindaklanjuti Kepmen 822/2021, telah dilaksanakan rekonsiliasi Nilai Hutang Pokok, Nilai tambah dan Denda atas Nilai Tambah pada bulan Agustus tahun 2021 antara BPJT dengan seluruh BUJT yang memiliki BLU.

**c. Perjanjian Dana Talangan Tanah untuk
Entitas Anak dan Ventura Bersama**

Untuk kepentingan percepatan penyelesaian pembebasan lahan, Perusahaan dan pemegang saham lainnya telah memberikan pinjaman dana talangan tanah untuk Entitas Anak dan Ventura Bersama berikut:

1. PT Jasamarga Solo Ngawi (JSN)
2. PT Jasamarga Ngawi Kertosono Kediri (JNK)
3. PT Jasamarga Semarang Batang (JSB)

**d. Perjanjian Pinjaman Pemegang Saham
dengan Entitas Anak dan Ventura Bersama**

Perusahaan mengadakan perjanjian pinjaman pemegang saham dengan Entitas Anak dan Ventura Bersama dengan tujuan-tujuan seperti penambahan modal kerja atau pemenuhan kebutuhan kas bagi peminjam. Adapun Entitas Anak dan Ventura Bersama yang meminjam dana kepada Perusahaan adalah:

1. PT Jasamarga Ngawi Kertosono Kediri (JNK)
2. PT Jasamarga Semarang Batang (JSB)
3. PT Jasamarga Solo Ngawi (JSN)

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**b. Agreement of Fund Facility for
Reimbursement of Land Aquisition for Toll
Road with BLU - BPJT (continued)**

Following up on Kepmen 822/2021, a reconciliation of the Principal Debt Value, Value added and Fines for Value Added in August 2021 between BPJT and all BUJTs that have BLU has been carried out.

**c. Loan Agreement with Subsidiaries and A
Joint Venture Land Bridging Fund.**

To accelerate land acquisition, the Company and other shareholders had provided land bridging fund to the following Subsidiaries and a Joint Venture:

1. PT Jasamarga Solo Ngawi (JSN)
2. PT Jasamarga Ngawi Kertosono Kediri (JNK)
3. PT Jasamarga Semarang Batang (JSB)

**d. Shareholder Loan Agreement with
Subsidiaries and Join Ventures**

The Company established shareholder loan agreement with Subsidiaries and Joint Ventures with purposes such as working capital loan or to meet cash flow necessities for borrower. The Subsidiaries and Joint Ventures are:

1. PT Jasamarga Ngawi Kertosono Kediri (JNK)
2. PT Jasamarga Semarang Batang (JSB)
3. PT Jasamarga Solo Ngawi (JSN)

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**e. Jasa Pengoperasian Jalan Tol antara PT
Jalantol Lingkarluar Jakarta (Anak
Perusahaan) dengan PT Utama Karya
(Persero)**

PT Jalantol Lingkarluar Jakarta (JLJ) mengadakan kerjasama dengan PT Utama Karya (Persero) (HK) melalui Perjanjian Jasa Layanan Transaksi dan Layanan Lalu Lintas Pada Jalan Tol Ruas JORR Seksi S (Pondok Pinang-Jagorawi) No. 24/SP-JLJ/III/2016 tanggal 16 Maret 2016. Lingkup pekerjaan meliputi transaksi dan layanan lalu lintas Jalan Tol Ruas JORR Seksi S.

Jangka waktu pelaksanaan pekerjaan terhitung sejak tanggal 16 Maret 2016 sampai dengan tanggal 16 Maret 2019. Nilai kontrak sejak tanggal 16 Maret 2016 sampai dengan tanggal 16 Maret 2017 adalah sebesar Rp182.777.763.065 (termasuk PPN) (Rupiah penuh).

Berdasarkan Addendum I Perjanjian Jasa Layanan Transaksi dan Layanan Lalu Lintas Pada Jalan Tol Ruas JORR Seksi S (Pondok Pinang-Jagorawi), No. 24/SP-JLJ/III/2016 tanggal 15 Maret 2017, jangka waktu perjanjian diperpanjang 1 (satu) tahun terhitung sejak tanggal 16 Maret 2017 sampai dengan tanggal 15 Maret 2018 dengan nilai kontrak sebesar Rp181.946.379.385 (termasuk PPN) (Rupiah penuh).

Berdasarkan Addendum II Perjanjian Jasa Layanan Transaksi dan Layanan Lalu Lintas Pada Jalan Tol Ruas JORR Seksi S (Pondok Pinang-Jagorawi) No. 24/SP-JLJ/III/2016 tanggal 15 Maret 2017, jangka waktu perjanjian diperpanjang 1 tahun terhitung sejak tanggal 16 Maret 2018 sampai dengan tanggal 15 Maret 2019, nilai kontrak selama 1 tahun adalah sebesar Rp175.523.476.624 (termasuk PPN) (Rupiah penuh).

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**e. Toll Road Operation Services between PT
Jalantol Lingkarluar Jakarta (a
Subsidiary) and PT Utama Karya
(Persero)**

The Jalantol Lingkarluar Jakarta (JLJ) entered into an agreement with PT Utama Karya (Persero) for the Transaction and Traffic Services Agreement of JORR Section S Toll Road (Pondok Pinang-Jagorawi) No. 24/SP-JLJ/III/2016 dated March 16, 2016. The scope of work includes transactions and traffic services for JORR Toll Road Section S.

The period of work started from March 16, 2016 until March 16, 2019. The contract value from March 16, 2016 until March 16, 2017 amounted to Rp182,777,763,065 (including VAT) (full Rupiah).

Based on Addendum I of the Transaction and Traffic Services Agreement of JORR Section S Toll Road (Pondok Pinang-Jagorawi), No. 24/SP-JLJ/III/2016 dated March 15, 2017, the contract period was extended for 1 (one) year started from March 16, 2017 until March 15, 2018 with contract value amounted to Rp181,946,379,385 (including VAT) (full Rupiah).

Based on Addendum II of the Transaction and Traffic Services Agreement of JORR Section S Toll Road (Pondok Pinang-Jagorawi) No. 24/SP-JLJ/III/2016 dated March 15, 2017, the contract period was extended for 1 year started from March 16, 2018 until March 15, 2019, with contract value amounted to Rp175,523,476,624 (including VAT) (full Rupiah).

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(Persero) (lanjutan)**

Berdasarkan Addendum XI, kedua belah pihak menyepakati tentang penambahan jangka waktu perjanjian selama 3 (tiga) tahun dan berlaku terhitung sejak tanggal 1 Januari 2016 sampai dengan tanggal 31 Desember 2019. Selanjutnya, pada Adendum XII dan Adendum XIII, kedua belah pihak menyepakati tentang perubahan biaya pengoperasian, pengamanan dan pemeliharaan atas ruas tersebut untuk tahun 2016 dan 2017.

Berdasarkan perjanjian No. 60/SP-JLJ/III/2019 tanggal 15 Maret 2019, JLJ dan HK menandatangani Perjanjian Jasa Pengoperasian, Pengamanan dan Pemeliharaan Jalan Tol Ruas JORR Seksi S (Pondok Pinang-Jagorawi) No. 60/SP-JLJ/III/2019. Jangka waktu perjanjian adalah satu tahun mulai dari tanggal 16 Maret 2019 sampai dengan tanggal 15 Maret 2020, dengan nilai kontrak sebesar Rp107.556.422.600 (termasuk PPN) (Rupiah penuh).

Berdasarkan Addendum I atas Perjanjian Jasa Pengoperasian, Pengamanan dan Pemeliharaan Jalan Tol Ruas JORR Seksi S (Pondok Pinang-Jagorawi) No. 55/SP-JLJ/III/2020 tanggal 15 Maret 2020, jangka waktu perjanjian diperpanjang 2 tahun terhitung dari tanggal 17 Maret 2020 sampai dengan tanggal 16 Maret 2021 dengan nilai kontrak sebesar Rp99.705.831.752 (termasuk PPN) (Rupiah penuh).

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**e. Toll Road Operation Services between PT
Jalantol Lingkarluar Jakarta (a
Subsidiary) and PT Hutama Karya
(Persero) (continued)**

Based on Addendum XI, both parties agreed to extend the agreement period for 3 (three) years and commencing from January 1, 2016 up to December 31, 2019. Furthermore, on Addendum XII and Addendum XIII, both of parties agreed about operating costs, security, and maintenance cost changes of these toll road section for year 2016 and 2017.

Based on agreement No. 60/SP-JLJ/III/2019 dated March 15, 2019, JLJ and HK signed the JORR Section S (Pondok Pinang-Jagorawi) Toll Road Operation, Security and Maintenance Services Agreement No. 60/SP-JLJ/III/2019. The period is one year started from March 16, 2019 until March 15, 2020, with a contract value amounted to Rp107,556,422,600 (including VAT) (full Rupiah).

Based on Addendum I to the Operation, Security and Maintenance Agreement for JORR Section S Toll Road (Pondok Pinang-Jagorawi) No. 55/SP-JLJ/III/2020 dated March 15, 2020, the expected period to be renewed in 2 years is visited from March 17, 2020 to March 16, 2021 with a contract value of Rp99,705,831,752 (including VAT) (full Rupiah).

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**e. Jasa Pengoperasian Jalan Tol antara PT
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Perusahaan) dengan PT Hutama Karya
(Persero) (lanjutan)**

Berdasarkan Addendum II atas Perjanjian Jasa Pengoperasian, Pengamanan, dan Pemeliharaan Jalan Tol Ruas JORR Seksi S (Pondok Pinang-Jagorawi) No. 77/SP-JLJ/V/2020 tanggal 4 Mei 2020, nilai kontrak diamandemen menjadi sebesar Rp96.693.396.886 (termasuk PPN) (Rupiah penuh).

Berdasarkan Amandemen III atas Perjanjian Jasa Pengoperasian, Pengamanan, dan Pemeliharaan Jalan Tol Ruas JORR Seksi S (Pondok Pinang-Jagorawi) No. 41/SP-JLJ/2021 tanggal 1 Maret 2021, nilai kontrak periode 17 Maret 2021 sampai dengan 16 Maret 2022 adalah sebesar Rp92.581.066.982 (termasuk PPN) (Rupiah penuh).

**f. Kerjasama Pengoperasian Jalan Tol dengan
PT Citra Marga Nusaphala Persada Tbk
(CMNP)**

Perusahaan mengadakan kerjasama dengan CMNP dalam bentuk pengoperasian jalan tol secara terpadu yang dimuat dalam Akta Notaris No. 42 tanggal 4 Juni 1993 juncto Akta Notaris No. 386 tanggal 31 Desember 1994.

Dalam Keputusan Bersama Menteri Pekerjaan Umum No. 272-A/KPTS/2996 dan Menteri Keuangan No. 434/KMK.016/2996 tanggal 20 Juni 1996 tentang Pengoperasian Terpadu Jalan Tol Lingkar Dalam Kota Jakarta (Tomang-Cawang Tanjung Priok-Ancol Timur-Jembatan Tiga Pluit-Grogol Tomang) serta Penetapan Angka Perbandingan Pembagian Pendapatan Tol dinyatakan bahwa jalan tol lingkar dalam kota dijadikan sebagai satu kesatuan sistem jaringan jalan tol dalam kota Jakarta yang pengoperasiannya dilakukan secara terpadu dengan bagi pendapatan tol masing-masing sebesar 25% untuk Perusahaan dan sebesar 75% untuk CMNP.

**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**e. Toll Road Operation Services between PT
Jalantol Lingkarluar Jakarta (a
Subsidiary) and PT Hutama Karya
(Persero) (continued)**

Based on Addendum II to the Operation, Security and Maintenance Agreement for JORR Section S Toll Road (Pondok Pinang-Jagorawi) No. 77/SP-JLJ/V/2020 dated May 4, 2020, the contract value is amended to Rp96,693,396,886 (including VAT) (full Rupiah).

Based on Addendum III to the Operation, Security and Maintenance Agreement for JORR Section S Toll Road (Pondok Pinang-Jagorawi) No. 41/SP-JLJ/2021 dated March 1, 2021, the contract value from March 17, 2021 to March 16, 2022 period is Rp92,581,066,982 (including VAT) (full Rupiah).

**f. Toll Road Joint Operation with PT Citra
Marga Nusaphala Persada Tbk (CMNP)**

The Company has entered into a joint operation agreement with CMNP in the form of integrated toll road operation as put forth in the Notarial Deed No. 42 dated June 4, 1993 in conjunction with the Notarial Deed No. 386 dated December 31, 1994.

Based on the Joint Decrees of the Minister of Public Works of the Republic of Indonesia No. 272-A/KPTS/2996 and the Minister of Finance No. 434/KMK.016/2996 dated June 20, 1996 regarding the integrated operation of the Jakarta Inner Ring Road (Tomang-Cawang-Tanjung Priok-Ancol Timur-Jembatan Tiga Pluit-Grogol Tomang) and determination of Toll Revenue Sharing Ratio, the inner city ring road will be operated as one toll road network system with toll road revenue sharing of 25% for the Company and 75% for CMNP.

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**46. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**f. Kerjasama Pengoperasian Jalan Tol dengan
PT Citra Marga Nusaphala Persada Tbk
(CMNP) (lanjutan)**

**f. Toll Road Joint Operation with PT Citra
Marga Nusaphala Persada Tbk (CMNP)
(continued)**

Berdasarkan Surat Keputusan Menteri
Pemukiman dan Prasarana Wilayah No.
JL.01.04-Mn/582 tanggal 7 November 2002,
ditetapkan persentase bagi hasil jalan tol dalam
kota Jakarta antara CMNP dan Perusahaan
sebagai berikut:

Based on the Subsequent Decree of the
Minister of Housing and Regional Infrastructure
No. JL.01.04-Mn/582 dated November 7, 2002,
the Jakarta Inner Ring Road revenue sharing
between CMNP and the Company is set forth
as follows:

	Persentase Bagi Hasil/ Percentage of Revenue Sharing		
	CMNP	Perusahaan/ Company	
•Mulai Awal Konsesi s/d 9 Mei 2002	75%	25%	•Beginning of Concession Period until May 9, 2002
•Mulai 10 Mei 2002 s/d 31 Desember 2002	65%	35%	•From May 10, 2002 to December 31, 2002
•Mulai 1 Januari 2003 s/d Akhir Masa Konsensi (Tahun 2025)	55%	45%	•From January 1, 2003 to the End of Concession Period (Year 2025)

**g. Kerjasama Pengoperasian Jalan Tol dengan
PT Bintaro Serpong Damai (BSD)**

**g. Toll Road Joint Operation with PT Bintaro
Serpong Damai (BSD)**

Perusahaan telah mengadakan kerjasama
kontrak manajemen dengan BSD sebagai
operator jalan tol berdasarkan perjanjian
kerjasama pengoperasian dan pemeliharaan
jalan tol Pondok Aren - Serpong No. 004/SPK-
DIR/1998 tanggal 19 Mei 1998, yaitu dimulai
sejak tanggal pengoperasian sampai dengan
berakhirnya masa penyelenggaraan jalan tol
Pondok Aren - Serpong atau pada saat
diakhirinya perjanjian ini mana yang lebih awal.
Berdasarkan Putusan Badan Arbitrase
Nasional Indonesia No. 217/1/ARB-BANI/2006
tanggal 31 Agustus 2006, lingkup
pengoperasian Perusahaan sebagai berikut:

The Company has entered into a joint operation
agreement with BSD as toll road operator for
Pondok Aren - Serpong section based on toll
road operation and maintenance agreement
No. 004/SPK-DIR/1998 dated May 19, 1998,
which started from the date of operation until
the expiration of the toll concession for Pondok
Aren - Serpong or at the time of the termination
of the agreement, whichever is earlier. Based
on the Decree of the Indonesian Board of
Arbitration No. 217/1/ARB-BANI/2006 dated
August 31, 2006, the scope of operations are
as follows:

1. Pengoperasian gerbang tol Pondok Ranji
(Pondok Aren Timur).
2. Pelayanan lalu lintas dan keamanan
pengguna jalan tol serta pengamanan
aset, dengan catatan yang dilakukan oleh
Perusahaan adalah yang menyangkut
patroli seperti kendaraan rusak dan
kecelakaan sesuai lingkup pekerjaan
patroli sesuai Standar Pelayanan Minimum
(SPM) jalan tol yang dikeluarkan Menteri
Pekerjaan Umum.

1. Operation of Pondok Ranji toll gates (East
Pondok Aren).
2. Providing patrol and safety service for toll
road users and safeguarding toll road
assets whereby the Company is dealing
with toll road users in the patrol area
including damaged vehicles and accidents
on toll roads in compliance with Standard
of Minimum Service (SPM) for toll roads
issued by the Minister of Public Works.

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**g. Kerjasama Pengoperasian Jalan Tol dengan
PT Bintaro Serpong Damai (BSD) (lanjutan)**

Masa berakhirnya perjanjian bersamaan dengan berakhirnya masa konsesi, kecuali kedua pihak sepakat untuk mengakhiri kontrak lebih awal.

h. Pinjaman Pemegang Saham ke PSBI

Pada tanggal 9 Desember 2016 dan 26 Januari 2017, Perusahaan dan PT Pilar Sinergi BUMN Indonesia (PSBI) telah menandatangani perjanjian pinjaman pemegang saham dengan total nilai sebesar Rp228.951.256. Pengembalian dana telah ditentukan sesuai dengan jadwal pembayaran yang disepakati yaitu sampai dengan tanggal 25 Januari 2018 dengan tingkat suku bunga sebesar LPS rate + 4,50% per tahun.

Tujuan dari pemberian pinjaman adalah untuk memenuhi setoran modal kepada PT Kereta Cepat Indonesia China. Sampai tanggal penyelesaian laporan keuangan konsolidasian, pembangunan prasarana dan sarana kereta cepat antara Jakarta dan Bandung masih dalam tahap konstruksi dan belum beroperasi.

Perusahaan dan PSBI juga telah menandatangani perjanjian pinjaman pemegang saham, masing-masing di tanggal 12 Januari 2018, 15 Februari 2018, 31 Mei 2018, 19 Juli 2018 dan 7 Oktober 2020 sehingga jumlah pokok pinjaman pemegang saham keseluruhan menjadi sebesar Rp1.018.350 dengan tingkat suku bunga sebesar LPS rate + 4,50% per tahun.

Pada 27 Desember 2021, Perusahaan dan PSBI melakukan Pengubahan Keseluruhan Perjanjian Pemberian Pinjaman Pemegang Saham dengan saldo pinjaman sebesar Rp1.018.350 dan menyepakati 2 (dua) opsi pelunasan yaitu tunai atau konversi menjadi setoran modal. Perusahaan setuju tidak mengenakan bunga atas pinjaman kepada PSBI sejak tanggal 1 Januari 2021 sampai dengan jatuh tempo pada tanggal 31 Desember 2022.

**45. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**g. Toll Road Joint Operation with PT Bintaro
Serpong Damai (BSD) (continued)**

The term of the agreement terminates with the end of the concession period, unless both parties agree to terminate the contract earlier.

h. Shareholder Loan Agreement to PSBI

On December 9, 2016 and January 26, 2017, the Company and PT Pilar Sinergi BUMN Indonesia (PSBI) signed a shareholder loan agreement with a total value of Rp228,951,256. The refund has been determined according to the agreed payment schedule, which is until January 25, 2018 with an interest rate of LPS rate + 4.50% per year.

The purpose of the loan is to meet the paid up capital to PT Kereta Cepat Indonesia China. Until the completion date of the consolidated financial statements, the construction of infrastructure and facilities for high speed rail between Jakarta and Bandung is still under construction and has not yet operated.

The Company and PSBI also entered into shareholder loan agreements dated January 12, 2018, February 15, 2018, May 31, 2018, July 19, 2018 and October 7, 2020 and the total principal amount of the shareholder loan amounted to Rp1,018,350 with an interest rate of LPS rate + 4.50% per year.

On December 27, 2021, the Company and PSBI entered into reinstatement of the shareholder loan agreement amounting to Rp1,018,350 and agreed 2 (two) settlement options, i.e. cash repayment or conversion into paid-in capital. The Company agreed to not charge interest on PSBI's loans from January 1, 2021 until maturity date on December 31, 2022.

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**h. Pinjaman Pemegang Saham ke PSBI
(lanjutan)**

Pada tanggal yang sama, Perusahaan dan PSBI juga menandatangani Perjanjian Pengakuan Utang untuk menyepakati bunga yang timbul dari perjanjian pinjaman pemegang saham sebesar Rp271.262 dikurangi dengan kewajiban pajak yang menjadi beban Perusahaan dan tidak berbunga hingga jatuh tempo pada tanggal 31 Desember 2022. Kewajiban pajak yang menjadi beban Perusahaan adalah sebesar Rp40.493 dan dicatat sebagai beban lain-lain tahun berjalan.

Perusahaan mencatat dampak nilai waktu atas uang sebesar Rp177.975 pada tanggal 1 Januari 2021 yang disajikan sebagai beban lain-lain dan mencatat bunga akresi tahun berjalan sebesar Rp85.447 yang disajikan sebagai penghasilan lain-lain.

Partisipasi Perusahaan di PSBI merupakan bentuk penugasan Pemerintah sesuai dengan Perpres No. 107/2015. Ketentuan mengenai penugasan oleh Pemerintah ini juga diatur dalam UU No. 19 Tahun 2003 tentang Badan Usaha Milik Negara yang telah diubah menjadi UU No. 11 Tahun 2020 Pasal 66 ayat 4 dan diatur juga dalam Peraturan Pemerintah No.45 BUMN Pasal 65 ayat 3 yang menyatakan bahwa Pemerintah Pusat harus memberikan kompensasi atas semua biaya yang telah dikeluarkan oleh BUMN, termasuk margin yang diharapkan sepanjang dalam tingkat kewajaran sesuai dengan penugasan yang diberikan, dalam hal penugasan tersebut secara finansial tidak fisibel/menguntungkan.

Dengan demikian, manajemen meyakini pinjaman pemegang saham kepada PSBI dapat terpulihkan seluruhnya. Namun, Perusahaan membentuk kerugian kredit ekspektasian sebesar Rp108.123 (2020: Rp116.840) atas piutang bunga pinjaman PSBI.

**45. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**h. Shareholder Loan Agreement to PSBI
(continued)**

On the same date, the Company and PSBI also entered into a debt acknowledgement agreement to interest arising from the shareholder loan agreement amounting to Rp271,262 deducted by the tax payable borne by the Company and does not bear interest until maturity date on December 31, 2022. The tax payable borne by the Company amounted to Rp40,493 and was recorded as current year other expenses.

The Company recorded the impact of time value of money amounted to Rp177,975 on January 1, 2021 which was presented as other expenses and recorded accretion interest for the current year amounted to Rp85,447 which was presented as other income.

The Company's participation in PSBI is a form of government assignment in accordance with Presidential Regulation No. 107/2015. Provisions regarding assignments by the Government are also regulated in Law no. 19 of 2003 concerning State-Owned Enterprises which has been amended into Law no. 11 of 2020 Article 66 paragraph 4 and also regulated in Government Regulation No. 45 BUMN Article 65 paragraph 3 which states that the Central Government must provide compensation for all costs that have been incurred by BUMN, including the expected margin as long as it is within a reasonable level in accordance with the assigned assignment. granted, in the event that the assignment is not financially feasible/profitable.

Thus, management believes that the shareholder's loan to PSBI can be fully recovered. However, the Company generated an expected credit loss of Rp108,123 (2020: Rp116,840) on PSBI interest receivables.

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**46. PERJANJIAN DAN PERIKATAN PENTING
(lanjutan)**

**i. Kerjasama Pengoperasian Jalan Tol
Jakarta Outer Ring Road (JORR)**

Berdasarkan Berita Acara Kesepakatan Integrasi JORR No. 82/BA/Pt.6/2018 tanggal 21 September 2018 dan Perjanjian No. 28.1/KONTRAK-DIR/2019 tanggal 29 Maret 2019, pelaksanaan integrasi dan proporsi bagi hasil yang akan digunakan secara terus menerus adalah sebagai berikut:

1. PT Jakarta Lingkarbarat Satu (JLB) selaku operator Ruas JORR W1 sebesar 15,32% dari realisasi total pendapatan tol integrasi JORR;
2. PT Marga Lingkar Jakarta, Anak Perusahaan, selaku operator Ruas JORR W2U sebesar 9,59% dari realisasi total pendapatan tol integrasi JORR;
3. Perusahaan selaku operator Ruas JORR W2S, E1, E2, E3 sebesar 32,69% dari realisasi total pendapatan tol integrasi JORR;
4. Perusahaan selaku operator Ruas Ulujami-Bintaro Viaduct-Pondok sebesar 5,05% dari realisasi total pendapatan tol integrasi JORR;
5. PT Hutama Karya (Persero) selaku operator Ruas JORR S sebesar 24,23% dari realisasi total pendapatan tol integrasi JORR;
6. PT Hutama Karya (Persero) selaku operator Ruas ATP sebesar 13,12% dari realisasi total pendapatan tol integrasi JORR.

**j. Kerjasama Pengoperasian Jalan Tol
Jakarta-Tangerang**

Perusahaan telah mengadakan kerjasama pengoperasian terpadu ruas jalan tol Jakarta-Tangerang-Merak dengan PT Marga Mandalasakti (MMS) berdasarkan kontrak perjanjian No. 60/Kontrak-DIR/2017. Kerjasama operasi terpadu diatur dalam perjanjian meliputi kegiatan manajemen pengumpulan tol, manajemen lalu lintas, dan pemeliharaan jalan tol. Perjanjian berlaku efektif sejak dilakukan integrasi yaitu pada tanggal 9 April 2017. Proporsi pendapatan bagi hasil tol sejak awal pengoperasian dengan Jasa Marga sebesar 81,58% dan MMS sebesar 18,42%.

**45. SIGNIFICANT AGREEMENTS AND
COMMITMENTS (continued)**

**i. Jakarta Outer Ring Road (JORR) Toll
Road Operation Cooperation**

Based on the Official Minutes of Agreement on JORR Integration No. 82/BA/Pt.6/2018 dated September 21, 2018 and Agreement No. 28.1/KONTRAK-DIR/2019 dated March 29, 2019, the implementation of integration and the profit sharing proportion that will be used continuously are as follows:

1. PT Jakarta Lingkarbarat Satu (JLB) as operator of JORR W1 Section is 15.32% of the total realization of JORR integrated toll revenues;
2. PT Marga Lingkar Jakarta, a Subsidiary, as the operator of the JORR W2U Section is 9.59% of the total realization of the JORR integration toll revenue;
3. The Company as operator of JORR W2S, E1, E2, E3 Sections is 32.69% of the total realization of JORR integrated toll revenues;
4. The Company as the operator of the Ulujami-Bintaro Viaduct-Pondok Section is 5.05% of the total realization of JORR integration toll revenues;
5. PT Hutama Karya (Persero) as operator of JORR S Section is 24.23% of the total realization of JORR integration toll revenues;
6. PT Hutama Karya (Persero) as the operator of the ATP Section is 13.12% of the total realization of the JORR integration toll revenue.

**j. Jakarta-Tangerang Toll Road Operation
Cooperation**

The Company has entered into an integrated operation of Jakarta-Tangerang-Merak toll road section with PT Marga Mandalasakti (MMS) based on contract agreement No. 60/Kontrak-DIR/2017. Integrated operational cooperation is in the agreement covering toll collection management activities, traffic management, and toll road maintenance. The agreement is effective from the integration on April 9, 2017. The proportion of toll revenue share revenue since the beginning of operation with Jasa Marga is 81.58% and MMS is 18.42%.

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47. KONTINJENSI

**a. Kewajiban Karena Pengakhiran Perjanjian
Kuasa Penyelenggaraan**

Pada tahun 1994, Perusahaan melakukan kerjasama operasi dengan PT Citra Ganesha Marga Nusantara (CGMN) untuk pembangunan Jalan Tol Cikampek - Padalarang, sebagaimana tertuang dalam Perjanjian Kuasa Penyelenggaraan (PKP) No. 297 tanggal 21 Desember 1994. Namun demikian, pada 18 Juli 2001, Menteri Pemukiman dan Prasarana Wilayah (Menkimpraswil) dengan Surat Keputusan No. 417 mencabut keputusan pemberian izin Kerjasama Penyelenggaraan Jalan Tol antara Perusahaan dengan CGMN. Pada tanggal 25 Juli 2001, Perusahaan mengakhiri PKP dengan CGMN.

Perjanjian Kuasa Penyelenggaraan (PKP) No. 297 tanggal 21 Desember 1994 menyebutkan bahwa bila terjadi pengakhiran masa penyelenggaraan jalan tol lebih awal sebelum masa konsesi berakhir, maka Perusahaan berkewajiban untuk mengambil alih seluruh utang dan harus memenuhi hak Penanam Modal (CGMN).

Dalam pasal 14.1 PKP disebutkan bahwa Perusahaan harus membayar sejumlah uang atas nilai buku jalan tol setelah dikurangi nilai kewajiban yang harus diambil alih Perusahaan.

Atas prinsip kehati-hatian, Perusahaan telah melakukan estimasi nilai aset akibat pengakhiran PKP dengan CGMN sebesar Rp202.454.407.052 (Rupiah penuh) yang merupakan nilai buku yang telah diaudit atas aset dalam penyelesaian pada tanggal 31 Desember 1999 dengan opini tidak menyatakan pendapat atas laporan keuangan. Perusahaan masih terus mengupayakan penyelesaian penetapan secara definitif atas jumlah liabilitas.

Perusahaan telah membentuk tim untuk mengkaji penyelesaian permasalahan akibat pengakhiran PKP Jalan Tol Cikampek - Padalarang antara Perusahaan dan CGMN.

Pada tanggal 23 Juni 2014 melalui surat No. AA.HK05.0.645, Perusahaan telah memberikan tanggapan atas surat dari Kementerian BUMN No. S-268/MBU/D2/2014 tanggal 10 Juni 2014 mengenai rencana pengajuan gugatan

47. CONTINGENCIES

**a. Obligation Due to Termination of
Concession Agreement**

In 1994, the Company entered into a joint operation with PT Citra Ganesha Marga Nusantara (CGMN) for construction of the Cikampek - Padalarang Toll Road as set forth in the Concession Agreement No. 297 dated December 21, 1994. However, on July 18, 2001, the Minister of Housing and Regional Infrastructure with the Letter No. 417 revoked the decision granting permission of Toll Road Joint Operation license between the Company and CGMN. On July 25, 2001, the Company terminated the Concession Agreement with CGMN.

The Concession Agreement No. 297 dated December 21, 1994 states that if there is termination of concession agreement before the concession period is due, the Company has an obligation to take over the overall liabilities and should fulfill the rights of shareholders (CGMN).

Article 14.1 of the Concession Agreement states that the Company should pay some amount over the book value of the toll road after deducting amount of liabilities taken over by the Company.

On the basis of prudent principles, the Company has estimated the asset value as a result of the termination of PKP with CGMN amounting to Rp202,454,407,052 (full Rupiah) which is the audited book value of the construction in progress as of December 31, 1999 with disclaimer opinion. The Company is still working on completing a definitive determination of the amount of the liability.

The Company has formed a team to analyze the disputed settlement that has arisen from the termination of the Cikampek-Padalarang Toll Road PKP between the Company and CGMN.

On June 23, 2014, through letter No. AA.HK05.0.645, the Company has responded to the letter of the Ministry of State-Owned Enterprises No. S-268/MBU/D2/2014 dated June 10, 2014, regarding the filing plan

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**a. Kewajiban Karena Pengakhiran Perjanjian
Kuasa Penyelenggaraan (lanjutan)**

oleh Trafalgar House Construction (Jersey) Limited (THCJ) yang bertindak sebagai pemegang saham mayoritas CGMN melalui Arbitrase Internasional kepada Pemerintah Republik Indonesia.

Pada tanggal 28 Februari 2017, THCJ menyampaikan surat kepada BKPM mengenai rencana pengajuan gugatan arbitrase terhadap Pemerintah Indonesia. Dalam hal untuk menjawab surat dari THCJ, BKPM mengundang rapat Perusahaan melalui surat No. 18/B.6/A.3/2017 tanggal 7 Maret 2017.

THCJ menyampaikan surat kepada Perusahaan No. 2018/08/JM tanggal 31 Agustus 2018 berisi:

1. THCJ meminta metode perhitungan kompensasi untuk CGMN berdasarkan PKP harus mengacu pada Nilai Pasar Wajar.
2. Selain kompensasi pada angka 1 diatas, THCJ mengklaim berhak atas kompensasi beserta bunga akibat pengakhiran PKP.
3. Selama kompensasi belum dibayarkan ke CGMN maka CGMN berhak atas pendapatan tol.

Pada tanggal 13 Juni 2019 THCJ menembuskan surat kepada Perusahaan terkait surat yang ditujukan kepada Jaksa Agung Republik Indonesia perihal Rencana THCJ untuk mengajukan Gugatan terhadap Pemerintah Republik Indonesia kepada Arbitrase Internasional sebagaimana surat yang pernah THCJ sampaikan tertanggal 14 Maret 2014 mengenai tuntutan dan gugatan yang diajukan THCJ pada sengketa CGMN.

Perusahaan secara lisan menyampaikan bahwa penyelesaian permasalahan terkait pengakhiran PKP dengan CGMN diselesaikan sesuai ketentuan dalam PKP. dalam hal ini, pembayaran kompensasi kepada CGMN berdasarkan nilai buku CGMN yang telah diaudit oleh auditor yang ditunjuk bersama.

Hingga saat ini, Pihak CGMN atau THCJ tidak dapat memberikan bukti-bukti pengeluaran sebagai dasar Jasa Marga untuk melakukan pembayaran dan juga tidak ada gugatan yang diajukan ke pengadilan ataupun arbitrase oleh THCJ.

47. CONTINGENCIES (continued)

**a. Obligation Due to Termination of
Concession Agreement (continued)**

by Trafalgar House Construction (Jersey) Limited (THCJ) which acts as the majority shareholder of CGMN through International Arbitration to the government of the Republic of Indonesia.

On February 28, 2017, THCJ was sent a letter to the BKPM about the plan to propose arbitration claim against the Government of Indonesia. In the case to answer the letter of THCJ, BKPM invite the Company through a letter No. 18/B.6/A.3/2017 dated March 7, 2017.

THCJ sent a letter to the Company No. 2018/08/JM dated August 31, 2018 informed as follows:

1. THCJ requested the calculation method of the compensation to CGMN must have based on Fair Market Value.
2. In addition to number 1 above, THCJ claimed entitlement to compensation and its interest caused by the termination of Concession Agreement.
3. As long as the Compensation have not fulfilled by the Company to CGMN, thus CGMN entitled to the Toll Revenue.

On June 13, 2019 THCJ Conveyed a letter to the Company and also the General Attorney of Republic Of Indonesia concerning THCJ Intention to raise the case to the International Arbitration which has the same information as the letter on March 14, 2014 considering THCJ's claims on the dispute of CGMN.

The Company has informed verbally that the dispute settlement regarding the termination of concession agreement with CGMN shall be settled in accordance with the stipulation on the Concession Agreement. in this case, the payment of compensation to CGMN shall be based on book value CGMN which has been audited by the appointed auditor

Until now, CGMN or THCJ has not been able to provide evidence of expenditure as a basis for Jasa Marga to make payments and also no lawsuit has been filed by the court or arbitration by THCJ.

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47. KONTINJENSI (lanjutan)

b. Tuntutan Ganti Rugi Kepada PT Lapindo Brantas dan Penutupan Sebagian Jalan Tol Surabaya-Gempol Seksi Porong-Gempol

Sebagai dampak dari bencana luapan Lumpur PT Lapindo Brantas yang mengakibatkan kerusakan pada sebagian jalan tol Surabaya-Gempol, Perusahaan telah mengirimkan beberapa surat permintaan ganti rugi dan somasi pada tahun 2006 atas kehilangan pendapatan tol dan pengeluaran berbagai biaya kepada PT Lapindo Brantas.

Klaim kerusakan jalan tol tersebut akan meningkat menjadi klaim biaya relokasi ruas jalan tol Porong-Gempol, yang akan diselesaikan sesuai dengan ketentuan dalam Perjanjian Pengusahaan Jalan Tol (PPJT) Surabaya-Gempol dan kebijakan Pemerintah dalam penyelesaian dampak semburan Lumpur di Sidoarjo, sesuai dengan Keputusan Menteri Pekerjaan Umum No. 394/KPTS/M/2006 tanggal 30 November 2006 tentang penutupan sebagian Jalan Tol Surabaya-Gempol.

Berdasarkan Keputusan Presiden No. 13 Tahun 2006 tanggal 3 September 2006 mengenai Tim Nasional Penanggulangan Semburan Lumpur di Sidoarjo, semua biaya yang timbul sebagai akibat relokasi pembangunan jalan tol dimaksud selain biaya rehabilitasi kerusakan sarana menjadi tanggung jawab PT Lapindo Brantas. Selain itu, Surat Keputusan Menteri Pekerjaan Umum No. 394/KPTS/M/2006 tanggal 30 November 2006, mengenai Penutupan sebagian Jalan Tol Surabaya-Gempol seksi Porong Gempol. Menyatakan antara lain sebagai berikut:

1. Menutup dan tidak mengoperasikan kembali sebagian jalan tol Surabaya-Gempol Seksi Porong-Gempol; dan
2. Segala hal yang timbul pada perusahaan jalan tol Surabaya-Gempol sebagai akibat dari penutupan seksi Porong-Gempol akan diselesaikan sesuai dengan ketentuan dalam PPJT Surabaya-Gempol dan kebijakan Pemerintah dalam penyelesaian dampak semburan lumpur di Sidoarjo.

47. CONTINGENCIES (continued)

b. Claim of Compensation Against PT Lapindo Brantas and Closing of Part of the Surabaya-Gempol Toll Road Section Porong-Gempol

As a consequence of the mud flood disaster in PT Lapindo Brantas was damaged part of the Surabaya-Gempol toll road. In 2006, the Company has submitted several claims of compensation to PT Lapindo Brantas covering loss of toll revenues and expenditures.

The claim for damage to the toll roads is expected to increase and later include a claim for cost to relocate the Porong-Gempol Section toll road and will be settled in connection with the stipulation in the Concession Agreement of the Surabaya-Gempol toll road and the Government policy in settlement of the effects of the mud flood disaster at Sidoarjo in accordance with the Decree of the Minister of Public Works No. 394/KPTS/M/2006 dated November 30, 2006 regarding the Closure of Part of the Surabaya-Gempol Toll Road.

Based on the Decree of the President No. 13 Year 2006 dated September 3, 2006 regarding the National Team for Mud Floods Disaster at Sidoarjo, all expenditures incurred due to the relocation of toll road development, except for rehabilitation expenses for damaged facilities, will become the responsibility of PT Lapindo Brantas. In addition, the Decree of the Minister of Public Works No. 394/KPTS/M/2006 dated November 30, 2006 related to the Closure of Part of the Surabaya-Gempol Toll Road Porong-Gempol Section provides:

1. To close and stop the operation of a part of the Surabaya-Gempol toll road Porong Gempol Section; and
2. Those all matter which impacted on the operation of the Surabaya-Gempol toll road as a result of the closure of the Porong Gempol Section will be handled according to the regulation of Surabaya-Gempol Toll Road Concession Agreement and the Government policy for settlement of the effect of the mud flood disaster at Sidoarjo.

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b. Tuntutan Ganti Rugi Kepada PT Lapindo Brantas dan Penutupan Sebagian Jalan Tol Surabaya-Gempol Seksi Porong-Gempol (lanjutan)

Berdasarkan surat Menteri Negara Badan Usaha Milik Negara No. S-196/MBU/2007 tanggal 4 April 2007 kepada Menteri Pekerjaan Umum dan Menteri Keuangan sehubungan dengan kerugian atas hilangnya sebagian aset jalan tol seksi Porong-Gempol, maka sejalan dengan Undang-undang Jalan No. 38 Tahun 2004 dan Undang-undang Keuangan Negara No. 17 Tahun 2003, klaim atas kerugian dimaksud seharusnya dilakukan oleh Pemerintah melalui Departemen Pekerjaan Umum kepada PT Lapindo Brantas.

Pada tanggal 17 Juli 2007, melalui surat Perusahaan No. AA.TN.02.1153, Perusahaan mengajukan tuntutan ganti rugi akibat genangan lumpur pada ruas jalan tol seksi Porong-Gempol kepada PT Lapindo Brantas. Klaim atas kerugian kehilangan pendapatan tol dan biaya tambahan lainnya akibat genangan lumpur pada ruas Porong-Gempol sampai dengan bulan Mei 2007 adalah sebesar Rp24.725 dan klaim atas kerusakan jalan tol sebesar Rp16.334.

Dalam Surat Perusahaan No.AA.KU.02.1268, tanggal 7 Agustus 2007 kepada Menteri Pekerjaan Umum, Perusahaan menyampaikan antara lain mengenai kesediaan Perusahaan untuk membiayai pembangunan relokasi ruas jalan tol Porong-Gempol dengan memperhitungkan pengembalian investasi dari tarif baru (termasuk pengembalian akibat tidak berfungsinya ruas jalan tol Porong-Gempol).

Surat Ketua Dewan Pengarah Badan Penanggulangan Lumpur Sidoarjo/ Menteri Pekerjaan Umum No. 20/DPBPLS/2007 tanggal 24 September 2007 kepada Menteri Negara BUMN menyebutkan antara lain mengenai usulan pelaksanaan konstruksi jalan tol Porong-Gempol dapat dilakukan oleh Perusahaan.

47. CONTINGENCIES (continued)

b. Claim of Compensation Against PT Lapindo Brantas and Closing of Part of the Surabaya-Gempol Toll Road Section Porong-Gempol (continued)

Based on the Minister of State-Owned Enterprises letter No. S-196/MBU/2007 dated April 4, 2007 regarding the loss of part of Porong-Gempol toll road assets and according to the Road Law No. 38 of 2004 and the State Finance Law No. 17 of 2003, the claim for losses should be submitted by the Government through the Department of Public Works to PT Lapindo Brantas.

On July 17, 2007, through the Company's letter No. AA.TN.02.1153, the Company claimed compensation caused by mud floods in Porong Gempol Section to PT Lapindo Brantas. The claim for loss of toll revenue and additional expenditures arising from mud in Porong-Gempol Section until May 2007 amounted to Rp24,725 and the claim for damage to the toll road amounted to Rp16,334.

Based on the Company's Letter No.AA.KU.02.1268 dated August 7, 2007, to the Minister of Public Works, the Company delivered such matter as readiness to finance development for relocation Porong-Gempol toll road by estimating the reversion of investment from new tariff (included reversion caused by un-function Porong-Gempol toll road section).

The letter of the Chairman of Direction Board of Mud Prevention Agency Sidoarjo/ the Minister of Public Works No. 20/DPBPLS/2007 dated September 24, 2007 to Minister of State-Owned Enterprises mentioned such proposal of construction and implementation of Porong-Gempol toll road can be performed by the Company.

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b. Tuntutan Ganti Rugi Kepada PT Lapindo Brantas dan Penutupan Sebagian Jalan Tol Surabaya-Gempol Seksi Porong-Gempol (lanjutan)

Pada tanggal 14 Januari 2008, melalui surat Perusahaan No. AA.TN.02.50 kepada Menteri Negara BUMN, Perusahaan menyampaikan antara lain mengenai jumlah klaim total kerugian sampai dengan bulan Mei 2007 sebesar Rp24.725 dan permohonan bantuan agar Pemerintah memfasilitasi melalui Biro Hukum dan Humas Kementerian BUMN dalam menyelesaikan permasalahan dengan PT Lapindo Brantas dengan musyawarah mufakat dan apabila musyawarah mufakat tersebut tidak dapat ditempuh dapat mempertimbangkan untuk melakukan upaya hukum di Pengadilan.

Pada tanggal 13 Mei 2009, melalui surat Perusahaan No. AA.TN.02.730 kepada Direktur Utama PT Lapindo Brantas, Perusahaan kembali mengajukan tuntutan ganti rugi akibat penutupan Ruas Jalan Tol Porong-Gempol. Adapun klaim atas kehilangan pendapatan tol dan kehilangan keuntungan atas bunga sampai dengan bulan Maret 2009 beserta biaya-biaya lainnya, termasuk biaya pembongkaran Jembatan Tol Porong adalah sebesar Rp71.976.

Pada tanggal 17 September 2009, melalui surat Perusahaan No. AA.TN.02.1286 kepada Direktur Utama PT Lapindo Brantas, Perusahaan kembali mengajukan tambahan kenaikan besaran rugi atas kehilangan pendapatan tol sebesar Rp76.942 dan kehilangan keuntungan atas bunga sampai dengan bulan Juni 2009 yakni sebesar Rp4.965.

Pada tanggal 9 Februari 2010, Perusahaan mengirimkan surat No. AA.PR.02.94 tentang Relokasi Jalan Tol Ruas Porong-Gempol kepada BPJT yang ditembuskan kepada Menteri Negara BUMN. Surat tersebut dibuat dengan dasar bahwa Pemerintah (Kementerian PUPR) mempunyai rencana untuk melakukan relokasi terhadap jalan tol Ruas Porong-Gempol yang terendam luapan lumpur Sidoarjo.

47. CONTINGENCIES (continued)

b. Claim of Compensation Against PT Lapindo Brantas and Closing of Part of the Surabaya-Gempol Toll Road Section Porong-Gempol (continued)

On January 14, 2008, through the Company's letter No. AA.TN.02.50 to the Minister of State-Owned Enterprises, the Company reported loss until May 2007 amounted to Rp24,725 and requested assistance from the Government to facilitate through Law Bureau and Public Relation of the Minister of State-Owned Enterprises in solving the problem with PT Lapindo Brantas by deliberation. Otherwise, the Company will take the case to the court.

On May 13, 2009, through letter No. AA.TN.02.730 to the President Director of PT Lapindo Brantas, the Company claimed compensation due to closure of the Porong-Gempol Toll Road Section. The claim for loss of toll revenue, loss of interest income and other expenses, including demolishing cost of Porong Toll Bridge until March 2009 totaling Rp71,976.

On September 17, 2009, through letter No. AA.TN.02.1286 to the President Director of PT Lapindo Brantas, the Company claimed additional compensation for the loss of toll revenue amounting to Rp76,942 and the loss of interest income until June 2009 amounted to Rp4,965.

On February 9, 2010, the Company sent letter No. AA.PR.02.94 regarding to relocation of Porong-Gempol toll road section to BPJT and the copy was forwarded to the Minister of State-Owned Enterprises. The letter was made based on the plan of Government (Ministry of PUPR) to relocate Porong-Gempol Toll Road affected by the Sidoarjo mudflow.

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47. KONTINJENSI (lanjutan)

**b. Tuntutan Ganti Rugi Kepada PT Lapindo
Brantas dan Penutupan Sebagian Jalan Tol
Surabaya-Gempol Seksi Porong-Gempol
(lanjutan)**

Pada tanggal 7 Februari 2011 BPJT melalui suratnya No. 70/BPJT/KE/JI.01.03/2011, memberikan persetujuan untuk melakukan pelaksanaan relokasi Jalan Tol Surabaya-Gempol ruas Porong-Gempol yang dimana, lahan yang menjadi sasaran proyek relokasi telah mencapai pembebasan sebesar 81,77% dan terus berjalan.

Pada tahun 2015, BPJT dan Perusahaan telah sepakat untuk menentukan besaran tarif yang diterapkan pada Jalan Tol Surabaya-Gempol pada Ruas Porong-Gempol, sebagaimana yang tertuang dalam Berita Acara Kesepakatan tentang Relokasi Ruas Porong-Gempol pada Pengusahaan Jalan Tol Surabaya-Gempol No. 10/BA/PT.6/2015.

Sejak bulan Mei 2011, Perusahaan telah melakukan aktivitas pembangunan relokasi jalan tol ruas Porong-Gempol. Sampai dengan tanggal 31 Desember 2019, Perusahaan telah menyelesaikan pembangunan paket terakhir ruas Porong-Gempol seksi Porong-Kejapanan sesuai Berita Acara No. 66.5/BA-DIR/2018 dan No. 66.6/BA-DIR/2018.

Pada tanggal 14 Januari 2019, jalan tol ruas Porong - Gempol seksi Porong Kejapanan telah dioperasikan.

Pada tanggal 30 Maret 2020, Pemerintah melalui Kementerian PUPR telah menetapkan kompensasi bagi Perusahaan sesuai dengan SK Menteri PUPR No. BM.06.03-MN/587 tentang Perubahan Rencana Usaha Pengusahaan Jalan Tol Surabaya-Gempol. Keputusan tersebut menegaskan terkait izin yang diberikan kepada Perusahaan untuk membuat rute baru atas ruas jalan tol yang terdampak lumpur PT Lapindo Brantas.

47. CONTINGENCIES (continued)

**b. Claim of Compensation Against
PT Lapindo Brantas and Closing of Part of
the Surabaya-Gempol Toll Road Section
Porong-Gempol (continued)**

On February 7, 2011, BPJT through its letter No. 70/BPJT/KE/JI.01.03/2011, gave an approval to carry out the relocation of the Surabaya-Gempol Toll Road in the Porong-Gempol section, where the target of the relocation project had reached 81.77% and keep going.

In 2015, BPJT and the Company agreed to determine the tariff rate applied to the Surabaya-Gempol Toll Road on the Porong-Gempol Section, as stated in the Minutes of Agreement on the Relocation of the Porong-Gempol Section on the Operation of the Surabaya-Gempol Toll Road No. 10/BA/PT.6/2015.

Since May 2011, the Company has carried out construction activities for the relocation of the Porong-Gempol toll road. As of December 31, 2019, the Company has completed the construction of the last package of the Porong-Gempol section of the Porong-Kejapanan section according to Minutes No. 66.5/BA-DIR/2018 and No. 66.6/BA-DIR/2018.

On January 14, 2019, the Porong - Gempol toll road section of the Porong Kejapanan section has been operated.

On March 30, 2020, the Government through Ministry of PUPR has set compensation for the Company in accordance with the Decree of Ministry of PUPR No. BM.06.03-MN/587 about the Amendment of Toll Road Concession of Surabaya-Gempol. The decision confirms the permission given to the Company to establish new toll road route to mud-affected toll road section of PT Lapindo Brantas.

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c. Gugatan Ganti Rugi dari Pemilik Tanah untuk Jalan Tol

Perusahaan masih menghadapi perkara litigasi/gugatan dari beberapa orang yang mengklaim sebagai pemilik tanah yang tanahnya digunakan untuk pembangunan Ruas Jalan Tol Semarang Seksi C, Jalan Tol JORR W2, JORR E1, Jalan Tol Pondok Aren - Ulujami, Gempol-Pasuruan, dan Jalan Tol Belmera. Penanganan perkara litigasi tersebut masih dalam proses peradilan di Pengadilan Negeri, Pengadilan Tinggi, kasasi dan Peninjauan Kembali di Mahkamah Agung.

Per 31 Desember 2021 Perusahaan berkeyakinan bahwa tidak diperlukan adanya provisi.

d. Penggantian Lahan

JBT, entitas anak, memiliki kewajiban untuk membangun gedung kantor sesuai ketentuan di PPJT. Pembangunan gedung kantor tersebut akan dilakukan di area lahan yang dimiliki oleh PT Angkasa Pura I (AP I) dan PT Pelabuhan Indonesia III (Persero) (Pelindo III). Karena pembangunan gedung kantor tersebut di area lahan AP I dan Pelindo III, maka JBT memiliki kewajiban untuk memberikan penggantian lahan untuk AP I dan Pelindo III dengan nilai sebagai berikut:

No./ No.	Dimiliki/ Owned by	Area/ Area	NJOP/ NJOP	Harga Penilaian/ Appraisal Price
1.	Angkasa Pura I	3.404 m ²	3.581	29.291
2.	Pelindo III (darat)	522 m ²	1.227	2.589
3.	Pelindo III (perairan)	41.490 m ²	-	-
Total			4.808	31.880

JBT menerima surat tembusan dari Dirjen Bina Marga No. TB09.02-DB/496 tanggal 16 Juni 2017 Perihal Tanah HPL Angkasa Pura I. Dalam surat tersebut Dirjen Bina Marga berpendapat bahwa lahan HPL milik PT Angkasa Pura I tidak dapat diberikan ganti rugi kecuali terhadap bangunan, tanaman, dan benda-benda di atas lahan HPL.

JBT memiliki kewajiban untuk membangun gedung kantor sesuai ketentuan di PPJT. Pembangunan gedung kantor tersebut akan dilakukan di akses masuk tol di jalan Pelabuhan Benoa. Luas tanah yang akan dibangun kantor oleh Perseroan seluas 1.150 m².

47. CONTINGENCIES (continued)

c. Claims from Land Owners for Toll Road

The Company is facing several litigation cases filed by parties the construction of claimed to be the owners of land whose land is used for Semarang Toll Road C Section, JORR W2 Toll Road Section, JORR E1 Toll Road Section, Pondok Aren-Ulujami Toll Road, Gempol-Pasuruan and Belmera Toll Gate. These litigation cases are still under trial in the District Courts, the High Courts and the Supreme Court.

On December 31, 2021 the Company believes that no provision is required.

d. Land Exchange

JBT, a subsidiary, has a liability to construct office building as required in PPJT. The construction of office building will be conducted in land owned by PT Angkasa Pura I (AP I) and PT Pelabuhan Indonesia III (Persero) (Pelindo III). Since the construction of the office building conducted in land owned by AP I and Pelindo III, JBT has liabilities to give the land compensation to AP I and Pelindo III as follows:

JBT received a copy letter from the Directorate General ("DG") of Highways No. TB09.02-DB/496 dated June 16, 2017 regarding the Land of HPL Angkasa Pura I. In the letter of DG Bina Marga believes that PT Angkasa Pura I HPL land can not be given compensation for building, plants and objects on HPL land.

JBT has an obligation to build office buildings in accordance with the provisions in PPJT. The construction of the office building will be carried out at toll entry access on the Benoa Harbor road. The total land to be built by Office is obtained by the Company with an area of 1,150 m².

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d. Penggantian Lahan (lanjutan)

Sampai dengan tanggal 31 Desember 2019, JBT telah menandatangani Akta Jual Beli No. 4 tanggal 11 Januari 2019 dan Akta Kuasa Jual No. 5 tanggal 11 Januari 2019 dengan nilai jual tanah yang diperoleh JBT sebesar Rp13.200.

Sampai dengan 31 Desember 2021, belum ada pembicaraan lanjutan maupun tagihan yang disampaikan oleh PT Angkasa Pura I, sehingga JBT belum mencatat Liabilitas.

e. Pengembalian Investasi Pemerintah

JMKT, entitas anak, wajib mengembalikan investasi Pemerintah sebesar Rp178.000 (nilai kini 2013) yang dilakukan atas pembangunan ruas jalan tol Medan - Kualanamu - Tebing Tinggi untuk seksi 1 dan 2. Berdasarkan lampiran dalam PPJT, investasi Pemerintah akan dibayarkan pada tahun 2033, setelah utang bank sindikasi dilunasi seluruhnya. Pada tanggal 7 Mei 2018, berita acara serah terima penyelesaian seksi 1 dan 2 telah ditandatangani dan JMKT telah mencatatkan utang kepada pemerintah tersebut.

JMB, entitas anak, wajib mengembalikan investasi Pemerintah sebesar Rp356.800 yang dilakukan atas pembangunan ruas tol dari Ring Road Manado sampai dengan SS Air Madidi sepanjang 14 Km. Investasi tersebut akan dikembalikan sesuai berita acara yang terlampir di PPJT selambat-lambatnya tahun 2054.

Meskipun berita acara serah terima belum ditandatangani, ruas tol tersebut telah beroperasi komersial pada tanggal 30 Oktober 2020 berdasarkan SK Menteri, sehingga sejak tanggal tersebut, JMB telah mengakui utang kepada Pemerintah tersebut (Catatan 22).

47. CONTINGENCIES (continued)

d. Land Exchange (continued)

As of December 31, 2019, JBT has signed the Sale and Purchase Deed No. 4 of January 11, 2019 and Deed of Sale No. 5 January 11, 2019 with land value of Rp13,200.

As of December 31, 2021, there are no further discussion or invoices sent by PT Angkasa Pura I, therefore JBT has not recorded any Liabilities.

e. Return on Government Investment

JMKT, a subsidiary, is obliged to return the Government's investment amounted to Rp178,000 (present value of 2013) made on the construction of toll road Medan - Kualanamu - Tebing Tinggi sections I and II. According to the minutes attached on PPJT, such investment will be returned to the government in 2033, after syndicated bank loan is fully repaid. On May 7, 2018, the hand over document I and II was signed and JMKT recorded the payable to government.

JMB, a subsidiary, is obliged to return the Government's investment amounting to Rp356,800 made on the construction of toll road from Ring Road Manado until SS Air Madidi ranging 14 Km. The investment will be returned according to the minutes attached on PPJT at the latest in year 2054.

Despite the hand over document is not yet signed, the toll roads have been operating commercially since October 30, 2020 based on Minister Decree, so since that date, JMB has recognized the amount payable to the Government (Note 22).

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**f. Kompensasi Pengembalian Aset Tanah
Jalan Tol Semarang-Demak**

Berdasarkan SK Menteri Pekerjaan Umum No. 367/KPTS/1997 tanggal 29 Agustus 1997. PT Marga Mawatindo Esprit (MME) dan Perusahaan mendapatkan izin kerjasama penyelenggaraan Proyek Jalan Tol Semarang-Demak.

Pada tanggal 20 September 1997 pembangunan jalan tol ditangguhkan oleh pemerintah.

Pada tahun 2001 akibat pengakhiran Perjanjian Kuasa Penyelenggaraan (PKP), PT MME melakukan gugatan ke Badan Arbitrase Nasional Indonesia (BANI).

Pada tahun 2002, Perusahaan menerima surat keputusan dari BANI yang berisi:

- a. Membayar ganti rugi kepada PT MME sebesar Rp8.140.500.000 dan bunga 8% per tahun.
- b. Membayar biaya pembebasan tanah sebesar Rp11.831.071.000 ditambah bunga 8% per tahun.
- c. Membayar biaya arbitrase dan biaya administrasi masing-masing 50%.

Pada tanggal 31 Desember 2002, Perusahaan telah melunasi semua kewajiban.

Pada tanggal 27 Mei 2020 atas Berita Acara Serah Terima Tanah Bebas Pada Jalan Tol Semarang-Demak No. 29/BA-DIR/2020, No. 6/BA/Db/2020, No. BA.35/BPJT/2020. Perusahaan menyerahkan Tanah Semarang-Demak kepada Dirjen Bina Marga Kementerian Pekerjaan Umum dan Perumahan Rakyat.

Menindaklanjuti serah terima Tanah Semarang-Demak, Perusahaan mengajukan kompensasi terhadap nilai aset Tanah Semarang-Demak sebesar Rp84.010.900.000 (Rupiah penuh).

Hingga tanggal penyelesaian laporan keuangan konsolidasian belum ada lanjutan atas pengajuan kompensasi yang secara resmi diterima oleh Perusahaan.

47. CONTINGENCIES (continued)

**f. Compensation for Returning Land Assets
for Semarang-Demak Toll Road**

Based on the Decree of the Minister of Public Works No. 367/KPTS/1997 dated August 29, 1997. PT Marga Mawatindo Esprit (MME) and the Company obtained a joint permit for the implementation of the Semarang-Demak Toll Road Project.

On September 20, 1997 the construction of the toll road was suspended by the government.

In 2001 due to the termination of the Proxy for Implementation (PKP), PT MME filed a lawsuit against the Indonesian National Arbitration Board (BANI).

In 2002, the Company received a decree from BANI which contained:

- a. Paid compensation to PT MME amounted to Rp8,140,500,000 and interest of 8% per annum.
- b. Paid land acquisition costs of Rp11,831,071,000 plus 8% interest per annum.
- c. Paid arbitration fees and administration fees of 50% each.

On December 31, 2002, the Company has paid all obligation.

On May 27, 2020, on the Minutes of Handover of Free Land on the Semarang-Demak Toll Road No. 29/BA-DIR/2020, No. 6/BA/Db/2020, No. BA.35/BPJT/2020. The Company handed over the Semarang-Demak land to the Directorate General of Highways of the Ministry of Public Works and Housing.

Following up the handover of the Semarang-Demak Land, the Company proposed compensation for the asset value of the Semarang-Demak land amounting to Rp84,010,900,000 (full Rupiah).

Until the completion date of the consolidated financial statements there is no further information on the proposed compensation received by the Company.

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**g. Gugatan Ting, Aurelia Yuwita Elika dan
Fransiscus Prihadi kepada PT Marga
Lingkar Jakarta (MLJ)**

Para penggugat mengklaim atas tanah di wilayah Meruya Utara yang saat ini sudah terbangun menjadi Jalan Tol W2 Utara, antara lain sebagai berikut:

1. Tanah seluas 750 m2 yang berasal dari Girik C 1472 Persil 28 D II atas nama Nusih bin Saman; dengan dasar klaim AJB No. 669/C/KMB/MU/1995 tanggal 29 Desember 1995 yang dibuat antara Siti Amenah selaku Penjual dan Wen Chen Siang selaku Pembeli dan AJB No. 556/C/KMB/MU/1995 tanggal 10 November 1995 yang dibuat antara Ahli Waris Nusih bin Saman selaku Penjual kepada Siti Amenah selaku Pembeli.
2. Tanah seluas 296 m2 dengan dasar klaim SHM No. 4163/Meruya Utara atas nama Fransiscus Prihadi yang diperoleh dari AJB No. 19/2014 tanggal 13 Maret 2014.

Pada tahun 1974, Pemda DKI Jakarta telah melakukan pembebasan tanah Girik C 1473 Persil 28 D II atas nama Nusih bin Saman, sehingga pada saat pembebasan tanah untuk proyek Jalan Tol JORR W2 Meruya Utara berlangsung, Tim P2T mendapat penyerahan tanah dari Pemda DKI Jakarta.

MLJ dalam hal ini hanya berperan sebagai investor karena proses pengadaan tanah mengacu pada UU No. 2 Tahun 2012 tentang Pengadaan Tanah Bagi Pembangunan Untuk Kepentingan Umum, dimana yang melakukan pengadaan tanah tersebut adalah Tim P2T yang terdiri dari unsur Instansi Pemerintah.

Pada tanggal 31 Januari 2019, Majelis Hakim PN Jakarta Barat telah memutuskan menolak permohonan Penggugat. Atas hal tersebut, Penggugat mengajukan upaya hukum permohonan banding ke Pengadilan Tinggi DKI Jakarta pada tanggal 8 Februari 2019 dan 15 Oktober 2019, Majelis Hakim Pengadilan Tinggi DKI memutuskan menolak permohonan Penggugat.

47. CONTINGENCIES (continued)

**g. Lawsuit Ting, Aurelia Yuwita Elika and
Fransiscus Prihadi to PT Marga Lingkar
Jakarta (MLJ)**

The plaintiffs claimed that the land in the North Meruya area, which has now been built into W2 North Toll Road, includes the following:

1. 750 m2 land originating from Girik C 1472 Persil 28 D II in the name of Nusih bin Saman; on the basis of AJB No. 669/C/KMB/MU/1995 dated December 29, 1995 made between Siti Amenah as the Seller and Wen Chen Siang as the Buyer and AJB No. 556/C/KMB/MU/1995 dated November 10, 1995 made between Expert Wris Nusih bin Saman as the Seller to Siti Amenah as the Buyer.
2. Land area of 296 m2 on the basis of claim SHM No. 4163/Meruya Utara on behalf of Fransiscus Prihadi obtained from AJB No. 19/2014 on March 13, 2014.

In 1974, the Regional Government of DKI Jakarta had released Girik C 1473 Persil 28 D II on behalf of Nusih bin Saman, so that when the land acquisition for the North JORR W2 Toll Road project took place, the P2T Team received land transfer from the DKI Jakarta Government.

MLJ in this case only acts as an investor because the land acquisition process refers to Law No. 2 of 2012 concerning Land Procurement for Development in the Public Interest, where those who procured the land were P2T Teams consisting of elements from Government Agencies.

On January 31, 2019, the West Jakarta District Court Judges decided to reject the Plaintiff's petition. For this reason, the Plaintiff filed a legal appeal for an appeal to the Jakarta High Court on February 8, 2019 and on October 15, 2019, Jakarta High Court Judges decided to reject the Plaintiff's appeal.

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g. Gugatan Ting, Aurelia Yuwita Elika dan Fransiscus Prihadi kepada PT Marga Lingkar Jakarta (MLJ) (lanjutan)

Pada tanggal 22 Januari 2020, pihak Penggugat mengajukan upaya hukum permohonan kasasi ke Mahkamah Agung Republik Indonesia, dan pada tanggal 14 Februari 2020, MLJ telah mengajukan Kontra Memori Kasasi ke Mahkamah Agung Republik Indonesia.

Pada tanggal 24 November 2020, Mahkamah Agung Republik Indonesia telah menerbitkan putusan Kasasi yang memenangkan Perusahaan. Terhadap putusan Kasasi tersebut, pihak Penggugat telah mengajukan permohonan Peninjauan Kembali pada tanggal 9 November 2021, Perusahaan telah mengajukan Kontra Memori Peninjauan Kembali ke Mahkamah Agung Republik Indonesia.

Hingga tanggal penyelesaian laporan keuangan konsolidasi, perkara Peninjauan Kembali masih sedang dalam proses pemberkasan dan belum ada putusan hukum lebih lanjut yang diterima oleh MLJ.

h. Gugatan Budiyanto Sutanto

Gugatan dilatarbelakangi kecelakaan lalu lintas di Gerbang Tol Dukuh 2 pada tanggal 9 Juni 2011 yg mengakibatkan pultol (Zakaria) meninggal dunia karena tertabrak mobil Budiyanto. Atas kecelakaan tersebut, Budiyanto dinyatakan bersalah dan dijatuhi hukuman pidana.

Budiyanto merasa bahwa kecelakaan tersebut diakibatkan kelalaian Perusahaan, karena pada saat itu terdapat gardu tol yang sudah tidak terpakai dan terdapat papan "jalan terus" di gardu tersebut.

Atas dasar tersebut, Budiyanto mengajukan gugatan kepada Perusahaan melalui PN Jakarta Timur dan menuntut sejumlah ganti rugi materil senilai Rp150.218.000 (Rupiah penuh) nilai ganti rugi imateril Rp15.000.000.000 (Rupiah penuh) Majelis Hakim PN Jakarta Timur menolak gugatan Budiyanto Sutanto dan menyatakan bahwa gugatan Penggugat tidak dapat di terima.

47. CONTINGENCIES (continued)

g. Lawsuit Ting, Aurelia Yuwita Elika and Fransiscus Prihadi to PT Marga Lingkar Jakarta (MLJ) (continued)

On January 22, 2020, Plaintiff filed a legal cassation to the Indonesia Supreme Court, and on February 14, 2020, MLJ has filed a Counter Memory Cassation to the Indonesia Supreme Court.

On November 24, 2020, has field a Counter Memory Cassation to the Indonesia Supreme Court issued Cassation which rejected Plaintiff's appeal. For the decision, Plaintiff filed a Judicial Review on November 9, 2021 and MLJ has field a Counter Memory of Judicial Review to Supreme Court on December 16, 2021. The Company has filed a Counter Memorandum of Review to the Supreme Court of the Republic of Indonesia.

Until the completion date of the consolidated financial statements, Judicial Review case is still on administrative process and there has been no further decision received by MLJ.

h. Lawsuit Budiyanto Sutanto

The lawsuit was motivated by a traffic accident at Dukuh 2 Toll Gate on June 9, 2011 which resulted in Pultol (Zakaria) dying from being hit by a car Budiyanto. Upon the accident, Budiyanto was found guilty and sentenced to criminal.

Budiyanto felt that the accident was caused by the Company's negligence, because at that time there were toll booths that were already unused and there were boards "going on" at the substation.

On this basis, Budiyanto filed a lawsuit against the Company through the East Jakarta District Court and demanded a materil compensation amounting to Rp150,218,000 (full Rupiah) the value of immaterial compensation of Rp15,000,000,000 (full Rupiah). The East Jakarta District Court Judges rejected Budiyanto Sutanto's claimed and stated that the Plaintiff's claim could not be accepted.

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47. KONTINJENSI (lanjutan)

h. Gugatan Budiyanto Sutanto (lanjutan)

Budiyanto Sutanto kemudian menyatakan banding tanggal 28 Mei 2018 dan pada bulan Maret 2019, Hakim Pengadilan Tinggi DKI Jakarta memutus perkara dengan No. 718/Pdt/2018/PT.DKI dengan amar menolak permohonan banding yang diajukan oleh Budiyanto Sutanto. Atas dasar hal dimaksud, Budiyanto Sutanto mengajukan permohonan upaya hukum kasasi. Berdasarkan Situs MARI bahwa telah diputus Perkara No. 776K/Pdt/2020 bahwa menolak permohonan kasasi Budiyanto Susanto.

Hingga tanggal penyelesaian laporan keuangan konsolidasian belum ada putusan banding yang secara resmi diterima oleh Perusahaan.

i. Gugatan Perjanjian Pembangunan Simpang Susun Karawang Barat STA 47+130

Pada tanggal 27 November 2007 Perusahaan dan PT Maligi Permata Industrial Estate (Maligi) telah menandatangani Berita Acara Kesepakatan Pembangunan Modifikasi Simpang Susun Karawang Barat Jalan Tol Jakarta-Cikampek STA 47+130 No. 78/BA-DIR/2007.

Pada tanggal 1 Mei 2009, Perusahaan dan Maligi membuat Perjanjian Pembangunan Modifikasi/perluasan Simpang Susun Karawang Barat STA. 47+130, dimana perjanjian ini mencabut perjanjian Akta Perjanjian No. 2 tanggal 13 Desember 2001 Pembangunan Modifikasi Simpang Susun Karawang Barat sebagaimana angka 3 di atas.

Kewajiban Maligi berdasarkan perjanjian adalah sebagai berikut:

- a. Melakukan pembangunan Simpang susun sesuai dengan Jangka Waktu Membangun yang ditetapkan oleh Menteri PUPR, yaitu 2 tahun sejak tanggal 12 Juni 2007.
- b. Menyerahkan jaminan pembangunan Simpang susun berupa Sertifikat Hak Atas Tanah seluas 5.750m² yang terletak di Desa Sukulayu, Kecamatan Teluk Jembe, Kab Karawang, Jawa Barat.

47. CONTINGENCIES (continued)

h. Lawsuit Budiyanto Sutanto (continued)

Budiyanto Sutanto then declared an appeal on May 28, 2018 and in March 2019, the DKI Jakarta High Court Judge ruled the case with No. 718/Pdt/2018/PT.DKI with amar rejected the appeal submitted by Budiyanto Sutanto. On the basis of the aforementioned matters, Budiyanto Sutanto submitted a request for an appeal. Based on MARI website that has been decided case No. 776K/Pdt/2020 that rejected the application for the cassation Budiyanto Susanto.

Until the completion date of the consolidated financial statements there has been no official decision on appeal received by the Company.

i. Road Interchange Karawang Barat STA 47+130 Development Agreement Lawsuit

On November 27, 2007 the Company and PT Maligi Permata Industrial Estate (Maligi) signed the Minutes of the Modification of the West Karawang Interchange Modification Development Agreement Jakarta-Cikampek Toll Road STA 47 + 130 No. 78/BA-DIR/2007.

On May 1, 2009, the Company and Maligi made a Modification/Extension Development Agreement for the Karawang Barat STA Interchange. 47 + 130, where this agreement revokes the Deed of Agreement No. 2 dated December 13, 2001 on the Construction of the Modified Intersection of West Karawang as stated in number 3 above.

Maligi's obligations under the agreement are as follows:

- a. *Carry out construction of Interchanges in accordance with the Building Period stipulated by the Minister of PUPR, which is 2 years since June 12, 2007.*
- b. *Submit guarantee for the construction of the Interchange in the form of a Certificate of Land Rights covering an area of 5,750m² located in Sukulayu Village, Teluk Jembe District, Karawang Regency, West Java.*

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**j. Gugatan Perjanjian Pembangunan
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47+130 (lanjutan)**

- c. Melakukan pemeliharaan dan perbaikan terhadap kerusakan simpang susun dalam jangka waktu 2 tahun setelah tanggal pengoperasian, serta menyerahkan jaminan pemeliharaan sebesar 5% dari Nilai Proyek dalam bentuk Bank Garansi.
- d. Menanggung kekurangan biaya *Operation Management* (OM) sampai akumulasi pendapatan tol dalam satu tahun lebih besar atau sama besar dengan Biaya OM; atau volume lalu lintas aktual di tahun 2014 telah mencapai 49.749 kendaraan per hari.
- e. Perhitungan kekurangan biaya *Operation Management* (OM) dihitung selama satu tahun dan dilakukan oleh tim yang dibentuk oleh Perusahaan dan Maligi, dikurangi uang sebesar Rp15.227.080.628 (Rupiah penuh) yang sudah dibayar oleh Maligi pada tahun 2002. Adapun formula perhitungan pendapatan tol bangkitan diatur dalam Pasal 10 ayat 3 Perjanjian.

Pada tanggal 7 Februari 2013 Perusahaan dan Maligi mengadakan rapat untuk membahas mekanisme penagihan biaya OM terkait modifikasi Simpang Susun Karawang Barat. Berdasarkan hasil rapat Direksi Perusahaan dan Maligi disepakati membentuk tim Evaluasi Perhitungan kekurangan Biaya OM melalui Keputusan Direksi No. 129/KPTS/2013 dan 274/MPIE/9/13 tanggal 18 September 2013.

Pada tanggal 16 September 2015 Perusahaan dan Maligi mengadakan rapat mengenai pembahasan realisasi biaya operasional dan pemeliharaan serta pendapatan tol Simpang Susun Karawang Barat dengan hasil antara lain:

- a. Maligi menjelaskan bahwa perhitungan pendapatan tol bangkitan tidak dapat dilakukan dengan hanya perjanjian, melainkan dengan kajian ulang lalu lintas yang dilakukan oleh Konsultan pada tahun 2008;
- b. Perusahaan meminta Maligi untuk mengundang konsultan studi lalu lintas tersebut.

47. CONTINGENCIES (continued)

**j. Road Interchange Karawang Barat STA
47+130 Development Agreement Lawsuit
(continued)**

- c. Perform maintenance and repairs to damage to interchanges within a period of 2 years after the date of operation, and submit maintenance guarantees of 5% of the Project Value in the form of a Bank Guarantee.
- d. Bear the shortfall in *Operation Management* (OM) costs until the accumulated generated toll revenue in one year is greater or equal to OM Costs; or the actual traffic volume in 2014 has reached 49,749 vehicles per day.
- e. The calculation of *Operation Management* (OM) cost shortages is calculated for one year and is carried out by a team formed by the Company and Maligi, minus Rp15,227,080,628 (full Rupiah) already paid by Maligi in 2002. The formula for calculating the generated toll revenue is regulated in Article 10 paragraph 3 of the Agreement .

On February 7, 2013 the Company and Maligi held a meeting to discuss the OM fee collection mechanism related to the modification of the West Karawang Intersection. Based on the results of the meeting of the Directors of the Company and Maligi which agreed to form an Evaluation Team for the Calculation of OM Cost Shortfalls through Directors Decree No. 129/KPTS/2013 and 274/MPIE/9/13 dated September 18, 2013.

On September 16, 2015 the Company and Maligi held a meeting to discuss of the realization of operational and maintenance costs and revenue of the Simpang Susun Karawang Barat toll road with the results including:

- a. Maligi explained that the calculation of the toll revenue cannot be done through an agreement only, but with a traffic review conducted by a Consultant in 2008;
- b. The Company asked Maligi to invite the traffic study consultant.

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**j. Gugatan Perjanjian Pembangunan
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Perusahaan melalui surat No. BC.KU02.672 tanggal 8 Februari 2017 menyampaikan Tagihan Beban Operasional dan Maintenance Gerbang Tol Karawang Barat 2 mulai triwulan kedua tahun 2009 sampai dengan triwulan keempat tahun 2016 sejumlah Rp23.068.125.561 (Rupiah penuh).

Maligi melalui surat No. 190/FA/III/2017 tanggal 21 Maret 2017 menyampaikan kepada Perusahaan bahwa berdasarkan hasil audit yang dilakukan oleh Maligi, total beban yang atas gerbang tol karawang barat yang harus ditanggung Maligi adalah Rp8.048.932 (Rupiah penuh) dan meminta Perusahaan untuk melakukan revisi atas faktur yang sebelumnya dikirim.

Pada tanggal 3 Mei 2017, Perusahaan melalui Jakarta-Cikampek dan Maligi melaksanakan rapat koordinasi. Pada rapat tersebut, Perusahaan dan Maligi sepakat untuk melakukan koreksi atas perhitungan kekurangan biaya OM. Atas koreksi perhitungan tersebut, Perusahaan menyampaikan perhitungan kekurangan biaya OM menjadi Rp16.721.898.242 (Rupiah penuh). Biaya ini belum termasuk deficit yang harus ditanggung Maligi sebesar Rp1.494.818.242 (Rupiah penuh). Hasil rapat ini telah disampaikan notulen rapat pada tanggal 8 Mei 2017 melalui surat No. CB.TR05.1831.

Pada tanggal 20 Juni 2017, Maligi melalui surat No. 94/MPIE/VI/2017 mengembalikan faktur tagihan Perusahaan dikarenakan angka dalam faktur berbeda dengan angka berdasarkan hasil audit Maligi.

Selanjutnya, Maligi secara sepihak menitipkan kekurangan biaya operasional dan pemeliharaan simpang susun karawang barat ke Pengadilan Negeri Karawang sejumlah Rp7.946.651.302 (Rupiah penuh) dan Pengadilan Negeri Karawang melalui Pengadilan Negeri Jakarta Timur telah menyampaikan hal penawaran tersebut kepada Perusahaan pada tanggal 22 Juni 2017.

47. CONTINGENCIES (continued)

**j. Road Interchange Karawang Barat STA
47+130 Development Agreement Lawsuit
(continued)**

The Company through a letter No. BC.KU02.672 dated February 8, 2017 submitted invoice for the Operational and Maintenance Charges of West Karawang Toll Gate 2 from second quarter of 2009 to fourth quarter of 2016 totaling Rp23,068,125,561 (full Rupiah).

Maligi through a letter No. 190/FA/III/2017 dated March 21, 2017 informed the Company that based on the audit results conducted by Maligi, the total lost on the West Karawang toll gate that must be borne by Maligi was Rp8,048,932 (full Rupiah) and requested the Company to revise the invoice previously sent invoice.

On May 3, 2017, the Company through Jakarta-Cikampek and Maligi held a coordination meeting. At the meeting, the Company and Maligi agreed to make corrections to the calculation of OM cost shortages. Due to the correction in the calculation, the Company conveyed the calculation of OM cost shortages to become Rp16,721,898,242 (full Rupiah). This fee does not include deficits that must be borne by Maligi amounting to Rp1,494,818,242 (full Rupiah). The results of this meeting have been submitted minutes of the meeting on May 8, 2017 through letter No. CB.TR05.1831.

On June 20, 2017, Maligi via letter No. 94/MPIE/VI/2017 return the Company invoice for bills due to because the figures in the invoice differ from Maligi's audit result.

Furthermore, Maligi unilaterally left a shortfall in operational costs and maintenance of the West Karawang Interchange to the Karawang District Court in the amount of Rp7,946,651,302 (full Rupiah) and the Karawang District Court through the East Jakarta District Court submitted the offer to the Company on June 22, 2017.

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**j. Gugatan Perjanjian Pembangunan
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Perusahaan, melalui surat No. AA.HK02.1086 tanggal 11 Juli 2017 menolak penawaran Maligi karena jumlahnya tidak sesuai dengan kewajiban Maligi dalam perjanjian.

Pada tanggal 11 Januari 2019, Perusahaan menerima relas panggilan sidang pertama atas gugatan yang diajukan Maligi kepada Perusahaan pada Pengadilan Negeri Karawang dengan perkara No. 104/Pdt/G/2018/PN.Kwg. melalui relas tersebut, Perusahaan mendapatkan informasi bahwa Maligi telah lebih dahulu mengajukan gugatan pada tanggal 20 Desember 2019 tanpa memberikan tanggapan atas somasi yang disampaikan Perusahaan.

Dalam gugatannya, Maligi selaku Penggugat menyampaikan dalil dan tuntutan kepada Perusahaan selaku Tergugat, antara lain:

- a. Dalil:
- i. Perhitungan Kekurangan beban biaya OM oleh PT LAPI Ganeshatama telah tepat dan berdasarkan perjanjian. Penggugat mempertimbangkan tabel layanan gardu rata-rata berdasarkan Lampiran IV Akta No. 1 tertanggal 1 Mei 2008 dan Pasal 10 ayat (7) Akta No. 1 tertanggal 1 Mei 2009.
 - ii. Perjanjian sudah sepatutnya berakhir karena sudah tidak sesuai dengan kondisi saat itu. Pasal 10 ayat (7) Akta No. 1 tertanggal 1 Mei 2009 digunakan Penggugat sebagai pembenaran perhitungan penanggungungan kekurangan Biaya OM yang dihitung Penggugat dan/atau PT LAPI Ganeshatama.

47. CONTINGENCIES (continued)

**j. Road Interchange Karawang Barat STA
47+130 Development Agreement Lawsuit
(continued)**

The Company, through a letter No. AA.HK02.1086 dated July 11, 2017 rejected Maligi's offer because the amount did not match with Maligi's obligations in the agreement.

On January 11, 2019, the Company accepted the first court summons for a lawsuit filed by Maligi to the Company at the Karawang District Court with case No.104/Pdt/G/2018/PN.Kwg. Through this case, the Company received information that Maligi had first filed a lawsuit on December 20, 2019 without giving a response to the subpoena submitted by the Company.

In the lawsuit, Maligi as the Plaintiff submitted the argument and demand to the Company as the Defendant, including:

- a. Grounds:
- i. The calculation of the OM Cost Expense shortage by PT LAPI Ganeshatama is correct and based on the agreement. The Plaintiff considers the average substation service table based on Attachment IV Deed No. 1 dated May 1, 2008 and Article 10 paragraph (7) Deed No. 1 dated May 1, 2009.
 - ii. The agreement was duly terminated because it was not in accordance with the conditions at that time. Article 10 paragraph (7) Deed No. 1 dated May 1, 2009 was used by the Plaintiff as a justification for calculating the shortfall of OM Cost calculated by the Plaintiff and/or PT LAPI Ganeshatama.

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iii. Penggugat menyatakan sudah tidak memiliki kewajiban lagi untuk membayar Biaya OM untuk periode 2017 sampai dengan seterusnya serta menyatakan telah melakukan pembayaran penanggungungan Biaya OM periode 2009 sampai dengan 2016 dengan mekanisme Konsinyasi dan menurut Hasil Audit LAPI Ganeshatama mekanisme perhitungan lalu lintas harian sudah tidak sesuai dan tidak akan memenuhi kondisi pengakhiran perjanjian sehingga perjanjian sudah sepatutnya berakhir.

b. Tuntutan:

- i. Menyatakan sah dan mengikat hasil audit PT LAPI Ganeshatama terkait dengan perhitungan besaran biaya OM yang harus dibayarkan Penggugat kepada Tergugat, yaitu sebesar Rp7.946.651.302 (Rupiah penuh);
- ii. Menyatakan keabsahan dan mengikat konsinyasi Maligi kepada Perusahaan;
- iii. Menyatakan perjanjian berdasarkan Akta No. 1 tanggal 1 Mei 2009 antara Maligi dan Perusahaan berakhir;
- iv. Menyatakan bahwa Maligi tidak memiliki kewajiban membayar kekurangan biaya OM.

Pada tanggal 11 Desember 2019, Majelis Hakim Pengadilan Karawang membacakan amar putusan perkara No. 104/Pdt/G/2018/PN.Kwg sebagai berikut:

- a. Menyatakan sah dan mengikat hasil audit PT LAPI Ganeshatama terkait dengan perhitungan besaran biaya OM yang harus dibayarkan Penggugat kepada Tergugat, yaitu sebesar Rp7.946.651.302;
- b. Menyatakan Perjanjian Pembangunan Modifikasi/Perluasan Simpang Susun Karawang Barat Jalan Tol Jakarta - Cikampek Secara Hibah yang tertuang dalam Akta No. 1 tanggal 1 Mei 2009 antara Maligi dan Perusahaan berakhir;
- c. Menyatakan Penggugat tidak memiliki kewajiban untuk membayar biaya OM pada periode 2017 sampai dengan seterusnya.

47. CONTINGENCIES (continued)

**j. Road Interchange Karawang Barat STA
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(continued)**

iii. The Plaintiff stated that it no longer had the obligation to pay OM Fees for the period of 2017 onwards, and stated that it had paid the OM Cost for the period 2009 to 2016 with the Consignment mechanism and according to the LAPI Ganeshatama Audit Results the daily traffic calculation mechanism was not appropriate and would not be met the conditions of termination of the agreement so that the agreement is duly terminated.

b. Claims:

- i. Declaring legality and binding on the audit results of PT LAPI Ganeshatama related to the calculation of the amount of OM costs that must be paid by the Plaintiff to the Defendant, amounting to Rp7,946,651,302 (full Rupiah);
- ii. Stating legality and binding Maligi consignment to the Company;
- iii. Declare agreement based on the Deed No. 1 dated May 1, 2009 between Maligi and the Company ended;
- iv. Stating that Maligi has no obligation to pay the OM fee shortage.

On December 11, 2019, the Panel of Judges at the Karawang Court read the case ruling No. 104/Pdt/G/2018/PN. Kwg are as follows:

- a. Declaring legality and binding on the audit results of PT LAPI Ganeshatama related to the calculation of the amount of OM costs that the Plaintiff must pay to the Defendant, amounting to Rp7,946,651,302;
- b. Stating the Modification/Extension Development Agreement for the Karawang Barat Interchange in the Jakarta - Cikampek Toll Road in a Grant as stipulated in the Deed No. 1 dated May 1, 2009 between Maligi and the Company ended;
- c. States the Plaintiff has no obligation to pay OM fees from 2017 onwards.

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**j. Gugatan Perjanjian Pembangunan Simpang
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(lanjutan)**

Adapun pertimbangan Majelis Hakim dalam memutus perkara tersebut, antara lain:

- a. Penggugat mempunyai hak untuk melakukan audit setelah tidak tercapainya kesepakatan Tim Bersama dalam menentukan perhitungan biaya OM, sehingga besaran biaya OM yang tepat adalah dengan mengikuti hasil audit dari PT LAPI Ganeshatama;
- b. Terdapat keadaan yang menyebabkan sulitnya pemenuhan perubahan kondisi pengakhiran perjanjian sulit untuk dicapai, sehingga Majelis Hakim menyatakan pengakhiran Akta No. 1 tanggal 1 Mei 2009 layak untuk dikabulkan.

Menanggapi putusan tersebut, Perusahaan telah melakukan upaya banding tanggal 23 Desember 2019 pada Pengadilan Tinggi Jawa Barat melalui Kepaniteraan Pengadilan Negeri Karawang. Majelis Hakim pada tingkat banding telah memutus perkara No. 104/Pdt.G/2018/PN.Kwg jo. No. 136/PDT/2020/PT.BDG tersebut dengan amar putusan mengabulkan permohonan banding Jasa Marga dan membatalkan putusan No. 104/Pdt.G/2018/PN.Kwg dan menyatakan bahwa gugatan Maligi tidak dapat diterima.

Adapun pertimbangan Majelis Hakim dalam menjatuhkan putusan tersebut antara lain gugatan yang diajukan Maligi masih bersifat premature karena masih terikat perjanjian dan konsinyasi yang dilakukan Maligi tidak serta merta menghapuskan perjanjian antara Jasa Marga dan Maligi tersebut.

Pada tanggal 7 September 2020, Jasa Marga menerima Relas Pemberitahuan Permohonan Kasasi yang diajukan Maligi kepada Jasa Marga untuk kembali membatalkan Putusan Tingkat Banding. Dalam pengajuan kasasi tersebut, Maligi juga turut menyerahkan memori kasasi yang mengungkapkan dasar keberatan atau pembelaan Maligi terhadap Putusan Tingkat Banding. Atas permohonan kasasi yang disampaikan Maligi, Jasa Marga mengajukan kontra memori kasasi pada tanggal 18 September 2020, yang sampai dengan saat ini perkara dimaksud masih dalam proses di Mahkamah Agung RI.

47. CONTINGENCIES (continued)

**j. Road Interchange Karawang Barat STA
47+130 Development Agreement Lawsuit
(continued)**

The consideration of the Panel of Judges in deciding the case, among others:

- a. *The Plaintiff has the right to conduct an audit after the Joint Team's agreement was not reached in determining the OM cost calculation, therefore the exact OM fee amount is to follow the audit results from PT LAPI Ganeshatama;*
- b. *There are circumstances which make it difficult to meet the changes in conditions for terminating the agreement that are difficult to achieve, so the Panel of Judges declared the termination of the Deed No. 1 dated May 1, 2009 is eligible to be granted.*

In response to the ruling, the Company has made an appeal on December 23, 2019 at the High Court of West Java through the Clerkship of karawang district court. The Panel of Judges at the appeal level has decided the case No. 104/Pdt.G/2018/PN.Kwg jo. No. 136/PDT/2020/PT.BDG with the warning of the decision granted Jasa Marga's appeal and overturned the decision No. 104/Pdt.G/2018/PN.Kwg and stated that Maligi's lawsuit was unacceptable.

The consideration of the Panel of Judges in updating the ruling, among others, the lawsuit filed by Maligi is still premature because it is still bound by the agreement and the consignment made by Maligi does not necessarily eliminate the agreement between Jasa Marga and Maligi.

On September 7, 2020, Jasa Marga received a Notice of Cassation request submitted by Maligi to Jasa Marga to re-cancel the Appeal Level Decision. In the submission of the cassation, Maligi also submitted a cassation memory that reveals the basis of Maligi's objection or defense against the Appeal Level Verdict. Upon the application for cassation submitted by Maligi, Jasa Marga filed a counter memory cassation on September 18, 2020, which until now the case is still in process in the Supreme Court of Indonesia.

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47. KONTINJENSI (lanjutan)

**j. Gugatan Perjanjian Pembangunan Simpang
Susun Karawang Barat STA 47+130
(lanjutan)**

Sampai saat ini Jasa Marga belum mendapat relas pemberitahuan putusan pengadilan secara resmi dari Mahkamah Agung RI melalui Kepaniteraan Pengadilan Negeri Karawang. Namun, berdasarkan situs resmi kepaniteraan Mahkamah Agung RI, pada tanggal 3 Juni 2021 Majelis Hakim pada tingkat kasasi telah memutuskan perkara dengan amar putusan mengabulkan permohonan kasasi Maligi sehingga membatalkan putusan pada tingkat banding (menyatakan kembali bahwa gugatan Maligi diterima)

**k. Gugatan Budhi Yulianor pada Perkara
Ganti Rugi Banjir**

Pada tanggal 27 Oktober 2020, Budhi Yulianor melayangkan somasi atas terjadinya banjir disekitar rumahnya di daerah rawalumbu, yang menurut Budhi diakibatkan tidak dirawatnya dengan baik saluran box culvert milik Jasa Marga sehingga menyebabkan tersumbat dan Banjir.

Atas somasi tersebut, Budhi Yulianor melakukan gugatan terhadap Jasa Marga di Pengadilan Negeri Bekasi pada tanggal 4 Februari 2021, dan menuntut ganti rugi materiil sebesar Rp180.050.000 (Rupiah penuh) dan immateriil Rp13.000.000.000 (Rupiah penuh) atas kerusakan yang diakibatkan oleh Banjir.

Bahwa dalam proses peradilan pada tingkat pertama di Pengadilan Negeri Bekasi dengan no Perkara 25/Pdt.G/2021/PN.Bks, majelis hakim yang memeriksa perkara dimaksud memutuskan dalam Putusan Sela menerima eksepsi Jasa Marga dalam kompetensi relatif bahwa Permohonan Penggugat tidak dapat diperiksa karena bukan merupakan Wilayah kewenangannya perkara Pengadilan Negeri Bekasi melainkan Pengadilan Negeri Jakarta Timur, oleh karena itu perkara tidak dapat dilanjutkan dan biaya perkara untuk dapat dibebankan kepada Penggugat.

47. CONTINGENCIES (continued)

**j. Road Interchange Karawang Barat STA
47+130 Development Agreement Lawsuit
(continued)**

To this date, Jasa Marga has not receive official court decision notification from Supreme Court through Karawang District Court Clerk. However, the official site of the Supreme Court Clerk on June 3, 2021 Judges in Cassation level decided that has accepted the maligi cassation so the decision in court of appeal become nullified, restoring the previous district court decision in the process.

**k. Budhi Yulianor's Lawsuit on the Flood
Compensation Case**

On October 27, 2020, Budhi Yulianor sent a summons on the occurrence of flooding around his house in the Rawalumbu area, which according to Budhi was the result of not properly cared for in Jasa Marga's box culvert channel, causing blockage and flooding.

Based on the summons, Budhi Yulianor filed a lawsuit on the summons, Budhi Yulianor filed a lawsuit against Jasa Marga at the Bekasi District Court on February 4, 2021, and demanded material compensation of Rp180,050,000 (full Rupiah) and immaterial Rp13,000,000,000 (full Rupiah) for the damage caused by the Flood.

Whereas in the judicial process at the first level at the Bekasi District Court with Case no. 25/Pdt.G/2021/PN.Bks, the panel of judges examining the case in question decided in the Interim Decision to accept Jasa Marga's exception in relative competence that the Plaintiff's Application could not be examined because is not the jurisdiction of the Bekasi District Court case but the East Jakarta District Court, therefore the case cannot be continued and the costs of the proceedings can be charged to the Plaintiff. Upon the summons, Br. Budhi Yulianor filed a lawsuit against Jasa Marga at the Bekasi District Court on February 4, 2021, and demanded material and immaterial compensation for the damages caused by the Flood.

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**i. Gugatan Budhi Yulianor pada Perkara
Ganti Rugi Banjir (lanjutan)**

Perkara ini kembali diajukan oleh Budi Yulianor kepada Pengadilan Negeri Jakarta Timur dengan nomor register perkara 355/Pdt.G/2021/PN.JKT.TIM. Adapun duduk perkaranya serupa dengan perkara yang didaftarkan pada Pengadilan Negeri Bekasi dengan Nomor perkara 355/Pdt.G/2021/PN.JKT.TIM tanggal 4 Februari 2021.

m. Gugatan Eucharia Binti Neneng S.

Pada tanggal 22 Ferbuari 2021, Eucharia Binti Neneng S. menggugat Jasa Marga di Pengadilan Negeri Bandung. Dalam kasus Ini Eucharia Binti Neneng S. melakukan klaim atas sebagian tanah yang di miliki oleh Kementerian Pekerjaan Umum dan Perumahan Rakyat yang diatasnya terdapat Hak Konsesi Jalan tol Padelarang-Cileunyi dan juga terdapat proyek pembangunan Kereta Api Cepat Jakarta Bandung. Gugatan ini merupakan gugatan kedua dengan pokok perkara yang serupa yang sempat di ajukan pada 22 Februari 2021 dengan nomor 100/Pdt.G/2021/PN.Bdg.

Berdasarkan klaim dari Eucharia Binti Neneng S., sebagian tanah tersebut adalah miliknya karena telah memiliki Putusan Pengadilan Negeri Bandung dan telah dikonsinyasikan untuk dibayar uang ganti ruginya oleh pihak ketiga.

Dalam gugatan tersebut, Eucharia Binti Neneng S. menggugat untuk Jasa Marga untuk menghentikan tindakan yang dianggap menghalangi proses konsinyasi tanah sebagaimana dimaksud. Perkara ini sedang dalam proses persidangan.

47. CONTINGENCIES (continued)

**i. Budhi Yulianor's Lawsuit on the Flood
Compensation Case (lanjutan)**

This case continues with the similar claims to previous lawsuit of Bekasi District Court with registered number of 25/Pdt.G/2021/PN.Bks however this time around, Budi Yulianor filled the lawsuit to East Jakarta District Court with registered number of 355/Pdt.G/2021/PN.JKT.TIM dated February 4, 2021.

m. Eucharia Binti Neneng S. Lawsuit

On February 22, 2021, Eucharia Binti Neneng S. sued Jasa Marga at the Bandung District Court. In this case Eucharia Binti Neneng S. made a claim over part of the land owned by the Ministry of Public Works and Public Housing at which the concession of Padalarang Cileuyi and Jakarta-Bandung high-speed railway project are located. This lawsuit is the second lawsuit with a similar subject matter which was filed on February 22, 2021 under number 100/Pdt.G/2021/PN.Bdg.

Based on the claim of Eucharia Binti Neneng S., part of the land belongs to him because he already has a Bandung District Court Decision and has been consigned for compensation by a third party.

In the lawsuit, Eucharia Binti Neneng S. sued Jasa Marga to stop actions deemed obstructing the land consignment process as intended. This case is currently in the trial process.

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47. KONTINJENSI (lanjutan)

n. Gugatan PT Lamtoro Gung Persada dan PT Hanurata

Perkara ini dimulai dari adanya Rapat Umum Luar Biasa (RUPS) PT Marga Nurindo Bhakti pada awal Desember 2021. Dalam RUPS tersebut terdapat suatu keputusan yang dimana terjadinya penjualan saham PT Marga Strukturindo Raya dan PT Investakusuma Artha kepada pihak ketiga. Keputusan tersebut menurut PT Lamtoro Gung Persada dan PT Hanurata sebagai Pemegang Saham PT Marga Nurindo Bhakti merugikan kepentingannya. Gugatan melawan hukum atas kerugian tersebut diajukan di Pengadilan Negeri Jakarta Selatan dengan nomor 1122/Pdt.G/2021/PN.Jkt.Sel. Dalam Perkara ini Para Tergugat digugat dengan total nominal kerugian material maupun immaterial senilai 600 Miliar Rupiah. Jasa Marga dalam perkara ini ditetapkan sebagai Turut Tergugat II yang artinya hanya dimasukkan dalam perkara karena sebagai sesama Pemegang Saham pada PT Marga Nurindo Bhakti serta demi lengkapnya gugatan.

47. CONTINGENCIES (continued)

n. PT Lamtoro Gung Persada and PT Hanurata

This case started when general meeting of shareholders (GMS) of PT Marga Nurindo Bhakti was taken place in early December 2021. In that GMS, the decision which related to sale and purchase of PT Marga Nurindo Bhakti shares from PT Marga Strukturindo Raya dan PT Investakusuma Artha to Third Parties. Such decision made violating the right of two shareholder namely PT Lamtoro Gung Persada and PT Hanurata. The tort lawsuit was filled in South Jakarta District Court with registered number of 1122/Pdt.G/2021/PN.Jkt.Sel. In this case defendants are sued to pay both material and immaterial damage with total of 600 Billion Rupiah. Jasa Marga, in this case, is Co-Defendant meaning its involvement in this case is only as fellow shareholder in PT Marga Nurindo Bhakti and also to fulfill the needs of avoiding the claim being incompleteness of parties.

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48. SEGMENT OPERASI (lanjutan)

48. OPERATING SEGMENTS (continued)

Kelompok Usaha dikelola dan dikelompokkan dalam
segmen usaha yang terdiri dari beberapa lini usaha
sebagai berikut: (lanjutan)

The Group is managed and classified into business
segments which consist of business line as follow:
(continued)

Periode yang Berakhir pada Tanggal 31 Desember 2021/ Period Ended December 31, 2021									
	Usaha Jalan Tol/ Induk/ Parent	Tolroad/ Anak/ Subsidiary	Business/ Subtotal/ Subtotal	Pengoperasian/ Operation	Pemeliharaan/ Maintenance	Bisnis Terkait/ Related Business	Lainnya/ Others	Eliminasi/ Elimination	Konsolidasian/ Consolidated
Aset/Assets									
Aset Lancar/ Current Assets									
Kas dan Setara Kas/ Cash and Cash Equivalent	2.234.687	1.208.775	3.443.462	375.042	102.976	666.329	9.365	-	4.597.204
Investasi jangka pendek/ Short Term Investments	99.938	-	99.938	-	-	-	723.406	-	823.344
Piutang Lain-lain - Neto/ Other Receivables - Net	3.578.069	2.900.335	6.478.404	464.148	749.708	112.042	3	(3.386.202)	4.418.103
Persediaan/ Inventories	-	-	-	-	2.749	134.995	-	-	137.744
Biaya Dibayar Dimuka dan Uang Muka - Neto/ Prepaid Expenses and Advances - Net	1.366	19.102	20.468	1.403	18.922	8.198	45	-	49.036
Pajak Dibayar Dimuka/ Prepaid Taxes	-	-	-	31.363	-	14.815	151	-	46.329
Dana Dibatasi Penggunaannya/ Restricted Cash	143.400	374.053	517.453	116.782	-	-	-	-	634.235
Aset Lancar Entitas/ Total Current Assets	6.057.460	4.502.265	10.559.725	988.738	874.355	936.379	733.000	(3.386.202)	10.705.995
Aset Tidak Lancar/ Non-Current Assets									
Piutang Lain-lain - Neto/ Other Receivables - Net	2.232.631	-	2.232.631	-	-	-	-	-	2.232.631
Dana Dibatasi Penggunaannya/ Restricted Cash	-	379.491	379.491	-	-	-	-	-	379.491
Aset Pajak Tangguhan - Neto/ Deferred Tax Asset - Net	-	2.385	2.385	-	-	-	-	-	2.385
Investasi pada entitas asosiasi dan ventura bersama - net/ Investment in associates and joint ventures - net	21.607.878	-	21.607.878	-	-	9.860	-	(17.026.783)	4.590.955
Aset Tetap - Neto/ Fixed Asset - Net	511.271	32.002	543.273	56.104	139.314	30.295	142	(22.891)	746.237
Properti Investasi - Neto/ Investment Properties - Net	-	-	-	-	-	458.934	-	(1.369)	457.565
Aset Tidak Berwujud - Neto/ Intangible Assets - Net	-	-	-	-	-	-	-	-	-
Hak pengusahaan jalan tol/ Toll Road Concession Rights	16.483.894	67.233.614	83.717.508	-	-	-	-	(274.444)	83.443.064
Lain-lain/ Others	66.035	26.982	93.017	7.562	-	-	-	665	101.244
Goodwill/ Goodwill	-	-	-	-	-	-	-	-	41.849
Aset keuangan lainnya - net/ Other financial assets - net	42.506	-	42.506	376.898	-	7.053	-	(650)	425.907
Aset tidak lancar lainnya - net/ Other non-current assets - net	102.818	105.049	207.867	-	9.870	671.013	-	(25.853)	959.923
Aset Tidak Lancar Entitas/ Total Non-Current Assets	41.046.833	67.779.523	108.826.356	450.234	236.240	1.177.155	807	(17.310.141)	93.390.651
Aset Segmen Dilaporkan/ Segment Assets	47.104.293	72.281.788	119.386.081	1.438.972	1.110.595	2.113.534	733.807	(20.696.343)	104.086.646
Liabilitas/ Liabilities									
Liabilitas Lancar/ Current Liabilities									
Utang Usaha/ Accounts Payable	34.558	40.136	74.694	241.381	42.760	600	-	(34.275)	325.160
Utang Kontraktor/ Contractors Payable	223.570	1.554.673	1.778.243	100.886	73.379	5.133	-	(74.208)	1.863.433
Utang Pajak/ Taxes Payable	121.980	48.067	170.047	-	-	10.436	2	-	213.079
Beban Akumul/ Accrued Expenses	1.087.073	2.857.667	3.944.740	72.630	493.167	113.922	550	(1.087.623)	3.537.386
Liabilitas Imbalan Kerja Jangka Pendek/ Short-Term Employee Benefits Liability	-	-	-	1.229	-	-	-	-	1.229
Utang Bank/ Bank Loan	1.700.000	1.944.263	3.644.263	-	40.000	-	-	-	3.684.263
Utang Lembaga Keuangan Bukan Bank/ Non-Bank Financial Institution Loan	-	-	-	-	-	-	-	-	-
Utang Surat Berharga Komersial/ Commercial Securities Payable	537.275	-	537.275	-	-	-	-	-	537.275
Liabilitas Jangka Panjang yang Jatuh Tempo Dalam Satu Tahun/ Current Maturities of Long-Term Liabilities									
Utang Bank/ Bank Loan	1.500.000	476.842	1.976.842	-	-	-	-	-	1.976.842
Utang Lembaga Keuangan Bukan Bank/ Non-Bank Financial Institution Loan	-	29.800	29.800	-	-	-	-	-	29.800
Liabilitas Pembebasan Tanah/ Land Acquisition Liabilities	-	1.588.542	1.588.542	-	-	-	-	-	1.588.542
Utang Sewa/ Lease Liabilities	13.836	3.554	17.390	22.846	589	2.649	91	(2.649)	40.916
Provisi pelepasan jalan tol/ Provision for overlay	218.810	18.330	237.140	-	-	-	-	-	236.940
Pendapatan Ditangguhkan/ Deferred Revenues	412.699	3.212	415.911	16.549	-	86.790	-	-	519.250
Liabilitas Keuangan Jangka Pendek Lainnya/ Other Short-Term Financial Liabilities	401.555	496.484	898.039	191.780	24.325	53.199	665	(813.436)	354.572
Liabilitas Lancar Entitas/ Total Current Liabilities	6.251.156	9.061.570	15.312.726	675.063	679.052	272.729	1.308	(2.012.191)	14.928.887
Liabilitas Tidak Lancar/ Non-Current Liabilities									
Liabilitas Pajak Tangguhan/ Deferred Tax Liabilities	639.190	553.488	1.192.678	28.286	-	-	15.287	-	1.236.251
Utang Kontraktor Jangka Panjang/ Long-Term Contractors Payable	46.860	707.973	754.833	-	-	-	-	-	754.833
Beban Akumul Jangka Panjang/ Long-Term Accrued Expenses	-	2.539.449	2.539.449	-	-	-	-	(173.694)	2.365.755
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun/ Long-term liabilities - net of current maturities	-	-	-	-	-	-	-	-	-
Utang Bank/ Bank Loan	16.628.951	36.352.990	52.981.941	-	-	-	-	-	52.981.941
Utang Lembaga Keuangan Bukan Bank/ Non-Bank Financial Institution Loan	249.379	1.141.411	1.390.790	-	-	-	-	-	1.390.790
Utang Obligasi/ Bonds Payable	1.992.423	1.296.022	3.288.445	-	-	-	-	-	3.288.445
Liabilitas Pembebasan Tanah/ Land Acquisition Liabilities	109.008	-	109.008	-	-	-	-	-	109.008
Utang Sewa/ Lease Liabilities	16.113	2.403	18.516	20.043	390	25.112	-	(23.388)	40.673
Provisi pelepasan jalan tol/ Provision for overlay	107.238	193.546	300.784	-	-	-	-	-	300.784
Pendapatan Ditangguhkan/ Deferred Revenues	334.051	1.918	335.969	-	-	44.986	-	-	380.955
Liabilitas Imbalan Kerja Jangka Panjang/ Long-Term Employee Benefits Liabilities	1.060.710	22.419	1.083.129	59.715	2.506	-	-	-	1.147.577
Liabilitas Jangka Panjang Lainnya/ Other Long-Term Liabilities	203.275	1.429.101	1.632.376	-	-	-	-	(1.247.044)	385.332
Liabilitas Tidak Lancar Entitas/ Total Non-Current Liabilities	21.387.198	44.240.720	65.627.918	108.044	2.896	72.325	15.287	(1.444.126)	64.382.344
Liabilitas Segmen Dilaporkan/ Segment Liabilities	27.638.354	53.302.290	80.944.644	783.107	681.948	345.054	16.595	(3.456.317)	79.311.031

Periode yang Berakhir pada Tanggal 31 Desember 2020/ Period Ended December 31, 2020									
	Usaha Jalan Tol/ Induk/ Parent	Tolroad/ Anak/ Subsidiary	Business/ Subtotal/ Subtotal	Pengoperasian/ Operation	Pemeliharaan/ Maintenance	Bisnis Terkait/ Related Business	Lainnya/ Others	Eliminasi/ Elimination	Konsolidasian/ Consolidated
Pendapatan/ Revenues									
Pendapatan Usaha/ Operating Revenues	7.167.566	1.692.041	8.859.607	1.704.993	519.140	289.918	14.705	(1.800.643)	9.597.720
Pendapatan Konstruksi/ Construction Revenues	-	4.116.301	4.116.301	-	-	-	-	-	4.116.301
Pendapatan Entitas/ Total Revenues	7.167.566	5.808.342	12.975.908	1.704.993	519.140	289.918	14.705	(1.800.643)	13.704.021
Beban Pendapatan/ Cost of Revenues									
Beban Usaha/ Operating Expenses	(3.009.833)	(927.675)	(3.937.508)	(1.379.295)	(382.522)	(240.523)	-	1.664.899	(4.274.949)
Beban Konstruksi/ Construction Expenses	-	(4.074.539)	(4.074.539)	-	-	-	-	-	(4.074.539)
Laba Bruto/ Gross profit	4.157.733	806.128	4.963.861	325.698	136.618	49.395	14.705	(135.744)	5.354.333
Penghasilan Lain - lain/ Other Income	474.411	80.832	555.043	6.517	1.810	31.386	1.068	(146.067)	449.757
Penghasilan keuangan/ Financial Income	390.850	4.895	395.745	2.221	7.182	8.392	48	(316.308)	97.280
Keuntungan dari pelepasan investasi/ Gain on Divestment	-	-	-	-	-	-	-	-	-
Beban pajak atas penghasilan keuangan/ Tax Expense of Financial Income	(10.105)	(16.188)	(26.293)	(1.240)	(362)	(6.277)	(214)	-	(34.386)
Beban Urum dan Administrasi/ General and Administrative Expenses	(846.094)	(188.729)	(1.034.819)	(87.646)	(69.840)	(53.045)	(10.482)	19.220	(1.236.812)
Beban Lain - lain/ Other Expenses	(1.287.229)	(7.611)	(1.274.840)	(7.501)	(2.652)	(15.749)	(2)	1.136.564	(164.360)
Laba Usaha/ Profit on operations	2.899.566	679.131	3.578.697	237.849	72.556	14.102	5.123	557.665	4.465.992
Laba Rugi/ Profit and Loss									
Biaya Keuangan/ Finance Charges	(1.589.927)	(2.186.137)	(3.776.064)	(4.111)	(779)	(2.370)	(7)	135.382	(3.647.949)
Bagian Laba-Rugi atas Entitas Asosiasi/ Net Equity on Associates	(120.308)	-	(120.308)	-	-	(1.284)	-	-	(121.592)
Laba (Rugi) Sebelum Pajak Penghasilan/ Earning Before Income Tax	1.189.331	(1.507.006)	(317.675)	233.738	71.777	10.448	5.116	693.047	696.451
Beban Pajak Penghasilan/ Income Tax	(562.129)	(115.489)	(677.618)	(57.359)	-	(3.103)	-	-	(738.080)
Laba Tahun Berjalan/ Income for the Year	627.202	(1.622.495)	(995.293)	176.379	71.777	7.345	5.116	693.047	(41.629)

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49. RISIKO MANAJEMEN KEUANGAN

Bisnis Kelompok Usaha mencakup aktivitas pengambilan risiko dengan sasaran tertentu dengan pengelolaan yang profesional. Fungsi utama dari manajemen risiko Kelompok Usaha adalah untuk mengidentifikasi seluruh risiko kunci, mengukur risiko-risiko ini dan mengelola sistem manajemen risiko.

Kelompok Usaha mendefinisikan risiko keuangan sebagai kemungkinan kerugian atau laba yang hilang, yang disebabkan oleh faktor internal maupun faktor eksternal yang berpotensi negatif terhadap pencapaian tujuan Kelompok Usaha.

Tujuan Kelompok Usaha dalam mengelola risiko keuangan adalah untuk mencapai keseimbangan yang sesuai antara risiko dan tingkat pengembalian serta meminimalisasi potensi efek memburuknya kinerja keuangan Kelompok Usaha.

Risiko keuangan utama yang dihadapi Kelompok Usaha adalah risiko kredit, risiko suku bunga, risiko likuiditas, risiko nilai tukar mata uang asing dan kondisi ekonomi dan sosial politik. Perhatian atas pengelolaan risiko ini telah meningkat secara signifikan dengan mempertimbangan perubahan dan volatilitas pasar keuangan di Indonesia dan internasional.

a. Risiko Kredit

Risiko kredit adalah risiko dimana salah satu pihak dari instrumen keuangan akan gagal memenuhi kewajibannya dan menyebabkan pihak lain mengalami kerugian keuangan.

Instrumen keuangan Kelompok Usaha yang mempunyai potensi atas risiko kredit terdiri dari kas dan setara kas, piutang lain dan investasi tertentu. Jumlah eksposur risiko kredit maksimum sama dengan nilai tercatat atas akun-akun tersebut.

	0 - 1 Tahun/ Year 0 - 1	> 1 Tahun/ > 1 Years	Nilai Tercatat/ Carrying Amount	
Piutang Lain-lain				Other Receivables
Lancar - Bersih				Current - Net
Pihak Berelasi	1.583.274	-	1.583.274	Related Parties
Pihak Ketiga	449.032	-	449.032	Third Parties
Total	2.032.306	-	2.032.306	Total
Tidak Lancar - Bersih				Non Current - Net
Pihak Berelasi	-	1.858.535	1.858.535	Related Parties
Total	-	1.858.535	1.858.535	Total

49. FINANCIAL RISK MANAGEMENT

The business of the Group includes risks - taking activities with certain target by professional management. The main function of the risk management of the Group is to identify all key risks, to measure these risks and manage risk positions.

The Group defines financial risk as the possibility of loss or lost profit, caused by internal factors as well as external factors that may potentially have negative impact on achievement of The Group goals.

The purpose of the Group in managing financial risks is to achieve an appropriate balance between risks and returns and minimize potential adverse effects of the financial performance of the Group.

The main financial risks of the Group are credit risk, interest rate risk, liquidity risk, foreign currency exchange rates and, social - economic and political conditions. Attention to this risk management has increased significantly by considering changes and financial market volatility in Indonesia and internationally.

a. Credit Risk

Credit risk is the risk that one party of a financial instrument will fail to met its obligations and cause the other party to suffer financial losses.

The Group's financial instruments that have the potential for credit risk consist of cash and cash equivalents, other receivables and certain investments. Total maximum credit risk exposure equal to the carrying value of these accounts.

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49. RISIKO MANAJEMEN KEUANGAN (lanjutan)

b. Risiko Mata Uang

Risiko mata uang adalah risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan nilai tukar mata uang asing.

Pendapatan, pendanaan dan sebagian besar biaya operasi dari Kelompok Usaha dilakukan dalam mata uang Rupiah oleh karena itu Kelompok Usaha tidak memiliki eksposur yang signifikan terhadap fluktuasi nilai tukar mata uang asing.

c. Risiko Likuiditas

Risiko likuiditas adalah risiko di mana Kelompok Usaha akan mengalami kesulitan dalam rangka memperoleh dana untuk memenuhi komitmennya terkait dengan instrumen keuangan.

Kelompok Usaha mengelola risiko likuiditas dengan mempertahankan kas dan setara kas yang mencukupi untuk memungkinkan Kelompok Usaha dalam memenuhi komitmen Kelompok Usaha untuk operasi normal Kelompok Usaha. Selain itu Kelompok Usaha juga melakukan pengawasan proyeksi dan arus kas aktual secara terus menerus serta pengawasan tanggal jatuh tempo aset dan kewajiban keuangan.

49. FINANCIAL RISK MANAGEMENT (continued)

b. Currency Risk

Currency risk is the risk of fluctuations in the value of financial instruments due to changes in foreign currency exchange rates.

Revenue, funding and most of the operating costs of the Group are made in the Rupiah currency and therefore the Group do not have significant exposure to fluctuations in foreign currency exchange rates.

c. Liquidity Risk

Liquidity risk is the risk in which the Group will experience difficulties in acquiring funds to meet commitments associated with financial instruments.

The Group manages liquidity risk by maintaining sufficient cash and cash equivalents to enable the Group to meet its commitment to the normal operation of the Group. In addition, the Group also controls its cash flow projections and actual cash flow and continuously monitors the maturity dates of financial assets and liabilities.

	31 Desember 2021/ December 31, 2021				
	Kurang Dari 1 Tahun/ Less Than 1 Year	Lebih Dari 1 Tahun dan Kurang Dari 5 Tahun/ More Than 1 Year and Less Than Five Years	Lebih Dari 5 Tahun/ More Than 5 Years	Jumlah/ Total	
Liabilitas Keuangan					Financial Liabilities
Utang Usaha	433.025	-	-	433.025	Accounts Payable
Utang Kontraktor	1.290.243	362.814	-	1.653.057	Contractors Payable
Beban Akrua	3.158.712	2.037.124	-	5.195.836	Accrued Expenses
Liabilitas Keuangan Lainnya	426.367	-	-	426.367	Other financial liabilities
Utang Bank Jangka Pendek	1.057.861	-	-	1.057.861	Short Term Bank Loan
Utang Surat Berharga Komersil	-	-	-	-	Commercial Securities Payable
Utang Bank Jangka Panjang	2.781.255	-	54.457.717	57.238.972	Long Term Bank Loan
Utang Lembaga Keuangan					Long Term Non-Bank
Bukan Bank Jangka Panjang	241.000	-	1.101.660	1.342.660	Financial Institutions Loan
Liabilitas Pembebasan Tanah	1.588.542	-	109.008	1.697.550	Land Acquisition Liabilities
Utang Sewa Pembiayaan	55.036	59.451	-	114.487	Lease liability
Utang Kerjasama Operasi	-	-	-	-	Joint Operation liabilities
Utang Obligasi	-	1.386.350	607.835	1.994.185	Bonds Payable
Liabilitas Jangka Panjang Lainnya	-	-	240.913	240.913	Other Long Term Liabilities
Total	11.032.041	3.845.739	56.517.133	71.394.913	Total

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49. RISIKO MANAJEMEN KEUANGAN (lanjutan)

49. FINANCIAL RISK MANAGEMENT (continued)

c. Risiko Likuiditas (lanjutan)

c. Liquidity Risk (continued)

31 Desember 2020/ December 31, 2020				
Kurang Dari 1 Tahun/ Less Than 1 Year	Lebih Dari 1 Tahun dan Kurang Dari 5 Tahun/ More Than 1 Year and Less Than Five Years	Lebih Dari 5 Tahun/ More Than 5 Years	Jumlah/ Total	
Liabilitas Keuangan				Financial Liabilities
Utang Usaha	325.160	-	325.160	Accounts Payable
Utang kontraktor	1.883.433	754.833	2.638.266	Contractors payable
Beban Akrua	3.537.386	2.365.755	5.903.141	Accrued expenses
Liabilitas Keuangan Lainnya	354.572	-	354.572	Other financial liabilities
Utang Bank Jangka Pendek	3.684.263	-	3.684.263	Short Term Bank Loan
Utang Surat Berharga Komersil	537.275	-	537.275	Commercial Securities Payable
Utang Bank Jangka Panjang	1.976.842	-	52.981.941	Long Term Bank Loan
Utang Lembaga Keuangan				Long Term Non-Bank
Bukan Bank Jangka Panjang	29.800	-	1.390.790	Financial Institutions Loan
Liabilitas Pembebasan Tanah	1.588.542	-	109.008	Land Acquisition Liabilities
Utang Sewa Pembiayaan	40.916	40.673	-	Lease liability
Utang Obligasi	-	1.392.756	1.895.689	Bonds Payable
Liabilitas Jangka Panjang Lainnya	-	-	385.332	Other Long Term Liabilities
Total	13.958.189	4.554.017	56.762.760	Total

d. Risiko Suku Bunga

d. Interest Rate Risk

Risiko bunga atas arus kas adalah risiko dimana arus kas masa datang suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar.

Interest on the cash flow risk is the risk that future cash flows of a financial instrument will fluctuate due to changes in market interest rates.

Eksposur terhadap suku bunga Kelompok Usaha terus diawasi dengan melakukan analisis terhadap liabilitas keuangan yang dimiliki. Pada tahun 2021 dan 2020, Kelompok Usaha memiliki liabilitas keuangan sebesar Rp24.473.717 dan Rp25.908.330 yang dikenakan suku bunga mengambang. Pada 31 Desember 2021, penurunan (kenaikan) 25 poin dasar pada tingkat bunga liabilitas keuangan bunga mengambang, variabel lain dianggap konstan khususnya nilai tukar mata uang asing, ekuitas dan laba atau rugi masing-masing akan naik (turun) sebesar Rp61.184.

The Group's exposure to interest rate is monitored continuously by analyzing financial liabilities's. In 2021 dan 2020, Group has outstanding financial liabilities amounting to Rp24,473,717 and Rp25,908,330 which are borne floating interest rate. As of December 31, 2021, reduction (increase) 25 base point on financial liabilities interest floating rate, other variables are constant especially foreign exchange rates, equity and profit or loss each will increase (decrease) amounting to Rp61,184.

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49. RISIKO MANAJEMEN KEUANGAN (lanjutan)

e. Nilai Wajar

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan. Aset dan liabilitas keuangan Kelompok Usaha yang diukur dan diakui pada nilai wajar adalah piutang dan utang derivatif.

Nilai wajar untuk instrumen keuangan yang diperdagangkan di pasar aktif ditentukan berdasarkan kuotasi nilai pasar pada tanggal pelaporan. Kuotasi nilai pasar yang digunakan Kelompok Usaha untuk aset keuangan adalah harga penawaran (*bid price*), sedangkan untuk liabilitas keuangan adalah harga permintaan (*ask price*).

Nilai wajar instrumen keuangan yang tidak diperdagangkan di pasar aktif ditentukan dengan menggunakan teknik penilaian tertentu. Teknik tersebut menggunakan data pasar yang dapat diobservasi sepanjang tersedia, dan seminimal mungkin mengacu pada estimasi, apabila seluruh input signifikan atas nilai wajar dapat diobservasi.

Jika satu atau lebih input yang signifikan tidak berdasarkan data pasar yang dapat diobservasi, teknik penilaian tertentu digunakan untuk menentukan nilai instrumen keuangan mencakup:

- Penggunaan harga yang diperoleh dari bursa atau pedagang efek untuk instrumen sejenis dan;
- Teknik lain seperti analisis arus kas yang didiskonto digunakan untuk menentukan nilai wajar instrumen keuangan lainnya.

49. FINANCIAL RISK MANAGEMENT (continued)

e. Fair Value

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes. The Group's financial assets and liabilities that are measured and recognized at fair value are derivative receivables and payables.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. The quoted market price used for financial assets held by the Group is the current bid price, for financial liabilities is the current ask price.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on estimates, if all significant inputs required to fair value an instrument are observable.

If one or more of the significant inputs is not based on observable market data, specific valuation techniques are used to value financial instrument include:

- *The use of quoted market prices or dealer quotes for similar instruments and;*
- *Other techniques such as discounted cash flows analysis are used to determine fair value for the remaining financial instruments.*

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49. RISIKO MANAJEMEN KEUANGAN (lanjutan)

49. FINANCIAL RISK MANAGEMENT (continued)

e. Nilai Wajar (lanjutan)

e. Fair Value (continued)

Tabel di bawah ini menggambarkan nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan:

The fair values of financial assets and liabilities, together with the carrying amounts, are as follow:

	31 Desember 2021/ December 31, 2021		
	Nilai Tercatat/ Carrying Value	Nilai Wajar/ Fair Value	
Aset Keuangan			Financial Assets
Kas dan setara kas	6.279.089	6.279.089	Cash and cash equivalents
Dana dibatasi penggunaannya	558.723	558.723	Restricted funds
Piutang lain-lain	3.890.841	3.890.841	Other receivables
Investasi jangka pendek	1.288.096	1.288.096	Short term investments
Aset keuangan lainnya	482.775	482.775	Other financial assets - net
Total	12.499.524	12.499.524	Total
Liabilitas Keuangan			Financial Liabilities
Utang kontraktor jangka pendek	1.290.243	1.290.243	Short-term contractors payable
Utang kontraktor jangka panjang	362.814	362.814	Long-term contractors payable
Utang usaha	433.025	433.025	Accounts payable
Beban akrual	3.158.712	3.158.712	Accrued expense
Utang bank jangka pendek	1.057.861	1.057.861	Short-term bank loan
Utang lembaga keuangan bukan bank	241.000	241.000	Non-bank financial institutions loan
Beban akrual jangka panjang	2.037.124	2.037.124	Long-term accrued expense
Liabilitas keuangan jangka pendek lainnya	426.367	426.367	Other short-term financial liabilities
Liabilitas jangka panjang yang jatuh tempo dalam satu tahun			Current maturities of long - term Liabilities
Liabilitas pembebasan tanah	109.008	109.008	Land acquisition liabilities
Utang bank	2.781.255	2.781.255	Bank loans
Utang sewa	55.036	55.036	Lease liabilities
Liabilitas jangka panjang-setelah dikurangi bagian yang jatuh tempo dalam satu tahun			Long - term liabilities Net of current maturity
Utang bank	54.457.717	54.457.717	Bank loans
Utang lembaga keuangan bukan bank	1.101.660	1.101.660	Non-bank financial institutions loan
Utang sewa	59.451	59.451	Lease liabilities
Liabilitas pembebasan tanah	109.008	109.008	Land acquisition liabilities
Utang obligasi	1.994.185	1.994.185	Bonds payable
Liabilitas jangka panjang lainnya	240.913	240.913	Other long-term liabilities
Total	69.915.379	69.915.379	Total

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49. RISIKO MANAJEMEN KEUANGAN (lanjutan)

e. Nilai Wajar (lanjutan)

Manajemen Permodalan

Tujuan dari Kelompok Usaha dalam mengelola permodalan adalah untuk melindungi kemampuan Kelompok Usaha dalam mempertahankan kelangsungan usaha, sehingga entitas dapat tetap memberikan hasil bagi pemegang saham dan manfaat bagi pemangku kepentingan lainnya, dan untuk memberikan imbal hasil yang memadai kepada pemegang saham dengan menentukan harga produk dan jasa yang sepadan dengan tingkat risiko.

Kelompok Usaha menetapkan sejumlah rasio modal sesuai proporsi terhadap risiko. Kelompok Usaha mengelola struktur modal dan membuat penyesuaian dengan memperhatikan perubahan kondisi ekonomi dan karakteristik risiko aset yang mendasari.

Konsisten dengan entitas lain dalam industri, Kelompok Usaha memonitor modal dengan dasar rasio utang terhadap modal yang disesuaikan. Rasio ini dihitung sebagai berikut: utang neto dibagi modal yang disesuaikan. Utang neto merupakan total utang (sebagaimana jumlah dalam laporan posisi keuangan) dikurangi kas dan setara kas. Modal yang disesuaikan terdiri dari seluruh komponen ekuitas (meliputi modal saham, selisih kurs penjabaran laporan keuangan dalam valuta asing dan saldo laba).

Selama tahun 2021, strategi Kelompok Usaha tidak berubah yaitu mempertahankan rasio utang terhadap ekuitas sebesar maksimum 5:1. Rasio utang terhadap ekuitas adalah sebagai berikut:

	<u>31 Desember 2021/ December 31, 2021</u>	<u>31 Desember 2020/ December 31, 2020</u>	
Liabilitas Jangka Pendek	12.014.583	14.928.687	Short-term Liabilities
Liabilitas Jangka Panjang	63.727.986	64.382.344	Long-term Liabilities
Total Liabilitas	75.742.569	79.311.031	Total Liabilities
Total Ekuitas	25.500.315	24.775.615	Total Equity
Rasio Utang terhadap Ekuitas	3 : 1	3,1 : 1	Debt to Equity Ratio

49. FINANCIAL RISK MANAGEMENT (continued)

e. Fair Value (continued)

Capital Management

The Group's purpose in managing capital is to protect the ability of the Group in maintaining business continuity, so that entities can still deliver results for shareholders and benefits for other stakeholders, and to provide adequate returns to shareholders by pricing products and services that are commensurate with the level of risk.

The Group set a number of capital ratios proportion to the risk. The Group manages its capital structure and makes adjustments taking into account changes in economic conditions and risk characteristics of the underlying asset.

Consistent with other companies in the industry, The Group monitors capital on the basis of the ratio of adjusted debt to capital. This ratio is calculated as follows: net debt divided by adjusted capital. Net debt is total debt (as the amount in the statement of financial position) less cash and cash equivalents. Adjusted capital comprises all components of equity (including capital stock, foreign exchange translation adjustment of foreign currency and retained earnings).

During the year 2021, the Group's strategy has not changed, namely, to maintain the debt to equity ratio at maximum 5:1. The ratio of debt to equity are as follows:

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49. RISIKO MANAJEMEN KEUANGAN (lanjutan)

49. FINANCIAL RISK MANAGEMENT (continued)

**f. Perubahan pada Liabilitas yang Timbul dari
Aktivitas Pendanaan**

**f. Changes in Liabilities Arising From Financing
Activities**

	2021				
	1 Januari 2021/ January 1, 2021	Arus Kas/ Cash Flows	Lainnya/ Others	31 Desember 2021/ December 31, 2021	
Utang bank	58.643.046	3.223.859	(3.570.072)	58.296.833	Bank loans
Utang LKBB	1.420.590	(81.297)	3.367	1.342.660	Non bank financial institutions loan
Utang obligasi	3.288.445	-	(1.294.260)	1.994.185	Bonds payable
Utang Surat Berharga Komersil	537.275	(529.588)	(7.687)	-	Commercial paper Payable
Liabilitas pembebasan tanah	1.697.550	-	-	1.697.550	Land acquisition liabilities
Utang Sewa	81.589	(59.733)	92.631	114.487	Lease Liabilities
Liabilitas jangka panjang lainnya - pinjaman dari Pemegang saham minoritas	200.481	(162.588)	-	37.893	Other long-term liabilities - minority shareholders loan
Total Liabilitas dari aktivitas pendanaan	65.868.976	2.390.653	(4.776.021)	63.483.608	Total Liabilities from financing activities
	2020				
	1 Januari 2020/ January 1, 2020	Arus Kas/ Cash Flows	Lainnya/ Others	31 Desember 2020/ December 31, 2020	
Utang bank	35.279.460	23.599.263	(235.677)	58.643.046	Bank loans
Utang LKBB	1.186.824	233.100	666	1.420.590	Non bank financial institutions loan
Utang obligasi	6.471.426	(3.200.000)	(17.019)	3.288.445	Bonds payable
Utang Surat Berharga Komersil	-	529.588	7.687	537.275	Commercial paper Payable
Liabilitas pembebasan tanah	1.697.550	-	-	1.697.550	Land acquisition liabilities
Liabilitas sewa guna	5.604	(17.286)	93.271	81.589	Lease Liability
Liabilitas jangka panjang lainnya - pinjaman dari Pemegang saham minoritas	147.742	52.739	-	200.481	Other long-term liabilities - minority shareholders loan
Total Liabilitas dari aktivitas pendanaan	44.788.606	21.197.404	(151.072)	65.868.976	Total Liabilities from financing activities

Kolom "Lainnya" merupakan penghentian pengakuan liabilitas keuangan MLJ dan JPM, penambahan pokok pinjaman Kredit Investasi *Interest During Construction* (IDC), biaya transaksi pinjaman neto yang belum diamortisasi pada tahun berjalan dan dampak dari penerapan PSAK 73.

The "Others" column represents derecognition of financial liabilities of MLJ and JPM, addition to *Interest During Construction* (IDC) Investment Credit Loan Principal, net unamortized loan transaction cost during the year and impact of PSAK 73 implementation.

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**50. TRANSAKSI YANG TIDAK MEMPENGARUHI
ARUS KAS**

Informasi tambahan atas laporan arus kas terkait aktivitas investasi non kas dan pendanaan adalah sebagai berikut:

50. NON-CASH TRANSACTIONS

Supplemental cash flows information related to non-cash investing and financing activities is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2021	2020	
Aset Takberwujud -			<i>Intangible Assets -</i>
Hak Pengusahaan Jalan Tol dan			<i>Toll Road Concession Rights</i>
Aset Takberwujud Lainnya	1.583.804	(14.712.166)	<i>and Others</i>
Aset Tetap dan Properti Investasi	81.103	95.524	<i>Fixed Asset and Investment Property</i>

51. PERISTIWA SETELAH TANGGAL PELAPORAN

- Pada tanggal 7 Januari 2022, Perusahaan membayar utang bank masing-masing sebesar Rp200.000 pada PT Bank Mandiri (Persero) Tbk dan PT Bank Rakyat Indonesia (Persero) Tbk.
- Berdasarkan Akta Perjanjian Pengusahaan Jalan Tol tanggal 8 Januari 2022, PT Jasamarga Gedebage Cilacap (JGC) akan melakukan pembangunan jalan tol Gedebage-Tasikmalaya-Cilacap. Pada tanggal 14 Februari 2022, Perusahaan telah melakukan setoran modal sebesar Rp1.981 kepada JGC dengan porsi kepemilikan Perusahaan sebesar 32,5%.
- Sehubungan dengan pemenuhan ekuitas dasar PSBI, Perusahaan memberikan uang muka setoran modal sebesar Rp47.575 pada tanggal 21 Januari 2022.
- Berdasarkan surat Menteri Badan Usaha Milik Negara No. S-61/MBU/01/2022 tanggal 26 Januari 2022, Perusahaan mendapat persetujuan melakukan perubahan nilai investasi kepada PT Pilar Sinergi BUMN Indonesia (PSBI) dari Rp1.462.156 menjadi Rp1.328.941.

51. EVENTS AFTER THE REPORTING DATE

- On January 7, 2022, the Company paid its bank loans amounting to Rp200,000 each of to PT Bank Mandiri (Persero) Tbk and PT Bank Rakyat Indonesia (Persero) Tbk, respectively.
- Based on the Deed of Toll Road Concession Agreement dated January 8, 2022, PT Jasamarga Gedebage Cilacap (JGC) will construct the Gedebage-Tasikmalaya-Cilacap toll road. On February 14, 2022, the Company paid up capital of Rp1,981 to JGC with the Company's ownership portion of 32.5%.
- In connection with the fulfillment of basic equity of PSBI, the Company placed an advance for capital amounting to Rp47,575 on January 21, 2022.
- Based on the letter of the Minister of State-Owned Enterprises No. S-61/MBU/01/2022 dated January 26, 2022, the Company received approval to change the investment value to PT Pilar Sinergi BUMN Indonesia (PSBI) from Rp1,462,156 to Rp1,328,941.

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**51. PERISTIWA SETELAH TANGGAL PELAPORAN
(lanjutan)**

**51. EVENTS AFTER THE REPORTING DATE
(continued)**

5. Berdasarkan Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat (PUPR) No.74/KPTS/M/2022 tanggal 31 Januari 2022, ada kenaikan Tarif tol ruas Jalan Tol Cawang-Tomang-Pluit (Jalan Tol Lingkar Dalam Kota Jakarta) yaitu:

5. Based on the Decree of the Minister of Public Works and Public Housing (PUPR) No. 74/KPTS/M/2022 dated January 31, 2022, there is an increase in toll tariff for the Cawang-Tomang-Pluit Toll Road (Jakarta Inner Ring Road Toll Road) as follows:

No	Ruas/ Section	Golongan/ Group				
		I	II	III	IV	V
1	Cawang-Tomang-Pluit	10.500	15.500	15.500	17.500	17.500

6. Berdasarkan Keputusan Menteri Pekerjaan Umum dan Perumahan Rakyat (PUPR) No.75/KPTS/M/2022 tanggal 31 Januari 2022, ada kenaikan Tarif tol ruas Jalan Tol Bali Mandara yaitu:

6. Based on the Decree of the Minister of Public Works and Public Housing (PUPR) No. 75/KPTS/M/2022 dated January 31, 2022, there is an increase in toll tariff for the Bali Mandara Toll Road section as follows:

No	Ruas/ Section	Golongan/ Group					
		I	II	III	IV	V	VI
1	Bali Mandara (Nusa Dua-Ngurah Rai-Benoa)	13.000	19.500	19.500	25.500	25.500	5.000

7. Pada tanggal 4 Maret 2022, Perusahaan melakukan pengumuman melalui media massa mengenai Rancangan Pemisahan Divisi Regional Jasamarga Transjawa Tollroad kepada PT Tranjawa Tol, entitas anak. Divisi Regional Jasamarga Transjawa Tollroad merupakan unit usaha Perusahaan yang melakukan pengelolaan atas operasi ruas tol Transjawa dan penyertaan saham Perusahaan dalam entitas anak dan asosiasi yang memiliki konsesi tol Transjawa.

7. On March 4, 2022, the Company made an announcement through the mass media regarding the Spin-off Plan for the Jasamarga Transjawa Tollroad Regional Division to PT Jasamarga Transjawa Tol, a subsidiary. The Jasamarga Transjawa Tollroad Regional Division is the Company's business unit that manages the Transjawa toll operation and the Company's share investment in subsidiaries and associated entities which have Transjawa toll concession.

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52. PERUBAHAN STANDAR AKUNTANSI

Kelompok Usaha menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2021, termasuk standar baru dan/atau yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Kelompok Usaha:

Amandemen Pernyataan Standar Akuntansi Keuangan ("PSAK") 22: Kombinasi Bisnis - Definisi Bisnis

Amandemen PSAK 22: Kombinasi Bisnis mengklarifikasi bahwa untuk dianggap sebagai bisnis, suatu rangkaian terintegrasi dari aktivitas dan aset harus mencakup minimal, input dan proses substantif yang, bersama-sama, secara signifikan berkontribusi untuk menghasilkan output. Selain itu, menjelaskan bahwa bisnis dapat tetap ada walaupun tidak menyertakan seluruh input dan proses yang diperlukan untuk menghasilkan output. Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha, tetapi dapat berdampak pada periode mendatang jika Kelompok Usaha melakukan kombinasi bisnis.

Amandemen PSAK 55, PSAK 60, PSAK 62, PSAK 71 dan PSAK 73 - Reformasi Acuan Suku Bunga (Tahap 2)

Amandemen ini memberikan kelonggaran sementara yang membahas dampak pelaporan keuangan ketika suku Bunga penawaran antarbank (Interbank Offered Rate) diganti dengan suku bunga alternatif yang hampir bebas risiko (SBB). Amandemen tersebut mencakup cara praktis berikut ini:

- Cara praktis untuk syarat perubahan kontrak, atau perubahan arus kas yang secara langsung disyaratkan oleh reformasi (suku bunga acuan), untuk diperlakukan sebagai perubahan suku bunga mengambang, setara dengan pergerakan suku bunga pasar.
- Mengizinkan perubahan yang disyaratkan oleh reformasi suku bunga acuan terhadap penetapan dan dokumentasi lindung nilai tanpa penghentian hubungan lindung nilai.
- Memberikan kelonggaran sementara kepada entitas dari keharusan memenuhi persyaratan yang dapat diidentifikasi secara terpisah ketika instrumen SBB ditetapkan sebagai lindung nilai dari suatu komponen risiko.

Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha. Kelompok Usaha bermaksud untuk menggunakan cara praktis di periode mendatang jika dapat diterapkan.

52. CHANGES IN ACCOUNTING STANDARDS

The Group made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2021, including the following new and/or revised standards that have affected the consolidated financial statements of the Group:

Amendments to Statement of Financial Accounting Standards ("PSAK") 22: - Business Combinations - Definition of a Business

The amendment to PSAK 22: Business Combinations clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that, together, significantly contribute to the ability to create output. Furthermore, it clarifies that a business can exist without including all of the inputs and processes needed to create outputs. These amendments had no impact on the consolidated financial statements of the Group, but may impact future periods should the Group enter into any business combinations.

Amendments to PSAK 55, PSAK 60, PSAK 62, PSAK 71 and PSAK 73 - Interest Rate Benchmark Reform (Phase 2)

The amendments provide temporary reliefs which address the financial reporting effects when an interbank offered rate (IBOR) is replaced with an alternative nearly risk-free interest rate (RFR). The amendments include the following practical expedients:

- A practical expedient to require contractual changes, or changes to cash flows that are directly required by the (interest rate benchmark) reform, to be treated as changes to a floating interest rate, equivalent to a movement in a market rate of interest.
- Permit changes required by interest rate benchmark reform to be made to hedge designations and hedge documentation without the hedging relationship being discontinued.
- Provide temporary relief to entities from having to meet the separately identifiable requirement when an RFR instrument is designated as a hedge of a risk component.

These amendments had no impact on the consolidated financial statements of the Group. The Group intends to use the practical expedients in future periods if they become applicable.

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52. PERUBAHAN STANDAR AKUNTANSI (lanjutan)

Perbaikan Tahunan 2021

Sebagai bagian dari pemeliharaan dan perbaikan PSAK, berikut adalah ringkasan informasi tentang penyempurnaan PSAK tahunan yang berlaku efektif untuk periode tahunan yang dimulai pada atau setelah 1 Januari 2021. Penyempurnaan PSAK tahunan pada dasarnya merupakan serangkaian amandemen lingkup sempit yang memberikan klarifikasi agar tidak terjadi perubahan yang signifikan terhadap prinsip-prinsip yang ada atau prinsip-prinsip baru.

- PSAK 1: Penyajian Laporan Keuangan, beberapa perubahan tentang pertimbangan yang dibuat oleh manajemen dalam proses penerapan kebijakan akuntansi yang secara signifikan mempengaruhi jumlah yang diakui dalam laporan keuangan.
- PSAK 13: Properti Investasi, tentang pengungkapan penerapan model nilai wajar telah dihapus.
- PSAK 48: Penurunan Nilai Aset, tentang ruang lingkup penurunan nilai aset dan menghapus perbedaan dengan IFRS pada IAS 36 paragraf 4(a).
- PSAK 66: Pengaturan Bersama, mengenai penyesuaian pada paragraf 25, PP11, PP33A(b) dan catatan kakinya, C12 dan C14 tentang referensi ke PSAK 71: Instrumen Keuangan.
- ISAK 16: Pengaturan Konsesi Jasa, Mengenai penyesuaian dalam beberapa paragraf dalam contoh ilustrasi agar konsisten dengan PSAK 72: Pendapatan dari Kontrak dengan Pelanggan.

53. STANDAR AKUNTANSI YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF

Pernyataan Standar Akuntansi Keuangan dan Interpretasi Standar Akuntansi Keuangan yang telah disahkan oleh Dewan Standar Akuntansi Keuangan - Ikatan Akuntan Indonesia (DSAK - IAI), tetapi belum berlaku efektif untuk laporan keuangan tahun berjalan diungkapkan di bawah ini.

Mulai efektif pada atau setelah 1 Januari 2022

1. Amandemen PSAK 22: Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual.

52. CHANGES IN ACCOUNTING STANDARDS (continued)

2021 Annual Improvements

As part of maintenance and improvement of PSAK, the following summary provides information on the annual improvements of PSAKs that are effective for annual periods beginning on or after January 1, 2021. The annual improvements of PSAK are basically a set of narrow scope amendments that provide clarification so that there are no significant changes to existing principles or new principles.

- *PSAK 1: Presentation of Financial Statements, some changes regarding consideration made by management in the process of applying accounting policies that significantly affect the amounts they recognize in the financial statements.*
- *PSAK 13: Investment Property, regarding disclosure of applying fair value model has been deleted.*
- *PSAK 48: Impairment of Assets, regarding the scope of impairment of assets and deletion of the difference with IFRS in IAS 36 paragraph 4(a).*
- *PSAK 66: Joint Arrangement, regarding adjustments in paragraphs 25, PP11, PP33A(b) and its footnotes, C12 and C14 regarding reference to PSAK 71: Financial instruments.*
- *ISAK 16: Service Concession Arrangement, regarding adjustment in several paragraphs in illustrative example to be consistent with PSAK 72: Revenue from Contracts with Customers.*

53. ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE

Statement of Financial Accounting Standards and Interpretations of Statements of Financial Accounting Standards that are issued by the Indonesian Financial Accounting Standards Board - Indonesian Institute of Accountants (DSAK - IAI), but not yet effective for current financial statements are disclosed below.

Effective beginning on or after January 1, 2022

1. *Amendments to PSAK 22: Business Combinations of Reference to Conceptual Frameworks.*

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**Mulai efektif pada atau setelah 1 Januari 2022
(lanjutan)**

Secara umum Amendemen PSAK 22 ini:

- Menambahkan deskripsi terkait “liabilitas dan liabilitas kontinjensi dalam ruang lingkup PSAK 57 atau ISAK 30”.
- Mengubah paragraf 23 dalam PSAK dengan mengklarifikasi liabilitas kontinjensi yang diakui pada tanggal akuisisi.
- Menambahkan paragraf 23A terkait definisi aset kontinjensi dan perlakuan akuntansinya.

2. Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Memberatkan - Biaya Memenuhi Kontrak.

Amendemen ini mengatur bahwa biaya untuk memenuhi kontrak terdiri dari biaya yang berhubungan langsung dengan kontrak. Biaya yang berhubungan langsung dengan kontrak terdiri dari:

- biaya inkremental untuk memenuhi kontrak tersebut, dan
- alokasi biaya lain yang berhubungan langsung untuk memenuhi kontrak.

3. Amendemen PSAK 71: Instrumen Keuangan - Imbalan dalam pengujian '10%' untuk penghentian pengakuan liabilitas keuangan

Amendemen ini mengklarifikasi biaya yang termasuk dalam entitas ketika menilai apakah persyaratan liabilitas keuangan baru atau yang dimodifikasi secara substansial berbeda dari persyaratan liabilitas keuangan asli. Biaya ini hanya mencakup yang dibayarkan atau diterima antara peminjam dan pemberi pinjaman, termasuk biaya yang dibayarkan atau diterima baik oleh peminjam atau pemberi pinjaman atas nama pihak lain. Amendemen ini berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan lebih awal diizinkan.

53. ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE (continued)

**Effective beginning on or after January 1, 2022
(continued)**

In general, the amendments to PSAK 22:

- *Added a description related to “liabilities and contingent liabilities within the scope of PSAK 57 or ISAK 30”.*
- *Amend paragraph 23 in PSAK by clarifying contingent liabilities recognized at the acquisition date.*
- *Added 23A paragraph regarding the definition of contingent assets and their accounting treatment.*

2. Amendments to PSAK 57: Provisions, Contingent Liabilities and Contingent Assets on Onerous Contracts - Cost of Fulfilling Contracts.

This amendment stipulates that the costs to fulfill the contract consist of costs directly related to the contract. Costs directly related to the contract consist of:

- *incremental costs to fulfill the contract, and*
- *allocation of other costs directly related to fulfilling the contract.*

3. Amendments to PSAK 71: Financial Instruments- Fees in the '10%' test for derecognition of financial liabilities.

The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf. The amendment is effective for annual reporting periods beginning on or after January 1, 2022 with earlier adoption permitted.

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**53. ACCOUNTING STANDARDS ISSUED BUT NOT
YET EFFECTIVE (continued)**

**Mulai efektif pada atau setelah 1 Januari 2022
(lanjutan)**

**Effective beginning on or after January 1, 2022
(continued)**

4. Penyempurnaan Tahunan 2020 - PSAK 73: Sewa

4. 2020 Annual Improvements - PSAK 73: Leases

Amandemen terhadap Contoh Ilustrasi 13 yang menyertai PSAK 73 menghilangkan dari contoh ilustrasi penggantian perbaikan sewa guna usaha oleh lessor untuk mengatasi potensi keraguan mengenai perlakuan insentif sewa yang mungkin timbul mengenai ilustrasi atas insentif sewa dalam contoh tersebut.

The amendment to Illustrative Example 13 accompanying PSAK 73 removes from the example the illustration of the reimbursement of leasehold improvements by the lessor in order to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives are illustrated in that example.

Entitas menerapkan amandemen secara prospektif terhadap pengukuran nilai wajar pada atau setelah awal periode pelaporan tahunan pertama yang dimulai pada atau setelah 1 Januari 2022 dengan penerapan lebih awal diizinkan namun tidak diharapkan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi pertama kali.

An entity applies the amendment prospectively to fair value measurements on or after the beginning of the first annual reporting period beginning on or after January 1, 2022 with earlier adoption permitted but not expected to have any impact to the financial reporting of the Group upon first-time adoption.

Mulai efektif pada atau setelah 1 Januari 2023

Effective beginning on or after January 1, 2023

1. Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang

1. Amendments to PSAK 1: Presentation of Financial Statements Classification of Liabilities as Current or Non-current

Amandemen ini menentukan persyaratan untuk mengklasifikasikan kewajiban sebagai lancar atau tidak lancar dan menjelaskan:

The amendments specify the requirements for classifying liabilities as current or non-current and clarify:

- Apa yang dimaksud dengan hak untuk menunda penyelesaian,
- Bahwa hak untuk menunda harus ada pada akhir periode pelaporan
- Klasifikasi tersebut tidak terpengaruh oleh kemungkinan bahwa entitas akan menggunakan hak penangguhannya, dan
- Bahwa hanya jika derivatif melekat dalam liabilitas konversi itu sendiri merupakan instrumen ekuitas, ketentuan liabilitas tidak akan memengaruhi klasifikasinya

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period,
- That classification is unaffected by the likelihood that an entity will exercise its deferral right, and
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

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**53. ACCOUNTING STANDARDS ISSUED BUT NOT
YET EFFECTIVE (continued)**

**Mulai efektif pada atau setelah 1 Januari 2023
(lanjutan)**

**Effective beginning on or after January 1, 2023
(continued)**

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dan diterapkan secara retrospektif. Amandemen ini diperkirakan tidak akan berdampak material terhadap pelaporan keuangan Kelompok Usaha.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and must be applied retrospectively. These amendments are not expected to have a material impact on the financial reporting of the Group.

**2. Amendemen PSAK 16: Aset Tetap - Hasil
sebelum Penggunaan yang Dimaksudkan**

**2. Amendments to PSAK 16: Fixed Assets -
Proceeds before Intended Use**

Amandemen ini tidak memperbolehkan entitas mengurangi kepada biaya perolehan suatu aset tetap, hasil dari penjualan barang yang diproduksi saat menyiapkan aset tersebut ke lokasi dan kondisi yang diperlukan agar dapat beroperasi dengan cara yang dimaksudkan oleh manajemen. Sebaliknya, entitas mengakui hasil dari penjualan barang-barang tersebut, dan biaya untuk memproduksi barang-barang tersebut, dalam laba rugi.

The amendments prohibit entities to deduct from the cost of an item of fixed assets, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in the profit or loss.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dan diterapkan secara retrospektif terhadap aset tetap yang tersedia untuk digunakan pada atau setelah awal periode penyajian paling awal ketika entitas pertama kali menerapkan amandemen tersebut.

The amendment is effective for annual reporting periods beginning on or after January 1, 2023 and shall be applied retrospectively to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.

Amandemen tersebut diperkirakan tidak akan berdampak material terhadap pelaporan keuangan Kelompok Usaha.

The amendments are not expected to have a material impact on the financial reporting of the Group.

**54. TANGGUNG JAWAB MANAJEMEN ATAS
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**54. THE MANAGEMENT'S RESPONSIBILITY ON
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Manajemen Perusahaan bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian yang diotorisasi untuk terbit pada tanggal 18 Maret 2022.

The Company's management is responsible for the preparation and presentation of the consolidated financial statements that were authorized for issued on March 18, 2022.

2021

Laporan Tahunan
Annual Report
PT Jasa Marga Tbk



PT JASA MARGA (PERSERO) TBK

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