



# Driving Excellence, Leveraging Expertise

Mendorong Keunggulan, Meningkatkan Keahlian



# TENTANG LAPORAN TAHUNAN

ABOUT ANNUAL REPORT

Selamat datang pada Laporan Tahunan PT Pertamina Training & Consulting 2019 dengan tema "Mendorong Keunggulan, Meningkatkan Keahlian". Tema tersebut dipilih berdasarkan analisis dan kajian yang mendalam serta berdasarkan fakta dan perkembangan bisnis PT Pertamina Training & Consulting sepanjang 2019. Laporan Tahunan ini diterbitkan sesuai dengan Undang-undang Perseroan Terbatas No. 47 tentang Laporan Tahunan.

Dalam rangka menjalankan praktik terbaik terhadap pelaksanaan prinsip-prinsip Tata kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG), penyampaian laporan ini juga mengacu pada pedoman praktik tata kelola yang berlaku di Indonesia, Pedoman Umum *Good Corporate Governance* Indonesia yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG), serta menggunakan parameter Salinan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara (BUMN) Nomor SK-16 /S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara.

Perusahaan juga menyampaikan beberapa aspek yang merupakan bagian dari pengembangan dan interpretasi atas isi laporan Tahunan. Dengan demikian, Perusahaan mengharapkan laporan Tahunan ini dapat mendorong peningkatan keterbukaan informasi yang wajar seiring dengan terpenuhinya aspek komposisi dan aspek substansi.

Laporan Tahunan PT Pertamina Training & Consulting 2019 disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Laporan Tahunan ini dapat dilihat dan diunduh di website resmi PT Pertamina Training & Consulting yaitu [www.pertamina-ptc.com](http://www.pertamina-ptc.com).

Welcome to PT Pertamina Training & Consulting 2019 Annual Report with the theme "Driving Excellence, Leveraging Expertise". The theme was chosen based on in-depth analysis and study over the facts and business development of PT Pertamina Training & Consulting throughout 2019. This Annual Report was published in accordance with Limited Liability Company Law No. 47 regarding the Annual Report.

In order to carry out best practices towards the implementation of Good Corporate Governance (GCG) principles, the submission of this report also refers to guidelines for governance practices that apply in Indonesia, which is General Guidelines for Good Corporate Governance in Indonesia issued by the National Policy Committee Governance (KNKG), as well as using the parameter from the Copy of Decree of the Secretary of Ministry of State-Owned Enterprises (SOEs) Number SK-16/S.MBU/2012 concerning Evaluation and Assessment Indicators/Parameters for Good Corporate Governance Implementation in State-Owned Enterprise.

The Company also conveyed several aspects that are part of the development and interpretation of the Annual report contents. Accordingly, the Company expects this Annual report can encourage the increased disclosure of reasonable information along with the fulfillment of composition and substance aspects.

PT Pertamina Training & Consulting 2019 Annual Report is presented in two languages, namely Indonesian and English using types and sizes of letters that are easy to read and print with good quality. This Annual Report can be viewed and downloaded on the official website of PT Pertamina Training & Consulting, [www.pertamina-ptc.com](http://www.pertamina-ptc.com).

## SANGGAHAN DAN BATASAN TANGGUNG JAWAB

DISCLAIMER

Laporan tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan Perseroan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan.

Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang PT Pertamina Training & Consulting serta lingkungan bisnis di mana Perusahaan menjalankan kegiatan usaha.

Laporan tahunan ini memuat kata "PTC" dan "Perusahaan" yang didefinisikan sebagai PT Pertamina Training & Consulting yang menjalankan bisnis utamanya di bidang jasa manajemen *human capital* yang terdiri dari 6 (enam) jenis usaha, yaitu *Training, Consulting, Manpower Supply, Event Organizer, Jasa Pengamanan, dan Assessment Center*.

This annual report contains financial condition statements, operation outcome, projections, plans, strategies, as well as goals of the Company, which are classified as future statements within the meaning of prevailing regulations, excluding historical matters. The statements have prospective risks and uncertainties which may lead to actual material developmentst that are different from what has been reported.

The prospective statements in this Integrated Report are composed based on various assumptions regarding the current conditions and forecast of future conditions of the Company and the business environment in which the Company conducts its business activities.

This annual report also contains the word "PTC" and "Company", which are defined as PT Pertamina Training & Consulting, which carries its core business in the field of human capital management services consisting of 6 (six) types of business, namely Training, Consulting, Manpower Supply, Event Organizer, Security Services, and Assessment Center.



## PENJELASAN TEMA

THEME EXPLANATION



# Driving Excellence, Leveraging Expertise

Mendorong Keunggulan, Meningkatkan Keahlian

Tema "Mendorong Keunggulan, Meningkatkan Keahlian" merupakan komitmen PTC dalam memberikan layanan jasa manajemen pengembangan dan peningkatan kualitas sumber daya manusia (SDM). Selaras dengan era industri 4.0, di mana arus teknologi informasi semakin deras dan memudahkan segalanya, keberadaan sumber daya manusia yang mampu menjalankan kegiatan industri dan bisnis menjadi sangat penting. Karena itu, dengan dukungan tenaga profesional yang kompeten dan jaringan kemitraan domestik dan internasional, PTC siap memberikan solusi dalam mengembangkan potensi *Human Capital*, dan memberikan solusi bisnis untuk kinerja dan hasil yang lebih optimal.

The theme "Driving Excellence, Leveraging Expertise" is PTC's commitment in providing management services in the field of human capital (HC) quality development and improvement. In line with the industrial era 4.0, in which the flow of information technology is increasingly swift and everything becomes easier, the existence of human capital that are capable to carry out industrial and business activities is very important. Therefore, with the support of competent professionals and a network of domestic and international partnerships, PTC is ready to provide solutions in developing the potential of Human Capital, as well as provide business solutions for more optimal performance and outcome.

# KESINAMBUNGAN TEMA

## THEME CONTINUITY

**2018**

### Mengembangkan Potensi Berkontribusi Secara BerkelaJutan

Developing Potential, Contributing Sustainably

PTC memiliki kewajiban besar untuk dapat menghadirkan proses bisnis yang berkelanjutan. Sehingga PTC selalu berupaya untuk dapat mengembangkan potensi yang dimiliki, dan mampu berkontribusi secara berkelanjutan. Pengembangan proses bisnis yang efektif dan akuntabel menjadi aspek fundamental untuk dapat mewujudkan kontribusi yang berkelanjutan.

PTC has a huge obligation to present a sustainable business process. Therefore, PTC constantly makes every effort to develop its potential and to contribute sustainably. The development of effective and accountable business processes is a fundamental aspect to be able to embody sustainable contribution..



**2017**

### Membangun Landasan untuk Kinerja yang Lebih Baik

Building Foundation for Better Performance

Kapabilitas PTC serta keyakinan dalam menetapkan tujuan, diartikulasikan dengan cara Memacu Layanan Berstandar Kelas Dunia. Upaya ini menjadi standar yang harus dimiliki agar dapat mewujudkan visi Perusahaan untuk menghadirkan kualitas produk dan layanan terbaik bagi setiap pelanggan dan ikut bertarung dalam kompetisi global. Menyongsong PTC yang semakin besar dan berkembang, menatap masa depan, memacu layanan berstandar kelas dunia.

PTC's capabilities and confidence in setting goals are articulated by Rocketing the World Class Service Standard. This effort becomes a must-have standard in order to realize the Company's vision to deliver the best quality products and services to every customer and join the business fight in global competition. Welcome to the bigger and growing PTC, envisioning the future, rocketing the world-class service standard.



**2016**

### Menatap Masa Depan, Memacu Layanan Berstandar Kelas Dunia

Envisioning the Future, Rocketing the World-Class Service Standard

PTC meyakini bahwa impian untuk menciptakan nilai tambah bagi banyak pihak tidak akan mampu dilakukan tanpa fundamental bisnis yang kuat. Strategi penguatan infrastruktur dan superstruktur yang progresif akan mampu berdampak positif terhadap stabilitas dan pertumbuhan Perusahaan yang lebih baik dan berkelanjutan.

PTC believes that the dream of creating added value for numerous parties will not be achieved without strong business fundamentals. The strategy to progressively strengthen the infrastructure and superstructure will have a positive impact on the stability and growth of a better and sustainable Company.



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# INISIATIF STRATEGIS KAMI

## OUR STRATEGIC INITIATIVES



Dengan dimulainya era Revolusi Industri 4.0, PTC menerapkan strategi untuk merespon perkembangan teknologi yang semakin pesat dan menunjang keberlanjutan bisnis perusahaan. Strategi yang diambil adalah melakukan digitalisasi dalam proses bisnis internal dengan mengembangkan *One System Integrated (OSI)* yang mengintegrasikan sistem-sistem di internal, sehingga memudahkan pekerja dalam menjalankan aktivitasnya dan mendukung percepatan keseluruhan proses bisnis di internal.

Pelaporan Pelaksanaan GCG Secara Menyeluruh

With the start of 4.0 Industrial Revolution era, PTC implemented strategies to respond the rapid increase of technological developments and support the company's business sustainability. The strategy taken is to digitize the internal business processes by developing an Integrated One System (OSI) that integrates internal systems, making it easier for employees to carry out their activities and support overall internal business processes acceleration.

Report on Thorough GCG Implementation



Di tahun 2019, Penerapan prinsip-prinsip GCG di PTC semakin meningkatkan. Hal ini terlihat dari Pelaporan Pelaksanaan GCG yang dilaksanakan oleh Fungsi *Management Report & Compliance*, Sekretaris Perusahaan. Pelaporan Pelaksanaan GCG meliputi sosialisasi GCG, Pelaporan Kepatuhan, Survei Visi, Misi, Tata Nilai Perusahaan dan Penerapan GCG, Pelaksanaan WBS, dan Sosialisasi dan Pengisian LHKPN.

In 2019, the implementation of GCG principles in PTC improved. This improvement can be seen from the Report on GCG Implementation carried out by the Management Report & Compliance Function, the Corporate Secretary. The GCG Implementation Report includes GCG socialization, Compliance Reporting, Survey of Vision, Mission, Corporate Values and GCG Implementation, WBS Implementation, and Socialization and Filling of LHKPN.

## Kinerja Keuangan / Financial performance

## Pendapatan / Revenue

**31,05%**

Pendapatan meningkat dari **Rp 1,59 triliun** di tahun 2018 menjadi **Rp2,08 triliun**  
 Revenue increased from Rp1.59 trillion in 2018 to Rp2.08 trillion

## Liabilitas / Liabilities

**30,92%**

Liabilitas meningkat dari **Rp362,63 miliar** menjadi **Rp474,77 miliar**  
 Liabilities increased from Rp362.63 billion to Rp474.77 billion

## Aset / Assets

**21,57%**

Aset meningkat dari **Rp576 miliar** di tahun 2018 menjadi **Rp700 miliar**  
 Assets increased from Rp576 billion in 2018 to Rp700 billion

## Ekuitas / Equity

**19,73%**

Ekuitas meningkat dari **Rp213,71 miliar** menjadi **Rp225,88 miliar**  
 Equity increased from Rp213.71 billion to Rp225.88 billion

## Kinerja Non Keuangan / Non-Financial Performance

**137**

proyek projects

**Proyek Pelatihan**  
Training Project

Proyek Pelatihan di tahun 2019  
 mencapai 343% terhadap target tahun  
 2019 sebesar 40 proyek

Training Projects in 2019 reached 343%  
 of the 2019 target of 40 projects

**94**

proyek projects

**Proyek Konsultasi**  
Consulting Project

Proyek Konsultasi di tahun 2019  
 mencapai 84% terhadap target tahun  
 2019 sebesar 112 proyek

Consulting Projects in 2019 reached  
 84% of the 2019 target of 112 projects

**5.683**

orang person

**Manpower Supply**  
Manpower Supply

Manpower Supply di tahun 2019  
 mencapai 116% terhadap target tahun  
 2019 sebanyak 4.900 orang

Manpower Supply in 2019 reached 116%  
 of the 2019 target of 4,900 persons

**704**

proyek projects

**Event Organizer**  
Event Organizer

Event Organizer di tahun 2019 mencapai  
 282% terhadap target tahun 2019  
 sebanyak 150 proyek

Event Organizer in 2019 reached 282%  
 of the 2019 target of 150 projects

**5.801**

orang person

**Jasa Pengamanan**  
Security Services

Jasa Pengamanan di tahun 2019  
 mencapai 116% terhadap target tahun  
 2019 sebanyak 5.000 orang

Security Services in 2019 reached 116%  
 of the 2019 target of 5,000 persons

**143**

proyek projects

**Assessment Center**  
Assessment Center

Assessment Center di tahun 2019  
 mencapai 286% terhadap target tahun  
 2019 sebanyak 50 orang

Assessment Center in 2019 reached  
 286% of the 2019 target of 50 projects



## SEKILAS TENTANG PERUSAHAAN

A GLIMPSE OF THE COMPANY



## KEUNGGULAN KAMI OUR COMPETITIVE ADVANTAGES

### Dukungan Pertamina Group

Memiliki dukungan PT Pertamina (Persero) sebagai entitas induk usaha yang merupakan Badan Usaha Milik Negara dan memiliki reputasi dan cakupan wilayah operasional secara nasional, regional, maupun internasional, di samping sinergi antar entitas anak usaha PT Pertamina (Persero), menjadikan PTC sebagai entitas usaha yang tumbuh dan berkelanjutan.

### Memiliki Layanan dan Jasa yang Unggul dan Kompetitif

Pelatihan dan Konsultasi



Jasa Pelatihan dan Konsultansi ditujukan untuk mendukung pengembangan kompetensi SDM, dengan tujuan untuk memberikan solusi bisnis dan meningkatkan kinerja perusahaan. Jasa *Training & Consulting* yang diberikan senantiasa berbasis pada ilmu pengetahuan dan teknologi termutakhir, serta didesain khusus untuk kebutuhan klien. Jasa yang diberikan meliputi, antara lain Petroleum Engineering, Refinery Technology & Operation, Fire & Safety Training, Information Technology, Leadership, HSE, Customer Services, Implementasi ISO 9001, ISO 14001 dan ISO 17025, Penyusunan Competence Building Strategy & Training Framework, dan masih banyak lagi.

### Pertamina Group Support

Having the support from PT Pertamina (Persero) as a holding entity which is a State-Owned Enterprise and has the reputation and scope of operational areas on national, regional, and international scale, in addition to the synergy between subsidiaries of PT Pertamina (Persero), making PTC to become a growing and sustainable business entity.

### Superior and Competitive Services

Training and Consulting

Training and Consulting Services are intended to support the development of Human Capital competencies, with the aim of providing business solutions and improving company performance. Training & Consulting services provided are always based on the latest science and technology, and are specifically designed for client needs. Services provided include, among others, Petroleum Engineering, Refinery Technology & Operations, Fire & Safety Training, Information Technology, Leadership, HSE, Customer Services, Implementation of ISO 9001, ISO 14001 and ISO 17025, Preparation of Competence Building Strategy & Training Framework, and many more.



#### Jasa Pengamanan

Perusahaan menyediakan tenaga Jasa Pengamanan untuk memenuhi kebutuhan klien dalam mengamankan dan melindungi obyek vital di wilayah kerjanya dari berbagai ancaman dan tindakan pelanggaran hukum, untuk menjaga keamanan dan stabilitas di lingkungan. Layanan Jasa Pengamanan Perusahaan didukung oleh BUJP yang dikeluarkan oleh Kepolisian Republik Indonesia.

#### Manpower Supply

Perusahaan menyediakan jasa penempatan tenaga kerja sesuai dengan kebutuhan klien dengan cara mencari kandidat tenaga kerja terbaik dari berbagai sumber, mulai dari *fresh graduate* hingga tenaga kerja berpengalaman.

#### Event Organizer

Kegiatan MICE (*Meeting, Incentive, Conference, Exhibition*) merupakan bagian tak terpisahkan dari aktivitas bisnis Perusahaan. Perusahaan menyediakan jasa *Event Organizer* (EO) untuk mendukung kegiatan MICE, mulai dari pengembangan konsep hingga pelaksanaannya. Dengan komunikasi yang intensif, kemampuan pengelolaan yang *excellent*, serta perhatian penuh pada detail, menjadi keunggulan yang dimiliki PTC.

#### Assessment Center

*Assessment Center* merupakan metode dalam pengembangan sumber daya manusia baik pada lingkungan pemerintahan maupun swasta, yang dimaknai sebagai sebuah metode berbasis kompetensi untuk dapat mengukur kemampuan, keterampilan dan pengetahuan. Pengukuran kemampuan, keterampilan dan pengetahuan dalam metode *assessment center* didukung beberapa instrumen yang dapat menggali profil kompetensi yang dibutuhkan dalam perkembangan karir maupun langkah yang dapat diambil perusahaan dalam meningkatkan potensi sumber daya yang dimiliki.

#### Security Services

The Company provides Security personals to meet the needs of clients in securing and protecting vital objects in their working area from various threats and acts of lawlessness, to maintain security and stability in the environment. The Company's Security Services are supported by BUJP issued by the Indonesian National Police.

#### Manpower Supply

The Company provides manpower placement services according to the needs of clients by finding the best candidates from a variety of sources, ranging from fresh graduates to experienced workers.

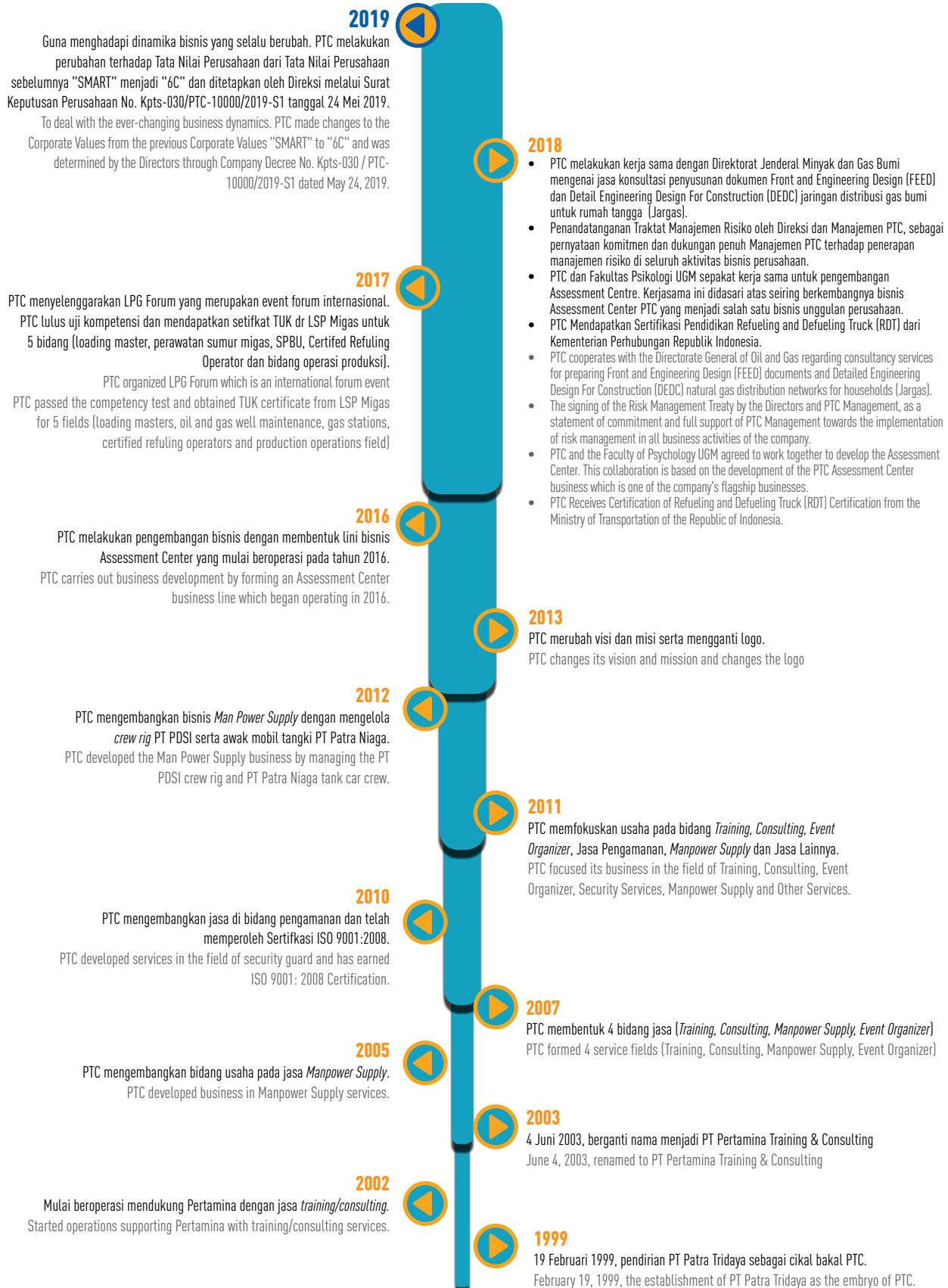
#### Event Organizer

MICE (Meeting, Incentive, Conference, Exhibition) activity is an inseparable part of the Company's business activities. The Company provides Event Organizer (EO) services to support MICE activity, ranging from concept development to implementation. Intensive communication, excellent management capabilities, as well as attention to details become one of PTC's advantages.

#### Assessment Center

Assessment Center is a method of human capital development, both in government and in private sectors, which is interpreted as a competency-based method to measure abilities, skills and knowledge. Measurement of abilities, skills and knowledge in the assessment center method is supported by several instruments that can explore the competency profile needed in career development as well as actions that could be taken by the company in improving the potentials of available resources.

## REKAM JEJAK KAMI OUR MILESTONES





# KILAS KINERJA 2019

2019 PERFORMANCE REVIEW

Didukung tenaga profesional yang kompeten dan jaringan kemitraan domestik dan internasional, PTC siap memberikan solusi bagi para pelanggannya - baik di pasar domestik maupun internasional - dalam mengembangkan potensi *Human Capital*, dan memberikan solusi bisnis untuk kinerja dan hasil yang lebih optimal.

Supported by competent professionals and a network of domestic and international partnerships, PTC is ready to provide solutions for the customers - both in the domestic and international markets - in developing Human Capital's potential, and providing business solutions for more optimal performance and results.



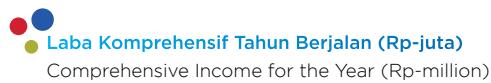
## IKHTISAR DATA KEUANGAN PENTING

### KEY FINANCIAL DATA HIGHLIGHTS AND FINANCIAL RATION

#### Laba (Rugi) dan Penghasilan Komprehensif Lain

#### Profit (Loss) and Other Comprehensive Income

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in millions of Rupiah, unless otherwise stated)	2019	2018	2017	2016	2015	YoY 2018-2019 (%)	CAGR 2015-2019 (%)
Pendapatan Revenues	2.085.871	1.591.656	1.422.335	1.131.475	931.655	31%	{44%}
Beban pokok pendapatan Cost of revenues	(1.910.549)	(1.441.175)	(1.297.140)	(1.044.368)	(864.146)	33%	{45%}
Laba kotor Gross profit	175.322	150.481	125.196	87.107	67.509	17%	{35%}
Beban umum dan administrasi General and administrative expenses	(93.272)	(67.388)	(58.165)	(45.791)	(33.130)	38%	{30%}
Beban keuangan Financial expenses	(19.560)	(18.720)	(15.431)	(12.441)	(9.115)	4%	{46%}
Pendapatan lain-lain, bersih Other income, net	(19.016)	44	171	244	1.298	(43318%)	{466%}
Laba sebelum pajak penghasilan Profit before income tax	43.474	64.417	51.770	29.119	26.562	(33%)	{59%}
(Beban)/manfaat pajak penghasilan Income tax benefits/(expenses)							
Kini Current	(26.961)	(23.334)	(23.155)	(14.341)	(10.649)	16%	{37%}
Tangguhan Deferred	(615)	78	149	107	(305)	(888%)	(150%)
Laba (Rugi) tahun berjalan Profit for the year	17.128	41.005	28.764	14.885	15.608	(58%)	{73%}
Laba (Rugi) komprehensif lain tahun berjalan: Other comprehensive income (loss) for the year:							
Pos yang tidak akan direklasifikasi ke laba rugi: Items that will not be reclassified to profit or loss:							
Pengukuran kembali imbalan pasca kerja Remeasurement of post employment benefits	(1.142)	(412)	(3.998)	9.440	(2.600)	177%	{89%}
Beban pajak terkait Related tax expense	285	103	999	(2.360)	650	177%	{89%}
Pengukuran kembali imbalan pasca kerja setelah pajak Remeasurement of post-employment benefits after tax	(857)	(309)	(2.998)	7.080	(1.950)	177%	{89%}
Jumlah laba komprehensif tahun berjalan Total comprehensive income for the year	16.271	40.696	25.765	21.965	13.658	(60%)	{70%}
Laba (rugi) per saham (Rupiah penuh) Earning per share (full Rupiah amount)	542.351	1.356.462	858.844	732.179	455.255	(58%)	{70%}
Laba (Rugi) Rupiah Penuh Profit (Loss) full Rupiah amount	16.270.520.522	40.693.849.073	25.765.305.169	21.965.358.057	13.657.648.585	(150%)	3.56%





## Posisi Keuangan

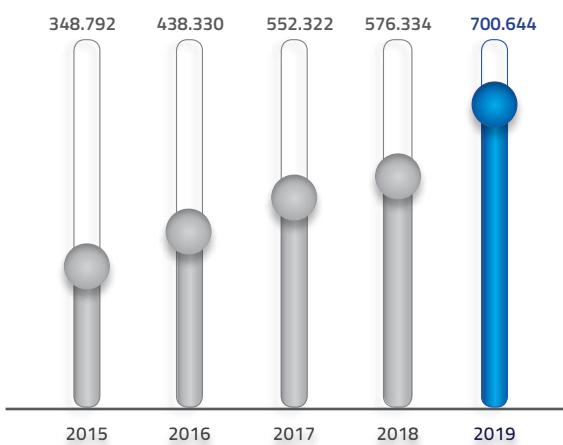
## Financial Position

[dalam jutaan Rupiah, kecuali dinyatakan lain] (in millions of Rupiah, unless otherwise stated)	2019	2018	2017	2016	2015	YoY 2018-2019 (%)	CAGR 2015-2019 (%)
<b>Aset / Assets</b>							
Aset Lancar / Current assets	681.051	559.167	536.407	423.017	326.918	21,80%	15,81%
Aset Tidak Lancar / Non-current Assets	19.593	17.167	15.915	15.313	21.874	14,13%	(2,18%)
Jumlah Aset / Total assets	700.644	576.334	552.322	438.330	348.792	21,57%	14,97%
<b>Liabilitas dan Ekuitas / Liabilities and equity</b>							
<b>Liabilitas / Liabilities</b>							
Liabilitas Jangka Pendek / Current liabilities	458.722	349.395	363.009	279.374	202.735	31,29%	17,74%
Liabilitas Jangka Panjang / Non-current liabilities	16.044	13.232	13.132	8.540	17.606	21,25%	(1,84%)
Jumlah Liabilitas / Total liabilities	474.766	362.627	376.141	287.914	220.341	30,92%	16,59%
Jumlah Ekuitas / Total equity	225.878	213.707	176.181	150.416	128.451	5,70%	14,78%
Jumlah Liabilitas dan Ekuitas / Total liabilities and equity	700.644	576.334	552.322	438.330	348.792	21,57%	14,97%

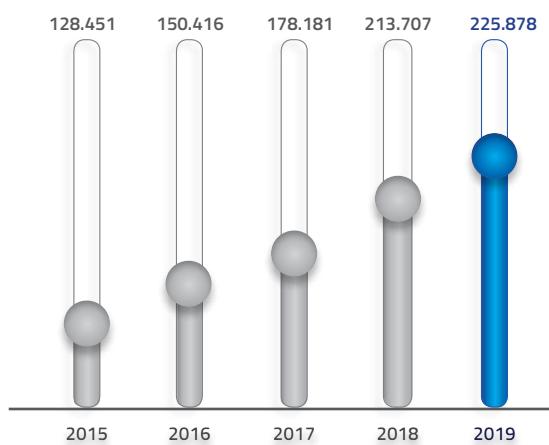
Keterangan: PTC tidak memiliki entitas asosiasi, dengan demikian tidak terdapat informasi terkait Investasi pada entitas asosiasi.

Remarks: PTC does not have an associate, thus there is no information regarding Investment in associates.

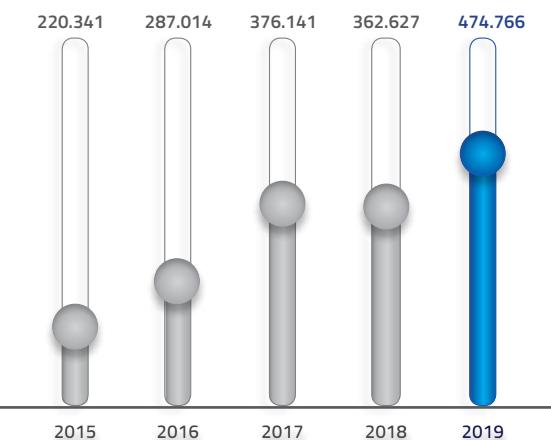
**Aset (Rp-juta)**  
Assets (Rp-million)



**Ekuitas (Rp-juta)**  
Equity (Rp-million)



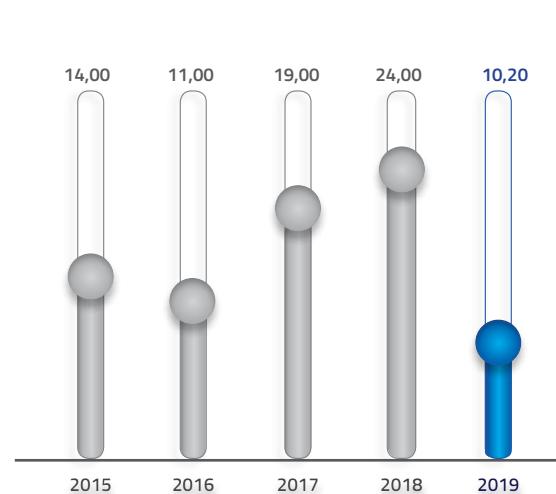
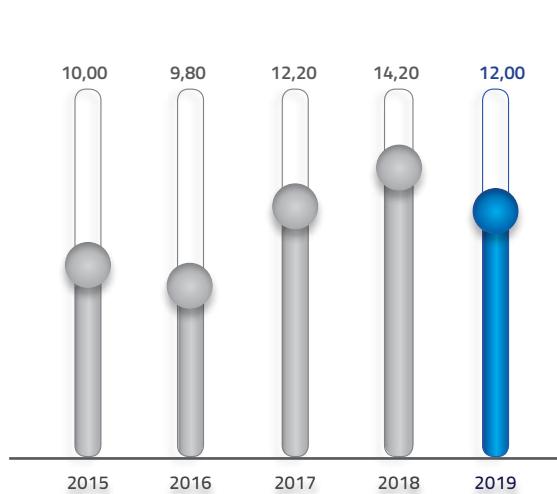
**Liabilitas (Rp-juta)**  
Liabilities (Rp-million)



## Rasio-rasio Keuangan

## Financial Ratio

	2019	2018	2017	2016	2015	YoY 2018-2019 (%)	CAGR 2015-2019 (%)
<b>Rasio Profitabilitas / Profitability Ratio</b>							
<i>Return on Equity</i>	10,45%	23,74%	19,51%	10,98%	13,83%	(55,96%)	[5,44%]
<i>Return on Investment</i>	12,04%	14,67%	12,38%	9,72%	9,96%	(17,94%)	[3,87%]
<i>Operating Profit Margin</i>	4,04%	5,22%	4,71%	3,65%	3,69%	(22,52%)	1,85%
<i>Net Profit Margin</i>	1,05%	2,58%	2,02%	1,32%	1,68%	(59,24%)	[8,92%]
<b>Rasio Likuiditas / Liquidity Ratio</b>							
<i>Cash Ratio</i>	4,46%	4,47%	1,53%	4,58%	14,28%	[0,24%]	[20,78%]
<i>Current Ratio</i>	148,39%	160,04%	147,7668%	151,42%	161,25%	[7,28%]	[1,65%]
<b>Rasio Efisiensi / Efficiency Ratio</b>							
<i>Collection Period (hari) / (days)</i>	111	119	130	119	102	[0,07]	1,71%
<i>Total Asset Turn Over (TATO)</i>	291,12%	276,21%	257,58%	258,28%	267,23%	5,40%	1,73%
<b>Rasio Solvabilitas / Solvency Ratio</b>							
<i>Rasio Total Modal Sendiri terhadap Total Aset Owner's Equity to Asset</i>	32,56%	37,08%	31,90%	34,32%	36,83%	(12,19%)	[2,43%]
<i>Time Interest Earned Ratio (TIER) (kali) / (times)</i>	4,38	4,52	4,43	3,42	3,81	[0,03]	2,81%
<i>Debt to Equity</i>	207,12%	169,68%	213,50%	191,41%	171,54%	22,06%	3,84%
<i>Debt to Asset</i>	67,44%	62,92%	68,10%	65,68%	63,17%	7,18%	1,32%
<i>Equity to Total Asset</i>	32,56%	37,08%	31,90%	34,32%	36,83%	(12,19%)	[2,43%]





## IKHTISAR OPERASIONAL

### OPERATIONAL HIGHLIGHTS

#### Ikhtisar Operasional 2019

Nama Produk (Dalam Satuan Kegiatan) Name of Products (In Activity Unit)	2019	2018	Perbandingan Ratio (1:2)
Produk Training / Training	137	59	232%
Produk Konsulting / Consultin	94	132	84%
Jasa Lainnya* / Other Services*	-	7	-
Event Organizer	704	414	282%
Assessment Center	143	65	220%
Produk Manpower Supply / Manpower Supply	5683	4823	118%
Jasa Pengamanan / Security Services	5801	4833	120%

\* per tahun 2019, bisnis Jasa Lainnya dilebur dengan bisnis Consulting

#### 2019 Operational Highlights

\*) as of 2019, the Other Services business was merged with the Consulting business

#### Kinerja Operasional 2019

Dalam Jutaan Rupiah In Million Rupiah	2019	2018	2017	2016	2015
Produk Pelatihan / Training	50.198	47.334	30.558	25.428	14.875
Produk Konsultasi / Consulting	149.597	113.599	110.278	103.529	153.864
Jasa Lainnya* / Other Services*	-	1.903	29.548	16.527	12.852
Event Organizer	548.704	300.973	267.207	226.042	120.993
Assessment Center**	8.463	7.106	1.177	-	-
Produk Pengelola Alih Daya / Manpower Supply	732.672	626.992	525.696	375.295	288.636
Jasa Pengamanan / Security Services	596.237	493.749	457.871	389.116	347.385
Jumlah / Total	2.085.871	1.591.656	1.422.335	1.135.937	938.603

\* per tahun 2019, bisnis Jasa Lainnya dilebur dengan bisnis Consulting

\*\*) Per tahun 2015 dan 2016, bisnis Assessment Center belum ada

#### Operational Performance in 2019

\*) as of 2019, the Other Services business was merged with the Consulting business

\*\*) as of 2015 and 2016, the Assessment Center business does not yet exist

## IKHTISAR SAHAM

### STOCK HIGHLIGHTS

#### Jumlah Saham

Jumlah saham PT Pertamina Training & Consulting sebanyak 30.000 lembar saham, dengan kepemilikan PT Pertamina (Persero) sebanyak 27.300 lembar saham atau 91,00%, dan PT Pertamina Pedeve Indonesia sebanyak 2.700 lembar saham atau 9,00%. PTC juga tidak memperdagangkan sahamnya kepada publik dan tidak memiliki kepemilikan saham baik oleh manajemen maupun karyawan.

#### Informasi Perdagangan Saham

Hingga 31 Desember 2019 PTC tidak memperdagangkan sahamnya kepada publik. Dengan demikian, tidak terdapat informasi terkait perdagangan saham yang memuat kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; volume perdagangan saham pada Bursa Efek tempat saham dicatatkan; dan informasi dalam bentuk grafik yang memuat paling kurang 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.

PTC juga tidak melakukan aksi korporasi terkait aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), saham bonus, informasi penurunan nilai nominal saham dalam 2 (dua) tahun terakhir (2017-2018), serta penghentian sementara perdagangan saham dalam 2 (dua) tahun terakhir (2017-2018).

#### Dividen Saham

Dalam 2 (dua) tahun terakhir, yaitu tahun buku yang berakhir pada 31 Desember 2019 dan 31 Desember 2018, PTC tidak melakukan pembagian dividen saham. Kebijakan terkait pembagian dividen mengacu kepada Anggaran Dasar dan keputusan Rapat Umum Pemegang Saham (RUPS).

#### Number of Shares

The number of shares of PT Pertamina Training & Consulting is 30,000 shares, with ownership of PT Pertamina (Persero) as many as 27,300 shares or 91.00%, and PT Pertamina Dana Ventura as many as 2,700 shares or 9.00%. PTC does not trade its shares to the public and has no share ownership either by management or employees.

#### Information on Shares Trading

Until December 31, 2018 PTC did not trade its shares to the public. Therefore, there is no information related to share trading that contains market capitalization based on the prices on the Stock Exchange where the shares are listed; highest, lowest, and closing share price based on the price on the Stock Exchange where the shares are listed; trading volume of shares on the Stock Exchange where the shares are listed; and information in graphical form that contains at least the closing price based on the price on the Stock Exchange where the shares are listed and the trading volume of shares on the Stock Exchange where the shares are listed for every quarter in the last 2 (two) fiscal years.

PTC also did not perform any corporate action related to stock split, reverse stock, bonus shares, information on decreased nominal value of shares in the last 2 (two) years (2017-2018), and temporary suspension of trading in the last 2 (two) years (2017-2018).

#### Shares Dividend

In the last 2 (two) years, i.e. the fiscal year ending on December 31, 2018 and December 31, 2017, PTC did not distribute share dividends. The policy related to dividend distribution refers to the Articles of Association and the resolution of General Meeting of Shareholders (GMS).

## INFORMASI TENTANG OBLIGASI, SUKUK ATAU OBLIGASI KONVERSI

INFORMATION ON BONDS, SHARIA BONDS OR CONVERTIBLE BONDS

Hingga 31 Desember 2019, PTC tidak melakukan pencatatan obligasi, sukuk atau obligasi konversi, maupun pencatatan efek lainnya. Dengan demikian, tidak terdapat informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar (*outstanding*), tingkat bunga/imbalan, tanggal jatuh tempo, dan peringkat obligasi/sukuk.

As of December 31, 2018, PTC does not list bonds, sharia bonds, or convertible bonds, or other securities. Therefore, there is no information regarding the number of outstanding bonds/sharia bonds/convertible bonds, interest/reward rates, maturity dates, and bonds/sharia bonds ratings.

## INFORMASI SUMBER PENDANAAN LAINNYA

INFORMATION ON OTHER FUNDING SOURCES

Hingga 31 Desember 2019, PTC tidak menerbitkan *Medium Term Note* (MTN) atau pendanaan berbentuk utang lainnya.

Until December 31, 2019, PTC did not issue Medium Term Notes (MTN) or other forms of debt funding.



## KILAS PERISTIWA

### EVENT HIGHLIGHTS



18

JANUARI / JANUARY

PTC menyelenggarakan pelatihan penanggulangan keadaan darurat tingkat dasar pada 18 – 19 Januari 2019. Tujuan pelatihan ini adalah untuk pengembangan kesigapan dalam keadaan darurat kantor fungsi HSE PTC.

PTC organized basic emergency response training on January 18-19, 2019. The purpose of this training is to develop readiness in emergencies at PTC's HSE function office.

19

JANUARI / JANUARY



25

JANUARI / JANUARY

Pada 25 Januari 2019, PTC menyelenggarakan acara Syukuran Kinerja Tahun 2018 yang menjadi sebuah titik kilas balik dalam perjalanan selama satu tahun periode kerja di tahun 2018. On January 25, 2019, PTC held the 2018 Performance Thanksgiving event as a flashback in its journey throughout one-year work period in 2018.

28

MARET / MARCH

#### Juara 1 Kategori Transformasi Organisasi Terbaik EMERGING CORPORATE – BUMN TRACK, Anugerah BUMN 2019

Memperoleh penghargaan yang diberikan oleh BUMN Track pada kategori "Transformasi Organisasi Terbaik kategori Anak Perusahaan BUMN". Pada acara 8th Anugerah BUMN 2019 yang diadakan pada tanggal 28 Maret 2019 dengan tema acara "Meningkatkan Pertumbuhan Ekonomi dan Pendapatan Nasional, Merintis Usaha Baru, dan Makin Kokoh Untuk Negeri".

1st Place in the category of Best Organizational Transformation EMERGING CORPORATE – BUMN TRACK, SOE Award 2019

Received an award given by BUMN Track in the category of "Best Organizational Transformation in the category of SOE Subsidiaries". In the 8th SOE Award 2019 held on March 28, 2019 with the theme of the event "Increasing Economic Growth and National Income, Starting New Businesses, and Increasingly Sturdy for the Country".



**22**

MEI / MAY

Pada 22 Mei 2019, PTC kembali melaksanakan Rapat Umum Pemegang Saham (RUPS) tahun buku 2018, memaparkan peningkatan kinerja sebesar 119 persen dibanding tahun sebelumnya.

On May 22, 2019, PTC held General Meeting of Shareholders (GMS) for the fiscal year 2018, presenting an increase in performance of 119 percent compared to the previous year.

**26**

OKTOBER / OCTOBER

Dalam rangka hari tuli sedunia, PT Pertamina (Persero) DPPU Ngurah Rai berkolaborasi dengan PTC menggelar acara World Deaf Day "Communicate Without Boundaries" yang mengusung tagline 'Kita Semua Setara' pada 26 Oktober 2019. Acara yang berlangsung pada 26 Oktober 2019 ini bertujuan untuk mengembangkan pemberdayaan masyarakat desa Bengkala, Bali.

In the commemoration of world deaf day, PT Pertamina (Persero) DPPU Ngurah Rai collaborated with PTC to hold the World Deaf Day event "Communicate Without Boundaries" which the tagline 'We Are All Equal' on October 26, 2019. The event which took place on October 26, 2019 was aimed at develop community empowerment in Bengkala village, Bali.



**6**

SEPTEMBER / SEPTEMBER

#### Annual Pertamina Subsidiary Award 2019

Mendapat penghargaan 1st Winner "Finance and Services" pada kategori "Best Annual Report 2018" dari PT Pertamina (persero) pada acara "Annual Pertamina Subsidiary Award" (APSA) 2019 tanggal 6 September 2019. Yang diselenggarakan oleh PT Pertamina (persero) dengan batas berlaku 1 tahun sejak diberikannya penghargaan.

Annual Pertamina Subsidiary Award 2019

Awarded as the 1st Winner "Finance and Services" in the "Best Annual Report 2018" category from PT Pertamina (Persero) at the 2019 Annual Pertamina Subsidiary Award (APSA) on September 6, 2019. Organized by PT Pertamina (Persero) with a period valid for 1 year from the award.



# LAPORAN **MANAJEMEN**

## MANAGEMENT REPORT

SDM yang unggul dan berdaya saing kuat merupakan aset utama Perusahaan untuk mendorong pertumbuhan yang berkualitas.

Excellent and highly competitive human resources are the main assets of the Company to encourage quality growth.



# LAPORAN DEWAN KOMISARIS

BOARD OF COMMISSIONERS REPORT



“

## Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji dan syukur Kami panjatkan ke hadirat Tuhan yang Maha Esa atas limpahan berkah dan karunia-Nya sehingga PT Pertamina Training & Consulting dapat melalui tahun 2019 dengan capaian kinerja operasional dan keuangan yang membanggakan. Selaras dengan tema Laporan Tahunan Kami, "Mendorong Keunggulan, Meningkatkan Keahlian", Kami bermaksud memberikan gambaran secara komprehensif tentang kondisi Perusahaan dari berbagai aspek selama tahun buku berjalan. Berbagai strategi dan upaya telah kami lakukan untuk meningkatkan kualitas jasa manajemen human capital yang menjadi kegiatan usaha Kami demi memberikan kepuasan kepada seluruh Pemangku Kepentingan Perusahaan sekaligus turut berkontribusi terhadap pembangunan Sumber Daya Manusia Indonesia yang unggul dan kompetitif. Kami berharap laporan yang kami sampaikan dapat bermanfaat bagi Pemegang Saham, masyarakat dan seluruh pemangku kepentingan Perusahaan.

## *Our Respected Shareholders and Stakeholders,*

*Praise and gratitude shall be upon the presence of God Almighty, since due to His abundance blessings and godsends, PT Pertamina Training & Consulting managed to sail through 2019 with satisfying operational and financial performance achievements. In line with the theme of our Annual Report, "Encouraging Excellence, Enhancing Expertise", we intend to provide a comprehensive picture of the Company's conditions from various aspects during the current fiscal year. We have undertaken various strategies and efforts to improve the quality of human capital management services as our core business activity in order to provide satisfaction to all stakeholders of the Company while contributing to the development of superior and competitive Indonesian Human Capital. We hope that this report can be beneficial to the Shareholders, the community and all stakeholders of the Company.*

”

Oleh karena itu, pada kesempatan ini, izinkan Kami menyampaikan Laporan Tahunan PT Pertamina Training & Consulting yang berakhir pada 31 Desember 2019, beserta Laporan Keuangan yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan dan mendapat opini "Wajar" sebagai bentuk dari pertanggungjawaban atas pengelolaan Perusahaan pada periode tersebut.

#### Pengawasan Terhadap Implementasi Strategi Perusahaan serta Frekuensi dan Cara Pemberian Nasehat Kepada Direksi

Sesuai Undang-undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas, badan usaha berbentuk Perseroan Terbatas wajib memiliki 3 (tiga) organ utama, yaitu Rapat Umum Pemegang Saham (RUPS) sebagai forum bagi pemegang saham; Direksi yang bertugas menjalankan pengelolaan Perseroan Terbatas; dan Dewan Komisaris yang berfungsi melakukan pengawasan terhadap jalannya pengurusan Perseroan Terbatas yang dilakukan Direksi.

Hubungan antara fungsi pengelolaan oleh Direksi dan fungsi pengawasan oleh Dewan Komisaris harus berjalan secara sinergis. Dalam tatanan organisasi yang berlaku di Perusahaan, hubungan sinergis ini terbangun baik secara formal maupun informal. Secara formal, Dewan Komisaris memiliki forum rapat gabungan dengan mengundang Direksi untuk melakukan fungsi pengawasan atas pengelolaan Perusahaan yang dilakukan Direksi. Dalam rapat tersebut, Dewan Komisaris secara langsung memberikan pandangan, arahan dan nasihat kepada Direksi.

Di sepanjang tahun 2019, Dewan Komisaris melaksanakan 12 kali rapat internal Dewan Komisaris dan 12 kali rapat gabungan dengan Direksi. Dalam rapat tersebut dibahas beberapa hal, antara lain tentang laporan kinerja keuangan dan operasional Perusahaan, perkembangan Sumber Daya Manusia (SDM) Perusahaan, sistem Manajemen Risiko, kebijakan terkait pengembangan prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) di lingkup Perusahaan, dan beberapa evaluasi program kerja lainnya. Dewan Komisaris pun memberikan pandangan, arahan, masukan atau nasihat kepada Direksi secara langsung.

Fungsi pengawasan yang dijalankan Dewan Komisaris merupakan bagian dari aspirasi dan amanat Pemegang Saham. Baik secara langsung maupun tidak langsung, Dewan Komisaris menjadi representasi atas kepentingan Pemegang Saham untuk mengawasi pengelolaan Perusahaan yang dilakukan oleh Direksi. Kompetensi anggota Dewan Komisaris memungkinkan untuk memberikan masukan kepada Direksi terkait arah dan strategi pengelolaan Perusahaan; tentunya dengan batas-batas hak, wewenang dan kewajiban yang dimiliki Dewan Komisaris.

Melalui upaya pengembangan hubungan sinergis berlandaskan tatanan organisasi yang dapat dipertanggungjawabkan, Dewan Komisaris berharap fungsi pengawasan dapat berjalan secara efektif dan menyeluruh, yang pada akhirnya akan memberikan dampak positif terhadap kinerja Perusahaan.

#### Penilaian atas Kinerja Direksi Mengenai Pengelolaan Perusahaan

Fungsi pengawasan yang dilakukan Dewan Komisaris mencakup pemantauan dan saran atas kinerja Perusahaan yang mengacu pada target-target yang telah disusun dalam Rencana Kerja dan Anggaran (RKAP) tahun 2019. Rancangan RKAP disusun oleh Direksi dengan arahan Dewan Komisaris, yang kemudian ditetapkan melalui mekanisme persetujuan RUPS. RKAP inilah yang kemudian tertuang menjadi *Key Performance Indicator* (KPI) sebagai dasar evaluasi penilaian kinerja keberhasilan Direksi dalam menjalankan pengelolaan operasi dan usaha dari Perusahaan.

Therefore, on this occasion, allow us to submit the Annual Report of PT Pertamina Training & Consulting which ended on December 31, 2019, along with the Financial Statements audited by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan with "Fair" opinion, as a form of accountability for the management of the Company in that period.

#### Supervision on Corporate Strategy Implementation and the Frequency and Method of Providing Advice to Board of Directors

In accordance with the Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, business entities in the form of Limited Liability Companies must have 3 (three) main organs, namely the General Meeting of Shareholders (GMS) as a forum for shareholders; Board of Directors in charge of carrying out the management of Limited Liability Company; and Board of Commissioners whose function is to supervise the management of Limited Liability Company conducted by Board of Directors.

The relationship between the management function by Board of Directors and the supervisory function by Board of Commissioners must run synergistically. In the organizational structure that applies in the Company, this synergistic relationship is established both formally and informally. Formally, Board of Commissioners has a joint meeting forum by inviting Board of Directors to perform supervisory function over the management of the Company conducted by Board of Directors. During the meeting, Board of Commissioners directly provides their views, directives and advice to Board of Directors.

Throughout 2019, Board of Commissioners held 12 internal meetings of Board of Commissioners and 12 joint meetings with Board of Directors. The meeting discussed several matters, including the Company's financial and operational performance report, the development of the Company's Human Capital (HC), the Risk Management system, policies related to the development of Good Corporate Governance (GCG) principles in the Company's scope, and several other work program evaluations. Board of Commissioners also provided their views, directives, input or advice to Board of Directors directly.

The supervisory function carried out by Board of Commissioners is part of the Shareholders' aspirations and mandates. Both directly and indirectly, Board of Commissioners is a representation of the interests of Shareholders to oversee the management of the Company conducted by Board of Directors. The competency of Board of Commissioners members allow them to provide input to Board of Directors regarding the direction and strategy of the Company's management; certainly with the limits of rights, authority and obligations of Board of Commissioners.

Through the efforts made to develop synergic relation based on an accountable organizational structure, Board of Commissioners hopes that the supervisory function can run effectively and comprehensively, which will ultimately have a positive impact on the Company's performance.

#### Performance Assessment of Board of Directors on Company Management

The supervisory function performed by Board of Commissioners includes monitoring and suggestions on the Company's performance in reference to the targets set in the 2019 Work Plan and Budget (RKAP). The RKAP draft is prepared by Board of Directors with the directive from Board of Commissioners, which is then stipulated through the approval mechanism of the GMS . This RKAP then becomes the Key Performance Indicator (KPI) as the basis to evaluate the success of Board of Directors' performance in carrying out the operations and business management of the Company.



## Indikator Kinerja Kunci Direksi



Terkait kinerja keuangan, khususnya pencapaian realisasi tahun 2019 atas target RKAP tahun 2019, Dewan Komisaris memberikan apresiasi pencapaian yang telah diraih Perusahaan. Realisasi pendapatan tahun 2019 tercatat 117,9% di atas RKAP tahun 2019, sedangkan jumlah aset naik sebesar 131% dibandingkan target RKAP tahun 2019.

Ke depan, Dewan Komisaris mengimbau Direksi untuk dapat tetap mengoptimalkan potensi dan peluang untuk mendapatkan proyek-proyek strategis dalam rangka peningkatan revenue, disamping juga secara simultan mengidentifikasi dan mengatasi seluruh hambatan dan tantangan yang berpotensi mendistorsi pencapaian tujuan Perusahaan. Direksi juga diharapkan berupaya menurunkan biaya dan beban bunga dalam rangka efisiensi, sehingga dapat menambah nilai dan kinerja perusahaan.

### Pandangan atas Prospek Usaha dari Perusahaan yang Disusun Direksi

Sebagai entitas anak usaha PT Pertamina (Persero), pasar *captive* Perusahaan terbesar adalah Pertamina Group, dimana dalam 5 (lima) tahun ke depan, dalam Pertamina Group akan terjadi pergeseran bisnis migas hilir yang semula berfokus pada penyediaan bahan bakar bergeser pada bisnis petrokimia.

Rencana pergeseran bisnis ini tentunya didukung melalui upgrade kilang eksisting melalui program *Refinery Development Master Plant* dan pembangunan kilang baru melalui program *New Grass Root Refinery*, yang memberikan peluang bagi PTC untuk ikut berkontribusi melalui bisnis *Training, Consulting, Assessment Center, Manpower Supply*, dan Jasa Pengamanan.

Di luar Pertamina Group, salah satu kondisi yang berpengaruh pada bisnis PTC adalah akan diberlakukannya *Omnibus Law* dalam hal Kesempatan Kerja, di mana salah satu rancangan undang-undang yang dibuat adalah kemudahan untuk tenaga kerja asing untuk bekerja di Indonesia. Hal ini bisa menjadi peluang bagi PTC. Dengan pengalaman PTC dalam mengelola tenaga kerja asing untuk Pertamina Group, PTC mendapat peluang untuk mendapatkan kepercayaan dari perusahaan afiliasi Pertamina dan BUMN dalam mengelola tenaga kerja asing.

Mempertimbangkan kondisi tersebut, Dewan Komisaris menyambut baik atas proyeksi bisnis yang disusun Direksi, yang kemudian menjadi bahan dalam penyusunan RKAP tahun 2020. Dewan Komisaris memandang bahwa prospek usaha Perusahaan yang disusun Direksi sangat realistik sekaligus optimistik, di mana Target pertumbuhan pendapatan ditargetkan meningkat hingga 17,9%, sementara total aset juga meningkat sebesar 106,3% serta target aspek keuangan lainnya di antaranya *Ebitda Margin* meningkat sebesar 4,40% serta *Net Profit Margin* meningkat sebesar 2,72%.

Dewan Komisaris optimistis bahwa dengan dukungan Pemegang Saham serta sinergi antar anak usaha Pertamina, bahwa Perusahaan dapat mencapai target yang telah dicanangkan dalam RKAP Perusahaan tahun 2020 tersebut.

### Pandangan atas Penerapan Tata Kelola Perusahaan

Penerapan GCG menjadi salah satu kunci untuk dapat memberikan fondasi yang kokoh bagi perjalanan Perusahaan di masa-masa yang akan datang. Implementasi prinsip GCG, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran, dapat memberikan dasar bagi Perusahaan untuk dapat menciptakan proses operasi dan bisnis yang sistemik dan dapat dipertanggungjawabkan.

## Board of Directors' Key Performance Indicators

Regarding financial performance, specifically the achievement of 2019 realization against 2019 RKAP target, Board of Commissioners appreciates the achievement of the Company that has been achieved. The realization of revenue in 2019 was 117.9% above the 2019 RKAP, while total assets increased by 131% compared to the 2019 RKAP target.

Going forward, the Board of Commissioners urges the Board of Directors to continue to optimize their potential and opportunities to obtain strategic projects in order to increase revenue, while also simultaneously identifying and overcoming all obstacles and challenges that have the potential to distort the Company's goals achievement. The Board of Directors is also expected to make efforts to reduce expenses and interest costs for efficiency, so as to increase the value and performance of the company.

### Views on Company's Business Prospects Compiled by Board of Directors

As a subsidiary of PT Pertamina (Persero), the largest captive market of the Company is Pertamina Group. In the next 5 (five) years, there will be a shift in Pertamina Group, in which the downstream oil and gas business that was originally focused on fuel supply will be shifting to petrochemical business.

This business shift plan is certainly supported by upgrading the existing refineries through the Refinery Development Master Plant program and the construction of new refineries through the New Grass Root Refinery program, which provides opportunities for PTC to contribute through Training, Consulting, Assessment Center, Manpower Supply, and Security Services business.

Outside Pertamina Group, one of the conditions affecting PTC business is the enactment of Omnibus Law in terms of Job Opportunities, where one of the law draft is the ease for foreign workers to work in Indonesia. This could be an opportunity for PTC. With PTC's experience in managing foreign workers for Pertamina Group, PTC has the opportunity to gain the trust of Pertamina-affiliated companies and SOEs in foreign workers management.

Considering these conditions, Board of Commissioners positively welcomes the business projections prepared by Board of Directors, which then become the material in the preparation of 2020 RKAP. Board of Commissioners views that the Company's business prospects prepared by Board of Directors are very realistic and optimistic, where the targeted revenue growth is targeted to increase by 17.9%, total assets also increased by 106.3% and other financial aspects targets including Ebitda Margin increased by 4.40% and Net Profit Margin increased by 2.72%.

Board of Commissioners is optimistic that with the support of Shareholders and the synergy between Pertamina's subsidiaries, that the Company can achieve the targets set forth in the Company's 2020 RKAP.

### Views on Corporate Governance Implementation

GCG implementation is one of the keys to providing a solid foundation for the Company's future journey. The implementation of GCG principles, namely transparency, accountability, responsibility, independence and fairness, can provide a basis for the Company to be able to create systemic and accountable business and operational processes.

Dewan Komisaris secara aktif mengawasi penerapan prinsip tata kelola perusahaan yang baik dalam operasional Perseroan. Melalui Komite Audit, Dewan Komisaris terus berkoordinasi dengan Satuan Pengawas Internal dan Komite Manajemen Risiko untuk memastikan sistem pengendalian internal Perusahaan berjalan dengan baik.

Dewan Komisaris mengapresiasi berbagai upaya untuk peningkatan kualitas penerapan prinsip dan praktik GCG yang telah dilakukan Direksi. Peningkatan skor *assessment* GCG yang diraih Perseroan tahun 2019 merupakan salah satu indikator bahwa kualitas penerapan GCG di lingkungan Perseroan semakin meningkat.

Melalui keterlibatan Dewan Komisaris dan Direksi atas praktik GCG di lingkup Perusahaan, Dewan Komisaris berharap agar tata kelola organisasi Perusahaan yang kuat dapat memberikan wadah bagi perkembangan Perusahaan hingga masa-masa yang akan datang.

#### **Penilaian Kinerja Komite di Bawah Dewan Komisaris**

Dalam melaksanakan fungsi pengawasannya, Dewan Komisaris dibantu oleh 2 (dua) komite pendukung, yaitu Komite Audit dan Komite Risiko. Komite Audit berperan melakukan pengawasan secara menyeluruh, termasuk melakukan pengawasan hingga ke proyek serta memantau secara berkala dan merekomendasikan perbaikan terhadap manajemen risiko yang dilaksanakan dan dikembangkan oleh Direksi. Komite Risiko bertugas dan bertanggung jawab untuk membantu Dewan Komisaris dalam memberikan pendapat profesional dan independen guna memastikan diterapkannya Manajemen Risiko Perusahaan.

Penilaian terhadap kedua komite pendukung ini dilakukan secara kualitatif, mencakup keaktifan masing-masing komite dalam melaksanakan rencana kegiatan tahunan yang telah disusun di awal tahun. Hal ini terlihat dari pelaksanaan rapat dari masing-masing komite, dan rekomendasi yang diberikan oleh masing-masing komite kepada Dewan Komisaris.

Dewan Komisaris menyampaikan apresiasinya terhadap seluruh masukan yang telah diberikan oleh kedua komite. Masukan-masukan ini menjadi bahan bagi Dewan Komisaris untuk melakukan pengawasan atas kinerja Direksi, dan termasuk merumuskan penilaian kinerja Perusahaan.

#### **Pandangan atas Penerapan dan Pengelolaan Whistleblowing System (WBS) Perusahaan dan Peran Dewan Komisaris dalam Sistem Tersebut**

Salah satu proses atau mekanisme GCG yang cukup penting adalah pemberlakuan Sistem Pelaporan Pelanggaran, atau *Whistleblowing System* (WBS). Sistem ini memungkinkan mekanisme pelaporan yang menjamin kerahasiaan pelapor. Di lingkup Perusahaan, WBS dikelola oleh Sekretaris Perusahaan. Mekanisme WBS juga memungkinkan prosedur pelaporan jika pihak terlapor adalah Direksi, dan bahkan Dewan Komisaris.

Dalam sistem WBS yang diterapkan Perusahaan, Dewan Komisaris berperan untuk menerima laporan dari Tim Pengelola WBS, dan akan menindaklanjuti pelaporan jika memang peran Dewan Komisaris diperlukan. Dewan Komisaris senantiasa mendukung penerapan *whistleblowing system* di lingkungan Perusahaan dan Dewan Komisaris memiliki komitmen untuk menjadi pengawas dalam pelaksanaannya serta akan menjadi bagian aktif seandainya pengaduan terkait dengan level manajemen setingkat Direksi.

Board of Commissioners actively supervises the implementation of good corporate governance principles in the Company's operations. Through Audit Committee, Board of Commissioners continues to coordinate with Internal Audit Unit and Risk Management Committee to ensure the Company's internal control system is running well.

Board of Commissioners appreciates various efforts made to improve the quality of the implementation of GCG principles and practices that have been carried out by Board of Directors. The improved GCG assessment score achieved by the Company in 2019 is one indicator of the increasing quality of GCG implementation in the Company's environment.

Through the involvement of Board of Commissioners and Board of Directors in GCG practices within the Company, Board of Commissioners hopes that the strong organizational governance of the Company can provide a platform for the development of the Company into the future.

#### **Performance Assessment of Committees Under Board of Commissioners**

In carrying out its supervisory function, the Board of Commissioners is assisted by 2 (two) supporting committees, namely Audit Committee and Risk Committee. The Audit Committee has the overall supervision role, including overseeing up to the projects, carrying out periodical monitoring and providing improvement recommendations to the risk management implemented and developed by the Board of Directors. The Risk Committee has the duty and responsibility to assist the Board of Commissioners in providing professional and independent opinions to ensure the implementation of Corporate Risk Management.

The assessment of these two supporting committees is carried out qualitatively, covering the activeness of each committee in implementing the annual activity plan that had been prepared at the beginning of the year. This can be seen from the implementation of meetings of each committee, and the recommendations given by each committee to Board of Commissioners.

Board of Commissioners appreciates for all input given by the two committees. These inputs serve as valuable material for Board of Commissioners to supervise the performance of Board of Directors, and also to formulate the assessment of Company's performance.

#### **Views on the Company's Whistleblowing System (WBS) Implementation and Management Board of Commissioners' Role in the System**

One of the most important GCG processes or mechanisms is the implementation of Whistleblowing System (WBS). This system enables reporting mechanisms that guarantee the confidentiality of whistleblowers. In the scope of the Company, WBS is managed by Corporate Secretary. The WBS mechanism also allows reporting procedures if the alleged parties are Board of Directors, and even Board of Commissioners.

In the WBS system implemented by the Company, Board of Commissioners has the role of receiving reports from WBS Management Team, and will follow up on reporting if the role of Board of Commissioners is needed. Board of Commissioners continues to support the implementation of whistleblowing system within the Company, and Board of Commissioners is committed to be a supervisor in its implementation and will be taking part actively if complaints are related to management or Directors level.



### Perubahan Komposisi Dewan Komisaris di Tahun 2019

Di tahun 2019, Pemegang Saham secara Sirkuler memutuskan untuk melakukan pergantian susunan Dewan Komisaris. Kronologi susunan Dewan Komisaris di sepanjang tahun 2019 dan susunan Dewan Komisaris per 31 Desember 2019 dapat dilihat di bawah ini:

#### Kronologis Komposisi Susunan Dewan Komisaris Tahun 2019

1 Januari – 1 November 2019 January 1 - November 1, 2019	1 November-31 Desember 2019 November 1 - December 31, 2019	Keterangan Remarks
Beni Syarif Hidayat (Komisaris Utama) President Commissioner		Beni S. Hidayat diberhentikan sebagai Komisaris Utama Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019 dengan alasan penyegaran dan penugasan lain. Beni S. Hidayat was dismissed as the President Commissioner of the Company through a Circular Shareholder Decision on November 1, 2019 on the grounds of refreshment and other assignments.
	Jeffrey Tjahja Indra (Komisaris Utama) President Commissioner	Jeffrey T. Indra diangkat sebagai Komisaris Utama Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019. Jeffrey T. Indra was appointed as President Commissioner of the Company through Circular Shareholders' Decrees on November 1, 2019.
Bambang Wijanarko (Komisaris) Commissioner		Bambang W. diberhentikan sebagai Komisaris Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019 dengan alasan penyegaran dan penugasan lain. Bambang W. was dismissed as a Commissioner of the Company through a Circular Shareholder Decision on November 1, 2019 on the grounds of refreshment and other assignments.
	Safii Triyono Y. (Komisaris) Commissioner	Safii Triyono Y. diangkat sebagai Komisaris Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019. Safii Triyono Y. was appointed as a Commissioner of the Company through Circular Shareholder Decision on November 1, 2019.
	Ari Samodra (Komisaris) Commissioner	Ari Samodra diangkat sebagai Komisaris Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019. Ari Samodra appointed as a Commissioner of the Company through a Circular Shareholder Decision on November 1, 2019.

#### Susunan Dewan Komisaris per 31 Desember 2019

#### Chronology of the Composition of the Board of Commissioners of 2019

#### Board of Commissioners Composition as of December 31, 2019

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Periode
Jeffrey Tjahja Indra	Komisaris Utama President Commissioner	Surat Keputusan Pemegang Saham Secara Sirkuler tanggal 1 November 2019 Circular Shareholders Decree dated November 1, 2019	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the General Meeting of Shareholders of the Company decides otherwise.	Pertama First
Safii Triyono Y.	Komisaris Commissioner	Surat Keputusan Pemegang Saham Secara Sirkuler tanggal 1 November 2019 Circular Shareholders Decree dated November 1, 2019	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the General Meeting of Shareholders of the Company decides otherwise.	Pertama First
Ari Samodra	Komisaris Commissioner	Surat Keputusan Pemegang Saham Secara Sirkuler tanggal 1 November 2019 Circular Shareholders Decree dated November 1, 2019	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the General Meeting of Shareholders of the Company decides otherwise.	Pertama First

### Akhir Kata

Pada bagian penutup ini, Dewan Komisaris menyampaikan apresiasi yang sebesar-besarnya atas kerja keras Direksi dan seluruh karyawan Perseroan yang telah mengantarkan Perseroan meraih kinerja yang sangat baik. Dewan Komisaris juga memberikan apresiasi kepada para Pemegang Saham dan Pemangku Kepentingan lainnya atas dukungan yang telah diberikan selama ini.

Dewan Komisaris juga menyampaikan terima kasih yang sebesar-besarnya kepada relasi, mitra kerja dan juga Pemangku Kepentingan lainnya atas semua dukungan dan kepercayaan yang selama ini diberikan kepada Perseroan. Semoga kerja sama dan dukungan tersebut dapat terus berlanjut di waktu-waktu mendatang.

### Final Words

As final words, Board of Commissioners would like to express utmost appreciation for the hard work shown by Board of Directors and all employees of the Company who have led the Company to achieve excellent performance. Board of Commissioners also appreciates the shareholders and other stakeholders for the support given so far.

Board of Commissioners would also like to send deepest gratitude to colleagues, partners and other stakeholders for all the support and trust that has been given to the Company. Hopefully this cooperation and support can continue in the future.

Jakarta, 30 Maret 2020  
Jakarta, Maret 30, 2020

Atas nama Dewan Komisaris  
On behalf of Board of Commissioners



**Jeffrey Tjahja Indra**  
Komisaris Utama  
President Commissioner



## LAPORAN DIREKSI

### BOARD OF DIRECTORS REPORT



#### Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji dan syukur Kami panjatkan kehadiran Tuhan Yang Maha Kuasa yang senantiasa melimpahkan rahmat dan petunjuk-Nya sehingga PT Pertamina Training & Consulting, (selanjutnya PTC atau Perusahaan), dapat melalui tahun 2019 dengan pencapaian yang positif. Sebagai wujud rasa syukur serta pertanggungjawaban Kami selaku Direksi dalam mengelola perusahaan Perusahaan sebagaimana diamanatkan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, perkenankan Kami menyampaikan Laporan Tahunan Perusahaan untuk tahun buku 2019.

#### *Our Honorable Shareholders and Stakeholders,*

*Praise and gratitude shall be upon the presence of God Almighty who always bestows His grace and guidance, thus enable PT Pertamina Training & Consulting, (hereinafter referred to as PTC or Company), to sail through the year of 2019 with positive achievement. As a form of our gratitude and accountability as the Board of Directors in the Company's management as mandated by Law No. 40 of 2007 concerning Limited Liability Companies, please allow us to submit the Annual Report of the Company for the fiscal year 2019.*



Dalam menghadapi tantangan dan dinamika bisnis yang semakin cepat, PTC membuka lembaran tahun 2019 dengan mengimplementasikan berbagai kebijakan strategis. Melalui Laporan Tahunan ini, kami paparkan realisasi penerapan kebijakan strategis Perusahaan, juga pencapaian kinerja, perkembangan penerapan Tata Kelola Perusahaan, serta analisis prospek usaha Perusahaan ke depan.

#### Tinjauan Ekonomi

Kondisi ketidakpastian perekonomian global masih berlanjut dengan tingkat pertumbuhan di kisaran 3,0% yang merupakan pertumbuhan terendah sejak krisis tahun 2008. Ketidakpastian ini dipengaruhi antara lain oleh tergeseknya konflik perdagangan antara Amerika Serikat dengan Tiongkok, proses Brexit di Inggris yang masih belum menghasilkan titik temu, serta fasilitas minyak Aramco di Arab Saudi yang diserang sehingga berdampak pada penurunan 5% dari pasokan global dan mendorong harga minyak mentah global naik hingga 15% seketika.

Di tengah tantangan dan tekanan makroekonomi global, fundamental ekonomi Indonesia masih cukup baik. Berdasarkan analisis Bank Indonesia, pertumbuhan ekonomi Indonesia secara keseluruhan di tahun 2019 masih terjaga dikisaran 5%, yakni sebesar 5,02%, meskipun lebih rendah dibandingkan dengan capaian tahun 2018 yang sebesar 5,17%. Pertumbuhan ekonomi nasional di tahun 2019 di topang oleh permintaan domestik yang tetap baik meskipun kinerja eksport menurun.

Pencapaian pertumbuhan ekonomi di kisaran 5%. Hal ini tidak terlepas dari berbagai kebijakan yang diterbitkan Pemerintah dan Bank Indonesia (BI). Pada tahun 2019, BI tercatat empat kali menurunkan suku bunga acuan BI 7 Days Reverse Repo Rate masing-masing sebesar 25 basis point (bps) menjadi 5,0%. Kebijakan ini diharapkan dapat menarik suku bunga pinjaman ke level yang lebih rendah, sehingga pelaku usaha dapat menggencarkan investasi atau melakukan ekspansi hingga akhirnya dapat mendorong produksi. Di samping itu, turunnya suku bunga pinjaman diharapkan dapat memberi stimulus kepada masyarakat untuk tetap menjaga konsumsi mereka.

Pemerintah juga terus mendorong penerapan 16 paket kebijakan ekonomi yang telah digulirkan. Pemerintah memperluas Fasilitas Pengurangan Pajak Penghasilan Badan (*tax holiday*) untuk mendorong investasi langsung pada industri perintis dari hulu hingga hilir guna mendorong pertumbuhan ekonomi. Pemerintah juga merelaksasi Daftar Negatif Investasi sebagai upaya untuk mendorong aktivitas ekonomi pada sektor-sektor unggulan. Selain itu, Pemerintah juga memperkuat pengendalian devisa dengan pemberian insentif perpajakan.

Pertumbuhan ekonomi Indonesia tahun 2019 juga ditopang oleh belanja Pemerintah, dimana pada tahun 2019, APBN difokuskan untuk investasi di bidang pembangunan Sumber Daya Manusia sebesar Rp508,1 triliun, di samping pembangunan infrastruktur sebesar Rp415 triliun.

Pembangunan SDM menjadi salah satu dari 5 (lima) Program Prioritas Pemerintah Jangka Menengah, di samping pembangunan infrastruktur, penyederhanaan regulasi, penyederhanaan birokrasi, serta dana transformasi ekonomi. Pemerintah meyakini bahwa peningkatan kesejahteraan ekonomi sesungguhnya lebih ditentukan oleh SDM yang berpengetahuan, kompeten dan berketerampilan. SDM yang berkualitas dapat memacu produktivitas dan daya saing sektor industri nasional. Pembangunan SDM menjadi kunci Indonesia ke masa depan.

Pembangunan SDM yang berkualitas ini juga sejalan dengan *road map* "Making Indonesia 4.0", di mana salah satu program prioritasnya adalah peningkatan kualitas SDM agar mampu menghadapi revolusi industri generasi keempat.

In dealing with increasingly rapid challenges and business dynamics, PTC opened the year of 2019 by carrying out a variety of strategic policies. Through this Annual Report, we will describe the realization of the Company's strategic policies implementation, as well as the performance achievement, the development of Corporate Governance implementation, and analysis on the Company's business prospects going forward.

#### Economic Review

The uncertainty of global economy continued with the growth rate in the range of 3.0% which is the lowest growth since the 2008 crisis. This uncertainty was influenced by, among others, the escalation of trade conflict between the United States and China, the Brexit process in the UK which still has not produced a meeting point, as well as the attack of Aramco oil facility in Saudi Arabia that resulted in a 5% reduction in global supplies and pushed global crude oil prices to immediately increase by 15%.

In the midst of global macroeconomic challenges and pressures, Indonesia's economic fundamentals were still quite good. Based on Bank Indonesia's analysis, Indonesia's overall economic growth in 2019 was still maintained at around 5%, specifically at 5.02%, although the figure is lower than the 2018 achievement of 5.17%. National economic growth in 2019 was supported by domestic demand that remained satisfying, despite declining export performance.

The achievement of economic growth in the 5% range. Was inseparable from the various policies issued by the Government and Bank Indonesia (BI). In 2019, BI was recorded to lower the BI 7 Days Reverse Repo Rate four times each by 25 basis points (bps) to 5.0%. This policy is expected to draw the loan interest rate to a lower level, hence business players can intensify investment or expand that will eventually encourage production. In addition, the decline in loan interest rates is expected to provide stimulus to the public to continue to maintain their consumption.

The government also continued to encourage the implementation of 16 economic policy packages that have been rolled out. The Government expanded the Corporate Income Tax Reduction Facility (*tax holiday*) to encourage direct investment in the pioneering industry from upstream to downstream in order to encourage economic growth. The government also relaxed the Negative Investment List as an effort to encourage economic activity in the leading sectors. Apart from that, the Government also strengthened foreign exchange control by providing tax incentives.

Indonesia's economic growth in 2019 was also supported by Government spending, where in 2019, the State Budget was focused on investment in the field of Human Resources development amounted to Rp508.1 trillion, besides infrastructure development amounted to Rp415 trillion.

Human Resources Development is one of the 5 (five) Medium Term Government Priority Programs, in addition to infrastructure development, simplification of regulations, simplification of bureaucracy, economic transformation funds. The Government believes that economic welfare improvement is actually more determined by knowledgeable, competent and skilled human resources. Human Resources with high quality can spur productivity and competitiveness of the national industrial sector. HR development is Indonesia's key to the future.

The development of qualified human resources is also in line with the road map of "Making Indonesia 4.0", where one of the priority programs is to improve the quality of human resources to be able to face the fourth generation industrial revolution.



## Kebijakan Strategis Perusahaan 2019

Upaya pemerintah untuk mendorong pembangunan SDM selaras dengan kegiatan usaha PT Pertamina Training & Consulting yang bergerak di industri jasa manajemen human capital, dengan fokus pada bisnis pendidikan, aktivitas profesional-ilmiah-teknik, dan jasa penunjang usaha lainnya. Sebagai entitas anak usaha PT Pertamina (Persero), PT Pertamina Training & Consulting didirikan pada tahun 1999 dengan tujuan untuk mendukung kegiatan usaha PT Pertamina (Persero) dan perusahaan-perusahaan afiliasinya dalam bentuk layanan jasa pelatihan dan konsultasi. Dalam perjalannya, kegiatan usaha PTC berkembang dan meluas hingga ke luar Pertamina Group, termasuk lembaga pemerintahan, BUMN dan afiliasinya, serta perusahaan swasta.

Perkembangan usaha ini tidak lepas dari upaya Direksi dan seluruh pekerja dalam melaksanakan pengelolaan PTC dengan menjalankan berbagai inisiatif strategis dan program kerja dalam upaya mencapai tujuan Perusahaan yang ditetapkan, yaitu pertama, menjadi perusahaan Human Capital yang merupakan pilihan utama bagi pelanggan, kedua, melakukan ekspansi pasar, khususnya dari pasar non Pertamina Group, melalui bisnis *Training* dan *Assessment Center*, dan ketiga, meningkatkan daya saing dengan penyempurnaan digitalisasi proses bisnis

Tujuan tersebut selaras dengan visi PTC, yaitu "Menjadi perusahaan kelas dunia di bidang *human capital, consulting*, dan jasa manajemen lainnya". Untuk mencapai tujuan perusahaan tersebut, tim manajemen menjabarkan strategi dan program kerja seperti yang tertuang dalam RKAP 2019, untuk kemudian disosialisasikan kepada seluruh pekerja melalui masing-masing Manajer Divisi.

Adapun strategi yang dilaksanakan Perusahaan adalah meningkatkan daya saing melalui pengembangan produk dan jasa serta memperluas pasar dan meningkatkan penetrasi di Pertamina Group melalui mekanisme sinergi, disamping meningkatkan kompetensi SDM PTC.

Strategi-strategi tersebut diimplementasikan secara efektif yang didukung oleh komitmen Direksi dan seluruh pekerja PTC. Kami bekerja dengan penuh dedikasi didukung oleh tim yang solid dengan tetap menerapkan prinsip-prinsip tata kelola perusahaan yang baik dan pengelolaan risiko yang baik. Ke depannya, Perusahaan akan terus melakukan perbaikan-perbaikan agar kinerja Perusahaan bisa tetap terjaga dan mendorong pengembangan usaha.

## Perbandingan Antara Pencapaian Target dengan Realisasi

Di sepanjang tahun 2019, segmen usaha PTC meliputi Pelatihan, Konsultasi, Pengelola Alih Daya/Manpower Supply, Event Organizer, Jasa Pengamanan dan Pusat Penilaian atau Assessment Centre. Jika dibandingkan target Rencana Kerja dan Anggaran Perusahaan (RKAP), secara keseluruhan, pencapaian Perusahaan sedikit terkoreksi.

Pendapatan Perusahaan pada tahun 2019 dari seluruh segmen usaha mengalami kenaikan 31,05% dari pendapatan tahun 2018, dengan persentase kenaikan tertinggi pada segmen usaha Event Organizer sebesar 82,31%. Sementara pemberi kontribusi terbesar terhadap Pendapatan Perusahaan adalah Manpower Supply sebesar 35,13% pada tahun 2019.

Dari sisi operasional, pendapatan yang diperoleh dari segmen usaha Pelatihan mencapai Rp50,19 miliar. Pendapatan ini tumbuh 6,05% dari pendapatan tahun 2018, namun hanya mencapai 75,48% dari target RKAP 2019 sebesar Rp 66,5 miliar. Belum tercapainya target pendapatan segmen usaha Pelatihan karena hal-hal berikut:

- Untuk pelatihan publik dan kontrak Pelatihan jangka panjang, realisasi nilai pendapatan sangat bergantung pada jumlah peserta yang hadir;
- Rencana sinergi dengan Pertamina Corporate University belum berjalan optimal, sehingga banyak rencana pelatihan belum terealisasikan.

## Corporate 2019 Strategic Policy

The government's efforts to encourage Human Resources development are in line with the business activities of PT Pertamina Training & Consulting which is engaged in the human capital management services industry, focusing on the business of education, professional-scientific-technical activities, and other business support services. As a subsidiary of PT Pertamina (Persero), PT Pertamina Training & Consulting was established in 1999 with the aim of supporting the business activities of PT Pertamina (Persero) and its affiliated companies in the form of training and consulting services. In its journey, PTC's business activities developed and expanded beyond Pertamina Group, including government agencies, SOEs and affiliates, and private companies.

This business development is inseparable from the efforts made by Board of Directors and all employees in running the management of PTC by carrying out various strategic initiatives and work programs in an effort to achieve the established Company goals, i.e. firstly, becoming the customers' top-of-mind Human Capital company, secondly, expanding the market especially non-Pertamina Group market through Training and Assessment Center business, and thirdly, increasing competitiveness by improving business process digitalization.

These goals are in line with PTC's vision, which is "To become a world-class company in the field of human capital, consulting, and other management services". In order to achieve the Company's goals, the Management elaborated on strategies and work programs as stipulated in the 2019 RKAP, to then be disseminated to all employees through each Division Manager.

The strategy implemented by the Company was to increase competitiveness through product and service development as well as expand market and increase penetration in Pertamina Group through synergy mechanism, in addition to increasing PTC's Human Capital competencies.

These strategies were carried out effectively, supported by the commitment of Board of Directors and all employees of PTC. We are fully dedicated in carrying out our works, supported by solid team and kept on applying the principles of good corporate governance and good risk management. Going forward, the Company will continue to make improvements so that the Company's performance can be maintained and can encourage business development.

## Comparison Between Target Achievement and Realization

Throughout 2019, PTC's business segments are Training, Consulting, Manpower Supply, Event Organizer, Security Services and Assessment Center. Compared to the Company's Work Plan and Budget (RKAP) targets, overall, the Company's achievements were slightly corrected.

The Company's revenue in 2019 from all business segments experienced an increase of 31.05% from revenue in 2018, with the highest percentage increase in the Event Organizer business segment amounting to 82.31%. While the biggest contributor to the Company's Revenue was Manpower Supply at 35.13% in 2019.

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In terms of operational, the revenue obtained from the Training business segment reached Rp50.19 billion. This revenue grew 6.05% from revenue in 2018, but only reached 75.48% of the 2019 RKAP target at Rp 66.5 billion. The target of the Training business segment has not been achieved due to the following:

- For public training and long-term training contracts, the realization of revenue value highly depends on the number of participants present
- The synergy plan with Pertamina Corporate University has not been running optimally, hence there were many training plans have not been realized

Pendapatan segmen usaha Konsultasi mencapai Rp 149,6 miliar, tumbuh 31,7% dari pendapatan tahun 2018, namun hanya mencapai 98,81% dari target RKAP 2019 sebesar Rp 66,5 miliar. Belum tercapainya target pendapatan segmen usaha Konsultasi karena hal-hal berikut:

- Pada tahun 2019 segmen usaha Konsultasi lebih selektif dalam memilih proyek, dengan lebih fokus pada proyek Konsultasi bidang Manajemen Sumber Daya Manusia, Manajemen Bisnis, Manajemen Organisasi, dan HSSE, serta lebih selektif terhadap proyek-proyek yang berisiko tinggi.
- Terdapat beberapa proyek Konsultasi yang sudah berjalan, namun pendapatannya belum bisa diakui pada tahun 2019 karena laporan kemajuan pekerjaan masih dalam proses review di user sehingga pekerjaan belum dinyatakan selesai.
- Karakteristik bisnis Konsultasi di mana proyek umumnya tidak bersifat berulang (tidak dimungkinkan untuk melakukan repeat order).

Sementara pendapatan usaha segmen *Manpower Supply* tahun 2019 mencapai Rp 732,7 miliar, tumbuh 16,9% dari pendapatan tahun 2018, dan mencapai 108,9% dari target RKAP 2019 sebesar Rp 672,9 miliar. Target pendapatan segmen usaha *Manpower Supply* dapat dicapai karena pada tahun 2019 Perusahaan memperoleh kontrak pekerjaan *Manpower Supply* dengan nilai yang signifikan.

Sampai dengan akhir tahun 2019, pendapatan segmen usaha *Event Organizer* mencapai Rp 548,7 miliar, tumbuh 82,1% dari pendapatan tahun 2018, dan mencapai 208,2% dari target RKAP 2019 sebesar Rp 263,6 miliar. Target pendapatan segmen usaha *Event Organizer* dapat dicapai karena pada tahun 2019, 13% proyek *Event Organizer* yang diperoleh memiliki nilai kontrak yang material, yaitu di atas Rp 10 miliar,

Adapun pendapatan yang diperoleh segmen usaha Jasa Pengamanan pada tahun 2019 mencapai Rp 596,2 miliar, tumbuh 20,76% dari pendapatan tahun 2018, namun hanya mencapai 97,26% dari target RKAP 2019 sebesar Rp 613,1 miliar. Belum tercapainya target pendapatan segmen usaha Jasa Pengamanan dikarenakan rencana pelatihan Garda Madya belum terlaksana seluruhnya karena perubahan kebijakan Mabes POLRI. Pendapatan di *Assessment Center* mencapai Rp 8,46 miliar, tumbuh 19,8% dari pendapatan tahun 2018, dan mencapai 371,35% dari target RKAP 2019 sebesar Rp 2,28 miliar.

Sementara itu, untuk kinerja keuangan, laba bersih Perusahaan sampai dengan tahun 2019 tercatat sebesar Rp 17,13 miliar, belum mencapai target RKAP 2019 yang ditetapkan sebesar Rp 47,44 miliar. Faktor-faktor yang menyebabkan tidak tercapainya target laba bersih adalah realisasi *Operating Margin* 3,93% yang lebih rendah dibandingkan target RKAP 2019 sebesar 4,64%, beban bunga sebesar Rp 19,56 miliar yang melebihi anggaran RKAP 2019 sebesar Rp 13,46 miliar, dan adanya denda pajak untuk transaksi tahun 2016 sebesar Rp 17,1 miliar.

Dari sisi aset, aset Perusahaan mengalami pertumbuhan sebesar Rp681,05 atau tumbuh 21,80% dibanding tahun sebelumnya sebesar Rp559,17 miliar yang disebabkan adanya penambahan aset lancar maupun aset tidak lancar dengan komposisi masing-masing adalah 37,45% atau senilai Rp681,05 miliar dan 2,8% atau senilai Rp19,59 miliar.

Total Liabilitas Perusahaan tahun 2019 sebesar Rp474,77 miliar yang terdiri dari 96,6% berupa Liabilitas jangka pendek senilai Rp458,72 miliar dan 3,4% berupa Liabilitas jangka panjang senilai Rp16,04 miliar.

Jumlah Ekuitas Perusahaan tahun 2019 sebesar Rp225,88 miliar yang terdiri dari Modal saham Rp3 miliar, Modal donasi Rp204 juta, dan Saldo laba Rp222,67 miliar. Jumlah ekuitas mengalami kenaikan sebesar Rp12,17 miliar atau 6% dari tahun lalu, yang berasal dari laba bersih perusahaan di tahun 2019.

Adapun kemampuan membayar utang Perusahaan diukur melalui rasio likuiditas, yang terdiri dari rasio kas dan rasio lancar. Rasio kas digunakan untuk mengukur kemampuan Perusahaan dalam melunasi seluruh utangnya menggunakan modal yang dimiliki. Pada tahun 2019 rasio kas tercatat 4,53% atau naik 0,01% dari tahun 2018 yang tercatat sebesar 4,47%. Sedangkan rasio lancar digunakan untuk mengukur

The Consulting business segment revenue reached Rp 149.6 billion, growing 31.7% from 2018 revenue , but only reached 98.81% of the 2019 RKAP target at Rp 66.5 billion. The target of the Consulting business segment has not yet been achieved due to the following:

- In 2019, the Consulting business segment was more selective in choosing projects, with more focus on Consulting projects in the areas of Human Resource Management, Business Management, Organizational Management, and HSSE, and more selective on high-risk projects.
- There are several Consulting projects have been carried out, but the revenue has not been recognized in 2019 because the work progress report was still in the process of being reviewed by the users, hence the project has not been declared complete.
- One of the characteristics of Consulting Business is projects are usually not repetitive (repeat order is not possible)

While the revenue of the Manpower Supply segment in 2019 reached Rp 732.7 billion, grew 16.9% from 2018 revenue, and reached 108.9% of the 2019 RKAP target at Rp 672.9 billion. The revenue target of Manpower Supply business segment can be achieved because in 2019 the Company obtained Manpower Supply employment contract with significant value.

Until the end of 2019, the Event Organizer business segment revenue reached Rp 548.7 billion, grew 82.1% of revenue in 2018, and reached 208.2% of the 2019 RKAP target at Rp 263.6 billion. The revenue target of the Event Organizer business segment can be achieved because in 2019, 13% of the Event Organizer projects obtained have material contract value, which is above Rp10 billion,

The revenue obtained by the Security Services business segment in 2019 reached Rp 596.2 billion, growing 20.76% from revenues in 2018, but only reached 97.26% of the 2019 RKAP target of Rp 613.1 billion. The Security Service business segment's revenue target has not yet been achieved because the Middle-level Guard training plan has not been fully implemented due to changes in the National Police Headquarters policy. The Assessment Center revenue reached Rp 8.46 billion, grew by 19.8% of 2018 revenue, and reached 371.35% of the 2019 RKAP target at Rp 2.28 billion.

Meanwhile, for financial performance, the Company's net profit until 2019 was recorded at Rp 17.13 billion, not yet reaching the 2019 RKAP target set at Rp 47.44 billion. The causing factors of the failure to achieve the net profit target were 3.93% lower realization of Operating Margin compared to the 2019 RKAP target at 4.64%, Rp 19.56 billion interest expenses which exceeded the 2019 RKAP budget at Rp 13.46 billion, and tax penalties for transactions in 2016 amounting to Rp 17.1 billion.

In terms of assets, the Company's assets grew by Rp681.05 or 21.80% compared to the previous year of Rp559.17 billion due to the addition of current assets and non-current assets with respective compositions of 37.45% or valued at Rp681.05 billion and 2.8% or valued at Rp19.59 billion.

The Company's total Liabilities in 2019 amounted to Rp474.77 billion, consisting of 96.6% of current liabilities in the amount of Rp458.72 billion and 3.4% of non-current liabilities in the amount of Rp16.04 billion.

The Company's total Equity in 2019 amounted to Rp225.88 billion, consisting of Rp3 billion of share capital, Rp204 millions of donated capital, and Rp222.67 billion of retained earnings. Total equity experienced an increase of Rp12.17 billion, or 6% from previous year, which is originating from the Company's net profit in 2019.

While the Company's ability to pay its debts is measured through a liquidity ratio, which consists of cash ratio and current ratio. The cash ratio is used to measure the Company's ability to repay all of its debts using its capital. In 2019, the cash ratio was 4.53% or an increase of 0.01% from 2018 which was recorded at 4.47%. While the current ratio is used to measure the ability of the Company to pay off all short-term



kemampuan Perusahaan melunasi seluruh utang jangka pendek dengan menggunakan aset lancar yang dimiliki. Pada tahun 2019 rasio lancar tercatat 148.47% atau turun 0.07% dari tahun 2018 yang tercatat sebesar 160.04 %.

#### Peluang dan Tantangan

Dengan adanya rencana pergeseran bisnis PT Pertamina (Persero), yang semula berfokus pada penyediaan bahan bakar menjadi bisnis energi, menjadi salah satu peluang sekaligus tantangan bagi PTC, mengingat PT Pertamina (Persero) adalah pasar *captive* PTC.

Rencana pergeseran bisnis ini didukung melalui upgrade kilang eksisting melalui program *Refinery Development Master Plant* dan pembangunan kilang baru melalui program *New Grass Root Refinery*, yang memberikan peluang bagi PTC untuk ikut berkontribusi melalui bisnis *Training, Consulting, Assessment Center, Manpower Supply, dan Jasa Pengamanan*.

Namun tantangan yang dihadapi adalah *trend lifting* produk minyak dan gas yang cenderung menurun di Perusahaan afiliasi Pertamina kelompok Hulu. Hal ini dapat mempengaruhi kebutuhan pasar tersebut untuk membeli produk-produk PTC.

Di luar Pertamina Group, salah satu kondisi yang berpengaruh pada bisnis PTC adalah akan diberlakukannya *Omnibus Law* dalam hal Kesempatan Kerja, di mana salah satu rancangan undang-undang yang dibuat adalah kemudahan tenaga kerja asing untuk bekerja di Indonesia. Hal ini bisa menjadi peluang bagi PTC. Dengan pengalaman PTC dalam mengelola tenaga kerja asing untuk Pertamina Group, PTC mendapat peluang untuk dipercaya oleh perusahaan afiliasi Pertamina dan BUMN dalam mengelola tenaga kerja asing.

#### Prospek Usaha Tahun 2020

SDM yang unggul dan berdaya saing kuat merupakan aset utama Perusahaan untuk mendorong pertumbuhan yang berkualitas. Oleh karena itu, bisnis-bisnis yang terkait dengan sumber daya manusia dan pengembangan human capital merupakan bisnis yang memiliki prospek menarik dan bersifat jangka panjang.

Selain itu produk-produk bisnis *human capital* seperti pelatihan (termasuk pelatihan secara online), konsultasi pengembangan sistem *human resource*, dan *assessment center* memiliki risiko relatif rendah terhadap otomatisasi digital, sehingga keberlanjutan produk-produk tersebut diharapkan dapat berkesinambungan dalam jangka panjang.

#### Komitmen Membangun Tata Kelola Perusahaan yang Baik

PT Pertamina Training & Consulting meyakini bahwa dengan penerapan tata kelola perusahaan yang baik secara konsisten akan memperkuat posisi Perusahaan dalam menghadapi persaingan usaha, meningkatkan efektifitas dan efisiensi dalam mengelola sumber daya, memaksimalkan nilai dalam jangka panjang serta meningkatkan kepercayaan para stakeholders.

Untuk itu, sebagai entitas anak usaha BUMN yakni PT Pertamina (Persero), Perusahaan diwajibkan untuk melaksanakan pengelolaan bisnis dengan kepatuhan terhadap peraturan dan perundang-undangan yang berlaku. Penerapan prinsip GCG ini terutama didasarkan pada 5 (lima) prinsip dasar, yaitu transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran, sebagaimana telah dirilis dalam Pedoman Umum *Good Corporate Governance* yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG).

Manajemen Perusahaan telah mengupayakan untuk melaksanakan seluruh prinsip GCG yang dituangkan dalam skema organisasi dan perangkat kebijakan, maupun berbagai program dan kegiatan. Pada perangkat kebijakan, Direksi bersama-sama dengan Dewan Komisaris menyusun berbagai pedoman dan peraturan yang dapat memberikan batasan tanggung jawab pada setiap organ Perusahaan. Batasan ini menjadi penting agar pola hubungan antar organ dapat terjalin dengan harmonis, dan mampu mendukung pencapaian visi dan misi yang telah ditetapkan.

debt using current assets owned. In 2019, the current ratio was recorded 148.47% or decreased 0.07% from 2018 which was recorded at 160.04 %.

#### Opportunities and Challenges

The plan to shifting the business of PT Pertamina (Persero), which originally focused on providing fuel to energy business, became one of the opportunities as well as challenges for PTC, bearing in mind that PT Pertamina (Persero) is PTC's captive market.

This business shift plan is certainly supported by upgrading the existing refineries through the Refinery Development Master Plant program and the construction of new refineries through the New Grass Root Refinery program, which provides opportunities for PTC to contribute through Training, Consulting, Assessment Center, Manpower Supply, and Security Services business.

However, the challenge faced is the trend of lifting oil and gas products, which tends to decline in Pertamina affiliated upstream group. This can affect the market's need to purchase PTC's products.

Outside Pertamina Group, one of the conditions affecting PTC's business is the enactment of Omnibus Law in terms of Job Opportunities, where one of the draft laws made is the ease for foreign workers to work in Indonesia. This could be an opportunity for PTC. With PTC's experience in managing foreign workers for the Pertamina Group, PTC has the opportunity to be trusted by Pertamina affiliated companies and SOEs in managing foreign workers.

#### Business Outlook in 2020

Excellent and highly competitive human capital are the main assets of the Company to encourage quality growth. Therefore, businesses related to human resources and human capital development are businesses that have attractive prospects and are long-term in nature.

In addition, human capital business products such as training (including online training), human resource system development consulting and assessment center have a relatively low risk of digital automation, hence these products is expected to be sustainable in the long term.

#### Commitment on Building Good Corporate Governance

PT Pertamina Training & Consulting believes that consistent implementation of good corporate governance will strengthen the Company's position in facing business competition, increase effectiveness and efficiency in managing resources, maximizing value in the long term and increasing the trust of stakeholders.

For this reason, as a subsidiary of a state-owned enterprise, PT Pertamina (Persero), the Company is required to carry out business management in compliance with applicable laws and regulations. The implementation of GCG principles is mainly based on 5 (five) basic principles, namely transparency, accountability, responsibility, independence and fairness, as released in the General Guidelines for Good Corporate Governance issued by the National Committee on Governance Policy (KNKG).

The Company's management has endeavored to implement all GCG principles as outlined in the organizational scheme and policy instruments, as well as various programs and activities. In the policy instruments, Board of Directors jointly with Board of Commissioners compiled various guidelines and regulations that can limit the responsibilities of each organ of the Company. This limitation becomes important so that the pattern of relationships between organs can be intertwined harmoniously, and is able to support the achievement of predetermined vision and mission.

Selain itu, Perusahaan juga menggelar Rapat Umum Pemegang Saham (RUPS) sebagai forum bagi pemegang saham untuk menentukan beberapa kebijakan strategis terbatas bagi kelangsungan Perusahaan.

Keberadaan berbagai organ pendukung seperti Sekretaris Perusahaan, Satuan Pengawasan Intern, dan fungsi Manajemen Risiko, ditopang oleh perangkat kebijakan sebagai proses dan mekanisme GCG yang diberlakukan di lingkup Perusahaan. Secara periodik manajemen melakukan tinjauan dan kekinian atas perangkat kebijakan yang dimiliki, agar terus memiliki relevansinya baik terhadap perkembangan Perseroan, perkembangan regulasi yang diberlakukan, maupun pertumbuhan industri perbankan di Indonesia.

Agar penerapan prinsip dan praktik GCG dapat mencapai tujuan akhirnya, yaitu menjadi bagian dari budaya, Perusahaan memandang penting untuk melakukan sosialisasi GCG kepada seluruh pekerja PTC. Di samping itu, evaluasi, pemantauan dan peningkatan penerapan GCG di lingkup Perseroan juga menjadi bagian penting dari pengembangan GCG secara keseluruhan agar penerapan GCG dapat mengalami peningkatan di setiap tahunnya.

#### **Tanggung Jawab Sosial Perusahaan**

Tanggung Jawab Sosial Perusahaan atau *Corporate Social Responsibility* (CSR) merupakan komitmen Perusahaan untuk senantiasa bertanggung jawab atas dampak yang ditimbulkan dari aktifitas operasional Perusahaan seraya memberikan manfaat yang berkelanjutan bagi lingkungan di sekitar Perusahaan.

Dalam lingkup pelaksanaan CSR, tujuan Perusahaan tidak semata untuk mencari keuntungan, tetapi juga memberikan kontribusi positif terhadap kesejahteraan sosial dan pelestarian lingkungan demi terwujud serta tercapainya keseimbangan antara bisnis dan peran sosial Perusahaan serta kepatuhan terhadap hukum dan undang-undang yang berlaku.

Perusahaan menilai bahwa CSR juga berperan penting dalam investasi *human capital* yang bertanggung jawab sosial melalui program CSR yang berkelanjutan sehingga dapat meningkatkan reputasi positif bagi perusahaan dan menciptakan sumber daya baru untuk pengembangan dan pemberdayaan sesuai dengan bisnis perusahaan.

Komitmen Perusahaan diwujudkan melalui kontribusi nyata terhadap pemberdayaan masyarakat yang berorientasi pada pembangunan ekonomi serta meningkatkan kualitas hidup masyarakat secara filantropi dan kesejahteraan komunitas di setiap area operasi Perusahaan. Selama tahun buku, Perusahaan telah merealisasikan anggaran sebesar Rp316 juta.

#### **Perubahan Komposisi Direksi di Tahun 2019**

Di sepanjang tahun 2019, terdapat pergantian susunan Direksi. Adapun kronologis susunan Direksi tahun 2019 adalah sebagai berikut.

#### **Kronologis Susunan Direksi per 31 Desember 2019**

1 Januari – 31 Oktober 2019 January 1 – October 31, 2019	1 November 2019 – 1 Desember 2019 November 1, 2019 – December 1, 2019	2 Desember – 31 Desember 2019 December 2 – December 31, 2019	Keterangan Remarks
Umar Fahmi Pj. Direktur Utama Acting President Director	Umar Fahmi Pj. Direktur Utama Acting President Director	Teuku Mirasfi Pj. Direktur Utama Acting President Director	Per tanggal 19 November 2019, Umar Fahmi diberhentikan sebagai Direktur Utama melalui Keputusan Pemegang Saham Secara Sirkuler dengan alasan yang bersangkutan telah memasuki usia pensiun. Per tanggal 2 Desember 2019, Teuku Mirasfi diangkat sebagai Pj. Direktur Utama melalui Keputusan Pemegang Saham Secara Sirkuler tertanggal 19 November 2019. As of November 19, 2019, Umar Fahmi was dismissed as Acting President Director through a Circular Shareholder Decree on the grounds that he had entered retirement age. As of December 2, 2019, Teuku Mirasfi was appointed as Acting President Director through a Circular Shareholder Decree dated November 19, 2019.

In addition, the Company also held the General Meeting of Shareholders (GMS) as a forum for shareholders to determine a number of limited strategic policies for the survival of the Company.

The existence of various supporting organs, such as Corporate Secretary, Internal Audit Unit, and Risk Management function, is supported by policy instruments as GCG process and mechanism that is enforced in the scope of the Company. The Management periodically conducts reviews and updates on its policy instruments so that those policies continue to have relevance to both the development of the Company, the development of regulations in force, and the growth of banking industry in Indonesia.

In order to implement GCG principles and practices to achieve its ultimate goal, which is to become part of the culture, the Company considers the importance of GCG socialization to all PTC employees. In addition, the evaluation, monitoring and improvement of GCG implementation within the Company's scope also becomes an important part of overall development of GCG so that the implementation of GCG can improve every year.

#### **Corporate Social Responsibility**

Corporate Social Responsibility (CSR) is the Company's commitment to always be responsible for the impacts caused by the Company's operational activities while providing sustainable benefits to surrounding environment.

Within the scope of CSR implementation, the Company's objective is not merely to seek profit, but also to make positive contribution to social welfare and environmental preservation in order to realize and achieve a balance between business and social role of the Company and compliance with applicable laws and laws.

For the Company, CSR also plays an important role in socially responsible human capital investment through sustainable CSR program, thus able to enhance a positive reputation for the company and create new resources for development and empowerment in accordance with the Company's business.

The Company's commitment is manifested through tangible contributions to community empowerment oriented to economic development and to improving the people's quality of life through philanthropy and community welfare in each area of the Company's operations. During the fiscal year, the Company has realized a budget of Rp316 million.

#### **Changes in Board of Directors Composition in 2019**

Throughout 2019, there were changes in the composition of Board of Directors. The chronology of Board of Directors composition in 2019 is as follows.

#### **Chronology of the Composition of the Board of Directors as at 31 December 2019**



1 Januari – 31 Oktober 2019 January 1 – October 31, 2019	1 November 2019 – 1 Desember 2019 November 1, 2019 – December 1, 2019	2 Desember – 31 Desember 2019 December 2 – December 31, 2019	Keterangan Remarks
Iswina Dwi Yunanto Direktur Keuangan Finance Director	Fitri Azwar Pj Direktur Keuangan Acting Finance Director		Per 1 November 2019, Iswina Dwi Yunanto diberhentikan sebagai Direktur Keuangan Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler dengan alasan yang bersangkutan mendapatkan penugasan ke jabatan lain. Per tanggal 2 Desember 2019, Fitri Azwar diangkat sebagai Pj. Direktur Keuangan melalui Keputusan Pemegang Saham Secara Sirkuler tertanggal 19 November 2019. As of November 1, 2019, Iswina Dwi Yunanto was dismissed as Finance Director through Circular Shareholder Decree on the grounds that he was assigned an assignment to another position. As of December 2, 2019, Fitri Azwar was appointed as Acting Finance Director through a Circular Shareholder Decree dated November 19, 2019.
Linda Delina Pj. Direktur Operasi dan Pemasaran Acting Operational and Marketing Director	Linda Delina Direktur Operasi dan Pemasaran Operational and Marketing Director	Linda Delina Direktur Operasi dan Pemasaran Operational and Marketing Director	Per tanggal 11 Januari, Linda Delinda diangkat melalui Keputusan Pemegang Saham secara Sirkuler. Per tanggal 2 April 2019, Linda Delina ditetapkan melalui Keputusan Pemegang Saham Secara Sirkuler sebagai pejabat definitif Direktur Operasi dan Pemasaran. As of January 11, Linda Delinda was appointed by decree Circular Shareholders. As of 2 April 2019, Linda Delina was appointed by Circular Shareholder Decree as the definitive official of the Operational and Marketing Director.

#### Susunan Direksi Per 31 Desember 2019

#### Board of Directors Composition as of December 31, 2019

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Period
Teuku Mirasfi	Pj. Direktur Utama Acting President Director	Keputusan Pemegang Saham Secara Sirkuler tanggal 19 November 2019. Circular GMS Decision on November 19, 2019.	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decides otherwise.	Pertama First
Fitri Azwar	Pj Direktur Keuangan Acting Finance Director	Keputusan Pemegang Saham Secara Sirkuler tanggal 19 November 2019. Circular GMS Decision on November 19, 2019.	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decides otherwise.	Pertama First
Linda Delina	Direktur Operasi dan Pemasaran Operational and Marketing Director	Diangkat dalam Jajaran Direksi sebagai Pj. Direktur Operasi dan Pemasaran melalui Keputusan Pemegang Saham Secara Sirkuler tanggal 11 Januari 2019 dan ditetapkan sebagai pejabat definitif pada 2 April 2019. Appointed in the Board of Directors as Operational and Marketing Director through the Circular GMS on January 11, 2019.	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decides otherwise.	Pertama First

### Penutup

PT Pertamina Training & Consulting mampu melewati tantangan dan dinamika bisnis di sepanjang tahun 2019 dengan pencapaian yang baik. Oleh karena itu, atas nama Direksi, izinkan kami menyampaikan rasa hormat dan terima kasih kepada Pemegang Saham atas kepercayaan dan dukungan kepada kami dalam melakukan pengelolaan Perusahaan di sepanjang tahun 2019.

Ucapan terima kasih kami tujuhan pula kepada Dewan Komisaris atas arahan, nasihat dan pengawasan yang telah dilakukan, sehingga kami mampu mendorong Perusahaan ke arah pencapaian yang lebih baik dan terarah. Kepada seluruh karyawan, izinkan Direksi menyampaikan apresiasi yang setinggi-tingginya atas seluruh dedikasi yang telah diberikan. Demikian pula kepada mitra kerja dan pemangku kepentingan, Direksi menyampaikan terima kasih atas dukungan dan kerja sama yang telah tercipta.

Direksi berharap, perjalanan tahun 2019 dapat menjadi catatan penting bagi seluruh jajaran Perusahaan untuk dapat merumuskan strategi yang tepat dan mampu membawa Perusahaan menuju pertumbuhan yang lebih berkualitas dan berkelanjutan. Semoga pencapaian ini akan menginspirasi seluruh pihak untuk dapat terus mengoptimalkan kemampuannya dan menjadi modal Perusahaan untuk dapat terus tumbuh hingga ke masa-masa yang akan datang.

### Closing Remarks

PT Pertamina Training & Consulting managed to overcome challenges and business dynamics throughout 2019 with good achievements. Therefore, on behalf of Board of Directors, please allow us to send our respect and gratitude to the Shareholders for their trust and support for us during our management of the Company throughout 2019.

We would also like to thank Board of Commissioners for the directives, advices and supervision that has been carried out, so that we are able to encourage the Company towards better and more targeted achievements. To all employees, please allow Board of Directors to express highest appreciation for the dedication that has been given. Likewise, for business partners and stakeholders, Board of Directors would like to express a gratitude for the support and cooperation that has been created.

Board of Directors hopes that the journey in 2019 can be an important note for all levels of the Company in formulating an appropriate strategy that will bring the Company towards sustainable growth. Hopefully, this achievement will inspire all parties to continue to optimize their abilities and become the Company's capital, hence making continuous growth in the future to be possible.

Jakarta, 30 Maret 2020  
Jakarta, Maret 30, 2020

Atas Nama Direksi  
On Behalf of Board of Directors

**Teuku Mirasfi**  
Direktur Utama  
President Director



# PERNYATAAN PERTANGGUNGJAWABAN LAPORAN TAHUNAN 2019

## PT PERTAMINA TRAINING & CONSULTING

ACCOUNTABILITY STATEMENT FOR ANNUAL REPORT 2019

PT PERTAMINA TRAINING & CONSULTING

### Surat Pernyataan Pertanggungjawaban Dewan Komisaris Tahun 2019

Kami, Dewan Komisaris PT Pertamina Training & Consulting tahun 2019, menyatakan menyetujui dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan PT Pertamina Training & Consulting Tahun 2019 yang di dalamnya juga memuat Laporan Keuangan PT Pertamina Training & Consulting per tanggal 31 Desember 2019.

Demikian Surat Pernyataan ini dibuat dengan sebenarnya untuk dapat dipergunakan sebagaimana mestinya.

Jakarta, 30 Maret 2020

### Accountability Statement Of Board Of Commissioners 2019

We, members of the 2019 Board of Commissioners of PT Pertamina Training & Consulting, hereby state that we have approved and are fully responsible for the content of the Annual Report of PT Pertamina Training & Consulting in 2019, which also contains the Financial Statements of PT Pertamina Training & Consulting as of 31 December 2019.

This Statement is duly made to be used in accordance with its purpose.

Jakarta, March 30, 2020

Dewan Komisaris  
Board of Commissioners

**BENI SYARIF HIDAYAT**

KOMISARIS UTAMA

PRESIDENT COMMISSIONER

(Periode 1 Januari 2019 – 1 November 2019)  
(Period January 1, 2019 – November 1, 2019)

**BAMBANG WIJANARKO**

KOMISARIS

COMMISSIONER

(Periode 1 Januari 2019 – 1 November 2019)  
(Period January 1, 2019 – November 1, 2019)

**JEFFREY TJAHJA INDRA**

KOMISARIS UTAMA

PRESIDENT COMMISSIONER

(Periode 1 November 2019 – 31 Desember 2019)  
(Period November 1, 2019 – December 31, 2019)

**ARI SAMODRA**

KOMISARIS

COMMISSIONER

(Periode 1 November 2019 – 31 Desember 2019)  
(Period November 1, 2019 – December 31, 2019)

**SAFII TRIYONO Y**

KOMISARIS

COMMISSIONER

(Periode 1 November 2019 – 31 Desember 2019)  
(Period November 1 – December 31, 2019)

## Surat Pernyataan Pertanggungjawaban Direksi Tahun 2019

Kami, Direksi PT Pertamina Training & Consulting tahun 2019, menyatakan menyetujui dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan PT Pertamina Training & Consulting Tahun 2019 yang di dalamnya juga memuat Laporan Keuangan PT Pertamina Training & Consulting per tanggal 31 Desember 2019.

Demikian Surat Pernyataan ini dibuat dengan sebenarnya untuk dapat dipergunakan sebagaimana mestinya.

Jakarta, 30 Maret 2020

## Accountability Statement Of Board Of Directors 2019

We, members of the 2019 Board of Directors of PT Pertamina Training & Consulting, hereby state that we have approved and are fully responsible for the content of the Annual Report of PT Pertamina Training & Consulting in 2019, which also contains the Financial Statements of PT Pertamina Training & Consulting as of 31 December 2019.

This Statement is duly made to be used in accordance with its purpose.

Jakarta, March 30, 2020

Direksi  
Board of Directors

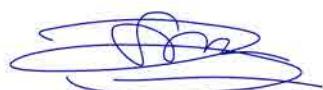


**UMAR FAHMI**  
DIREKTUR UTAMA  
PRESIDENT DIRECTOR

(Periode 1 Januari 2019- 19 November 2019)  
(Period January 1, 2018 – November 31, 2019)



**TEUKU MIRASFI**  
DIREKTUR UTAMA  
PRESIDENT DIRECTOR  
(Periode 2 - 31 Desember 2019)  
(Period 2 – December 31, 2019)

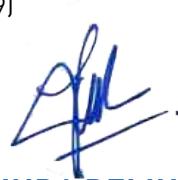


**ISWINA DWI YUNANTO**  
DIREKTUR KEUANGAN  
DIRECTOR OF FINANCE

(Periode 1 Januari 2019 – 31 Oktober 2019)  
(Period January 1 – October 31, 2019)



**FITRI AZWAR**  
DIREKTUR KEUANGAN  
DIRECTOR OF FINANCE  
(Periode 2 – 31 Desember 2019)  
(Period 2 – December 31, 2019)



**LINDA DELINA**  
DIREKTUR OPERASI & PEMASARAN  
DIRECTOR OF OPERATIONS & MARKETING  
(Periode 11 Januari 2019 – 31 Desember 2019)  
(Period January 11, 2019 – December 31, 2019)



# PROFIL PERUSAHAAN

## COMPANY PROFILE

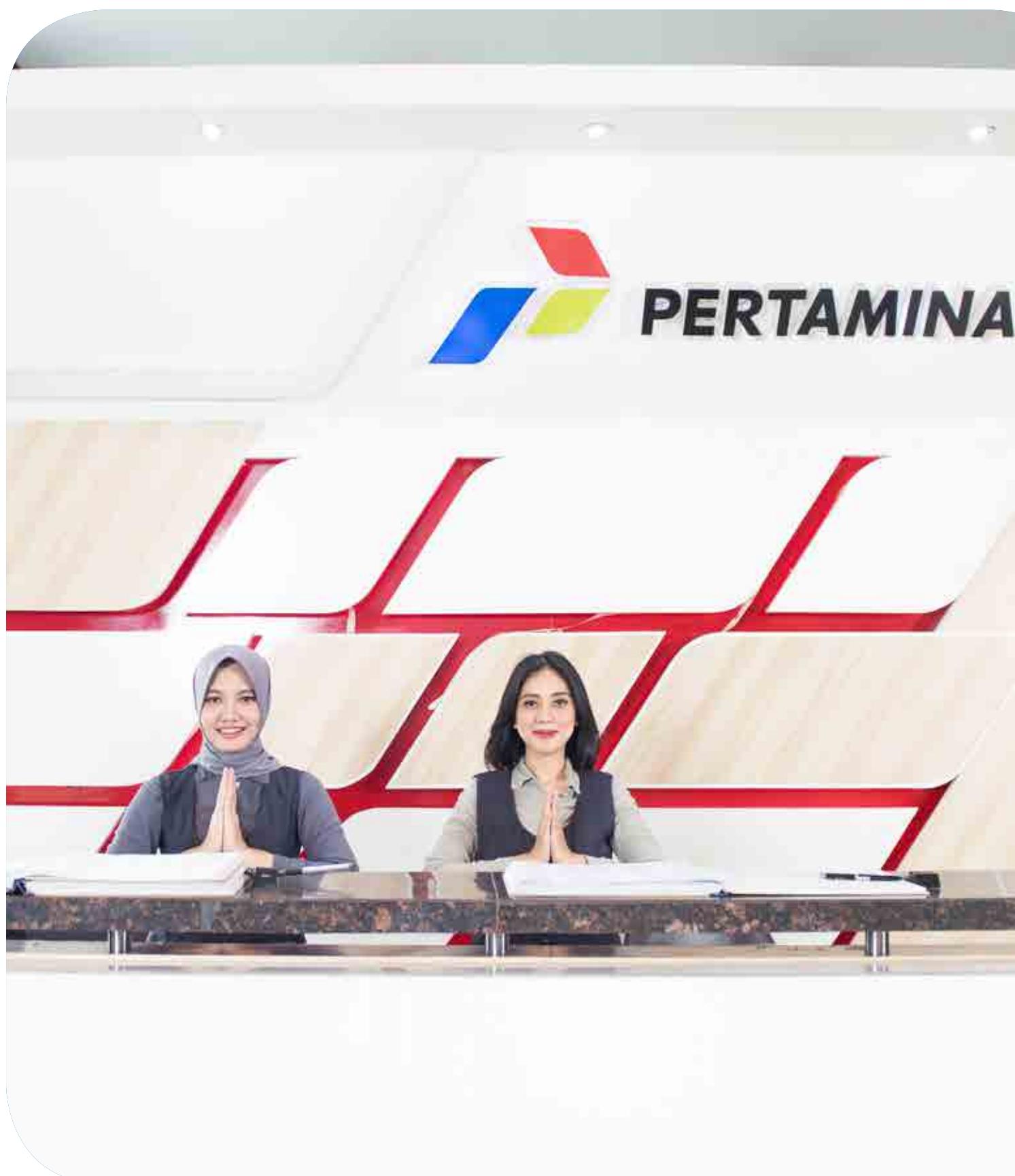
Selaras dengan tantangan dan peluang bisnis yang semakin dinamis, Perusahaan menetapkan Tata Nilai Perusahaan dari SMART menjadi 6 C (*Clean, Confident, Commercial, Competitive, Costumer Focus, Capable*), dengan harapan Perusahaan memiliki semangat untuk terus meningkatkan daya saing serta kapasitas dan kapabilitas untuk terus tumbuh, kuat, dan berkelanjutan.

In line with challenges and increasingly dynamic business opportunities, the Company has set the Values of Company Values from SMART to 6 C (Clean, Confident, Commercial, Competitive, Customer Focused, Capable), with the expextations that the Company will have the spirit to continue to improve competitiveness and capacity and also the capability to continue to grow, be strong, and be sustainable.



## INFORMASI UMUM DAN IDENTITAS PERUSAHAAN

GENERAL INFORMATION AND COMPANY IDENTITY



<b>Nama Perusahaan</b> Company Name	:	PT Pertamina Training & Consulting
<b>Jenis/Badan Hukum Perusahaan</b> Type/Legal Status of the Company	:	Perseroan Terbatas Limited Liability Company
<b>Tanggal Pendirian</b> Date of Establishment	:	19 Februari 1999 February 19, 1999
<b>Tahun Beroperasi Komersial</b> Year of Commercial Operation	:	1999
<b>Dasar Hukum Pembentukan</b> Legal Basis of Establishment	:	Akta Pendirian PT Patra Tridaya No. 11 tanggal 19 Februari 1999, dibuat di hadapan Ny. Sulami Mustafa, SH, Notaris di Jakarta, yang telah memperoleh pengesahan dari Menteri Kehakiman dan Hak Asasi Manusia RI No. C-20458.HT.01. TH.2003 tanggal 28 Agustus 2003. Deed of Establishment of PT Patra Tridaya No. 11 dated February 19, 1999 made before Mrs. Sulami Mustafa, SH, Notary in Jakarta and has been ratified by the Ministry of Justice and Human Rights of the Republic of Indonesia No. C-20458.HT.01. TH.2003 dated Agustus 28, 2003
<b>Bidang Usaha</b> Line of Business	:	Bergerak dalam bidang Jasa Engaged in Services
<b>Kepemilikan Saham</b> Shareholding	:	PT Pertamina (Persero) 91,00% PT Pertamina Pedave Indonesia 9,00%
<b>Modal Dasar</b> Authorized Capital	:	Rp5.000.000.000
<b>Modal Ditempatkan dan Disetor Penuh</b> Issued and Fully Paid-in Capital	:	Rp3.000.000.000
<b>Total Aset</b> Total Assets	:	Rp700.644.000.000
<b>Jumlah Karyawan</b> Number of Employees	:	242 Orang / People
<b>Jaringan Usaha</b> Business Network	:	1 Kantor Pusat & 10 Kantor Perwakilan 1 Head Office & 10 Representative Offices
<b>Alamat Kantor Pusat</b> Head Office Address	:	JL. Abdul Muis No. 52-56 A Petojo Selatan, Gambir Jakarta Pusat 10160, Indonesia
<b>Tel.</b>	:	+62 21 351 4977
<b>Fax.</b>	:	+62 21 2120 1557
<b>Surel</b> E-mail	:	ptc.business@pertamina-ptc.com ptc.care@pertamina-ptc.com
<b>Situs Web</b> Website	:	www.pertamina-ptc.com
<b>Media Sosial</b> Social Media	:	Instagram: ptc_id Facebook: Linkedin: Pertamina Training & Consulting
<b>Kontak Perusahaan</b> Company Contact	:	PTC Pertamina <i>Email</i> : ptc.business@pertamina-ptc.com Tel. : +62 21 3514977
<b>Layanan Pelanggan</b> Customer Service	:	ptc.care@pertamina-ptc.com
<b>Whistleblowing System</b>	:	<b>Telephone</b> : +62 21 351 4977 ext (214) (215) (216) <b>Website</b> : www.pertamina-ptc.com <b>Email</b> : wbsptc@pertamina-ptc.com <b>Fax</b> : +62 21 2120 1557 <b>SMS</b> : +62 853 1400 2003 <b>Whatsapp</b> : +62 853 1400 2003



## LOGO PERUSAHAAN

COMPANY LOGO



Untuk menjadi Perusahaan dengan karakter yang kuat dan mampu menggambarkan bisnis Perusahaan yang dinamis, telah diciptakan logo Perusahaan serta makna filosofis yang *inherent* di dalamnya. Secara umum, logo Perusahaan merupakan efek putaran stilasi orang berupa kinciran, yang terdiri dari enam bilah komponen utama, dan tiga warna penting yang memiliki makna tersendiri.

**Logo Perusahaan termakna dalam 3 warna khas Pertamina:**

To become a Company with strong character and able to describe its business dynamics, the Company logo has been created and philosophical meaning is inherent in it. In general, the Company logo is a twisting effect of stylized persons in the form of waterwheel, which consists six blades main component and three important colors that have their own meaning.

**The Company logo is defined in 3 distinctive colors of Pertamina:**

### MERAH RED

Warna Merah mencerminkan insan PTC yang pekerja keras berani, dan rajin serta mampu melawan tantangan.  
*The Red Colors reflects PTC people that are hard worker, diligent, and able to face the challenges.*

### HIJAU GREEN

Warna Hijau mencerminkan ramah lingkungan dan sebuah organisasi yang peduli terhadap lingkungan sekitarnya.  
*The Green Color reflects environmentally friendly and an organization that cares about the surrounding environment.*

### BIRU BLUE

Warna Biru mencerminkan sisi organisasi yang handal, dapat dipercaya serta bertanggung jawab, Penekanannya lebih kepada kekuatan dan kewibawaan Perusahaan.  
*The Blue Color reflects a reliable, credible and responsible organization, a deeper emphasis on the Company's strength and dignity.*

Logo Perusahaan diilhami dari seperangkat Tata Nilai Perusahaan, yaitu SMART (*Satisfaction, Maximize Profit, Actual, Respect, Trust*), yang kemudian diturunkan menjadi nilai dalam kearifan lokal yang dijaga oleh Perusahaan, yaitu *Innovation, Human Factor, Dinamis, dan Kreatif-Aktif*. Format logo yang lugas serta simpel diartikan melalui karakter *problem solver*, kreatif serta katalisator simbiosis mutualisme dengan rekanan maupun pemakai jasa.

Anatomi Logo PTC terdiri atas 3 (tiga) komponen:

1. UNSUR BERPUTAR stilasi orang tampak atas menggambarkan manusia yang terus menerus belajar, mandiri, semangat dan siap menghadapi perubahan.
2. UNSUR ARAH stilasi orang ke kanan menunjukkan keterberhubungan/reintegrasi sebagai keragaman pengetahuan/keahlian profesional.
3. UNSUR GERAK stilasi orang dengan tangan kanan ke depan menggambarkan dinamis aktif, lugas dan moderat dan berfikir kebaikan dan perbaikan.

Efek bentuk dari stilasi orang tampak berupa kinciran air sebagai "icon" kearifan lokal sebagai pesan moral patutnya bersyukur atas berkah-Nya.

Penegasan 'tagline' melengkapi format logo dengan penguatan menaruh kepercayaan dalam arti sebenarnya pada sisi internal dan eksternal Komposisi sejajar atau menumpang secara teknis untuk komposisi dan proporsi dalam aplikasi pada bidang kebutuhan.

The Company logo is inspired by the Corporate Values, namely SMART (Satisfaction, Maximize Profit, Actual, Respect, Trust), which is then downgraded to values in the local wisdom guarded by the Company; Innovation, Human Factor, Dynamic, and Creative-Active. The simple logo format is interpreted through the character of problem solver, creative and mutualism symbiotic catalyst with partners and service users.

The anatomy of PTC logo consists of 3 (three) components:

1. The ROTATING ELEMENT of upper-looking stylized person depicts human being who are continuously learning, independent, enthusiastic and ready for change.
2. The DIRECTION ELEMENT of stylized person to the right shows the linkage/reintegration as diversity of professional knowledge/skills.
3. The MOTION ELEMENT of stylized people with right hand forward illustrates dynamic active, straightforward, moderate, and think goodness and improvement.

The form effect of stylized person appears to be a waterwheel as an "icon" of local wisdom, which is a moral message to be grateful for His blessings.

The 'tagline' affirmation complements the logo format with reinforcement in putting trust in true senses on the internal and external side. The composition of parallel or technically ride for composition and proportion in the application on the need fields.



# RIWAYAT SINGKAT PERUSAHAAN

## BRIEF HISTORY OF THE COMPANY

### Sekilas tentang PTC

PT Pertamina Training & Consulting, disebut juga "Perusahaan" atau "PTC", didirikan pada 19 Februari 1999 dengan nama PT Patra Tridaya berdasarkan Akta Pendirian No. 11 tanggal 19 Februari 1999 yang dibuat di hadapan Ny. Sulami Mustafa, SH, Notaris di Jakarta dengan tujuan untuk mendukung kegiatan usaha PT Pertamina (Persero) dalam bentuk layanan jasa pelatihan dan konsultasi.

Pada tahun 2002 terjadi perubahan komposisi kepemilikan Perusahaan, yang semula kepemilikan saham terbesarnya adalah Yayasan Patra Cendekia, maka berdasarkan RUPS sirkuler tanggal 27 Maret 2002, komposisi kepemilikannya berubah menjadi 15.000 Lembar saham dimiliki oleh PT Pertamina (Persero) dan selebihnya terbagi menjadi milik beberapa nama. Dengan perubahan komposisi kepemilikan saham yang mayoritas dimiliki oleh Pertamina, maka pada 28 Februari 2003 dalam Rapat Umum Pemegang Saham Luar biasa, diputuskan perubahan nama Perusahaan yang yang lebih mencerminkan dominasi induk perusahaan, yaitu PT Pertamina Training & Consulting. Perubahan nama ini dikukuhkan melalui Akta Notaris No. 1 tanggal 4 Juni 2003, dibuat di hadapan Drs. Andy A. Agus, SH, Notaris di Jakarta, yang telah memperoleh pengesahan dari Menteri Kehakiman dan Hak Asasi Manusia RI No. C-20458 HT.01.04. TH 2003 tanggal 28 Agustus 2003.

Tahun 2005, PTC mengembangkan bidang usaha jasa Rekrutmen dan *Manpower Supply* dengan merekrut *Certified Refueller* Operator untuk Depot Pengisian Pesawat Udara Bandara Soekarno-Hatta. Tahun 2007, PTC menambah bidang usaha *Event Organizer*, dengan menyelenggarakan event Hari Pelanggan Pertamina. Pada tahun 2008, PTC ditunjuk oleh Pertamina untuk melaksanakan kegiatan pelatihan bagi pekerja SPBU dengan mendirikan Akademi SPBU di Surabaya.

Pada tahun 2010 PTC diberi penugasan oleh pemegang saham untuk membentuk usaha Jasa Pengamanan, dengan ijin operasional dari Bina Mitra Mabes POLRI. Untuk menambah portofolio, di tahun 2016 PTC mengembangkan unit bisnis *Assessment Center*. Dengan demikian lini bisnis PTC menjadi 6 (enam) jenis usaha, yaitu *Training, Consulting, Manpower Supply, Event Organizer, Jasa Pengamanan, dan Assessment Center*.

Didukung tenaga profesional yang kompeten dan jaringan kemitraan domestik dan internasional, PTC siap memberikan solusi bagi para pelanggannya - baik di pasar domestic maupun internasional - dalam mengembangkan potensi *Human Capital*, dan memberikan solusi bisnis untuk kinerja dan hasil yang lebih optimal.

### PTC At A Glance

PT Pertamina Training & Consulting, also referred to "Company" or "PTC" was first established on February 19, 1999 under the name of PT Patra Tridaya pursuant to the Deed of Establishment No. 11 dated February 19, 1999, with the purpose of supporting the business activities of its parent company, PT Pertamina (Persero), especially in training and consulting services.

In 2002 there was a change in the composition of the Company's ownership, which was originally its largest shareholder is Patra Cendekia Foundation, then based on the circular GMS on March 27, 2002, the composition of ownership changed to 15,000 shares owned by PT Pertamina (Persero) and the remainings were divided into several owners. With the change in the composition of majority shareholding owned by Pertamina, on February 28, 2003 at the Extraordinary General Meeting of Shareholders, it was decided to change the name of the Company that better reflected the dominance of its parent company, namely PT Pertamina Training & Consulting. This name change was confirmed through Notarial Deed No. 1 dated 4 June 2003, made before Drs. Andy A. Agus, SH, Notary in Jakarta, and has been approved by the Minister of Justice and Human Rights No. C-20458 HT.01.04.TH 2003 dated August 28, 2003.

In 2005, PTC carried out a business development in the Recruitment and Manpower Supply business sector by recruiting Certified Refueller Operators for Soekarno-Hatta Airport Aircraft Filling Depots. In 2007, PTC added the Event Organizer business field, by holding Pertamina Customer Day event. In 2008, PTC was appointed by Pertamina to organize training activities for gas station workers by establishing a Gas Station academy in Surabaya.

In 2010, PTC was assigned by shareholders to establish Security Services business with an operational permit from Bina Mitra Mabes POLRI. To add its portfolio, in 2016, PTC added Assessment Center business unit. Therefore, PTC's lines of business became to 6 (six) types of businesses, namely Training, Consulting, Recruitment/Manpower Supply, Event Organizer, Security Services and Assessment Center.

Supported by competent professionals and a network of domestic and international partnerships, PTC is ready to provide solutions for its customers - both in domestic and international market - in developing the potential of Human Capital, and providing business solutions for optimal performance and outcome.

## Perubahan Nama Perusahaan

Pada awal berdirinya, Perusahaan bernama PT Patra Tridaya, sesuai Akta Pendirian No. 11 tanggal 19 Februari 1999. Pada tanggal 4 Juni 2003 Perusahaan resmi melakukan perubahan nama menjadi PT Pertamina Training & Consulting.

## Changes of Company's name

At its inception, the Company was established under the name PT Patra Tridaya, in accordance with the Deed of Establishment No. 11 dated February 19, 1999. On June 4, 2003 the Company officially changed its name to PT Pertamina Training & Consulting.



Perubahan nama terjadi setelah terjadi perubahan komposisi kepemilikan Perusahaan, yang semula kepemilikan saham terbesarnya adalah Yayasan Patra Cendikia, berdasarkan RUPS sirkuler tanggal 27 Maret 2002 berubah komposisi kepemilikannya menjadi 15.000 lembar saham dimiliki oleh PT Pertamina (Persero) dan selebihnya terbagi menjadi milik beberapa nama. Sehingga oleh pengurus Perusahaan yang dikuatkan dengan RUPS LB tanggal 28 Februari 2003, diputuskan perubahan nama Perusahaan yang lebih mencerminkan dominasi Induk perusahaan.

The name change occurred after the change in the Company's ownership composition, in which previously the largest shareholder is Patra Cendikia Foundation. Based on the circular GMS on March 27, 2002, the composition of ownership changed to 15,000 shares owned by PT Pertamina (Persero) and the remainder is divided into several names. Afterward the Company's management, and strengthened by Extraordinary GMS dated February 28, 2003, decided to change the name of the Company that better reflected the dominance of the Parent company.



## BIDANG USAHA

LINE OF BUSINESS



### Kegiatan Usaha Berdasarkan Anggaran Dasar

Sesuai dengan Anggaran Dasar Perusahaan yang telah disahkan melalui Akta No. 6 tanggal 8 November 2018 yang dibuat oleh Andy Alhadis Agus S.H., Notaris, di Jakarta, maksud dan tujuan Perusahaan adalah berusaha di bidang Jasa.

Untuk menjalankan maksud dan tujuan tersebut, kegiatan usaha yang dilakukan Perusahaan adalah sebagai berikut:

Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Telah/Belum Dijalankan Has/has not been implemented	Keterangan Remark
Jasa Konsultasi bidang manajemen untuk pemberdayaan sumber daya manusia dan tenaga kerja; Management consulting service for human resources and manpower;	V	Memberikan jasa konsultasi sesuai dengan kebutuhan pelanggan dalam bidang pemberdayaan SDM dan tenaga kerja, seperti Konsultansi Penyusunan <i>Desain Top Talent Development Program (TTDP)</i> , Pelatihan & Sertifikasi Ahli Muda K3 Konstruksi dan lain-lain. Providing consulting services in accordance with customer needs in the field of human resources and labor empowerment, such as Top Talent Development Program (TTDP) Design Preparation Consultancy, Training for Junior Expert of K3 Construction, etc.
Jasa manajemen, administrasi engineering dan kesisteman; Management service, engineering administration and its system	V	Memberikan jasa konsultasi sesuai dengan kebutuhan pelanggan dalam bidang administrasi, engineering dan kesisteman, seperti Jasa pendampingan FGD dan Survei untuk Kegiatan <i>Monitoring Kebijakan Penyaluran BBM Satu harga Di Wilayah Provinsi Papua dan Provinsi Maluku Utara 2018</i> , Jasa <i>Assessment pengolahan air limbah domestik, Benchmarking, Verifikasi dan Pembuatan buku ISBN Kinerja Pengelolaan Lingkungan (Sumber daya)</i> , dan lain-lain. Providing consulting services in accordance with customer needs in the field of administration, engineering and systems, such as FGD assistance and Survey Service for monitoring activities of One-Price Fuel Distribution Policy in Papua Province and North Maluku Province in 2018, domestic wastewater treatment Assessment Service, Benchmarking, Verification and Preparation of ISBN book of Environmental (Resources) Management Performance, etc.
Jasa Konsultasi bidang pengelolaan manajemen perusahaan dan kegiatan usaha terkait; Management consulting service in company management and related business activities	V	Memberikan jasa konsultasi sesuai dengan kebutuhan pelanggan, untuk memberikan solusi yang dibutuhkan pelanggan, seperti Konsultansi pekerjaan pengukuran Maturity Manajemen Risiko Proyek, Konsultasi Penyusunan ICT Master Plan, Pendampingan Penyusunan Tata Kelola/Prosedur serta Implementasi Tata Kelola Teknologi Informasi dan Komunikasi, dan lain-lain. Providing consulting services in accordance with customer needs, to provide solutions needed by customers, such as job measurement of Project Risk Management Maturity consulting, ICT Master Plan Preparation consulting, Assistance in Arranging Governance/Procedures and Implementation of Information and Communication Technology Management, etc.

Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Telah/Belum Dijalankan Has/has not been implemented	Keterangan Remark
Jasa Assessment Center Assessment Center service	V	Memberikan jasa dalam menilai kelayakan talent atau sumber daya manusia, menyelenggarakan jasa tes psikologi, rekrutmen, pendampingan kompetensi serta pembuatan kamus kompetensi dan pengembangan <i>system assessment center</i> perusahaan. Providing services in assessing the adequacy of talent or human resources, organizing psychological testing service, recruitment, assistance in competency and competency dictionary preparation and development of corporate assessment center system
Jasa konsultasi bidang manajemen administrasi engineering dan kesisteman Consulting service in management of engineering and systems administration	V	Memberikan jasa konsultasi sesuai dengan kebutuhan pelanggan dalam bidang <i>engineering</i> dan kesisteman, seperti <i>Upskilling Champion GCG</i> dan <i>legal Preventif Program</i> ("LPP"), Pembuatan WEBBASED Dashboard 8 Prioritas, dan lain-lain. Providing consulting services in accordance with customer needs in the field of engineering and systems, such as GCG Champion Upskilling and Preventive Legal Program ("LPP"), Making 8 Priority Dashboard WEBBASED, etc.
Jasa Konsultasi bidang pengelolaan manajemen serta kegiatan usaha terkait Consulting service in company management and related business activities	V	Memberikan jasa konsultasi sesuai dengan kebutuhan pelanggan terkait kegiatan usahanya, seperti: <i>Project Management Office &amp; Advisory Program Catalyster</i> pelanggan, Konsultansi Finansial terkait Mega Proyek dan Proyek Kompleks lainnya. Providing consulting services in accordance with customer needs related to their business activities, such as: Project Management Office & Advisory Program of Customer Catalyster, Financial Consultancy related to Mega Projects and other Complex Projects
Menjalankan usaha-usaha dibidang usaha jasa pada umumnya, kecuali jasa dalam bidang hukum dan pajak Performing other general services business, except in legal and tax area;	V	Menyediakan jasa pada umumnya, kecuali dalam bidang hukum dan pajak, yang didesain secara <i>customized</i> menyesuaikan dengan kebutuhan pelanggan, seperti : Jasa Pengurusan Tata Batas IPPKH Proyek Hululais, Konsultasi Pengawasan Proyek Perbaikan RDP dan Fasum, dan lain-lain. Providing general services, except in the fields of legal and tax, which are customized to suit customer needs, such as: IPPKH Border Management Services of Hululais Project, RDP and Public Facilitation Repair Project Supervision Consultant, etc.
Usaha Jasa Pengamanan, berupa jasa konsultasi keamanan ( <i>Security Consultancy</i> ), usaha jasa penerapan peralatan keamanan ( <i>Security Devices</i> ), usaha jasa pelatihan keamanan ( <i>Security Training</i> ) dan usaha jasa penyediaan tenaga pengamanan ( <i>Guard Services</i> ). Security services, including Security Consultancy, Security Devices, Security Training, Security Guard Services	V	Menyediakan jasa tenaga pengamanan untuk memenuhi kebutuhan pelanggan dalam mengamankan dan melindungi obyek vital di wilayah kerjanya, dengan memberi layanan : Penyediaan tenaga pengamanan, pendidikan dan pelatihan dibidang keamanan, serta pengadaan peralatan keamanan. Providing security services to meet customer needs in securing and protecting vital objects in their working area, by providing services: Provision of security guard, security education and training personnel, and procurement of security equipment.
Jasa Rekrutmen dan penyediaan tenaga kerja Recruitment and provision of labor	V	Memberikan jasa dalam penyediaan sumber daya manusia, serta menyelenggarakan jasa tes psikologi dan rekrutmen dalam pemenuhan kebutuhan pelanggan atas pemenuhan tenaga kerja/ahli. Providing services in the provision of human resources, as well as organizing psychological testing and recruitment service in meeting customer needs for the fulfillment of manpower/expert.
Jasa penyelenggara acara/ <i>event organizer</i> seperti mengadakan pertemuan, rapat, seminar, workshop dan kegiatan terkait Event organizer for gathering, meeting, seminar, workshop, and other events.	V	Memberikan jasa <i>event organizer</i> untuk mendukung kegiatan MICE yang dibutuhkan pelanggan, dari pengembangan konsep hingga pelaksanaannya. Providing event organizer services to support MICE activities needed by customer, from concept development to implementation.
Jasa pelatihan & keterampilan tenaga kerja Labor training & skill service	V	Memberikan jasa pelatihan dan keterampilan untuk meningkatkan kompetensi <i>hard skill</i> dan <i>soft skill</i> sesuai kebutuhan pelanggan. Providing training services to improve hard skill and soft skill competencies according to customer needs.

V = telah dilaksanakan

X = belum dilaksanakan

V = has been implemented

X = has not been implemented



## Produk dan Jasa Perusahaan

Sesuai kegiatan usaha di atas, produk dan jasa yang diberikan oleh Perusahaan adalah sebagai berikut.

### Kegiatan Usaha PTC



### Pelatihan dan Konsultasi

Jasa Pelatihan dan Konsultansi ditujukan untuk mendukung pengembangan kompetensi SDM, dengan tujuan untuk memberikan solusi bisnis dan meningkatkan kinerja perusahaan. Jasa *Training & Consulting* yang diberikan senantiasa berbasis pada ilmu pengetahuan dan teknologi termutakhir, serta didesain khusus untuk kebutuhan klien. Jasa *Training* yang diberikan Perusahaan meliputi bidang-bidang sebagai berikut:

1. Petroleum Engineering
2. Refinery Technology & Operation
3. Fire & Safety Training
4. Oil and Gas Marketing and Trading
5. Quality Management
6. Human Resources Management
7. Information Technology
8. Leadership
9. Health Safety and Environment
10. Financial Management
11. Communication Skills
12. Customer Services
13. General Services
14. On-the-job Training Services.
15. Pelatihan-pelatihan sertifikasi penunjang bisnis migas lainnya

Jasa *Consulting* yang diberikan Perusahaan meliputi bidang-bidang sebagai berikut:

1. Implementasi ISO 9001, ISO 14001 dan ISO 17025
2. Penyusunan Competence Building Strategy & Training Framework
3. Pipeline Risk Assessment Instalasi
4. Pengembangan Sistem Tata Kerja Kilang Paraxelen
5. Pembuatan Business Plan
6. Energy Audit
7. Penyusunan Desain Top Talent Development Program (TTDP)
8. Front End Engineering Design (FEED) dan Detail Engineering Design for Contructions
9. Pembangunan Jaringan Gas Bumi untuk Rumah Tangga
10. Penyusunan FEED/DEDC
11. Market Research Aplikasi My Pertamina dan Design Diecast Lamborghini
12. Upgrade Sistem Contract Center Pertamina 1500-000

## Company's Products and Services

In accordance with the above business activities, the products and services provided by the Company are as follows.

### PTC Business Activities



### Training and Consulting

Training and Consultancy services is aimed at supporting the development of HR competencies, with the intention to provide business solutions and improve company performance. Training & Consulting Services provided are always based on science and latest technology, and designed specifically for the needs of client.

Training & Consulting Services cover the following areas:

1. Petroleum Engineering
2. Refinery Technology & Operation
3. Fire & Safety Training
4. Oil and Gas Marketing and Trading
5. Quality Management
6. Human Resources Management
7. Information Technology
8. Leadership
9. Health Safety and Environment
10. Financial Management
11. Communication Skills
12. Customer Services
13. General Services
14. On-the-job Training Services
15. Other Supporting Oil & Gas Business Certification Trainings

Consulting services include the following area:

1. Implementation of ISO 9001, ISO 14001 and ISO 17025
2. Preparation of Competence Building Strategy & Training Framework
3. Installation Pipeline Risk Assessment
4. Development of Working System for Paraxelen Refineries
5. Business Plan Preparation
6. Energy Audit
7. Preparation of Top Talent Development Program (TTDP) Design
8. Front End Engineering Design (FEED) and Detail Engineering Design for Constructions
9. Development of Natural Gas Networks for Households
10. FEED/DEDC Preparation
11. Market Research on My Pertamina application and Diecast Lamborghini Design
12. Upgrade of Pertamina Contact Center 1500-000 system

### Jasa Pengamanan

Perusahaan menyediakan tenaga Jasa Pengamanan untuk memenuhi kebutuhan klien dalam mengamankan dan melindungi obyek vital di wilayah kerjanya dari berbagai ancaman dan tindakan pelanggaran hukum, untuk menjaga keamanan dan stabilitas di lingkungan.

Sesuai Ijin Operasional Penyedia BUJP yang dikeluarkan oleh Kepolisian Republik Indonesia KABAHARKAM u.b Direktur Binmas No. SI/3990/VII/2011 tentang izin Operasional BUJP PT Pertamina Training & Consulting yang telah diperpanjang dengan keluarnya surat Kepolisian Negara Indonesia antara lain:

1. Surat Ijin Kapolri KABAHARKAM u.b. Direktur Bimas No. SI/9035/XI/2015 dan SI/2599/III/2016 tentang Izin Operasional BUJP PT Pertamina Training & Consulting untuk wilayah:
  - a. Polda Metro Jaya
    - Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
    - Pendidikan dan Pelatihan di Bidang Keamanan (*Security Training and Educating*)
    - Jasa Konsultan Pengamanan (*Security Consulting*)
    - Jasa Pengadaan Peralatan Keamanan (*Security Equipment Provider*)
  - b. Polda Sumatera Utara
    - Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
  - c. Polda Riau
    - Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
  - d. Polda Jawa Barat
    - Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
  - e. Polda Jawa Tengah
    - Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
2. Surat Ijin Kapolri KABAHARKAM u.b. Direktur Bimas No. SI/2600/III/2016 tentang Izin Operasional BUJP PT Pertamina Training & Consulting untuk wilayah Polda Jawa Timur antara lain:
  - a. Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
  - b. Jasa Konsultan Pengamanan (*Security Consulting*)
3. Surat Ijin Kapolri KABAHARKAM u.b. Direktur Bimas No. SI/2601/III/2016 tentang Izin Operasional BUJP PT Pertamina Training & Consulting untuk wilayah Polda Sumatera Selatan yaitu:
  - a. Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
4. Surat Ijin Kapolri KABAHARKAM u.b. Direktur Bimas No. SI/2602/III/2016 tentang Izin Operasional BUJP PT Pertamina Training & Consulting untuk wilayah Polda Kalimantan Timur yaitu:
  - a. Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
5. Surat Ijin Kapolri KABAHARKAM u.b. Direktur Bimas No. SI/2603/III/2016 tentang Izin Operasional BUJP PT Pertamina Training & Consulting untuk wilayah Polda Papua yaitu:
  - a. Penyedia Jasa Tenaga Pengamanan (*Security Guard Supplier*)
6. Surat Rekomendasi untuk wilayah:
  - a. Polda Maluku Utara
  - b. Polda Kalimantan Utara

### Manpower Supply

Perusahaan menyediakan jasa penempatan tenaga kerja sesuai dengan kebutuhan klien dengan cara mencari kandidat tenaga kerja terbaik dari berbagai sumber, mulai dari *fresh graduate* hingga tenaga kerja berpengalaman. Tenaga kerja yang disediakan mencakup:

1. Tenaga kerja bidang migas: *engineers*, operator kilang LNG, teknisi *maintenance*, operator pengisian bahan bakar pesawat, crew rig pengeboran minyak
2. Tenaga ahli manajemen dan teknik
3. Tenaga kerja jasa penunjang: keuangan, hukum, administrasi

### Security Services

The Company provides security services to meet the needs of client in securing and protecting vital objects in their working area from various threats and acts of lawlessness, to maintain security and stability in the environment.

According to the operational permit of BUJP provider issued by Republic of Indonesia National Police KABAHARKAM u.b Binmas Director No.SI/3990/VII/2011 of BUJP Operational Permit of PT Pertamina Training & Consulting which has been extended with the issuance of letters of Republic of Indonesia National Police, among others:

1. License of National Police Chief KABAHARKAM u.b. Binmas Director No. SI/9035/XI/2015 and SI/2599/III/2016 on BUJP Operational Permit of PT Pertamina Training & Consulting for the regions:
  - a. Metro Jaya Regional Police
    - Security Guard Supplier
    - Security Training and Educating
    - Security Consulting
    - Security Equipment Provider
  - b. North Sumatera Regional Police
    - Security Guard Supplier
  - c. Riau Regional Police
    - Security Guard Supplier
  - d. West Java Regional Police
    - Security Guard Supplier
  - e. Central Java Regional Police
    - Security Guard Supplier
2. License of National Police Chief KABAHARKAM u.b. Binmas Director No. SI/2600/III/2016 on BUJP Operational Permit of PT Pertamina Training & Consulting for East Java Regional Police region, among others:
  - a. Security Guard Supplier
  - b. Security Consulting
3. License of National Police Chief KABAHARKAM u.b. Binmas Director No. SI/2601/III/2016 BUJP Operational Permit of PT Pertamina Training & Consulting for South Sumatera region, among other:
  - a. Security Guard Supplier
4. License of National Police Chief KABAHARKAM u.b. Binmas Director No. SI/2602/III/2016 on BUJP Operational Permit of PT Pertamina Training & Consulting for East Kalimantan Regional Police region, among other:
  - a. Security Guard Supplier
5. License of National Police Chief KABAHARKAM u.b. Binmas Director No. SI/2603/III/2016 BUJP Operational Permit of PT Pertamina Training & Consulting for Papua Regional Police region, among other:
  - a. Security Guard Supplier
6. Letter of recommendation for the regions:
  - a. North Maluku Regional Office
  - b. North Kalimantan Regional Office

### Manpower Supply

The Company provides manpower placement services according to the needs of client by finding the best candidates from a variety of sources, ranging from fresh graduates to experienced workers. Manpower provided include:

1. Manpower in Oil and Gas: engineers, LNG plant operators, maintenance technicians, aircraft refueling operators, drilling rigs crews
2. Management and technical experts
3. Manpower in supporting services: finance, law, administration



### Event Organizer

Kegiatan MICE (*Meeting, Incentive, Conference, Exhibition*) merupakan bagian tak terpisahkan dari aktivitas bisnis Perusahaan. Perusahaan menyediakan jasa *Event Organizer* (EO) untuk mendukung kegiatan MICE, mulai dari pengembangan konsep hingga pelaksanaannya. Dengan komunikasi yang intensif, kemampuan pengelolaan yang *excellent*, serta perhatian penuh pada detail, Perusahaan berkomitmen mengelola berbagai jenis event, termasuk di antaranya adalah:

1. Seminar & Conference
2. Friendly Golf
3. Gala Dinner
4. Employee Gathering
5. Family Gathering
6. Program Goes-to-Campus
7. Peluncuran Produk

### Assessment Center

*Assessment Center* merupakan metode dalam pengembangan sumber daya manusia baik pada lingkungan pemerintahan maupun swasta, yang dimaknai sebagai sebuah metode berbasis kompetensi untuk dapat mengukur kemampuan, keterampilan dan pengetahuan. Pengukuran kemampuan, keterampilan dan pengetahuan dalam metode *assessment center* didukung beberapa instrumen yang dapat menggali profil kompetensi yang dibutuhkan dalam perkembangan karir maupun langkah yang dapat diambil perusahaan dalam meningkatkan potensi sumber daya yang dimiliki.

### Event Organizer and Other Services

MICE (*Meeting, Incentive, Conference, Exhibition*) activity is an integral part of the Company's business activities. The Company provides Event Organizer (EO) services to support MICE activity, ranging from concept development to implementation. With intensive communication, excellent management capabilities, as well as attention to detail, the Company is committed to manage various types of events, including among others:

1. Seminar & Conference
2. Friendly Golf
3. Gala Dinner
4. Employee Gathering
5. Family Gathering
6. Goes-to-Campus Program
7. Product Launching

### Assessment Center

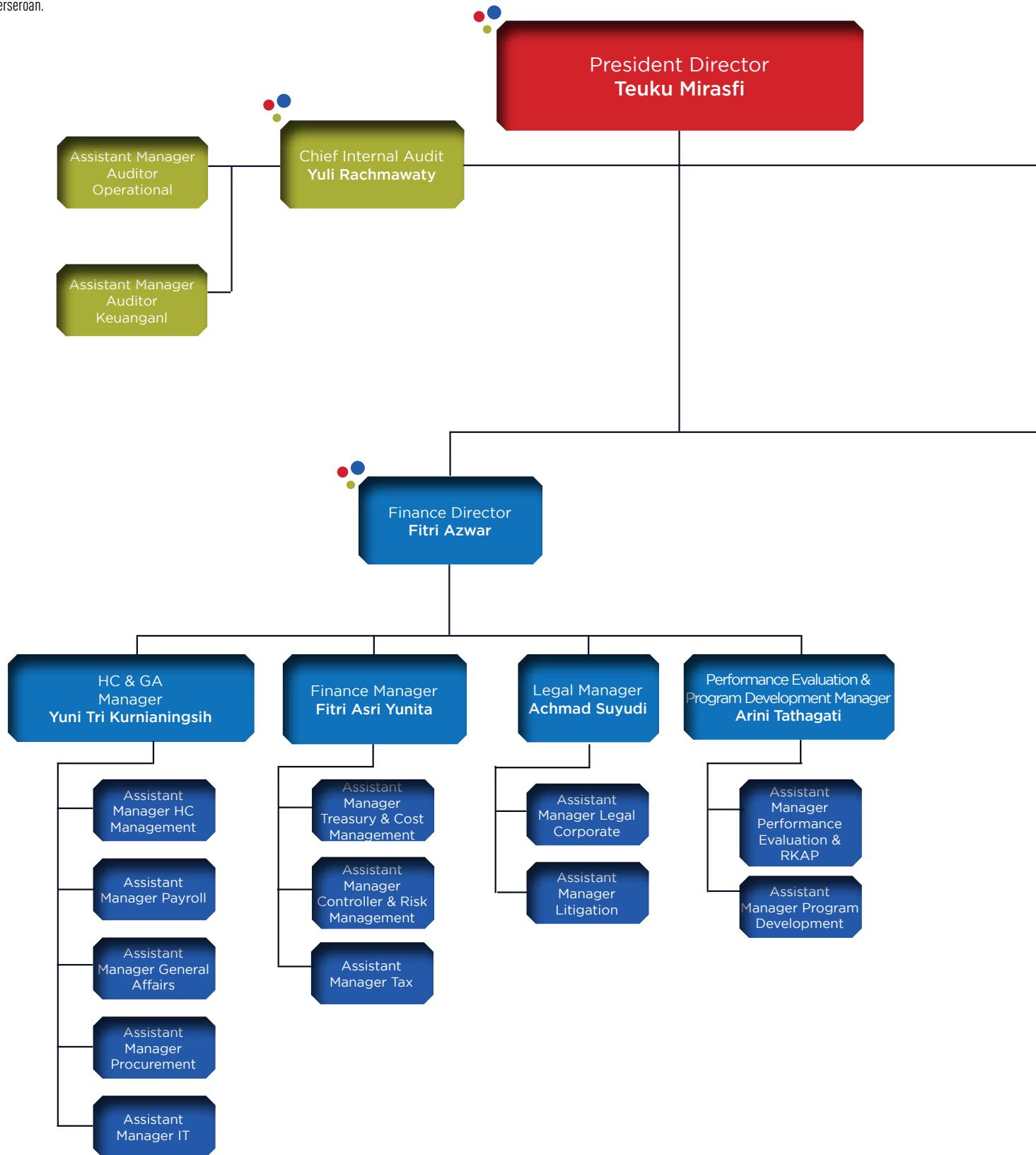
*Assessment Center* is a method of human resources development, both in government or in private sector, which is interpreted as a competency-based method to measure abilities, skills and knowledge. Measurement of capabilities, skills and knowledge in the assessment center method are supported by several instruments that can explore competency profiles required in career development as well as actions that could be taken by the company in improving the potentials of available resources.



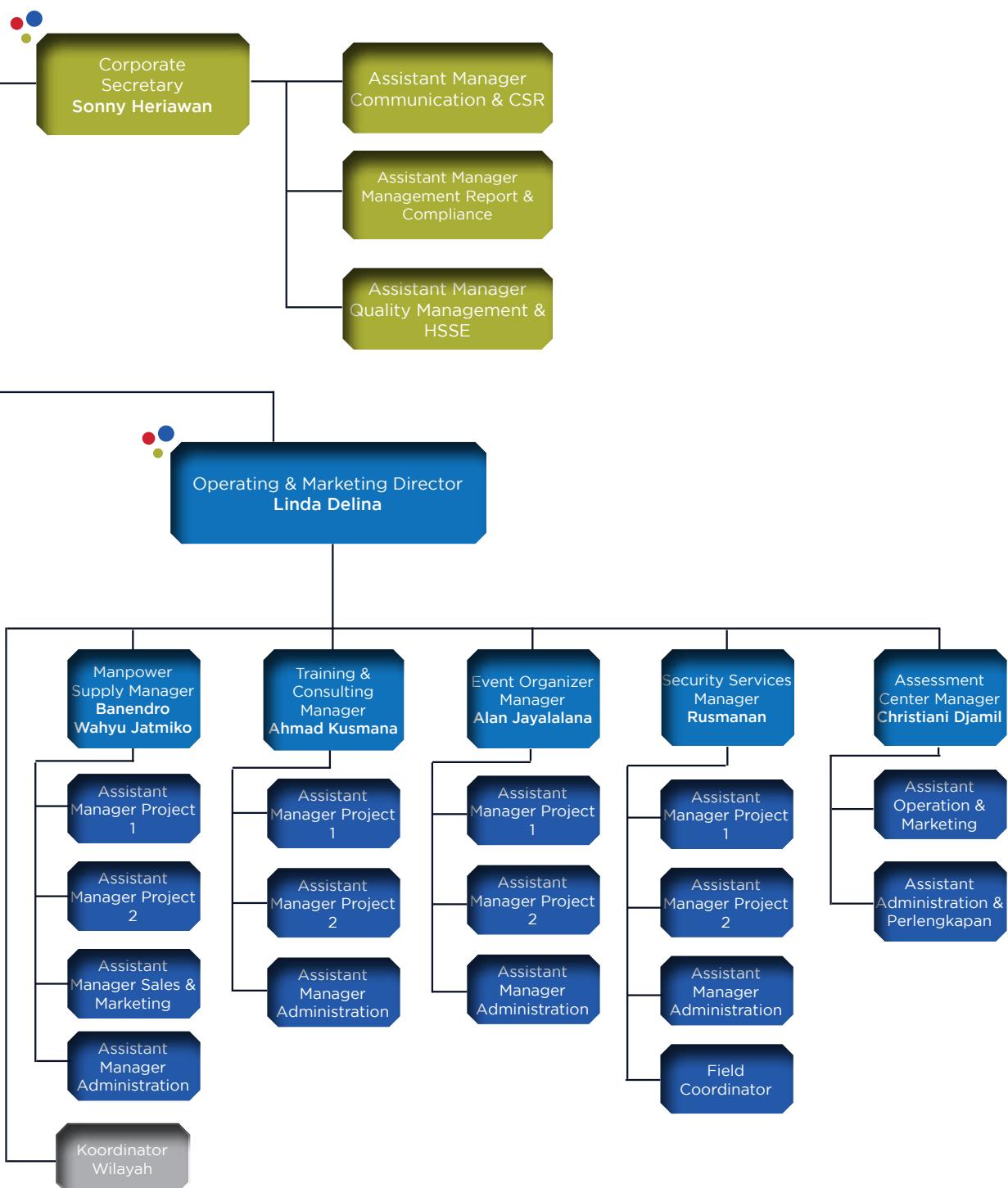
# STRUKTUR ORGANISASI

## ORGANIZATIONAL STRUCTURE

Per 31 Desember 2019, Struktur Organisasi Perusahaan mengalami perubahan. Perubahan tersebut dilakukan melalui pengkajian secara mendalam dan diselaraskan dengan visi dan misi serta perkembangan dan kebutuhan Perusahaan. Perubahan Struktur Organisasi Perusahaan disetujui oleh Pemegang Saham melalui Surat Keputusan Direktur Utama PT Pertamina (Persero) No. Kpts-29/C00000/2018-S0 tentang Perubahan Sebutan Nama Direktur Keuangan & Dukungan Bisnis menjadi Direktur Keuangan, dan ditetapkan oleh Direksi PT Pertamina Training & Consulting melalui Surat Keputusan No. Kpts-174/PTC-10000/2018-S1 tanggal 1 Oktober 2018 tentang Struktur Organisasi Perseroan.



As of December 31, 2019, the Company's Organizational Structure has changed. These changes were made through a deep study and were aligned with the vision and mission as well as the development and needs of the Company. Changes in the Company's Organizational Structure were approved by the Shareholders through the Decree of President Director of PT Pertamina (Persero) No. Kpts-29/C00000/2018-S0 concerning Changes in the Name of Director of Finance & Business Support to be Director of Finance, and was stipulated by Board of Directors of PT Pertamina Training & Consulting through Decree No. Kpts-174/PTC-10000/2018-S1 dated October 1, 2018 concerning the Organizational Structure of the Company.





## VISI, MISI, DAN TATA NILAI PERUSAHAAN

VISION, MISSION, AND CORPORATE VALUES

### Review Manajemen Kunci atas Visi dan Misi Perusahaan

Dewan Komisaris beserta Direksi telah bersama-sama membahas, menyetujui, dan menelaah visi dan misi Perusahaan guna menghadapi dinamika bisnis yang selalu berubah. Pada tahun 2019, Visi dan misi Perusahaan telah direview, disetujui oleh Dewan Komisaris dan Direksi, dan ditetapkan oleh Direksi melalui Surat Keputusan Perusahaan No. Kpts-030/PTC-10000/2019-S1 tanggal 24 Mei 2019.

### Key Management Approval on Company's Vision and Mission

Board of Commissioners and Board of Directors have jointly discussed, approved, and reviewed the Company's vision and mission in order to face the ever-changing business dynamics. In 2019, the Company's vision and mission were reviewed, approved by Board of Commissioners and Board of Directors, and determined by Board of Directors through Company Decree No. Kpts-030/PTC-10000/2019-S1 dated May 24, 2019.



## VISI VISION

MENJADI PERUSAHAAN KELAS DUNIA DI BIDANG HUMAN CAPITAL, CONSULTING DAN JASA MANAJEMEN LAINNYA.

A world-class Corporate in the field of human capital, consulting and other management services.

## MISI MISSION

Menjalankan usaha di bidang human capital, consulting dan jasa manajemen lainnya.

Performing business activities in human capital, consulting, and other management services.

Membangun kompetensi berbasis pada perkembangan ilmu pengetahuan dan teknologi.

Establishing competency based on knowledge and technology.

Memberikan nilai tambah bagi pemangku kepentingan.

Giving added value for the stakeholders



### Tata Nilai Perusahaan

Tata Nilai Perusahaan telah direview, disetujui oleh Dewan Komisaris dan Direksi untuk diubah dari Tata Nilai sebelumnya, "Smart" menjadi "6C". Tata Nilai Perusahaan tersebut ditetapkan oleh Direksi melalui Surat Keputusan Perusahaan No. Kpts-030/PTC-10000/2019-S1 tanggal 24 Mei 2019.

### The Company's Values

The Company's Values have been reviewed, approved by the Board of Commissioners and Directors to be changed from the previous Values, "Smart" to "6C". The Corporate Values are determined by the Directors through Company Decree No. Kpts-030 / PTC-10000/2019-S1 dated May 24, 2019.

## TATA NILAI PERUSAHAAN SEBELUMNYA

### Previous Corporate Values

#### SATISFACTION

Optimal dalam memberikan kepuasan bagi semua stakeholders.  
Attempting to give satisfaction to all stakeholders.

#### MAXIMIZE PROFIT

Bekerja untuk memperoleh keuntungan sebesar-besarnya tanpa mengesampingkan etika bisnis.  
Working to gain maximum profit without neglecting business ethics.

#### ACTUAL

Berusaha menerapkan ilmu pengetahuan dan teknologi yang terkini.  
Attempting to apply the latest science and technology.

#### RESPECT

Bekerja didasari dengan menghargai semua stakeholders.  
Working based on respect to all stakeholders.

#### TRUST

Menjadi perusahaan terpercaya bagi semua stakeholders terutama bagi end customer.  
Become a trusted company for all stakeholders, especially for end customers.

## TATA NILAI PERUSAHAAN TERBARU

### New Corporate Values

#### CLEAN

Dikelola secara profesional, menghindari benturan kepentingan, tidak menoleransi suap, menunjang tinggi kepercayaan dan integritas. Berpedoman pada asas tata kelola korporasi yang baik.  
*Professionally managed, avoiding conflicts of interest, zero-tolerance of bribing, upholding trust and integrity, guided by the principles of good corporate governance*

#### CONFIDENT

Memiliki semangat tinggi dan rasa percaya diri dalam berkolaborasi untuk memberikan karya terbaik.  
*Having high enthusiasm and confidence in collaborating to provide the best work*

#### COMMERCIAL

Menciptakan nilai tambah dengan orientasi komersial, mengambil keputusan berdasarkan prinsip-prinsip bisnis yang sehat.  
*Create added value with commercial orientation, make decisions based on sound business principles*

#### COMPETITIVE

Mampu berkompetisi dalam skala regional maupun internasional, mendorong pertumbuhan investasi, membangun budaya sadar biaya dan menghargai kinerja.  
*Able to compete on regional or international scale, encourage investment growth, build a cost-awareness culture and appreciate performance*

#### COSTUMER FOCUS

Berorientasi kepada kepentingan pelanggan dan berkomitmen untuk memberikan pelayanan terbaik kepada pelanggan.  
*Oriented to customers' interests and committed to providing the best service to customers*

#### CAPABLE

Dikelola oleh pemimpin dan pekerja yang profesional dan memiliki talenta dan penguasaan teknis tinggi, berkomitmen dalam meningkatkan kompetensi sesuai kebutuhan.  
*Managed by leaders and workers who are professional and have high technical talent and mastery, committed to improving competencies according to needs*





### Sosialisasi dan Internalisasi Budaya dan Motto Perusahaan

Pada tahun 2019, Perusahaan melakukan sosialisasi dan internalisasi Visi, Misi, dan Tata Nilai Perusahaan dengan melakukan survei Visi, Misi dan Tata Nilai Perusahaan. Survei ini dilakukan untuk mengetahui sejauh mana tingkat pengetahuan dan pemahaman pekerja PTC terkait Visi, Misi, Tata Nilai Perusahaan serta Penerapan GCG.. Melalui survei, diharapkan para pekerja dapat memahami dan mengimplementasikan Visi, Misi, Tata Nilai Perusahaan dan Penerapan GCG dalam setiap pekerjaannya. Kategori hasil survei ini terbagi menjadi empat kategori penilaian yaitu:

1. 0% -39% (Sangat Kurang Memahami)
2. 40%-59% (Kurang Memahami)
3. 60%-79% (Memahami)
4. 80%-100% (Sangat Memahami)

Survei dibagi menjadi dua kategori penilaian yaitu Visi Misi, Tata Nilai dan Survey Penerapan GCG. Berikut ini adalah hasil survei yang telah dilaksanakan dari tanggal 18 November 2019 s/d 8 Desember 2019 yaitu:

1. Hasil survei Divisi *Assessment Center* memperlihatkan bahwa semua responden memiliki jumlah nilai dalam kategori memahami sampai dengan sangat memahami. Adapun rata-rata persentase nilai dari ke-8 responden pada kategori penilaian Visi, Misi, & Tata Nilai 98,86% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-8 responden 74,54% (Memahami).
2. Hasil survei Divisi *Event Organizer* memperlihatkan terdapat 3 responden yang memiliki persentase dibawah 60% (Kurang Memahami) pada hasil survei GCG, dimana satu responden tersebut memiliki lama kerja < 5 tahun, dan 2 responden >10 Tahun. Adapun rata-rata persentase jawaban ke-27 responden pada kategori penilaian Visi, Misi, & Tata Nilai 93,60% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-27 responden 70,89% (Memahami).
3. Hasil survei Divisi *Training & Consulting* (TC) memperlihatkan bahwa terdapat 1 responden yang memiliki persentase dibawah 60% (Kurang Memahami) pada hasil survei GCG, dimana responden tersebut memiliki lama kerja > 10 tahun. Adapun rata-rata persentase jawaban ke-8 responden pada kategori penilaian Visi, Misi, & Tata Nilai 92,05% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-8 responden 69,91% (Memahami).
4. Hasil survei Divisi *Manpower Supply* (MPS) memperlihatkan bahwa terdapat 1 responden yang memiliki persentase dibawah 60% (Kurang Memahami) pada hasil survei Visi Misi & Tata Nilai Perusahaan, dimana 1 responden tersebut memiliki lama kerja < 5 Tahun. Dan terdapat 4 responden yang memiliki persentase dibawah 60% (Kurang Memahami) pada hasil survei CGC, dimana 4 responden tersebut memiliki lama kerja < 1 Tahun, < 5 Tahun dan < 10 Tahun. Adapun rata-rata persentase jawaban ke-29 responden pada kategori penilaian Visi, Misi, & Tata Nilai 86,83% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-29 responden 72,67% (Memahami).
5. Hasil survei Divisi *Jasa Pengamanan* (JP) memperlihatkan bahwa terdapat 1 responden yang memiliki persentase dibawah 60% (Kurang Memahami) pada hasil survei Visi Misi & Tata Nilai Perusahaan dan hasil survei GCG, dimana responden tersebut memiliki lama kerja < 1 Tahun. Adapun rata-rata persentase jawaban ke-14 responden pada kategori penilaian Visi, Misi, & Tata Nilai 87,01% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-14 responden 71,96% (Memahami).
6. Hasil survei Divisi *Finance* memperlihatkan bahwa semua responden memiliki nilai dalam kategori memahami sampai dengan sangat memahami. Adapun rata-rata persentase jawaban ke-19 responden pada kategori penilaian Visi, Misi, & Tata Nilai 92,05% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG, rata-rata persentase ke-19 responden 80,45% (Memahami).

### Socialization and Internalization of Corporate Vision, Mission and Values

In 2019, Company carried out the socialization and internalization of the Company's Vision, Mission and Values by conducting a survey regarding the Vision, Mission and Values. This survey was conducted to identify the level of knowledge and understanding of PTC employees about Corporate Vision, Mission, Values and GCG Implementation. Through the survey, it is expected that employees can understand and implement the Corporate Vision, Mission, Values and GCG Implementation in their respective jobs.

The survey results are divided into four categories, namely:

1. 0% -39% (Very Poor understanding)
2. 40% -59% (Lack of Understanding)
3. 60% -79% (Understanding)
4. 80% -100% (Very Understanding)

The survey was divided into two evaluation categories namely Vision and Mission, Values and GCG Implementation. The following are the results of survey conducted from November 18, 2019 to December 8, 2019:

1. The survey results of Assessment Center Division showed that all respondents have total score in the category of understanding to very understanding. The average percentage score of the 8 respondents in the Vision, Mission, & Values evaluation category was 98.86% (Very Understanding), while in the GCG evaluation category was 74.54% (Understanding).
2. The survey results of Event Organizer Division showed that there were 3 respondents who has a percentage below 60% (Lack of Understanding) on GCG survey, where one respondent has working period of <5 years, and 2 respondents of > 10 years. The average percentage score of responses of the 27 respondents in the Vision, Mission, & Values evaluation category was 93.60% (Very Understanding), while in the GCG evaluation category was 70.89% (Understanding).
3. The survey results of Training & Consulting Division (TC) showed that there is 1 respondent who has a percentage below 60% (Lack of Understanding) on GCG survey, where the respondent has working period of > 10 years. The average percentage score of responses of the 8 respondents in the Vision, Mission, & Values evaluation category was 92.05% (Very Understanding), while in the GCG evaluation category was 69.91% (Understanding).
4. The survey results of Manpower Supply Division (MPS) showed that there was 1 respondent who has a percentage below 60% (Lack of Understanding) in on Corporate Vision, Mission & Values, where the respondent has working period of <5 years. And there are 4 respondents who have a percentage below 60% (Lack of Understanding) on CGC survey, where 4 respondents have working period of <1 year, <5 years and <10 years. The average percentage score of responses of the 29 respondents in the Vision, Mission, & Values evaluation category was 86.83% (Very Understanding), while in the GCG evaluation category was 72.67% (Understanding).
5. The survey results of Security Services Division (JP) showed that there was 1 respondent who has a percentage below 60% (Lack of Understanding) on Corporate Vision, Mission & Values and on GCG survey, where the respondent has working period of <1 year. The average percentage score of responses of the 14 respondents in the Vision, Mission, & Values evaluation category was 87.01% (Very Understanding), while in the GCG evaluation category was 71.96% (Understanding).
6. The survey results of Finance Division showed that all respondents have total score in the category of understanding to very understanding. The average percentage score of responses of the 19 respondents in the Vision, Mission, & Values evaluation category was 92.05% (Very Understanding), while in the GCG evaluation category was 80.45% (Understanding).

7. Hasil survei Divisi HC & GA memperlihatkan bahwa terdapat 2 responden yang memiliki persentase dibawah 60% (Kurang Memahami) pada hasil survei GCG, dimana responden tersebut memiliki lama kerja < 10 tahun. Adapun rata-rata persentase jawaban ke-19 responden pada kategori penilaian Visi, Misi, & Tata Nilai 92,82% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-19 responden 74,46% (Memahami).
8. Hasil survei Divisi Legal memperlihatkan bahwa semua responden memiliki nilai dalam kategori memahami sampai dengan sangat memahami. Adapun rata-rata persentase jawaban ke-5 responden pada kategori penilaian Visi, Misi, & Tata Nilai 98,18% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-5 responden 74,81% (Memahami).
9. Hasil survei Divisi Performance Evaluation & Program Development (PEPD) memperlihatkan semua responden memiliki nilai dalam kategori memahami sampai dengan sangat memahami. Adapun rata-rata persentase jawaban ke-5 responden pada kategori penilaian Visi, Misi, & Tata Nilai 98,18% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-4 responden 84,44% (Sangat Memahami).
10. Hasil survei Divisi Internal Audit (IA) memperihatkan semua responden memiliki nilai dalam kategori Memahami sampai Sangat Memahami. Adapun rata-rata persentase jawaban ke-3 responden pada kategori penilaian Visi, Misi, & Tata Nilai 100,00% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-3 responden 88,89% (Sangat Memahami).
11. Hasil survei Divisi Sekretaris Perusahaan (Sekper) memperlihatkan semua responden yang memiliki nilai dalam kategori Memahami sampai dengan Sangat Memahami. Adapun rata-rata persentase jawaban ke-12 responden pada kategori penilaian Visi, Misi, & Tata Nilai 98,48% (Sangat Memahami), Sedangkan pada kategori penilaian survei GCG rata-rata persentase ke-12 responden 79,01% (Memahami).
7. The survey results of HC & GA Division showed that there were 2 respondents who have a percentage below 60% (Lack of Understanding) on GCG survey, where the respondents have working period of <10 years. The average percentage score of responses of the 19 respondents in the Vision, Mission, & Values evaluation category was 92.82% (Very Understanding), while in the GCG evaluation category was 74.46% (Understanding).
8. The survey results of Legal Division showed that all respondents have total score in the category of understanding to very understanding. The average percentage score of responses of the 5 respondents in the Vision, Mission, & Values evaluation category was 98.18% (Very Understanding), while in the GCG evaluation category was 74.81% (Understanding).
9. The survey results of Performance Evaluation & Program Development (PEPD) Division showed that all respondents have total score in the category of understanding to very understanding. The average percentage score of responses of the 5 respondents in the Vision, Mission, & Values evaluation category was 98.18% (Very Understanding), while in the GCG evaluation category was 84.44% (Very Understanding).
10. The survey results of Internal Audit Division (IA) showed all respondents have total score in the category of Understanding to Very Understanding. The average percentage score of responses of the 3 respondents in the Vision, Mission, & Values evaluation category 100.00% (Very Understanding), while in the GCG evaluation category was 88.89% (Very Understanding).
11. The survey results of Corporate Secretary Division (Sekper) showed all respondents have total score in the category of Understanding to Very Understanding. The average percentage score of responses of the 12 respondents in the Vision, Mission, & Values evaluation category was 98.48% (Very Understanding), while in the GCG evaluation category was 79.01% (Understanding).

Dari hasil survei, tingkat pengetahuan dan pemahaman Insan PTC terhadap Visi, Misi dan Tata Nilai Perusahaan sebesar 84,09% atau "Sangat Memahami". Dengan demikian, dapat disimpulkan bahwa semua responden sudah sangat memahami Visi, Misi, Tata Nilai Perusahaan dalam setiap pekerjaannya.

Sedangkan pada hasil survei penerapan GCG rata-rata tingkat pengetahuan dan pemahaman Insan PTC sebesar 67.80% atau "Memahami".

From the survey results, the level of knowledge and understanding of PTC People towards the Corporate Vision, Mission and Values was 84.09% or "Very Understanding". Thus, it can be concluded that all respondents have a very good understanding of the Corporate Vision, Mission, Values in their respective jobs.

Whereas in the survey results of GCG, the average level of knowledge and understanding of PTC People was 67.80% or "Understanding".

# DEWAN KOMISARIS DAN DIREKSI

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

## 1. Jeffrey Tjahja Indra

Komisaris Utama  
President Commissioner

## 2. Ari Samodra

Komisaris  
Commissioner

## 3. Safii Triyono Y

Komisaris  
Commissioner

## 4. Teuku Mirasfi

Direktur Utama  
President Director

## 5. Fitri Azwar

Direktur Keuangan  
Finance Director

## 6. Linda Delina

Direktur Operasional Dan Pemasaran  
Operation And Marketing Director



# PEJABAT EKSEKUTIF

EXECUTIVE

## 1. Achmad Suyudi

Legal Manager

## 2. Sonny Heriawan

Corporate Secretary Manager

## 3. Arini Tathagati

Performance Evaluation &  
Program Development Manager

## 4. Yuni Tri Kurnianingsih

HC & GA Manager

## 5. Alan Jayalalana

Event Organizer Manager

## 6. Ahmad Kusmana

Training & Consulting Manager

## 7. Christiani Djamil

Assessment Center Manager

## 9. Fitri Asri Yunita

Finance Manager

## 10. Yuli Rachmawaty

Chief of Internal Audit

## 11. Rusmanan

Security Services Manager





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## PROFIL DEWAN KOMISARIS

BOARD OF COMMISSIONERS PROFILE



**Jeffrey Tjahja Indra**

**KOMISARIS UTAMA**  
**PRESIDENT COMMISSIONER**

Periode Jabatan: Periode Pertama  
Service Period: First Period

### Data Pribadi

Warga negara Indonesia  
Usia 55 tahun  
Kelahiran Jakarta, April 1964

### Domisili

Jakarta Pusat, DKI Jakarta, Indonesia

### Riwayat Penunjukan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler Tanggal 1 November 2019

### Pendidikan

S2 Magister Teknik Elektro, Institut Teknologi Bandung, Bandung (2000)  
S1 Sarjana Teknik Mesin, Universitas Trisakti, Jakarta (1988)

### Pengalaman Kerja

SVP Corporate ICT – Kantor Pusat PT Pertamina-Kantor Pusat (2013-Sekarang)  
Vice President IT Operation – Kantor Pusat PT Pertamina-Dit. GA (2009-2013)  
Manager Data Center Ops & Communication - Kantor Pusat Pertamina (Juli 2008 - Juli 2009)

### Rangkap Jabatan

SVP Corporate ICT – Kantor Pusat PT Pertamina-Kantor Pusat (2013-Sekarang)

### Hubungan Afiliasi

Pekerja Aktif di Induk Perusahaan

### Kepemilikan Saham PTC

Tidak memiliki saham

### Personal Data

Indonesian citizen  
55 years old  
Born in Jakarta, April 1964

### Domicile

Central Jakarta, DKI Jakarta, Indonesia

### Appointment History

Based on Circular Resolution of Shareholders on November 1, 2019

### Education

Master of Electrical Engineering, Bandung Institute of Technology, Bandung (2000)  
Bachelor of Mechanical Engineering, Trisakti University, Jakarta (1988)

### Work Experience

SVP Corporate ICT - PT Pertamina Head Office-Head Office (2013-Present)  
Vice President IT Operation - Head Office of PT Pertamina-Dit. GA (2009-2013)  
Manager Data Center Ops & Communication - Head Office of PT Pertamina (Juli 2008 - Juli 2009)

### Concurrent Position

SVP Corporate ICT - PT Pertamina Head Office-Head Office (2013-Present)

### Affiliation

Active Workers at Parent Company

### PTC Share Ownership

Has no stock



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## Ari Samodra

**KOMISARIS**  
COMMISSIONER

Periode Jabatan: Periode Pertama  
Service Period: First Period

### Data Pribadi

Warga negara Indonesia  
Usia 55 tahun  
Kelahiran Magelang, November 1964

### Domisili

Jakarta Timur, DKI Jakarta, Indonesia

### Riwayat Penunjukan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler Tanggal 1 November 2019

### Pendidikan

S3 Doktor Geofisika Terapan, Institut Teknologi Bandung, Bandung (2006)  
S2 Magister Geofisika Terapan, Institut Teknologi Bandung, Bandung (2002)  
S1 Sarjana Geologi, Universitas Gadjah Mada, Yogyakarta (1988)

### Pengalaman Kerja

VP Upstream Research & Technology - Direktorat PIMR Pertamina (2019 - Sekarang)  
VP Exploration Subsurface, Planning & Evaluation di Pertamina Hulu Energi (2017-2019)  
VP Exploration West Area & Overseas di Pertamina Hulu Energi (2016)

### Rangkap Jabatan

VP Upstream Research & Technology di Direktorat PIMR Pertamina (2019 – sekarang)

### Hubungan Afiliasi

Pekerja Aktif Induk Perusahaan

### Kepemilikan Saham PTC

Tidak memiliki saham

### Personal Data

Indonesian citizen  
55 years old  
Born in Magelang, November, 1964

### Domicile

East Jakarta, DKI Jakarta, Indonesia

### Appointment History

Based on Circular Resolution of Shareholders on November 1, 2019

### Education

Doctor of Applied Geophysics, Bandung Institute of Technology, Bandung (2006)  
Master of Applied Geophysics, Bandung Institute of Technology, Bandung (2002)  
Bachelor of Geology, Gadjah Mada University, Yogyakarta (1988)

### Work Experience

VP Upstream Research & Technology - Direktorat PIMR Pertamina (2019 - Present)  
VP Exploration Subsurface, Planning & Evaluation at Pertamina Hulu Energi (2017-2019)  
VP Exploration West Area & Overseas at Pertamina Hulu Energi (2016)

### Concurrent Position

VP Upstream Research & Technology at Directorate PIMR Pertamina(2017-present)

### Affiliation

Active Workers at Parent Company

### PTC Share Ownership

Has no stock



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## Safii Triyono Y

**KOMISARIS**  
COMMISSIONER

Periode Jabatan: Periode Pertama  
Service Period: First Period

### Data Pribadi

Warga negara Indonesia  
Usia 55 tahun  
Kelahiran Klaten, Agustus 1964

### Domisili

Bandung, Jawa Barat, Indonesia

### Riwayat Penunjukan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler Tanggal 1 November 2019

### Pendidikan

S1 Sarjana Teknik Kimia di salah satu Universitas di Bandung (1989)

### Pengalaman Kerja

VP Project Planning & Development (2017-sekarang)  
Site VP Engineering (2016-2017)  
VP Technical Development (2016-2017)

### Rangkap Jabatan

VP Project Planning & Development di Pertamina (persero) (2017-sekarang)

### Hubungan Afiliasi

Pekerja Aktif di Induk Perusahaan

### Kepemilikan Saham PTC

Tidak memiliki saham

### Personal Data

Indonesian citizen  
55 years old  
Born in Klaten, August, 1964

### Domicile

Bandung, West Java, Indonesia

### Appointment History

Based on Circular Resolution of Shareholders on November 1, 2019

### Education

Bachelor of Chemical Engineering at a University in Bandung (1989)

### Work Experience

VP Project Planning & Development (2017-present)  
Site VP Engineering (2016-2017)  
VP Technical Development (2016-2017)

### Concurrent Position

VP Project Planning & Development at Pertamina (2017-present)

### Affiliation

Active Workers at Parent Company

### PTC Share Ownership

Has no stock



## PROFIL DIREKSI

BOARD OF DIRECTORS PROFILE



**Teuku Mirasfi**

**DIREKTUR UTAMA**  
**PRESIDENT DIRECTOR**

Periode Jabatan: Periode Pertama  
Service Period: First Period

### Data Pribadi

Warga negara Indonesia  
Usia 53 tahun  
Kelahiran Medan, September 1966

### Domisili

Depok, Jawa Barat, Indonesia

### Riwayat Penunjukan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler Tanggal 19 November 2019

### Pendidikan

S2 Magister Manajemen, Universitas Gadjah Mada, Yogyakarta (2001)  
S1 Sarjana Teknik Industri, Institut Teknologi Bandung, Bandung (1990)

### Pengalaman Kerja

Vice President Stakeholder Relation di Pertamina (2017-2019)  
Business Support Manager JOB Pertamina-Talisman Jambi Merang (2015-2017)  
Organizational Development Manager di Pertamina (2012-2015)

### Rangkap Jabatan

Tidak merangkap jabatan

### Hubungan Afiliasi

Pekerja Perbantuan dari Induk Perusahaan

### Kepemilikan Saham PTC

Tidak memiliki saham

### Personal Data

Indonesian citizen  
53 years old  
Born in Medan, September 1966

### Domicile

Depok, West Java, Indonesia

### Appointment History

Based on Circular Resolution of Shareholders on November 1, 2019

### Education

Master of Management, Gadjah Mada University, Yogyakarta (2001)  
Bachelor of Industrial Engineering, Bandung Institute of Technology, Bandung (1990)

### Work Experience

Vice President Stakeholder Relation at Pertamina (2017-2019)  
Business Support Manager of JOB Pertamina-Talisman Jambi Merang (2015-2017)  
Organizational Development Manager at Pertamina (2012-2015)

### Concurrent Position

No concurrent position

### Affiliation

Co-workers from Parent Company

### PTC Share Ownership

Has no stock



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**Fitri Azwar**  
**DIREKTUR KEUANGAN**  
**FINANCE DIRECTOR**  
Periode Jabatan: Periode Pertama  
Service Period: First Period

### Data Pribadi

Warga negara Indonesia  
Usia 43 tahun  
Ketahiran Padang, September 1976

### Domisili

Jakarta Timur, DKI Jakarta, Indonesia

### Riwayat Penunjukan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler Tanggal 19 November 2019

### Pendidikan

S2 Magister Manajemen di Universitas Indonesia, Jakarta (2001)  
S1 Sarjana Ekonomi Manajemen di Universitas Andalas, Padang (1998)

### Pengalaman Kerja

Direktur Keuangan di PTC (2019-sekarang)  
Manager Corporate Financing di PT Pertamina (2018-2019)  
Manager Management Accounting di PT Pertamina International EP (2015-2018)

### Rangkap Jabatan

Tidak merangkap jabatan

### Hubungan Afiliasi

Pekerja Perbantuan dari Induk Perusahaan

### Kepemilikan Saham PTC

Tidak memiliki saham

### Personal Data

Indonesian citizen  
43 years old  
Born in Padang, September 29, 1976

### Domicile

East Jakarta, DKI Jakarta, Indonesia

### Appointment History

Based on Circular Resolution of Shareholders on November 1, 2019

### Education

Bachelor of Accounting from Andalas University, Padang (1998)  
Master of Management from University of Indonesia, Jakarta (2001)

### Work Experience

Finance Director at PTC (2019-present)  
Corporate Financing Manager at PT Pertamina (2018-2019)  
Manager Management Accounting at PT Pertamina International EP (2015-2018)

### Concurrent Position

No concurrent position

### Affiliation

Co-workers from Parent Company

### PTC Share Ownership

Has no stock



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**Linda Delina**

**DIREKTUR OPERASIONAL DAN PEMASARAN  
OPERATION AND MARKETING DIRECTOR**

Periode Jabatan: Periode Pertama  
Service Period: First Period

### Data Pribadi

Warga negara Indonesia  
Usia 43 tahun  
Kehirian Jakarta, Oktober 1976

### Domisili

Jakarta Timur, DKI Jakarta, Indonesia

### Riwayat Penunjukan

Berdasarkan Keputusan Pemegang Saham Secara Sirkuler tanggal 11 Januari 2019.

### Pendidikan

S2 Magister Business (Human Resource Management), Economy Faculty The University of Queensland, Australia (2013)  
S1 Sarjana Ekonomi Banking & Finance Management, Universitas PERBANAS, Jakarta (2000)

### Pengalaman Kerja

Operations & Marketing Director di PTC (2019-sekarang)  
Planning & Development Manager di Pertamina Corporate University (2017-2018)  
Leadership Development Training Manager, PCU, Pertamina (2016-2017)

### Rangkap Jabatan

Tidak merangkap jabatan

### Hubungan Afiliasi

Pekerja Perbaungan dari Induk Perusahaan

### Kepemilikan Saham PTC

Tidak memiliki saham

### Personal Data

Indonesian citizen  
43 years old  
Born in Jakarta, October, 1976

### Domicile

East Jakarta, DKI Jakarta, Indonesia

### Appointment History

Based on Circular Resolution of Shareholders on November 1, 2019.

### Education

Master of Business (Human Resource Management), Economy Faculty at the University of Queensland, Australia (2013)  
Bachelor of Economics Banking & Finance Management, PERBANAS University, Jakarta (2000)

### Work Experience

Operations & Marketing Director at PTC (2019-present)  
Planning & Development Manager at Pertamina Corporate University (2017-2018)  
Leadership Development Training Manager, PCU, Pertamina (2016-2017)

### Concurrent Position

No concurrent position

### Affiliation

Co-workers from Parent Company

### PTC Share Ownership

Has no stock



## PROFIL PEJABAT EKSEKUTIF

EXECUTIVES PROFILE

### SONNY HERIAWAN



#### CORPORATE SECRETARY MANAGER

**MENJABAT SEJAK:**

1 Januari 2019

**WARGA NEGARA:**

Indonesia

**USIA:**

57 Tahun

**DOMISILI:**

Bekasi, Jawa Barat,  
Indonesia

**BERGABUNG DI PTC:**

1 Januari 2019

**RIWAYAT PENDIDIKAN:**

S2 Magister Manajemen  
Universitas Gajah Mada  
Yogyakarta (2006)

**SERVED SINCE:**

*January 1, 2019*

**NATIONALITY:**

*Indonesia*

**AGE:**

*57 years old*

**DOMICILE:**

*Bekasi, West Java,  
Indonesia*

**JOINED PTC:**

*January 1, 2019*

**EDUCATION:**

*Master of Management,  
Gajah Mada University,  
Yogyakarta (2006)*

### AHMAD KUSMANA



#### TRAINING & CONSULTING MANAGER

**MENJABAT SEJAK:**

16 September 2013

**WARGA NEGARA:**

Indonesia

**USIA:**

54 Tahun

**DOMISILI:**

Bekasi, Jawa Barat,  
Indonesia

**BERGABUNG DI PTC:**

1 April 2002

**RIWAYAT PENDIDIKAN:**

S2 Manajemen Sumber Daya  
Manusia, Universitas Trisakti  
(1999)

**SERVED SINCE:**

*September 16, 2013*

**NATIONALITY:**

*Indonesia*

**AGE:**

*54 years old*

**DOMICILE:**

*Bekasi, West Java,  
Indonesia*

**JOINED PTC:**

*April 1, 2002*

**EDUCATION:**

*Master in Human Resource  
Management, Trisakti  
University (1999)*

## ARINI TATHAGATI

### PERFORMANCE EVALUATION & PROGRAM DEVELOPMENT MANAGER

**MENJABAT SEJAK:**  
3 September 2013  
**WARGA NEGARA:**  
Indonesia  
**USIA:**  
43 Tahun  
**DOMISILI:**  
Jakarta Selatan, DKI Jakarta,  
Indonesia  
**BERGABUNG DI PTC:**  
8 September 2003  
**RIWAYAT PENDIDIKAN:**  
S2 Teknik Kimia, Institut  
Teknologi Bandung (2002)

**SERVED SINCE:**  
*September 3, 2013*  
**NATIONALITY:**  
*Indonesia*  
**AGE:**  
*43 years old*  
**DOMICILE:**  
*South Jakarta, DKI Jakarta,  
Indonesia*  
**JOINED PTC:**  
*September 8, 2003*  
**EDUCATION:**  
*Master in Chemical  
Engineering, Bandung Institute  
of Technology (2002)*



## ALAN JAYALALANA

### EVENT ORGANIZER MANAGER

**MENJABAT SEJAK:**  
1 Agustus 2018  
**WARGA NEGARA:**  
Indonesia  
**USIA:**  
48 Tahun  
**DOMISILI:**  
Jakarta Selatan, DKI Jakarta,  
Indonesia  
**BERGABUNG DI PTC:**  
3 Maret 2005  
**RIWAYAT PENDIDIKAN:**  
S2 Manajemen, Sekolah  
Tinggi Manajemen Labora  
(2003)

**SERVED SINCE:**  
*August 1, 2018*  
**NATIONALITY:**  
*Indonesia*  
**AGE:**  
*48 years old*  
**DOMICILE:**  
*South Jakarta, DKI Jakarta,  
Indonesia*  
**JOINED PTC:**  
*March 3, 2005*  
**EDUCATION:**  
*Master in Management,  
Labora Management College  
(2003)*





## YUNI TRI KURNIANINGSIH SETIJAWAN



### HC & GA MANAGER

**MENJABAT SEJAK:**

15 Oktober 2018

**WARGA NEGARA:**

Indonesia

**USIA:**

50 Tahun

**DOMISILI:**

Jakarta Timur, DKI Jakarta,  
Indonesia

**BERGABUNG DI PTC:**

2 Agustus 2004

**RIWAYAT PENDIDIKAN:**

S2 Manajemen Keuangan,  
Universitas Trisakti (2000)

**SERVED SINCE:**

*October 15, 2018*

**NATIONALITY:**

*Indonesia*

**AGE:**

*50 years old*

**DOMICILE:**

*East Jakarta, DKI Jakarta,  
Indonesia*

**JOINED PTC:**

*August 2, 2004*

**EDUCATION:**

*Master in Financial  
Management, Trisakti  
University (2000)*

## FITRI ASRI YUNITA



### FINANCE MANAGER

**MENJABAT SEJAK:**

15 Oktober 2018

**WARGA NEGARA:**

Indonesia

**USIA:**

34 Tahun

**DOMISILI:**

Jakarta Timur, DKI Jakarta,  
Indonesia

**BERGABUNG DI PTC:**

23 Juni 2008

**RIWAYAT PENDIDIKAN:**

S1 Ekonomi Akuntansi,  
Universitas Nasional (2007)

**SERVED SINCE:**

*October 15, 2018*

**NATIONALITY:**

*Indonesia*

**AGE:**

*34 years old*

**DOMICILE:**

*East Jakarta, DKI Jakarta,  
Indonesia*

**JOINED PTC:**

*June 23, 2008*

**EDUCATION:**

*Bachelor in Accounting  
Economics, National University  
(2007)*

## ACHMAD SUYUDI

### LEGAL MANAGER

**MENJABAT SEJAK:**  
13 April 2015  
**WARGA NEGARA:**  
Indonesia  
**USIA:**  
52 Tahun  
**DOMISILI:**  
Bekasi, Jawa Barat,  
Indonesia  
**BERGABUNG DI PTC:**  
2 Mei 2014  
**RIWAYAT PENDIDIKAN:**  
S2 Hukum Bisnis,  
Universitas Pembangunan  
Nasional Veteran Jakarta  
(2015)

**SERVED SINCE:**  
*April 13, 2015*  
**NATIONALITY:**  
*Indonesia*  
**AGE:**  
*52 years old*  
**DOMICILE:**  
*Bekasi, West Java,  
Indonesia*  
**JOINED PTC:**  
*May 2, 2014*  
**EDUCATION:**  
*Masters of Business Law,  
Pembangunan Nasional  
Veteran University, Jakarta  
(2015)*



## CHRISTIANI DJAMIL

### ASSESSMENT CENTER MANAGER

**MENJABAT SEJAK:**  
15 Januari 2017  
**WARGA NEGARA:**  
Indonesia  
**USIA:**  
51 Tahun  
**DOMISILI:**  
Jakarta Selatan, DKI Jakarta,  
Indonesia  
**BERGABUNG DI PTC:**  
15 Juli 2016  
**RIWAYAT PENDIDIKAN:**  
S1 Psikologi, Universitas  
Gadjah Mada Yogyakarta  
(1994)

**SERVED SINCE:**  
*January 15, 2017*  
**NATIONALITY:**  
*Indonesia*  
**AGE:**  
*51 years old*  
**DOMICILE:**  
*South Jakarta, DKI Jakarta,  
Indonesia*  
**JOINED PTC:**  
*July 15, 2016*  
**EDUCATION:**  
*Bachelor of Psychology, Gadjah  
Mada University Yogyakarta  
(1994)*





## RUSMANAN



### SECURITY SERVICES MANAGER

**MENJABAT SEJAK:**

1 Agustus 2018

**WARGA NEGARA:**

Indonesia

**USIA:**

47 Tahun

**DOMISILI:**

Tangerang, Banten, Indonesia

**BERGABUNG DI PTC:**

2 Januari 2013

**RIWAYAT PENDIDIKAN:**

S1 Ekonomi, Universitas Persada Indonesia atau YAI (1997)

**SERVED SINCE:**

August 1, 2018

**NATIONALITY:**

Indonesia

**AGE:**

47 years old

**DOMICILE:**

Tangerang, Banten, Indonesia

**JOINED PTC:**

January 2, 2013

**EDUCATION:**

Bachelor in Economics, Universitas Persada Indonesia or YAI (1997)

## BANENDRO WAHYU JATMIKO



### MANPOWER SUPPLY MANAGER

**MENJABAT SEJAK:**

3 Juli 2018

**WARGA NEGARA:**

Indonesia

**USIA:**

42 Tahun

**DOMISILI:**

Jakarta Barat, DKI Jakarta, Indonesia

**BERGABUNG DI PTC:**

27 Mei 2009

**RIWAYAT PENDIDIKAN:**

S1 Akuntansi, Universitas Airlangga (2004)

**SERVED SINCE:**

July 3, 2018

**NATIONALITY:**

Indonesia

**AGE:**

42 years old

**DOMICILE:**

West Jakarta, DKI Jakarta, Indonesia

**JOINED PTC:**

May 27, 2009

**EDUCATION:**

Bachelor in Accounting, Airlangga University (2004)

# YULI RACHMAWATY

## CHIEF OF INTERNAL AUDIT

**MENJABAT SEJAK:**

30 September 2016

**WARGA NEGARA:**

Indonesia

**USIA:**

45 Tahun

**DOMISILI:**

Jakarta Timur, DKI Jakarta,  
Indonesia

**BERGABUNG DI PTC:**

1 April 2002

**RIWAYAT PENDIDIKAN:**

S1 Manajemen Keuangan dan  
Perbankan, STIE Perbanas,  
Jakarta (2002)

**SERVED SINCE:**

*September 30, 2016*

**NATIONALITY:**

*Indonesia*

**AGE:**

*45 years old*

**DOMICILE:**

*East Jakarta, DKI Jakarta,  
Indonesia*

**JOINED PTC:**

*April 1, 2002*

**EDUCATION:**

*Bachelor in Financial  
Management and Banking,  
STIE Perbanas, Jakarta (2002)*





# DEMOGRAFI KARYAWAN DAN PENGEMBANGAN KOMPETENSI

## EMPLOYEE DEMOGRAPHICS AND COMPETENCY DEVELOPMENT

### Demografi Karyawan

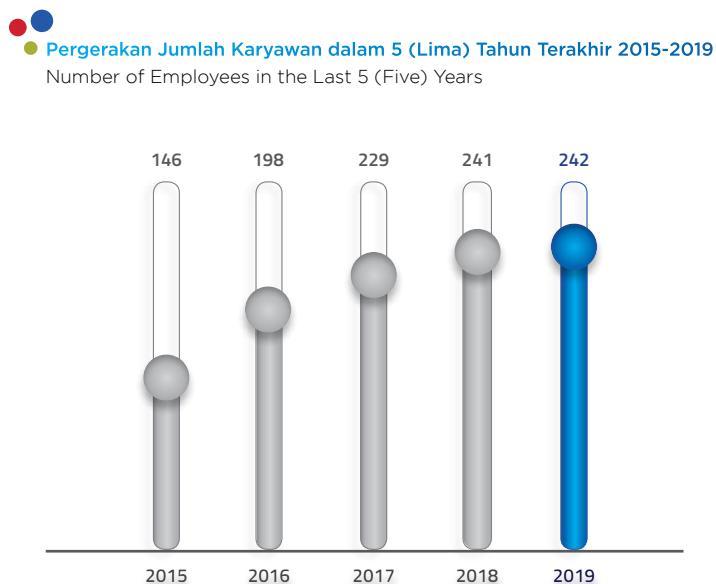
Per 31 Desember 2019, jumlah karyawan Perusahaan mencapai 242 Orang, mengalami peningkatan sejumlah 1 Orang atau 0,41% dibandingkan jumlah karyawan per 31 Desember 2018 yang sebanyak 241 orang. Adanya peningkatan ini disebabkan meningkatnya kebutuhan Perusahaan dengan bertambahnya jumlah proyek yang dikelola oleh Perusahaan.

Profil demografi karyawan Perseroan dapat dilihat pada tabel dan bagan berikut ini:

### Employee Demographics

As of December 31, 2019, the Company has a total of 242 employees, an increase of 1 employee or 0.41% compared to the number of employees as of December 31, 2018 of 241 employees. This increase was due to the increasing needs of the Company along with the increased number of projects managed by the Company.

The demographic profile of Company's employees can be seen in the following tables and charts.



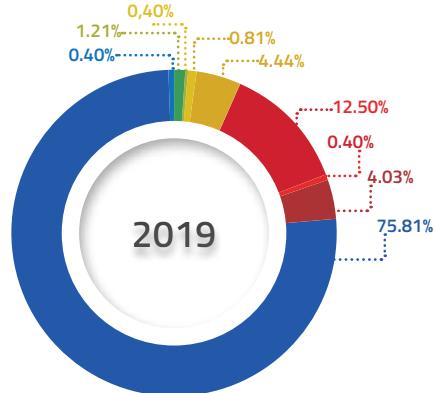
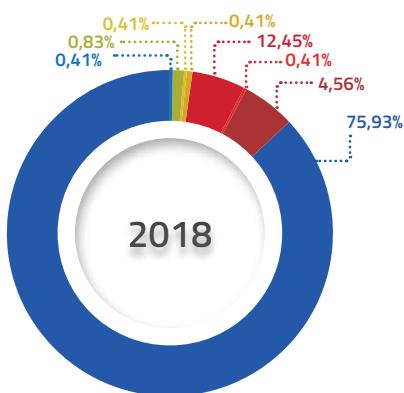
### Demografi Karyawan Berdasarkan Level Organisasi (orang)

### Employee Demography By Organization Level (person)

Level Organisasi Organization Level	2018				2019			
	L M	P F	Jumlah Amount	Percentase Percentage (%)	L M	P F	Jumlah Amount	Percentase Percentage (%)
Komisaris / Commissioner	2	0	2	0,83%	3	0	3	1,21%
Direktur Utama / President Director	1	0	1	0,41%	1	0	1	0,40%
Direktur / Director	1	0	1	0,41%	0	2	2	0,81%
Manajer / Manager	6	5	11	4,56%	6	5	11	4,44%
Asisten Manajer / Assistant Manager	16	14	30	12,45%	17	14	31	12,50%
ARM	1	0	1	0,41%	1	0	1	0,40%
Kordinator Lapangan / Field Coordinator	11	0	11	4,56%	10	0	10	4,03%
Staf / Staff	103	80	183	75,93%	103	85	188	75,81%
Konsultan / Consultant	1	0	1	0,41%	1	0	1	0,40%
Jumlah / Total	141	99	241	100,00%	142	106	248	100,00%

L = Laki-laki / P = Perempuan

M = Male / F = Female



█ Komisaris | Commissioner  
█ Direktur Utama | President Director  
█ Direktur | Director

█ Manajer | Manager  
█ Asisten Manajer | Assistant Manager  
█ ARM

█ Kordinator Lapangan | Field Coordinator  
█ Staf | Staff  
█ Konsultan | Consultant

Ditahun 2019, terdapat peningkatan jumlah karyawan pada level Asisten Manager sebanyak 1 orang.

In 2019, there was an increase in the number of employees at the Assistant Manager level by 1 employee.

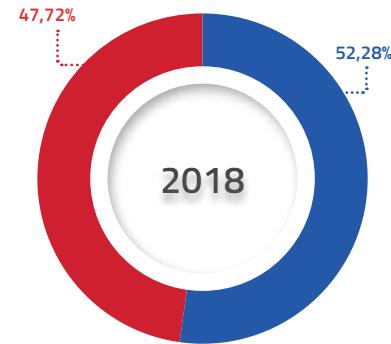
#### Demografi Karyawan Berdasarkan Status Kepegawaian (orang)

#### Employee Demography By Employment Status (person)

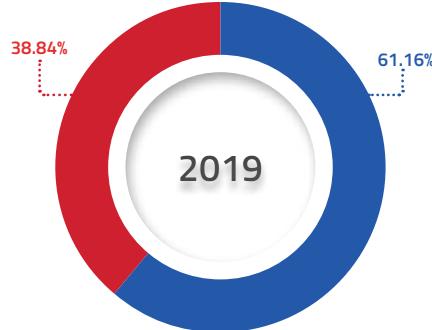
Status Kepegawaian Employment Status	2018				2019			
	L M	P F	Jumlah Amount	Percentase Percentage (%)	L M	P F	Jumlah Amount	Percentase Percentage (%)
Pegawai Tetap / Permanent Employee	77	49	126	52,28%	88	60	148	61,16%
Pegawai Tidak Tetap / Non-permanent Employee	64	50	115	47,72%	50	44	94	38,84%
Jumlah / Total	141	99	241	100,00%	138	104	242	100,00%

L = Laki-laki / P = Perempuan

M = Male / F = Female



█ Pegawai Tetap | Permanent Employee



█ Pegawai Tidak Tetap | Non-permanent Employee

Meskipun terdapat penurunan jumlah karyawan tidak tetap sebanyak 21 orang, namun pada tahun 2019, jumlah karyawan tetap sebanyak 148 orang atau sebesar 61,16% dari total karyawan di tahun 2019, sedangkan di tahun 2018 hanya 52,28% dari total karyawan di tahun 2018.

Although there was a decrease in the number of non-permanent employees by 21 people, in 2019, the number of permanent employees was 148 people or 61,16% of total employees in 2019, while in 2018 only 52,28% of total employees in 2018.



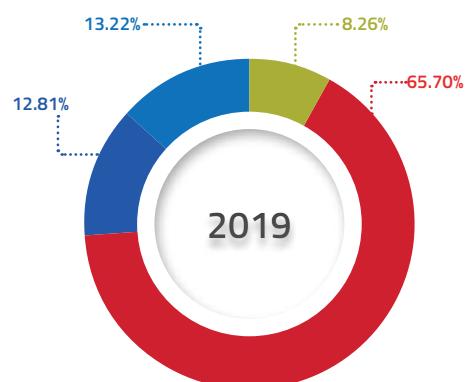
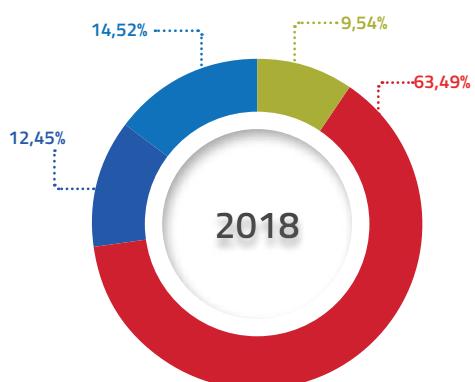
### Demografi Karyawan Berdasarkan Jenjang Pendidikan (orang)

### Employee Demography by Education (person)

Jenjang Pendidikan Education Level	2018				2019			
	L M	P F	Jumlah Amount	Percentase Percentage (%)	L M	P F	Jumlah Amount	Percentase Percentage (%)
Pascasarjana (S2/S3) / Postgraduate	15	7	23	9,54%	11	9	20	8,26%
Sarjana (D4/S1) / Bachelor	81	72	153	63,49%	86	73	159	65,70%
Diploma (D1-D3) / Diplome	16	14	30	12,45%	15	16	31	12,81%
SLTA dan sederajat / Senior High School and equivalent	29	6	35	14,52%	26	6	32	13,22%
Jumlah / Total	141	99	241	100,00%	138	104	242	100,00%

L = Laki-laki / P = Perempuan

M = Male / F = Female



█ Pascasarjana ( S2/S3 ) | Postgraduade  
█ Sarjana ( S1 ) | Bachelor

█ Diploma ( D1-D3 ) | Diploma  
█ SLTA dan sederajat | Senior High School and equivalent

Pada tahun 2019, jumlah karyawan dengan jenjang pendidikan sarjana sebanyak 159 orang atau sebesar 65,70% lebih banyak dibanding tahun sebelumnya sebanyak 153 atau 63,49%. Peningkatan juga terdapat pada jenjang pendidikan Diploma yang memiliki persentase 12,81% dari total karyawan di tahun 2019 sedangkan di tahun 2018 hanya 12,45% dari total karyawan di tahun 2018.

In 2019, the number of employees with bachelor education was 159 people or 65,70% more than the previous year which was 153 or 63,49%. There is also an increase in Diploma education which has a percentage of 12,81% of total employees in 2019 while in 2018 only 12,45% of total employees in 2018.

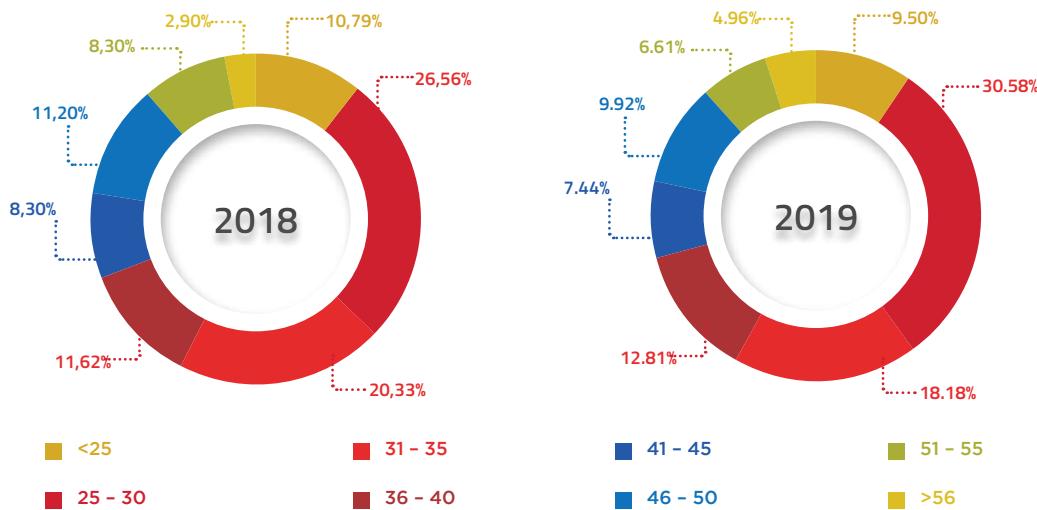
### Demografi Karyawan Berdasarkan Rentang Usia (orang)

### Employee Demography By Age Range (person)

Rentang Usia Age Range	2018				2019			
	L M	P F	Jumlah Amount	Percentase Percentage (%)	L M	P F	Jumlah Amount	Percentase Percentage (%)
< 25	12	14	26	10,79%	9	14	23	9,50%
25 – 30	29	35	64	26,56%	36	38	74	30,58%
31 – 35	29	20	49	20,33%	25	19	44	18,18%
36 – 40	19	9	28	11,62%	17	14	31	12,81%
41 – 45	11	9	20	8,30%	11	7	18	7,44%
46 – 50	18	9	27	11,20%	17	7	24	9,92%
51 – 55	16	3	20	8,30%	12	4	16	6,61%
≥56	7	0	7	2,90%	11	1	12	4,96%
Jumlah / Total	141	99	241	100,00%	138	104	242	100,00%

L = Laki-laki / P = Perempuan

M = Male / F = Female



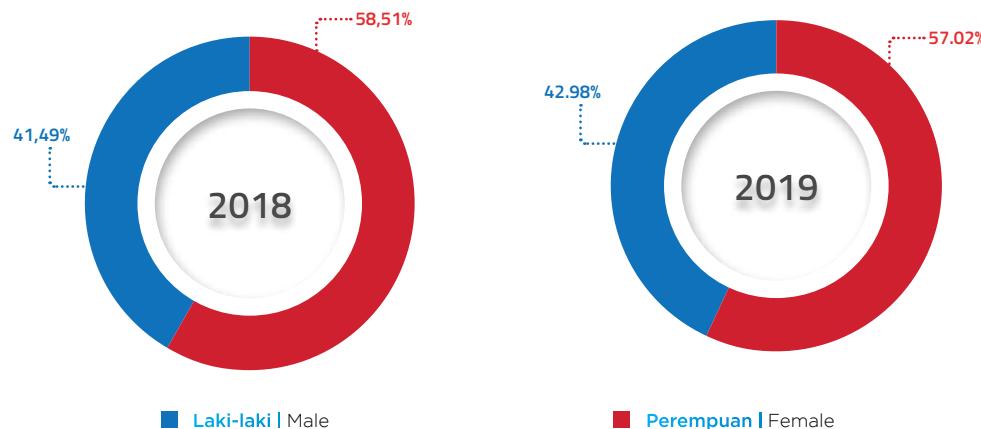
Mengelola karyawan muda di era milenial, menjadi salah satu target Perusahaan di tahun 2019 untuk menyiapkan calon pemimpin guna memperkuat kinerja Perusahaan. Dimana pada tahun 2019, terdapat peningkatan jumlah karyawan pada rentang usia 25 dan 30 Tahun yang naik dibanding tahun sebelumnya.

Managing young employees in the millennial era, became one of the Company's targets in 2019 to prepare prospective leaders to strengthen the Company's performance. Where in 2019, there was an increase in the number of employees in the age range of 25 and 30 years, which increased compared to the previous year.

Demografi Karyawan Berdasarkan Gender/Jenis Kelamin (orang)

Employee Demography By Gender/Sex (person)

Gender/Jenis Kelamin Gender/Sex	2018		2019	
	Jumlah Amount	Percentase Percentage (%)	Jumlah Amount	Percentase Percentage (%)
Laki-laki / Male	141	58,51%	138	57,02%
Perempuan / Female	101	41,49%	104	42,98%
Jumlah / Total	241	100,00%	242	100,00%



Dilihat dari sisi jenis kelamin atau gender, jumlah karyawan untuk tahun 2019 didominasi oleh laki-laki 57,02% dari total karyawan di tahun 2019. Hal ini dikarenakan peminat atau pelamar pekerjaan di PTC didominasi oleh laki-laki.

In terms of sex or gender, the number of employees for 2019 is dominated by men 57.02% of total employees in 2019. This is because interested persons or job applicants at PTC are dominated by men.



## Pengembangan Kompetensi Karyawan

Sebagai perusahaan yang bergerak di bidang pelayanan jasa pelatihan dan konsultasi, pengembangan kompetensi karyawan merupakan hal yang sangat penting. Perusahaan telah merencanakan pengembangan kompetensi karyawan 2019 dalam Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) 2019.

Pengembangan kompetensi karyawan dilakukan Perusahaan dengan tujuan untuk meningkatkan keahlian dan kompetensi SDM sehingga mampu menjamin penyelenggaraan perusahaan secara profesional, dengan target *learning days minimum 5 (five) man-days per orang*.

Adapun tujuan jangka panjang perusahaan yang ingin dicapai melalui pencapaian sasaran jangka pendek tersebut adalah:

1. Menjadi Pusat Pengembangan SDM yang terpandang;
2. Mendapatkan kepercayaan yang lebih tinggi dari pelanggan lama maupun baru;
3. Mampu memberikan nilai tambah yang signifikan bagi Pemegang Saham;
4. Menjadi pilihan utama bagi mitra bisnis;
5. Menjadi Perusahaan dengan kompetensi SDM yang berkualitas;
6. Tumbuh dan berkembang secara optimal;

Rencana pelatihan dan pengembangan kompetensi karyawan pada tahun 2019 diarahkan untuk meningkatkan kompetensi pekerja dalam bidang *leadership*, negosiasi, administrasi perkantoran, kemampuan berbahasa Inggris, perpajakan, pemasaran, dan kompetensi spesifik penunjang lainnya.

## Pengembangan Kompetensi Berdasarkan Jenis Program

Level Jabatan Position Level	Jenis Pelatihan Type of Training	Jumlah peserta Number of Participants		
		L M	P F	Jumlah Total
Manager, Staff	Acara Rapat Koordinasi Peningkatan Sinergi dan Efektivitas Pengelolaan Risiko Perusahaan 2019 Coordination Meeting on Improvement of Synergy and Effectiveness of Corporate Risk Management 2019	1	1	2
Manager	Achieving Audit Effectiveness By Reading & Influencing People Using Body Language And Microexpressions	-	1	1
Staff	Ahli K3 Umum General K3 Expert	-	1	1
Staff	Analisis Jabatan Job Analysis	1	-	1
Staff	Annual Report Award Batch 4	2	-	2
Staff	Aplikasi Sistem Pengadaan Secara Elektronik (SPSE) 4.3 Electronic Procurement System Application (SPSE) 4.3	-	1	1
Staff	Audit dan Bedah Kasus Hubungan Kerja Audit and Employment Relations Case Study	1	-	1
Manager	Antikorupsi Pertamina Internal Audit oleh Komisi Pemberantasan Korupsi (KPK) Anti-Corruption Pertamina Internal Audit by the Corruption Eradication Commission (KPK)	-	1	1
Manager, Staff	Business Model Canvas untuk penataan lingkup bisnis profit center Business Model Canvas for structuring the profit center business scope	3	2	5
Manager, Asst. Manager, Staff	Benchmarking Sistem Pengaduan/Pelaporan Insiden HSSE ke PT Nusantara Regas Benchmarking of HSSE Incident Complaints/Reporting System to PT Nusantara Regas	1	3	4
Asst. Manager	Audit Internal SNI ISO/IEC 17025:2017 berbasis ISO 19011:2018 Internal Audit SNI ISO/IEC 17025: 2017 based on ISO 19011: 2018	1	-	1
Staff	Certified Behavioral Tehnik Interview Certified Behavioral Interview Technique	-	2	2
Staff	Certified Human Resources Management	1	-	1
Staff	Certified Industrial Relation Professional	1	-	1
Staff	Certified Salary Structure Specialist	-	1	1
Staff	Change Management	1	1	2

## Employee Competency Development

As a company engaged in training and consulting services, employee competency development is very important. The Company has planned the employee competency development for 2019 in the 2019 Corporate Work Plan and Budget (RKAP).

Employee competency development is carried out by the Company with the aim of increasing the expertise and competence of Human Capital, to be able to ensure a professional management of the Company, with a minimum learning target of 5 (five) man-days per person.

The Company's long-term goals to be achieved through achieving these short-term goals are:

1. Be a respected Center for HR Development;
2. Gain higher trust from old and new customers;
3. Able to provide significant added value for Shareholders;
4. Be the first choice for business partners;
5. Being a company with high qualified HR competencies;
6. Grow and develop optimally;

The employee competency training and development plan in 2019 was aimed at improving employee competencies in the fields of leadership, negotiation, office administration, English language skills, taxation, marketing, and other supporting specific competencies.

Level Jabatan Position Level	Jenis Pelatihan Type of Training	Jumlah peserta Number of Participants		
		L M	P F	Jumlah Total
Manager, Staff	Certified Risk Management Professional	1	1	2
Staff	Coaching CSMS PT PHE Oses	-	1	1
Staff	Creative Thinking & Problem Solving	2	-	2
Staff	Complaint Handling & CS Strategy	2	3	5
Manager, Staff	CS KPI Dirut ke HC Pertamina CS KPI of President Director to HC Pertamina	3	2	5
Manager, Asst. Manager	Certified Industrial Relation ESQ New Chapter	-	3	3
Asst. Manager, Staff	FGD Isu Penerapan Standard pada Kontrak dan Proses Bisnis FGD of Issues on the Application of Standards in Business Contracts and Processes	1	1	2
Asst. Manager, Staff	CSR ISO 2600	1	1	2
Asst. Manager, Staff	FGD peraturan perpajakan baru dan ETR Pertamina Group FGD of new tax regulations and Pertamina Group ETR	-	2	2
Staff	Financial Statement Analysis	1	-	1
Staff	FGD Review Pajak atas Skema Bisnis Transaksi Afiliasi Pertamina Group FGD Review of Taxes on Pertamina Group Affiliated Transaction Business Scheme	-	1	1
Staff	Gathering Talent Management	1	-	1
Staff	Financing Day & Coaching Clinic	-	1	1
Manager, Staff	Forum Anak Perusahaan Triwulan III Tahun 2019 Subsidiary Forum of 3rd Quarter of 2019	1	1	2
Asst. Manager	GCG Self Assessment : Skoring Penilaian GCG dan Pendalaman Materi Indikator Berdasarkan SK 16 GCG Self-Assessment: GCG Assessment Scoring and Deepening of Material regarding Indicators based on Decree 16	-	1	1
Manager, Asst. Manager, Staff	HC Forum : Building an agile and innovation culture in pertamina	2	1	3
Manager, Asst. Manager, Staff	Health Talk "Program Edukasi Kebugaran Pekerja" Health Talk "Employee Health Education Program"	13	16	29
Manager, Asst. Manager, Staff	Health Talk 2019	14	17	31
Manager	How to Create a Great Innovative Leader	-	1	1
Staff	Hukum Ketenagakerjaan dan Konsep Hubungan Industrial Termasuk Pengaturan dan Implementasi Terkait Pengupahan Labor Law and Industrial Relations Concept Including Arrangement and Implementation of Wages	-	1	1
Asst. Manager,	ISO 9001:2015	9	15	24
Asst. Manager	ITC Leadership Seminar 2019	2	-	2
Staff	Kajian Bisnis Consulting, Annual Report dan RKAP 2018 Review of Consulting Business, Annual Report and RKAP 2018	-	2	2
Staff	Ketentuan Pengadaan Barang & Jasa Provisions on the Procurement of Goods & Services	4	-	4
Asst. Manager, Staff	Konsinyering ARA 2019 ARA 2019 Consignment	4	4	8
Manager, Staff	Leader as Coach	1	1	2
Staff	Leadership Training for Supervisors	1	-	1
Manager, Asst. Manager, Staff	Lanjutan Training Modul SD MYSAP - SPC Billing Continued Training Module MYSAP SD - SPC Billing	4	5	9
Staff	Mice Certified Event Logistic	5	-	5
Staff	Mice Certified Event Registration	-	3	3
Asst. Manager, Staff	Mice Certified Event Marketing Communication	1	3	4
Staff	Mice Certified Event Marketing Communication	-	1	1
Staff	Mice Certified Event Venue Management	2	-	2
Asst. Manager, Staff	Migrasi Data (Cleansing Data) OSI Modul Monitoring Project Data Migration (Cleansing Data) of OSI Monitoring Project Module	15	11	26



Level Jabatan Position Level	Jenis Pelatihan Type of Training	Jumlah peserta Number of Participants		
		L M	P F	Jumlah Total
Manager, Asst. Manager, Staff	New Employee Orientation (NEO)	27	26	53
Asst. Manager, Staff	Online Test Management for Industry 5.0 Seminar	1	1	2
Manager, Staff	Pelatihan Best Practices GCG di Perusahaan Training on GCG Best Practices in the Company	2	-	2
Staff	Pelatihan Brevet Pajak A & B A & B Tax Brevet Training	1	1	2
Manager, Asst. Manager, Staff	Pelatihan Continuous Improvement Continuous Improvement Training	30	18	48
Staff	Pelatihan Dasar P3K Basic First Aid Training	-	4	4
Staff	Pelatihan HSSE Program Basic Safety Training & Security HSSE Basic Safety Training & Security Program Training	11	3	14
Manager, Asst. Manager, Staff	Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	32	18	50
Asst. Manager, Staff	Pelatihan penanggulangan keadaan darurat Emergency response training	20	5	25
Asst. Manager, Staff	Pelatihan Penggunaan APAR dan Hidran Use of APAR and Hydrant Training	11	3	14
Staff	Pelatihan Strategi Penagihan Piutang Macet Bad Debt Collection Strategy Training	2	1	3
Staff	Pelatihan Teknik Negosiasi Bagi Pelaku Hubungan Industrial Negotiation Technique for Industrial Relations Practitioners Training	1	-	1
Manager, Staff	Pembahasan Internal Timeline Strategic Initiative Discussion on Internal Timeline Strategic Initiative	3	2	5
Manager, Staff	Pembahasan Isu BOD-BOC Meeting Discussion on BOD-BOC Meeting issues	3	2	5
Manager, Staff	Pembahasan Isu Komite Audit & Risk Discussion on Audit & Risk Committee Issues	3	2	5
Manager, Staff	Pembahasan Performance Dialog TW 1 PTC Discussion on PTC 1st Quarter Performance Dialogue	3	2	5
Manager, Staff	Pembahasan Strategic Initiatives Divisi PEPD 2019 Discussion on 2019 PEPD Strategic Initiatives	3	2	5
Manager, Staff	Pembahasan rencana kerja dan jadwal mei 2019, Persiapan RKAP 2020 dan isu terbaru Discussion on work plan and schedule for May 2019, preparation of 2020 RKAP and latest issues	3	2	5
Asst. Manager, Staff	Pemetaan Data Inter Company Transactions (ICT) Periode Triwulan 1 Tahun 2019 Inter Company Transactions (ICT) Data Mapping Period of 1st Quarter of 2019	1	1	2
Manager, Staff	Pembahasan tindak lanjut penyusunan RKAP 2020 dan Isu Terkait Discussion on the follow up of preparation of 2020 RKAP and Related Issues	3	2	5
Asst. Manager	Pengelolaan & Pengendalian Kas Cash Management & Control	1	-	1
Staff	Penerapan (OSS) Pelayanan Perizinan Berusaha Terintegrasi Secara Elektronik (PBTSE), Terkait Ketentuan Peraturan Pemerintah (PP) No. 24 Tahun 2018 Dalam Pemenuhan Perizinan Lingkungan & Langkah Tindak Lanjutnya (VERSI 1.1) Implementation (OSS) of Electronic Integrated Business Licensing Services (PBTSE), related to Government Regulation (PP) No. 24 of 2018 on Compliance of Environmental Permits & Follow-Up Steps (VERSION 1.1)	-	1	1
Staff	Penyelenggaraan Acara Workshop Upskilling Sales Marketing Executive Organizing an Upskilling Sales Marketing Executive Workshop	-	1	1
Manager	Peningkatan Sumber Daya Manusia Improvement of Human Resources	-	1	1
Staff	Persiapan Forum CIP Delegasi Operation 2019 Preparation of 2019 CIP Delegation Operation Forum	1	-	1
Manager, Staff	Pertamina Security Risk Management	3	1	4

Level Jabatan Position Level	Jenis Pelatihan Type of Training	Jumlah peserta Number of Participants		
		L M	P F	Jumlah Total
Manager, Asst. Manager, Staff	Profesional Coach Certification Program	-	4	4
Staff	Product Knowledge Pertamina	-	1	1
Staff	Public Speaking for Millenials	1	3	4
Asst. Manager, Staff	Project Management	2	-	2
Asst. Manager, Staff	Qualified Internal Auditor (QIA) Tingkat Dasar Qualified Internal Auditor (QIA) Basic Level	2	-	2
Asst. Manager	Qualified Internal Auditor (QIA) Tingkat Dasar II Qualified Internal Auditor (QIA) Basic Level II	1	-	1
Manager, Asst. Manager, Staff	Qualified Internal Auditor (QIA) Tingkat Lanjutan Qualified Internal Auditor (QIA) Advanced Level	2	2	4
Asst. Manager, Staff	Qualified Internal Auditor (QIA) Tingkat Managerial Qualified Internal Auditor (QIA) Managerial Level	1	1	2
Staff	Rapat koordinasi & Workshop Risk Management Implementation (RMI) Evaluation Dit. Hulu Coordination Meeting & Workshop on Risk Management Implementation (RMI) Evaluation Dit. Hulu	-	1	1
Staff	Rapat Koordinasi Peningkatan Sinergi dan Efektivitas Pengelolaan Risiko Perusahaan 2019 Coordination Meeting on Increasing Synergy and Effectiveness of Corporate Risk Management 2019	1	-	1
Manager, Staff	Realisasi IDP & Talent Development-IGS Realization of IDP & Talent Development-IGS	-	2	2
Staff	Remedial Ujian Certified Risk Management Professional Remedial Certified Risk Management Professional Exam	1	-	1
Staff	Seminar Umum SP FKPPA Tahun 2019 SP FKPPA General Seminar in 2019	1	-	1
Manager, Asst. Manager, Staff	Rencana Kerja dan Jadwal April 2019 serta isu-isu terbaru dari BOD-BOC Meeting April 2019 Work Plan and Schedule and the latest issues from BOD-BOC Meeting	3	2	5
Staff	Sertifikasi Balance Scorecard Professional & Sertifikasi Performance Management Specialist Balance Scorecard Professional & Performance Management Specialist Certification	2	-	2
Asst. Manager	Shaping the Future Role of Corporate Secretary - Challenges, Issues & Opportunities	1	-	1
Asst. Manager, Staff	Sharing Knowledge Penanganan Penyakit Mental dan Penyakit Berkepanjangan Sharing Knowledge on Management of Mental Illnesses and Prolonged Diseases	13	9	22
Manager, Asst. Manager, Staff	Sharing Knowledge "Konsep Dasar Manajemen Pemasaran" Sharing Knowledge on "Basic Concepts of Marketing Management"	12	3	15
Asst. Manager, Staff	Sharing Knowledge TKO Biaya Pindah & Mutasi Pekerja Knowledge Sharing on TKO Employee Transfer & Mutation	1	3	4
Staff	SMT ISO 9001:2015 14001:2015 45001:2018	1	-	1
Manager, Staff	Sosialisasi & Workshop KPI dan Individual Goal 2019 Fungsi SDM Socialization & Workshop of KPI and Individual Goal 2019 of HC Function	1	1	2
Manager, Asst. Manager, Staff	Sosialisasi Agenda Closing Laporan Keuangan PTC Tahun Buku 2019 Socialization of PTC Financial Report Closing Agenda for Fiscal Year 2019	16	22	38
Manager, Asst. Manager, Staff	Sosialisasi Attendance Versi Mobile Apps Mobile Apps Version Attendance Socialization	8	11	19
Manager, Asst. Manager, Staff	Sosialisasi evaluasi Penggunaan Modul SAP SD Socialization of Evaluation of SAP SD Usage Module	9	6	15
Asst. Manager, Staff	Sosialisasi GCG GCG Socialization	4	-	4
Asst. Manager, Staff	Sosialisasi Jasa Alih Media Dokumen Socialization of Document Media Transfer Services	7	8	15
Staff	Sosialisasi Kontrak Kerja dan HSE Work Contract and HSE Socialization	1	-	1
Manager, Asst. Manager, Staff	Sosialisasi Managed Print Service Managed Print Service Socialization	9	14	23
Asst. Manager, Staff	Sosialisasi Module Invoice Profit dan Keuangan Socialization of Profit and Financial Invoice Modules	4	5	9



Level Jabatan Position Level	Jenis Pelatihan Type of Training	Jumlah peserta Number of Participants		
		L M	P F	Jumlah Total
Asst. Manager, Staff	Sosialisasi Module Kontrak (SPPK) Contract Module Socialization (SPPK)	4	5	9
Manager, Staff	Sosialisasi Organisasi Keadaan Darurat Lt.3 Socialization of Emergency Management Lt.3	3	2	5
Manager, Asst. Manager, Staff	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	66	67	133
Manager, Asst. Manager, Staff	Sosialisasi OSI Modul Finance IT OSI Finance IT Module Socialization	39	48	87
Staff	Sosialisasi Pelaksanaan CSMS PT PTC Socialization of PT PTC CSMS Implementation	5	5	10
Manager, Asst. Manager, Staff	Sosialisasi Pembekalan Materi PKB Socialization of Information on PKB Material	7	6	13
Manager, Asst. Manager, Staff	Sosialisasi Penyusunan PKB PTC 2019-2021 Socialization of 2019-2021 PTC PKB Preparation	11	9	20
Asst. Manager, Staff	Sosialisasi Persiapan Go Live Grab for Bussiness Socialization of Go Live Grab for Business Preparation	6	18	24
Asst. Manager, Staff	Sosialisasi Portal PTC PTC Portal Socialization	16	17	33
Staff	Sosialisasi Proyek Refinery Development Master Plan (RDMP) RU V Balikpapan & Lawe-Lawe Socialization of Refinery Development Master Plan (RDMP) Project of RU V Balikpapan & Lawe-Lawe	1	-	1
Asst. Manager, Staff	Sosialisasi Tanggung Jawab dan Wewenang Tim Penanggulangan Keadaan Darurat (TPKD) Gedung A dan B serta penetapan skenario pelaksanaan emergency Socialization of Responsibilities and Authorities of Emergency Management Team (TPKD) Buildings A and B as well as setting scenarios for emergency	11	5	16
Manager, Staff	Sosialisasi Tahapan CSMS PTC Socialization of PTC CSMS Stages	6	5	11
Asst. Manager, Staff	Sosialisasi TKO Surat Izin Kerja Aman (SIKA) dan Learning From Events (LFE) Socialization of TKO Safe Work Permit (SIKA) and Learning From Events (LFE)	2	3	5
Manager, Staff	Strategi Penyelesaian sengketa bisnis melalui arbitrase (internasional) Strategy for resolving business disputes through arbitration (international)	1	1	2
Manager, Staff	Strategic Discussion Forum & Sharing Best Practices DIGITAL LEADERSHIP	1	1	2
Staff	Support Pelaksanaan Program Kegiatan Workshop Proper PT Pertamina (Persero) HSSE Reginery Support the Implementation of PT Pertamina (Persero) HSSE Reginery's Proper Workshop Program Activity	1	-	1
Asst. Manager	Talent Management	-	1	1
Manager, Asst. Manager, Staff	Talent Mapping	9	10	19
Asst. Manager	The 7th Indonesia Corporate Communication Summit	-	1	1
Asst. Manager, Staff	Training Modul SD MySAP PTC PTC SD MySAP Module Training	7	9	16
Manager, Asst. Manager, Staff	Training of Trainers Sertifikasi BNSP	3	1	4
Staff	Training PPh Pasal 21 Komprehensif - Konsep, Model & Compliance Strategy yang Efektif Training on Comprehensive Income Tax Article 21 - Concepts, Models & Effective Compliance Strategy	1	2	3
Staff	Upskilling HSSE	1	-	1
Manager, Staff	Upskilling Meeting Komite Audit & Risiko PTC Upskilling PTC Audit & Risk Committee Meeting	1	1	2
Staff	Windows Server	1	-	1
Staff	Workshop Alignment peran opex & opbi dalam program GM Academy Workshop Alignment of the role of opex & opbi in GM Academy program	1	-	1
Staff	Workshop Asset Integrity Management System (AIMS) Upstream Dashboard	1	-	1
Staff	Workshop B2B Digital Marketing	-	1	1

Level Jabatan Position Level	Jenis Pelatihan Type of Training	Jumlah peserta Number of Participants		
		L M	P F	Jumlah Total
, Asst. Manager, Staff	Workshop Basic Fire Fighting	3	-	3
Staff	Workshop Bersama Ditjen Migas Joint Workshop of the Directorate General of Oil and Gas	-	1	1
Staff	Workshop Custom Clearance (Peraturan Kapabeanan) Custom Clearance Workshop	-	1	1
Manager, Staff	Workshop dan Challenge session RKAP berbasis risiko 2020 Workshop and Challenge session of 2020 Risk based-RKAP	3	2	5
Staff	Workshop Diskusi PT Saka Energi dari point of view PT Pertamina (Persero) Workshop on PT Saka Energi Discussion from PT Pertamina (Persero)'s point of view	-	1	1
Staff	Workshop energy efficiency dan improvement direktorat pengolahan Workshop on energy efficiency and improvement of the processing directorate	-	1	1
Staff	Workshop Enterprise Risk Management System (ERMS) ongoing Business Direktorat & Anak Perusahaan Hulu Tahun 2020 Workshop on Enterprise Risk Management System (ERMS) ongoing Business Directorate & Upstream Subsidiaries in 2020	-	1	1
Staff	Workshop EOR & Monitoring kegiatan secondary recovery/EOR APH TW1 dan TW2 tahun 2019 Workshop on EOR & Monitoring of secondary recovery/EOR activities of APH for 1st and 2nd Quarter of 2019	-	1	1
Staff	Workshop Evaluasi Kinerja Lingkungan & CSR 2019 PT Pertamina Gas PT Pertamina Gas 2019 Environmental Performance & CSR Evaluation Workshop	-	1	1
Asst. Manager, Staff	Workshop Feedback dan Asistensi Implementasi Fit to Work tahun 2019 Workshop on Feedback and Assistance for Fit to Work Implementation in 2019	2	1	3
Asst. Manager	Workshop fungsi operation & service CMB CMB operation & service function workshop	1	-	1
Asst. Manager	Workshop Fungsi Procurement Marketing & Shipping Procurement Marketing & Shipping Function Workshop	-	1	1
Asst. Manager, Staff	Workshop Hidroponik Hydroponics Workshop	6	6	12
Asst. Manager, Staff	Workshop Hidroponik Penanaman Planting Hydroponics Workshop	3	3	6
Asst. Manager, Staff	Workshop Implementasi Aspek HSE Anak Perusahaan Non Core PT Pertamina (Persero) Workshop on Implementation of HSE Aspect of PT Pertamina (Persero)'s Non-Core Subsidiaries	-	2	2
Staff	Workshop incident investigation facilitator & selection program Workshop on incident investigation facilitator & selection program	1	-	1
Staff	Workshop internalisasi kompetensi di fungsi IFM Region V Workshop on competency internalization in IFM Region V function	-	1	1
Staff	Workshop Izin Pengangkutan Hilir Downstream Transportation Permit Workshop	-	1	1
Manager, Asst. Manager, Staff	Workshop Job Evaluation Job Evaluation Workshop	9	9	18
Asst. Manager	Workshop Keagenan 2019 2019 Agency Workshop	-	1	1
Staff	Workshop keselamatan transportasi darat dan fasilitator pelatihan mengemudi yang selamat Ground transportation safety and safe driving training facilitator workshop	1	-	1
Staff	Workshop Kewirausahaan PWP Dit. Hulu, Ngopi Bareng Septy, dan Workshop Penyusunan Pedoman Keuangan & Revisi TKO Keuangan Workshop on PWP Entrepreneurship Workshop Dit. Hulu, Coffee Break with Septy, and Workshop on Financial & Financial TKO Revision Preparation Guidelines	1	-	1
Staff	Workshop KKEP, Upskilling GCG dan BOD-BOC Meeting KKEP Workshop, GCG Upskilling and BOD-BOC Meeting	1	-	1
Manager, Asst. Manager, Staff	Workshop KPI 2019 2019 KPI Workshop	10	9	19
Staff	Workshop Layanan Jual di Wilayah MOR V Workshop on Selling Services in MOR V Region	1	-	1
Staff	Workshop MIRU dan NPT PT PDSI di Anak Perusahaan Hulu Workshop on PT PDSI's MIRU and NPT in the Upstream Subsidiary	-	1	1



Level Jabatan Position Level	Jenis Pelatihan Type of Training	Jumlah peserta Number of Participants		
		L M	P F	Jumlah Total
Staff	Workshop Novasi Kontrak EPC ISBL OSBL- Proyek RDMP Balikpapan Workshop on ISBL OSBL EPC Contract-Noation-RDMP Balikpapan Project	-	1	1
Asst. Manager	Workshop Oil Rim Jimbaran, Persiapan Validasi Cadangan & Penyusunan Buku Kinerja Operasi Tahun 2019 Workshop on Jimbaran Oil Rim, Preparation of Reserve Validation & Preparation of 2019 Operational Performance Book	1	-	1
Asst. Manager	Workshop Organization Development & Manpower Planning Organization Development & Manpower Planning Workshop	-	1	1
Staff	Workshop pemanfaatan gas bumi untuk kebutuhan kilang PT Pertamina (Persero) Workshop on utilization of natural gas for the needs of PT Pertamina (Persero) refineries	2	-	2
Staff	Workshop pembahasan RJPP Pemasaran korporat 2020-2026 Workshop on corporate marketing 2020-2026 RJPP	1	-	1
Staff	Workshop Pembahasan usulan investasi 1 (satu) unit jack up rig Workshop on Discussion of investment proposals for 1 (one) jack up rig unit	1	-	1
Staff	Workshop pembahasan rekomendasi atas usulan perpanjangan perjanjian KSO lap. Tanjung Tiga Timur pada wilayah kerja PT Pertamina EP & Rapat Pemetaan Workshop on discussion of recommendation on the proposed extension of KSO agreement lap. Tanjung Tiga Timur in work area of PT Pertamina EP & Mapping Meeting	1	-	1
Staff	Workshop penilaian CIP Online web based Web based-CIP Online assessment workshop	1	-	1
Staff	Sosialisasi Pendalaman GCG (Whistle Blowing) GCG (Whistle Blowing) Deepening Socialization	1	-	1
Staff	Workshop peran strategis owner/crew dalam mendukung mitigasi supply loss Workshop on the owner/crew strategic role in supporting supply loss mitigation	1	-	1
Staff	Workshop penulisan risalah CIP Kantor Pusat Workshop on CIP minutes writing of Head Office	-	1	1
Staff	Workshop Proper 2019 PT Pertamina (Persero) HSSE Refinery	1	-	1
Staff	Workshop Perhitungan Tantiem & Dividen PHI PHI Dividend & Tantiem Calculation Workshop	-	1	1
Staff	Workshop proses bisnis, interaction model dan impact organisasi atas implementasi treasury center di lingkungan PT Pertamina (Persero) dan Anak Perusahaan/Affiliates tahun 2019 Workshop on business processes, interaction model and organizational impact on the implementation of treasury center within PT Pertamina (Persero) and Subsidiaries/Affiliates in 2019	-	2	2
Staff	Workshop proses pengalihan pengelolaan SPBB Workshop on the transfer process of SPBB management	-	1	1
Staff	Workshop Regular alternative of emergency (RAE) dan ketersediaan window time dermaga untuk perbaikan sarana tambat 2020 Workshop on regular alternative of emergency (RAE) and the availability of dock window time to repair mooring facilities in 2020	1	-	1
Staff	Workshop Rekonsiliasi Customer Aviation dan Pemerintah Customer Aviation and Government Reconciliation Workshop	-	1	1
Manager, Asst. Manager, Staff	Workshop RKAP & Risk	8	9	17
Staff	Workshop Re-Organisasi Region Region Re-Organization Workshop	-	1	1
, Asst. Manager	Workshop RKAP 2020 & RJPP 2026 Workshop on 2020 RKAP & 2026 RJPP	1	-	1
Staff	Workshop RKAP 2020 & RJPP 2026 Direktorat Operasi Batch II Workshop on 2020 RKAP & 2026 RJPP of Operations Directorate Batch II	-	1	1
Asst. Manager	Workshop Sales Force	-	1	1
Staff	Workshop Security Risk Assessment & Security Risk Measurement	1	-	1
Staff	Workshop sistem manajemen keselamatan migas Oil and gas safety management system workshop	-	1	1
Asst. Manager	Workshop Stakeholder Management	1	-	1

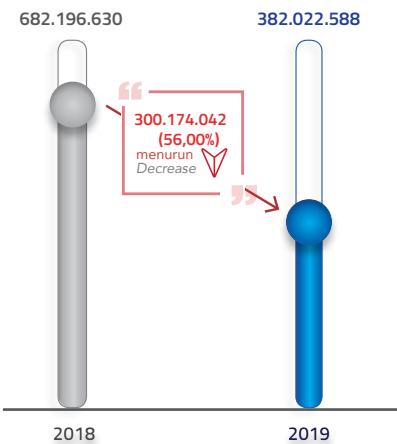
Level Jabatan Position Level	Jenis Pelatihan Type of Training	Jumlah peserta Number of Participants		
		L M	P F	Jumlah Total
Staff	Workshop Standarisasi Risk Assessment di Fungsii Own Fleet Workshop on Risk Assessment Standardization in Own Fleet Function	1	1	2
Staff	Workshop Superintendent Course	1	-	1
<b>TOTAL</b>		<b>643</b>	<b>594</b>	<b>1237</b>

### Biaya Pengembangan Kompetensi

### Competency Development Costs

	2018 (Rp)	2019 (Rp)	Peningkatan (Penurunan)	
			Selisih (Rp)	Percentase (%)
Pendidikan dan Pelatihan Education and Training	682.196.630	382.022.588	300.174.042	56,00%

Perbandingan Biaya Pengembangan Kompetensi (Rp)  
Comparison of Competency Development Costs (Rp)



Uraian lengkap terkait kebijakan PTC dalam mengelola dan mengembangkan kompetensi SDM dapat dilihat pada pembahasan Sumber Daya Manusia di bab Fungsii Penunjang Bisnis dalam laporan tahunan ini.

A full description of PTC's policies in managing and developing Human Capital competencies can be seen in the discussion of Human Capital in the Business Supporting Function chapter in this annual report.





# KOMPOSISI PEMEGANG SAHAM

## SHAREHOLDERS COMPOSITION

### Komposisi Kepemilikan Saham Perusahaan

Berdasarkan hasil Rapat Umum Pemegang Saham Luar Biasa (RUPS-LB) tanggal 27 Maret 2002, RUPS-LB tanggal 6 Mei 2002, dan RUPS-LB tanggal 22 Juli 2002, komposisi pemegang saham PTC adalah sebagai berikut:

1. PT PERTAMINA (PERSERO) sebesar Rp. 2.250.000.000,- (75%) atau sebanyak 22.500 lembar saham
2. PT USAYANA sebesar Rp. 750.000.000,- (25%) atau sebanyak 7.500 lembar saham

Sesuai hasil Rapat Umum Pemegang Saham Luar Biasa (RUPS-LB) tanggal 27 Agustus 2010, terjadi perubahan atas komposisi pemegang saham dimana PT Usayana telah menjual seluruh kepemilikan sahamnya (25%) atau sebanyak 7.500 lembar saham untuk kemudian dibeli oleh PT Pertamina Pedeve Indonesia, sehingga komposisi pemegang saham PTC adalah sebagai berikut:

1. PT Pertamina (Persero) sebesar Rp. 2.730.000.000,- (91%) atau sebanyak 27.300 lembar saham
2. PT Pertamina Pedeve Indonesia (PT PDV) sebesar Rp. 270.000.000,- (9%) atau sebanyak 2.700 lembar saham

### Kepemilikan Saham PTC per 31 Desember 2019

Nama Pemegang Saham Name of Shareholder	Status Pemegang Saham Status of Shareholder	Jumlah Saham (lembar) Number of Shares (share)	Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid-in Capital (Rp)	Percentase Kepemilikan Percentage of Ownership (%)
Nilai Nominal Saham = Rp100.000/lembar saham Par Value per Share = Rp100,000/share				
<b>Kepemilikan saham 5% atau lebih / Ownership of 5% or more</b>				
PT Pertamina (Persero)	Perseroan Terbatas/Badan Usaha Milik Negara (BUMN) Limited Liability Company/State-Owned Enterprise (SOE)	27.300	2.730.000.000	91,00%
PT Pertamina Pedeve Indonesia	Perseroan Terbatas Limited Liability Company	2.700	270.000.000	9,00%
<b>Kepemilikan di bawah 5% / Ownership of less than 5% more</b>				
Tidak ada / None	-	-	-	-
Jumlah / Total		30.000	3.000.000.000	100,00%

### Komposisi Pemegang Saham PTC per 31 Desember 2018

### The Company's Shareholders Composition

Based on the results of the Extraordinary General Meeting of Shareholders (EGM) on March 27, 2002, the EGM on May 6, 2002, and the EGM on July 22, 2002, the composition of PTC shareholders is as follows:

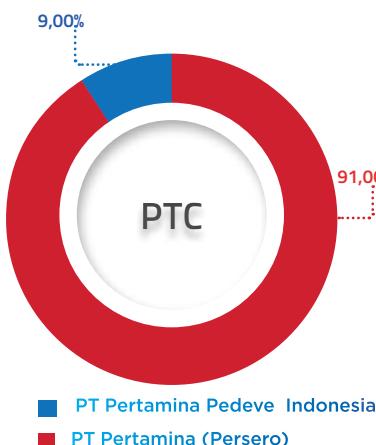
1. PT PERTAMINA (PERSERO) in the amount of Rp. 2,250,000,000 (75%) or 22,500 shares
2. PT USAYANA in the amount of Rp. 750,000,000 (25%) or 7,500 shares

In accordance with the results of the Extraordinary General Meeting of Shareholders (EGM) on August 27, 2010, there was a change in the composition of shareholders in which PT Usayana had sold all of its shares (25%) or as many as 7,500 shares to be bought by PT Pertamina Pedeve Indonesia, hence making the composition of PTC shareholders as follows:

1. PT Pertamina (Persero) in the amount of Rp. 2,730,000,000 (91%) or as many as 27,300 shares
2. PT Pertamina Pedeve Indonesia (PT PDV) in the amount of Rp. 270,000,000 (9%) or 2,700 shares

### PTC Share Ownership as of December 31, 2019

### PTC Shareholder Composition as of December 31, 2019



## Informasi Tentang Kepemilikan Saham Perusahaan oleh Manajemen Kunci

### Kepemilikan Saham PTC oleh Dewan Komisaris dan Direksi

Nama Name	Jabatan Position	2019		2018	
		Jumlah Saham (lembar) Number of Shares (share)	Percentase Kepemilikan Percentage of Ownership (%)	Jumlah Saham (lembar) Number of Shares (share)	Percentase Kepemilikan Percentage of Ownership (%)
<b>Dewan Komisaris</b> Board of Commissioners					
Jeffrey Tjahja Indra	Komisaris Utama President Commissioner	X	X	X	X
Ari Samodra	Komisaris Commissioner	X	X	X	X
Safii Triyono Y.	Komisaris Commissioner	X	X	X	X
<b>Direksi</b> Board of Directors					
Teuku Mirasfi	Direktur Utama President Director	X	X	X	X
Fitri Azwar	Direktur Keuangan Finance Director	X	X	X	X
Linda Delina	Direktur Operasional and Pemasaran Operation and Marketing Director	X	X	X	X
Jumlah Total		X	X	X	X

x = Nihil/tidak memiliki saham PTC

## Information on Company's Share Ownership by Key Management

### PTC Share Ownership by Board of Commissioners and Board of Directors

x = None/does not own shares of PTC

Perusahaan tidak memiliki program kepemilikan saham oleh manajemen, dan tidak menerbitkan saham yang dapat dimiliki oleh publik. Dengan demikian, tidak terdapat manajemen kunci yang memiliki saham Perusahaan.

The Company does not have a stock option program by management, and does not issue shares that can be publicly owned. Therefore, there is no key management who owns the Company's shares.

## Informasi tentang Pemegang Saham Utama/Pengendali Hingga Nama Pemilik Akhir

PT Pertamina (Persero) yang berkantor pusat di Jl. Medan Merdeka Timur 1A, Jakarta 10110 merupakan pemegang saham utama dan pengendali Perusahaan dengan kepemilikan sebesar 91,00%.

## Information on Major/Controlling Shareholders Until the Name of Ultimate Owner

PT Pertamina (Persero) is the major and controlling shareholder of the Company with ownership of 91.00%.

Tonggak sejarah PT Pertamina (Persero) diawali ketika di tahun 1950-an Pemerintah Republik Indonesia menunjuk Angkatan Darat mendirikan PT Eksplorasi Tambang Minyak Sumatera Utara untuk mengelola ladang minyak di wilayah Sumatra. Pada 10 Desember 1957, perusahaan tersebut berubah nama menjadi PT Perusahaan Minyak Nasional, disingkat Permina. Tanggal ini diperingati sebagai lahirnya Pertamina hingga saat ini. Pada 1960, PT Permina berubah status menjadi Perusahaan Negara (PN). Kemudian, PN Permina bergabung dengan PN Pertamin menjadi PN Pertambangan Minyak dan Gas Bumi Negara (Pertamina) pada 20 Agustus 1968. Berdasarkan Peraturan Pemerintah No. 31 Tahun 2003 tanggal 18 Juni 2003, Perusahaan Pertambangan Minyak dan Gas

The history of PT Pertamina (Persero) began when in the 1950s the Government of the Republic of Indonesia appointed the Army to establish PT Eksplorasi Tambang Minyak Sumatera Utara to manage oil fields in Sumatra region. On December 10, 1957, the Company changed its name to PT Perusahaan Minyak Nasional, abbreviated as Permina. This date is celebrated as the birth of Pertamina to date. In 1960, PT Permina changed its status to a State Company (PN). Then, PN Permina joined PN Pertamin to become PN Pertambangan Minyak dan Gas Bumi Negara (Pertamina) on August 20, 1968. Based on the Government Regulation No. 31 of 2003 dated June 18, 2003, Perusahaan Pertambangan Minyak dan Gas Bumi Negara changed its name to PT Pertamina (Persero).



Bumi Negara berubah nama menjadi PT Pertamina (Persero) yang melakukan kegiatan usaha migas pada sektor hulu hingga hilir migas, yang kemudian diperkuat melalui akta pendirian No. 20 tanggal 17 September 2003.

Di sepanjang tahun 2005-2007, Pertamina melakukan transformasi fundamental melalui perubahan logo dan visi, yang diikuti dengan penyempurnaan visi di tahun 2011, yaitu "menjadi perusahaan energi nasional kelas dunia". Hingga akhir tahun 2018, Pertamina menargetkan produksi 650 ribu BOEPD (Barrels of Oil Equivalents per Day) di 2025 dari operasi internasional, sebagai bagian dari target produksi Pertamina 1,9 juta BOEPD di tahun 2025, dalam upaya nyata menuju ketahanan dan kemandirian energi Indonesia.

#### Komposisi Pemegang Saham Pertamina per 31 Desember 2019

which engaged in oil and gas business activities in upstream to downstream oil and gas sectors and later strengthened through the Deed of Establishment No. 20 dated September 17, 2003.

Throughout 2005-2007, Pertamina performed a fundamental transformation through the change of its logo and vision, which was followed by the vision refinement in 2011, i.e. "becoming a world-class national energy company". Until the end of 2018, Pertamina is targeting production of 650 thousands BOEPD (Barrels of Oil Equivalents per Day) in 2025 from international operations, as part of Pertamina's 1.9 million BOEPD production target in 2025, in a real effort towards Indonesia's energy resilience and independence.

#### Pertamina Shareholders Composition as of December 31, 2018



Pemerintah Republik Indonesia merupakan pemegang saham penuh dari PT Pertamina (Persero) selaku pemegang saham utama/pengendali Perusahaan, sebesar 100,00%. Dengan demikian, Pemerintah Republik Indonesia merupakan entitas induk tertinggi, atau *ultimate parent entity* Perusahaan.

The Government of the Republic of Indonesia is a full shareholder of PT Pertamina (Persero) as the Company's major/controlling shareholder, amounting to 100.00%. Accordingly, the Government of the Republic of Indonesia is the ultimate parent entity of the Company.

# INFORMASI TENTANG ENTITAS ANAK, ENTITAS ASOSIASI, PENYERTAAN SAHAM, VENTURA BERSAMA, DAN KERJA SAMA OPERASI

## INFORMATION ON SUBSIDIARIES, ASSOCIATES, EQUITY PARTICIPATION, JOINT VENTURES, AND JOINT OPERATIONS

Per 31 Desember 2019, Perusahaan tidak memiliki entitas anak dan entitas asosiasi, atau pun ventura bersama dan Kerja Sama Operasi (KSO). Dengan demikian, Perusahaan tidak memiliki informasi terkait entitas anak dan entitas asosiasi, atau pun ventura bersama dan KSO.

Namun demikian, Perusahaan memiliki penyertaan modal/saham bersama dengan perusahaan lain di dalam kelompok usaha Pertamina, sebagai berikut ini.

As of December 31, 2018, the Company does not have subsidiaries and associates, or joint ventures and Joint Operations (KSO). As such, the Company does not have any information regarding subsidiaries and associates, or joint ventures and JOs.

However, the Company has equity participation/joint shares with other companies in Pertamina business group, as follows.

### Penyertaan Modal/Saham PTC di Perusahaan Lain

### Equity Participation/Shares of PTC in Other Companies

Nama Name	Bidang Usaha Line of Business	Domicili Domicile	Tahun Berdiri Year of Establishment	Tahun Beroperasi Komersial Year of Operation	Tahun Penyertaan Modal Year of Equity Participation	Kepemilikan oleh PTC Ownership by PTC (%)		Status Operasi 2019 Operational Status in 2018
						2019	2018	
PT Prima Armada Raya	Penyewaan kendaraan jangka panjang Jasa per Bengkelan Long-term vehicle rental Workshop services	Jakarta	2014	2014	2014	0,05%	0,05%	Beroperasi In operation

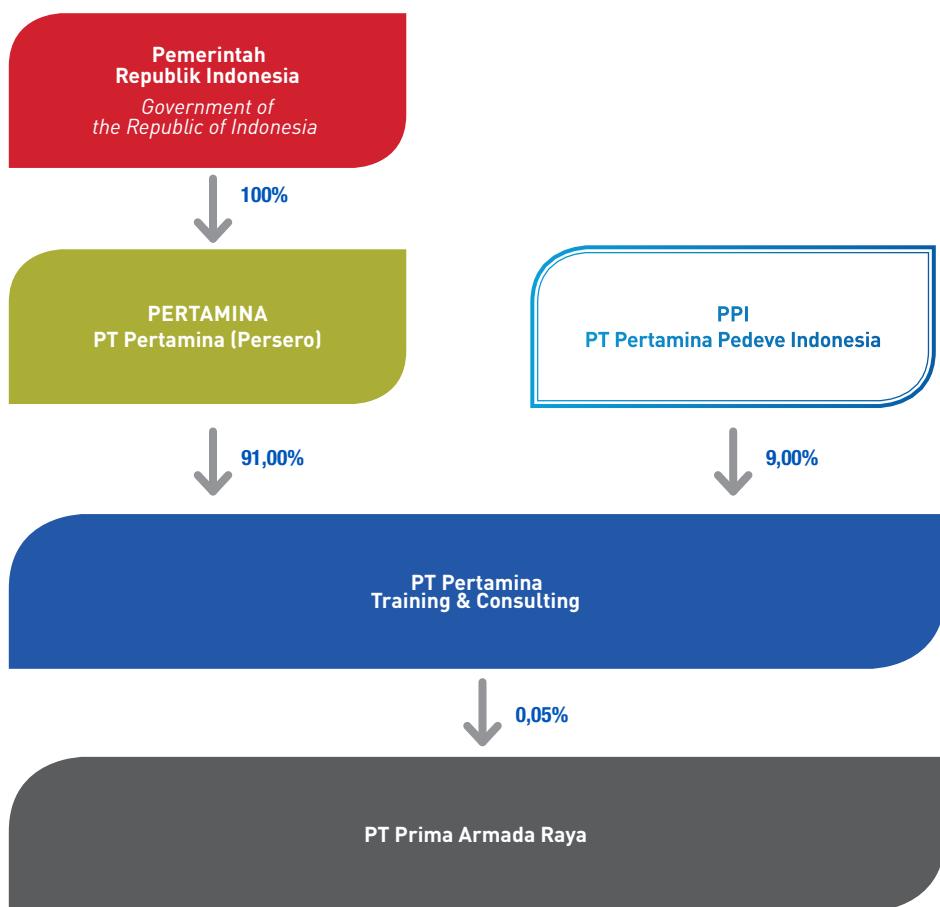
PT Prima Armada Raya adalah perusahaan layanan transportasi di Indonesia yang menyediakan solusi transportasi yang mencakup penyewaan kendaraan untuk korporasi, alat berat, logistik dan jasa per Bengkelan. Lokasi usaha PT Prima Armada Raya mencakup Aceh, Medan, Jambi, Palembang, Jakarta, Bandung, Cirebon, Semarang, Denpasar, Tarakan, dan Samarinda. Di akhir tahun 2019, kepemilikan saham PT Prima Armada Raya adalah PT Patra Jasa sebesar 99,95%, dan PTC sebesar 0,05%.

PT Prima Armada Raya is a transportation services company in Indonesia that provides transportation solutions of vehicle rental for corporations, heavy equipment, logistics and workshop services. The business location of PT Prima Armada Raya covers Aceh, Medan, Jambi, Palembang, Jakarta, Bandung, Cirebon, Semarang, Denpasar, Tarakan, and Samarinda. At the end of 2018, PT Prima Armada Raya's share ownership was PT Patra Jasa at 99.95%, and PTC at 0.05%.



# STRUKTUR GRUP PERUSAHAAN

## GROUP STRUCTURE



█ **Entitas Induk Tertinggi**  
Ultimate Parent Entity

█ **Entitas Induk/Pemegang Saham Utama**  
Parent Entity/Major Shareholder

█ **Penyertaan Modal**  
Equity Participation

## KRONOLOGIS PENERBITAN DAN PENCATATAN SAHAM

### CHRONOLOGY OF SHARES ISSUANCE AND LISTING

Per 31 Desember 2019, Perusahaan belum melakukan perdagangan saham kepada publik dan pencatatan saham di bursa efek baik yang berada di Indonesia maupun di luar negeri. Oleh karena itu tidak terdapat informasi terkait perdagangan saham mencakup tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (*corporate action*); jumlah saham tercatat setelah masing-masing tindakan korporasi (*corporate action*); dan nama bursa dimana saham dicatatkan.

As of December 31, 2019, the Company has not yet performed shares trading to the public and shares listing on the stock exchange both in Indonesia and abroad. Therefore, there is no information regarding shares trading including the year of shares issuance, number of shares, nominal value of shares, and price of share offering for each corporate action; the number of listed shares after each corporate action; and the name of stock exchange where the shares are listed.

## KRONOLOGIS PENERBITAN DAN PENCATATAN EFEK LAINNYA

### CHRONOLOGY OF OTHER SECURITIES ISSUANCE AND LISTING

Hingga akhir tahun 2019, Perusahaan tidak menerbitkan efek seperti obligasi, sukuk, obligasi konversi atau efek lainnya di bursa efek baik yang berada di Indonesia maupun di luar negeri. Dengan demikian, tidak terdapat informasi terkait nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; nilai penawaran efek lainnya; nama bursa dimana efek lainnya dicatatkan; dan peringkat efek.

Until the end of 2019, the Company did not issue securities such as bonds, sharia bonds, convertible bonds or other securities on the stock exchange both in Indonesia and abroad. As such, there is no information regarding other securities names, other securities issuance years, other securities interest rates/returns, and other securities maturity dates; other securities offering values; the name of stock exchange where other securities are listed; and securities rating.



# LEMBAGA DAN PROFESI PENUNJANG

## SUPPORTING INSTITUTIONS AND PROFESSIONALS

### Daftar Lembaga dan Profesi Penunjang Pasar Modal

### List of Supporting Institutions and Professionals

	Nama dan Alamat Name and Address	Jenis dan Bentuk Jasa Type and Form of Service	Biaya Fee (Rp)	Periode Penugasan Assignment Period
Kantor Akuntan Publik Public Accounting Firm	Tanudiredja, Wibisana, Rintis & Rekan. PWC Indonesia Telp: +62 21 50992901 / 31192901 WTC 3 Jl. Jend. Sudirman, RT.5/RW.4, Kuningan, Karet Semanggi, Setia Budi, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12920, Indonesia	Audit Kinerja Keuangan PTC Tahun Buku 2019 Audit of PT Financial Performance for fiscal year 2019	217.007.424.	2019
Konsultan Hukum Legal Consultant	DR. Turman M. Panggabean, SH.,MH. Kantor Advokat DR. Turman M. Panggabean, SH.,MH., & Rekan, Ruko Cempaka Mas Blok B-24, Jl. Letjend Suprapto, Jakarta Pusat.	Jasa Hukum Advokasi Advocacy Legal Services	800.000.000	2019
Jasa Penilai Appraisal Service	PT. Dinamika Pasifik Solusindo Telp: +62 21 27804641 Jl. Raya Lenteng Agung No.25, RT.10/RW.4, Lenteng Agung, Kec. Jagakarsa, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12610, Indonesia	Assessment GCG GCG Assessment	39.000.000	2019
Notaris Notary	Yulkhaizar Panuh SH. Jl. Aipda K.S. Tubun No. 130B, Slipi, Jakarta Barat Telp: 021-5363953 Fax: 021-5364261	Pembuatan Akta Notaris dan Pendaftaran dan Pencatatan berkas kepada Departemen Hukum dan HAM RI Making of Notarial Deed and Registration and Recording of documents to the Indonesian Ministry of Law and Human Rights	4.000.000 – 5.000.000	2019

### Daftar Kantor Akuntan Publik dan Akuntan

### 5 (Lima) Tahun Terakhir

2015-2019

### List of Public Accounting Firm and Accountants

### for the Last 5 (Five) Years

2015-2019

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Accountant	Jasa Service	Jasa Lainnya Other Services	Opini Opinion	Biaya Fee (Rp)
2019	Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan. PWC Indonesia	Daniel Kohar, S.E., CPA	Audit Kinerja Keuangan PTC Tahun Buku 2019 Audit of PT Financial Performance for fiscal year 2019	-	Wajar Unqualified	217.007.424
2018	Purwanton, Sungkoro & Surja (a member firm of Ernst & Young Global Limited / EY)	Hari Purwanto	Audit umum atas Laporan Keuangan tahun buku 2018 dan Anak Perusahaan tahun buku 2018 General Audit of 2018 Financial Statements and Subsidiaries	Audit Interim Periode 30 Juni 2018, Pemeriksaan Umum (General Audit) Evaluasi Kinerja untuk thn yang berakhir 31 Desember 2018 Management Letter Interim Audit for Period of June 30, 2018, General Audit of Performance Evaluation for the year ending December 31, 2018 Management Letter	Wajar Unqualified	175.321.701
2017	Tanudireja, Wibisana, Rintis & Rekan (Price Waterhouse Cooper / PWC)	Daniel Kohar, SE. CPA	Audit umum atas Laporan Keuangan tahun buku 2017 General Audit of 2017 Financial Statements	Laporan Evaluasi Kinerja untuk tahun yang berakhir 31 Des 2017 Performance Evaluation Report for the year ending on December 31, 2017	Wajar Unqualified	166.208.000

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Accountant	Jasa Service	Jasa Lainnya Other Services	Opini Opinion	Biaya Fee (Rp)
2016	Tanudireja, Wibisana, Rintis & Rekan (Price Waterhouse Cooper / PWC)	Yusron, SE, Ak, CPA	Audit umum atas Laporan Keuangan tahun buku 2016 General Audit of 2016 Financial Statements	Laporan Evaluasi Kinerja utk thn tg berakhir 31 Des 2015 dan Laporan Reviu Akutan Independen serta Laporan Auditor Independen atas Kepatuhan terhadap Peraturan Perundangan dan Terhadap Peraturan Pengendalian Intern Performance Evaluation Report for the year ending on December 31, 2015 and Independent Accountant Review Report and Independent Auditor Report on Compliance with Legislation and Internal Control Regulations	Wajar Unqualified	172.125.000
2015	Kosasih, Nurdyaman, Mulyadi, Tjahjo & Rekan (Crowe Horwarth)	Drs. Nunu Nurdyaman CPA	Audit umum atas Laporan Keuangan tahun buku 2015 dan Laporan Auditor Independen General Audit of 2015 Financial Statements and Independent Auditor Report	Laporan Evaluasi Kinerja utk thn yg berakhir 31 Desember 2015 Performance Evaluation Report for the year ending on December 31, 2015	Wajar Unqualified	170.000.000



# PENGHARGAAN DAN SERTIFIKASI

## AWARDS AND CERTIFICATIONS

### PENGHARGAAN DI TAHUN 2019

#### AWARDS IN 2019



No	Tanggal Date	Nama Penghargaan Award Name	Diberikan Oleh Awarded By
1	28 Maret 2019 March 28, 2019	<b>Juara 1 "Kategori Transformasi Organisasi Terbaik Emerging Corporate" Anugerah BUMN 2019</b> Meraih Juara 1 kategori "Transformasi Organisasi Terbaik kategori Anak Perusahaan BUMN" dalam acara 8th Anugerah BUMN 2019 yang diadakan pada tanggal 28 Maret 2019 dengan tema acara "Meningkatkan Pertumbuhan Ekonomi dan Pendapatan Nasional, Merintis Usaha Baru, dan Makin Kokoh Untuk Negeri".  <b>1st Place "Best Emerging Corporate Transformation Category" BUMN Award 2019</b> Won 1st place in the category of "Best Organizational Transformation in the category of BUMN Subsidiaries" in the 8th BUMN 2019 Award event held on March 28, 2019 with the theme of the event "Increasing Economic Growth and National Revenue, Starting New Businesses, and Becoming More Solid for the Country".	Majalah BUMN Track
2	6 September 2019 September 6, 2019	<b>Annual Pertamina Subsidiary Award 2019 (APSA)</b> Meraih penghargaan 1st Winner "Finance and Services" pada kategori "Best Annual Report 2018" dalam acara "Annual Pertamina Subsidiary Award" (APSA) 2019 yang diselenggarakan oleh PT Pertamina (Persero) tanggal 6 September 2019. Penghargaan tersebut berlaku 1 tahun sejak diberikannya.  <b>Annual Pertamina Subsidiary Award 2019 (APSA)</b> Received the 1st Winner Award "Finance and Services" in the "Best Annual Report 2018" category in the 2019 Annual Pertamina Subsidiary Award (APSA) held by PT Pertamina (Persero) on September 6, 2019. The award is valid for 1 year from the award.	PT Pertamina (Persero)
3	6 September 2019 September 6, 2019	<b>Top 5 "Best Implementation of Community Involvement &amp; Development (CID) 2018" pada kategori "Green"</b> PT Pertamina (persero) menyelenggarakan acara tahunan yaitu Annual Pertamina Subsidiary Award (APSA) 2019 pada tanggal 6 September 2019. Pada acara tahunan tersebut PT. Pertamina Training & Consulting mendapatkan penghargaan Top 5 "Best Implementation of Community Involvement & Development (CID) 2018" pada kategori "Green". Penghargaan ini diberikan langsung oleh PT Pertamina (persero) dengan batas berlaku 1 tahun sejak diberikannya penghargaan.  <b>Top 5 "Best Implementation of Community Involvement &amp; Development (CID) 2018" in "Green" Category</b> PT Pertamina (Persero) held an annual event namely the 2019 Annual Pertamina Subsidiary Award (APSA) on September 6, 2019. At the annual event PT. Pertamina Training & Consulting won the Top 5 award for "Best Implementation of Community Involvement & Development (CID) 2018" in "Green" category. This award was given directly by PT Pertamina (Persero) with a validity limit of 1 year from the award.	PT Pertamina (Persero)

## SERTIFIKASI YANG MASIH BERLAKU HINGGA TAHUN 2019

VALID CERTIFICATION IN 2019

**4**



**5**



**6**



**7**



No	Tanggal Date	Nama Penghargaan Award Name	Diberikan Oleh Awarded By
4	6 September 2019 September 6, 2019	<b>"Top 3 Best Implementation of Enterprise Risk Management (ERM) 2018"</b> pada kategori <b>"Finance and Services"</b> PT. Pertamina (persero) menyelenggarakan acara tahunan yaitu Annual Pertamina Subsidiary Award (APSA) 2019 pada tanggal 6 September 2019. Pada acara tahunan tersebut PT. Pertamina Training & Consulting mendapatkan penghargaan "Top 3 Best Implementation of Enterprise Risk Management (ERM) 2018" pada kategori "Finance and Services". Penghargaan ini diberikan langsung oleh PT Pertamina (persero) dengan batas berlaku 1 tahun sejak diberikannya penghargaan.  <b>"Top 3 Best Implementation of Enterprise Risk Management (ERM) 2018" in "Finance and Services" category</b> PT. Pertamina (Persero) held an annual event namely the 2019 Annual Pertamina Subsidiary Award (APSA) on September 6, 2019. At the annual event PT. Pertamina Training & Consulting was awarded "Top 3 Best Implementation of Enterprise Risk Management (ERM) 2018" in "Finance and Services" category. This award was given directly by PT Pertamina (Persero) with a validity limit of 1 year from the award.	PT Pertamina (Persero)
5	6 September 2019 September 6, 2019	<b>"Top 3 Best EBITDA Growth Subsidiary 2018"</b> pada kategori <b>"Finance and Services"</b> PT. Pertamina (persero) menyelenggarakan acara tahunan yaitu Annual Pertamina Subsidiary Award (APSA) 2019 pada tanggal 6 September 2019. Pada acara tahunan tersebut PT. Pertamina Training & Consulting mendapatkan penghargaan "Top 3 Best EBITDA Growth Subsidiary 2018" pada kategori "Finance and Services". Penghargaan ini diberikan langsung oleh PT Pertamina (persero) dengan batas berlaku 1 tahun sejak diberikannya penghargaan.  <b>"Top 3 Best EBITDA Growth Subsidiary 2018" in "Finance and Services" category</b> PT. Pertamina (Persero) held an annual event namely the 2019 Annual Pertamina Subsidiary Award (APSA) on September 6, 2019. At the annual event, PT. Pertamina Training & Consulting was awarded "Top 3 Best EBITDA Growth Subsidiary 2018" in "Finance and Services" category. This award was given directly by PT Pertamina (Persero) with a validity limit of 1 year from the award.	PT Pertamina (Persero)
5	6 September 2019 September 6, 2019	<b>"Top 3 Best Implementation of Good Corporate Governance 2018"</b> pada kategori <b>"Finance and Services"</b> PT. Pertamina (persero) menyelenggarakan acara tahunan yaitu Annual Pertamina Subsidiary Award (APSA) 2019 pada tanggal 6 September 2019. Pada acara tahunan tersebut PT. Pertamina Training & Consulting mendapatkan penghargaan "Top 3 Best Implementation of Good Corporate Governance 2018" pada kategori "Finance and Services". Penghargaan ini diberikan langsung oleh PT Pertamina (persero) dengan batas berlaku 1 tahun sejak diberikannya penghargaan.  <b>"Top 3 Best Implementation of Good Corporate Governance 2018" in "Finance and Services" category</b> PT. Pertamina (Persero) held an annual event namely the 2019 Annual Pertamina Subsidiary Award (APSA) on September 6, 2019. At the annual event, PT. Pertamina Training & Consulting was awarded "Top 3 Best Implementation of Good Corporate Governance 2018" in "Finance and Services" category. This award was given directly by PT Pertamina (Persero) with a validity limit of 1 year from the award.	PT Pertamina (Persero)
7	6 September 2019 September 6, 2019	<b>"Top 3 Best Company's Soundness Level 2018"</b> pada kategori <b>"Finance and Services"</b> PT. Pertamina (persero) menyelenggarakan acara tahunan yaitu Annual Pertamina Subsidiary Award (APSA) 2019 pada tanggal 6 September 2019. Pada acara tahunan tersebut PT. Pertamina Training & Consulting mendapatkan penghargaan "Top 3 Best Company's Soundness Level 2018" pada kategori "Finance and Services". Penghargaan ini diberikan langsung oleh PT Pertamina (persero) dengan batas berlaku 1 tahun sejak diberikannya penghargaan.  <b>"Top 3 Best Company's Soundness Level 2018" in "Finance and Services" category</b> PT. Pertamina (Persero) held an annual event namely the 2019 Annual Pertamina Subsidiary Award (APSA) on September 6, 2019. At the annual event, PT. Pertamina Training & Consulting was awarded "Top 3 Best Company's Soundness Level 2018" in "Finance and Services" category. This award was given directly by PT Pertamina (Persero) with a validity limit of 1 year from the award.	PT Pertamina (Persero)



## SERTIFIKASI YANG MASIH BERLAKU HINGGA TAHUN 2019

VALID CERTIFICATION IN 2019



### Tanggal Dikeluarkannya Sertifikasi

14 November 2019

### Jenis Sertifikat

Sertifikat sebagai Peserta Penghargaan Laporan Tahunan 2018 (ARA)

Sertifikat sebagai Panitia Penghargaan Laporan Tahunan 2018 (ARA) diberikan kepada PT Pertamina Training & Consulting dan ditandatangani oleh Ketua Komite Nasional Kebijakan Governance Selaku Komite Pelaksana, Achmad Daniri. Sertifikasi ini dikeluarkan pada 14 November 2019.

Dikeluarkan Oleh

KNKG

Masa Berlaku Hingga

### Issuance Date of Certification

14 November 2019

### Type of Certification

Certificate as a Participant in the 2018 Annual Report Award (ARA)

Certificate as the 2018 Annual Report Award (ARA) Committee was given to PT Pertamina Training & Consulting and signed by the Chairman of National Governance Policy Committee as the Implementation Committee, Achmad Daniri. This certification was issued on November 14, 2019.

### Issued By

KNKG

### Valid Until



### Tanggal Dikeluarkannya Sertifikasi

12 November 2019

### Jenis Sertifikat

Surat Keterangan Lulus Prakualifikasi CSMS

Surat Keterangan Lulus Prakualifikasi CSMS diberikan oleh PT Pertamina (Persero) kepada PT Pertamina Training & Consulting sebagai bukti keterangan lulus setelah dilakukannya assessment Prakualifikasi Contractors Safety Management System yang dilaksanakan pada tanggal 12 November 2019. Surat keterangan ini berlaku sampai tanggal

11 November 2021.

### Dikeluarkan Oleh

PT Pertamina (Persero)

### Masa Berlaku Hingga

11 November 2021

### Issuance Date of Certification

14 November 2019

### Type of Certification

CSMS Prequalification Passing Certificate

CSMS Prequalification Passing Certificate was given by PT Pertamina (Persero) to PT Pertamina Training & Consulting as proof of passing after the Contractors Safety Management System Prequalification assessment was carried out on November 12, 2019. This certificate is valid until November 11, 2021.

### Issued By

PT Pertamina (Persero)

### Valid Until

November 11, 2021

# ALAMAT ENTITAS ANAK, ENTITAS ASOSIASI, JARINGAN KAWASAN, serta informasi tentang kantor cabang dan kantor perwakilan

ADDRESS OF SUBSIDIARIES AND ASSOCIATES, NETWORK, AND INFORMATION ON BRANCH OFFICES AND  
REPRESENTATIVE OFFICES

## KANTOR PUSAT / HEAD OFFICE

Jl. Abdul Muis No. 52-56 A  
Petojo Selatan, Gambir  
Jakarta Pusat 10160, Indonesia  
Telp. +62 21 351 4977  
Fax. +62 21 2120 1557  
Surel: ptc.business@pertamina-ptc.com  
ptc-care@pertamina-ptc.com  
Situs Web: www.pertamina-ptc.com

Hingga tahun buku 2019, Perusahaan tidak memiliki entitas anak dan entitas asosiasi.  
Until the fiscal year 2019, the Company does not have subsidiaries and associates

## KANTOR PERWAKILAN REPRESENTATIVE OFFICES

### Kantor Perwakilan Jakarta

Jakarta Representative Office  
Jl. Medan Merdeka Timur No.1A,  
Jakarta Pusat 10110, DKI Jakarta

### Kantor Perwakilan Palembang

Palembang Representative Office  
JL. DI. Panjaitan 16 Ulu  
Palembang, Sumatera Selatan

### Kantor Perwakilan Semarang

Semarang Representative Office  
Jl. Pemuda No. 14  
Semarang, Jawa Tengah

### Kantor Perwakilan Makassar

Makassar Representative Office  
Jl. Garuda No. 1  
Makassar, Sulawesi Selatan

### Kantor Perwakilan Jayapura

Jayapura Representative Office  
JL. Nimboran 2-4  
Jayapura, Papua

### Kantor Perwakilan Surabaya 1

Surabaya Representative Office 1  
Jl. Jagir Wonokromo 98-Z/B3-1  
Surabaya, Jawa Timur

### Kantor Perwakilan Surabaya 2

Surabaya Representative Office 2  
Jl. Raya Jemursari 113 - 123  
Surabaya, Jawa Timur

### Kantor Perwakilan Bali dan NTB

Bali and West Nusa Tenggara Representative Offices  
Jl. Sugianyar NO 10,  
Denpasar, Bali

### Kantor Perwakilan NTT

East Nusa Tenggara Representative Office  
Jl. W. J. Lalamentik No. 18 A  
NTT, Nusa Tenggara Timur

### Kantor Perwakilan Mataram

Mataram Representative Office  
Jl. Telaga Mas,  
Mataram, Lombok

### Kantor Perwakilan Medan

Medan Representative Office  
Jalan Yos Sudarso No. 8  
Medan, Sumatera Utara



# INFORMASI PADA SITUS WEB PERUSAHAAN

## INFORMATION ON COMPANY WEBSITE

Perusahaan berupaya memberikan pelayanan terbaik dengan memberikan kemudahan akses informasi secara transparan dan akurat kepada seluruh pemegang saham dan pemangku kepentingan melalui situs web resmi Perusahaan dengan alamat [www.pertamina-ptc.com](http://www.pertamina-ptc.com):

1. Informasi Umum Emiten atau Perusahaan Publik
2. Informasi bagi Pemodal atau Investor
3. Informasi Tata Kelola Perusahaan
4. Informasi Tanggung Jawab Sosial Perusahaan

Situs web Perusahaan menjadi portal digital resmi korporasi yang dapat diakses secara terbuka, dengan tujuan memberikan informasi yang komprehensif tentang Perusahaan kepada khalayak luas.

The Company strives to provide the best service by providing easy information access in a transparent and accurate manner to all shareholders and stakeholders through the Company's official website at [www.pertamina-ptc.com](http://www.pertamina-ptc.com):

1. General Information of Issuers or Public Companies
2. Information for Investors
3. Information on Corporate Governance
4. Information on Corporate Social Responsibility

The Company's website is the corporate official digital portal that can be accessed openly, with the aim of providing comprehensive information about the Company to a broad audience.

Uraian Description	Ketersediaan Availability	Keterangan Remark
Informasi pemegang saham sampai dengan pemilik akhir individu Information on shareholders until name of final owner	v	Terdapat pada menu Profil -> Sejarah Perusahaan Available on Profile menu -> Company History
Isi Kode Etik Contents of Code of Conduct	v	Terdapat pada menu GCG -> Kode Etik Available on the GCG menu -> Code of Conduct
Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan agenda 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 General Meeting of Shareholders (GMS) includes at least material of agenda discussed in GMS, summary of minutes of GMS, and information on important dates, namely the date of GMS announcement, the date of GMS summoning, the date of GMS, the date of announcement of summary of minutes of GMS.	v	Masih dalam proses pengembangan dan akan segera ditindaklanjuti Still in the process of development and will be followed up soon
Laporan keuangan tahunan (5 tahun terakhir) Annual financial statements (last 5 years)	v	Terdapat pada menu GCG -> Laporan Tahunan Available on GCG menu -> Annual Report
Profil Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Profile	v	Terdapat pada menu Profil -> Struktur Available on Profile menu -> Structure
Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit	v	Terdapat pada menu GCG -> Manual Kebijakan Perusahaan Available on GCG menu -> Company Policy Manual

v = tersedia pada situs web Perusahaan

x = belum tersedia pada situs web Perusahaan

v = available on the Company's website

x = not yet available on the Company's website

# PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN UNIT AUDIT INTERNAL PENDIDIKAN DAN/ATAU

EDUCATION AND/OR TRAINING OF BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, COMMITTEES,  
CORPORATE SECRETARY, AND INTERNAL AUDIT UNIT

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggara Organized by
<b>Dewan Komisaris</b> Board of Commissioners				
Komisaris Utama President Commissioner	Seminar	Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	5 Januari 2019 January 5, 2019	PT Pertamina Training & Consulting
Komisaris Commissioner	Seminar	Mengikuti Seminar Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	5 Januari 2019 January 5, 2019	PT Pertamina Training & Consulting
<b>Direksi</b> Board of Directors				
Direktur Utama President Director	Seminar	Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	5 Januari 2019 January 5, 2019	PT Pertamina Training & Consulting
Direktur Operasi dan Pemasaran Director of Operations and Marketing	Pemateri Trainer	Memberikan Materi Pelatihan dalam Seminar Inti Pesan – Training Creativity & Innovation in Business Give Training Materials in Inti Pesan Seminar - Training Creativity & Innovation in Business	16 Januari 2019 January 16, 2019	PT Inti Pesan Pariwara
	Briefing & Virtual Learning	Global Accelerator Program	5 Maret 2019 March 5, 2019	PT Pertamina (Persero)
	Pelatihan	Catalyser Global Accelerator	11-15 Maret 2019 March 11-15, 2019	PT Pertamina (Persero)
	Workshop	Alp & PEP Pertamina	2-3 Mei 2019 May 2-3, 2019	PT Pertamina (Persero)
	Training	Catalyser Global Accelerator	17-21 Juni 2019 June 17-21, 2019	PT Pertamina (Persero)
	Workshop	Digital ThinkShop	27 Agustus 2019 August 27, 2019	PT Pertamina (Persero)
	Pelatihan	Directorship Program "High Performance Boards" Batch I	23-24 Oktober 2019 October 23-24, 2019	PT Pertamina (Persero)
Direktur Keuangan Director of Finance	Seminar	Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	5 Januari 2019 January 5, 2019	PT Pertamina Training & Consulting
<b>Komite Audit</b> Audit Committee				
Anggota Komite Audit Audit Committee Member	Pelatihan Training	Training Fundamental Project Management	19-21 Februari 2019 February 19-21, 2019	Pertamina Corporate University
Anggota Komite Audit Audit Committee Member	Pelatihan Training	Training People Leader Development Program (PLDP)	4-15 Maret 2019 March 4-15, 2019	Pertamina Corporate University



Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggara Organized by
<b>Sekretaris Perusahaan</b> Corporate Secretary				
Anita Suwarno	Training	Pelatihan penanggulangan keadaan darurat Emergency response training	18 Januari 2019 January 18, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Agenda Closing Laporan Keuangan PTC Tahun Buku 2019 Socialization of PTC Financial Report Closing Agenda for Fiscal Year 2019	7 November 2019 November 7, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi TKO Surat Izin Kerja Aman (SIKA) dan Learning From Events (LFE) Socialization of TKO Safe Work Permit (SIKA) and Learning From Events (LFE)	5 November 2019 November 5, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Portal PTC PTC Portal Socialization	11 Februari 2019 February 11, 2019	PT Pertamina Training & Consulting
	Training	Shaping the Future Role of Corporate Secretary - Challenges, Issues & Opportunities	26-27 September 2019 September 26-27, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop Hidroponik Hydroponics Workshop	27 Agustus 2019 August 27, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	25 Juli 2019 July 25, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop Implementasi Aspek HSE Anak Perusahaan Non Core PT Pertamina (Persero) Workshop on Implementation of HSE Aspect of PT Pertamina (Persero)'s Non-Core Subsidiaries	9 - 12 April 2019 April 9-12, 2019	PT Pertamina (Persero)
	Sosialisasi Socialization	Sosialisasi Pedoman CSMS 2019 2019 CSMS Guidelines Socialization	27 Maret 2019 March 27, 2019	PT Pertamina Hulu Energi
	Sharing Session	Benchmarking Sistem Pengaduan/Pelaporan Insiden HSSE ke PT Nusantara Regas Benchmarking of HSSE Incident Complaints/Reporting System to PT Nusantara Regas	22 Februari 2019 February 22, 2019	PT Pertamina Training & Consulting
	Training	New Orientation Employee ( NEO )	29 Agustus 2019 August 29, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Penggunaan APAR dan Hidran Use of APAR and Hydrant Training	19 Januari 2019 January 19, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tim Penanggulangan Keadaan Darurat (TPKD) PTC Socialization of PTC's Emergency response team (TPKD)	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
	Training	New Orientation Employee ( NEO )	14 Maret 2019 March 14, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop KPI 2019	21 Maret 2019 March 21, 2019	PT Pertamina Training & Consulting

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggaran Organized by
Agus Widjaya	Training	Pelatihan penanggulangan keadaan darurat Emergency response training	18 Januari 2019 January 18, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Agenda Closing Laporan Keuangan PTC Tahun Buku 2019 Socialization of PTC Financial Report Closing Agenda for Fiscal Year 2019	7 November 2019 November 7, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi TKO Surat Izin Kerja Aman (SIKA) dan Learning From Events (LFE) Socialization of TKO Safe Work Permit (SIKA) and Learning From Events (LFE)	5 November 2019 November 5, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Portal PTC PTC Portal Socialization	14 Februari 2019 February 14, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Proyek Refinery Development Master Plan (RDMP) RU V Balikpapan & Lawe-Lawe Socialization of Refinery Development Master Plan (RDMP) Project of RU V Balikpapan & Lawe-Lawe	29 April 2019 April 29, 2019	PT Pertamina (Persero)
	Workshop	Workshop Basic Fire Fighting	7 Februari 2019 February 7, 2019	PT Nusantara Regas
	Sosialisasi Socialization	Sosialisasi Kontrak Kerja dan HSE Work Contract and HSE Socialization	1 Februari 2019 February 1, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tanggung Jawab dan Wewenang Tim Penanggulangan Keadaan Darurat (TPKD) Gedung A dan B serta penetapan skenario pelaksanaan emergency Socialization of Responsibilities and Authorities of Emergency Management Team (TPKD) Buildings A and B as well as setting scenarios for emergency	8 April 2019 April 8, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tahapan CSMS PTC Socialization of PTC CSMS Stages	6 Februari 2019 February 6, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Pelaksanaan CSMS PT PTC Socialization of PT PTC CSMS Implementation	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
Deby Vinayasari	Training	SMT ISO 9001:2015 14001:2015 45001:2018	26-28 Agustus 2019 August 26-28, 2019	PT Pertamina (Persero)
	Training	Pelatihan Penggunaan APAR dan Hidran Use of APAR and Hydrant Training	19 Januari 2019 January 19, 2019	PT Pertamina Training & Consulting
	Training	New Orientation Employee ( NEO )	14 Maret 2019 March 14, 2019	PT Pertamina Training & Consulting
Okeu Yudipratomo	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	5 Agustus 2019 August 5, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop KPI 2019	21 Maret 2019 March 21, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Jasa Alih Media Dokumen Socialization of Document Media Transfer Services	29 Juli 2019 July 29, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Managed Print Service Managed Print Service Socialization	25 Juli 2019 July 25, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul Finance IT OSI Finance IT Module Socialization	12 April 2019 April 12, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	5 Januari 2019 January 5, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	25 Juli 2019 July 25, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tanggung Jawab dan Wewenang Tim Penanggulangan Keadaan Darurat (TPKD) Gedung A dan B serta penetapan skenario pelaksanaan emergency Socialization of Responsibilities and Authorities of Emergency Management Team (TPKD) Buildings A and B as well as setting scenarios for emergency	8 April 2019 April 8, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tim Penanggulangan Keadaan Darurat (TPKD) PTC Socialization of PTC's Emergency response team (TPKD)	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
	Workshop	CSR ISO 2600	4 - 5 Maret 2019 March 4-5, 2019	PT SGS Indonesia



Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggara Organized by
Pratiwie Azsmi	Training	Pelatihan penanggulangan keadaan darurat Emergency response training	18 Januari 2019 January 18, 2019	PT Pertamina Training & Consulting
	Workshop	Health Talk "Program Edukasi Kebugaran Pekerja" Health Talk "Employee Health Education Program"	19 November 2019 November 19, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Managed Print Service Managed Print Service Socialization	25 Juli 2019 July 25, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	25 Juli 2019 July 25, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tanggung Jawab dan Wewenang Tim Penanggulangan Keadaan Darurat (TPKD) Gedung A dan B serta penetapan skenario pelaksanaan emergency Socialization of Responsibilities and Authorities of Emergency Management Team (TPKD) Buildings A and B as well as setting scenarios for emergency	8 April 2019 April 8, 2019	PT Pertamina Training & Consulting
	Workshop	Sharing Knowledge Penanganan Penyakit Mental dan Penyakit Berkepanjangan Sharing Knowledge on Management of Mental Illnesses and Prolonged Diseases	10 Juli 2019 July 10, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tim Penanggulangan Keadaan Darurat (TPKD) PTC Socialization of PTC's Emergency response team (TPKD)	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
	Benchmarking	Benchmarking Sistem Pengaduan/Pelaporan Insiden HSSE ke PT Nusantara Regas Benchmarking of HSSE Incident Complaints/Reporting System to PT Nusantara Regas	22 Februari 2019 February 22, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tahapan CSMS PTC Socialization of PTC CSMS Stages	6 Februari 2019 February 6, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Dasar P3K Basic First Aid Training	13 Februari 2019 February 13, 2019	PT Pertamina (Persero)
	Sosialisasi Socialization	Sosialisasi Pelaksanaan CSMS PT PTC Socialization of PT PTC CSMS Implementation	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
	Training	Coaching CSMS PT PHE Oses	3 Mei 2019 May 3, 2019	PT PHE Oses
	Sosialisasi Socialization	Sosialisasi Pedoman CSMS 2019 2019 CSMS Guidelines Socialization	27 Maret 2019 March 27, 2019	PT Pertamina Hulu Energi
	Training	Pelatihan Penggunaan APAR dan Hidran Use of APAR and Hydrant Training	19 Januari 2019 January 19, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop Feedback dan Asistensi Implementasi Fit to Work tahun 2019 Workshop on Feedback and Assistance for Fit to Work Implementation in 2019	25-26 Februari 2019 February 25-26, 2019	PT Pertamina (Persero)
Reza Ichsan Rizaldi	Training	New Orientation Employee ( NEO )	14 Maret 2019 March 14, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul Finance IT OSI Finance IT Module Socialization	12 April 2019 April 12, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	5 Januari 2019 January 5, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Persiapan Go Live Grab for Bussiness Socialization of Go Live Grab for Business Preparation	30 April 2019 April 30, 2019	PT Pertamina Training & Consulting
	Workshop	Konsinyering ARA 2019 ARA 2019 Consignment	19-20 Juli 2019 July 19-20, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop RKAP & Risk	13 Juni 2019 June 13, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Best Practices GCG di Perusahaan Training on GCG Best Practices in the Company	5 - 6 Maret 2019 March 5-6, 2019	PT Dinamika Pasifik Solusindo
	Workshop	Annual Report Award Batch 4	2 - 3 Mei 2019 May 2-3, 2019	KNKG

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggara Organized by
Siti Aisyah Maulani	Training	Pelatihan penanggulangan keadaan darurat Emergency response training	18 Januari 2019 January 18, 2019	PT Pertamina Training & Consulting
	Sertifikasi	Ahli K3 Umum General K3 Expert	4 - 19 November 2019 November 4-19, 2019	PT Pelita Air Service
	Sosialisasi Socialization	Sosialisasi Managed Print Service Managed Print Service Socialization	25 Juli 2019 July 25, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	25 Juli 2019 July 25, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop Implementasi Aspek HSE Anak Perusahaan Non Core PT Pertamina (Persero) Workshop on Implementation of HSE Aspect of PT Pertamina (Persero)'s Non-Core Subsidiaries	9 - 12 April 2019 April 9-12, 2019	PT Pertamina (Persero)
	Sosialisasi Socialization	Sosialisasi Tim Penanggulangan Keadaan Darurat (TPKD) PTC Socialization of PTC's Emergency response team (TPKD)	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
	Training	ISO 9001:2015	15 Oktober 2019 October 15, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Penggunaan APAR dan Hidran Use of APAR and Hydrant Training	19 Januari 2019 January 19, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Dasar P3K Basic First Aid Training	13 Februari 2019 February 13, 2019	PT Pertamina (Persero)
	Workshop	Workshop KPI 2019	21 Maret 2019 March 21, 2019	PT Pertamina Training & Consulting
	Benchmark	Benchmarking Sistem Pengaduan/Pelaporan Insiden HSSE ke PT Nusantara Regas Benchmarking of HSSE Incident Complaints/Reporting System to PT Nusantara Regas	22 Februari 2019 February 22, 2019	PT Pertamina Training & Consulting
	Workshop	Health Talk "Program Edukasi Kebugaran Pekerja" Health Talk "Employee Health Education Program"	19 November 2019 November 19, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tanggung Jawab dan Wewenang Tim Penanggulangan Keadaan Darurat (TPKD) Gedung A dan B serta penetapan skenario pelaksanaan emergency Socialization of Responsibilities and Authorities of Emergency Management Team (TPKD) Buildings A and B as well as setting scenarios for emergency	8 April 2019 April 8, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tahapan CSMS PTC Socialization of PTC CSMS Stages	6 Februari 2019 February 6, 2019	PT Pertamina Training & Consulting
	Workshop	Sharing Knowledge Penanganan Penyakit Mental dan Penyakit Berkepanjangan Sharing Knowledge on Management of Mental Illnesses and Prolonged Diseases	10 Juli 2019 July 10, 2019	PT Pertamina Training & Consulting
	Workshop	Health Talk 2019	30 April 2019 April 30, 2019	PT Pertamina Training & Consulting



Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggara Organized by
Sonny Heriawan	Training	New Orientation Employee ( NEO )	14 Maret 2019 March 14, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Pembekalan Materi PKB Socialization of Information on PKB Material	23-24 Oktober 2019 October 23-24, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Agenda Closing Laporan Keuangan PTC Tahun Buku 2019 Socialization of PTC Financial Report Closing Agenda for Fiscal Year 2019	7 November 2019 November 7, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Penyusunan PKB PTC 2019-2021 Socialization of 2019-2021 PTC PKB Preparation	15 Maret 2019 March 15, 2019	PT Pertamina Training & Consulting
	Benchmark	Benchmarking Sistem Pengaduan/Pelaporan Insiden HSSE ke PT Nusantara Regas Benchmarking of HSSE Incident Complaints/Reporting System to PT Nusantara Regas	22 Februari 2019 February 22, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tahapan CSMS PTC Socialization of PTC CSMS Stages	6 Februari 2019 February 6, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tim Penanggulangan Kehadaan Darurat (TPKD) PTC Socialization of PTC's Emergency response team (TPKD)	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
	Workshop	Konsinyering ARA 2019 ARA 2019 Consignment	19 Juli 2019 July 19, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Best Practices GCG di Perusahaan Training on GCG Best Practices in the Company	5 - 6 Maret 2019 March 5-6, 2019	PT Dinamika Pasifik Solusindo
	Workshop	Workshop Job Evaluation	1 Juli 2019 July 1, 2019	PT Pertamina Training & Consulting
Suciningdiah Sulistiani	Training	New Orientation Employee ( NEO )	14 Maret 2019 March 14, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Agenda Closing Laporan Keuangan PTC Tahun Buku 2019 Socialization of PTC Financial Report Closing Agenda for Fiscal Year 2019	7 November 2019 November 7, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Portal PTC PTC Portal Socialization	12 Februari 2019 February 12, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Managed Print Service Managed Print Service Socialization	26 Juli 2019 July 26, 2019	PT Pertamina Training & Consulting
	Workshop	Shaping the Future Role of Corporate Secretary - Challenges, Issues & Opportunities	26-27 September 2019 September 26-27, 2019	PT Pertamina (Persero)
	Sosialisasi Socialization	Sosialisasi OSI Modul Finance IT OSI Finance IT Module Socialization	12 April 2019 April 12, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Persiapan Go Live Grab for Bussiness Socialization of Go Live Grab for Business Preparation	30 April 2019 April 30, 2019	PT Pertamina Training & Consulting
	Workshop	Konsinyering ARA 2019 ARA 2019 Consignment	19-20 Juli 2019 July 19-20, 2019	PT Pertamina Training & Consulting
	Training	ESQ New Chapter	16-18 Agustus 2019 August 16-18, 2019	ESQ Leadership Center
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	23 Juli 2019 July 23, 2019	PT Pertamina Training & Consulting
	Training	GCG Self Assessment : Skoring Penilaian GCG dan Pendalaman Materi Indikator Berdasarkan SK 16 GCG Self-Assessment: GCG Assessment Scoring and Deepening of Material regarding Indicators based on Decree 16	8-9 Agustus 2019 August 8-9, 2019	PT Dinamika Pasifik Solusindo
	Training	New Orientation Employee ( NEO )	29 Agustus 2019 August 29, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop Job Evaluation	1 Juli 2019 July 1, 2019	PT Pertamina Training & Consulting

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggara Organized by
Teddy Setiadi	Training	Pelatihan penanggulangan keadaan darurat Emergency response training	18 Januari 2019 January 18, 2019	PT Pertamina Training & Consulting
	Training	ISO 9001:2015	15 Oktober 2019 October 15, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul Finance IT OSI Finance IT Module Socialization	12 April 2019 April 12, 2019	PT Pertamina Training & Consulting
	Workshop	Sharing Knowledge Penanganan Penyakit Mental dan Penyakit Berkepanjangan Sharing Knowledge on Management of Mental Illnesses and Prolonged Diseases	10 Juli 2019 July 10, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tim Penanggulangan Keadaan Darurat (TPKD) PTC Socialization of PTC's Emergency response team (TPKD)	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
Audit Internal Internal Audit				
Ahmad Syauki	Training	Pelatihan penanggulangan keadaan darurat Emergency response training	18 Januari 2019 January 18, 2019	PT Pertamina Training & Consulting
	Workshop	Health Talk "Program Edukasi Kebugaran Pekerja" Health Talk "Employee Health Education Program"	19 November 2019 November 19, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Agenda Closing Laporan Keuangan PTC Tahun Buku 2019 Socialization of PTC Financial Report Closing Agenda for Fiscal Year 2019	7 November 2019 November 7, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	5 Januari 2019 January 5, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	8 Agustus 2019 August 8, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop Basic Fire Fighting	7 Februari 2019 February 7, 2019	PT Pertamina Training & Consulting
	Workshop	Sharing Knowledge Penanganan Penyakit Mental dan Penyakit Berkepanjangan Sharing Knowledge on Management of Mental Illnesses and Prolonged Diseases	10 Juli 2019 July 10, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Tanggung Jawab dan Wewenang Tim Penanggulangan Keadaan Darurat (TPKD) Gedung A dan B serta penetapan skenario pelaksanaan emergency Socialization of Responsibilities and Authorities of Emergency Management Team (TPKD) Buildings A and B as well as setting scenarios for emergency	8 April 2019 April 8, 2019	PT Pertamina Training & Consulting
	Training	Qualified Internal Auditor (QIA) Tingkat Dasar II Qualified Internal Auditor (QIA) Basic Level II	11 - 22 Februari 2019 February 11-22, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Sosialisasi Socialization	Sosialisasi Tim Penanggulangan Keadaan Darurat (TPKD) PTC Socialization of PTC's Emergency response team (TPKD)	16 Januari 2019 January 16, 2019	PT Pertamina Training & Consulting
	Training	Qualified Internal Auditor (QIA) Tingkat Lanjutan Qualified Internal Auditor (QIA) Advanced Level	19-31 Agustus 2019 August 19-31, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Workshop	Workshop KPI 2019	21 Maret 2019 March 21, 2019	PT Pertamina Training & Consulting
	Workshop	Health Talk 2019	30 April 2019 April 30, 2019	PT Pertamina Training & Consulting



Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggara Organized by
Bambang Ratmuko	Workshop	Workshop Job Evaluation	1 Juli 2019 July 1, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Mind Power Transformation Batch 3 Mind Power Transformation Training Batch 3	5 Januari 2019 January 5, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	9 Agustus 2019 August 9, 2019	PT Pertamina Training & Consulting
	Training	Qualified Internal Auditor (QIA) Tingkat Dasar Qualified Internal Auditor (QIA) Basic Level	21 - 31 Januari 2019 January 21-31, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Training	Qualified Internal Auditor (QIA) Tingkat Dasar Qualified Internal Auditor (QIA) Basic Level	1 - 2 Februari 2019 February 1-2, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Training	Qualified Internal Auditor (QIA) Tingkat Lanjutan Qualified Internal Auditor (QIA) Advanced Level	4 - 18 Februari 2019 February 4-18, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Training	Qualified Internal Auditor (QIA) Tingkat Managerial Qualified Internal Auditor (QIA) Managerial Level	19 - 28 Februari 2019 February 19-28, 2019	Yayasan Pendidikan Internal Audit (YPIA)
Muhammad Arya Kurniawan	Training	New Orientation Employee ( NEO )	14 Maret 2019 March 14, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Portal PTC Socialization of PTC Portal	14 Februari 2019 February 14, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Jasa Alih Media Dokumen Socialization of Document Media Transfer Services	29 Juli 2019 July 29, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Persiapan Go Live Grab for Bussiness Socialization of Go Live Grab for Business Preparation	30 April 2019 April 30, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	8 Agustus 2019 August 8, 2019	PT Pertamina Training & Consulting
	Workshop	Sharing Knowledge Penanganan Penyakit Mental dan Penyakit Berkepanjangan Sharing Knowledge on Management of Mental Illnesses and Prolonged Diseases	10 Juli 2019 July 10, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop KPI 2019	21 Maret 2019 March 21, 2019	PT Pertamina Training & Consulting
	Training	Pelatihan Brevet Pajak A & B A & B Tax Brevet Training	30 Maret 2019 March 30, 2019	LPP Purnawarman
	Training	Pelatihan Brevet Pajak A & B A & B Tax Brevet Training	04,11,18,25 Mei 2019 04,11,18,25 of May 2019	LPP Purnawarman
	Training	Pelatihan Brevet Pajak A & B A & B Tax Brevet Training	6,13,20,27 Juli 2019 6,13,20,27 of July 2019	LPP Purnawarman
	Training	Pelatihan Brevet Pajak A & B A & B Tax Brevet Training	3,10,24 Agustus 2019 3,10,24 of August 2019	LPP Purnawarman
	Training	Pelatihan Brevet Pajak A & B A & B Tax Brevet Training	06,13,27 April 2019 06,13,27 of April 2019	LPP Purnawarman
	Training	Pelatihan Brevet Pajak A & B A & B Tax Brevet Training	22,29 Juni 2019 22, 29 of June 2019	LPP Purnawarman

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Material of Education and Training	Tempat/Tanggal Date/Venue	Penyelenggara Organized by
Rizqi Miahul Fadhilah	Training	Qualified Internal Auditor (QIA) Tingkat Dasar Qualified Internal Auditor (QIA) Basic Level	18 - 30 Maret 2019 March 18-30, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Sosialisasi Socialization	Sosialisasi Agenda Closing Laporan Keuangan PTC Tahun Buku 2019 Socialization of PTC Financial Report Closing Agenda for Fiscal Year 2019	7 November 2019 November 7, 2019	PT Pertamina Training & Consulting
	Training	Qualified Internal Auditor (QIA) Tingkat Managerial Qualified Internal Auditor (QIA) Managerial Level	11 - 20 November 2019 November 11-20, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Sosialisasi Socialization	Sosialisasi Portal PTC Socialization of PTC Portal	13 Februari 2019 February 13, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Jasa Alih Media Dokumen Socialization of Document Media Transfer Services	29 Juli 2019 July 29, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Managed Print Service Managed Print Service socialization	25 Juli 2019 July 25, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi OSI Modul Finance IT OSI Finance IT Module Socialization	10 April 2019 April 10, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Persiapan Go Live Grab for Bussiness Socialization of Go Live Grab for Business Preparation	30 April 2019 April 30, 2019	PT Pertamina Training & Consulting
	Training	Qualified Internal Auditor (QIA) Tingkat Lanjutan Qualified Internal Auditor (QIA) Advanced Level	19-31 Agustus 2019 August 19-31, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	22 Juli 2019 July 22, 2019	PT Pertamina Training & Consulting
Yuli Rachmawaty	Workshop	Workshop RKAP & Risk	13 Juni 2019 June 13, 2019	PT Pertamina Training & Consulting
	Workshop	Sharing Knowledge Penanganan Penyakit Mental dan Penyakit Berkepanjangan Sharing Knowledge on Management of Mental Illnesses and Prolonged Diseases	10 Juli 2019 July 10, 2019	PT Pertamina Training & Consulting
	Workshop	Health Talk 2019	30 April 2019 April 30, 2019	PT Pertamina Training & Consulting
	Workshop	Workshop Job Evaluation	1 Juli 2019 July 1, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	Sosialisasi Agenda Closing Laporan Keuangan PTC Tahun Buku 2019 Socialization of PTC Financial Report Closing Agenda for Fiscal Year 2019	7 November 2019 November 7, 2019	PT Pertamina Training & Consulting
	Sosialisasi Socialization	ESQ New Chapter	8 - 10 November 2019 November 8-10, 2019	ESQ Leadership Center
	Workshop	Antikorupsi Pertamina Internal Audit oleh Komisi Pemberantasan Korupsi (KPK) Anti-Corruption Pertamina Internal Audit by the Corruption Eradication Commission (KPK)	23-25 Oktober 2019 October 23-25, 2019	PT Pertamina (Persero)
	Workshop	Achieving Audit Effectiveness By Reading & Influencing People Using Body Language And Microexpressions	9-10 Oktober 2019 October 9-10, 2019	Forum Komunikasi Satuan Pengawas Internal (FKSPI)
	Training	Qualified Internal Auditor (QIA) Tingkat Lanjutan Qualified Internal Auditor (QIA) Advanced Level	19-31 Agustus 2019 August 19-31, 2019	Yayasan Pendidikan Internal Audit (YPIA)
	Sosialisasi Socialization	Sosialisasi OSI Modul E-leave & Attendance OSI E-leave & Attendance Module Socialization	9 Agustus 2019 August 9, 2019	PT Pertamina Training & Consulting



# **ANALISIS DAN PEMBAHASAN MANAJEMEN ATAS KINERJA PERUSAHAAN**

## ANALYSIS AND MANAGEMENT DISCUSSION FOR COMPANY PERFORMANCE

PTC berfokus menyediakan jasa Human Capital untuk mendukung bisnis energi yang dijalankan oleh PT Pertamina (Persero) dan perusahaan-perusahaan afiliasinya. Namun demikian, PTC juga melayani pelanggan non-captive di luar Pertamina Group, termasuk lembaga pemerintahan, BUMN dan afiliasinya, serta perusahaan swasta.

PTC focuses on providing Human Capital services to support the energy business run by PT Pertamina (Persero) and its affiliated companies. However, PTC also serves non-captive customers outside Pertamina Group, including government agencies, SOEs and affiliates, and private companies.



# TINJAUAN PEREKONOMIAN DAN INDUSTRI

## ECONOMY AND INDUSTRY REVIEW



### Gambaran Umum Perekonomian Global

Laju pertumbuhan ekonomi global pada tahun 2019 memiliki kecenderungan melemah. Bank Dunia menyatakan bahwa adanya penurunan persentase dari 3% di tahun 2018 menjadi 2,9% di tahun 2019. Pelembahan yang terjadi pada laju pertumbuhan ekonomi global dikatakan oleh Bank Dunia karena diakibatkan melemahnya aktivitas perdagangan dan manufaktur dunia, tingginya ketegangan persaingan perdagangan, dan beberapa negara besar yang sedang menghadapi tekanan pasar keuangan. Tentunya hal ini berisiko pada dampak melemahnya signifikansi negara dalam mengurangi kemiskinan, akibat dari permintaan yang semakin melemah, biaya utang yang semakin tinggi, serta ketidakpastian pada pasar dunia.

### Gambaran Umum Perekonomian Nasional

Pertumbuhan perekonomian Indonesia dikatakan oleh Bank Indonesia pada tahun 2019 mengalami penurunan lebih rendah dari tahun sebelumnya pada tahun 2018. Analisa mengatakan bahwa penurunan terhadap perekonomian Indonesia dipengaruhi oleh adanya penurunan pada perekonomian global.

Perekonomian Indonesia pada triwulan I 2019 berada pada angka 5,07% yang mana lebih rendah dari triwulan sebelumnya sebesar 5,18%. Menurunnya pertumbuhan ekonomi global dan harga komoditas yang lebih rendah telah berdampak pada menurunnya pertumbuhan eksport Indonesia, yang kemudian berpengaruh pada konsumsi rumah tangga dan investasi non-bangunan yang melambat.

### Global Economy Overview

The pace of global economic growth in 2019 has a tendency to weaken. The World Bank declared a decline in percentage from 3% in 2018 to 2.9% in 2019. As stated by the World Bank, the weakening of global economic growth rate was due to the weakening of world trade and manufacturing activities, high tensions in trade competition, and several large countries facing financial market pressures. These certainly have the risk of weakening the country's significance in reducing poverty, as a result of weakening demand, rising debt costs and uncertainty on global market.

### National Economy Overview

Indonesia's economic growth was said by Bank Indonesia in 2019 to be lower than the previous year in 2018. Analysis stated that the decline in Indonesian economy was affected by a decline in global economy.

In the first quarter of 2019, the Indonesian economy was at 5.07%, lower than the previous quarter at 5.18%. The decline in global economic growth and lower commodity prices have resulted in a slowdown in Indonesia's export growth, which then has an effect on slowing household consumption and non-construction investment.

Namun, lain hal pada sektor industri minyak dan gas (migas). Realisasi lifting migas hingga Juni 2019 mencapai 90% dari target Anggaran Pendapatan dan Belanja Negara (APBN), yang berada pada angka 2 juta barel/hari (BOEPD). Sedangkan investasi hulu migas hingga Juni 2019 tercatat sebesar US\$ 5,21 Miliar. Jumlah ini meningkat 16% dibandingkan capaian di periode yang sama 2018. Investasi hulu migas ke depan diproyeksikan terus meningkat hingga 2027.

### Tinjauan Industri

Pada tahun 2019, Revolusi Industri 4.0 semakin mengalami arus pertumbuhan pada teknologi, informasi maupun bisnis yang signifikan. Sehingga, sektor industri dan bisnis menemukan kemudahan dalam mencapai target yang telah ditentukan. Namun, tentunya tetap perlu adanya dorongan sumber daya manusia yang kompeten untuk menjalankan kegiatan industri dan bisnis agar berjalan sesuai rencana. Namun demikian, pada tahun 2019 sektor industri belum mampu menyerap tenaga kerja sebanyak yang dibutuhkan, dan angkatan kerja banyak yang berada di sektor jasa, namun bersifat informal.

### Posisi Perusahaan Dalam Industri

PTC merupakan Anak Perusahaan PT Pertamina (Persero) di bidang *Human Capital* yang bergerak dalam sektor bisnis Pendidikan, Aktivitas Profesional-Ilmiah-Teknik, dan Jasa Penunjang Usaha Lainnya. Dengan visi menjadi Perusahaan *Human Capital* Kelas Dunia, PTC berkomitmen dalam mendukung penyediaan dan pengembangan sumber daya manusia untuk memberikan nilai tambah kepada para pelanggannya.

Saat ini PTC masih berfokus menyediakan jasa *Human Capital* untuk mendukung bisnis energi yang dijalankan oleh PT Pertamina (Persero) dan perusahaan-perusahaan afiliasinya. Namun demikian, PTC juga melayani pelanggan *non-captive* di luar Pertamina Group, termasuk lembaga pemerintahan, BUMN dan afiliasinya, serta perusahaan swasta.

Untuk meningkatkan daya saing, PTC melakukan penataan proses bisnis, menerapkan teknologi terkini, serta meningkatkan kompetensi para fasilitator dan tenaga pendukung di PTC. Dengan demikian diharapkan PTC dapat melayani pelanggan dan para pemangku kepentingannya dengan efektif dan efisien.

However, this is not the case in the oil and gas industry sector. The realization of oil and gas lifting until June 2019 reached 90% of the target of the State Budget (APBN), at 2 million barrels/day (BOEPD). While upstream oil and gas investment until June 2019 was recorded at US\$ 5.21 billion. This number increased by 16% compared to the achievement in the same period in 2018. Upstream oil and gas investment in the future is projected to continue to increase until 2027.

### Industry Review

In 2019, the Industrial Revolution 4.0 increasingly experienced a significant growth in technology, information and business. Thus, the industrial and business sectors find it easy to achieve predetermined targets. However, there is definitely still a need for competent human resources to carry out the industrial and business activities to proceed according to plan. However, in 2019, the industrial sector has not been able to absorb as much manpower as is needed, and lots of manpower are in the service sector, but informal.

### Company Position in the Industry

PTC is a subsidiary of PT Pertamina (Persero) in the field of Human Capital engaged in the business of Education, Professional-Scientific-Technical Activities, and Other Business Support Services. With a vision of becoming a World Class Human Capital Company, PTC is committed to supporting the provision and development of human resources to provide added value to its customers.

Up to date, PTC is still focused on providing Human Capital services to support the energy business carried out by PT Pertamina (Persero) and its affiliated companies. However, PTC also serves non-captive customers outside Pertamina Group, including government agencies, SOEs and affiliates, and private companies.

In order to improve its competitiveness, PTC organizes the business processes, applies the latest technology, and increases the competencies of facilitators and support staff at PTC. Thus, PTC is expected to serve its customers and stakeholders effectively and efficiently.



## RENCANA DAN KEBIJAKAN STRATEGIS 2019

### 2019 PLAN AND STRATEGIC POLICY



Di tahun 2019, tantangan utama yang dihadapi PTC adalah untuk menangkap peluang pasar di *non-captive* dan meningkatkan daya saing dalam menghadapi kompetisi di pasar. Untuk itu di tahun 2019 PTC mencanangkan tujuan perusahaan sebagai berikut:

1. Menjadi perusahaan *Human Capital* yang merupakan pilihan utama bagi pelanggan
2. Melakukan ekspansi pasar, khususnya dari pasar non Pertamina Group, melalui bisnis *Training* dan *Assessment Center*
3. Meningkatkan daya saing dengan penyempurnaan digitalisasi proses bisnis

Tujuan ini selaras dengan visi PTC "menjadi perusahaan kelas dunia di bidang *human capital, consulting, dan jasa manajemen lainnya*".

Untuk mencapai tujuan perusahaan tersebut, tim manajemen menjabarkan strategi dan program kerja seperti yang tertuang dalam RKAP 2019, untuk kemudian disosialisasikan kepada seluruh pekerja melalui masing-masing Manajer Divisi.

In 2019, the main challenge faced by PTC was to capture opportunities in non-captive market and increase competitiveness in the face of market competition. For this reason, in 2019 PTC set the following corporate goals:

1. Become a Human Capital company which is the top choice for business partners
2. Expanding the market, especially from non-Pertamina Group market through Training and Assessment Center business.
3. Increase competitiveness by expanding partner cooperation networks

These goals is in line with PTC's vision of "becoming a world-class corporate in the field of human capital, consulting and other management services".

To achieve those corporate goals, the management team broke them down into strategies and work programs as stated in the 2019 RKAP, to then be socialized to all employees through each Division Manager.

Sasaran strategis Perusahaan jangka pendek seperti dituangkan dalam RKAP 2019 adalah sebagai berikut:

1. Pendapatan Operasi tahun 2019 sebesar Rp 1.769.814.574.459,-.
2. EBITDA tahun 2019 sebesar Rp 83.633.605.966,-.
3. Laba Bersih Setelah Pajak tahun 2019 sebesar Rp 47.436.932.156,-.
4. Tingkat kinerja perusahaan sebagai berikut:
  - a. Tingkat Kinerja Keuangan 53,81 (kategori "Sehat")
  - b. Tingkat Kinerja Operasional 17 (kategori "Tumbuh Tinggi")
  - c. Tingkat Kinerja Administrasi 9,5 (kategori "Tertib")
  - d. Total Nilai Akhir: kategori "Sehat" (AA) dengan nilai kinerja 80,31

Untuk mencapai sasaran strategis jangka pendek, strategi yang diimplementasikan Perusahaan adalah dengan meningkatkan daya saing dan memperluas pasar, seperti tertuang dalam RKAP 2019 sebagai berikut:

1. Mempertahankan pangsa pasar dan meningkatkan penetrasi di Pertamina Group melalui mekanisme sinergi
2. Mengembangkan produk dan jasa dalam bidang:
  - a. Pelatihan untuk memenuhi kebutuhan pelanggan dalam meningkatkan kompetensi SDM-nya untuk menghadapi Revolusi 4.0
  - b. Assessment Center untuk menjadi penyelenggara utama aktivitas assessment kompetensi *leadership* di Pertamina Group
3. Meningkatkan pemasaran untuk target pasar *non-captive*, khususnya untuk produk *Training & Certification, Consulting*, dan *Assessment Center*
4. Optimalisasi *cash conversion* dan penurunan *collection period* dengan digitalisasi proses bisnis
5. Peningkatan kompetensi SDM PTC untuk meningkatkan kualitas layanan yang disampaikan PTC kepada pelanggan

Sedangkan sasaran strategis jangka menengah dan jangka panjang seperti yang dituangkan dalam RJPP 2019-2026 adalah sebagai berikut:

1. Pertumbuhan pendapatan ditargetkan sebesar minimum 15% per tahun
2. Pertumbuhan laba bersih ditargetkan sebesar 12-15% per tahun
3. *Collection Period* <90 hari
4. *Customer Satisfaction Index* >77,5%

Untuk mencapai sasaran strategis jangka menengah dan jangka panjang, strategi yang diimplementasikan Perusahaan seperti tertuang dalam RJPP 2019-2026 adalah sebagai berikut:

1. Pembentukan *brand equity* perusahaan
2. Memperkuat fokus masing-masing unit bisnis PTC
3. Memperluas jaringan pemasaran di Pertamina Group dan pasar *non-captive*
4. Mengembangkan produk berbasis teknologi informasi
5. Melakukan aliansi strategis baik dengan korporasi lain maupun individu
6. Meningkatkan standar kualitas jasa dan proses
7. Melakukan restrukturisasi organisasi dengan menyesuaikan pada perkembangan bisnis
8. Melakukan peningkatan kompetensi pekerja
9. Meningkatkan kepuasan pekerja
10. Perbaikan *cash flow* perusahaan dengan mengurangi hutang dan melakukan efisiensi

The short-term corporate strategic goals as outlined in the 2019 RKAP are as follows:

1. Revenue in 2019 amounting to Rp1,769,814,574,459.
2. EBITDA in 2019 amounting to Rp83,633,605,966.
3. Net Profit After Tax in 2019 amounting to Rp47,463,932,156.
4. The level of Company performance is as follows:
  - a. Financial Performance Level 53.81 (category "Healthy")
  - b. Operational Performance Level 17 (category "High Growth")
  - c. Administrative Performance Level 9.5 (category "Orderly")
  - d. Total Final Score: category "Healthy" (AA) with a performance score of 67.49

To achieve the short-term strategic goals, the strategy implemented by the Company is to increase competitiveness and expand market, as stated in the 2019 RKAP as follows:

1. Maintain market share and increase penetration in Pertamina Group through synergy mechanism
2. Develop products and services in the fields of:
  - a. Training to meet customer needs in developing their human resources' competencies to deal with Revolution 4.0
  - b. Assessment Center to be the main organizer of leadership competency assessment activities in Pertamina Group
3. Increase marketing for non-captive target market, especially for Training & Certification, Consulting and Assessment Center products
4. Optimizing cash conversion and decreasing collection periods by digitizing business processes
5. Increased PTC's human capital competencies to improve the quality of services delivered by PTC to customers

While the mid-term and long-term strategic goals as outlined in the 2019-2026 RJPP are as follows:

1. Revenue growth is targeted at an average of minimum 15% per year
2. Net profit is targeted at 12-15% per year
3. Collection Period <90 hari
4. Customer Satisfaction Index >77.5%

To achieve the medium and long-term strategic goals, the strategies implemented by the Company as stated in the 2019-2026 RJPP are as follows:

1. Formation of company brand equity
2. Strengthening the focus of each PTC business unit
3. Expanding the marketing network at Pertamina Group and non-captive market
4. Develop information technology-based products
5. Establish strategic alliances with other corporations and individuals
6. Improve service and process quality standards
7. Perform organizational restructuring by adjusting to business development
8. Increase employee competency
9. Increase employee satisfaction
10. Improved Company's cash flows by reducing debt and increasing efficiency



# TINJAUAN OPERASI PER SEGMENT USAHA

## OPERATIONAL REVIEW PER BUSINESS SEGMENT

Berdasarkan Anggaran Dasar Perusahaan yang terakhir disahkan melalui Akta No. 12, tanggal 27 Juni 2013 dari Notaris Andy Alhadis Agus S.H., dan berdasarkan Pendapatan dalam laporan keuangan teraudit yang dapat menjadi ukuran bagi profitabilitas segmen usaha, kegiatan operasi Perusahaan terdiri dari:

1. Pelatihan: melaksanakan kegiatan jasa pelatihan dan keterampilan SDM, mencakup pelatihan *in-house* dan pelatihan publik, *workshop*, seminar.
2. Konsultasi: melaksanakan kegiatan konsultasi, mencakup bidang manajemen, teknik, administrasi, *engineering*, kesisteman, dan pengembangan bisnis.
3. Pengelola Alih Daya/*Manpower Supply*: melaksanakan kegiatan jasa *rekruitment*, penyediaan dan pengelolaan tenaga kerja.
4. *Event Organizer*: mencakup penyelenggaraan *meeting*, *incentive*, *conference*, *exhibition*.
5. Jasa Pengamanan: meliputi penyediaan tenaga pengamanan, jasa konsultasi keamanan, jasa peralatan keamanan, dan jasa pelatihan keamanan.
6. Pusat Penilaian/*Assessment Center*: melaksanakan kegiatan evaluasi perilaku pekerja untuk mengukur kompetensi yang dibutuhkan perusahaan.

Based on the latest Articles of Association of the Company, authorized by Deed No. 12, June 27, 2013 from Notary Andy Alhadis Agus S.H., and based on Revenue in audited financial statements which can be a measurement of the profitability of business segments, the Company's operational activities consist of:

1. Training, carrying out human resources skills training activities, including in-house training and public training, workshop, seminar.
2. Consulting, conducting consulting activities, in the fields of management, technical, administration, engineering, system, and business development.
3. Manpower Supply, carrying out manpower recruitment, supply and management.
4. Event Organizer, including organizing meeting, incentive, conference, exhibition.
5. Security Services, including the provision of security guard, security consultancy, security devices, and security training services.
6. Assessment Center, conducting behavioral evaluation activities of employees to measure competencies required by the corporation.

Segmen Usaha PTC Berdasarkan Kegiatan Usaha

PTC's Business Segments Based on Business Activities



Sekilas tentang kontribusi setiap segmen usaha terhadap Pendapatan Perusahaan dapat dilihat di bawah ini.

A brief illustration about the contribution of each business segment to Company's revenue can be seen below.

#### Jumlah dan Kontribusi Segmen Usaha Terhadap Pendapatan

#### Amount and Contribution of Business Segment to Revenue

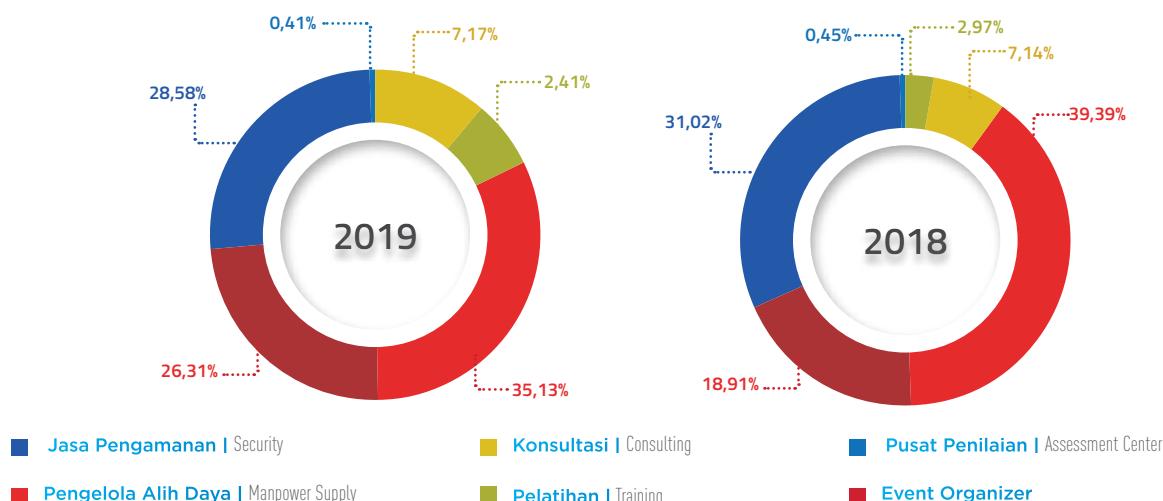
Segmen Usaha	2019		2018		Kenaikan (Penurunan)		
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi (%) Amount (Rp-million)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi (%) Amount (Rp-million)	Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage (%)	
	(1)		(2)		(3=1-2)	(3:2)	
Pelatihan Training	50.198	2,41%	47.334	2,97%	2.864	6,05%	↑
Konsultasi Consulting	149.597	7,17%	113.599	7,14%	35.998	31,69%	↑
Pengelola Alih Daya Manpower Supply	732.672	35,13%	626.992	39,39%	105.680	16,86%	↑
Event Organizer	548.704	26,31%	300.973	18,91%	247.731	82,31%	↑
Jasa Pengamanan Security	596.237	28,58%	493.749	31,02%	102.488	20,76%	↑
Pusat Penilaian Assessment Center	8.463	0,41%	7.106	0,45%	1.363	19,18%	↑
Jumlah Pendapatan Total Revenue	2.085.871	100,00%	1.591.656	100,00%	494.215	31,05%	↑

\*) per tahun 2019, bisnis Jasa Lainnya dilebur dengan bisnis Consulting

\*) By 2019, the Other Services business was merged with the Consulting business

#### Jumlah dan Kontribusi Segmen Usaha Terhadap Pendapatan (%)

#### Amount and Contribution of Business Segments to Revenue (%)



Jasa Pengamanan | Security

Konsultasi | Consulting

Pusat Penilaian | Assessment Center

Pengelola Alih Daya | Manpower Supply

Pelatihan | Training

Event Organizer

Pendapatan perusahaan pada tahun 2019 dari seluruh segmen usaha mengalami kenaikan 31,05% dari pendapatan tahun 2018, dengan persentase kenaikan tertinggi pada segmen usaha *Event Organizer* sebesar 82,31%. Kontribusi segmen usaha terhadap pendapatan Perusahaan antara tahun 2018 dan 2019 mengalami pergeseran, seperti yang terlihat pada bagan di atas. Namun demikian, pemberi kontribusi terbesar masih dari segmen usaha *Manpower Supply* (35,13% pada tahun 2019, turun dari 39,39% pada tahun 2018).

In 2019, the Company's revenue from all business segments experienced an increase of 31.05% from revenue in 2018, with the highest percentage increase in the *Event Organizer* business segment amounting to 82.31%. The contribution of business segments to the Company's revenue between 2018 and 2019 experienced a shift, as seen in the chart above. However, the biggest contributor is still in the *Manpower Supply* business segment (35.13% in 2019, decreased from 39.39% in 2018).



## PELATIHAN

### Produk dan Jasa serta Kegiatan Operasi Segmen Usaha Pelatihan

Segmen usaha dari kegiatan Pelatihan merupakan bagian segmen usaha yang melaksanakan kegiatan jasa pelatihan dan keterampilan Sumber Daya Manusia (SDM), mencakup pelatihan in-house dan pelatihan publik, *workshop*, seminar. Lingkup bisnis utama PTC di bidang jasa pelatihan dikembangkan sedemikian rupa untuk meningkatkan kompetensi *hard-skill* dan *soft-skill* para pesertanya, khususnya dalam mendukung kegiatan operasional entitas induk, PT Pertamina (Persero), dan kelompok usahanya.

#### Profitabilitas Segmen Usaha Pelatihan

Segmen Usaha Pelatihan Training Business Segment	2019		2018		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)			
Pendapatan Revenue	50.198	2,41%	47.334	2,97%	2.864	6,05%	↑

#### Perbandingan Segmen Usaha Pelatihan dengan Target

Segmen Usaha Pelatihan Training Business Segment	Realisasi 2019 2019 Realization	Target 2019 2019 Target	Pencapaian (%) Achievement (%)	
	(1)	(2)	(1:2)	
Jumlah Proyek Number of Projects	137	40	343%	↑
Pendapatan (Rp-juta) Revenue (Rp-million)	50.198	66.501	75,48%	↓

Sampai dengan akhir tahun 2019, segmen usaha Pelatihan telah melaksanakan 137 proyek Pelatihan dengan total jumlah peserta *training* sebanyak 18.298 peserta. Jumlah proyek ini mencapai 343% dibandingkan target RKAP 2019 sebanyak 40 proyek. Sedangkan pendapatan yang diperoleh segmen usaha Pelatihan pada tahun 2019 mencapai Rp 50,19 miliar. Pendapatan ini tumbuh 6,05% dari pendapatan tahun 2018, namun hanya mencapai 75,48% dari target RKAP 2019 sebesar Rp 66,5 miliar. Belum tercapainya target pendapatan segmen usaha Pelatihan karena hal-hal berikut:

1. Untuk pelatihan *public* dan kontrak Pelatihan jangka panjang, realisasi nilai pendapatan sangat bergantung pada jumlah peserta yang hadir
2. Rencana sinergi dengan Pertamina Corporate University belum berjalan optimal, sehingga banyak rencana pelatihan belum terealisasikan

Perbedaan persentase antara pencapaian jumlah proyek dengan pencapaian pendapatan dikarenakan 93% dari proyek yang diselenggarakan oleh segmen usaha Pelatihan pada tahun 2019 merupakan proyek dengan nilai non material (nilai kontrak di bawah Rp 1 miliar).

Proyek-proyek Pelatihan yang diperoleh pada tahun 2019 dan memiliki nilai kontrak material adalah sebagai berikut:

1. Kontrak payung "Pelatihan, Sertifikasi, Technical, Soft Skill, Leadership, dan Layanan Pelatihan Lainnya" senilai Rp 25 miliar dengan pelanggan PT Pertamina Hulu Kalimantan Timur
2. Kontrak "Jasa Engineering Services, Specialty Study, Asset Integrity & Training di Kilang Arun" senilai Rp 4,5 miliar dengan pelanggan PT PHE NSO
3. Kontrak "Speed Up Salesman Tahun 2019" senilai Rp 4,2 miliar dengan pelanggan PT Pertamina Lubricants.

## TRAINING

### Products and Services, and Operational Activities of Training Business Segment

Training business segment is the business segment that carries out Human Resources (HR) skills training activities, including in-house training and public training, workshops, seminars. PTC's main business scope is in the field of training services, which is developed in such a way as to improve the hard-skill and soft-skill competency of the participants, especially in supporting the operational activities the parent entity, PT Pertamina (Persero) and its business group.

#### Profitability of Training Business Segment

Segmen Usaha Pelatihan Training Business Segment	2019		2018		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)			
Pendapatan Revenue	50.198	2,41%	47.334	2,97%	2.864	6,05%	↑

#### Comparison of Training Business Segment with Target

Segmen Usaha Pelatihan Training Business Segment	Realisasi 2019 2019 Realization	Target 2019 2019 Target	Pencapaian (%) Achievement (%)	
	(1)	(2)	(1:2)	
Jumlah Proyek Number of Projects	137	40	343%	↑
Pendapatan (Rp-juta) Revenue (Rp-million)	50.198	66.501	75,48%	↓

As of the end of 2019, the Training business segment has implemented 137 Training projects with a total number of trainees of 18,298 participants. This number of projects reached 343% compared to the 2019 RKAP target of 40 projects. While the revenue earned by the Training business segment in 2019 reached Rp 50.19 billion. This revenue grew 6.05% from revenue in 2018, but only reached 75.48% of the 2019 RKAP target of Rp 66.5 billion. The training business segment's target was not achieved due to the following:

1. For public training and long-term training contracts, the realization of revenue value highly depends on the number of participants present
2. The synergy plan with Pertamina Corporate University has not been running optimally, hence there were many training plans have not been realized

The percentage difference between the achievement of number of projects and the achievement of revenue is because 93% of projects implemented by the Training business segment in 2019 were projects with non-material value (contract value below Rp 1 billion).

The Training Projects obtained in 2019 and have material contract values are as follows:

1. "Training, Certification, Technical, Soft Skills, Leadership and Other Training Services" umbrella contract worth Rp 25 billion with customer PT Pertamina Hulu East Kalimantan
2. "Engineering Services, Specialty Study, Asset Integrity & Training Services at Arun Refinery" contract worth Rp 4.5 billion with customer PT PHE NSO
3. "Speed Up Salesman 2019" contract worth Rp 4.2 billion with customer PT Pertamina Lubricants.

Selama tahun 2019, segmen usaha Pelatihan melakukan pemasaran ke pasar non captive di luar Pertamina Group dan berhasil mendapatkan beberapa proyek Pelatihan, di antaranya sebagai berikut:

1. Pelatihan "Return on Training Investment" untuk PT Pembangkitan Jawa-Bali
2. Pelatihan "Innovation on Corporate Strategy & Development Management" untuk MTech Services SDN BHD
3. Pelatihan "Introduction to Petroleum Business" untuk PT BNI (Persero) sebanyak 2 (dua) batch
4. Pelatihan "HR Competencies Forecasting, Negotiation, Problem Solving, Strategic Planning, Development & Implementation" untuk Jalalabad Gas T&D System Ltd
5. Pelatihan dan Sertifikasi Profesi "Loading Master" untuk PT Terminal Teluk Lamong
6. Pelatihan "Managing Customer Service Excellence" untuk PT Pelabuhan Tanjung Priok

Segmen usaha Pelatihan juga menyelenggarakan beberapa pelatihan public, di antaranya sebagai berikut:

1. Seminar Directorship Program
2. Seminar Winning Strategy Leadership & Innovation
3. Shaping The Future Role of Corporate Secretary "Challenges, Issues & Opportunities"
4. Digital Leadership "Leading in Fast Changing Digital Age"
5. Project Management Professional (PMP) Certification Preparation Course

During 2019, the Training business segment performed marketing to non-captive market outside Pertamina Group and managed to obtain several Training projects, including the following:

1. "Return on Training Investment" training for PT Pembangkitan Jawa-Bali
2. "Innovation on Corporate Strategy & Development Management" training for MTech Services SDN BHD
3. 2 (two) batches of "Introduction to Petroleum Business" training for PT BNI (Persero)
4. "HR Competencies Forecasting, Negotiation, Problem Solving, Strategic Planning, Development & Implementation" training for Jalalabad Gas T&D System Ltd
5. "Loading Master" Professional Training and Certification for PT Terminal Teluk Lamong
6. "Managing Customer Service Excellence" training for PT Pelabuhan Tanjung Priok

The Training business segment also organized several public trainings, including the following:

- Directorship Program Seminar  
Winning Strategy Leadership & Innovation Seminar  
Shaping The Future Role of Corporate Secretary "Challenges, Issues & Opportunities"  
Digital Leadership "Leading in Fast Changing Digital Age"  
Project Management Professional (PMP) Certification Preparation Course

## KONSULTASI

### Produk dan Jasa serta Kegiatan Operasi Segmen Usaha Konsultasi

Merupakan bagian segmen usaha yang melaksanakan kegiatan konsultasi, mencakup bidang manajemen, teknik, administrasi, engineering, kesisteman, dan pengembangan bisnis. Produk Konsultasi Perusahaan didesain secara *customized* menyesuaikan dengan kebutuhan pelanggan, untuk memberikan solusi yang dibutuhkan pelanggan. Jenis produk Konsultasi Perusahaan antara lain terdiri dari konsultasi manajemen, kajian/studi, pengembangan kesisteman, penyusunan Sistem Tata Kerja, dan pelaksanaan survei.

#### Profitabilitas Segmen Usaha Konsultasi

Segmen Usaha Konsultasi Consulting Business Segment	2019		2018		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage (%)
	(1)	(2)	(3=1-2)	(3:2)		
Pendapatan Revenue	149.597	7,17%	113.599	7,14%	35.998	31,69% ↑

## CONSULTING

### Products and Services, and Operational Activities of Consulting Business Segment

Is the business segment that conducting consulting activities, covering the fields of management, technical, administration, engineering, system, and business development. Consulting product of PTC is designed to be customized to adjust to customer needs, to deliver solutions that are required by customers. Product types of Consulting include management consulting, research/study, system development, preparation of Working Procedure system, and survey.

#### Perbandingan Segmen Usaha Konsultasi dengan Target

Segmen Usaha Konsultasi Consulting Business Segment	Realisasi 2019 2019 Realization	Target 2019 2019 Target	Pencapaian (%) Achievement (%)
	(1)	(2)	(1:2)
Jumlah Proyek Number of Projects	94	112	84% ↓
Pendapatan (Rp-juta) Revenue (Rp-million)	149.597	151.404	98,81% ↓



Sampai dengan akhir tahun 2019, segmen usaha Konsultasi telah melaksanakan 94 proyek Konsultasi. Jumlah proyek ini mencapai 84% dibandingkan target RKAP 2019 sebanyak 112 proyek. Sedangkan pendapatan yang diperoleh segmen usaha Konsultasi pada tahun 2019 mencapai Rp 149,6 miliar, tumbuh 31,7% dari pendapatan tahun 2018, namun hanya mencapai 98,81% dari target RKAP 2019 sebesar Rp 66,5 miliar. Belum tercapainya target pendapatan segmen usaha Konsultasi karena hal-hal berikut:

1. Pada tahun 2019 segmen usaha Konsultasi lebih selektif dalam memilih proyek, dengan lebih *focus* pada proyek Konsultasi bidang Manajemen Sumber Daya Manusia, Manajemen Bisnis, Manajemen Organisasi, dan HSSE, serta lebih selektif terhadap proyek-proyek yang berisiko tinggi.
2. Terdapat beberapa proyek Konsultasi yang sudah berjalan, namun pendapatannya belum bisa diakui pada tahun 2019 karena laporan kemajuan pekerjaan masih dalam proses *review* di *user* sehingga pekerjaan belum dinyatakan selesai.
3. Karakteristik bisnis Konsultasi di mana proyek umumnya tidak bersifat berulang (tidak dimungkinkan untuk melakukan *repeat order*)

Perbedaan persentase antara pencapaian jumlah proyek dengan pencapaian pendapatan dikarenakan 68% dari proyek yang diselenggarakan oleh segmen bisnis Konsultasi pada tahun 2019 merupakan proyek dengan nilai non material [nilai kontrak di bawah Rp 1 miliar]. Proyek-proyek Konsultasi yang diperoleh pada tahun 2019 dan memiliki nilai kontrak material adalah sebagai berikut:

1. Kontrak "Jasa Engineering Services, Specialty Study, Asset Integrity & Training di Kilang Arun" senilai Rp 27,3 miliar dengan pelanggan PT PHE NSO
2. Kontrak "Pekerjaan Engineering Revitalisasi Sarana Tambat PT Pertamina (Persero)" senilai Rp 21 miliar dengan pelanggan PT Pertamina (Persero) RU VI Balongan
3. Kontrak "Jasa Konsultan Verifikasi Hasil Cleansing & Mapping Implementor MESC 2018" senilai Rp 15,9 miliar dengan pelanggan PT Pertamina (Persero)

Pada tahun 2019, kegiatan operasional segmen usaha Jasa Lainnya digabungkan dengan segmen usaha Konsultasi. Dengan demikian, sampai dengan akhir tahun 2019, segmen Konsultasi juga mengerjakan 2 proyek Jasa Lainnya sebagai berikut:

1. Upgrade Sistem *Contact Center* Pertamina 1500-000 dengan menambahkan lingkup sistem *contact center* 1500-234
2. Pengadaan Infrastruktur TUK Musicool

Until the end of 2019, the Consulting business segment has carried out 94 Consulting projects. This number of projects reached 84% compared to the 2019 RKAP target of 112 projects. While the revenue obtained by the Consulting business segment in 2019 reached Rp 149.6 billion, growing 31.7% of revenue in 2018, but only reached 98.81% of the 2019 RKAP target amounted to Rp 66.5 billion. The failure to achieve the Consulting business segment's target was due to the following:

1. In 2019, the Consulting business segment was more selective in choosing projects, with more focus on Consulting projects in the areas of Human Resource Management, Business Management, Organizational Management, and HSSE, and more selective on high-risk projects.
2. There are several Consulting projects have been carried out, but the revenue has not been recognized in 2019 because the work progress report was still in the process of being reviewed by the users, hence the project has not been declared complete.
3. One of the characteristics of Consulting Business is projects are usually not repetitive (*repeat order* is not possible)

The percentage difference between the achievement of number of projects and the achievement of revenue is due to 68% of the projects carried out by the Consulting business segment in 2019 projects with non-material value (contract value below Rp 1 billion). The Consulting Projects obtained in 2019 that have material contract value are as follows:

1. "Engineering Services, Specialty Study, Asset Integrity & Training Services in Arun Refinery" contract worth Rp 27.3 billion with customer of PT PHE NSO
2. "Mooring Revitalization Engineering Works of PT Pertamina (Persero) RU VI Balongan
3. "Consulting Service for Verification of Results of Cleansing & Mapping Implementor MESC 2018" contract worth Rp 15.9 billion with customer of PT Pertamina (Persero)

In 2019, the operational activities of Other Services business segment were merged into the Consulting business segment. Thus, until the end of 2019, the Consultation segment is also working on 2 Other Service projects as follows:

1. Upgrading Pertamina 1500-000 Contact Center System by adding the scope of 1500-234 contact center system
2. Procurement of TUK Musicool Infrastructure

## PENGELOLA ALIH DAYA/MANPOWER SUPPLY

### Produk dan Jasa serta Kegiatan Operasi Segmen Usaha Pengelola Alih Daya/Manpower Supply

Produk dari kegiatan usaha *Manpower Supply* dilaksanakan sesuai dengan permintaan pelanggan, sebagai solusi dalam pengelolaan sumber daya manusia yang dibutuhkan oleh pelanggan. Perusahaan melaksanakan kegiatan jasa rekrutmen, penyediaan dan pengelolaan tenaga kerja. Kandidat pekerja yang akan di *supply* diambil dari berbagai sumber, mulai dari *fresh graduate* hingga pekerja berpengalaman. Produk *Manpower Supply* Perusahaan antara lain terdiri dari tenaga administrasi umum (*office support*), operator refueller Jet-A1, evaluator keuangan, analis data, salesman Lubricant, driver, tenaga penyelam, dan tenaga ahli.

### Profitabilitas Segmen Usaha *Manpower Supply*

Segmen Usaha <i>Manpower Supply</i> Manpower Supply Business Segment	2019		2018		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage (%)	
(1)	(2)	(3=1-2)	(3:2)				
Pendapatan Revenue	732.672	35,13%	626.992	39,39%	105.680	16,86%	↑

## MANPOWER SUPPLY

### Products and Services, and Operational Activities of Manpower Supply Business Segment

Products of the Manpower Supply business are conducted in accordance with customer demands, as a solution in the management of human resources which required by the customers. The Company conducts recruitment service, supply and management of employee. Candidates that will be supplied are drawn from a variety of sources, ranging from fresh graduates to experienced workers. Manpower Supply products among others consist of general administration personnel (*office support*), Jet-A1 refueller operator, financial evaluator, data analyst, Lubricant salesmen, driver, diver, and expert.

### Profitability of Manpower Supply Business Segment

### Perbandingan Segmen Usaha *Manpower Supply* dengan Target

### Comparison of Manpower Supply Business Segment with Target

Segmen Usaha <i>Manpower Supply</i> Manpower Supply Business Segment	Realisasi 2019 2019 Realization	Target 2019 2019 Target	Pencapaian (%) Achievement (%)	
	(1)	(2)	(1:2)	
Jumlah Tenaga Kerja yang Terkelola Number of Manpower Managed	5.683	4.900	116%	↑
Pendapatan (Rp-juta) Revenue (Rp-million)	732.672	672.984	108,87%	↑

Sampai dengan akhir tahun 2019, segmen usaha *Manpower Supply* telah mengelola 5.683 tenaga kerja, dengan pencapaian 116% terhadap target RKAP 2019 sebanyak 4.900 orang yang tertuang dalam 149 kontrak pekerjaan. Sedangkan pendapatan yang diperoleh segmen usaha *Manpower Supply* pada tahun 2019 mencapai Rp 732,7 miliar, tumbuh 16,9% dari pendapatan tahun 2018, dan mencapai 108,9% dari target RKAP 2019 sebesar Rp 672,9 miliar.

Target pendapatan segmen usaha *Manpower Supply* dapat dicapai karena pada tahun 2019 perusahaan memperoleh kontrak pekerjaan *Manpower Supply* dengan nilai material. Tiga pelanggan terbesar dari segmen usaha *Manpower Supply* adalah sebagai berikut:

1. PT Pertamina (Persero) dengan total nilai kontrak Rp 335,6 miliar
2. PT Pertamina Lubricant dengan total nilai kontrak Rp 179,5 miliar
3. PT Pertamina Gas dengan total nilai kontrak Rp 88,8 miliar

Until the end of 2019, the Manpower Supply business segment has managed 5,683 workers, with a 116% achievement of the 2019 RKAP target of 4,900 workers contained in 149 employment contracts. While the revenue obtained by the Manpower Supply business segment in 2019 reached Rp 732.7 billion, grew 16.9% from revenue in 2018, and reached 108.9% of the 2019 RKAP target of Rp 672.9 billion.

The revenue target of Manpower Supply business segment can be achieved because in 2019 the Company obtained Manpower Supply contracts with material value. The three biggest customers of Manpower Supply business segment are as follows:

1. PT Pertamina (Persero) with a total contract value of Rp 335.6 billion
2. PT Pertamina Lubricant with a total contract value of Rp 179.5 billion
3. PT Pertamina Gas with a total contract value of Rp 88.8 billion

### Tenaga Alih Daya yang Dikelola

### Outsourced Manpower Managed



## EVENT ORGANIZER

### Produk dan Jasa serta Kegiatan Operasi Segmen Usaha *Event Organizer*

Produk dari kegiatan usaha *Event Organizer* dilaksanakan sesuai dengan kebutuhan dan permintaan pelanggan, untuk mendukung aktivitas MICE yang dibutuhkan oleh pelanggan. Produk kegiatan usaha *Event Organizer* Perusahaan antara lain terdiri dari pengelolaan kegiatan rapat/seminar/workshop, *Corporate Gathering*, peresmian dan *product launching*, *friendly golf*, gala dinner, pameran/eksibisi, program *goes-to-campus*, dan sponsorship.

## EVENT ORGANIZER

### Products and Services, and Operational Activities of Event Organizer Business Segment

Products of Event Organizer are conducted in accordance with the needs and demands of customers, to support MICE activities that are required by the customers. Event Organizer products consist of conference/seminar/workshop, Corporate Gathering, inauguration and product launching, friendly golf, gala dinner, fair/exhibition, goes-to campus program, and sponsorship.

Profitabilitas Segmen Usaha *Event Organizer*

## Profitability of Event Organizer Business Segment

Segmen Usaha <i>Event Organizer</i> Event Organizer Business Segment	2019		2018		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)			
Pendapatan Revenue	548.704	26,31%	300.973	18,91%	247.731	82,31%	↑

Perbandingan Segmen Usaha *Event Organizer* dengan Target

## Comparison of Event Organizer Business Segment with Target

Segmen Usaha <i>Event Organizer</i> Event Organizer Business Segment	Realisasi 2019 2019 Realization	Target 2019 2019 Target	Pencapaian (%) Achievement (%)	
	(1)	(2)	(1:2)	
Jumlah Proyek Number of Projects	704	250	282%	↑
Pendapatan (Rp-juta) Revenue (Rp-million)	548.704	263.587	208,17%	↑

Sampai dengan akhir tahun 2019, segmen usaha *Event Organizer* telah melaksanakan 704 proyek, dengan pencapaian 282% terhadap target RKAP 2019 sebanyak 250 proyek. Sedangkan pendapatan yang diperoleh segmen usaha *Event Organizer* pada tahun 2019 mencapai Rp 548,7 miliar, tumbuh 82,1% dari pendapatan tahun 2018, dan mencapai 208,2% dari target RKAP 2019 sebesar Rp 263,6 miliar.

Target pendapatan segmen usaha *Event Organizer* dapat dicapai karena pada tahun 2019 13% proyek *Event Organizer* yang diperoleh memiliki nilai kontrak yang material (>Rp 10 miliar), dengan tiga proyek yang memiliki nilai tertinggi sebagai berikut:

1. Berkah Energi Pertamina Tahap 3 dengan nilai kontrak Rp 50,5 miliar
2. National Sales Meeting Sales Executives & Awarding Lembaga Penyalur BBM – Elpiji Retail Fuel Marketing – Domestic Gas 2019 dengan nilai kontrak Rp 12,8 miliar
3. Pengelolaan Tim Proliga Volley Jakarta Pertamina Energi 2018-2019 dengan nilai kontrak Rp 12,6 miliar

Until the end of 2019, the Event Organizer business segment has implemented 704 projects, with an achievement of 282% of the 2019 RKAP target of 250 projects. While the revenue obtained by the Event Organizer business segment in 2019 reached Rp 548.7 billion, grew 82.1% of revenues in 2018, and reached 208.2% of the 2019 RKAP target of Rp 263.6 billion.

The revenue target of Event Organizer business segment can be achieved because in 2019, 13% of the Event Organizer projects obtained have material contract value (> Rp 10 billion), with the three highest value projects are as follows:

1. Berkah Energi Pertamina Phase 3 with a contract value of Rp 50.5 billion
2. National Sales Meeting of Sales Executives & Awarding of Fuel Distribution Agency - LPG Retail Fuel Marketing - Domestic Gas 2019 with a contract value of Rp 12.8 billion
3. Management of Pertamina Energi's Jakarta Volley Proliga Team 2018-2019 with a contract value of Rp 12.6 billion

## JASA PENGAMANAN

## Produk dan Jasa serta Kegiatan Operasi Segmen Usaha Jasa Pengamanan

Kegiatan dari segmen usaha Jasa Pengamanan merupakan unit bisnis Perusahaan yang dibentuk sebagai implementasi penugasan dari entitas induk, PT Pertamina (Persero), sesuai Surat Edaran Menteri BUMN No. SE-03/MBU/2009 tanggal 23 Februari 2009. Izin penyelenggaraan Jasa Pengamanan Perusahaan terdiri dari penyediaan tenaga pengamanan, penyelenggaraan diklat pengamanan, konsultansi sistem pengamanan, dan penyediaan perlengkapan pengamanan. Saat ini kegiatan bisnis Jasa Pengamanan Perusahaan yang sudah berjalan adalah untuk penyediaan tenaga pengamanan (*guard services*) dan pelatihan.

## SECURITY SERVICES

## Products and Services, and Operational Activities of Security Services Business Segment

Security Services business segment is a business unit that was formed as the implementation of an assignment from the parent entity, PT Pertamina (Persero), in accordance with Circular Letter of Minister of SOE No.SE-03/MBU/2009 dated February 23, 2009. Security service business license consists of the provision of security-guard personnel, security education and training, security system consulting, and provision of safety equipment. Currently, the business activities of Security Service of PTC that are already running is for the provision of security-guard personnel (guard services) and training.

### Profitabilitas Segmen Usaha Jasa Pengamanan

### Profitability of Security Services Business Segment

Segmen Usaha Jasa Pengamanan Security Services Business Segment	2019		2018		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage (%)	
Pendapatan Revenue	596.237	28,58%	493.749	31,02%	102.488	20,76%	↑

### Perbandingan Segmen Usaha Jasa Pengamanan dengan Target

### Comparison of Security Services Business Segment with Target

Segmen Usaha Jasa Pengamanan Security Services Business Segment	Realisasi 2019 2019 Realization	Target 2019 2019 Target	Pencapaian (%) Achievement (%)	
	(1)	(2)	(1:2)	
Jumlah Tenaga Kerja yang Terkелola Number of Manpower Managed	5.801	5.000	116%	↑
Pendapatan (Rp-juta) Revenue (Rp-million)	596.237	613.060	97,26%	↓

Sampai dengan akhir tahun 2019, segmen usaha Jasa Pengamanan telah mengelola 5.801 tenaga kerja, dengan pencapaian 116% terhadap target RKAP 2019 sebanyak 5.000 orang. Selain itu segmen usaha Jasa Pengamanan pada tahun 2019 juga mengadakan pelatihan bagi tenaga pengamanan sebanyak 21 batch dengan total jumlah peserta 2427 orang, dengan topik pelatihan sebagai berikut:

1. Pelatihan "HSSE Basic Safety Training Security" sebanyak 6 angkatan
2. Pelatihan "Physical Security and Management System for Petroleum Security" sebanyak 7 angkatan
3. Pelatihan "Basic Investigation Security" sebanyak 3 angkatan
4. Pelatihan "Intermediate Safety for Security Guard" sebanyak 2 angkatan
5. Pelatihan Gada Utama sebanyak 1 angkatan
6. Pelatihan Gada Madya sebanyak 2 angkatan

Adapun pendapatan yang diperoleh segmen usaha Jasa Pengamanan pada tahun 2019 mencapai Rp 596,2 miliar, tumbuh 20,76% dari pendapatan tahun 2018, namun hanya mencapai 97,26% dari target RKAP 2019 sebesar Rp 613,1 miliar. Belum tercapainya target pendapatan segmen usaha Jasa Pengamanan dikarenakan hal-hal berikut:

- Kalah tender di beberapa pelanggan, karena fee yang ditawarkan Perusahaan
- Rencana pelatihan Gada Madya belum terlaksana seluruhnya karena perubahan kebijakan pejabat di Mabes POLRI (hanya terlaksana 2 pelatihan dari rencana 8 pelatihan)

Until the end of 2019, the Security Services business segment has managed 5,801 workers, with a 116% achievement of the 2019 RKAP target of 5,000 workers. In addition, the Security Services business segment in 2019 also conducted training for 21 security personnel with a total number of 2427 participants, with the following training topics:

1. HSSE Basic Safety Training Security for 6 batches
2. Physical Security and Management System for Petroleum Security Training for 7 batches
3. Basic Investigation Security Training for 3 batches
4. Intermediate Safety for Security Guard Training for 2 batches
5. Primary Guard Training for 1 batch
6. Middle-Level Guard Training for 2 batches

The revenue obtained by the Security Services business segment in 2019 reached Rp 596.2 billion, growing 20.76% of revenue in 2018, but only reached 97.26% of the 2019 RKAP target of Rp 613.1 billion. The Security Service business segment's revenue target has not been achieved due to the following:

- Not winning tenders at several customers, due to fees offered by the Company
- Middle-level Guard training plan has not been fully implemented due to changes in officials' policy at the National Police Headquarters (only 2 trainings out of the planned 8 trainings)

## PUSAT PENILAIAN/ASSESSMENT CENTER

### Produk dan Jasa serta Kegiatan Operasi Segmen Usaha Pusat Penilaian/Assessment Center

*Assessment Center* merupakan unit bisnis yang baru beroperasi sejak bulan Juli 2016. Unit bisnis ini menyediakan pelaksanaan kegiatan evaluasi perilaku pekerja untuk mengukur kompetensi yang dibutuhkan perusahaan-perusahaan. *Assessment Center* merupakan metode dalam pengembangan SDM baik pada lingkungan pemerintahan maupun swasta, sebagai sebuah metode berbasis kompetensi untuk dapat mengukur kemampuan, keterampilan dan pengetahuan.

## ASSESSMENT CENTER

### Products and Services, and Operational Activities of Assessment Center Business Segment

Assessment Center is a new business unit which commenced its operations since July 2016. This business unit provides employee's behavioral evaluation activity to assess the competencies required by the companies. Assessment Center is a method in HR development, both in government and private environment, as a competency-based method to be able to measure ability, skill and knowledge.



#### Profitabilitas Segmen Usaha *Assessment Center*

Segmen Usaha <i>Assessment Center</i>	2019		2018		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi Terhadap Pendapatan Perusahaan (%) Contribution to Company Revenue (%)	Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)			
Pendapatan Revenue	8.463	0,41%	7.106	0,45%	1.363	19,18%	↑

#### Perbandingan Segmen Usaha *Assessment Center* dengan Target

Segmen Usaha <i>Assessment Center</i> Assessment Center Business Segment	Realisasi 2019 2019 Realization	Target 2019 2019 Target	Pencapaian (%) Achievement (%)	
	(1)	(2)	(1:2)	
Jumlah Proyek Number of Projects	143	50	286%	↑
Pendapatan (Rp-juta) Revenue (Rp-million)	8.463	2.279	371,35%	↑

Sampai dengan akhir tahun 2019, segmen usaha *Assessment Center* telah melaksanakan 143 proyek *Assessment Center* dengan total jumlah peserta *assessment* sebanyak 2.857 peserta. Sedangkan pendapatan yang diperoleh segmen usaha *Assessment Center* pada tahun 2019 mencapai Rp 8,46 miliar, tumbuh 19,8% dari pendapatan tahun 2018, dan mencapai 371,35% dari target RKAP 2019 sebesar Rp 2,28 miliar.

Target pendapatan segmen usaha *Assessment Center* dapat dicapai karena pada tahun 2019 perusahaan memperoleh kontrak pekerjaan *Assessment Center* dengan nilai material (> Rp 1 miliar) sebagai berikut:

1. *Assessment OLAS* Pertamina Hulu Sanga-Sanga dengan nilai kontrak Rp 2,5 miliar
2. Penyusunan Job Description PT Pertamina Lubricants dengan nilai kontrak Rp 1,9 miliar
3. PT Pertamina Gas dengan total nilai kontrak Rp 88,8 miliar

Selama tahun 2019 segmen usaha *Assessment Center* juga memperoleh proyek dari pasar non captive sebagai berikut:

1. Pelatihan Mengenali Kejujuran dan Mempelajari Tanda Kebohongan untuk Kementerian Keuangan
2. *Assessment Center* untuk PT Affinity Health Indonesia (RS Premier)
3. Pengembangan Profesionalisme Aparatur BKD DI Yogyakarta (*Personal Profile Analysis & TEIQue Certification*)
4. *Assessment Center* Calon Direktur PT Semen Indonesia Logistik

As of the end of 2019, the Assessment Center business segment has carried out 143 Assessment Center projects with a total number of assessment participants totaling 2,857 participants. Whereas the revenue obtained from the Assessment Center business segment in 2019 reached Rp 8.46 billion, grew by 19.8% from revenue in 2018, and reached 371.35% from the 2019 RKAP target of Rp 2.28 billion.

The revenue target for the Assessment Center business segment can be achieved because in 2019 the Company obtained Assessment Center contracts with material value (> Rp 1 billion) as follows:

1. Pertamina Hulu Sanga-Sanga OLAS assessment with a contract value of Rp 2.5 billion
2. Job Description Compilation of PT Pertamina Lubricants with a contract value of Rp 1.9 billion
3. PT Pertamina Gas with a total contract value of Rp 88.8 billion

During 2019, the Assessment Center business segment also obtained projects from non-captive market as follows:

1. Recognizing Honesty and Learning the Signs of Deceit Training for the Ministry of Finance
2. Assessment Center for PT Affinity Health Indonesia (Premier Hospital)
3. Professional Development of BKD Apparatus in Yogyakarta (Personal Profile Analysis & TEIQue Certification)
4. Assessment Center for Prospective Directors of PT Semen Indonesia Logistik

## TINJAUAN KEUANGAN FINANCIAL REVIEW



### Standar Penyajian Informasi Dan Kesesuaian Terhadap Standar Akuntansi Keuangan

Analisis dan pembahasan kinerja keuangan pada laporan tahunan ini mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir 31 Desember 2019 telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis, & Rekan (PWC Indonesia) dan 31 Desember 2018 yang telah diaudit oleh Kantor Akuntan Purwantono, Sungkoro & Surja (EY Indonesia). Penyajian dan pengungkapan laporan keuangan Perusahaan disusun sesuai dengan Standar Akuntansi Keuangan ("SAK") di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia.

### Information Presentation Standards and Conformity to Financial Accounting Standards

The analysis and discussion of financial performance in this annual report refers to the Financial Statements for the years ended December 31, 2019 audited by Public Accounting Firm Tanudiredja, Wibisana, Rintis, & Rekan (PWC Indonesia) and December 31, 2018 audited by Public Accounting Firm Purwantono, Sungkoro & Surja. The Company's financial statements have been prepared and presented based on the Indonesian Financial Accounting Standards ("SAK"), which include the Statement 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.

### Posisi Keuangan

### Financial Position

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	(1)	(2)	(3=1-2)	(3:2)	
<b>Aset</b> Asset					
Aset Lancar Current Assets	681.051	559.167	121.884	21,80%	↑
Aset Tidak Lancar Non-Current Assets	19.593	17.167	2.426	14,13%	↑
Jumlah Aset Total Assets	700.644	576.334	124.310	21,57%	↑



	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	[1]	[2]	[3=1-2]	[3:2]	
<b>Liabilitas dan Ekuitas</b> Liabilities and Equity					
<b>Liabilitas</b> Liabilities					
Liabilitas Jangka Pendek Current Liabilities	458.722	349.395	109.327	31,29%	↑
Liabilitas Jangka Panjang Non-current Liabilities	16.044	13.232	2.812	21,25%	↑
Jumlah Liabilitas Total Liabilities	474.766	362.627	112.139	30,92%	↑
Jumlah Ekuitas Total Equity	225.878	213.707	12.171	5,70%	↑
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	700.644	576.334	124.310	21,57%	↑

## Aset

## ASSETS

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	[1]	[2]	[3=1-2]	[3:2]	
<b>ASET LANCAR</b> Current Assets					
Kas dan setara kas Cash and cash equivalents	20.781	15.604	5.177	33,18%	↑
Piutang usaha Trade receivables					
Pihak berelasi Trade receivables	241.767	325.932	(84.165)	(25,82%)	↓
Pihak ketiga Third parties	347	249	98	39,36%	↑
Piutang Karyawan Employee receivables	9	63	(54)	(85,71%)	↑
Piutang usaha yang belum difakturkan Unbilled receivables					
Pihak berelasi Related parties	386.429	193.918	192.511	99,27%	↑
Pihak ketiga Third parties	730	-	730	-	-
Beban dibayar dimuka dan uang muka Prepaid Expenses Advances	29.379	23.463	5.916	25,21%	↑
Persediaan Inventories	125	1	124	12400,00%	
Jumlah aset lancar Total current assets	681.051	559.167	121.884	21,80%	↑
<b>ASET TIDAK LANCAR</b> Non-Current Assets					
Kas yang dibatasi penggunaannya Restricted cash	242	803	(561)	(69,86%)	↓
Aset pajak tangguhan Deferred tax assets	4.208	3.308	900	27,21%	↑
Aset tetap Fixed assets	2.111	3.695	(1.584)	(42,87%)	↓

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage	
	[1]	[2]	[3=1-2]	[3:2]	
Aset tidak lancar lainnya Other non-current assets	13.032	9.361	3.671	39,22%	↑
Jumlah aset tidak lancar Total non-current assets	19.593	17.167	2.426	14,13%	↑
Jumlah aset Total assets	700.644	576.334	124.310	21,57%	↑

### Total Aset

Jumlah aset Perusahaan tahun 2019 sebesar Rp700,64 miliar yang terdiri dari 97,2% berupa aset lancar senilai Rp681,05 miliar dan 2,8% berupa aset tidak lancar senilai Rp19,59 miliar.

### Aset Lancar

Aset Lancar tahun 2019 mengalami kenaikan sebesar 22% atau sebesar Rp 121,88 miliar dari tahun 2018, presentase terbesar Aset lancar dengan rincian sebagai berikut : Piutang usaha yang belum difakturkan/ Unbilled sebesar Rp 387,16 miliar atau 56,8%, Piutang usaha sebesar Rp 242,21 miliar atau 35,6%, dan Uang muka sebesar Rp24,30 miliar atau 3,6% dari jumlah Aset lancar.

Kenaikan terbesar dari Aset lancar terjadi pada akun Piutang usaha yang belum difakturkan sebesar Rp193,24 miliar dari tahun lalu, hal ini disebabkan kenaikan total pendapatan tahun 2019 secara keseluruhan dan adanya akrual pendapatan dari pekerjaan-pekerjaan yang telah terealisasi di Desember 2019 yang belum ditagihkan.

### Aset Tidak Lancar

Aset tidak lancar tahun 2019 mengalami kenaikan sebesar 14% atau sebesar 2,43 miliar dari tahun 2018, dengan perincian sebagai berikut: Aset tetap Rp2,11 miliar, Aset pajak tangguhan Rp4,21 miliar, Kas yang dibatasi penggunaannya Rp242 juta, dan Aset tidak lancar lainnya Rp13,03 miliar.

Kenaikan Aset tidak lancar didorong oleh kenaikan Aset tidak lancar lainnya yang naik sebesar 3,67 miliar dan kenaikan Aset pajak tangguhan sebesar Rp900 juta.

### Liabilitas

### Total Assets

Total assets of the Company in 2019 amounted to Rp700.64 billion, consisting of 97.2% of current assets valued at Rp681.05 billion and 2.8% of non-current assets valued at Rp19.59 billion.

### Current Assets

Current Assets in 2019 increased by 22% or as much as Rp121.88 billion from 2018, in which the largest percentage of current assets with details as follows: Unbilled receivables amounted to Rp387.16 billion or 56.8%, Trade receivables amounted to Rp 242.21 billion or 35.6%, and advances amounted to Rp24.30 billion or 3.6% of total current assets.

The biggest increase in current assets occurred in the Unbilled Receivables account of Rp193.24 billion from last year, this was due to an increase in total revenue in 2019 as a whole and the presence of income from projects that were realized in December 2019 yet had not been billed.

### Non-current Assets

Non-current assets in 2019 increased by 14% or 2.43 billion from 2018, with the following details: Fixed assets of Rp2.11 billion, Deferred tax assets of Rp4.21 billion, Restricted cash of Rp242 million, and Other non-current assets of Rp13.03 billion.

The increase in non-current assets was driven by an increase in other non-current assets which rose by 3.67 billion and an increase in deferred tax assets of Rp900 million.

### Liabilities

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)			
			Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage		
	[1]	[2]	[3=1-2]	[3:2]		
<b>LIABILITAS JANGKA PENDEK</b> <b>CURRENT LIABILITIES</b>						
Pinjaman jangka pendek Short-term loans						
Utang usaha Trade payables	232.703	249.491	(16.788)	(6,73%)	↓	
Pihak berelasi Related parties	16.572	21.274	(4.702)	(22,10%)	↓	
Pihak ketiga Third parties	93.886	26.495	67.391	254,35%	↑	
Biaya yang masih harus dibayar Accrued expenses	108.516	45.939	62.577	136,22%	↑	
Utang pajak Taxes payable	7.045	6.196	849	13,70%	↑	
Jumlah liabilitas jangka pendek Total current liabilities	458.722	349.395	109.327	31,29%	↑	



	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)			
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage		
	(1)	(2)	(3=1-2)	(3:2)		
<b>LIABILITAS JANGKA PANJANG</b>						
<b>NON-CURRENT LIABILITIES</b>						
Liabilitas imbalan pasca kerja Post-employment benefits liabilities	16.044	13.232	2.812	21,25%	↑	
Jumlah liabilitas jangka panjang Total non-current liabilities	16.044	13.232	2.812	21,25%	↑	
<b>JUMLAH LIABILITAS</b> <b>TOTAL LIABILITIES</b>	<b>474.766</b>	<b>362.627</b>	<b>112.139</b>	<b>30,92%</b>	<b>↑</b>	

#### Jumlah Liabilitas

Jumlah Liabilitas Perusahaan tahun 2019 sebesar Rp474,77 miliar yang terdiri dari 96,6% berupa Liabilitas jangka pendek senilai Rp458,72 miliar dan 3,4% berupa Liabilitas jangka panjang senilai Rp16,04 miliar.

#### Liabilitas jangka pendek

Liabilitas jangka pendek tahun 2019 mengalami kenaikan sebesar 31% atau sebesar Rp109,33 miliar dari tahun 2018. presentase terbesar liabilitas jangka pendek dengan rincian sebagai berikut : Pinjaman jangka pendek sebesar Rp232,70 miliar atau 50,7%, Biaya yang masih harus dibayar sebesar Rp108,52 miliar atau 23,7%, dan Utang usaha sebesar Rp110,46 miliar atau 24,1% dari jumlah Liabilitas jangka pendek.

Kenaikan terbesar dari Libilitas jangka pendek terjadi pada Biaya yang masih harus dibayar sebesar Rp62,58 dari tahun lalu, dan Utang usaha sebesar Rp62,69 miliar miliar dari tahun lalu, hal ini disebabkan kenaikan total pendapatan tahun 2019 secara keseluruhan dan adanya akrual biaya atas pekerjaan-pekerjaan yang telah terealisasi di Desember 2019.

Pinjaman jangka pendek adalah pinjaman *notional pooling* di bank mandiri, pada tahun 2019 pinjaman ini mengalami penurunan sebesar Rp16,79 miliar atau turun 7% dari tahun lalu, hal ini sesuai dengan kebijakan manajemen untuk terus memperkecil jumlah pinjaman dengan memaksimalkan penagihan atas piutang yang dimiliki, sehingga diharapkan kedepannya perusahaan dapat mandiri menjalankan usaha tanpa harus tergantung dengan pinjaman.

#### Total Liabilities

Total Liabilities of the Company in 2019 amounted to Rp.474.77 billion, consisting of 96.6% of current liabilities in the amount of Rp458.72 billion and 3.4% of non-current liabilities in the amount of Rp16.04 billion.

#### Current liabilities

Current liabilities in 2019 increased by 31% or Rp109.33 billion from 2018, in which the largest percentage of current liabilities with details as follows: Short-term loans amounting to Rp232.70 billion or 50.7%, accrued expenses amounting to Rp108.52 billion or 23.7%, and trade payables amounting to Rp110.46 billion or 24.1% of total current liabilities.

The largest increase in Current liabilities occurred in accrued expenses of Rp62.58 billion from last year, and trade payables of Rp62.69 billion from last year, due to an increase in total revenue for 2019 as a whole and the existence of accrued expenses from projects that have been realized in December 2019.

Short-term loans are notional pooling loans at Bank Mandiri. In 2019, this loan decreased by Rp16.79 billion or 7% from last year, in accordance with the management's policy to continue to reduce the number of loans by maximizing collection of receivables, so hopefully in the future the company can run its business independently without being dependent to loans.

#### Ekuitas

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	(1)	(2)	(3=1-2)	(3:2)	
<b>Modal saham</b>					
Modal saham	3.000	3.000	0	0,00%	-
<b>Saldo laba</b>	<b>204</b>	<b>204</b>	<b>0</b>	<b>0,00%</b>	<b>-</b>
Ditentukan penggunaannya	14.736	14.736	0	0,00%	-
Belum ditentukan penggunaannya	207.938	195.767	12.171	6,22%	↑
<b>JUMLAH EKUITAS</b>	<b>225.878</b>	<b>213.707</b>	<b>12.171</b>	<b>5,70%</b>	<b>↑</b>

Jumlah Ekuitas Perusahaan tahun 2019 sebesar Rp225,88 miliar yang terdiri dari Modal saham Rp3 miliar, Modal donasi Rp204 juta, dan Saldo laba Rp222,67 miliar. Jumlah ekuitas mengalami kenaikan sebesar Rp12,17 miliar atau 6% dari tahun lalu, hal ini berasal dari laba bersih perusahaan ditahun 2019.

Total Equity of the Company in 2019 amounted to Rp225.88 billion, consisting of Rp3 of billion share capital, Rp204 million of donated capital, and Rp222.67 billion of retained earnings. Total equity experienced an increase of Rp12.17 billion, or 6% from previous year, which is originating from the Company's net profit in 2019.

## Laba (Rugi) Dan Penghasilan Komprehensif Lain

## Profit (Loss) and Other Comprehensive Income

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	(1)	(2)	[3=1-2]	(3:2)	
Pendapatan usaha Revenue	2.085.871	1.591.656	494.215	31,05%	↑
Beban pokok pendapatan usaha Cost of revenue	(1.910.549)	(1.441.175)	(469.374)	32,57%	↑
Laba kotor Gross profit	175.322	150.481	24.841	16,51%	↑
Beban umum dan administrasi General and administrative expenses	(93.272)	(67.388)	(25.884)	38,41%	↑
Beban keuangan Finance costs	(19.560)	(18.720)	(840)	4,49%	↑
Pendapatan lain-lain, bersih Other income, net	(19.016)	44	(19.060)	(433.18,18%)	↓
Laba sebelum pajak penghasilan Profit before income tax	43.474	64.417	(20.943)	(32,51%)	↓
Beban pajak penghasilan Income tax expenses					
Kini Current	(26.961)	(23.334)	(3.627)	15,54%	↑
Tangguhan Deferred	615	(78)	693	(888,46%)	↓
Beban pajak penghasilan Income tax expenses	(26.346)	(23.412)	(2.934)	12,53%	↑
Laba tahun berjalan Profit for the Year	17.128	41.005	(23.877)	(58,23%)	↓
Penghasilan komprehensif lain setelah pajak penghasilan Other comprehensive income after income tax					
Pos yang tidak akan direklasifikasi ke laba rugi: Items that will not be reclassified to profit or loss					
Pengukuran kembali imbalan pasca kerja Re-measurement of post-employment benefit obligations	(1.142)	(412)	(730)	177,18%	↑
Beban pajak terkait Related income tax benefit	285	103	182	176,70%	↑
Pengukuran kembali imbalan pasca kerja setelah pajak Re-measurement of post-employment benefit obligations after tax	(857)	(309)	(548)	177,35%	↑
Total laba komprehensif tahun berjalan Total comprehensive income for the year	16.271	40.696	(24.425)	(60,02%)	↓

Realisasi Pendapatan tahun 2019 naik sebesar Rp 494,21 miliar atau naik 31% dari tahun 2018, dari yang pada tahun 2018 total pendapatan sebesar Rp1.591,66 miliar naik menjadi Rp2.085,87 miliar di tahun 2019. Pendapatan tahun 2019 terdiri dari : Pendapatan *Manpower Supply* sebesar Rp732,67 miliar (35,1% dari total pendapatan), Pendapatan *Jasa Pengamanan* sebesar RP596,24 miliar (28,6% dari total pendapatan), Pendapatan *Event Organizer* sebesar Rp548,70 miliar (26,3% dari total pendapatan), Pendapatan *Consulting* sebesar RP149,60 (7,2% dari total pendapatan), Pendapatan *Training* sebesar RP50,20 miliar (2,4% dari total pendapatan), dan Pendapatan *Assessment Center* sebesar Rp8,50 miliar (0,4% dari total pendapatan).

The Realization of Revenue in 2019 increased by Rp449.21 billion or 31% from 2018, in which total revenue in 2018 amounted to Rp1,591.66 billion rose to Rp2,085.87 billion in 2019. 2019's revenue consist of : Manpower Supply Revenue of Rp732.67 billion (35.1% of total revenue), Security Services Revenue of Rp596.24 billion (28.6% of total revenue), Event Organizer Revenue of Rp548.70 billion (26.3% of total revenue), Consulting Revenue of Rp149.60 (7.2% of total revenue), Training Revenue of Rp50.20 billion (2.4% of total revenue), and Assessment Center Revenue of Rp8.50 billion (0.4% of total revenue).



Realisasi Beban pokok penjualan tahun 2019 sebesar Rp1.910,55 miliar, naik sebesar Rp469,37 miliar naik atau 33% dari tahun 2018, kenaikan ini sejalan dengan kenaikan pendapatan tahun 2019.

Beban umum & administrasi tahun 2019 sebesar Rp93,27 miliar, naik sebesar Rp25,88 miliar atau sebesar 38% dari tahun 2018.

Beban keuangan tahun 2019 sebesar Rp19,56 miliar, naik sebesar Rp840 juta atau sebesar 4% dari tahun 2018. Beban keuangan ini adalah beban bunga pinjaman *notional pooling*.

Beban lain-lain bersih tahun 2019 sebesar Rp19,02 miliar, naik sebesar Rp19,06 miliar atau sebesar 43,318% dari tahun 2018.

The realization of Cost of Revenue in 2019 amounted to Rp1,910.55 billion, an increase of Rp469.37 billion or 33% from 2018. This increase is in line with the increase in revenue in 2019.

General & administrative expenses in 2019 amounted to Rp93.27 billion, an increase of Rp25.88 billion or 38% from 2018.

Financial costs in 2019 were recorded at Rp19.56 billion, increased by Rp840 million or 4% from 2018. This financial costs were the interest expense on notional pooling loans.

Other net expenses in 2019 amounting to Rp19.02 billion, up by Rp19.06 billion or 43,318% from 2018.

## Arus Kas

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage
	(1)	(2)	(3=1-2)	(3:2)
Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	26.066	47.792	(21.726)	(45,46%)
Arus Kas dari Aktivitas Investasi Cash Flows from Investing Activities	-	(816)	816	(100,00%)
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities	(20.888)	(36.916)	16.028	(43,42%)
Kenaikan/(penurunan) neto kas dan kas di bank Increase/(Decrease) in Net Cash and Cash Equivalents	5.178	10.060	(4.882)	(48,53%)
Dampak perubahan valuta asing terhadap kas dan setara kas Effect of Exchange Rate Changes on Cash and Cash Equivalents	(1)	3	(4)	(133,33%)
Kas dan kas pada awal tahun Cash and Cash Equivalents at Beginning of the Year	15.604	5.541	10.063	181,61%
Kas dan kas pada akhir tahun Cash and Cash Equivalents at End of the Year	20.781	15.604	5.177	33,18%

## Arus Kas dari Aktivitas Operasi

## Cash Flows from Operating Activities

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage
	(1)	(2)	(3=1-2)	(3:2)
Penerimaan kas dari pelanggan Cash receipts from customers	1.976.698	1.581.719	394.979	24,97%
Pembayaran kas kepada pemasok dan karyawan Cash payment to suppliers and employees	(1.886.765)	(1.476.376)	(410.389)	27,80%
Pembayaran Pajak Penghasilan badan Payment of corporate income tax	(27.182)	(39.128)	11.946	(30,53%)
Pembayaran bunga Payment of interest	(19.560)	(18.423)	(1.137)	6,17%
Penerimaan lainnya-neto Other receipts - net	(17.125)	-	(17.125)	-
Arus kas bersih yang digunakan untuk aktivitas operasi Net cash flows used for operating activities	26.066	47.792	(21.726)	(45,46%)

Penerimaan kas dari pelanggan tahun 2019 sebesar Rp1.976,70 miliar, naik sebesar Rp394,98 miliar atau sebesar 25% dari tahun 2018. Pembayaran kepada pemasok dan karyawan sebesar 1.886,76 miliar atau sebesar 28% dari tahun lalu. Hal ini sejalan dengan naiknya pendapatan di tahun 2019.

Cash receipts from customers in 2019 amounted to Rp1,976.70 billion, an increase of Rp394.98 billion or 25% from 2018. Cash payments to suppliers and employees amounted to 1,886.76 billion or increased by 28% from last year. This is in line with the increase in revenue in 2019.

Pembayaran pajak turun sebesar RP 11.95 miliar atau turun 31% dari tahun lalu dikarenakan turunnya laba perusahaan. Pembayaran bunga pinjaman naik sebesar RP1,14 miliar atau naik 6% dari tahun lalu. Beban bunga ini adalah beban bunga pinjaman notional pooling.

Tax payments decreased by Rp11.95 billion or 31% from previous year, due to the decline in the Company's profit. Loan interest payments rose by Rp1.14 billion or 6% from previous year. This interest expense is the notional pooling loan interest expense.

### Arus Kas Dari Aktivitas Investasi

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	(1)	(2)	(3=1-2)	(3:2)	
Perolehan aset tetap	-		(816)	816	(100%) <span style="color:red">↓</span>
Arus kas bersih digunakan untuk aktivitas investasi	-		(816)	816	(100%) <span style="color:red">↓</span>

Di tahun 2019, tidak ada pembelian aset tetap.

### Cash Flows from Investing Activities

In 2019, there were no purchases of fixed assets.

### Arus Kas dari Aktivitas Pendanaan

	2019 (Rp-juta) (Rp-million)	2018 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	(1)	(2)	(3=1-2)	(3:2)	
(Penurunan) kenaikan pinjaman bank jangka pendek (Decrease) Increase of short-term bank loans	(16.788)	(33.746)	16.958	(50,25%) <span style="color:red">↓</span>	
Pembayaran dividen Dividend payment	(4.100)	(3.170)	(930)	29,34% <span style="color:blue">↑</span>	
Arus kas bersih yang diperoleh dari aktivitas pendanaan Net cash flows provided by financing activities	(20.888)	(36.916)	16.028	(43,42%) <span style="color:red">↓</span>	

Arus kas bersih dari aktivitas pendanaan tahun 2019 masih minus sebesar Rp209 miliar karena perusahaan masih berusaha untuk menurunkan saldo pinjaman NP.

### Cash Flows from Financing Activities

Net cash flow from financing activities in 2019 was still minus Rp20.9 billion because the Company was still trying to reduce the balance of NP loans

## KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG

### Kemampuan Membayar Utang

Kemampuan membayar utang dapat diukur melalui beberapa rasio likuiditas, antara lain rasio kas dan rasio lancar. Rasio-rasio tersebut akan menjadi tolak ukur bagi Perusahaan dalam menghitung kemungkinan risiko-risiko yang muncul dalam kegiatan operasional bisnis.

## ABILITY TO PAY DEBT AND RECEIVABLES COLLECTIBILITY RATE

### Ability to Pay Debt

The ability to pay debt can be measured through several liquidity ratios, including solvency ratio and current ratio. These ratios will be a benchmark for the Company in calculating the possible risks that arise in business operations.

	2019	2018	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	(1)	(2)	(3=1-2)	(3:2)	
Rasio Kas (%) Cash Ratio (%)	4,46%	4,47%	0,06	(0,01%) <span style="color:red">↓</span>	
Rasio Lancar (%) Current Ratio (%)	148,39%	160,04%	(11,57)	(11,65%) <span style="color:red">↓</span>	

Rasio kas digunakan untuk mengukur kemampuan Perusahaan dalam melunasi seluruh utangnya menggunakan modal yang dimiliki. Pada tahun 2019 rasio kas tercatat 4,46% atau turun -0,01% dari tahun 2018 yang tercatat sebesar 4,47%. Sedangkan rasio lancar digunakan untuk mengukur kemampuan Perusahaan melunasi seluruh utangnya dengan menggunakan aset yang dimiliki. Pada tahun 2019 rasio lancar tercatat 148,39% atau turun -11,65% dari tahun 2018 yang tercatat sebesar 160,04%.

The cash ratio is used to measure the Company's ability to pay off all its debts using capital owned. In 2019, the cash ratio was recorded at 4.46% or decreased by -0.01% from 2018 at 4.47%. While the current ratio is used to measure the Company's ability to pay off all of its debts using assets owned. In 2019, the current ratio was recorded at 148.39% or decreased by -11.65% from 2018 at 160.04%.



## Tingkat Kolektibilitas Piutang

Dalam mengukur tingkat kolektibilitas piutang, Perusahaan menggunakan indikator *Collection Period*. Indikator ini digunakan untuk mengukur periode rata-rata yang diperlukan untuk mengumpulkan piutang (dalam satuan hari). Indikator ini dapat digunakan untuk mengukur kemampuan Perusahaan dalam mengumpulkan jumlah piutang dalam setiap jangka waktu tertentu.

Kolektibilitas piutang usaha dan piutang lain-lain ditinjau secara berkala. Piutang yang diketahui tidak tertagih, dihapuskan dengan secara langsung mengurangi nilai tercatatnya. Akun provisi digunakan ketika terdapat bukti yang objektif bahwa Perusahaan tidak dapat menagih seluruh atau sebagian nilai terutang sesuai dengan persyaratan awal piutang.

	2019	2018	Kenaikan (Penurunan) Increase (decrease)		
			Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage	
	(1)	(2)	(3=1-2)	(3:2)	
Collection Period (hari) Collection Period (days)	110,56	119,27	(8,71)	(7,30%)	↓

Kemampuan Perusahaan dalam menagih piutangnya di tahun 2019 sebanyak 110,56 hari, turun sebesar -7,30% dibandingkan tahun 2018 yang sebanyak 119,27 hari.

## Receivables Collectability Rate

In assessing the receivables collectability rate, the Company uses Collection Period indicator. This indicator is used to measure the average period required to collect receivables (in days). This indicator can be used to measure the Company's ability to collect receivables in any given time period.

The collectibility of trade receivables and other receivables are reviewed periodically. Receivables known to be uncollectible, are written off by directly reducing their carrying amount. A provisioning account is used when there is objective evidence that the Company can not collect all or part of the outstanding amount in accordance with the initial terms of the receivables.

## STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

### Kebijakan Manajemen atas Struktur Modal dan Dasar Pemilihan

Perusahaan mengelola risiko modal untuk memastikan bahwa mereka akan mampu untuk melanjutkan keberlangsungan hidup, selain memaksimalkan keuntungan para pemegang saham melalui optimalisasi saldo utang dan ekuitas. Struktur modal Perusahaan terdiri dari ekuitas pemegang saham induk, yang terdiri dari modal yang ditempatkan, laba ditahan dan komponen ekuitas lainnya. Dewan Direksi secara berkala melakukan reviu struktur permodalan Perusahaan. Sebagai bagian dari reviu ini, Direktur juga mempertimbangkan biaya permodalan dan risiko yang berhubungan.

### Rincian Struktur Modal Perusahaan

Struktur modal Perusahaan tahun 2019 dan perbandingannya dengan tahun 2018 yang terdiri dari utang berbasis bunga dan ekuitas adalah sebagai berikut.

Struktur Modal dan Perubahannya

Struktur Modal Capital Structure	2019		2018		Kenaikan (Penurunan) Increase (Decrease)		
	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi (%) Contribution (%)	Jumlah (Rp-juta) Amount (Rp-million)	Kontribusi (%) Contribution (%)	Selisih (Rp-juta) Difference (Rp-million)	Percentase (%) Percentage (%)	
	(1)	(2)	(3=1-2)	(3:2)			
Liabilitas Jangka Pendek Current Liabilities	458.722	65,47%	349.395	60,62%	109.327	31,29%	↑
Liabilitas Jangka Panjang Non-current Liabilities	16.044	2,29%	13.232	2,30%	2.812	21,25%	↑
Ekuitas Equity	225.878	32,24	213.707	37,08%	12.171	5,70%	↑
Jumlah Struktur Modal Perusahaan Total Company Capital Structure	700.644	100,00%	576.334	100,00%	124.310	21,57%	↑

## CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

### Management Policy on Capital Structure and Basis of Selection

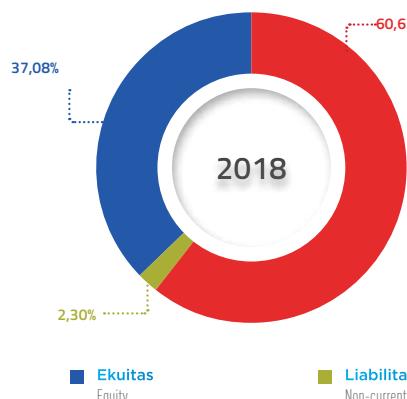
The Company manages capital risk to ensure their ability to continue as going concern, in addition to maximizing return for shareholders through the optimization of balance of debt and equity. The capital structure of the Company consists of equity attributable to equity holders of the parent, comprising issued capital, retained earnings and other equity component. The Board of Directors periodically review the Company's capital structure. As part of this review, the Board of Directors consider the cost of capital and related risks.

### Details of Company's Capital Structure

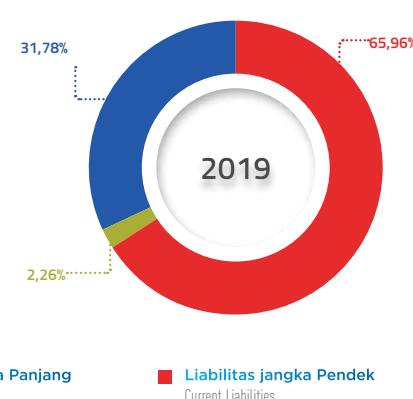
The Company's capital structure in 2019 and its comparison with 2018 which consists of interest-based debt and equity are as follows

Capital Structure and the Changes

Komposisi Struktur Modal



Composition of Capital Structure



## IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Pada tahun 2019 PTC tidak memiliki ikatan material yang ditujukan bagi investasi barang modal.

## REALISASI INVESTASI BARANG MODAL

Berdasarkan keputusan Pemegang Saham Secara Sirkuler tertanggal 28 Oktober 2019, Perusahaan merevisi Anggaran Biaya Investasi pada Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019 dari sebesar Rp1.220.000.000 menjadi Rp0 dengan rincian sebagai berikut:

(dalam rupiah penuh)

(in full rupiah)

Kategori Category	ABI 2019	
	Sebelum Revisi Before Revision	Setelah Revisi After Revision
Business Development (BD)	-	-
BD Ex Penyertaan Modal Pertamina   BD Ex Pertamina Equity Participation	-	-
Total BD	-	-
Non Business Development (NBD)	1.220.000,00	-
NBD Ex Penyertaan Modal Pertamina   NBD Ex Pertamina Equity Participation	-	-
Total NBD	1.220.000,00	-
<b>Total</b>	<b>1.220.000,00</b>	-

## INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN USAHA, AKUISISI, DAN/ ATAU RESTRUKTURISASI UTANG/MODAL

Selama 2019, tidak ada informasi material tentang investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal.

## MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENT

In 2019, PTC has no material commitment intended for capital goods investment.

## REALIZATION OF CAPITAL GOODS INVESTMENT

Based on Circular Shareholders' decision dated October 28, 2019, the Company revised the Investment Budget in the 2019 Corporate Work Plan and Budget (RKAP) from Rp1,220,000,000 to Rp0 with the following details:

## MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, MERGER, ACQUISITION, AND/OR DEBT/CAPITAL RESTRUCTURING

In 2019, there was no material information about investment, expansion, divestment, merger, acquisition and debt/capital restructuring.



## PERBANDINGAN ANTARA TARGET ANGGARAN DENGAN REALISASI, DAN PROYEKSI USAHA

## COMPARISON BETWEEN BUDGET TARGETS AND REALIZATION, AND BUSINESS PROJECTIONS

	Realisasi 2019 (Rp-juta) Realization (Rp-million)	Target 2019 2019 Target (Rp-juta) (Rp-million)	Pencapaian Realisasi Terhadap RKAP 2019 (%) Realization Achievement against 2019 RKAP (%)		Proyeksi 2020 (Rp-juta) 2020 Projection (Rp-million)	Proyeksi 2020 Terhadap Realisasi 2019 (%) 2020 Projection against 2019 Realization (%)		Proyeksi 2020 Terhadap Target 2019 (%) 2020 Projection against 2019 Target (%)
	1	2	(1:2)		3	(3:1)		(3:2)
<b>Laba Rugi dan Penghasilan Komprehensif Lain</b> Profit (Loss) and Other Comprehensive Income								
Pendapatan Pelatihan Training Revenue	50.198	66.501	75,5%	▼	62.922	125,3%	↑	94,6% ▼
Pendapatan Konsultasi Consulting Revenue	149.597	151.404	98,8%	▼	152.752	102,1%	↑	100,9% ↑
Pendapatan Manpower Supply Manpower Supply Revenue	732.672	672.984	108,9%	↑	787.392	107,5%	↑	117,0% ↑
Pendapatan Event Organizer Event Organizer Revenue	548.704	263.587	208,2%	↑	310.242	56,5%	▼	117,7% ↑
Pendapatan Jasa Pengamanan Security Services Revenue	596.237	613.059	97,3%	▼	692.675	116,2%	↑	113,0% ↑
Pendapatan Assessment Center Assessment Center Revenue	8.463	2.279	371,6%	↑	11.000	129,9%	↑	482,7% ↑
Total Pendapatan Usaha Total Revenue	2.085.871	1.769.815	117,9%	↑	2.016.983	96,7%	▼	114,0% ↑
Beban Pokok Pendapatan Usaha Cost of Revenue	(1.910.549)	(1.612.681)	118,5%	↑	(1.836.079)	96,1%	▼	113,9% ↑
Laba Kotor Gross profit	175.322	157.134	111,6%	↑	180.904	103,2%	↑	115,1% ↑
Beban umum dan administrasi General and administrative expenses	(93.272)	(74.947)	124,4%	↑	(93.519)	100,3%	↑	124,8% ↑
Laba Usaha Operating Income	82.050	82.186	99,8%	▼	87.386	106,5%	↑	106,3% ↑
Pendapatan / (Beban) Lain Other Income/Expenses	(38.577)	(13.474)	286,3%	↑	(10.959)	28,4%	▼	81,3% ▼
Laba Sebelum Pajak Profit before tax	43.474	68.712	63,3%	▼	76.426	175,8%	↑	111,2% ↑
Pajak Tax	26.961	21.275	126,7%	↑	21.564	80,0%	▼	101,4% ↑
Laba Bersih Net profit	17.128	47.437	36,1%	▼	54.862	320,3%	↑	115,7% ↑
<b>Posisi Keuangan</b> Financial Position								
<b>Aset</b> Assets								
Aset Lancar Current assets	681.051	518.626	131%	↑	552.938	81,2%	▼	106,6% ↑
Aset Tidak Lancar Non-Current Assets	19.593	17.995	109%	↑	17.708	90,4%	▼	98,4% ▼
Jumlah Aset Total Assets	700.644	536.621	131%	↑	570.646	81,4%	▼	106,3% ↑

	Realisasi 2019 (Rp-juta) Realization (Rp-million)	Target 2019 (Rp-juta) 2019 Target (Rp-million)	Pencapaian Realisasi Terhadap RKAP 2019 (%) Realization Achievement against 2019 RKAP (%)		Proyeksi 2020 (Rp-juta) 2020 Projection (Rp-million)	Proyeksi 2020 Terhadap Realisasi 2019 (%) 2020 Projection against 2019 Realization (%)	Proyeksi 2020 Terhadap Target 2019 (%) 2020 Projection against 2019 Target (%)
	1	2	(1:2)		3	(3:1)	(3:2)
<b>Liabilitas</b> <b>Liabilities</b>							
Liabilitas Jangka Pendek Current Liabilities	458.722	219.575	209%	↑	250.886	54.7% ↓	114.3% ↑
Liabilitas Jangka Panjang Non-Current Liabilities	16.044	16.172.	99%	↓	16.981	105.8% ↑	105.0% ↑
Jumlah Liabilitas Total Liabilities	474.766	235.747	201%	↑	267.866	56.4% ↓	113.6% ↑
Ekuitas Equity	225.878	300.874	75%	↓	302.779	134.0% ↑	100.6% ↑
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	700.644	536.621	131%	↑	570.646	81.4% ↓	106.3% ↑

## Perbandingan Realisasi dan Target RKAP Tahun 2019

Laba bersih Perusahaan sampai dengan tahun 2019 sebesar Rp 17,13 miliar, belum mencapai target RKAP 2019 yang ditetapkan sebesar Rp 47,44 miliar. Faktor-faktor yang menyebabkan tidak tercapainya target laba bersih adalah realisasi *Operating Margin* 3,93% yang lebih rendah dibandingkan target RKAP 2019 sebesar 4,64%, beban bunga sebesar Rp 19,56 miliar yang melebihi anggaran RKAP 2019 sebesar Rp 13,46 miliar, dan adanya denda pajak untuk transaksi tahun 2016 sebesar Rp 17,1 miliar.

## Proyeksi Tahun 2020

Perusahaan telah menetapkan proyeksi keuangan tahun 2020 sebagai berikut:

Uraian Description	Proyeksi 2020 2020 Projection
Pertumbuhan pendapatan Revenue Growth	17,9%
<i>Operating Margin</i>	4,33%
EBITDA Margin	4,40%
<i>Net Profit Margin</i>	2,72%
Collection Period	90 hari
Return on Investment	22,13%
Current Ratio	220,39%

Dalam penyusunan RKAP 2020, Perusahaan menggunakan beberapa asumsi sebagai berikut:

1. Asumsi strategis:
  - a. Pada tahun 2020 Perusahaan masih beroperasi dengan kondisi sama seperti tahun 2019
  - b. Porsi pendapatan terbesar Perusahaan masih berasal dari bisnis *Manpower Supply* dan *Jasa Pengamanan* ( $\pm 70\%$ )
  - c. SK Sinergi dan Penyelarasan Lingkup Bisnis berjalan dengan kondusif bagi masing-masing pihak yang terlibat:
    - Perusahaan menjadi *lead* dalam bisnis *Training* di lingkungan Pertamina
    - Perusahaan menjadi *lead* dalam bisnis *Manpower Supply* dan *Jasa Pengamanan* di lingkungan Pertamina
    - Dalam bisnis *Event Organizer*, Perusahaan berfokus pada penyelenggaraan *Meeting*
2. Asumsi finansial:
  - a. Kurs Rupiah terhadap dollar sebesar Rp 14.400,-
  - b. Tingkat inflasi 4,1% (ref.)
  - c. Suku bunga pinjaman sebesar 7,5% per tahun

## Comparison of Realization and Target of 2019 RKAP

The Company's net profit until 2019 amounted to Rp 17.13 billion, not yet reaching the 2019 RKAP target which was set at Rp 47.44 billion. Factors causing the non-achievement of net profit target were the realization of Operating Margin at 3.93% lower compared to the 2019 RKAP target of 4.64%, interest expense of Rp 19.56 billion that exceeded the 2019 RKAP budget of Rp 13.46 billion, and tax penalties for transactions in 2016 amounting to Rp 17.1 billion.

## 2020 Projections

The Company has set financial projections for 2020 as follows:

In preparing the 2020 RKAP, the Company used the following assumptions:

1. Strategic assumptions:
  - a. In 2020 the Company will still operate in the same conditions as in 2019
  - b. The largest portion of the Company's revenue is still from the Manpower Supply and Security Services business ( $\pm 70\%$ )
  - c. Synergy and Business Scope Alignment is running conducive for each party involved:
    - The Company is leading the Training business within Pertamina
    - The Company is leading in the Manpower Supply and Security Services business within Pertamina
    - In the Event Organizer business, the Company focuses on organizing Meetings
2. Financial assumptions:
  - a. Rupiah exchange rate against the US dollar is Rp. 14,400
  - b. 4.1% inflation rate (ref.)
  - c. Loan interest rate is 7.5% per year



## INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Perusahaan tidak mendapatkan adanya kejadian penting setelah tanggal laporan akuntan yang dicatat pada tanggal 20 Februari 2020.

## PENINGKATAN ATAU PENURUNAN YANG MATERIAL DARI PRODUKSI, PELAYANAN ATAU PENDAPATAN

Pendapatan Perusahaan pada tahun 2019 meningkat sebesar Rp 494 miliar atau 31,05% dari tahun 2018. Peningkatan ini terutama didukung oleh hal-hal berikut:

1. Peningkatan pendapatan segmen usaha *Event Organizer* sebesar Rp 247 miliar atau 82,31% dari tahun sebelumnya. Hal ini disebabkan peningkatan permintaan dari pelanggan, dengan jumlah proyek yang ditangani pada tahun 2019 sebanyak 704 proyek, tumbuh 70% daripada jumlah proyek yang ditangani pada tahun 2018 sebanyak 414 proyek.
2. Peningkatan pendapatan segmen usaha *Manpower Supply* sebesar Rp 105 miliar atau 16,86% dari tahun sebelumnya. Hal ini disebabkan adanya penyesuaian upah yang dibayarkan sesuai dengan penyesuaian UMR, serta peningkatan jumlah tenaga kerja yang dikelola. Jumlah tenaga kerja yang dikelola pada tahun 2019 sebanyak 5.683 orang, tumbuh 18% daripada jumlah tenaga kerja yang dikelola pada tahun 2018 sebanyak 4.823 orang.
3. Peningkatan pendapatan segmen usaha *Jasa Pengamanan* sebesar Rp 102 miliar atau 20,76% dari tahun sebelumnya. Hal ini disebabkan adanya penyesuaian upah tenaga kerja sesuai dengan penyesuaian UMR, peningkatan jumlah tenaga kerja yang dikelola, serta peningkatan jumlah pelatihan untuk tenaga pengamanan. Jumlah tenaga kerja yang dikelola pada tahun 2019 sebanyak 5.801 orang, tumbuh 20% daripada jumlah tenaga kerja yang dikelola pada tahun 2018 sebanyak 4.833 orang. Sedangkan jumlah pelatihan tenaga pengamanan yang diselenggarakan pada tahun 2019 sebanyak 23 batch, tumbuh 130% daripada jumlah pelatihan pada tahun 2018 sebanyak 10 batch.

## DAMPAK PERUBAHAN HARGA TERHADAP PENDAPATAN

Tidak terdapat perubahan harga yang mempengaruhi pendapatan atau laba perusahaan.

## DAMPAK NILAI TUKAR MATA UANG ASING

Perusahaan tidak menanggung risiko signifikan dari nilai tukar mata uang asing atas transaksi dan saldo yang didenominasi dalam mata uang selain Rupiah.

Pada tanggal 31 Desember 2019, jika mata uang Dolar AS melemah/menguat sebesar 1% terhadap Rupiah dengan semua variabel konstan, laba setelah pajak dalam tahun berjalan akan menjadi lebih tinggi/rendah Rp0,03 (2018: Rp3). Sensitivitas Perusahaan terhadap mata uang asing sebagian besar dipengaruhi dari kas di bank dan utang bank jangka pendek yang didenominasi dalam mata uang Dolar AS pada akhir periode.

## PROSPEK USAHA

Sumber daya manusia merupakan penggerak setiap aktivitas kehidupan, sehingga bisnis-bisnis yang terkait dengan sumber daya manusia dan pengembangan *human capital* merupakan bisnis yang memiliki prospek menarik dan bersifat jangka panjang. Selain itu produk-produk bisnis *human capital* seperti pelatihan, konsultasi pengembangan sistem *human resource*, dan *assessment center* memiliki risiko relatif rendah terhadap otomatisasi digital, sehingga keberlanjutan produk-produk tersebut diharapkan dapat berkesinambungan dalam jangka panjang.

### Peluang dan Tantangan

Dalam 5 tahun ke depan, rencana bisnis Pertamina Group sebagai pasar captive PTC akan membutuhkan banyak peranan sumber daya manusia. Di antaranya adalah pergeseran bisnis migas hilir Pertamina yang semula berfokus pada penyediaan bahan bakar menjadi bisnis petrokimia. Rencana pergeseran bisnis ini didukung melalui upgrade kilang eksisting melalui

## MATERIAL INFORMATION AND FACTS SUBSEQUENT TO THE DATE OF ACCOUNTANT REPORT

The company did not find any significant events subsequent to the date of accountant report which was recorded on February 20, 2020.

## MATERIAL INCREASE OR DECREASE IN PRODUCTION, SERVICE OR REVENUE

The Company's revenue in 2019 increased by Rp 494 billion or 31.05% from 2018. This increase was mainly supported by the following:

1. Increase in Event Organizer business segment revenue by Rp 247 billion or 82.31% from the previous year. This was due to an increase in demand from customers, with the number of projects handled in 2019 totaling 704 projects, growing 70% compared to the number of projects handled in 2018 totaling 414 projects.
2. Increase in Manpower Supply business segment revenue by Rp 105 billion or 16.86% from the previous year. This was driven by an adjustment in wages paid according to adjustment to the minimum wage, as well as an increase in the number of workers being managed. The number of manpower managed in 2019 was 5,683 worker, growing 18% compared to the number of manpower managed in 2018 of 4,823 workers.
3. Increase in Security Services business segment revenue by Rp 102 billion or 20.76% from the previous year. This was caused by an adjustment of labor wages in accordance with adjustment to the minimum wage, an increase in the number of workers being managed, as well as an increase in the amount of training for security personnel. The number of manpower managed in 2019 was 5,801 workers, growing by 20% compared to the total manpower managed in 2018 by 4,833 workers. While the number of security personnel training held in 2019 was 23 batches, growing 130% compared to the number of training in 2018 of 10 batches.

## IMPACT OF PRICE CHANGES TO REVENUE

There were no price changes that affect the Company's revenue or profit.

## IMPACT OF FOREIGN EXCHANGE RATE

The Company does not incur the foreign currency risk on transactions and balances that are denominated in currencies other than Rupiah.

As at December 31, 2019, if the US Dollar had weakened/strengthened by 1% against the Rupiah with all other variables held constant, profit after tax for the year would have been Rp0.03 (2018: Rp3) higher/lower. The Company's sensitivity to foreign currencies is mainly attributable to cash and cash equivalents that are denominated in US dollars at the end of reporting period.

## BUSINESS OUTLOOK

Human resources are the driving force of every life activity, thus businesses related to human resources and human capital development are businesses that have attractive prospects and are long-term in nature. In addition, human capital business products such as training, human resource system development consulting and assessment center have a relatively low risk of digital automation, so that these products are expected to be sustainable in the long term.

### Opportunities and Challenges

In the next 5 years, Pertamina Group's business plan as PTC captive market will require many roles of human resource. Among these is the shift in Pertamina's downstream oil and gas business, which initially focused on providing fuel to the petrochemical business. This business shift plan is supported through upgrading the existing refineries

program *Refinery Development Master Plant* dan pembangunan kilang baru melalui program New Grass Root Refinery, yang memberikan peluang bagi PTC untuk ikut berkontribusi melalui bisnis *Training, Consulting, Assessment Center, Manpower Supply*, dan Jasa Pengamanan. Namun tantangan yang dihadapi adalah *trend lifting* produk minyak dan gas yang cenderung menurun di Perusahaan Afiliasi Pertamina kelompok Hulu. Hal ini dapat mempengaruhi kebutuhan pasar tersebut untuk membeli produk-produk PTC.

Di luar Pertamina Group, salah satu kondisi yang berpengaruh pada bisnis PTC adalah akan diberlakukannya *Omnibus Law* dalam hal Kesempatan Kerja, di mana salah satu rancangan undang-undang yang dibuat adalah kemudahan untuk tenaga kerja asing untuk bekerja di Indonesia. Hal ini bisa menjadi peluang bagi PTC. Dengan pengalaman PTC dalam mengelola tenaga kerja asing untuk Pertamina Group, PTC mendapat peluang untuk dipercaya oleh perusahaan afiliasi Pertamina dan BUMN dalam mengelola tenaga kerja asing.

### Sinergi Perusahaan Afiliasi Pertamina

PT Pertamina (Persero) menerapkan kebijakan sinergi dengan perusahaan afiliasinya dalam rangka menunjang kegiatan operasi, meningkatkan efisiensi, meningkatkan daya saing, serta meningkatkan portofolio perusahaan-perusahaan yang tergabung dalam Pertamina Group, dengan tetap memperhatikan etika bisnis yang sehat. Terdapat 2 (dua) model sinergi yang dapat dieksplorasi sebagai berikut:

1. Sinergi Transaksional, di mana induk perusahaan dan perusahaan afiliasi menggunakan produk-produk PTC dalam menunjang aktivitas operasionalnya
2. Sinergi Kolaborasi, di mana dua perusahaan afiliasi atau lebih melakukan kolaborasi untuk menjangkau pasar *non-captive* di luar Pertamina Group

Dengan diterbitkannya Surat Keputusan No. Kpts-38/C0000/2019-S0 tentang Sinergi dan Penyelarasan Blns Anak Perusahaan Serta Perusahaan Terafiliasi PT Pertamina (Persero), yang menunjuk PTC sebagai leader di bisnis *Training, Manpower Supply* dan Jasa Pengamanan, hal ini meningkatkan peluang PTC dalam mendapatkan pekerjaan di bidang pengelolaan dan pengembangan sumber daya manusia, khususnya di Pertamina Group melalui mekanisme sinergi.

Di sisi lain, PT Pertamina (Persero) dikenal sebagai BUMN terbesar dan banyak dijadikan sebagai benchmark oleh BUMN lain atau perusahaan swasta. Selain itu banyak permintaan dari perusahaan migas asing yang berminat untuk belajar dari pengalaman dan pengetahuan Pertamina. Dengan demikian PTC memiliki potensi besar untuk memanfaatkan peluang tersebut dengan berperan sebagai *leader* dalam "menjual" kompetensi Pertamina di luar Pertamina Group melalui Sinergi Kolaborasi.

Sebagai bagian dari keterbukaan informasi, berikut ini realisasi sinergi antar Anak Perusahaan PT Pertamina (Persero):

through the Refinery Development Master Plant program and the construction of new refineries through the New Grass Root Refinery program, which provides opportunities for PTC to contribute through Training, Consulting, Assessment Center, Manpower Supply, and Security Services business. However, the challenge faced is the trend of lifting oil and gas products which tends to decline in Pertamina Affiliates of Upstream group. This can affect the needs of this market to purchase PTC products.

Outside Pertamina Group, one of the conditions affecting PTC business is the enactment of Omnibus Law in terms of Employment Opportunities, where one of the draft of this law is the ease for foreign workers to work in Indonesia. This could be an opportunity for PTC. With PTC's experience in managing foreign workers for Pertamina Group, PTC has the opportunity to be trusted by Pertamina affiliates and SOEs in managing foreign workers.

### Synergy of Pertamina Affiliates

PT Pertamina (Persero) implements a synergy policy with its affiliated companies in order to support operational activities, improve efficiency, increase competitiveness, and increase the portfolio of companies incorporated in Pertamina Group, while maintaining sound business ethics. There are 2 (two) synergy models that can be explored as follows:

1. Transactional synergy, in which the parent entity and affiliated companies use PTC products to support their operational activities
2. Collaborative Synergy, in which two or more affiliated companies collaborate to reach non-captive market outside Pertamina Group

The issuance of Decree No. Kpts-38/C0000/2019-S0 on Synergy and Alignment of Business Subsidiaries and Affiliated Companies of PT Pertamina (Persero), which appoint PTC as a leader in the Training, Manpower Supply and Security Services business, increases PTC's chances of getting a job in the field of human resources management and development, particularly within Pertamina Group through synergy mechanism.

On the other hand, PT Pertamina (Persero) is known as the largest SOE and is widely used as a benchmark by other SOEs or private companies. Besides that, many requests coming from foreign oil and gas companies who are interested to learn from Pertamina's experience and knowledge. Hence, PTC has great potential to take advantage of these opportunities by acting as a leader in "selling" Pertamina's competencies outside Pertamina Group through Collaborative Synergy.

As part of information disclosure, the following is the realization of synergies between PT Pertamina (Persero)'s Subsidiaries:

No	Anak Perusahaan Subsidiary	RKAP 2019	Realisasi Sinergi Realization of Synergy		%		Keterangan Remarks
			YTD Desember 2018 YTD December 2018	YTD Desember 2019 YTD December 2019			
			IDR	IDR	IDR	RKAP	YOY
<b>Pendapatan Income</b>							
1	PT Pertamina (Persero)	1,182,361,445,336	1,098,506,063,762	1,464,109,184,245	124%	133%	Penambahan TKJP untuk bisnis MPS sebesar Rp225 miliar dan Rp227 miliar, adendum kontrak Security di PT Pertamina (Persero) dari tahunan menjadi per 2 tahun menjadi Rp1,2 triliun. The addition of TKJP for the MPS business amounted to Rp225 billion and Rp227 billion, the addendum to the Security contract at PT Pertamina (Persero) from annual to 2 years to Rp1.2 trillion.
2	PT Pertamina Lubricants	250,995,022,397	225,315,203,735	212,265,561,306	85%	94%	Penambahan TKJP untuk bisnis MPS sebesar Rp232 miliar dan Security sebesar Rp27 miliar. The addition of TKJP for the MPS business was Rp232 billion and Security was Rp27 billion.



No	Anak Perusahaan Subsidiary	RKAP 2019	Realisasi Sinergi Realization of Synergy		%		Keterangan Remarks
			YTD Desember 2018 YTD December 2018	YTD Desember 2019 YTD December 2019			
			IDR	IDR	IDR	RKAP	YOY
3	PT Pertamina Gas	92,714,950,169	115,409,016,649	102,154,751,988	110%	89%	Penambahan TKJP di PT Pertamina Gas Western Java Area (WJA) sebesar Rp15 miliar. The addition of TKJP in PT Pertamina Gas Western Java Area (WJA) was Rp15 billion.
4	PT Perta Arun Gas	15,591,858,225	27,280,235,875	20,580,284,693	132%	75%	Pengadaan TKJP Security PT Perta Arun Gas sebesar Rp16 miliar. The procurement of TKJP Security of PT Perta Arun Gas amounted to Rp16 billion.
5	PT Pertamina EP	18,746,028,413	24,976,393,446	19,123,978,203	102%	77%	Jasa pekerjaan pemodelan geologi & geofisika dan simulasi reservoir untuk mendukung pekerjaan revisit model geologi sebesar Rp7 miliar Geological & geophysical modeling work services and reservoir simulation to support the revised geological model work of Rp7 billion
6	PT Pertamina EP Cepu	2,456,490,257	3,955,488,313	17,982,027,231	732%	455%	HUT PEPC ke-14 tahun 2019 sebesar Rp5 miliar. The 14th PEPC Anniversary in 2019 is Rp5 billion.
7	PT Pertamina Hulu Indonesia	434,725,528	434,725,528	12,607,383,654	2900%	2900%	Hasil pemasaran ke AP Hulu. Marketing results to AP Upstream.
8	PT Pertamina Internasional Eksplorasi & Produksi	25,159,470,174	8,320,551,137	11,399,377,620	45%	137%	Penambahan TKJP sebesar Rp9 miliar. The addition of TKJP was Rp9 billion.
9	PT Perta Samtan Gas	4,190,390,442	10,547,119,120	10,058,664,116	240%	95%	Penambahan TKJP sebesar Rp5 miliar. The addition of TKJP was Rp5 billion.
10	PT Pertamina International Shipping	1,279,245,000	2,500,940,866	10,592,596,212	828%	424%	Jasa event organizer "Steel Cutting Ceremony for Newbuilding VLCC and Delivery Ceremony of GP Acquisition - PIS Patriot" sebesar Rp277 miliar. Event organizer services "Steel Cutting Ceremony for New VLCC building and Delivery Ceremony of GP Acquisition - PIS Patriot" amounting to Rp277 billion.
11	Lainnya Others	44,687,012,931	51,422,206,513	198,849,156,592	445%	387%	Jasa event organizer Family Gathering dan Syukuran HUT PPN ke-22 sebesar Rp3,6 miliar; Jasa event organizer Tugu Insurance Employee Gathering 2019 sebesar IDR 4,1 miliar dan sebagian besar jasa Assessment; Pengadaan tenaga konsultan sebesar Rp2,5 miliar; Pengurusan perizinan tahun 2019 serta penugasan dalam rangka IMB Jalur Transmisi Tapak; Tower Karaha Rp3 miliar; Pengadaan TKJP sebesar Rp7,9 miliar; Pengadaan TKJP sebesar Rp3,6 miliar; Pengadaan jasa tenaga security dan banlok serta administrasi PT Pertamina Drilling; Services Indonesia sebesar Rp15,9 miliar.  Event organizer services for the Family Gathering and Thanksgiving for the 22nd VN Anniversary of Rp3.6 billion; Event organizer Tugu Insurance Employee Gathering 2019 service amounting to Rp4.1 billion and most of the Assessment services; Procurement of consultants in the amount of Rp2.5 billion; Arrangement of licensing in 2019 and assignments in the framework of the IMB of the Transmission Line Site; Tower Karaha Rp3 billion; TKJP procurement of Rp7.9 billion; TKJP procurement of Rp3.6 billion; Procurement of security and banlok services and administration of PT Pertamina Drilling; Services Indonesia Rp15.9 billion.
Total Pendapatan Total Income		1,683,303,651,803	1,620,090,151,457	2,278,572,122,452	135%	141%	-
Biaya Cost							

No	Anak Perusahaan Subsidiary	RKAP 2019	Realisasi Sinergi Realization of Synergy		%		Keterangan Remarks
			YTD Desember 2018 YTD December 2018	YTD Desember 2019 YTD December 2019			
			IDR	IDR	RKAP	YOY	
1	PT Patra Jasa	-	5,867,239,975	5,162,530,763	-	88%	Sewa hotel Rent a Hotel
2	PT Pelita Air Service	-	4,937,040,000	5,002,866,277	-	101%	Sewa gedung Rent a building
3	PT Pertamina (Persero)	-	2,393,063,666	948,419,233	-	40%	Pembayaran software CSS dan tiket MySAP Payment of CSS software and MySAP tickets
4	PT Tugu Pratama Indonesia	-	1,272,935,299	2,748,966,357	-	216%	Asuransi Insurance
5	PT Pertamina Bina Medika	-	2,368,898,470	5,014,788,937	-	212%	Biaya Pengobatan dan Medical Check Up Medical and Medical Check Up Costs
6	PT Patra Trading	-	165,000,000	-	-	0%	Sewa Ruangan Rent room
7	PT Pertamina Retail	-	1,255,920,693	3,986,904	-	0%	Biaya minuman Bright AMDK Bright drink bottled water costs
8	PT Peteka Karya Samudera	-	103,755,482	3,476,459,097	-	3351%	Biaya Transportasi Transportation costs
9	PT Pratama Mitra Sejati	-	493,200,000	530,743,263	-	108%	Sewa Kendaraan Vehicle rent
10	PT Pertamina Drilling Service Indonesia	-	-	43,750,000	-	0%	Sewa Ruangan Rent room
11	PT Etnusa Tbk	-	103,755,482	160,032,250	-	154%	Sewa Ruangan Rent room
12	PT Prima Armada Raya	-	493,200,000	269,200,000	-	55%	Sewa Kendaraan Vehicle rent
<b>Total Biaya</b> Total Cost		-	<b>19,454,009,067</b>	<b>23,361,743,081</b>	-	<b>120%</b>	-

## ASPEK PEMASARAN

Di tahun 2019, walaupun pertumbuhan ekonomi Indonesia melambat jika dibandingkan tahun sebelumnya, namun industri migas Indonesia masih menunjukkan peningkatan. Di antaranya masih ada peningkatan investasi untuk pengembangan sector hulu, dan peningkatan produksi BBM dan petrokimia untuk pasar dalam negeri. Ditambah adanya arahan untuk meningkatkan sinergi antar Pertamina Group dan dengan BUMN Group, maka peluang pengembangan bisnis dan produk PTC dalam bidang *Human Capital* masih terbuka lebar Namun demikian, persaingan yang semakin ketat serta meningkatnya harapan dan tuntutan pelanggan terhadap kualitas produk PTC membuat PTC harus meningkatkan daya saing, dengan meningkatkan kompetensi internal dan memperluas *networking*.

### Strategi Pemasaran

Dalam usaha pencapaian target Perusahaan, PTC menerapkan serangkaian strategi pemasaran yang diharapkan dapat membantu Perusahaan dalam menghadapi persaingan, sebagai berikut:

1. Mempertahankan Pangsa Pasar dan meningkatkan penetrasi kepada segmen pelanggan yang sudah dikuasai, khususnya di Pertamina Group
2. Meningkatkan pemasaran kepada Anak Perusahaan baru dalam Pertamina Group seperti PT Pertamina Hulu Indonesia dan PT Pertamina International Shipping
3. Meningkatkan pemasaran untuk target pasar *non-captive*, khususnya untuk produk *Training & Certification, Consulting and Assessment Center*
4. Memperluas jaringan *associate partner* untuk pengembangan program dan pemasaran

## MARKETING ASPECT

In 2019, although Indonesia's economic growth was slowing down compared to the previous year, Indonesia's oil and gas industry was still showing an increase. Among them, there was still an increase in investment for the development of upstream sector, and increased production of fuel and petrochemicals for domestic market. Coupled with the direction to increase synergy between Pertamina Group and with SOE Group, the opportunity for PTC business and product development in the field of Human Capital is still wide open. However, tighter competition and increased customer expectations and demands for the quality of PTC products make PTC have to improve its competitiveness, by increasing internal competencies and expanding networking.

### Marketing Strategy

In the pursuit of achieving the Company's targets, PTC applies a series of marketing strategies that are expected to assist the Company in facing the competition, as follows:

1. Maintain market share and increase penetration to customer segments that have been acquired, especially in Pertamina Group
2. Increase marketing for new Subsidiaries in Pertamina Group, such as PT Pertamina Hulu Indonesia and PT Pertamina International Shipping
3. Increase marketing for non-captive target markets, especially for Training & Certification, Consulting and Assessment Center product.
4. Expand the network of associate partners for product development and marketing



## Pangsa Pasar

Majoritas pelanggan PTC adalah PT Pertamina (Persero) serta perusahaan afiliasinya (Anak Perusahaan dan Cucu Perusahaan PT Pertamina (Persero)), dengan pendapatan dari PT Pertamina (Persero) sebesar 70,6% dan dari perusahaan afiliasi sebesar 29,1% dari total pendapatan PTC, sisanya 0,3% dari pasar di luar Pertamina Group. Di tahun 2019, pangsa pasar bisnis PTC di Pertamina Group adalah sebagai berikut:

Bisnis Business	Pangsa Pasar (%) Market Share (%)
Training	14%
MPS & JP	20%
Event Organizer	96%

Selain melayani pelanggan dari Pertamina Group, PTC juga melayani pelanggan dari kelompok non Pertamina, antara lain Kementerian Keuangan, PT Pembangkitan Jawa Bali, PT Bank BNI, PT Affinity Health Indonesia, dan PT Semen Indonesia Logistik. PTC juga melayani konsumen dari mancanegara, antara lain Mtech Services SDN BHD dan Jalalabad Gas T&D System Ltd. Kelompok non Pertamina umumnya merupakan pengguna jasa *Training* (terutama peserta *Training Publik*) dan *Assessment Center*.

## Market Share

Most of PTC's customers are PT Pertamina (Persero) and its affiliated companies (PT Pertamina (Persero)'s subsidiaries and their subsidiaries), with 70.6% of PTC's total revenue obtained from PT Pertamina (Persero), 29.1% from affiliated companies, and the remaining 0.3% from the market outside Pertamina Group. In 2019, PTC's business market share in the Pertamina Group is as follows:

In addition to serving customers from Pertamina Group, PTC also serves customers from non-Pertamina group, including the Ministry of Finance, PT Pembangkitan Jawa Bali, PT Bank BNI, PT Affinity Health Indonesia, and PT Semen Indonesia Logistik. PTC also serves customers from abroad, including Mtech Services SDN BHD and Jalalabad Gas T&D System Ltd. Non-Pertamina groups are generally users of Training services (especially Public Training participants) and Assessment Center.

## Model Bisnis

PTC memiliki model bisnis *Business-to-Business*, di mana produk-produk jasa PTC dijual dengan metode *direct response marketing* tanpa melalui perantara/agen.

Penyampaian (*deliverable*) produk-produk jasa dilakukan dengan cara sebagai berikut:

No	Produk Product	Penyampaian Deliverable
1	<i>Training</i>	Kelas & OJT   Class & OJT
2	<i>Consulting</i>	Laporan Kajian   Study Report Laporan Kesisteman   System Report
3	<i>Event Organizer</i>	Pengelolaan Event   Event Management
4	<i>MPS</i>	Penempatan Personal   Personnel Placement
5	Jasa Pengamanan	Penempatan Personal   Personnel Placement
6	<i>Assessment Center</i>	Laporan Hasil Assessment   Assessment Results Report

## Layanan Prima

Sepanjang tahun 2019, PTC senantiasa berupaya melakukan peningkatan layanan konsumen untuk memberikan layanan prima kepada pelanggan, antara lain dengan meningkatkan utilisasi e-mail ptc.care@pertamina-ptc.com sebagai salah satu gerbang komunikasi antara PTC dengan pelanggan. *E-mail* tersebut dikelola oleh Fungsi Sekretaris Perusahaan.

Untuk mengukur tingkat kepuasan pelanggan terhadap layanan PTC, di Triwulan IV tahun 2019 PTC melaksanakan survei kepuasan pelanggan, dengan hasil sebagai berikut:

Index Yang Diukur Measurement Index	Hasil Survey Survey Results
<i>Customer Satisfaction Index (CSI)</i>	75,5%
<i>Net Promoter Score (NES)</i>	0%
<i>Customer Effort Score (CES)</i>	69%
<i>Customer Loyalty</i>	100%
<i>Customer Image Index</i>	79%
<i>Customer Value Index (CVI)</i>	1,14
<i>Complaint Delivery Index</i>	73%
<i>Complaint Solution Index</i>	72%

## Excellent Service

Throughout 2019, PTC made every effort to improve customer service in order to provide excellent service to customers, among others by increasing the utilization of e-mail ptc.care@pertamina-ptc.com as one of the gateways of communication between PTC and customers. The e-mail is managed by Corporate Secretary Function.

To assess the level of customer satisfaction with PTC's services, in the fourth quarter of 2019, PTC conducted a customer satisfaction survey, with the following results:

## TINJAUAN KEUANGAN LAINNYA OTHER FINANCIAL REVIEW



### KEBIJAKAN DIVIDEN DAN INFORMASI TENTANG PEMBAGIANNYA

#### **Dasar Kebijakan Pembagian Dividen**

Peraturan dan perundungan yang berlaku di Indonesia mengatur mengenai penggunaan laba dan berkaitan dengan kebijakan dividen yang tertuang dalam Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Adapun kebijakan pembagian dividen Perusahaan tertuang dalam pedoman pengelolaan Anak Perusahaan dan Perusahaan Patungan 2013 PT Pertamina (Persero) No. A-001/H00200/2011-SO yang telah diputuskan dalam SK No.Kpts-16/C00000/2013-SO.

#### **Pembagian Dividen Tahun 2019 dan Riwayat Pembagian Dividen**

Pembagian dividen di sepanjang tahun 2019 untuk hasil usaha di tahun 2018 sebagai berikut:

Dividen kas yang dibagikan (Rp-juta)   Cash dividends distributed (Rp)	Rp4.100.480.908
Dividen per lembar saham   Dividend per share	136.665
Rasio pembagian Dividen   Dividend distribution ratio	10%
Tanggal pengumuman   Date of Announcement	22 Mei 2019   May 22, 2019
Tanggal Pembayaran   Date of Payment	6 Agustus 2019, 28 Agustus 2019, 9 September 2019, 31 Desember 2019 August 6, 2019, August 28, 2019, September 9, 2019, December 31, 2019

### DIVIDEND POLICY AND INFORMATION ON DIVIDEND DISTRIBUTION

#### **Basis of Dividend Distribution Policy**

Laws and regulations in force in Indonesia regulate the use of profit and related to the dividend policy as set forth in Law No. 40 of 2007 concerning Limited Liability Companies. The dividend distribution policy of the Company is contained in the 2013 guidelines for the management of subsidiaries and joint venture companies of PT Pertamina (Persero) No. A-001/H00200/2011-SO which has been decided in Decree No.Kpts-16/C00000/2013-SO.

Dividend Distribution in 2019 and History of Dividend Distribution

Distribution of dividend in for business outcome of 2018 is as follows:



Kronologis pembagian dan pembayaran dividen di tahun 2014 untuk tahun dividen 2013 hingga tahun 2019 untuk tahun dividen 2018 adalah sebagai berikut,

The chronology of the distribution and payment of dividend in 2014 for dividend year 2013 until 2019 for dividend year 2018 is as follows,

Tahun Pembagian Distribution Year	Tahun Dividen Dividend Year	Tanggal Pengumuman Announcement Date	Tanggal Pembayaran Payment Date	Dividen Kas yang Dibagikan (Rp) Cash Dividends Distributed (Rp)	Dividen per Lembar Saham (Rp/lembar saham) Dividend per Share (Rp/share)	Rasio Pembagian Dividen (%) Dividend Distribution Ratio (%)
2019	2018	22 Mei 2019 May 22, 2019	6 Agustus 2019 28 Agustus 2019 9 September 2019 31 Desember 2019 July 5, 2018 August 6, 2018 August 8, 2018	4.100	136.665	10%
2018	2017	19 April 2018 April 19, 2018	5 Juli 2018 6 Agustus 2018 8 Agustus 2018 July 5, 2018 August 6, 2018 August 8, 2018	3.170	105.662	10%
2017	2016	Perusahaan tidak membagikan dividen yang disebabkan disetujuiya usulan kepada Pemegang Saham, untuk menggunakan seluruh keuntungan sebagai modal cadangan				
2016	2015	The Company did not distribute dividends due to the approval of the proposal to Shareholders, to use the entire profit as reserve capital				
2015	2014	18 November 2015 November 18, 2015	31 Agustus 2016 1 Februari 2017 8 Maret 2017 7 April 2017 21 Juni 2017 August 31, 2016 February 1, 2017 March 8, 2017 April 7, 2017 June 21, 2017	4.276	142.533	10%
2014	2013	03 Juni 2014 June 3, 2014	30 Desember 2015 7 Januari 2016 4 Maret 2016 3 Januari 2017 December 30, 2015 January 7, 2016 March 4, 2016 January 3, 2017	3.021	100.713	10%

## PERPAJAKAN: KONTRIBUSI TERHADAP NEGARA

Perusahaan berkomitmen untuk dapat memberikan kontribusinya kepada negara melalui perpajakan, sekaligus mematuhi peraturan dan perundang-undangan khususnya di bidang perpajakan. Berikut disampaikan pajak yang disetorkan Perusahaan kepada negara.

## TAXATION: CONTRIBUTION TO THE STATE

The Company is committed to being able to contribute to the country through taxation, while complying with laws and regulations, especially in the field of taxation. The following are the taxes paid to the state.

Keterangan Description	2018 (Rp-juta) (Rp-million)	2019 (Rp-juta) (Rp-million)
PPh 21   Income Tax 21	34.639	44.144
PPh 23   Income Tax 23	1.909	3.156
PPh 4(2)   Income Tax 4(2)	807	1.066
PPh 25   Income Tax 25	1.069	1.510
PPh 29 Badan   Corporate Income Tax 29	665	596
PPN   VAT	22.660	6.356

## INFORMASI TENTANG PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN (ESOP/MSOP)

Hingga akhir tahun 2019, Perusahaan tidak memiliki Program Kepemilikan Saham oleh Karyawan (ESOP) dan/atau Manajemen (MSOP). Dengan demikian, tidak terdapat informasi terkait ESOP/MSOP yang dilakukan Perusahaan.

## INFORMASI TENTANG REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Sejak berdirinya hingga 31 Desember 2019, Perusahaan belum pernah melakukan Penawaran Umum Perdana Saham. Perusahaan juga tidak menerbitkan obligasi yang mewajibkan Perusahaan melaporkan penggunaan dana hasil penawaran umum obligasi. Dengan demikian, tidak terdapat informasi terkait realisasi penggunaan dana hasil penawaran umum.

## INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

### Nama Pihak Bertransaksi, Sifat Hubungan Afiliasi, Sifat Transaksi, serta Alasan Dilakukannya Transaksi

Berikut disampaikan nama pihak bertransaksi dan sifat hubungan afiliasi untuk transaksi Perusahaan di sepanjang tahun 2019.

#### Pengungkapan Pihak Berelasi

Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relations	Sifat Transaksi Nature of Transactions
PT Pertamina (Persero)	Pemegang saham Shareholder	Pendapatan, piutang usaha, piutang belum difakturkan, utang usaha, pembayaran dividen dan modal saham Revenue, trade receivables, unbilled receivables, trade payables, dividend payment, and share capital
PT Pertamina Pedeve Indonesia	Pemegang Saham Shareholder	Pembayaran dividen dan modal saham Dividend payment and share capital
PT Pertamina Gas dan entitas anak	Entitas sepengendali Under common control	Pendapatan, piutang usaha dan piutang belum difakturkan Revenue, trade receivables, unbilled receivables
PT Pertamina Lubricants	Entitas sepengendali Under common control	Pendapatan, piutang usaha dan piutang belum difakturkan Revenue, trade receivables, unbilled receivables
PT Pertamina Geothermal Energy	Entitas sepengendali Under common control	Pendapatan, piutang usaha dan piutang belum difakturkan Revenue, trade receivables, unbilled receivables
PT Pertamina Drilling Services Indonesia	Entitas sepengendali Under common control	Pendapatan, piutang usaha dan piutang belum difakturkan Revenue, trade receivables, unbilled receivables
PT Pelita Air Services	Entitas sepengendali Under common control	Pendapatan, piutang usaha dan piutang belum difakturkan Revenue, trade receivables, unbilled receivables
PT Pertamina Hulu Energi dan entitas anak	Entitas sepengendali Under common control	Pendapatan, piutang usaha dan piutang belum difakturkan Revenue, trade receivables, unbilled receivables
PT Tugu Pratama Indonesia	Entitas sepengendali Under common control	Pendapatan, piutang usaha dan piutang belum difakturkan Revenue, trade receivables, unbilled receivables
PT Pertamina International Eksplorasi Produksi	Entitas sepengendali Under common control	Pendapatan Revenue
PT Pertamina EP	Entitas sepengendali Under common control	Pendapatan dan piutang usaha Revenue and trade receivables

## INFORMATION ON EMPLOYEE AND/OR MANAGEMENT STOCK OPTION PLAN (ESOP)/ MSOP)

Until the end of 2019, the Company does not have Employee and/or Management Stock Option Plan (ESOP and/or MSOP). As such, there is no information regarding ESOP/ MSOP conducted by the Company.

## INFORMATION ON REALIZATION OF THE USE OF PUBLIC OFFERING PROCEEDS

Since its establishment until December 31, 2019, the Company has never performed a Initial Public Offering. The Company also does not issue bonds that require the Company to report the use of proceeds from the public offering of bonds. As such, there is no information regarding the realization of the use of proceeds from public offering.

## INFORMATION ON MATERIAL TRANSACTION CONTAINING CONFLICT OF INTEREST AND/ OR TRANSACTION WITH AFFILIATED/ RELATED PARTIES

### Transaction Name, Nature of Affiliation, Nature of Transaction, and Reasons for Transaction

The following are the names of transacting parties to and the nature of affiliation for Company's transactions throughout 2019.

#### Disclosure of Related Parties



Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relations	Sifat Transaksi Nature of Transactions
PT Pertamina EP Cepu	Entitas sepengendali Under common control	Pendapatan Revenue
PT Patra Jasa	Entitas sepengendali Under common control	Utang usaha Trade payables
PT Pertamina Bina Medika	Entitas sepengendali Under common control	Utang usaha Trade payables
PT Pertamina International Shipping	Entitas sepengendali Under common control	Pendapatan dan piutang usaha Revenue and trade receivables
PT Pertamina Hulu Indonesia dan entitas anak	Entitas sepengendali Under common control	Pendapatan dan piutang usaha belum difakturkan Revenue and unbilled receivables
PT Perta Arun Gas	Entitas sepengendali Under common control	Pendapatan Revenue
PT Bank Mandiri (Persero) Tbk.	Entitas yang berelasi dengan pemerintah Entity related with the government	Penempatan kas dank as di bank, pinjaman bank jangka pendek dan biaya keuangan Placement of cash and cash equivalents, short-term loans, and financial costs
PT Bank Negara Indonesia (Persero) Tbk.	Entitas yang berelasi dengan pemerintah Entity related with the government	Penempatan kas dan kas di bank Placement of cash and cash in bank
PT Bank Rakyat Indonesia (Persero) Tbk.	Entitas yang berelasi dengan pemerintah Entity related with the government	Penempatan kas dan kas di bank Placement of cash and cash in bank

### Penjelasan Mengenai Kewajaran Transaksi

Transaksi pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi

### Alasan Dilakukannya Transaksi

Seperti halnya dengan transaksi lainnya atau pihak ketiga, transaksi pihak berelasi dilakukan Perusahaan dalam rangka pengembangan operasi dan bisnis.

### Realisasi Transaksi Pihak Berelasi Tahun 2019

Saldo yang Signifikan dengan Pihak Berelasi untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2019 dan 2018

### Explanation of Transaction Fairness

Related party transactions are conducted based on terms agreed by both parties, which may not be the same as other transactions carried out with unrelated parties

### Reasons for Transaction

As with other transactions or third party transactions, the related party transactions are carried out by the Company in the context of operations and business development.

### Realization of Related Party Transactions in 2019

Significant Balance with Related Parties for the Years Ended December 31, 2019 and 2018

Transaksi Pihak Berelasi dalam Aset Related Party Transactions in Assets	2019	2018	Percentase dari Jumlah Aset Percentage of Total Assets	
			2019	2018
	Rp-juta Rp-million	Rp-juta Rp-million	%	%
Kas di bank Cash in banks	20.340	15.139	2,90%	2,63%
Piutang usaha Trade receivables	241.767	325.932	34,51%	56,55%
Piutang usaha yang belum difakturkan Unbilled receivables	386.429	193.918	55,15%	33,65%
Total Aset dari Pihak-pihak Berelasi Total Assets from Related Parties	648.536	534.989	92,56%	92,83%
Total Aset Total Assets	700.644	576.334		

Transaksi Pihak Berelasi dalam Liabilitas Related Party Transactions in Liabilities	2019	2018	Percentase dari Jumlah Liabilitas Percentage of Total Liabilities	
			2019	2018
	Rp-juta Rp-million	Rp-juta Rp-million	%	%
Utang usaha   Trade payables	16.572	21.274	3,49%	5,87%
Pinjaman bank jangka pendek   Short-term bank loans	232.703	249.491	49,01%	68,80%
Total Liabilitas dari Pihak-pihak Berelasi   Total Liabilities from Related Parties	249.275	270.765	52,50%	74,67%
Total Liabilitas   Total Liabilities	474.766	362.627		

Transaksi Pihak Berelasi dalam Pendapatan Usaha Related Party Transactions in Revenue	2019	2018	Percentase dari Jumlah Pendapatan Usaha Percentage of Total Revenue	
			2019	2018
	Rp-juta Rp-million	Rp-juta Rp-million	%	%
Pendapatan usaha   Revenue	2.082.675	1.590.408	99,79%	99,92%
Total Pendapatan Usaha dari Pihak-pihak Berelasi   Total Revenue from Related Parties	2.082.675	1.590.408	99,79%	99,92%
Total Pendapatan Usaha   Total Revenue	2.087.111	1.591.656		

Transaksi Pihak Berelasi dalam Beban Keuangan Related Party Transactions in Financial Expenses	2019	2018	Percentase dari Jumlah Beban Keuangan Percentage of Total Financial Expenses	
			2019	2018
	Rp-juta Rp-million	Rp-juta Rp-million	%	%
Beban keuangan   Financial Expenses	19.560	18.720	100,00%	100,00%
Total Beban Keuangan dari Pihak-pihak Berelasi   Total Financial Expenses from Related Parties	19.560	18.720	100,00%	100,00%
Total Beban Keuangan   Total Financial Expenses	19.560	18.720		

Kompensasi Manajemen Kunci Key Management Compensation	2019	2018
	Rp-juta Rp-million	Rp-juta Rp-million
Gaji dan imbalan lainnya   Salary and other benefits	-	6.268

## Kebijakan Perusahaan Terkait Mekanisme Review atas Transaksi

Kewajaran transaksi dan pemenuhan peraturan atas transaksi pihak berelasi telah melalui proses review dan audit oleh pihak auditor internal dan eksternal. Perusahaan melakukan transaksi dengan pihak-pihak berelasi telah sesuai dengan PSAK No 7 tentang Pengungkapan Pihak-Pihak Berelasi.

## Pemenuhan Peraturan dan Ketentuan Terkait

Pemenuhan peraturan dan ketentuan terkait, yaitu Standar Akuntansi Keuangan (SAK) di Indonesia dilakukan melalui upaya pengungkapan PSAK 7 tentang "Pengungkapan Pihak-pihak Berelasi" dalam laporan keuangan Perusahaan tahun 2019 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan.

## Company Policy Related to Transaction Review Mechanism

Fairness of transactions and compliance with regulations on related party transactions have gone through a review and audit process by internal and external auditor. The Company carries out transactions with related parties in accordance with PSAK No. 7 on Disclosure of Related Parties.

## Fulfillment of Related Regulations and Terms

The fulfillment of related regulations and terms, namely the Indonesian Financial Accounting Standards (SAK) is conducted through the disclosure of PSAK 7 on "Disclosure of Related Parties" in the Company's 2019 financial statements audited by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan.



## INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN YANG BERSIFAT LUAR BIASA DAN JARANG TERJADI

Di sepanjang tahun 2019 tidak terdapat informasi keuangan yang mengandung kejadian yang bersifat luar biasa dan jarang terjadi.

## PERUBAHAN PERATURAN PERUNDANG-UNDANG YANG BERPENGARUH SIGNIFIKAN TERHADAP PERUSAHAAN

Perusahaan tidak mendapatkan adanya perubahan peraturan perundang-undangan yang berpengaruh signifikan di sepanjang tahun 2019.

## PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP PERUSAHAAN

Standar baru, amandemen dan interpretasi yang telah diterbitkan, yang relevan dengan operasi Perusahaan, dan yang berlaku efektif untuk tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2019 namun tidak berdampak material terhadap laporan keuangan Perusahaan adalah sebagai berikut:

1. ISAK 33 "Transaksi Valuta Asing dan Imbalan dimuka"
2. ISAK 34 "Ketidakpastian dalam Perlakukan Pajak Penghasilan"
3. Amandemen PSAK 24 "Imbalan Kerja -Kurtailmen atau Penyelesaian Program"
4. Amandemen PSAK 22 "Kombinasi Bisnis"
5. Amandemen PSAK 26 "Biaya Pinjaman"
6. Amandemen PSAK 46 "Pajak Penghasilan"
7. Amandemen PSAK 66 "Pengendalian Bersama"

Standar baru, amandemen dan interpretasi yang telah diterbitkan, yang relevan dengan operasi Perusahaan, namun belum berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2019 ada sebagai berikut:

Efektif 1 Januari 2020:

1. Amandemen PSAK 15 "Investasi pada Entitas Asosiasi dan Ventura Bersama"
2. Amandemen PSAK 62 "Kontrak Asuransi - Menerapkan PSAK 71: Instrumen Keuangan dengan PSAK 62: Kontrak Asuransi"
3. PSAK 71 "Instrumen Keuangan"
4. Amandemen PSAK 71 "Instrumen Keuangan"
5. PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan"
6. PSAK 73 "Sewa"
7. Amandemen PSAK 1 "Penyajian Laporan Keuangan Tentang Judul Laporan Keuangan"
8. PSAK 1 (Penyesuaian Tahunan 2019) "Penyajian Laporan Keuangan"
9. Amandemen PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan"
10. Efektif 1 Januari 2021:
11. Amandemen PSAK 22 "Kombinasi Bisnis"

Penerapan dini atas standar-standar tersebut diperkenankan kecuali untuk ISAK 35, Amandemen PSAK 1 dan PSAK 1, sementara penerapan dini atas PSAK 73 diperkenankan jika telah menerapkan dini PSAK 72.

## FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND RARE EVENTS

There was no financial information containing extraordinary and rare events throughout 2019.

## CHANGES IN LAWS AND REGULATIONS THAT SIGNIFICANTLY Affected THE COMPANY

The Company did not find any changes in laws and regulations that significantly affected the Company in 2018.

## CHANGES IN ACCOUNTING POLICY AND THE IMPACT ON THE COMPANY

The new standards, amendments and interpretations that have been issued, which are relevant to the Company's operations, and which have been effective for the fiscal year beginning on or after January 1, 2019 but have no material impact on the Company's financial statements are as follows:

1. ISAK 33 "Foreign Exchange Transactions and Advanced Rewards "
2. ISAK 34 "Uncertainty in the Treatment of Income Taxes"
3. Amendments to PSAK 24 "Performance Benefits -Curtailment or Program Completion"
4. Amendments to PSAK 22 "Business Combinations"
5. Amendments to PSAK 26 "Borrowing Costs"
6. Amendments to PSAK 46 "Income Tax"
7. Amendments to PSAK 66 "Joint Control"

The new standards, amendments and interpretations that have been issued, which are relevant to the Company's operations, but which have not been effective for the fiscal year beginning January 1, 2019 are as follows:

Effective on January 1 2020:

1. Amendments to PSAK 15 "Investment in Associates and Joint Ventures"
2. Amendments to PSAK 62 "Insurance Contracts - Implement PSAK 71: Financial Instruments with PSAK 62: Insurance Contracts"
3. PSAK 71 "Financial Instruments"
4. Amendments to PSAK 71 "Financial Instruments"
5. PSAK 72 "Revenues from Contracts with Customers"
6. PSAK 73 "Lease"
7. Amendments to PSAK 1 "Presentation of Financial Statements Concerning Title of Financial Statements"
8. PSAK 1 (Annual Adjustment 2019) "Presentation of Financial Statements"
9. Amendments to PSAK 25 "Accounting Policies, Changes in Accounting Estimates and Errors"
10. Effective on January 1, 2021:
11. Amendments to PSAK 22 "Business Combinations"

Early adoption of these standards is permitted except for ISAK 35, Amendments to PSAK 1 and PSAK 1, while early adoption of PSAK 73 is permitted if has been carried out earlier adoption of PSAK 72.

## INFORMASI KELANGSUNGAN USAHA

Dalam mengukur serta menilai hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan, Manajemen menggunakan tingkat kesehatan perusahaan yang telah disesuaikan dengan laporan keuangan audited 2019 maupun laporan operasional di akhir tahun 2019. Adapun tingkat kesehatan perusahaan tersebut mengukur beberapa hal sebagai berikut :

1. Aspek keuangan
2. Penilaian tingkat kesehatan Perusahaan
3. Perkembangan usaha Perusahaan

Hasil dari penilaian tingkat kesehatan Perusahaan yang termaktub dalam Laporan Evaluasi Kinerja Perusahaan adalah sebagai berikut.

### Tingkat Kinerja Keuangan: Nilai Kinerja Keuangan

	Realisasi 2019 2019 Realization		Target 2019 2019 Target		Pencapaian Realisasi Terhadap Target 2018 (%) Achievement of Realization to 2018 Target (%)		Realisasi 2018 2018 Target		Realisasi 2019 Terhadap Realisasi 2018 (%) 2019 Realization to 2018 Realization (%)	
	Nilai Value	Bobot Weight	Nilai Value	Bobot Weight			Nilai Value	Bobot Weight		
	1	2		(1:2)			3	(1:3)		
Imbalan kepada Pemegang Saham (ROE) (%)	16,41	20,0	18,72	20,00	100,00%	▼	23,74	20,00	100,00%	▼
Return on Equity (ROE)										
Imbalan Investasi (ROI) (%) Return on Invesment (ROI)	11,85	15,00	15,59	15,00	100,00%	-	14,67	15,00	100,00%	-
Operating Profit Margin (OPM (%))	3,93	1,50	4,64	1,50	100,00%	-	3,93	2,00	75,00%	▼
Net Profit Margin (NPM) (%)	1,64	1,00	2,68	1,00	66,67%	▼	2,58	1,50	66,67%	▼
Rasio Kas (%) Cash Ratio	4,53	-	5,50	-	-	-	4,47	-	-	-
Rasio Lancar (%) Current Ratio	148,47	5,00	236,20	5,00	100,00%	-	160,04	5,00	100,00%	-
Collection Period (CP) (hari) Collection Period (CP) (days)	110,11	1,00	97,81	1,00	66,67%	▼	119,27	1,00	100,00%	-
Perputaran Total Asset (%) Assets Turn Over (%)	297,72	3,00	329,81	3,00	100,00%	-	276,21	3,00	100,00%	-
Rasio Total Modal Sendiri terhadap Total Aset (%) Equity to Asset Ratio (%)	32,24	7,00	56,07	7,00	116,67%	↑	37,08	7,00	100,00%	-
Time Interest Earned Ratio (TIER) (katil)	4,26	3,00	6,21	3,00	100,00%	-	4,52	3,00	100,00%	-
Jumlah Nilai Kinerja Keuangan Total Financial Performance Value		52,50		57,50	98,26%	▼		57,50	98,26%	↑
Jumlah Nilai Kinerja Keuangan setelah Diproporsionalkan Proportioned Total Financial Performance Value		59,03		60,07	98,26%	▼		60,07	98,26%	↑
Kondisi Kinerja Keuangan Financial Performance Condition	"Sehat" "Healthy"						"Sehat" "Healthy"			

## INFORMATION ON BUSINESS CONTINUITY

In measuring and assessing matters that have the potential to significantly influence the Company's business continuity, the Management uses the 2019 Performance Evaluation Report that has been audited by Public Accounting Firm Purwantono, Sungkoro & Surja. The 2019 Performance Evaluation Report that has been audited by Public Accounting Firm Purwantono, Sungkoro & Surja measures and evaluates several things as follows:

1. Financial aspect
2. Assessment of the Company's soundness level
3. Development of the Company's business

The results of the assessment of the Company's soundness level as included in the Company's Performance Evaluation Report are as follows.

### Financial Performance Level: Financial Performance Value



### Tingkat Kinerja Pertumbuhan: Nilai Kinerja Pertumbuhan

### Growth Performance Level: Growth Performance Value

	Realisasi 2019 2019 Realization		Target 2019 2019 Target		Pencapaian Realisasi Terhadap Target 2018 (%) Achievement of Realization to 2018 Target (%)		Realisasi 2018 2018 Target		Realisasi 2019 Terhadap Realisasi 2018 (%) 2019 Realization to 2018 Realization (%)	
	Nilai Value	Bobot Weight	Nilai Value	Bobot Weight			Nilai Value	Bobot Weight		
	1	2	(1:2)				3	(1:3)		
Asset Productivity Growth (ASPG)	(18,95)	-	0,83	0,50	-	-	13,80	2,00	-	-
Sales Growth (SALG)	31,05	2,00	15,00	2,00	100,00%	-	11,90	2,00	100,00%	-
Net Profit Margin Growth (NPMG)	(36,26)	-	6,00	2,00	-	-	15,59	2,00	-	-
Sales to Total Asset Growth (STAG)	7,80	2,00	5,82	2,00	100,00%	-	7,24	2,00	100,00%	-
Net Profit Growth (NPG)	(16,47)	-	21,90	2,00	-	-	29,35	2,00	-	-
Jumlah Nilai Kinerja Pertumbuhan Total Growth Performance Value		4,00		8,50	47,06%	↓		10,00	40,00%	↓
Kondisi Kinerja Pertumbuhan Growth Performance Condition	Tumbuh Sedang Medium Growth		Tumbuh Tinggi High Growth				"Tumbuh Tinggi" "High Growth"			

### Tingkat Kinerja Operasi: Nilai Kinerja Operasi

### Operating Performance Level: Operating Performance Score

	Realisasi 2019 2019 Realization		Target 2019 2019 Target		Pencapaian Realisasi Terhadap Target 2018 (%) Achievement of Realization to 2018 Target (%)		Realisasi 2018 2018 Target		Realisasi 2019 Terhadap Realisasi 2018 (%) 2019 Realization to 2018 Realization (%)	
	Nilai Value	Bobot Weight	Nilai Value	Bobot Weight			Nilai Value	Bobot Weight		
	1	2	(1:2)				3	(1:3)		
Strategic Initiatives	105,00	3,33	100,00	1,33	105,00%	↑	105,00	5,00	100,00%	↓
Sinergi Pertamina Group Pertamina Group Synergy	105,00	3,33	100,00	1,33	105,00%	↑	105,00	5,00	100,00%	↓
Jumlah Tenaga Kerja yang Dikelola MPS & JP Number of Workers Managed MPS & JP	105,00	3,33	100,00	1,33	105,00%	↑	-	-	-	-
Jumlah Nilai Kinerja Operasional Total Operational Performance Score		10,00		4,00	250,00%	↑		10,00		100,00%
Klasifikasi Tingkat Kinerja Operasional Operational Performance Level Classification	Sangat Baik		Baik						Sangat Baik	

### Tingkat Kinerja Administratif: Nilai Kinerja Administrasi

### Administration Performance Level: Administration Performance Value

	Realisasi 2019 2019 Realization		Target 2019 2019 Target		Pencapaian Realisasi Terhadap Target 2018 (%) Achievement of Realization to 2018 Target (%)		Realisasi 2018 2018 Target		Realisasi 2019 Terhadap Realisasi 2018 (%) 2019 Realization to 2018 Realization (%)
	Nilai Value	Bobot Weight	Nilai Value	Bobot Weight			Nilai	Bobot	
		1		2			(1:2)		
Laporan Keuangan Bulanan Monthly financial report	8	1,50	9	1,50	100,00%	-	9	1,50	100,00%
Laporan Manajemen Bulanan Monthly Management Report	15	1,00	15	1,00	100,00%	-	15	2,00	50,00% <span style="color:red">↓</span>
Laporan Keuangan Audited Audited Financial Statements	Feb	3,00	Mar	3,00	100,00%	-	Mar	3,00	100,00%
Rancangan RKAP RKAP draft	Jul	3,00	Jul	3,00	100,00%	-	Jul	3,00	100,00%
Jumlah Nilai Kinerja Administrasi Total Administration Performance Value	8,50		8,50		100,00%	-	9,50	89,47%	<span style="color:red">↓</span>
Kondisi Kinerja Administratif Administration Performance Condition	Tertib		Tertib		"Tertib"				

### Rekapitulasi Aspek Kinerja dan Tingkat Kesehatan Perusahaan

### Recapitulation of Company Performance Aspects and Soundness Level

	Realisasi 2019 2019 Realization		Target 2019 2019 Target		Pencapaian Realisasi Terhadap Target 2018 (%) Achievement of Realization to 2018 Target (%)		Realisasi 2018 2018 Target		Realisasi 2019 Terhadap Realisasi 2018 (%) 2019 Realization to 2018 Realization (%)
	Realisasi 2019 2019 Realization	Target 2019 2019 Target	Realisasi 2018 2018 Target	Realisasi 2019 Terhadap Realisasi 2018 (%) 2019 Realization to 2018 Realization (%)			Realisasi 2018 2018 Target	Realisasi 2019 Terhadap Realisasi 2018 (%) 2019 Realization to 2018 Realization (%)	
	1	2	(1:2)	3			(3:1)		
Nilai Kinerja Keuangan Financial Performance Value	59,03	60,07		92,26%	<span style="color:red">↓</span>	60,07		91,30%	
Nilai Kinerja Pertumbuhan Operational Performance Value	4,00	8,50		47,06%	<span style="color:red">↓</span>	10,00		40,00%	<span style="color:red">↓</span>
Nilai Kinerja Operasional Administration Performance Value	10,00	4,00		250,00%	<span style="color:blue">↑</span>	10,00		100,00%	-
Nilai Kinerja Administrasi	8,50	8,50		100,00%	-	9,50		89,47%	<span style="color:red">↓</span>
Jumlah Nilai Kinerja Perusahaan Total Company Performance Value	81,53	81,07		100,56%	<span style="color:blue">↑</span>	89,57		91,02%	<span style="color:red">↓</span>
Tingkat Kesehatan Perusahaan Company Soundness Level	"Sehat AA"		"Sehat AA"		"Sehat AA"				



# FUNGSI PENUNJANG BISNIS

## BUSINESS SUPPORT FUNCTIONS

Perusahaan menjalankan sistem pengelolaan dan pengembangan SDM berbasis kompetensi yang dijalankan secara holistik. Sistem ini mencakup seluruh proses dalam pengembangan SDM, yang meliputi proses perencanaan, pengorganisasian, pelaksanaan dan pengendalian aktivitas tenaga kerja secara optimal mulai dari tahap rekrutmen sampai dengan purna bakti.

The company operates a competency-based HR management and development system that is implemented holistically. This system covers all processes in the development of human resources, which includes the process of planning, organizing, implementing and controlling workforce activities optimally from the recruitment stage until after retirement.



# PENGELOLAAN SUMBER DAYA MANUSIA

## HUMAN CAPITAL MANAGEMENT



Perusahaan sangat menyadari bahwa Sumber Daya Manusia (SDM) merupakan salah satu faktor penting dalam mencapai pertumbuhan usaha yang berkualitas dan berkelanjutan. Oleh karenanya dalam mengelola dan mengembangkan potensi SDM, Perusahaan senantiasa berupaya agar seluruh karyawan dapat memberikan kontribusi yang optimal, sehingga pada akhirnya bersama-sama mewujudkan Visi dan Misi Perusahaan serta menciptakan nilai positif bagi seluruh pemangku kepentingan.

Namun, untuk sampai pada tahapan tersebut, dibutuhkan program pengelolaan dan pengembangan SDM yang tepat, yang mampu mengoptimalkan kompetensi dan *skill* baik individu maupun tim untuk kemajuan Perusahaan. Karena itulah, Perusahaan memberikan perhatian yang sangat besar terhadap pengelolaan dan pengembangan kompetensi SDM. Perhatian tersebut dimulai sejak rekrutmen, pengelolaan, pengembangan, hingga purna bakti atau pensiun.

### Kebijakan Pengelolaan SDM

Perusahaan telah menjalankan sistem pengelolaan dan pengembangan SDM berbasis kompetensi yang dijalankan secara holistik. Sistem ini mencakup seluruh proses dalam pengembangan SDM, yang meliputi proses perencanaan, pengorganisasian, pelaksanaan dan pengendalian aktivitas tenaga kerja secara optimal mulai dari tahap rekrutmen sampai dengan purna bakti.

Dalam sistem pengembangan SDM berbasis kompetensi, seluruh proses pengambilan keputusan dilandaskan pada informasi kebutuhan kompetensi jabatan dan kompetensi individu untuk mencapai tujuan Perusahaan.

The Company is well aware that Human Capital (HC) is an important factor in achieving high quality and sustainable business growth. Therefore, in managing and developing the human capital potential, the Company always strives that all employees can contribute optimally and together actualize the Company's Vision and Mission and create positive value for all stakeholders.

However, to reach this stage, an appropriate HC management and development program is needed, which is able to optimize the competence and skills of both individuals and teams for the Company's progress. For this reason, the Company pays great attention to HC competencies management and development. The attention starts from recruitment, management, development, until retirement.

### HC Management Policy

The Company has implemented a holistic competency-based HC management and development system. This system covers the whole process in human capital development, which includes the planning process, organizing, implementing and controlling workforce activities optimally from the recruitment stage to retirement.

In a competency-based HC development system, the entire decision making process is based on information about the position competency requirements and individual competencies to achieve the Company's goals.

Sistem pengembangan SDM berbasis kompetensi dilakukan agar dapat memberikan hasil sesuai dengan tujuan dan sasaran Perusahaan dengan standar kinerja yang telah ditetapkan.

Kompetensi yang dimiliki oleh karyawan secara individual harus dapat mendukung pelaksanaan visi misi organisasi melalui kinerja strategis organisasi tersebut. Kinerja individu dalam organisasi merupakan jalan untuk meningkatkan produktifitas organisasi sehingga pengembangan SDM berbasis kompetensi akan dapat meningkatkan produktifitas karyawan dan mencapai kualitas kerja yang optimal, yaitu meningkatkan kepuasan pelanggan.

### Strategi Pengembangan SDM

Untuk dapat mewujudkan Visi dan Misi Perusahaan serta menciptakan nilai positif bagi seluruh pemangku kepentingan, pada tahun 2019, PT Pertamina Training & Consulting (PTC) melaksanakan strategi pengembangan SDM sebagai berikut:



Perusahaan berkomitmen secara penuh untuk melaksanakan strategi pengelolaan SDM di sepanjang tahun 2019 secara konsisten demi tercapainya Visi, Misi dan tujuan Perusahaan. Adapun pelaksanaan strategi tersebut, adalah sebagai berikut:

### Struktur Organisasi yang Sesuai Strategi Bisnis Perusahaan

Strategi pertama, yaitu menyusun struktur organisasi sesuai strategi bisnis Perusahaan. Dengan mengacu pada SK No. KPTS-174/PTC/10000/2018-S1 tanggal 1 Oktober 2018 tentang Struktur Organisasi Eksisting PTC. Maka, untuk mengikuti transformasi dan mendukung strategi bisnis Perusahaan, PTC melakukan usulan struktur organisasi dengan rincian sebagai berikut:

Perubahan Jabatan / Fungsi Change of Position / Function		Justifikasi Justification
Before	After	
Training & Consulting	Training & Certification	Fokus dalam pengembangan produk dan kegiatan operasional Focus on product development and operational activities
	Consulting & Business Solution	Fokus dalam pengembangan produk dan kegiatan operasional Focus on product development and operational activities
Human Capital & General Affairs	Human Capital	Fokus mengelola kebutuhan ke-SDM-an seluruh pekerja (termasuk TKJP) Focus on managing Human Capital needs of all employees (including TKJP)
	General Affairs	Fokus pada kebutuhan rumah tangga dan procurement seluruh pekerja Focus on household needs and procurement of all employees
	Information & Communications Technology (ICT)	Fokus penerapan digitalisasi proses bisnis internal Focus on implementing digitalization of internal business processes
		Sebagai inkubator produk digital yang dapat dijual ke perusahaan lain As an incubator of digital products that can be sold to other companies

Competency-based HC development system is carried out in order to achieve results in accordance with the Company's goals and objectives and established performance standards.

Employees' competencies should able to support the organization's vision and mission implementation through the organization's strategic performance. Individual performance in organization is a way to improve organizational productivity so that competency-based HC development will be able to increase employee's productivity and achieve optimal work quality, which is to increase customer satisfaction.

### Human Capital Development Strategy

In order to realize the Company's Vision and Mission and create positive value for all stakeholders, in 2019, PT Pertamina Training & Consulting (PTC) implemented the HC development strategy as follows:

The Company is consistently committed to implementing HC management strategies throughout 2019 for the achievement of Company's Vision, Mission and goals. The strategies implementation are as follows:

### Organizational Structure that Adapts to The Company's Business Strategy

First strategy, developing an organizational structure that adapts to the business strategy. Refers to Decree No. KPTS-174/PTC/10000/2018-S1 dated October 1, 2018 concerning Existing PTC Organizational Structure. Therefore, to take part in the transformation and to support the Company's business strategy, PTC proposed an organizational structure with the following details:



Perubahan Jabatan / Fungsi Change of Position / Function		Justifikasi Justification
Before	After	
Performance Evaluation & Program Development	Strategic Management	Fokus kepada penyusunan kajian <i>business development</i> Focus on the preparation of business development studies
		Persiapan kajian <i>spin-off</i> Preparation of spin-off studies
		Perumus kajian <i>culture transformation</i> Formulation of culture transformation studies
Tidak Ada No Changes	Taskforce Marketing	Menangkap potensi pasar captive dan non captive Capturing the potential of captive and non captive markets

### Proses Rekrutmen

Strategi kedua adalah rekrutmen. Dalam memenuhi *capacity fulfillment* dari kebutuhan pekerja, Perusahaan juga memperhatikan kualitas pekerja yang tercermin dari *capacity enhancement* melalui proses rekrutmen yang dilakukan secara ketat dan selektif dengan sistematika yang terukur dan tertulis untuk memastikan proses rekrutmen berjalan dengan transparan.

Dalam memenuhi kebutuhan pekerja baik secara *capacity fulfillment* dan *capacity enhancement*, proses rekrutmen yang dilakukan Perusahaan sesuai dengan TKO yang ada dengan alur rekrutmen adalah sebagai berikut:

1. Sistem Manajemen Karir dan Perekutan melalui iklan pada media online
2. Seleksi administrasi
3. Interview oleh SDM & GA
4. Psikotes
5. Interview oleh User
6. MCU (*medical check-up*)
7. Offering dan Pengumuman Penerimaan

Proses rekrutmen ini selalu mengalami perkembangan melalui tahap evaluasi di setiap tahunnya sesuai dengan perkembangan dunia kerja.

Selama tahun 2019, Perusahaan tercatat menerima 22 orang pegawai tetap baru dan 94 pegawai tidak tetap, yang dibagi berdasarkan jenis kelamin laki-laki dan perempuan; masing-masingnya sebesar 15 dan 11 orang untuk pegawai tetap baru, serta 17 dan 24 untuk pegawai tidak tetap baru. Berikut detail penerimaan pegawai baru Perusahaan selama 3 (tiga) tahun terakhir.

### Jumlah Pegawai Baru 2017-2019

### Recruitment Process

The second strategy is recruitment. In meeting the capacity fulfillment of the needs of employees, the Company has also concerned about the quality of employees which is reflected in the capacity enhancement through the recruitment process that would be carried out strictly and selectively as well as systematically measured and written to ensure transparent recruitment process.

In fulfilling the needs of employees, both in capacity fulfillment and capacity enhancement, the recruitment process carried out by the Company is in accordance with the existing TKO with recruitment flow as follows:

1. Career Management and Recruitment System through advertisement;
2. Administration selection;
3. Interview by HC & GA;
4. Psychological test;
5. Interview by User;
6. MCU (*medical check-up*);
7. Offering and Acceptance Announcement.

The recruitment process is constantly being developed through evaluation process, which is done annually based on the trend of employment world.

During 2019, the Company accepted 22 new permanent employees and 94 non-permanent employees, divided by male and female of 15 and 11 for new permanent employees, and 17 and 24 for new non-permanent employees. The following are details of the Company's new employee recruitment for the past 3 (three) years.

### Number of New Employees 2017-2019

Status Kepegawaian Employment Status	2017			2018			2019		
	L M	P F	Jumlah Total	L M	P F	Jumlah Total	L M	P F	Jumlah Total
Tenaga Perbantuan / Co-Workers	2	0	2	2	0	2	1	2	3
Pegawai Tetap / Permanent Employee	62	38	100	71	49	120	88	60	148
Pegawai Tidak Tetap / Non-permanent Employee	74	46	120	63	50	113	50	44	94
<b>Jumlah</b>	<b>138</b>	<b>84</b>	<b>222</b>	<b>136</b>	<b>99</b>	<b>236</b>	<b>139</b>	<b>106</b>	<b>245</b>

L = Laki-laki | P = Perempuan

M = Male / F = Female

Perusahaan turut mengembangkan potensi SDM lokal dengan cara mengangkat pekerja yang berasal dari daerah lokasi operasi. Pada tahun 2019, Perusahaan melaporkan bahwa seluruh pekerja Perusahaan dinilai sebagai pegawai lokal, dengan jumlah Manajemen Senior Lokal di Jakarta sebanyak 3 (tiga) orang.

The Company has also developed the potential of local human capital by appointing workers who came from the operation site. In 2019, the Company reported that all Company employees were assessed as local employees, with 3 (three) Local Senior Management in Jakarta.

Yang dimaksud dengan Manajemen Senior adalah tingkatan manajemen tertinggi yang terdiri atas Direktur Utama, Direktur Operasi dan Pemasaran, dan Direktur Keuangan dan Dukungan Bisnis, yang secara umum bertugas untuk menyusun rencana umum perusahaan dan mengambil keputusan-keputusan yang penting bagi perusahaan.

Senior Management is the highest level of management comprises of the President Director, the Director of Operations and Marketing, and the Director of Finance and Business Support, who are generally tasked with preparing the Company's general plan and making important decisions for the Company.

#### Jumlah Pekerja Lokal Berdasarkan Wilayah Kerja Tahun 2019

#### Number of Local Employees by Working Area 2019

Wilayah Unit Bisnis Business Unit Area	Jumlah Pekerja Seluruhnya Total Employees	Jumlah Pekerja Lokal Total Local Employees	Jumlah Pekerja Non Lokal Total Non Local Employees	Jumlah Manajemen Senior Lokal Total Local Senior Managers
Kantor Jakarta	208	87	120	1
Jawa	12	12	-	-
Sumatera	15	14	1	-
Kalimantan	4	4	-	-
Sulawesi	1	1	-	-
Bali	1	1	-	-
Papua	4	4	-	-
<b>Jumlah / Total</b>	<b>245</b>	<b>24</b>	<b>121</b>	<b>1</b>

Tingkat Perputaran (*Turnover*) Pegawai (Tetap) Berdasarkan Penyebab, adalah sebagai berikut:

Employee Turnover Rate (for permanent employees only) by Causes, are as follow:

Penyebab Causes	2017		2018		2019		
	L M	P F	L M	P F	L M	P F	
Pensiun / Pension		66			93		99
Meninggal Dunia / Passed away		21			24		17
Mengundurkan Diri / Resign		15			15		45
<b>Jumlah / Total</b>		<b>102</b>			<b>132</b>		<b>161</b>

#### Jumlah Pekerja Berdasarkan Lokasi Operasional Tahun 2017-2019

#### Number of Employees by Operational Location 2017-2019

Lokasi Operasional Bisnis Business Operations Location	2017			2018			2019		
	L M	P F	Jumlah Total	L M	P F	Jumlah Total	L M	P F	Jumlah Total
Aceh	1	2	3	-	-	-	-	-	1
Bali	1	-	1	1	0	1	1	-	1
Bengkulu	-	-	-	-	-	-	-	-	0
DKI Jakarta	115	69	184	118	86	204	116	90	206
Jambi	1	-	1	-	-	-	-	-	0
Jawa Barat	4	2	6	1	0	1	1	-	1
Jawa Tengah	6	1	7	5	0	5	4	-	4
Jawa Timur	7	3	10	3	3	6	4	3	7
Kalimantan Timur	1	4	5	1	3	4	1	4	5
Kepulauan Riau	1	1	2	-	-	-	-	-	0
Papua	1	2	3	2	2	4	1	2	3
Papua Barat	1	1	2	1	0	1	1	-	1
Riau	1	-	1	1	0	1	1	-	1
Sulawesi Selatan	-	-	-	-	-	-	-	-	0
Sumatera Selatan	4	4	8	4	3	7	3	3	6
Sumatera Utara	4	2	6	3	2	5	4	3	7
Yogyakarta	1	-	1	1	0	1	-	-	0

L = Laki-laki | P = Perempuan

M = Male / F = Female

#### Metode Perencanaan Suksesi di PTC dan Penyetaraan Pertamina Reference Level

Perencanaan suksesi di PTC merupakan proses antisipasi kebutuhan *managerial staffing* di masa yang akan datang serta pembuatan perencanaan untuk pengembangannya. Perusahaan melakukan perencanaan suksesi yang dimulai dengan fokus pada tingkat kebutuhan SDM di masa depan serta cara pencapaian tujuan dan implementasi transformasi dan strategi bisnis Perusahaan yang semakin berkembang. Dimana perencanaan SDM ini tetap terintegrasi dengan tujuan RKAP dan RJPP Perusahaan.

#### Succession Planning Method at PTC and Alignment with Pertamina Reference Level

The succession planning in PTC is a process of anticipating managerial staffing needs in the future as well as making plans for its development. The Company carries out succession planning that begins with a focus on the level of Human Capital needs in the future as well as ways to achieve the goals and the implementation of Company's evolving business strategy. In which, this Human Capital planning remains integrated with the objectives of the Company's RKAP and RJPP.



Hasil dari evaluasi perencanaan SDM jangka panjang digunakan sebagai dasar perencanaan suksesi organisasi. Sehingga untuk tercapainya rencana suksesi ini, sangat dibutuhkan visi dan komitmen yang kuat dari jajaran manajemen. Rencana suksesi juga sangat penting bagi karyawan karena menyangkut kepastian karir ke depan. Dimana suksesi yang dilakukan Perusahaan adalah berlandaskan hal-hal penting, diantaranya:

1. Kebutuhan Organisasi dalam rangka Regenerasi kepemimpinan
2. Meningkatkan kinerja organisasi di tengah persaingan yang ketat (Transformasi & Strategi Bisnis Perusahaan)
3. Membekali calon pemimpin di segenap bagian Perusahaan dengan skill dan kompetensi yang dibutuhkan

Adapun metode perencanaan suksesi di PTC, adalah sebagai berikut:

#### 1. Rencana Suksesi *Management Driven*

*Management* melihat siapa saja pekerja yang memiliki kualifikasi untuk menempati posisi tertentu dalam jangka pendek (1 tahun), menengah (2 tahun) hingga panjang (3-5 tahun). Manajemen melihat posisi yang kosong dan siapa yang pantas untuk mengisinya. Identifikasi pekerja disesuaikan dengan latar belakang pendidikan, pengalaman dan kepribadian.

#### 2. Membuat pool rencana suksesi

Manajemen mengidentifikasi para kandidat yang berpotensial tinggi untuk menempati posisi di level selanjutnya. Identifikasi dengan melihat para pekerja yang memenuhi kriteria dan memiliki potensial tinggi. Para pekerja ini akan diseleksi melalui proses assessment dan juga penilaian kinerja tahunan.

Sementara itu, sebagai bagian dari Pertamina Group, saat ini, Perusahaan juga tengah menyusun atau melakukan program Pertamina Reference Level (PRL), yakni sebagai berikut:

- a. Sebagai bagian dari sinergi anak perusahaan dan induk perusahaan (Pertamina Group), PTC sedang dalam proses penyusunan penyetaraan Pertamina Reference Level (PRL) yang didasari oleh konsep perubahan organisasi sesuai dengan strategi bisnis Perusahaan dan transformasi yang sudah ditetapkan saat ini.
- b. Penyetaraan PRL dimaksudkan agar bisa terjadi penyesuaian penempatan pekerja atas posisi-posisi kosong baik itu dari PTC ke induk perusahaan maupun sebaliknya
- c. Penentuan PRL di PTC untuk masing-masing jabatan serta fasilitas-fasilitas nya tetap berdasarkan golongan pekerja yaitu pekerja biasa, madya, utama dan pembina.

#### Pengembangan Keahlian Dan Peningkatan Kompetensi Pekerja

Strategi ketiga adalah pengembangan keahlian dan peningkatan kompetensi pekerja. Untuk menjaga kualitas kinerja, Perusahaan berkomitmen untuk mengembangkan dan mendidik pekerja secara berkesinambungan. Pengembangan SDM dilakukan secara terstruktur dan terprogram seiring dengan hasil pemetaan kondisi dan kebutuhan SDM dengan diperkuat oleh program pelatihan dan pengembangan pekerja baik yang bersifat internal maupun eksternal. Pelatihan tersebut diharapkan dapat mengembangkan potensi diri yang sesuai dengan kompetensi jabatan yang dibutuhkan.

Dalam rangka meningkatkan kompetensi pekerja, mengembangkan minat, bakat dan kemampuan para pekerja dalam mencapai target bisnis perusahaan, PTC menerapkan program-program pelatihan sesuai dengan *Training Need Analysis* yang telah ditetapkan berdasarkan kebutuhan masing-masing divisi.

Sebagai perusahaan yang bergerak di bidang pelayanan jasa pelatihan dan konsultasi, pengembangan kompetensi karyawan merupakan hal yang sangat penting. Perusahaan telah merencanakan pengembangan kompetensi karyawan 2019 dalam Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) 2019.

Pengembangan kompetensi karyawan dilakukan Perusahaan dengan tujuan untuk meningkatkan keahlian dan kompetensi SDM sehingga mampu menjamin penyelenggaraan perusahaan secara profesional, dengan target *learning days minimum 5 (five) man-days* per orang.

Adapun tujuan jangka panjang perusahaan yang ingin dicapai melalui pencapaian sasaran jangka pendek tersebut adalah:

The results of long-term Human Capital planning evaluation are used as the basis for organizational succession planning. Therefore, to achieve this succession plan, a strong vision and commitment from the management is needed. Succession plan is also very important for employees because it involves certainty of future career. The succession undertaken by the Company is based on several important matters, including:

1. Organizational Needs in the context of leadership regeneration
2. Improving organizational performance in the midst of intense competition (Corporate Transformation & Business Strategy)
3. Equipping prospective leaders in all parts of the Company with the skills and competencies needed

The succession planning method in PTC is as follows:

#### 1. Succession Plan for Management Driven

The management sees who are qualified to occupy certain positions in the short term (1 year), intermediate term (2 years) to long term (3-5 years). The management looks at the vacant position and who are eligible to fill it. The identification of employees is adjusted to educational background, experience and personality.

#### 2. Succession plan talent pool

The management identifies candidates who have high potential to occupy next level positions, by looking at employees who meet the criteria and have high potential. These employees will be selected through an assessment process and annual performance appraisal.

Meanwhile, as part of Pertamina Group, the Company is also preparing or implementing the Pertamina Reference Level (PRL) program, as follows:

- a. As part of the synergy of subsidiary and parent company (Pertamina Group), PTC is in the process of drafting the Pertamina Reference Level (PRL) alignment based on the concept of organizational change in accordance with the Company's business strategy and the transformation that has been set at this time.
- b. PRL alignment is intended to enable adjustments to the placement of employees on vacant positions both from PTC to the parent company and vice versa
- c. PRL determination in PTC for each position and its facilities is still based on the grouping of workers, namely low, middle, high level workers, and expert.

#### Expertise Development and Employee's Competency Improvement

The third strategy is expertise development and employee's competency improvement. In maintaining the quality of performance, the Company is committed to train and develop its employees continuously. The Human Capital development program is structured based on the mapping of Human Capital requirements, supported with training program from both internal and external parties. These trainings are expected to be able to develop employee's potentials in accordance with the required job competencies.

In order to improve competencies, develop interests, talents and abilities of employees in achieving the Company's business targets, PTC organizes training programs in accordance with predetermined Training Need Analysis based on the needs of each division.

As a company engaged in training and consultation services, developing employee competencies is very important. The Company has planned employee's competencies development in the Work Plan and Corporate Work Budget (RKAP) 2019.

Employee's competency development is carried out with aims to increase HR's expertise and competence in order to able to guarantee the company's professional implementation, with target of learning days minimum 5 (five) man-days per person.

The company's long-term goals to be achieved through those short-term goals are:

- a. Menjadi Pusat Pengembangan SDM yang terpandang;
- b. Mendapatkan kepercayaan yang lebih tinggi dari pelanggan lama maupun baru;
- c. Mampu memberikan nilai tambah yang signifikan bagi PT Pertamina (Persero);
- d. Menjadi pilihan utama bagi mitra bisnis;
- e. Menjadi Perusahaan dengan kompetensi SDM yang berkualitas;
- f. Tumbuh dan berkembang secara optimal;

Rencana pelatihan dan pengembangan kompetensi karyawan pada tahun 2019 diarahkan untuk meningkatkan kompetensi pekerja dalam bidang *leadership*, negosiasi, administrasi perkantoran, kemampuan berbahasa Inggris, perpajakan, pemasaran, dan kompetensi spesifik penunjang lainnya.

- a. To be a respected Center for HC Development;
- b. Gain higher trust from old and new customers;
- c. Able to provide significant added value for PT Pertamina (Persero);
- d. Be the first choice for business partners;
- e. Being a company with qualified HC competencies;
- f. Grow and develop optimally;

The employee's competency training and development plan in 2019 is aimed at increasing employee competencies in the fields of leadership, negotiation, office administration, English language skills, taxation, marketing, and other supporting specific competencies.

#### Jam Pelatihan Rata-Rata Berdasarkan Jenis Kelamin Pekerja

Jenis Kelamin Gender	Jumlah Pekerja (orang) Number of Employees (person)		Total Learning Days (hari) Total Learning Days (days)		Rata-rata Total Learning Days (hari/orang) Average Total Learning Days (days/person)	
	2018	2019	2018	2019	2018	2019
Laki-laki / Male	125	140	1.013	962	8,10	6,87
Perempuan / Female	90	106	946	891	10,51	8,41
<b>Jumlah / Total</b>	<b>215</b>	<b>246</b>	<b>1.959</b>	<b>1.853</b>	<b>9,11</b>	<b>7,53</b>

#### Jam Pelatihan Rata-Rata Berdasarkan Kategori Pekerja

Kategori Pekerja Category	Jumlah Pekerja (orang) Number of Employees (person)		Total Learning Days (hari) Total Learning Days (days)		Rata-rata Total Learning Days (hari/orang) Average Total Learning Days (days/person)	
	2018	2019	2018	2019	2018	2019
Konsultan / Consultant	3	1	54	34	18,00	34
KWP	7	21	30	9	4,29	0,43
PWT / Non-Permanent Employee	90	74	859	797	9,51	10,77
PWTT / Permanent Employee	115	150	1.019	1986	8,86	13,24
<b>Jumlah / Total</b>	<b>215</b>	<b>246</b>	<b>1.959</b>	<b>2826</b>	<b>9,11</b>	<b>11,49</b>

#### Jumlah Pelatihan Berdasarkan Tempat Pelaksanaan

Tempat Location	Jumlah Pekerja (orang) Number of Employees (person)		Total Learning Days (hari) Total Learning Days (days)	
	2018	2019	2018	2019
Jakarta	753	1209	1617	2170
Depok	-	-	-	-
Bandung	10	15	72	66
Semarang	-	5	-	22
Yogyakarta	2	9	8	48
Bali	7	7	30	40
Tangerang	2	2	92	25
Bogor	8	83	112	159
Bojonegoro	5	-	20	-
Cianjur	1	-	8	-
Balikpapan	-	7	-	31
Banyuwangi	-	1	-	4
Cilacap	-	2	-	10
Cirebon	-	4	-	24
Indramayu	-	4	-	40
Kupang	-	1	-	4



Tempat Location	Jumlah Pekerja (orang) Number of Employees (person)		Total Learning Days (hari) Total Learning Days (days)	
	2018	2019	2018	2019
Makassar	-	2	-	7
Malang	-	2	-	10
Medan	-	4	-	32
Solo	-	4	-	24
Sukabumi	-	1	-	8
Surabaya	-	12	-	82
India	-	1	-	10
China	-	1	-	10
<b>Jumlah / Total</b>	<b>788</b>	<b>1376</b>	<b>1959</b>	<b>2826</b>

**Jumlah Peserta dan Jam Pelatihan Berdasarkan Jenis Pelatihan dan Golongan Jabatan**

Total Participants and Training Hours Based on Training Types and Job Level

Jumlah Pelatihan Number of Training	Jumlah Biaya Total Cost	Operasional Operational		Staf Staff		Manager		Direksi Board of Directors	
		Jumlah Peserta Number of Participants	Jam Pelatihan Training Hours						
Teknis Fungsional Functional- Technical	Rp284.201.000	148	3936	34	1824	16	784	10	260
Manajemen Management	Rp49.988.500	167	2112	47	732	20	272	6	188
Umum General	Rp47.833.088	624	5944	221	2280	78	868	6	184
<b>Jumlah Total</b>	<b>Rp382.022.588</b>	<b>939</b>	<b>11992</b>	<b>302</b>	<b>4836</b>	<b>114</b>	<b>1924</b>	<b>22</b>	<b>632</b>

**Perbandingan Jumlah Biaya Pelatihan 2018-2019**

Comparison of Total Training Costs 2018-2019

Biaya Pelatihan / Training Cost	Jumlah Biaya Total Cost		Kenaikan (Penurunan) Increase (Decrease)	
	2018 (Rp)	2019 (Rp)	Selisih (Rp)	Percentase (%)
Biaya Pelatihan / Training Cost	682.196.630	382.022.588	300.174.042	56%

**Meningkatkan Kepuasan dan Engagement Pekerja**

Strategi pengelolaan SDM yang terakhir adalah meningkatkan kepuasan dan engagement pekerja. Pada tahun 2019, PTC telah melaksanakan survei kepuasan pekerja. Terdapat 4 (empat) aspek yang dinilai dalam pelaksanaan survei tersebut, yaitu:

## 1. Kebutuhan Dasar

Hal-hal dasar yang dibutuhkan oleh karyawan untuk berkontribusi kepada Perusahaan. Hal tersebut dilakukan ketika karyawan dalam perusahaan telah mengetahui dengan jelas *job description* terkait tugas dantanggung jawabnya dalam Perusahaan. Pada aspek ini juga menggambarkan materi atau perlengkapan atau peralatan yang dibutuhkan karyawan dalam melaksanakan pekerjaannya terkait posisi atau pekerjaan.

## 2. Dukungan Manajemen

Di Perusahaan tempat karyawan bekerja dengan melihat kontribusi yang sudah diberikan karyawan terhadap perusahaannya, apakah mendapatkan tanggapan atau dukungan yang setimpal dari manajemen perusahaan atau tidak.

## 3. Rasa Memiliki

Rasa memiliki di mana aspek ini memperlihatkan seorang karyawan yang merasa bahwa dirinya benar-benar diterima di dalam perusahaan atau tim kerjanya sehingga memiliki rasa bangga menjadi bagian dari perusahaan tersebut dan pada akhirnya menunjukkan sejauhmana kerja sama tim terjadi.

**Increase Employee's Satisfaction and Engagement**

The final HR's management strategy is to increase employee's satisfaction and engagement. In 2019, PTC has conducted an employee satisfaction survey. There are 4 (four) aspects assessed in the survey, namely:

## 1. Basic Needs

Basic things needed by employees to contribute to the Company. This is done when employees have clearly known the job descriptions of duties and responsibilities in the Company. This aspect also describes material or equipment needed by employees in carrying out their work related to position or job.

## 2. Management Support

Is the employees' contributions to the Company have gotten worthwhile response or support from the management.

## 3. Ownership

A sense of belonging that shows how an employee feels truly accepted in the company or his work team so that he has a sense of pride in being part of the company and ultimately shows the extent of teamwork.

#### 4. Belajar dan bertumbuh

Aspek ini mengidentifikasi apakah perusahaan mempunyai atau memberikan program dan kesempatan kepada karyawan untuk tumbuh dan berkembang sehingga akan berdampak positif terhadap perusahaan.

#### 4. Learn and grow

This aspect identifies whether the company has or provides programs and opportunities for employees to grow and develop so that it will have a positive impact on the company.

Aspek Aspects	Skor Score	Tingkat Kepuasan Satisfaction Level
Kebutuhan Dasar / Basic Needs	3.54	Puas / Satisfy
Dukungan Manajemen / Management Support	3.26	Cukup Puas / Fairly Satisfy
Rasa Memiliki / Ownership	3.77	Puas / Satisfy
Belajar dan Bertumbuh / Learn and Grow	3.36	Cukup Puas / Fairly Satisfy
<b>Rata-Rata Skor / Average Score</b>	<b>3.55</b>	<b>Puas / Satisfy</b>

#### Fasilitas, Tunjangan dan Remunerasi Pekerja

Perusahaan senantiasa menaati segala peraturan, ketentuan, dan kebijakan pekerja yang berlaku sesuai dengan Undang-Undang Ketenagakerjaan yang berlaku. Besaran upah minimum yang diterima seorang pekerja baru di Perusahaan golongan terendah senantiasa lebih besar dibandingkan upah minimum regional (UMR) atau provinsi (UMP) sesuai lokasi utama berada.

#### Employees Remuneration, Allowance and Facility

The Company is consistently following all regulations and policies according to the applicable Manpower Law. The minimum payment received by the lowest level of new employee in PTC always higher than the regional/provincial minimum wage of the current location.

#### Rata-Rata Gaji Pokok Pekerja Laki-laki dan Perempuan Saat Mulai Bekerja Berdasarkan Tingkat Jabatan Tahun 2019

#### Average Salary of New Male and Female Employees by Job Level in 2019

Tingkat Golongan Group Level	Tingkat Jabatan Job Level	Pekerja Laki-laki Male Employee (Rp)	Pekerja Perempuan Female Employee (Rp)
Utama / High	Manajer / Manager	6	5
Madya / Middle	Ast. Manajer & Staf Senior / Asst. Manager & Senior Staff	10	11
Biasa / Low	Staf & Non Staf / Staff & Non-Staff	96	59

#### Rata-Rata Gaji Pokok Pekerja Laki-laki dan Perempuan Saat Mulai Bekerja Berdasarkan Unit Bisnis

#### Average Salary of New Male and Female Employees by Business Unit

Lokasi Unit Bisnis Business Unit Location	Pekerja Laki-laki Male Employee (Rp)	Pekerja Perempuan Female Employee (Rp)
Jakarta	5.000.000	5.000.000
Jawa	4.500.000	4.500.000
Sumatera	4.300.000	4.300.000
Kalimantan	4.000.000	4.000.000
Sulawesi	4.000.000	4.000.000
Papua	4.000.000	4.000.000

#### Rasio Upah Minimum Perusahaan Berdasarkan Wilayah Operasional

#### Minimum Wage Ratio of the Company by Operational Area

Wilayah Unit Bisnis Business Unit Area	UMR : UM PTC (Tahun 2019) Minimum Wage : PTC Minimum Wage (Year 2019)
Jakarta	1 : 1.5
Jawa	1 : 1.5
Sumatera	1 : 1.5
Kalimantan	1 : 1.5
Sulawesi	1 : 1.5
Papua	1 : 1.5



Seluruh pekerja dijamin bisa mendapatkan haknya sesuai dengan posisi dan jabatan masing-masing. Berdasarkan SK Direksi No. Kpts No.27/PTC-DU 10.000- 213-S1, Perusahaan menetapkan bentuk kesejahteraan pekerja seperti di bawah ini:

1. Penghargaan Kenaikan Golongan
2. Promosi Jabatan
3. Pemberian Bonus

Peningkatan fasilitas kesejahteraan pekerja diberikan kepada pekerja dengan berdasarkan kepada kemampuan dan kinerja masing-masing pekerja yang bersangkutan. Remunerasi pekerja diberikan dengan mempertimbangkan 3 tiga (hal) berikut:

1. *General Increase*: untuk mempertahankan daya beli dan kesejahteraan pekerja yang besarnya ditentukan oleh kemampuan keuangan Perseroan;
2. *Merit Increase*: diberikan dengan mempertimbangkan kinerja pekerja dan kinerja Perseroan di tahun berjalan;
3. *Promotion Increase*: diberikan karena dipromosikan menduduki posisi jabatan tertentu.

Selain itu, Perusahaan juga menjaga komitmen untuk memberikan hak yang dimiliki oleh setiap pekerja, baik pekerja tetap maupun tidak tetap. *Benefit* yang diberikan kepada pegawai tetap dan pegawai tidak tetap, yang berlaku di setiap lokasi dan unit operasi Perusahaan, adalah sebagai berikut:

Jenis Fasilitas Facility Type	Status Kepegawaian Employment Status	
	Pegawai Tetap Permanent Employee	Pegawai Tidak Tetap Non-Permanent Employee
Gaji Pokok Basic Salary	✓	✓
Tunjangan Kesehatan Health Allowance	✓	✓
Asuransi Jiwa Life Insurance	✓	✓
Tunjangan Kecelakaan Kerja Allowance for Work Accident	✓	✓
Tunjangan Kehamilan Pregnancy Allowance	✓	✓
Pemberian Pensiun Pension Benefits	✓	✓
Opsi Kepemilikan Saham Stock Ownership	✓	✓
Implementasi Praktis Audit Operasional Implementation of Practical Operational Audit	X	✓

Dalam memenuhi hak cuti, Perusahaan mengikuti sebagaimana yang telah diatur dalam Undang-Undang Ketenagakerjaan dan peraturan turunan yang berlaku. Perusahaan memberikan hak berupa tunjangan kepada pekerja baik perempuan ataupun laki-laki yang membutuhkan cuti melahirkan sesuai yang dibutuhkan. Pekerja perempuan yang mengambil cuti dengan hak sebanyak 45 hari sebelum dan sesudah melahirkan, diterima kembali tanpa ada hambatan untuk bekerja kembali ke Perusahaan.

Selama tahun 2019, pekerja perempuan yang memiliki hak cuti melahirkan (*maternity leave*) adalah sebanyak 5 (lima) orang. Seluruh pekerja perempuan yang mengambil cuti melahirkan tersebut, memulai cutinya pada tahun 2019, dan seluruhnya kembali bekerja ke kantor pada waktunya. Dengan data ini, maka Perusahaan melaporkan bahwa tingkat kembali bekerja (*return to work*) dan tingkat retensi bekerja pekerja mencapai angka 100%.

#### Program Pensiun

Tujuan penyelenggaraan program pensiun di Perusahaan untuk membantu pemerintah dalam upaya meningkatkan kesejahteraan masyarakat di hari tua. Dengan adanya program pensiun yang dimiliki pekerja dan pekerja mandiri akan mendukung peningkatan

Every employee is guaranteed for obtaining their rights according to their positions. In accordance with the Decree of Board of Directors No. Kpts No 27/PTCDU 10.000-213-S1, the Company determines employee benefits as follow:

1. Class Promotion Reward
2. Promotion
3. Bonus

The upgrading of employee benefits is done based their capacities and performances. Employee remuneration is given by considering the following aspects:

1. General Increase: to maintain the purchasing power and the prosperity of employees which amount is based on the Company's financial capacity;
2. Merit Increase: given by considering the performance of employees and the Company in the fiscal year;
3. Promotion Increase: given because of certain promotion to higher position.

In addition, the Company also maintains its commitment to give the right of every employee, whether permanent or non-permanent employees. Benefit granted to permanent employees and non-permanent employees, which applies in any location and operational unit of the Company, are as follows:

Jenis Fasilitas Facility Type	Status Kepegawaian Employment Status	
	Pegawai Tetap Permanent Employee	Pegawai Tidak Tetap Non-Permanent Employee
Gaji Pokok Basic Salary	✓	✓
Tunjangan Kesehatan Health Allowance	✓	✓
Asuransi Jiwa Life Insurance	✓	✓
Tunjangan Kecelakaan Kerja Allowance for Work Accident	✓	✓
Tunjangan Kehamilan Pregnancy Allowance	✓	✓
Pemberian Pensiun Pension Benefits	✓	✓
Opsi Kepemilikan Saham Stock Ownership	✓	✓
Implementasi Praktis Audit Operasional Implementation of Practical Operational Audit	X	✓

In fulfilling the leave entitlement, the Company follows the applicable Manpower and Employment Law. The Company grants the right of allowance to employees of both female and male who need maternity/paternity leave as required. Female employees who take leave entitlement as much as 45 days before and after childbirth are re-accepted without any hindrance to coming back to work at the Company.

During 2019, female employees who took the maternity leave was as many as 5 (five) employees. All the female employees who took the maternity leave starting in 2019 have returned to work in the office on time. With this data, the Company reports that the return to work rate and employee retention rate reached 100%.

#### Pension Program

The purpose of organizing pension programs in PTC is to assist the government's effort to improve the welfare of society in old age. The pension program for workers and self-employed workers will support the increasing level of people's lives because in

taraf hidup masyarakat karena pada masa purna tugas mereka mendapatkan tambahan pendapatan. Manfaat dana pensiun yang menjadi hak pekerja dibayarkan pensiunnya secara sekaligus sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Jumlah presentase dan besaran kontribusi Perusahaan dan tiap pekerja untuk:

1. *Severance Program & MAPS* yang di kelola oleh PT Tugu Mandiri.
2. Program pensiun dari BPJS Ketenagakerjaan.

Kewajiban-kewajiban yang direncanakan yang dipenuhi oleh sumber daya umum organisasi, besar taksiran nilai kewajiban tersebut adalah:

1. Pekerja Pengelola Melalui *Severance Program* Tugu Mandiri sebesar Rp1.788.131.240
2. Pekerja PWTT yang di tempatkan di user sudah dicover di program MAPS

#### Jumlah Dana Program Pensiun Tahun 2019

Program Pensiun Pension Program	Nilai Value (Rp)
Severance Program Tugu Mandiri / Tugu Mandiri Severance Program	3.446.662.145
Iuran Pensiun dibayarkan Perusahaan / Pension contributions paid by the Company	845.442.558
Iuran Pensiun dibayarkan Pekerja / Pension Contributions paid by Employees	597.052.339

Jumlah pekerja yang mengalami masa pensiun pada tahun 2019 berjumlah 1 Orang. Program Pensiun sudah disiapkan oleh Perusahaan melalui *Severance Program* Tugu Mandiri. Di tahun 2018, tidak ada pekerja yang pensiun sehingga tidak ada total pesongan yang dibayarkan sepanjang tahun 2018.

Persentase gaji yang dikontribusikan, menurut pekerja atau pemberi kerja: BPJS Ketenagakerjaan dengan iuran Pensiun sebesar 2% oleh perusahaan, 1% oleh pekerja.

#### Penilaian SDM

Perusahaan senantiasa memastikan bahwa kualitas pekerja yang dimiliki berada di level teratas yang siap bersaing sesuai dengan kemajuan industri. Perusahaan melakukan sistem penilaian kinerja secara menyeluruh dengan sistem terpadu yang dijalankan di setiap lapisan serta seluruh anak perusahaan agar dapat memudahkan pemantauan kinerja seluruh pekerja yang pada akhirnya mampu mendorong produktivitas pekerja secara keseluruhan.

Sistem pengelolaan SDM Perusahaan diterapkan dengan *base competency* dan dengan penilaian kinerja berdasarkan SMK (Sistem Manajemen Kerja) yang dilaksanakan setahun sekali. Dimana hal ini erat kaitannya dengan program peningkatan *talent pool* yang disusun melalui beberapa tahapan utama, yakni melalui:

- Sistem Penilaian Kinerja Tahunan;
- Proses Assessment; dan
- Interview

#### Reward and Punishment

Dalam memastikan keberlangsungan bisnis, Perusahaan juga menyediakan fasilitas serta menerapkan berbagai program untuk meningkatkan kepuasan dan *engagement* pekerja, sebagai berikut:

1. Menyusun Perjanjian Kerja Bersama (PKB) antara Perusahaan dengan pekerja yang berisi hak dan kewajiban pekerja
2. Fasilitas kesehatan dalam bentuk BPJS Kesehatan. Adapun untuk pekerja PWTT pengelola, Perusahaan menambahkan asuransi kesehatan dari PT Tugu Pratama Indonesia.
3. Fasilitas dana pensiun dalam bentuk BPJS JHT (Jaminan Hari Tua) dan BPJS JP (Jaminan Pensiun).
4. Penyelenggaraan *Medical Check Up* (MCU) berkala bagi pekerja PWTT pengelola yang dilaksanakan setiap tahun sekali di rumah sakit rujukan yang bekerja sama dengan PTC

they are earning additional income during their post-employment period. Benefits of pension fund which is the right of employees will be paid in full in accordance with the provisions of prevailing laws and regulations.

Total percentage and amount of PTC contribution and each employee to:

1. *Severance Program & MAPS*, managed by PT Tugu Mandiri; and
2. Pension program from BPJS Employment

The obligations that are planned and fulfilled by the organization's general resources, are estimated at the value of:

1. Managing Workers through Tugu Mandiri Severance Program amounting to Rp1,788,131,240
2. PWTT employees who were placed in users are already covered in MAPS program.

#### Total Pension Funds in 2019

Program Pensiun Pension Program	Nilai Value (Rp)
Severance Program Tugu Mandiri / Tugu Mandiri Severance Program	3.446.662.145
Iuran Pensiun dibayarkan Perusahaan / Pension contributions paid by the Company	845.442.558
Iuran Pensiun dibayarkan Pekerja / Pension Contributions paid by Employees	597.052.339

Total employees who have retired in 2019 is 1 person.

The Pension Program has been prepared by the Company through Tugu Mandiri Severance Program. In 2018, no workers retire so no total severance paid during 2018.

The percentage of salary that was contributed, according to employee or employer: BPJS Employment with Pension Contribution of 2% by the Company and 1% by employee.

#### Human Capital Assessment

The Company consistently ensures that employees are in their best condition in order to cope with every challenge, in line with modern industrial development nowadays. The Company conducts thorough assessment on employee performance with an integrated system which is run on every level of the Company and its subsidiary, in order to facilitate the monitoring of employee performance which ultimately can accelerate employee productivity.

The Company's Human Capital management system is applied with base competency and performance assessment based on SMK (Performance Management System), which is held annually. In which this is closely related to the talent pool improvement program that is structured through several main stages, namely through:

- Annual Performance Appraisal System;
- Assessment Process; and
- Interview

#### Reward and Punishment

In ensuring business continuity, the Company also provides facilities and implements various programs to improve employee satisfaction and engagement, as follows:

1. Prepare a Collective Labor Agreement (PKB) between the Company and employees that contains the rights and obligations of employees
2. Health facilities in the form of BPJS Health. As for PWTT employees, the Company added health insurance from PT Tugu Pratama Indonesia.
3. Pension fund facilities in the form of BPJS JHT (Old Age Guarantee) and BPJS JP (Pension Insurance).
4. Periodic Medical Check Up (MCU) for PWTT managing workers, that are held annually at the referral hospital in collaboration with PTC



Selain reward, Perusahaan juga mengatur tentang pemberian sanksi sesuai dengan TKO yang berlaku yaitu TKO Pemberian Teguran dan Surat Peringatan. Salah satu sanksi yang diberlakukan guna meningkatkan kedisiplinan Pekerja adalah tentang Aturan Jam Kerja Pekerja yang dimuat dalam Surat Edaran No. E-1916/PTC-10000/2018-S0.9 tanggal 29 Agustus 2018.

#### Pengelolaan Keselamatan dan Kesehatan Kerja

Perusahaan memahami bahwa pengelolaan terhadap keselamatan dan kesehatan kerja pekerja merupakan satu prioritas dalam pelaksanaan suatu bisnis yang baik. Apalagi dengan *nature bisnis* Perusahaan yang bergerak di bidang pendayagunaan dan pengembangan sumber daya manusia, tentunya risiko Keselamatan dan Kesehatan Kerja menjadi hal yang relevan dalam bisnis Perusahaan.

Komitmen Manajemen dalam menjalankan bisnis yang mengutamakan aspek K3/ HSE, melalui implementasi Sistem Manajemen Keselamatan Kerja untuk kontraktor atau CSMS (Contractor Safety Management System). Bukti kegiatan operasional perusahaan yang standar tinggi, yaitu dengan dipenuhinya skor CSMS, katagori high risk (70) di sistem Manajemen HSSE PT Pertamina.

Perusahaan mencegah terjadinya insiden kecelakaan kerja, kebakaran, penyakit akibat kerja, pencemaran lingkungan, sebagai dampak dari aktivitas perusahaan, terhadap personil, aset, informasi dan lingkungan, melalui penerapan CSMS secara konsisten serta diperbaiki secara berkelanjutan.

Pada Desember 2018 lalu, Perusahaan telah menandatangani Kebijakan Keselamatan, Kesehatan & Lindungan Lingkungan Perusahaan oleh Direktur Utama sebagai wujud komitmen Perusahaan untuk menjaga keselamatan dan kesehatan kerja seluruh pekerja. Kebijakan ini berisi pernyataan komitmen dan instruksi khusus kepada seluruh pekerja Perusahaan untuk dapat menjalankan hal-hal penting, di antaranya:

1. Mengutamakan aspek K3LL serta Pengawasan Perusahaan
2. Mematuhi peraturan perundangan K3LL dan Pengamanan sesuai standar nasional dan internasional
3. Mengurangi risiko serendah mungkin untuk mencegah terjadinya insiden pada personil, aset, informasi dan lingkungan dengan cara melakukan identifikasi, evaluasi, pengendalian dan pemantauan terhadap potensi bahaya dan ancaman
4. Menjadikan kinerja K3LL serta Pengamanan personil, aset, data dan informasi Perusahaan dalam penilaian dan penghargaan terhadap seluruh pekerja
5. Memastikan kondisi kesehatan pekerja yang sesuai dengan pekerjannya (*fit to work*)
6. Meningkatkan kesadaran dan kompetensi pekerja serta mitra kerja agar dapat melaksanakan pekerjaan secara benar, aman, dan berwawasan lingkungan

#### Pengelolaan Risiko K3

Dengan *nature bisnis* Perusahaan yang berkaitan langsung dengan sumber daya manusia yang bekerja di lapangan, risiko K3 menjadi perhatian khusus Perusahaan yang dipantau terus-menerus. Sesuai Surat Direktur Keuangan PT Pertamina (Persero) No. R-082/H00000/2016-S0 perihal Acuan Risk Limit dan Expected Residual Risk dalam penyusunan Risk Register dan Top Risk 2017, Perusahaan telah menyusun daftar risiko utama (*Top Risks*), dimana dalam daftar tersebut, risiko yang menyangkut aspek K3 menempati posisi nomor 4 yang menunjukkan perhatian Perusahaan yang besar dalam menjaga kualitas pengelolaan K3 Perusahaan.

Risiko K3 yang dimaksud adalah potensi risiko K3 yang dapat berdampak pada meningkatnya kebutuhan pembayaran dalam menanggulangi kecelakaan kerja. Risiko ini tentu saja akan berdampak pada menurunnya kepercayaan pelanggan, menurunkan reputasi Perusahaan, serta sekaligus meningkatkan biaya yang harus dikeluarkan. Untuk itu, Perusahaan melakukan rencana mitigasi risiko K3 pada tahun 2018 dengan cara:

1. Membuat program induksi HSSE untuk pekerja alih daya (termasuk dalam materi induksi kepada pekerja alih daya)
2. Membuat media sosialisasi HSSE yang menarik
3. Membuat update informasi pembaharuan skor CSMS

In addition to rewards, the Company also regulates sanctions in accordance with the applicable TKO, namely TKO Reprimand and Warning Letter. One of the sanctions imposed to improve employee discipline is the Rules of Employee's Working Hours which are contained in the Circular Letter No. E-1916/PTC-10000/2018-S0.9 dated August 29, 2018.

#### Occupational Health and Safety Management

The Company is fully aware that the management of employee's occupational health and safety is a priority in running a good business. Especially with the business nature of the Company which is engaged in the utilization and development of human capital, the Occupational Safety and Health risks are certainly relevant in the Company's business.

Management's commitment in running a business that prioritizes K3 / HSE aspects, through the implementation of a Work Safety Management System for a contractor or CSMS (Contractor Safety Management System). Evidence of high standard company operational activities, namely by fulfilling CSMS scores, high risk category (70) in PT Pertamina's HSSE Management system.

The company prevents incidents of work accidents, fires, work-related diseases, environmental pollution, as a result of the company's activities, on personnel, assets, information and the environment, through the consistent application of CSMS and continual improvement.

In December 2018, the Company has signed the Health, Safety, & Environmental Protection Policy by the President Director as a manifestation of the Company's commitment to maintain occupational health and safety of all employees. This policy contains a statement of commitment and specific instructions to all employees to carry out the following important things:

1. Prioritizing HSE aspect and Company Supervision
2. Complying with HSE and security regulations in accordance with national and international standards
3. Reducing lowest possible risks to prevent incidents of personnel, assets, information and environment by identifying, evaluating, controlling and monitoring potential hazards and threats
4. Include the performance of HSE and Security for personnel, assets, data and information of the Company in the appraisal and appreciation of all employees
5. Ensuring health conditions of employees are in accordance with their work (*fit to work*)
6. Increasing awareness and competencies of employees and business partners in order to perform the work properly, safely, and environmentally sound.

#### Occupational Health and Safety (HSE) Risk Management

Given the Company's business nature is directly related to human capital who work in the field, HSE risks are of concern to the Company being monitored continuously. In accordance with the Letter of Finance Director of PT Pertamina (Persero) No. R-082/H00000/2016-S0 regarding Reference of Risk Limit and Expected Residual Risk in preparing Risk Register and Top Risk 2017, the Company has prepared a list of Top Risks, where in the list, the risk of HSE aspect occupied the 4th position which showed the Company's great interest in maintaining the quality of HSE management.

HSE risks are potential health and safety risks that can affect the increasing of financing requirement in handling work accident. These risks will of course have an impact on declining customer trust, lowering the Company repuation, as well as increasing costs to be incurred. To that end, the Company undertook risk mitigation plan in 2018 by:

1. Making HSE induction program for outsourced employees (including induction material to the outsourced employees)
2. Making interesting HSE socialization media
3. Updated information on CSMS score updates

4. Membuat jadwal inspeksi
5. Mencantumkan klausul mengenai pihak yang bertanggung jawab apabila terjadi insiden
6. Pembentahan struktur organisasi HSE PTC

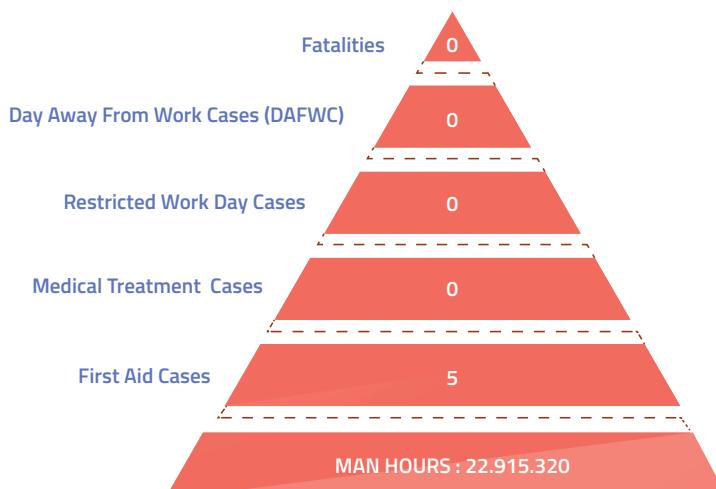
4. Make an inspection schedule
5. Include a clause about the responsible parties in the event of an incident
6. Improving the organization structure of PTC's HSE

### Kinerja K3

Dengan seluruh kebijakan dan organisasi yang bertanggung jawab terhadap pelaksanaan K3 Perusahaan, Perusahaan menunjukkan hasil kinerja K3 yang diharapkan. Uraian kinerja K3 tahun 2019.

#### Kinerja K3 PTC 2017-2019

Indikator K3 HSE Indicator	2017	2018	2019
Number of Major Accident (NOMA)	0	0	0
First Aid Case (FAC)	11	15	5
Days Away from Work Case (DAFWC)	1	6	0
Restricted Work Day Case (RWDC)	1	0	0
Medical Treatment Cases (MTC)	-	0	0
Total Recordable Incident Rate (TRIR)	0,17%	0,27%	0
Safe Man Hours	12.447.470 jam / hours	22.562.880 jam / hours	22.915.320 jam / hours



### Rencana Pengelolaan dan Pengembangan SDM ke Depan

Sesuai dengan Rencana Kerja dan Anggaran Perusahaan 2020, sasaran Kerja Sumber Daya Manusia yang ingin dicapai PTC pada tahun 2020 adalah sebagai berikut:

1. Menambah jumlah pekerja yang kompeten untuk pencapaian kecukupan jumlah pekerja (*job fullfilment*) dengan target occupancy rate 92%;
2. Meningkatkan keahlian dan kompetensi SDM terutama di bidang bisnis dan manajemen, dengan target Learning Days minimum 40 man-hours per orang;
3. Melakukan program internalisasi budaya 6C ke pekerja.

### Future HC Management and Development Plan

In accordance with the 2020 Corporate Work Plan and Budget, the Human capital Work targets to be achieved by PTC in 2020 are as follows:

1. Increase the number of competent employees to achieve a sufficient number of workers (*job fullfilment*) with a target occupancy rate of 92%;
2. Enhance HC expertise and competence especially in business and management, with target of minimum Learning Days 40 man-hours per person;
3. Conduct a 6C culture internalization program for employees.



# PENGEMBANGAN DAN OPTIMALISASI TEKNOLOGI INFORMASI

INFORMATION TECHNOLOGY DEVELOPMENT AND OPTIMIZATION



Perkembangan teknologi informasi (TI) saat ini, telah mebawa pergeseran di segala aspek, salah satunya adalah pergeseran perilaku konsumen yang menginginkan kecepatan, ketepatan, efisiensi, dan pelayanan yang meningkat. Perubahan ini menuntut Perusahaan untuk dapat menyesuaikan sistem teknologi informasi yang dimiliki dengan perkembangan yang terjadi saat ini. Sistem teknologi informasi Perusahaan di rancang untuk meningkatkan efisiensi kerja dengan melakukan otomasi berbagai proses operasi serta untuk meningkatkan daya saing dan keunggulan kompetitif Perusahaan dengan mengikuti perkembangan lingkungan bisnis yang terus berubah.

## Tata Kelola Teknologi Informasi

### Kebijakan Umum

1. Teknologi informasi yang dibangun harus memiliki nilai yang sangat strategis dalam mendukung terciptanya produk atau jasa Perusahaan yang unggul dan kompetitif.
2. Investasi teknologi informasi harus mempertimbangkan aspek keuntungan berupa pengurangan biaya dan kemudahan memperoleh informasi.
3. Direksi menetapkan fungsi teknologi yang:
  - a. Bertanggung jawab untuk mewujudkan rancangan menjadi konstruksi yang detail.
  - b. Bertindak sebagai konsultan dengan melakukan komunikasi secara rutin dengan pihak pengguna (*users*).
  - c. Memfasilitasi berlangsungnya pelatihan teknologi informasi internal Perusahaan.
  - d. Dibebaskan dari kegiatan pengadaan barang dan jasa yang berhubungan dengan kegiatan teknologi informasi.

The development of information technology (IT) today, has brought shifts in all aspects, one of which is the consumer's behavior that wants speed, accuracy, efficiency, and increased service. This change requires the Company to be able to adapt its information technology system to current developments. The Company's information technology system is designed to improve work efficiency by automating various operational processes and to improve the Company's competitiveness and competitive advantage by following the changing business environment.

## Governance of Information Technology

### General Policy

1. The built information technology must have very strategic value in supporting the creation of Company's superior and competitive products or services.
2. Information technology investment must consider the profit aspects of reducing costs and making it easier to obtain information.
3. The Board of Directors determines the technological functions which:
  - a. Responsible to turn design into a detailed construction.
  - b. Acting as a consultant by communicating regularly with users.
  - c. Facilitating the ongoing Company's internal information technology training.
  - d. Freed from goods and services procurement related to information technology activities.

4. Fungsi teknologi informasi menerapkan mekanisme penjaminan mutu (*quality assurance*) untuk memastikan bahwa perangkat-perangkat dan sistem yang digunakan dalam teknologi informasi telah berada pada kualitas dan tingkat layanan yang diharapkan.
5. Fungsi pemakai (*user*) menerapkan penjaminan mutu (*quality assurance*) untuk memastikan bahwa data/informasi yang dihasilkan oleh sistem informasi telah berada pada kualitas, kuantitas dan waktu yang diharapkan.
6. Untuk memperoleh pemanfaatan yang aman dan optimal, fungsi teknologi informasi harus menerapkan kendali-kendali terkait dengan aktivitas TI.

#### Tahapan

Perusahaan harus memaksimalkan penggunaan teknologi melalui tahapan-tahapan yang sekurang-kurangnya meliputi:

1. Tahap pra-implementasi, yang mencakup:
  - a. Pencanangan visi dan misi di bidang teknologi informasi.
  - b. Penyusunan rencana strategis di bidang teknologi informasi yang sejalan dengan strategi bisnis Perusahaan.
  - c. Penyusunan rancangan dan desain teknis.
  - d. Penjabaran rancangan dan desain teknis teknologi informasi ke dalam konstruksi system secara fisik dan fungsional.
2. Tahap implementasi yang meliputi:
  - a. Perencanaan yang matang.
  - b. Pelatihan dan pengembangan SDM.
  - c. Pembakuan/standarisasi mutu layanan.
  - d. Evaluasi dan pengendalian sistem.
  - e. Penerapan sistem penanganan darurat (*disaster recovery planning* atau *contingency planning*).
3. Tahap Pengembangan:
 Pengembangan teknologi informasi harus dilaksanakan dalam koridor penerapan teknologi informasi yang terintegrasi dan andal melalui:
  - a. Penyusunan master plan pembangunan dan pengembangan teknologi informasi.
  - b. Penerapan *Executive Information System* dan/atau *Decision Support System*.
  - c. Penggunaan satu *Enterprise Resources Planning (ERP)* sebagai *back office system*, dan aplikasi eksistensi lainnya.

#### Pengendalian

##### Fungsi TI:

1. Mempunyai prosedur dan indikator yang tepat untuk mengukur efektivitas pengelolaan TI.
2. Mempunyai prosedur baku dalam menangani permasalahan teknologi informasi yang terjadi.
3. Melakukan pemantauan secara berkala.
4. Membuat laporan secara berkala kepada Direksi mengenai kinerja teknologi informasi.
5. Bersama-sama fungsi pemakai menetapkan tingkat layanan yang disepakati (*service level agreement*) dan direview secara berkala.

#### Pengembangan Teknologi Informasi yang Terintegrasi

Perkembangan bisnis Perusahaan memerlukan teknologi informasi yang mendukung kegiatan operasionalnya. Adanya pengelolaan teknologi informasi ini adalah untuk memenuhi kebutuhan membuat proses manajemen lebih efektif dan efisien. Manajemen mewujudkan komitmen Perusahaan mengenai sistem pengelolaan teknologi informasi dalam bentuk Komitmen SAP 2014, serta SK No. Kpts-078/PTC-DU10000/2014-S1 tentang perubahan Tim Konvergensi *Internasional Financial Reporting Standard (IFRS)* dan Implementasi SAP.

Dalam pelaksanaan pembuatan aplikasi pendukung bisnis, Perusahaan menggunakan sumber daya yang kompeten di bidangnya bekerja sama dengan mitra. Sedangkan dalam kegiatan implementasi MySAP modul FiCo perusahaan melibatkan *Corporate Shared Service* Pertamina sebagai konsultan ahli dan partner yang mendukung *go live* MySAP. Untuk memastikan kegiatan pengelolaan teknologi informasi berjalan sesuai dengan prosedur, maka *monitoring* selalu dilakukan dengan melihat pencapaian target KPI yang telah ditentukan serta dengan melakukan *meeting* internal rutin.

4. The information technology function implements a quality assurance mechanism to ensure that the tools and systems used in information technology are at the expected quality and service level.
5. The user function implements quality assurance to ensure that data/information produced by the information system is at the expected quality, quantity and time.
6. To obtain safe and optimal utilization, the information technology function must implement controls related to IT activities.

#### Stages

The Company must maximize the technology use through stages that at least include:

1. Pre-implementation phase, which includes:
  - a. Launching information technology's vision and mission.
  - b. Formulating information technology's strategic plan that in line with the Company's business strategy.
  - c. Preparation of design and technical.
  - d. The elaboration of information technology's design and technical into physical and functional system construction.
2. The implementation phase which includes:
  - a. Proper planning.
  - b. HC training and development.
  - c. Standardization of service quality.
  - d. System evaluation and control.
  - e. Emergency response system implementation (disaster recovery planning or contingency planning).
3. Development Stage:
 The information technology development must be carried out in the corridor of integrated and reliable information technology through:
  - a. Master plan compilation for information technology development.
  - b. Executive Information System and/or Decision Support System Implementation.
  - c. Using one Enterprise Resources Planning (ERP) as a back office system, and other existential applications.

#### Control

##### IT function:

1. Having proper procedures and indicators to measure the IT management effectiveness.
2. Having standard procedures in handling occurred information technology problems.
3. Conduct periodic monitoring.
4. Make periodic reports to the Board of Directors regarding the information technology's performance.
5. Together with the user functions to determine the service level agreement and are periodically reviewed.

#### Integrated Information Technology Development

The Company's business development requires information technology that supports its operations. The management of information technology is carried out to fulfill the need to make the process more effective and efficient. The Management embodies the Company's commitment on information technology system management in the form of SAP 2014 Commitment, and the Decree No: Kpts-078/PTC-DU10000/2014-S1 regarding changes in IFRS (International Financial Reporting Standard) Convergence Team and SAP implementation.

In the development of business supporting applications, the Company uses competent resources in collaboration with business partners. Whereas in the implementation of MySAP FICO module, the Company was involving Pertamina's Corporate Shared Services as a consultant and partner who supports the go live of MySAP. To ensure the management of information technology goes according to procedures, monitoring is constantly carried out by looking at the achievement of predetermined KPI targets and by conducting regular internal meetings.



Sebagai kelanjutan program implementasi Sistem Informasi Manajemen terpadu yang telah dirintis sejak tahun 2013, Perusahaan meneruskan inisiatif utilisasi teknologi informasi yang telah ada. Hasil yang telah dicapai adalah terimplementasikannya 100% MySAP Modul FiCo di tahun 2014, serta aplikasi SPD online, inventory online dan sistem NAS pada tahun 2015. Pencapaian utilisasi ERP pada tahun 2015 adalah 96,38%. Sedangkan pencapaian pada tahun 2016, Perusahaan melakukan *fine tuning* pada sistem MySAP yang *go-live* pada 1 September 2014. Perusahaan juga akan mengembangkan dan meng-*upgrade* aplikasi-aplikasi pendukung untuk meningkatkan efisiensi proses bisnis di dalam Perusahaan melalui penyempurnaan sistem ERP yang telah dimiliki.

Di tahun 2017, Perusahaan mengembangkan dan meng-*upgrade* aplikasi-aplikasi pendukung untuk meningkatkan efisiensi proses bisnis di dalam Perusahaan. Beberapa pengembangan IT yang dilakukan pada tahun 2017, antara lain *Maintenance System Payroll*, penguatan infrastruktur IT, pembaharuan *software* penunjang kinerja, dan lain sebagainya.

Sementara itu, di tahun 2019, Perusahaan melanjutkan program implementasi sistem terintegrasi "*One System Integrated (OSI)*". Sistem tersebut sudah secara aktif digunakan oleh pekerja untuk kebutuhan administratif proyek, daftar hadir, pengajuan cuti pekerja, hingga travel management system. Adapun fungsi OSI lainnya masih dalam tahap penyempurnaan.

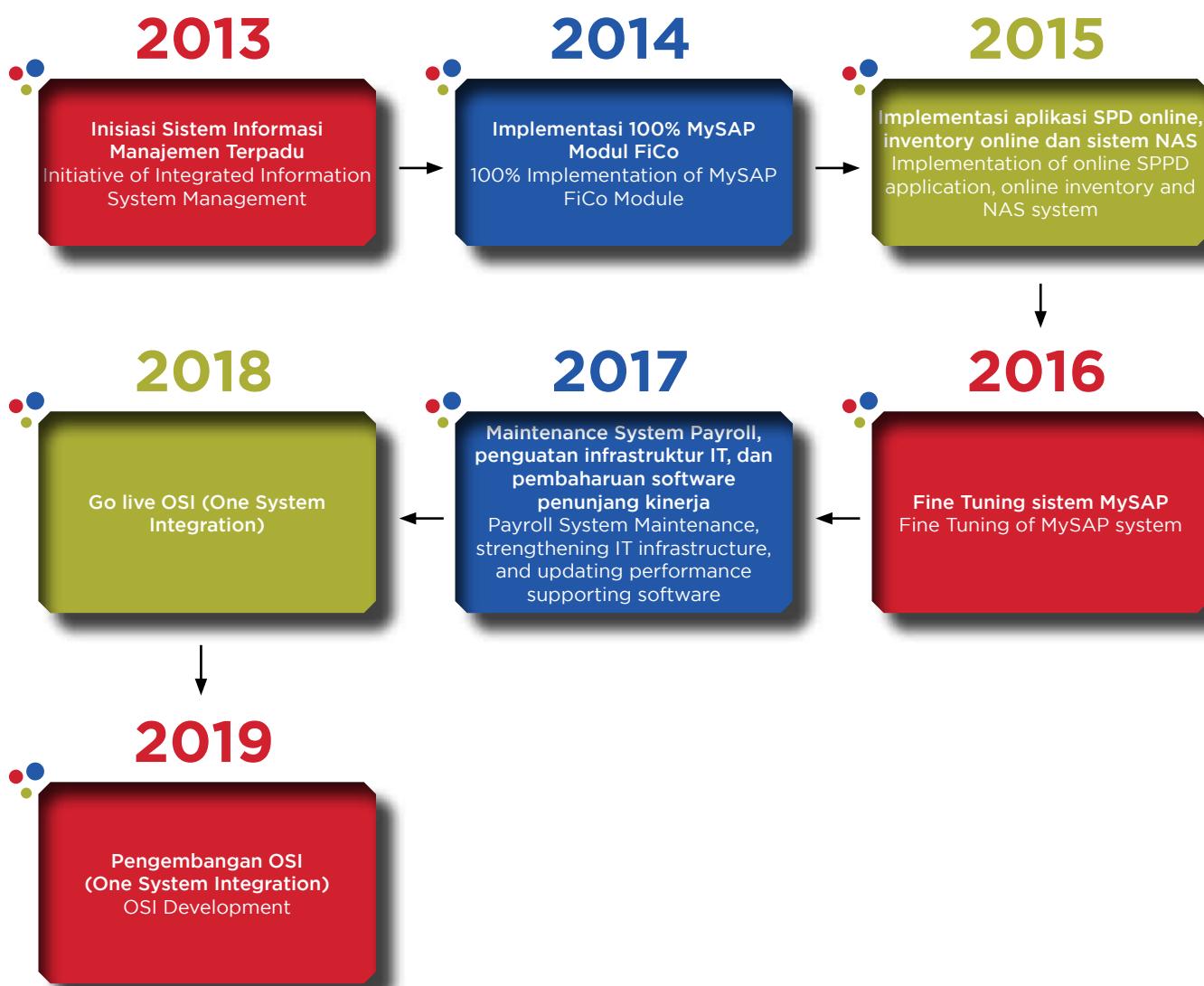
Perusahaan juga mengembangkan beberapa sistem pendukung lainnya untuk membantu aktivitas bisnis. Beberapa diantaranya adalah penggunaan absensi dengan teknologi face recognition, dan penggunaan QR Code untuk kebutuhan administrasi kegiatan internal.

As a continuation of Integrated Information System Management at the Company which has been pioneered since 2013, the Company continues the initiatives on existing information technology utilization. The results achieved were the 100% implementation of % MySAP FiCo Module in 2014, online SPD application, online inventory and NAS system in 2015. The achievement of ERP utilization in 2015 was 96.38%. While in 2016, the Company performed fine tuning on the go-live of MySAP system on September 1, 2014. The Company will also develop and upgrade supporting applications to improve business process efficiency within the Company through improvements to existing ERP systems.

For 2017, the Company developed and upgraded supporting applications to improve business process efficiency within the Company. Some IT development done in 2017, among others, Maintenance of Payroll System, strengthening IT infrastructure, update for performance support software, and so forth.

Meanwhile, in 2019, the Company will continue to implement the "*One System Integrated (OSI)*". This system has been actively used by employees for project administrative needs, attendance lists, employee leave applications, and travel management systems. The other OSI functions are still in the stage of refinement.

The company has also developed several other support systems to help with business activities. Some of them are attendance check using face recognition technology, and using QR Codes for administrative needs of internal activities.



### Pemanfaatan Sistem Teknologi Informasi

Keunggulan daya saing bisnis sangat ditentukan sejauh perusahaan mampu memanfaatkan kecanggihan teknologi informasi dan komunikasi berbasis digital. Digitalisasi proses bisnis dengan menggunakan aplikasi akan melahirkan kecepatan, kecermatan, koordinasi yang lebih baik, dan integrasi antar proses bisnis sehingga mendatangkan nilai tambah dan kepuasan bagi pengguna jasa. Bagi Perusahaan, aplikasi tersebut tidak hanya dimanfaatkan untuk proses bisnis internal, namun dapat ditawarkan kepada pelanggan dan berpotensi mendatangkan pendapatan bagi Perusahaan.

Perusahaan telah mengembangkan aplikasi digital untuk proses bisnis internal, yaitu BIZTRAV, *Mobile Apps* yang berfungsi sebagai *aggregator* berbagai OTA (*Online Travel Agent*) dan maskapai penerbangan untuk memenuhi kebutuhan pembelian tiket transportasi dan akomodasi dalam perjalanan dinas.

Sistem digital lainnya yang dikembangkan PTC adalah *One-System Integrated (OSI)* yaitu portal terintegrasi untuk proses bisnis internal dengan fungsi antara lain:

- Percepatan proses kebutuhan data terkait penagihan;
- Memudahkan proses verifikasi dokumen kelengkapan untuk penagihan;
- Sebagai jembatan antara pihak PTC dan pelanggan/user dalam proses penagihan;
- Mempermudah proses monitoring tagihan; dan
- Menyimpan data riwayat atau arsip nomor tagihan.

Salah satu upaya pemanfaatan teknologi yang diberlakukan di lingkup Perusahaan adalah upaya pemanfaatan teknologi *Mobile Apps* yang disandingkan dengan OTA (*Online Travel Agent*) dalam proses pemenuhan kebutuhan tiket pesawat, kereta api maupun akomodasi hotel, yang dinamai BIZTRAV. Aplikasi ini berkerja sebagai *aggregator* dari berbagai OTA maupun maskapai pesawat yang terintegrasi, sehingga pemenuhan Tiket pesawat, kereta Api maupun Hotel dalam di lakukan dalam satu aplikasi.

Adapun manfaat dari Biztrav adalah sebagai berikut:

- Pemanfaatan teknologi *Mobile Apps* dalam pemenuhan kebutuhan pekerja untuk mendapatkan akomodasi tiket pesawat maupun kereta api serta hotel.
- Pemanfaatan OCR untuk mencapture sebuah bukti perjalanan dinas guna mempermudah pekerja dalam melakukan pertanggung jawaban sebuah perjalanan dinas.
- Integrasi dengan *Platform* lain (Biztrav+SPD online PTC).

### Information Technology System Utilization

Business competitiveness excellence is determined on how far a company is able to utilize the sophistication of digital-based information and communication technology. Digitizing business processes by using applications will give birth to speed, accuracy, better coordination and integration between business processes so as to bring added value and satisfaction for service users. For the Company, the application is not only used for internal business processes, but can be offered to customers and has the potential to generate revenue for the Company.

The Company has developed digital applications for internal business processes namely BIZTRAV, a Mobile Apps which functions as an aggregator of various OTA (*Online Travel Agent*) and airlines to fulfill the purchasing needs of transportation and accommodation tickets on official travel.

Other digital systems developed by PTC are One-System Integrated (OSI), an integrated portal for internal business processes with functions including:

- Acceleration of data requirement process related to billing;
- Facilitate the verification of document completeness for billing;
- As a bridge between PTC and customers/users in the billing process;
- Simplify the process of monitoring bills; and
- Save historical data or billing numbers.

One efforts to utilize technology applied in the Company is using Mobile Apps technology coupled with OTA (*Online Travel Agent*) to fulfil the needs of plane tickets, trains and hotel accommodations, which is named BIZTRAV. This application works as an aggregator of integrated various OTAs and airlines, so that the purchase of flight ticket, Train and Hotel can be done in one application.

The benefits of Biztrav are as follows:

- Utilization of *Mobile Apps* technology in meeting the needs of employees to get airplane and train ticket, as well as hotels.
- Use of OCR to capture a proof of official travel to facilitate employees in carrying out accountability for an official trip.
- Integration with other platforms (Biztrav + SPD online PTC).



- **Kemudahan dalam Melakukan Perjalanan Dinas**
- **Tiket Pesawat/ Kereta API dan Hotel Terintegrasi**
- **Pekerja Bisa Melakukan Deklarasi lebih cepat**
- Ease in Carrying Out Official Travel
- Integrated Airplane/Train Tickets and Hotels
- Employees can make declarations faster



## Pengembangan OSI (One System Integration)

## OSI (One System Integration) Development



Dengan dimulainya era Revolusi Industri 4.0, PTC menerapkan strategi untuk merespon perkembangan teknologi yang semakin pesat dan menunjang keberlanjutan bisnis perusahaan. Strategi yang diambil adalah melakukan digitalisasi dalam proses bisnis internal dengan mengembangkan *One System Integrated* (OSI) yang mengintegrasikan sistem-sistem di internal, sehingga memudahkan pekerja dalam menjalankan aktivitasnya dan mendukung percepatan keseluruhan proses bisnis di internal.

Terkait pengembangan OSI, aktivitas yang sudah dilakukan sampai dengan akhir Desember 2019 adalah sebagai berikut:

With the start of 4.0 Industrial Revolution era, PTC implemented strategies to respond the rapid increase of technological developments and support the company's business sustainability. The strategy taken is to digitize the internal business processes by developing an Integrated One System (OSI) that integrates internal systems, making it easier for employees to carry out their activities and support overall internal business processes acceleration.

Regarding the OSI development, activities that have been carried out until the end of December 2019 are as follows:

No	One System Integrated	Detail Details	Jadwal Schedule	Status	Pekerja PTC PTC Employee	TKJP Support Service Workforce	Tenaga Pengamanan Security
	Web Portal	One Door Internal System Integration Process	TW I	Sudah Berjalan Running	11 - 15 Februari 2019 February 11-15, 2019	-	-
<b>Modul</b>							
1	Personal Personels	HRMS Internal Internal HRMS	TW I	Sudah Berjalan Running	12 Februari 2019 February 12, 2019	1 - 2 Agustus 2019 August 1 – 2, 2019	1 - 2 Maret 2019 March 1 – 2, 2019
2	SPD Online	Dokumen Dinas, Panjar Dinas, Deklarasi Dinas Service Documents, Service Extensions, Service Declarations	TW I	Sudah Berjalan Running	12 Februari 2019 February 12, 2019	1 - 2 Agustus 2019 August 1 – 2, 2019	1 - 2 Maret 2019 March 1 – 2, 2019
3	Finance	Dokumen Operasi, Panjar Operasi, Deklarasi Operasi, FP3 Operations Documents, Operating Extensions, Operations Declaration, FP3	TW I	Sudah Berjalan Running	12 Februari 2019 February 12, 2019	1 - 2 Agustus 2019 August 1 – 2, 2019	9 - 12 April 2019 April 9 – 12, 2019
4	Lembur Overtime	Claim Lembur Overtime Claims	TW II	Sudah Berjalan Running	15 April 2019	1 - 2 Agustus 2019 August 1 – 2, 2019	1 - 2 Maret 2019 March 1 – 2, 2019
5	Tagihan Billings	SO, DO, Draft Invoice SO, DO, Draft Invoice	TW II	Sudah Berjalan Running	3 Oktober 2019	-	-

No	One System Integrated	Detail Details	Jadwal Schedule	Status	Pekerja PTC PTC Employee	TKJP Support Service Workforce	Tenaga Pengamanan Security
6	E-Contract	SPPK, Kontrak Pekerja, Kontrak Utama, Perizinan SPPK, Worker's Contract, Main Contract, Licensing	TW II	Sudah Berjalan Running	30 September 2019 September 30, 2019	-	-
7	E-Leave	Absensi, Cuti Time Attendance, Leave	TW III	Sudah Berjalan Running	5 - 9 Agustus 2019 August 5 -9, 2019	1 - 2 Agustus 2019 August 1 - 2, 2019	-
8	E-Procurement	-	TW III	Sedang Dikembangkan Under Development	-	-	-
9	E-Document	-	TW IV	Sedang Dikembangkan Under Development	-	-	-
10	Payroll	-	TW IV	Sedang Dikembangkan Under Development	-	-	-
11	Project Monitoring	-	TW IV	Sudah Berjalan Running	30 September 2019 September 30, 2019	-	-
12	Mobile Apps	-	TW IV	Sudah Berjalan Running	5 - 9 Agustus 2019 August 5 -9, 2019	1 - 2 Agustus 2019 August 1 - 2, 2019	-
13	Dashboard	-	Add	Sudah Berjalan Running	4 November 2019 November 4, 2019	-	-
14	Customer Relationship Management	Database Customer Customer Database	Add	Sudah Berjalan Running	20 Desember 2019 December 20, 2019	-	-



# TATA KELOLA PERUSAHAAN **YANG BAIK**

## GOOD CORPORATE GOVERNANCE

Perusahaan memiliki komitmen untuk selalu menerapkan standar tata kelola perusahaan terbaik dengan melalui berbagai usaha perbaikan dan peningkatan, serta merujuk pada standar minimal maupun rekomendasi yang harus dipenuhi.

The company has a commitment to always apply the best corporate governance standards through various improvement and enhancement efforts, and refer to the minimum standards and required recommendations



## KOMITMEN PENERAPAN GOOD CORPORATE GOVERNANCE

### GOOD CORPORATE GOVERNANCE IMPLEMENTATION COMMITMENTS



PT Pertamina Training & Consulting memiliki komitmen yang kuat untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) secara konsisten dan berkelanjutan dalam kegiatan usahanya sehari-hari. Sebagai entitas anak PT Pertamina (Persero), penerapan GCG bukan lagi sebuah keharusan, tetapi sudah menjadi fondasi utama dalam menjalankan usaha yang dapat memaksimalkan manfaat dan nilai tambah bagi pemegang saham, para pemangku kepentingan lainnya, serta menjaga keberlangsungan usaha dalam jangka panjang.

PTC senantiasa mengembangkan GCG yang selaras dengan *best practices* secara berkesinambungan untuk memberikan perlindungan yang memadai dan perlakuan yang adil kepada para pemangku kepentingan. Lebih dari itu, GCG telah mendorong Perusahaan untuk menciptakan nilai secara maksimal bagi pemegang saham.

Dewan Komisaris, Direksi dan seluruh karyawan Perusahaan berkomitmen untuk mengimplementasikan standar yang tinggi dalam penerapan prinsip-prinsip GCG. Dalam praktiknya, prinsip-prinsip tersebut menjadi referensi bagi pengambilan keputusan yang bertanggung jawab, menghindari konflik kepentingan, optimalisasi kinerja, dan peningkatan akuntabilitas. Lebih lanjut, komitmen atas penerapan GCG juga bertujuan untuk melindungi kepentingan para pemangku kepentingan serta meningkatkan kepatuhan terhadap peraturan perundang-undangan.

PT Pertamina Training & Consulting has a strong commitment to apply the principles of Good Corporate Governance (GCG) consistently and sustainably in its daily business activities. As a subsidiary of PT Pertamina (Persero), implementing GCG is no longer a necessity, but has become the main foundation in running a business that can maximize benefits and added value for shareholders, other stakeholders, and maintain business sustainability in the long term.

PTC continues to develop GCG in harmony with best practices on an ongoing basis to provide adequate protection and fair treatment to stakeholders. Moreover, GCG has encouraged the Company to create maximum value for shareholders.

The Board of Commissioners, Directors and all employees of the Company are committed to implementing it high standards in the application of GCG principles. In practice, these principles become a reference for responsible decision making, avoiding conflicts of interest, optimizing performance, and increasing accountability. Furthermore, commitment to the implementation of GCG also aims to protect the interests of stakeholders and increase compliance with laws and regulations.

# PELAKSANAAN PRINSIP-PRINSIP GCG

## IMPLEMENTATION OF GCG PRINCIPLES

Dalam menerapkan prinsip-prinsip GCG, Perusahaan mengacu pada 5 (lima) prinsip dasar yaitu: transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran, sebagaimana telah dirilis dalam Pedoman Umum *Good Corporate Governance* yang dikeluarkan oleh Komite Nasional Kebijakan *Governance* (KNKG).

### Prinsip-prinsip Tata Kelola Perusahaan yang Baik

In implementing GCG principles, the Company refers to 5 (five) basic principles, namely: transparency, accountability, responsibility, independence, and fairness, as released in the General Guidelines for Good Corporate Governance issued by the National Committee on Governance Policy (KNKG).

### Principles of Good Corporate Governance



Penjelasan prinsip-prinsip dasar di atas dan penerapannya secara umum di lingkup Perusahaan adalah sebagai berikut:

Explanation of the basic principles above and their general application within the scope of the Company is as follows:

Prinsip Dasar Basic principle	Penjelasan Description	Penerapan di Lingkup PTC Application in PTC
Keterbukaan (Transparency)	Keterbukaan dalam melaksanakan proses pengambilan keputusan dan mengemukakan informasi materiil yang relevan mengenai Perusahaan melalui cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Keterbukaan yang dianut Perusahaan tidak mengurangi kewajiban untuk melindungi informasi rahasia mengenai Perusahaan.  Openness in carrying out the decision making process and presenting relevant material information about the Company in a way that is easily accessible and understood by stakeholders. Openness adopted by the Company does not reduce the obligation to protect confidential information about the Company.	Penerapan prinsip keterbukaan dilingkup PTC dilakukan melalui pelaksanaan RUPS dan keterbukaan informasi melalui situs web Perusahaan, email, surat, dan memorandum. PTC menerapkan keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengemukakan informasi materiil dan relevan mengenai Perusahaan.  The application of the principle of transparency in the scope of PTC is done through the implementation of the GMS and information disclosure through the Company's website, e-mail, letters and memorandums. PTC applies openness in carrying out the decision making process and openness in presenting material and relevant information about the Company.
Akuntabilitas (Accountability)	Kejelasan fungsi, struktur, sistem dan pertanggungjawaban organ Perusahaan agar pengelolaan Perusahaan terlaksana secara efektif.  Clarity of functions, structure, systems and accountability of the Company's organs so that the Company's management is carried out effectively.	Pelaksanaan kegiatan Perusahaan dilaksanakan oleh masing-masing fungsi yang jelas dan dapat dipertanggung jawabkan, yang telah ditetapkan oleh Direksi melalui struktur organisasi yang jelas hierarkinya  The implementation of the Company's activities is carried out by each clear and accountable function, which has been determined by the Directors through a clear organizational structure
Pertanggungjawaban (Responsibility)	Kepatuhan terhadap peraturan dan perundang-undangan serta pelaksanaan tanggung jawab sosial.  Compliance with laws and regulations and the implementation of social responsibility.	Seluruh kegiatan perusahaan senantiasa diambil berdasarkan kepada perundang-udangan serta ketentuan dan peraturan-peraturan yang berlaku, seperti halnya kepatuhan atas perundang-undangan Perusahaan Terbatas, perundang-undangan Ketenagakerjaan, perundang-undangan lingkungan hidup, dan lain-lain.  All company activities are always taken based on laws and regulations and applicable regulations, such as compliance with limited company legislation, labor legislation, environmental legislation, and others.
Kemandirian (Independency)	Pengelolaan Perusahaan secara mandiri, objektif dan profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan dan perundang-undangan yang berlaku  Management of the Company independently, objectively and professionally without conflict of interest and influence/pressure from any party that is not in accordance with the applicable laws and regulations	Dalam menjalankan tugas dan fungsinya Komisaris dan Direksi serta seluruh pekerja Perusahaan berpegang pada code of conduct Perusahaan, serta menandatangani surat keterangan bebas benturan kepentingan pada awal dan akhir tahun berjalan.  In carrying out its duties and functions the Commissioners and Directors as well as all Company employees adhere to the Company's code of conduct, and sign a certificate of conflict of interest at the beginning and end of the current year.
Kesetaraan dan Kewajaran (Fairness)	Perlakuan yang setara dan wajar kepada seluruh pemangku kepentingan sesuai dengan manfaat dan kontribusi yang diberikan kepada Perusahaan.  Equal and fair treatment to all stakeholders in accordance with the benefits and contributions made to the Company.	Menerapkan azas keadilan dan kesetaraan didalam memenuhi hak-hak stakeholders yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku.  Applying the principle of justice and equality in fulfilling the rights of stakeholders arising based on agreements and applicable laws and regulations.



# INISIATIF STRATEGIS PENGUATAN IMPLEMENTASI GCG PTC

## STRATEGIC INITIATIVE STRENGTHENING PTC GCG IMPLEMENTATION

Dalam memaknai implementasi GCG, PTC berkomitmen untuk menjadikan GCG sebagai bagian dari pengelolaan Perusahaan melalui penerapan suatu sistem yang mencerminkan prinsip-prinsip keterbukaan informasi, akuntabilitas, kesetaraan dan tanggung jawab. Karena itu, PTC berupaya agar nilai-nilai GCG menyatu dalam budaya dan perilaku sehari-hari semua Insan PTC. Di sepanjang tahun 2019, PTC telah melakukan berbagai inisiatif strategis untuk meningkatkan dan memperkuat implementasi GCG, yaitu:

1. Sosialisasi pedoman-pedoman GCG kepada seluruh karyawan.
2. Pelaporan Kepatuhan (GCG Implementation Compliance)
3. Survei Visi, Misi, Tata Nilai Perusahaan & Penerapan GCG
4. Pelaksanaan WBS
5. Sosialisasi & pengisian LHKPN

### Sosialisasi Kebijakan GCG

Untuk memberikan pemahaman yang mendalam mengenai nilai-nilai GCG sehingga nilai-nilai tersebut menjadi budaya atau perilaku sehari-hari Insan PTC, Perusahaan melaksanakan sosialisasi dan internalisasi GCG. Sosialisasi dan internalisasi GCG tersebut dilakukan melalui beberapa metode. Pertama, melalui program induksi atau pengenalan perusahaan kepada karyawan baru, serta sosialisasi yang dilakukan pada program pendidikan dan pelatihan karyawan, serta penyebaran dokumen.

Pelaksanaan sosialisasi juga dilakukan melalui media online, yaitu situs web resmi Perusahaan, <https://www.pertamina-ptc.com/gcg/>.

Ada pun materi yang disosialisasikan, antara lain:

- Pedoman Pelaksanaan GCG
- Kode Etik
- Pedoman Gratifikasi, Pungli dan WBS.

Sosialisasi dan internalisasi GCG di sepanjang tahun 2019, dapat dilihat pada tabel berikut ini:

Tanggal Date	Acara Agenda	Materi Material
Jakarta, 14 Maret 2019 March 14 2019	New Employee Orientation	Sosialisasi Compliance Online, Pedoman Gratifikasi dan Code of Conduct yang telah diperbarui. Online Compliance Dissemination, Gratification Guidelines and updated Code of Conduct.
Jakarta, 29 Agustus 2019 August 29, 2019	New Employee Orientation	Sosialisasi Compliance Online, Pedoman Gratifikasi dan Code of Conduct yang telah diperbarui. Online Compliance Dissemination, Gratification Guidelines and updated Code of Conduct

### Pelaporan Kepatuhan (GCG Implementation Compliance)

Sampai dengan 31 Desember 2019 implementasi pelaporan COC, COI, & Gratifikasi telah dilaksanakan oleh para pekerja pengelola di kantor pusat PTC melalui aplikasi compliance online.

Berikut ini tabel rekapitulasi GCG Implementation Tahun 2019:

In interpreting the implementation of GCG, PTC is committed to making GCG as part of the management of the Company through the implementation of a system that reflects the principles of information disclosure, accountability, equality and responsibility. Therefore, PTC strives for GCG values to be integrated in the daily culture and behavior of all PTC People. Throughout 2019, PTC has carried out various strategic initiatives to improve and strengthen the implementation of GCG, namely:

1. Dissemination of GCG guidelines to all employees.
2. Reporting Compliance (GCG Implementation Compliance)
3. Vision, Mission, Corporate Values & GCG Implementation Survey
4. Implementation of WBS
5. Socialization & filling of LHKPN

### GCG Policy Socialization

To provide an in-depth understanding of GCG values so that these values become the culture or daily behavior of PTC Personnel, the Company carries out GCG socialization and internalization. The GCG socialization and internalization was carried out through several methods. First, through the induction program or the introduction of the company to new employees, as well as the socialization carried out on employee education and training programs, as well as the dissemination of documents.

The socialization was also carried out through online media, namely the Company's official website, <https://www.pertamina-ptc.com/gcg/>.

There is also material that is socialized, including:

1. GCG Implementation Guidelines
2. Code of Ethics
3. Guidelines for Gratuity, Extortion and WBS.

GCG socialization and internalization throughout 2019 can be seen in the following table:

### Compliance Reporting (GCG Implementation Compliance)

As of December 31, 2019 the implementation of COC, COI & Gratification reporting has been carried out by management workers at the PTC headquarters through the online compliance application.

The following is a summary table of GCG Implementation in 2019:

NO	NAMA DIVISI Division	Skor Score					Realisasi Realization	Target KPI KPI Target
		Gratifikasi Gratification (30%)	COC (20%)	COI (20%)	SOSIALISASI GCG GCG Dissemination (20%)	LHKPN (10%)		
1	SEKPER / CORSEC	28.75%	20.00%	20.00%	20.00% KP	10.00%	98.75%	90.00%
2	IA	30.00%	20.00%	20.00%	20.00%	0.00%	90.00%	
3	HR & GA	29.84%	18.75%	18.75%	20.00%	10.00%	97.34%	
4	FINANCE	29.21%	20.00%	17.89%	20.00%	10.00%	97.11%	
5	PEPD	30.00%	20.00%	20.00%	20.00%	10.00%	100.00%	
6	LEGAL	27.00%	16.00%	16.00%	20.00%	0.00%	79.00%	
7	TC	23.95%	17.89%	17.89%	20.00%	10.00%	89.74%	
8	EOQS	29.81%	18.46%	18.46%	20.00%	10.00%	96.73%	
9	JP	25.11%	19.56%	19.56%	20.00%	10.00%	94.22%	
10	MPS	20.52%	19.53%	19.07%	20.00%	0.00%	79.13%	
11	AC	29.69%	20.00%	20.00%	20.00%	10.00%	99.69%	
Direksi / Directors		25.92%	19.27%	19.00%	20.00%	6.67%	90.85%	

### Survey Visi, Misi, Tata Nilai Perusahaan & Penerapan GCG

PTC melakukan survei Visi, Misi, Tata Nilai Perusahaan dan Penerapan GCG dengan tujuan untuk mengetahui sejauh mana tingkat pengetahuan dan pemahaman pekerja PTC terkait Visi, Misi, Tata Nilai Perusahaan, & Penerapan GCG. Dengan adanya survei ini maka diharapkan para pekerja dapat memahami dan mengimplementasikan Visi, Misi, Tata Nilai Perusahaan dan Penerapan GCG dalam setiap pekerjaannya. Kategori hasil survei ini terbagi menjadi empat kategori penilaian yaitu:

- a. 0%-39% (Sangat Kurang Memahami)
- b. 40%-59% (Kurang Memahami)
- c. 60%-79% (Memahami)
- d. 80%-100% (Sangat Memahami)

Sementara hasil survei yang dilakukan pada 18 November 2019 – 8 Desember 2019 adalah sebesar sebesar 67.80% (Memahami).

### Pelaksanaan Whistle Blowing System (WBS)

Pelaksanaan *Whistle Blowing System* (WBS) di PTC dikelola oleh Audit Internal melalui saluran sarana media WBS sebagai berikut:

Telephone : +62 21 351 4977 ext (214) (215) (216)  
 Website : [www.pertamina-ptc.com](http://www.pertamina-ptc.com)  
 Email : [wbsptc@pertamina-ptc.com](mailto:wbsptc@pertamina-ptc.com)  
 Fax : +62 21 2120 1557  
 SMS : +62 853 1400 2003  
 Whatsapp : +62 853 1400 2003

### Sosialisasi dan Pengisian LHKPN

Pada tahun 2019, fungsi *Compliance* memberikan himbauan kepada seluruh Wajib Lapor LHKPN (Laporan Harta Kekayaan Penyelenggara Negara) PT Pertamina Training & Consulting melalui Memorandum No.095/PTC-10010/2019-S1 perihal "Pemberitahuan Mengikuti Booth Clinic LHKPN di Kantor Pusat PT Pertamina (Persero)" sebagaimana Ref. surat No.071/M00000/2019-S0 pada tanggal 4 s/d 14 Maret 2019. Adapun total Wajib Lapor PT Pertamina Training & Consulting sebanyak 12 orang.

Sampai dengan 31 Desember 2019, total Wajib Lapor yang telah melakukan pelaporan LHKPN sebanyak 8 (delapan) Wajib Lapor atau 66,67% dari total 12 Wajib Lapor, terdapat peningkatan dari tahun lalu yang hanya 4 (empat) Wajib Lapor atau 44,44% dari total 9 (sembilan) Wajib Lapor.

### Survey of Vision, Mission, Corporate Values & GCG Implementation

PTC conducted a survey of Vision, Mission, Corporate Values and GCG Implementation with the aim to find out the extent of the knowledge and understanding of PTC employees regarding the Vision, Mission, Corporate Values & GCG Implementation. With this survey it is expected that workers can understand and implement the Vision, Mission, Corporate Values and GCG Implementation in each of their jobs. The categories of survey results are divided into four assessment categories, namely:

- a. 0% -39% (very poor understanding)
- b. 40% -59% (Lack of Understanding)
- c. 60% -79% (Understanding)
- d. 80% -100% (Very Understanding)

While the results of a survey conducted on 18 November 2019 - 8 December 2019 amounted to 67.80% (Understanding).

### Implementation of Whistle Blowing System (WBS)

The implementation of the Whistle Blowing System (WBS) at PTC is managed by Internal Audit through the following WBS media facilities:

Telephone: +62 21 351 4977 ext (214) (215) (216)  
 Website: [www.pertamina-ptc.com](http://www.pertamina-ptc.com)  
 Email: [wbsptc@pertamina-ptc.com](mailto:wbsptc@pertamina-ptc.com)  
 Fax: +62 21 2120 1557  
 Text: +62 853 1400 2003  
 Whatsapp: +62 853 1400 2003

### LHKPN Dissemination and Completion

In 2019, the Compliance function appealed to all PT. Pertamina Training & Consulting's State LHKPN Report Reports (PT. (Persero) "as Ref. letter No.071/M00000/2019-S0 on 4 to 14 March 2019. The total of PT Pertamina Training & Consulting's Mandatory Reports is 12 people.

As of December 31, 2019, the total Reporting Obligations that have reported LHKPN were 8 (eight) Reporting Obligations or 66.67% of the total 12 Reported Obligations, an increase from last year which was only 4 (four) Report Obligations or 44.44% out of a total of 9 (nine) Mandatory Reports.



# PENILAIAN PENERAPAN GCG: EVALUASI, PEMANTAUAN DAN PENINGKATAN GCG

ASSESSMENT OF GCG APPLICATION: EVALUATION, MONITORING AND IMPROVING GCG

## Dasar Penilaian dan Metode

Perusahaan memiliki komitmen untuk selalu menerapkan standar tata kelola yang terbaik dengan selalu berusaha menerapkan praktik tata kelola yang baik melalui berbagai usaha perbaikan dan peningkatan, serta merujuk pada standar minimal maupun rekomendasi yang harus dipenuhi. Perusahaan juga secara berkala melakukan penilaian penerapan GCG untuk mengetahui tingkat kecukupan penerapan GCG di lingkungan Perusahaan. Tujuan pelaksanaan *assessment* penerapan GCG di lingkup Perusahaan adalah untuk:

1. Menyajikan gambaran (potret) kondisi penerapan GCG.
2. Mengidentifikasi bidang-bidang penerapan GCG yang mendekati atau telah mencapai praktik terbaik *best practices*, maupun bidang-bidang yang belum mendekati atau mencapai *best practices* sehingga masih memerlukan peningkatan dan perbaikan (*areas of improvement*).
3. Memberikan rekomendasi perbaikan untuk *areas of improvement* guna lebih meningkatkan pelaksanaan *Good Corporate Governance* di PT Pertamina Training & Consulting

Berdasarkan Pasal 44 ayat (1) Peraturan Menteri (Permen) BUMN No.PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN, Perusahaan melakukan pengukuran terhadap GCG sebagai berikut:

- Pelaksanaan Penerapan Tata Kelola Perusahaan/*assessment* GCG dilakukan secara berkala oleh Perusahaan setiap 1 (dua) tahun sekali oleh *assessor* eksternal, dengan diselingi oleh *self assessment* yang dilakukan oleh *assessor* internal Perusahaan setiap tahun berikutnya.
- Evaluasi (*review*), yaitu program untuk mendeskripsikan tindak lanjut pelaksanaan dan penerapan GCG di Perusahaan yang dilakukan pada tahun berikutnya setelah penilaian sebagaimana dimaksud pada *point* pertama, yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan.

Metode pengukuran penerapan GCG di lingkungan Perusahaan mengacu pada Salinan Keputusan Sekretaris Kementerian BUMN No.SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Metode penilaian dan evaluasi ini dilakukan dengan menggunakan alat ukur yang terdiri dari 6 (enam) aspek dengan bobot yang telah ditentukan sebagaimana diatur dalam Salinan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No.SK-16/S.MBU/2012.

## 6 Aspek *Assessment* GCG

(Keputusan Sekretaris Kementerian BUMN No.SK-16/S.MBU/2012)



## Basic Assessment and Methods

The company has a commitment to always apply the best governance standards by always trying to apply good governance practices through various improvement and improvement efforts, and refer to the minimum standards and recommendations that must be met. The Company also periodically evaluates the implementation of GCG to determine the level of adequacy of GCG implementation within the Company. The purpose of conducting an assessment of the implementation of GCG within the Company is to:

1. Present an overview (portrait) of the conditions for implementing GCG.
2. identifying areas of GCG implementation that approach or have achieved best practices best practices), as well as areas that have not yet approached or reached best practices so that they still need improvement and improvement (areas of improvement).
3. Provide recommendations for improvements to areas of improvement to further enhance the implementation of Good Corporate Governance at PT Pertamina Training & Consulting

Based on Article 44 paragraph (1) Ministerial Regulation (PERMEN) BUMN No.PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to SOE Ministerial Regulation No.PER-01/MBU/2011 dated 1 August 2011 concerning the Implementation of Good Corporate Governance in SOEs, the Company measured the GCG as follows:

- Implementation of Corporate Governance/GCG assessment is carried out periodically by the Company once every 1 (two) years by an external assessor, interspersed with self-assessments conducted by the Company's internal assessors every subsequent year.
- Evaluation (*review*), which is a program to describe the follow-up of the implementation and implementation of GCG in the Company conducted the following year after the assessment as referred to in the first point, which includes evaluating the results of the assessment and following up on recommendations for improvement.

The method of measuring the implementation of GCG in the Company's environment refers to a copy of the Decree of the Secretary of the Ministry of SOEs No.SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Evaluation and Evaluation Parameters for the Implementation of Good Corporate Governance in SOEs. This method of evaluation and evaluation is carried out using a measuring instrument consisting of 6 (six) aspects with a predetermined weight as stipulated in the Copy of the Decree of the Secretary of the Ministry of State-Owned Enterprises No.SK-16/S.MBU/2012.

## 6 Aspects of GCG Assessment

(Decree of the Secretary of the Ministry of BUMN No.SK-16/S.MBU/2012)

## Assessment Penerapan GCG Tahun Buku 2018: Hasil, Rekomendasi dan Tindak Lanjutnya di Tahun 2019

Evaluasi penerapan GCG periode tahun 2018 dilakukan oleh PT Dinamika Pasifik Solusindo. Skor yang diperoleh adalah 73,90 dengan predikat "Cukup Baik".

## Assessment of GCG Implementation for Fiscal Year 2018: Results, Recommendations and Follow-Up in 2019

Evaluation of GCG implementation for 2018 was conducted by PT Dinamika Pasifik Solusindo. The score obtained is 73.90 with "Sufficient" predicate.

Jenis Penilaian / Type of Assessment	:	<i>Assessment Eksternal</i> / External Assessment
Assessor/Penilai / Assessor / Appraiser	:	PT Dinamika Pasifik Solusindo
Periode Penerapan / Application Period	:	2018
Tahun Ukur / Measurement Year	:	2019
Tempat / Venue	:	Kantor Pusat PT Pertamina Training & Consulting
Waktu Pengukuran / Measurement Time	:	1 November 2018 sampai dengan 31 Januari 2019 / November 1, 2018 to January 31, 2019

Rincian hasil *assessment* penerapan GCG Perusahaan untuk tahun buku 2018 sebagai berikut:

Details of the assessment results of the implementation of the Company's GCG for the 2018 fiscal year are as follows:

Aspek Pengujian Testing Aspect	Bobot Weight	Pencapaian Tahun Ukur 2018 Achievement of 2018 Measurement		
		Nilai Score	Pencapaian Achievement [%]	Predikat Predicate
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,00	5,63	80,48	Baik Good
Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS / Capital Owners	9,00	8,75	97,32	Sangat Baik Very good
Dewan Komisaris/Dewan Pengawas Board of Commissioners /Board of Supervisory	35,00	23,10	66,03	Cukup Baik Sufficient
Direksi Board of Directors	35,00	30,18	86,26	Baik Good
Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	9,00	6,21	69,1	Cukup Baik Sufficient
Aspek Lainnya Other Aspects	5,00	-	0,00	-
<b>Skor Keseluruhan Total Score</b>	<b>100,00</b>	<b>73,90</b>	<b>73,90</b>	<b>Cukup Baik Sufficient</b>

Keterangan:

0-50 : Tidak Baik | 50-60 : Kurang Baik | 60-75 : Cukup Baik | 75-85 : Baik | 85-100 : Sangat Baik

Information:

0-50: Not Good | 50-60: Not Good. | 60-75: Sufficient | 75-85: Good | 85-100: Very Good

Komitmen Perusahaan dalam menyempurnakan implementasi GCG di antaranya dilakukan dengan menindaklanjuti setiap temuan dalam penilaian GCG yang menjadi rekomendasi dalam area peningkatan atau *Area of Improvement* implementasi GCG. Perusahaan telah menindaklanjuti rekomendasi atas hasil penilaian penerapan GCG untuk tahun buku 2018 sebagai berikut:

The Company's commitment in improving the implementation of GCG is carried out by following up on every finding in the GCG assessment that becomes a recommendation in the area of improvement or the Area of Improvement in GCG implementation. The company has followed up the recommendations on the results of evaluating the implementation of GCG for fiscal year 2018 as follows:

### Tindak Lanjut *Area of Improvement* Assessment GCG 2018

### Follow-Up Area of GCG 2018 Improvement Assessment

No.	Area Of Improvement	Periode Tindak Lanjut Period of Follow	Bentuk Tindak Lanjut Form of Follow Up
<b>Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment Aspects for Sustainable Implementation of Good Corporate Governance</b>			
1.	Penambahan kata-kata donasi pada pedoman <i>Code of Conduct</i> Adding donation words to the Code of Conduct guidelines	2019	Penambahan kata-kata donasi pada Pedoman Code of Conduct telah ditindaklanjuti The addition of the words of the donation on the Code of Conduct guidelines have been followed
2.	Melakukan pemutakhiran pedoman tata kelola (GCG Code) Updating the governance guidelines (GCG Code)	1 Mei 2019 May 1, 2019	Pedoman GCG revisi sudah ditandatangani The revised GCG Guidelines have been signed
3.	Melakukan survei pemahaman GCG untuk Dekom, Direksi, & Pekerja Conduct a GCG understanding survey for BoCs, Directors & Workers	18 November 2019 November 18, 2019	Penyebaran survei & sosialisasi GCG melalui broadcast e-mail Dissemination of GCG surveys & socialization through e-mail broadcasts



No.	Area Of Improvement	Periode Tindak Lanjut Period of Follow	Bentuk Tindak Lanjut Form of Follow Up
4.	Membuat monitoring tindak lanjut AOI assessment GCG 2018 Make a follow-up monitoring of AOI 2018 GCG assessment	18 Februari 2019 February 18, 2019	Melakukan monitoring & penyampaikan temuan kepada Divisi terkait salah satunya melalui surat memo No.073/PTC-10010/2019-S0.9 Monitoring and delivering findings to the relevant divisions, one of which is through memo letter No.73/PTC-10010/2019-S0.9
5.	Membuat sosialisasi LHKPN untuk management Make LHKPN socialization for management	25 Februari 2019 Februari 25, 2019	Mengimbau kepada wajib lapor untuk hadir pada Booth Clinic LHKPN di kantor pusat Pertamina melalui surat No.095/PTC-10010/2019-S1 Calling on mandatory reporting to attend the LHKPN Booth Clinic at Pertamina's head office through letter No.095/PTC-10010/2019-S1
6.	Membuat sosialisasi pemahaman WBS & Gratifikasi kepada vendor Make a socialization understanding of WBS & Gratification to vendors	17 September 2019 September 17, 2019	Melakukan sosialisasi GCG & HSE kepada vendor sesuai undangan No.321/PTC-10010/2019-B0.11 Disseminating information on GCG & HSE to vendors according to invitation No.321/PTC-10010/2019-B0.11
7.	Membuat laporan pelaksanaan WBS Make a report on the implementation of WBS	8 Januari 2020 January 8, 2020	Membuat laporan penerapan GCG 2019 dan ditandatangani oleh Chief Compliance Officer (Sekper) & Penanggung Jawab GCG (Dirkeu) Making a report on the implementation of GCG 2019 and signed by the Chief Compliance Officer (corporate Secretary) & Person in Charge of GCG (Director of Finance)
<b>Aspek Pemegang saham dan rups</b> Aspect of Shareholders/GMS			
1.	Agar Pemegang Saham/RUPS dalam pengangkatan Direksi agar menetapkan anggota Direksi selambat-lambatnya 30 hari sejak masa jabatan tersebut berakhir In order for Shareholders/GMS to appoint Directors to stipulate members of the Board of Directors no later than 30 days from the end of the term of office	19 November 2019 November 19, 2019	RUPS pergantian Direksi tidak lebih dari 30 hari The RUPS for the replacement of the Directors is not more than 30 days
2.	Agar Pemegang Saham/RUPS dalam melaksanakan pengesahan/persetujuan RKAP secara tepat waktu (sebelum tahun anggaran berjalan) In order for the Shareholders/GMS to carry out the RKAP approval/approval in a timely manner (before the current fiscal year)	21 November 2019 November 21, 2019	RKAP diajukan kepada pemegang saham, tetapi di setujui pemegang saham 31 Januari 2020 The RKAP was proposed to shareholders, but was approved by shareholders on 31 January 2020
3.	Agar Pemegang Saham/RUPS memberikan pengesahan/persetujuan atas rancangan RJPP In order for the Shareholders/GMS to give Endorsement/approval of the RJPP draft	2019	Sesuai dengan Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Tahun 2013 PT Pertamina (Persero), Pemegang Saham melakukan persetujuan terhadap rancangan RJPP In accordance with PT Pertamina (Persero)'s 2013 Subsidiary and Company Management Guidelines, the Shareholders approved the RJPP draft
4.	Agar Pemegang Saham/RUPS menetapkan kontrak kinerja yang memuat target kinerja Dewan Komisaris yang disahkan/disetujui Pemegang Saham/RUPS In order for the Shareholders/GMS to stipulate a Performance contract containing the performance targets of the Board of Commissioners that are	2019	Telah diatur dalam Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan Tahun 2013 PT Pertamina (Persero) Regulated in the 2013 PT Pertamina (Persero) Management Guidelines for Subsidiaries and Joint Ventures
<b>Aspek Dewan Komisaris</b> Aspect of Board of Commissioners			
1.	Agar Dewan Komisaris membuat Rencana Kerja dan Anggaran untuk kegiatan Pelatihan bagi anggota Dewan Komisaris dan ditugangkan di dalam RKAP. Pelatihan Dewan Komisaris tidak hanya bersifat insidental tetapi dibuat rencana yang ditugangkan secara tertulis. Diharapkan Dewan Komisaris membuat laporan hasil pelatihan. In order for the Board of Commissioners to make Work Plans and Budgets for training activities for members of the Board of Commissioners and set forth in the RKAP. The Board of Commissioners training is not only incidental but a plan is written down in writing. It is expected that the Board of Commissioners will report on the results of the training.	20 Februari 2020 February 20, 2020	Draft Revisi Rencana Kerja Dekom 2020 Draft Revision of the Board of Commissioner 2020 Work Plan
2.	Agar Dewan Komisaris Membuat Surat Keputusan terkait Pembagian Tugas Dewan Komisaris yang meliputi pembidangan tugas Direksi. In order for the Board of Commissioners to Make a Decree related to the Division of Duties of the Board of Commissioners which includes the assignment of the duties of the Board of Directors.	3 Juni 2019 June 3, 2019	Telah dibuat SK No.Kpts-020/PTC-DEKOM/2019-S1 Decree No.Kpts-020/PTC-DEKOM/2019-S1 has been made
3.	Agar Dewan Komisaris mengatur standar waktu tingkat kesegeraan pengambilan keputusan persetujuan terhadap usulan Direksi, serta ketentuan tentang tingkat kesegeraan untuk mengkomunikasikan keputusan Dewan Komisaris/Dewan Pengawas tersebut kepada Direksi. In order for the Board of Commissioners to set the time standard for the decision making rate of approval for the Board of Directors' proposals, as well as the provisions for the level of urgency to communicate the decision of the Board of Commissioners/Supervisory Board to the Board of Directors.	31 Mei 2019 May 31, 2019	Penambahan tingkat kesegeraan pada saat pemutakhiran board manual Increase the level of freshness when updating the board manually

No.	Area Of Improvement	Periode Tindak Lanjut Period of Follow	Bentuk Tindak Lanjut Form of Follow Up
4.	Agar Dewan Komisaris membuat rencana kerja dan anggaran tahunan Dewan Komisaris yang dihasilkan dari pembahasan rapat internal Dewan Komisaris.  In order for the Board of Commissioners to make a work plan and annual budget for the Board of Commissioners resulting from the discussion of the Board of Commissioners' internal meetings.	20 Februari 2020 February 20, 2020	Draft Revisi Rencana Kerja Dekom 2020 Draft Revision of the Board of Commissioner 2020 Work Plan
5.	Agar Dewan Komisaris melakukan telaah rancangan RJPP secara tertulis (Risalah rapat internal Dewan Komisaris atau Rapat Komite Dewan Komisaris).  In order for the Board of Commissioners to review the RJPP draft in writing (Minutes of internal meetings of the Board of Commissioners or Board of Commissioners' Committee Meetings).	2019	Dewan Komisaris senantisa melakukan penelaahan mengenai RJPP maupun RKAP dalam rapat internal dewan komisaris yang kemudian disampaikan dalam RUPS. The Board of Commissioners continually reviews RJPP and RKAP in an internal meeting of the board of commissioners which is then conveyed at the GMS.
6.	Agar Dewan Komisaris membuat mekanisme untuk merespon/mendinklanjuti saran, permasalahan/keluhan dari Stakeholder dan menyampaikan kepada Direksi tentang saran penyelesaian yang diperlukan.  In order for the Board of Commissioners to make a mechanism for responding/following up on suggestions., problems/complaints from Stakeholders and conveying to the Board of Directors the recommendations for resolution needed.	2019	Dewan Komisaris telah memiliki mekanisme untuk merespon permasalahan dari stakeholder dan disampaikan kepada Direksi tentang saran penyelesaian yang diperlukan The Board of Commissioners has a mechanism for responding to problems from stakeholders and is submitted to the Board of Directors on suggestions for the resolution needed
7.	Agar Dewan Komisaris melakukan pembahasan terhadap kebijakan pengadaan dan pelaksanaannya.  For the Board of Commissioners to discuss the procurement policy and its implementation.	20 Februari 2020 February 20, 2020	Draft Revisi Rencana Kerja Dekom 2020 Draft Revision of the Board of Commissioner 2020 Work Plan
8.	Agar Dewan Komisaris membuat rencana mengenai pengawasan dan pemberian nasihat terkait kebijakan sumber daya manusia dan pelaksanaan kebijakan tersebut.  That the Board of Commissioners make plans regarding supervision and providing advice regarding human resource policies and the implementation of these policies.	2019	Pembahasan mengenai kebijakan mutu dan pelayanan beserta pelaksanaannya dilakukan dalam rapat internal Dewan Komisaris kemudian disampaikan kepada Direksi. Discussions on quality and service policies and their implementation are carried out in an internal meeting of the Board of Commissioners and then delivered to the Directors.
9.	Agar Dewan Komisaris melakukan pembahasan mengenai kebijakan mutu dan pelayanan beserta pelaksanaannya.  For the Board of Commissioners to discuss the quality and service policies and their implementation.	20 Februari 2020 February 20, 2020	Draft Revisi Rencana Kerja Dekom 2020 Draft Revision of the Board of Commissioner 2020 Work Plan
10.	Agar Dewan Komisaris membuat rencana kerja yang membahas kepatuhan Direksi terhadap peraturan per-UU-an dan perjanjian dengan pihak ketiga.  That the Board of Commissioners draw up a work plan that addresses the Board of Directors' compliance with statutory regulations and agreements with third parties.	2019	Dewan Komisaris telah memiliki rencana mengenai pemantauan kinerja Direksi dan pelaporan kepada Pemegang Saham The Board of Commissioners has a plan regarding monitoring the performance of the Directors and reporting to Shareholders
11.	Agar Dewan Komisaris membuat rencana mengenai pemantauan kinerja Direksi dan pelaporan kepada Pemegang Saham/Pemilik Modal.  That the Board of Commissioners make plans regarding monitoring the performance of the Directors and reporting to Shareholders/Capital Owners.	20 Februari 2020 February 20, 2020	Draft Revisi Rencana Kerja Dekom 2020 Draft Revision of the Board of Commissioner 2020 Work Plan
12.	Agar Dewan Komisaris membuat rencana kerja untuk memantau penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik.  Melakukan telaah terhadap : (1) laporan hasil assessment/review atas Pelaksanaan Tata Kelola Perusahaan yang Baik, GCG Code dan kebijakan/ketentuan teknis lainnya, serta memantau tindak lanjut area of improvement hasil assessment GCG oleh Direksi; (2) laporan GCG yang diungkapkan dalam laporan tahunan.  Dewan Komisaris harus melakukan tindak lanjut di area of improvement hasil assessment/review GCG yang menjadi kewenangannya.  In order for the Board of Commissioners to make a work plan to monitor the application of the principles of Good Corporate Governance. Examine: (1) report on the results of the assessment/review of the Implementation of Good Corporate Governance, GCG Code and other technical policies/provisions, and monitor the follow-up of the area of improvement of the results of GCG assessment by the Directors; (2) GCG reports disclosed in annual reports.  The Board of Commissioners must follow up in the area of improvement of the results of the GCG assessment/review under their authority.	2019	Dewan Komisaris telah memilki rencana mengenai pemantauan kinerja Direksi dan pelaporan kepada Pemegang Saham The Board of Commissioners has a plan regarding monitoring the performance of the Directors and reporting to Shareholders
13.	Agar Dewan Komisaris menetapkan Indikator Pencapaian Kinerja beserta target-targetnya, dan disetujui oleh RUPS setiap tahun berdasarkan usulan dari Dewan Komisaris yang bersangkutan.  In order for the Board of Commissioners to set Performance Achievement Indicators and their targets, and be approved by the GMS annually based on proposals from the Board of Commissioners concerned.	2019	Dewan Komisaris telah menetapkan KPI Dewan Komisaris yang disampaikan dalam RUPS setiap tahunnya untuk dimintahkan persetujuan RUPS The Board of Commissioners has determined the KPI of the Board of Commissioners which is submitted at the GMS annually for approval of the GMS



No.	Area Of Improvement	Periode Tindak Lanjut Period of Follow	Bentuk Tindak Lanjut Form of Follow Up
14.	Agar Dewan Komisaris membuat rencana penyelenggaraan rapat internal Dewan Komisaris dan Rapat Dewan Komisaris secara tertulis yang dihadiri Direksi (Rapat Gabungan), dengan jumlah dan waktu penyelenggaraan rapat sesuai ketentuan yang berlaku In order for the Board of Commissioners to make a plan to organize an internal meeting of the Board of Commissioners and a Meeting of the Board of Commissioners in writing which is attended by the Board of Directors (Joint Meeting), with the number and time of holding the meeting in accordance with applicable regulations	2019	Dewan Komisaris telah memiliki perencanaan penyelenggaraan rapat internal Dewan Komisaris dan rapat gabungan dengan Direksi. The Board of Commissioners has plans to organize internal meetings of the Board of Commissioners and joint meetings with the Board of Directors.
15.	Agar Komisaris Utama menetapkan uraian tugas bagi Sekretariat Komisaris. For the President Commissioner to set a job description for the Commissioner Secretariat.	31 Mei 2019 May 31, 2019	Telah terdapat dalam board manual yang telah di revisi It has been included in the revised board manual
16.	Agar membuat Risalah Rapat Komisaris untuk setiap Rapat internal Komisaris. In order to make Minutes of Commissioners' Meetings for each of the Commissioners' internal meetings.	2019	Dewan Komisaris telah menyusun Risalah Rapat Dewan Komisaris yang kemudian didokumentasikan oleh Sekretaris Dewan Komisaris. The Board of Commissioners has prepared the Minutes of Board of Commissioners' Meeting which are then documented by the Board of Commissioners' Secretary.
17.	Agar Komite Audit membuat program kerja tahunan paling sedikit memuat talaah untuk memastikan : - Efektivitas sistem pengendalian manajemen dan memberikan rekomendasi penyempurnaan sistem pengendalian manajemen beserta pelaksanaannya; - Efektifitas pelaksanaan tugas auditor eksternal dan SPI; - Penilaian pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor eksternal dan SPI; - Prosedur review yang memuaskan terhadap segala informasi yang dikeluarkan oleh perusahaan; - <i>Self-assessment</i> kinerja Komite Audit. In order that the Audit Committee prepares an annual work program that at least contains a review to ensure: Ensuring the effectiveness of the management control system and providing recommendations for improving the management control system and its implementation; the effectiveness of the performance of external auditors and SPI tasks; assesses the implementation of activities and results of audits carried out by external auditors and SPI; satisfactory review procedures for all information released by the company; Self-assessment of the performance of the Audit Committee.	2019	Komite Audit telah menyusun program kerja tahunan sebagaimana yang direkomendasikan. The Audit Committee has prepared an annual work program as recommended.
18.	Sebaiknya Komite Audit Membuat laporan triwulan dan tahunan Komite kepada Dewan Komisaris/Dewan Pengawas, minimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya. The Audit Committee should prepare quarterly and annual reports of the Committee to the Board of Commissioners/Supervisory Board, at a minimum containing a comparison of the realization of activities with the annual work program as well as the substance of the results of its activities and recommendations.	2019	Komite Audit telah membuat laporan triwulan dan telah dilaporkan kepada Dewan Komisaris sesuai dengan yang direkomendasikan The Audit Committee has made quarterly reports and has been reported to the Board of Commissioners as recommended
<b>Direksi</b> Board of Directors			
1.	Agar dalam pelaksanaan program pelatihan dalam rangka meningkatkan kompetensi anggota Direksi, membuat laporan evaluasi kesesuaian pelatihan Direksi dengan rencana kerja dan anggaran Direksi. In order to implement the training program in order to improve the competence of members of the Board of Directors, make an evaluation report on the suitability of the Board of Directors' training with the work plan and budget of the Board of Directors.	2019	Pelatihan dan peningkatan kompetensi Direksi telah dilakukan sesuai dengan rencana kerja dan anggaran Direksi dan telah dilaporkan. The training and improvement of Board of Director's competencies has been carried out in accordance with the work plan and budget of the Directors and has been reported.
2.	Agar perusahaan segera mengesahkan pedoman penyusunan SOP diperusahaan. So that companies immediately ratify the guidelines for the preparation of SOPs in the company.	9 Juli 2019 July 9, 2019	Pengesahan TKO penyusunan sistem tata kerja Ratification of TKO in the preparation of work system
3.	Agar SOP untuk proses bisnis inti Perusahaan dilaksanakan konsisten dan menghindari terjadinya penyimpangan atas prosedur. So that SOPs for the company's core business processes are carried out consistently and to avoid deviations from procedures.	2019	Perusahaan telah melaksanakan secara konsisten SOP untuk bisnis inti Perusahaan The Company has consistently implemented SOPs for the Company's core business
4.	Agar Direksi menetapkan ketentuan tentang kesegeraan untuk mengkomunikasikan kepada tingkatan organisasi di bawah Direksi yang terkait dengan pengambilan keputusan Direksi. In order for the Board of Directors to stipulate provisions on urgency to communicate to the level of the organization under the Board of Directors related to the decision making of the Board of Directors.	31 Mei 2019 May 31, 2019	Telah terdapat dalam board manual yang telah di revisi It has been included in the revised board manual
5.	Agar Direksi mensosialisasikan RJPP dan RKAP kepada seluruh karyawan perusahaan. So that the Board of Directors socializes RJPP and RKAP to all company employees.	25 Januari 2019 January 25, 2019	Pada saat tasyakuran ulang tahun perusahaan Direksi menyampaikan RKAP & RJPP Perusahaan At the company's anniversary celebration, the Board of Directors presented the Company's RKAP & RJPP

No.	Area Of Improvement	Periode Tindak Lanjut Period of Follow	Bentuk Tindak Lanjut Form of Follow Up
6.	Agar Perusahaan memiliki <i>database</i> ( <i>list</i> ) tentang orang yang memiliki skill dan kompetensi serta pengalaman yang cukup untuk melakukan pekerjaan-pekerjaan yang ditargetkan dapat tersedia di setiap posisi/jabatan-jabatan di perusahaan. So that the Company has a database ( <i>list</i> ) of people who have sufficient skills and competence and experience to do targeted work that can be available in every position/position in the company.	2019	SDM telah membuat list skill yang dimiliki pekerja HR has made a list of skills possessed by workers
7.	Agar Perusahaan melakukan audit atas TI. So that the Company will audit IT.	2019	Perusahaan telah melakukan audit atas TI secara berkala setiap tahunnya. The company has audited IT regularly every year.
8.	Agar program pendidikan SDM dilaksanakan sesuai pedoman/sistem yang ditetapkan. In order for the HR education program to be carried out according to established guidelines/systems.	13 Januari 2020 January 13, 2020	Telah dibuat laporan <i>timeline development plan</i> A timline development plan report has been made
9.	Agar PTC melakukan survey pasar tentang Remunerasi karyawan. In order for PTC to conduct a market survey on employee remuneration.	21 Maret 2019 March 21, 2019	Telah ditunjuknya konsultan yaitu PT. ISYS Consulting untuk melakukan evaluasi & struktur remunerasi A consultant has been appointed, namely PT. ISYS Consulting to evaluate & structure remuneration
10.	Agar Perusahaan melakukan evaluasi/penilaian atas efektivitas pengendalian intern pada tingkat entitas. For the Company to evaluate/evaluate the effectiveness of internal control at the entity level.	2019	Sepanjang 2019 Perusahaan belum melakukan penilaian atas efektifitas SPI, tetapi selama tahun 2019 SPI telah melaporkan 5 hasil audit internal Throughout 2019 the Company has not yet assessed the effectiveness of the Internal Audit Unit, but during 2019 the Internal Audit Unit has reported 5 internal audit results
11.	Menerbitkan internal control report yang mencakup suatu pernyataan bahwa manajemen bertanggung jawab untuk menetapkan dan memelihara suatu struktur pengendalian intern dan prosedur laporan keuangan yang memadai. Issue an internal control report that includes a statement that management is responsible for establishing and maintaining an adequate internal control structure and financial reporting procedures.	13 November 2019 November 13, 2019	Audit Atas proses bisnis Struktur pemeliharaan atas pengendalian internal adalah tanggung jawab manajemen, oleh karena itu segala resiko yang terjadi menjadi tanggung jawab pejabat terkait dan Direksi, apabila upaya perbaikan tidak di tindaklanjuti. 13 November 2019 disahkan oleh chief internal audit & dirut Audit of business processes The maintenance structure of internal control is the responsibility of management, because all the risks that occur are the responsibility of the relevant officials and Directors, if the corrective effort is not followed up.
12.	Agar Perusahaan meningkatkan kepatuhan terhadap peraturan perundang-undangan untuk menghindari adanya tuntutan maupun sanksi kepada perusahaan oleh otoritas/instansi yang berwenang di bidang usaha perusahaan. In order for the Company to increase compliance with laws and regulations to avoid claims or sanctions against the company by the authorities/agencies that are authorized in the field of company business.	15 November 2019 November 15, 2019	Direksi mengajukan perubahan anggaran dasar yang disesuaikan dengan peraturan kepala biro pusat statistik No.19 tahun 2017 The Board of Directors proposed amendments to the articles of association which are adjusted to regulation of head of central bureau of statistics No.19 of 2017
13.	Agar sekretaris perusahaan membuat laporan progres penanganan keluhan pelanggan. So that the company secretary makes a progress report handling customer complaints.	2019	Penanganan keluhan pelanggan telah dilaksanakan oleh Sekretaris Perusahaan dengan membentuk Contact Center. Handling of customer complaints has been carried out by the Corporate Secretary by forming a Contact Center.
14.	Agar perusahaan melakukan survei kepada pemasok. So that the company surveys the suppliers.	17 September 2019 September 17, 2019	Survey pemasok dilakukan bersamaan dengan sosialisasi GCG & HSE The supplier survey was conducted in conjunction with the GCG & HSE socialization
15.	Agar perusahaan melakukan program kemitraan dengan usaha kecil. So that the company conducts partnership programs with small businesses.	2019	Program kemitraan dengan usaha kecil Perusahaan mengikuti arahan Induk Perusahaan, PT Pertamina (Persero) The partnership program with the Company's small businesses follows the directives of the Parent Company, PT Pertamina (Persero)
16.	Agar SPI/fungsi Audit Internal dilengkapi dengan faktor-faktor pendukung keberhasilan pelaksanaan tugasnya dengan memberikan sertifikasi profesi untuk seluruh anggota staf SPI. That SPI/Internal Audit function is equipped with supporting factors for the successful implementation of its duties by providing professional certification for all SPI staff members.	23 Maret 2019 March 23, 2019	Telah dilakukannya sertifikasi profesi untuk anggota SPI Qualified Internal Auditor (Bambang Ratmuko) NO :5483/QIA/2019 Professional certification for SPI Qualified Internal Auditor members (Bambang Ratmuko) NO: 5483/QIA/2019
17.	Agar SPI/Fungsi Audit Internal melaksanakan program jaminan kualitas dan peningkatan Fungsi Audit Internal. For SPI/Internal Audit Function to carry out quality assurance programs and improve the Internal Audit Function.	17 Oktober 2019 October 17, 2019	Laporan Hasil Audit 002/PTC-130/2019/B2 tentang audit proses bisnis dilaporkan oleh chief internal audit disetujui oleh dirut Audit Report 002/PTC-130/2019/B2 on business process audit reported by the head of internal audit approved by the President Director



No.	Area Of Improvement	Periode Tindak Lanjut Period of Follow	Bentuk Tindak Lanjut Form of Follow Up
<b>Aspek Pengungkapan Informasi dan Transparansi</b> Aspect of Disclosure of Information & Transparency			
1.	Agar sebaiknya Perusahaan mencantumkan alamat kantor akuntan publik di dalam Annual Report So that the company should include the address of the public accountant office in the Annual Report	2019	AR Tahun 2018 telah dimasukan Alamat kantor akuntan publik AR Year 2018 has been entered Address public accounting firm
2.	Agar sebaiknya Perusahaan mencantumkan masa berlaku dan Badan pemberi penghargaan/ sertifikasi di dalam Annual Report terkait penghargaan dan sertifikasi yang diterima Perusahaan. In order for the company to include the validity period and the awarding body/certification body in the Annual Report related to the awards and certifications received by the company.	2019	AR Tahun 2018 telah mencantumkan Masa berlaku dan Badan pemberi penghargaan/sertifikasi di dalam Annual Report terkait Penghargaan dan sertifikasi yang diterima perusahaan. AR 2018 has included the validity period and the awarding body/certification body in the Annual Report related to awards and certifications received by the company.
3.	Agar Perusahaan mengikuti program ARA. In order for the Company to follow the ARA program.	14 November 2019 November 14, 2019	PTC telah ikut serta dalam ajang ARA dengan mendapatkan SKOR 77,21 PTC has participated in the ARA event by getting a score of 77,21

### Assessment Penerapan GCG Tahun Buku 2019

### Assessment of GCG Implementation for Fiscal Year 2019

Jenis Penilaian / Type of Assessment	:	Assessment Eksternal / External Assessment
Assessor/Penilai / Assessor/Appraiser	:	PT Dinamika Pasifik Solusindo
Periode Penerapan / Application Period	:	1 Januari 2019 – 31 Desember 2019 / January 1, 2019 - December 31, 2019
Tahun Ukur / Measurement Year	:	2019
Tempat / Venue	:	Kantor Pusat PT Pertamina Training & Consulting / PT Pertamina Training & Consulting Headquarters
Waktu Pengukuran / Measurement Time	:	1 Januari 2020 sampai dengan 29 Februari 2020 / January 1, 2020 to February 29, 2020

Assessment penerapan GCG Perseroan untuk tahun buku 2019 sebagai berikut:

An assessment of the implementation of the Company's GCG for the 2019 fiscal year as follows:

Aspek Pengujian Testing Aspect	Bobot Weight	Pencapaian Tahun Buku 2019		
		Nilai Score	Pencapaian (%) Achievement (%)	Predikat Predicate
Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,00	6,66	95,21%	Sangat Baik Very Good
Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS / Capital Owners	9,00	8,37	92,99%	Sangat Baik Very Good
Dewan Komisaris/Dewan Pengawas Board of Commissioners /Board of Supervisory	35,00	25,45	72,71%	Cukup Baik Sufficient
Direksi Board of Directors	35,00	32,07	91,64%	Sangat Baik Very Good
Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	9,00	7,04	78,21%	Baik Good
Aspek Lainnya Other Aspects	5,00	-	-	-
<b>Skor Keseluruhan Total Score</b>	<b>100,00</b>	<b>79,59</b>	<b>79,59%</b>	
Kualifikasi Kualitas Penerapan GCG Qualification of GCG Implementation		"Baik" "Good"		

Keterangan:

0-50 : Tidak Baik | 50-60 : Kurang Baik | 60-75 : Cukup Baik | 75-85 : Baik | 85-100 : Sangat Baik

Information:

0-50: Not Good | 50-60: Not Good. | 60-75: Sufficient | 75-85: Good | 85-100: Very Good

*Area of Improvement* atau rekomendasi dari penilaian terhadap penerapan GCG di tahun 2019, adalah:

Areas of Improvement or recommendations from the assessment of the application of GCG in 2019, are:

No.	<b>Rekomendasi Assessment Penerapan GCG Tahun Buku 2018</b> Recommendation of GCG Assessment of Fiscal Year 2018	<b>Tindak Lanjut di Tahun 2019</b> Follow Up in 2019	
		Periode Tindak Lanjut Follow up Period	Rencana Tindakan Action Plan
I	<b>Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan</b> Commitment to Sustainable Implementation of Good Corporate Governance		
1	Dalam Code of Conduct agar memaparkan terkait jenis-jenis benturan kepentingan. In the Code of Conduct in order to explain the types of conflict of interest.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
2	Perusahaan agar meningkatkan pemahaman yang baik terhadap Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Perilaku oleh Dewan Komisaris dan organ pendukungnya, Direksi dan karyawan perusahaan. Companies to increase good understanding of the Code of Good Corporate Governance and Code of Conduct by the Board of Commissioners and their supporting organs, Directors and employees of the company.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
3	Perusahaan agar dapat meningkatkan kepatuhan Penyelenggara Negara di perusahaan dalam menyampaikan LHKPN. The company should be able to increase compliance with State Organizers in the company in submitting LHKPN.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
4	Perusahaan agar memberikan teguran/sanki secara tertulis bagi Penyelenggara Negara yang belum/tidak menyampaikan LHKPN sesuai peraturan perundang-undangan. Companies to provide written warning / sanctions for State Administrators who have not / did not submit LHKPN in accordance with statutory regulations.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
5	Perusahaan agar dapat meningkatkan pemahaman Dewan Komisaris, Direksi dan karyawan yang memadai terhadap kebijakan Pengendalian Gratifikasi. Companies to be able to increase the understanding of the Board of Commissioners, Directors and employees who are adequate to the Gratification Control policy.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
6	Dalam kebijakan terkait whistle blowing system, agar tercantum pernyataan kewajiban untuk melakukan pelaporan atas pelanggaran. In the policy related to the whistle blowing system, a statement of obligation is required to report violations.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
II	<b>Pemegang Saham dan RUPS/Pemilik Modal</b> Shareholders and GMS/Capital Owners		
1	RUPS/Pemilik Modal agar menetapkan anggota Dewan Komisaris/Dewan Pengawas Independen paling sedikit 20% dari anggota Dewan Komisaris/Dewan Pengawas secara eksplisit dalam keputusan pengangkatannya. Komisaris Independen memiliki kompetensi di bidang auditing, keuangan dan akuntansi. GMS / Capital Owners in order to determine the members of the Board of Commissioners / Independent Supervisory Board at least 20% of the members of the Board of Commissioners / Supervisory Board in an exposition in their appointment decisions. Independent Commissioners have competencies in the fields of auditing, finance and accounting.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
2	Pemegang Saham/RUPS/Pemilik Modal agar memberikan pengesahan/persetujuan terhadap rancangan RJPP atau Revisi RJPP. Share Holders / GMS / Capital Owners to provide endorsement / approval of the RJPP draft or RJPP Revision.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
3	Pengesahan/persetujuan rancangan RJPP atau Revisi RJPP agar dilaksanakan tepat waktu. Ratification / approval of RJPP draft or RJPP Revision to be carried out on time.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
4	RUPS agar memberikan pengesahan/persetujuan rancangan RKAP tepat waktu. RUPS/Keputusan Pemilik Modal untuk pengesahan/persetujuan RKAP dilaksanakan paling lambat pada akhir tahun sebelum tahun anggaran berjalan. GMS to provide approval / approval of the draft RKAP on time. RUPS / Capital Owners' Decree for RKAP approval / approval is carried out no later than the end of the year before the current fiscal year.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
5	Agar terdapat sistem/pedoman penilaian kinerja Dewan Komisaris, yang memuat sekurang-kurangnya indikator kinerja utama dan kriteria keberhasilan. In order to have a system / guidelines for evaluating the performance of the Board of Commissioners, which contains at least key performance indicators and success criteria.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
6	Agar terdapat Kontrak Kinerja, yang memuat target kinerja Dewan Komisaris, yang disahkan/disetujui Pemegang Saham/RUPS/Pemilik Modal. In order to have a Performance Contract, which contains the Board of Commissioners' performance targets, which are shared / approved by Shareholders / GMS / Capital Owners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.



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7	RUPS/Pemilik Modal agar memberikan penilaian kinerja Dewan Komisaris berdasarkan laporan kinerja Dewan Komisaris. GMS / Capital Owners to provide an assessment of the performance of the Board of Commissioners based on the performance report of the Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
8	Agar pembahasan dan evaluasi oleh Pemegang Saham atas pelaksanaan Tata Kelola Perusahaan yang Baik apda perusahaan tercatat dengan rapi. So that the discussion and evaluation by the Shareholders on the implementation of Good Corporate Governance in the company is neatly recorded.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

**III Dewan Komisaris/Dewan Pengawas**

Board of Commissioners/Board of Supervisors

1	<p>Agar terdapat rencana Dewan Komisaris mengenai pengawasan dan pemberian nasihat terhadap :</p> <ul style="list-style-type: none"> <li>• Kebijakan / rancangan sistem pengendalian intern dan pelaksanaannya.</li> <li>• Kebijakan dan pelaksanaan manajemen risiko perusahaan.</li> <li>• Kebijakan sistem teknologi informasi perusahaan.</li> <li>• Kebijakan sumber daya manusia dan pelaksanaan kebijakan tersebut.</li> <li>• Kebijakan akuntansi dan penyusunan laporan keuangan serta penerapan kebijakan tersebut.</li> <li>• Kebijakan pengadaan dan pelaksanaannya.</li> <li>• Kebijakan mutu dan pelayanan berserta pelaksanaannya.</li> <li>• Peraturan per-UU-an dan perjanjian dengan pihak ketiga.</li> <li>• Pengawasan efektivitas pelaksanaan audit eksternal dan audit internal, serta pelaksanaan talaah atas pengaduan yang berkaitan dengan BUMN yang diterima oleh Dewan Komisaris.</li> <li>• Menelaah pengusulan remunerasi Direksi.</li> </ul> <p>That there is a Board of Commissioners plan regarding supervision and giving advice on:</p> <ul style="list-style-type: none"> <li>• Internal control system policies / designs and their implementation.</li> <li>• Company risk management policies and implementation.</li> <li>• Company information technology system policy.</li> <li>• Human resource policy and implementation of the policy.</li> <li>• Accounting policies and preparation of financial statements and the application of these policies.</li> <li>• Procurement policies and their implementation.</li> <li>• Quality and service policies and their implementation.</li> <li>• Statutory regulations and agreements with third parties.</li> </ul>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
2	<p>Agar terdapat laporan tentang hasil pelatihan yang telah dijalani anggota Dewan Komisaris.</p> <p>So that there are reports on the results of training that have been undertaken by members of the Board of Commissioners.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
3	<p>Agar anggaran Dewan Komisaris dicantumkan dalam rencana kerja dan anggaran tahunan yang disahkan oleh Dewan Komisaris.</p> <p>That the Board of Commissioners' budget be included in the work plan and annual budget that is approved by the Board of Commissioners.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
4	<p>Agar anggaran Dewan Komisaris dicantumkan dalam rencana kerja dan anggaran tahunan yang disahkan oleh Dewan Komisaris.</p> <p>That the Board of Commissioners' budget be included in the work plan and annual budget that is approved by the Board of Commissioners.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
5	<p>Agar terdapat penyampaian Rencana Kerja dan Anggaran Tahunan Dewan Komisaris kepada Direksi untuk dimasukkan sebagai bagian RKAP.</p> <p>In order for the Board of Commissioners' Annual Work Plan and Annual Budget to be submitted to the Board of Directors to be included as part of the RKAP.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
6	<p>Rencana kerja dan anggaran tahunan Dewan Komisaris agar disampaikan secara tertulis kepada Pemegang Saham/ Pemilik Modal untuk mendapatkan pengesahan.</p> <p>The work plan and annual budget of the Board of Commissioners to be submitted in writing to the Shareholders / Capital Owners for approval.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
7	<p>Substansi kebijakan/pedoman penyediaan informasi kepada Dewan Komisaris agar turut memuat mekanisme penyampaian informasi tersebut oleh Direksi.</p> <p>The substance of the policy / guidelines for providing information to the Board of Commissioners is to include the mechanism for the delivery of information by the Board of Directors.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

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8	Agar terdapat hasil telaah rancangan RJPP secara tertulis (Risalah rapat internal Dewan Komisaris atau Rapat Komite Dewan Komisaris. So that there is a written review of the RJPP draft (Minutes of internal meetings of the Board of Commissioners or Committee Meeting of the Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
9	Tanggapan rancangan RJPP oleh Dewan Komisaris agar diberikan dalam jangka waktu sesuai ketentuan/kebijakan. Responses to the RJPP draft by the Board of Commissioners to be given within the timeframe in accordance with the provisions / policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
10	Tanggapan atas rancangan RKAP oleh Dewan Komisaris agar diberikan dalam jangka waktu sebagaimana diatur dalam Board Manual. The response to the draft RKAP by the Board of Commissioners must be given within the timeframe as stipulated in the Board Manual.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
11	Agar terdapat simpulan bahwa rancangan RKAP selaras dan/atau tidak selaras dengan RJPP. So that there is conclusion that the draft RKAP is in line and / or not in line with the RJPP	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
12	Agar terdapat penyediaan bahan bacaan/referensi yang memudahkan Dewan Komisaris memperbarui pengetahuan tentang perubahan lingkungan bisnis dan permasalahan yang dihadapi perusahaan dan/atau permintaan arahan dari Direksi tentang permasalahan yang dihadapi perusahaan. In order to provide readings / references that make it easier for the Board of Commissioners to update their knowledge of changes in the business environment and problems faced by the company and / or request directives from the Directors about the problems faced by the company.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
13	Agar terdapat mekanisme bagi Dewan Komisaris untuk merespon/menindaklanjuti saran, permasalahan atau keluhan dari stakeholder dan menyampaikan kepada Direksi tentang saran penyelesaian yang diperlukan. So that there is a mechanism for the Board of Commissioners to respond / follow up on suggestions, problems or complaints from stakeholders and submit to the Board of Directors about the recommendations for resolution needed.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
14	Dewan Komisaris agar menyampaikan arahan tentang peningkatan kualitas kebijakan manajemen risiko perusahaan. The Board of Commissioners should provide direction on improving the quality of the company's risk management policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
15	Dewan Komisaris agar melakukan telaah terhadap kebijakan sistem teknologi informasi sesuai dengan rencana kerja yang telah ditetapkan. The Board of Commissioners should conduct an examination of information technology system policies in accordance with the established work plan.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
16	Agar terdapat hasil telaah Dewan Komisaris terhadap kebijakan sistem teknologi informasi. So that there are results of the Board of Commissioners' review of information technology system policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
17	Dewan Komisaris agar menyampaikan arahan kepada Direksi tentang kebijakan sistem teknologi informasi. The Board of Commissioners should submit directions to the Board of Directors regarding information technology system policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
18	Agar terdapat kebijakan Dewan Komisaris mengenai pengawasan dan pemberian nasihat terhadap kebijakan pengelolaan sumber daya manusia, khususnya tentang sistem dan prosedur promosi, mutasi dan demosi di perusahaan dan pelaksanaan kebijakan tersebut. So that there is a Board of Commissioners' policy regarding supervision and providing advice on human resource management policies, specifically regarding the promotion and promotion systems and procedures in the company and the implementation of these policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
19	Dewan Komisaris agar melakukan telaah terhadap: (1) kebijakan pengembangan karir serta pelaksanaannya, yang meliputi penempatan karyawan pada jabatan dalam struktur organisasi perusahaan, promosi dan demosi, serta mutasi; (2) Rencana promosi dan mutasi satu level jabatan di bawah Direksi. The Board of Commissioners should examine: (1) career development policies and their implementation, which includes the placement of employees in positions in the company's organizational structure, promotion and demotion, and mutations; (2) Promotion plan and transfer of one level of position under the Board of Directors.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.



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20	Agar terdapat proses telaah terhadap kebijakan akuntansi dan penyusunan laporan keuangan, melalui pembahasan laporan keuangan triwulan dengan manajemen ataupun auditor eksternal. So that there is a review of accounting policies and the preparation of financial statements, through discussion of quarterly financial statements with management or external auditors.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
21	Agar terdapat saran berdasarkan hasil telaah terhadap kebijakan akuntansi dan penyusunan laporan keuangan. So that there are suggestions based on the results of a review of accounting policies and preparation of financial statements.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
22	Agar terdapat proses telaah yang dilakukan oleh Dewan Komisaris menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris) In order that there is a review process carried out by the Board of Commissioners using all instruments in the Board of Commissioners (Committee of the Board of Commissioners)	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
23	Dewan Komisaris agar menyampaikan arahan kepada Direksi tentang kebijakan akuntansi dan penyusunan laporan keuangan beserta penerapannya. The Board of Commissioners should submit directions to the Board of Directors regarding accounting policies and preparation of financial statements and their application.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
24	Agar terdapat saran Dewan Komisaris yang memadai mengenai kebijakan mutu dan pelayanan beserta pelaksanaannya. In order to have adequate Board of Commissioners recommendations regarding quality and service policies and their implementation.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
25	Agar terdapat telaahan atas kepatuhan Direksi terhadap anggaran dasar, peraturan perundang-undangan yang mengatur bisnis perusahaan (regulasi sektoral), dan peraturan perundang undangan lainnya serta perjanjian dengan pihak ketiga. Termasuk yang ditelaah adalah (1) laporan hasil audit atas kepatuhan terhadap peraturan perundang-undangan yang berlaku (PSA-62) yang diterbitkan Akuntan Publik yang mengaudit laporan keuangan, serta hasil laporan audit yang dilaksanakan oleh BPK RI mengenai kepatuhan terhadap perundang-undangan yang berlaku; (2) hasil evaluasi kajian risiko dan legal (risk and legal review) atas rencana inisiatif bisnis, kebijakan dan rencana kerjasama yang akan dilakukan oleh perusahaan; (3) kinerja kegiatan/upaya-upaya penyelesaian kasus litigasi dan non litigasi; (4) kajian hukum (legal opinion) atas rencana tindakan dan permasalahan yang terjadi terkait dengan kesesuaian hukum atau ketentuan yang berlaku. In order to have a review of the Board of Directors' compliance with the articles of association, laws and regulations governing the company's business (sectoral regulations), and other laws and regulations as well as agreements with third parties. Included in the review are (1) audit report on compliance with applicable laws and regulations (PSA-62) issued by the Public Accountant who audits financial statements, as well as the results of audit reports conducted by BPK RI regarding compliance with applicable laws and regulations ; (2) the results of the risk and legal review of the business plan, policy and cooperation plan that will be carried out by the company; (3) performance of activities / efforts to resolve litigation and non-litigation cases; (4) legal opinion (legal opinion) of the action plan and the problems that occur related to the suitability of the law or applicable provisions.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
26	Agar terdapat hasil telaahan atas kepatuhan perusahaan dalam menjalankan peraturan perundang-undangan yang berlaku dan anggaran dasar serta kepatuhan perusahaan terhadap seluruh perjanjian dan komitmen yang dibuat oleh perusahaan dengan pihak ketiga. So that there is a review of the company's compliance in carrying out applicable laws and regulations and the articles of association and company compliance with all agreements and commitments made by the company with third parties.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
27	Agar terdapat kualitas yang memadai terkait evaluasi Dewan Komisaris atas kepatuhan Direksi dalam menjalankan perusahaan dan kesesuaian dengan RJPP. So that there is adequate quality related to the evaluation of the Board of Commissioners of the Board of Directors' compliance in running the company and compliance with RJPP.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
28	Proses evaluasi yang dilakukan oleh Dewan Komisaris agar menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris). The evaluation process carried out by the Board of Commissioners in order to use all instruments in the Board of Commissioners (Committee of the Board of Commissioners).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
29	Komisaris Utama agar menandatangani Laporan Manajemen Triwulan I s.d. Triwulan III, serta seluruh anggota Dewan Komisaris menandatangani Laporan Manajemen Tahunan, setelah dievaluasi/dibahas Dewan Komisaris dan Direksi. So that there is a review of the company's compliance in carrying out applicable laws and regulations and the articles of association and company compliance with all agreements and commitments made by the company with third parties.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

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30	Dewan Komisaris agar melakukan telaah terhadap transaksi atau tindakan Direksi melalui proses pembahasan internal Dewan Komisaris, yang dituangkan dalam risalah rapat internal Dewan Komisaris.  So that there is adequate quality related to the evaluation of the Board of Commissioners of the Board of Directors' compliance in running the company and compliance with RJPP.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
31	Agar terdapat pemberian otorisasi atau rekomendasi paling lambat 14 hari sejak usulan atau dokumen secara lengkap diterima oleh Dewan Komisaris.  The evaluation process is carried out by the Board of Commissioners in order to use all instruments in the Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
32	Dewan Komisaris melalui Komite Audit agar melakukan proses penunjukan calon auditor eksternal sesuai dengan ketentuan pengadaan barang dan jasa masing-masing perusahaan, dan apabila diperlukan dapat meminta bantuan Direksi dalam proses penunjukannya. Jika penunjukkan kembali, harus berdasarkan evaluasi atas kinerja auditor eksternal berdasarkan kriteria yang jelas.  So that there is a review of the company's compliance in carrying out applicable laws and regulations and the articles of association and company compliance with all agreements and commitments made by the company with third parties.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
33	Dewan Komisaris agar mengevaluasi kinerja Auditor Eksternal sesuai dengan ketentuan dan standar yang berlaku.  The Board of Commissioners should evaluate the performance of the External Auditor in accordance with applicable provisions and standards.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
34	Agar terdapat penilaian Dewan Komisaris atas efektivitas pelaksanaan audit eksternal melalui: (1) pemantauan kesesuaian penyelesaian progress audit dengan rencana kerjanya; (2) telaah kesesuaian pelaksanaan audit dengan standar profesi akuntan publik; dan (3) telaahan hasil audit eksternal dan kualitas rekomendasi audit eksternal.  In order for the Board of Commissioners to assess the effectiveness of the external audit through: (1) monitoring the suitability of the completion of the audit progress with its work plan; (2) examination of the suitability of audit implementation with the standards of the public accountant profession, and (3) examination of the results of external audits and the quality of external audit recommendations.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
35	Agar terdapat penilaian Dewan Komisaris atas efektivitas pelaksanaan audit internal melalui: (1) telaah atas efektivitas pemantauan tindak lanjut hasil audit SPI dan auditor eksternal; (2) telaah atas kesesuaian pelaksanaan audit dengan standar audit internal; (3) kelengkapan atribut temuan dan kualitas rekomendasi hasil audit internal; dan (4) telaah rencana kerja pengawasan dan pelaksanaannya; (5) manajemen fungsi SPI.  In order for the Board of Commissioners to assess the effectiveness of internal audit through: (1) review of the effectiveness of monitoring the follow-up of SPI and external auditor's audit results; (2) review of the suitability of audit implementation with internal audit standards; (3) completeness of the findings and quality of recommendations on the results of the internal audit; and (4) review the work plan of supervision and its implementation; (5) SPI function management.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
36	Agar terdapat pelaksanaan: (1) telaah atas pengaduan yang berkaitan dengan BUMN yang diterima oleh Dewan Komisaris serta penyampaian saran berdasarkan hasil telaahan kepada Direksi; (2) telaahan terhadap seluruh pengaduan yang diterima oleh Dewan Komisaris.  For implementation: (1) review of complaints related to SOEs received by the Board of Commissioners as well as the submission of suggestions based on the results of the review to the Directors; (2) review of all complaints received by the Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
37	Proses telaah yang dilakukan oleh Dewan Komisaris agar menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris).  The review process is carried out by the Board of Commissioners in order to use all instruments in the Board of Commissioners (Committee of the Board of Commissioners).	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
38	Agar terdapat penyampaian arahan kepada Direksi tentang peningkatan efektivitas audit internal dan audit eksternal.  In order to provide directives to the Directors about increasing the effectiveness of internal and external audits.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
39	Dewan Komisaris agar memiliki kebijakan dan kriteria seleksi bagi calon Direksi dan pengusulan calon tersebut kepada Pemegang Saham.  The Board of Commissioners must have a policy and selection criteria for candidates for the Board of Directors and propose the candidate to the Shareholders.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
40	Dewan Komisaris agar melakukan telaah dan/atau penelitian/ pemeriksaan terhadap calon-calon Direksi yang diusulkan Direksi, sebelum disampaikan kepada Pemegang Saham.  The Board of Commissioners should conduct a study and / or research / examination of candidates for the Board of Directors proposed by the Board of Directors, before submitting them to the Shareholders.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.



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		Periode Tindak Lanjut Follow up Period	Rencana Tindakan Action Plan
41	Agar terdapat usulan Komisaris atas calon-calon anggota Direksi yang baru kepada RUPS. So that there are proposals from the Board of Commissioners on candidates for new members of the Board of Directors to the GMS.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
42	Agar terdapat penilaian kinerja Direksi oleh Dewan Komisaris berdasarkan telaahan kriteria, target dan indicator kinerja utama yang tercakup dalam Kontrak Manajemen Direksi secara individu dengan realisasi pencapaian masing-masing. So that there is an assessment of the performance of the Directors by the Board of Commissioners based on a review of the criteria, targets and key performance indicators covered by the Directors' Management Contract individually with the realization of each achievement.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
43	Dewan Komisaris agar menyampaikan hasil penilaian kinerja Direksi secara individu kepada RUPS/Pemilik Modal dalam laporan tugas pengawasan Dewan Komisaris secara semesteran dantahunan. The Board of Commissioners should submit the results of the Board of Directors' individual performance evaluation to RUPS / Capital Owners in the semester and annual supervisory report of the Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
44	Proses telaah remunerasi Direksi yang dilakukan oleh Dewan Komisaris agar menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris). The Board of Commissioners remuneration review process is carried out by the Board of Commissioners to use all tools in the Board of Commissioners (Committee of the Board of Commissioners).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
45	Dewan Komisaris wajib melaporkan kepada perusahaan (Sekretaris Perusahaan) untuk dicatat dalam Daftar Khusus mengenai kepemilikan sahamnya dan/atau keluarganya pada perusahaan tersebut dan perusahaan lain. The Board of Commissioners must report to the company (the Corporate Secretary) to be recorded in the Special Register regarding ownership of their shares and / or their families in the company and other companies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
46	Dewan Komisaris agar memiliki/menetapkan Indikator Pencapaian Kinerja beserta target-targetnya, dan disetujui oleh RUPS/Menteri setiap tahun berdasarkan usulan dari Dewan Komisaris yang bersangkutan. The Board of Commissioners must have / set Performance Achievement Indicators and their targets, and be approved by the GMS / Minister annually based on a proposal from the Board of Commissioners concerned.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
47	Dewan Komisaris atau Komite Dewan Komisaris mengevaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dan dituangkan dalam risalah Rapat Dewan Komisaris The Board of Commissioners or the Board of Commissioners' Committee evaluates the performance achievements of each member of the Board of Commissioners and is set out in the minutes of the Board of Commissioners' Meeting	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
48	Dalam pedoman/tata tertib Rapat Dewan Komisaris agar turut mengatur: <ul style="list-style-type: none"> <li>• Etika rapat</li> <li>• Pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya</li> <li>• Pembahasan/telaah atas usulan Direksi dan arahan/keputusan RUPS terkait dengan usulan Direksi dan Dewan Komisaris</li> </ul> In the guidelines / rules of conduct of the Board of Commissioners Meeting, it also regulates: <ul style="list-style-type: none"> <li>• Meeting ethics</li> <li>• Follow-up evaluation of the results of previous meetings</li> <li>• Discussion / review of the Board of Directors proposal and direction / decision of the GMS related to the proposal of the Board of Directors and the Board of Commissioners</li> </ul>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
49	Dewan Komisaris agar memiliki rencana penyelenggaraan rapat internal Dewan Komisaris dengan jumlah dan waktu penyelenggaraan rapat sesuai ketentuan yang berlaku. The Board of Commissioners must have a plan for organizing internal meetings of the Board of Commissioners with the number and time of meetings in accordance with applicable regulations.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
50	Jumlah rapat dan agenda yang dibahas agar sesuai dengan yang direncanakan. Number of meetings and agendas discussed to fit the plan.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
51	Sekretaris Dewan Komisaris agar mengadministrasikan surat keluar dan surat masuk ke Dewan Komisaris, dan dokumen lainnya dengan tertib. Secretary of the Board of Commissioners to administer outgoing and incoming letters to the Board of Commissioners, and other documents in an orderly manner.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2018 Recommendation of GCG Assessment of Fiscal Year 2018	Tindak Lanjut di Tahun 2019 Follow Up in 2019	
		Periode Tindak Lanjut Follow up Period	Rencana Tindakan Action Plan
52	Setiap anggota Dewan Komisaris agar menerima Salinan risalah Rapat Dewan Komisaris, terlepas apakah bersangkutan hadir atau tidak hadir dalam Rapat tersebut.  Each member of the Board of Commissioners must receive a copy of the minutes of the Board of Commissioners' Meeting, whether they are present or not present at the meeting.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
53	Validasi risalah rapat agar sesuai dengan tata tertib yang ditetapkan.  Risalah rapat harus sudah selesai dan diedarkan ke seluruh Dewan Komisaris/Dewan Pengawas maksimal pada selambat-lambatnya 7 (tujuh) hari setelah Rapat selesai dilaksanakan.  Validation of minutes of meeting to be in accordance with the established rules and regulations. Minutes of the meeting must be finished and circulated to the entire Board of Commissioners / Supervisory Board no later than 7 (seven) days after the Meeting has finished.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
54	Agar terdapat data/informasi berkaitan dengan monitoring tindak lanjut hasil keputusan, rekomendasi dan arahan Dewan Komisaris  So that there is data / information related to monitoring the follow-up of the decisions, recommendations and directions of the Board of Commissioners	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
55	Agar terdapat komite lain untuk membantu tugas Dewan Komisaris berdasarkan analisis mengenai kebutuhan untuk mendukung Dewan Komisaris melaksanakan tugasnya.  That there are other committees to assist the duties of the Board of Commissioners based on an analysis of the need to support the Board of Commissioners in carrying out their duties.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
56	Anggota Komite harus berasal dari pihak diluar perusahaan dan tidak mempunyai kaitan dengan manajemen, kaitan kepemilikan dan dengan kegiatan usaha perusahaan.  Committee members must come from parties outside the company and do not have links to management, ownership links and business activities of the company.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
57	Jumlah keanggotaan masing-masing Komite yang berasal dari luar Dewan Komisaris agar sesuai dengan ketentuan yang berlaku.  The total membership of each Committee originating from outside the Board of Commissioners is in accordance with applicable regulations	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
58	Agar terdapat program kerja tahunan Komite yang disetujui/ditetapkan oleh Dewan Komisaris.  In order for the Committee's annual work program to be approved / established by the Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
59	Agar terdapat laporan Komite kepada Dewan Komisaris atas setiap pelaksanaan penugasan disertai dengan rekomendasi.  So that there is a Committee's report to the Board of Commissioners on each implementation of the assignment accompanied by recommendations.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
60	Agar terdapat laporan triwulan dan tahunan Komite kepada Dewan Komisaris, minimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya  In order to have the Committee's quarterly and annual reports submitted to the Board of Commissioners, it must at least contain a comparison of the realization of activities with the annual work program and the substance of the results of their activities and recommendations	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
<b>IV Direksi Board of Directors</b>			
1	Perusahaan agar melaksanakan proses penyediaan barang dan jasa yang sifatnya terbuka bagi peserta penyedia barang/jasa yang berminat serta bagi masyarakat luas pada umumnya (e-procurement).  Companies to carry out the process of providing goods and services that are open to participants who are interested in goods / services and to the wider community in general (e-procurement).	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
2	Perusahaan agar melaksanakan assessment dan evaluasi terkait delivery pemasok.  The company should carry out the assessment and evaluation related to supplier delivery.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
3	Perusahaan agar terdapat pemantauan dan memastikan atas ketidakterlambatan pembayaran kepada pemasok sesuai dengan persyaratan dalam perjanjian/kontrak.  The company should monitor and ensure that payment is not delayed to suppliers in accordance with the terms of the agreement / contract.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.



No.	Rekomendasi Assessment Penerapan GCC Tahun Buku 2018 Recommendation of GCG Assessment of Fiscal Year 2018	Tindak Lanjut di Tahun 2019 Follow Up in 2019	
		Periode Tindak Lanjut Follow up Period	Rencana Tindakan Action Plan
4	Perusahaan agar meningkatkan hasil survei tingkat kepuasan pemasok terhadap fairness dan transparansi pelaksanaan sistem dan prosedur pengadaan dari saat ini yang mencapai 74%. The company should increase the results of the supplier satisfaction survey on the fairness and transparency of the implementation of procurement systems and procedures from the current 74%.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
5	Perusahaan agar memiliki kebijakan mengenai perlindungan hak dan kepentingan kreditur, antara lain: (1) pemenuhan kewajiban kepada kreditur sesuai perjanjian; (2) pengungkapan informasi secara transparan, akurat dan tepat waktu, baik pada saat permintaan maupun penggunaan pinjaman; (3) covenant yaitu jaminan perusahaan untuk melakukan atau tidak melakukan sesuatu untuk melindungi kepentingan kreditur. The company should have policies regarding protecting the rights and interests of creditors, including: (1) fulfilling obligations to creditors in accordance with the agreement; (2) disclosure of information in a transparent, accurate and timely manner, both at the time of request and use of a loan; (3) covenant, which is a company guarantee to do or not do something to protect the interests of creditors.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
6	Perusahaan agar memiliki kebijakan perusahaan sebagai penjamin (avalist). Companies should have a company policy as a guarantor (avalist).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
7	Perusahaan agar dapat meningkatkan indekskepuasan karyawan dari yang saat ini memperoleh 3,55 atau secara persentasi adalah 75%. Companies should be able to increase the employee satisfaction index from those who currently get 3.55 or a percentage of 75%.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
8	Perusahaan agar terdapat kebijakan tentang pembinaan usaha kecil. Companies so that there is a policy on coaching small businesses.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
9	Perusahaan agar melaksanakan program kemitraan dengan usaha kecil disertai penetapan rencana dan anggaran. Companies to carry out partnership programs with small businesses accompanied by the determination of plans and budgets.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
10	Perusahaan agar memberikan informasi (laporan manajemen triwulan, tengah tahunan, dan tahunan) dengan muatan dan waktu yang sama kepada Pemegang Saham minoritas. Companies to provide information (quarterly, semi-annual and annual management reports) with the same content and time to minority Shareholders.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
11	Perusahaan agar terdapat peningkatan atas tingkat pemenuhan prinsip perlakuan yang sama dalam pemberian informasi oleh Direksi kepada Dewan Komisaris dan para Pemegang Saham/Pemilik Modal. The company should increase the level of compliance with the principle of equal treatment in the provision of information by the Directors to the Board of Commissioners and the Shareholders / Capital Owners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
12	Pimpinan Fungsi Audit Internal agar memiliki keahlian yang diakui dalam profesi auditor internal dengan mendapatkan sertifikasi profesi yang tepat (Certified Internal Auditor/Qualified Internal Auditor). Internal Audit Function Leaders in order to have recognized expertise in the internal auditor profession by obtaining appropriate professional certifications (Certified Internal Auditors).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
13	Agar terdapat laporan hasil penugasan pengawasan intern disampaikan kepada Dewan Komisaris cq Komite Audit. So that there are reports on the results of the internal supervision assignment submitted to the Board of Commissioners cq Audit Committee.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
14	Sekretaris Perusahaan agar mengorganisasikan dan mengkoordinasikan undangan Rapat Direksi sesuai ketentuan (tertulis). The Corporate Secretary to organize and coordinate the invitation of the Board of Directors Meeting in accordance with the provisions (in writing).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
15	Risalah RUPS RJPP agar turut memuat jumlah peserta dan pendapat-pendapat yang berkembang dalam RUPS, dan keputusan RUPS. Minutes of the RJPP GMS should also include the number of participants and opinions developed in the GMS, and the GMS decision.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2018 Recommendation of GCG Assessment of Fiscal Year 2018	Tindak Lanjut di Tahun 2019 Follow Up in 2019	
		Periode Tindak Lanjut Follow up Period	Rencana Tindakan Action Plan
16	<p>Validasi risalah rapat agar sesuai dengan tata tertib yang ditetapkan. Risalah rapat harus sudah selesai dan diedarkan keseluruhan Direksi maksimal pada selambat-lambaratnya 7 (tujuh) hari setelah Rapat selesai dilaksanakan.</p> <p>Validation of minutes of meeting to be in accordance with the stipulated order. Minutes of meetings must be completed and circulated throughout the Board of Directors at the latest 7 (seven) days after the Meeting is finished.</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
17	<p>RUPS/Keputusan Pemilik Modal untuk pengesahan/persetujuan RJPP agar dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan.</p> <p>RUPS / Capital Owners' Decree for RJPP approval / approval to be carried out no later than 60 (sixty) days after receipt of the complete RJPP Draft or before the next RJPP period runs</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
<b>V Pengungkapan Informasi dan Transparansi</b> <b>Disclosure of Information and Transparency</b>			
1	<p>Perusahaan agar menyusun kebijakan tentang pengendalian informasi perusahaan. The company should compile a policy on controlling company information.</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
2	<p>Dalam kebijakan pengendalian informasi perusahaan agar turut mengatur:</p> <ul style="list-style-type: none"> <li>• informasi apa saja yang dikategorikan informasi publik dan informasi rahasia perusahaan;</li> <li>• pihak-pihak yang dapat memberikan dan/atau menyampaikan informasi publik.</li> </ul> <p>The company's information control policy should also regulate:</p> <ul style="list-style-type: none"> <li>• what information is categorized as public information and company confidential information;</li> <li>• parties who can provide and/or convey public information.</li> </ul>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
3	<p>Agar dalam kebijakan pengelolaan website dicantumkan aturan pemutakhiran website.</p> <p>In the website management policy, website updating rules should be included.</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
4	<p>Laporan Tahunan agar mencantumkan seluruh nama pemangku jabatan sesuai dengan bagan struktur organisasi.</p> <p>The Annual Report should list all the names of position holders in accordance with the organizational structure chart.</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
5	<p>Laporan Tahunan agar mencantumkan pemaparan terkait rencana pelatihan karyawan yang akan dilakukan</p> <p>The Annual Report should include description regarding employee training plan</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
6	<p>Perusahaan agar memperoleh penghargaan/sertifikasi berskala internasional dan tercantum pada Laporan Tahunan.</p> <p>The Company to obtain awards/certifications on an international scale and listed in the Annual Report.</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
7	<p>Dalam Laporan Tahunan agar terdapat uraian kewajiban lancar dan beban usaha yang tercantum dalam analisis kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya (dalam bentuk narasi dan tabel).</p> <p>In the Annual Report, there should be a description of current liabilities and operating expenses listed in the analysis of financial performance of the year concerned and the previous year (in the form of narratives and tables).</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
8	<p>Dalam Laporan Tahunan terkait bahasan mengenai ikatan yang material untuk investasi barang modal, agar memuat langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.</p> <p>In the Annual Report related to the discussion on material commitment for capital goods investment, should include actions planned by the company to protect risks from foreign currency positions.</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>
9	<p>Laporan Tahunan agar memaparkan uraian tentang komponen-komponen substansial dari pendapatan dan beban lainnya, untuk dapat mengetahui hasil usaha perusahaan.</p> <p>The Annual Report should provide a description of substantial components of revenue and other expenses, to be able to find out the company's business outcome.</p>	2020	<p>Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.</p>



No.	Rekomendasi <b>Assessment Penerapan GCC Tahun Buku 2018</b> Recommendation of GCG Assessment of Fiscal Year 2018	Tindak Lanjut di Tahun 2019 Follow Up in 2019	
		Periode Tindak Lanjut Follow up Period	Rencana Tindakan Action Plan
10	Laporan Tahunan agar memaparkan bahasan tentang dampak perubahan harga terhadap penjualan atau pendapatan bersih perusahaan serta laba operasi perusahaan selama 2 (dua) tahun atau sejak perusahaan memulai usahanya, jika baru memulai usahanya kurang dari 2 (dua) tahun.  The Annual Report should provide a discussion of the impact of price changes on the company's sales or net income and operating profit for 2 (two) years or since the company started its business, if started since less than 2 (two) years.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
11	Laporan Tahunan agar menyampaikan sertifikasi atas pengelolaan lingkungan sebagai salah satu muatan dalam uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama aktivitas lingkungan.  The Annual Report should report certification of environmental management as one of the contents in the description of activities and costs incurred relating to corporate social responsibility, especially environmental activities.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
12	Agar Laporan Tahunan dapat ditingkatkan disesuaikan dengan standar Annual Report Award (ARA) sehingga dapat memenangkan penghargaan.  The Annual Report should be improved adjusted to the standards of Annual Report Award (ARA) in order to win awards.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
13	Agar perusahaan turut berpartisipasi dalam SRA (Sustainability Reporting Award) maupun sejenisnya.  The company should participate in SRA (Sustainability Reporting Award) and the like.	2020	Akan dilaksanakan sesuai rekomendasi.  Will be carried out according to recommendation.
<b>VI Aspek Lainnya</b> Other Aspects			
1	Penilaian pada aspek lainnya akan dibuka ketika total capaian skor aspek 1 (satu) hingga 5 (lima) telah mencapai skor lebih dari 85.  Assessment on other aspects will be opened when total achievement score of aspects 1 (one) to 5 (five) has reached a score of more than 85.	-	-

v = telah ditindaklajuti | x = belum ditindaklanjuti

v = followed up | x = not yet followed up

## PENETAPAN STANDAR KUALITAS IMPLEMENTASI GCG

### DETERMINING THE QUALITY STANDARD OF GCG IMPLEMENTATION

Standar implementasi GCG dibutuhkan sebagai acuan dasar dalam rangka mewujudkan Visi dan menjalankan Misi Perusahaan. Acuan dasar tersebut meliputi kriteria yang akan dicapai dari berbagai aspek yang terkait dengan implementasi GCG. Standar implementasi juga dimaksudkan untuk memacu Perusahaan untuk meningkatkan kualitas implementasi GCG. Standar tersebut dirumuskan berdasarkan peraturan terkait, masukan dari stakeholders, hasil assessment dan benchmarking.

Sebagai entitas anak perusahaan BUMN, yakni PT Pertamina (Persero), maka standar implementasi GCG di Perusahaan mengacu pada Peraturan Menteri Negara BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN dan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Standar penerapan 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 yang antara lain meliputi pelaporan keberlanjutan dan kemampuan Perusahaan sebagai *benchmark* dalam bidangnya.

GCG implementation standards are needed as a basic reference in order to realize the Vision and carry out the Company's Mission. The basic references include criteria to be achieved from various aspects related to GCG implementation. Implementation standards are also intended to spur the Company to improve the quality of GCG implementation. These standards are formulated based on relevant regulations, input from stakeholders, assessment results and benchmarking.

As a subsidiary of a state-owned company, namely PT Pertamina (Persero), the GCG implementation standards in the company refer to the SOE Ministerial Regulation Number: PER-09/MBU/2012 dated July 6, 2012 concerning the Implementation of Good Corporate Governance in SOEs and Secretary's Decrees Ministry of State Owned Enterprises Number: SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Evaluation 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/Board of Trustees.
4. Aspects of the Board of Directors.
5. Aspects of Information Disclosure and Transparency.
6. Other aspects which include reporting sustainability and the ability of the Company as a benchmark in its field.

## PENANGGUNG JAWAB PELAKSANAAN GCG PTC

### CORPORATE RESPONSIBILITIES OF GCG PTC

Keberhasilan penerapan GCG di Perusahaan salah satunya dapat diukur sejauh mana efektifitas pelaksanaan program-program GCG yang dijalankan Perusahaan. PTC telah memiliki Chief Compliance Officer yang memiliki tugas dan wewenang untuk merencanakan, membuat, memeriksa, mensosialisasikan, memonitor dan mengevaluasi pelaksanaan program kepatuhan Perusahaan dan Insan PTC pada peraturan perundang-undangan serta Peraturan Internal dalam menjalankan kegiatannya.

Sementara untuk penerapan GCG secara menyeluruh, Direksi telah menunjuk Direktur Keuangan & Dukungan Bisnis sebagai penanggung jawab dan pemantauan penerapan GCG di Perusahaan melalui Surat Keputusan Direksi No. 600/PTC-10000/2017-S1 tanggal 31 Agustus 2017 tentang Penunjukan Direktur Sebagai Penanggung Jawab dalam Penerapan dan Pemantauan GCG di Lingkungan PT Pertamina Training & Consulting.

Tugas Penanggung Jawab Tata Kelola Perusahaan tersebut, adalah:

1. Melakukan penyusunan rencana kerja dalam rangka pemenuhan GCG;
2. Melakukan pemantauan terhadap pelaksanaan GCG;
3. Melakukan laporan berkala atas pelaksanaan GCG kepada Direktur Utama.

Laporan pemantauan pelaksanaan GCG tahun 2019 oleh Penanggung Jawab Pelaksanaan GCG PTC telah disampaikan kepada Direktur Utama PTC, dan diteruskan kepada Dewan Komisaris PTC, serta disampaikan kepada seluruh pegawai di Lingkungan PTC.

Success implementation of GCG in the Company can be measured to the extent of effectiveness of the implementation of GCG programs carried out by the Company. PTC has a Chief Compliance Officer who has the duty and authority to plan, create, inspect, socialize, monitor and evaluate the implementation of the Company and PTC People's compliance programs to laws and regulations and Internal Regulations in carrying out their activities.

While for GCG implementation as a whole, the Board of Directors has appointed the Finance Director & Business Support as the person in charge of and monitoring the implementation of GCG in the Company through Board of Directors Decree No. 600/PTC-10000/2017-S1 dated August 31, 2017 concerning the Appointment of a Director as Person in Charge for the Implementation and Monitoring of GCG in PT Pertamina Training & Consulting.

The Duties of Person in Charge of Corporate Governance, are:

1. Preparing work plan to fulfill GCG;
2. Monitoring the implementation of GCG;
3. Submit periodic report on GCG implementation to the President Director.

The report on monitoring of GCG implementation in 2019 by PTC GCG Implementation Person in charge has been submitted to PTC's President Director, and forwarded to PTC's Board of Commissioners, and conveyed to all employees within PTC Environment.



## PETA JALAN GCG

### GCG ROAD MAP

Dalam rangka terus mempertahankan bahkan memperkuat konsistensi implementasi GCG di PTC, Perusahaan memiliki peta jalan atau road map GCG, *Road Map GCG 2016-2023*, sehingga Perusahaan memiliki rencana yang terukur dan terarah dalam menerapkan asas GCG.

*Road Map GCG 2016-2023* terdiri atas tiga tahapan, yaitu:

1. *Road Map GCG Tahap I 2016-2018*;
2. *Road Map GCG Tahap II 2019-2021*; and
3. *Road Map GCG Tahap III 2022-2023*.

Setiap tahapan *Road Map* memiliki strategi pencapaiannya. Ketiga tahapan dari *Road Map GCG 2016-2023* ini menjadi referensi utama dalam melakukan perbaikan praktik GCG dan regulasi bagi Perusahaan secara komprehensif, khususnya bagi pemangku kepentingan. *Road Map* ini disusun untuk memberikan gambaran secara menyeluruh atas proses penciptaan nilai tambah dan perbaikan berkesinambungan dari implementasi GCG di lingkungan Perusahaan, menuju perusahaan yang dikenal sebagai Perusahaan Warga Negara yang Baik (*Good Corporate Citizen*).

In order to continue to maintain and even strengthen the consistency of GCG implementation in PTC, the Company has a GCG road map, 2016-2023 Road Map, so that the Company has a measurable and directed plan in implementing GCG principles.

GCG Road Map 2016-2023 consists of three phases, namely:

1. GCG Road Map Phase I 2016-2018;
2. GCG Road Map Phase II 2019-2021; and
3. GCG Road Map Phase III 2022-2023.

Every stage of the Road Map has a strategy for achieving it. The three stages of the 2016-2023 GCG Road Map are the main references in improving GCG practices and regulations for the Company comprehensively, especially for stakeholders. This Road Map was compiled to provide an overall picture of the process of creating added value and continuous improvement of the implementation of GCG in the Company's environment, towards a company known as a Good Corporate Citizen.

#### Road Map GCG (Tata Kelola Perusahaan) PT Pertamina Training & Consulting GCG Road Map (Corporate Governance) of PT Pertamina Training & Consulting



## LANDASAN PENERAPAN GCG

### LEGAL FRAMEWORK OF GCG APPLICATION

Dasar Penerapan GCG di Perusahaan mengacu kepada beberapa ketentuan, peraturan, serta perundang-undangan yang berlaku, yaitu:

1. Undang-Undang Republik Indonesia
  - a. Undang-Undang Republik Indonesia No.40 Tahun 2007 tentang Perseroan Terbatas
  - b. Undang-Undang Republik Indonesia No.19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN)
  - c. Undang-Undang Republik Indonesia No.28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme
  - d. Undang-Undang Republik Indonesia No.5 Tahun 1999 tentang Larangan Praktek Monopoli dan Persaingan Usaha Tidak Sehat.
  - e. Undang-Undang Republik Indonesia No.13 Tahun 2003 tentang Ketenagakerjaan.
  - f. Undang-Undang Republik Indonesia No.20 Tahun 2001 tentang Perubahan atas Undang-Undang Republik Indonesia No.31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi
  - g. Undang-Undang Republik Indonesia No.15 Tahun 2002 tentang Tindak Pidana Pencucian Uang sebagaimana telah diubah dengan Undang-Undang Republik Indonesia No.25 Tahun 2003
  - h. Undang-Undang Republik Indonesia No.11 Tahun 2008 tentang Informasi dan Transaksi Elektronik
  - i. Undang-Undang Republik Indonesia No.14 Tahun 2008 tentang Keterbukaan Informasi
2. Peraturan Menteri
  - a. Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 dan perubahannya No.PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara
  - b. Peraturan Menteri Negara BUMN No.PER-2/MBU/06/2016 Jo. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN.
  - c. Peraturan Menteri Negara BUMN No.PER-03/MBU/2015 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi BUMN
  - d. Peraturan Menteri Negara BUMN No.PER-05/MBU/2008 tentang Pengadaan Barang dan Jasa di Badan Usaha Milik Negara, dengan perubahan terakhirnya No.PER-15/MBU/2012 tanggal 25 September 2012
  - e. Peraturan Menteri BUMN No.PER-02/MBU/2013 tanggal 18 Februari 2013 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi BUMN
  - f. Salinan Keputusan Sekretaris Menteri Negara BUMN No.SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN

Di samping itu, Perusahaan mengadopsi beberapa peraturan yang diberlakukan oleh Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) yang telah dialihfungsikan menjadi Otoritas Jasa Keuangan (OJK). Umumnya, peraturan dari OJK diberlakukan kepada perusahaan yang mencatatkan sahamnya atau menerbitkan efek di Bursa Efek Indonesia, atau entitas usaha yang bergerak di industri keuangan. Walaupun Perusahaan tidak termasuk dalam kategori tersebut, adopsi peraturan OJK diperlukan untuk membantu Perusahaan dalam menciptakan proses dan mekanisme GCG yang efektif.

Selain itu, beberapa rujukan lainnya digunakan Perusahaan untuk mengembangkan penerapan prinsip GCG, seperti Pedoman Umum *Good Corporate Governance* Indonesia Tahun 2006 yang diterbitkan oleh Komite Nasional Kebijakan Governance tanggal 17 Oktober 2006 ("Pedoman Umum GCG Indonesia KNKG"), ISO 26000 tentang Panduan Tanggung Jawab Sosial, dan OECD 2004 *Principles of Corporate Governance*.

The Basis of GCG Implementation in the Company refers to several provisions, regulations, and applicable laws, namely:

1. Laws of the Republic of Indonesia
  - a. Republic of Indonesia Law No.40 of 2007 concerning Limited Liability Companies
  - b. Republic of Indonesia Law No.19 of 2003 concerning State-Owned Enterprises (BUMN)
  - c. Republic of Indonesia Law No.28 of 1999 concerning State Administrators who are Clean and Free of Corruption, Collusion and Nepotism
  - d. Republic of Indonesia Law No.5 of 1999 concerning Prohibition of Monopolistic Practices and Unfair Business Competition.
  - e. Republic of Indonesia Law No.13 of 2003 concerning Manpower.
  - f. Republic of Indonesia Law No.20 of 2001 concerning Amendments to the Law of the Republic of Indonesia No.31 of 1999 concerning Eradication of Corruption Crimes
  - g. Republic of Indonesia Law No.15 of 2002 concerning Criminal Acts of Money Laundering as amended by Law of the Republic of Indonesia No.25 of 2003
  - h. Law of the Republic of Indonesia No.11 of 2008 concerning Electronic Information and Transactions
  - i. Law of the Republic of Indonesia No.14 of 2008 concerning Information Openness
2. Ministerial regulation
  - a. SOE Minister of State Regulation No.PER-01/MBU/2011 and amendments to No.PER-09/MBU/2012 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises
  - b. SOE Minister of State Regulation No.PER-2/MBU/06/2016 Jo. PER-04/MBU/2014 concerning Guidelines for Determination of Income of Directors, Board of Commissioners, and SOE Supervisory Board.
  - c. SOE Minister of State Regulation No.PER-03/MBU/2015 concerning Requirements, Procedures for Appointment and Dismissal of Members of the BUMN Directors
  - d. SOE Minister of State Regulation No.PER-05/MBU/2008 concerning Procurement of Goods and Services in State-Owned Enterprises, with the latest amendment No.PER-15/MBU/2012 dated September 25, 2012
  - e. SOE Minister Regulation No.PER-02/MBU/2013 dated 18 February 2013 concerning Guidelines for the Preparation of SOE Information Technology Management
  - f. A copy of the Decree of the Minister of State Owned Enterprises No.SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Evaluation and Evaluation Indicators for the Implementation of Good Corporate Governance (GCG) in SOEs

In addition, the Company adopted a number of regulations imposed by the Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) which have been converted into Financial Services Authority (OJK). Generally, OJK regulations apply to companies that list their shares or issue securities on the Indonesia Stock Exchange, or business entities engaged in the financial industry. Although the Company is not included in that category, the adoption of OJK regulations is needed to assist the Company in creating effective GCG processes and mechanisms.

In addition, several other references were used by the Company to develop the application of GCG principles, such as the 2006 General Guidelines for Good Corporate Governance published by the National Committee on Governance on October 17, 2006 ("General Guidelines on GCG Indonesia KNKG"), ISO 26000 on Guidelines for Responsibility Social and OECD 2004 Principles of Corporate Governance.



## TUJUAN PENERAPAN GCG

### PURPOSE OF GCG APPLICATION

Tujuan penerapan GCG dilingkungan Perusahaan adalah:

1. Memaksimalkan nilai perusahaan dengan cara meningkatkan penerapan prinsip-prinsip transparansi, kemandirian, akuntabilitas, pertanggungjawaban, dan kewajaran dalam pelaksanaan kegiatan perusahaan;
2. Terlaksananya pengelolaan Perusahaan secara profesional dan mandiri;
3. Terciptanya pengambilan keputusan oleh setiap Organ Perusahaan yang didasarkan pada nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku;
4. Terlaksananya tanggung jawab sosial Perusahaan terhadap stakeholders;
5. Mengembangkan usaha dibidang human capital, consulting, dan jasa manajemen lainnya.

The objectives of implementing GCG within the Company are:

1. Maximizing the value of the company by increasing the application of the principles of transparency, independence, accountability, responsibility and fairness in the implementation of company activities;
2. The Company's professional and independent management is carried out;
3. Creation of decision making by each Company Organ based on high moral values and compliance with applicable laws and regulations;
4. Implementation of corporate social responsibility towards stakeholders;
5. Developing businesses in the field of human capital, consulting, and other management services.

# STRUKTUR DAN MEKANISME GCG

## GCG STRUCTURE AND MECHANISM



### Infrastruktur GCG

Berdasarkan Undang-Undang No.40 Tahun 2007 tentang Perseroan Terbatas, struktur keorganisasian sebuah Perseroan Terbatas mencakup kepentingan pemegang saham yang dituangkan melalui Rapat Umum Pemegang Saham (RUPS); Direksi dengan tugasnya untuk mengelola; serta Dewan Komisaris yang berfungsi melakukan pengawasan. Sistem kepengurusan Perseroan Terbatas menganut model 2 (dua) badan atau *two tier system*, yaitu Dewan Komisaris dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam peraturan dan perundang-undangan serta Anggaran Dasar.

Perusahaan memiliki ketiga organ utama tersebut, baik RUPS, Dewan Komisaris dan Direksi. Dewan Komisaris dan Direksi memiliki tanggung jawab untuk memelihara kesinambungan usaha Perusahaan dalam jangka panjang. Oleh karena itu, Dewan Komisaris dan Direksi harus memiliki kesamaan persepsi terhadap visi, misi, dan nilai-nilai inti serta budaya Perusahaan.

Infrastruktur GCG Perusahaan juga mengikutsertakan beberapa aspek penting yang berperan untuk mendukung penguatan kontrol dan pengelolaan terhadap Perusahaan, terdiri dari organ pendukung yang meliputi Audit Internal, Sekretaris Perusahaan, dan Manajemen Risiko yang berada di bawah Direksi, serta Komite Audit yang berada di bawah Dewan Komisaris. Selain itu, terdapat proses audit independen atas laporan keuangan dan laporan lainnya yang dilakukan oleh akuntan eksternal dalam memperkuat

### GCG Infrastructure

Based on Law No.40 of 2007 concerning Limited Liability Companies, the organizational structure of a Limited Liability Company includes the interests of shareholders as outlined in the General Meeting of Shareholders (GMS); Directors with their duties to manage; and the Board of Commissioners whose function is to supervise. The management system of the Limited Liability Company follows the model of 2 (two) bodies or two tier systems, namely the Board of Commissioners and the Board of Directors with clear authority and responsibilities in accordance with their respective functions as mandated in regulations and laws and the Articles of Association.

The company has the three main organs, both the GMS, the Board of Commissioners and the Board of Directors. The Board of Commissioners and Directors have the responsibility to maintain the long-term sustainability of the Company's business. Therefore, the Board of Commissioners and the Board of Directors must have a common perception of the company's vision, mission and core values and culture.

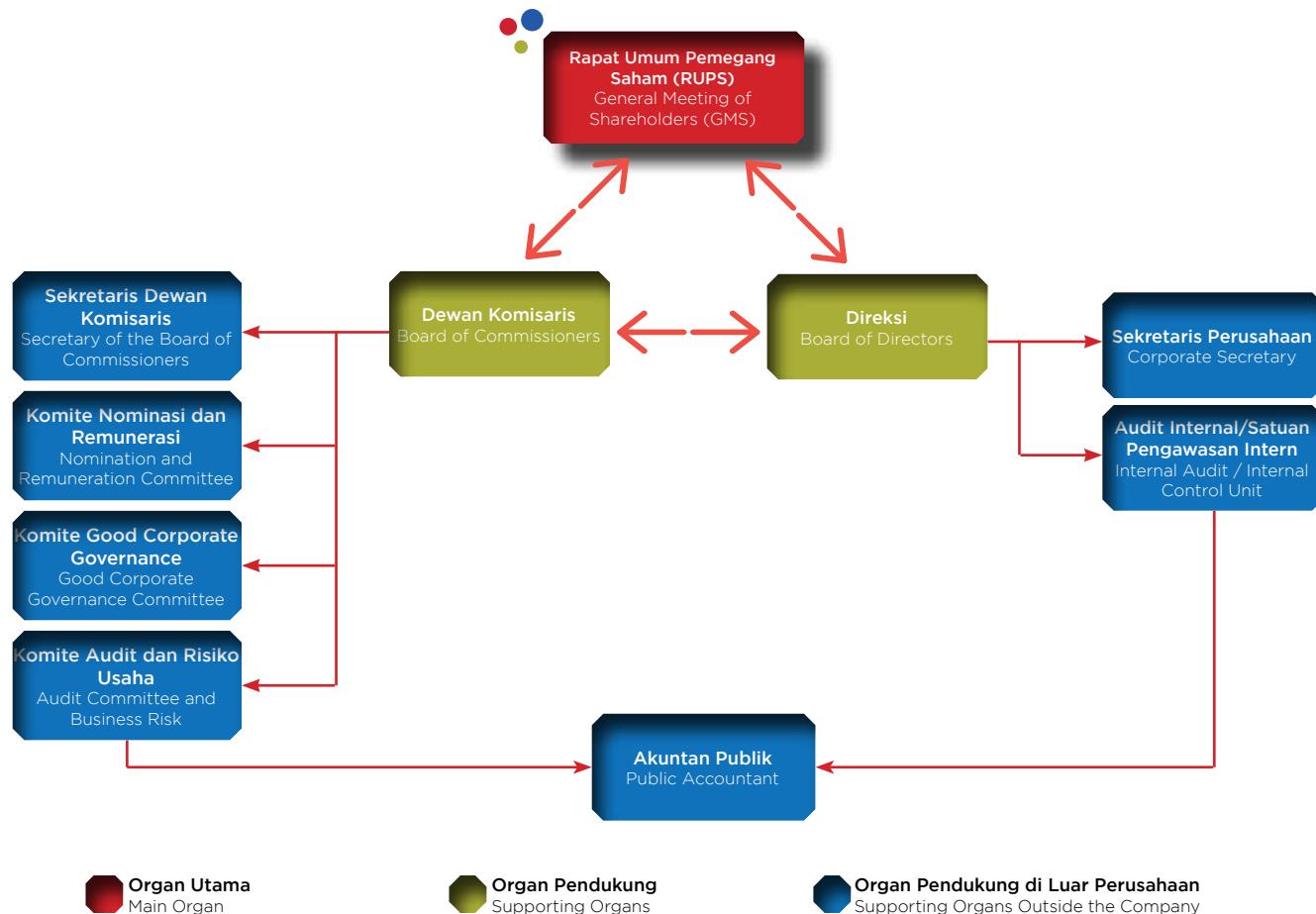
The Company's GCG infrastructure also includes several important aspects that play a role in supporting the strengthening of control and management of the Company, consisting of supporting organs which include Internal Audit, Corporate Secretary, and Risk Management under the Directors, and the Audit Committee under the Board of Commissioners. In addition, there is an independent audit process for financial statements and other reports carried out by external accountants in strengthening

kontrol khususnya terkait laporan kinerja Perusahaan. Struktur tersebut telah sesuai dengan ketentuan regulasi yang berlaku di Indonesia.

control, especially related to the Company's performance reports. The structure is in accordance with the applicable regulations in Indonesia.

### Infrastruktur GCG PTC

### PTC GCG Infrastructure



### Softstructure GCG

Softstructure atau perangkat lunak GCG merupakan sebuah mekanisme penerapan prinsip GCG di lingkup sebuah entitas usaha. Softstructure GCG terdiri dari berbagai peraturan dan kebijakan yang mengatur lingkup tanggung jawab organ GCG, dan hubungan kerja antar organ GCG; termasuk dengan pemangku kepentingan baik internal maupun eksternal.

Perusahaan telah menyusun, menerapkan, menetapkan dan memperbarui softstructure GCG yang terdiri dari perangkat kebijakan dan prosedur operasional, meliputi antara lain:

### GCG Softstructure

Soft structure or GCG software is a mechanism for implementing GCG principles within the scope of a business entity. The GCG Softstructure consists of various regulations and policies governing the scope of responsibility of the GCG organs, and the working relations between the GCG organs; including with internal and external stakeholders.

The Company has compiled, implemented, established and updated the GCG soft structure which consists of policy tools and operational procedures, including:

#### Perangkat Kebijakan Policy Tools

Anggaran Dasar Perusahaan  
Company's Articles of Association

#### Penetapan dan Pembaruan Establishment and Update

Akta No.12 tanggal 27 Juni 2013 dihadapan Doktorandus Andy Alhadis Agus, SH, Notaris di Jakarta yang telah diterima dan dicatat oleh Menteri Hukum dan Hak Asasi Manusia RI No.AHU-0096119.AH.01.09.tahun 2013 tanggal 21 Oktober 2013 yang perubahan terakhirnya dimuat dalam Akta No.6 tanggal 8 November 2018, dibuat dihadapan Yulkhaizar Panuh, SH, Notaris di Jakarta, yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0026819.AH.01.02.tahun 2018 tanggal 23 November 2018.

Deed No. 12 dated June 27, 2013 made before Drs. Andy Alhadis Agus, SH, Notary in Jakarta, which has been accepted and recorded by RI Minister of Law and Human Rights No. AHU-0096119.AH.01.09.Tahun 2013 dated October 21, 2013, where the latest amendment was contained in Deed No. 6 dated November 8, 2018, made before Yulkhaizar Panuh, SH, Notary in Jakarta, which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0026819.AH.01.02.year 2018 dated November 23, 2018.

Perangkat Kebijakan Policy Tools	Penetapan dan Pembaruan Establishment and Update
Pedoman Tata Kelola Perusahaan yang Baik Code of Good Corporate Governance	Ditetapkan melalui buku Pedoman Tata kelola Perusahaan No.A-008/PTC-10000/2016-S1 tentang GCG Code atau GCG Policy Stipulated through Corporate Governance Guidebook No. A-008/PTC-10000/2016-S1 concerning GCG Code or GCG Policy
<i>Board Manual</i> (Buku Panduan Dewan Komisaris dan Direksi) Board Manual	Surat Keputusan Direksi No.Kpts-167/PTC-10000/2016-S1 tentang Board Manual PT Pertamina Training & Consulting. Board of Directors Decree No. Kpts-167/PTC-10000/2016-S1 about the Board Manual of PT Pertamina Training & Consulting.
Pedoman Etika Usaha dan Tata Perilaku ( <i>Code of Conduct/CoC</i> ) Code of Conduct (CoC)	Ditetapkan melalui buku Pedoman COC No.A-006/PTC-10000/2013 Revisi 1 thn 2017 Stipulated through COC Guidebook No. A-006/PTC-10000/2013 1st Revision of 2017
Pedoman Konflik Kepentingan ( <i>Conflict of Interest /CoI</i> ) Conflict of Interest (CoI) Guidelines	Ditetapkan melalui buku Pedoman Konflik Kepentingan : No.A-010/PTC-DU10000/2013-S1 Stipulated through the Conflict of Interest Guidebook No. A-010/PTC-DU10000/2013-S1
Piagam Komite Audit ( <i>Audit Committee Charter</i> ) Audit Committee Charter	Surat Keputusan Dewan Komisaris No.Kpts-016/PTC-DEKOM/2018-S1 tentang Penetapan Piagam (Charter) Komite Audit PT Pertamina Training & Consulting. Board of Commissioners Decree No. Kpts-016/PTC-DEKOM/2018-S1 concerning Stipulation of Audit Committee Charter (PT) of PT Pertamina Training & Consulting.
Pedoman Audit Internal/Satuan Pengawasan Internal (SPI) Internal Audit Unit (SPI) Guidelines	Ditetapkan melalui Pedoman Audit Internal, No: A-017/PTC-10000/2017-S1 Stipulated through the Internal Audit Charter, No: A-017/PTC-10000/2017-S1
Pedoman Manajemen Risiko Risk Management Guidelines	Ditetapkan melalui buku Pedoman Manajemen Risiko No.A-011/PTC-10000/2016-S1 Stipulated through the Risk Management Guidebook No. A-011/PTC-10000/2016-S1
Pedoman Pengadaan Barang dan Jasa Guidelines for Procurement of Goods and Services	Ditetapkan melalui TKO Pengadaan Barang/Jasa No.B-015/PTC-11030/20015-S1 Stipulated through TKO for Procurement of Goods/Services No. B-015/PTC-11030/20015-S1
Pedoman Pengelolaan Gratifikasi Guidelines for Gratification Management	Ditetapkan melalui buku Pedoman Gratifikasi : No.A-013/PTC-10000/2017-S1 Stipulated through Stipulated through the Gratification Guidebook: No. A-013 / PTC-10000/2017-S1
Pedoman Sistem Pelaporan Pelanggaran ( <i>Whistle Blowing System</i> ) Whistle Blowing System Guidelines	Ditepakan melalui TKO Pengelolaan Whistle Blowing No.: B007/PTC-10010/2017-S1 Stipulated through TKO for Whistle Blowing Management No: B007/PTC-10010/2017-S1
Pedoman Penyampaian Laporan-laporan atas Program Kepatuhan melalui <i>Compliance online System</i> Guidelines for Submitting Reports on Compliance Program through the Compliance online System	Ditetapkan melalui buku Pedoman compliance online system No.: A-020/PTC-10000/2017-S1 Stipulated through the compliance online system guidebook No: A-020/PTC-10000/2017-S1

## Hubungan Antar Organ Dan Mekanisme Tata Kelola Perusahaan Yang Baik

Secara garis besar, struktur GCG di lingkup Perusahaan mengacu kepada Undang-undang No.40 Tahun 2007 tentang Perseroan Terbatas, yang terdiri dari 3 (tiga) organ utama yaitu Rapat Umum Pemegang Saham (RUPS), Direksi, dan Dewan Komisaris. Seperti yang telah diuraikan sebelumnya, sistem pengelolaan Perseroan Terbatas menganut model 2 (dua) badan atau *two tier system*, yaitu Dewan Komisaris dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam peraturan dan perundang-undangan serta Anggaran Dasar. Sementara RUPS merupakan forum bagi pemegang saham untuk memutuskan hal-hal yang bersifat strategis.

Dalam melaksanakan tugasnya, Dewan Komisaris dibantu oleh Komite Audit dengan didukung oleh Sekretaris Dewan Komisaris. Sedangkan Direksi memiliki organ pendukung Sekretaris Perusahaan dan Internal Audit, serta Unit Manajemen Risiko. Mekanisme GCG Perusahaan dituangkan dalam Pedoman GCG dan *Board Manual* yang ditandatangani bersama-sama oleh Dewan Komisaris dan Direksi dan mengatur pelaksanaan hubungan kerja seluruh Organ Tata Kelola di lingkungan Perusahaan, dengan mengacu pada ketentuan Anggaran Dasar Perusahaan dan/atau peraturan serta perundang-undangan yang berlaku.

Sesuai dengan Surat Keputusan Direktur Utama No.600/PTC-10000/2017-S1 tanggal 31 Agustus 2017, Perusahaan telah menunjuk Direktur Keuangan & Dukungan Bisnis sebagai penanggung jawab dan pemantau penerapan GCG di Perusahaan. Tanggung jawab yang dimiliki oleh jabatan ini antara lain:

1. Melakukan penyusunan rencana kerja dalam rangka pemenuhan GCG
2. Melakukan pemantauan terhadap pelaksanaan GCG
3. Melakukan laporan berkala atas pelaksanaan GCG kepada Direktur Utama

## Relations between Organs and Good Corporate Governance Mechanisms

Broadly speaking, the structure of GCG in the scope of the Company refers to Law No.40 of 2007 concerning Limited Liability Companies, consisting of 3 (three) main organs, namely the General Meeting of Shareholders (GMS), Directors, and Board of Commissioners. As explained earlier, the Limited Liability Company management system adheres to a 2 (two) body model or two tier system, namely the Board of Commissioners and the Board of Directors with clear authority and responsibilities in accordance with their respective functions as mandated in the rules and regulations as well as the Articles of Association. . While the GMS is a forum for shareholders to decide on strategic matters.

In carrying out its duties, the Board of Commissioners is assisted by the Audit Committee, supported by the Secretary of the Board of Commissioners. Whereas the Board of Directors has the supporting organs of the Corporate Secretary and Internal Audit, and the Risk Management Unit. The Company's GCG Mechanism is outlined in the GCG Guidelines and Board Manual signed jointly by the Board of Commissioners and Board of Directors and regulates the implementation of working relationships of all Corporate Governance Organizations within the Company, with reference to the provisions of the Company's Articles of Association and/or applicable laws and regulations. .

In accordance with the Decree of the President Director No.600/PTC-10000/2017-S1 dated 31 August 2017, the Company has appointed the Director of Finance & Business Support as the person in charge and monitoring the implementation of GCG in the Company. The responsibilities held by this position include:

1. Arranging work plans in order to fulfill GCG
2. Monitoring the implementation of GCG
3. Conduct periodic reports on the implementation of GCG to the President Director



# RAPAT UMUM PEMEGANG SAHAM (RUPS)

## GENERAL MEETING OF SHAREHOLDERS (RUPS)

Rapat Umum Pemegang Saham (RUPS) adalah Organ Perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-undang dan/atau Anggaran Dasar. RUPS sebagai organ Perusahaan merupakan wadah bagi Pemegang Saham untuk mengambil keputusan penting, dengan memperhatikan ketentuan Anggaran Dasar dan peraturan perundangan-undangan.

Keputusan yang diambil dalam RUPS harus didasarkan pada kepentingan Perusahaan dalam jangka panjang maupun jangka pendek. RUPS dan/atau Pemegang Saham tidak dapat melakukan intervensi terhadap tugas, fungsi dan wewenang Dewan Komisaris dan Direksi dengan tidak mengurangi wewenang RUPS untuk menjalankan haknya sesuai dengan Anggaran Dasar dan peraturan perundangan-undangan. Wewenang RUPS antara lain membuat keputusan atas hal-hal sebagai berikut:

1. Persetujuan atas laporan tahunan dan pengesahan laporan Dewan Komisaris dan laporan keuangan Perusahaan.
2. Penggunaan laba bersih Perusahaan.
3. Pengangkatan dan pemberhentian anggota Dewan Komisaris dan Direksi serta penetapan remunerasi Dewan Komisaris dan Direksi.
4. Penggabungan, peleburan atau pemisahan Perusahaan.
5. Perubahan Anggaran Dasar Perusahaan.
6. Rencana Perusahaan melakukan transaksi yang melebihi nilai tertentu dan Memutuskan hal lain yang telah diajukan sebagaimana dalam rapat sesuai dengan ketentuan Anggaran Dasar dan Undang- Undang Perusahaan Terbatas.

Wewenang di atas menunjukkan bahwa RUPS merupakan forum tertinggi dalam struktur GCG Perusahaan, meskipun secara teknis yang menjalankan fungsi koordinator pelaksana adalah Sekretaris Perusahaan sebagai *Chief Compliance Officer*.

Penyampaian permasalahan penting kepada badan tata kelola tertinggi diatur dalam *Board Manual*. Penyampaian permasalahan penting dilakukan oleh Direksi kepada Dewan Komisaris dalam Rapat Dewan Komisaris dilakukan melalui penyampaian laporan bulanan rutin. Apabila permasalahan dirasakan perlu dieskalasi ke pemegang saham, maka penyampaian permasalahan dapat disampaikan pada Forum Performance Dialog yang dilaksanakan setiap Triwulan untuk mengevaluasi kinerja Direksi.

### Dasar Hukum Penyelenggaraan RUPS

Dasar hukum penyelenggaraan RUPS antara lain:

1. UU No.40 Tahun 2007 tentang Perseroan Terbatas;
2. UU No.19 Tahun 2003 tentang Badan Usaha Milik Negara;
3. PP No.45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN No.PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara juncto PER-09/MBU/2012, tanggal 6 Juli 2012, Perubahan Atas Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara;
5. Anggaran Dasar Perusahaan yang disahkan melalui Akta No.6 tanggal 8 November 2018 yang dibuat oleh Andy Alhadis Agus S.H., Notaris, di Jakarta.

General Meeting of Shareholders (GMS) is a Company Organ that has the authority not given to the Directors or Board of Commissioners within the limits specified in the Law and/or Articles of Association. GMS as a Company organ is a place for Shareholders to make important decisions, taking into account the provisions of the Articles of Association and laws and regulations.

Decisions taken at the GMS must be based on the interests of the Company in the long term and short term. The GMS and/or Shareholders cannot intervene in the duties, functions and authority of the Board of Commissioners and Directors without reducing the authority of the GMS to exercise their rights in accordance with the Articles of Association and laws and regulations. The authority of the GMS includes, among others, making decisions on the following matters:

1. Approval of the annual report and ratification of the Board of Commissioners' report and the Company's financial statements.
2. Use of the Company's net profit.
3. Appointment and dismissal of the members of the Board of Commissioners and Directors as well as the determination of the remuneration of the Board of Commissioners and Directors.
4. Company merger, consolidation or separation.
5. Changes to the Company's Articles of Association.
6. The Company's plan to conduct transactions that exceed a certain value and decide on other matters that have been submitted as in the meeting in accordance with the provisions of the Articles of Association and the Limited Company Law.

The authority above shows that the GMS is the highest forum in the Company's GCG structure, although technically the executive coordinator is the Corporate Secretary as Chief Compliance Officer.

Submitting important issues to the highest governance body is regulated in the *Board Manual*. Submission of important issues is carried out by the Directors to the Board of Commissioners in the Board of Commissioners' Meeting through the submission of routine monthly reports. If the problem is felt to be escalating to the shareholders, the submission of the problem can be conveyed at the Performance Dialogue Forum which is held every Quarter to evaluate the performance of the Directors.

### Legal Basis for GMS Implementation

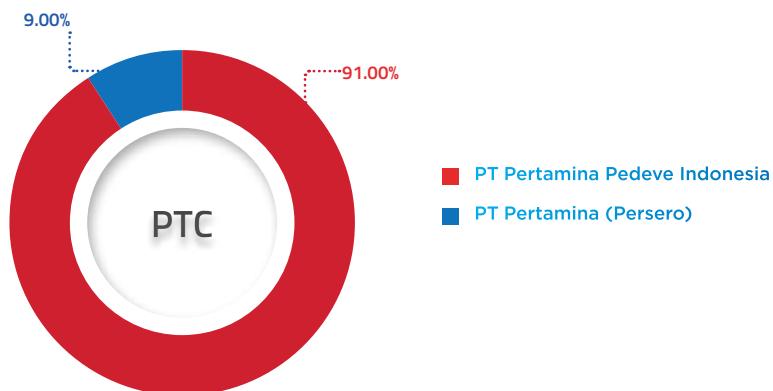
The legal basis for holding the GMS includes:

1. Law No.40 of 2007 concerning Limited Liability Companies;
2. Law No.19 of 2003 concerning State-Owned Enterprises;
3. PP No.45 of 2005 concerning Establishment, Management, Supervision and Disbanding of State-Owned Enterprises;
4. SOE Minister Regulation No.PER-01/MBU/2011 dated 1 August 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises juncto PER-09/MBU/2012, 6 July 2012, Amendment to the Regulation of the Minister of State Enterprises No.PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises;
5. The Company's Articles of Association which are ratified through Deed No.6 dated 8 November 2018 made by Andy Alhadis Agus S.H., Notary, in Jakarta.

## Pemegang Saham

Pemegang Saham sebagai pemilik modal memiliki hak dan tanggung jawab sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perusahaan. Pemegang Saham Perusahaan terdiri dari Pemegang Saham Utama/Pengendali dan Pemegang Saham lainnya. Hingga akhir tahun 2019, Perusahaan tidak menerbitkan sahamnya untuk dimiliki oleh publik.

Komposisi Pemegang Saham PTC  
per 31 Desember 2019



Hak Pemegang saham :

1. Menghadiri dan memberikan suara dalam RUPS dengan ketentuan satu saham memberi hak kepada pemegangnya untuk mengeluarkan satu suara;
2. Memperoleh informasi material mengenai Perusahaan secara tepat waktu, terukur dan teratur;
3. Menerima pembagian keuntungan dari perusahaan yang diperuntukkan bagi pemegang saham dalam bentuk dividen dan sisa kekayaan hasil likuidasi sebanding dengan jumlah saham yang dimilikinya;
4. Hak untuk memesan efek terlebih dahulu (HMED) yang dikeluarkan oleh Perusahaan;
5. Menentukan Komposisi Anggota Dewan Komisaris
6. Hak-hak lainnya yang diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku

## Jenis-Jenis dan Penyelenggaraan RUPS di PTC

Berdasarkan Anggaran Dasar Perusahaan dan Undang-Undang No.40 tahun 2007 tentang Perseroan Terbatas, RUPS terdiri dari RUPS Tahunan dan RUPS Luar Biasa (RUPSLB). Baik RUPS Tahunan dan RUPSLB memiliki wewenang tertinggi dalam struktur tata kelola Perusahaan sekaligus merupakan forum utama bagi Pemegang Saham untuk menggunakan hak dan wewenangnya terhadap Manajemen.

RUPS Tahunan diselenggarakan tiap tahun, paling lambat 6 (enam) bulan setelah tahun buku Perusahaan berakhir. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan oleh RUPS tahunan, berarti memberikan pelunasan dan pembebasan tanggung

## Shareholders

Shareholders as owners of capital have rights and responsibilities in accordance with statutory regulations and the Company's Articles of Association. The Company's Shareholders consist of Major/Controlling Shareholders and other Shareholders. Until the end of 2019, the Company did not issue its shares to be owned by the public.

The Composition of PTC Shareholders  
as of December 31, 2019

- PT Pertamina Pedeve Indonesia
- PT Pertamina (Persero)

Shareholder Rights:

1. Attending and voting in a RUPS provided that one share entitles the holder to cast one vote;
2. Obtain material information about the Company in a timely, measurable and orderly manner;
3. Receive profit sharing from companies intended for shareholders in the form of dividends and the remaining liquidation proceeds of the shares in proportion to the number of shares owned;
4. Right to pre-emptive rights (HMED) issued by the Company;
5. Determine the Composition of Members of the Board of Commissioners
6. Other rights stipulated in the Articles of Association and applicable laws and regulations

## Types and General Meeting of Shareholders at PTC

Based on the Company's Articles of Association and Law No.40 of 2007 concerning Limited Liability Companies, the GMS consists of the Annual GMS and Extraordinary GMS (EGMS). Both the Annual GMS and the EGMS have the highest authority in the corporate governance structure as well as being the main forum for Shareholders to exercise their rights and authority over Management.

The Annual GMS is held annually, no later than 6 (six) months after the Company's fiscal year ends. Approval of the Annual Report and Ratification of the Financial Statements by the Annual General Meeting of Shareholders, means giving full redemption and release



jawab sepenuhnya kepada para anggota Direksi dan Dewan Komisaris atas pengurusan dan pengawasan yang telah dijalankan selama tahun buku yang lalu, sejauh tindakan tersebut tercermin dalam laporan keuangan.

Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yaitu RUPS yang diadakan sewaktu-waktu berdasarkan kebutuhan. Dalam RUPS Luar Biasa, Direksi atau Dewan Komisaris berwenang menyelenggarakan RUPSLB. Direksi juga memiliki kewajiban untuk memanggil dan menyelenggarakan RUPSLB atas permintaan tertulis dari 1 (satu) Pemegang Saham.

Selain dua RUPS di atas, terdapat RUPS Sirkuler atau Pengambilan Keputusan Sirkuler. RUPS Sirkuler adalah pengambilan keputusan yang dilakukan tanpa diadakan RUPS secara fisik, tetapi keputusan diambil dengan cara mengirimkan secara tertulis usul yang akan diputuskan kepada semua pemegang saham dan usul tersebut disetujui secara tertulis oleh seluruh pemegang saham.

RUPS Sirkuler ini diatur dalam Undang-undang No.40 tahun 2007 tentang Perseroan Terbatas, yaitu Pasal 91, yang berbunyi: "Pemegang saham dapat juga mengambil keputusan yang mengingat di luar RUPS dengan syarat semua pemegang saham dengan hak suara menyetujui secara tertulis dengan menandatangani usul yang bersangkutan."

## Mekanisme Penyelenggaraan RUPS Perusahaan

Dalam pelaksanaannya, penyelenggaraan RUPS di lingkungan PTC terdiri dari beberapa tahapan sebagai berikut:

### Persiapan RUPS

1. Pemanggilan untuk RUPS Tahunan disampaikan kepada Pemegang Saham paling lambat 14 (empat belas) hari kerja sebelum acara RUPS dilaksanakan.  
Surat atau media pemanggilan harus mencakup informasi mengenai:
  - a. Agenda RUPS;
  - b. Materi, usulan, dan penjelasan lain yang berkaitan dengan agenda acara RUPS;
  - c. Hari, tanggal, dan jam diadakan RUPS.
  - d. Tempat pelaksanaan RUPS.
2. Tempat pelaksanaan RUPS adalah di lokasi tempat beroperasinya Perusahaan atau di tempat lain dimungkinkan.
3. Tidak perlu dilakukan pemanggilan tertulis untuk RUPS Luar Biasa jika semua peserta RUPSLB sudah mengetahui, menyetujui dan menyatakan dapat hadir.

### Pelaksanaan Rapat

1. RUPS dipimpin oleh Pemegang Saham atau yang diberi kuasa dengan hak substitusi oleh Pemegang Saham;
2. RUPS diawali dengan pembacaan Tata Tertib RUPS;
3. RUPS membahas masalah yang telah ditetapkan dalam agenda RUPS;
4. Agenda tambahan RUPS dapat dibahas jika disetujui oleh RUPS;

### Pengambilan Keputusan

1. Pengambilan keputusan dalam RUPS dilaksanakan melalui prosedur yang transparan dan adil;
2. Keputusan RUPS diambil berdasarkan musyawarah untuk mufakat sesuai dengan peraturan perundang-undangan yang berlaku;
3. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan diambil berdasarkan suara terbanyak dari jumlah suara yang sah.

### Pendokumentasian Hasil RUPS

1. Sekretaris Perseroan atau Notaris membuat Risalah RUPS dalam setiap penyelenggaraan RUPS.
2. Risalah RUPS harus ditandatangani Ketua Rapat dan Pemegang Saham.
3. Penandatanganan Risalah RUPS tidak diperlukan apabila risalah tersebut dibuat dengan Berita Acara Notaris;
4. Risalah RUPS harus didokumentasikan dan disimpan oleh Sekretaris Perusahaan.
5. Pemegang Saham berhak memperoleh Risalah RUPS.

of responsibilities to members of the Board of Directors and Board of Commissioners for the management and supervision that have been carried out during the last financial year, as long as those actions are reflected in the financial statements.

Extraordinary General Meeting of Shareholders (EGMS), namely EGMS held at any time based on need. In an Extraordinary GMS, the Board of Directors or the Board of Commissioners has the authority to hold an EGMS. The Board of Directors also has the obligation to summon and convene the EGMS at the written request of 1 (one) Shareholder.

In addition to the two RUPS above, there is a Circular RUPS or Circular Decision Making. Circular GMS is a decision made without a physical GMS, but a decision is made by sending a written proposal that will be decided to all shareholders and the proposal is agreed in writing by all shareholders.

The Circular GMS is regulated in Law No.40 of 2007 concerning Limited Liability Companies, namely Article 91, which reads: "Shareholders can also make decisions that are considered outside the GMS on the condition that all shareholders with voting rights agree in writing by signing the proposal in question."

## Mechanism of the Company's General Meeting of Shareholders

In its implementation, the GMS in the PTC environment consists of several stages as follows:

### Preparation of AGM

1. Summons for the Annual GMS are submitted to the Shareholders no later than 14 (fourteen working days before the AGM event is held.  
The summons or media must include information about:
  - a. AGMS agenda;
  - b. Material, proposals and other explanations related to the agenda of the GMS;
  - c. Day, date and time of the GMS.
  - d. The venue for the GMS.
2. The place where the GMS is held is at the location where the Company operates or at other possible locations.
3. There is no need for a written summons for the Extraordinary GMS if all EGMS participants already know, agree and declare that they can attend.

### Implementation of the Meeting

1. GMS is chaired by Shareholders or authorized by substitution rights by the Shareholders;
2. GMS begins with the reading of GMS Rules;
3. the GMS discusses the issues set out in the GMS agenda;
4. The additional agenda of the GMS can be discussed if approved by the GMS;

### Decision-making

1. Decision making in the GMS is carried out through transparent and fair procedures;
2. RUPS decisions are taken based on deliberation to reach consensus in accordance with applicable laws and regulations;
3. In the event that a decision based on deliberation to reach consensus is not reached, the decision is made based on the majority of votes from the number of valid votes.

### Documentation of AGMS Results

1. The Corporate Secretary or Notary makes the GMS Minutes in each GMS.
2. Minutes of the GMS must be signed by the Chair of the Meeting and Shareholders.
3. The signing of the GMS Minutes is not necessary if the minutes are drawn up with Minutes of Notary;
4. Minutes of the GMS must be documented and kept by the Corporate Secretary.
5. Shareholders are entitled to get the GMS Minutes.

## Informasi Keputusan RUPS Tahun 2018 dan Tindak Lanjutnya oleh Manajemen

Di sepanjang tahun 2018, Perusahaan telah melaksanakan RUPS sebanyak 1 (satu) kali, yaitu RUPS Tahunan pada tanggal 19 April 2018 bertempat di Kantor PTC Ruang Rapat Smart Lt.2, Jakarta Pusat, DKI Jakarta. Hasil Keputusan RUPS tahun 2018 dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2019 adalah sebagai berikut:

Agenda dan Hasil Keputusan RUPS 19 April 2018 Agenda and decision of GMS April 19, 2018	Sudah/ Belum Terlaksana Done/ not yet	Tindak Lanjut oleh Manajemen Atas Keputusan RUPS Tahunan 2018 Hingga Akhir Tahun 2019 Management Follow Up on Decisions of the 2018 Annual GMS Until the End of 2018
<p><b>Agenda Pertama:</b> Penyampaian Laporan Tahunan Tahun Buku 2017</p> <p><b>Hasil Keputusan:</b> Menerima Laporan Tahunan Perseroan Tahun buku 2017</p> <p>First Agenda: Submission of the Annual Report for Fiscal Year 2017</p> <p>Decision: Received the Company's Annual Report for Fiscal Year 2017</p> <p><b>Agenda Kedua:</b> Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perseroan Disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris</p> <p><b>Hasil Keputusan:</b> Menyetujui Laporan Tahunan Perseroan untuk Tahun Buku yang berakhir tanggal 31 Desember 2017, serta mengesahkan Laporan Keuangan Perseroan untuk tahun buku yang berakhir tanggal 31-12-2017 yang tercermin dalam Posisi Keuangan dan Laporan Laba rugi Perseroan beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik (KAP) Tanudiredja, Wibisana, Rintis &amp; Rekan sesuai laporan Nomor: A180205007/DC2/DKO/2018, tanggal 5 Februari 2018 dengan pendapat wajar dalam semua hal yang material. Memberikan pelunasan dan pembebasan sepenuhnya dan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang telah dilakukan selama Tahun Buku yang berakhir tanggal 31 Desember 2017 tersebut, sepanjang: Tindakan-tindakan tersebut tercermin dalam laporan tahunan dan laporan keuangan Perseroan untuk Tahun Buku yang berakhir tanggal 31 Desember 2017 tersebut, dan Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum.</p> <p>Second Agenda: Approval of Annual Report including Ratification of the Company's Financial Statements Accompanied by Provision of Full Repayment and Exemption of Responsibility (<i>volledig acquit et de charge</i>) to Board of Directors and Board of Commissioners</p> <p>Decision: Approved the Company's Annual Report for the Fiscal Year ending December 31, 2017, and ratified the Company's Financial Report for the financial year ending December 31, 2017 which is reflected in the Financial Position and Profit and Loss Statement of the Company as well as the explanation audited by Public Accounting Firm (KAP) Tanudiredja, Wibisana, Rintis &amp; Partners according to report Number: A180205007/DC2/DKO/ 2018, dated February 5, 2018 with unqualified opinion. Providing full repayment and exemption of responsibility (<i>volledig acquit et de charge</i>) to Board of Directors for the management actions and to Board of Commissioners for the supervisory actions that have been carried out during the fiscal year ending December 31, 2017, provided: These actions are reflected in the annual report and financial statements of the Company for the fiscal year ending December 31, 2017, and These actions are not criminal acts and/or acts against the law.</p>	v	<p>Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training &amp; Consulting No.10 tanggal 19 April 2018 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta. Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training &amp; Consulting No. 10 dated April 19, 2018 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.</p> <p>Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training &amp; Consulting No.10 tanggal 19 April 2018 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta. Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training &amp; Consulting No. 10 dated April 19, 2018 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.</p>



Agenda dan Hasil Keputusan RUPS 19 April 2018 Agenda and decision of GMS April 19, 2018	Sudah/ Belum Terlaksana Done/ not yet	Tindak Lanjut oleh Manajemen Atas Keputusan RUPS Tahunan 2018 Hingga Akhir Tahun 2019 Management Follow Up on Decisions of the 2018 Annual GMS Until the End of 2018
<p><b>Agenda Ketiga:</b> Penetapan Penggunaan Laba Tahun Buku 2017</p> <p><b>Hasil Keputusan:</b> Penetapan penggunaan laba tahun berjalan Perseroan Tahun Buku yang berakhir 31 Desember 2017 sebesar Rp 31.698.740.665,- sebagai berikut: Dividen kepada Pemegang Saham sebesar 10% (sepuluh persen) yaitu sebesar Rp 3.169.874.066,- Sebesar 90% (sembilan puluh persen) yaitu Rp 28.528.866.598,- dari laba tahun berjalan Perseroan adalah sebagai cadangan</p> <p><b>Third Agenda:</b> Determination of the Use of Profit for the 2017 Fiscal Year</p> <p><b>Decision:</b> Determination of the use of the Company's profit for the year for the fiscal year ending December 31, 2017 amounted to Rp 31,698,740,665 is as follows: Dividend to Shareholders is 10% (ten percent), amounted to Rp 3,169,874,066, As much as 90% (ninety percent), amounted to Rp 28,528,866,598 from the Company's profit for the year is allocated for reserve</p>	v	<p>Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training &amp; Consulting No.10 tanggal 19 April 2018 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta.</p> <p>Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training &amp; Consulting No. 10 dated April 19, 2018 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.</p>
<p><b>Agenda Keempat:</b> Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2018</p> <p><b>Hasil Keputusan:</b> Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan Tahun Buku yang berakhir 31 Desember 2018 berikut besaran nilai jasanya sesuai ketentuan yang berlaku, dimana sebelumnya berkonsultasi/ berkordinasi dengan PT Pertamina (Persero).</p> <p><b>Fourth Agenda:</b> Appointment of Public Accounting Firm (KAP) for 2018 Fiscal Year</p> <p><b>Decision:</b> Giving power and delegating authority to Board of Commissioners to determine the Public Accounting Firm (KAP) to conduct audit of the Company's Financial Statements for the Fiscal Year ending December 31, 2018 along with the amount of service fee in accordance with applicable provisions, prior consulted/coordinated with PT Pertamina (Persero)</p>	v	<p>Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training &amp; Consulting No.10 tanggal 19 April 2018 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta.</p> <p>Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training &amp; Consulting No. 10 dated April 19, 2018 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.</p>
<p><b>Agenda Kelima:</b> Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2017</p> <p><b>Hasil Keputusan:</b> Penetapan Penghargaan atas kinerja (tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2017 akan ditentukan kemudian dan akan dilaksanakan dalam Rapat Umum Pemegang Saham (RUPS) terpisah secara sirkuler</p> <p><b>Fifth Agenda:</b> Determination of Performance Incentive (Tantiem) to Board of Directors and Board of Commissioners for the 2017 Fiscal Year</p> <p><b>Decision:</b> Determination of performance incentive (tantiem) of the Company's Board of Directors and Board of Commissioners for the 2017 Fiscal Year will be determined later and will be held in a separate circular General Meeting of Shareholders (GMS)</p>	v	<p>Penerapan penghargaan atas kinerja (tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2017 di tetapkan oleh Keputusan Pemegang Saham secara Sirkuler tanggal 28 Juni 2018.</p> <p>Performance incentive (tantiem) of the Company's Board of Directors and Board of Commissioners for the 2017 Fiscal Year was determined by Shareholders' Circular Decree dated June 28, 2018</p>
<p><b>Agenda Keenam:</b> Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2018</p> <p><b>Hasil Keputusan:</b> Penetapan Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2018 akan ditentukan kemudian dan akan dilaksanakan dalam Rapat Umum Pemegang Saham (RUPS)- terpisah secara sirkuler</p> <p><b>Sixth Agenda:</b> Determination of Remuneration for Board of Directors and Board of Commissioners for 2018</p> <p><b>Decision:</b> Determination of Remuneration of the Company's Board of Directors and Board of Commissioners for 2018 Fiscal Year will be determined later and will be held at a separate circular General Meeting of Shareholders (GMS)</p>	v	<p>Ditahun 2018 pemegang Saham tidak memberi keputusan tentang Remunerasi Direksi dan Komisaris Perusahaan, sehingga sebagai dasar pemberian remunerasi kepada Direksi dan Komisaris, tetap menggunakan perhitungan berdasarkan Keputusan Pemegang Saham secara Sirkuler tanggal 3 Agustus 2017, tentang Penghasilan Direksi dan Dewan Komisaris.</p> <p>In 2018 the Shareholders did not make a decision on the Remuneration of the Company's Directors and Commissioners, hence remuneration to the Directors and Commissioners still use calculations based on Circular Shareholders' Decree on August 3, 2017, regarding the Income of Directors and Commissioners</p>

v = sudah terlaksana | x = belum terlaksana

v = already implemented | x = not done yet

## Penyelenggaraan RUPS di Sepanjang Tahun 2019

Di sepanjang tahun 2019, Perusahaan telah melaksanakan RUPS Tahunan sebanyak 1 (satu) kali pada tanggal 22 Mei 2019 di Kantor Pusat Pertamina Ruang Executive Lounge Lt.M, Jakarta Pusat, DKI Jakarta.

Hasil Keputusan RUPS Tahunan tahun buku 2019 dan tindak lanjutnya oleh Manajemen Perusahaan:

RUPS Tahunan 22 Mei 2019 Annual GMS May 22, 2019		
Agenda dan Hasil Keputusan RUPS Tahunan, tanggal 22 Mei 2019 Agenda and Decision of Annual GMS May 22, 2019	Sudah/ Belum Terlaksana Done/Not yet done	Realisasi dan/atau Tindak Lanjut oleh Manajemen Hingga Akhir Tahun 2018 Realization and/or Follow Up by the Management Until the End of 2018
<p>Agenda Pertama: Penyampaian Laporan Tahunan Tahun Buku 2018 Hasil Keputusan: Menyetujui Laporan Tahunan Perseroan untuk Tahun buku 2018 yang berakhir tanggal 31 Desember 2018 serta mengesahkan Laporan Keuangan yang berakhir tanggal 31 Desember 2018 yang tercermin dalam Posisi Keuangan dan Laporan Laba Rugi Perseroan beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantoro, Sungkoro &amp; Surja sesuai laporan Nomor: 00588/2.1032/AU.1/10/0697-1/1/III/2019 tanggal 21 Maret 2019 dengan pendapat "Wajar dalam semua hal yang material".</p> <p>First Agenda: Submission of the Annual Report for Fiscal Year 2018 Decision: Approved the Company's Annual Report for Fiscal Year 2018 ending December 31, 2018 and ratified the Financial Statements ended December 31, 2018 which is reflected in the Company's Financial Position and Income Statements and its explanation which has been audited by the Public Accounting Firm (KAP) Purwantoro, Sungkoro &amp; Surja according to report Number: 00588/2.1032/AU.1/10/0697-1/1/III/2019 dated March 21, 2019 with the opinion "Unqualified".</p> <p>Agenda Kedua: Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perseroan Disertai Pemberian Pelunasan dan pembebasan Tanggung Jawab Sepenuhnya (<i>volledig acquit et de charge</i>) kepada Direksi dan Dewan Komisaris Perseroan Hasil Keputusan: Memberikan pelunasan dan pembebasan sepenuhnya dan tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang telah dijalankan selama Tahun Buku yang berakhir tanggal 31 Desember 2018) tersebut, sepanjang: Tindakan-tindakan tersebut tercermin dalam laporan tahunan dan laporan keuangan Perseroan untuk Tahun Buku yang berakhir tanggal 31 Desember 2018 tersebut, dan Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum. Second Agenda: Approval of Annual Report including Ratification of the Company's Financial Statements Accompanied by Provision of Full Repayment and Exemption of Responsibility (<i>volledig acquit et de charge</i>) to the Board of Directors and Board of Commissioners Decision: Providing full repayment and exemption of responsibility (<i>volledig acquit et de charge</i>) to Board of Directors for the management actions and to Board of Commissioners for the supervisory actions that have been carried out during the fiscal year ending December 31, 2018, provided: These actions are reflected in the annual report and financial statements of the Company for the fiscal year ending December 31, 2018, and These actions are not criminal acts and/or acts against the law.</p>	✓	<p>Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training &amp; Consulting No.10 tanggal 22 Mei 2019 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta.</p> <p>Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training &amp; Consulting No. 10 dated May 22, 2019 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.</p>
	✓	<p>Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training &amp; Consulting No.10 tanggal 22 Mei 2019 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta.</p> <p>Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training &amp; Consulting No. 10 dated May 22, 2019 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.</p>

## The holding of the General Meeting of Shareholders throughout 2019

Throughout 2019, the Company held an Annual General Meeting of Shareholders 1 (one) time on May 22, 2019 at Pertamina Head Office Executive Room Lounge Lt.M, Central Jakarta, DKI Jakarta.

Results of the Annual GMS Resolution for the 2019 fiscal year and the follow-up actions by Company Management:



RUPS Tahunan 22 Mei 2019 Annual GMS May 22, 2019		
Agenda dan Hasil Keputusan RUPS Tahunan, tanggal 22 Mei 2019 Agenda and Decision of Annual GMS May 22, 2019	Sudah/ Belum Terlaksana Done/Not yet done	Realisasi dan/atau Tindak Lanjut oleh Manajemen Hingga Akhir Tahun 2018 Realization and/or Follow Up by the Management Until the End of 2018
<p><b>Agenda Ketiga:</b> Pengusulan dan Penetapan Penggunaan Laba Tahun Buku 2018 Hasil Keputusan: Penetapan penggunaan laba tahun berjalan Perseroan Tahun Buku yang berakhir 31 Desember 2018 sebesar Rp 41.004.809.083, sebagai berikut: Sebesar 10% dari Laba Tahun Berjalan Perseroan atau sebesar Rp 4.100.480.908,- sebagai dividen kepada pemegang saham Sebesar 90% dari Laba Tahun Berjalan Perseroan atau sebesar Rp 36.904.328.175,- sebagai cadangan Besarnya dividen yang menjadi hak Pemegang Saham wajib disetorkan kepada Pemegang Saham selambat-lambatnya 30 (tiga puluh) hari setelah ditetapkan oleh RUPS atau pada tanggal lain yang ditetapkan oleh RUPS.</p> <p>Third Agenda: Proposal and Determination of the Use of Profit for Fiscal Year 2018 Decision: Determination of the Company's profit for the year ending December 31, 2018 amounting to Rp 41,004,809,083, as follows: 10% of the Company's Profit for the Year or as much as Rp 4,100,480,908, as dividends to shareholders 90% of the Company's Profit for the Year or as much as Rp 36,904,328,175 as a reserve The amount of dividends that are entitled to the Shareholders must be deposited to the Shareholders no later than 30 (thirty) days after being determined by the GMS or on other dates determined by the GMS.</p>	v	Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training & Consulting No.10 tanggal 22 Mei 2019 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta. Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training & Consulting No. 10 dated May 22, 2019 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.
<p><b>Agenda Keempat:</b> Pengusulan dan Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2019 Hasil Keputusan: Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan Tahun Buku yang berakhir 31 Desember 2019 berikut besaran nilai jasanya sesuai ketentuan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perseroan sama dengan KAP yang ditunjuk oleh PT Pertamina (Persero).</p> <p>Fourth Agenda: Appointment of Public Accounting Firm (KAP) for Fiscal Year 2019 Decision: Giving power and delegating authority to Board of Commissioners to determine the Public Accounting Firm (KAP) to audit the Company's Financial Statements for the Fiscal Year ending December 31, 2019 along with the amount of service fee in accordance with applicable provisions, prior consulted/coordinated with PT Pertamina (Persero).</p>	v	Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training & Consulting No.10 tanggal 22 Mei 2019 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta. Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training & Consulting No. 10 dated May 22, 2019 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.
<p><b>Agenda Kelima:</b> Pengusulan dan Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2018 Hasil Keputusan: Penetapan Penghargaan atas kinerja (tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2018 akan ditentukan kemudian dan akan dilaksanakan dalam Rapat Umum Pemegang Saham (RUPS) terpisah secara sirkuler.</p> <p>Fifth Agenda: Determination of Performance Incentive (Tantiem) to Board of Directors and Board of Commissioners for the 2018 Fiscal Year Decision: Determination of performance incentive (tantiem) of the Company's Board of Directors and Board of Commissioners for the 2018 Fiscal Year will be determined later and will be held in a separate circular General Meeting of Shareholders (GMS)</p>	v	Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training & Consulting No.10 tanggal 22 Mei 2019 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta. Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training & Consulting No. 10 dated May 22, 2019 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.
<p><b>Agenda Keenam:</b> Pengusulan dan Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2019 Hasil Keputusan: Penetapan Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler</p> <p>Sixth Agenda: Determination of Remuneration for Board of Directors and Board of Commissioners for Fiscal Year 2019 Decision: Determination of Remuneration of the Company's Board of Directors and Board of Commissioners for Fiscal Year 2019 will be determined later and will be held at a separate circular General Meeting of Shareholders (GMS)</p>	v	Telah terdokumentasi dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan PT Pertamina Training & Consulting No.10 tanggal 22 Mei 2019 yang dibuat oleh Yulkhaizar Panuh , SH. Notaris yang berkedudukan di Jakarta. Documented in the Deed of Minutes of Annual General Meeting of Shareholders of PT Pertamina Training & Consulting No. 10 dated May 22, 2019 made before Yulkhaizar Panuh, SH. Notary based in Jakarta.

### Penyelenggaraan RUPS Luar Biasa Tahun 2019

Di sepanjang tahun 2019, Perusahaan melaksanakan 1 (satu) kali Rapat Umum Pemegang Saham (RUPS) Luar Biasa. Hasil Keputusan RUPS Luar Biasa tahun 2019 dan tindak lanjutnya oleh Manajemen Perusahaan di tahun 2019 adalah sebagai berikut:

**USULAN KEPUTUSAN RAPAT UMUM PEMEGANG SAHAM (RUPS) LUAR BIASA TAHUN BUKU 2018 PT PERTAMINA TRAINING & CONSULTING ("PERSEROAN") TANGGAL 23 MEI 2019**

NO	Agenda	Usulan Keputusan Proposal Of Decision	Keterangan Remark
1.	Penyajian Kembali (Restatement) Laporan Keuangan Tahun Buku 2017. Restatement of Financial Statements for Fiscal Year 2017.	-	<i>Restatement</i> Laporan Keuangan Tahun Buku 2017 diterima. Restatement of Financial Statements for Fiscal Year 2017 is received.

### The holding of Extraordinary General Meeting of Shareholders in 2019

Throughout 2019, the Company held 1 (one) Extraordinary General Meeting of Shareholders (GMS). The results of the 2019 Extraordinary General Meeting of Shareholders and the follow-up actions by the Company Management in 2019 are as follows:

**PROPOSAL OF THE DECREE OF THE EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS (RUPS) 2018 PT PERTAMINA TRAINING & CONSULTING ("COMPANY") DATE 23 MAY 2019**



NO	Agenda	Usulan Keputusan Proposal Of Decision	Keterangan Remark																																																																																															
2.	Persetujuan termasuk Pengesahan atas penyajian kembali (Restatement) Laporan Keuangan untuk tahun 2017 dan Laporan Posisi Keuangan 31 Desember 2017 dan 1 Januari 2017/31 Desember 2016 Disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya ( <i>volledig acquit et de charge</i> ) kepada Direksi dan Dewan Komisaris. Approval and Ratification of Restatement of Financial Statements for 2017 and Statements of Financial Position December 31, 2017 and January 1, 2017/December 31, 2016 Accompanied by the granting full repayment and exemption ( <i>volledig acquit et de charge</i> ) to Board of Directors and Board of Commissioners.	<p>Menyetujui Pengesahan Kembali Laporan Keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2017 dan 1 Januari 2017/31 Desember 2016, beserta penjelasannya yang telah diaudit Kantor Akuntan Publik (KAP) Purwanto, Sungkoro &amp; Surja sesuai laporan Nomor:00588/2.1032/AU.1/10/0697-1/1/II/2019 tanggal 21 Maret 2019 dengan pendapat "wajar dalam semua hal yang material".</p> <p>Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang telah dijalankan selama tahun yang berakhir pada tanggal 31 Desember 2017 dan 1 Januari 2017/31 Desember 2016, sepanjang:</p> <p>Tindakan tersebut tercermin dalam Laporan Tahunan tanggal 31 Desember 2017 dan Laporan Posisi Keuangan 31 Desember 2017 dan 1 Januari 2017/31 Desember 2016.</p> <p>Tindakan-tindakan tersebut bukan merupakan tindakan pidana dan/atau perbuatan melawan hukum.</p> <p>Approved the Ratification of the Financial Statements for the years ended December 31, 2017 and January 1, 2017/December 31, 2016, along with their explanations that have been audited by Public Accounting Firm (KAP) Purwanto, Sungkoro &amp; Surja according to report Number: 00588/2.1032/AU.1/10/0697-1/1/II/2019 dated March 21, 2019 with the opinion "unqualified".</p> <p>Granting full repayment and exemption (<i>volledig acquit et de charge</i>) to Board of Directors for management actions and to Board of Commissioners for supervisory actions that have been carried out during the years ended December 31, 2017 and January 1, 2017/December 31, 2016, as long as:</p> <p>These actions are reflected in the Annual Report December 31, 2017 and Financial Statements Position December 31, 2017 and January 1, 2017/December 31, 2016.</p> <p>These actions are not criminal and/or acts against the law.</p>	<p>Kinerja perusahaan yang dicapai tahun 2017: Company performance achieved in 2017:</p> <table border="1"> <thead> <tr> <th rowspan="2">Tingkat Kinerja Performance level</th> <th colspan="4">2017</th> </tr> <tr> <th colspan="2">Audited</th> <th colspan="2">Audited (Restated)</th> </tr> </thead> <tbody> <tr> <td>Kinerja Keuangan Financial performance</td> <td>53,00</td> <td>Sehat Healthy</td> <td>53,00</td> <td>Sehat Healthy</td> </tr> <tr> <td>Kinerja Pertumbuhan Growth Performance</td> <td>17,00</td> <td>Tumbuh Tinggi High Growth</td> <td>17,00</td> <td>Tumbuh Tinggi High Growth</td> </tr> <tr> <td>Kinerja Administrasi Administrative Performance</td> <td>10,00</td> <td>Tertib Orderly</td> <td>10,00</td> <td>Tertib Orderly</td> </tr> <tr> <td>Total</td> <td>80,00</td> <td>Sehat Healthy</td> <td>80,00</td> <td>Sehat Healthy</td> </tr> </tbody> </table> <p>(Dalam Juta Rupiah) <span style="float: right;">(In Million Rupiah)</span></p> <table border="1"> <thead> <tr> <th rowspan="2">Posisi Keuangan Financial Position</th> <th>31 Desember 2017 December 31, 2017 (Restated)</th> <th>31 Desember 2017 December 31, 2017</th> <th>1 Januari 2017/31 Desember 2016 January 1, 2017/ December 31, 2016 (Restated)</th> <th>31 Desember 2016 December 31, 2016</th> </tr> </thead> <tbody> <tr> <td>Total Aset Total Assets</td> <td>552.322</td> <td>552.322</td> <td>438.330</td> <td>438.330</td> </tr> <tr> <td>Total Kewajiban Total Liabilities</td> <td>376.141</td> <td>376.141</td> <td>287.914</td> <td>287.914</td> </tr> <tr> <td>Total Ekuitas Total Equity</td> <td>176.181</td> <td>176.181</td> <td>150.416</td> <td>150.416</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Laba (Rugi) PROFIT (LOSS)</th> <th>Audited 2017 (Restated)</th> <th>Audited 2017</th> <th>%</th> 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<td>90,74</td> </tr> <tr> <td>EBITDA</td> <td>68.566</td> <td>71.335</td> <td>96,12</td> </tr> </tbody> </table>	Tingkat Kinerja Performance level	2017				Audited		Audited (Restated)		Kinerja Keuangan Financial performance	53,00	Sehat Healthy	53,00	Sehat Healthy	Kinerja Pertumbuhan Growth Performance	17,00	Tumbuh Tinggi High Growth	17,00	Tumbuh Tinggi High Growth	Kinerja Administrasi Administrative Performance	10,00	Tertib Orderly	10,00	Tertib Orderly	Total	80,00	Sehat Healthy	80,00	Sehat Healthy	Posisi Keuangan Financial Position	31 Desember 2017 December 31, 2017 (Restated)	31 Desember 2017 December 31, 2017	1 Januari 2017/31 Desember 2016 January 1, 2017/ December 31, 2016 (Restated)	31 Desember 2016 December 31, 2016	Total Aset Total Assets	552.322	552.322	438.330	438.330	Total Kewajiban Total Liabilities	376.141	376.141	287.914	287.914	Total Ekuitas Total Equity	176.181	176.181	150.416	150.416	Laba (Rugi) PROFIT (LOSS)	Audited 2017 (Restated)	Audited 2017	%	Pendapatan Revenue	1.422.335	1.422.335		Beban pokok pendapatan Cost of revenue	(1.297.140)	(1.294.205)	100,00	Laba Kotor Gross profit	125.195	128.130	97,71	Beban umum dan administrasi General and administrative expenses	(58.165)	(58.165)	100,00	Laba usaha Operating income	67.030	69.965	95,81	Pendapatan (beban) lain-lain Other income (expenses)	(15.260)	(15.260)	100,00	Laba sebelum pajak penghasilan Profit before income tax	51.770	54.705	94,63	Beban pajak penghasilan Income tax expense	(23.006)	(23.006)	100,00	Laba tahun berjalan Profit for the Year	28.764	31.699	90,74	EBITDA	68.566	71.335	96,12		
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**RISALAH RAPAT DIREKSI PT PERTAMINA PEDEVE INDONESIA (PT PEDEVE) TENTANG KEPUTUSAN RAPAT UMUM PEMEGANG SAHAM LUAR BIASA TAHUN BUKU 2018 PT PERTAMINA TRAINING & CONSULTING (PT PTC) OLEH PT PERTAMINA PEDEVE INDONESIA SELAKU PEMEGANG 9% SAHAM PERSEROAN**

**MINUTES OF MEETING OF BOARD OF DIRECTORS OF PT PERTAMINA PEDEVE INDONESIA (PT PEDEVE) ABOUT DECISION OF THE EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS FOR FISCAL YEAR 2018 OF PT PERTAMINA TRAINING & CONSULTING (PT PTC) BY PT PERTAMINA PEDEVE INDONESIA AS A 9% SHAREHOLDER OF THE COMPANY**

No	Agenda	Keputusan Decision	Keterangan Note
1.	Penyajian Kembali (Restatement) laporan Keuangan Tahun Buku 2017. Restatement of Financial Statements for Fiscal Year 2017.	Tidak perlu diputuskan karena hanya berupa pemaparan laporan dan materi No decision is needed because only in the form of presentation of report and material	<i>Restatement Laporan Keuangan Tahun Buku 2017 diterima.</i> <i>Restatement of Financial Statements for Fiscal Year 2017 is received.</i>
2.	Persetujuan termasuk Pengesahan atas penyajian kembali (Restatement) Laporan Keuangan Konsolidasi untuk tahun yang berakhir pada tanggal 31 Desember 2017 dan Laporan Posisi Keuangan Konsolidasi 31 Desember 2017 dan 1 Januari 2017/31 Desember 2016, beserta Sungkoro & Surja sesuai laporan Nomor: 00588/2.1032/AU.1/103/0697-1/1/III/2019 tanggal 21 Maret 2019 dengan pendapat "wajar dalam semua hal yang material". Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab ( <i>volledig acquit et de charge</i> ) kepada Direksi atas Tindakan pengurusan dan kepada Dewan Komisaris atas Tindakan pengawasan yang telah dijalankan selama tahun yang berakhir pada tanggal 31 Desember 2017 dan 1 Januari 2017/31 Desember 2016, sepanjang: Tindakan tersebut tercermin dalam Laporan Tahunan serta Laporan Keuangan tahun yang berakhir pada tanggal 31 Desember 2017 dan Laporan Posisi Keuangan Konsolidasi 31 Desember 2017 dan 1 Januari 2017/31 Desember 2016. Tindakan-tindakan tersebut bukan merupakan Tindakan pidana dan/atau perbuatan melawan hukum. Approval and Ratification of Restatement of Financial Statements for 2017 and Statements of Financial Position December 31, 2017 and January 1, 2017/December 31, 2016 Accompanied by the granting full repayment and exemption ( <i>volledig acquit et de charge</i> ) to Board of Directors and Board of Commissioners. Approved the Ratification of the Financial Statements for the years ended December 31, 2017 and Consolidated Statements of Financial Position December 31, 2017 and January 1, 2017/December 31, 2016, along with their explanations that have been audited by Public Accounting Firm (KAP) Purwanto, Sungkoro & Surja according to report Number: 00588/2.1032/AU.1/10/0697-1/1/III/2019 dated March 21, 2019 with the opinion "unqualified". Granting full repayment and exemption ( <i>volledig acquit et de charge</i> ) to Board of Directors for management actions and to Board of Commissioners for supervisory actions that have been carried out during the years ended December 31, 2017 and January 1, 2017/December 31, 2016, as long as: These actions are reflected in the Annual Report December 31, 2017 and Financial Statements Position December 31, 2017 and January 1, 2017/December 31, 2016. These actions are not criminal and/or acts against the law.		

**Hasil Keputusan RUPS Sirkuler 2019 dan Tindak Lanjutnya oleh Manajemen**

Di sepanjang tahun 2019, Pemegang Saham PTC mengeluarkan Surat Keputusan Pemegang Saham melalui RUPS Sirkuler sebanyak 5 (lima) Surat Keputusan, yaitu.

**Results of the 2019 Circular GMS Resolution and Follow-Up Actions by Management**

Throughout 2019, PTC Shareholders issued 5 (five) Decree of Shareholders through Circular GMS, i.e.

Tanggal Pengesahan Approval Date	No. SK dan Hasil Keputusan Number of Decree and Decision Results	Telah/ Belum Terlaksana Done/not yet done	Realisasi dan/atau Tindak Lanjut oleh Manajemen per 31 Desember 2019 Realization and/or Follow-up by Management as of December 31, 2019
11 Januari 2019 January 11, 2019	Keputusan Pemegang Saham tentang Pengangkatan Direktur Operasi dan Pemasaran Shareholders' Decree on the Appointment of Operational and Marketing Director.	v	Telah dilaksanakan Done
2 April 2019 April 2, 2019	Keputusan Pemegang Saham tentang Penetapan Pejabat Definitif Direktur Operasi dan Pemasaran Shareholders' Decree on the Appointment of Definitive Operational and Marketing Director.	v	Telah dilaksanakan Done
24 Juni 2019 June 24, 2019	Keputusan Pemegang Saham tentang Penyesuaian Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 dan Tantem Direksi dan Dewan Komisaris Perseroan Tahun Buku 2018 Shareholders' Decrees regarding Adjustments to the Remuneration of the Directors and Board of Commissioners of the 2019 Fiscal Year and the Tantem of the Directors and Board of Commissioners of the 2018 Fiscal Year	v	Telah dilaksanakan Done
10 Juli 2019 July 10, 2019	Keputusan Pemegang Saham Key Performance Indicator (KPI)/Kesepakatan Kinerja Tahun 2019 Decision of Shareholders Key Performance Indicator (KPI) / 2019 Performance Agreement	v	Telah dilaksanakan Done
10 Juli 2019 July 10, 2019	Keputusan Pemegang Saham tentang Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2019 Shareholders' Decree regarding the 2019 Work Plan and Corporate Budget (RKAP)	v	Telah dilaksanakan Done
1 November 2019 November 1, 2019	Keputusan Pemegang Saham tentang Pergantian Dewan Komisaris Shareholders' Decree regarding Substitution of the Board of Commissioners	v	Telah dilaksanakan Done
1 November 2019 November 1, 2019	Keputusan Pemegang Saham tentang Pemberhentian Direktur Keuangan Shareholders' Decree on the Dismissal of Finance Director.	v	Telah dilaksanakan Done
19 November 2019 November 19, 2019	Keputusan Pemegang Saham tentang Pergantian Direksi Shareholders' Decree on the Change of Directors	v	Telah dilaksanakan Done



## DEWAN KOMISARIS

Dewan Komisaris sebagai organ Perusahaan yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi terkait dengan pelaksanaan tugas dan tanggung jawab Direksi dalam mengelola Perusahaan serta memastikan bahwa Perusahaan telah melaksanakan prinsip-prinsip GCG.

### Kriteria dan Prosedur Pengangkatan serta Pemberhentian Dewan Komisaris

Sesuai dengan Pedoman Tata Kelola Perusahaan dan *Board Manual* Bab III yang berisi mengenai persyaratan dan komposisi, keanggotaan dan masa jabatan Dewan Komisaris, disebutkan bahwa Anggota Dewan Komisaris ditentukan oleh PT Pertamina (Persero) selaku pemegang saham pengendali atau Entitas Induk Perusahaan, dengan persyaratan sebagai berikut:

#### 1. Persyaratan Formal

Calon Anggota Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:

- Dinyatakan pailit.
- Menjadi Anggota Direksi atau Anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Perusahaan dinyatakan pailit;
- Dihukum karena melakukan tindak pidana yang merugikan keuangan negara/ yang berkaitan dengan sektor keuangan.

#### 2. Persyaratan Material

memiliki integritas, dedikasi dan moral, artinya ybs tidak pernah terlibat :

- Perbuatan rekaya dan praktik-praktek yang menyimpang, pada tempat yang bersangkutan bekerja sebelum pencalonan
- Perbuatan cidera, janji yang dapat dikategorikan tidak memenuhi komitmen yang telah disepakati pada tempat bersangkutan bekerja sebelum pencalonan
- Perbuatan yang dikategorikan dapat memberikan keuntungan secara melawan hukum kepada yang bersangkutan dan/atau pihak lain sebelum pencalonan
- Perbuatan yang dapat dikategorikan sebagai pelanggaran terhadap ketentuan yang berkaitan dengan prinsip-prinsip pengurusan perusahaan yang sehat
- Memiliki kemauan yang kuat dan dedikasi yang tinggi untuk memajukan dan mengembangkan Perusahaan
- Memahami masalah-masalah manajemen Perusahaan yang berkaitan dengan salah satu fungsi manajemen.
- Memiliki pengetahuan yang memadai di bidang usaha Perusahaan
- Menyediakan waktu yang cukup untuk melaksanakan tugas dan kewajibannya.

#### 3. Persyaratan lainnya

- Bukan pengurus Partai Politik dan/atau calon anggota legislatif dan/ atau anggota legislatif.
- Bukan calon Kepala/Wakil Kepala Daerah dan/atau Kepala/Wakil Kepala Daerah.
- tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan dengan Perusahaan kecuali menandatangi surat pernyataan bersedia mengundurkan diri pada salah satu jabatan tersebut jika terpilih sebagai Anggota Dewan Komisaris.
- Masa jabatan Anggota Dewan Komisaris pada Perusahaan maksimal selama 2 (dua) periode berturut-turut.
- sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai Anggota Dewan Komisaris).

Dalam hal pengangkatan dan pemberhentian Dewan Komisaris, Perusahaan telah memiliki dasar sesuai dengan Pedoman Tata Kelola Perusahaan dan *Board Manual* Bab III yang berisi mengenai penjaringan atau pencalonan dan penilaian bagi calon anggota Dewan Komisaris dilakukan oleh Induk Perusahaan sebagai pemegang saham mayoritas.

Penetapan pengangkatan Dewan Komisaris dilaksanakan melalui RUPS/Pelantikan Dewan Komisaris telah didukung dengan Berita Acara RUPS. Pengusulan calon Komisaris Anak Perusahaan oleh Direksi Pertamina selaku Pemegang Saham harus

## BOARD OF COMMISSIONERS

The Board of Commissioners as the organ of the Company is tasked with and is collectively responsible for supervising and providing advice to the Directors regarding the implementation of the duties and responsibilities of the Board of Directors in managing the Company and ensuring that the Company has implemented GCG principles.

### Criteria and Procedure for Appointment and Dismissal of the Board of Commissioners

In accordance with the Corporate Governance Guidelines and Board Manual Chapter III which contains the requirements and composition, membership and term of office of the Board of Commissioners, it is stated that the Members of the Board of Commissioners are determined by PT Pertamina (Persero) as the controlling shareholder or the Company Parent Entity, with the following requirements :

#### 1. Formal Requirements

Prospective members of the Board of Commissioners are individuals who are capable of carrying out legal actions, except within 5 (five) years before their appointment:

- Declared bankrupt.
- Becoming a Member of the Board of Directors or a Board of Commissioners found guilty of causing a company to go bankrupt;
- Convicted of a criminal offense that is detrimental to the country's finances/ relating to the financial sector.

#### 2. Material Requirements

has integrity, dedication and morals, meaning that he has never been involved:

- Deviant engineering and practices at the place of work before nomination
- Injury, promises that can be categorized do not meet the commitments agreed upon at the place of work before nomination
- Acts that are categorized can provide benefits against the law to the parties concerned and/or other parties before the nomination
- Acts that can be categorized as violations of the provisions relating to the principles of sound management of a company
- Having a strong will and high dedication to advance and develop the Company
- Understanding Company management issues related to one of the management functions.
- Have adequate knowledge in the Company's business fields
- Provide sufficient time to carry out their duties and obligations.

#### 3. Other Requirements

- Not a member of the management of political parties and/or candidates for legislative members and/or legislative members.
- Not a candidate for Head/Deputy Regional Head and/or Head/Deputy Regional Head.
- not occupying a position that has the potential to cause a conflict of interest with the Company except to sign a statement of willingness to resign in one of these positions if elected as a Member of the Board of Commissioners.
- The term of office of Members of the Board of Commissioners in the Company is a maximum of 2 (two) consecutive periods.
- physically and mentally healthy (not suffering from an illness that can hamper the implementation of duties as a Member of the Board of Commissioners).

In terms of appointment and dismissal of the Board of Commissioners, the Company has a basis in accordance with the Corporate Governance Guidelines and Board Manual Chapter III which contains the selection or nomination and evaluation for prospective members of the Board of Commissioners carried out by the Parent Company as the majority shareholder.

The appointment of the Board of Commissioners is carried out through the GMS/Board of Commissioners Inauguration has been supported by the Minutes of the GMS. Proposal of candidates for Commissioners of Subsidiaries by Pertamina Directors as Shareholders

mendapat persetujuan tertulis dari Dewan Komisaris Pertamina dan disetujui oleh RUPS Pertamina, sebelum ditetapkan dalam RUPS Anak Perusahaan. Anggota Dewan Komisaris diangkat dari tenaga yang memiliki integritas, dedikasi, memahami masalah manajemen Perusahaan dan memiliki pengetahuan yang memadai di bidang usaha tersebut serta dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.

RUPS dapat memberhentikan Dewan Komisaris sewaktu-waktu, apabila:

1. Tidak dapat melaksanakan tugasnya dengan baik.
2. Tidak lagi memenuhi persyaratan dan/atau melanggar ketentuan Anggaran Dasar dan/atau peraturan perundang-undangan yang berlaku.
3. Melakukan tindakan yang merugikan perusahaan dan/atau Negara, atau terlibat dalam tindakan lainnya yang merugikan perusahaan dan/atau Negara.
4. Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum tetap.
5. Karena adanya penugasan dari induk usaha di tempat lain bagi Komisaris yang berasal dari induk usaha.
6. Alasan lainnya yang ditetapkan oleh RUPS.

### Masa Jabatan Dewan Komisaris

Masa jabatan Dewan Komisaris adalah paling lama 3 (tiga) tahun dan selanjutnya dapat dipilih kembali 1 (satu) kali masa jabatan dengan persetujuan RUPS, dengan tidak mengurangi hak RUPS untuk sewaktu-waktu dapat memberhentikan para anggota Dewan Komisaris sebelum masa jabatannya berakhir.

### Komposisi Keanggotaan Dewan Komisaris Tahun 2019

#### Kronologis Komposisi Susunan Dewan Komisaris Tahun 2019

1 Januari – 1 November 2019 January 1 - November 1, 2019	1 November-31 Desember 2019 November 1 - December 31, 2019	Keterangan Remark
Beni Syarif Hidayat (Komisaris Utama) President Commissioner		Beni S. Hidayat diberhentikan sebagai Komisaris Utama Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019 dengan alasan penyegaran dan penugasan lain. Beni S. Hidayat was dismissed as the President Commissioner of the Company through a Circular Shareholder Decision on November 1, 2019 on the grounds of refreshment and other assignments.
	Jeffrey Tjahja Indra (Komisaris Utama) President Commissioner	Jeffrey T. Indra diangkat sebagai Komisaris Utama Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019. Jeffrey T. Indra was appointed as President Commissioner of the Company through Circular Shareholders' Decrees on November 1, 2019.
Bambang Wijanarko (Komisaris) Commissioner		Bambang W. diberhentikan sebagai Komisaris Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019 dengan alasan penyegaran dan penugasan lain. Bambang W. was dismissed as a Commissioner of the Company through a Circular Shareholder Decision on November 1, 2019 on the grounds of refreshment and other assignments
	Safii Triyono Y. (Komisaris) Commissioner	Safii Triyono Y. diangkat sebagai Komisaris Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019. Safii Triyono Y. was appointed as a Commissioner of the Company through Circular Shareholder Decision on November 1, 2019.
	Ari Samodra (Komisaris) Commissioner	Ari Samodra diangkat sebagai Komisaris Utama Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler pada 1 November 2019. Ari Samodra was appointed as President Commissioner of the Company through Circular Shareholders' Decrees on November 1, 2019.

must obtain written approval from Pertamina's Board of Commissioners and be approved by Pertamina's GMS, before being determined in the GMS of Subsidiaries. Members of the Board of Commissioners are appointed from staff who have integrity, dedication, understand Company management problems and have adequate knowledge in the business sector and can provide sufficient time to carry out their duties.

The GMS may dismiss the Board of Commissioners at any time, if:

1. Can not carry out their duties properly.
2. No longer meets the requirements and/or violates the provisions of the Articles of Association and/or applicable laws and regulations.
3. Take actions that harm the company and/or the State, or engage in other actions that harm the company and/or the State.
4. Is found guilty by a court decision that has permanent legal force.
5. Because of the assignment from the holding company in other places for Commissioners who are from the holding company.
6. Other reasons set by the GMS.

### Term of Office of the Board of Commissioners

The term of office of the Board of Commissioners is a maximum of 3 (three) years and thereafter can be re-elected 1 (one) term of office with the approval of the GMS, without prejudice to the right of the GMS at any time to dismiss the members of the Board of Commissioners before the term of office expires.

### Board of Commissioners Membership Composition in 2019

Chronology of the Composition of the Board of Commissioners of 2019



## Susunan Dewan Komisaris per 31 Desember 2019

## Board of Commissioners Composition as of December 31, 2019

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Period
Jeffrey Tjahja Indra	Komisaris Utama President Commissioner	Surat Keputusan Pemegang Saham Secara Sirkuler tanggal 1 November 2019  Circular Shareholder Decision on November 1, 2019	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain.  1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decide otherwise.	Pertama 1st
Safii Triyono Y.	Komisaris Commissioner	Surat Keputusan Pemegang Saham Secara Sirkuler tanggal 1 November 2019  Circular Shareholder Decision on November 1, 2019	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain.  1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decide otherwise.	Pertama 1st
Ari Samodra	Komisaris Commissioner	Surat Keputusan Pemegang Saham Secara Sirkuler tanggal 1 November 2019  Circular Shareholder Decision on November 1, 2019	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain.  1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decide otherwise.	Pertama 1st

Profil seluruh anggota Dewan Komisaris dapat dilihat pada bab Profil Perusahaan pada Laporan Tahunan ini.

The profiles of all members of the Board of Commissioners can be seen in the Company Profile chapter in this Annual Report.

## Independensi Dewan Komisaris

Berdasarkan Pedoman GCG dan Board Manual yang dimiliki Perusahaan, antara para anggota Dewan Komisaris dan antara anggota Direksi dilarang memiliki hubungan sampai dengan derajat ketiga, baik menurut garis lurus maupun garis kesamping, termasuk hubungan yang timbul karena perkawinan. Dalam hal terjadi keadaan dimaksud, maka RUPS berwenang memberhentikan salah seorang di antara mereka.

Dewan Komisaris melaksanakan tugas dan tanggung jawab secara independen dan tidak mendapat intervensi dari pemegang saham ataupun pihak lain. Dewan Komisaris dalam memandang dan menyelesaikan masalah selalu menjauhkan kepentingan pribadi dan menghindari benturan kepentingan.

## Independence of the Board of Commissioners

Based on GCG Guidelines and the Board Manual owned by the Company, between members of the Board of Commissioners and between members of the Board of Directors are prohibited from having relations up to the third degree, either in a straight line or laterally, including relationships arising from marriage. In the event of such a situation, the GMS is authorized to dismiss one of them.

The Board of Commissioners carries out its duties and responsibilities independently and does not get intervention from shareholders or other parties. The Board of Commissioners in viewing and resolving problems always alienates personal interests and avoids conflicts of interest.

## Board Manual: Pedoman Tata Kerja Dewan Komisaris

Dalam menjalankan setiap aktivitas dalam kegiatan bisnis, setiap Dewan Komisaris diikat dengan aturan yang menjadi pedoman dan tata tertib kerja Dewan Komisaris yang disebut sebagai Pedoman Etika Kerja (*Code of Conduct*). Pokok-pokok isi dari *Code of Conduct* tersebut mengatur setiap tingkah laku insan Perusahaan kepada seluruh pemangku kepentingan yang berhubungan dengan bisnis usaha. *Code of Conduct* tersebut juga mengatur etika antara Dewan Komisaris sebagai *Super-Ordinate* dengan *Sub-Ordinate* lain yang berada di bawahnya, dan begitu pula sesama rekan kerja.

## Board Manual: Board of Commissioners Work Procedures

In carrying out every activity in business activities, each Board of Commissioners is bound with rules that serve as guidelines and work rules for the Board of Commissioners referred to as the Code of Conduct. The main contents of the Code of Conduct regulate every behavior of the Company's people to all stakeholders related to business businesses. The Code of Conduct also regulates ethics between the Board of Commissioners as a Super-Ordinate and other Sub-Ordinates under it, as well as fellow colleagues. This is expected to be able to bring a positive atmosphere that is

Hal ini diharapkan dapat membawa suasana positif yang mampu membangun kerja sama setiap pihak demi menuju tujuan yang ingin dicapai bersama. Perusahaan juga memiliki Board Manual yang melandasi setiap aktivitas Dewan Komisaris agar sesuai dengan ketentuan yang berlaku.

Dalam melaksanakan tugas kewajibannya, Dewan Komisaris berpedoman pada Buku Panduan (Board Manual) yang telah ditetapkan melalui Surat Keputusan Direksi No.: Kpts-032/PTC1-10000/2019-S1 tentang Pemberlakuan Board Manual PT Pertamina Training & Consulting Revisi-1.

Dalam kaitannya dengan fungsi Dewan Komisaris, *Board Manual* secara rinci mengatur hal-hal sebagai berikut:

1. Fungsi Dewan Komisaris
2. Persyaratan dan Komposisi, Keanggotaan dan Masa Jabatan Dewan Komisaris
3. Program Pengenalan dan Peningkatan Kapabilitas
4. Etika Jabatan Dewan Komisaris
5. Tugas dan Kewajiban Dewan Komisaris
6. Wewenang Dewan Komisaris
7. Hak Dewan Komisaris
8. Rapat Dewan Komisaris
9. Evaluasi Kinerja Dewan Komisaris
10. Organ Pendukung
11. Hubungan Kerja Antara Dewan Komisaris Dengan Direksi

## Peran, Tugas dan Tanggung Jawab Dewan Komisaris

Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dalam menjalankan peraturan perundangan yang berlaku. Kebijakan mengenai pengawasan dan pemberian nasihat Dewan Komisaris atas kepatuhan perusahaan dalam menjalankan peraturan perundang-undangan yang berlaku dan anggaran dasar serta kepatuhan Perusahaan ini diatur dalam Board Manual dan Pedoman Tata Kelola Perusahaan. Proses pengawasan ini dapat dilakukan melalui rapat-rapat bersama antara Dewan Komisaris dengan Direksi, serta pada evaluasi laporan-laporan yang terkait.

Berikut rincian tugas dan tanggung jawab Dewan Komisaris Perusahaan:

1. Dewan Komisaris melakukan tugas, wewenang dan tanggung jawab sesuai dengan ketentuan dan Anggaran Dasar Perusahaan, Undang-Undang tentang Perseroan Terbatas yang berlaku, atau peraturan perundang-undangan.
2. Dalam Anggaran Dasar dapat ditetapkan pemberian wewenang kepada Dewan Komisaris untuk memberikan persetujuan atau bantuan kepada Direksi dalam melakukan perbuatan hukum.
3. Berdasarkan Anggaran Dasar atau keputusan RUPS, Dewan Komisaris dapat melakukan tindakan pengurusan perusahaan dalam keadaan tertentu untuk jangka waktu tertentu.
4. Memberikan pendapat dan saran kepada Pemegang Saham mengenai Rencana Kerja dan Anggaran Perusahaan yang diusulkan Direksi serta ikut menandatangani RKAP termasuk kontrak manajemen antara Direksi, Dewan Komisaris dengan Pemegang Saham.
5. Mengikuti perkembangan kegiatan Perusahaan, memberikan pendapat dan saran kepada Pemegang Saham mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan.
6. Melaporkan pelaksanaan pengawasan perusahaan kepada Pemegang Saham secara berkala.

able to build the cooperation of each party towards the goals to be achieved together. The company also has a Board Manual that underlies every activity of the Board of Commissioners to comply with applicable regulations.

In carrying out his duty, the Board of Commissioners is guided by the Board Manual that has been determined through the Decree of the Board of Directors No.: Kpts-032 / PTC1-10000 / 2019-S1 concerning the Implementation of the PT Pertamina Training & Consulting Board Revision-1 Board Manual.

In relation to the functions of the Board of Commissioners, the Board Manual specifically regulates the following matters:

1. Function of the Board of Commissioners
2. Requirements and Composition, Membership and Term of Office of the Board of Commissioners
3. Capability Introduction and Enhancement Program
4. Board of Commissioners Ethics
5. Duties and Obligations of the Board of Commissioners
6. Authority of the Board of Commissioners
7. Rights of the Board of Commissioners
8. Board of Commissioners Meeting
9. Evaluation of the Performance of the Board of Commissioners
10. Supporting Organs
11. Working Relationship between the Board of Commissioners and the Board of Directors

## Roles, Duties and Responsibilities of the Board of Commissioners

The Board of Commissioners supervises and monitors the compliance of the Board of Directors in implementing the applicable laws and regulations. The policy regarding supervision and advising the Board of Commissioners on the company's compliance in implementing the applicable laws and regulations and the articles of association and Company compliance is regulated in the Board Manual and Corporate Governance Guidelines. This oversight process can be carried out through joint meetings between the Board of Commissioners and the Board of Directors, as well as on the evaluation of related reports.

The following details the duties and responsibilities of the Company's Board of Commissioners:

1. The Board of Commissioners carries out its duties, authority and responsibilities in accordance with the provisions and Articles of Association of the Company, the applicable Limited Liability Company Law, or the laws and regulations.
2. In the Articles of Association it can be stipulated the granting of authority to the Board of Commissioners to give approval or assistance to the Directors in carrying out legal actions.
3. Based on the Articles of Association or the resolution of the GMS, the Board of Commissioners can take management actions of the company in certain circumstances for a certain period of time.
4. Provide opinions and suggestions to Shareholders regarding the Work Plan and Corporate Budget proposed by the Directors and to sign the RKAP including the management contract between the Board of Directors, the Board of Commissioners and the Shareholders.
5. Following the development of the Company's activities, providing opinions and suggestions to Shareholders regarding any issues deemed important to the management of the Company.
6. Reporting the implementation of company supervision to the Shareholders periodically.



7. Memberikan pendapat dan saran kepada Pemegang Saham mengenai laporan tahunan yang disampaikan oleh Direksi.
8. Melaporkan dengan segera kepada Pemegang Saham apabila terjadi gejala menurunnya kinerja Perusahaan.
9. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perusahaan.
10. Memberikan rekomendasi mengenai remunerasi Direksi sebelum diusulkan Direksi kepada Pemegang Saham untuk ditetapkan oleh RUPS.
11. Membentuk Komite Audit dan Komite lainnya sesuai kebutuhan.
12. Melakukan tugas pengawasan lain yang ditetapkan dalam Anggaran Dasar Perusahaan.
13. Memberikan pertanggungjawaban pengawasan Perusahaan kepada RUPS dalam RUPS Tahunan.
7. Provide opinions and suggestions to Shareholders regarding the annual report submitted by the Directors.
8. Report immediately to Shareholders if there are symptoms of a decline in the Company's performance.
9. Give advice to the Directors in carrying out the management of the Company.
10. Provide recommendations regarding the remuneration of the Board of Directors before the Board of Directors proposes to the Shareholders to be determined by the GMS.
11. Establish an Audit Committee and other Committees as needed.
12. Perform other supervisory duties as stipulated in the Company's Articles of Association.
13. Provide accountability for the supervision of the Company to the GMS in the Annual GMS.

## Pembagian Tugas dan Tanggung Jawab Dewan Komisaris

Pelaksanaan tanggung jawab Dewan Komisaris bersifat kolektif. Dewan Komisaris menyusun dan menetapkan rencana kerja yang akan dilaksanakan setiap tahunnya, baik secara individu maupun secara kolektif, dimana Komisaris Utama bertindak sebagai koordinator bagi seluruh kegiatan Dewan Komisaris. Pembagian tugas dan tanggung jawab Anggota Dewan Komisaris Perusahaan di tahun 2018 berdasarkan *Board Manual No.014/PTC-10000/2016-S1*, dimana masing-masing Dewan Komisaris memiliki tugas dan tanggung jawab sebagai berikut:

1. Memberikan pendapat dan saran pada pemegang saham mengenai Rencana Kerja dan Anggaran Perusahaan yang UU diusulkan Direksi
2. Mengikuti perkembangan kegiatan perusahaan, memberikan pendapat dan saran kepada Pemegang Saham mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan
3. Melaporkan pelaksanaan pengawasan kepada Pemegang Saham secara berkala.
4. Melaporkan dengan segera kepada Pemegang Saham apabila terjadi gejala menurunnya kinerja Perusahaan
5. Memberikan nasehat kepada Direksi dalam melaksanakan pengurusan Perusahaan
6. Menentukan Remunerasi Direksi dan mengusulkan kepada Pemegang Saham untuk disyahkan dalam RUPS
7. Membentuk komite Audit apabila diperlukan
8. Melakukan Tugas pengawasan lain yang ditetapkan dalam Anggaran Dasar Perusahaan
9. Meyakinkan bahwa seluruh rencana Direksi telah dibuat dengan benar dan dilaksanakan dengan benar pula.

## Program Pengenalan Anggota Dewan Komisaris Baru

Perusahaan telah memiliki pedoman program pengenalan bagi anggota Dewan Komisaris yang baru diangkat yang diatur dalam Pedoman mengenai program pengenalan Dewan Komisaris yang baru. Program ini sesuai dengan Buku Pedoman Tata Kelola Perusahaan hal 19 Butir B No.1 tentang Program Pengenalan Bagi Komisaris dan Direksi yang Baru; dan terdapat pada Board Manual Hal 11 Bagi Dewan Komisaris dan Direksi tentang Program Pengenalan Direksi dan Komisaris; dan Surat Dokumen No.123/K10400/2016-S8 tentang *Professional Directorship Program*.

Pada tahun 2019, Perusahaan melaksanakan program pengenalan bagi anggota Dewan Komisaris yang Baru pada 29 November 2019 di Kantor Pusat PTC.

## Distribution of Duties and Responsibilities of the Board of Commissioners

The implementation of the responsibilities of the Board of Commissioners is collective. The Board of Commissioners prepares and determines a work plan that will be carried out annually, both individually and collectively, where the President Commissioner acts as the coordinator for all the activities of the Board of Commissioners. The division of duties and responsibilities of Members of the Board of Commissioners of the Company in 2018 based on Board Manual No.014/PTC-10000/2016-S1, where each Board of Commissioners has the following duties and responsibilities:

1. Provide opinions and suggestions to shareholders regarding the Work Plan and Corporate Budget that the Act proposed by the Directors
2. Following the development of the company's activities, providing opinions and suggestions to Shareholders regarding any issues deemed important to the management of the Company
3. Reporting the implementation of supervision to the Shareholders periodically.
4. Report immediately to Shareholders if there are symptoms of a decline in the Company's performance
5. Provide advice to the Directors in carrying out the management of the Company
6. Determine the Remuneration of the Directors and propose to Shareholders to be endorsed at the GMS
7. Establish an Audit committee if needed
8. Perform other supervisory duties set out in the Company's Articles of Association
9. Ensuring that all Directors' plans have been made correctly and implemented correctly.

## Program for Introduction of New Board of Commissioners Members

The company already has an introduction to program guidelines for newly appointed members of the Board of Commissioners set out in the Guidelines regarding the introduction of a new Board of Commissioners program. This program is in accordance with the Corporate Governance Handbook page 19 Item B No.1 concerning the Introduction to New Commissioners and Directors Program; and can be found in the Board Manual Page 11 For the Board of Commissioners and Directors regarding the Program for Introducing the Directors and Commissioners; and Document Letter No.123/K10400/2016-S8 concerning the Professional Directorship Program.

In 2019, the Company carried out an introduction program for new members of Board of Commissioners on November 29, 2019 at PTC Head Office.

## Peningkatan Kompetensi Dewan Komisaris

Perusahaan telah memiliki kebijakan tentang pelatihan bagi Dewan Komisaris. Hingga kini, pelaksanaan pelatihan bagi anggota Dewan Komisaris bersifat insidental. Meskipun tidak terdapat RKAP untuk kegiatan pelatihan bagi anggota Dewan Komisaris, namun Perusahaan menghendaki Dewan Komisaris senantiasa meningkatkan kapasitasnya agar dapat berpengaruh positif terhadap kinerjanya sehari-hari.

Tentang kegiatan peningkatan kompetensi yang diikuti Dewan Komisaris di sepanjang tahun 2019 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

## Pelaksanaan Tugas Dewan Komisaris Tahun 2019

Dalam melaksanakan tugasnya, Dewan Komisaris telah menyampaikan 10 surat arahan, 8 surat rekomendasi dan 4 persetujuan strategis di sepanjang tahun 2019, sebagaimana yang tercantum di bawah ini:

### Surat Arahann

No	Tanggal Date	Nomor Surat Letter Number	Referral Letter	Rekomendasi Recommendation
1	29 Januari 2019 January 29, 2019	005/PTC-DEKOM/2019-S1		<ul style="list-style-type: none"> <li>- Memelihara <i>Customer</i></li> <li>- Menindaklanjuti temuan Audit</li> <li>- Mencermati isi kontrak <i>online assessment tools</i></li> <li>- Pelaksanaan <i>Assessment</i> di Pertamina harus selesai di tahun 2019</li> <li>- Maintaining Customers</li> <li>- Following up on audit findings</li> <li>- Observing the contents of the online assessment tools contract</li> <li>- Implementation of Assessment in Pertamina must be completed in 2019</li> </ul>
2	27 Februari 2019 February 27, 2019	007/PTC-DEKOM/20109-S1	Telaah / Review	<ul style="list-style-type: none"> <li>- Revisi Pedoman Tata kelola Perusahaan (<i>GCG Code</i>)</li> <li>- Revisi <i>Board Manual</i> PTC</li> </ul> <p>Review</p> <ul style="list-style-type: none"> <li>- Revision of Corporate Governance Guidelines (GCG Code)</li> <li>- Revision of PTC's Board Manual</li> </ul>
3	4 Maret 2019 March 4, 2019	008/PTC-DEKOM/2019-S1		<ul style="list-style-type: none"> <li>- Agar PTC memetakan potensi Sinergi dengan Korporat dan Anak Perusahaan Pertamina</li> <li>- Agar pada rapat berikutnya membuat <i>Aging Schedule</i> piutang, untuk usia tagihan lebih dari 2 tahun dan rencana penyelesaiannya</li> <li>- In order for PTC to map potential Synergies with Corporate and Pertamina Subsidiary</li> <li>- In order to make the next meeting Aging Schedule for accounts receivable, for bills more than 2 years and plan for settlement</li> </ul>
4	11 Maret 2019 March 11, 2019	010/PTC-DEKOM/2019-S1		<ul style="list-style-type: none"> <li>- Agar Realisasi KPI dikaji kembali</li> <li>- <i>Review</i> draft RKAP 2019</li> <li>- In order for KPI realization to be reviewed</li> <li>- Review the 2019 RKAP draft</li> </ul>
5	28 Maret 2019 March 28, 2019	011/PTC-DEKOM/2019-S1		<ul style="list-style-type: none"> <li>- Agar Revisi <i>Board Manual</i> dan Pedoman Tata Kelola di selesaikan</li> <li>- Agar PTC membuat kajian bisnis untuk Divisi <i>Consulting</i></li> <li>- Agar PTC membuat <i>training</i> MPPK untuk korporat</li> <li>- Agar PTC dapat membayarkan THR untuk pekerja MPS dan JP di bulan Mei 2019</li> <li>- Untuk penanganan kasus legal AMT di Mahkamah Agung, agar PTC menggunakan pengacara yang profesional, konsultasi dengan fungsi Legal Pertamina</li> <li>- In order to complete the Board Manual and Governance Guidelines</li> <li>- For PTC to conduct a business study for the Consulting Division</li> <li>- For PTC to make MPPK training for corporates</li> <li>- So PTC can pay THR for MPS and JP workers in May 2019</li> <li>- For handling AMT Legal cases in the Supreme Court, PTC should use professional lawyers in consultation with Pertamina's Legal function</li> </ul>
6	24 Juni 2019 June 24, 2019	015/PTC-DEKOM/2019-S1		<p>Agar dalam rapat gabungan bulan depan Direksi membuat justifikasi tentang pendapatan JP antara realisasi dengan target RKAP</p> <p>So that in the joint meeting next month the Board of Directors makes a justification on JP revenue between the realization and the RKAP target</p>

## Increased Competence of the Board of Commissioners

The company has a policy regarding training for the Board of Commissioners. Until now, the implementation of training for members of the Board of Commissioners is incidental. Although there is no RKAP for training activities for members of the Board of Commissioners, the Company wants the Board of Commissioners to continuously improve its capacity so that it can have a positive effect on daily performance.

Concerning the competency improvement activities undertaken by the Board of Commissioners throughout 2019, can be seen in the chapter on Company Profile in this annual report.

## Implementation of the Board of Commissioners' Tasks in 2019

In carrying out its duties, the Board of Commissioners has submitted 10 referral letters, 8 recommendation letters and 4 strategic agreements throughout 2019, as stated below:



No	Tanggal Date	Nomor Surat Letter Number	Rekomendasi Recommendation
7	18 Juli 2019 July 18, 2019	017/PTC-DEKOM/2019-S1	<ul style="list-style-type: none"> <li>- Agar PTC memperhatian <i>timeline</i> kerjasama dengan PT ASI</li> <li>- Harus menjaga <i>Notional Pooling</i> di angka 295M di bulan Juli</li> <li>- Agar piutang yang <i>outstanding</i>, yang jumlahnya kecil-kecil segera diselesaikan</li> <li>- Untuk selanjutnya materi rapat gabungan di tambahkan tentang laporan HSSE</li> <li>- Pelaporan <i>fatality</i> di bulan Juli agar dikoreksi</li> <li>- Agar mengatur jadwal MWT BOC dan BOD ke Lapangan</li> <li>- Agar diatur jadwal pelatihan Direksi dan Komisaris untuk tahun 2019</li> <li>- In order for PTC to pay attention to the time line of cooperation with PT ASI</li> <li>- Must maintain Notional Pooling at 295M in July</li> <li>- In order for outstanding receivables, small amounts to be settled immediately</li> <li>- In the future the joint meeting material will be added about the HSSE report</li> <li>- Reporting fatality in July to be corrected</li> <li>- To arrange MWT BOC and BOD schedules to the Field</li> <li>- That the Directors and Commissioners' training schedule be arranged for 2019</li> </ul>
8	23 Agustus 2019 August 23, 2019	019/PTC-DEKOM/2019-S1	<ul style="list-style-type: none"> <li>- Agar Direksi menambahkan prognosis EBITDA Margin sampai dengan akhir tahun 2019 pada materi rapat</li> <li>- Upayakan penurunan Saldo <i>Notional Pooling</i></li> <li>- Addendum kontrak lama PTC terkait penggunaan rekening selain Mandiri</li> <li>- Agar Direksi mereview kembali usulan perubahan struktur organisasi serta perubahan anggarannya, dan buat justifikasi potensi penambahan <i>revenue</i> atas perubahan tersebut</li> <li>- In order for the Board of Directors to add the EBITDA Margin prognosis until the end of 2019 to the meeting material</li> <li>- Try to decrease the Notional Pooling Balance</li> <li>- Addendum to the old PTC contract related to the use of accounts other than Mandiri</li> <li>- To have the Board of Directors review the proposed changes to the organizational structure and changes to the budget, and justify the potential for additional revenue from these changes</li> </ul>
9	29 November 2019 November 29, 2019	027-A/PTC-DEKOM/2019-S1	<ul style="list-style-type: none"> <li>- Meningkatkan peran IT agar diimplementasikan sistem OSI sebagai pendukung kegiatan bisnis perusahaan, dan selalu melakukan <i>monitoring</i> dan evaluasi untuk perbaikan</li> <li>- Menyusun RTL mengantisipasi penurunan <i>review</i> akibat kebijakan sinergi oleh korporat</li> <li>- Mengoptimalkan potensi dan peluang di lini <i>core</i> bisnis serta <i>consulting</i></li> <li>- Increase the role of IT in order to implement the OSI system as a supporter of the company's business activities, and always carry out monitoring and evaluation for improvement</li> <li>- Arranging RTL to anticipate the decrease in review due to the synergy policy by the corporation</li> <li>- Optimizing the potential and opportunities in the core business lines and consulting</li> </ul>
10	31 Desember 2019 December 31, 2019	028/PTC-DEKOM/2019-S1	<ul style="list-style-type: none"> <li>- Agar PTC mencermati dan melakukan <i>monitoring</i> atas penerapan sinergi Anak Perusahaan Pertamina</li> <li>- Agar Direksi membuat tagline baru untuk menumbuhkan budaya dan semangat baru dalam meningkatkan <i>collection</i> periode</li> <li>- Agar Direksi mengidentifikasi upaya untuk penurunan <i>collection</i> periode</li> <li>- mengupayakan simplifikasi dan standarisasi kontrak dengan mengupayakan MOU atau kontrak payung</li> <li>- Membuat kajian untuk penambahan modal kerja</li> <li>- For PTC to observe and monitor the application of Pertamina Subsidiary synergy</li> <li>- So that the Directors create a new tagline to foster a new culture and enthusiasm in improving the collection period</li> <li>- For the Directors to identify efforts to reduce the collection period</li> <li>- Seek simplification and standardization of contracts by pursuing an MOU or paying contract</li> <li>- Making studies to increase working capital</li> </ul>

### Surat Rekomendasi

### Recommendation Letter

No	Tanggal Date	Nomor Surat Letter Number	Rekomendasi Recommendation
1	3 Januari 2019 January 3, 2019	043/PTC-10000/2019-S0.1.1	Penetapan Sekretaris Perusahaan Determination of the Corporate Secretary
2	11 Maret 2019 March 11, 2019	009/PTC-KA-DEKOM/2019-S1	- Review draft RKAP 2019 dapat ditindak lanjuti untuk penanda tanganan - Realisasi KPI Dirut th 2018 agar di perbaiki - Review of the 2019 RKAP draft can be followed up for signature - Realization of the 2018 Managing Director KPI to be improved
3	17 Mei 2019 May 17, 2019	014/PTC-KA/DEKOM/2019-S1	Persetujuan hasil Review KPI Direksi tahun 2019 Approval of the results of the 2019 KPI Directors' Review
4	20 Mei 2019 May 20, 2019	013/PTC-DEKOM/2019-S1	Review dan Rekomendasi atas Tantiem 2018 dan Remunerasi Direksi-Komisaris tahun 2019 Review and Recommendation for the 2018 Tantiem and Remuneration of the Directors and Commissioners in 2019
5	20 Mei 2019 May 20, 2019	200/PTC-10010/2019-S2	Review dan Rekomendasi Laporan Tahunan perusahaan tahun buku 2018 Review and Recommendation of the company's Annual Report for the 2018 fiscal year
6	3 Juni 2019 June 3, 2019	Kpts-020/PTC-DEKOM/2019-S1	Keputusan pembagian Tugas Komisaris Perusahaan Decision on the distribution of duties of the Company's Commissioners
7	1 Agustus 2019 August 1, 2019	Kpts-018/PTC-DEKOM/2019-S1	Pengangkatan dan Pemberhentian Anggota Komite Audit Appointment and Dismissal of Audit Committee Members
8	2 Desember 2019 December 2, 2019	Kpts-027/PTC-DEKOM/2019-S1	Keputusan Pemberhentian dan Pengangkatan Ketua Komite Audit Decision on the Dismissal and Appointment of the Chairperson of the Audit Committee

### Persetujuan Strategis

### Strategic Agreement

No	Tanggal Date	Nomor Surat Letter Number	Persetujuan Strategis Strategic Agreement
1	30 Januari 2019 January 30, 2019	003/PTC-DEKOM/2019	Izin Prinsip atas Restatement Laporan Keuangan PT Pertamina Training & Consulting (PT PTC) Tahun buku 2015 dan 2016 Principle License for PT Pertamina Training & Consulting (PT PTC) Financial Statements Restatement for the 2015 and 2016 financial year
2	16 Oktober 2019 October 16, 2019	022/PTC-DEKOM/2019	Persetujuan Komisaris atas Revisi ABI RKAP 2019 PT Pertamina Training & Consulting (PTC) Commissioner Approval of PT Pertamina Training & Consulting (PTC) ABI 2019 RKAP Revision
3	29 Oktober 2019 October 29, 2019	024/PTC-DEKOM/2019	Persetujuan Perubahan Anggaran Dasar Perusahaan, - Memasukkan kembali kegiatan Training pada kegiatan Usaha Approval of Amendment to Articles of Association of the Company, - Reinsert Training activities in Business activities
4	31 Oktober 2019 October 31, 2019	023/PTC-DEKOM/2019	Persetujuan Penunjukan KAP Tahun buku 2019 PTC Approval of KAP Appointment for Fiscal Year 2019 PTC

### Informasi Tentang Komisaris Independen

Komisaris independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris, anggota Direksi dan/atau pemegang saham pengendali atau dengan perusahaan yang mungkin menghalangi atau menghambat posisinya untuk bertindak independen sesuai dengan prinsip-prinsip GCG. Komisaris Independen bertanggung jawab untuk melakukan pengawasan dan juga mewakili kepentingan pemegang saham minoritas.

Komisaris independen diangkat berdasarkan keputusan RUPS dari pihak yang tidak terafiliasi dengan pemegang saham utama, anggota Direksi dan/atau anggota Dewan Komisaris lainnya. Meskipun saat ini RUPS belum secara formal menetapkan Komisaris Independen Perusahaan, namun secara umum anggota Dewan Komisaris Perusahaan saat ini dapat dikatakan bersifat independen. Hal ini dikarenakan anggota Dewan Komisaris, tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau pemegang saham pengendali atau hubungan dengan Perusahaan.

### Information About Independent Commissioners

Independent Commissioners are members of the Board of Commissioners who do not have financial, management, share ownership and/or family relations with members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholders or with companies that may hinder or inhibit their position to act independently in accordance with the principles GCG principles. The Independent Commissioner is responsible for supervising and also representing the interests of minority shareholders.

Independent commissioners are appointed based on the GMS 'decision from parties who are not affiliated with major shareholders, members of the Board of Directors and/or other members of the Board of Commissioners. Although currently the GMS has not formally appointed an Independent Commissioner of the Company, in general the current members of the Company's Board of Commissioners can be said to be independent. This is because members of the Board of Commissioners, do not have a financial relationship, management, share ownership and/or family with other members of the Board of Commissioners, members of the Board of Directors and/or controlling shareholders or relationship with the company.



## DIREKSI

Direksi sebagai Organ Perusahaan bertugas dan bertanggung jawab secara kolegial dalam mengelola Perusahaan secara menyeluruh. Pelaksanaan tugas oleh masing-masing anggota Direksi merupakan tanggung jawab bersama. Direksi wajib dengan itikad baik dan penuh tanggung jawab demi kepentingan Perusahaan, mengelola bisnis dan urusan Perusahaan dengan tetap memperhatikan keseimbangan kepentingan seluruh pihak yang berkepentingan dengan aktivitas Perusahaan. Direksi bertindak secara cermat, berhati-hati dan dengan mempertimbangkan berbagai aspek penting yang relevan dalam pelaksanaan tugasnya.

### Board Manual: Pedoman Tata Kerja Direksi

Dalam menjalankan setiap aktivitas dalam kegiatan bisnis Perusahaan, setiap anggota Direksi diikat dengan aturan yang menjadi pedoman dan tata tertib kerja Direksi sebagai insan Perusahaan yang disebut sebagai Pedoman Etika Kerja dan Tata Perilaku (*Code of Conduct*). Perusahaan juga memiliki *Board Manual* yang melandasi setiap aktivitas Direksi agar sesuai dengan ketentuan yang berlaku.

Hal terkait fungsi Direksi yang diatur dalam Board Manual adalah sebagai berikut:

1. Kebijakan Umum
2. Persyaratan dan Komposisi, Keanggotaan dan Masa Jabatan
3. Program Pengenalan dan Peningkatan Kapabilitas
4. Independensi (Kemandirian) Direksi
5. Etika Jabatan Direksi
6. Susunan, Tugas dan Wewenang Direksi
7. Rapat Direksi
8. Evaluasi Kinerja Direksi
9. Fungsi Pendukung

### Masa Jabatan Direksi

Masa jabatan Direksi paling lama 3 (tiga) tahun dan selanjutnya dapat dipilih kembali 1 (satu) kali masa jabatan dengan persetujuan RUPS, dengan tidak mengurangi hak RUPS untuk sewaktu-waktu dapat memberhentikan Direksi sebelum masa jabatannya berakhir.

### Kriteria dan Persyaratan serta Pengangkatan dan Pemberhentian Anggota Direksi

Sesuai dengan Pedoman Tata Kelola Perusahaan dan Board Manual Bab II yang berisi mengenai persyaratan dan komposisi, keanggotaan dan masa jabatan Direksi, diuraikan bahwa persyaratan calon anggota Direksi, adalah sebagai berikut:

1. Persyaratan Formal  
Yang dapat diangkat menjadi Anggota Direksi adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:
  - a. Dinyatakan pailit.
  - b. Menjadi Anggota Direksi atau Anggota Dewan Komisaris dan Dewan Pengawas yang dinyatakan bersalah menyebabkan dan/atau Perusahaan dinyatakan pailit.
  - c. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, BUMN, Perusahaan, dan/atau yang berkaitan dengan sektor keuangan.

2. Persyaratan lain sebagaimana ditentukan oleh Anggaran Dasar dan peraturan perundangan-undangan.

Dalam hal pengangkatan dan pemberhentian Direksi, Perusahaan sebagai anak perusahaan, tunduk pada Pedoman Pengangkatan dan Pemberhentian Direksi dalam Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan 2013 PT Pertamina (Persero) yang mengacu pada Peraturan Menteri Negara BUMN No.PER-01/MBU/2012 tanggal 20 Januari 2012. Materi Pedoman pengangkatan dan pemberhentian telah memuat mekanisme penjaringan atau nominasi calon anggota Direksi, penilaian/pengujian atas kepatutan dan kelayakan (*fit and proper test*) bagi anggota Direksi.

## BOARD OF DIRECTORS

The Board of Directors as a Company Organ has a collegial duty and responsibility in managing the Company as a whole. The implementation of the tasks by each member of the Board of Directors is a joint responsibility. The Board of Directors is required in good faith and full responsibility for the interests of the Company, managing the business and affairs of the Company while taking into account the balance of interests of all parties with an interest in the Company's activities. The Directors act carefully, carefully and by considering various important aspects that are relevant in the implementation of their duties.

### Board Manual: Board of Directors Work Guidelines

In carrying out every activity in the Company's business activities, each member of the Board of Directors is bound by rules that serve as guidelines and work procedures for the Board of Directors as a Company person, referred to as the Code of Conduct. The company also has a Board Manual that underlies every activity of the Board of Directors to comply with applicable regulations.

Matters relating to the functions of the Board of Directors stipulated in the Board Manual are as follows:

1. General Policy
2. Requirements and Composition, Membership and Term of Office
3. Capability Introduction and Enhancement Program
4. Independence (Independence) of the Directors
5. Ethics of Directors' Position
6. Composition, Duties and Authorities of the Directors
7. Directors' Meeting
8. Evaluation of Directors' Performance
9. Supporting Functions

### Term of Office of Directors

The term of office for the Board of Directors is no more than 3 (three) years and thereafter can be re-elected 1 (one) term of office with the approval of the GMS, without prejudice to the right of the GMS at any time to dismiss the Directors before their term ends.

### Criteria and Requirements and Appointment and Dismissal of Directors

In accordance with the Corporate Governance Guidelines and Board Manual Chapter II which contains the requirements and composition, membership and tenure of the Directors, it is explained that the requirements for prospective members of the Board of Directors are as follows:

1. Formal Requirements  
Those who can be appointed as Members of the Board of Directors are individuals who are capable of carrying out legal actions, except within 5 (five) years prior to their appointment:
  - a. Declared bankrupt.
  - b. Becoming a Member of the Board of Directors or Board of Commissioners and the Supervisory Board found guilty of causing and/or the company was declared bankrupt.
  - c. Convicted of a criminal offense that is detrimental to the country's finances, SOEs, Companies, and/or related to the financial sector.
2. Other requirements as determined by the Articles of Association and laws and regulations.

In the case of the appointment and dismissal of the Directors, the Company as a subsidiary, is subject to the Directors' Appointment and Dismissal Guidelines in the Management Guidelines of the 2013 PT Pertamina (Persero) Subsidiary and Joint Venture Company which refers to SOE Ministerial Regulation No.PER-01/MBU/2012 dated January 20, 2012. Material Guidelines for appointment and dismissal have included a selection mechanism or nomination of candidates for the Board of Directors, an assessment/testing of the fit and proper test for members of the Board of Directors.

Pengangkatan Direksi dilakukan dengan keputusan RUPS dimana Perusahaan merupakan entitas anak dari PT Pertamina (Persero) sebagai BUMN. Dokumen penetapan Direksi diatur RUPS dan SK HR entitas induk.

Mengenai pemberhentian anggota Direksi, seperti yang diatur dalam Anggaran Dasar Perusahaan, dilakukan atas persetujuan dari Keputusan seluruh Pemegang Saham RUPS, sebagaimana yang diatur dalam Anggaran Dasar pasal 10 (tentang Direksi) ayat 5. Mengacu pada Tata Kelola Perusahaan, keputusan pemberhentian Direksi oleh Pemegang Saham dikarenakan Direksi:

- Masa jabatannya berakhir
- Mengundurkan diri
- Kehilangan kewarganegaraan Indonesia
- Meninggal dunia
- Diberhentikan berdasarkan keputusan RUPS
- Tindakan Direksi bertentangan dengan Anggaran Dasar dan peraturan perundang-undangan yang berlaku
- Dinyatakan bersalah dengan keputusan pengadilan atau melalaikan kewajibannya.

## Komposisi dan Susunan Direksi Tahun 2019

Sebagaimana telah diatur dalam Anggaran Dasar Perusahaan, komposisi Direksi Perusahaan harus sedemikian rupa disesuaikan dengan besarnya kegiatan kompleksitas bisnis Perusahaan dan struktur organisasi sehingga memungkinkan pengambilan keputusan yang efektif, tepat dan cepat dalam rangka pencapaian tujuan Perusahaan.

Di sepanjang tahun 2019, terdapat pergantian susunan Direksi. Adapun kronologis susunan Direksi tahun 2019 adalah sebagai berikut.

### Kronologis Susunan Direksi per 31 Desember Tahun 2019

1 Januari – 31 Oktober 2019 January 1 - October 31, 2019	1 November 2019 – 1 Desember 2019 November 1, 2019 - December 1, 2019	2 Desember – 31 Desember 2019 December 2, - December 31, 2019	Keterangan Remarks
Umar Fahmi (Pj. Direktur Utama) Acting President Director	Umar Fahmi (Pj. Direktur Utama) Acting President Director		Per tanggal 19 November 2019, Umar Fahmi diberhentikan sebagai Direktur Utama melalui Keputusan Pemegang Saham Secara Sirkuler dengan alasan yang bersangkutan telah memasuki usia pensiun. As of 19 November 2019, Umar Fahmi was dismissed as President Director through a Circular Shareholder Decree on the grounds that he had entered retirement age.
Iswina Dwi Yunanto (Direktur Keuangan) Finance Director		Teuku Mirasfi (Pj. Direktur Utama) Acting President Director	Per tanggal 2 Desember 2019, Teuku Mirasfi diangkat sebagai Pj. Direktur Utama melalui Keputusan Pemegang Saham Secara Sirkuler tertanggal 19 November 2019. As of December 2, 2019, Teuku Mirasfi was appointed as Acting President Director through a Circular Shareholder Decree dated November 19, 2019.
Linda Delina (Pj. Direktur Operasi dan Pemasaran) Acting Operational and Marketing Director		Fitri Azwar (Pj. Direktur Keuangan) Acting Finance Director	Per 1 November 2019, Iswina Dwi Yunanto diberhentikan sebagai Direktur Keuangan Perusahaan melalui Keputusan Pemegang Saham Secara Sirkuler dengan alasan yang bersangkutan mendapatkan penugasan ke jabatan lain. As of November 1, 2019, Iswina Dwi Yunanto was dismissed as Finance Director through Circular Shareholder Decree on the grounds that he was assigned an assignment to another position.
			Per tanggal 2 Desember 2019, Fitri Azwar diangkat sebagai Pj. Direktur Keuangan melalui Keputusan Pemegang Saham Secara Sirkuler tertanggal 19 November 2019. As of December 2, 2019, Fitri Azwar was appointed as Acting Finance Director through a Circular Shareholder Decree dated November 19, 2019.
			Per tanggal 11 Januari, Linda Delina diangkat melalui Keputusan Pemegang Saham secara Sirkuler. As of January 11, Linda Delina was appointed through a Circular Shareholder Decree.
	Linda Delina (Direktur Operasi dan Pemasaran) Operational and Marketing Director	Linda Delina (Direktur Operasi dan Pemasaran) Operational and Marketing Director	Per tanggal 2 April 2019, Linda Delina ditetapkan melalui Keputusan Pemegang Saham Secara Sirkuler sebagai pejabat definitif Direktur Operasi dan Pemasaran. As of April 2, 2019, Linda Delina was appointed by Circular Shareholder Decree as the definitive official of the Operational and Marketing Director.



## Susunan Direksi Per 31 Desember 2019

## Board of Directors Composition as of December 31, 2019

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Position Period
Teuku Mirasfi	Pj. Direktur Utama Acting President Director	Keputusan RUPS Sirkuler tanggal 19 November 2019. Circular GMS Decision on November 19, 2019.	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decides otherwise.	Pertama First
Fitri Azwar	Pj Direktur Keuangan Acting Finance Director	Keputusan RUPS Sirkuler tanggal 19 November 2019. Circular GMS Decision on November 19, 2019.	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decides otherwise.	Pertama First
Linda Delina	Direktur Operasi dan Pemasaran) Operational and Marketing Director	Diangkat dalam Jajaran Direksi sebagai Pj. Direktur Operasi dan Pemasaran melalui Keputusan Pemegang Saham Secara Sirkuler tanggal 11 Januari 2019 dan ditetapkan sebagai pejabat definitif pada 2 April 2019. Appointed in the Board of Directors as Operational and Marketing Director through the Circular GMS on January 11, 2019.	1 (satu) periode sebagaimana dimaksud dalam Anggaran Dasar Perseroan atau sampai dengan Rapat Umum Pemegang Saham Perseroan memutuskan lain. 1 (one) period as referred to in the Company's Articles of Association or until the Company's General Meeting of Shareholders decides otherwise.	Pertama First

Profil seluruh Direksi dapat dilihat pada bab Profil Perusahaan dalam Laporan Tahunan ini.

The profiles of all Directors can be seen in the Company Profile chapter in this Annual Report.

### Independensi Anggota Direksi

Agar Direksi dapat bertindak sebaik-baiknya demi kepentingan Perusahaan secara keseluruhan, maka independensi Direksi merupakan salah satu faktor penting yang harus dijaga. Untuk menjaga independensi, maka ditetapkan ketentuan sebagai berikut:

1. Selain organ Perusahaan, pihak lain manapun dilarang melakukan atau campur tangan dalam pengurusan Perusahaan.
2. Direktur dilarang melakukan aktivitas yang dapat mengganggu independensinya dalam mengurus Perusahaan.
3. Anggota Direksi dilarang saling memiliki hubungan keluarga sampai dengan derajat kedua dengan sesama anggota Direksi dan/atau dengan anggota Dewan Komisaris.
4. Anggota Direksi dilarang menjadi pengurus partai politik dan/atau calon/anggota legislatif.

### Independence of Directors

In order for the Directors to act as well as possible in the interests of the Company as a whole, the independence of the Directors is one of the important factors that must be maintained. To maintain independence, the following conditions are stipulated:

1. Other than Company organs, any other party is prohibited from engaging in or interfering in the management of the Company.
2. Directors are prohibited from carrying out activities that could interfere with their independence in managing the Company.
3. Members of the Board of Directors are prohibited from having family relations up to the second degree with fellow members of the Board of Directors and/or members of the Board of Commissioners.
4. Members of the Board of Directors are prohibited from becoming managers of political parties and/or candidates/members of the legislature.

### Tugas dan Tanggung Jawab, Wewenang dan Hak Direksi

Anggaran Dasar Perusahaan menyebutkan bahwa Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan. Dalam menjalankan pengelolaan Perusahaan, Direksi memiliki tugas dan wewenang sebagaimana yang diatur dalam *Board Manual*, yakni sebagai berikut:

1. Menetapkan visi, misi, dan strategi Perusahaan.
2. Menetapkan kebijakan Perusahaan yang berlaku secara korporat termasuk Anak Perusahaan.
3. Mengajukan usulan pengelolaan Perusahaan yang memerlukan persetujuan Dewan Komisaris dan/atau memerlukan tanggapan tertulis Dewan Komisaris dan persetujuan Rapat Umum Pemegang Saham (RUPS) serta melaksanakannya sesuai ketentuan yang diatur dalam Anggaran Dasar, persetujuan Dewan Komisaris serta keputusan RUPS.
4. Mengupayakan tercapainya sasaran indikator aspek keuangan, aspek operasional dan aspek administrasi yang digunakan sebagai dasar penilaian tingkat kesehatan Perusahaan sesuai dengan kinerja yang telah ditetapkan dalam RUPS Persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP).

### Duties and Responsibilities, Authority and Rights of Directors

The Company's Articles of Association state that the Board of Directors is tasked with carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the aims and objectives of the Company as well as representing the Company both inside and outside the Court of all matters and all events with restrictions as regulated in statutory regulations - invitation. In carrying out the management of the Company, the Board of Directors has the duties and authorities as stipulated in the Board Manual, which are as follows:

1. Define the company's vision, mission and strategy.
2. Establish Company policies that apply in corporate terms including Subsidiaries.
3. Submitting proposals for the management of companies that require the approval of the Board of Commissioners and/or require a written response from the Board of Commissioners and approval of the General Meeting of Shareholders (GMS) and implementing them in accordance with the provisions set out in the Articles of Association, Board of Commissioners' approval and GMS decisions.
4. Strive to achieve the targets of indicators of financial aspects, operational aspects and administrative aspects that are used as a basis for assessing the soundness of the Company in accordance with the performance set in the RUPS for Approval of the Work Plan and Corporate Budget (RKAP).

5. Menetapkan usulan dan perubahan rencana jangka panjang Perusahaan dan rencana kerja dan anggaran Perusahaan sesuai ketentuan yang berlaku.
6. Menetapkan sasaran kinerja serta evaluasi kinerja Perusahaan sesuai ketentuan yang berlaku.
7. Menetapkan persetujuan proyek investasi non rutin yang melebihi kewenangan Anggota Direksi/Direktur dan memantau pelaksanaannya.
8. Menetapkan persetujuan proyek investasi sesuai kewenangan Direksi setelah mendapat persetujuan dalam RKAP, memantau dan melakukan koreksi terhadap pelaksanaannya.
9. Menetapkan kegiatan kerjasama atau kontrak dengan nilai kontrak atau penggunaan/perolehan aset yang melebihi kewenangan anggota Direksi/Direktur seperti yang diatur dalam kebijakan otorisasi keuangan.
10. Menetapkan struktur organisasi dan penetapan pejabat Perusahaan sampai jenjang tertentu yang diatur melalui ketetapan Direksi.
11. Melakukan segala tindakan dan perbuatan mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/ atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.
12. Menunjuk Direktur Utama mewakili Direksi untuk menandatangani Surat Kuasa Khusus untuk mewakili Perusahaan di dalam maupun di luar Pengadilan.
13. Sepanjang tidak ditetapkan oleh RUPS, Direksi dapat menetapkan pembagian tugas dan wewenang di antara Direksi dalam suatu keputusan Direksi, tanpa membatasi tugas, wewenang, dan tanggung jawab sebagai Anggota Direksi sesuai ketentuan yang tercantum dalam Anggaran Dasar, guna menjalankan tugas pokok sebagai anggota Direksi secara efektif dan efisien.
14. Setiap Anggota Direksi bertanggung jawab penuh secara pribadi apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perusahaan, kecuali apabila Anggota Direksi yang bersangkutan dapat membuktikan bahwa :
  - a. Kerugian tersebut bukan karena kesalahan atau kelalaianya.
  - b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perusahaan.
  - 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.
15. Milarang selain Direksi atau pihak lain manapun melakukan atau campur tangan dalam pengurusan Perusahaan.

Selain tugas dan wewenang dalam mengelola Perusahaan, anggota Direksi juga memiliki hak sebagai berikut:

1. Anggota Direksi diberi gaji dan tunjangan serta fasilitas termasuk santunan purna jabatan yang jenis dan jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan peraturan perundang-undangan yang berlaku.
2. Apabila Perusahaan mencapai tingkat keuntungan, maka Direksi dapat menerima tantiem sebagai imbalan atas prestasi kerjanya yang besarnya ditetapkan oleh RUPS.
3. Menggunakan sarana dan fasilitas Perusahaan untuk kegiatan yang berhubungan dengan kepentingan Perusahaan, sesuai dengan peraturan perundang-undangan dan kebijakan Perusahaan.
4. Memperoleh salinan risalah Rapat Direksi, baik anggota Direksi yang bersangkutan hadir maupun tidak hadir dalam Rapat Direksi

## Ruang Lingkup Pembagian Tugas dan Tanggung Jawab Direksi

Pembagian ruang lingkup tugas Direksi sebagaimana yang telah ditetapkan melalui Surat Keputusan Direksi No.018/PTC-Kpts/X/12 tanggal 30 Oktober 2012, dan mengacu kepada Board Manual No. 014/PTC-10000/2016-S1 Revisi-1 (2019), dijabarkan sebagai berikut:

5. Determine proposals and changes to the Company's long-term plans and work plans and the Company's budget in accordance with applicable regulations.
6. Set performance targets and evaluate company performance in accordance with applicable regulations.
7. Determine approval of non-routine investment projects that exceed the authority of the Directors/Directors and monitor their implementation.
8. Determine investment project approval according to the Board of Directors' authority after obtaining approval in the RKAP, monitor and make corrections to its implementation.
9. Establish cooperation or contract activities with contract value or use/acquisition of assets that exceed the authority of members of the Board of Directors/Directors as stipulated in the financial authorization policy.
10. Determine the organizational structure and determination of Company officials up to certain levels which are regulated through a Board of Directors decree.
11. Performing all actions and actions regarding the management and ownership of the Company's assets, binding the Company with other parties and/or other parties with the Company, as well as representing the Company inside and outside the Court of all matters and all events, with restrictions as regulated in statutory regulations laws, Articles of Association and/or GMS decisions.
12. Appoint the President Director to represent the Board of Directors to sign the Special Power of Attorney to represent the Company inside and outside the Court.
13. As long as it is not stipulated by the GMS, the Board of Directors can determine the division of tasks and authority among Directors in a decision of the Board of Directors, without limiting the duties, authority, and responsibilities as a Member of the Board of Directors in accordance with the provisions contained in the Articles of Association, in order to carry out the main duties as a member of the Board of Directors effectively. and efficient.
14. Each Member of the Board of Directors is fully responsible personally if the person concerned is guilty or negligent in carrying out his duties for the interests and business of the Company, except if the Member of the Board of Directors concerned can prove that:
  - a. The loss is not due to an error or negligence.
  - b. Has made arrangements in good faith and prudence for the interests and in accordance with the aims and objectives of the Company.
  - c. Do not have a conflict of interest either directly or indirectly for the management actions that result in losses.
  - d. Have taken action to prevent the loss continuing.
15. o. Prohibiting other than the Board of Directors or any other party does or interferes in the management of the Company.

In addition to the duties and authority in managing companies, members of the Board of Directors also have the following rights:

1. Members of the Board of Directors are given salaries and benefits as well as facilities including retirement benefits of the type and amount determined by the GMS taking into account the provisions of the applicable laws and regulations.
2. If the company reaches a profit level, the Board of Directors can receive a bonus in return for its work performance, the amount of which is determined by the GMS.
3. Use Company facilities and facilities for activities that are related to the interests of the Company, in accordance with laws and regulations and Company policies.
4. Obtain a copy of the minutes of the Board of Directors 'Meeting, both members of the Board of Directors concerned are present or not present at the Board of Directors' Meeting

## Scope of Division of Duties and Responsibilities of Directors

Distribution of the scope of duties of the Board of Directors as determined by the Decree of the Board of Directors No.018/PTC-Kpts/X/12 dated 30 October 2012, and refers to Board Manual No. 014/PTC-10000/2016-S1 Revision-1 (2019), described as follows:



## Teuku Mirasfi

Tugas dan Tanggung Jawab Direktur Utama:

- Menetapkan visi dan misi Perusahaan
- Menetapkan RJPP (Rencana Jangka Panjang Perusahaan) 5 tahunan
- Menetapkan RKAP (Rencana Kerja dan Anggaran Pendapatan) setiap tahun
- Menetapkan kebijakan strategis dan operasional Perusahaan
- Mengelola dan mengembangkan seluruh aset fisik (aktiva tetap) dan non fisik (*image, royalty, dsb.*) Perusahaan
- Mengkoordinasikan & memimpin seluruh proses bisnis (operasi) Perusahaan sesuai peraturan perundang-undangan nasional maupun internasional berkaitan dengan kegiatan perusahaan, audit produk hukum serta penyelenggaraan administrasi dan dokumentasi hukum.
- Mengelola dan menetapkan penggunaan seluruh sumber dana Perusahaan berdasarkan prinsip efisiensi dan efektivitas
- Mengadakan kerjasama dengan pihak lain untuk operasi dan pengembangan Perusahaan
- Menandatangani MoU dan kontrak pelaksanaan kegiatan dengan pihak lain sehubungan dengan operasional Perusahaan
- Mengembangkan operasi Perusahaan ke pasar domestik dan pasar global
- Mengangkat dan memberhentikan Pekerja Perusahaan baik Pekerja Tetap maupun Pekerja Tidak Tetap (Kontrak/Honor) Kantor Pusat Perusahaan atau memberikan wewenang kepada Sub Ordinatnya
- Membina dan mengembangkan SDM Perusahaan
- Melaporkan jalannya Perusahaan kepada Pemegang Saham dan Komisaris setiap Bulan, Triwulan dan setiap Tahun Anggaran
- Menghadiri RUPS dan RUPS-LB

Duties and Responsibilities of the President Director:

- Establish the Company's vision and mission
- Establishing 5-year RJPP (Company Long-Term Plan)
- Establish annual RKAP (Work Plan and Budget)
- Establish strategic and operational policies of the Company
- Manage and develop all of the Company's physical assets (fixed assets) and non-physical assets (*image, royalty, etc.*)
- Coordinate & lead all business processes (operations) of the Company in accordance with national and international laws and regulations relating to company activities, legal product audits and administration and legal documentation.
- Manage and determine the use of all Company funding sources based on the principles of efficiency and effectiveness
- Establish cooperation with other parties for the operation and development of the Company
- Sign the MoU and contract for implementing activities with other parties in connection with the Company's operations
- Developing the Company's operations to the domestic market and the global market
- Appoint and dismiss Company Employees both Permanent Workers and Non-Permanent Workers (Contracts/Honors) of the Head Office of the Company or give authority to Sub-ordinates
- Fostering and developing the Company's HR
- Report the running of the Company to the Shareholders and Commissioners every Month, Quarter and every Budget Year
- Attending the GMS and EGMS

## Fitri Azwar

Tugas dan Tanggung Jawab Direktur Keuangan:

- Bersama Direktur Utama, menetapkan visi dan misi Perusahaan sesuai arahan Pemegang Saham dan Komisaris.
- Bersama Direktur Utama menetapkan RJPP (Rencana Jangka Panjang Perusahaan) 5 tahunan dan menetapkan RKAP (Rencana Kerja dan Anggaran Pendapatan) setiap tahun
- Menetapkan kebijakan keuangan, mengarahkan dan membina pengelolaan keuangan perusahaan meliputi kebijakan anggaran, pembendaharaan dan akuntansi, manajemen resiko, investasi dan pendanaan.
- Mengelola dan mengendalikan seluruh aset fisik (aktiva tetap) dan non fisik (*image, royalty, dsb.*) Perusahaan.
- Menetapkan kebijakan strategis dalam bidang pengkajian stratejik dan perencanaan, pengembangan organisasi, kesisteman dan manajemen mutu, perencanaan dan pengembangan SDM serta teknologi informasi.
- Menetapkan strategi dan perencanaan kebijakan pembinaan, pengembangan kepemimpinan dan pola pengelolaan SDM jangka pendek, menengah dan jangka panjang.
- Membina SDM, pemantauan dan evaluasi kesehatan SDM, penyelesaian permasalahan pembinaan SDM serta hubungan industrial lainnya.
- Membina dan mengkoordinasikan perencanaan serta penyelenggaraan pendidikan dan pelatihan pekerja.
- Membina hubungan dengan pihak perbankan dalam rangka menjalankan strategi keuangan
- Menyusun strategi, standar dan kebijakan TI perusahaan dengan nilai-nilai yang teruji (*best Practice*).
- Mengangkat dan memberhentikan Pekerja Perusahaan baik Pekerja Tetap maupun Pekerja Tidak Tetap (Kontrak/Honor) sesuai Pelimpahan Wewenang yang ada
- Menyelenggarakan Manajemen Keuangan Perusahaan yang mencakup kegiatan Akuntansi, *Controller*, Pembendaharaan dan Pendanaan
- Melaporkan setiap perkembangan fungsi keuangan dan SDM - Umum kepada Direktur Utama setiap Bulan, Triwulan dan setiap Tahun Anggaran
- Melaksanakan tugas-tugas Direksi seperti ditetapkan dalam Anggaran Dasar Perusahaan, arahan dari Pemegang Saham serta Komisaris.
- Menghadiri RUPS dan RUPS-LB

Duties and Responsibilities of the Finance Director:

- Together with the President Director, establishes the Company's vision and mission according to the direction of the Shareholders and Commissioners.
- Together with the President Director establishes the RJPP (Company Long Term Plan) 5 years and sets the RKAP (Work Plan and Budget) every year
- Establish financial policies, direct and foster corporate financial management including budget policies, treasury and accounting, risk management, investment and funding.
- Managing and controlling all physical assets (fixed assets) and non-physical (*image, royalty, etc.*) of the Company.
- Establish strategic policies in the field of strategic assessment and planning, organizational development, systems and quality management, HR planning and development as well as information technology.
- Establish strategies and planning for coaching policies, developing leadership and short, medium and long term HR management patterns.
- Fostering HR, monitoring and evaluating HR health, solving problems of human resource development and other industrial relations.
- Fostering and coordinating the planning and implementation of workers' education and training.
- Fostering relationships with the banking sector in order to carry out financial strategies
- Compile company IT strategies, standards and policies with proven values (*best practice*).
- Appoint and dismiss Company Workers both Permanent Workers and Non-Permanent Workers (Contract/Honor) in accordance with the Delegation of Existing Authority
- Organizing Corporate Financial Management which includes Accounting, *Controller*, Treasury and Funding activities
- Report any development of financial and HR functions - General to the President Director every Month, Quarter and every Budget Year
- Carry out the duties of the Board of Directors as stipulated in the Company's Articles of Association, directives from Shareholders and Commissioners.
- Attending the GMS and EGMS

## Linda Delina

Tugas dan Tanggung Jawab Direktur Operasi & Pemasaran:

- Bersama Direktur Utama menetapkan visi dan misi Perusahaan sesuai arahan Pemegang Saham dan Komisaris.
- Bersama Direktur Utama menetapkan RJPP (Rencana Jangka Panjang Perusahaan) 5 tahunan dan menetapkan RKAP (Rencana Kerja dan Anggaran Pendapatan) setiap tahun.
- Bersama Direksi mengkaji Organisasi dan system Tata Kerja (Pedoman, TKO, TKI) yang berjalan serta melakukan *alignment* yang diperlukan.
- Menyusun & menetapkan kebijakan strategis dalam bidang Pengembangan Produk, Pemasaran, Operasi dan Jasa Pengamanan serta mengarahkan dan membina pengelolaan jaringan pemasaran
- Menyusun & menetapkan kebijakan Operasional di bidang *training*, konsultasi, *Event Organizer* dan jasa pengamanan
- Membina hubungan dengan pelanggan
- Membina, mengarahkan & meningkatkan kemampuan SDM baik *knowledge* maupun *scale* di sub ordinatnya sehingga dapat mendukung meningkatkan value perusahaan
- Melaksanakan pemantauan dan evaluasi kesehatan SDM, penyelesaian permasalahan pembinaan SDM disub ordinatnya
- Mengkoordinasikan dan menyelaraskan peraturan perusahaan yang berkaitan dengan jasa pengamanan dengan perundang-undangan yang berlaku nasional maupun peraturan di sisi pelanggan
- Mengembangkan pasar/klien/aktivitas baru di samping tetap menjaga yang sudah berjalan.
- Menetapkan peraturan perusahaan untuk merapikan kearsipan di bidang pengembangan program, pemasaran, operasi dan jasa pengamanan
- Melaporkan setiap perkembangan fungsi Pengembangan Produk, Penjualan dan Pemasaran, Operasi serta Jasa Pengamanan kepada Direktur utama setiap Bulan, Triwulan dan setiap Tahun Anggaran
- Melaksanakan tugas-tugas Direksi seperti ditetapkan dalam Anggaran Dasar Perusahaan, arahan dari Pemegang Saham serta Komisaris.
- Menghadiri RUPS dan RUPS-LB

Duty and Responsibility of Operational and Marketing Director:

- Set the vision and mission of the Company as directed by the Shareholders and Commissioners together with President Director.
- Establish 5 years RJPP (the Company's Long-Term Plan) and set annual RKAP (the Company's Work Plan & Budget) together with President Director.
- Together with all Directors, examines the existing Organization and Work Procedures system (Guidelines, TKO, TKI) and make the necessary alignment.
- Develop and establish strategic policies in the areas of Product Development, Marketing, Operations and Security service and direct marketing network and building management.
- Develop and establish operational policies in the field of training, consulting, Event Organizer and security service.
- Developing relationships with customers.
- Fostering, direct and improve the ability of human resources both in terms of knowledge and scale in its subordinate, hence able to support the increasing of company's value.
- Implement monitoring and evaluation of human resources health, resolving problems of human resource development in the subordinate.
- Coordinate and harmonize the Company's regulations relating to the security service with the national legislation or customers' regulations.
- Developing new market/customers/clients/activity while keeping the ones that have been running.
- Establish rules to spruce up the Company in the field of archival program development, marketing, operations, and security service.
- Report any functional development of Product Development, Sales and Marketing, Operations and Security service to the President Director on monthly, quarterly, and annually basis of a Fiscal Year
- Carry out duties of Directors as stipulated in the Articles of Association, directives from shareholders as well as the Commissioner.
- Attending the GMS and EGM.

## Program Orientasi Bagi Direksi

Perusahaan telah memiliki pedoman program pengenalan bagi anggota Direksi yang baru diangkat yang diatur dalam pedoman mengenai program pengenalan Direksi yang baru. Pedoman ini tercantum pada Buku Pedoman Good Corporate Governance (GCG Code) Perusahaan No. A-008/PTC-DU10000/2016-S1 Revisi-1 (2019).

Sesuai dengan Pedoman Tata Kelola Perusahaan Bagian B tentang Program Pengenalan bagi Anggota Komisaris dan Direksi yang Baru, materi Pengenalan tersebut telah mencakup:

1. Pelaksanaan prinsip-prinsip GCG
2. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya.
3. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit.
4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.

Pada tahun 2019 program pengenalan Perusahaan terhadap Direksi yang baru dilakukan pada tanggal 18 Desember 2019, bertepatan dengan diselenggarakannya Rapat Gabungan BOC-BOD yang diikuti oleh Dewan Komisaris dan Direksi PTC.

## Program Peningkatan Kapasitas Anggota Direksi

Perusahaan telah memiliki kebijakan tentang pelatihan anggota Direksi sesuai kebutuhan sesuai dengan Board Manual bagian Program Peningkatan Kapabilitas pada SK No.Kpts-167/PTC-10000/2016-S1. Tentang kegiatan peningkatan kompetensi yang diikuti Direksi di sepanjang tahun 2019 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

## Orientation Program for Directors

The company has an introduction program guidelines for newly appointed members of the Board of Directors set out in the guidelines regarding the new Board of Directors introduction program. These guidelines are listed in Company Good Corporate Governance Guideline (GCG Code) No. A-008/PTC-DU10000/2016-S1 Revision-1(2019).

In accordance with the Corporate Governance Guidelines Part B concerning the Introductory Program for New Commissioners and Directors, the introduction material includes:

1. Implementation of GCG principles
2. Description of the Company relating to the objectives, nature and scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive positions, risks and other strategic issues.
3. Information relating to delegated authority, internal and external audit, internal control systems and policies, including the Audit Committee.
4. Information regarding the duties and responsibilities of the Board of Commissioners and Directors as well as matters that are not allowed.

In 2019 the Company's introduction to the new Directors program was carried out on December 18, 2019, coinciding with the holding of the BOC-BOD Joint Meeting, which was followed by the Board of Commissioners and Directors of PTC.

## Capacity Building Program for Members of the Board of Directors

The company has a policy regarding the training of members of the Board of Directors according to needs in accordance with the Board Manual of the Capability Improvement Program section in SK No.Kpts-167/PTC-10000/2016-S1. Concerning the competency improvement activities participated by the Board of Directors throughout 2019, can be seen in the Company Profile chapter in this annual report.



## Laporan Singkat Pelaksanaan Tugas dan Tanggung Jawab Direksi Tahun 2019

Selama tahun 2019 Direksi telah mengeluarkan berbagai keputusan baik di bidang operasional, keuangan, maupun beberapa penunjang usaha melalui perangkat kebijakan berupa Keputusan Direksi serta Surat Edaran, sebagaimana yang terlampir di bawah ini.

## Brief Report on the Implementation of the Duties and Responsibilities of Directors in 2019

During 2019 the Board of Directors issued a number of decisions in the operational, financial, and business supporting sectors through a set of policies in the form of Directors' Decrees and Circular Letters, as attached below.

Surat Keputusan Direksi Decree of the Board of Directors		
Kpts-022	8 Februari 2019 February 8, 2019	Keputusan mengenai Tim Perunding dan Penyusun PKB Tahun 2019 – 2021 The decision regarding the PKB Negotiating and Compiling Team 2019-2021
SK-027	12 April 2019 April 12, 2019	Surat Keputusan Mengenai Tim Perunding dan Penyusun PKB Decree Regarding the PKB Negotiating Team and Drafting Team
Kpts-029	8 Mei 2019 May 8, 2019	Surat Keputusan tentang Otorisasi Perusahaan Decree on Company Authorization
Kpts-030	24 Mei 2019 May 24, 2019	Surat Keputusan Tentang Penetapan Visi, Misi Tata Nilai Decree on the Establishment of a Vision, Mission of Values
Kpts-031	21 Februari 2019 February 21, 2019	Surat Keputusan Tentang Batasan Nilai Pengadaan Barang/Jasa dan Panitia Pengadaan Barang/Jasa PT PTC Decree Regarding the Limitation on the Value of Goods / Services Procurement and PT / PTC's Goods / Services Procurement Committee
Kpts-039	31 Mei 2019 May 31, 2019	Surat Keputusan Tentang Board Manual PTC Decree Regarding The Board Manual PTC
Kpts-040	30 Agustus 2019 August 30, 2019	Surat Keputusan Tentang Panjar Kerja Pekerja Decree on Worker's Retirement
Kpts-042	10 September 2019, September 10, 2019	Surat Keputusan tentang OSI Decree on OSI
Kpts-043	17 September 2019 September 17, 2019	Surat Keputusan Pelaksanaan Learning Online Decree on the Implementation of Online Learning
SK-054	24 Oktober 2019 October 24, 2019	Surat Keputusan tentang Tim Perunding dan Penyusun PKB Decree on the PKB Negotiating Team and Drafting Team
Surat Perintah Direksi Warrant of the Board of Directors		
001	9 Januari 2019 January 9, 2019	Surat Perintah Tentang Pembentukan Tim Penanggulangan Keadaan Darurat Kantor Pusat PT PTC Warrant About Establishing PTC PT Headquarters Emergency Management Team
002	9 Januari 2019 January 9, 2019	Surat Perintah Tentang Tim Pelaksana AFI atas Feedback Quality Management Award 2018 dan Persiapan Penyusunan Dokumen Kinerja Ekselen (DKE) Quality Management Award 2020 Warrant About the AFI Implementation Team for the 2018 Quality Management Award Feedback and Preparation for the 2020 Quality Management Award [EFD] Documentation
003	13 Februari 2019 February 13, 2019	Surat Perintah tentang Champion Team Academy Tahun 2019 Warrant on Champion Team Academy in 2019
004	26 Februari 2019, February 26, 2019	Surat Perintah Tentang Panitia HUT & Employee Gathering PT PTC Warrant About PTC Anniversary & Employee Gathering Committee
005	29 Mei 2019 May 29, 2019	Surat Perintah Tentang Tim Penyusun Proses Bisnis PT PTC Warrant About PT PTC Business Process Drafting Team
006	24 Juni 2019 June 24, 2019	Surat Perintah Tentang Penunjukan Tim Annual Report Award (ARA) 2019 Untuk Penilaian Laporan Tahun 2018 Warrant About Appointment of 2019 Annual Report Award (ARA) Team For Assessment of 2018 Report
007	3 Juli 2019 July 3, 2019	Surat Perintah Tentang Tim Instruktur Pelatihan Warrant About the Training Instructor Team
008	3 Juli 2019 July 3, 2019	Surat Perintah Tentang Tim Culture Agent PTC Tahun 2019 PT PTC Warrant About PTC Culture Agent Team 2019 PT PTC
050	10 Oktober 2019 October 10, 2019	Surat Perintah Tim Pembentahan Piutang Usaha Warrant for Settling the Accounts Receivable Team
053	17 Oktober 2019 October 17, 2019	Surat Perintah Tentang Kepala Perwakilan Sekuriti PT PTC Cabang Jawa Barat Warrant About the Chief Representative of PT PTC Security in West Java Branch

Surat Edaran Circular letter		
E-001	1 Maret 2019 March 1, 2019	Surat Edaran Tentang Penegasan Kembali atas netralitas & larangan penggunaan Sumber Daya BUMN dalam kegiatan Politik Praktis Pemilihan Eksekutif & Pemilihan Legislatif Circular on Reaffirming Neutrality & Prohibition of Using SOE Resources in Practical Political Activities Executive Elections & Legislative Elections
E-002	1 Maret 2019 March 1, 2019	Surat Edaran tentang Kegiatan Olahraga & Tasyakuran Circular on Sports Activities & Traditions
E-003	1 Maret 2019 March 1, 2019	Surat Edaran tentang penyimpanan tumbler Circular about tumbler storage
E-006	5 Maret 2019 March 5, 2019	Surat Edaran tentang Jam Kerja selama bulan Ramadhan Circular on Working Hours during the month of Ramadan
E-008	28 Mei 2019 May 28, 2019	Surat Edaran tentang Libur dan Cuti Bersama Idul Fitri 1440 H Circular on Public Holidays and Leave for Eid Al-Fitr 1440 H
E-012	11 September 2019 September 11, 2019	Surat Edaran tentang Jam kerja Pekerja Kantor Pusat Circular on Work Hours for Head Office Workers

### Informasi tentang Komite di Bawah Direksi

Hingga akhir tahun 2019, Perusahaan tidak memiliki komite di bawah Direksi. Dengan demikian, tidak terdapat informasi terkait pelaksanaan tugas dan penilaian komite di bawah Direksi.

### Information about Committees Under the Directors

Until the end of 2019, the Company did not have a committee under the Board of Directors. Therefore, there is no information related to the implementation of the duties and evaluation of committees under the Board of Directors.



# TRANSPARANSI INFORMASI TENTANG DEWAN KOMISARIS DAN DIREKSI TAHUN 2019

TRANSPARENCY OF INFORMATION ABOUT THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN 2019

## Assessment Penerapan GCG Untuk Aspek Dewan Komisaris Dan Direksi

Sebagai organ utama dalam Perusahaan, Dewan Komisaris dan Direksi memiliki peran sentral dalam gerak pertumbuhan Perusahaan. Assessment atas kedua organ ini menjadi sebuah keharusan, terutama karena Perusahaan merupakan anak usaha dari BUMN yang diarahkan untuk menerapkan prinsip GCG pada standar BUMN sekaligus penilaian terhadap penerapan tersebut.

Seperti yang telah dijelaskan di atas, assessment terhadap penerapan GCG mengacu kepada Salinan 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. Metode penilaian dan evaluasi dilakukan dengan menggunakan alat ukur yang terdiri dari 6 (enam) aspek dengan bobot yang telah ditentukan sebagaimana diatur dalam Salinan Keputusan di atas.

Sejalan dengan assessment yang bertujuan memberikan evaluasi dan rekomendasi, Manajemen Perusahaan diharapkan melakukan tindak lanjut atas rekomendasi yang muncul dari proses assessment. Untuk assessment penerapan GCG tahun buku 2019, hasil assessment memberikan predikat "Baik", dengan nilai mencapai 79,59. Khusus untuk aspek Dewan Komisaris/Dewan Pengawas dan Direksi, masing-masing meraih nilai perolehan 25,45 dan 32,07.

## Assessment of GCG Implementation for the Board of Commissioners and Directors Aspects

As the main organ in the Company, the Board of Commissioners and Directors have a central role in the growth of the Company. An assessment of these two organs is a must, especially since the Company is a subsidiary of a SOE that is directed to apply GCG principles to the SOE standards as well as an assessment of the application.

As explained above, the assessment of the application of GCG refers to a copy of the Decree of the Secretary of the Ministry of State-Owned Enterprises No.SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Evaluation and Evaluation Parameters for the Implementation of Good Corporate Governance in SOEs. The method of evaluation and evaluation is carried out using a measuring instrument consisting of 6 (six) aspects with a predetermined weight as stipulated in the Decision Copy above.

In line with the assessment aimed at providing evaluations and recommendations, the Company's Management is expected to follow up on the recommendations that arise from the assessment process. For the assessment of GCG implementation for the 2019 fiscal year, the results of the assessment was "Good" predicate, with a score of 79.59. Specifically for the aspects of Board of Commissioners/Supervisory Board and Board of Directors, each of them achieved the score of 25.45 and 32.07.

Jenis Penilaian / Type of Assessment	:	Self Assessment
Penilai / Assessor	:	Tim Self Assessment PTC
Periode Penerapan / Implementation Period	:	1 Januari 2019 – 31 Desember 2019 / January 1, 2019 – December 31, 2019
Tahun Ukur / Measurement Year	:	2019
Tempat / Location	:	Kantor Pusat / Head Office PT Pertamina Training & Consulting
Waktu Pengukuran / Measurement Time	:	1 Januari 2020 sampai dengan 29 Februari 2020 / January 1, 2020 until February 29, 2020

Hasil Assessment Penerapan GCG Aspek Dewan Komisaris dan Direksi Tahun Buku 2019  
[Metode Penilaian Berdasarkan Salinan Keputusan Sekretaris Kementerian BUMN  
No.SK-16/S.MBU/2012]

Assessment Results of the Implementation of GCG Aspects of the Board of Commissioners and Directors for Fiscal Year 2019 (Assessment Method Based on a Decree of the Secretary of the Ministry of SOE No.SK-16/S.MBU/2012)

Aspek Pengujian Aspect of Testing	Bobot Weight	Pencapaian Tahun Buku 2019 Achievements for Fiscal Year 2019		
		Nilai Score	Pencapaian Achievement (%)	Kualifikasi Kualitas Penerapan GCG Qualification of GCG Implementation Quality
Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,00	25,45	72,71%	Cukup Baik Sufficient
Direksi Board of Directors	35,00	32,07	91,64%	Sangat Baik Very good

Keterangan:

0-50 : Tidak Baik | 50-60 : Kurang Baik | 60-75 : Cukup Baik | 75-85 : Baik | 85-100 : Sangat Baik

Information:

0-50: Not Good | 50-60: Not Good. | 60-75: Good Enough | 75-85: Good | 85-100: Very Good

Rekomendasi hasil assessment penerapan GCG untuk aspek Dewan Komisaris dan Direksi tahun buku 2018 dan tindak lanjut yang dilakukan di tahun 2019 adalah sebagai berikut:

Recommendations on the results of the assessment of GCG implementation for the aspects of the Board of Commissioners and Directors for the 2018 fiscal year and the follow-up actions taken in 2019 are as follows:

No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2019 Recommendations of Assessment of GCG Implementation for Fiscal Year 2019	Periode Tindak Lanjut Follow-up Period	Rencana Tindakan Action Plan
I	<b>Dewan Komisaris/Dewan Pengawas</b> Board of Commissioners/Supervisory Board		
1	<p>Agar terdapat rencana Dewan Komisaris mengenai pengawasan dan pemberian nasihat terhadap : Kebijakan / rancangan sistem pengendalian intern dan pelaksanaannya.</p> <p>Kebijakan dan pelaksanaan manajemen risiko perusahaan.</p> <p>Kebijakan sistem teknologi informasi perusahaan.</p> <p>Kebijakan sumber daya manusia dan pelaksanaan kebijakan tersebut.</p> <p>Kebijakan akuntansi dan penyusunan laporan keuangan serta penerapan kebijakan tersebut.</p> <p>Kebijakan pengadaan dan pelaksanaannya.</p> <p>Kebijakan mutu dan pelayanan beserta pelaksanaannya.</p> <p>Peraturan per-UU-an dan perjanjian dengan pihak ketiga.</p> <p>Pengawasan efektivitas pelaksanaan audit eksternal dan audit internal, serta pelaksanaan talaah atas pengaduan yang berkaitan dengan BUMN yang diterima oleh Dewan Komisaris.</p> <p>Menelaah pengusulan remunerasi Direksi.</p> <p>To make Board of Commissioners plan regarding supervision and giving advice on:</p> <p>Internal control system policy/design and the implementation.</p> <p>Company risk management policies and the implementation.</p> <p>Company information technology system policy.</p> <p>Human resources policy and the implementation.</p> <p>Accounting policies and preparation of financial statements and the application of these policies.</p> <p>Procurement policy and the implementation.</p> <p>Quality and service policy and the implementation.</p> <p>Statutory regulations and agreements with third parties.</p> <p>Oversight of the effectiveness of external and internal audit implementation, as well as the review of complaints relating to SOEs received by Board of Commissioners.</p> <p>Examine the Board of Directors' remuneration proposal.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
2	Agar terdapat laporan tentang hasil pelatihan yang telah dijalani anggota Dewan Komisaris. To make report on the results of training that have been undertaken by members of Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
3	Agar anggaran Dewan Komisaris dicantumkan dalam rencana kerja dan anggaran tahunan yang disahkan oleh Dewan Komisaris. The Board of Commissioners' budget should be included in the work plan and annual budget that is approved by Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
4	Agar anggaran Dewan Komisaris dicantumkan dalam rencana kerja dan anggaran tahunan yang disahkan oleh Dewan Komisaris. The Board of Commissioners' budget should be included in the work plan and annual budget that is approved by Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
5	Agar terdapat penyampaian Rencana Kerja dan Anggaran Tahunan Dewan Komisaris kepada Direksi untuk dimasukkan sebagai bagian RKAP. Board of Commissioners' Annual Work Plan and Annual Budget should be submitted to Board of Directors to be included as part of the RKAP.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
6	Rencana kerja dan anggaran tahunan Dewan Komisaris agar disampaikan secara tertulis kepada Pemegang Saham/Pemilik Modal untuk mendapatkan pengesahan. Board of Commissioners' work plan and annual budget should be submitted in writing to the Shareholders/Capital Owners for approval.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
7	Substansi kebijakan/pedoman penyediaan informasi kepada Dewan Komisaris agar turut memuat mekanisme penyampaian informasi tersebut oleh Direksi. The substance of policy/guidelines for providing information to Board of Commissioners should include the mechanism for the delivery of information by Board of Directors.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
8	Agar terdapat hasil telaah rancangan RJPP secara tertulis (Risalah rapat internal Dewan Komisaris atau Rapat Komite Dewan Komisaris). To make written review of the RJPP draft (Minutes of Board of Commissioners internal meetings or Committee Meeting).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
9	Tanggapan rancangan RJPP oleh Dewan Komisaris agar diberikan dalam jangka waktu sesuai ketentuan/kebijakan. Board of Commissioners' response of RJPP draft should be given within a period according to the provisions/policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
10	Tanggapan atas rancangan RKAP oleh Dewan Komisaris agar diberikan dalam jangka waktu sebagaimana diatur dalam Board Manual. Board of Commissioners' response of RJPP draft should be given within the timeframe as stipulated in the Board Manual.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.



No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2019 Recommendations of Assessment of GCG Implementation for Fiscal Year 2019	Periode Tindak Lanjut Follow-up Period	Rencana Tindakan Action Plan
11	Agar terdapat simpulan bahwa rancangan RKAP selaras dan/atau tidak selaras dengan RJPP. To make conclusion whether the RKAP draft is in line and/or not in line with the RJPP.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
12	Agar terdapat penyediaan bahan bacaan/referensi yang memudahkan Dewan Komisaris memperbarui pengetahuan tentang perubahan lingkungan bisnis dan permasalahan yang dihadapi perusahaan dan/atau permintaan arahan dari Direksi tentang permasalahan yang dihadapi perusahaan. To provide readings/references that make it easy for Board of Commissioners to update their knowledge regarding changes in the business environment and problems faced by the company and/or directive requests from Board of Directors regarding problems faced by the company.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
13	Agar terdapat mekanisme bagi Dewan Komisaris untuk merespon/menindaklanjuti saran, permasalahan atau keluhan dari stakeholder dan menyampaikan kepada Direksi tentang saran penyelesaian yang diperlukan. To make a mechanism for Board of Commissioners to respond/follow up on suggestions, problems or complaints from stakeholders and submit to Board of Directors about the recommendations for resolution needed.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
14	Dewan Komisaris agar menyampaikan arahan tentang peningkatan kualitas kebijakan manajemen risiko perusahaan. Board of Commissioners should provide direction on improving the quality of the company's risk management policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
15	Dewan Komisaris agar melakukan telaah terhadap kebijakan sistem teknologi informasi sesuai dengan rencana kerja yang telah ditetapkan. Board of Commissioners should conduct an examination of information technology system policies in accordance with the established work plan.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
16	Agar terdapat hasil telaah Dewan Komisaris terhadap kebijakan sistem teknologi informasi. To make the results of Board of Commissioners' review on information technology system policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
17	Dewan Komisaris agar menyampaikan arahan kepada Direksi tentang kebijakan sistem teknologi informasi. Board of Commissioners should submit directions to Board of Directors regarding information technology system policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
18	Agar terdapat kebijakan Dewan Komisaris mengenai pengawasan dan pemberian nasihat terhadap kebijakan pengelolaan sumber daya manusia, khususnya tentang sistem dan prosedur promosi, mutasi dan demosi di perusahaan dan pelaksanaan kebijakan tersebut. To make Board of Commissioners' policy regarding supervision and providing advice on human resource management policies, specifically regarding the promotion, mutation, and demotion system and procedure in the company and the implementation of these policies.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
19	Dewan Komisaris agar melakukan telaah terhadap: (1) kebijakan pengembangan karir serta pelaksanaannya, yang meliputi penempatan karyawan pada jabatan dalam struktur organisasi perusahaan, promosi dan demosi, serta mutasi; (2) Rencana promosi dan mutasi satu level jabatan di bawah Direksi. Board of Commissioners should review: (1) career development policies and the implementation, which includes the placement of employees in positions in the company's organizational structure, promotion, demotion, and mutations; (2) Promotion plan and mutation of one level of position under Board of Directors.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
20	Agar terdapat proses telaah terhadap kebijakan akuntansi dan penyusunan laporan keuangan, melalui pembahasan laporan keuangan triwulan dengan manajemen ataupun auditor eksternal. To conduct a review of accounting policies and the preparation of financial statements, through discussion of quarterly financial statements with management or external auditors.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
21	Agar terdapat saran berdasarkan hasil telaah terhadap kebijakan akuntansi dan penyusunan laporan keuangan. To prepare advice based on the results of review on accounting policies and preparation of financial statements.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
22	Agar terdapat proses telaah yang dilakukan oleh Dewan Komisaris menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris) To conduct review of Board of Commissioners by using all instruments in Board of Commissioners (Committee of Board of Commissioners)	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
23	Dewan Komisaris agar menyampaikan arahan kepada Direksi tentang kebijakan akuntansi dan penyusunan laporan keuangan beserta penerapannya. Board of Commissioners should submit directive to Board of Directors regarding accounting policies and preparation of financial statements and the application.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
24	Agar terdapat saran Dewan Komisaris yang memadai mengenai kebijakan mutu dan pelayanan beserta pelaksanaannya. To prepare adequate Board of Commissioners' recommendations regarding quality and service policies and the implementation.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2019 Recommendations of Assessment of GCG Implementation for Fiscal Year 2019	Periode Tindak Lanjut Follow-up Period	Rencana Tindakan Action Plan
25	<p>Agar terdapat telaahan atas kepatuhan Direksi terhadap anggaran dasar, peraturan perundang-undangan yang mengatur bisnis perusahaan (regulasi sektoral), dan peraturan perundang undangan lainnya serta perjanjian dengan pihak ketiga. Termasuk yang ditelaah adalah (1) laporan hasil audit atas kepatuhan terhadap peraturan perundang-undangan yang berlaku (PSA-62) yang diterbitkan Akuntan Publik yang mengaudit laporan keuangan, serta hasil laporan audit yang dilaksanakan oleh BPK RI mengenai kepatuhan terhadap perundang-undangan yang berlaku; (2) hasil evaluasi kajian risiko dan legal (risk and legal review) atas rencana inisiatif bisnis, kebijakan dan rencana kerjasama yang akan dilakukan oleh perusahaan; (3) kinerja kegiatan/upaya-upaya penyelesaian kasus litigasi dan non litigasi; (4) kajian hukum (legal opinion) atas rencana tindakan dan permasalahan yang terjadi terkait dengan kesesuaian hukum atau ketentuan yang berlaku.</p> <p>To conduct review on Board of Directors' compliance with the articles of association, laws and regulations that govern the company's business (sectoral regulations), and other laws and regulations as well as agreements with third parties. Included in the review are (1) audit report on compliance with applicable laws and regulations (PSA-62) issued by Public Accountant that audit financial statements, as well as the results of audit report conducted by BPK RI regarding compliance with applicable laws and regulations ; (2) the results of risk and legal review of business plan, policy and cooperation plan to be carried out by the company; (3) performance of activities/efforts to resolve litigation and non-litigation cases; (4) legal opinion of the action plan and the problems that occur related to conformity with laws or applicable provisions.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
26	<p>Agar terdapat hasil telaahan atas kepatuhan perusahaan dalam menjalankan peraturan perundang-undangan yang berlaku dan anggaran dasar serta kepatuhan perusahaan terhadap seluruh perjanjian dan komitmen yang dibuat oleh perusahaan dengan pihak ketiga.</p> <p>To conduct review on the company's compliance in carrying out applicable laws and regulations and the articles of association and company compliance with all agreements and commitments made by the company with third parties.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
27	<p>Agar terdapat kualitas yang memadai terkait evaluasi Dewan Komisaris atas kepatuhan Direksi dalam menjalankan perusahaan dan kesesuaian dengan RJPP.</p> <p>There should be adequate quality related to the evaluation of Board of Commissioners on Board of Directors' compliance in running the company and compliance with RJPP.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
28	<p>Proses evaluasi yang dilakukan oleh Dewan Komisaris agar menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris).</p> <p>The evaluation process carried out by Board of Commissioners should use all instruments in Board of Commissioners (Committee of Board of Commissioners).</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
29	<p>Komisaris Utama agar menandatangani Laporan Manajemen Triwulan I s.d. Triwulan III, serta seluruh anggota Dewan Komisaris menandatangani Laporan Manajemen Tahunan, setelah dievaluasi/dibahas Dewan Komisaris dan Direksi.</p> <p>President Commissioner should sign the Quarterly Management Report until 3rd Quarter, and all members of Board of Commissioners should sign the Annual Management Report, after being evaluated/discussed by Board of Commissioners and Board of Directors.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
30	<p>Dewan Komisaris agar melakukan telaah terhadap transaksi atau tindakan Direksi melalui proses pembahasan internal Dewan Komisaris, yang dituangkan dalam risalah rapat internal Dewan Komisaris.</p> <p>Board of Commissioners should review the transactions or actions of Board of Directors through the internal discussion of Board of Commissioners, which is set forth in the minutes of Board of Commissioners' internal meeting.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
31	<p>Agar terdapat pemberian otorisasi atau rekomendasi paling lambat 14 hari sejak usulan atau dokumen secara lengkap diterima oleh Dewan Komisaris.</p> <p>Authorization or recommendations should be issued no later than 14 days after the proposal or document is fully received by Board of Commissioners.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
32	<p>Dewan Komisaris melalui Komite Audit agar melakukan proses penunjukan calon auditor eksternal sesuai dengan ketentuan pengadaan barang dan jasa masing-masing perusahaan, dan apabila diperlukan dapat meminta bantuan Direksi dalam proses penunjukannya. Jika penunjukan kembali, harus berdasarkan evaluasi atas kinerja auditor eksternal berdasarkan kriteria yang jelas.</p> <p>Board of Commissioners, through Audit Committee, will should carry out the appointment process of prospective external auditors in accordance with the provisions of procurement of goods and services of each company, and if necessary can request assistance from Board of Directors in the appointment process. If reappointment, must be based on an evaluation of the performance of external auditor based on clear criteria.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
33	<p>Dewan Komisaris agar mengevaluasi kinerja Auditor Eksternal sesuai dengan ketentuan dan standar yang berlaku.</p> <p>Board of Commissioners should evaluate the performance of External Auditor in accordance with applicable provisions and standards.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
34	<p>Agar terdapat penilaian Dewan Komisaris atas efektivitas pelaksanaan audit eksternal melalui: (1) pemantauan kesesuaian penyelesaian progress audit dengan rencana kerjanya; (2) telaah kesesuaian pelaksanaan audit dengan standar profesi akuntan publik; dan (3) telaah hasil audit eksternal dan kualitas rekomendasi audit eksternal.</p> <p>Board of Commissioners should conduct assessment on the effectiveness of external audit through: (1) monitoring the suitability of audit progress completion with the work plan; (2) review the conformity of audit implementation with the standards of public accountant profession, and (3) review the results of external audit and the quality of external audit recommendations.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.



No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2019 Recommendations of Assessment of GCG Implementation for Fiscal Year 2019	Periode Tindak Lanjut Follow-up Period	Rencana Tindakan Action Plan
35	<p>Agar terdapat penilaian Dewan Komisaris atas efektivitas pelaksanaan audit internal melalui: (1) telaah atas efektivitas pemantauan tindak lanjut hasil audit SPI dan auditor eksternal; (2) telaah atas kesesuaian pelaksanaan audit dengan standar audit internal; (3) kelengkapan atribut temuan dan kualitas rekomendasi hasil audit internal; dan (4) telaah rencana kerja pengawasan dan pelaksanaannya; (5) manajemen fungsi SPI.</p> <p>Board of Commissioners should conduct assessment on the effectiveness of internal audit through: (1) review of the effectiveness of monitoring on the follow-up of SPI and external auditor's audit results; (2) review of the suitability of audit implementation with internal audit standards; (3) completeness of the findings and quality of recommendations on the results of internal audit; and (4) review the work plan of audit and the implementation; (5) SPI function management.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
36	<p>Agar terdapat pelaksanaan: (1) telaah atas pengaduan yang berkaitan dengan BUMN yang diterima oleh Dewan Komisaris serta penyampaian saran berdasarkan hasil telaahan kepada Direksi; (2) telaahan terhadap seluruh pengaduan yang diterima oleh Dewan Komisaris.</p> <p>To conduct: (1) a review of complaints related to SOEs received by Board of Commissioners and the submission of suggestions based on the results of review to Board of Directors; (2) examination of all complaints received by Board of Commissioners.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
37	<p>Proses telaah yang dilakukan oleh Dewan Komisaris agar menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris).</p> <p>The review process carried out by Board of Commissioners should use all instruments in Board of Commissioners (Committee of Board of Commissioners).</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
38	<p>Agar terdapat penyampaian arahan kepada Direksi tentang peningkatan efektivitas audit internal dan audit eksternal.</p> <p>To provide directives to Board of Directors about increasing the effectiveness of internal and external audit.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
39	<p>Dewan Komisaris agar memiliki kebijakan dan kriteria seleksi bagi calon Direksi dan pengusulan calon tersebut kepada Pemegang Saham.</p> <p>Board of Commissioners should have a policy and selection criteria for candidates of Board of Directors and propose the candidates to the Shareholders.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
40	<p>Dewan Komisaris agar melakukan telaah dan/atau penelitian/ pemeriksaan terhadap calon-calon Direksi yang diusulkan Direksi, sebelum disampaikan kepada Pemegang Saham.</p> <p>Board of Commissioners should conduct a study and/or research/examination of candidates of Board of Directors proposed by Board of Directors, before submitting them to the Shareholders.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
41	<p>Agar terdapat usulan Komisaris atas calon-calon anggota Direksi yang baru kepada RUPS.</p> <p>To make Board of Commissioners' recommendation on candidates for new members of Board of Directors to the GMS.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
42	<p>Agar terdapat penilaian kinerja Direksi oleh Dewan Komisaris berdasarkan telaahan kriteria, target dan indicator kinerja utama yang tercakup dalam Kontrak Manajemen Direksi secara individu dengan realisasi pencapaian masing-masing.</p> <p>To make an assessment of Board of Directors performance by Board of Commissioners based on a review of the criteria, targets and key performance indicators listed in Board of Directors' Management Contract individually with the realization of each achievement.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
43	<p>Dewan Komisaris agar menyampaikan hasil penilaian kinerja Direksi secara individu kepada RUPS/Pemilik Modal dalam laporan tugas pengawasan Dewan Komisaris secara semesteran dantahunan.</p> <p>Board of Commissioners should submit the results of Board of Directors' individual performance evaluation to the GMS/Capital Owners in the semester and annual supervisory report of Board of Commissioners.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
44	<p>Proses telaah remunerasi Direksi yang dilakukan oleh Dewan Komisaris agar menggunakan seluruh perangkat di Dewan Komisaris (Komite Dewan Komisaris).</p> <p>Board of Directors remuneration review process carried out by Board of Commissioners should use all instruments in Board of Commissioners (Committee of Board of Commissioners).</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
45	<p>Dewan Komisaris wajib melaporkan kepada perusahaan (Sekretaris Perusahaan) untuk dicatat dalam Daftar Khusus mengenai kepemilikan sahamnya dan/atau keluarganya pada perusahaan tersebut dan perusahaan lain.</p> <p>Board of Commissioners must report to the company (the Corporate Secretary) to be recorded in the Special Register regarding their ownership of shares and/or their families in the company and other companies.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
46	<p>Dewan Komisaris agar memiliki/menetapkan Indikator Pencapaian Kinerja berserta target-targetnya, dan disetujui oleh RUPS/Menteri setiap tahun berdasarkan usulan dari Dewan Komisaris yang bersangkutan.</p> <p>Board of Commissioners must have/establish Performance Achievement Indicators and their targets, and be approved by the GMS/ Minister annually based on a proposal from Board of Commissioners concerned.</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
47	<p>Dewan Komisaris atau Komite Dewan Komisaris mengevaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris dan dituangkan dalam risalah Rapat Dewan Komisaris</p> <p>Board of Commissioners or Board of Commissioners' Committee evaluates the performance achievements of each member of Board of Commissioners and is set out in the minutes of Board of Commissioners' Meeting</p>	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2019 Recommendations of Assessment of GCG Implementation for Fiscal Year 2019	Periode Tindak Lanjut Follow-up Period	Rencana Tindakan Action Plan
48	Dalam pedoman/tata tertib Rapat Dewan Komisaris agar turut mengatur: Etika rapat Pelaksanaan evaluasi tindak lanjut hasil rapat sebelumnya Pembahasan/telaah atas usulan Direksi dan arahan/keputusan RUPS terkait dengan usulan Direksi dan Dewan Komisaris The guidelines/rules of conduct of Board of Commissioners Meeting should also regulate: Meeting ethics Follow-up evaluation of the results of previous meetings Discussion/review on Board of Directors proposal and directive/decision of the GMS related to the proposal of Board of Directors and Board of Commissioners	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
49	Dewan Komisaris agar memiliki rencana penyelenggaraan rapat internal Dewan Komisaris dengan jumlah dan waktu penyelenggaraan rapat sesuai ketentuan yang berlaku. Board of Commissioners should have a plan for organizing internal meetings of Board of Commissioners with the number and time of meetings in accordance with applicable regulations.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
50	Jumlah rapat dan agenda yang dibahas agar sesuai dengan yang direncanakan. Number of meetings and agenda discussed should be carried out as planned.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
51	Sekretaris Dewan Komisaris agar mengadministrasikan surat keluar dan surat masuk ke Dewan Komisaris, dan dokumen lainnya dengan tertib. Secretary of Board of Commissioners should administer outgoing and incoming letters to Board of Commissioners, and other documents in an orderly manner.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
52	Setiap anggota Dewan Komisaris agar menerima Salinan risalah Rapat Dewan Komisaris, terlepas apakah bersangkutan hadir atau tidak hadir dalam Rapat tersebut. Each member of Board of Commissioners should receive a copy of minutes of Board of Commissioners' Meeting, regardless of whether he/she is present or not present at the Meeting.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
53	Validasi risalah rapat agar sesuai dengan tata tertib yang ditetapkan. Risalah rapat harus sudah selesai idan diedarkan ke seluruh Dewan Komisaris/Dewan Pengawas maksimal pada selambat-lambaranya 7 [tujuh] hari setelah Rapat selesai dilaksanakan. Validation of minutes of meeting should be in accordance with the established rules and regulations. Minutes of meeting must be finished and circulated to the entire Board of Commissioners/Supervisory Board no later than 7 [seven] days after the Meeting.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
54	Agar terdapat data/informasi berkaitan dengan monitoring tindak lanjut hasil keputusan, rekomendasi dan arahan Dewan Komisaris There should be data/information relating to monitoring of follow-up of the decisions, recommendations and directive of Board of Commissioners	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
55	Agar terdapat komite lain untuk membantu tugas Dewan Komisaris berdasarkan analisis mengenai kebutuhan untuk mendukung Dewan Komisaris melaksanakan tugasnya. There should be other committees to assist the duties of Board of Commissioners based on an analysis of the need to support Board of Commissioners in carrying out their duties.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
56	Anggota Komite harus berasal dari pihak diluar perusahaan dan tidak mempunyai kaitan dengan manajemen, kaitan kepemilikan dan dengan kegiatan usaha perusahaan. Committee members must come from external parties of the company and do not have links to management, ownership and business activities of the company.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
57	Jumlah keanggotaan masing-masing Komite yang berasal dari luar Dewan Komisaris agar sesuai dengan ketentuan yang berlaku. Total membership of each Committee originating from outside Board of Commissioners should be in accordance with applicable regulations.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
58	Agar terdapat program kerja tahunan Komite yang disetujui/ditetapkan oleh Dewan Komisaris. To make the Committee's annual program to be approved/established by Board of Commissioners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
59	Agar terdapat laporan Komite kepada Dewan Komisaris atas setiap pelaksanaan penugasan disertai dengan rekomendasi. To make Committee's report to Board of Commissioners on each implementation of the assignment accompanied by recommendations.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
60	Agar terdapat laporan triwulan dan tahunan Komite kepada Dewan Komisaris, minimal memuat perbandingan realisasi kegiatan dengan program kerja tahunan serta substansi hasil kegiatan dan rekomendasinya To make the Committee's quarterly and annual report to Board of Commissioners, must at least contain a comparison of the realization of activities with the annual work program as well as the substance of results of activities and recommendations	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.



No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2019 Recommendations of Assessment of GCG Implementation for Fiscal Year 2019	Periode Tindak Lanjut Follow-up Period	Rencana Tindakan Action Plan
II	Direksi Board of Directors		
1	Perusahaan agar melaksanakan proses penyediaan barang dan jasa yang sifatnya terbuka bagi peserta penyedia barang/jasa yang berminat serta bagi masyarakat luas pada umumnya (e-procurement). The company should carry out the procurement of goods and services process that is open to interested participants of goods/services suppliers and to wider community in general (e-procurement).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
2	Perusahaan agar melaksanakan assessment dan evaluasi terkait delivery pemasok. The company should carry out the assessment and evaluation related to supplier delivery.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
3	Perusahaan agar terdapat pemantauan dan memastikan atas ketidaklambatan pembayaran kepada pemasok sesuai dengan persyaratan dalam perjanjian/kontrak. The company should monitor and ensure that payment is not delayed to suppliers in accordance with the terms of agreement/contract.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
4	Perusahaan agar meningkatkan hasil survei tingkat kepuasan pemasok terhadap fairness dan transparansi pelaksanaan sistem dan prosedur pengadaan dari saat ini yang mencapai 74%. The company should increase the results of supplier satisfaction survey on the fairness and transparency of the implementation of procurement systems and procedures from the current 74%.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
5	Perusahaan agar memiliki kebijakan mengenai perlindungan hak dan kepentingan kreditur, antara lain: (1) pemenuhan kewajiban kepada kreditur sesuai perjanjian; (2) pengungkapan informasi secara transparan, akurat dan tepat waktu, baik pada saat permintaan maupun penggunaan pinjaman; (3) covenant yaitu jaminan perusahaan untuk melakukan atau tidak melakukan sesuatu untuk melindungi kepentingan kreditur. The company should have a policy regarding the protection of rights and interests of creditors, including: (1) fulfillment of obligations to creditors in accordance with the agreement; (2) disclosure of information in a transparent, accurate and timely manner, both at the time of request and use of a loan; (3) covenant, which is a company guarantee to do or not do something to protect the interests of creditors.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
6	Perusahaan agar memiliki kebijakan perusahaan sebagai penjamin (avalist). The company should have a company policy as a guarantor (avalist).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
7	Perusahaan agar dapat meningkatkan indeks kepuasan karyawan dari yang saat ini memperoleh 3,55 atau secara persentase adalah 75%. The company should increase the employee satisfaction index from currently 3.55 or a percentage of 75%.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
8	Perusahaan agar terdapat kebijakan tentang pembinaan usaha kecil. The company should have a policy on coaching small businesses.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
9	Perusahaan agar melaksanakan program kemitraan dengan usaha kecil disertai penetapan rencana dan anggaran. The company should carry out partnership programs with small businesses accompanied by the determination of plans and budgets.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
10	Perusahaan agar memberikan informasi (laporan manajemen triwulan, tengah tahunan, dan tahunan) dengan muatan dan waktu yang sama kepada Pemegang Saham minoritas. The company should provide information (quarterly, semi-annual and annual management report) with the same content and time to minority Shareholders.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
11	Perusahaan agar terdapat peningkatan atas tingkat pemenuhan prinsip perlakuan yang sama dalam pemberian informasi oleh Direksi kepada Dewan Komisaris dan para Pemegang Saham/Pemilik Modal. The company should increase the level of compliance with the principle of equal treatment in providing information by Board of Directors to Board of Commissioners and Shareholders/Capital Owners.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
12	Pimpinan Fungsi Audit Internal agar memiliki keahlian yang diakui dalam profesi auditor internal dengan mendapatkan sertifikasi profesi yang tepat (Certified Internal Auditor/Certified Internal Auditor). Internal Audit Function Leaders should have recognized expertise in the internal auditor profession by obtaining appropriate professional certifications (Certified Internal Auditors).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
13	Agar terdapat laporan hasil penugasan pengawasan intern disampaikan kepada Dewan Komisaris cq Komite Audit. To make report on the results of internal supervision assignment submitted to Board of Commissioners cq Audit Committee.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
14	Secretaris Perusahaan agar mengorganisasikan dan mengkoordinasikan undangan Rapat Direksi sesuai ketentuan (terulis). The Corporate Secretary should organize and coordinate the invitation of Board of Directors Meeting in accordance with the provisions (in writing).	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

No.	Rekomendasi Assessment Penerapan GCG Tahun Buku 2019 Recommendations of Assessment of GCG Implementation for Fiscal Year 2019	Periode Tindak Lanjut Follow-up Period	Rencana Tindakan Action Plan
15	Risalah RUPS RJPP agar turut memuat jumlah peserta dan pendapat-pendapat yang berkembang dalam RUPS, dan keputusan RUPS. Minutes of RJPP GMS should also include the number of participants and opinions developed in the GMS, and the GMS decision.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
16	Validasi risalah rapat agar sesuai dengan tata tertib yang ditetapkan. Risalah rapat harus sudah selesai dan diedarkan keseluruh Direksi maksimal pada selambat-lambatnya 7 (tujuh) hari setelah Rapat selesai dilaksanakan. Validation of minutes of meeting should be in accordance with stipulated rules. Minutes of meeting must be completed and circulated throughout Board of Directors at the latest no later than 7 (seven) days after the Meeting.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.
17	RUPS/Keputusan Pemilik Modal untuk pengesahan/persetujuan RJPP agar dilaksanakan selambat-lambatnya dalam waktu 60 (enam puluh) hari setelah diterimanya Rancangan RJPP secara lengkap atau sebelum periode RJPP berikutnya berjalan. GMS/Capital Owners' Decree for ratification/approval of RJPP should be carried out not later than 60 (sixty) days after the receipt of complete RJPP Draft or before the next RJPP period.	2020	Akan dilaksanakan sesuai rekomendasi. Will be carried out according to recommendation.

v = telah ditindaklajuti | x = belum ditindaklanjuti

v = followed up | x = not yet followed up

## Penilaian Kinerja Dewan Komisaris dan Direksi

### Penilaian Kinerja Dewan Komisaris

Perusahaan telah memiliki sistem pedoman penilaian kinerja Dewan Komisaris yang terdapat dalam *Board Manual Butir 3.8.2 tentang Evaluasi Kinerja Dewan Komisaris*, yang menjelaskan bahwa penilaian kinerja Dewan Komisaris berdasarkan rencana kerja dan pencapaiannya, tingkat kehadiran dalam rapat, kontribusi dalam proses pengawasan perusahaan, komitmen dalam memajukan Perusahaan, dan lain sebagainya. Penilaian kinerja Dewan Komisaris dilaporkan dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris.

Dalam menilai kinerja Dewan Komisaris, Perusahaan menggunakan assessment atas kinerja Dewan Komisaris melalui Pelaksanaan RUPS. Penilaian kinerja Dewan Komisaris ini dilaksanakan oleh Pemegang Saham.

Kriteria yang digunakan dalam pelaksanaan assessment atas kinerja Dewan Komisaris sebagaimana yang tercantum dalam *Board Manual* pada Bab III Uraian 3.8.2 mengenai Kriteria Evaluasi Kinerja Dewan Komisaris adalah sebagai berikut:

1. Penyusunan Key Performance Indicator (KPI) pada awal tahun dan evaluasi pencapaiannya.
2. Tingkat kehadirannya dalam rapat Dewan Komisaris, rapat koordinasi, maupun rapat dengan komite-komite yang ada.
3. Kontribusinya dalam proses pengawasan Perusahaan.
4. Keterlibatannya dalam penugasan tertentu.
5. Komitmennya dalam memajukan kepentingan Perusahaan.
6. Ketiaatan pada peraturan perundangundangan yang berlaku, Anggaran Dasar, ketentuan RUPS, dan kebijakan Perusahaan.

Hasil dari penilaian kinerja tersebut adalah diterimanya laporan tugas pengawasan Dewan dalam RUPS Tahunan.

### Penilaian Kinerja Direksi

Perusahaan telah memiliki sistem dan pedoman penilaian kinerja Direksi, baik kolegial maupun individu, sebagaimana yang diatur dalam *Board Manual* dan sistem Tata Kelola Perusahaan. Perusahaan merumuskan Kontrak Manajemen yang memuat target kinerja Direksi yang disahkan dan disetujui Pemegang Saham dalam RUPS. Mekanisme penilaian kinerja Direksi dapat dilihat melalui *Key Performance Indicator (KPI)* Direksi. Dewan Komisaris telah melakukan penilaian terhadap kinerja Direksi secara kolegial, serta telah menyampaikannya kepada RUPS, sebagaimana yang tercantum dalam *Board Manual Butir 2.8.1 tentang Kebijakan Umum (Evaluasi Kinerja Direksi)*.

## Performance Evaluation of the Board of Commissioners and Directors

### Performance Evaluation of the Board of Commissioners

The company has a system of guidelines for evaluating the performance of the Board of Commissioners contained in the *Board Manual Item 3.8.2 on Evaluating the Performance of the Board of Commissioners*, which explains that the performance evaluation of the Board of Commissioners is based on work plans and achievements, the level of attendance at meetings, contribution in the company's supervision process, commitment to advance the company, and so on. The performance evaluation of the Board of Commissioners is reported in the *Report on the Implementation of the Supervisory Duties of the Board of Commissioners*.

In assessing the performance of the Board of Commissioners, the Company uses an assessment of the performance of the Board of Commissioners through the GMS. The performance evaluation of the Board of Commissioners is carried out by the Shareholders.

The criteria used in carrying out an assessment of the performance of the Board of Commissioners as listed in the *Board Manual* in Chapter III Description 3.8.2 regarding the Performance Evaluation Criteria of the Board of Commissioners are as follows:

1. Preparation of Key Performance Indicators (KPI) at the beginning of the year and evaluation of their achievements.
2. Level of attendance at Board of Commissioners meetings, coordination meetings, and meetings with existing committees.
3. Contribution to the Company's supervision process.
4. His involvement in certain assignments.
5. Commitment in advancing the interests of the Company.
6. Compliance with applicable laws and regulations, Articles of Association, RUPS provisions, and Company policies.

The result of the performance appraisal is the receipt of the Board of Supervisory Task report at the Annual GMS.

### Directors Performance Appraisal

The company has a system and guidelines for evaluating the performance of Directors, both collegial and individual, as stipulated in the *Board Manual* and the *Corporate Governance system*. The company formulated a Management Contract that contains the Directors' performance targets that were approved and approved by the Shareholders at the GMS. The performance appraisal mechanism of the Directors can be seen through the Directors' *Key Performance Indicators (KPI)*. The Board of Commissioners has collegially assessed the performance of the Directors, and submitted them to the GMS, as stated in the *Board Manual Item 2.8.1 on General Policy (Evaluation of Directors' Performance)*.



Selain melalui KPI, dalam menilai kinerja Direksi, Perusahaan menggunakan *assessment* atas kinerja Direksi melalui Forum *Performance Dialog* di hadapan Pemegang Saham. Asesmen penilaian kinerja Direksi ini dilaksanakan oleh Dewan Komisaris dan RUPS Tahunan.

Kriteria yang digunakan dalam pelaksanaan asesmen atas kinerja Direksi sebagaimana tercantum dalam Board Manual Perusahaan Bab II uraian 2.8.2 mengenai Kriteria Evaluasi Kinerja Direksi, adalah:

1. Penyusunan KPI pada awal tahun dan evaluasi pencapaiannya.
2. Tingkat kehadirannya dalam Rapat Direksi maupun rapat dengan Dewan Komisaris.
3. Kontribusinya dalam aktivitas bisnis Perusahaan.
4. Keterlibatannya dalam tugas tertentu.
5. Komitmennya dalam memajukan kepentingan Perusahaan.
6. Ketaatan terhadap peraturan perundangan yang berlaku serta kebijakan Perusahaan.
7. Pencapaian target Perusahaan yang tertuang dalam RKAP dan Kontrak Manajemen.

Hasil dari penilaian kinerja tersebut adalah diterimanya laporan tahunan dalam RUPS Tahunan.

Other than through KPI, in assessing the performance of the Board of Directors, the Company uses an assessment of the performance of the Board of Directors through a Performance Dialogue Forum in the presence of Shareholders. This assessment of the performance of the Directors is carried out by the Board of Commissioners and the Annual GMS.

The criteria used in carrying out the assessment of the performance of the Board of Directors as set out in the Company Board Manual Chapter II description 2.8.2 regarding the Directors Performance Evaluation Criteria, are:

1. Preparation of KPIs at the beginning of the year and evaluation of their achievements.
2. Level of attendance at Directors' Meetings and meetings with the Board of Commissioners.
3. Its contribution to the Company's business activities.
4. His involvement in certain assignments.
5. Commitment in advancing the interests of the Company.
6. Compliance with applicable laws and regulations and Company policies.
7. Achievement of the Company's targets as set out in the RKAP and Management Contract.

The results of the performance appraisal are the receipt of an annual report at the Annual GMS.

#### KPI Direksi tahun 2019

#### Directors KPI in 2019

KPI	Bobot Weight	Satuan Unit	Target 2019	Revialisasi Realization				Performance	Weighted Performance					
				TW I	TW II	TW III	TW IV							
<b>Group KPIs</b>														
<b>Focus Financial</b>														
1 EBITDA Margin	35.0	%	5.35	4.92	3.82	3.38	4.10	76.68%	2.68%					
2 Debt to EBITDA	30.0	%	280.0	308.6	451.3	483.1	271.8	102.94%	3.09%					
3 Current Ratio	35.0	%	170.0	174.1	165.2	170.0	148.4	87.29%	3.06%					
<b>Division KPIs</b>														
<b>Financial</b>														
1 Collection Period	30.0	Hari Kalender Calendar Days	100	105	104	103	111	89.00%	2.40%					
2 Net Operating Cashflow to Sales	20.0	%	3.5	-2.4	-6.5	-3.3	1.2	36.12%	0.65%					
3 Effective Tax Ratio	20.0	%	31.0	25	25	27.6	40.6	68.98%	1.24%					
4 Revenue Growth	30.0	%	15.0	24.8	21.8	26.0	31.1	120.00%	3.24%					
<b>Operational Excellence</b>														
1 Operational Excellence:														
1.1 Jumlah Kerjasama Captive Number of Captive Cooperation	40.0	Jumlah AP Number of AP	68	35	46	69	94	105.00%	22.68%					
1.2 Jumlah Kerjasama Non-Captive Number of Non-Captive Cooperation	10.0	Jumlah Perusahaan Number of Companies	13	6	8	12	21	105.00%	5.67%					
1.3 Jumlah Tenaga Kerja yang Dikelola MPS & JP Number of Manpower Managed by MPS & JP	30.0	Tenaga Kerja Manpower	10.000	11.088	10.846	11.449	11.484	105.00%	17.01%					
2 Financial Administration:														
2.1 Ketepatan Waktu dan Akurasi Data Keuangan Timeliness and Accuracy of Financial Data	20.0	%	100	100	100	100	100	105.00%	11.34%					
<b>Growth &amp; Governance</b>														
1 Innovation of Breakthrough Project:														
1.1 Strategic Initiatives	15.0	%	100	26	52	76	98	98.00%	3.97%					
2 Customer Focus:														
2.1 Customer Satisfaction Index	10.0	Skala Likert Likert Scale	3.8	0	0	0	3.8	100.00%	2.70%					
3 Governance & Sustainability														

KPI	Bobot Weight	Satuan Unit	Target 2019	Revialisasi Realization				Performance	Weighted Performance
				TW I	TW II	TW III	TW IV		
3.1 Tingkat Implementasi GCG (GCG Score) GCG Implementation Level (GCG Score)	10.0	%	80	0	0	0	80	100.00%	2.70%
3.2 Enterprise Risk Management	10.0	%	100	100	100	100	100	105.00%	2.84%
4 Employee Commitment:									
4.1 Learning & Development Hours	10.0	ManHours	70	10	18	50	77	105.00%	2.84%
4.2 Health & Safety Participation	10.0	Point	200	205	335	540	800	105.00%	2.84%
5 Lost Time Injury Rate	10.0	#Cases	0.09	0	0	0	0	105.00%	2.84%
6 Tindak Lanjut Hasil Rekomendasi Audit Follow Up of Audit Recommendations	10.0	%	100	0	10	35	82	82.00%	2.21%
7 Realisasi ABI (Prgoress Financial) Realization of ABI (Financial Progress)	15.0	%	0	0	0	0	0	100.00%	4.05%
<b>Total</b>									<b>100.04%</b>

## Rapat Dewan Komisaris Dan Direksi

### Rapat Dewan Komisaris

Dalam menjalankan aktivitasnya dalam pengambilan keputusan, Perusahaan telah memiliki peraturan mengenai mekanisme pengambilan keputusan Dewan Komisaris. Terdapat beberapa mekanisme pengambilan keputusan Dewan Komisaris yang dilaksanakan secara formal yang diatur dalam *Board Manual* dan Tata Tertib Rapat Dewan Komisaris, yaitu:

1. Pengambilan keputusan melalui rapat Dewan Komisaris.
  2. Pengambilan keputusan di luar rapat (melalui sirkuler dan lain-lain).
- Rapat Dewan Komisaris adalah rapat yang diadakan oleh Dewan Komisaris dan dapat dihadiri oleh pihak- pihak yang diundang oleh Dewan Komisaris. Dalam Pedoman Tata Kelola Perusahaan, diatur bahwa semua Rapat Dewan Komisaris dipimpin oleh Komisaris Utama.
- Dalam melaksanakan rapat, diedarkan undangan rapat Dewan Komisaris, yang disampaikan kepada seluruh anggota Dewan Komisaris dan pihak-pihak lain yang diundang. Bahan-bahan rapat seyogyanya disediakan dan disampaikan kepada peserta rapat paling lambat 3 (tiga) hari sebelum diadakan rapat.

Berdasarkan aturan dalam *Board Manual*, waktu pengambilan keputusan paling lambat 3 minggu setelah rapat Dewan Komisaris. Pengambilan keputusan Dewan Komisaris sudah dilakukan sesuai dengan standar waktu yang ditetapkan sejak usulan tindakan disampaikan dalam Rapat Dewan Komisaris dan/atau Rapat Dewan Komisaris - Direksi atau secara tertulis untuk keputusan sirkuler, dimana tingkat kesegeraan berkisar 3 hari.

Untuk memenuhi tata administrasi yang baik, dalam setiap Rapat Dewan Komisaris harus dibuat Risalah Rapat yang berisi hal-hal yang dibicarakan (termasuk pernyataan ketidaksetujuan/dissenting opinion anggota Dewan Komisaris, jika ada) dan hal-hal yang diputuskan. Risalah rapat tersebut selanjutnya akan dibagikan dalam bentuk salinan kepada setiap Anggota Dewan, baik yang bersangkutan hadir maupun tidak hadir dalam Rapat Dewan Komisaris tersebut.

Pada tahun 2019, Dewan Komisaris mengadakan Rapat Internal Dewan Komisaris sebanyak dua belas (12) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran Dewan Komisaris dalam rapat-rapat tersebut.

## Board of Commissioners and Directors Meeting

### Board of Commissioners Meeting

In carrying out its activities in decision making, the Company has regulations regarding the decision making mechanism of the Board of Commissioners. There are several formal decision-making mechanisms for the Board of Commissioners that are regulated in the *Board Manual* and Rules of Conduct of the Board of Commissioners' Meetings, namely:

1. Decision making through Board of Commissioners meetings.
  2. Decision making outside the meeting (through circular and others).
- Board of Commissioners Meeting is a meeting held by the Board of Commissioners and can be attended by parties invited by the Board of Commissioners. In the Corporate Governance Guidelines, it is regulated that all Board of Commissioners Meetings are chaired by the President Commissioner.
- In carrying out the meeting, the invitation of the Board of Commissioners meeting is circulated, which is conveyed to all members of the Board of Commissioners and other invited parties. Meeting materials should be provided and delivered to meeting participants no later than 3 (three) days prior to the meeting.

Based on the rules in the *Board Manual*, the decision-making time is no later than 3 weeks after the Board of Commissioners' meeting. Decision making of the Board of Commissioners has been carried out in accordance with the standard time set since the proposed action was submitted at the Board of Commissioners 'Meeting and/or Board of Commissioners - Directors' Meeting or in writing for circular decisions, where the level of urgency ranges from 3 days.

To fulfill good administrative procedures, in each Board of Commissioners Meeting, a Minutes of Meeting must be made containing the matters discussed (including statements of disapproval/dissenting opinions of members of the Board of Commissioners, if any) and matters decided. The minutes of the meeting will then be distributed in the form of a copy to each Board Member, whether the person present or not attending the Board of Commissioners' Meeting.

In 2019, the Board of Commissioners held Internal Meetings of the Board of Commissioners twelve (12) times. The following is the agenda and minutes of meetings, attendance, and recapitulation of the attendance of the Board of Commissioners at these meetings.

**Risalah Rapat Internal Dewan Komisaris dan Kehadiran Dewan Komisaris**

Minutes of Internal Meeting of the Board of Commissioners and the Presence of the Board of Commissioners

Tanggal Rapat Meeting date	Tempat Place	Peserta Rapat Meeting participant	Alasan Ketidakhadiran Dewan Komisaris (Jika Tidak Hadir) Reason of not present of Board of Commissioners
17 Januari 2019 January 17, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
27 Februari 2019 February 27, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
02 April 2019 April 02, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
10 April 2019 April 10, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
19 April 2019 April 19, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
17 Mei 2019 May 17, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
20 Juli 2019 July 20, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
30 Agustus 2019 August 30, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
19 September 2019 September 19, 2019	Gd. PTC Ruang Rapat Smart Lt.2 PTC Building Smart Meeting Room 2nd floor	Beni Syarif Hidayat, Bambang Wijanarko	-
31 Oktober 2019 October 31, 2019	R. Rapat Smart Lt.2 Gd. PTC, JL. Abdul Muis 52-56A, Jakarta pusat PTC Building Smart Meeting Room 2nd floor, JL. Abdul Muis 52-56A, Central Jakarta	Beni Syarif Hidayat, Bambang Wijanarko	-
29 November 2019 November 29, 2019	R. Rapat Smart Gd. PTC Lt.2, JL. Abdul Muis 52-56A, Jakarta Pusat PTC Building Smart Meeting Room 2nd floor, JL. Abdul Muis 52-56A, Central Jakarta	Jeffrey T. Indra, Ari Samodra, Safii Triyono Y.	-
26 Desember 2019 December 26, 2019	R. Rapat SVP HCM Pertamina , Gd. Utama KP Pertamina Lt.4, JL. Medan Merdeka Timur 1A Jakarta Pusat Pertamina SVP HCM Meeting Room, Main Utama KP Pertamina 4th floor, JL. Medan Merdeka Timur 1A Central Jakarta	Jeffrey T. Indra, Ari Samodra, Safii Triyono Y.	-

Rekapitulasi kehadiran anggota Dewan Komisaris pada Rapat Internal Dewan Komisaris dapat dilihat di bawah ini:

**Rekapitulasi Kehadiran Dewan Komisaris pada Rapat Internal Dewan Komisaris**

Recapitulation of the attendance of members of the Board of Commissioners at the Internal Meeting of the Board of Commissioners can be seen below:

**Recapitulation of the Board of Commissioners 'Present at the Board of Commissioners' Internal Meeting**

Dewan Komisaris Board of Commissioners	Jumlah Wajib Rapat Number of Mandatory Meetings	Jumlah Kehadiran Number of Attendance	% Kehadiran % Percentage
Beni Syarif Hidayat	10	10	100,00%
Bambang Wijanarko	10	10	100,00%
Jeffrey T. Indra	2	2	100,00%
Safii Triyono Y.	2	2	100,00%
Ari Samodra	2	2	100,00%
<b>Rata-rata / Average</b>			<b>100,00%</b>

- Beni Syarif Hidayat per 1 November 2019 tidak lagi menjabat Sebagai Komisaris Utama berdasarkan Keputusan Pemegang Saham
- Bambang Wijarako per 1 November 2019 tidak lagi menjabat Sebagai Komisaris Utama berdasarkan Keputusan Pemegang Saham
- Beni Syarif Hidayat as of 1 November 2019 no longer served as President Commissioner based on Shareholders' Decree
- Bambang Wijarako as of November 1, 2019 no longer served as President Commissioner based on Shareholders' Decree

## Rapat Direksi

Rapat Direksi adalah rapat yang diselenggarakan oleh Direksi baik yang telah diagendakan secara rutin maupun tidak. Rapat diselenggarakan sebagai mekanisme untuk merencanakan dan memantau penerapan strategi dan kebijakan Perusahaan. Rapat Direksi harus diadakan secara berkala, sekurang-kurangnya 1 (satu) kali dalam setiap bulan, dan dalam rapat tersebut Direksi dapat mengundang Dewan Komisaris.

Dalam rangka menjalankan tata administrasi yang baik, dalam setiap Rapat Direksi harus dibuat Risalah Rapat yang ditandatangi oleh Ketua Rapat Direksi dan seluruh anggota Direksi yang hadir, yang berisi hal-hal yang dibicarakan (termasuk pernyataan ketidaksetujuan/*dissenting opinion* anggota Direksi, jika ada) dan hal-hal yang diputuskan.

Perusahaan telah memiliki Pedoman/tata tertib rapat Direksi yang tercantum dalam *Board Manual* Bab 2 point 2.7 tentang Rapat Direksi. Perusahaan juga telah memiliki rencana Rapat Direksi dan agenda yang dibahas sesuai yang diatur dalam Mekanisme Penyelenggaraan Rapat, sebagaimana yang terdapat dalam *Board Manual* Bab 2 point 2.7.1 tentang Ketentuan Rapat. Dimana pada salah satu butir poin tersebut disebutkan bahwa Rapat Direksi dapat mengundang pihak lain sesuai topiknya setelah persetujuan anggota Direksi lain.

Di dalam setiap rapat Direksi, dilakukan pula evaluasi (pemantauan *progress*) terhadap pelaksanaan keputusan hasil rapat sebelumnya. Risalah Rapat didistribusikan kepada setiap Anggota Direksi, melalui bentuk salinan, terlepas apakah Anggota Direksi yang bersangkutan hadir atau tidak hadir dalam Rapat Direksi tersebut.

Di sepanjang tahun 2019, Direksi melaksanakan rapat sebanyak sebelas (11) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekапitulasi tingkat kehadiran Direksi dalam rapat-rapat tersebut.

### Risalah dan Kehadiran Rapat Direksi

Tanggal Rapat Date	Tempat Place	Agenda Rapat Meeting agenda	Peserta Rapat Participant	Alasan Ketidakhadiran Direksi (Jika Tidak Hadir) reason for the absence of Directors (if not present)
5 Maret 2019 March 5 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Cash Flow 2. Koordinasi antar Fungsi 3. Hal-hal lain yang urgent 1. Cash flow 2. Coordination between Functions 3. Other urgent matters	Direksi & Tim Manajemen Directors & Management Team	-
16 April 2019 April 16 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Pencapaian Target bulan Mei 2019 2. Koordinasi antar Fungsi 3. Hal-hal lain yang urgent 1. Achievement of the May 2019 Target 2. Coordination between Functions 3. Other urgent matters	Direksi & Tim Manajemen Directors & Management Team	-
12 Juni 2019 June 12 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Outstanding Piutang 2. Cash Flow 3. Hal-hal lain yang urgent 1. Outstanding Receivables 2. Cash Flow 3. Other urgent matters	Direksi & Tim Manajemen Directors & Management Team	-
26 Juni 2019 June 26 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Outstanding Piutang 2. Cash Flow 3. Hal-hal lain yang urgent 1. Outstanding Receivables 2. Cash Flow 3. Other urgent matters	Direksi & Tim Manajemen Directors & Management Team	-

## Directors Meeting

Directors' Meetings are meetings that are held by the Directors, whether scheduled on a regular basis or not. Meetings are held as a mechanism to plan and monitor the implementation of strategies and Company policies. Meetings of the Board of Directors must be held periodically, at least 1 (one) time each month, and at the meeting the Directors can invite the Board of Commissioners.

In order to carry out good administrative procedures, in each Board of Directors Meeting, a Minutes of Meeting must be made, signed by the Chairperson of the Board of Directors' Meeting and all members of the Board of Directors present, containing matters discussed (including statements of disapproval/dissenting opinions of Directors, if any) and things are decided.

The company already has the Guidelines/rules of directors meeting listed in the *Board Manual* Chapter 2 point 2.7 concerning Directors' Meetings. The company also has a Board of Directors meeting plan and the agenda discussed in accordance with those set out in the Meeting Implementation Mechanism, as contained in the *Board Manual* Chapter 2 point 2.7.1 concerning Meeting Provisions. Where in one of the points mentioned that the Board of Directors Meeting can invite other parties according to the topic after the approval of other members of the Board of Directors.

In each meeting of the Board of Directors, an evaluation (*progress monitoring*) is also carried out on the implementation of the decisions of the results of the previous meeting. Minutes of Meeting are distributed to each Member of the Board of Directors, through a copy, regardless of whether the Member of the Board of Directors concerned is present or not present at the Board of Directors' Meeting.

Throughout 2019, the Directors held eleven (11) meetings. The following is the agenda and minutes of meetings, attendance, and recapitulation of the level of attendance of the Directors at these meetings.

### Minutes and Attendance of Directors' Meetings



Tanggal Rapat Date	Tempat Place	Agenda Rapat Meeting agenda	Peserta Rapat Participant	Alasan Ketidakhadiran Direksi (Jika Tidak Hadir) reason for the absence of Directors (if not present)
3 Juli 2019 July 3 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Progress Kinerja s/d TW2 2. Strategi pencapaian target di akhir tahun 3. Lain-lain 1. Performance Progress up to TW2 2. Strategy to achieve targets at the end of the year 3. Others	Direksi & Tim Manajemen Directors & Management Team	-
10 Juli 2019 July 10 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. <i>Cash Flow</i> 2. KPI TW 2 tahun 2019 3. Lain-lain 1. Cash Flow 2. TW KPI of 2019 3. Others	Direksi & Tim Manajemen Directors & Management Team	-
19 Agustus 2019 August 19 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. <i>Cash Flow</i> 2. Lain-lain 1. Cash Flow 2. Others	Direksi & Tim Manajemen Directors & Management Team	-
24 September 2019 September 24 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Pencapaian Kinerja Perusahaan TW3 2. <i>Cash Flow</i> 3. Lain-lain 1. TW3 Company Performance Achievement 2. Cash Flow 3. Others	Direksi & Tim Manajemen Directors & Management Team	-
10 Oktober 2019 October 10 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Evaluasi Kinerja PTC terkait Pencapaian Target s/d Akhir Tahun & Pembentukan Tim Khusus Pemberanah Piutang 2. Lain-lain 1. PTC Performance Evaluation related to Achieving Targets until the End of the Year & Forming a Special Team for Debt Settlement 2. Others	Direksi & Tim Manajemen Directors & Management Team	-
14 November 2019 November 14 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Status Notional Pooling & Penagihan 2. Permasalahan - permasalahan Lainnya 1. Status of Notional Pooling & Billing 2. Other Problems	Direksi & Tim Manajemen Directors & Management Team	-
6 Desember 2019 December 6 2019	Ruang Rapat Smart, Gedung B PTC Lt. 2 Smart Meeting Room, PTC B Building 2nd floor	1. Status Cash Flow per 6 Desember 2019 1. Status of Cash Flow as of December 6, 2019	Direksi & Tim Manajemen Directors & Management Team	-

Rekapitulasi kehadiran Direksi pada Rapat Direksi dapat dilihat di bawah ini:

Recapitulation of the attendance of the Directors at the Directors' Meeting can be seen below:

#### Rekapitulasi Kehadiran Direksi pada Rapat Direksi

#### Recapitulation of Directors' Attendance at Directors' Meetings

Direksi Board of Directors	Jumlah Wajib Rapat Number of Mandatory Meeting	Jumlah Kehadiran Number of Presence	% Kehadiran % Presence
Umar Fahmi	11	11	100,00%
Iswina Dwi Yunanto	11	11	100,00%
Teuku Mirasfi	1	1	100,00%
Fitri Azwar	1	1	100,00%
Linda Delina	12	12	100,00%
<b>Rata-rata / Average</b>			<b>100,00%</b>

#### Rapat Gabungan Dewan Komisaris dan Direksi

Selain rapat internal, Dewan Komisaris maupun Direksi juga dapat melakukan rapat gabungan dengan mengundang Dewan Komisaris dan/atau Direksi sebagai bentuk koordinasi dalam rangka membahas laporan-laporan periodik Direksi dan membahas kondisi dan prospek usaha, dimana Dewan Komisaris memberikan tanggapan, catatan dan nasihat yang dituangkan dalam Risalah Rapat.

#### Joint Meeting of the Board of Commissioners and Directors

In addition to internal meetings, the Board of Commissioners and Directors can also conduct joint meetings by inviting the Board of Commissioners and/or Directors as a form of coordination in order to discuss periodic reports of the Directors and discuss business conditions and prospects, where the Board of Commissioners provides responses, notes and advice as outlined in Minutes of Meeting.

Di tahun 2019, rapat gabungan antara Dewan Komisaris dan Direksi dilaksanakan (12) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran Dewan Komisaris dan Direksi dalam rapat-rapat tersebut.

In 2019, joint meetings between the Board of Commissioners and the Board of Directors were held (12) times. The following is the agenda and minutes of meetings, attendance, and recapitulation of the attendance of the Board of Commissioners and Directors in these meetings.

#### Risalah Rapat Gabungan Dewan Komisaris dan Direksi Serta Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Minutes of Joint Meeting of the Board of Commissioners and Directors As well as the Presence of the Board of Commissioners and Directors at the Joint Meeting

Tanggal Rapat Date	Tempat Place	Agenda Rapat Meeting agenda	Peserta Rapat Participant	Alasan Ketidakhadiran Dewan Komisaris dan/ atau Direksi (Jika Tidak Hadir) Reasons for the Absence of the Board of Commissioners and / or Directors (If Not Present)
28 Januari 2019 January 28 2019	Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A	1. Status Permasalahan di Bulan Sebelumnya 2. Executive Summary 3. Pencapaian KPI TW IV 2018 4. Realisasi Kinerja Keuangan bulan Desember 2018 5. Pencapaian Program Kerja Operasi 2018 6. Strategi dan Aspirasi tahun 2019 7. Isu - isu lainnya dan Diskusi 1. Status of Problems in the Previous Month 2. Executive Summary 3. Achievement of KPI TW IV 2018 4. Realization of Financial Performance in December 2018 5. Achievement of the 2018 Operational Work Program 6. Strategies and Aspirations in 2019 7. Other Issues and Discussions	Jajaran anggota Dewan Komisaris dan Direksi Members of the Board of Commissioners and Directors	-
26 Februari 2019 February 26 2019	Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A	1. Status Permasalahan di Bulan Sebelumnya 2. Executive Summary 3. Kinerja Operasional bulan Januari 2019 4. Realisasi Kinerja Keuangan bulan Januari 2019 1. Status of Problems in the Previous Month 2. Executive Summary 3. Operational Performance in January 2019 4. Realization of Financial Performance in January 2019	Jajaran anggota Dewan Komisaris dan Direksi Members of the Board of Commissioners and Directors	-
27 Maret 2019 March 27 2019	Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A	1. Arahkan Komisaris untuk Upaya Pencapaian Target 2019 1. Direct the Commissioners for Efforts to Achieve 2019 Targets	Jajaran anggota Dewan Komisaris dan Direksi Members of the Board of Commissioners and Directors	-
27 Maret 2019 March 27 2019	Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A	1. Status Permasalahan di Bulan Sebelumnya 2. Executive Summary 3. Kinerja Operasional bulan Februari 2019 4. Realisasi Kinerja Keuangan bulan Februari 2019 5. Lain-lain (Realisasi Pencapaian KPI Direksi tahun 2018) 1. Status of Problems in the Previous Month 2. Executive Summary 3. Operational Performance in February 2019 4. Realization of Financial Performance in February 2019 5. Others (Realization of Directors' KPI Achievement in 2018)	Jajaran anggota Dewan Komisaris dan Direksi Members of the Board of Commissioners and Directors	-



Tanggal Rapat Date	Tempat Place	Agenda Rapat Meeting agenda	Peserta Rapat Participant	Alasan Ketidakhadiran Dewan Komisaris dan/ atau Direksi (Jika Tidak Hadir) Reasons for the Absence of the Board of Commissioners and / or Directors (If Not Present)
23 April 2019 April 23 2019	Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A  Ruang Rapat Smart PTC Gedung B Lt. 2, Jl. Abdul Muis No.52-56A	1. Status Permasalahan dan Tindak Lanjut di Bulan Sebelumnya 2. Executive Summary & Kinerja Operasi Bulan Maret 2019 3. Executive Summary & Kinerja Keuangan Bulan Maret 2019 4. Usulan perubahan nama dan logo Perusahaan & Struktur Organisasi Perusahaan 5. Lain-lain 1. Status of Problems and Follow Up in the Previous Month 2. Executive Summary & Operating Performance in March 2019 3. Executive Summary & Financial Performance in March 2019 4. Proposed changes in the Company's name and logo & Company Organization Structure 5. Others	Jajaran anggota Dewan Komisaris dan Direksi  Members of the Board of Commissioners and Directors	-
20 Juni 2019 June 20 2019	Ruang Selangor - Restaurant Penang Bistro  Kebon Sirih  Ruang Selangor - Restaurant Penang Bistro Kebon Sirih	1. Status Permasalahan di Bulan Sebelumnya 2. Executive summary bulan April dan Mei 2019 3. Kinerja Operasional bulan Mei 2019 4. Realisasasi Kinerja Keuangan bulan Mei 2019 5. Rencana Draft RKAP 2020 dan permasalahan lain 1. Status of Problems in the Previous Month 2. Executive summary for April and May 2019 3. Operational Performance in May 2019 4. Realization of Financial Performance in May 2019 5. RKAP 2020 Draft Plan and other issues	Jajaran anggota Dewan Komisaris dan Direksi  Members of the Board of Commissioners and Directors	-
18 Juli 2019 July 18 2019	Gd. PTC - Ruang Rapat Smart Lt.2  Gd. PTC - Ruang Rapat Smart Lt.2	1. Status permasalahan di Bulan Sebelumnya 2. Executive Summary Bulan Juni 2019 3. Kinerja Operasional Bulan Juni 2019 4. Realisasi Kinerja Keuangan Bulan Juni 2019 5. Rencana MWT Direksi & Komisaris 1. Status of the problem in the previous month 2. Executive Summary in June 2019 3. Operational Performance in June 2019 4. Realization of Financial Performance in June 2019 5. Board of Directors & Commissioners MWT Plan	Jajaran anggota Dewan Komisaris dan Direksi  Members of the Board of Commissioners and Directors	-
22 Agustus 2019 August 22 2019	Gd. PTC - Ruang Rapat Smart Lt.2  Gd. PTC - Ruang Rapat Smart Lt.2	1. Status Permasalahan di Bulan Sebelumnya 2. Executive summary Kinerja Operasional Bulan Juli 2019 3. Kinerja Operasional bulan Juli 2019 4. Realisasi Kinerja Keuangan bulan Juli 2019 5. Kinerja HSE s/d bulan Juli 2019 1. Status of Problems in the Previous Month 2. Executive summary of Operational Performance in July 2019 3. Operational Performance in July 2019 4. Realization of Financial Performance in July 2019 5. HSE performance up to July 2019	Jajaran anggota Dewan Komisaris dan Direksi  Members of the Board of Commissioners and Directors	-
30 September 2019 September 30 2019	Gd. PTC - Ruang Rapat Smart Lt.2  Gd. PTC - Ruang Rapat Smart Lt.2	1. Status Permasalahan di Bulan Sebelumnya 2. Executive Summary bulan Agustus 2019 3. Kinerja Operasional bulan Agustus 2019 4. Realisasi Kinerja Keuangan bulan Agustus 2019 5. Realisasi Kinerja HSE s/d bulan Agustus 2019 6. Arahan dan Diskusi 1. Status of Problems in the Previous Month 2. Executive Summary in August 2019 3. Operational Performance in August 2019 4. Realization of Financial Performance in August 2019 5. Realization of HSE Performance up to August 2019 6. Direction and Discussion	Jajaran anggota Dewan Komisaris dan Direksi  Members of the Board of Commissioners and Directors	-

Tanggal Rapat Date	Tempat Place	Agenda Rapat Meeting agenda	Peserta Rapat Participant	Alasan Ketidakhadiran Dewan Komisaris dan/ atau Direksi (Jika Tidak Hadir) Reasons for the Absence of the Board of Commissioners and / or Directors (If Not Present)
22 Oktober 2019 October 22 2019	R. Rapat Smart Lt.2 Gd. PTC, Jl. Abdul Muis 52- 56A, Jakarta pusat  R. Rapat Smart Lt.2 Gd. PTC, Jl. Abdul Muis 52- 56A, Jakarta pusat	1. Status Permasalahan di Bulan Sebelumnya 2. Executive Summary bulan September 2019 3. Kinerja HSE s/d bulan September 2019 4. Realisasi Kinerja Operasional bulan September 2019 5. Realisasi Kinerja Keuangan bulan September 2019 6. Analisa Notional Polling 7. Pembahasan serta arahan dan diskusi RKAP perusahaan tahun 2020 1. Status of Problems in the Previous Month 2. Executive Summary in September 2019 3. HSE performance up to September 2019 4. Realization of Operational Performance in September 2019 5. Realization of Financial Performance in September 2019 6. Notional Polling Analysis 7. Discussion and direction and discussion of the company's RKAP 2020	Jajaran anggota Dewan Komisaris dan Direksi Members of the Board of Commissioners and Directors	-
29 November 2019 November 29 2019	R. Rapat Smart Gd. PTC Lt.2, Jl. Abdul Muis 52- 56A, Jakarta Pusat  R. Rapat Smart Gd. PTC Lt.2, Jl. Abdul Muis 52- 56A, Jakarta Pusat	1. Paparan Profil Perusahaan sebagai perkenalan dengan Komisaris Baru 2. Struktur organisasi dan Bisnis PTC 3. Executive Summary Kinerja Operasional, Keuangan Perusahaan bulan Oktober 2019 4. Penunjukan Ketua Komite Audit - Dewan Komisaris 5. Hal-hal strategis dan RKAP Perusahaan tahun 2020 1. Expose the Company Profile as an introduction to the New Commissioner 2. Organizational structure and PTC Business 3. Executive Summary of Operational Performance, Corporate Finance in October 2019 4. Appointment of the Chairman of the Audit Committee - the Board of Commissioners 5. Strategic matters and the Company's RKAP for 2020	Jajaran anggota Dewan Komisaris dan Direksi Members of the Board of Commissioners and Directors	-
18 Desember 2019 December 18 2019	R. Rapat Smart Gd. PTC Lt.2, Jl. Abdul Muis 52- 56A, Jakarta Pusat  R. Rapat Smart Gd. PTC Lt.2, Jl. Abdul Muis 52- 56A, Jakarta Pusat	1. Program Pengenalan Direksi Baru 2. executive Summary bulan November 2019 3. Realisasi Kinerja Operasional bulan November 2019 4. Realisasi Kinerja Keuangan bulan November 2019 5. Hal-hal kritis/issue strategis lainnya (Strategi bisnis menghadapi kebijakan Sinergi dari Pemegang Saham) 1. New Directors Introduction Program 2. Executive Summary in November 2019 3. Realization of Operational Performance in November 2019 4. Realization of Financial Performance in November 2019 5. Critical matters / other strategic issues (Business strategies facing the Synergy policy of the Shareholders)	Jajaran anggota Dewan Komisaris dan Direksi Members of the Board of Commissioners and Directors	-

Rekapitulasi kehadiran anggota Dewan Komisaris dan Direksi pada Rapat Gabungan dapat dilihat di bawah ini:

#### Rekapitulasi Kehadiran Dewan Komisaris dan Direksi pada Rapat Gabungan

Recapitulation of the attendance of members of the Board of Commissioners and Directors at the Joint Meeting can be seen below:

#### Recapitulation of the Presence of the Board of Commissioners and Directors at the Joint Meeting

Dewan Komisaris dan Direksi Board of Commissioners and Directors	Jumlah Wajib Rapat Number Of Mandatory Meeting	Jumlah Kehadiran Number Of Presence	% Kehadiran % presence
<b>Dewan Komisaris / Board of Commissioners</b>			
Beni Syarif Hidayat	10	10	100%
Bambang Wijanarko	10	10	100%
Jeffrey T. Indra	2	2	100%
Safii Triyono Y.	2	2	100%
Ari Samodra	2	2	100%
<b>Direksi / Board of Directors</b>			
Umar Fahmi	11	11	100%
Iswina Dwi Yunanto	11	11	100%



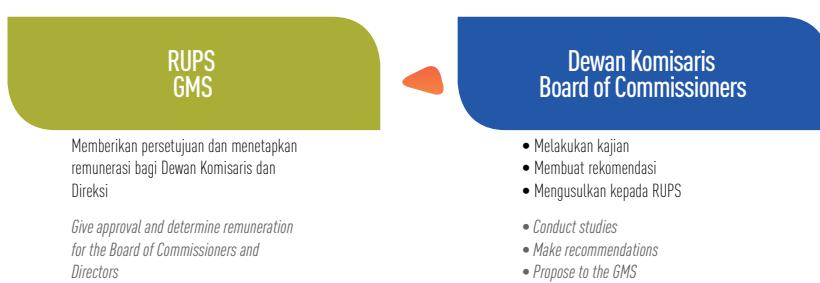
Dewan Komisaris dan Direksi Board of Commissioners and Directors	Jumlah Wajib Rapat Number Of Mandatory Meeting	Jumlah Kehadiran Number Of Presence	% Kehadiran % presence
Teuku Mirasfi	1	1	100%
Fitri Azwar	1	1	100%
Linda Delina	12	12	100%
<b>Rata-rata / Average</b>			<b>100%</b>

## Remunerasi Dewan Komisaris Dan Direksi

### Prosedur Pengusulan Hingga Penetapan Remunerasi Dewan Komisaris dan Direksi

Sebagai anak usaha dari PT Pertamina (Persero) yang merupakan BUMN, prosedur penetapan remunerasi Anggota Dewan Komisaris dan Direksi yang berlaku di lingkup Perusahaan mengacu pada Peraturan Menteri BUMN No.PER-2/MBU/06/2016 Jo. PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN, dimana penetapan remunerasi Dewan Komisaris dan Direksi mengacu pada hasil RUPS dengan memperhatikan hasil kajian yang telah dilakukan oleh Perusahaan.

### Skema Pengusulan Hingga Penetapan Remunerasi Dewan Komisaris dan Direksi



### Struktur Remunerasi Dewan Komisaris dan Direksi

Berdasarkan Peraturan Menteri Negara BUMN No.PER-2/MBU/06/2016, komponen penghasilan Dewan Komisaris dan Direksi terdiri dari Gaji/Honorarium, Tunjangan, Fasilitas, dan Tantiem/Insentif Kinerja. Struktur remunerasi dan komponennya bagi Dewan Komisaris dan Direksi dapat disampaikan sebagai berikut:

Struktur Remunerasi Dewan Komisaris Board of Commissioners' Remuneration Structure	Struktur Remunerasi Direksi Board of Directors' Remuneration Structure
<p>Honorarium Dewan Komisaris*</p> <p>Perhitungan gaji Komisaris Utama sebesar 45% dari gaji Direktur Utama.</p> <p>Perhitungan gaji Komisaris sebesar 90% dari gaji Komisaris Utama.</p> <p>Board of Commissioners Honorarium *</p> <p>The calculation of the salary of the President Commissioner is 45% of the salary of the President Director.</p> <p>Calculation of Commissioner's salary of 90% of the salary of the President Commissioner.</p>	<p>Gaji Direksi*</p> <p>Gaji Direktur Utama ditetapkan dengan menggunakan pedoman internal dalam kelompok usaha Pertamina.</p> <p>Gaji anggota Direksi lainnya ditetapkan dengan komposisi Faktor Jabatan sebesar 90% dari Gaji Direktur Utama.</p> <p>Salary of Directors *</p> <p>Salary of the President Director is determined by using internal guidelines in the Pertamina business group.</p> <p>The salary of other members of the Board of Directors is determined by the Position Factor composition of 90% of the Salary of the President Director.</p>

## Remuneration of the Board of Commissioners and Directors

### Proposal Procedure Until Determination of Remuneration for the Board of Commissioners and Directors

As a subsidiary of PT Pertamina (Persero) which is a BUMN, the procedure for determining the remuneration of Members of the Board of Commissioners and Directors applicable in the scope of the Company refers to SOE Ministerial Regulation No.PER-2/MBU/06/2016 Jo. PER-04/MBU/2014 concerning Guidelines for Determination of Income of Directors, Board of Commissioners, and BUMN Supervisory Board, where the determination of remuneration for the Board of Commissioners and Directors refers to the results of the GMS by taking into account the results of studies conducted by the Company.

### Proposal Scheme up to Determination of Remuneration for the Board of Commissioners and Directors

Struktur Remunerasi Dewan Komisaris Board of Commissioners' Remuneration Structure	Struktur Remunerasi Direksi Board of Directors' Remuneration Structure
Tunjangan Dewan Komisaris Tunjangan Hari Raya Tunjangan Transportasi Board of Commissioners Allowances Holiday allowance Transportation Allowances	Tunjangan Direksi Tunjangan Hari Raya Tunjangan Transportasi Tunjangan Perumahan (termasuk di dalamnya Tunjangan Utilities) Directors' Allowances Holiday allowance Transportation Allowances Housing Allowances (including Utilities Allowances)
Fasilitas Dewan Komisaris Tidak terdapat fasilitas yang diberikan untuk Dewan Komisaris Facilities of the Board of Commissioners There are no facilities provided for the Board of Commissioners	Fasilitas Direksi Fasilitas Kesehatan Fasilitas Bantuan Hukum Fasilitas Komunikasi Fasilitas Sarana Teknologi Informasi Directors' facilities Medical facility Legal Aid Facilities Communication facilities Information Technology Facilities
Tantiem/Insentif Kinerja Dewan Komisaris Tantiem adalah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Insentif Kinerja adalah penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris. Board of Commissioners Performance / Incentives Tantiem is income which is an award given to members of the Board of Commissioners if they receive profit and do not experience accumulated losses. Performance incentives are income which is an award given to members of the Board of Commissioners.	Tantiem Direksi Tantiem, yaitu penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi apabila memperoleh laba dan tidak mengalami akumulasi kerugian. Insentif Kinerja, yaitu penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi apabila terjadi peningkatan kinerja walaupun masih mengalami kerugian atau akumulasi kerugian. Directors' bonuses Tantiem, which is income which is an award given to members of the Board of Directors if it earns profit and does not experience accumulated losses. Performance incentives, namely income which is an award given to members of the Board of Directors in the event of an increase in performance even though there are still losses or accumulated losses.
Asuransi Purna Jabatan 25% dari Gaji/Honorarium dalam satu tahun. Retirement Insurance 25% of Salary / Honorarium in one year.	Asuransi Purna Jabatan 25% dari Gaji/Honorarium dalam satu tahun. Retirement Insurance 25% of Salary / Honorarium in one year.

\*]) Mengacu kepada Peraturan Menteri Negara BUMN No.PER-2/MBU/06/2016

\*]) Referring to SOE Ministerial Regulation No. PER-2 / MBU / 06/2016

### Kebijakan Dasar Terkait Indikator dan Penetapan Remunerasi Dewan Komisaris dan Direksi Tahun 2018

Penyusunan struktur, kebijakan, dan besaran remunerasi Dewan Komisaris dan Direksi harus memperhatikan hal-hal sebagai berikut:

1. Peraturan perundang-undangan yang berlaku
2. Hasil kinerja Perusahaan
3. Prestasi kerja Dewan Komisaris dan Direksi
4. Pertimbangan sasaran dan strategi jangka panjang Perusahaan
5. Kewajaran dengan *peer group*
6. Remunerasi yang berlaku dalam industri sesuai dengan kegiatan usaha Perusahaan yang mempunyai jenis dan skala usaha yang sama dengan Perusahaan

Sebagai acuan perhitungan seperti yang terlihat pada tabel di atas, penetapan remunerasi Direksi Perusahaan diatur di dalam keputusan RUPS dan Pedoman No.A-001/H0200/2011-S0 tentang Pengelolaan Anak Perusahaan dan Perusahaan Patungan Pertamina yang dikeluarkan oleh Manajemen *Subsidiary & Join Venture* (SJV) PT Pertamina (Persero). Pedoman ini diberlakukan berdasarkan Surat Keputusan No.121/PN000.040/Kpts/2013 tentang Pemberlakuan Pedoman No.A-001/H00200/2011-S0 (Revisi I) tentang Pengelolaan Anak Perusahaan dan Perusahaan Patungan Pertamina tahun 2013.

### Basic Policies Regarding Indicators and Determination of Remuneration for the Board of Commissioners and Directors in 2018

The formulation of the structure, policies, and the amount of remuneration for the Board of Commissioners and Directors must consider the following matters:

1. Applicable laws and regulations
2. Company performance results
3. Work performance of the Board of Commissioners and Directors
4. Consideration of the Company's long-term goals and strategies
5. Fairness with peer groups
6. Remuneration applicable in the industry in accordance with the Company's business activities that have the same type and scale of business as the Company

As a reference in the calculation as seen in the table above, the determination of the remuneration of the Company's Directors is regulated in the GMS decision and Guideline No.A-001/H0200/2011-S0 concerning Management of Pertamina's Subsidiaries and Joint Venture Companies issued by PT Pertamina (Persero) Subsidiary & Joint Venture Management (SJV). This guideline is implemented based on Decree No.121/PN000.040/Kpts/2013 concerning the Enforcement of Guideline No.A-001/H00200/2011-S0 (Revised I) concerning Management of Pertamina's Subsidiaries and Joint Venture Companies in 2013.



Sebagai Anak Perusahaan PT Pertamina (Persero), remunerasi Direksi PTC ditentukan oleh Induk Perusahaan, adapun pada tahun 2018, Pemegang Saham tidak menetapkan keputusan tentang remunerasi Direksi dan Dewan Komisaris untuk tahun berjalan, sehingga pada tahun 2018, Perusahaan tetap memberlakukan keputusan tentang remunerasi Direksi dan Dewan Komisaris yang ditetapkan pada tahun 2017, sebagaimana yang tercantum dalam surat No.561/H20400/2017-SO tanggal 4 Agustus 2017 yang merujuk pada surat No.190/PTC-10000/2015-S2

### Transparansi Remunerasi Dewan Komisaris dan Direksi Tahun 2019

Informasi jumlah nominal remunerasi bagi Dewan Komisaris dan Direksi adalah sebagai berikut:

Uraian Description	Gaji/Honorarium Salary / Honorarium (Rp.Net)	Tunjangan Lainnya Other allowances (Rp.Net)	Tantiem (Rp.Gross)	PPH 21 Income Tax (Rp)	Total
Dewan Komisaris Board of Commissioners	803.131.722	212.297.633	984.5700.000	499.999.839	2.499.999.194
Direksi Board of Directors	2.350.158.312	1.086.846.526	3.533.216.667	3.205.215.550	10.175.437.055

Dengan memperhatikan Persetujuan Pemegang Saham pada RRD-099/C00000/2018-SO tanggal 23 Juni 2018 tentang Kebijakan Pembayaran Remunerasi Dewan Direksi dan Dewan Komisaris AP/PP/PA pada Anak Perusahaan (AP)/ Perusahaan Pengguna (PP)/Perusahaan Afiliasi (PA) serta Risalah Rapat Direksi PT Pertamina (Persero) No.RRD-047/C00000/2019-SO tanggal 19 Juni 2019 tentang Penyesuaian Remunerasi BOD BOC Anak Perusahaan/Perusahaan Patungan/ Perusahaan Afiliasi (AP/PP/PA) PT Pertamina (Persero) Tahun Buku 2019 dan Tantiem Tahun Buku 2018, yang dituangkan dalam Surat Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Training & Consulting tanggal 24 Juni 2019 tentang Penyesuaian Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 dan Tantiem Direksi dan Dewan Komisaris Perseroan Tahun Buku 2018.

Informasi mengenai rasio gaji Dewan Komisaris, Direksi, dan pegawai Perusahaan adalah sebagai berikut:

Perbandingan Comparison	2019	2018	2017
Direktur Utama terhadap Direktur / President director:director	1:0,85	1: 0,90	1: 0,90
Komisaris Utama terhadap Anggota Dewan Komisaris / President commissioner:commissioner	1:0,90	1: 0,90	1: 0,90
Direktur Utama terhadap Komisaris Utama / President director:president commissioner	1:045	1: 0,45	1: 0,45
Direktur Utama terhadap Pegawai tertinggi / President director:highest employee	1: 0,45	1: 0,45	1: 0,45
Direktur Utama terhadap Pegawai terendah / President director:lowest employee	1: 0,05	1 : 0,05	1 : 0,05
Pegawai Tertinggi terhadap Pegawai Terendah / Highest employee :lowest employee	1: 0,10	1 : 0,10	1 : 0,10
Pegawai Terendah terhadap UMP / Lowest empployee: regional minimum wage	1: 1,25	1 : 1,25	1 : 1,25

Yang dimaksud pegawai tertinggi pada tabel di atas adalah Manager, sementara pegawai terendah adalah Staf Junior.

### Pengelolaan Benturan Kepentingan dan Paka Integritas Dewan Komisaris dan Direksi

Perusahaan menyadari bahwa dalam menjalankan kegiatan operasi dan bisnis Perusahaan, baik Dewan Komisaris maupun Direksi dapat berpotensi melakukan keputusan strategis yang berpotensi pada benturan kepentingan. Untuk menghindari hal tersebut, Perusahaan telah memiliki kebijakan mengenai (potensi) benturan kepentingan yang dapat mengganggu pelaksanaan tugas Dewan Komisaris. Aturan

As a subsidiary of PT Pertamina (Persero), the remuneration of the PTC Directors is determined by the Parent Company, while in 2018, the Shareholders did not make a decision regarding the remuneration of the Directors and the Board of Commissioners for the current year, so that in 2018, the Company continued to impose a decision regarding the remuneration of the Directors and The Board of Commissioners established in 2017, as stated in letter No.561/H20400/2017-SO dated August 4, 2017 which refers to letter No.190/PTC-10000/2015-S2

### Transparency of Board of Commissioners and Board of Directors Remuneration in 2019

Information on the nominal amount of remuneration for the Board of Commissioners and Directors is as follows:

By taking into account Shareholder Approval in RRD-099/C00000/2018-SO dated June 23, 2018 concerning Remuneration Payment Policies for the Board of Directors and Board of Commissioners of AP/PP/PA to Subsidiaries (AP)/User Companies (PP)/Affiliated Companies (PA) and Minutes of the Meeting of the Directors of PT Pertamina (Persero) No.RRD-047/C00000/2019-SO dated 19 June 2019 concerning Adjustment of BOD BOC Remuneration for Subsidiaries/Joint Ventures/Affiliated Companies (AP/PP/PA) of PT Pertamina (Persero) for Fiscal Year 2019 and Tantiem for Fiscal Year 2018, as outlined in Circular Shareholder Decree of PT Pertamina Training & Consulting dated June 24, 2019 concerning Adjustments to the Remuneration of the Directors and Board of Commissioners of the Company for Fiscal Year 2019 and the Tantiem of the Directors and Board of Commissioners of the Company for Fiscal Year 2018.

Information about salary ratio of Board of Commissioners, directors and employee are shown as follows:

What is meant by the highest employee in the table above is Manager, while the lowest employee is Junior Staff.

### Management of Conflicts of Interest and Integrity Pacts of the Board of Commissioners and The Directors

The Company is aware that in carrying out its operations and business activities, both the Board of Commissioners and the Board of Directors can potentially make strategic decisions that have the potential for a conflict of interest. To avoid this, the Company has a policy regarding (potential) conflicts of interest that can interfere with the performance of the Board of Commissioners' duties. This rule is explained

ini dijelaskan dalam kebijakan COCG tentang Benturan Kepentingan dan *Board Manual* Bab III butir 3.4.5 tentang Etika Berkaitan dengan Benturan Kepentingan. Untuk Direksi, Perusahaan mengatur kebijakan pencegahan benturan kepentingan pada *Code of Conduct* tanggal 31 Desember 2013 Bab II Bagian G tentang Menghindari Diri Terhadap Benturan Kepentingan dan *Board Manual* sub-bab 2.5.5 tentang Etika Berkaitan Keuntungan Pribadi dan sub-bab 2.5.6 tentang Etika Berkaitan dengan Benturan Kepentingan.

Untuk menunjukkan komitmennya, pada awal pengangkatannya, Dewan Komisaris dan Direksi menandatangani pernyataan dalam Pakta Integritas bahwa tidak memiliki benturan kepentingan dan menyatakan secara tertulis hal-hal yang berpotensi menimbulkan benturan kepentingan terhadap dirinya dan menyampaikannya kepada RUPS/Pemilik Modal.

#### Pakta Integritas Dewan Komisaris dan Direksi di Tahun 2019

Screenshot pakta integritas Dekom dan Direksi

in the COCG policy on Conflicts of Interest and Board Manual Chapter III point 3.4.5 concerning Ethics Regarding Conflicts of Interest. For the Board of Directors, the Company prescribes a conflict of interest prevention policy in the Code of Conduct dated 31 December 2013 Chapter II Part G concerning Avoiding Conflicts of Interest and the Board Manual sub-chapter 2.5.5 concerning Ethics Regarding Personal Gain and sub-chapter 2.5.6 on Ethics Relating to Conflicts of Interest.

To show their commitment, at the beginning of their appointment, the Board of Commissioners and Board of Directors signed a statement in the Integrity Pact that they did not have a conflict of interest and stated in writing the matters that could potentially lead to a conflict of interest against him and conveyed them to the GMS/Capital Owners.

#### Integrity Pact of the Board of Commissioners and Directors in 2019

Screenshot of the Board of Commissioners and Board of Directors integrity pact



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- Dua-dua halaman ini akan saya tulis sebagai:** **Catatan Kunci Jawaban** di **Ingraham PT Performance Training & Consulting** dan **Analisis Skor dan Kesiapan**

  1. Mengoperasikan instansi pemerintah yang sama untuk tujuan memenuhi persyaratan ketuntasan hasil tes yang diberikan.
  2. Konsolidasi dengan mengintegrasikan hasil Pesta Kreativitas PT Pedoman Training & Consulting yang dimiliki oleh Cakapone (Sekretariat 1000), Pedoman Praktis dan Kreativitas Praktis Dalam Buku Yang Sama tetapi berbeda sistem operasi dan penulisan yang berperbedaan.
  3. Kewajiban seorang seorang ahli kenyataan di bantah, mengingat seorang seorang ahli kenyataan menganggap Pesta Kreativitas dan Konsolidasi hasil Pesta Kreativitas Pedoman Training & Consulting adalah penulisannya.
  4. Mengintegrasikan pengetahuan yang sama berkaitan tetapi secara berpasangan dengan dengan PT Pedoman Training & Consulting untuk memenuhi persyaratan ketuntasan hasil tes yang diberikan.

Journal of Insurance 2019

Peter Blauw

2010-01-0001



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Business, Structure & Personnel

Dalam mempresentasi tugas seorang Manager, Director General A Perusahaan PT Pekarang Tirta Consulting & Consulting, akan mendapat hal-hal sebagai berikut:

  - 1. Menginformasikan segala pola dan yang sama untuk seluruh karyawan dan seluruh anggota keluarga dalam perusahaan.
  - 2. Menterjemah dan menjelaskan dengan jelas dan lengkap isi surat resmi yang diterima.
  - 3. Memperbaiki dan memperbaiki isi surat resmi yang diterima.
  - 4. Menginterpretasi isi surat resmi yang diterima.

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## Pengungkapan Hubungan Afiliasi Antara Direksi, Dewan Komisaris, Dan Pemegang Saham Utama Dan/ Atau Pengendali

### Informasi tentang Pemegang Saham Utama/Pengendali Hingga Nama Pemilik Akhir

Pemegang Saham adalah individu atau badan hukum yang secara sah memiliki saham Perusahaan. Pemegang Saham Perusahaan terdiri dari Pemegang Saham Utama/Pengendali dan Pemegang Saham lainnya. Pemegang Saham Utama/Pengendali Perusahaan adalah PT Pertamina (Persero) dengan kepemilikan sebesar 91,00%. Per 31 Desember 2019, saham PT Pertamina (Persero) sepenuhnya, atau 100% dimiliki oleh Negara Republik Indonesia. Dengan demikian, entitas pemilik akhir Perusahaan adalah Negara Republik Indonesia yang diwakili oleh Pemerintah Republik Indonesia.

### Pengungkapan Hubungan Afiliasi Antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama/Pengendali

Pemegang Saham Pengendali, Dewan Komisaris dan Direksi saling menghormati pelaksanaan tugas, tanggung jawab, dan wewenang masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar. Dewan Komisaris dan Direksi Perusahaan memiliki pedoman dan tata tertib kerja yang mencantumkan antara lain tanggung jawab, kewajiban, wewenang, dan hak masing-masing.

Sesuai dengan Pedoman GCG dan *Board Manual* Perusahaan, antar anggota Dewan Komisaris dan Direksi dilarang memiliki hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda. Selain itu, afiliasi juga didefinisikan sebagai hubungan istimewa yang terjadi karena adanya jejaring, baik karena bentuk usaha maupun lainnya.

Hubungan afiliasi anggota Dewan Komisaris, Direksi serta Pemegang Saham Utama/Pengendali dapat dilihat pada tabel di bawah ini.

	Hubungan Afiliasi Affiliated with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	PT Pertamina (Persero) (Pemegang Saham Utama/ Pengendali) PT Pertamina (Persero) (Major/Controlling Shareholder)
<b>Dewan Komisaris / Board of Commissioners</b>			
Jeffrey T. Indra	X	X	X
Safii Triyono Y.	X	X	X
Ari Samodra	X	X	X
<b>Direksi / Board of Directors</b>			
Teuku Mirasfi	X	X	X
Fitri Azwar	X	X	X
Linda Delina	X	X	X

v = terdapat adanya hubungan | x = tidak terdapat adanya hubungan

## Disclosure of Affiliate Relationship between Directors, Board of Commissioners, and Holders Major And/Or Controlling Stocks

### Information on the Major/Controlling Shareholders to the Name of the Final Owner

Shareholders are individuals or legal entities that legally own Company shares. The Company's Shareholders consist of Major/Controlling Shareholders and other Shareholders. The main shareholder/controller of the company is PT Pertamina (Persero) with ownership of 91.00%. As of December 31, 2019, the shares of PT Pertamina (Persero) were fully owned, or 100% owned by the Republic of Indonesia. Accordingly, the entity's final owner is the Republic of Indonesia, represented by the Government of the Republic of Indonesia.

### Disclosure of Affiliated Relationship between Directors, Board of Commissioners and Main Shareholders/ Controller

The Controlling Shareholders, the Board of Commissioners and the Board of Directors respect each other in carrying out their respective duties, responsibilities and authorities in accordance with the laws and regulations and the Articles of Association. The Board of Commissioners and Directors of the Company have work guidelines and procedures which include, among others, their respective responsibilities, obligations, authority and rights.

In accordance with the GCG Guidelines and the Company's Board Manual, members of the Board of Commissioners and Directors are prohibited from having blood relations to the third degree, either in a straight line or sideways or in a relationship. In addition, affiliation is also defined as a special relationship that occurs due to networking, either due to business or other forms.

The affiliation of members of the Board of Commissioners, Directors and Major/Controlling Shareholders can be seen in the table below.

v = there is a relationship | x = no relationship



Penjelasan terkait kepengurusan Anggota Dewan Komisaris pada PT Pertamina (Persero) selaku Pemegang Saham Utama/Pengendali Perusahaan adalah sebagai berikut:

<b>Nama dan Jabatan Name &amp; Position</b>	<b>Jabatan pada PT Pertamina (Persero) (Pemegang Saham Utama / Pengendali) Position at PT Pertamina (main shareholder/controller)</b>
Jeffrey T. Indra	SVP Corporate ICT
Safii Triyono Y.	VP Project Planning & Development
Ari Samodra	VP Exploration Subsurface, Planning & Evaluation di Pertamina Hulu Energi

## Pengungkapan Kepemilikan Saham Dewan Komisaris Dan Direksi Yang Berpotensi Terhadap Benturan Kepentingan

Kepemilikan saham anggota Dewan Komisaris dan Direksi pada perusahaan lainnya senantiasa diungkapkan secara berkala melalui daftar kepemilikan saham anggota Dewan Komisaris dan Direksi. Berikut disampaikan transparansi kepemilikan saham oleh Dewan Komisaris dan Direksi pada perusahaan lain di atas 5% oleh Dewan Komisaris dan Direksi yang dapat menimbulkan potensi benturan kepentingan dalam pengambilan keputusan.

### Kepemilikan Saham Dewan Komisaris dan Direksi

<b>Nama dan Jabatan Name and Position</b>	<b>Kepemilikan Saham Perusahaan Lain &gt; 5%</b> Share Ownership at Other Companies >5%		
	<b>Nama Perusahaan Name of Company</b>	<b>Sektor/Industri Sector/Industry</b>	<b>Kepemilikan Saham Share Ownership</b>
<b>Dewan Komisaris / Board of Commissioners</b>			
Jeffrey T. Indra	X	X	X
Safii Triyono Y.	X	X	X
Ari Samodra	X	X	X
<b>Direksi / Board of Directors</b>			
Teuku Mirasfi	X	X	X
Fitri Azwar	X	X	X
Linda Delina	X	X	X

## Disclosure of Share Ownership of the Board of Commissioners and Directors with the Potential for Conflict of Interest

Share ownership of members of the Board of Commissioners and Directors in other companies is always regularly disclosed through the list of share ownership of members of the Board of Commissioners and Directors. Following this is the transparency of share ownership by the Board of Commissioners and Directors in other companies above 5% by the Board of Commissioners and Directors which could lead to potential conflicts of interest in decision making.

### Board of Commissioners and Directors Share Ownership

## Pengungkapan Rangkap Jabatan Dewan Komisaris dan Direksi

## Disclosure of Concurrent Position of Board of Commissioners and Board of Directors

	Kepengurusan pada Perusahaan/Institusi Lain Management at Other Companies/Institutions		
	Sebagai Anggota Dewan Komisaris As member of Board of Commissioners	Sebagai Anggota Direksi As member of Board of Directors	Jabatan Lainnya Other Position
<b>Dewan Komisaris / Board of Commissioners</b>			
Jeffrey T. Indra	X	X	X
Safii Triyono Y.	X	X	X
Ari Samodra	X	X	X
<b>Direksi / Board of Directors</b>			
Teuku Mirasfi	X	X	X
Fitri Azwar	X	X	X
Linda Delina	X	X	X



## ORGAN PENDUKUNG DEWAN KOMISARIS

### Sekretaris Dewan Komisaris

Dalam rangka membantu kelancaran tugas dan tanggung jawabnya Dewan Komisaris membentuk Sekretariat Dewan Komisaris dan bertanggung jawab kepada Dewan Komisaris untuk membantu kelancaran pelaksanaan tugasnya. Tugas dan tanggung jawab Sekretariat Dewan Komisaris sebagaimana Surat Keputusan Dewan Komisaris No.Kpts-030/PTC-DEKOM/2018-S1.

### Pejabat Sekretaris Dewan Komisaris

Sekretariat Dewan Komisaris belum ditetapkan secara definitif, oleh karena itu tugas dan tanggung jawab Sekretariat Dewan Komisaris dilaksanakan oleh Fungsi Management Report & Compliance pada Sekretaris Perusahaan.

### Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris

Pekerjaan Sekretaris Dewan Komisaris PTC masih dilaksanakan oleh Fungsi Sekretaris Perusahaan, dengan menugaskan salah seorang stafnya.

Adapun tugasnya adalah :

1. Menjembatani komunikasi antara Komisaris dengan Direksi Perusahaan dan Komite Audit
2. Mempersiapkan dan mengurus administrasi (surat-menyurat) keluar dan masuk untuk Dewan Komisaris serta Komite Audit
3. Menyimpan dan mengatur dokumen (administrasi) Dewan Komisaris, termasuk undangan dan setiap notulen rapat.
4. Memberikan/menyiapkan bahan-bahan yang dibutuhkan untuk rapat atau saat memberikan data pendukung untuk pengambilan keputusan dalam memberi saran/arahan kepada Direksi
5. Mengurus administrasi & persiapan perjalanan Dinas dewan komisaris dan komite Audit
6. Monitoring tindak lanjut hasil keputusan, rekomendasi dan arahan Dewan Komisaris;
7. Dukungan administrasi serta monitoring berkaitan dengan hal-hal yang harus mendapatkan persetujuan atau rekomendasi dari Dewan Komisaris sehubungan dengan kegiatan pengelolaan Perseroan yang dilakukan oleh Direksi.
8. Mengumpulkan data-data teknis yang berasal dari Komite di lingkungan Dewan Komisaris dan Tenaga Ahli untuk keperluan Dewan Komisaris

### Komite Audit

#### Dasar Pembentukan

Komite Audit merupakan organ pendukung Dewan Komisaris yang berfungsi membantu Dewan Komisaris dalam melaksanakan pengawasan, memberikan masukan dan rekomendasi kepada Direksi, mendorong penerapan prinsip-prinsip GCG di lingkungan Perusahaan dan meningkatkan kualitas keterbukaan dan pelaporan keuangan. Komite Audit bertanggung jawab kepada Dewan Komisaris dan menjalankan fungsinya sesuai dengan peraturan dan instruksi yang diterima dari Dewan Komisaris.

### Kualifikasi Menjadi Anggota Komite Audit

Sebagaimana tercantum dalam Piagam (Charter) Komite Audit yang telah disahkan berdasarkan Surat Keputusan Dewan Komisaris No.Kpts-016/PTC-DEKOM/2018-S1 tanggal 15 Agustus 2018 tentang Penetapan Piagam Komite Audit PT Pertamina Training & Consulting, persyaratan anggota Komite Audit, antara lain:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang keuangan, akuntansi, dan/atau pengawasan/ pemeriksaan.
2. Tidak memiliki kepentingan/ keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan.
3. Mampu berkomunikasi secara efektif.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Anggota Komite Audit yang berasal dari luar Perusahaan dilarang mempunyai hubungan keluarga sedarah dan semenda sampai derajat ketiga baik menurut

## BOARD OF COMMISSIONERS SUPPORTING ORGANS

### Secretary of the Board of Commissioners

In order to help the smooth running of its duties and responsibilities the Board of Commissioners establishes the Secretariat of the Board of Commissioners and reports to the Board of Commissioners to assist in the smooth running of its duties. Duties and responsibilities of the Board of Commissioners Secretariat as stipulated in the Decree of the Board of Commissioners No.Kpts-030/PTC-DEKOM/2018-S1.

### Acting Secretary of the Board of Commissioners

The Secretariat of the Board of Commissioners has not been defined definitively, therefore the duties and responsibilities of the Secretariat of the Board of Commissioners are carried out by the Management Report & Compliance Function of the Corporate Secretary.

### Duties and Responsibilities of the Secretary of the Board of Commissioners

The works of PTC's Secretary of Board of Commissioners is still carried out by the Corporate Secretary Function, by assigning one of its staff,

The duties are:

1. Bridging communication between the Company's Commissioners with Directors and Audit Committee
2. Prepare and take care of administration (correspondence) incoming and outgoing for Board of Commissioners and Audit Committee
3. Save and manage documents (administration) of Board of Commissioners, including invitations and minutes of meetings.
4. Provide/prepare materials needed for meetings or providing supporting data for decision making in providing advice/direction to Board of Directors
5. Managing the administration & travel preparation of Board of Commissioners and Audit committee
6. Monitoring the follow-up of decisions, recommendations and directions of Board of Commissioners;
7. Administrative and monitoring support related to matters that must obtain approval or recommendations from Board of Commissioners in connection with the Company's management activities carried out by Board of Directors.
8. Collecting technical data from the Committee within Board of Commissioners and Experts for the needs of Board of Commissioners

### Audit Committee

#### Basic Formation

The Audit Committee is a supporting organ of the Board of Commissioners whose function is to assist the Board of Commissioners in carrying out supervision, provide input and recommendations to the Board of Directors, encourage the application of GCG principles within the Company and improve the quality of financial disclosure and reporting. The Audit Committee is responsible to the Board of Commissioners and carries out its functions in accordance with the regulations and instructions received from the Board of Commissioners.

### Qualifications Become a Member of the Audit Committee

As stated in the Audit Committee Charter which was ratified based on the Decree of the Board of Commissioners No.Kpts-016/PTC-DEKOM/2018-S1 dated 15 August 2018 concerning the Establishment of the PT Pertamina Training & Consulting Audit Committee Charter, the requirements of the Audit Committee members, including:

1. Have good integrity and sufficient knowledge and work experience in finance, accounting and/or supervision/inspection.
2. Do not have personal interests/relationships that can cause negative impacts and conflict of interests on the Company.
3. Able to communicate effectively.
4. Can provide enough time to complete the task.
5. Members of the Audit Committee from outside the Company are prohibited from having family relations and marriage to the third degree either in a straight line

- garis lurus maupun garis ke samping dengan anggota Dewan Komisaris dan anggota Direksi Perusahaan.
6. Anggota Komite Audit yang berasal dari luar Perusahaan tidak boleh merangkap jabatan sebagai:
    - a. Anggota Dewan Komisaris pada Anak Perusahaan/ Perusahaan Patungan Pertamina lainnya;
    - b. Anggota Komite Audit pada Anak Perusahaan/ Perusahaan Patungan Pertamina lainnya;

### Ketentuan Masa Jabatan

Masa jabatan anggota Komite Audit yang berasal dari dan merupakan anggota Dewan Komisaris Perusahaan adalah sesuai dengan masa jabatannya sebagai anggota Dewan Komisaris.

Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris Perusahaan paling lama 2 (dua) tahun dan dapat diperpanjang satu kali selama 1 (satu) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu. Akumulasi masa jabatan seseorang sebagai Komite Audit adalah maksimal selama 3 (tiga) tahun.

### Susunan dan Komposisi Anggota Komite Audit Tahun 2019

Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Di sepanjang tahun 2019, terjadi perubahan susunan dan komposisi Anggota Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No.Kpts-027/PTC-DEKOM/2019-S1 tanggal 2 Desember 2019 Tentang Pemberhentian dan Pengangkatan Ketua Komite Audit.

Susunan Komite Audit secara kronologis di sepanjang tahun 2019 dan susunan Komite Audit per 31 Desember 2018 adalah sebagai berikut:

### Kronologi Susunan Komite Audit di Sepanjang Tahun 2018

Periode 1 Januari – 1 Desember 2019 Period of January 1–December 31 2019	Periode 1 Desember – 31 Desember 2019 Period of December 1–December 31 2019	Keterangan Explanation
Beni Syarif Hidayat (Ketua Komite Audit) Head of Audit Committee		Masa jabatan Beni Syarif Hidayat sebagai Ketua Komite Audit mengikuti masa jabatan sebagai Komisaris Utama, dimana melalui keputusan RUPS Sirkuler tanggal 22 Oktober 2019, Beni Syarif Hidayat tidak lagi menjabat sebagai Komisaris Utama Perusahaan. Beni Syarif Hidayat's tenure as Chairman of the Audit Committee follows the tenure as President Commissioner, where through a Circular GMS decision on October 22, 2019, Beni Syarif Hidayat no longer serves as the Company's President Commissioner.
Hendarsih (Anggota Komite Audit) Member of Audit Committee		Masa jabatan Hendarsih sebagai Anggota Komite Audit sebagaimana SK Kpts-018/PTC-DEKOM/2019-S1 tanggal 1 Agustus 2019, Hendarsih tidak lagi menjabat sebagai Anggota Komite Audit. Hendarsih's tenure as a Member of the Audit Committee as stipulated in SK Kpts-018 / PTC-DEKOM / 2019-S1 dated August 1, 2019, Hendarsih no longer serves as a Member of the Audit Committee
	Safii Triyono Yunianto (Ketua Komite Audit) Head of Audit Committee	Safii Triyono Yunianto diangkat sebagai Ketua Komite Audit sejak 1 Desember 2019 Safii Triyono Yunianto was appointed as Chair of the Audit Committee since 1 December 2019
	Arie Bimantoro (Anggota Komite Audit) Member of Audit Committee	Arie Bimantoro diangkat sebagai Anggota Komite Audit sejak 1 Desember 2019 Arie Bimantoro was appointed as a Member of the Audit Committee since 1 December 2019

### Susunan Komite Audit per 31 Desember 2019

### Composition of Audit Committee as for 31 Desember 2019

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Masa Jabatan Term of Office	Periode Jabatan Office Period
Safii Triyono Yunianto	Ketua Komite Audit Head of audit committee	Surat Keputusan Dewan Komisaris No. Kpts-027/PTC-DEKOM/2019-S1 tentang Pemberhentian dan Pengangkatan Ketua Komite Audit. Decree of the Board of Commissioners No. Kpts-027 / PTC-DEKOM / 2019-S1 concerning Dismissal and Appointment of the Chairperson of the Audit Committee.	1 Desember – 31 Desember 2019 December 1–December 31 2019	Ke-1
Arie Bimantoro	Anggota Komite Audit Member of audit committee	Surat Keputusan Dewan Komisaris No. Kpts-027/PTC-DEKOM/2019-S1 tentang Pemberhentian dan Pengangkatan Ketua Komite Audit. Decree of the Board of Commissioners No. Kpts-027 / PTC-DEKOM / 2019-S1 concerning Dismissal and Appointment of the Chairperson of the Audit Committee.	1 Desember – 31 Desember 2019 December 1–December 31 2019	Ke-1



## Profil Anggota Komite Audit

## Profile of Member of Audit Committee

**Safii Triyono Yunianto**  
**Ketua Komite Audit/Komisaris**  
Chairman of the Audit Committee / Commissioner

Profil Ketua Komite Audit Safii Triyono Yunianto dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini  
The profile of the Audit Committee Chairman Safii Triyono Yunianto can be seen in the Board of Commissioners profile section in the Company Profile chapter in this Annual Report



**Arie Bimantoro**

**Anggota Komite Audit**  
Audit Committee Member  
**Dasar Penunjukan: Surat Keputusan Dewan Komisaris No. Kpts-027/PTC-DEKOM/2019-S1**  
Basis of Appointment: Decree of the Board of Commissioners No. Kpts-027 / PTC-DEKOM / 2019-S1  
**Periode Jabatan: 1 Desember – 31 Desember 2019, Periode Ke-1**  
Position Period: December 1 - December 31, 2019, 1st Period

**Data Pribadi / Personal data**  
Warga negara Indonesia / Indonesian citizens  
Usia 39 tahun / 39 years old  
Kehirhan Surabaya, 23 Maret 1980 / Born in Surabaya, March 23, 1980

**Domisili / Domicile**  
Bekasi, Jawa Barat, Indonesia / Bekasi, West Java, Indonesia

**Pendidikan / Education**  
S1 – Sarjana Informatics Engineering ITS Surabaya / S1 - Informatics Engineering ITS Surabaya  
S2 – Magister Master of Business Administration UGM / S2 - UGM Master of Business Administration

**Pengalaman Kerja / Work experience**  
Manager Information Technology Internal Audit di PT Pertamina (Persero) (2019-Sekarang), Manager Internal Audit Sulawesi, Maluku & Papua di PT Pertamina (Persero) (2018-2019), Manager Finance & Support Function Audit di PT Pertamina Gas (2015-2018), Senior Auditor Business Group M&T Audit di PT Pertamina (Persero) (2012-2014), Senior Auditor M&T Region JBB Audit di PT Pertamina (Persero) (2011-2012), Auditor Divisi Hilir Audit di PT Pertamina (Persero) (2009-2012), Staff Pulahta & Rensisdr Fungsi Internal Audit di PT Pertamina (Persero) (2007-2009), Junior Auditor UPMS 7 Makassar di PT Pertamina (Persero) (2003-2007).  
Internal Audit Information Technology Manager at PT Pertamina (Persero) (2019-Present), Sulawesi, Maluku & Papua Internal Audit Manager at PT Pertamina (Persero) (2018-2019), Finance & Support Function Audit Manager at PT Pertamina Gas (2015- 2018), Senior Auditor Business Group M&T Audit at PT Pertamina (Persero) (2012-2014), Senior Auditor M&T Region JBB Audit at PT Pertamina (Persero) (2011-2012), Downstream Audit Division Auditors at PT Pertamina (Persero) ( 2009-2012), Pulahta Staff & Rensisdr Internal Audit Function at PT Pertamina (Persero) (2007-2009), Junior Auditor UPMS 7 Makassar at PT Pertamina (Persero) (2003-2007).

### Independensi Komite Audit

Komite Audit merupakan organ di bawah Komisaris, yang bertugas membantu Komisaris dalam fungsi pengawasan atas proses pelaporan hasil usaha, keuangan, pelaksanaan audit dan implementasi dari *corporate governance* di perusahaan. Untuk itu, tugas dan fungsi Komite Audit dilakukan untuk dan atas nama Komisaris dan tidak dapat dilakukan atas namanya sendiri.

Untuk melaksanakan tugas dan tanggung jawabnya dan dalam menjaga independensi komite, Anggota Komite berasal dari luar perusahaan sehingga tidak menimbulkan benturan kepentingan. Komite diberi hak akses yang luas terhadap informasi perusahaan dan untuk itu Anggota Komite Audit berkewajiban untuk menjaga kerahasiaan informasi

### Independence of the Audit Committee

The Audit Committee is an organ under the Board of Commissioners, whose job is to assist the Commissioner in the oversight function of the process of reporting business results, finance, conducting audits and implementing corporate governance in the company. For this reason, the duties and functions of the Audit Committee are carried out for and on behalf of the Commissioners and cannot be carried out on their own behalf.

To carry out its duties and responsibilities and in maintaining the independence of the committee, Committee Members come from outside the company so as not to cause conflicts of interest. The Committee is given the right of broad access to company information and for this reason the Audit Committee member is obliged to maintain

tersebut dan menjaga sikap integritasnya selama ia bekerja sebagai anggota Komite Audit maupun setelah selesai masa tugasnya.

Agar dapat bertindak independen, Anggota Komite Audit Perusahaan diwajibkan memenuhi kriteria independensi berikut:

1. Bukan pegawai aktif Perusahaan
2. Tidak memiliki saham Perusahaan, baik langsung maupun tidak langsung. Dalam hal Anggota Komite Audit memperoleh saham akibat suatu peristiwa hukum maka dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut wajib mengalihkan kepada pihak lain.
3. Tidak mempunyai hubungan keluarga karena perkawinan dan keturunan sampai derajat kedua, baik horizontal maupun vertikal dengan Dewan Komisaris, Direksi, atau Pemegang Saham Utama/Pengendali Perusahaan.
4. Tidak memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan usaha Perusahaan termasuk di dalamnya tidak menerima kompensasi dari Perusahaan dan entitas anak selain imbalan jasa yang diterima berkaitan dengan tugas-tugas sebagai Anggota Komite Audit.
5. Bukan karyawan Kantor Akuntan Publik, Kantor Konsultan Hukum, atau pihak lain yang memberi jasa audit, jasa non audit dan atau jasa konsultasi lain kepada Perusahaan dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris.
6. Bukan orang yang mempunyai wewenang dan tanggungjawab untuk merencanakan, memimpin, atau mengendalikan Perusahaan dalam waktu 1 (satu) tahun terakhir sebelum diangkat oleh Dewan Komisaris, kecuali Anggota Komite Audit yang berasal dari Dewan Komisaris.

Transparansi independensi Komite Audit terlihat dalam tabel berikut:

Aspek Independensi Independence Aspect	Safii Triyono Yunianto (Ketua Komite Audit) Head of Audit Committee	Arie Bimantoro (Anggota Komite Audit) Member of Audit Committee
Pegawai aktif Perusahaan Active employee Active employees of the Company's Active employees	x	x
Memiliki saham Perusahaan, baik langsung maupun tidak langsung Own the stock of company Owning Company shares, both directly and indirectly Own the stock of company	x	x
Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, atau Pemegang Saham Utama/Pengendali Have family relations with the Board of Commissioners, Directors, or Major / Controlling Shareholders	x	x
Memiliki hubungan usaha, baik langsung maupun tidak langsung yang berkaitan dengan usaha Perusahaan Have a business relationship, both directly and indirectly related to the Company's business	x	x
Merupakan orang yang memberikan jasa audit, non audit, atau jasa konsultasi lainnya kepada Perusahaan dalam waktu enam bulan terakhir Is a person who provides audit services, non-audit services, or other consulting services to the Company within the last six months	x	x
Merupakan orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin atau mengendalikan kegiatan Perusahaan A person who has the authority and responsibility to plan, lead or control the Company's activities	x	x

v = ada | x = tidak ada

The independence of the Audit Committee's independence can be seen in the following table:

v = available | x = not available

### Pedoman Kerja: Piagam Komite Audit

Agar pelaksanaan tugas Komite Audit berjalan optimal, Perusahaan mengesahkan Piagam Komite Audit yang merupakan acuan pelaksanaan tugas Komite Audit. Komite Audit Perusahaan telah memiliki Piagam (*Charter*) yang disahkan sesuai dengan Surat Keputusan Dewan Komisaris No.Kpts-05/PTC-DK/2016-S1 pada tanggal 10 Oktober 2014 yang diperbarui melalui Surat Keputusan Dewan Komisaris No.Kpts-016/PTC-DEKOM/2018-S1 tanggal 15 Agustus 2018. Muatan Piagam Komite Audit telah sesuai dengan ketentuan yang berlaku, seperti Peraturan Menteri BUMN No.PER-05/MBU/2006 tentang Komite Audit bagi BUMN, Peraturan Menteri BUMN No.PER-12/MBU/2012, Peraturan Menteri BUMN No.117/MBU/2002, dan Peraturan Menteri BUMN No.PER-01/MBU/2011.

Piagam Komite Audit merupakan dokumen tertulis yang mengatur terutama mengenai kedudukan, kewenangan, tugas, dan tanggungjawab Komite Audit. Piagam ini juga

### Work Guidelines: Audit Committee Charter

In order that the Audit Committee's duties are carried out optimally, the Company endorsed the Audit Committee Charter which is a reference for the implementation of the Audit Committee's duties. The Company's Audit Committee already has a Charter approved in accordance with the Decree of the Board of Commissioners No.Kpts-05/PTC-DK/2016-S1 on October 10, 2014 which was updated through the Decree of the Board of Commissioners No.Kpts-016/PTC-DEKOM/2018-S1 dated August 15, 2018. The contents of the Audit Committee Charter are in accordance with applicable regulations, such as SOE Ministerial Regulation No.PER-05/MBU/2006 concerning the Audit Committee for SOEs, SOE Ministerial Regulation No.PER-12/MBU/2012, SOE Minister Regulation No.117/MBU/2002, and SOE Ministerial Regulation No.PER-01/MBU/2011.

The Audit Committee Charter is a written document that regulates primarily regarding the position, authority, duties and responsibilities of the Audit Committee. This Charter



memberikan batasan dan mengatur tata hubungan kerja antara Komite Audit dengan Dewan Komisaris, Direksi, Auditor Internal, dan Auditor Eksternal.

### Tugas dan Tanggung Jawab Komite Audit

Tugas dan Tanggung Jawab Komite Audit sebagaimana diatur dalam Piagam Komite Audit adalah sebagai berikut:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas auditor eksternal dan auditor internal.
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor internal maupun auditor eksternal, serta mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal dan auditor eksternal.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang telah dikeluarkan Perusahaan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya.
6. Memastikan laporan keuangan disajikan secara wajar sesuai dengan prinsip akuntansi yang berlaku secara umum.
7. Melakukan penelaahan atas ketiaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perusahaan dan kepatuhan terhadap seluruh perjanjian dan komitmen yang dibuat Perusahaan dengan pihak ketiga.
8. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan auditor eksternal yang didasarkan pada independensi, ruang lingkup penugasan, dan imbalan jasa.
9. Melakukan penelaahan atas saran, permasalahan atau keluhan stakeholders yang disampaikan langsung kepada Dewan Komisaris.
10. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam lingkup tugas dan kewajiban Komisaris.

Program kerja tahunan Komite Audit paling sedikit telah memuat telaah untuk memastikan:

1. Memastikan efektivitas sistem pengendalian manajemen dan memberikan rekomendasi penyempurnaan sistem pengendalian manajemen beserta pelaksanaannya.
2. Efektivitas pelaksanaan tugas auditor eksternal dan SPI.
3. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor eksternal dan SPI.
4. Telah terdapat prosedur *review* yang memuaskan terhadap segala informasi yang dikeluarkan oleh Perusahaan.

### Pembagian Tugas dan Tanggung Jawab Dalam Keanggotaan Komite Audit

Pelaksanaan Tugas dan Tanggung Jawab Komite Audit dilakukan secara Kolegial dengan mengacu kepada Piagam Komite Audit No.Kpts-016/PTC-DEKOM/2018-S1 yang ditetapkan pada tanggal 15 Agustus 2018.

### Pengembangan Kompetensi Komite Audit

Perusahaan memfasilitasi pelaksanaan program pengembangan bagi Komite Audit dalam rangka meningkatkan kompetensi anggota Komite Audit. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Komite Audit.

Tentang kegiatan peningkatan kompetensi yang diikuti Anggota Komite Audit di sepanjang tahun 2019 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

### Rapat Komite Audit

Sesuai ketentuan dalam Piagam Komite Audit, Komite Audit wajib mengadakan rapat sekurang-kurangnya sekali dalam 1 (satu) bulan yang dipimpin oleh Ketua Komite Audit atau Anggota yang paling senior, jika Ketua berhalangan hadir. Rapat Komite Audit dapat dihadiri oleh Anggota Dewan Komisaris. Komite Audit dapat mengadakan rapat baik dengan Auditor Internal maupun Auditor Eksternal sesuai kebutuhan. Komite

also limits and regulates the working relations between the Audit Committee and the Board of Commissioners, Directors, Internal Auditors, and External Auditors.

### Duties and Responsibilities of the Audit Committee

Duties and Responsibilities of the Audit Committee as stipulated in the Audit Committee Charter are as follows:

1. Assist the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of the duties of external auditors and internal auditors.
2. Assess the implementation of activities and results of audits carried out by internal auditors and external auditors, and oversee the implementation of follow-up actions by the Directors on the findings of internal auditors and external auditors.
3. Provide recommendations regarding the improvement of the management control system and its implementation.
4. Ensuring that there are satisfactory evaluation procedures for all information released by the Company.
5. Identifying matters that require the attention of the Board of Commissioners as well as other Board of Commissioners tasks.
6. Ensure that financial statements are fairly presented in accordance with generally accepted accounting principles.
7. Reviewing compliance with laws and regulations relating to the Company's activities and compliance with all agreements and commitments made by the Company with third parties.
8. Provide recommendations to the Board of Commissioners regarding the appointment of an external auditor based on independence, the scope of the assignment, and compensation for services.
9. Reviewing stakeholder suggestions, problems or complaints submitted directly to the Board of Commissioners.
10. Carry out other tasks assigned by the Board of Commissioners as long as they are within the scope of the duties and obligations of the Commissioner.

The Audit Committee's annual work program has at least included reviews to ensure:

1. Ensuring the effectiveness of the management control system and providing recommendations for improving the management control system and its implementation.
2. Effectiveness of the implementation of the duties of external auditors and SPI.
3. Assess the implementation of activities and results of audits carried out by external auditors and SPI.
4. There has been a satisfactory review procedure for all information released by the Company.

### Distribution of Duties and Responsibilities In Membership of the Audit Committee

The Audit Committee's Duties and Responsibilities are carried out collegially with reference to Audit Committee Charter No.Kpts-016/PTC-DEKOM/2018-S1 established on August 15, 2018.

### Audit Committee Competency Development

The Company facilitates the implementation of development programs for the Audit Committee in order to improve the competence of members of the Audit Committee. This program is expected to have a positive impact on the productivity and effectiveness of the Audit Committee's performance.

Concerning the competency improvement activities participated by Audit Committee Members throughout 2019, see the Company Profile chapter in this annual report.

### Audit Committee Meeting

In accordance with the provisions in the Audit Committee Charter, the Audit Committee must hold a meeting at least once in 1 (one) month which is chaired by the Chairman of the Audit Committee or the most senior Member, if the Chairperson is unable to attend. Audit Committee meetings can be attended by members of the Board of Commissioners. The Audit Committee can hold meetings with both Internal Auditors and

Audit melalui Dewan Komisaris dapat meminta Direksi atau pegawai Perusahaan untuk menghadiri rapat dan memberikan informasi yang diperlukan.

Di tahun 2019, Komite Audit melakukan 4 (empat) kali rapat, dengan risalah dan rekapitulasi kehadiran sebagai berikut:

External Auditors as needed. The Audit Committee through the Board of Commissioners may ask the Directors or employees of the Company to attend meetings and provide necessary information.

In 2019, the Audit Committee held 4 (four) meetings, with the minutes and recapitulation of attendance as follows:

#### Risalah dan Kehadiran Rapat Komite Audit

#### Minutes and Attendance of Audit Committee Meetings

Tanggal Date	Yang Menghadiri Number Of Attending	KEGIATAN/AGENDA Activity/Agenda	KEHADIRAN Presence			
			Ketua Komite Audit Head Of Audit Committee	Anggota Komite Member of Committee	1	%
28 Januari 2019, Ruang Rapat Utama SDM, Lt. 4 Gedung Utama Kantor Pertamina Pusat January 28, 2019, HR Main Meeting Room, Lt. 4 Main Building Pertamina Office Central	Komite Audit & IA Audit Committee & IA	1. Progress Audit Laporan Keuangan Tahun 2018 oleh KAP EY. 2. Realisasi Annual Audit Plan (AAP) 2018. 3. Progress Tindak Lanjut Temuan Audit Internal 4. Usulan Perubahan Piagam (Charter) Internal Audit PTC 1. Audit Progress of the 2018 Financial Statements by KAP EY. 2. Realization of the 2018 Annual Audit Plan [AAP]. 3. Progress Follow Up on Internal Audit Findings 4. Proposed Changes in PTC Internal Audit Charter	1	%	1	%
23 April 2019, Ruang Rapat Smart, Gedung B PTC Lt. 2 April 23, 2019, Smart Meeting Room, Building B PTC 2nd Floor	Komite Audit & IA Audit Committee & IA	1. Realisasi Annual Audit Plan (AAP) 2019 2. Progress Tindak Lanjut Temuan Audit per 27 Maret 2019 3. Calendar of Event Internal Audit 2019 4. Laporan Hasil Rapat Koordinasi Internal Audit Pertamina Dengan Internal Audit Anak Perusahaan 5. KPI Divisi Internal Audit Tahun 2019 1. Realization of Annual Audit Plan [AAP] 2019 2. Progress of Follow-Up Audit Findings as of March 27, 2019 3. Calendar of Internal Audit Events 2019 4. Report on the Results of Pertamina's Internal Audit Coordination Meeting with the Internal Audit of Subsidiaries 5. KPI Internal Audit Division in 2019	1	%	1	%
				Beni Syarif Hidayat	Hendarsih	
				Beni Syarif Hidayat	Hendarsih	



Tanggal Date	Yang Menghadiri Number Of Attending	KEGIATAN/AGENDA Activity/Agenda	KEHADIRAN Presence		Anggota Komite Member of Committee	
			Ketua Komite Audit Head Of Audit Committee	%		
18 Juli 2019, Ruang Rapat Smart, Gedung B PTC Lt. 2 July 18, 2019, Smart Meeting Room, Building B PTC 2nd Floor	Komite Audit & IA Audit Committee & IA	1. Rencana & Realisasi Annual Audit Plan (AAP) 2019 2. Progress Tindak Lanjut Temuan Audit per 30 Juni 2019 3. Kategori Temuan yang masih Outstanding 4. Issue Significant 5. Status Piutang Outstanding per 31 Maret & 30 Juni 2019 6. Penunjukan Komite Audit Anak Perusahaan 1. 2019 Annual Audit Plan (AAP) and realization 2. Progress on Follow Up on Audit Findings as of 30 June 2019 3. Categories of Findings that are still Outstanding 4. Significant Issues 5. Outstanding Receivable Status as of March 31 & June 30, 2019 6. Appointment of the Audit Committee of the Subsidiary	1	%	1	%
30 Desember 2019, Ruang Rapat lantai 17, Gedung Utama Kantor Pusat PT Pertamina (Persero) December 30, 2019, Meeting Room 17th floor, Main Building of PT Pertamina (Persero) Head Office	Komite Audit & IA Audit Committee & IA	1. Sosialisasi Charter Internal Audit dan Perubahannya 2. Realisasi Annual Audit Plan (AAP) tahun 2019 3. Usulan AAP tahun 2020 4. Progress tindak lanjut temuan audit per 30 Desember 2019 5. Usulan KPI Divisi IA tahun 2020 6. Realisasi Calendar of Event 2019 dan Calendar of Event 2020 7. Lain-lain (Issue Strategic) 1. Socialization of Internal Audit Charter and its Changes 2. Actual Annual Audit Plan (AAP) in 2019 3. AAP Proposed in 2020 4. Progress of the follow-up on audit findings as of December 30, 2019 5. Proposed IAI KP Division 2020 6. Realization of Calendar of Event 2019 and Calendar of Event 2020 7. Others (Strategic Issues)	1	%	1	%
			Beni Syarif Hidayat		Hendarsih	
			Safii Triyono Yunianto		Arie Bimantoro	

**Rekapitulasi Kehadiran Komite Audit pada Rapat****Recapitulation of Audit Committee Attendance at the Meeting**

Komite Audit Audit Committee	Jumlah Wajib Rapat Number Of Mandatory Meeting	Jumlah Kehadiran Number of presence	% Kehadiran % Presence
Ketua Komite Audit / Head Of Audit Committee	4	4	100
Anggota Komite Audit / Member Of Audit Committee	4	4	100
Rata-rata / Average			100

**Kebijakan Remunerasi**

Kebijakan Remunerasi Komite Audit untuk tahun 2018 merujuk pada hasil keputusan RUPS Sirkuler tanggal 3 Agustus 2018 yang mengatur tentang Remunerasi Dewan Komisaris dan Direksi, serta menetapkan tidak memberikan fasilitas berganda (*no double facilities*) kepada:

**Remuneration Policy**

The Audit Committee Remuneration Policy for 2018 refers to the decision of the Circular GMS dated August 3, 2018 which regulates the Remuneration of the Board of Commissioners and Directors, and stipulates that no double facilities are provided to:

1. Pekerja dan/atau Direksi PT Pertamina (Persero)/afiliasinya yang memiliki rangkap jabatan sebagai Komisaris di Perseroan dan/atau Anak Perusahaan dan/atau Afiliasi Perseroan.
2. Pekerja dan/atau Direksi Perseroan yang memiliki rangkap jabatan sebagai Komisaris di Anak Perusahaan Perseroan dan/atau Afiliasi Perseroan.

1. Workers and/or Directors of PT Pertamina (Persero)/affiliates who have concurrent positions as Commissioners in the Company and/or its Subsidiaries and/or Affiliates.
2. Workers and/or Directors of the Company holding concurrent positions as Commissioners in the Company's Subsidiaries and/or Affiliates.

#### Remunerasi Komite Audit

#### Audit Committee Remuneration

Komite Audit Audit Committee	Honorarium per Bulan Honorarium Monthly (Rp)	Honorarium 1 Tahun Honorarium Yearly (Rp)
Anggota Komite Audit / Member Of Audit Committee	6.500.000	78.000.000
Jumlah / Amount		78.000.000

#### Laporan Singkat Pelaksanaan Tugas dan Kegiatan Komite Audit pada Tahun 2019

#### Brief Report on the Implementation of Duties and Activities of the Audit Committee in 2019

Komite Audit Dewan Komisaris dalam menjalankan tugas dan fungsi pengawasan berpedoman pada Piagam (*Charter*) Komite Audit, Anggaran Dasar perusahaan, peraturan perundang-undangan yang berlaku dan *Board Manual*. Komite Audit Dewan Komisaris melaksanakan tugas dengan penuh tanggung jawab, obyektif, independen dan fokus pada aktivitas strategis yang mempengaruhi kinerja perusahaan.

The Audit Committee of the Board of Commissioners in carrying out its supervisory duties and functions is guided by the Audit Committee Charter, the Company's Articles of Association, applicable laws and regulations and the Board Manual. The Audit Committee of the Board of Commissioners carries out its duties responsibly, objectively, independently and focuses on strategic activities that affect the company's performance.

Bersama ini disampaikan Program Kerja Komite Audit Dewan Komisaris PT Pertamina Training & Consulting tahun 2019, sebagai berikut:

Hereby, the 2019 PT Pertamina Training & Consulting Board of Commissioners' Audit Committee Work Program is presented as follows:

No	Program Kerja Work program	Waktu Time	Kegiatan Activity
1	Hadir dalam rapat rutin Dewan Komisaris bersama Direksi Present at regular meetings with the Board of Directors	1 kali setiap bulan Once 1 month	Menyiapkan surat arahan Dewan Komisaris kepada Direksi sesuai hasil rapat Dewan Komisaris bersama Direksi. Prepare directives from the Board of Commissioners to the Directors in accordance with the results of the Board of Commissioners' meeting with the Directors.
2	Hadir dalam rapat Dewan Komisaris Present at the Board of Commissioners meeting	Semesteran Semester	Menyiapkan Notulen Rapat Dewan Komisaris. Prepare Board of Commissioners Meeting Minutes.
3	Rapat komite audit Audit committee meeting	Triwulan (dan dapat ditambahkan jika diperlukan) quarterly can be added as needed	Melaksanakan rapat komite audit dengan mengundang Divisi/unit kerja yang terkait dengan materi rapat. Carry out audit committee meetings by inviting Divisions / work units related to the meeting material.
4	Review atas draft Keputusan Dewan Komisaris perihal Penunjukan Kantor Akuntan Publik (KAP) Review of the draft Board of Commissioners Decree on the Appointment of a Public Accounting Firm (KAP)	Tahunan Annual	Melakukan review atas draft Keputusan Dewan Komisaris perihal Penunjukan KAP yang kompeten sesuai dengan mandat pemegang saham dalam RUPS Reviewing the draft Decree of the Board of Commissioners regarding the appointment of competent KAP in accordance with the mandate of shareholders at the GMS
5	Review atas draft laporan tahunan dan materi RUPS perusahaan Review of the draft annual report and company AGM material	Tahunan Annual	Melakukan review atas draft laporan tahunan dan materi RUPS perusahaan Reviewing the draft annual report and company AGM material
6	Review atas KPI, RKAP dan RJPP yang diajukan oleh Direksi Review of KPI, RKAP and RJPP submitted by the Directors	Tahunan Annual	Melakukan review atas KPI, RKAP dan RJPP yang diajukan oleh Direksi Review the KPI, RKAP and RJPP submitted by the Directors
7	Peningkatan penerapan GCG di Perusahaan Increasing the application of GCG in the Company	Tahunan Annual	Menindaklanjuti area of improvement hasil assessment GCG (baik yang dilakukan oleh internal maupun asesor eksternal) yang menjadi tanggung jawab Komite Audit Following up on the area of improvement of GCG assessment results (both conducted by internal and external assessors) which are the responsibility of the Audit Committee
8	Kunjungan kerja bersama Dewan Komisaris ke lapangan Working visit with the Board of Commissioners to the field	Tahunan Annual	<ul style="list-style-type: none"> <li>• Melakukan kunjungan kerja bersama Dewan Komisaris ke lapangan</li> <li>• Menyusun laporan kunjungan kerja</li> <li>• Conduct working visits with the Board of Commissioners to the field</li> <li>• Prepare a work visit report</li> </ul>
9	Program peningkatan kapabilitas melalui seminar/pelatihan Komite Audit Capability improvement program through the Audit Committee seminar / training	Minimal 1 x setahun per orang Minimum once a year per person	Mengikuti seminar/pelatihan yang dapat meningkatkan kapabilitas Komite Audit. Attend seminars / training that can improve the capabilities of the Audit Committee.
10	Penyusunan Program Kerja Tahunan Komite Audit Dewan Komisaris Compilation of the Annual Work Program of the Audit Committee of the Board of Commissioners	Tahunan Annual	Menyusun Program Kerja Tahunan Komite Audit Dewan Komisaris. Prepare the Annual Work Program of the Audit Committee of the Board of Commissioners.
11	Penyusunan Program Kerja Tahunan Dewan Komisaris Compilation of the Annual Work Program of the Board of Commissioners	Tahunan Annual	Menyusun Program Kerja Tahunan Dewan Komisaris Prepare the Annual Work Program of the Board of Commissioners



No	Program Kerja Work program	Waktu Time	Kegiatan Activity
12	Penyusunan draft laporan tahunan atas tugas pengawasan dewan komisaris  The preparation of the draft annual report on the supervisory duties of the board of commissioners	Tahunan Annual	Menyusun draft laporan tahunan atas tugas pengawasan dewan komisaris  Prepare a draft annual report on the supervisory duties of the board of commissioners
13	Pelaksanaan tugas-tugas lain sesuai dengan permintaan Dewan Komisaris  Perform other tasks in accordance with the request of the Board of Commissioners	Sesuai permintaan Dewan Komisaris  As requested by Board of Commissioner	Melaksanakan tugas-tugas lain sesuai dengan permintaan Dewan Komisaris  Carry out other tasks in accordance with the request of the Board of Commissioners

Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam lingkup tugas dan kewajiban Komisaris.

### Pelaksanaan Tugas Khusus Sebagai Komite Manajemen Risiko

Di samping melaksanakan tugas-tugas sebagai Komite Audit, untuk membantu Dewan Komisaris dalam melaksanakan tugas pengawasan terhadap jalannya penerapan Manajemen Risiko dalam Perusahaan, terdapat tugas khusus yang diberikan kepada Komite Audit, yaitu bertindak dan merangkap tugas sebagai Komite Manajemen Risiko. Hal tersebut berdasarkan Surat Keputusan Dewan Komisaris PTC nomor 014/PTC-DEKOM/2018-S3 tanggal 14 Agustus 2018 tentang Rekomendasi/Persetujuan Dewan Komisaris atas Penunjukan Ketua Komite Audit dan Perpanjangan masa kerja Anggota Komite Audit dan rangkap tugas sebagai Anggota Komite Risiko PT Pertamina Training & Consulting (PTC).

Dalam pelaksanaan tugasnya, Komite melakukan pemantauan serta memastikan diterapkannya prinsip, fungsi dan pelaksanaan yang berhubungan dengan kebijakan atas pengelolaan Manajemen Risiko Perusahaan.

### Tugas dan tanggung Jawab sebagai Komite Manajemen Risiko

Komite manajemen risiko bersifat independen. Dimana tugas dan tanggung jawab Komite Audit ditambahkan dengan tugas dan tanggung jawab Komite Risiko. Komite Manajemen Risiko bertugas dan bertanggung jawab untuk membantu Dewan Komisaris dalam memberikan pendapat profesional dan independen guna memastikan diterapkannya Manajemen Risiko Perusahaan (Enterprise Risk Management), dengan tugas-tugas sebagai berikut:

1. Melakukan evaluasi kebijakan dan strategi manajemen risiko baik operasional dan pengembangan usaha Perusahaan.
2. Melaporkan hasil pemantauan dan evaluasi serta memberikan rekomendasi atas hal-hal yang perlu mendapatkan perhatian Dewan Komisaris.

#### Wewenang sebagai Komite Manajemen Risiko:

1. Mempunyai wewenang untuk mendapatkan informasi Perusahaan yang terkait dengan penerapan Manajemen Risiko yang dilaksanakan Perusahaan.
2. Apabila diperlukan Komite dapat mempekerjakan tenaga ahli dan atau konsultan untuk membantu Komite terkait dengan rencana pengembangan usaha Perusahaan dengan persetujuan tertulis Dewan Komisaris dan atas beban Perusahaan yang dialokasikan dari anggaran biaya Dewan Komisaris.

### Rapat Internal Komite Manajemen Risiko

Di tahun 2019, Komite Audit yang bertindak dan merangkap tugas sebagai Komite Manajemen Risiko, telah melakukan 4 (empat) kali rapat, dengan risalah dan rekapitulasi kehadiran sebagai berikut,

Carry out other tasks assigned by Board of Commissioners as long as they are within the scope of duties and obligations of Board of Commissioners.

### Implementation of Special Tasks as a Risk Management Committee

In addition to carrying out duties as an Audit Committee, to assist the Board of Commissioners in carrying out supervisory duties on the implementation of Risk Management within the Company, there are special tasks assigned to the Audit Committee, namely acting and concurrently serving as the Risk Management Committee. This is based on the PTC Board of Commissioners' Decree number 014/PTC-DEKOM/2018-S3 dated August 14, 2018 regarding the Recommendation/Approval of the Board of Commissioners on the Appointment of the Audit Committee Chairperson and the extension of the length of service of the Audit Committee Members and concurrent duties as a Member of the Risk Committee of PT Pertamina Training & Consulting (PTC).

In carrying out its duties, the Committee conducts monitoring and ensures the application of principles, functions and implementation relating to policies on the management of Company Risk Management.

### Duties and responsibilities as a Risk Management Committee

The risk management committee is independent. Where the duties and responsibilities of the Audit Committee are added to the duties and responsibilities of the Risk Committee. The Risk Management Committee has the duty and responsibility to assist the Board of Commissioners in providing professional and independent opinions to ensure the implementation of Enterprise Risk Management, with the following tasks:

1. Evaluate risk management policies and strategies both operational and business development of the Company.
2. Report the results of monitoring and evaluation and provide recommendations on matters that need attention the Board of Commissioners.

#### Authority as a Risk Management Committee:

1. Has the authority to obtain Company information related to the implementation of Risk Management implemented by the Company.
2. If necessary, the Committee may hire experts and or consultants to assist the Committee in relation to the Company's business development plans with the written approval of the Board of Commissioners and at the Company's expense which is allocated from the Board of Commissioners' budget.

### Risk Management Committee Internal Meeting

In 2019, the Audit Committee acting and concurrently serving as the Risk Management Committee held 4 (four) meetings, with minutes and recapitulation of attendance as follows,

### Risalah dan Kehadiran Rapat Komite Manajemen Risiko

### Minutes and Attendance of Risk Management Committee Meetings

TANGGAL Date	Yang Menghadiri Present	KEGIATAN/AGENDA Activity/Agenda	KEHADIRAN Presence			
			Ketua Komite Audit Head of Audit Committee	Anggota Komite Member of Committee		
28 Januari 2019, Ruang Rapat Utama SDM, Lt. 4 Gedung Utama Kantor Pertamina Pusat January 28, 2019, HR Main Meeting Room, Lt. 4 Main Building of Pertamina Central Office	Komite Audit, PE PD & Risk Management Audit Committee, PE PD & Risk Management	1. Feedback APSA ERM 2018 a. Tingkat Maturitas Implementasi ERM PTC 2018 b. Potensi perbaikan sistem ERM PTC 2. Rencana Kerja ERM PTC 2019 based on OFI/AFI APSA ERM 2018 3. Loss Event 2018 1. Feedback APSA ERM 2018 a. Maturity Level of Implementation of PTC ERM 2018 b. Potential ERM PTC system improvements 2. Work Plan ERM PTC 2019 based on OFI / AFI APSA ERM 2018 3. Loss Event 2018	1	%	1	%
			<b>Beni Syarif Hidayat</b>		<b>Hendarsih</b>	
23 April 2019, Ruang Rapat Smart, Gedung B PTC Lt. 2 April 23, 2019, Smart Meeting Room, Building B PTC 2nd floor	Komite Audit & PE PD Audit Committee & PE PD	1. Pembahasan Dashboard Risk Management PTC bulan Maret 2019 2. Performance Risk Management TW 1 – 2019 3. Akselerasi Maturitas ERM 4. Alignment Risk Management – Performance Management – Rencana Strategic 1. Discussion on PTC Risk Management Dashboard in March 2019 2. Performance Risk Management TW 1 - 2019 3. ERM Maturity Acceleration 4. Alignment Risk Management - Performance Management - Strategic Planning	1	%	1	%
			<b>Beni Syarif Hidayat</b>		<b>Hendarsih</b>	
22 Agustus 2019, Ruang Rapat Smart, Gedung B PTC Lt. 2 August 22, 2019, Smart Meeting Room, PTC Building B Floor 2	Komite Audit & PE PD Audit Committee & PE PD	1. Penyusunan RKAP 2020 berbasis Risiko 2. Penyusunan Top Risk PTC 2020 3. APSA 2019-Best Implementation of ERM 2018 4. Strategi Risk - NIB PTC 1. Preparation of Risk-based RKAP 2020 2. Preparation of PTC 2020 Risk 3. APSA 2019-Best Implementation of ERM 2018 4. Risk Strategy - PTC NIB	1	%	1	%
			<b>Beni Syarif Hidayat</b>		<b>Arie Bimantoro</b>	
22 Oktober 2019, Ruang Rapat Smart, Gedung B PTC Lt. 2 October 22, 2019, Smart Meeting Room, Building B PTC 2nd Floor	Komite Audit & PE PD Audit Committee & PE PD	1. Pembahasan RKAP PTC 2020 2. Pembahasan Draft Risk Register PTC 2020 1. Discussion on PTC 2020 RKAP 2. Discussion of PTC 2020 Risk Register Draft	1	%	1	%
			<b>Beni Syarif Hidayat</b>		<b>Arie Bimantoro</b>	

### Rekapitulasi Kehadiran Komite Manajemen Risiko pada Rapat

### Recapitulation of Presence at Risk Management Committee Meeting

Komite Manajemen Risiko Risk Management Committee	Jumlah Wajib Rapat Number of Mandatory Meeting	Jumlah Kehadiran Number of Presence	% Kehadiran % Presence
Ketua Komite Manajemen Risiko / Chairperson of Risk Management Committee	4	4	100%
Anggota Komite Manajemen Risiko / Member of Risk Management Committee	4	4	100%
Rata-rata / Average			100%



## Laporan Singkat Pelaksanaan Tugas dan Kegiatan Komite Audit Sebagai Komite Manajemen Risiko pada Tahun 2019

Laporan pelaksanaan kegiatan Komite Audit yang bertindak dan merangkap tugas sebagai Komite Manajemen Risiko di tahun 2018, adalah sebagai berikut:

1. Memberikan rekomendasi atas perbaikan sistem implementasi manajemen risiko PTC berdasarkan hasil pemantauan dan evaluasi atas kinerja bulanan dan triwulan kegiatan operasional dan investasi/penambahan modal dalam Rencana Kerja dan Anggaran Perseroan (RKAP) Tahun 2018
2. Memberikan rekomendasi terhadap beberapa pelaksanaan pengelolaan risiko project
3. Melakukan pemantauan dan penelaahan terhadap kebijakan dan penerapan manajemen risiko PTC secara terintegrasi.

## Penilaian Kinerja Komite Audit sebagai Komite Manajemen Risiko oleh Dewan Komisaris

Komite di bawah Dewan Komisaris adalah organ pendukung Dewan Komisaris yang bertugas dan bertanggungjawab secara bersama untuk membantu Dewan Komisaris dalam melakukan tugas pengawasan dan memberikan nasihat kepada Direksi. Komite dibawah Dewan Komisaris PTC adalah Komite Audit. Dasar penilaian Kinerja Komite Audit yang dilakukan oleh Dewan Komisaris adalah melalui pemantauan dan evaluasi atas laporan kinerja Komite dalam mencapai target program kerja yang telah ditetapkan. Sampai saat ini belum ada penilaian secara tertulis terkait kinerja Komite Audit oleh Dewan Komisaris.

## Fungsi Nominasi dan Remunerasi



Dewan Komisaris tidak membentuk Komite Nominasi dan Remunerasi. Kebijakan dan Pelaksanaan terkait nominasi dan remunerasi mengacu kepada kebijakan yang berlaku di lingkup kelompok usaha Pertamina.

*The Board of Commissioners did not form a Nomination and Remuneration Committee. Policies and implementation related to nomination and remuneration refer to policies that apply in the scope of Pertamina's business group.*



Secara struktural, Perusahaan tidak membentuk Komite Nominasi dan Remunerasi di bawah koordinasi Dewan Komisaris. Namun fungsi nominasi dan remunerasi Perusahaan dimasukkan ke dalam tugas Direktur Keuangan. Prosedur nominasi dan remunerasi yang dilakukan Perusahaan selama tahun 2019 dilakukan melalui pembahasan dan diputuskan di dalam RUPS.

Alasan tidak dibentuknya Komite Nominasi dan Remunerasi dengan pertimbangan bahwa organisasi Perusahaan yang masih sederhana dan belum begitu besar. Perusahaan membuka kemungkinan pembentukan khusus Komite Nominasi dan Remunerasi di masa mendatang apabila dibutuhkan.

## Kebijakan Suksesi Direksi

Kebijakan nominasi bagi Direksi Perusahaan sepenuhnya diatur oleh PT Pertamina (Persero) selaku entitas induk Perusahaan, melalui Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan No.A-001/H00200/2011-SO (Revisi 1) Bab IX, berdasarkan Surat Keputusan Direktur Utama PT Pertamina (Persero) No.Kpts-16/C00000/2013-SO tanggal 25 Februari 2013 tentang Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan PT Pertamina (Persero). Penetapan dan pengangkatan Direksi Perusahaan dilakukan melalui mekanisme RUPS, baik RUPS Tahunan maupun RUPS Lainnya.

## Brief Report on the Implementation of Duties and Activities of the Audit Committee as a Risk Management Committee in 2019

The report on the implementation of the activities of the Audit Committee acting and concurrently serving as the Risk Management Committee in 2018 is as follows:

1. Provide recommendations for improving the PTC risk management implementation system based on the results of monitoring and evaluation of the monthly and quarterly performance of operational activities and investment/capital increase in the Company's Work Plan and Budget (RKAP) in 2018
2. Providing recommendations on some of the implementation of project risk management
3. Monitor and review integrated PTC risk management policies and implementation.

## Performance Evaluation of the Audit Committee as a Risk Management Committee by the Board of Commissioners

Committees under the Board of Commissioners are the supporting organs of the Board of Commissioners whose duties and responsibilities are jointly responsible for assisting the Board of Commissioners in carrying out its supervisory duties and providing advice to the Directors. The committee under the PTC Board of Commissioners is the Audit Committee. The basis for the Audit Committee Performance appraisal carried out by the Board of Commissioners is through monitoring and evaluation of the Committee's performance report in achieving the work program targets that have been set. Until now there has been no written assessment related to the performance of the Audit Committee by the Board of Commissioners.

## Nomination and Remuneration Functions

Structurally, the Company has not formed a Nomination and Remuneration Committee under the coordination of the Board of Commissioners. However, the Company's nomination and remuneration functions are included in the duties of the Director of Finance. The procedures for nomination and remuneration conducted by the Company during 2019 are carried out through discussion and decided at the GMS.

The reason for not forming the Nomination and Remuneration Committee was based on the consideration that the Company's organization is still simple and not so large. The company opens the possibility of establishing a special Nomination and Remuneration Committee in the future if needed.

## Directors Succession Policy

The nomination policy for the Directors of the Company is fully regulated by PT Pertamina (Persero) as the parent company of the Company, through the Management Guidelines of Subsidiaries and Joint Ventures No.A-001/H00200/2011-SO (Revision 1) Chapter IX, based on the Decree of the President Director of PT Pertamina (Persero) No.Kpts-16/C00000/2013-SO dated 25 February 2013 concerning Guidelines for Management of Subsidiaries and Joint Ventures of PT Pertamina (Persero). The appointment and appointment of the Company's Directors is carried out through the mechanism of the GMS, both the Annual GMS and Other GMS.

## ORGAN PENDUKUNG DIREKSI

### Sekretaris Perusahaan

Untuk melengkapi fungsi dalam organ GCG di Perusahaan, khususnya di bawah koordinasi Direksi, Perusahaan memiliki Sekretaris Perusahaan yang berfungsi sebagai pejabat penghubung (*liaison officer*) antara Perusahaan dengan Pemegang Saham dan pihak-pihak yang berkepentingan dalam rangka pemberian atau penyebarluasan informasi yang berkaitan dengan kinerja Perusahaan.

Untuk menjaga penerapan dan pemantauan Tata Kelola Perusahaan yang Baik, Direksi Perusahaan juga telah menunjuk Sekretaris Perusahaan sebagai Chief Compliance Officer.

### Pihak yang Mengangkat dan Memberhentikan Sekretaris Perusahaan

Sekretaris Perusahaan merupakan pejabat senior Perusahaan yang diangkat secara khusus untuk melaksanakan fungsi Sekretaris Perusahaan. Posisi Sekretaris Perusahaan dalam struktur organisasi di bawah Direktur Utama, diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perusahaan melalui persetujuan Dewan Komisaris. Sekretaris Perusahaan bertanggung jawab dan melaporkan kegiatannya langsung kepada Direktur Utama.

## BOARD OF DIRECTORS SUPPORTING ORGANS

### Company secretary

To complete the functions in the GCG organs in the Company, especially under the coordination of the Directors, the Company has a Corporate Secretary who functions as a liaison officer between the Company and the Shareholders and other parties concerned in the context of providing or disseminating information relating to the Company's performance..

To maintain the implementation and monitoring of Good Corporate Governance, the Company's Directors have also appointed the Corporate Secretary as the Chief Compliance Officer.

### The party that appoints and dismisses the company secretary

The Corporate Secretary is a senior Company official who is specifically appointed to carry out the functions of the Corporate Secretary. The position of the Corporate Secretary in the organizational structure under the President Director is appointed and dismissed by the President Director based on the Company's internal mechanism through the approval of the Board of Commissioners. The Corporate Secretary is responsible and reports his activities directly to the President Director.



## Pejabat Sekretaris Perusahaan

Berdasarkan Add SPK No.061-Add/PTC-10000/2018-S1 Perusahaan memercayakan fungsi Sekretaris Perusahaan untuk dijalankan oleh Sonny Heriawan.



Sonny Heriawan

Sekretaris Perusahaan / Corporate Secretary

Menjabat sejak 1 Januari 2019 / Served since January 1, 2019

**Data Pribadi** / Personal data

Warga negara Indonesia / Indonesian citizens

Usia 57 tahun / 57 years old

Kelahiran Bandung, 24 Desember 1962 / Born in Bandung, December 24, 1962

**Domisili** / Domicile

Bekasi, Jawa Barat, Indonesia / Bekasi, West Java, Indonesia

**Pendidikan** / Education

S2 Magister Manajemen Universitas Gajah Mada Yogyakarta (2006) / Master of Management in Gadjah Mada University Yogyakarta (2006)

**Bergabung di Perusahaan** / Join the Company

1 Januari 2019 / January 1, 2019

**Pengalaman Kerja** / Work experience

Kepala Divisi Keuangan & Sistem Informasi PT Nusantara Regas (Joint Venture Pertamina & PGN (2018)

General Manager Keuangan & Akuntansi PT Nusantara Regas (Joint Venture Pertamina & PGN (2016-2018)

Finance Manager MOR I Medan, Financial Accounting Report, Controller Pertamina Pusat (2014 -2016)

Area Manager Finance MOR VII, Financial Accounting Report, Controller Pertamina Pusat (2013-2014)

Assistant Manager Goverment Accounts, Financial Accounting Report, Controller Pertamina Pusat (2013)

Assistant Manager LPG Non-PSO, Gas Domestik Direktorat Pemasaran Pertamina Pusat (2011-2013)

Asisten Manager Keuangan Aviasi, Keuangan Hilir Direktorat Keuangan Pertamina Pusat (2008-2011)

Head of Finance & Information Systems Division of PT Nusantara Regas (Joint Venture Pertamina & PGN (2018)

General Manager of Finance & Accounting of PT Nusantara Regas (Joint Venture of Pertamina & PGN (2016-2018)

MOR I Medan Finance Manager, Financial Accounting Report, Pertamina Central Controller (2014 -2016)

Area Manager of Finance MOR VII, Financial Accounting Report, Central Pertamina Controller (2013-2014)

Assistant Manager Government Accounts, Financial Accounting Report, Central Pertamina Controller (2013)

Assistant Manager of Non-PSO LPG, Domestic Gas Marketing Directorate of Pertamina Center (2011-2013)

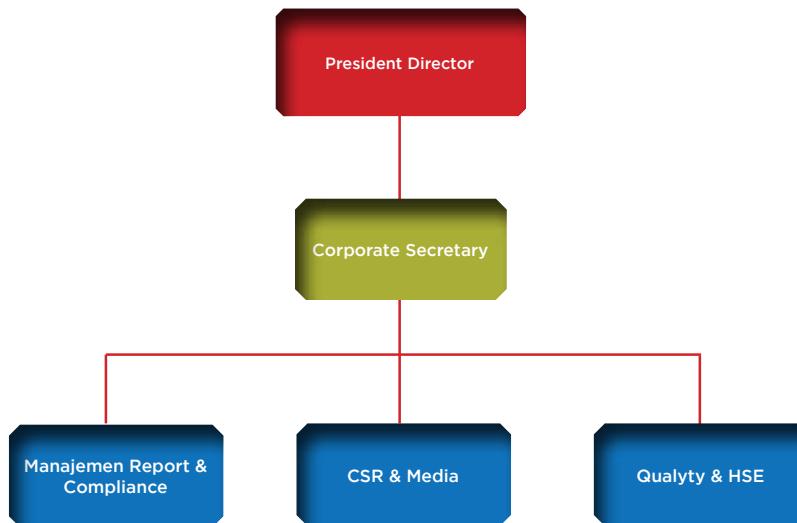
Assistant Aviation Finance Manager, Downstream Finance Director of Pertamina Central Finance (2008-2011)

## Acting Corporate Secretary

Based on Add SPK No.061-Add/PTC-10000/2018-S1 The company entrusts the function of the Corporate Secretary to be carried out by Sonny Heriawan.

## Struktur Organisasi Sekretaris Perusahaan

Struktur Keorganisasian Sekretaris Perusahaan PTC



Pada struktur di atas, Sekretaris Perusahaan menjalankan 3 (tiga) fungsi, yaitu Management Report & Compliance, CSR & Media, serta Quality & HSSE. Struktur organisasi Sekretaris Perusahaan ditetapkan sesuai Keputusan Direksi No.Kpts-174/PTC-10000/2018-S1 tanggal 1 Oktober 2018. Hingga akhir tahun 2019, jumlah pegawai yang tergabung dalam unit Sekretaris Perusahaan sebanyak 12 orang.

## Organizational Structure of the Corporate Secretary

Organizational Structure PTC Corporate Secretary

In the above structure, the Corporate Secretary performs 3 (three) functions, namely Management Report & Compliance, CSR & Media, and Quality & HSSE. The organizational structure of the Corporate Secretary is determined in accordance with Directors Decree No.Kpts-174/PTC-10000/2018-S1 dated October 1, 2018. Until the end of 2019, there were 12 employees in the Corporate Secretary unit.

Jabatan Position	Nama Name
Sekretaris Perusahaan / Corporate Secretary	Sonny Heriawan
Asst. Manager Management Report & Compliance / Asst. Management Report & Compliance Manager	Suciningdia Sulistiani
Asst. Manager QHSE / Asst. QHSE Manager	Anita Suwarno
Asst. Manager Corporate Communication & CSR / Asst. Corporate Communication & CSR Manager	Olivia Steffinda Lasut
Staff QHSE / QHSE staff	Agus Wijaya
Staff QHSE / QHSE staff	Siti Aisyah Maulani
Staff QHSE / QHSE staff	Pratiwie Azsmie
Staff BOC Support / BOC Support Staff	Vacant
Staff Management Report	Reza Ichsan Rizaldi
Staff Compliance	Vacant
Staff Media-Corp.Com	Teddy Setiadi
Staff CSR	Okeu Yudipratomo
Sekretaris Direksi / Director Secretary	Nunung Nurbaini
Sekretaris Direksi / Director Secretary	Deby Vinayasari
<b>Jumlah / Number</b>	<b>12</b>

## Tugas dan Tanggung Jawab Sekretaris Perusahaan

## Duties and Responsibilities of the Corporate Secretary





Tugas dan tanggung jawab Sekretaris Perusahaan adalah:

1. Memenuhi fungsi *Compliance Officer* yang memastikan Perusahaan mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip GCG.
2. Memenuhi fungsi lainnya dalam memberikan informasi yang dibutuhkan oleh Direksi secara berkala dan Dewan Komisaris sewaktu-waktu apabila diminta.
3. Memenuhi fungsi penghubung/Liaison Officer.
4. Memenuhi fungsi Administrator yang menatausahakan serta menyimpan dokumen perusahaan, termasuk tetapi tidak terbatas pada kebijakan dan keputusan Direksi, Daftar Pemegang Saham, Daftar Khusus dan risalah RUPS, rapat Direksi dan rapat Dewan Komisaris.

### Chief Compliance Officer

Dalam rangka penegakan prinsip GCG sesuai Surat Edaran Menteri BUMN No.S-528/MBU/S/2013 tentang BUMN Bersih, Perusahaan menunjuk 1 (satu) pejabat yang berkewajiban untuk memastikan dan bertanggung jawab penuh agar transaksi-transaksi penting Perusahaan dilaksanakan berdasarkan prinsip-prinsip GCG dan mengikuti ketentuan peraturan perundang-undangan. Pejabat yang bersangkutan juga bertanggung jawab terhadap implementasi Kode Etik di lingkungan Perusahaan sehingga pengelolaan Perusahaan bersih dari *fraud*, *gratifikasi* dan *KKN*.

Sesuai dengan Surat Keputusan Direksi No.Print-490/PTC-10000/2017-S1 tanggal 10 Agustus 2017 Perusahaan menunjuk Sekretaris Perusahaan untuk mengembankan amanah sebagai *Chief Compliance Officer* (CCO) Perusahaan. *Chief Compliance Officer* memiliki tugas, tanggung jawab dan wewenang untuk merencanakan, membuat, memeriksa, mensosialisasikan, memonitor dan mengevaluasi pelaksanaan program kepatuhan Perusahaan dan Insan PTC pada peraturan perundang-undangan serta Peraturan Internal dalam menjalankan kegiatannya.

Tugas pokok dan tanggung jawab dari CCO adalah sebagai berikut:

1. Mengumpulkan serta melakukan kajian secara berkala tentang Peraturan Internal, peraturan perundang-undangan di Indonesia maupun di luar Indonesia yang terkait dengan kegiatan bisnis Perusahaan.
2. Menyiapkan dan/atau melakukan *review* atas Peraturan Internal yang dikeluarkan oleh Direksi Perusahaan dan pemberlakuan bersifat lintas Direktorat, dan aspek kesesuaianya dengan peraturan internal dan peraturan perundang-undangan.
3. Melakukan edukasi dan sosialisasi kepada semua fungsi dalam Perusahaan, Insan PTC, dan seluruh *stakeholder* Perusahaan tentang peraturan internal, peraturan perundang-undangan di Indonesia maupun di luar Indonesia yang terkait dengan kegiatan bisnis Perusahaan.
4. Menyiapkan sistem *due diligence* untuk memeriksa kepatuhan pihak-pihak yang akan atau sedang bekerjasama dengan Perusahaan berkaitan dengan peraturan yang menyengkut korupsi, suap dan perbuatan curang dengan cara memberikan dukungan kepada fungsi-fungsi yang sudah mempunyai mekanisme pemeriksaan tersebut.
5. Memberikan saran dan masukan (apabila diminta) kepada pimpinan fungsi dan/atau direktorat di dalam Perusahaan yang salah satu tugasnya adalah memastikan bahwa transaksi-transaksi yang dilakukan oleh fungsi tersebut sesuai dengan peraturan perundang-undangan yang berlaku dan Peraturan internal.
6. Memfasilitasi dan mengkoordinasikan pemenuhan kewajiban-kewajiban pelaporan yang harus dilakukan oleh setiap pejabat Perusahaan sebagaimana telah ditentukan dalam Peraturan Internal maupun peraturan perundang-undangan.
7. Memeriksa pengaduan berkaitan dengan penegakan CoC dan menjalankan *Whistle Blowing System* (WBS) Perusahaan serta menindaklanjuti laporan atau pengaduan yang diterima.
8. Secara berkala berlakukan evaluasi atas jenis-jenis kegiatan atau transaksi Perusahaan yang mempunyai tingkat risiko tinggi dari segi kesesuaian dengan peraturan perundang-undangan dan Peraturan Internal serta memberikan rekomendasi kepada Direksi mengenai perbaikan-perbaikan yang harus dilakukan.

### Pengembangan Kompetensi Sekretaris Perusahaan

Perusahaan memfasilitasi pelaksanaan program pengembangan bagi Sekretaris Perusahaan dalam rangka meningkatkan kompetensi. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Sekretaris Perusahaan.

Tentang kegiatan peningkatan kompetensi yang diikuti Sekretaris Perusahaan di sepanjang tahun 2019 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

### Pelaksanaan Tugas Sekretaris Perusahaan 2019

Kegiatan Sekretaris Perusahaan Tahun 2019

The duties and responsibilities of the Corporate Secretary are:

1. Fulfill the Compliance Officer function which ensures that the Company complies with regulations regarding disclosure requirements in line with the application of GCG principles.
2. Fulfill other functions in providing information needed by the Board of Directors periodically and the Board of Commissioners at any time if requested.
3. Fulfill Liaison Officer functions.
4. Fulfill the functions of Administrators who administer and store company documents, including but not limited to the policies and decisions of the Directors, Register of Shareholders, Special Register and minutes of the GMS, Board of Directors meetings and Board of Commissioners meetings.

### Chief Compliance Officer

In the context of upholding the principles of GCG in accordance with the Circular of the Minister of SOE No.S-528/MBU/S/2013 concerning Clean SOEs, the Company appoints 1 (one) official who is obliged to ensure and take full responsibility for the Company's important transactions to be carried out based on GCG principles and in accordance with statutory provisions. The official concerned is also responsible for the implementation of the Code of Ethics within the Company so that the Company's management is free from fraud, gratuities and KKN.

In accordance with Directors Decree No.Print-490/PTC-10000/2017-S1 dated 10 August 2017 The Company appointed the Corporate Secretary to carry out the mandate as the Company's Chief Compliance Officer (CCO). The Chief Compliance Officer has the duty, responsibility and authority to plan, create, examine, socialize, monitor and evaluate the implementation of the Company's and PTC's compliance programs in the laws and regulations as well as Internal Regulations in carrying out its activities.

The main tasks and responsibilities of the CCO are as follows:

1. Collecting and conducting periodic reviews of Internal Regulations, laws and regulations in Indonesia and outside Indonesia related to the Company's business activities.
2. Prepare and/or conduct a review of the Internal Regulations issued by the Directors of the Company and their enactment across the Directorate, and aspects of compliance with internal rules and regulations.
3. Educating and socializing to all functions within the Company, PTC's Staff, and all Company stakeholders regarding internal regulations, laws and regulations in Indonesia and outside Indonesia related to the Company's business activities.
4. Setting up a due diligence system to check the compliance of parties who will or are cooperating with the Company regarding regulations relating to corruption, bribery and fraudulent acts by providing support to functions that already have the inspection mechanism.
5. Provide advice and input (if requested) to the head of the function and/or directorate within the Company whose one task is to ensure that the transactions carried out by the function are in accordance with applicable laws and regulations and internal regulations.
6. Facilitating and coordinating the fulfillment of reporting obligations that must be carried out by each Company official as determined in the Internal Regulations and regulations.
7. Checking complaints relating to the enforcement of CoC and running the Company's Whistle Blowing System (WBS) and following up on reports or complaints received.
8. Periodically carry out evaluations of the types of activities or transactions of the Company that have a high level of risk in terms of compliance with laws and regulations and Internal Regulations and provide recommendations to the Directors regarding improvements that must be carried out.

### Competency Development of the Corporate Secretary

The company facilitates the implementation of development programs for the Corporate Secretary in order to improve competence. The program is expected to have a positive impact on the productivity and effectiveness of the performance of the Corporate Secretary.

Concerning competency improvement activities that were followed by the Corporate Secretary throughout 2019 can be seen in the Corporate Profile chapter in this annual report.

### Implementation of the Duties of the Corporate Secretary 2019

Activities of the Corporate Secretary in 2019

## Kegiatan Compliance

Dalam memenuhi penerapan GCG pada perusahaan, pada tahun 2019 Sekper telah menyelesaikan:

1. Monitoring Pengisian *Compliance Online* 2019 oleh pekerja
2. Pembagian buku pedoman Gratifikasi kepada pekerja
3. Sosialisasi GCG pada program *New Employee Orientation* (NEO)
4. Monitoring Pengisian LHKPN Tahun Buku 2019
5. Survey Visi, Misi, Tata Nilai & Penerapan GCG PTC Tahun 2019
6. Mensosialisasikan dan mendistribusikan pedoman *Good Corporate Governance (GCG Code)* Revisi ke-1 dan pedoman *Code of Conduct* Revisi ke-1
7. Melakukan *Self Assessment* penerapan GCG Tahun tahun buku 2019, guna memonitor hasil implementasi penerapan GCG di perusahaan.
8. Melakukan Updating/pendaftaran WL/PN untuk proses Laporan Harta Kekayaan melalui E-LHKPN,
9. Membuat laporan pelaksanaan penerapan GCG PT Pertamina Training & Consulting tahun 2019.

## Pengelolaan Management Report:

1. Menyelenggarakan rapat bulanan BOC-BOD serta membuat notulensi sebanyak 11 kali
2. Menyelenggarakan rapat Direksi dan Manajemen sebanyak 16 kali
3. Mengkoordinir dan menghimpun data serta menyusun Laporan Manajemen Bulanan dan Tahunan, untuk disampaikan kepada para Dewan Komisaris dan Pemegang Saham serta pertanggungjawaban perusahaan dalam RUPS
4. Mempersiapkan materi serta menyelenggarakan Pra-RUPS dan RUPS Tahunan Perusahaan pada tanggal 22 Mei 2019
5. Mengaktakan hasil keputusan RUPS Tahunan maupun RUPS Luar Biasa tahun 2019 kepada Notaris
6. Menyelenggarakan administrasi yang membutuhkan persetujuan Pemegang saham pada RUPS Sirkuler, (Persetujuan realisasi KPI tahun 2018, Persetujuan KPI/Kontrak Manajemen tahun 2019, Persetujuan RKAP Tahun 2019, Revisi penggunaan ABI pada RKAP tahun 2019, Revisi KPI/Kontrak Manajemen tahun 2019, Revisi RKAP tahun 2019)

## Kegiatan Fungsi CSR & MEDIA

1. Sebagai fungsi humas & protokoler perusahaan dalam menjalin komunikasi dan hubungan dengan seluruh *stakeholder* (pemegang saham, pemerintahan, kelembagaan dan masyarakat)
2. Mengelola media komunikasi, untuk meningkatkan *citra/image* positif dan reputasi perusahaan
3. Membina hubungan dengan masyarakat termasuk pers dalam mempromosikan kegiatan perusahaan
4. Menjadi juru bicara perusahaan terkait penjelasan yang harus diberikan kepada *stakeholder*.
5. Mendokumentasikan dan mempublikasikan seluruh kegiatan perusahaan.
6. Melakukan tugas-tugas keprotokolan perusahaan.
7. Menyusun kegiatan kehumasan
8. Membuat image perusahaan melalui kegiatan kehumasan
9. Mengelola dan melaksanakan CSR Perusahaan dan Korporat
10. Memonitor efektivitas pengelolaan CSR Perusahaan;
11. Melaksanakan pekerjaan keluar yang bersifat kelembagaan, kemasyarakatan & pelanggan
12. Mengkoordinasikan kegiatan representasi perusahaan di daerah-daerah wilayah kerja Perusahaan

## Kegiatan Fungsi HSE

- Pelatihan K3

Meningkatkan kompetensi para karyawan yang berkaitan dengan aspek K3 melalui beberapa pelatihan di sepanjang tahun 2019, seperti Pelatihan Penanggulangan Keadaan Darurat, Pelatihan Penggunaan APAR dan Hidran, Workshop Basic Fire Fighting, Pelatihan P3K, Training Internal Audit Sistem Manajemen Terpadu ISO 9001:2015; 14001:2015; 45001:2018 dan Pelatihan Pembinaan Calon Ahli K3 Umum

- Sosialisasi/awareness K3

Dalam upaya meningkatkan budaya kerja berbasis keselamatan dan kesehatan kerja, mengadakan beberapa kegiatan, seperti sosialisasi Tim Penanggulangan Keadaan Darurat (TPKD) PTC, sosialisasi pelaksanaan Contractor Safety Management System (CSMS), sosialisasi tahapan CSMS PTC, safety induction security kantor pusat pertamina, sosialisasi buku saku operasi CRO (Certified Refueler Operator), basic safety awareness dalam kegiatan New Employee Orientation (NEO), sosialisasi 12 Corporate Live Saving Rules (CLSR) Pertamina, sosialisasi prosedur peraturan pencegahan kecelakaan lalu lintas, sharing knowledge penanganan penyakit mental dan penyakit berkepanjangan dan HSE pause/briefing pada kegiatan healthy Friday (Senam Jumat).

## Compliance Activity:

In meeting the implementation of GCG in the company, in 2019 the Corporate has completed:

1. Monitoring of Compliance Online Completion 2019 by workers
2. Distribution of Gratification manual to employees
3. GCG socialization in New Employee Orientation (NEO) program
4. Monitoring LHKPN completion for Fiscal Year 2019
5. PTC Vision, Mission, Values & GCG Survey in 2019
6. Socialize and distributing the 1st Revised Code of Good Corporate Governance (GCG Code) and the 1st Revised Code of Conduct
7. Conduct a Self Assessment on GCG implementation for the fiscal year 2019, in order to monitor the results of GCG implementation in the company.
8. Updating/registering WL/PN for the Asset Report process through E-LHKPN,
9. Making a report on the implementation of GCG of PT Pertamina Training & Consulting in 2019.

## Management Report:

1. Holding BOC-BOD monthly meetings and making minutes 11 times
2. Holding 16 Board of Directors and Management meetings
3. Coordinating and compiling data and compiling Monthly and Annual Management Report, to be submitted to Board of Commissioners and Shareholders as well as corporate accountability in the GMS
4. Preparing material and holding Pre-AGM and Annual AGM of the Company on May 22, 2019
5. Notarize the results of Annual GMS and Extraordinary GMS of 2019 to the Notary
6. Carrying out administration requiring shareholder approval at the Circular GMS, (KPI realization agreement in 2018, KPI approval Management contract in 2019, RKAP approval in 2019, revision of ABI usage in 2019 RKAP, KPI revision/management contract 2019, RKAP revision in 2019)

## CSR & MEDIA Function Activities

1. As a function of the company's public relations and protocols in establishing communication and relationships with all stakeholders (shareholders, government, institutions and society)
2. Managing communication media, to enhance the positive image and reputation of the company
3. Fostering relations with the community including the press in promoting company activities
4. Become a company spokesperson regarding the explanation that must be given to stakeholders.
5. Document and publish all company activities.
6. Perform company protocol tasks.
7. Arranging public relations activities
8. Creating a company image through public relations activities
9. Manage and implement Corporate and Corporate CSR
10. Monitor the effectiveness of the management of the Company's CSR;
11. Carry out institutional work, community & customers
12. Coordinate the company's representation activities in the Company's work area

## HSE Function Activities

- HSE Training

Improving employee competencies related to HSE aspect through a number of trainings throughout 2019, such as Emergency Response Training, APAR and Hydrant Use Training, Basic Fire Fighting Workshop, First Aid Training, ISO 9001: 2015 Integrated Management System Internal Audit Training; 14001: 2015; 45001: 2018 and Training for Training of General HSE Expert Candidates

- HSE socialization/awareness

In order to improve work culture based on occupational safety and health, several activities were held, such as the socialization of PTC Emergency Response Team (TPKD), the socialization of Contractor Safety Management System (CSMS) implementation, the socialization of PTC CSMS stages, the safety induction security of Pertamina's head office, the socialization of CRO (Certified Refueler Operator) pocket book, basic safety awareness in New Employee Orientation (NEO) activities, the socialization of Pertamina's 12 Corporate Live Saving Rules (CLSR), the socialization of traffic accident prevention regulation procedures, sharing knowledge on handling mental illness and prolonged illness and HSE pause/briefing on healthy Friday activities.



- Kampanye K3

Selain menyelenggarakan sosialisasi/awareness K3 sebagai upaya meningkatkan kesadaran para karyawan terhadap aspek Kesehatan dan Keselamatan Kerja, Fungsi HSE juga membuat kampanye berupa leaflet, poster, broadcast email maupun kegiatan, seperti :

- a. Kampanye program Giat Bekerja (Gerakan hidup sehat bagi pekerja) PTC berupa leaflet yang dibagikan melalui broadcast email dan kegiatan sosialisasi program tersebut baik dalam rapat maupun pada kegiatan Healthy Friday (Senam Jumat)
- b. Kampanye PTC Green Lifestyle berupa poster, pembagian botol minum, tempat makan, sedotan stainless foldable dan kegiatan sosialisasi pada kegiatan Healthy Friday (Senam Jumat)

- Management Walkthrough (MWT)

Sebagai bentuk komitmennya terhadap aspek K3, Sekretaris Perusahaan mendampingi Direksi dan manajemen Perusahaan dalam pelaksanaan Management Walkthrough secara terprogram. Adapun wilayah yang dikunjungi pada tahun 2019, yaitu :

- a. DPPU Juanda Surabaya, MOR V Surabaya dan PT Pertamina Hulu Energi - Tuban East Java tanggal 11 s/d 12 Juli 2019
- b. MOR I Medan tanggal 31 Juli 2019
- c. DPPU Soekarno-Hatta Cengkareng tanggal 26 September 2019
- d. RU IV Cilacap dan PT Pertamina Lubricants Production Unit Cilacap tanggal 14 Oktober 2019

### Kegiatan Fungsi Quality 2019

1. Pemenuhan OFI-AFI - KKEP tahun 2019
2. Review proses bisnis
3. Tindak lanjut temuan audit ISO 9001:2015
4. Sharing knowledge

### Audit Internal

Sesuai Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN, Direksi Perusahaan wajib menyelenggarakan audit dan pengawasan intern melalui pembentukan Satuan Pengawasan Intern (SPI) atau Audit Internal. Unit Audit Internal merupakan organ pendukung di bawah Direktur Utama yang melakukan kegiatan audit internal, yaitu pemberian keyakinan dan konsultasi yang bersifat independen dan objektif, dengan tujuan untuk meningkatkan nilai dan memperbaiki operasional perusahaan, melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian, dan proses Tata Kelola Perusahaan.

### Pihak yang Mengangkat dan Memberhentikan Kepala Audit Internal

Audit Internal secara struktural dikepalai oleh *Manager/Chief* atau Kepala Audit Internal yang bertanggung jawab langsung kepada Direktur Utama.



**Kepala Audit Internal diangkat dan diberhentikan oleh Direktur Utama setelah mendapat persetujuan dari Dewan Komisaris.**

**The Head of Internal Audit is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners.**



### Pertanggungjawaban

Kepala Audit Internal bertanggung jawab secara langsung kepada Direktur Utama. Dalam menjalankan fungsi pengawasan secara fungsional SPI berkoordinasi dengan Komite Audit. Untuk mendukung independensi dan menjamin kelancaran audit serta wewenang dalam memantau tindak lanjut atas hasil audit, maka Kepala Audit Internal dapat berkomunikasi langsung dengan Dewan Komisaris dan Komite Dewan Komisaris untuk menginformasikan berbagai hal yang berhubungan dengan audit. Pemberian informasi tersebut harus dilaporkan kepada Direktur Utama.

- HSE Campaign

In addition to organizing HSE socialization/awareness as an effort to increase employee awareness of Occupational Health and Safety aspect, the HSE Function also creates campaigns in the form of leaflets, posters, broadcast e-mails and activities, such as:

- a. PTC's Healthy Life Movement campaign for employees in the form of leaflets distributed via e-mail broadcasts and program socialization activities both in meetings and at Healthy Friday activities.
- b. PTC Green Lifestyle Campaign in the form of posters, distribution of drinking bottles, food containers, stainless foldable straws and socialization on Healthy Friday activities

- Management Walkthrough (MWT)

As a form of commitment to HSE aspect, the Corporate Secretary assists the Directors and management of the Company in the implementation of Management Walkthrough. The areas visited in 2019 are:

- a. DPPU Juanda Surabaya, MOR V Surabaya and PT Pertamina Hulu Energi - Tuban East Java on 11 to 12 of July 2019
- b. MOR I Medan on July 31, 2019
- c. DPPU Soekarno-Hatta Cengkareng on September 26, 2019
- d. RU IV Cilacap and PT Pertamina Lubricants Production Unit Cilacap on October 14, 2019

### Quality Function Activities 2019

1. Fulfillment of OFI-AFI - KKEP 2019
2. Review of business processes
3. Follow up on ISO 9001: 2015 audit findings
4. Knowledge sharing

### Internal Audit

In accordance with SOE Ministerial Regulation No.PER-01/MBU/2011 regarding the Implementation of Good Corporate Governance (Good Corporate Governance) in SOEs, the Directors of the Company are required to conduct internal audits and supervision through the establishment of the Internal Audit Unit (SPI) or Internal Audit. The Internal Audit Unit is a supporting organ under the President Director who carries out internal audit activities, namely providing confidence and consulting that are independent and objective, with the aim of increasing value and improving company operations, through a systematic approach, by evaluating and increasing the effectiveness of risk management , control and Corporate Governance processes.

### The party that appoints and dismisses the Head of Internal Audit

Internal Audit is structurally headed by a Manager/Chief or Head of Internal Audit who reports directly to the President Director.

### Responsibility

The Head of Internal Audit reports directly to the President Director. In carrying out the functional oversight function SPI coordinates with the Audit Committee. To support independence and ensure the smooth operation of the audit and the authority to monitor follow-up on audit results, the Head of Internal Audit can communicate directly with the Board of Commissioners and the Board of Commissioners' Committee to inform various matters relating to the audit. Provision of such information must be reported to the President Director.

## Profil Kepala Audit Internal

## Profile of the Head of Internal Audit



**Yuli Rachmawaty**

Chief Internal Audit

Dasar Penunjukan: Surat Keputusan Direksi PTC No.Kpts-250/PTC-10000/2016-S1 tgl 30 September 2016

Basis of Appointment: PTC Directors Decree No. Kpts-250 / PTC-10000/2016-S1 on 30 September 2016

Menjabat sejak 2016 - sekarang

Served since 2016 - now

### Data Pribadi / Personal Data

Warga negara Indonesia / Indonesian citizens

Usia 45 tahun / 45 years old

Kelahiran 17 Juli 1974 / Born on July 17, 1974

### Domisili / Domicile

Jakarta Timur, DKI Jakarta, Indonesia / East Jakarta, DKI Jakarta, Indonesia

### Pendidikan / Education

1993 – 1996 D3 Manajemen Perbankan - STIE Perbanas Jakarta / 1993 - 1996 D3 Banking Management - STIE Perbanas Jakarta

1999 – 2002 S1 Manajemen Keuangan & Perbankan – STIE Perbanas Jakarta / 1999 - 2002 S1 Financial & Banking Management - STIE Perbanas Jakarta

### Sertifikasi Profesi / Professional Certification

Sertifikasi QIA : Audit Intern Tingkat Dasar I / QIA Certification: Basic Internal Audit I

Sertifikasi QIA : Audit Intern Tingkat Dasar II / QIA Certification: Basic Internal Audit II

Sertifikasi QIA : Audit Intern Tingkat Lanjutan / QIA Certification: Advanced Internal Audit

### Bergabung di Perusahaan / Join the Company

1 April 2002 / April 1, 2002

### Pengalaman Kerja / Work experience

Mengawali karir sebagai Customer Service di PT Bank Dagang Negara Indonesia (1996-1997), kemudian menjadi Finance Staf (1997-1999) dan Kepala Keuangan (1999-2002) di Yayasan Patra Cendekia. Pada tahun 2002 bergabung di PTC sebagai Finance Manager (2002-2008), kemudian dipercaya menjabat Corporate Secretary (2008-2016) dan merangkap sebagai Security Services Manager (2010-2013).

He began his career as a Customer Service at PT Bank Dagang Negara Indonesia (1996-1997), then became Finance Staff (1997-1999) and Head of Finance (1999-2002) at the Patra Cendekia Foundation. In 2002 joined PTC as a Finance Manager (2002-2008), then was entrusted to hold the position of Corporate Secretary (2008-2016) and also served as Security Services Manager (2010-2013).

## Struktur Organisasi dan Kedudukan Audit Internal

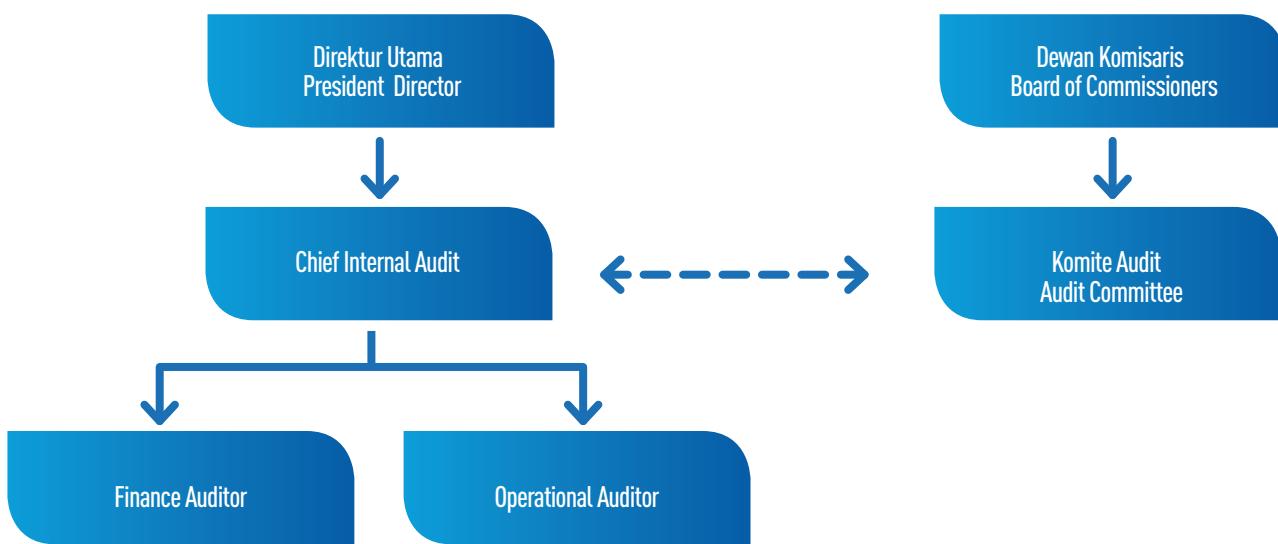
Kedudukan Kepala Audit Internal langsung di bawah dan bertanggung kepada Direktur Utama, namun dapat berkomunikasi langsung dengan Dewan Komisaris melalui Komite Audit untuk menginformasikan berbagai hal yang berhubungan dengan aktivitas audit internal dan aktivitas investigasi. Auditor internal bertanggung jawab secara langsung kepada Internal Audit Manager.

## Organizational Structure and Internal Audit Position

The position of Head of Internal Audit is directly under and responsible to the President Director, but can communicate directly with the Board of Commissioners through the Audit Committee to inform various matters relating to internal audit and investigative activities. Internal auditors are directly responsible to the Internal Audit Manager.



**Struktur Keorganisasian Audit Internal**  
Organizational Structure of Internal Audit



Hingga akhir tahun 2019, Unit Audit Internal memiliki 4 (empat) orang pegawai dengan rincian penempatan dan pelaksanaan tugas sebagai berikut:

Until the end of 2019, the Internal Audit Unit has 4 (four) employees with the following placement and implementation details:

Jabatan/Fungsi Position/Function	Nama Name
Chief Internal Audit	Yuli Rachmawaty
Assistant Manager Operational Audit	Bambang Ratmuko
Assistant Manager Financial Audit	Ahmad Syauki
Staf Financial Audit	Rizqi Miahul Fadhilah
Staf Operational Audit	Vacant
<b>Jumlah / Number</b>	<b>4 orang / person</b>

#### Persyaratan Keahlian dan Kecermatan Profesional

Auditor internal Perusahaan harus memiliki kompetensi, independen, jujur, obyektif dan pengalaman yang cukup serta sesuai *job requirement* yang telah ditetapkan Perusahaan, antara lain:

1. Memiliki integritas yang tinggi, profesional, independen, jujur dan objektif dalam pelaksanaan tugasnya.
2. Memiliki pengetahuan dan pengalaman yang memadai mengenai teknis audit dan disiplin ilmu lainnya dan peraturan perundangan-undangan yang berlaku.
3. Memiliki kecakapan untuk berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif.
4. Wajib mematuhi standar profesi yang dikeluarkan oleh asosiasi Audit Internal.
5. Wajib mematuhi kode etik Audit Internal.
6. Wajib menjaga kerahasiaan informasi Perusahaan kecuali diwajibkan berdasarkan peraturan perundangan atau penetapan/putusan pengadilan.
7. Memahami prinsip-prinsip tata kelola Perusahaan yang baik dan manajemen risiko.
8. Bersedia meningkatkan pengetahuan, keahlian dan kemampuan profesionalismenya secara terus-menerus.

#### Professional Skills and Accuracy Requirements

The Company's internal auditors must have competence, be independent, be honest, be objective and have sufficient experience and in accordance with the job requirements set by the Company, including:

1. Have high integrity, professional, independent, honest and objective in carrying out their duties.
2. Have sufficient knowledge and experience regarding technical audits and other scientific disciplines and applicable laws and regulations.
3. Having the ability to interact and communicate both verbally and in writing effectively.
4. Must comply with professional standards issued by the Internal Audit association.
5. Must comply with the Internal Audit code of ethics.
6. Must maintain the confidentiality of Company information unless required by statutory regulations or court decisions.
7. Understand the principles of good corporate governance and risk management.
8. Willing to increase knowledge, skills and professional abilities continuously.

## Sertifikasi Profesi

Sertifikasi profesi menjadi sebuah aspek penting bagi auditor untuk memahami perkembangan audit, khususnya terkait kepatuhan terhadap peraturan serta perkembangan industri. Berikut disampaikan sertifikasi profesi *Certified Internal Audit* yang dimiliki pegawai Audit Internal hingga akhir tahun 2019.

Nama Name	Level Sertifikasi Level of Certificate
Yuli Rachmawaty	Sertifikasi QIA : Audit Intern Tingkat Lanjutan / QIA Certification: Advanced Internal Audit
Bambang Ratmuko	Sertifikasi QIA : Audit Intern Tingkat Manajerial / QIA Certification: Managerial Internal Audit
Ahmad Syauki	Sertifikasi QIA : Audit Intern Tingkat Lanjutan / QIA Certification: Advanced Internal Audit
Rizqi Miahul Fadhilah	Sertifikasi QIA : Audit Intern Tingkat Manajerial / QIA Certification: Managerial Internal Audit

## Piagam Audit Internal: Pedoman dan Tata Tertib Kerja

Perusahaan telah memiliki Piagam Audit Internal (*Internal Audit Charter*) dan telah ditetapkan dan diperbarui oleh Direksi serta disetujui Dewan Komisaris pada 11 April 2017, sebagaimana tercantum pada Surat Keputusan Direksi No.Kpts-152/PTC-10010/2017-S1. Muatan Piagam Pengawasan Intern sesuai dengan ketentuan yang berlaku, mencakup:

- Visi dan misi pelaksanaan audit internal
- Maksud dan tujuan unit Audit Internal, kedudukan organisasi, peran, keanggotaan, hak dan kewenangan, tugas dan tanggung jawab, Independensi, Akuntabilitas, dll.

Dalam *Internal Audit Charter* ini mengatur pula mengenai kedudukan, tugas, wewenang dan tanggung jawab Audit Internal serta hubungan kelembagaan antara Audit Internal dengan Komite Audit dan Auditor Eksternal yang ditandatangani oleh Direktur Utama, Manajer Internal Audit, dan Komisaris selaku Ketua Komite Audit.

## Independensi

Sebagai pemeriksaan internal, Audit Internal dalam menjalankan tugas dan fungsinya memiliki kebebasan bertindak (independen) secara objektif.

- Tidak memihak kepada kepentingan para pihak dalam Perusahaan seperti manajemen dan Komisaris, baik langsung maupun tidak langsung.
- Melakukan pemeriksaan sesuai dengan kaidah dan prinsip audit internal yang diterima dan berlaku secara umum.
- Dalam pelaksanaan tugas audit membebaskan diri dari segala kepentingan pribadi maupun unit kerja yang diperiksa, dengan tetap menjunjung teguh kode etik yang telah ditetapkan.

## Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Audit Internal Perusahaan adalah:

- Menyusun rencana kerja audit, ruang lingkup pemeriksaan dan pelaksanaan audit program dalam bentuk berupa program kerja audit tahunan.
- Melaksanakan proses pemeriksaan/audit internal bagi seluruh Fungsi di lingkungan Kantor Pusat dan Perwakilan sesuai dengan program pemeriksaan audit yang berlaku, dan melapkannya dalam bentuk draft laporan audit kepada Internal Audit Manager.
- Mengembangkan dan melaksanakan program audit yang komprehensif untuk evaluasi pengendalian manajemen atas seluruh aktivitas organisasi.
- Menjalankan proses audit internal perusahaan secara teknis dan berkala baik kegiatan keuangan dan operasional.
- Melakukan audit atas sistem pengendalian manajemen, ketaatan, pengungkapan penyimpangan, efisiensi dan efektivitas, manajemen risiko, dan proses tata kelola perusahaan (*Good Corporate Governance*).

## Professional Certification

Professional certification is an important aspect for auditors to understand the development of audits, especially related to compliance with regulations and industrial development. Next is the Certified Internal Audit profession certification held by Internal Audit employees until the end of 2019.

Sertifikasi QIA : Audit Intern Tingkat Lanjutan / QIA Certification: Advanced Internal Audit

Sertifikasi QIA : Audit Intern Tingkat Manajerial / QIA Certification: Managerial Internal Audit

Sertifikasi QIA : Audit Intern Tingkat Lanjutan / QIA Certification: Advanced Internal Audit

Sertifikasi QIA : Audit Intern Tingkat Manajerial / QIA Certification: Managerial Internal Audit

## Internal Audit Charter: Guidelines and Rules of Work

The company has an Internal Audit Charter and has been established and updated by the Board of Directors and approved by the Board of Commissioners on April 11, 2017, as stated in the Decree of the Board of Directors No.Kpts-152/PTC-10010/2017-S1. The contents of the Internal Control Charter are in accordance with the applicable provisions, including:

- Vision and mission of conducting internal audit
- The purpose and objectives of the Internal Audit unit, organizational position, roles, membership, rights and authority, duties and responsibilities, Independence, Accountability, etc.

The Internal Audit Charter also regulates the position, duties, authority and responsibilities of the Internal Audit as well as the institutional relationship between the Internal Audit and the Audit Committee and the External Auditor, which is signed by the President Director, the Internal Audit Manager, and the Commissioner as Chairman of the Audit Committee.

## Independence

As an internal check, Internal Audit in carrying out its duties and functions has the freedom to act (independently) objectively.

- Does not take sides with the interests of the parties in the Company such as management and Commissioners, both directly and indirectly.
- Conduct audits in accordance with accepted internal audit principles and principles and generally apply.
- In carrying out the audit tasks free themselves from all personal interests and work units that are examined, by continuing to uphold the established code of ethics.

## Duties and responsibilities

The duties and responsibilities of the Company's Internal Audit are:

- Prepare an audit work plan, the scope of the audit and implementation of the audit program in the form of an annual audit work program.
- Carry out an internal audit/audit process for all Functions in the Head Office and Representative Offices in accordance with the applicable audit audit program, and report it in the form of a draft audit report to the Internal Audit Manager.
- Develop and implement a comprehensive audit program to evaluate management control of all organizational activities.
- Run the company's internal audit process technically and periodically both financial and operational activities.
- Audit the management control system, compliance, disclosure of irregularities, efficiency and effectiveness, risk management, and the process of corporate governance (*Good Corporate Governance*).



6. Me-review dan menilai kebijaksanaan yang ada dalam perusahaan (*planning, policy, prosedur, sistem pencatatan akuntansi dan keuangan*).
7. Memimpin penyelidikan/pemeriksaan bila ada indikasi kecurangan dan penyelewengan.
8. Memastikan seberapa jauh harta perusahaan dipertanggung jawabkan dan dilindungi dari kemungkinan terjadinya segala bentuk pencurian, kecurangan dan penyalahgunaan.
9. Memastikan bahwa pengelolaan data yang dikembangkan dalam organisasi dapat dipercaya
10. Mengatasi kebijakan audit, mengarahkan dan mengawasi pelaksanaan fungsi teknis dan fungsi administrasi organisasi audit.
11. Mengadakan penelitian dan pengujian kebenaran atas laporan/pengaduan tentang hambatan, penyimpangan prosedur dan kebijakan, penyalahgunaan sumber daya Perusahaan oleh Fungsi/Unit/Eselon di lingkungan Perusahaan.
12. Menyusun laporan Hasil Audit dan Rekomendasi.
6. Reviewing and evaluating existing policies in the company (planning, policy, procedures, accounting and financial recording systems).
7. Lead an investigation/inspection if there are indications of fraud and fraud.
8. Ensure how far the company's assets are accounted for and protected from the possibility of all forms of theft, fraud and misuse.
9. Ensuring that data management developed within the organization can be trusted
10. Overcome the audit policy, direct and supervise the implementation of the technical functions and administrative functions of the audit organization.
11. Conduct research and truth testing of reports/complaints about obstacles, deviations from procedures and policies, misuse of Company resources by Functions/Units/Echelon within the Company.
12. Compile reports on Audit Results and Recommendations.

### Pengembangan Kompetensi Unit Audit Internal

Perusahaan memfasilitasi pelaksanaan program pengembangan bagi pegawai Unit Audit Internal dalam rangka meningkatkan kompetensi pegawai. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Audit Internal.

Tentang kegiatan peningkatan kompetensi yang diikuti Audit Internal di sepanjang tahun 2019 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

### Laporan Singkat Pelaksanaan Tugas Audit Internal Tahun 2019

Sepanjang tahun 2019, Div Internal Audit telah melaksanakan tugas sebagai berikut :

1. Pelaksanaan tugas rutin yaitu Program kerja Pemeriksaan Tahunan (PKPT) 2019 Yang meliputi audit terhadap :
  - a. Audit atas proses bisnis Divisi HC&GA
  - b. Audit atas proses bisnis Divisi Legal
  - c. Audit atas proses Revenue Cycle
  - d. Audit atas proses Pengadaan Barang dan Jasa
  - e. Audit investigasi
2. Sebagai counterpart untuk mendampingi audit eksternal yaitu :
  - a. Audit ISO 9001:2015 dari Lloyd register
  - b. Audit laporan Keuangan dari Pwc
  - c. Tindak lanjut atas temuan BPK kepada Pertamina yang terkait dengan PTC

### Internal Audit Unit Competency Development

The company facilitates the implementation of development programs for employees of the Internal Audit Unit in order to improve employee competency. This program is expected to have a positive impact on the productivity and effectiveness of Internal Audit performance.

Concerning competency improvement activities that have been followed by Internal Audit throughout 2019 can be seen in the Company Profile chapter in this annual report.

### Brief Report on the Implementation of Internal Audit Tasks in 2019

Throughout 2019, the Internal Audit Division has carried out the following tasks:

1. Performing routine tasks, namely the Annual Audit Work Program (PKPT) 2019 Which includes audit of:
  - a. Audit of HC&GA Division business processes
  - b. Audit of Legal Division business processes
  - c. Audit of Revenue Cycle process
  - d. Audit of Goods and Services Procurement process
  - e. Audit investigation
2. As a counterpart to accompany the external audit, namely:
  - a. ISO 9001: 2015 audit from Lloyd register
  - b. Audit of financial statements from Pwc
  - c. Follow up on BPK's findings to Pertamina related to PTC

## Temuan dan Tindak Lanjut

## Findings and Follow Up

### Status Tindak Lanjut Temuan Audit Internal Desember 2019

Status of Follow Up of Internal Audit's Findings December 2019

No	Divisi Division	Jenis Audit (Internal/Eksternal) Type of Audit (Internal/External)	Jumlah Temuan Number of Findings	Progress Temuan Progress of Findings		Progress Penyelesaian Progress of Settlement	Tanggal LHA Date of LHA
				Close	Open		
<b>Outstanding Issue Melebihi End Date</b> Outstanding Issue Exceeding End Date							
1	<i>Manpower Supply</i>	Audit Internal Internal Audit	19	16	3	84%	22 November 2018 November 22, 2018
2	<i>Training and Consulting</i>	Audit Internal Internal Audit	6	5	1	83%	31 Desember 2018 December 31, 2018
3	<i>Security Services</i>	Audit Internal Internal Audit	27	20	7	74%	5 September 2017 dan 31 Desember 2018 September 5, 2017 and December 31, 2018
4	<i>EO</i>	Audit Internal Internal Audit	6	4	2	67%	22 November 2018 November 22, 2018
5	<i>HC &amp; GA (Procurement)</i>	Audit Internal Internal Audit	9	7	2	78%	31 Desember 2018 December 31, 2018
6	<i>Sekper (HSE)</i>	Audit Internal Internal Audit	21	21	0	100%	5 Oktober 2018 October 5, 2018
7	<i>Keuangan Finance</i>	Audit Internal Internal Audit	21	16	5	76%	31 Desember 2018 December 31, 2018
8	<i>Assessment Center</i>	Audit Internal Internal Audit	-	-	-	-	-
9	<i>PEPD</i>	Audit Internal Internal Audit	-	-	-	-	-
<b>Total Temuan Audit Internal</b> Total Internal Audit's Findings			<b>109</b>	<b>89</b>	<b>20</b>	<b>82%</b>	



## Akuntan Publik

Akuntan publik merupakan organ eksternal Perusahaan yang berfungsi memberikan opini terkait kesesuaian penyajian laporan keuangan Perusahaan terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia.

### Prosedur Audit Eksternal dan Standar Audit

1. Audit atas laporan keuangan Perusahaan dilakukan sesuai dengan standar profesional Akuntan Publik yang mencakup seluruh prosedur audit yang dipandang perlu sesuai dengan keadaan.
2. Audit meliputi pengujian dan evaluasi terhadap sistem pengendalian intern, serta pemeriksaan, atas dasar pengujian, bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Audit juga akan meliputi penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, serta penilaian atas penyajian laporan keuangan secara keseluruhan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang dikeluarkan oleh IAI.
3. Sebagai bagian dari proses audit, Kantor Akuntan Publik (KAP) juga melakukan tanya jawab kepada manajemen mengenai pernyataan manajemen yang disajikan dalam laporan keuangan.
4. Audit mengandung risiko inheren bahwa jika terdapat kekeliruan dan ketidakberesan yang material. Jika terdapat hal tersebut, KAP akan menyampaikan kepada manajemen.
5. Manajemen menyetujui kertas kerja pemeriksaan KAP atas Perusahaan untuk di-review oleh badan atau otoritas terkait.

Audit dilaksanakan berdasarkan Standar Profesional Akuntan Publik yang diterbitkan oleh Institut Akuntan Publik Indonesia (IAPI). Jika terdapat bantuan keuangan Pemerintah RI, maka audit dilaksanakan berdasarkan Standar Pemeriksaan Keuangan Negara (SPKN) yang diterbitkan oleh Badan Pengawasan Keuangan (BPK) RI.

## Mekanisme Penunjukan Akuntan Publik

Dalam menentukan Akuntan Publik sebagai auditor eksternal, Perusahaan melakukan pemilihan Akuntan Publik sesuai dengan aturan yang berlaku. Kebijakan dan prosedur pemilihan ini dilaksanakan oleh Dewan Komisaris untuk melaksanakan proses penunjukan calon auditor eksternal dan/atau penunjukan kembali auditor eksternal dan penyampaian usulan calon auditor eksternal kepada RUPS/Pemilik Modal. Hal ini dilandasi sebagaimana yang tertera dalam *Board Manual* tentang Seleksi Auditor Eksternal, juga dalam kebijakan pokok tata kelola. Dewan Komisaris menyampaikan kepada RUPS/Pemilik Modal alasan pencalonan tersebut dan besarnya honorarium/imbal jasa yang diusulkan untuk auditor eksternal tersebut. Dewan Komisaris juga mengevaluasi kinerja Auditor Eksternal sesuai dengan ketentuan dan standar yang berlaku.

## Public Accountant

Public accountants are the Company's external organs whose function is to provide opinions related to the suitability of the presentation of the Company's financial statements to the Financial Accounting Standards (SAK) in force in Indonesia.

### External Audit Procedures and Audit Standards

1. Audits of the Company's financial statements are conducted in accordance with the professional standards of the Public Accountant which covers all audit procedures deemed necessary in accordance with the circumstances.
2. The audit includes testing and evaluating the internal control system, as well as checking, on the basis of testing, evidence supporting the amounts and disclosures in the financial statements. The audit will also include an assessment of the accounting principles used and significant estimates made by management, as well as an evaluation of the presentation of the overall financial statements in accordance with the Statement of Financial Accounting Standards (PSAK) issued by IAI.
3. As part of the audit process, the Public Accounting Firm (KAP) also conducts questions and answers to management regarding management statements presented in the financial statements.
4. Audit carries an inherent risk that if there are material errors and irregularities. If there is this, the KAP will submit it to management.
5. Management approves the KAP examination work paper on the Company for review by the relevant agency or authority.

The audit was conducted based on the Professional Standards of Public Accountants issued by the Indonesian Institute of Certified Public Accountants (IAPI). If there is financial assistance from the Government of the Republic of Indonesia, the audit is carried out based on the State Financial Examination Standards (SPKN) issued by the Indonesian Financial Supervisory Agency (BPK).

## Mechanism for Appointing a Public Accountant

In determining the Public Accountant as an external auditor, the Company chooses the Public Accountant in accordance with applicable regulations. The election policies and procedures are carried out by the Board of Commissioners to carry out the process of appointing external auditor candidates and/or reappointing external auditors and submitting the proposed external auditor candidates to the GMS/Capital Owners. This is based as stated in the Board Manual on External Auditor Selection, also in the main governance policies. The Board of Commissioners submits to the GMS/Capital Owner the reason for the nomination and the amount of the proposed fee/fee for the external auditor. The Board of Commissioners also evaluates the performance of the External Auditor in accordance with applicable provisions and standards.

### Mekanisme Penunjukan Hingga Penetapan Akuntan Publik

### Mechanism of Appointment to Determination of Public Accountant



### Akuntan Publik Tahun 2019

Dasar penunjukan Akuntan Publik tahun 2019 adalah RUPS Tahunan pada 22 Mei 2019.

### Public Accountant in 2019

The basis for the appointment of the 2019 Public Accountant is the Annual General Meeting of Shareholders on May 22, 2019.

#### Akuntan Publik Tahun 2019

#### Public Accountant in 2019

Kantor Akuntan Publik / Public Accounting Firm	:	Tanudiredja, Wibisana, Rintis & Rekan
Akuntan / Accountant	:	Daniel Kohar, S.E., CPA
Izin Akuntan Publik / Public Accountant License	:	No.AP.1130
Tahun Audit / Audit Year	:	2019
Periode Penugasan / Assignment Period	:	31 Desember 2019 – 20 Februari 2020 / December 31, 2019 – February 20, 2020
Jasa / Service	:	Audit Laporan Keuangan 2019 / Audit of 2019 Financial Statements
Jasa Lainnya / Other Services	:	-
Biaya / Fee	:	Rp217.077.424

### Daftar Akuntan Publik

Guna kebutuhan transparansi, berikut disampaikan daftar Kantor Akuntan Publik, Akuntan dan biaya yang diberikan dalam mengaudit laporan keuangan Perusahaan untuk periode 6 (enam) tahun terakhir.

### List of Public Accountants

For the needs of transparency, the following is a list of Public Accountants, Accountants and fees provided in auditing the Company's financial statements for the past 6 (six) years.



**Daftar Akuntan Publik 2013-2019**

**List of Public Accountants 2013-2019**

Tahun Buku Viscal Year	Kantor Akuntan Publik Public Accounting Firm	Alamat Address	Akuntan Accountant	Opini Opinion	Biaya Jasa Service cost (Rp)
2019	Tanudiredja, Wibisana, Rintis & Rekan	WTC 3, JL. Jend. Sudirman Kav. 29-31, Jakarta 12920	Daniel Kohar, S.E., CPA	Wajar Fair	217.077.424
2018	Purwantono, Sungkoro, Surja & Partner (Ernst & Young)	Ged. Bursa Efek Indonesia, Tower II, Lt.7, JL. Jend. Sudirman Kav. 52-53, Jakarta Selatan	Hari Purwanto	Wajar Fair	175.321.701
2017	Tanudiredja, Wibisana, Rintis & Rekan (PricewaterhouseCoopers)	Plaza 89, JL. HR Rasuna Said Kav.X-7 No.6 Jakarta 12940	Daniel Kohar, SE. CPA	Wajar Fair	166.208.000
2016	Kosasih, Nurdyaman, Mulyadi, Tjahjo & Rekan (Crowe Horwath)	Plaza 89, JL. HR Rasuna Said Kav.X-7 No.6 Jakarta 12940	Yusron, SE. Ak. CPA	Wajar Fair	172.125.000
2015	Kosasih, Nurdyaman, Mulyadi, Tjahjo & Rekan (Crowe Horwath)	Cyber 2 Tower 21st Floor Unit F, JL. HR Rasuna Said Blok X-5, Jakarta 12950	Drs. Nunu Nurdyaman CPA	Wajar Fair	170.000.000
2014	Kosasih, Nurdyaman, Mulyadi, Tjahjo & Rekan (Crowe Horwath)	Cyber 2 Tower 21st Floor Unit F, JL. HR Rasuna Said Blok X-5, Jakarta 12950	Drs. Ruchjat Kosasih, MM. CPA	Wajar Fair	136.000.000
2013	Kosasih, Nurdyaman, Mulyadi, Tjahjo & Rekan (Crowe Horwath)	Cyber 2 Tower 21st Floor Unit F, JL. HR Rasuna Said Blok X-5, Jakarta 12950	Drs. Ruchjat Kosasih, MM. CPA	Wajar Fair	162.000.000

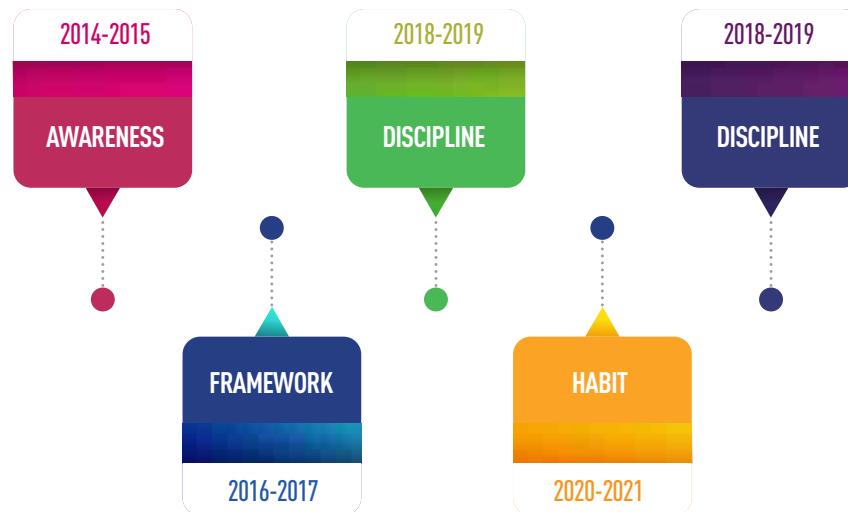
## MANAJEMEN RISIKO

### Landasan Penerapan Manajemen Risiko

Dalam mewujudkan visi PTC menjadi perusahaan kelas dunia di bidang Human Capital, Consulting dan Jasa Manajemen lainnya, maka dipandang perlu memperhatikan lingkungan bisnis (internal dan eksternal) PTC. Dinamika lingkungan bisnis perusahaan yang tinggi mengakibatkan peningkatan eksposur risiko yang melekat (inherent) di seluruh aktivitas bisnis perusahaan.

Dalam rangka mengantisipasi potensi risiko di lingkungan kegiatan bisnis PTC, perusahaan memiliki kebijakan di bidang Manajemen Risiko yang dituangkan dalam STK Manajemen Risiko No.A-011/PTC-10000/2016-S1 dan telah diberlakukan pada tanggal 2 Mei 2016 berdasarkan Surat Keputusan dari Direktur Utama PTC. Tujuan kebijakan pengelolaan risiko ini adalah memberikan *assurance* terkait ketercapaian terhadap target yang telah di tuangkan dalam Rencana Kerja & Anggaran Perusahaan Tahun 2019.

Dengan adanya landasan tersebut, maka sistem manajemen risiko yang diterapkan di PTC secara garis besar menekankan pada lima hal yaitu *risk awareness, framework, discipline, habit & culture*. Kelima hal tersebut saling terkait dan terangkum dalam *Enterprise Risk Management (ERM) Roadmap* PTC. ERM Roadmap ini menjadi acuan dalam menerapkan dan mengevaluasi manajemen risiko di PTC.



Pengelolaan risiko dilakukan secara terkoordinasi dengan segregasi hierarki dari pekerja hingga pimpinan tertinggi sehingga memberikan pandangan risiko yang lebih luas, meskipun masih belum terintegrasi dalam penanganan risiko antar lini bisnis. Komitmen penerapan manajemen risiko PTC Tahun 2019 tertuang dalam traktat Implementasi Manajemen Risiko yang telah di tandatangani oleh seluruh Direksi PTC beserta seluruh Manajer Divisi PTC pada tanggal 5 Desember 2018.

### FRAMEWORK ISO 31000:2018 SEBAGAI KERANGKA KERJA MANAJEMEN RISIKO DI PTC

Dalam penerapan pengelolaan risiko di PTC, landasan kerangka kerja manajemen risiko yang digunakan mengacu pada standar mutu yang digunakan oleh Pertamina (Persero) yaitu ISO 31000:2018. Pola pelaksanaan tersebut digambarkan sebagai berikut:

## RISK MANAGEMENT

### The Basis for the Implementation of Risk Management

In realizing PTC's vision of becoming a world-class company in the field of Human Capital, Consulting and other Management Services, it is deemed necessary to pay attention to the business environment (internal and external) of PTC. The high dynamics of the Company's business environment has led to an increase in inherent risk exposures throughout the Company's business activities.

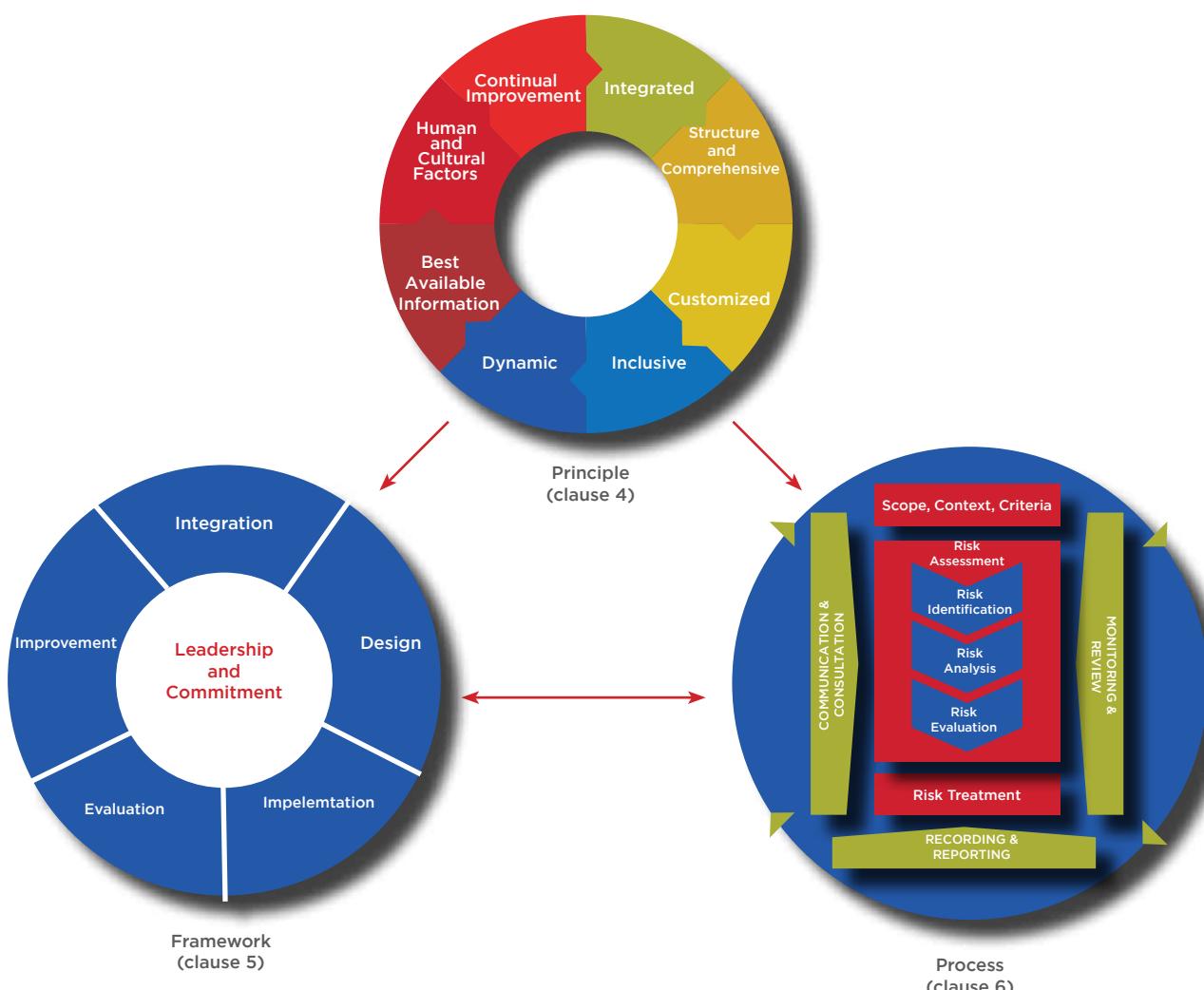
In order to anticipate potential risks in the PTC business environment, the company has a policy in the field of Risk Management as outlined in STK Risk Management No.A-011/PTC-10000/2016-S1 and entered into force on 2 May 2016 based on a Decree from the President Director of PTC. The purpose of this risk management policy is to provide assurance regarding the achievement of the targets set forth in the 2019 Corporate Work Plan & Budget.

With this foundation, the risk management system implemented in PTC outlines emphasizes five things, namely risk awareness, framework, discipline, habits & culture. These five things are interrelated and summarized in the PTC Enterprise Risk Management (ERM) Roadmap. ERM Roadmap is a reference in implementing and evaluating risk management in PTC.

Risk management is carried out in a coordinated manner with a hierarchical segregation from employees to highest leadership so as to provide a broader view of risk, although the risk management is still not related between business lines. The commitment to implement PTC risk management in 2019 is contained in the Risk Management Implementation Treaty signed by all PTC Directors and all PTC Division Managers on December 5, 2018.

### FRAMEWORK ISO 31000: 2018 AS A RISK MANAGEMENT FRAMEWORK IN PTC

In the application of risk management in PTC, the basis for risk management framework used refers to the quality standards used by Pertamina (Persero), namely ISO 31000: 2018. The pattern of implementation is illustrated as follows:



Kerangka kerja pengelolaan risiko PTC mencakup penentuan konteks risiko, risk assessment, risk treatment, communication & consultation, monitoring & review dan recording & reporting. Proses penentuan konteks risiko dilakukan oleh fungsi ERM [Enterprise Risk Management] PTC berdasarkan Rencana Kerja & Anggaran Perusahaan 2019 serta kebijakan Direksi.

Prinsip manajemen risiko sebagai landasan paradigma untuk melaksanakan pengelolaan risiko secara efektif (kerangka kerja dan proses pengelolaan) pada setiap tingkatan organisasi. Efektivitas pengelolaan risiko bergantung pada penerapan kerangka kerja manajemen risiko PTC.

Proses risk assessment dilakukan oleh risk owner pada level Divisi yang diwakili oleh Champion Leader dari masing-masing Divisi dengan mengidentifikasi penyebab risiko, luasan dampak serta perubahan-perubahan yang dituangkan dalam Risk Register, selanjutnya dilakukan analisa dari potensi risiko untuk disusun rencana penanganan risikonya. Metode analisa risiko dilakukan secara kuantitatif menggunakan metode VAR (Value at Risk) dan metode Delphi.

### Unit Manajemen Risiko

Pelaksanaan pengelolaan risiko PTC didukung perangkat yang cukup lengkap, dimana Perusahaan memiliki fungsi ERM di bawah Divisi Performance Evaluation & Program Development. Berdasarkan Surat Keputusan Direktur Utama PTC No.Kpts-101/PTC-10000/2016-S1 tanggal 2 Mei 2016, Direksi telah menunjuk Manager Performance Evaluation & Program Development sebagai pengelola Manajemen Risiko.

PTC risk management framework includes determining the context of risk, risk assessment, risk treatment, communication & consultation, monitoring & review, and recording & reporting. The process of determining the risk context is carried out by PTC ERM [Enterprise Risk Management] function based on the 2019 Corporate Work Plan & Budget and Board of Directors' policies.

The principle of risk management as a paradigm base for carrying out effective risk management (framework and management process) at every level of the organization. The effectiveness of risk management depends on the application of PTC risk management framework.

The risk assessment process is carried out by the risk owner at Division level, represented by the Champion Leaders of each Division by identifying the causes of risk, the extent of impact and the changes set forth in the Risk Register, then an analysis of potential risks is prepared for the risk management plan. The risk analysis method is carried out quantitatively using VAR (Value at Risk) method and Delphi method.

### Risk Management Unit

The implementation of PTC risk management is supported by a fairly comprehensive set of tools, where the Company has an ERM function under the Performance Evaluation & Program Development Division. Based on the Decree of the President Director of PTC No.Kpts-101/PTC-10000/2016-S1 dated 2 May 2016, the Board of Directors has appointed the Performance Evaluation & Program Development Manager as the manager of Risk Management.



**Arini Tathagati**

Manajer Performance Evaluation & Program Development / Performance Evaluation & Program Development Manager

Dasar Pengangkatan: Kpts-005/PTC-DU10000/2013-S1 tanggal 3 September 2013 Periode ke: 1

Basis of Appointment: : Kpts-005/PTC-DU10000/2013-S1 dated September 3, 2013 1st Period

**Data Pribadi / Personal data**

Warga negara Indonesia / Indonesian citizen

Usia 43 tahun / 43 years old

Kelahiran Jakarta, 9 September 1976 / Born in Jakarta, September 9, 1976

**Domisili / Domicile**

Jakarta Selatan, DKI Jakarta, Indonesia / South Jakarta, DKI Jakarta, Indonesia

**Pendidikan / Education**

S2 Magister Teknik Kimia Institut Teknologi Bandung, tahun lulus 2002 / Master of Chemical Engineering from Bandung Institute of Technology, graduated in 2002

**Sertifikasi Profesi / Professional Certification**

"Certified Risk Management Professional", Nomor Sertifikat 1537/B-126/VIII/2019 / "Certified Risk Management Professional", Certificate Number 1537/B-126/VIII/2019

**Bergabung di Perusahaan / Joined the Company**

8 September 2003 / September 8, 2003

**Pengalaman Kerja / Work experience**

2012-2013 Asisten Manajer Market Development PT Pertamina Training & Consulting

2003-2012 Staf Pengembangan Program & Pemasaran PT Pertamina Training & Consulting

2002-2003 Teknisi Laboratorium Konversi Elektrokimia Departemen Teknik Kimia Institut Teknologi Bandung

2012-2013 Assistant Market Development Manager of PT Pertamina Training & Consulting

2003-2012 Program Development & Marketing Staff of PT Pertamina Training & Consulting

2002-2003 Electrochemical Conversion Laboratory Technician Department of Chemical Engineering Bandung Institute of Technology

**Pengalaman Proyek / Project Experience**

2013 Coach untuk Breakthrough Project (BTP) "Training Program for Iraq"

2006-2013 Project Officer dan Program Development untuk Pelatihan Operator & Foreman SPBU Pertamina Way

2006 Project Officer dan Konsultan Junior untuk Risk Assessment Jaringan Pipa menggunakan metode W.K. Muhlbauer untuk jalur pipa Labuan Deli-Belawan

2005-2006 Project Officer dan Konsultan Junior untuk Konsultasi Penyusunan TKO Pengelolaan Kilang PT Trans Pacific Petrochemical Indotama (TPPI)

2003 Konsultan Teknologi Proses untuk Konsultasi Pemetaan Korosi menggunakan Metode Risk-Based Inspection API 581 untuk Unit 019 Visbreaker, Pertamina Unit Pengolahan IV Cilacap

2002 Konsultan Teknologi Proses untuk Konsultasi Pemetaan Korosi menggunakan Metode Risk-Based Inspection API 581 untuk Crude Distilling Unit, Pertamina Unit Pengolahan VI Balongan

2013 Coach for Breakthrough Project (BTP) "Training Program for Iraq"

2006-2013 Project Officer and Development Program for Pertamina Way Gas Station Operator & Foreman Training

2006 Project Officer and Junior Consultant for Pipeline Risk Assessment using the W.K method. Muhlbauer for Labuan Deli-Belawan pipeline

2005-2006 Project Officer and Junior Consultant for PTO Trans Pacific Petrochemical Indotama (TPPI) Refinery Management Consulting

2003 Process Technology Consultant for Corrosion Mapping Consultation using API 581 Risk-Based Inspection Method for Unit 019 Visbreaker, Pertamina Processing Unit IV Cilacap

2002 Process Technology Consultant for Corrosion Mapping Consultation using API 581 Risk-Based Inspection Method for Crude Distilling Unit, Pertamina Balongan VI Processing Unit



Hingga akhir tahun 2019, Unit Manajemen Risiko memiliki 2 (dua) pegawai dengan rincian penempatan dan pelaksanaan tugas sebagai berikut:

Jabatan/Fungsi Position/Function	Nama Name
Manajer Performance Evaluation & Program Development	Arini Tathagati
Corporate Risk Management Officer	Denada Tirta Amertha
Jumlah / Number	2 orang / people

### Sertifikasi Profesi Manajemen Risiko

Sertifikasi profesi menjadi sebuah aspek penting bagi pengelola risiko perusahaan untuk memahami perkembangan pengelolaan manajemen risiko, khususnya terkait kepatuhan terhadap peraturan serta perkembangan industri. Berikut disampaikan sertifikasi profesi yang dimiliki pegawai Unit Manajemen Risiko hingga akhir tahun 2019.

Nama	Jabatan Position	Level Sertifikasi Certification Level
Arini Tathagati	Manajer Performance Evaluation & Program Development	Certified Risk Management Professional
Denada Tirta Amertha	Corporate Risk Management Officer	Certified Risk Management Professional

### Profil Risiko dan Upaya Pengelolaan Risiko PTC 2019

Sesuai Surat Direktur Perencanaan, Investasi, & Manajemen Risiko PT Pertamina (Persero) No.R-074/G00000/2018-S0 perihal Informasi Batas Toleransi Risiko Tahun 2019 tanggal 31 Juli 2018, PTC telah melakukan penyusunan Risk Register On Going Business Tahun 2019 mengikuti standar penyusunan Risk Register PT Pertamina (Persero) dengan menggunakan metode FTA (*Fault Tree Analysis*) & FMEA (*Failure Mode Effect Analysis*) dengan mengacu pada RIM (*Risk Intelligence Map*).

Risk Register On Going Business PTC Tahun 2019 telah ditandatangani oleh Direktur Utama PTC pada tanggal 31 Oktober 2018 dan telah dituangkan komitmen tertulis dalam bentuk Traktat Management Risiko yang ditandatangani oleh *Board of Director* PTC dan seluruh Manager PTC pada tanggal 5 Desember 2019.

Penyusunan Risk Register *On Going Business* Tahun 2019 mengacu pada ketentuan nilai Batas Toleransi Risiko (BTR) sebagai dasar untuk menentukan skala dampak risiko *inherent* dan *residual*. Nilai Batas Toleransi Risiko (BTR) PTC Tahun 2019 sebesar 8% dari target profit atau sebesar 3.294.231 USD Kurs Rp. 14.400,- (Rp. 47.436.932.156,-). All Risk PTC tahun 2019 berjumlah 295 risiko yang merupakan gabungan dari seluruh risiko di level Divisi PTC maupun risiko di level direksi. Sosialisasi Top Risk PTC 2019 telah dilaksanakan pada berbagai kesempatan, antara lain: *Meeting Champion Team, Performance Dialogue, Meeting Management, Meeting Komite Risiko, Townhall Meeting* dan Memorandum.

Berikut adalah Top Risk PTC 2019 yang telah di submit pada ERMS (*Enterprise Risk Management System*) PT Pertamina (Persero) dan telah diajukan ke Fungsi ERM Pertamina (Persero):

#### 1. Risiko Governance, Compliance & Legal

*Risiko Governance, Compliance & Legal* merupakan risiko yang berkaitan dengan kepatuhan perusahaan terhadap aturan tata kelola (*corporate governance*) dan etika bisnis (*business ethics*). Adapun risiko PTC yang berkaitan dengan risiko *Governance, Compliance & Legal* antara lain: Terjadinya Permasalahan Hubungan Industrial Dengan Pekerja TKJP, Kejadian Force Majeure, Accident, Insiden atau Tuntutan Hukum Tidak Tercover Dalam Klausul, dan Temuan Internal Audit Tidak Ditindaklanjuti oleh *Auditee*. Langkah yang PTC lakukan untuk memitigasi risiko tersebut dengan cara meningkatkan koordinasi dengan pemangku kepentingan dan melakukan *review legalitas* pada setiap aktivitas bisnis perusahaan.

Until the end of 2019, the Risk Management Unit has 2 (two) employees with the following placement and implementation details

### Risk Management Profession Certification

Professional certification is an important aspect for company risk managers to understand the development of risk management, particularly related to compliance with regulations and industry developments. The following is the professional certification owned by employees of Risk Management Unit until the end of 2019.

### PTC Risk Profile and Risk Management Efforts 2019

In accordance with PT Pertamina (Persero) No. Director of Planning, Investment & Risk Management R-074/G00000/2018-S0 concerning Information on Risk Tolerance Limits for 2019 dated July 31, 2018, PTC has prepared the Risk Register On Going Business in 2019 following the standard preparation of PT Pertamina (Persero) Risk Register using the FTA (*Fault Tree Analysis*) method & FMEA (*Failure Mode Effect Analysis*) with reference to the RIM (*Risk Intelligence Map*).

The PTC Risk Register On Going Business of 2019 was signed by the PTC Managing Director on 31 October 2018 and written commitment was made in the form of a Risk Management Treaty signed by the PTC Board of Directors and all PTC Managers on 5 December 2019.

The preparation of the Risk Register On Going Business in 2019 refers to the provisions of the Risk Tolerance Limit (BTR) as a basis for determining the scale of the impact of inherent and residual risks. PTC Risk Tolerance Limit (BTR) for 2019 is 8% of the target profit or 3,294,231 USD Exchange rate is Rp. 14,400 (IDR 47,436,932,156,-). PTC All Risk in 2019 amounted to 295 risks which is a combination of all risks at the PTC Division level and at the director level. PTC 2019 Top Risk socialization has been carried out on various occasions, including: Champion Team Meeting, Performance Dialogue, Meeting Management, Risk Committee Meeting, Townhall Meeting and Memorandum.

The following is the PTC 2019 Top Risk that has been submitted to the PT Pertamina (Persero) ERMS (*Enterprise Risk Management System*) and has been submitted to the Pertamina (Persero) ERM Function:

#### 1. Governance, Compliance & Legal Risk

Governance, Compliance & Legal Risks are risks related to company compliance with corporate governance and business ethics. PTC risks related to Governance, Compliance & Legal risks include: Occurrence of Industrial Relations Disputes with TKJP Workers, Force Majeure, Accident, Incident or Legal Claims Not Covered in the Clause, and Internal Audit Findings Not Followed Up by the Auditee. The measures taken by PTC to mitigate these risks are by increasing coordination with stakeholders and conducting a legality review on each company's business activities.

## 2. Risiko Strategis dan Perencanaan

Risiko strategis dan perencanaan merupakan risiko terkait dengan perencanaan strategis PTC. Adapun risiko yang PTC hadapi yang berkaitan dengan perencanaan strategis antara lain: *sustainability business, business competitiveness, planning*. Langkah yang PTC lakukan untuk memitigasi risiko tersebut dengan cara *foresight business* dan melakukan analisa kebutuhan pelanggan.

## 3. Risiko Finansial

Risiko Finansial merupakan adalah risiko terkait dengan kegiatan bisnis antara lain *accounting, credit, liquidity & finance intelligence, financial market, planning & budgeting*, dan *financial operational* yang mengakibatkan kerugian keuangan perusahaan. Risiko yang PTC hadapi berkaitan dengan *financial risk* antara lain: *account receivable, cashflow* dan *operating capital*. Langkah yang PTC lakukan untuk memitigasi risiko tersebut dengan cara melakukan *monitoring* terhadap tagihan yang telah melebihi batas waktu, melakukan *resourcing* pendanaan, melakukan *cashflow projection*.

## 4. Risiko Operasional

Risiko Operasional dan Infrastruktur merupakan risiko terkait dengan kegiatan operasional dan prasarana Pertamina antara lain *corporate assets, human resources, information technology, external events, legal, process management, product development, and sales, marketing and communications*. Risiko yang PTC hadapi berkaitan dengan risiko operasional antara lain: budaya HSE, project management, utilisasi sistem terintegrasi dan *fit to work*. Langkah yang PTC lakukan untuk memitigasi risiko tersebut dengan cara memperkuat sistem pengelolaan proyek, internalisasi budaya HSE ke seluruh pekerja, sosialisasi serta *coaching* penggunaan sistem terintegrasi dan melakukan pengecekan kesehatan rutin pada seluruh pekerja.

## 5. Risiko Reputasi

Risiko reputasi adalah risiko yang berkaitan dengan citra perusahaan. Risiko yang PTC hadapi berkaitan dengan risiko reputasi terkait penurunan brand perusahaan. Langkah yang PTC lakukan untuk memitigasi risiko tersebut antara lain dengan aktif dalam mengikuti kegiatan-kegiatan yang mampu memberikan citra positif bagi perusahaan.

Upaya mengelola risiko dilakukan oleh setiap *Risk Owner* dari masing-masing Divisi dan dimonitor secara berkala oleh fungsi *Enterprise Risk Management* di Divisi PEPD (Performance Evaluation & Program Development) melalui realisasi kegiatan mitigasi risiko dengan *performance* sampai dengan bulan Desember 2019 sebagai berikut:

## 2. Strategic and Planning Risk

Strategic and planning risks are risks associated with PTC strategic planning. The risks that PTC faces relating to strategic planning include: business sustainability, business competitiveness, planning. The measures taken by PTC to mitigate these risks are by foresight business and analyzing customer needs.

## 3. Financial risk

Financial Risks are the risks associated with business activities including accounting, credit, liquidity & finance intelligence, financial markets, planning & budgeting, and financial operations that result in financial losses of the company. The risks that PTC faces related to financial risk, including: receivable accounts, cash flow and operating capital. The measures taken by PTC to mitigate these risks are by monitoring bills that have exceeded the time limit, resourcing funding, conducting cash flow projection.

## 4. Operational Risk

Operational and Infrastructure Risks are risks related to Pertamina's operational and infrastructure activities including corporate assets, human resources, information technology, external events, legal, process management, product development, and sales, marketing and communications. The risks that PTC faces related to operational risks including: HSE culture, project management, integrated system utilization and fit to work. The measures taken by PTC to mitigate these risks are by strengthening the project management system, internalizing HSE culture to all workers, socializing and coaching the use of integrated systems and conducting routine health checks on all workers.

## 5. Reputation Risk

Reputational risks are the risks associated with the company's image. The risk that PTC faces related to reputation risk are the decline in the company's brand. The steps taken by PTC to mitigate these risks include actively participating in activities that are able to provide a positive image for the company.

Efforts to manage risk are carried out by each Risk Owner of each Division and regularly monitored by the Enterprise Risk Management function in the PEPD (Performance Evaluation & Program Development) Division through the realization of risk mitigation activities with performance up to December 2019 as follows:

Divisi Division	Average Risk Management Performance
Fungsi Profit Center Profit Center Function	98,54%
Fungsi Support Support Function	90,59%
Fungsi Leher Neck Function	89,68%
Rata-rata Realisasi Implementasi Mitigasi Risiko Average Realization of Risk Mitigation Implementation	94,04%



## Review atas Sistem Manajemen Risiko yang Diterapkan Perusahaan dan Hasilnya

Evaluasi risiko dilakukan dengan tujuan mendukung dalam proses pengambilan keputusan melalui kajian analisa risiko serta menentukan langkah mitigasi yang harus dilakukan selanjutnya. Pada setiap tahapan, dilakukan proses komunikasi dan konsultasi dengan tujuan memastikan risk owner memahami risiko yang dimiliki secara utuh.

Pengukuran efektivitas sistem manajemen risiko dilakukan oleh Divisi Internal Audit melalui mekanisme Risk-based Audit (RBA). Pada saat ini, Fungsi ERM bekerja sama dengan Divisi Internal Audit dalam proses menyusun metode RBA tersebut. Hasil pemeriksaan disampaikan dalam bentuk rekomendasi atau temuan yang dilaporkan kepada komite audit dan risiko PTC. Berdasarkan hasil rekomendasi tersebut, PTC dapat melakukan perbaikan dan pengembangan yang dibutuhkan untuk pengelolaan risiko yang lebih efektif. Hal tersebut dibuktikan oleh beberapa proses manajemen risiko yang telah diterapkan, antara lain:

1. Telah dilakukan identifikasi risiko baik kegiatan on-going business maupun project sebagai bentuk sadar risiko
2. Penerapan perhitungan kuantitatif pada setiap kajian risiko mampu memberikan early warning kepada risk owner sebagai langkah pemberian jaminan ketercapaian sasaran dan target Perusahaan
3. Mampu mengidentifikasi 4 risiko kuantitatif dan 168 risiko kualitatif serta melakukan pemantauan terhadap seluruh risiko yang teridentifikasi, membuktikan bahwa proses manajemen risiko telah dilaksanakan hingga level terbawah setiap unit kerja secara berkala berdasarkan pedoman pelaksanaan manajemen risiko PTC

## Review of the Company's Risk Management System and its Results

Risk evaluation is carried out with the aim of supporting the decision making process through a risk analysis review and determining mitigation steps that must be taken next. At each stage, a communication and consultation process is carried out with the aim of ensuring that the risk owner understands the risks positively.

The measurement of the effectiveness of the risk management system is carried out by the Internal Audit Division through the Risk-based Audit (RBA) mechanism. At present, the ERM Function is working with the Internal Audit Division in the process of developing the RBA method. The examination results are submitted in the form of recommendations or findings reported to the PTC audit committee and risk. Based on the results of these recommendations, PTC can make improvements and development needed for more effective risk management. This is evidenced by several risk management processes that have been implemented, including:

1. Risk identification has been carried out both on-going business and project activities as a form of risk awareness
2. The application of quantitative calculations in each risk study is able to provide an early warning to the risk owner as a step to guarantee the achievement of the Company's targets and targets
3. Able to identify 4 quantitative risks and 168 qualitative risks and monitor all identified risks, proving that the risk management process has been carried out to the lowest level of each work unit on a regular basis based on the PTC risk management implementation guidelines

## SISTEM PENGENDALIAN INTERNAL

### Penerapan Sistem Pengendalian Internal di Lingkup Perusahaan

Berdasarkan Board Manual, Direksi menetapkan rancangan sistem pengendalian intern yang mengatur kerangka (*framework*) pengendalian intern. Direktur Utama dan Direktur Keuangan memberi sertifikasi (assertions) terhadap laporan keuangan tahunan. Dalam sertifikasi ini ditegaskan bahwa tanggung jawab atas penyusunan dan penyajian laporan keuangan Perusahaan ada pada Direksi; penyusunan dan penyajian laporan keuangan sesuai dengan prinsip akuntansi yang berlaku umum; informasi dalam laporan keuangan tersebut telah dimuat secara lengkap dan benar, yaitu laporan keuangan tersebut tidak mengandung informasi atau fakta material yang tidak benar serta tidak menghilangkan informasi material; dan Direksi bertanggung jawab atas sistem pengendalian intern Perusahaan.

Audit internal yang dilaksanakan mendapatkan monitoring tindak lanjut hasil pemeriksaan SPI dan auditor eksternal KAP. Pelaksanaan tindak lanjut dilaporkan Direksi kepada Dewan Komisaris secara berkala setiap bulan dalam Laporan Manajemen. Dengan sistem yang dibangun ini, mampu menghasilkan progres (tingkat penyelesaian) pelaksanaan tindak lanjut dari rekomendasi SPI pada tahun yang bersangkutan dan auditor eksternal.

Penerapan sistem pengendalian internal di Perusahaan mengacu pada konsep *Committee of Sponsoring Organizations (COSO) of the Treadway Commission* yang terdiri dari 5 (lima) komponen Sistem Pengendalian Internal sebagaimana yang tercantum pada kebijakan umum pengendalian internal Perusahaan yang terlampir dalam Piagam Audit Internal (*Internal Audit Charter*). Dimana kegiatan pengendalian internal Perusahaan meliputi 5 (lima) komponen yaitu:

1. Lingkungan pengendalian (control environment),
2. Penaksiran risiko (risk assessment),
3. Aktivitas pengendalian (control activities),
4. Pemrosesan informasi dan komunikasi (information processing and communication),
5. Pemantauan (*monitoring*)

### Evaluasi yang Dilakukan atas Pelaksanaan Sistem Pengendalian Intern Tahun 2019

Evaluasi yang Dilakukan atas Pelaksanaan Sistem Pengendalian Intern Tahun 2019. Perusahaan telah melakukan evaluasi atas efektivitas pengendalian internal atas laporan keuangan Perusahaan yang berakhir pada 31 Desember 2019 sesuai dengan kriteria yang telah ditetapkan.

Berdasarkan hasil evaluasi tersebut, Perusahaan menyimpulkan bahwa sistem pengendalian internal atas laporan keuangan Perusahaan yang berakhir pada 31 Desember 2019 telah berjalan secara efektif. Sementara untuk mengevaluasi pelaksanaan sistem pengendalian internal, Perusahaan membentuk Satuan Pengawasan Intern (SPI) atau Audit Internal.

SPI merupakan bagian dari Sistem Pengendalian Internal Perusahaan yang dibentuk untuk membantu Direktur Utama dalam memenuhi kewajibannya kepada pemegang saham yang bertanggung jawab di dalam melaksanakan Audit Internal di Perusahaan.

Audit Internal melakukan upaya peningkatan pengendalian internal dalam berbagai kegiatan operasional Perusahaan. Pengendalian internal di lingkungan Perusahaan senantiasa dievaluasi agar mampu mengikuti perkembangan usaha Perusahaan

## INTERNAL CONTROL SYSTEM

### Implementation of Internal Control Systems in the Company's Scope

Based on the Board Manual, the Board of Directors determines the design of an internal control system that regulates the internal control framework. The President Director and the Finance Director provide certification (assertions) on the annual financial statements. In this certification it is emphasized that the responsibility for the preparation and presentation of the Company's financial statements rests with the Directors; the preparation and presentation of financial statements in accordance with generally accepted accounting principles; the information in the financial statements has been contained completely and correctly, i.e. the financial statements do not contain material information or facts that are not true and do not eliminate material information; and Directors are responsible for the Company's internal control system.

Internal audits carried out receive follow-up monitoring of the results of the examination of SPI and KAP external auditors. The follow-up is reported by the Directors to the Board of Commissioners periodically every month in the Management Report. With this system built, able to produce progress (level of completion) the implementation of follow-up from the SPI recommendations in the year concerned and external auditors.

The implementation of the internal control system in the Company refers to the concept of the Committee of Sponsoring Organizations (COSO) of the Treadway Commission which consists of 5 (five) components of the Internal Control System as stated in the Company's general internal control policies attached to the Internal Audit Charter (Internal Audit Charter). Where the Company's internal control activities include 5 (five) components, namely:

1. Control environment ,
2. Risk assessment,
3. Control activities ,
4. Information processing and communication,
5. Monitoring

### Evaluation Made on the Implementation of the Internal Control System in 2019

Evaluation Made on the Implementation of the Internal Control System in 2019. The Company has conducted an evaluation of the effectiveness of internal control over the Company's financial statements that ended December 31, 2019 according to established criteria.

Based on the evaluation results, the Company concluded that the internal control system for the Company's financial statements ended 31 December 2019 was effective. Meanwhile, to evaluate the implementation of internal control system, the Company established an Internal Audit Unit (SPI).

SPI is part of the Company's Internal Control System which was formed to assist the President Director in fulfilling its obligations to shareholders who are responsible for carrying out Internal Audit in the Company.

Internal Audit makes efforts to improve internal control in various activities of Company's operations. Internal control in the Company's environment is always evaluated to be able to follow the development of the Company's business



## Perkara Penting

### Permasalahan Hukum

Uraian mengenai permasalahan hukum yang dihadapi Perusahaan, entitas anak, serta anggota Dewan Komisaris dan Direksi di sepanjang tahun 2019.

Permasalahan Hukum Legal Case	2018		2019	
	Perdata Civil	Pidana Criminal	Perdata Civil	Pidana Criminal
Selesai dan telah mempunyai kekuatan hukum tetap / Completed and has permanent legal force	-	-	1	-
Dalam proses penyelesaian / In the process of completion	1	-	-	-
Jumlah / Number	1	-	1	-

### Perkara Penting yang Dihadapi Perusahaan

Pihak yang Berperkara Parties in litigation	Pokok Perkara Subject Case	Status Perkara Case Status	Risiko yang dihadapi Perusahaan dan Pengaruhnya Terhadap Perusahaan Risk faced by the Company and its Impact on the Company	Tindak Lanjut Follow Up
Pertamina Training & Consulting	Gugatan atas upah lembur pekerja Awak Mobil Tanki PT Patra Niaga Wilayah TBBM Rewulu Provinsi Jogjakarta ISSUE: Adanya gugatan upah lembur para pekerja Awak Mobil Tanki sebesar Rp 2,4 M Lawsuit for overtime pay of PT Patra Niaga Tank TBMM Rewulu workers in Jogyakarta Province ISSUE: There is a lawsuit overtime workers of Tank Crew members amounting to Rp 2.4 billion	Selesai dan sudah berkekuatan hukum tetap, PT PTC menang. Finished and has permanent legal force, PT PTC won.	Tidak ada None	Selesai Finish

### Permasalahan Hukum Yang Sedang Dihadapi Direksi Dan Dewan Komisaris Yang Sedang Menjabat

Selama Tahun 2019, tidak ada permasalahan hukum baik perdata maupun pidana yang sedang dihadapi Dewan Komisaris dan Direksi Perusahaan.

### Perkara Penting di Luar Aspek Hukum

Perusahaan tidak menemukan adanya perkara penting di luar aspek hukum yang melibatkan Perusahaan maupun kepada anggota Dewan Komisaris dan Direksi.

## Important Case

### Legal Issues

A description of the legal problems faced by the Company, its subsidiaries and members of the Board of Commissioners and Directors throughout 2019.

### Important Cases Facing the Company

Pihak yang Berperkara Parties in litigation	Pokok Perkara Subject Case	Status Perkara Case Status	Risiko yang dihadapi Perusahaan dan Pengaruhnya Terhadap Perusahaan Risk faced by the Company and its Impact on the Company	Tindak Lanjut Follow Up
Pertamina Training & Consulting	Gugatan atas upah lembur pekerja Awak Mobil Tanki PT Patra Niaga Wilayah TBBM Rewulu Provinsi Jogjakarta ISSUE: Adanya gugatan upah lembur para pekerja Awak Mobil Tanki sebesar Rp 2,4 M Lawsuit for overtime pay of PT Patra Niaga Tank TBMM Rewulu workers in Jogyakarta Province ISSUE: There is a lawsuit overtime workers of Tank Crew members amounting to Rp 2.4 billion	Selesai dan sudah berkekuatan hukum tetap, PT PTC menang. Finished and has permanent legal force, PT PTC won.	Tidak ada None	Selesai Finish

### Legal Issues That Are Being Faced by the Directors and Board of Commissioners that are currently serving

During 2019, there were no civil or criminal legal issues currently faced by the Company's Board of Commissioners and Directors.

### Important Cases Outside the Legal Aspect

The company did not find any important cases outside the legal aspects involving the Company or members of the Board of Commissioners and Directors.

## Akses Informasi Dan Data Perusahaan

Perusahaan senantiasa memberikan kemudahan bagi para pemangku kepentingan untuk mengakses informasi dan data Perusahaan. Penyebaran informasi kepada pemangku kepentingan merupakan upaya Perusahaan dalam menerapkan praktik tata kelola perusahaan dan transparansi kepada seluruh pemangku kepentingan.

### Akses Data Perusahaan untuk Pihak Eksternal

Komunikasi eksternal dengan para pemangku kepentingan (stakeholder) juga senantiasa dijaga agar dapat berjalan secara sehat dan wajar. Untuk itu Perusahaan telah menyediakan sarana penyampaian informasi dengan menghubungi kantor pusat Perusahaan secara langsung dengan alamat sebagai berikut:

Sekretaris Perusahaan PT Pertamina Training & Consulting  
Jl. Abdul Muis No.52-56A, Jakarta Pusat 10160  
Tel.: +6221 351 4977  
Faks: +6221 2120 1557  
Email: ptc.business@pertamina-ptc.com  
Situs Web: [www.pertamina-ptc.com](http://www.pertamina-ptc.com)

### Akses Data Perusahaan untuk Pihak Internal

Sebagai bentuk tata kelola informasi dan akses data Perusahaan untuk pihak internal, Perusahaan memiliki NAS yaitu sistem informasi yang berfungsi sebagai Pusat Penyimpanan Data dan Kebutuhan Backup serta Share Data yang dimiliki masing-masing Divisi dan hanya dapat diakses oleh Divisi Terkait. Selain itu PTC juga Memiliki sistem terintegrasi yang bernama OSI (One System Integration) yang di dalamnya terdapat aplikasi HRMS, SPKL, SPD Online, Panjar Operasi dan Panjar Dinas, serta Absensi Terintegrasi.

### Tata Kelola Informasi dan Akses Data Perusahaan untuk Pihak Eksternal

Perusahaan memiliki beberapa media penunjang keterbukaan informasi publik, diantaranya situs web dan media publikasi lainnya. Melalui media ini, diharapkan dapat memperlancar upaya Perusahaan dalam menyediakan akses bagi setiap pemangku kepentingan.

Sebagai sarana keterbukaan informasi publik, Perusahaan telah memiliki situs web yang dapat diakses pada alamat [www.pertamina-ptc.com](http://www.pertamina-ptc.com). Sepanjang tahun, Perusahaan melakukan penyempurnaan situs web secara berkala oleh Sekretaris Perusahaan.

Perusahaan memandang media massa sebagai mitra strategis yang dapat menyebarluaskan informasi tentang Perusahaan kepada publik. Melalui publikasi di media massa, Perusahaan berupaya mengakomodir ataupun memberikan kesempatan pada media massa untuk mengetahui lebih lanjut mengenai kinerja, rencana ataupun kebijakan strategis Perusahaan. Beberapa publikasi media massa yang dilakukan di sepanjang tahun 2019 adalah sebagai berikut:

### Realisasi Program Publikasi Tahun 2019

No	Judul Release Title of Release	Media	Tanggal Date	Media
1	PTC Siap Sambut 2019 Dengan Kinerja Maksimal PTC is Ready to Welcome 2019 with Maximum Performance	Website <a href="https://www.pertamina-ptc.com/2629-2/">https://www.pertamina-ptc.com/2629-2/</a>	25 Januari 2019 January 25, 2019	News Article
2	Melatih Kesigapan Dalam Keadaan Darurat Kantor Fungsi HSE PTC Adakan Penanggulangan Keadaan Darurat Tingkat Dasar Practicing Office Emergency Preparedness PTC HSE Function Office Organized Basic Emergency Response	Website <a href="https://www.pertamina-ptc.com/2646-2/">https://www.pertamina-ptc.com/2646-2/</a>	25 Januari 2019 January 25, 2019	News Article
3	Posisi (Linda Delina sebagai Direktur Operasi & Pemasaran PTC) Position (Linda Delina as PTC Operations & Marketing Director)	Energia Weekly 28 Januari 2019	28 Januari 2019 January 28, 2019	News Article
4	Perta Arun Gas Serahkan Buku Kontrak Kerja Sama TKJP Tahun 2019 (Penyebutan nama PTC dalam berita) Perta Arun Gas Submitted TKJP Cooperation Contract Book of 2019 (Mention of PTC name in the news)	Energia Weekly 4 Februari 2019	4 Februari 2019 February 4, 2019	News Article

## Access to Company Information and Data

The Company always makes it easy for stakeholders to access Company information and data. Dissemination of information to stakeholders is the Company's efforts to implement corporate governance practices and transparency to all stakeholders.

### Access Corporate Data for External Parties

External communication with stakeholders is also always maintained so that it can run in a healthy and reasonable manner. For this reason, the Company has provided a means of delivering information by contacting the Company's head office directly with the following address:

Corporate Secretary of PT Pertamina Training & Consulting  
Jl. Abdul Muis No.52-56A, Jakarta Pusat 10160  
Tel.: +6221 351 4977  
Fax: +6221 2120 1557  
Email: ptc.business@pertamina-ptc.com  
Website: [www.pertamina-ptc.com](http://www.pertamina-ptc.com)

### Access Corporate Data for Internal Parties

As a form of corporate information management and data access for internal parties, the Company has a NAS which is an information system that functions as a Data Storage and Backup Needs Center and Data Share owned by each Division and can only be accessed by the Related Division. In addition, PTC also has an integrated system called OSI (One System Integration) in which there are HRMS applications, SPKL, SPD Online, Operational Retirement and Retirement Extensions, and Integrated Attendance.

### Corporate Information Management and Data Access for External Parties

The Company has several media supporting public information disclosure, including websites and other publications. This media is expected to facilitate the Company's efforts in providing access for each stakeholder.

As a means of public information disclosure, the Company has a website that can be accessed at [www.pertamina-ptc.com](http://www.pertamina-ptc.com). Throughout the year, the Company regularly makes improvements to the website by the Corporate Secretary

The Company views the mass media as a strategic partner that can disseminate information about the company to the public. Through publication in the mass media, the Company seeks to accommodate or provide opportunities to the mass media to find out more about the Company's performance, plans or strategic policies. Some of the mass media publications carried out throughout 2019 are as follows:

### Realization of 2019 Publication Program



No	Judul Realease Title of Release	Media	Tanggal Date	Media
5	Suara Pekerja: Apa Makna Safety Bagi Anda? Employee's Voice: What Does Safety Mean for You?	Energia Weekly 18 Februari 2019	18 Februari 2019 February 18, 2019	News Article
6	Umar Fahmi : Sentuhan Informal Umar Fahmi: Informal Touch	Website <a href="https://bumntrack.com/lifestyle/umar-fahmi-sentuhan-informal">https://bumntrack.com/lifestyle/umar-fahmi-sentuhan-informal</a>	14 Maret 2019 March 14, 2019	Advetorial News Article
7	Pertamina Training & Consulting : Speed Up for Change	Website <a href="https://pertamina.com/id/news-room/energia-news/pertamina-training-consulting-speed-up-for-change">https://pertamina.com/id/news-room/energia-news/pertamina-training-consulting-speed-up-for-change</a>	21 Maret 2019 March 21, 2019	News Article
8	Peserta Forum Sinergi Pertamina Group 2019 Antusias Jajaki Kerja Sama Business to Business Participants in Pertamina Group Synergy Forum 2019 Enthusiasm in Exploring Business to Business Cooperation	Website <a href="https://pertamina.com/id/news-room/energia-news/peserta-forum-sinergi-pertamina-group-2019-antusias-jajaki-kerja-sama-business-to-business">https://pertamina.com/id/news-room/energia-news/peserta-forum-sinergi-pertamina-group-2019-antusias-jajaki-kerja-sama-business-to-business</a>	25 Maret 2019 March 25, 2019	News Article
9	Gugatan Awak Mobil Tangki Dikabulkan- Pertamina Dihukum Bayar Upah Lembur Rp 1 M Lawsuit Of Tank Crew Was Accepted - Pertamina Sentenced to Pay Overtime Pay of Rp 1 Billion	Website <a href="https://www.harianmerapi.com/news/2019/03/25/54963/gugatan-awak-mobil-tangki-dikabulkan-pertamina-dihukum-bayar-upah-lembur-rp-1-m">https://www.harianmerapi.com/news/2019/03/25/54963/gugatan-awak-mobil-tangki-dikabulkan-pertamina-dihukum-bayar-upah-lembur-rp-1-m</a>	25 Maret 2019 March 25, 2019	News Article
10	DPPU EL Tari Klarifikasi Rekrutmen Tenaga Kerja DPPU EL Tari Made Clarification on Manpower Recruitment	Website <a href="http://kupang.tribunnews.com/2019/03/26/dppu-el-tari-clarifikasi-rekrutmen-tenaga-kerja">http://kupang.tribunnews.com/2019/03/26/dppu-el-tari-clarifikasi-rekrutmen-tenaga-kerja</a>	26 Maret 2019 March 26, 2019	News Article
11	Pertamina Kupang Bantah Ada KKN Tenaga Outsourcing Pertamina Kupang Denied KKN in Outsourcing Workers	Website <a href="https://www.victorynews.id/pertamina-kupang-bantah-kkn-tenaga-outsourcing/">https://www.victorynews.id/pertamina-kupang-bantah-kkn-tenaga-outsourcing/</a>	27 Maret 2019 March 27, 2019	News Article
12	PT Pertamina Training & Consulting Raih Penghargaan Transformasi Organisasi Terbaik di Anugerah BUMN 2019 PT Pertamina Training & Consulting Won the Best Organization Transformation Award at the 2019 BUMN Award	Website <a href="https://pertamina.com/id/news-room/energia-news/-pt-pertamina-training-consulting-raih-penghargaan-transformasi-organisasi-terbaik-di-anugerah-bumn-2019">https://pertamina.com/id/news-room/energia-news/-pt-pertamina-training-consulting-raih-penghargaan-transformasi-organisasi-terbaik-di-anugerah-bumn-2019</a>	29 Maret 2019 March 29, 2019	News Article
13	Anak Perusahaan Pertamina Berjaya dalam Ajang BUMN Awards 2019 Pertamina's Subsidiaries were victorious in 2019 BUMN Awards Event	Website <a href="https://www.pertamina.com/id/news-room/energia-news/anak-perusahaan-pertamina-berjaya-dalam-ajang-bumn-awards-2019">https://www.pertamina.com/id/news-room/energia-news/anak-perusahaan-pertamina-berjaya-dalam-ajang-bumn-awards-2019</a>	29 Maret 2019 March 29, 2019	News Article
14	Anak Perusahaan Pertamina Berjaya dalam Ajang BUMN Awards 2019 Pertamina's Subsidiaries were victorious in 2019 BUMN Awards Event	Energia Weekly 1 April 2019	1 April 2019 April 1, 2019	News Article
15	Pelatihan dan Sertifikasi QIA: Mewujudkan Internal Audit yang Energized QIA Training and Certification: Creating Energized Internal Audit	Energia Weekly 1 April 2019	1 April 2019 April 1, 2019	News Article
16	Rakor PIA AP: Sinergi 4 Peran PIA Demi Pencapaian Kinerja Perusahaan PIA AP Coordination Meeting: Synergy of 4 Roles of PIA for the Achievement of Company Performance	Energia Weekly 15 April 2019	15 April 2019 April 15, 2019	News Article
17	Transformasi Organisasi Bawa PTC Raih Penghargaan Terbaik di Anugerah BUMN 2019 Organizational Transformation Brings PTC to the Best Award at 2019 BUMN Award	SWA Edisi 18 April - 1 Mei 2019	18 April - 1 Mei 2019 April 18 - May 1, 2019	News Article
18	Employee Gathering PTC Pacu Semangat Kinerja 2019 PTC Employee Gathering, Encouraging the Work Spirit of 2019	Energia Weekly 22 April 2019	22 April 2019 April 22, 2019	News Article
19	PT Pertamina Training & Consulting Adakan Simulasi Emergency Drill PT Pertamina Training & Consulting Held Emergency Drill Simulation	Website <a href="https://www.pertamina.com/id/news-room/energia-news/-pt-pertamina-training-consulting-adakan-simulasi-emergency-drill">https://www.pertamina.com/id/news-room/energia-news/-pt-pertamina-training-consulting-adakan-simulasi-emergency-drill</a>	3 Mei 2019 May 3, 2019	News Article
20	PT Pertamina Training & Consulting Adakan Simulasi Emergency Drill PT Pertamina Training & Consulting Held Emergency Drill Simulation	Website <a href="https://bumntrack.com/berita/pt-pertamina-training-consulting-adakan-simulasi-emergency-drill">https://bumntrack.com/berita/pt-pertamina-training-consulting-adakan-simulasi-emergency-drill</a>	13 Mei 2019 May 13, 2019	Advetorial News Article
21	PT Pertamina Training & Consulting Adakan Simulasi Emergency Drill PT Pertamina Training & Consulting Held Emergency Drill Simulation	Energia Weekly 13 Mei 2019	13 Mei 2019 May 13, 2019	News Article
22	Liputan Pemenang APSA 2019 Coverage on APSA Winner 2019	Website <a href="https://pertamina.com/id/news-room/energia-news/apresiasi-kinerja-anak-perusahaan-pertamina-adakan-apsa-2019">https://pertamina.com/id/news-room/energia-news/apresiasi-kinerja-anak-perusahaan-pertamina-adakan-apsa-2019</a>	6 September 2019 September 6, 2019	News Article
23	Liputan Pemenang APSA 2019 Coverage on APSA Winner 2019	Liputan ENERGIA TV Cakrawala Baru	9 September 2019 September 9, 2019	News on TV
24	Communicate Without Boundaries!	Website <a href="https://www.pertamina-ptc.com/world-deaf-deaf-communicate-without-boundaries-kita-semua-setara/">https://www.pertamina-ptc.com/world-deaf-deaf-communicate-without-boundaries-kita-semua-setara/</a>	28 Oktober 2019 October 28, 2019	News Article

No	Judul Realease Title of Release	Media	Tanggal Date	Media
25	Camat Suyasa Dampingi Ibu Wabup Ny Ayu Wardhani Hari Peringatan World Deaf Day 2019 Di Desa Bengkala Head Of District Suyasa Accompanied Ayu Wardhani In The Commoration Of World Deaf Day 2019 In Bengkala Village	Website <a href="https://kubutambahan.bulelengkab.go.id/berita/camat-suyasa-dampingi-ibu-wabup-ny-ayu-wardhani-hari-peringatan-world-deaf-day-2019-di-desa-bengkala-53">https://kubutambahan.bulelengkab.go.id/berita/camat-suyasa-dampingi-ibu-wabup-ny-ayu-wardhani-hari-peringatan-world-deaf-day-2019-di-desa-bengkala-53</a>	28 Oktober 2019 October 28, 2019	News Article
26	Dispar Buleleng Hadiri Kegiatan WORLD Deaf Day 2019 Department of Tourism Buleleng Attended 2019 WORLD Deaf Day Activities	Website <a href="https://dispar.bulelengkab.go.id/berita/dispar-buleleng-hadiri-kegiatan-world-deaf-day-2019-81">https://dispar.bulelengkab.go.id/berita/dispar-buleleng-hadiri-kegiatan-world-deaf-day-2019-81</a>	28 Oktober 2019 October 28, 2019	News Article
27	Peringati WDD Tahun 2019, Pertamina Sasar Desa Bengkala Commemorating WDD in 2019. Pertamina is targeting Bengkala Village	Website <a href="https://wartabalionline.com/index.php/2019/10/26/peringati-wdd-tahun-2019-pertamina-sasar-desa-bengkala/">https://wartabalionline.com/index.php/2019/10/26/peringati-wdd-tahun-2019-pertamina-sasar-desa-bengkala/</a>	28 Oktober 2019 October 28, 2019	News Article
28	Desa "Kolok" Bengkala Menjadi Tempat Peringatan Hari Tuli Sedunia Bengkala "Kolok" Village Becomes A Place for World Deaf Day Commemoration	Website <a href="http://balifactualnews.com/desa-kolok-bengkala-menjadi-tempat-peringatan-hari-tuli-sedunia/">http://balifactualnews.com/desa-kolok-bengkala-menjadi-tempat-peringatan-hari-tuli-sedunia/</a>	28 Oktober 2019 October 28, 2019	News Article
29	Kesetaraan yang Mendunia dari Bengkala Global Equality from Bengkala	Website <a href="http://www.koranbuleleng.com/2019/10/27/warga-kolok-jadi-pelopor-di-tanah-kelahiran/">http://www.koranbuleleng.com/2019/10/27/warga-kolok-jadi-pelopor-di-tanah-kelahiran/</a>	26 Oktober 2019 October 26, 2019	News Article
30	Mengulik Kampung Kolok di Bengkala Buleleng Kini Hidup Mandiri, Andalkan Produk Jamu, Kerajinan Tangan, dan Tenun Exploring Kolok Village in Bengkala Buleleng Nowadays able to be Independent, Rely on Herbal Products, Crafts, and Weaving	Website <a href="https://radarbali.jawapos.com/read/2019/10/27/163086/kini-hidup-mandiri-andalkan-produk-jamu-kerajinan-tangan-dan-tenun">https://radarbali.jawapos.com/read/2019/10/27/163086/kini-hidup-mandiri-andalkan-produk-jamu-kerajinan-tangan-dan-tenun</a>	27 Oktober 2019 October 27, 2019	News Article
31	PTC Berikan Pembekalan HSSE & Manajemen Wirausaha 90 Siswa SMK di Karawang PTC Provided Knowledge on HSSE & Entrepreneurship Management for 90 Vocational Students in Karawang	Website <a href="https://www.pertamina-ptc.com/ptc-berikan-pembekalan-hsse-manajemen-wirausaha-90-siswa-smk-di-karawang/">https://www.pertamina-ptc.com/ptc-berikan-pembekalan-hsse-manajemen-wirausaha-90-siswa-smk-di-karawang/</a>	26 November 2019 November 26, 2019	News Article
32	PT Pertamina Training & Consulting Bekali Pengetahuan HSSE kepada Siswa SMK di Karawang PT Pertamina Training & Consulting Provided HSSE Knowledge to Vocational Students in Karawang	Website <a href="https://pertamina.com/id/news-room/csr-news-pt-pertamina-training-consulting-bekali-pengetahuan-hsse-kepada-siswa-smk-di-karawang#.XeYbiBLOQKw.whatsapp">https://pertamina.com/id/news-room/csr-news-pt-pertamina-training-consulting-bekali-pengetahuan-hsse-kepada-siswa-smk-di-karawang#.XeYbiBLOQKw.whatsapp</a>	23 November 2019 November 23, 2019	News Article
33	Cakrawala Baru: PTC Berikan Pembekalan HSSE Kepada Siswa SMK New Horizon: PTC Provided HSSE Knowledge to Vocational Students	PERTAMINA TV VIDEO LIPUTAN	2 Desember 2019 December 2, 2019	News On TV

#### Realisasi Program Publikasi Via Instagram Tahun 2019

#### Realization of Publication Program Via Instagram in 2019

No	Judul Release Title of Release	Tanggal Date
1	Welcoming New Year 2019! Welcoming New Year 2019!	11 Januari 2019 January 11, 2019
2	Peningkatan Kualitas HSE di lingkungan kerja kantor pusat PTC dengan training penggunaan APAR dan Hidran Improving HSE Quality in work environment of PTC head office with training on the use of APAR and Hydrant	20 Januari 2019 January 20, 2019
3	HOAX Informasi Lowongan Kerja PTC HOAX PTC Job Vacancies Information	24 Januari 2019 January 24, 2019
4	Syukuran Kinerja 2018 & Target Kerja 2019 Thanksgiving for 2018 Performance & 2019 Work Targets	25 Januari 2019 January 25, 2019
5	Syukuran Pencapaian Kinerja Target 2018 PTC Thanksgiving for the Achievement of PTC 2018 Target Performance	25 Januari 2019 January 25, 2019
6	Pelatihan HSSE Basic Safety Training PTC Jasa Pengamanan HSSE Basic Safety Training for PTC Safety Services	31 Januari 2019 January 31, 2019
7	Hari Kanker Sedunia World Cancer Day	4 Februari 2019 February 4, 2019
8	Weekly Meeting Tim HR PHI, PHSS, PHKT dan AC PTC Weekly Meeting of HR PHI, PHSS, PHKT and AC PTC	4 Februari 2019 February 4, 2019
9	Rapat Koordinasi Program Training Sinergi Pertamina Group Pertamina Group Synergy Training Coordination Meeting	4 Februari 2019 February 4, 2019
10	Pelaksanaan Training & Sertifikasi RDT - SKOP2DPU Surabaya divisi TC RDT - SKOP2DPU Surabaya Training & Certification Implementation of TC division	4 Februari 2019 February 4, 2019
11	Pemberian Penghargaan Apresiasi Security PTC PTC Security Appreciation Award	4 Februari 2019 February 4, 2019
12	Tahun Baru China Chinese New Year	5 Februari 2019 February 5, 2019



No	Judul Release Title of Release	Tanggal Date
13	Pemaparan Hasil Kinerja TW IV 2018 PTC oleh PE PD Presentation of Q4 2018 PTC Performance Results by PE PD	8 Februari 2019 February 8, 2019
14	Workshop Efektivitas Pengelolaan Resiko Perusahaan 2019 Workshop on Effectiveness of Corporate Risk Management 2019	12 Februari 2019 February 12, 2019
15	Calling for Participants Media Effectivity for C-Level Training Calling for Participants Media Effectivity for C-Level Training	13 Februari 2019 February 13 2019
16	Assesment PT Pertagas distrik Mundu Indramayu Assessment of PT Pertagas, Mundu Indramayu district	15 Februari 2019 February 15, 2019
17	Inhouse Training Pembinaan Ahli K3 Umum Sertifikat Kemnaker RI PT PAR Inhouse Training of General K3 Expert Training of Republic of Indonesia Ministry of Manpower Certificate PT PAR	23 Februari 2019 February 23, 2019
18	Site Visit Delegasi Petrobangla ke Depot LPG Tj Priok dalam Training Innovation on Corporate Strategy & Development Management in Gas Industry Site Visit of Petrobangla Delegation to Tj Priok LPG Depot in Innovation on Corporate Strategy & Development Management Training in Gas Industry	26 Februari 2019 February 26, 2019
19	Pelaksanaan Online Assessment 400 Pekerja PHSS Online Assessment of 400 PHSS Workers	27 Februari 2019 February 27 2019
20	Presentasi Direktur Utama dan Wawancara Tahap Penjurian Anugerah BUMN Track 2019 Presentation of President Director and Interview in Judging Stage of 2019 BUMN Track Award	27 Februari 2019 February 27 2019
21	Hari Raya Nyepi Seclusion Day	7 Maret 2019 March 7, 2019
22	17th Anniversary of PTC 17th Anniversary of PTC	19 Maret 2019 March 19, 2019
23	Happy Birthday PTC ke 17! PTC 17th Happy Birthday!	19 Maret 2019 March 19, 2019
24	Leaders Talk Winning Strategy Leadership & Innovation	25 Maret 2019 March 25, 2019
25	PTC Meraih Penghargaan BUMN Track kategori Transformasi Organisasi Terbaik I PTC won the BUMN Track Award in the category of Best Organizational Transformation I	28 Maret 2019 March 28, 2019
26	Breaking News PTC Meraih Penghargaan sebagai Perusahaan Kategori Transformasi Organisasi Terbaik I BUMN Track 2019 Breaking News PTC was Awarded as Company of Best Organizational Tranformation I BUMN Tracak 2019	28 Maret 2019 March 28, 2019
27	Sneak Peek Leaders Talk dari Training & Consulting Sneak Peek Leaders Talk from Training & Consulting	29 Maret 2019 March 29, 2019
28	Peringatan Isra Miraj Commemoration of Isra Miraj	3 April 2019 April 3, 2019
29	Basic Training Security Basic Security Training	8 April 2019 April 8, 2019
30	Seremonial Penandatanganan Perjanjian Kerjasama PHKT dengan AP Pertamina termasuk PTC Ceremonial Signing of PHKT Cooperation Agreement with AP Pertamina including PTC	11 April 2019 April 11, 2019
31	Hari Kartini Kartini's day	21 April 2019 April 21, 2019
32	Hari Buruh Sedunia World Labor Day	1 Mei 2019 May 1, 2019
33	HOAX Informasi Lowongan Kerja PTC HOAX of PTC Job Vacancies Information PT	4 Mei 2019 May 4, 2019
34	Hari Pendidikan Nasional National Education Day	2 Mei 2019 May 2, 2019
35	Selamat Menunaikan Ibadah Puasa 1440 H Welcoming Fasting 1440 H	13 Mei 2019 May 13, 2019
36	Peringatan Kebangkitan Nasional 111 Commemoration of National Awakening 111	20 Mei 2019 May 20, 2019
37	Introduction to Petroleum Business dari Divisi Training & Consulting Introduction to Petroleum Business from Training & Consulting Division	22 Mei 2019 May 22, 2019
38	Assessment Center PTC meraih sertifikasi profesional coach PTC Assessment Center won professional coach certification	22 Mei 2019 May 22, 2019

No	Judul Release Title of Release	Tanggal Date
39	Training Pertamina Aviation Competence Education	22 Mei 2019 May 22, 2019
40	RUPS PTC PTC GMS	22 Mei 2019 May 22, 2019
41	Hijrah Meraih Berkah, Kegiatan Santunan Anak Yatim Piatu Hijrah to Obtain Blessings, Orphan Donation Activities	23 Mei 2019 May 23, 2019
42	Knowledge sharing about human capital strategic planning and development of Pertamina (Persero) for Petrobangla Group	13 Juni 2019 June 13, 2019
43	Workshop Analysist Geokimia Fingerprinting Pekerja PHE OSES Workshop on Fingerprinting Geochemical Analysis of PHE OSES Workers	20 Juni 2019 June 20, 2019
44	Training & Sertifikasi RDT-SKOP2DPU untuk CRO RDT-SKOP2DPU Training & Certification for CRO	20 Juni 2019 June 20, 2019
45	HUT Kota Jakarta ke- 492 492th Jakarta City Anniversary	22 Juni 2019 June 22, 2019
46	Pelatihan HSSE TKJP Sungai Gerong Gerong River TKJP HSSE Training	22 Juli 2019 July 22, 2019
47	Tingkatan Pelayan "PTC Bekali Security Pelatihan Physical & Management System" Waiter Level "PTC Provides Physical Training & Management System Training"	22 Juli 2019 July 22, 2019
48	Hari Anak Nasional 2019 National Children's Day 2019	23 Juli 2019 July 23, 2019
49	Pelatihan Basic Investigasi Security diklat Polri Bogor Basic Security Investigation Training of Bogor Police	29 Juli 2019 July 29, 2019
50	Sosialisasi Email Bisnis dan PTC Care Business Email and PTC Care Socialization	30 Juli 2019 July 30, 2019
51	Idul Adha1440 Hijriah Eid al-Adha1440 Hijri	11 Agustus 2019 August 11, 2019
52	Hari Batik Nasional 2019 National Batik Day 2019	2 Oktober 2019 October 2, 2019
53	Hari Sumpah Pemuda 2019 Youth Oath Day 2019	28 Oktober 2019 October 28, 2019
54	HEALTHY FRIDAY " Senam Jumat" HEALTHY FRIDAY "Friday Gymnastics"	13 Desember 2019 December 13, 2019



## Ragam Media Perusahaan Kepada Pemegang Saham dan Pemangku Kepentingan

Di bawah ini tabel yang menggambarkan ragam media komunikasi yang digunakan Perusahaan untuk menyampaikan data dan informasi terkait aktivitas operasional, proses usaha dan capaian-capaian kinerja yang telah diraih Perusahaan.

Tabel Ragam Media Komunikasi Perusahaan

Pemangku Kepentingan Stakeholders	Bentuk-bentuk Media Media Forms
Regulator	Surat / Letter
Pemegang Saham / Shareholders	Surat, Laporan, RUPS / Letters, Reports, GMS
Lembaga Publik / Shareholders	Surat, E-mail / Letters, E-mail
Konsumen / Shareholders	Surat, E-mail, Marketing Tools / Letters, E-mail, Marketing Tools
Pegawai / Shareholders	Surat, E-mail, Inhouse Media / Mail, E-mail, Inhouse Media
Perusahaan Sejenis Lainnya / Shareholders	Surat, E-mail / Letters, E-mail
Mitra Kerja dan Rekanan / Shareholders	Surat, E-mail / Letters, E-mail
Organisasi Profesi / Shareholders	Surat, E-mail / Letters, E-mail
Masyarakat/Umum / Shareholders	Media Sosial / Social Media

\* Situs web Perusahaan tidak termasuk dalam ragam media di atas, karena sifatnya yang terbuka, tidak terbatas dan dapat diakses oleh siapa saja.

## Variety of Company Media to Shareholders and Stakeholders

Below is a table that illustrates the variety of communication media used by the Company to convey data and information related to operational activities, business processes and performance achievements the Company has achieved.

Table of Types of Corporate Communication Media

Pemangku Kepentingan Stakeholders	Bentuk-bentuk Media Media Forms
Regulator	Surat / Letter
Pemegang Saham / Shareholders	Surat, Laporan, RUPS / Letters, Reports, GMS
Lembaga Publik / Shareholders	Surat, E-mail / Letters, E-mail
Konsumen / Shareholders	Surat, E-mail, Marketing Tools / Letters, E-mail, Marketing Tools
Pegawai / Shareholders	Surat, E-mail, Inhouse Media / Mail, E-mail, Inhouse Media
Perusahaan Sejenis Lainnya / Shareholders	Surat, E-mail / Letters, E-mail
Mitra Kerja dan Rekanan / Shareholders	Surat, E-mail / Letters, E-mail
Organisasi Profesi / Shareholders	Surat, E-mail / Letters, E-mail
Masyarakat/Umum / Shareholders	Media Sosial / Social Media

\* The Company's website is not included in the various media above, because it is open, unlimited and accessible to anyone.

## KODE ETIK

Agar visi, misi dan nilai inti serta budaya perusahaan dapat diterapkan secara lebih nyata, diperlukan sebuah perangkat yang bersifat artikulatif serta memiliki mekanisme penegakan *reward & punishment*. Perusahaan telah menyusun Pedoman Etika Usaha dan Tata Perilaku sebagai Kode Etik atau *Code of Conduct*. Kode Etik ini berfungsi sebagai pedoman standar perilaku bagi seluruh insan PTC dalam berinteraksi dengan pihak dalam dan pihak luar.

## CODE OF ETHICS

So that the vision, mission and core values and corporate culture can be applied more clearly, we need an articulate tool that has a reward & punishment enforcement mechanism. The company has compiled the Code of Business Ethics and Code of Conduct as a Code of Conduct. This Code of Ethics functions as a standard code of conduct for all PTC people in interacting with internal and external parties.



### Pokok-pokok Isi Kode Etik Perusahaan

*Code of Conduct* Perusahaan telah direvisi dan disahkan serta ditandatangani oleh seluruh anggota Dewan Komisaris dan Direksi pada tanggal 1 Mei 2019. *Code of Conduct* ini menjadi acuan perilaku bagi seluruh Insan PTC, yaitu Direksi, Dewan Komisaris, pekerja waktu tertentu, pekerja waktu tidak tertentu, dan tenaga kerja jasa penunjang yang bekerja di Perusahaan; pihak eksternal yang bertindak untuk dan atas nama Perusahaan, dan; mitra kerja yang bekerja sama dengan Perusahaan.

*Code of Conduct* yang dimiliki Perusahaan setidaknya mengatur:

1. Tanggung Jawab sebagai Pekerja
2. Tanggung Jawab sebagai Pimpinan
3. Komitmen terhadap Mitra Kerja meliputi: Penjelasan Persaingan Usaha yang Sehat; pembahasan Hadiah, Jamuan Makan, dan Hiburan; Tindak Pidana Pencucian Uang
4. Operasional yang memenuhi *Health, Safety Security, & Environment* meliputi: Komitmen *Health, Safety, Security, & Environment*
5. Sumber Daya Manusia meliputi: Integritas dalam Berkarya, Sikap Kerja Profesional, Kesempatan Karir yang Sama, dan Menghindari Diskriminasi
6. Komitmen terhadap Mitra Kerja meliputi: penjelasan Persaingan Usaha yang Sehat; penjelasan Hadiah, Jamuan Makan, dan Hiburan; Tindak Pidana Pencucian Uang; dan Komitmen Terhadap Pelanggan
7. Komitmen kepada Pemegang Saham dan Pemangku Kepentingan meliputi : Komitmen terhadap PT Pertamina (Persero) Sebagai Pemegang Saham, Komitmen Kepada Stakeholder; Tanggung jawab Sosial dan Lingkungan; Aktifitas Politik & Organisasi Profesi
8. Perlindungan terhadap Aset Perusahaan meliputi: Melindungi Aset Perusahaan; Kerahasiaan Data & Informasi; Hak Kekayaan Intelektual; dan Whistle Blowing System

### Sosialisasi dan Internalisasi Kode Etik

Untuk menyebarluaskan Kode Etik ini, Perusahaan menunjuk Sekretaris Perusahaan untuk melakukan sosialisasi dan internalisasi *Code of Conduct* kepada seluruh pekerja. Setiap insan PTC menerima 1 (satu) salinan *Code of Conduct* dan menandatangani formulir

### Highlights of the contents of the company code of conduct

The Company's Code of Conduct was revised and endorsed and signed by all members of the Board of Commissioners and Directors on May 1, 2019. This Code of Conduct serves as a reference for all PTC Individuals, namely Directors, Board of Commissioners, certain time workers, non-specified time workers, and workers supporting services working in the Company; external parties acting for and on behalf of the Company, and; partners who work with the Company.

The Company Code of Conduct at least regulates:

1. Responsibilities as a Worker
2. Responsibilities as a leader
3. Commitments to Business Partners include: Explanation of Fair Business Competition; discussion of Gifts, Meals, and Entertainment; Money Laundering Crime
4. Operations that meet Health, Safety Security & Environment include: Commitments on Health, Safety, Security & Environment
5. Human Resources include: Integrity in Work, Professional Work Attitudes, Equal Career Opportunities, and Avoiding Discrimination
6. Commitments to Business Partners include: explanation of Fair Business Competition; explanation of Gifts, Meals and Entertainment; Money Laundering Crimes; and Commitment to Customers
7. Commitments to Shareholders and Stakeholders include: Commitments to PT Pertamina (Persero) as Shareholders, Commitments to Stakeholders; Social and Environmental Responsibility; Political Activities & Professional Organizations
8. Protection of Company Assets includes: Protecting Company Assets; Data & Information Confidentiality; Intellectual property rights; and the Whistle Blowing System

### Code Socialization and Internalization

To disseminate this Code of Conduct, the Company appoints a Corporate Secretary to disseminate and internalize the Code of Conduct to all workers. Every PTC employee receives 1 (one) copy of the Code of Conduct and signs a statement that he has



pernyataan bahwa yang bersangkutan telah menerima, memahami dan menyetujui untuk mematuhi isi *Code of Conduct* yang didokumentasikan oleh fungsi SDM atau fungsi yang ditunjuk.

Contoh Pernyataan Komitmen Kepatuhan terhadap *Code of Conduct* Perusahaan Melalui *Compliance Aplikasi*

received, understands and agrees to comply with the contents of the Code of Conduct documented by the HR function or designated function.

Example Statement of Commitment of Compliance with Company Code of Conduct Through Application Compliance

## CODE OF CONDUCT

### Surat Pernyataan Insan PTC

Dengan ini saya menyatakan telah menerima, membaca dan memahami Etika Usaha dan Tata Perilaku (Code of Conduct) PT Pertamina Training & Consulting, Tanggal dan bersedia untuk mematuhi semua ketentuan yang tercantum di dalamnya dan menerima sanksi atas pelanggaran (jika ada) yang saya lakukan.

Jakarta , 2019-01-21

Reza Ichsan Rizaldi, STAFF SEKERTARIS PERUSAHAAN

Print

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Sebagai upaya untuk mensosialisasikan Kode Etik PTC dilingkup eksternal, Perusahaan telah mencantumkan Kode Etik PTC di website Perusahaan, dengan alamat [www.pertamina-ptc.com](http://www.pertamina-ptc.com), yang dapat dilihat secara transparan oleh seluruh pemangku kepentingan.

In an effort to socialize the PTC Code of Ethics in an external environment, the Company has included the PTC Code of Ethics on the Company's website, at [www.pertamina-ptc.com](http://www.pertamina-ptc.com), which can be seen transparently by all stakeholders.

### Upaya Penegakan Kode Etik dan Pengaduan Pelanggaran

Penegakan *Code of Conduct* merupakan tanggung jawab Direksi dibantu oleh Sekretaris Perusahaan dan Audit Internal. Perihal sanksi dan pemberian bimbingan kepada pekerja yang terbukti melakukan penyimpangan diserahkan kepada atasan langsung. Secara lebih rinci, proses penegakan *Code of Conduct* yang berlaku di lingkungan Perusahaan adalah sebagai berikut:

1. Setiap pekerja wajib melaporkan bila adanya penyimpangan terhadap *Code of Conduct* dan identitas pelapor akan dilindungi.
2. *Chief Compliance Officer* menindaklanjuti setiap laporan dan menyampaikan hasil kajiannya kepada Direksi.
3. Direksi memutuskan tindakan yang diperlukan terhadap hasil laporan.
4. Pekerja yang terbukti melakukan penyimpangan mempunyai hak untuk membela diri.
5. Pelaksanaan sanksi dilakukan oleh atasan langsung.

### Enforcement of Code of Ethics and Complaints of Violation

The enforcement of the Code of Conduct is the responsibility of the Board of Directors assisted by the Corporate Secretary and Internal Audit. Regarding sanctions and providing guidance to workers who are proven to have committed irregularities, they are left to the direct supervisor. In more detail, the process of enforcing the Code of Conduct that applies in the Company's environment is as follows:

1. Every employee is obliged to report any deviation from the Code of Conduct and the identity of the reporter will be protected.
2. The Chief Compliance Officer follows up on each report and submits the results of the study to the Board of Directors.
3. The Board of Directors decides the actions needed for the results of the report.
4. Workers who are proven to have committed irregularities have the right to defend themselves.
5. Imposition of sanctions is carried out by the direct supervisor.

### Sanksi atas Pelanggaran

Sebagaimana sesuai dengan Perjanjian Kerja Bersama (PKB) Pasal 43 Ayat 1-4, berikut ini adalah jenis pelanggaran & sanksi bagi Insan PTC :

1. Pelanggaran yang dapat diberikan Teguran Lisan dan Teguran Tertulis :
  - a. Datang terlambat sebanyak 3 (tiga) kali dalam sebulan.
  - b. Memasuki tempat kerja tidak dengan pakaian kerja atau perlengkapan kerja yang seharusnya.
  - c. Keluar-masuk ruangan atau tempat di lingkungan Perusahaan melalui pintu atau jalan yang bukan seharusnya.
  - d. Tidak menjaga kerapihan, kebersihan, keteraturan dan kebersihan perlengkapan kerja atau memakainya secara tidak wajar.
  - e. Tidak memakai alat-alat keselamatan dan kesehatan kerja yang diharuskan pada waktu melakukan pekerjaan.

### Sanctions for Violations

As according to the Collective Labor Agreement (CLA) Article 43 Paragraphs 1-4, the following are the types of violations & sanctions for PTC People:

1. Violations that can be given an oral reprimand and written reprimand:
  - a. Arriving late 3 (three) times a month.
  - b. Entering the workplace not in the appropriate work clothes or work equipment.
  - c. In and out of the room or place in the Company environment through a door or road that is not supposed to.
  - d. Not maintaining neatness, cleanliness, regularity and cleanliness of work equipment or wearing it improperly.
  - e. Not using occupational safety and health tools which are required when doing work.

- f. Meninggalkan pekerjaan tanpa ijin atasan.
  - g. Tidak melaporkan kepada Perusahaan tentang perubahan data Pekerja, seperti alamat, kelahiran, perkawinan dan sebagainya.
  - h. Tidak melaksanakan kerja lembur atas perintah atasan yang telah disepakati.
  - i. Melakukan pelanggaran lain yang dapat dipandang setara dengan disebutkan di atas.
2. Pelanggaran yang dapat diberikan Surat Peringatan Pertama :
- a. Peningkatan pelanggaran, dimana masa berlaku sanksi yang diterimanya belum habis.
  - b. Datang terlambat lebih dari 3 (tiga) kali dalam sebulan.
  - c. Memasuki tempat atau ruangan yang dilarang tanpa ijin dari yang berwenang.
  - d. Mangkir 1 (satu) hari dalam sebulan.
  - e. Melakukan pelanggaran lain yang dapat dipandang setara dengan disebutkan di atas.
3. Pelanggaran yang dapat diberikan Surat Peringatan Kedua :
- a. Peningkatan pelanggaran, dimana masa berlaku sanksi yang diterimanya belum habis.
  - b. Mangkir 2 (dua) hari dalam sebulan.
  - c. Menolak melaksanakan perintah yang patut dari atasannya.
  - d. Dengan sengaja tidur di waktu jam kerja.
  - e. Menempelkan/menempatkan, mengubah atau memindahkan/merusak suatu tulisan/pengumuman, gambar-gambar dan sejenisnya di lingkungan kerja tanpa ijin Perusahaan.
  - f. Melakukan pelanggaran lain yang dapat dipandang setara dengan disebutkan di atas.
4. Pelanggaran yang dapat diberikan Surat Peringatan Ketiga (terakhir) :
- a. Peningkatan pelanggaran, dimana masa berlaku sanksi yang diterimanya belum habis.
  - b. Mangkir 3 (tiga) hari dalam sebulan.
  - c. Menolak melaksanakan perintah yang patut dari atasannya.
  - d. Melakukan kekerasan fisik terhadap atasan atau rekan kerjanya.
  - e. Kelalaian melaksanakan perintah yang patut dari atasannya.
  - f. Mengganggu ketertiban, keamanan dan ketenangan kerja
  - g. Melakukan pelanggaran asusila.
  - h. Melakukan pelanggaran lain yang dapat dipandang setara dengan disebutkan di atas.

### Jumlah Pelanggaran Kode Etik

Sebagai realisasi penegakan Kode Etik Perusahaan, berikut rincian sanksi yang dikenakan terkait penegakan Kode Etik selama tahun 2019:

Kategori Pelanggaran Violation Category	Jenis Sanksi Type of Sanction	Jumlah Pelanggaran Number of Violations
Ringan Light	SP 1 Warning Letter 1	11
Sedang Moderate	SP 2 Warning Letter 2	1
Berat Heavy	SP 3 Warning Letter 3	2

Berdasarkan penegakan Kode Etik Perusahaan pada tahun 2019 terdapat 11 pelanggaran ringan dengan jenis sanksi yaitu Surat Peringatan Pertama yang telah diselesaikan selama tahun 2019, terdapat 1 pelanggaran masih dalam proses penyelesaian internal dengan jenis sanksi yaitu Surat Peringatan Kedua dan terdapat 2 pelanggaran yang telah diselesaikan selama tahun 2019 dengan jenis sanksi yaitu Surat Peringatan Ketiga. Sedangkan penegakan Kode Etik Perusahaan pada tahun 2018 terdapat 7 pelanggaran ringan dengan jenis sanksi yaitu Surat Peringatan Pertama dan telah diselesaikan pada tahun 2018. Oleh karena itu melihat penegakan Kode Etik Perusahaan pada tahun 2019 meningkat 86% dari tahun 2018.

Sebagai bagian dari transparansi yang dilakukan Perusahaan, berikut disampaikan jumlah penyimpangan internal yang terjadi dan upaya penyelesaiannya.

- f. Leaving work without permission from superiors.
  - g. Not reporting to the Company about changes in Worker's data, such as address, birth, marriage and so on.
  - h. Not carrying out overtime work at the orders of the agreed superior.
  - i. Committing other violations that can be seen as equivalent to the above.
2. Violations that can be given the First Warning Letter:
- a. Increased violations, where the period of validity of sanctions received has not yet expired.
  - b. Arriving late more than 3 (three) times a month.
  - c. Enter a prohibited place or room without permission from the authorities.
  - d. Absent 1 (one) day a month.
  - e. Committing other violations that can be seen as equivalent to the above.
3. Violations that can be given a Second Warning Letter:
- a. Increased violations, where the period of validity of sanctions received has not yet expired.
  - b. Absent 2 (two) days a month.
  - c. Refuse to carry out the proper orders from his superiors.
  - d. Deliberately sleeping during working hours.
  - e. Attaching/placing, changing or moving/damaging an article/announcement, pictures and the like in the work environment without Company permission.
  - f. Committing other violations that can be seen as equivalent to the above.
4. Violations that can be given the Third (last) Warning Letter:
- a. Increased violations, where the period of validity of sanctions received has not yet expired.
  - b. Absent 3 (three) days a month.
  - c. Refuse to carry out the proper orders from his superiors.
  - d. Committing physical violence against his employer or colleagues.
  - e. Failure to carry out appropriate orders from his superiors.
  - f. Disturbing order, security and peace of work
  - g. Committing immoral offenses.
  - h. Committing other violations that can be seen as equivalent to the above.

### Number of Ethics Code Violations

As a realization of the enforcement of the Company's Code of Ethics, the following details of sanctions imposed related to the enforcement of the Code of Ethics during 2019:

Based on the enforcement of the Company Code of Conduct in 2019 there were 11 minor violations with the type of sanction namely the First Warning Letter that was resolved during 2019, there were 1 violation still in the process of internal settlement with the type of sanction namely the Second Warning Letter and there were 2 violations that were resolved during the year 2019 with the type of sanction that is the Third Warning Letter. While the enforcement of the Company's Code of Ethics in 2018 there were 7 minor violations with the type of sanction namely the First Warning Letter and was completed in 2018. Therefore see the enforcement of the Company's Code of Ethics in 2019 increased by 86% from 2018.

As part of the transparency carried out by the Company, the following is presented the number of internal irregularities that have occurred and their remedies.



Penyimpangan Internal dalam 1 Tahun Internal Deviation in 1 Year	Jumlah Kasus yang Dilakukan oleh Number of Cases Conducted By					
	Manajemen Management		Pegawai Tetap Permanent Employee		Pegawai Tidak Tetap Non-Permanent Employee	
	2019	2018	2019	2018	2019	2018
Telah Diselesaikan Has been settled	-	-	10	7	2	-
Dalam proses penyelesaian internal In the internal settlement process	-	-	1	-	1	-
Belum diupayakan Penyelesaiannya Settlement efforts have not been made	-	-	-	-	-	-
Telah ditindaklanjuti melalui proses hukum Has been followed up through a legal process	-	-	-	-	-	-
Jumlah Penyimpangan Total Violations	-	-	11	7	3	-

### Kajian dan Evaluasi Manajemen

Manajemen Perusahaan secara konsisten melakukan kajian dalam rangka mengevaluasi kinerja Perusahaan, termasuk keterkaitan antara visi, misi dan budaya perusahaan serta kode etik dengan rencana Jangka panjang dan profil risiko yang dihadapi Perusahaan. Penerapan Kode Etik juga menjadi kajian Manajemen untuk menjadi salah satu perangkat evaluasi keorganisasian Perusahaan.

### Management Study and Evaluation

The Company's management consistently conducts studies in order to evaluate the Company's performance, including the relationship between the company's vision, mission and culture as well as the code of ethics with the long-term plan and risk profile faced by the Company. The adoption of the Code of Ethics is also a Management study to become one of the organizational evaluation tools of the Company .

## Pengelolaan Potensi Benturan Kepentingan

Terkait dengan hubungan bisnis, sebuah perusahaan tidak terlepas dari hubungan dengan berbagai pihak, baik internal maupun eksternal. Permasalahan yang sering terjadi dalam kegiatan bisnis sehari-hari adalah adanya konflik kepentingan. Untuk menjaga hubungan bisnis dengan para pihak terkait, maka perlu diatur hal yang terkait dengan konflik kepentingan dan tata cara/mekanisme pelaporannya di lingkungan Perusahaan.

Sebagai acuan, perusahaan telah mengeluarkan kebijakan yang tertuang dalam Pedoman Konflik Kepentingan No.A-010/PTC-DU10010/2013-S1 pada tanggal 29 November 2013. Selain itu, Direktur Utama juga menugaskan Fungsi Compliance sebagai penanggung jawab implementasi peraturan/kebijakan tersebut. Prosedur implementasi kebijakan ini juga disosialisasikan kepada seluruh pekerja dan secara berkala dilaksanakan penyempurnaan yang disesuaikan dengan perkembangan bisnis Perusahaan.

Untuk mencegah potensi Konflik Kepentingan, diatur dalam Pedoman Konflik Kepentingan yaitu dengan mensosialisasikan kepada pihak-pihak yang terkait di lingkungan Perusahaan untuk melakukan hal-hal sebagai berikut:

1. Mencantumkan ketentuan larangan Konflik Kepentingan (*Conflict of Interest*) dalam setiap pengumuman dalam proses pengadaan barang/jasa di perusahaan;
2. Menugaskan kepada Fungsi Pengadaan, Fungsi Penjualan dan fungsi lain di lingkungan Perusahaan yang memiliki hubungan kerja dengan pihak ketiga untuk memberitahukan atau menyampaikan Pedoman Konflik Kepentingan (*Conflict of Interest*) ini kepada seluruh pihak terkait dalam mata rantai supply di lingkungan Perusahaan (Penyedia Barang/Jasa, Agen, Distributor, Konsultan, Auditor/Assessor dan Pelanggan serta Stakeholder lainnya)

Dalam mencegah konflik kepentingan yang diatur dalam *board manual*, Badan tata kelola tertinggi khususnya Dewan Komisaris berfungsi melakukan pengawasan secara umum kepada Direksi dalam menjalankan kepengurusan Perusahaan. Selain itu insan Perusahaan memiliki etika jabatan untuk senantiasa menghindari adanya benturan kepentingan.

Dalam penyusunan kerangka kebijakan penanganan konflik kepentingan, terdapat beberapa aspek pokok yang saling terkait dan perlu diperhatikan, yaitu:

1. Pendefinisian konflik yang berpotensi membahayakan integritas Perusahaan dan individu.
2. Komitmen manajemen dalam penerapan kebijakan konflik kepentingan.
3. Pemahaman dan kesadaran yang baik tentang konflik kepentingan untuk mendukung kepatuhan dalam penanganan konflik kepentingan.
4. Keterbukaan informasi yang memadai terkait dengan penanganan konflik kepentingan.
5. Keterlibatan para stakeholders dalam penanganan konflik kepentingan.
6. Monitoring dan evaluasi kebijakan penanganan konflik kepentingan.
7. Pengembangan dan penyesuaian kebijakan dan prosedur penanganan konflik kepentingan berdasarkan hasil *monitoring* dan evaluasi di atas.

Strategi penanganan benturan kepentingan diperlukan agar pelaksanaannya segera, efektif dan adil. Strategi tersebut adalah:

1. Penyusunan kode etik.
2. Pelatihan, arahan serta konseling yang memberi contoh-contoh praktis dan langkah untuk mengatasi situasi konflik kepentingan
3. Dukungan fungsi *compliance* dalam bentuk:
  - a. Dukungan administrasi yang menjamin efektivitas proses pelaporan sehingga informasi dapat dinilai dengan benar dan dapat terus diperbarui.
  - b. Pelaporan dan pencatatan kepentingan pribadi dilakukan dalam dokumen-dokumen resmi agar fungsi yang bersangkutan dapat menunjukkan bagaimana mengidentifikasi dan menangani konflik kepentingan.
4. Deklarasi konflik kepentingan dengan cara sebagai berikut:
  - a. Pelaporan atau pernyataan awal (*disclosure*) tentang adanya kepentingan pribadi yang dapat bertentangan dengan pelaksanaan jabatannya pada saat seseorang diangkat sebagai pegawai Perusahaan.
  - b. Pelaporan dan pernyataan lanjutan apabila terjadi perubahan kondisi setelah pelaporan dan pernyataan awal.

## Potential Conflict of Interest Management

Related to business relations, a company is inseparable from relationships with various parties, both internal and external. The problem that often occurs in daily business activities is a conflict of interest. To maintain business relations with related parties, it is necessary to regulate matters related to conflicts of interest and reporting procedures/mechanisms within the Company.

As a reference, the company has issued a policy set out in the Conflict of Interest Guidelines No.A-010/PTC-DU10010/2013-S1 on November 29, 2013. In addition, the President Director also assigned the Compliance Function to be responsible for implementing the regulations/policies. The procedure for implementing this policy is also socialized to all employees and improvements are regularly carried out in accordance with the Company's business development.

To prevent potential Conflicts of Interest, it is regulated in the Conflict of Interest Guidelines, namely by socializing to parties involved in the Company environment to do the following:

1. To include the Conflict of Interest prohibition in every announcement in the process of procurement of goods/services in the company;
2. Assign to the Procurement Function, Sales Function and other functions within the Company that have a working relationship with a third party to notify or submit this Conflict of Interest Guidelines to all related parties in the supply chain within the Company (Goods Provider/Services, Agents, Distributors, Consultants, Auditors/Assessor and Customers and other Stakeholders)

In preventing conflicts of interest stipulated in the board manual, the highest governance body, especially the Board of Commissioners, functions to supervise the Board of Directors in general in carrying out the management of the Company. In addition, the Company's people have an ethical position to always avoid conflicts of interest.

In preparing the policy framework for handling conflicts of interest, there are several key aspects that are interrelated and need to be considered, namely:

1. Defining conflicts that have the potential to endanger the integrity of the Company and individuals.
2. Management's commitment in implementing conflict of interest policies.
3. Good understanding and awareness of conflicts of interest to support compliance handling conflicts of interest.
4. Adequate information disclosure related to handling conflicts of interest.
5. Involvement of stakeholders in handling conflicts of interest.
6. Monitoring and evaluating policies to handle conflicts of interest.
7. Development and adjustment of policies and procedures for handling conflicts of interest based on the results of monitoring and evaluation above.

Conflict management strategies are needed so that their implementation is immediate, effective and fair. The strategy is:

1. Compilation of a code of ethics.
2. Training, direction and counseling that provide practical examples and steps to overcome conflict of interest situations
3. Support compliance functions in the form of:
  - a. Administrative support that ensures the effectiveness of the reporting process so that information can be properly assessed and can be kept up to date.
  - b. Reporting and recording of personal interests is carried out in official documents so that the functions concerned can show how to identify and handle conflicts of interest.
4. Declare a conflict of interest in the following ways:
  - a. Reporting or initial statement (*disclosure*) about the existence of personal interests that can conflict with the implementation of his position when someone is appointed as a Company employee.
  - b. Reporting and subsequent statements if there is a change in conditions after the initial reporting and statement.



- c. Pelaporan mencakup informasi yang real untuk bisa menentukan tingkat konflik kepentingan dan bagaimana menanganinya.

## Pengendalian Gratifikasi

Perusahaan membuat ketentuan yang mengatur tentang penolakan, penerimaan, pemberian hadiah/cinderamata dan hiburan atau yang biasa disebut dengan Pedoman Gratifikasi. Melalui Pedoman Gratifikasi, setiap pekerja Perusahaan memiliki arah dan acuan mengenai pentingnya melakukan pelaporan gratifikasi untuk melindungi diri, keluarga serta Perusahaan dari tuduhan tindak pidana suap. Pedoman Gratifikasi yang dimaksud dibuat dengan menekankan prinsip keterbukaan dan akuntabilitas dalam menjalankan kegiatan operasional dan bisnis sehari-hari.

Pedoman Pengendalian Gratifikasi Perusahaan disandarkan pada Pedoman Unit Pengendalian Gratifikasi (UPG) dari entitas induk, PT Pertamina (Persero), No.A-001/N00010/2012-S0 dan *Code of Conduct* bab III Standar Tata Perilaku Bagian G mengenai Menerima Hadiah/Cinderamata/Gratifikasi dan *Entertainment*, yang dimana keduanya telah memenuhi ketentuan yang diminta oleh Faktor Uji SK No.16/SMBU/2012.

Sebagai upaya sosialisasi, telah terdapat pelaksanaan komunikasi dan sosialisasi tentang Pengendalian Gratifikasi kepada Dewan Komisaris, Direksi dan pegawai Perusahaan dalam bentuk presentasi dan pendistribusian ketentuan dan perangkat Pengendalian Gratifikasi di lingkungan Perusahaan dilakukan dengan Video.

Perusahaan telah membuat metode pelaporan gratifikasi yang dilakukan melalui *Compliance Online System* serta Formulir Gratifikasi yang pengelolaannya diatur dan diawasi oleh Divisi Corporate Secretary untuk selanjutnya disampaikan kepada UPG Pertamina. Sebagai implementasinya selama tahun 2017, belum terdapat pelaporan tentang pengendalian gratifikasi di lingkungan perusahaan.

Sebagaimana penerapan GCG yang di dalamnya terdapat point yaitu bebas dari tindakan gratifikasi, berikut ini adalah hasil pengisian aplikasi *compliance online* kategori gratifikasi tahun 2018. Skor pengisian gratifikasi tahun 2018 adalah 25,69% dari total bobot 30,00% yang didapat dari beberapa pegawai yang telah menyatakan tidak melakukan penerimaan dan/atau pemberian hadiah/cinderamata dan hiburan (*entertainment*) dari atau kepada Pihak Ketiga. Adapun kegiatan pengisian kategori gratifikasi pada aplikasi *compliance* dilakukan pekerja pada setiap akhir bulan selama tahun 2018.

## Informasi Pemberian Dana Untuk Kegiatan Politik

Perusahaan memiliki kebijakan untuk melarang keterlibatan individu atas nama Perusahaan dalam kegiatan politik, termasuk memberikan donasi untuk kepentingan politik. Perusahaan memiliki kebijakan untuk melarang keterlibatan individu atas nama Perusahaan dalam kegiatan politik, termasuk memberikan donasi untuk kepentingan politik. Secara tegas, Perusahaan tidak mengizinkan insan PTC menggunakan fasilitas atau sumber daya apapun untuk tujuan kampanye politik, penggalangan dana politik maupun untuk tujuan partisipasi politik, sebagaimana yang telah diatur dalam Kode Etik Perusahaan.

## Kebijakan Anti Korupsi

Dewan Komisaris, Direksi, serta seluruh pegawai senantiasa menjunjung tinggi persaingan yang *fair*, nilai sportifitas dan profesionalisme, serta prinsip-prinsip GCG. Perusahaan juga berkomitmen untuk menciptakan iklim usaha yang sehat, menghindari tindakan, perilaku ataupun perbuatan-perbuatan yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN) serta selalu mengutamakan kepentingan Perusahaan di atas kepentingan pribadi, keluarga, kelompok ataupun golongan. Perusahaan juga senantiasa memperhatikan kebijakan tentang anti korupsi seperti yang tertulis dalam Undang-Undang No.20 Tahun 2001 tentang Perubahan atas Undang-Undang No.31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi.

- c. Reporting includes real information to determine the level of conflict of interest and how to handle it.

## Gratification Control

The company makes provisions governing the refusal, acceptance, gift/souvenir giving and entertainment or commonly referred to as Gratuity Guidelines. Through the Gratification Guidelines, each Company employee has direction and reference regarding the importance of reporting gratuities to protect themselves, their families and the Company from allegations of bribery. The intended Gratification Guidelines were made by emphasizing the principles of openness and accountability in carrying out daily operational and business activities.

Company Gratification Control Guidelines are based on the Gratuity Control Unit (UPG) Guidelines of the parent entity, PT Pertamina (Persero), No.A-001/N00010/2012-S0 and Code of Conduct chapter III Code of Conduct Standards Part G regarding Receiving Gifts/Souvenirs/Gratuities and Entertainment, both of which have fulfilled the requirements requested by SK Test Factor No.16/SMBU/2012.

As an effort to socialize, there has been a communication and socialization regarding Gratification Control to the Board of Commissioners, Directors and Company employees in the form of presentation and distribution of provisions and instruments of Gratification Control within the Company environment conducted by Video.

The company has made a gratuity reporting method which is carried out through the Compliance Online System and Gratification Forms whose management is regulated and supervised by the Corporate Secretary Division to be subsequently submitted to Pertamina's UPG. As its implementation during 2017, there has not been any reporting on gratification control within the company.

As the application of GCG in which there are points that are free from gratuities, the following are the results of filling the 2018 gratification compliance online application. The 2018 gratification filling score is 25.69% of the total weight of 30.00% obtained from several employees who has stated not to accept and/or give gifts/souvenirs and entertainment from or to third parties. The activities of filling out the gratification category on compliance applications are carried out by workers at the end of every month during 2018.

## Information on Providing Funds for Political Activities

The company has a policy to prohibit the involvement of individuals on behalf of the Company in political activities, including making donations for political purposes. The company has a policy to prohibit the involvement of individuals on behalf of the Company in political activities, including making donations for political purposes. Strictly speaking, the Company does not allow PTC employees to use any facilities or resources for the purpose of political campaigns, political fundraising or for the purpose of political participation, as stipulated in the Company Code of Ethics.

## Anti-Corruption Policy

The Board of Commissioners, Directors, and all employees always uphold fair competition, sportsmanship and professionalism, as well as GCG principles. The company is also committed to creating a healthy business climate, avoiding actions, behaviors or actions that can lead to conflicts of interest, corruption, collusion and nepotism (KKN) and always prioritizes the interests of the company above personal, family, group or group interests. The company also always pays attention to anti-corruption policies as written in Law No.20 of 2001 concerning Amendments to Law No.31 of 1999 concerning Eradication of Corruption Crimes.

## LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

### Prinsip Dasar Laporan Harta Kekayaan Penyelenggara Negara

Sebagai bagian dari kelompok usaha Pertamina, Perusahaan wajib mentaati peraturan perundang-undangan yang mengikat. Salah satu bentuk peraturan perundang-undangan yang dilandasi oleh semangat pemberantasan korupsi dan tindakan penyimpangan internal adalah kewajiban Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

LHKPN merupakan daftar seluruh Harta Kekayaan Penyelenggara Negara yang dituangkan dalam formulir LHKPN yang ditetapkan oleh Komisi Pemberantasan Korupsi (KPK) sebagaimana yang diatur dalam Keputusan KPK No.KEP 07/KPK/02/2005 tentang Tata Cara Pendaftaran, Pemeriksaan dan Pengumuman Laporan Harta Kekayaan Penyelenggara Negara. Undang-Undang No.30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi menegaskan wewenang KPK melaksanakan langkah atau upaya pencegahan korupsi antara lain melalui pendaftaran dan pemeriksaan terhadap LHKPN. Selain itu, Undang-Undang No.28 Tahun 1999 tentang Penyelenggara Negara Yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme, mengamanatkan bahwa setiap penyelenggara wajib melaporkan dan mengumumkan Harta Kekayaannya sebelum dan setelah memangku jabatan serta bersedia diperiksa kekayaannya sebelum dan setelah menjabat. Dalam Undang-Undang No.28 Tahun 1999 pasal 2 (7) beserta penjelasannya, diuraikan bahwa pejabat lain yang memiliki fungsi strategis dalam kaitannya dengan penyelenggara negara termasuk Dewan Komisaris, Direksi, dan pejabat struktural lainnya pada BUMN dan Badan Usaha Milik Daerah (BUMD).

Pemeriksaan LHKPN yang disampaikan kepada KPK bertujuan untuk mewujudkan Penyelenggara Negara yang mentaati asas-asas umum penyelenggara negara yang bebas dari praktik korupsi, kolusi, dan nepotisme, serta perbuatan tercela lainnya. Setiap Penyelenggara Negara dituntut untuk melaporkan kekayaannya melalui formulir LHKPN yang telah disediakan KPK untuk diisi secara jujur, benar dan lengkap, agar KPK dapat menganalisis, mengevaluasi, serta menilai atas seluruh jumlah, jenis dan nilai Harta Kekayaan yang dilaporkan, secara benar, cepat, tepat, akurat dan bertanggung jawab.

### Dasar Hukum dan Peraturan Dalam Menerapkan LHKPN di Perusahaan

Dalam menerapkan LHKPN, Perusahaan menimbang beberapa dasar hukum dan peraturan sebagai landasan cara pandang penerapan LHKPN di lingkungan Perusahaan. Dasar hukum tersebut yaitu:

1. Undang-Undang No.28 Tahun 1999 tentang Penyelenggara Negara Yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme.
2. Undang-Undang No.30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi.
3. Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN, dan perubahannya.
4. Keputusan Sekretaris Menteri BUMN No.SK-16/S.MBU/2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan GCG yang baik.
5. Surat Keputusan dari Perusahaan Induk
6. Surat Keputusan Direksi No. : Kpts-1382/PTC-10000/2017-S1 tanggal 19 Desember 2017, tentang : Kewajiban Melaporkan Harta Kekayaan bagi Pekerja di Lingkungan PT Pertamina Training & Consulting.

### Pelaksanaan LHKPN di Lingkup PTC

Kebijakan dan Prosedur Tetap tentang pengelolaan terhadap kepatuhan dan penyampaian LHKPN di lingkup Perusahaan dilaksanakan berdasarkan Surat Keputusan Direksi No. Kpts-1382/PTC-10000/2017-S1 tanggal 19 Desember 2017 tentang Wajib Lapor Harta Kekayaan Penyelenggara Negara (LHKPN) di lingkungan PT Pertamina Training & Consulting. Sebagai upaya penyebarluasan kebijakan, Perusahaan telah melaksanakan sosialisasi dan bimbingan teknis tentang LHKPN kepada pegawai terkait.

Perusahaan juga telah memutuskan jabatan mana saja dalam organisasi Perusahaan yang ditetapkan sebagai Penyelenggara Negara yang wajib menyampaikan LHKPN kepada KPK. Direksi sebagai pejabat Perusahaan turut ditugaskan melaksanakan koordinasi dengan KPK berkaitan dengan pengelolaan LHKPN di lingkungan Perusahaan. Penanggung Jawab pengelolaan Wajib Lapor LHKPN adalah Direktur SDM & Manajemen Aset.

## STATE OFFICER'S ASSET REPORT (LHKPN)

### Basic Principles of Statements of Assets of State Administrators

As part of the Pertamina business group, the Company is required to comply with the legislation that is binding. One form of legislation which is based on the spirit of eradicating corruption and acts of internal irregularities is the obligation of the State Organizers' Asset Report (LHKPN).

LHKPN is a list of all the assets of the State Administrators set forth in the LHKPN form determined by the Corruption Eradication Commission (KPK) as regulated in KPK Decree No.KEP 07/KPK/02/2005 concerning Procedures for Registration, Examination and Announcement of State Organizers' Asset Report. Law No.30 of 2002 concerning the Corruption Eradication Commission (KPK) emphasized the authority of the KPK to carry out measures or efforts to prevent corruption, among others through registration and examination of LHKPN. In addition, Law No.28 of 1999 concerning State Administrators who are Clean and Free of Corruption, Collusion and Nepotism, mandates that each organizer is required to report and declare his Assets before and after taking office and is willing to inspect his wealth before and after taking office. In Law No.28 of 1999 article 2 (7) along with their explanations, it is explained that other officials who have strategic functions in relation to state administrators include the Board of Commissioners, Directors, and other structural officials in SOEs and Regional-Owned Enterprises (BUMD).

The LHKPN examination submitted to the KPK aims to realize the State Administrators who observe the general principles of the state administrators who are free from corrupt, collusion and nepotism practices, and other despicable acts. Each State Operator is required to report their assets through the LHKPN form that has been provided by the KPK to be filled honestly, correctly and completely, so that the KPK can analyze, evaluate, and assess the total amount, type and value of the reported assets, correctly, quickly, accurately, accurate and responsible.

### Legal Basis and Regulations in Applying LHKPN in Companies

In implementing LHKPN, the Company considers several legal and regulatory bases as a foundation for the perspective of applying LHKPN within the Company. The legal basis is:

1. Law No.28 of 1999 concerning State Administrators who are Clean and Free of Corruption, Collusion and Nepotism.
2. Law No.30 of 2002 concerning the Corruption Eradication Commission.
3. SOE Minister of State Regulation No.PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs, and their changes.
4. Decree of the Secretary of the Minister of SOEs No.SK-16/S.MBU/2012 concerning Indicators/Evaluation and Evaluation Parameters for Good GCG Implementation.
5. Decree from Parent Entity
6. Decree of the Board of Directors No. : Kpts-1382 / PTC-10000/2017-S1 dated December 19, 2017, concerning: Obligation to Report Assets for Workers in the PT Pertamina Training & Consulting Environment.

### Implementation of LHKPN in PTC Scope

The Permanent Policies and Procedures regarding the management of compliance and submission of LHKPN within the scope of the Company are carried out based on Directors Decree No. Kpts-1382/PTC-10000/2017-S1 dated December 19, 2017 concerning Mandatory Reporting of State Assets (LHKPN) within PT Pertamina Training & Consulting. As an effort to disseminate policies, the Company has carried out socialization and technical guidance on LHKPN to related employees.

The Company has also decided which positions in the Company's organization are designated as State Administrators who are required to submit LHKPN to the KPK. Directors as Company officials are also tasked with coordinating with the Corruption Eradication Commission regarding the management of LHKPN within the Company. The person responsible for managing LHKPN's Report Management is the Director of HR & Asset Management.



Dalam hal tidak dilaksanakannya kebijakan ini, Perusahaan juga telah mengatur kebijakan sanksi berupa bentuk pengurangan penilaian kinerja yang tertuang dalam Sistem Manajemen Kinerja (SMK).

### Transparansi LHKPN Pejabat PTC Tahun 2019

Sampai dengan 31 Desember 2019 total Wajib Lapor yang telah melakukan pelaporan LHKPN sebanyak 8 Wajib Lapor atau 66,67% dari total 12 Wajib Lapor, terdapat peningkatan dari tahun lalu yang hanya 4 Wajib Lapor atau 44,44% dari total 9 Wajib Lapor. Sedangkan dari 8 Wajib Lapor yang melakukan pelaporan tepat waktu atau dikirimkan pada bulan maret, terdapat 7 Wajib Lapor yang melakukan pelaporan tepat waktu atau 87,50%. Sedangkan pada tahun lalu dari 4 Wajib Lapor yang melakukan pelaporan tepat waktu hanya 3 Wajib Lapor atau 75% dari total Wajib Lapor yang telah melakukan pelaporan LHKPN. Berikut ini disampaikan tabel Wajib Lapor yang sudah melakukan pelaporan & yang belum melakukan pelaporan sebagai berikut:

Di bawah ini disampaikan transparansi penyampaian LHKPN pejabat Perusahaan wajib lapor di tahun 2019.

### Pengungkapan Penyampaian LHKPN Pejabat PTC Tahun 2019

Jabatan Wajib LHKPN LHKPN Mandatory Position LHKPN	Jumlah Wajib Lapor Number of Required Reports	Telah Melaporkan Has Reported	
		Jumlah Number	%
Direksi Directors	2	1	50%
Manager Manager	10	7	70%
<b>Jumlah Total</b>	<b>12</b>	<b>8</b>	<b>66,67%</b>

In the event that this policy is not implemented, the Company has also set a sanction policy in the form of a reduction in performance appraisal contained in the Performance Management System (SMK).

### LHKPN Transparency of PTC Officials in 2019

As of December 31, 2019, the total Reporting Obligations that have reported LHKPN were 8 Report Obligations or 66.67% of the total 12 Report Obligations, an increase from last year which was only 4 Report Obligations or 44.44% of the total 9 Report Obligations. While of the 8 compulsory reports that report on time or sent in March, there are 7 compulsory reports that report on time or 87.50%. Whereas in the past year of the 4 compulsory reports that reported on time, only 3 compulsory reports or 75% of the total compulsory reports had reported LHKPN. The following is a report on the Mandatory Report that has reported and that has not yet reported:

Below is conveyed the transparency of submission of LHKPN Company officials are required to report in 2019.

### Disclosure of Submission of PTC Official LHKPN 2019

## Kebijakan Pengadaan Barang dan Jasa

Perusahaan memiliki kebijakan pengadaan barang dan jasa yang mengacu kepada Pedoman Pengadaan Barang atau Jasa No.A-002/PTC-10000/2019-S1 yang mengatur proses Pengadaan Barang atau Jasa yang dipergunakan Perusahaan untuk pembelian barang atau jasa agar terkontrol, efektif dan efisien, sehingga dapat tercapai tujuan Perusahaan. Prosedur ini mengacu pada ISO 9001:2008 dan kebijakan yang berlaku di PT Pertamina Training & Consulting.

### Sertifikat ISO 9001:2008



## Etika Perusahaan dan Batasan dalam Pengadaan Barang dan Jasa

Acuan Perusahaan dalam menjalankan hubungan dengan *vendor* adalah Pedoman Perilaku (*Code of Conduct*) dan Etika Bisnis Perusahaan yang dijelaskan lebih lanjut pada bagian Komitmen Terhadap Mitra Kerja dan Pelanggan. Dimana Perusahaan berkomitmen untuk menciptakan nilai tambah dengan orientasi komersial dan mengambil keputusan berdasarkan prinsip-prinsip bisnis yang sehat sesuai dengan Undang-Undang Larangan Praktek Monopoli dan Persaingan Usaha Tidak Sehat. Perusahaan juga mendukung upaya-upaya yang dilakukan semua pihak dalam menciptakan iklim bisnis yang sehat, bebas dari Korupsi, Kolusi dan Nepotisme (KKN).

Dalam rangka pengadaan barang atau jasa tergantung besaran nilai yang terdiri dari 4 Kategori, yaitu:

1. Sampai dengan Rp100 juta bisa pengadaan langsung (*cash & carry*)
2. Untuk Rp 100.000.001 sampai dengan Rp 5.000.000.000 dilakukan penunjukan langsung
3. Untuk Rp 5.000.000.001 sampai dengan Rp 10.000.000.000 dilakukan pemilihan langsung
4. Untuk > Rp 10.000.000.001 dilakukan lelang

Tata cara pengadaan barang atau jasa dilingkungan Perusahaan sesuai Pedoman Pengadaan Barang & Jasa PTC No.A-002/PTC-10000/2019-S1.

## Prosedur serta Proses Pengadaan Barang Dan Jasa di Lingkungan Perusahaan

1. Pembelian barang untuk keperluan operasi
  - a. Divisi/User/Para Manager yang membutuhkan barang mengisi formulir kebutuhan barang No PTC-FM-SDM-05 dan disampaikan kepada HRD & GA Manager

## Goods and Services Procurement Policy

The company has a policy on the procurement of goods and services that refers to the Guidelines for Procurement of Goods or Services No.A-002/PTC-10000/2019-S1 which regulates the procurement of goods or services used by the Company to purchase goods or services to be controlled, effective and efficient, so that the Company's goals can be achieved. This procedure refers to ISO 9001: 2008 and the policies that apply at PT Pertamina Training & Consulting.

### ISO 9001: 2008 certificate

## Company Ethics and Limits in Procurement of Goods and Services

The Company's references in running relationships with vendors are the Code of Conduct and the Company's Business Ethics, which are further explained in the Commitments to Work Partners and Customers section. Where the Company is committed to creating added value with commercial orientation and making decisions based on sound business principles in accordance with the Law on Prohibiting Monopolistic Practices and Unfair Business Competition. The company also supports the efforts of all parties in creating a healthy business climate, free from Corruption, Collusion and Nepotism (KKN).

In the framework of procurement of goods or services, the amount of value depends on the 4 categories, namely:

1. Up to IDR 100 million can be directly procured (*cash & carry*)
2. For IDR 100,000,001 to IDR 5,000,000,000 a direct appointment is made]
3. For Rp. 5,000,000,001 to Rp. 10,000,000,000, direct elections are made
4. For > IDR 10,000,000,001 the auction is conducted

Procedures for procurement of goods or services within the Company in accordance with PTC Goods & Services Procurement Guidelines No.A-002/PTC-10000/2019-S1.

## Procedure and Process for Procurement of Goods and Services in a Corporate Environment

1. Purchase of goods for operations
  - a. 1. Division/User/Managers who need goods fill out the item needs form No.PTC-FM-SDM-05 and submit it to HRD & GA Manager



- b. HRD & GA Manager menugaskan HR Operation Services Assistant Manager untuk memenuhi kebutuhan barang/Jasa yang dimaksud
- c. HR Operation Services Assistant Manager memilah kebutuhan barang. Apabila kebutuhannya barang non stock, maka perlu pengisian formulir permintaan pembelian barang/Jasa. Lanjut ke butir 6. Apabila kebutuhannya merupakan barang stock, maka melakukan check fisik ketersediaan barang. Lanjut ke butir 4.
- d. Apabila stock tidak mencukupi maka dilakukan proses pemesanan barang (ke butir 6). Apabila barang stock tersedia, maka langsung disampaikan kepada user.
- e. HR Operation Services Assistant Manager mencatat sisa barang stock dan proses pemenuhan kebutuhan selesai. Tidak jadi dilakukan pembelian
- f. Procurement Assistant Manager untuk pembelian barang/Jasa perlu mengisi formulir No PTC-FM-SDM-06. Selanjutnya minta ijin kepada HRD & GA Manager.
- g. Apabila HRD & GA Manager setuju, dimintakan ijin kepada Finance & Business Support Director. Apabila belum setuju atau perlu revisi kembali ke Procurement Assistant Manager.
- h. Apabila BOD tidak setuju, maka dikembalikan kepada HRD & GA Manager untuk direvisi. Apabila Finance & Business Support Director setuju didisposisikan kepada HRD & GA Manager
- i. Maka HRD & GA Manager mendisposisikan kepada Procurement Assistant Manager untuk melaksanakan pengadaan barang /Jasa
- j. Apabila pembelian Cash, maka lanjutkan ke butir 11 Apabila pembelian dengan cara Non Cash (Penunjukan langsung, Pemilihan langsung atau Tender) lanjutkan ke butir 14
- k. Isi Formulir Panjar Operasi No PTC-FM-SDM-25, dimohonkan ijin kepada Finance & Business Support Director melalui HRD & GA Manager
- l. Apabila Finance & Business Support Director menyetujui, didisposisikan kepada Procurement Assistant Manager melalui HRD & GA Manager untuk dilaksanakan. Apabila tidak setuju dikembalikan kepada HRD & GA Manager untuk revisi
- m. Procurement Assistant Manager melaksanakan pengadaan barang secara cash, dicatat dan diserahkan kepada HR Operation Services Assistant Manager pada butir 22
- n. Apabila pembelian barang dengan cara Non Cash, maka Fungsi Procurement Assistant manager membuat draft surat Permohonan penawaran Harga kepada para supplier yang ditandatangani HRD & GA Manager. Jumlah supplier disini ditentukan cara pengadaan yang akan dipakai.
- o. Supplier/Vendor memberikan penawaran harga
- p. Tim Pengadaan Barang & Jasa yang diketuai HRD & GA Manager mengevaluasi penawaran & memilih Vendor dari yang mengajukan penawaran.dari Formulir No PTC-FM-SDM-32 menjadi Formulir No PTC FM-SDM-15a&b
- q. Dilakukan negosiasi harga kepada 3 terbaik, dimintakan ijin kepada Finance& Business Support Director atau President Director sesuai nilai otorisasi
- r. Apabila Finance & Business Support Director/President Director tidak setuju dikembalikan kepada Panitia tender untuk direvisi. Apabila Finance & Business Support Director/ President Director sudah setuju maka didisposisikan kepada HRD & GA Manager untuk menindak lanjuti
- s. HRD & GA Manager mengirim Purchase Order kepada vendor dengan Formulir No PTC-FM-SDM-07
- t. Vendor akan mengirim barang sesuai pesanan kepada HRD & GA Manager beserta invoiceya sesuai TKO No PTC-TKO-SDM-12
- u. HRD & GA Manager menugaskan Procurement Assistant Manager untuk melakukan pengecekan barang apakah sesuai pesanan
- v. Apabila barang tidak sesuai dengan PO, dikembalikan ke vendor untuk diganti/diperbaiki. Apabila barang/jasa sesuai PO maka akan diserahkan ke user melalui HR Operation Services Assistant Manager
- b. HRD & GA Manager assign HR Operation Services Assistant Manager to meet the needs of the said goods/services
- c. HR Operations Services Assistant Manager to sort out the goods needs. If the needs are non-stock items, it is necessary to fill out the goods/services purchase request form. Continue to item 6. If the needs are stock goods, then do a physical check of the availability of the goods. Continue to item 4.
- d. If there is insufficient stock, the goods order process is carried out (to item 6). If stock items are available, they will be directly conveyed to the user.
- e. HR Operation Services Assistant Manager records the remaining goods stock and the process of fulfilling the needs is complete. Not made a purchase
- f. Procurement Assistant Manager for the purchase of goods/services need to fill out the form No.PTC-FM-SDM-06. Furthermore, ask permission from HRD & GA Manager.
- g. If HRD & GA Manager agree, permission is requested from the Finance & Business Support Director. If you have not agreed or need to revise the Procurement Assistant Manager.
- h. If the BOD does not agree, then it is returned to the HRD & GA Manager for revision. If the Finance & Business Support Director agrees to be disseminated to the HR & GA Manager
- i. Then the HRD & GA Manager to dispense with the Procurement Assistant Manager to carry out the procurement of goods/services
- j. If purchasing Cash, then proceed to item 11 If the purchase by Non Cash (Direct appointment, Direct election or Tender) proceed to item 14
- k. Fill in the Operating Extensions Form PTC-FM-SDM-25, permission is requested from the Finance & Business Support Director through the HRD & GA Manager
- l. If the Finance & Business Support Director approves, it is disseminated to the Procurement Assistant Manager through the HRD & GA Manager to be implemented. If not agreed, return it to HRD & GA Manager for revision
- m. Procurement Assistant Manager carries out the procurement of goods in cash, recorded and submitted to the HR Operations Services Assistant Manager in point 22
- n. If the purchase of goods by Non-Cash, then the Procurement Assistant Function Manager makes a draft surat Request for Price to the suppliers signed by HRD & GA Manager. The number of suppliers here is determined by the procurement method that will be used.
- o. Supplier/Vendor offers price quotes
- p. The Goods & Services Procurement Team chaired by HRD & GA Manager evaluates the bidding & selects the Vendor from the submitter of the bid. From PTC-FM-SDM-32 Form No.to PTC FM-SDM-15a PTC No.Form
- q. Price negotiations to the 3 best, permission is requested from the Finance & Business Support Director or President Director according to the authorization value
- r. If the Finance & Business Support Director/President Director does not agree to be returned to the tender committee for revision. If the Finance & Business Support Director/President Director has agreed, then it is discussed with the HRD & GA Manager to follow up
- s. HRD & GA Manager send Purchase Orders to vendors with Form No.PTC-FM-SDM-07
- t. Vendors will send goods according to the order to HRD & GA Manager along with their invoices according TKO No.PTC-TKO-SDM-12
- u. HRD & GA Manager assigns the Procurement Assistant Manager to check whether the goods are in order
- v. If the goods do not comply with the PO, returned to the vendor to be replaced/repaired. If the goods/services are in accordance with POs, they will be handed over to the user through HR Operation Services Assistant Manager

- w. Selanjutnya Procurement Assistant Manager membuat FP3 (Form PTC-FM KEU-001). Setelah ditandatangani HRD & GA Manager disampaikan kepada Finance Manager
- x. Finance Manager membayar Vendor sesuai TKO No PTC-TKO-KEU-07

Catalan : jasa yang dimaksud disini adalah selain jasa Instruktur, Konsultan maupun EO

2. Pembelian barang untuk keperluan proyek
  - a. Divisi/User/Para Manager yang membutuhkan barang untuk proyeknya, mengisi formulir kebutuhan barang No PTC-FM-SDM-05 dan disampaikan kepada HRD & GA Manager
  - b. HRD & GA Manager menugaskan Procurement Assistant Manager untuk memenuhi kebutuhan barang/Jasa yang dimaksud
  - c. Procurement Assistant Manager untuk pembelian barang/Jasa perlu mengisi formulir No PTC-FM-SDM-06. Selanjutnya minta ijin kepada HRD & GA Manager.
  - d. Apabila HRD & GA Manager setuju, dimintakan ijin kepada Finance & Business Support Director. Apabila belum setuju atau perlu revisi kembali ke Procurement Assistant Manager.
  - e. Apabila Finance & Business Support Director tidak setuju, maka dikembalikan kepada HRD & GA Manager untuk direvisi. Apabila Finance & Business Support Director setuju didisposisikan kepada HRD & GA Manager
  - f. Maka HRD & GA Manager mendisposisikan kepada Procurement Assistant Manager untuk melaksanakan pengadaan barang /Jasa
  - g. Apabila pembelian Cash, maka lanjutkan ke butir 8. Apabila pembelian dengan cara Non Cash (Penunjukan langsung, Pemilihan langsung atau Tender) lanjutkan ke butir 11
  - h. Isi Formulir Panjar Operasi No PTC-FM-SDM-25, dimohonkan ijin kepada Finance & Business Support Director melalui HRD & GA Manager
  - i. Apabila Finance & Business Support Director menyetujui, didisposisikan kepada Procurement Assistant Manager melalui HRD & GA Manager untuk dilaksanakan. Apabila tidak setuju dikembalikan kepada HRD & GA Manager untuk revisi
  - j. Procurement Assistant Manager melaksanakan pengadaan barang secara cash, dicatat dan diserahkan kepada pengguna di butir no 19
  - k. Apabila pembelian barang dengan cara Non Cash, maka Fungsi Procurement Assistant Manager membuat draft sura! Permohonan penawaran harga kepada para supplier yang ditandatangani HRD & GA Manager. Jumlah supplier disini ditentukan cara pengadaan yang akan dipakai
  - l. Supplier/Vendor memberikan tawaran harga
  - m. Tim Pengadaan Barang & Jasa yang diketuai HRD & GA Manager mengevaluasi tawaran & memilih Vendor dari yang mengajukan tawaran. dari Formulir No PTC-FM-SDM-32 menjadi Formulir No PTC-FM SDM-15.a & b
  - n. Dilakukan negosiasi harga kepada 3 terbaik, dimintakan ijin kepada Finance & Business Support Director atau President Director sesuai nilai otorisasinya
  - o. Apabila setuju Apabila Finance & Business Support Director/President Director tidak dikembalikan kepada panitia tender untuk direvisi. Finance & Business Support Director/President Director sudah setuju maka didisposisikan kepada HRD & GA Manager untuk menindak lanjuti
  - p. HRD & GA Manager mengirim Purchase Order kepada Vendor dengan Formulir No PTC-FM-SDM-07
  - q. Vendor akan mengirim barang sesuai pesanan kepada HRD & GA Manager beserta invoice nya sesuai TKO No PTC-TKO-SDM-12
  - r. HRD & GA Manager menugaskan Procurement Assistant Manager untuk melakukan pengecekan barang apakah sesuai pesanan
  - s. Apabila barang tidak sesuai dengan PO, dikembalikan ke Vendor untuk diganti/diperbaiki. Apabila barang/jasa sesuai PO ,barang diterima dan diserahkan kepada user
  - t. Selanjutnya Procurement Assistant Manager membuat FP3 (Form PTC-FM KEU-001). Setelah ditandatangani HRD & GA Manager disampaikan kepada Finance Manager
  - u. Finance Manager membayar Vendor sesuai TKO No PTC-TKO-KEU-07

- w. Furthermore Procurement Assistant Manager makes FP3 (PTC-FM KEU-001 Form). After being signed HRD & GA Manager is submitted to the Finance Manager
- x. Finance Manager pays the Vendor according to TKO No.PTC-TKO-KEU-07

Note: the services referred to here are other than instructor, Consultant and EO services

2. Purchase of goods for project needs
  - a. Division/User/Managers who need goods for their projects, fill in the item needs form No.PTC-FM-SDM-05 and submit them to HRD & GA Manager
  - b. HRD & GA Manager assigns Procurement Assistant Manager to meet the needs of the said goods/services
  - c. Procurement Assistant Manager for the purchase of goods/services needs to fill out the form No.PTC-FM-SDM-06. Furthermore, ask permission from HRD & GA Manager.
  - d. If HRD & GA Manager agree, permission is requested from the Finance & Business Support Director. If you have not agreed or need to revise the Procurement Assistant Manager.
  - e. If the Finance & Business Support Director does not agree, then it is returned to the HRD & GA Manager for revision. If the Finance & Business Support Director agrees to be disseminated to the HR & GA Manager
  - f. Then the HRD & GA Manager to dispense with the Procurement Assistant Manager to carry out the procurement of goods/services
  - g. If purchasing Cash, then proceed to point 8. If the purchase by Non Cash (Direct appointment, Direct election or Tender) proceed to point 11
  - h. Fill in the Operating Extensions Form PTC-FM-SDM-25, permission is requested from the Finance & Business Support Director through the HRD & GA Manager
  - i. If the Finance & Business Support Director approves, it is disseminated to the Procurement Assistant Manager through the HRD & GA Manager to be implemented. If not agreed, return it to HRD & GA Manager for revision
  - j. Procurement Assistant Manager carries out the procurement of goods in cash, recorded and handed over to users in item No.19
  - k. If the purchase of goods by Non-Cash, then the Procurement Assistant Manager Function makes a draft letter! Request for price quotes to suppliers signed by HRD & GA Manager. The number of suppliers here is determined how the procurement will be used
  - l. Supplier/Vendor offers price
  - m. Goods & Services Procurement Team chaired by HRD & GA Manager evaluates bids & selects Vendors from those who submit bids. From Form No.PTC-FM-SDM-32 to Form No.PTC-FM SDM-15.a & b
  - n. Price negotiations are conducted to the 3 best, permission is requested from the Finance & Business Support Director or President Director according to the authorization value
  - o. If agreed If the Finance & Business Support Director/President Director is not returned to the tender committee for revision. The Finance & Business Support Director/President Director has agreed that the HRD & GA Manager will discuss it to follow up
  - p. HRD & GA Manager send Purchase Orders to Vendors with Form No.PTC-FM-SDM-07
  - q. Vendors will send goods according to the order to HRD & GA Manager along with their invoices according TKO No.PTC-TKO-SDM-12
  - r. HRD & GA Manager assigns the Procurement Assistant Manager to check whether the goods are as in order.
  - s. If the goods do not comply with the PO, returned to the Vendor to be replaced/ repaired. If the goods/services match the PO, the goods are received and handed over to the user
  - t. Furthermore Procurement Assistant Manager makes FP3 (PTC-FM KEU-001 Form). After being signed HRD & GA Manager is submitted to the Finance Manager
  - u. Finance Manager pays the Vendor according to TKO No.PTC-TKO-KEU-07



### 3. Pengadaan Jasa

- a. Divisi/User/Para Manager yang membutuhkan Jasa mengisi formulir kebutuhan barang/Jasa No.PTC-FM-SDM-05 dan disampaikan kepada HRD & GA Manager
- b. HRD & GA Manager memilah kebutuhan Jasa tersebut. Apabila untuk kebutuhan Internal PTC akan menugaskan HR Operation Services Assistant Manager. Apabila untuk Proyek akan mendisposisikan kepada Procurement Manager. pada butir 12
- c. HR Operation Service Assistant Manager akan mencari vendor Jasa sesuai spesifikasi yang dibutuhkan bersama dengan user, dan dimintakan ijin kepada Board Of Director melalui HRD & GA Manager
- d. Apabila Board Of Director setuju, vendor akan dapat dipakai dan langsung diminta membuat penawaran harga Apabila Board Of Director tidak setuju akan dikembalikan ke HRD & GA Manager untuk mencari Vendor lain.
- e. Supplier/Vendor memberikan tawaran harga
- f. Tim Pengadaan Barang & Jasa yang diketuai HRD & GA Manager mengevaluasi tawaran & melakukan negosiasi dengan Vendor Jasa tersebut dan dimintakan ijin kepada Board Of Director sesuai nilai otorisasinya
- g. Apabila Board Of Director tidak setuju dikembalikan kepada panitia tender untuk direvisi. Apabila Board Of Director sudah setuju maka didisposisikan kepada HRD & GA Manager untuk menindak lanjuti
- h. HRD & GA Manager melalui Procurement Assistant Manager mengirim Purchase Order kepada vendor dengan Formulir No PTC-FM-SDM-07
- i. Vendor akan melaksanakan Jasanya dengan dipantau oleh HRD & GA Manager dan menyerahkan hasil kerja kepada HR Procurement Assistant manager dilengkapi invoice sesuai TKO No PTC-TKO-SDM-12
- j. HR Procurement Assistant Manager akan mengecek hasil Jasanya kepada User. Apabila telah memenuhi syarat, maka akan dibuatkan Berita Acara penerimaan Jasa dan membuat FP3 (Form PTC-FM-KEU-001). untuk disampaikan kepada Finance Manager melalui HRD & GA Manager. Apabila belum memenuhi spesifikasi, akan meminta vendor untuk memperbaiki.
- k. Finance Manager membayar vendor sesuai TKO No PTC-TKO-KEU-07
- l. Procurement Assistant Manager akan mencari vendor Jasa sesuai spesifikasi yang dibutuhkan bersama dengan user, dan dimintakan ijin kepada Direksi melalui HRD & GA Manager
- m. Apabila Board Of Director setuju, vendor akan dapat dipakai dan langsung diminta membuat penawaran harga Apabila Board Of Director tidak setuju akan dikembalikan ke HRD & GA Manager untuk mencari vendor lain.
- n. Supplier/vendor memberikan tawaran harga
- o. Tim Pengadaan Barang & Jasa yang diketuai HRD & GA Manager mengevaluasi tawaran & melakukan negosiasi dengan vendor Jasa tersebut dan dimintakan ijin kepada Board Of Director sesuai nilai Otorisasinya
- p. Apabila Board Of Director tidak setuju dikembalikan kepada panitia tender untuk direvisi. Apabila Board Of Director sudah setuju maka didisposisikan kepada HRD & GA Manager untuk menindak lanjuti
- q. HRD & GA Manager mengirim Purchace Order kepada Vendor melalui Procurement Assistant Manager dengan Formulir No PTC-FM-SDM-07
- r. Vendor akan melaksanakan Jasanya dengan dipantau oleh Procurement Assistant Manager dan menyerahkan hasil kerja kepada Procurement Assistant manager dilengkapi invoice sesuai TKO No PTC-TKO-SDM-12
- s. Procurement Assistant Manager akan mengecek hasil Jasanya kepada User. Apabila telah memenuhi syarat, maka akan dibuatkan Berita Acara penerimaan Jasa dan membuat FP3 (Form PTC-FM-KEU-001). untuk disampaikan kepada Finance Manager melalui HRD & GA Manager. Apabila belum memenuhi spesifikasi, akan meminta Vendor untuk memperbaiki.
- t. Finance Manager membayar Vendor sesuai TKO No PTC-TKO-KEU-07
3. Procurement of Services
  - a. Division/User/Managers who need Services fill in the goods/services requirement form No.PTC-FM-SDM-05 and submitted to HRD & GA Manager
  - b. HR & GA Managers sort out the need for the Service. If for internal needs, PTC will assign HR Operations Services Assistant Manager. If for the Project, it will distribute it to the Procurement Manager. in point 12
  - c. HR Operation Service Assistant Manager will look for service vendors according to the specifications needed together with the user, and permission is requested from the Board of Directors through HRD & GA Manager
  - d. If the Board of Directors agrees, the vendor will be able to be used and immediately asked to make a price quote If the Board of Director disagrees with returning the HRD & GA Manager to find another Vendor.
  - e. Supplier/Vendor offers price
  - f. The Goods & Services Procurement Team chaired by HRD & GA Manager evaluates the offer & negotiates with the Service Vendor and permission is requested from the Board of Directors according to the authorization value
  - g. If the Board of Directors does not agree to be returned to the tender committee for revision. If the Board of Directors has agreed, it will be discussed with the HRD & GA Manager to follow up
  - h. HRD & GA Manager through the Procurement Assistant Manager sends the Purchase Order to the vendor with Form No.PTC-FM-SDM-07
  - i. Vendors will carry out their services by being monitored by HRD & GA Manager and submit the work to the HR Procurement Assistant manager equipped with invoices according to TKO No.PTC-TKO-SDM-12
  - j. HR Procurement Assistant Manager will check the results of his services to the User. If it meets the requirements, a Minutes for Services acceptance and a FP3 (Form PTC-FM-KEU-001) will be made. to be submitted to the Finance Manager through HRD & GA Manager. If it does not meet the specifications, it will ask the vendor to repair.
  - k. Finance Manager pays the vendor according to TKO No.PTC-TKO-KEU-07
  - l. Procurement Assistant Manager will search for service vendors according to the specifications needed together with the user, and request permission from the Directors through the HRD & GA Manager
  - m. If the Board of Directors agrees, the vendor will be able to be used and immediately asked to make a price quote If the Board of Director does not agree, it will be returned to the HRD & GA Manager to find another vendor.
  14. Supplier/vendor provide price offers
    - o. Goods & Services Procurement Team chaired by HRD & GA Manager evaluates the offer & negotiates with the Services vendor and permission is requested from the Board of Directors according to the Authorization value
    - p. If the Board of Directors does not agree to be returned to the tender committee for revision. If the Board of Directors has agreed, it will be discussed with the HRD & GA Manager to follow up
    - q. HRD & GA Manager send Purchase Orders to Vendors through the Procurement Assistant Manager with Form No.PTC-FM-SDM-07
    - r. Vendors will carry out their services by being monitored by the Procurement Assistant Manager and submit their work to the Procurement Assistant manager with invoices according to TKO No PTC-TKO-SDM-12
    - s. Procurement Assistant Manager will check the results of his services to the User. If it meets the requirements, a Minutes of Service acceptance will be made and FP3 (Form PTC-FM-KEU-001) will be made to the Finance Manager through HRD & GA Manager. If it does not meet the specifications, it will ask the Vendor to repair.
    - t. Finance Manager pays the Vendor according to TKO No.PTC-TKO-KEU-07

### Indikator Ukuran Keberhasilan

Indikator keberhasilan dari alur proses pengadaan barang atau jasa dilingkungan Perusahaan ditentukan oleh dua indikator, yakni:

1. Barang sesuai spesifikasi yang diminta
2. Pengadaan sesuai waktu

### Indicator of Success Measures

Indicators of success of the flow of the process of procurement of goods or services within the Company are determined by two indicators, namely:

1. Goods meet the specifications requested
2. Procurement meet time limit

## WHISTLEBLOWING SYSTEM

Sistem Pelaporan Pelanggaran, atau *Whistleblowing System* (WBS) merupakan salah satu bentuk dari perkembangan implementasi GCG. Peran WBS cukup besar bagi Perusahaan untuk memberantas praktik-praktik korupsi, perilaku yang melawan hukum, maupun praktik yang tidak etis di lingkungan Perusahaan.

### Penetapan Pedoman Sistem Pelaporan Pelanggaran Perusahaan

Sebagai bentuk pengembangan dari tahun sebelumnya, Perusahaan telah menyelesaikan sistem internal untuk implementasi WBS. Kebijakan WBS di lingkungan PTC telah tertuang dalam Tata Kelola Organisasi (TKO) No.B-007/PTC-10010/2019-S1 tentang tata cara pengelolaan penanganan pengaduan/pengungkapan (*Whistle Blowing System*) bagi seluruh insan PTC serta pihak yang berkepentingan dalam hubungan dengan Perusahaan.

### Ruang Lingkup Pengaduan Pelanggaran Melalui Sistem Pelaporan Pelanggaran PTC

Insan PTC wajib melaporkan penyimpangan melalui Whistle Blowing System atas dugaan terjadinya pelanggaran hukum, diantaranya sebagai berikut:

1. Korupsi;
2. Suap;
3. Gratifikasi;
4. Konflik Kepentingan;
5. Pencurian;
6. Kecurangan; dan
7. Pelanggaran Hukum & Peraturan Perusahaan

### Saluran Pengaduan

Perusahaan berkomitmen untuk menjaga seluruh aset perusahaan agar kegiatan bisnis/operasionalnya berjalan dengan bersih sesuai dengan nilai maximize profit dalam Tata Nilai perusahaan. Insan PTC wajib berpartisipasi aktif melaporkan setiap dugaan terjadinya kecurangan yang diketahuinya. Pelaporan dilakukan dengan didukung data yang relevan dan ditujukan untuk kepentingan perusahaan, bukan bertujuan untuk menjatuhkan seseorang.

Pelaporan dapat disampaikan kepada pimpinan tertinggi di fungsi Insan PTC ditugaskan. Jika Insan PTC tidak merasa nyaman untuk melaporkannya secara langsung, pelaporan dapat disampaikan melalui sarana Whistle Blowing System PTC sebagai berikut:

Telepon   Telephone	:	+62 21 351 4977 ext (214) (215) (216)
Faksimile   Facsimile	:	+62 21 2120 1557
Email	:	wbsptc@pertamina-ptc.com
Website	:	www.pertamina-ptc.com
SMS	:	+62 853 1400 2003
Whatsapp	:	+62 853 1400 2003

Pelaporan melalui Whistle Blowing System dilakukan dengan prinsip anonim, rahasia, dan independen. Pelanggaran terhadap Pedoman Perilaku akan ditindaklanjuti oleh perusahaan. Sanksi atas pelanggaran yang dilakukan akan diberikan sesuai dengan ketentuan yang berlaku.

### Pihak Pengelola Pengaduan

Pengelola WBS Perusahaan adalah Sekretaris Perusahaan yang membuat laporan yang meliputi antara lain jumlah pengaduan/pengungkapan, kategori pengaduan/pengungkapan dan saluran yang digunakan oleh Pelapor kepada Direktur Utama dan kepada Dewan Komisaris apabila diperlukan. Terkait pengaduan atau pengungkapan gratifikasi (fraud) yang melalui mekanisme WBS akan ditindaklanjuti oleh Internal Audit.

## WHISTLEBLOWING SYSTEM

Violation Reporting System, or Whistleblowing System (WBS) is one form of the development of GCG implementation. The role of WBS is quite large for the Company to eradicate corrupt practices, unlawful behavior, and unethical practices within the Company.

### Establishment of Guidelines for the Company Violation Reporting System

As a form of development from the previous year, the Company has completed an internal system for implementing WBS. WBS policy in the PTC environment has been stated in Organizational Governance (TKO) No.B-007/PTC-10010/2019-S1 concerning the procedures for the management of complaints/disclosures (Whistle Blowing System) for all PTC employees as well as those who have an interest in relations with the Company.

### Scope of Complaints of Violations Through PTC's Violation Reporting System

PTC Individuals are required to report irregularities through the Whistle Blowing System for alleged violations of the law, including the following:

1. Corruption;
2. Bribery;
3. Gratuities;
4. Conflicts of Interest;
5. Theft;
6. Fraud; and
7. Violations of Law & Company Regulations

### Complaint Channels

The company is committed to maintaining all of the company's assets so that its business/operational activities run cleanly in accordance with the value of maximizing profit in the company's Values. PTC Individuals are required to actively participate in reporting any suspected fraud. Reporting is done with the support of relevant data and is intended for the benefit of the company, not aimed at bringing down someone.

Reporting can be submitted to the highest leadership in the PTC Individual function assigned. If PTC Personnel do not feel comfortable reporting it directly, reporting can be submitted through the PTC Whistle Blowing System as follows:

Reporting through the Whistle Blowing System is carried out with anonymous, confidential and independent principles. Violations of the Code of Conduct will be followed up by the company. Sanctions for violations committed will be given in accordance with applicable regulations.

### Complaints Manager

Company WBS Manager is the Corporate Secretary who makes reports which include, among other things, the number of complaints/disclosures, categories of complaints/disclosures and channels used by the Reporting Entity to the President Director and to the Board of Commissioners if necessary. Regarding complaints or disclosure of gratuities (fraud) through the WBS mechanism, it will be followed up by the Internal Audit.



## Mekanisme Penyampaian Pengaduan dan Penanganan Pengaduan yang Masuk Melalui Sistem Pelaporan Pelanggaran

Mekanisme penyiaran pengaduan/pengungkapan oleh pelapor pada dasarnya dilakukan melalui jalur formal yaitu melalui atasan langsung, direktorat dan fungsi terkait (SDM, Internal Audit, Security) namun bila pelapor memandang sarana pengaduan/pengungkapan tersebut tidak efektif atau ada keraguan, maka pelapor dapat menyalurkan pengaduan melalui WBS.

Para pihak yang memiliki kewenangan untuk menindaklanjuti hasil laporan pengaduan/pengungkapan sebagai berikut:

1. CCO (*Chief Compliance Officer*) jika terlapor adalah Insan PTC selain CCO, Fungsi Compliance, Dewan Komisaris, & Direksi
2. Dewan Komisaris Jika terlapor adalah Direksi
3. Direktur Utama apabila terlapor adalah Dewan Komisaris, Direksi, CCO, dan Fungsi Compliance

## Perlindungan Bagi Pelapor

Perusahaan menjamin kerahasiaan dan perlindungan kepada pelapor dalam melakukan proses setiap pelaporan pengaduan dengan senantiasa mengedepankan kerahasiaan, atas praduga tidak bersalah dengan cara yang profesional. Perusahaan menjamin kerahasiaan identitas Pelapor, serta memberikan perlindungan kepada Pelapor dari segala bentuk ancaman, intimidasi, ataupun tindakan tidak menyenangkan dari pihak manapun, sepanjang Pelapor dapat menjaga kerahasiaan kasus yang diadukan/dilaporkan.

Perlindungan ini juga berlaku bagi petugas yang ditunjuk Perusahaan dalam melaksanakan investigasi, verifikasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/pengungkapan fakta penyimpangan.

## Penghargaan dan Sanksi

Bentuk sanksi terhadap Terlapor yang telah terbukti melakukan pelanggaran ditentukan sesuai dengan ketentuan dan peraturan yang berlaku di Perusahaan. Perusahaan juga memberikan sanksi bagi pelaporan pelanggaran yang tidak sesuai dengan maksud dan tujuan kebijakan ini, misalnya fitnah atau pelaporan palsu.

Selain itu, penghargaan diberikan kepada Pelapor apabila kasus yang dilaporkan mengandung kebenaran dan Perusahaan mendapat dampak positif dari adanya laporan tersebut. Jenis dan besarnya penghargaan yang diberikan diatur dengan kebijakan Direksi yang merupakan dokumen tidak terpisahkan dari kebijakan WBS.

## Pelaporan Pelanggaran Tahun 2019 dan Tindak Lanjut

Berdasarkan hasil pelaksanaan WBS di lingkungan PT Pertamina Training & Consulting di sepanjang tahun 2019 terdapat pelaporan di bulan juli sebanyak 11 (sebelas) pelaporan. Sebelas pelaporan tersebut dilaporkan melalui kontak whatsapp WBS yang dikelola Internal Audit. Adapun rincian kesebelas pelaporan serta tindak lanjut dari pelaporan tersebut sebagai berikut:

Periode Laporan Report Period	Jumlah Laporan Masuk Number of Reports	Jumlah Tindak Lanjut Number of Follow up	Status
1 Januari – 31 Desember January 1-December 31 2019	11	11	Selesai Completed

## Grievance Mechanisms and Complaints Handling that Enter Through the Reporting System Violation

The mechanism for channeling complaints/disclosures by reporters is basically done through formal channels, namely through direct superiors, directorates and related functions (HR, Internal Audit, Security) but if the reporter considers the means of complaints/disclosures to be ineffective or there is doubt, then the reporter can channel the complaint through WBS.

The parties who have the authority to follow up on the results of the complaint/disclosure report are as follows:

1. CCO (*Chief Compliance Officer*) if reported is PTC Individuals other than CCO, Compliance Function, Board of Commissioners & Directors
2. Board of Commissioners If reported is the Board of Directors
3. President Director if reported is the Board of Commissioners, Directors, CCO, and Compliance Function

## Protection for Reporters

The company guarantees confidentiality and protection to reporters in the process of reporting every complaint by always prioritizing confidentiality, the principle of presumption of innocence in a professional manner. The Company guarantees the confidentiality of the Reporter's identity, as well as providing protection to the Reporting Party from all forms of threats, intimidation, or unpleasant actions from any party, as long as the Reporting Party can maintain the confidentiality of the case being reported/reported.

This protection also applies to officers appointed by the Company in carrying out investigations, verification as well as those who provide information related to complaints/disclosures of violation.

## Awards and Sanctions

The form of sanctions against the Reported Party that has been proven to have committed violations is determined in accordance with the provisions and regulations in force in the Company. The company also provides sanctions for reporting violations that do not comply with the intent and purpose of this policy, such as defamation or false reporting.

In addition, awards are given to the Reporting Party if the reported case contains truth and the Company has a positive impact from the existence of the report. The type and amount of the award given is governed by the Directors policy which is an inseparable document from the WBS policy.

## Reporting Violations in 2019 and Follow Up

Based on the results of the WBS implementation in PT Pertamina Training & Consulting throughout 2019 there were 11 (eleven) reports in July. Eleven reports were reported through WBS whatsapp contacts managed by Internal Audit. The eleven details of the reporting and the follow-up of the reporting are as follows:

No	Tanggal Laporan Report Date	No. Pekerja Employee Id Number	Nama Name	Lokasi Kerja Work Location	No. Hp Phone Number	Isi Laporan Content Of Report	Tanggal Tindak Lanjut Date Of Follow Up	Status
1	25 Juli 2019 July 25, 2019	M093-167334	Muhammad Mizan	Pertamina Integrated Terminal Jakarta (TBBM Plumpang)	081901989184	Belum terima Tugu Mandiri. Not yet received Tugu Mandiri	MAPS 19 Desember	Selesai Finish
2	25 Juli 2019 July 25, 2019	M093-167335	M. Kidwayoda A	Pertamina TBBM Tanjung Gerem	082310107464	Belum terima BPJS Ketenagakerjaan dan BPJS Pensiun.  Not yet received BPJS Employment and BPJS Pension	BPJS 22 November	Selesai Finish
3	25 Juli 2019 July 25, 2019	M093-167336	Nana Rukmana	Pertamina TBBM Bandung Group Ujungberung	085274713467	Belum terima Tugu Mandiri. Not yet received Tugu Mandiri	MAPS 19 Desember	Selesai Finish
4	25 Juli 2019 July 25, 2019	M093-167337	Iman Hilman	Pertamina TBBM Tanjung Gerem	083807802317	Belum terima Tugu Mandiri dan BPJS Ketenagakerjaan.  Not yet received Tugu Mandiri and BPJS Employment	BPJS 22 November, MAPS 19 Desember	Selesai Finish
5	25 Juli 2019 July 25, 2019	M093-167338	Ridan Setiawan	Pertamina TBBM Bandung Group Ujungberung	089671546204	Belum terima Tugu Mandiri. Not yet received Tugu Mandiri	MAPS 19 Desember	Selesai Finish
6	25 Juli 2019 July 25, 2019	M093-167339	Syahrial Erpian	Pertamina Terminal LPG Tg. Priok (BKO)	082283226890	Belum terima Tugu Mandiri. Not yet received Tugu Mandiri	MAPS 19 Desember	Selesai Finish
7	25 Juli 2019 July 25, 2019	M093-191300	M. Ma'ariz	Pertamina MWH & LPG CYLINDER Plumpang	08987766701	Belum terima BPJS Ketenagakerjaan, Tugu Mandiri, Kontrak.  Not yet received BPJS Employment, Tugu Mandiri, and Contract	BPJS 22 November, MAPS 19 Desember	Selesai Finish
8	25 Juli 2019 July 25, 2019	M093-191297	Muhammad Agus Soleh	Pertamina Kantor Unit Kramat Jaya	081287703479	Belum terima BPJS, Tugu Mandiri, dan Kontrak.  Not yet received BPJS, Tugu Mandiri, and Contract.	BPJS 22 November, MAPS 19 Desember	Selesai Finish
9	25 Juli 2019 July 25, 2019	M093-191301	Marjane	Pertamina MWH & LPG CYLINDER Plumpang	087809384401	Belum terima BPJS Ketenagakerjaan, Tugu Mandiri. Not yet received BPJS Employment, Tugu Mandiri, and Contract	BPJS 22 November, MAPS 19 Desember	Selesai Finish
10	25 Juli 2019 July 25, 2019	M093-191306	Firmandi Sastra	TBBM Tasikmalaya	085221633623	Belum terima Tugu Mandiri dan Kontrak  Not yet received Tugu Mandiri, and Contract	BPJS 22 November, MAPS 19 Desember	Selesai Finish
11	25 Juli 2019 July 25, 2019	M093-191298	Arga Baihaqi Amelza	Pertamina Kantor Unit MOR III Kramat Jaya	083894855014	BPJS nerusin, Tugu Mandiri dan Kontrak belum menerima.  Not yet received BPJS, Tugu Mandiri, and Contract	BPJS 22 November, MAPS 19 Desember	Selesai Finish



## KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Keberagaman komposisi Dewan Komisaris dan Direksi merupakan bagian dari upaya Perusahaan untuk mendorong proses pengambilan keputusan yang lebih obyektif, komprehensif, optimal, dan memiliki dampak positif terhadap pengawasan dan pengelolaan Perusahaan. Keberagaman ini diharapkan dapat memperkaya sudut pandang dan kepentingan dalam proses pengambilan keputusan baik di tubuh Dewan Komisaris maupun Direksi, sehingga mampu memberikan nilai tambah bagi aspek operasional dan usaha Perusahaan, serta penerapan Tata Kelola Perusahaan di lingkup Perusahaan.

### Keberagaman Komposisi Dewan Komisaris dan Direksi PTC

Nama Name	Kewarganegaraan Nationality	Latar Belakang Pendidikan Educational Background	Sekilas tentang Pengalaman Kerja Brief Work Experience	Keahlian Expertise	Usia Age	Gender
<b>Dewan Komisaris</b> Board of Commissioners						
<b>Jeffrey T. Indra,</b> Indonesia						
		S2 Teknik Elektro, Institut Teknologi Bandung, Bandung Master of Electrical Engineering, Bandung Institute of Technology, Bandung	Sejak 2013 beliau menjabat sebagai SVP Corporate ICT PT Pertamina (Persero) Since 2013, has served as SVP Corporate ICT of PT Pertamina (Persero)	ICT	55	Laki-laki Male
<b>Safii Triyono Y.</b> Indonesia						
		S1 Teknik Kimia Institut Teknologi Bandung, Bandung Bachelor of Chemical Engineering, Bandung Institute of Technology, Bandung	Sejak tahun 2017 beliau menjabat sebagai VP Project Planning & Development PT Pertamina (Persero) Since 2017, has served as VP Project Planning & Development of PT Pertamina (Persero)	Geofisika Terapan Applied Geophysics	55	Laki-laki Male
<b>Ari Samodra</b> Indonesia						
		S3 Geofisika Terapan, Institut Teknologi Bandung, Bandung Doctor of Applied Geophysics, Bandung Institute of Technology, Bandung	Sejak tahun 2017 beliau menjabat sebagai VP Exploration Subsurface, Planning & Evaluation at PT Pertamina Hulu Energi Since 2017, has served as VP Exploration Subsurface, Planning & Evaluation at PT Pertamina Hulu Energi	Geofisika Terapan Applied Geophysics	55	Laki-laki Male
<b>Direksi</b> Board of Directors						
<b>Teuku Mirasfi</b> Indonesia						
		S2 Manajemen, Universitas Gadjah Mada, Yogyakarta Master of Management, Gadjah Mada University, Yogyakarta	Sebelum menjabat sebagai Direktur Utama PTC, sejak 2017 beliau menjabat sebagai VP President Stakeholder Relation di PT Pertamina Persero Before serving as PTC's President Director, since 2017 he served as VP President Stakeholder Relations at PT Pertamina Persero	Manajemen Management	53	Laki-laki Male
<b>Fitri Azwar</b> Indonesia						
		S2 Manajemen Universitas Indonesia, Jakarta Master of Management, University of Indonesia, Jakarta	Sejak 2015 hingga 2018 beliau menjabat sebagai Manager Corporate Financing di PT Pertamina (Persero) From 2015 to 2018, served as Corporate Financing Manager at PT Pertamina (Persero)	Manajemen Management	43	Perempuan Female
<b>Linda Delina</b> Indonesia						
		S2 Business (Human Resource Management), Economy Faculty The University of Queensland, Australia Master of Business (Human Resource Management), Economy Faculty at the University of Queensland, Australia	Sejak tahun 2017-2018 beliau menjabat sebagai Planning & Development Manager di Pertamina Corporate University From 2017-2018, served as a Planning & Development Manager at Pertamina Corporate University	HR Manajemen HR Management	43	Perempuan Female

## DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The diversity in the composition of Board of Commissioners and Board of Directors is part of the Company's efforts to encourage decision making processes that are more objective, comprehensive, optimal, and have a positive impact on the supervision and management of the Company. This diversity is expected to be able to enrich the perspectives and interests in the decision making process both within Board of Commissioners and Board of Directors, so as to provide added value to the operational and business aspects of the Company, as well as the implementation of Good Corporate Governance within the Company.

### Diversity in the Composition of the PTC Board of Commissioners and Directors

## TRANSPARANSI PRAKTIK BAD GOVERNANCE

### Laporan atas Aktivitas Perusahaan yang Mencemari Lingkungan

Di sepanjang tahun 2019, Perusahaan tidak menghadapi masalah pencemaran lingkungan.

### Pengungkapan Pemenuhan Kewajiban Perpajakan

#### Kontribusi PTC pada Negara Berupa Pajak 2018-2019

Kontribusi Kepada Negara Contribution to the State	2018 (Rp-Juta) (Rp-Million)	2019 (Rp-Juta) (Rp-Million)
PPh 21 / Income Tax 21	34.639	44.144
PPh 23 / Income Tax 23	1.909	3.156
PPh 4 (2) / Income Tax 4 (2)	807	1.066
PPh 25 / Income Tax 25	1.069	1.510
PPh 29 Badan / Corporate Income Tax 29	665	596
PPN / VAT	22.660	6.356
<b>Jumlah Kontribusi Kepada Negara / Total Contributions to the Country</b>	<b>61.749</b>	<b>56.828</b>

### Ketidaksesuaian Penyajian Laporan Tahunan dan Laporan Keuangan Dengan Peraturan yang Berlaku dan Standar Akuntansi Keuangan (SAK)

Laporan Tahunan dan Laporan Keuangan Perusahaan disampaikan sesuai dengan peraturan yang berlaku dan Standar Akuntansi Keuangan.

### Kasus Terkait Dengan Buruh Dan Karyawan

Tidak ada kasus dengan buruh dan karyawan di sepanjang tahun 2019. Seluruh pengelolaan Sumber Daya Manusia dalam kegiatan operasional dan usaha dari Perusahaan telah memenuhi peraturan dan perundang-undangan; termasuk juga memenuhi standar praktik Ketenagakerjaan, Kesehatan dan Keselamatan Kerja.

### Pengungkapan Segmen Operasi pada Laporan Keuangan

Pengungkapan segmen operasi dalam laporan keuangan mengacu kepada PSAK No.5 (Penyesuaian 2015) tentang Segmen Operasi. Hingga akhir tahun 2019, Perusahaan belum menerapkan PSAK tersebut dalam laporan keuangan teraudit tahun 2019.

### Kesesuaian Buku Laporan Tahunan Dan Laporan Tahunan Digital

Laporan Tahunan digital Perusahaan baik yang disampaikan kepada pemegang saham, pemangku kepentingan, maupun yang telah diunggah pada situs web resmi Perusahaan telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perusahaan.

## TRANSPARENCY OF BAD GOVERNANCE PRACTICES

### Report On Company Activities That Pollute The Environment

Throughout 2019, the Company did not faced any problem of environmental pollution.

### Disclosure on Fulfillment of Tax Obligations

#### PTC Contribution to the State in the Form of Tax 2018-2019

### Discrepancy in Presentation of Annual Reports and Financial Statements with Applicable Regulations and Financial Accounting Standards (SAK)

The Annual Report and the Financial Statements of the Company are submitted in accordance with applicable regulations and Financial Accounting Standards.

### Cases Regarding Labor and Employees

There were no cases with workers and employees throughout 2019. All management of Human Resources in the operational and business activities of the Company has complied with regulations and laws; including also meeting employment practices, occupational health and safety standards.

### Disclosure of Operating Segments in Financial Statements

Disclosure of operating segments in the financial statements refers to SFAS No.5 (2015 Adjustment) regarding Operating Segments. Until the end of 2019, the Company has not applied the PSAK in the 2019 audited financial statements.

### Suitability of Annual Report and Digital Annual Report

The Company's digital Annual Reports, both submitted to shareholders, stakeholders, as well as those uploaded on the Company's official website, are in accordance with the Annual Report book that is printed and published by the Company.



# TANGGUNG JAWAB SOSIAL PERUSAHAAN

## CORPORATE SOCIAL RESPONSIBILITY

PTC memiliki komitmen yang kuat untuk senantiasa berperilaku transparan, etis dan berkontribusi terhadap pembangunan ekonomi yang berkelanjutan, seraya meningkatkan kualitas hidup karyawan dan keluarganya, komunitas lokal dan masyarakat luas.

PTC has a strong commitment to always be transparently, ethically and contribute to sustainable economic development, while improving the quality of employees life and their families, the local community and the wider community.



## TATA KELOLA TANGGUNG JAWAB SOSIAL

GOVERNANCE OF SOCIAL RESPONSIBILITIES



### Kebijakan dan Tata Kelola Tanggung Jawab Sosial Perusahaan

Perusahaan menyadari bahwa keberhasilan sebuah perusahaan tidak terlepas dari hubungan yang harmonis, dinamis, serta saling menguntungkan dengan masyarakat dan lingkungan sekitar. Oleh karenanya, Perusahaan senantiasa memenuhi kewajiban dan tanggung jawab secara hukum, sosial, moral serta etika terhadap kepentingan masyarakat dan lingkungan sekitar. Bagi Perusahaan, kelangsungan dan pertumbuhan usaha yang berkelanjutan tidak hanya didasarkan pada kekuatan finansial saja namun harus memperhatikan dimensi sosial dan lingkungan hidup dimana Perusahaan beroperasi.

Untuk itu, Perusahaan menetapkan program Tanggung Jawab Sosial Perusahaan atau Corporate Social Responsibility (CSR) sebagai upaya strategis dalam rangka mempertahankan dan meningkatkan hubungan yang harmonis antara Perusahaan dengan masyarakat sehingga tercipta kondisi yang kondusif dalam mendukung pengembangan usaha dan pertumbuhan perusahaan yang berkelanjutan.

### Komitmen dan Tanggung Jawab Pelaksanaan Tanggung Jawab Sosial

Tanggung Jawab Sosial Perusahaan atau Corporate Social Responsibility (CSR) merupakan komitmen dari bisnis Perusahaan serta menjadi pola interaksi dan perhatian Perusahaan bagi lingkungan sosial. Perusahaan tidak hanya bertujuan untuk mencari keuntungan, tetapi juga focus memberikan kontribusi positif terhadap kesejahteraan

### Policy and Governance of Corporate Social Responsibility

The Company is fully aware that the success of a company is inseparable from harmonious, dynamic, and mutually beneficial relationships with the community and the surrounding environment. Therefore, the Company constantly fulfills its legal, social, moral and ethical obligations and responsibilities to the interests of community and surrounding environment. For the Company, business continuity and sustainable growth are not only based on financial strength but must be accompanied with attention to the social and environmental dimensions in which the Company operates.

To that end, the Company has established Corporate Social Responsibility (CSR) program as a strategic effort to maintain and enhance a harmonious relationship between the Company and the community so as to create conducive conditions to support business development and sustainable corporate growth.

### Commitment and Responsibility for Implementing Social Responsibility

Corporate Social Responsibility (CSR) is a commitment of the Company's business and is a pattern of interaction and attention of the Company to the social environment. The company not only aims to seek profit, but also focus on making a positive contribution to social welfare and environmental preservation in order to realize and achieve a

sosial dan pelestarian lingkungan demi terwujud serta tercapainya keseimbangan antara bisnis dan peran sosial Perusahaan. Tak hanya itu, aktivitas CSR bagi Perusahaan juga wajib dilakukan berdasarkan hukum dan undang-undang yang berlaku.

Sebagai implementasi dari *sustainable development* dan *Good Corporate Governance* (GCG), kontribusi Perusahaan dalam CSR adalah memberdayakan masyarakat yang berorientasi pada pembangunan ekonomi serta meningkatkan kualitas hidup masyarakat secara filantropi dan kesejahteraan komunitas di setiap area operasi Perusahaan.

Perusahaan menilai bahwa CSR juga berperan penting dalam investasi *human capital* yang bertanggung jawab sosial dengan melalui program CSR yang berkelanjutan sehingga dapat meningkatkan reputasi positif bagi perusahaan dan menciptakan sumber daya baru untuk pengembangan dan pemberdayaan sesuai dengan bisnis perusahaan.

Sebagai wujud komitmen Perusahaan, Perusahaan menyusun Pedoman Corporate Social Responsibility yang disetujui dan ditandatangani oleh Direktur Utama Perusahaan melalui Surat Keputusan No. A-007/PTC-10010/2018-BO.7.1.

## Visi, Misi, dan Tujuan Pelaksanaan CSR PTC

Pelaksanaan CSR PTC direncanakan dan diimplementasikan untuk mendukung tercapainya Visi, Misi dan Tujuan Pelaksanaan CSR. Hal ini sebagaimana tertuang dalam Pedoman CSR Perusahaan.

### Visi CSR

"Menjadi perusahaan yang mampu memberdayakan dan memandirikan masyarakat"

### Misi CSR

1. Meningkatkan kualitas hidup melalui pembangunan di bidang pendidikan dan sosial kemasyarakatan melalui IPTEK
2. Membantu masyarakat menemukan potensi diri
3. Mendidik masyarakat untuk hidup mandiri
4. Meningkatkan kualitas hidup masyarakat

### Tujuan CSR

1. Sebagai bentuk kesadaran dan tanggung jawab perusahaan terhadap masyarakat dalam mengembangkan ilmu pengetahuan dan teknologi di era globalisasi.
2. Membantu pemerintah Indonesia dalam meningkatkan kualitas sumber daya manusia agar tercapainya target Indeks Pembangunan Manusia (IPM).
3. Membangun hubungan harmonis dengan semua stakeholder untuk mendukung pencapaian tujuan perusahaan.
4. Membangun dan membina reputasi yang baik bagi perusahaan dalam lingkup sosial ekonomi kemasyarakatan.
5. Memberikan kontribusi dalam pembangunan ekonomi bagi masyarakat sekitar.

### Kriteria CSR

Untuk melaksanakan program CSR, harus ditetapkan standar baku atau indikator kriteria CSR yang sesuai dengan kepentingan bersama antara *stakeholder* dan perusahaan, di antaranya:

1. Dekat dengan wilayah bisnis perusahaan
2. Sesuai dengan kebutuhan masyarakat & kompetensi perusahaan
3. Berkelanjutan
4. Publikasi dalam berita media lokal maupun nasional
5. Mempunyai nilai program dan manfaat CSR

### Dasar Hukum Penerapan Tanggung Jawab Sosial Perusahaan

Dasar pelaksanaan program CSR Perusahaan berlandaskan pada beberapa aspek hukum, di antaranya:

balance between business and the Company's social role. Not only that, CSR activities for the Company must also be carried out based on applicable laws and regulations.

As an implementation of sustainable development and Good Corporate Governance (GCG), the Company's contribution to CSR is to empower people who are oriented to economic development and to improve the quality of life of people through philanthropy and community welfare in every area of the Company's operations.

The company considers that CSR also plays an important role in socially responsible human capital investment through sustainable CSR programs so that it can enhance a positive reputation for the company and create new resources for development and empowerment in accordance with the company's business.

As an embodiment of its commitment, the Company has compiled Corporate Social Responsibility Guidelines that have been approved and signed by the Company's President Director through Decree No. A-007/PTC-10010/2018-BO.7.1.

## Vision, Mission, and Objectives of PTC CSR Implementation

PTC CSR is planned and implemented to support the achievement of Vision, Mission and Objectives of CSR Implementation, as stated in the Company's CSR Guidelines.

### CSR Vision

"Being a company that is capable of empowering and empowering the community"

### CSR mission

1. Improve quality of life through development in the field of education and social through science and technology
2. Helping people discover their potential
3. Educate the community to live independently
4. Improve the quality of community life

### CSR Objectives

1. As a form of awareness and corporate responsibility towards the community in developing science and technology in the era of globalization.
2. Assist the Indonesian government in improving the quality of human resources in order to achieve the Human Development Index (HDI) target.
3. Build harmonious relationships with all stakeholders to support the achievement of company goals.
4. Build and foster a good reputation for companies in the socio-economic sphere of society.
5. Contribute to economic development for the surrounding community.

### CSR Criteria

To carry out CSR programs, standards of CSR criteria or indicators that must be set in accordance with the common interests of stakeholders and companies must be established, including:

1. Close to the company's business area
2. In accordance with community needs & company competencies
3. Sustainable
4. Publication in local and national media news
5. Has the value of the program and the benefits of CSR

### Legal Basis for Implementing Corporate Social Responsibility

The basis for implementing the Company's CSR programs is based on several legal aspects, including:



1. Undang-undang No. 1 Tahun 1970 tentang Keselamatan Kerja.
2. Undang-undang No. 8 Tahun 1999 tentang Perlindungan Konsumen.
3. Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan.
4. Undang Undang No. 19 Tahun 2003 tentang BUMN
5. Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
6. Undang-undang No. 25 Tahun 2007 tentang Penanaman Modal.
7. Undang-undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup.
8. Undang-undang No. 36 Tahun 2009 tentang Kesehatan.
9. Undang-undang No. 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial.
10. Peraturan Pemerintah No. 27 Tahun 2012 tentang Izin Lingkungan.
11. Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas.
12. Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja.
13. Peraturan Menteri Tenaga Kerja No. 05/Men/1996 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3).
14. Peraturan Menteri Negara Lingkungan Hidup No. 5 tahun 2011 tentang Program Penilaian Peringkat Kinerja Perusahaan dalam Pengelolaan Lingkungan.
15. Keputusan Menteri BUMN No. KEP-117/M-BUMN/2002 tanggal 31 Juli 2002 Tentang Penerapan Praktik Good Corporate Governance (GCG).
16. Pedoman CSR Perusahaan No: A-007/PTC-10010/2018-B0.7.1 tanggal 5 Juli 2018

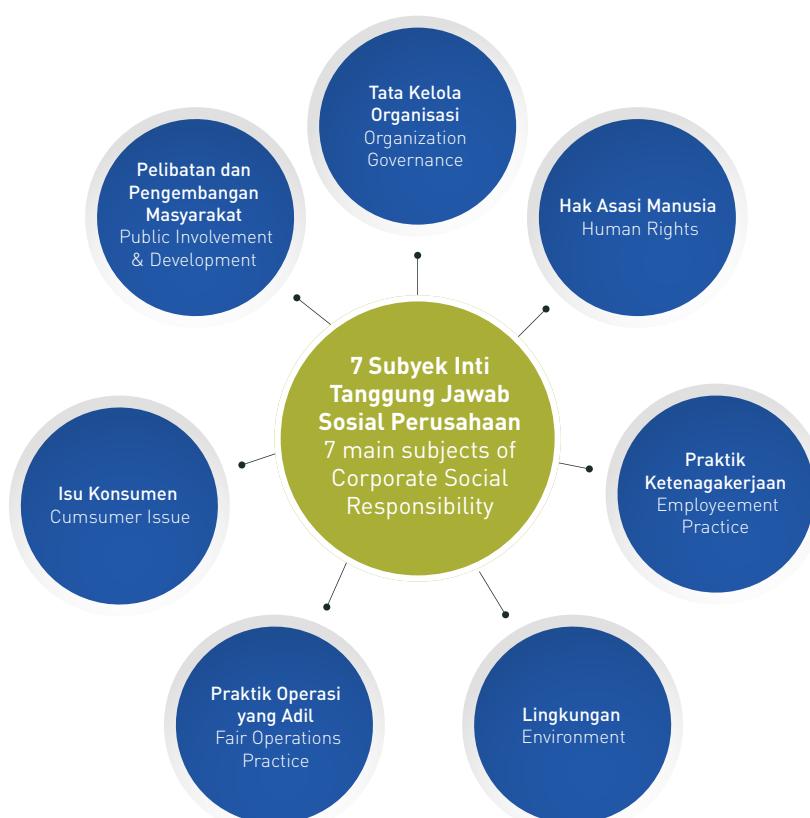
Sebagai wujud komitmen Perusahaan terhadap pelaksanaan program tanggung jawab sosial perusahaan yang berkelanjutan dan membawa dampak positif bagi ekonomi, sosial dan lingkungan pemangku kepentingan Perusahaan, pedoman pelaksanaan CSR Perusahaan telah mengacu pada ISO 26000 yaitu Panduan Tanggung Jawab Sosial (*Guidance on Social Responsibility*). Walaupun tidak bersifat wajib dan hanya sekadar himbauan, ISO 26000 memberikan pola dan modul yang bertujuan secara internasional tentang bagaimana CSR dapat dikembangkan dalam dimensi sebuah organisasi. Di Indonesia, ISO 26000 telah diratifikasi oleh Pemerintah pada tahun 2010 dan dijadikan Standar Nasional (SNI) pada tahun 2012.

#### Subjek Inti Tanggung Jawab Sosial Perusahaan Berdasarkan ISO 26000

1. Law No. 1 of 1970 concerning Work Safety.
2. Law No. 8 of 1999 concerning Consumer Protection.
3. Law No. 13 of 2003 concerning Manpower.
4. Law No. 19 of 2003 concerning BUMN
5. Law No. 40 of 2007 concerning Limited Liability Companies.
6. Law No. 25 of 2007 concerning Investment.
7. Law No. 32 of 2009 concerning Environmental Protection and Management.
8. Law No. 36 of 2009 concerning Health.
9. Law No. 24 of 2011 concerning the Social Security Organizing Agency.
10. Government Regulation No. 27 of 2012 concerning Environmental Permits.
11. Government Regulation No. 47 of 2012 concerning Limited Corporate Social and Environmental Responsibility.
12. Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Safety and Health Management Systems.
13. Minister of Manpower Regulation No. 05 / Men / 1996 concerning Occupational Safety and Health Management Systems (SMK3).
14. Regulation of the Minister of Environment No. 5 of 2011 concerning the Company Performance Rating Assessment Program in Environmental Management.
15. Minister of SOE Decree No. KEP-117 / M-BUMN / 2002 dated 31 July 2002 concerning the Implementation of Good Corporate Governance (GCG) Practices.
16. The Company's CSR Guidelines No: A-007/PTC-10010/2018-B0.7.1 dated July 5, 2018

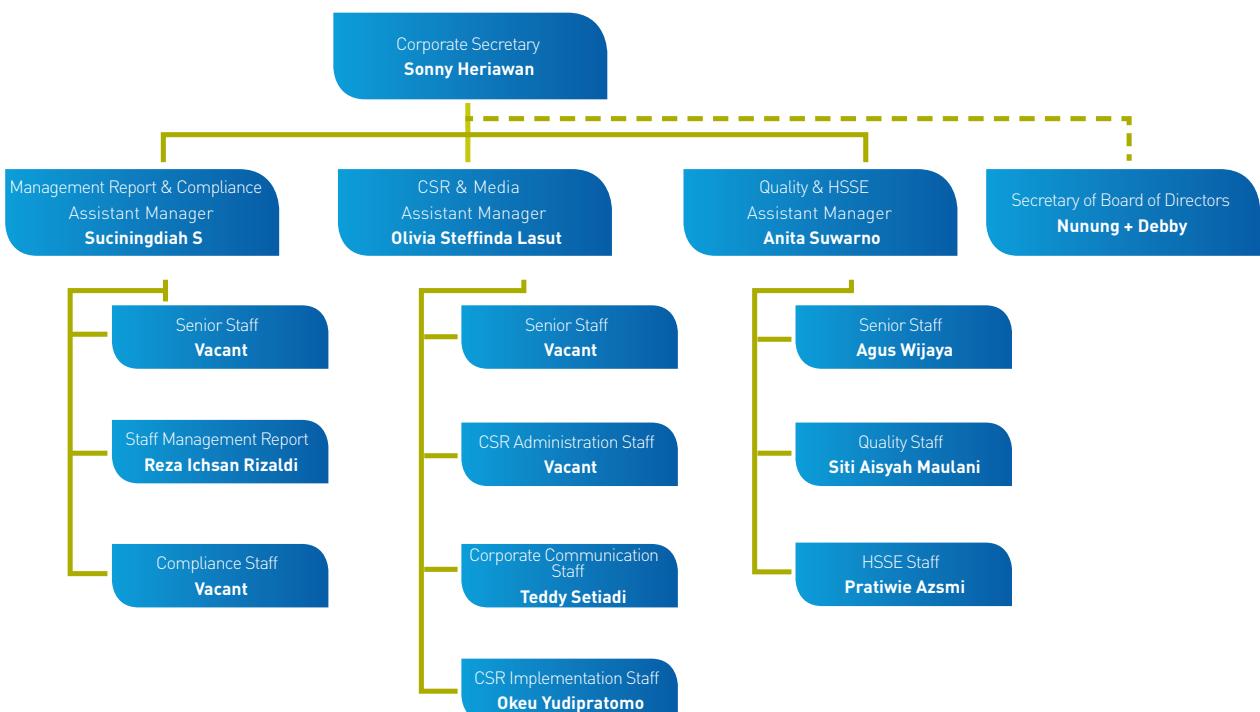
As a manifestation of the Company's commitment to the implementation of a corporate social responsibility program that is sustainable and has a positive impact on the economic, social and environmental of the Company's stakeholders, the guidelines for implementing CSR of the Company have referred to ISO 26000, namely the Guidance on Social Responsibility. Although it is not mandatory and is merely an appeal, ISO 26000 provides an internationally applicable pattern and module on how CSR can be developed in an organizational dimension. In Indonesia, ISO 26000 was ratified by the Government in 2010 and was made a National Standard (SNI) in 2012.

#### Core Subjects of Corporate Social Responsibility Based on ISO 26000



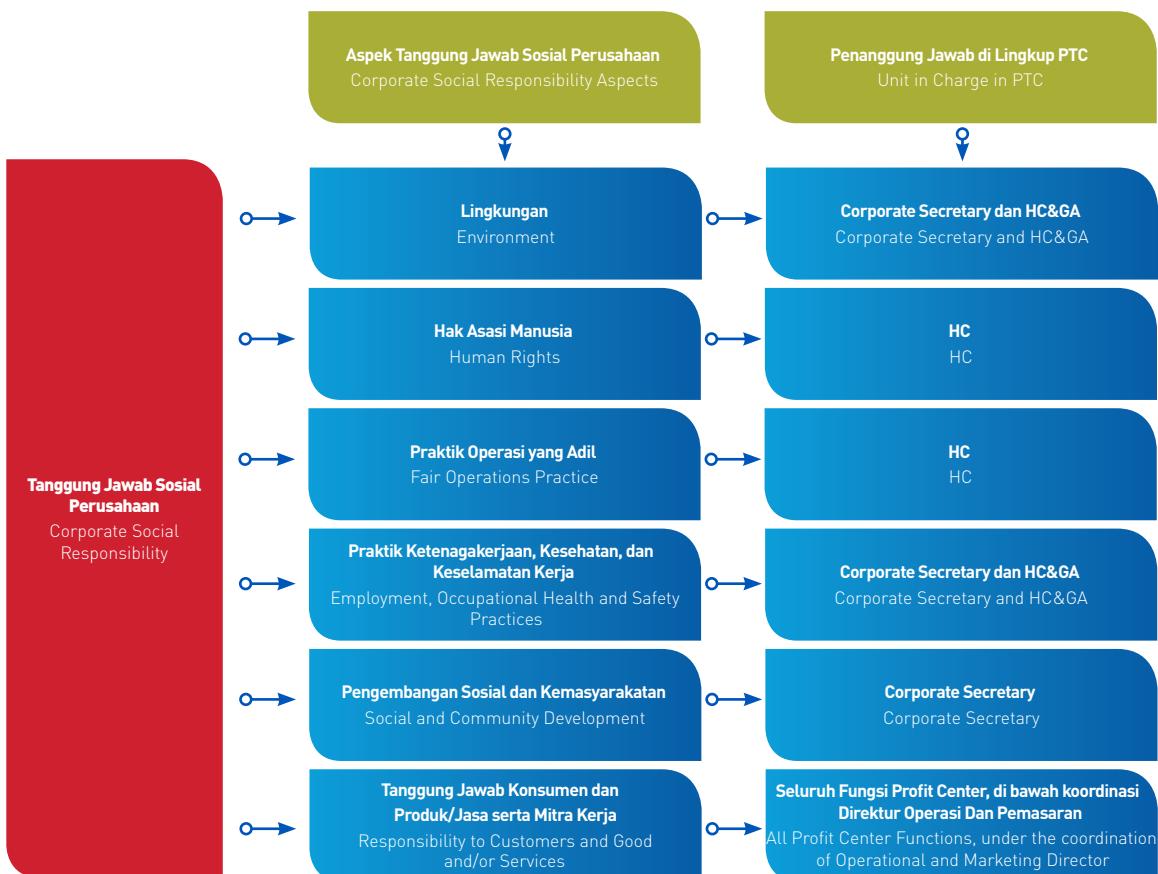
## Penanggung Jawab dan Pengelola

Pelaksana tugas CSR di lingkup PTC dilaksanakan oleh divisi Sekretaris Perusahaan di bawah fungsi asisten manager CSR dan staff CSR, sebagaimana terlampir di bawah ini:



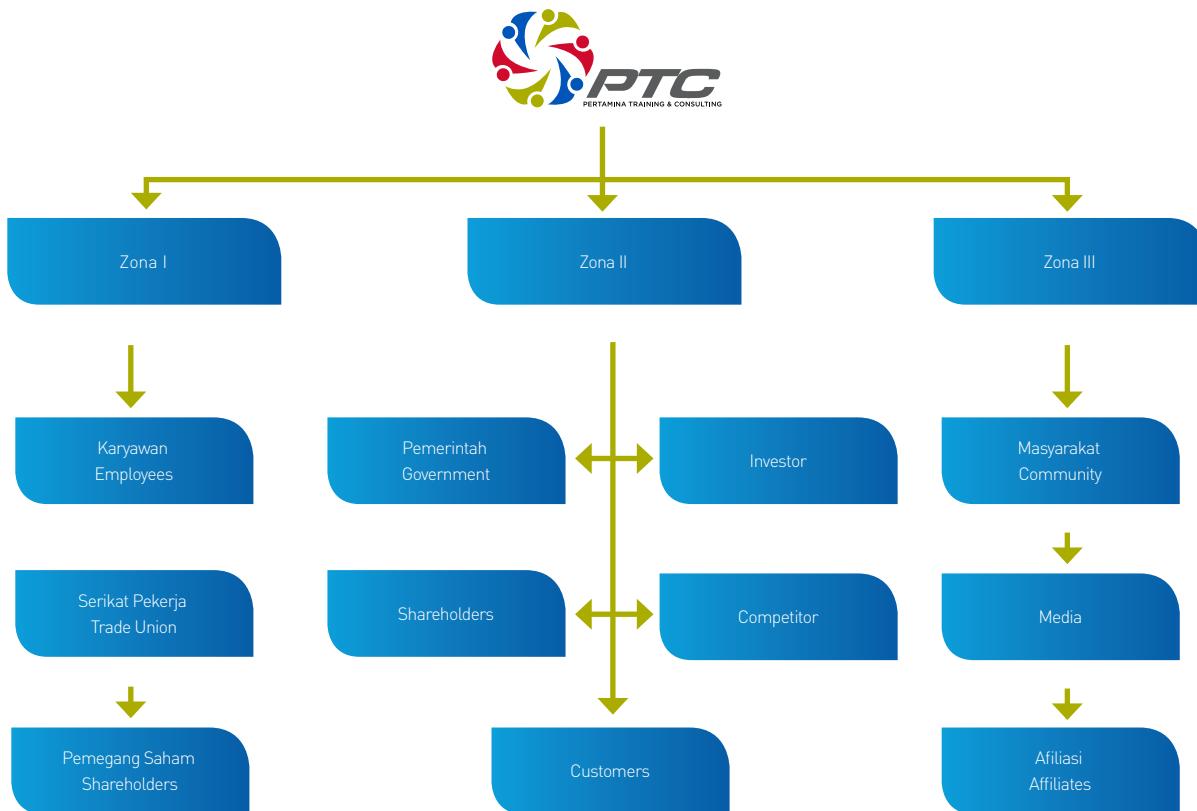
Adapun yang bertugas melaksanakan program CSR, dimana terdapat Tim Lintas Fungsi CSR PTC yang ditunjuk berdasarkan Surat Perintah No. 306/PTC-10000/I/2014, adalah sebagai berikut.

As for the task of carrying out CSR programs, where there is a PTC CSR Cross-functional Team appointed based on Order No. 306 / PTC-10000 / I / 2014, are as follows.



## Keseimbangan dalam Bisnis Pertamina Training & Consulting yang Berkelanjutan

## Balance in Pertamina's Sustainable Training & Consulting Business



## Metode dan Ruang Lingkup Due Diligence Terhadap Dampak Sosial, Ekonomi Dan Lingkungan Dari Aktifitas Perusahaan

Due diligence merupakan sebuah proses yang komprehensif dalam menilai dampak positif dan negatif keputusan dan kegiatan perusahaan yang dapat memengaruhi lingkungan hidup, ekonomi, dan aspek sosial. Perusahaan telah melaksanakan due diligent atas lingkungan.

Perusahaan belum melaksanakan due diligence atau uji secara tuntas terhadap dampak sosial, ekonomi dan lingkungan dari aktifitas Perusahaan. Namun Perusahaan telah memetakan, Untuk melaksanakan program CSR, harus ditetapkan standar baku atau indikator kriteria CSR yang sesuai dengan kepentingan bersama antara stakeholder dan perusahaan, di antaranya:

1. Dekat dengan wilayah bisnis perusahaan;
2. Sesuai dengan kebutuhan masyarakat & kompetensi perusahaan;
3. Berkelanjutan;
4. Publikasi dalam berita media lokal maupun nasional;
5. Mempunyai nilai program dan manfaat CSR.

Tidak hanya itu, dalam program CSR yang akan dilaksanakan Perusahaan, terdapat rangkaian alur dan mekanisme program yang bertujuan untuk memberikan gambaran terhadap pelaksanaan program CSR secara baik dan tepat guna. Alur dan mekanisme pelaksanaan program CSR dapat digambarkan dan diuraikan sebagai berikut:

## Methods and Scope of Due Diligence on Social, Economic and Environmental Impacts of Company Activities

Due diligence is a comprehensive process in assessing the positive and negative impacts of corporate decisions and activities that can affect the environment, economy, and social aspects. The Company has carried out due diligence on the environment.

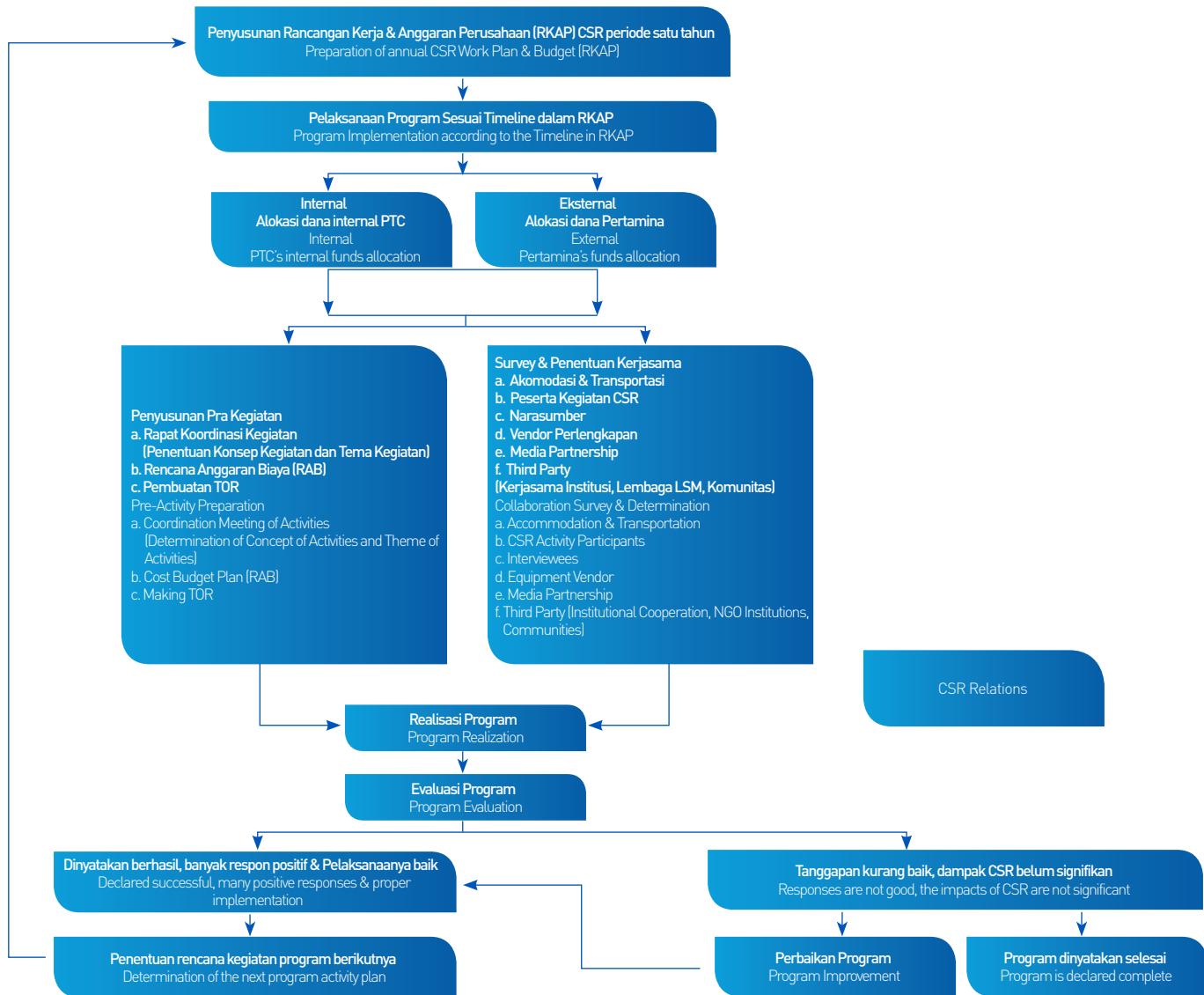
The Company has not yet carried out due diligence on the social, economic and environmental impacts of the Company's activities. However, the Company has conducted the mapping. To implement the CSR program, standards or indicators of CSR criteria that are in accordance with the common interests between stakeholders and the company must be established, including:

1. Close to the company's business area;
2. In accordance with community needs & company competencies;
3. Sustainable;
4. Publication in local and national media news;
5. Has the value of the program and the benefits of CSR.

Not only that, in the CSR program to be implemented by the Company, there is a series of program flows and mechanisms aimed at providing an overview of the implementation of CSR programs in a good and effective manner. The flow and mechanism of implementing a CSR program can be described and described as follows:

### Grafik Alur dan Mekanisme CSR

### Flow Chart and CSR Mechanisms



1. Penyusunan Rancangan Kerja & Anggaran Perusahaan CSR periode 1 tahun digunakan sebagai landasan program kerja dan dasar penggunaan anggaran kegiatan sesuai dengan kesepakatan yang telah ditetapkan dan disetujui oleh Direktur Utama PTC dan Manager CSR PT Pertamina (Persero).
2. Pelaksanaan program CSR internal dan eksternal mengikuti jadwal yang telah ditentukan sesuai dengan alokasi dana yang tersedia.
3. Penyusunan pra kegiatan CSR dibuat menjadi tiga tahap, diantaranya sebagai berikut:
  - a. Rapat koordinasi kegiatan dilaksanakan untuk menentukan susunan kepanitiaan, konsep dan tema kegiatan, serta para *stakeholder* dan vendor untuk perlengkapan kebutuhan CSR;
  - b. Rencana Anggaran Biaya (RAB) ditentukan dalam rapat koordinasi, RAB dibutuhkan sebagai acuan dasar pengelolaan anggaran di setiap program CSR;
  - c. Setelah rapat koordinasi dan perencanaan anggaran dilaksanakan, TOR dibuat sebagai bentuk dukungan dan persetujuan dari Direktur Utama untuk menjalankan program CSR.
4. Survei dari program CSR adalah melakukan triangulasi data kepada para *stakeholder* terkait untuk memetakan penerima manfaat dan menentukan program jangka panjang yang akan dilaksanakan perusahaan. Survei ditujukan agar penerima

1. The preparation of the Corporate Work Plan & Budget for the 1 year period is used as the basis for the work program and the basis for the use of activity budgets in accordance with an agreement that has been established and approved by the President Director of PTC and CSR Manager of PT Pertamina (Persero).
2. The implementation of internal and external CSR programs follows a predetermined schedule in accordance with the allocation of available funds.
3. Pre-preparation of CSR activities is made into three stages, including the following:
  - a. An activity coordination meeting was held to determine the composition of the committee, the concept and theme of the activity, as well as the stakeholders and vendors for the equipment needed for CSR;
  - b. The Cost Budget Plan (RAB) is determined in a coordination meeting, the RAB is needed as a basic reference for budget management in each CSR program;
  - c. After the coordination meeting and budget planning is held, the TOR is made as a form of support and approval from the President Director to run the CSR program.
4. The survey of CSR programs is to triangulate data with relevant stakeholders to map beneficiaries and determine the long-term program to be carried out by the company. The survey is intended so that the beneficiaries of the CSR program can



manfaat program CSR dapat tervalidasi sesuai dengan indicator yang telah ditetapkan.

5. Dalam masa survei dan penentuan kerjasama CSR, setiap *stakeholder* maupun vendor yang turut andil dalam kegiatan CSR akan menjadi relasi untuk kerjasama lanjutan maupun relasi sebagai *corporate branding awareness*.
6. Program CSR dapat direalisasikan setelah kegiatan dan laporan survei diterima dan memenuhi standar kualifikasi untuk dilaksanakan.
7. Setelah pelaksanaan program CSR, evaluasi terhadap program tersebut harus dilakukan agar menjadi acuan nilai pemahaman penerima manfaat terhadap program yang dilaksanakan, menjadi acuan perbaikan serta tindak lanjut program agar dapat dipetakan sesuai dengan hasil kuantitatif dan kualitatif yang terdapat pada evaluasi.

## Perencanaan corporate sosial responsibility

Perusahaan mempunyai komitmen yang kuat untuk melaksanakan program-program tanggung jawab sosial sesuai dengan peraturan dan perundang-undangan yang berlaku. Penyelenggaraan program tanggung jawab sosial Perusahaan diawali dengan melakukan analisis strategis terhadap kebutuhan dan harapan *stakeholder* atau pemangku kepentingan terhadap Perusahaan dalam mengelola isu ekonomi, sosial dan lingkungan.

Analisis strategis tersebut dituangkan dalam konsep kekuatan, kelemahan, peluang dan tantangan atau SWOT (*strength, weakness, opportunity and threat*).

	Faktor Internal		
	S (Strength) Kekuatan	W (Weakness) Kelemahan	
Faktor Eksternal	O (Opportunity) Peluang Opportunity	<p>Strategi S-O Mengembangkan suatu strategi dalam memanfaatkan kekuatan untuk mengambil manfaat dari peluang yang ada S-O Strategy Develop a strategy to harness the power to take advantage of the opportunities that exist</p>	<p>Strategi W-O Mengembangkan suatu strategi dalam memanfaatkan peluang untuk mengatasi kelemahan yang ada W-O Strategy Develop a strategy to take advantage of opportunities to overcome existing weaknesses</p>
	T (Threat) Ancaman Threat	<p>Strategi S-T Mengembangkan suatu strategi dalam memanfaatkan kekuatan untuk menghindari ancaman S-T Strategy Develop a strategy to use power to avoid threats</p>	<p>Strategi W-T Mengembangkan suatu strategi dalam mengurangi kelemahan dan menghindari ancaman W-T Strategy Develop a strategy to reduce weaknesses and avoid threats</p>

Integrasi strategi perencanaan program CSR yang dilakukan oleh Perusahaan tidak luput dari konsep *sustainable development* yaitu *People, Profit and Planet* (3P) serta standar ISO 26000 mengenai tanggung jawab sosial sebagai tanggung jawab suatu organisasi atas dampak dari keputusan dan aktivitas Perusahaan terhadap masyarakat dan lingkungan melalui perilaku yang transparan dan etis sesuai standar internasional. Dalam lingkup pelaporan tahunan, CSR dibagi ke dalam 7 (tujuh) aspek, yakni: aspek Tata Kelola Organisasi, Hak Asasi Manusia (HAM), Praktik Operasi yang Adil, Lingkungan, Praktik Ketenagakerjaan, Pelibatan dan pengembangan Masyarakat, serta Isu Konsumen.

ISO 26000 juga menitikberatkan program CSR yang akan dilaksanakan sesuai dengan 7 (tujuh) prinsip, yaitu:

1. Akuntabilitas;
2. Transparansi;
3. Perilaku etis;
4. Menghormati aturan hukum;
5. Menghormati norma-norma perilaku international;
6. Menghormati hak azasi manusia.

Dengan konsep sustainable development yaitu *People, Profit and Planet* (3P), program CSR yang menjadi fokus perhatian PT Pertamina Training & Consulting berupa:

1. Pendidikan, sesuai dengan kompetensi inti Perusahaan yang bergerak dalam bidang pengembangan sumber daya manusia, Perusahaan memberikan porsi utama kegiatan CSR pada pendidikan, sebagai bagian dari upaya meningkatkan kualitas masyarakat.

be validated in accordance with established indicators.

5. During the survey and determination of CSR cooperation, each stakeholder and vendor who participates in CSR activities will become a relation for further collaboration and relations as corporate branding awareness.
6. CSR programs can be realized after survey activities and reports have been received and meet the qualification standards to be implemented.
7. After implementing the CSR program, an evaluation of the program must be carried out so that it becomes a reference for the beneficiary's understanding of the program being implemented, as a reference for improvement and follow-up of the program so that it can be mapped in accordance with the quantitative and qualitative results contained in the evaluation.

## Corporate social responsibility planning

The company has a strong commitment to carrying out social responsibility programs in accordance with applicable laws and regulations. The implementation of the Company's social responsibility program begins with conducting a strategic analysis of the needs and expectations of stakeholders or stakeholders towards the Company in managing economic, social and environmental issues.

The strategic analysis is outlined in the concepts of strengths, weaknesses, opportunities and challenges or SWOT (strengths, weaknesses, opportunities and threats).

	Faktor Internal	
	S (Strength) Kekuatan	W (Weakness) Kelemahan
	<p>Strategi S-O Mengembangkan suatu strategi dalam memanfaatkan kekuatan untuk mengambil manfaat dari peluang yang ada S-O Strategy Develop a strategy to harness the power to take advantage of the opportunities that exist</p>	<p>Strategi W-O Mengembangkan suatu strategi dalam memanfaatkan peluang untuk mengatasi kelemahan yang ada W-O Strategy Develop a strategy to take advantage of opportunities to overcome existing weaknesses</p>
	<p>Strategi S-T Mengembangkan suatu strategi dalam memanfaatkan kekuatan untuk menghindari ancaman S-T Strategy Develop a strategy to use power to avoid threats</p>	<p>Strategi W-T Mengembangkan suatu strategi dalam mengurangi kelemahan dan menghindari ancaman W-T Strategy Develop a strategy to reduce weaknesses and avoid threats</p>

The integration of CSR program planning strategies undertaken by the Company is not immune to the concept of sustainable development, namely People, Profit and Planet (3P) and ISO 26000 standards regarding social responsibility as an organizational responsibility for the impact of the Company's decisions and activities on society and the environment through behavior which is transparent and ethical according to international standards. Within the scope of annual reporting, CSR is divided into 7 (seven) aspects, namely: aspects of Organizational Governance, Human Rights (HAM), Fair Operating Practices, Environment, Labor Practices, Community Engagement and Development, and Consumer Issues.

ISO 26000 also emphasizes CSR programs that will be implemented in accordance with 7 (seven) principles, namely:

1. Accountability;
2. Transparency;
3. Ethical behavior;
4. Respect the rule of law;
5. Respect the norms of international behavior;
6. Respect human rights.

With the concept of sustainable development, namely People, Profit and Planet (3P), CSR programs which are the focus of PT Pertamina Training & Consulting's attention include:

1. Education, in accordance with the Company's core competencies engaged in the field of human resource development, the Company provides a major portion of CSR activities in education, as part of efforts to improve the quality of society.

2. Pemberdayaan Masyarakat, untuk mewujudkan hubungan yang harmonis antara perusahaan dengan masyarakat di sekitar wilayah operasi perusahaan, maka perusahaan wajib membuat program-program CSR
3. berbasis kemasyarakatan, yang ditujukan untuk memberdayakan dan meningkatkan kesejahteraan masyarakat.
4. Sosial dan Keagamaan, program CSR perusahaan dalam kegiatan sosial dan keagamaan diwujudkan dalam bentuk bantuan filantropi kepada yayasan, institusi pendidikan, LSM, atau perorangan.
5. Lingkungan, sebagai bentuk dukungan terhadap perubahan iklim dan isu global mengenai lingkungan, perusahaan memadukan program CSR lingkungan sejalan dengan pemberdayaan masyarakat.

### Strategi Kerja Sama Pelaksanaan CSR

Strategi kerjasama dalam CSR diperlukan untuk membentuk satu hubungan yang kuat dalam memposisikan tanggung jawab sosial sebagai hal yang wajib dilakukan berdasarkan hubungan sosial dan kemitraan agar mencapai tujuan pembangunan Indonesia yang mandiri dan berkelanjutan.

Kerangka strategi kerjasama meliputi 4 (empat) hal yang mendasar, yaitu:

1. Melaksanakan program CSR sesuai konsep *sustainable development*
2. Penguatan inti bisnis perusahaan dalam membentuk program CSR
3. Komunikasi dengan pihak eksternal
4. Pelibatan pemangku kepentingan

Strategi ini dimaksudkan untuk menjawab permasalahan pokok yang meliputi:

1. Menciptakan kesadaran publik terhadap merek perusahaan
2. Promosi bisnis perusahaan kepada *stakeholder*

2. Community Empowerment, to create a harmonious relationship between the company and the community around the company's operational area, the company is obliged to make CSR programs
3. community based, which is intended to empower and improve the welfare of the community.
4. Social and Religious, the company's CSR program in social and religious activities is manifested in the form of philanthropic assistance to foundations, educational institutions, NGOs, or individuals.
5. Environment, as a form of support for climate change and global issues regarding the environment, the company integrates environmental CSR programs in line with community empowerment.

### Strategic Cooperation to Implement CSR

The strategy of cooperation in CSR is needed to form a strong relationship in positioning social responsibility as something that must be done based on social relations and partnerships in order to achieve Indonesia's independent and sustainable development goals.

The cooperation strategy framework covers 4 (four) basic things, namely:

1. Carry out CSR programs according to the concept of sustainable development
2. Strengthening the company's core business in forming CSR programs
3. Communication with external parties
4. Stakeholder involvement

This strategy is intended to address the main problems which include:

1. Create public awareness of the company's brand
2. Promotion of company business to stakeholders

No.	Strategi Strategy	Tujuan Purpose	Kegiatan Activity
1.	Penguatan inti bisnis perusahaan dalam membentuk program CSR <i>Strengthening the company's core business in forming CSR programs</i>	Membuat program CSR yang sejalan dengan bisnis perusahaan Creating CSR programs that are in line with the company's business Menciptakan branding awareness terhadap bisnis yang dijalankan Creating branding awareness of the business being run Menggerakkan setiap divisi profit center dalam menyusun program CSR agar dapat mengenalkan dan mempromosikan bisnis Mobilize every profit center division in compiling CSR programs in order to introduce and promote business	Benchmarking ke AP Pertamina terkait untuk menggali informasi mengenai pelaksanaan CSR di AP Rapat koordinasi tim untuk program CSR Melakukan sharing idea untuk menggali potensi program CSR yang akan dilaksanakan Benchmarking to Pertamina related AP to dig up information about the implementation of CSR in the AP Team coordination meeting for CSR programs Sharing ideas to explore the potential of CSR programs to be implemented
2.	Komunikasi dengan pihak eksternal (media) <i>Communication with external parties (media)</i>	Memberikan ruang publikasi bagi program CSR melalui media Menjadikan media sebagai relasi dan jembatan antara perusahaan dengan masyarakat melalui berita Menjadikan program CSR sebagai branding corporate Providing publicity for CSR programs through the media Making the media a relationship and a bridge between the company and the community through the news Making CSR programs a corporate branding	Mengadakan kerjasama dengan media untuk publikasi terkait program CSR Publikasi melalui media cetak, TV, media elektronik, berita di website dan sosmed perusahaan, penerbitan buku laporan, pameran Establish cooperation with the media for publications related to CSR programs b. Publication through print media, TV, electronic media, news on the website and social media companies, publishing report books, exhibitions
3.	Pelibatan pemangku kepentingan <i>Stakeholder involvement</i>	Meningkatkan kerjasama dan koordinasi dengan pemerintah, lembaga sosial, komunitas, tokoh adat dan stakeholder terkait melalui program CSR Mengenalkan program CSR kepada pemerintah, lembaga sosial, komunitas dan stakeholder terkait Menarik minat stakeholder untuk bekerjasama Pelibatan para stakeholder dalam perizinan dan menyusun program CSR Increase cooperation and coordination with government, social institutions, communities, traditional leaders and relevant stakeholders through CSR programs Introducing CSR programs to government, social institutions, communities and related stakeholders Attract stakeholder interests to work together Stakeholder involvement in licensing and compiling CSR programs	Penjajakan Kerjasama dengan stakeholder terkait yang sejalan dengan program CSR Survey/Arisiasi/benchmarking kepada pemangku kepentingan Penyusunan Memorandum of Understanding agar terciptanya kesepakatan mengenai program CSR Evaluasi terhadap kegiatan CSR yang telah dilaksanakan Scoping Collaboration with related stakeholders that are in line with CSR programs Surveying / benchmarking to stakeholders Preparation of Memorandum of Understanding in order to create an agreement regarding CSR programs Evaluation of CSR activities that have been carried out



## Sasaran Penerima

Penerima manfaat dari implementasi program CSR meliputi:

1. Berada di sekitar wilayah operasi perusahaan (Ring I-III):

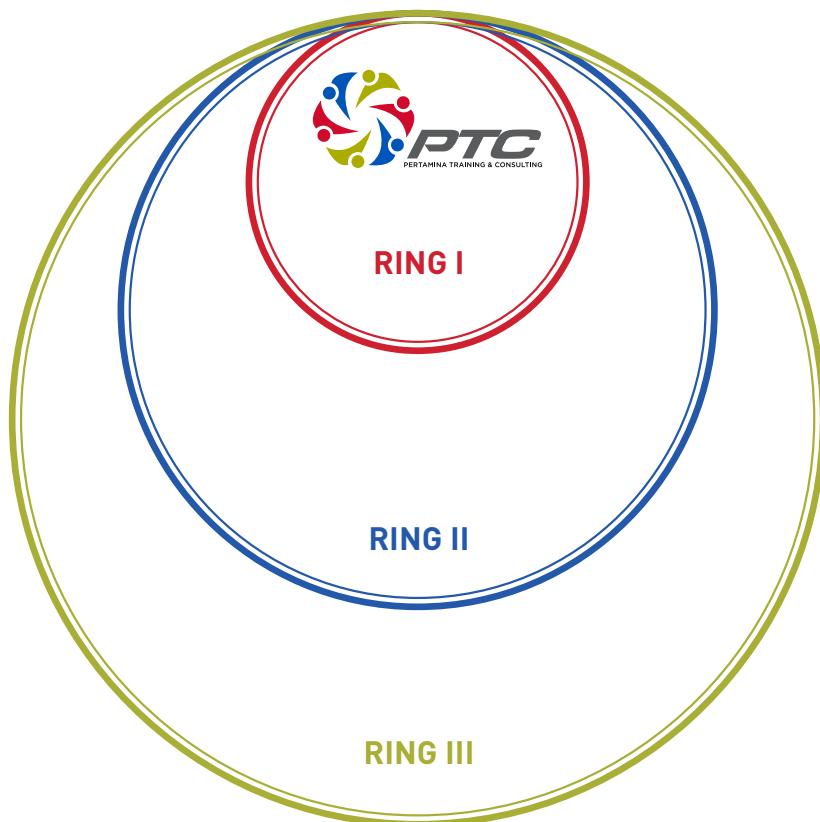
- a. Wilayah CSR Ring I, Area geografis yang merupakan satu area (kota/provinsi) dari wilayah bisnis perusahaan.
- b. Wilayah CSR Ring II, Daerah administratif (kota/provinsi) yang jaraknya dekat dengan area wilayah bisnis perusahaan.
- c. Wilayah CSR Ring III, Area di luar dari wilayah bisnis perusahaan yang strategis dalam potensi pengembangan CSR

## Target Recipient

Beneficiaries of implementing CSR programs include:

1. Around the company's operating area (Ring I-III):

- a. CSR Ring I Region, a geographical area which is one area (city / province) of the company's business area.
- b. CSR Ring II Region, Administrative Region (city / province) which is close to the company's business area.
- c. CSR Ring III Area, an area outside of the company's business area that is strategic in the potential for CSR development



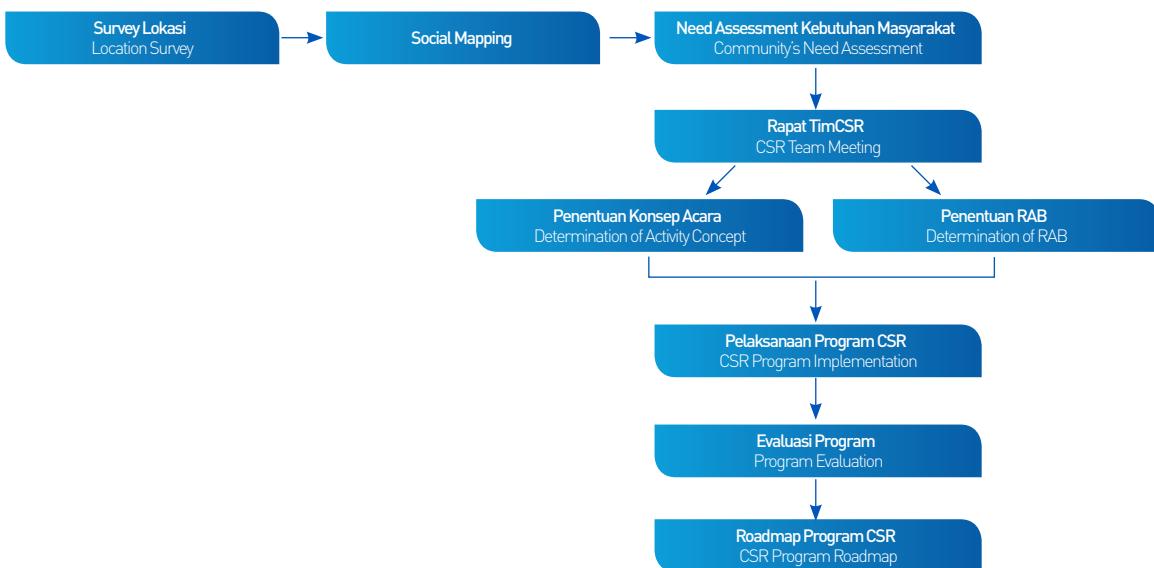
2. Memiliki potensi dampak pada kegiatan bisnis perusahaan;
3. Tidak berafiliasi partai politik;
4. Dilakukan berdasarkan pada jenis stakeholder berikut:

2. Has a potential impact on the company's business activities;
3. Not affiliated with political parties;
4. Done based on the following types of stakeholders:

Tipe Stakeholder Type of Stakeholder	Keterangan Explanation
<b>Stakeholder Utama</b> Main Stakeholder	1. Komunitas Lokal 2. Lingkungan 3. Karyawan 4. Pengguna Jasa Bisnis Perusahaan 1. Local Community 2. Environment 3. Employees 4. Users of Business Business Services
<b>Stakeholder Pendukung</b> Supporting Stakeholder	1. Pemerintah 2. NGO/LSM 3. Pemegang Saham 4. Media Massa 1. Government 2. NGOs / NGOs 3. Shareholders 4. Mass Media

## Pelaksanaan CSR

Dalam merencanakan program-program kerja CSR, ada beberapa tahapan yang harus dilakukan sebelum ditetapkan konsep dalam TOR dan anggaran dalam RAB. Adapun alur dan tahapan tim CSR dalam menentukan target / sasaran penerima manfaat serta konsep yang akan digunakan dalam program CSR adalah sebagai berikut:



Dari alur tersebut diatas, dapat dijabarkan bahwa sebelum pelaksanaan program CSR, survei lokasi merupakan awal dari rencana kerja yang bertujuan untuk melihat kondisi lokasi pelaksanaan CSR. Dalam kegiatan survei lokasi, dilakukan juga sosial mapping untuk melihat kebutuhan masyarakat dari segi demografis dan psikografis. Setelah dilakukan survei dan social mapping untuk mengukur kebutuhan para penerima manfaat, maka akan dibentuk sebuah rapat tim CSR untuk menentukan jenis program yang akan dilaksanakan di lokasi tersebut. Rapat persiapan ini dilakukan untuk mematangkan program serta merancang biaya dan konsep kegiatan yang sesuai dengan hasil survey social mapping.

Selanjutnya pasca pelaksanaan program CSR dapat di evaluasi sebagai bentuk pantauan serta memetakan informasi kebutuhan CSR selanjutnya secara berkala yang dapat dilaporkan dalam bentuk triwulan, semester maupun tahunan yang selanjutnya kebutuhan dan konsep program CSR setelahnya ditetapkan dalam *road map* pelaksanaan CSR.

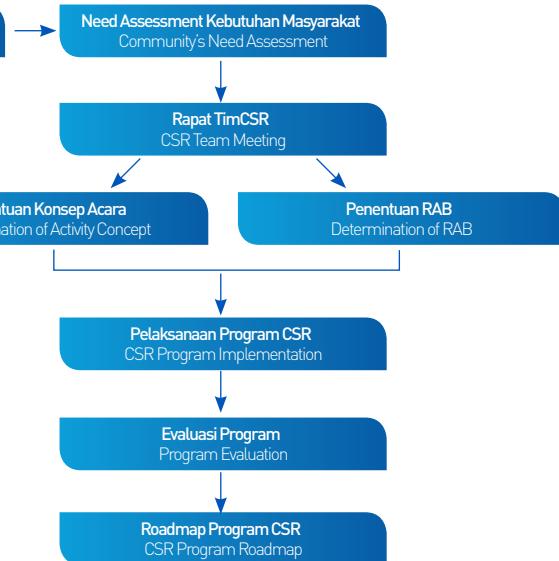
### Rincian Anggaran CSR

Dalam pelaksanaan kegiatan CSR, kebutuhan kegiatan selalu dijabarkan dalam rincian anggaran biaya yang memuat berbagai rincian untuk modal pelaksanaan CSR Perusahaan. Ketentuan-ketentuan yang masuk ke dalam Rincian Anggaran Biaya (RAB) dapat dijabarkan dan dianggarkan setelah hasil survei dan rapat tim pelaksana CSR dilakukan. Adapun rincian anggaran disesuaikan dengan anggaran RKA yang telah ditetapkan oleh perusahaan untuk bagian CSR internal dan RKA CSR Pertamina yang telah disahkan oleh pihak perusahaan dan PT Pertamina (Persero).

Prosedur penggunaan anggaran kegiatan CSR yang telah ditetapkan di RKA harus sesuai dengan kebutuhan yang telah dianggarkan dalam RAB, penyesuaian kebutuhan selama kegiatan CSR berlangsung dapat dilakukan sebagai pemenuhan kebutuhan yang sejalan dengan bentuk program CSR. Setelah pelaksanaan CSR, realisasi anggaran dapat dilaporkan ke bagian keuangan perusahaan melalui deklarasi panjar operasi (untuk CSR internal) atau dilaporkan ke bagian CSR Implementation PT Pertamina (Persero) menggunakan sistem *reimbursement* bagi program CSR yang termasuk ke dalam RKA CSR Pertamina.

## CSR implementation

In planning CSR work programs, there are several stages that must be carried out before the concepts in TOR and the budget in RAB are determined. The flow and stages of CSR team in determining the targets/beneficiaries and the concepts that will be used in CSR program are as follows:



From the flow above, it can be explained that prior to the implementation of CSR program, the location survey is the beginning of a work plan with the purpose to see the condition of CSR implementation location. In location survey activity, social mapping is also carried out to see the community's needs in terms of demographic and psychographic. After conducting survey and social mapping to measure the needs of the beneficiaries, CSR team meeting will be formed to determine the type of program that will be implemented at the location. This preparatory meeting is held to finalize the program and design the costs and concept of activity in accordance with the results of social mapping survey.

Furthermore, the implementation of CSR program can be evaluated as a form of monitoring and to map out further CSR needs information that can be reported periodically in the form quarterly, semester and yearly report, then the needs and concepts of CSR program are stipulated in the road map of CSR implementation.

### Details of the CSR Budget

In implementing CSR activities, the activity needs are always spelled out in the details of the cost budget containing various details for the capital of the implementation of CSR of the Company. The provisions included in the Budget Details (RAB) can be spelled out and budgeted after the results of the survey and the meeting of the CSR implementation team are conducted. The budget details are adjusted to the RKA budget set by the company for the internal CSR section and Pertamina's RKA CSR that has been approved by the company and PT Pertamina (Persero).

The procedure for the use of CSR activities budget that has been set in the RKA must be in accordance with the needs that have been budgeted in the RAB. After the implementation of CSR, the realization of the budget can be reported to the company's finance department through the declaration of the down payment of operations (for internal CSR) or reported to the CSR Implementation section of PT Pertamina (Persero) using a reimbursement system for CSR programs that are included in Pertamina's RKA CSR.



Realisasi rincian anggaran tersebut dimuat ke dalam laporan pertanggungjawaban kegiatan sebagai bukti (*evidence*) yang valid serta bentuk transparansi terhadap penggunaan anggaran pelaksanaan kegiatan program CSR.

### Biaya dan/atau Investasi Tanggung Jawab Sosial

Dalam menjalankan program CSR, khususnya yang berhubungan dengan program donasi dan pengembangan sosial kemasyarakatan, Perusahaan menggunakan 2 (dua) sumber pendanaan, yaitu dana internal Perusahaan dan pendanaan dari entitas induk, PT Pertamina (Persero).

Selama berjalannya tahun buku, Perusahaan telah merealisasikan anggaran hingga mencapai Rp316 juta. Realisasi anggaran CSR Perusahaan di tahun 2019 dan 2018 dapat dilihat pada tabel berikut:

### Realisasi Anggaran CSR PTC

Realization of the details of the budget is contained in the activity accountability report as valid evidence and forms of transparency in the use of the budget for implementing CSR program activities.

### Costs and / or Social Responsibility Investment

In carrying out CSR programs, particularly those relating to donations and social development programs, the Company uses 2 (two) funding sources, namely the Company's internal funds and funding from the parent entity, PT Pertamina (Persero).

During the fiscal year, the Company has realized a budget of up to Rp316 million. The realization of the Company's CSR budget in 2019 and 2018 can be seen in the following table:

### Realization of PTC's CSR Budget

Tanggal Date	Kegiatan Activity	Bidang Field	Lokasi Location	Pihak Terkait Relevant Parties	Nilai (Rp) Amount	Sumber Dana Fund Source
3 Januari 2019 January 3, 2019	CSR Pemberdayaan Penambahan 1 Peserta Mind Power Transformation Darul Mu'minin Mosque Floor Work Aid	Sosial Social	Jakarta	Rafika Ariana Fajriati	5,813,461	PTC
22 Januari 2019 January 22, 2019	Bantuan Pekerjaan Lantai Musholla Darul Mu'minin Darul Mu'minin Mosque Floor Work Aid	Keagamaan Religious	Banten	Taufik	5,640,000	PTC
13 Februari 2019 February 13, 2019	Bantuan Konsumsi Silaturahmi dan Pelepasan Purna Karya Security PTC Hospitality Consumption Assistance and PTC Security Retirement Release	Sosial Social	Jakarta	Unang Suherman	4,500,000	PTC
6 Maret 2019 March 6, 2019	Bantuan assessment Sepatu Ortopedi atas nama Desta Rivaldo Orthopedic shoe management assistance on behalf of Desta Rivaldo	Sosial Social	Jakarta	Desta Rivaldo	1,968,700	PTC
26 Maret 2019 March 26, 2019	Bantuan CSR Pengadaan Karpet Masjid An-nur CSR Assistance in An-nur Mosque Carpet Procurement	Keagamaan Religious	Jakarta	Agus Wijaya	5,000,000	PTC
27 Maret 2019 March 27, 2019	Bantuan CSR untuk Renovasi Gapura Utama Musholla Al-Ihsan CSR assistance for the renovation of Al-Ihsan Musholla Main Gate	Keagamaan Religious	Komplek Pertamina Pondok Ranji - Ciputat	H. Eton Katamsi	10,000,000	PTC
25 April 2019 April 25, 2019	Bantuan CSR Bakti Sosial PPAU PPAU Social Service CSR Aid	Sosial Social	Bekasi	Agustinus Harry P.	5,000,000	PTC
14 Mei 2019 May 14, 2019	PTC Green Lifestyle	Kesehatan Health	Jakarta	Seluruh Pekerja PTC All PTC Employees	15,300,000	PTC
14 Mei 2019 May 14, 2019	Santunan Anak Yatim Donations for orphans	Sosial Social	Jakarta	RW 2, RW 4 Petojo Selatan, & YPK	113,003,840	PTC
14 Mei 2019 May 14, 2019	Bantuan fasilitas Masjid Mosque facility assistance	Infrastruktur Infrastructure	Jakarta	Masjid Nurul Falah dan Masjid As-Syarief	10,000,000	PTC
20 Mei 2019 May 20, 2019	Bantuan Linmas Community assistance	Sosial Social	Jakarta	Linmas Kelurahan Petojo Selatan	1,000,000	PTC
20 Mei 2019 May 20, 2019	Beasiswa Pendidikan Educational Scholarship	Pendidikan Education	Jakarta	RW 2, RW 4, RW 13 Petojo Selatan	15,000,000	PTC
23 Mei 2019 May 23, 2019	CSR Internal - Program PTC Green Life Style Pengadaan Stainless Straw Lipat Internal CSR - PTC Green Life Style Foldable Stainless Straw Procurement Program	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta Jakarta PTC Head Office	Kantor Pusat PTC Jakarta PTC Head Office	11,356,500	PTC

Tanggal Date	Kegiatan Activity	Bidang Field	Lokasi Location	Pihak Terkait Relevaced Partiesn	Nilai (Rp) Amount	Sumber Dana Fund Source
29 Mei 2019 May 29, 2019	Kegiatan Ramadhan 1440 H Santunan Anak Yatim dan Buka Puasa Bersama Anak Yatim Ramadhan Activities 1440 H Orphan Donations and Break Fasting with Orphans	Keagamaan Religious	Kantor Pusat PTC Jakarta	Masjid An-nur Pelita Air Service	123,003,840	PTC
12 Juni 2019 June 12, 2019	Bantuan buka puasa bersama security simprug Help break the fast with security simprug	Keagamaan Religious	Jakarta		2,500,000	PTC
12 Juni 2019 June 12, 2019	Bantuan LINMAS Petojo Selatan untuk Idul Fitri 1440H South Petojo LINMAS assistance for Idul Fitri 1440H	Sosial Social	Jakarta		1,000,000	PTC
29 Juli 2019 July 29, 2019	Bantuan Renovasi Sekolah PAUD Ar Rohim Pandeglang Assistance for School Renovation of PAUD Ar Rohim Pandeglang	Infrastruktur Infrastructure	Pandeglang		6,404,660	PTC
29 Juli 2019 July 29, 2019	Bantuan Silaturahmi dan Halal Bihalal Purna Karya S&D Hospitality Assistance and Halal Bihalal Purna Karya S&D	Sosial Social	Jakarta		12,750,000	PTC
19 Agustus 2019 August 19, 2019	Bantuan Qurban Sapi BDI Abdul Muis BDI Cow Sacrifice Aid Abdul Muis	Keagamaan Religious	Jakarta	Masjid An-nur Pelita Air Service	20,006,500	PTC
4 September 2019 September 4, 2019	PTC Green Life Style dalam Sinergy Booth Pertamina 4 September 2019 - Sedotan Lipat Stainless Straw PTC Green Life Style in Pertamina's Sinergy Booth 4 September 2019 - Stainless Straw Folding Straws	Kesehatan dan Lingkungan Health and Environment	Pertamina Pusat	Pertamina Pusat	8,500,000	PTC
5 September 2019 September 5, 2019	PTC Green Life Style dalam Sinergy Booth Pertamina 5 September 2019 - Kotak Makan PTC Green Life Style in Pertamina's Sinergy Booth 5 September 2019 - Lunch Box	Kesehatan dan Lingkungan Health and Environment	Pertamina Pusat	Pertamina Pusat	6,608,000	PTC
4 Oktober 2019 October 4, 2019	Bantuan atas Proposal Pembangunan Madrasah Al-Hasanah Support for the Al-Hasanah Madrasah Development Proposal	Keagamaan Religious	Madrasah Al-Hasanah, Kampung Kiara Kuda Kelurahan Margawati, Garut, Jawa Barat	Rusmanan	10,000,000	PTC
1 Oktober 2019 October 1, 2019	CSR Internal - Pertamina World Deaf Day CSR PTC dan DPPU Ngurah Rai (CSR Bengkala) Internal CSR - Pertamina World Deaf Day CSR PTC and DPPU Ngurah Rai (CSR Bengkala)	Pendidikan Education	Bengkala, Bali	DPPU Ngurah Rai Bali dan Perangkat Desa Bengkala DPPU Ngurah Rai Bali and Perangkat Desa Bengkala	11,306,991	PTC
8 Oktober 2019 October 8, 2019	CSR Pertamina - Pertamina World Deaf Day CSR PTC dan DPPU Ngurah Rai (CSR Bengkala) Pertamina CSR - Pertamina World Deaf Day CSR PTC and DPPU Ngurah Rai (CSR Bengkala)	Pendidikan Education	Bengkala, Bali	DPPU Ngurah Rai Bali dan Perangkat Desa Bengkala DPPU Ngurah Rai Bali and Perangkat Desa Bengkala	149,979,500	Pertamina
13 November 2019 November 13, 2019	Bantuan CSR Sepatu Orthopedic dan Fisioterapi a/n Desta Rivaldo Siswa SD 01 Kp Sawah Ciputat CSR Aid for Orthopedic Shoes and Physiotherapy a / n Desta Rivaldo Elementary School Student 01 Kp Sawah Ciputat	Kesehatan Health	YPAC Jakarta	Desta Rivaldo	14,573,500	PTC
21 November 2019 November 21, 2019	Bantuan Kemanusiaan Kebakaran anggota Security Fire Humanitarian Aid for Security members	Sosial Social	Plaju, Sumatera Selatan	M. Darman Jaya Citra	10,000,000	PTC



Tanggal Date	Kegiatan Activity	Bidang Field	Lokasi Location	Pihak Terkait Relevated Partiesn	Nilai (Rp) Amount	Sumber Dana Fund Source
27 November 2019 November 27, 2019	PTC Green Life Style	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta Jakarta PTC Head Office	Internal PTC	39,237,583	PTC
28 November 2019 November 28, 2019	CSR MANAJEMEN HSE AMDAL &PENGELOLAAN USAHA PERBENGKELAN SEKOLAH  CSR EIA HSE MANAGEMENT & SCHOOL WORK MANAGEMENT MANAGEMENT	Pendidikan Education	Rengasdengklok, Karawang	SMK Jayabeka 01 Karawang	158,611,616	Pertamina
4 Desember 2019 December 4, 2019	Penambahan Gelas Lipat untuk CSR Green Lifestyle  The addition of Folding Glasses for Green Lifestyle CSR	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta Jakarta PTC Head Office	Internal PTC	2,275,758	PTC
9 Desember 2019 December 9, 2019	Tempat Sampah 35 Pcs di Gedung PTC 35 Pcs Trash Can in the PTC Building	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta Jakarta PTC Head Office	Internal PTC	6,575,000	PTC
9 Desember 2019 December 9, 2019	Pembelian Tempat Makan Lipat untuk CSR Green Lifestyle  Purchase of Folding Places for Green Lifestyle CSR	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta Jakarta PTC Head Office	Internal PTC	6,435,000	PTC
13 Desember 2019 December 13, 2019	PPn Tempat Makan Lipat untuk CSR Green Lifestyle  Foldable Dining VAT for Green Lifestyle CSR	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta Jakarta PTC Head Office	Internal PTC	1,430,000	PTC
17 Desember 2019 December 17, 2019	Sticker untuk Tempat Sampah PTC 35 Pcs Sticker for PTC 35 Pcs Trash Can	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta Jakarta PTC Head Office	Internal PTC	1,134,000	PTC
19 Desember 2019 December 19, 2019	Bantuan Dana untuk Mendukung Presentasi Hasil Penelitian Vinda Aprilia dari Universitas Pertamina di Paris  Financial Aid to Support Presentation of Vinda Aprilia Research Results from Pertamina University in Paris	Pendidikan Education	Universitas Pertamina	Vinda Aprilia	5,000,000	PTC
19 Desember 2019 December 19, 2019	Bantuan Swadaya Anggota Limnas Hansip Wilayah Gambir dalam Rangka Natal 2019 & Tahun Baru 2020  Self-help Assistance from Limansi Hansip, Gambir Region in Christmas 2019 & New Year 2020	Sosial Social	Petojo Selatan	Linmas Kelurahan Petojo Selatan	1,000,000	PTC

## Pengukuran Pencapaian Program CSR

### Penilaian Program CSR

Penilaian terhadap kualitas dan kinerja pelaksanaan setelah melakukan kegiatan CSR sangat diperlukan sebagai dasar pengembangan konsep kegiatan CSR di *term* berikutnya. Evaluasi berdasarkan kajian kuantitatif maupun kualitatif dari setiap implementasi kegiatan CSR untuk menilai capaian kerja serta bagaimana menyempurnakan program selanjutnya.

Metode evaluasi yang digunakan dapat dibagi menjadi tiga bagian, di antaranya:

1. Dengan melakukan formulasi menetapkan variabel yang akan diuji, penetapan indikator dan ukuran serta metode pengumpulan dan analisis data;
2. Melakukan penelitian dengan menetapkan sampel, informan, objek observasi dan data-data sekunder;
3. Memproses dan menyeleksi hasil penelitian baik data kuantitatif dan kualitatif.

Evaluasi ditentukan berdasarkan kriteria dan standar-standar yang ditetapkan oleh tim CSR melalui kerangka konseptual, standarisasi ISO 26000 maupun standar baku lain yang sesuai dengan program CSR yang telah ditentukan. Untuk pengukuran evaluasi kegiatan CSR dapat dilakukan menggunakan salah satu dari tiga bentuk evaluasi yang sesuai dengan program CSR, yaitu:

1. Evaluasi Formatif  
Merupakan penilaian untuk meningkatkan kinerja program, evaluasi dilakukan pada saat program sedang berjalan;
2. Evaluasi Sumatif  
Evaluasi yang dilakukan di akhir program untuk menilai dan memastikan program yang dijalankan berhasil atau gagal menurut tujuan program;
3. Evaluasi Pemberdayaan  
Penilaian untuk melihat tingkat keberhasilan kegiatan atau program menurut ukuran "pemberdayaan" seperti capacity building atau peningkatan kesadaran terkait dengan konsep pemberdayaan.

## Measurement of The Achievement of CSR programs

### Assessment of CSR Programs

An assessment of the quality and performance of implementation after carrying out CSR activities is needed as a basis for developing the concept of CSR activities in the next term. Evaluation is based on quantitative and qualitative studies of each implementation of CSR activities to assess work performance and how to further improve the program.

The evaluation method used can be divided into three parts, including:

1. By formulating a set of variables to be tested, setting indicators and measures as well as data collection and analysis methods;
2. Conducting research by establishing samples, informants, objects of observation and secondary data;
3. Processing and selecting research results both quantitative and qualitative data.

Evaluation is determined based on criteria and standards established by the CSR team through a conceptual framework, ISO 26000 standardization and other standard standards in accordance with the specified CSR programs. To evaluate the evaluation of CSR activities can be done using one of three forms of evaluation in accordance with the CSR program, namely:

1. Formative Evaluation  
Is an assessment to improve program performance, evaluation is carried out while the program is running;
2. Summative Evaluation  
Evaluations are carried out at the end of the program to assess and ensure that the programs that were carried out succeeded or failed according to program objectives;
3. Empowerment Evaluation  
Assessment to see the level of success of activities or programs according to "empowerment" measures such as capacity building or awareness raising related to the concept of empowerment.



## TANGGUNG JAWAB SOSIAL TERKAIT HAK ASASI MANUSIA (HAM)

SOCIAL RESPONSIBILITIES RELATED TO HUMAN RIGHTS (HAM)

### Komitmen dan kebijakan Tanggung Jawab Sosial Bidang HAM

Undang-undang Republik Indonesia Nomor 39 Tahun 1999 tentang Hak Asasi Manusia (HAM) menjelaskan bahwa hak asasi manusia adalah seperangkat hak yang melekat pada hakikat dan keberadaan manusia sebagai makhluk Tuhan Yang Maha Esa dan merupakan anugerah-Nya yang wajib dihormati, dijunjung tinggi dan dilindungi oleh negara, hukum dan Pemerintah, dan setiap orang demi kehormatan serta perlindungan harkat dan martabat manusia;

Sementara itu, berdasarkan ISO 26000 tentang Panduan Tanggung Jawab Sosial, hak-hak azasi manusia mencakup nondiskriminasi dan perhatian pada kelompok rentan; menghindari kerumitan; hak-hak sipil dan politik; hak-hak ekonomi, sosial dan budaya; serta hak-hak dasar pekerja. Cakupan definitif tersebut telah dilaksanakan oleh Perusahaan, baik dalam kegiatan operasional yang melibatkan karyawan, pelanggan dan mitra, maupun masyarakat di sekitar lokasi usaha. Perusahaan mendefinisikan hak azasi manusia sebagai hak mendasar bagi setiap individu yang terlibat maupun yang terkena dampak dari kegiatan operasi dan usaha yang dilakukan Perusahaan.

### Komitmen dan kebijakan Tanggung Jawab Sosial Bidang HAM

Perusahaan memiliki komitmen yang kuat dalam penegakan hak asasi manusia tidak semata-mata berlaku untuk karyawan, yakni memperlakukan semuanya secara setara tanpa membedakan jenis kelamin, suku, agama, ras, warna kulit, suku, jenis kelamin, usia, keterbatasan fisik serta kepercayaan setiap individu. Penilaian hak asasi manusia juga menjadi pertimbangan bagi Perusahaan dalam mengambil keputusan di semua lokasi operasional.

Komitmen ini tertuang dalam *Code of Conduct* atau Kode Etik PT Pertamina Training & Consulting yang ditetapkan melalui Surat Keputusan Direksi PT Pertamina Training & Consulting.

Dalam Bab Sumber Daya Manusia, ditegaskan bahwa PT Pertamina Training & Consulting berkomitmen untuk menjamin setiap pekerja memiliki kesempatan yang sama mengembangkan karier sesuai dengan kualifikasi dan kinerjanya. Perusahaan menyediakan pelatihan dan pendidikan untuk pengembangan karier bagi semua pekerja yang didukung oleh standar, prosedur, dan ketentuan internal perusahaan.

Perusahaan memastikan bahwa keputusan-keputusan, seperti mempekerjakan seseorang, mengevaluasi, serta memberikan kompensasi, promosi, dan pemutusan hubungan kerja hanya dilakukan berdasarkan kualifikasi, kinerja, dan faktor-faktor lain yang berhubungan dengan pekerjaan.

Perusahaan berkomitmen untuk menjaga lingkungan kerja yang bebas dari diskriminasi. Perusahaan tidak akan membiarkan terjadinya diskriminasi terhadap seseorang karena etnis, ras, kebangsaan, agama, jenis kelamin, usia, keadaan cacat, atau alasan lainnya. Insan PTC tidak melakukan intimidasi, penghinaan, pelecehan, provokasi, dan persaingan tidak sehat.

Insan PTC diharapkan untuk memberikan perhatian penuh pada Hak Asasi Manusia dan kewajiban sesuai dengan hukum yang berlaku dan milarang pelanggaran Hak Asasi Manusia dalam bentuk apapun.

### Commitment and Policy on Social Responsibility in The Field of Human Rights

Law of the Republic of Indonesia No. 39 of 1999 concerning Human Rights (HAM) explains that human rights are a set of rights inherent in the nature and existence of human being as God's creatures and as His gifts that must be respected, upheld and protected by the state, law and Government, and everyone for the sake of honor and protection of human dignity and dignity;

Meanwhile, based on ISO 26000 on Social Responsibility Guidelines, human rights include non-discrimination and attention to vulnerable groups; avoiding hassle; civil and political rights; economic, social and cultural rights; and basic rights of workers. The definitive scope has been implemented by the Company, both in operational activities involving employees, customers and partners, as well as the community around the business location. The Company defines human rights as fundamental rights for every individual involved and affected by the operations and business activities of the Company.

### Commitment and Policy on Social Responsibility in the field of Human Rights

The Company has a strong commitment in upholding human rights that is not only applies to employees, i.e. treats all equally without distinguishing sex, ethnicity, religion, race, color, ethnicity, gender, age, physical limitations and individual's faith. Human rights assessment is also one of considerations for the Company in making decisions in all operational locations.

This commitment is contained in the Code of Conduct or PT Pertamina Training & Consulting, which was established through the Decree of Board of Directors of PT Pertamina Training & Consulting Number.....

In the Human Capital Chapter, it is emphasized that PT Pertamina Training & Consulting is committed to ensuring that every employee has the same opportunity to develop a career in accordance with their qualifications and performance. The Company provides training and education for career development for all employees, which is supported by internal company standards, procedures and regulations.

The Company ensures that decisions, such as hiring someone, evaluate, and providing compensation, promotion and termination of employment are only done based on qualifications, performance, and other work-related factors.

The Company is committed to maintaining a work environment that is free from discrimination. The Company will not allow discrimination against a person because of ethnicity, race, nationality, religion, gender, age, disability, or other reasons. PTC people do not perform any intimidation, insult, harassment, provocation, and unfair competition.

PTC People are expected to pay full attention to Human Rights and obligations in accordance with applicable law and prohibit violations of Human Rights in any form.

## Isu-Isu HAM yang Melingkupi Kegiatan Bisnis Perusahaan

### Kesetaraan Gender dan Kesempatan Kerja

Dalam rangka menciptakan dan menjaga hubungan kerja yang harmonis dengan karyawan, Perusahaan senantiasa memperhatikan pemenuhan terhadap pelaksanaan hak dan kewajiban yang seimbang yang bertujuan untuk menyelaraskan kepentingan karyawan dan kepentingan Perusahaan.

Perusahaan berusaha agar dapat memberikan perlindungan atas hak azasi karyawan untuk merasa nyaman dalam melakukan aktivitas pekerjaan yang dihadapi.

Di sisi lain, Perusahaan juga senantiasa memberikan kebebasan bagi setiap karyawan untuk memiliki hak yang sama dalam berkompetisi melalui pengembangan diri secara sehat. Hal ini sebagai wujud komitmen Perusahaan dalam memberikan kesempatan dan kesamaan hak kepada seluruh karyawan, tanpa membedakan suku, agama, ras, golongan, gender, dan kondisi, sejak proses rekrutmen, pengembangan kompetensi dan keahlian, serta penetapan jenjang karir dan remunerasi. Dengan demikian, kesamaan kesempatan kerja yang terbangun di antara karyawan tersebut akan turut memberikan kontribusi positif pada pergerakan dinamisme perusahaan yang sehat.

### Pemenuhan Kesejahteraan dan Hak Karyawan

PTC senantiasa berupaya terus meningkatkan kesejahteraan karyawan guna meningkatkan motivasi kinerja dan loyalitas karyawan terhadap Perusahaan.

PTC memberikan remunerasi kepada para karyawannya berupa gaji pokok, insentif prestasi, tunjangan dan fasilitas lainnya berdasarkan jenjang jabatan, masa kerja dan penilaian kinerja individu yang dicapai oleh karyawan tanpa adanya unsur diskriminasi.

### Kebebasan Berserikat dan Berkumpul

Perusahaan menjamin hak pekerja untuk berserikat, berkumpul, dan menyampaikan pendapat. Perusahaan juga mendukung kegiatan pegawai dalam berserikat dengan membentuk organisasi Perhimpunan Pegawai.

Perusahaan memandang keberadaan serikat pekerja sebagai sarana yang menjembatani permasalahan antara pegawai dengan manajemen menjadi sangat penting keberadaannya sehingga pegawai dapat dengan mudah mengemukakan permasalahan yang terjadi di lapangan dan manajemen dapat memberikan respon yang baik kepada karyawan. Dengan terciptanya hubungan yang baik antara karyawan dan manajemen diharapkan pegawai dapat mencapai target manajemen sehingga Perusahaan dapat memberikan kesejahteraan seperti apa yang diharapkan oleh karyawan.

Undang-undang No. 13 Tahun 2003 tentang Ketenagakerjaan, Undang-undang No. 2 Tahun 2004 tentang Penyelesaian Perselisihan Hubungan Industrial, dan Undang-undang No. 1 Tahun 1970 tentang Keselamatan Kerja, serta Perjanjian Kerja Bersama (PKB) antara manajemen dan serikat karyawan, menjadi acuan seluruh kebijakan ketenagakerjaan untuk memastikan kepatuhan terhadap perundang-undangan yang berlaku dan meminimalkan terjadinya pelanggaran terhadap hak asasi manusia dalam hubungan kerja. Terwujudnya hubungan yang berkeadilan dan komunikasi yang hangat antara Pemegang Saham yang diwakili oleh Manajemen dengan Pekerja merupakan aset terpenting bagi Perusahaan dan menjadi hubungan prioritas dalam mencapai visi dan misi Perusahaan.

## Human Rights Issues in Business Activities of the Company

### Gender Equality and Job Opportunities

In order to create and maintain a harmonious working relationship with employees, the Company always pays attention to the fulfillment of balanced rights and obligations aimed at aligning the interests of employees and the interests of the Company.

The Company strives to be able to provide protection for employees' rights to feel comfortable in carrying out work activities.

On the other hand, the Company also always gives freedom for every employee to have the same right to compete through healthy self-development. This is a form of Company's commitment to provide opportunities and equal rights to all employees, regardless of ethnicity, religion, race, class, gender, and conditions, since the recruitment process, competency and expertise development, and determination of career path and remuneration. Thus, the equality of work opportunities that are built up among these employees will contribute positively to the healthy dynamics progress of the Company.

### Fulfillment of Employee Welfare and Rights

PTC strives to continuously improve employee welfare in order to increase employee performance motivation and loyalty to the Company.

PTC provides remuneration for its employees in the form of basic salary, performance incentives, benefits and other facilities based on the level of position, years of service and individual performance appraisal achieved by employees without any element of discrimination.

### Freedom of Association

The Company guarantees the rights of workers to associate, gather and express opinions. The Company also supports employee activities in association by forming a Trade Union.

The Company perceives the existence of trade unions as a means of bridging problems between employees and management to be very important so that employees can easily express problems that occur in the field and management can provide a good response to employees. With the creation of a good relationship between employees and management, employees are expected to be able to achieve management targets so that the Company can provide the welfare as expected by employees.

Law No. 13 of 2003 concerning Manpower, Law No. 2 of 2004 concerning Industrial Relations Dispute Settlement, and Law No. 1 of 1970 concerning Work Safety, as well as the Collective Labor Agreement (PKB) between management and trade union, serves as a reference for all employment policies to ensure compliance with applicable laws and minimize violations of human rights in work relations. The realization of a fair relationship and warm communication between the Shareholders represented by Management and Employees is the most important asset for the Company and a priority relation in achieving the Company's vision and mission.



Perusahaan membangun hubungan industrial melalui jaminan keberadaan serikat pekerja di lingkungan kerja Perusahaan sebagai bagian dari hak berserikat karyawan. Serikat pekerja di lingkungan Perusahaan bernama Federasi Serikat Pekerja Nusantara Bersatu (FSPNB) yang berdiri sejak tahun 2015 dan telah tercatat pada Dinas Sosial, Tenaga Kerja dan Transmigrasi Kabupaten Cilacap melalui Surat No. 142/FSPNBPTC/DFT/07/XI/05/2015.

### Pekerja di Bawah Umur

Perusahaan memastikan bahwa hingga saat ini tidak terdapat pekerja di bawah umur yang bekerja di Perusahaan. Hal ini dituangkan dalam persyaratan penerimaan pegawai PTC yang mensyaratkan calon pekerja minimal telah menamatkan pendidikan jenjang Sekolah Menengah Atas (SMA).

### Waktu Kerja

Waktu kerja Perusahaan mengacu pada ketentuan dan peraturan yang berlaku. Perusahaan menetapkan waktu kerja, lembur, cuti dan izin meninggalkan pekerjaan dan upah lembur dengan memperhatikan prinsip-prinsip hak asasi manusia sebagai berikut:

Hari Day	Jam Masuk Entry		Istirahat Break	Jam Pulang Return home	
	Normal	Flexible		Normal	Flexible
Senin / Monday	7.30	8.00	60 Menit / Minutes	16.00	16.30
Jumat / Friday			90 Menit / Minutes		

1. Jam masuk, istirahat dan jam pulang kerja diberlakukan flexible time dengan mempertimbangkan kepentingan operasional Perusahaan.
2. Kerja Lembur bukan merupakan keharusan dan dilakukan hanya bila diperlukan (sesuai kebutuhan) yang diberlakukan setelah kejma normal 8 (delapan) jam atas persetujuan manajer terkait (bukan waktu yang tertera pada laporan absensi)
3. Mengacu pada Perjanjian Kerja Bersama (PKB) PTC Pasal 43 tentang Jenis Pelanggaran dan sanksi sebagai berikut:
  - a. Bagi Pekerja yang terlambat masuk kerja sebanyak 3 (tiga) kali dalam satu bulan akan dikenakan sanksi berupa Teguran Lisan dan Teguran Tertulis.
  - b. Bagi Pekerja yang sudah menerima Teguran, tetapi masih melakukan pelanggaran serupa atau dapat dipandang setara, maka akan dikenakan sanksi berupa Surat Peringatan.

### Pemenuhan HAM untuk Pihak Luar Perusahaan

Perusahaan juga berupaya memenuhi hak azasi manusia kepada pihak di luar Perusahaan, salah satunya dengan memberikan kesempatan untuk menyampaikan pengaduan, memberikan bantuan sosial untuk acara-acara sosial kemasyarakatan kepada masyarakat di sekitar Perusahaan, hari raya keagamaan atau pun hari nasional, serta memberikan kesempatan untuk mendapatkan pendidikan kepada putra-putri dari masyarakat yang kurang mampu yang berada di sekitar perusahaan dengan memberikan bantuan pendidikan dalam program beasiswa atau orang tua asuh.

The Company builds industrial relations through the guarantee of trade union's existent within the Company's working environment as part of employee's right to associate. Trade union in the Company is called Federasi Serikat Pekerja Nusantara Bersatu (FSPNB), which was established in 2015 and has been registered at the Social, Manpower and Transmigration Office of Cilacap Regency through Letter No. 142/FSPNBPTC/DFT/07/XI/05/2015.

### Underage Workers

The Company ensures that until now there are no underage workers working at the Company. This is outlined in PTC employee recruitment requirements which require that prospective employees have at least completed their high school education.

### Working Hours

The Company's working hours refers to the applicable rules and regulations. The Company determines working hours, overtime, leave and permission to leave work and overtime pay with due regard to the principles of human rights as follows:

1. The time of entry, rest and return from work are subject to flexible time by taking into account the Company's operational interests.
2. Overtime work is not a necessity and is carried out only if needed, which is applied after normal 8 (eight) hours with the approval of relevant manager (not the time stated on the attendance report)
3. Referring to PTC Collective Labor Agreement (PKB) Article 43 concerning Types of Violations and sanctions as follows:
  - a. Employees who are late for work 3 (three) times a month will be subject to sanctions in the form of oral reprimand and written reprimand.
  - b. Employees who have received a reprimand, but are still committing similar violations or can be considered equal, will be subject to sanctions in the form of a Warning Letter.

### Fulfillment of Human Rights for External Parties

The Company also seeks to fulfill human rights to the Company's external parties, one of which is by providing opportunities to submit complaints, providing social assistance for social events to the community around the Company, religious holidays or national days, as well as providing opportunities to get education for children from underprivileged communities around the company.

# TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

## SOCIAL RESPONSIBILITIES RELATED TO FAIR OPERATIONS

### Komitmen dan Kebijakan Tanggung Jawab Sosial Terkait Core Subyek Operasi yang Adil

ISO 26000 tentang Panduan Tanggung Jawab Sosial mendefinisikan operasi yang adil adalah praktik yang mencakup: anti korupsi; keterlibatan yang bertanggungjawab dalam politik; kompetisi yang adil; promosi tanggungjawab sosial dalam rantai pemasok (*supply chain*); serta penghargaan atas property rights.

Pengelolaan organisasi Perusahaan telah memerhatikan seluruh aspek tersebut, termasuk di dalamnya komitmen untuk menjalankan kegiatan usaha secara berintegritas, dan profesional, menghindari benturan kepentingan, tidak menoleransi suap, menjunjung tinggi kepercayaan, dan berpedoman pada asas-asas tata kelola perusahaan yang baik. Komitmen perusahaan ini untuk mewujudkan PTC yang bersih.

Untuk mencapai komitmen tersebut, Insan PTC :

1. Wajib mematuhi hukum, peraturan, dan undang-undang yang berlaku pada wilayah penugasannya, baik tingkat nasional maupun Internasional, termasuk peraturan internal perusahaan;
2. Bertanggung jawab untuk memastikan bahwa kepentingan pribadi di luar pekerjaan tidak mengganggu pelaksanaan tugas dan tanggung jawabnya terhadap perusahaan;
3. Menghindari segala bentuk benturan kepentingan, baik secara langsung maupun tidak langsung;
4. Dilarang terlibat dalam segala bentuk tindakan korupsi, kolusi, dan nepotisme;
5. Dilarang menawarkan, memberi, dan/atau menerima sesuatu yang tidak sesuai dengan ketentuan Gratifikasi untuk tujuan memperoleh manfaat/imbalan/kontraprestasi dan perlakuan istimewa dari pihak-pihak tertentu.

Sebagai perusahaan yang profesional, independen, berintegritas dan berkelanjutan, isu anti korupsi kolusi dan nepotisme adalah prioritas utama bagi Perusahaan. Untuk mengimplementasikan prioritas tersebut, Perusahaan terus melakukan upaya membersihkan diri dari praktik KKN dan praktik-praktik sejenisnya, salah satu upaya yang dilakukan adalah pengendalian praktik gratifikasi.

Karena itu Perusahaan melengkapi diri dengan sebuah media untuk memberi kesempatan kepada Insan Perusahaan dan stakeholder untuk berpartisipasi aktif dalam program ini. Program tersebut adalah *Wisthleblowing System*, sebuah sistem pelaporan pelanggaran yang memungkin setiap orang melaporkan adanya dugaan kecurangan, pelanggaran hukum dan etika yang dilakukan oleh Insan Perusahaan.

### Rumusan Dan Lingkup Tanggung Jawab Sosial Terkait Operasi Yang Adil

Perusahaan berpandangan bahwa keadilan adalah kesetaraan dalam pemenuhan hak-hak stakeholders yang timbul berdasarkan perjanjian maupun karena peraturan perundang-undangan yang berlaku.

Rumusan dan lingkup tanggung jawab sosial terkait operasi yang adil tertuang dalam Kode Etik Perusahaan, yaitu karyawan, mitra kerja, pemegang saham, dan perlindungan terhadap aset Perusahaan.

Perusahaan juga menerapkan prinsip-prinsip Tata Kelola Perusahaan yang baik atau *Good Corporate Governance (GCG)* yang merupakan panduan bagi seluruh Insan PTC dalam menjalankan kegiatan operasional, berinteraksi dengan sesama kolega, maupun dengan pemangku kepentingan eksternal serta menciptakan praktik bisnis yang bersih dan menjauhi segala bentuk kecurangan.

### Commitment and Social Responsibility Policy Core Subjects Related Operations Fair

ISO 26000 on Social Responsibility Guidelines defining fair operations is a practice that includes: anti-corruption; responsible involvement in politics; fair competition; promotion of social responsibility in the supply chain; and appreciation for property rights.

The management of the Company's organization has paid attention to all of those aspects, including the commitment to carry out business activities with integrity and professionalism, avoiding conflicts of interest, not tolerating bribery, upholding trust, and guided by the principles of good corporate governance. The Company is committed to creating a clean PTC.

To achieve such commitment, PTC People are:

1. Obliged to obey the laws, regulations and legislation that apply to their assignment area, both at national and international level, including internal company regulations;
2. Responsible for ensuring that personal interests outside of work do not interfere with the performance of their duties and responsibilities towards the company;
3. Avoiding all forms of conflict of interest, both directly and indirectly;
4. Prohibited to engage in all forms of corruption, collusion and nepotism;
5. Forbidden to offer, give, and/or accept something that is not in accordance with the provisions of Gratification for the purpose of obtaining benefits/rewards/contrasts and preferential treatment from certain parties.

As a professional, independent, and sustainable company with high integrity, the issue of anti-corruption, collusion and nepotism is a top priority for the Company. To implement these priorities, the Company continues to make efforts to cleanse itself of KKN and similar practices, one of the efforts taken is controlling gratification practices.

Therefore, the Company equips itself with a media to provide opportunities for Company People and stakeholders to actively participate in this program. The program is the Wisthleblowing System, a violation reporting system that allows anyone to report suspected fraud, legal and ethical violations committed by Company People.

### Formulation and Scope of Social Responsibility Related to Fair Operations

For the Company, fairness is equality in fulfilling the rights of stakeholders arising under agreements and due to applicable laws and regulations.

The formulation and scope of social responsibility related to fair operations are contained in the Company's Code of Conduct, namely employees, business partners, shareholders, and protection of Company assets.

The Company also applies the principles of Good Corporate Governance (GCG) which is a guide for all PTC's People in carrying out operational activities, interacting with fellow colleagues, and with external stakeholders as well as creating clean business practices and away from all forms of fraud.



## Pelaksanaan Inisiatif CSR Bidang Operasi Yang Adil Anti Korupsi

Sejalan dengan semangat pemerintah Indonesia memberantas korupsi, PTC memiliki komitmen serupa. Komitmen itu tak terpisahkan dengan implementasi prinsip Tata Kelola Perusahaan yang Baik (GCG), yang tujuannya antara lain meningkatkan kepercayaan pelanggan dan Pemegang Saham. Perseroan telah memiliki kebijakan Anti Korupsi sebagaimana yang tercantum di Kode Etik Perusahaan.

### Persaingan Usaha Yang Ketat

Perusahaan berkomitmen untuk menciptakan nilai tambah dengan orientasi komersial dan mengambil keputusan berdasarkan prinsip-prinsip bisnis yang sehat sesuai dengan Undang-Undang Larangan Praktek Monopoli dan Persaingan Usaha Tidak Sehat. Untuk mewujudkan hal tersebut, diperlukan dukungan dari Insan PTC dalam bentuk sebagai berikut:

1. Insan PTC harus memastikan bahwa kegiatan bisnis perusahaan dijalankan sesuai dengan peraturan dan Undang-Undang Larangan Praktek Monopoli dan Persaingan Usaha Tidak Sehat di Indonesia.
2. Insan PTC harus waspada terhadap upaya yang mengarah kepada persaingan usaha yang tidak sehat.
3. Insan PTC harus melakukan praktik bisnis yang adil, etis, dan tidak menyebarkan informasi sensitif apa pun kepada pihak lain untuk menjaga persaingan sehat.
4. Insan PTC melaksanakan proses pengadaan Penyedia Barang/Jasa yang transparan sesuai dengan ketentuan yang berlaku di perusahaan
5. Insan PTC dalam mencari, mendapatkan, dan menggunakan informasi harus sesuai dengan hukum dan ketentuan yang berlaku.

### Hadiah, Jamuan Makan, dan Hiburan

Perusahaan menjunjung tinggi integritas dan profesionalisme serta tidak menoleransi suap. Untuk mewujudkan komitmen perusahaan tersebut, Insan PTC:

1. Harus waspada untuk tidak menawarkan atau menerima apabila, menurut pertimbangan Insan PTC, tindakan tersebut dapat mempengaruhi atau terkesan mempengaruhi pengambilan keputusan;
2. Dibolehkan memberikan atau menerima fasilitas tersebut hanya jika, menurut pertimbangan dengan akal sehat, dalam hal penolakan akan mengganggu hubungan baik yang sudah terjalin antara pihak Pemberi dan PTC, serta wajib dilaporkan melalui unit Pengendalian Gratifikasi; dan
3. Wajib mematuhi ketentuan gratifikasi yang telah ditetapkan dalam pedoman Gratifikasi.

### Tindak Pidana Pencucian Uang

Perusahaan berkomitmen untuk mencegah dan memberantas tindak pidana pencucian uang yang terjadi di lingkungan PTC. Perusahaan membutuhkan dukungan Insan PTC sebagai berikut:

1. Insan PTC wajib mematuhi peraturan perundang-undangan terkait dengan Tindak Pidana Pencucian Uang;
2. Insan PTC wajib waspada terhadap transaksi keuangan yang mencurigakan.

### Pelaksanaan Komitmen Kepada Pelanggan

Perusahaan berorientasi pada kepentingan pelanggan dan berkomitmen untuk memberikan pelayanan terbaik kepada pelanggan. Perusahaan menempatkan pelanggan/konsumen sebagai mitra strategis. Perusahaan menyediakan produk dan layanan dengan mutu yang baik sesuai dengan standar kepada semua pelanggan.

Perusahaan berkomitmen untuk mematuhi seluruh ketentuan peraturan mengenai produk, memastikan keselamatan pelanggan, dan memperkuat ikatan antara PTC dan pelanggan. Setiap Insan PTC berperan penting dalam memastikan mutu dari desain sampai dengan pembuatan, peningkatan berkelanjutan, serta dukungan pelanggan.

Untuk mencapai komitmen di atas, setiap Insan PTC wajib :

1. Fokus terhadap kepentingan pelanggan;
2. Memastikan produk perusahaan sesuai dengan standar mutu yang telah ditetapkan;

## Implementation of CSR Initiative in Fair Operations Anti Corruption

In line with the spirit of the Indonesian government in eradicating corruption, PTC has a similar commitment. This commitment is inseparable from the implementation of Good Corporate Governance (GCG) principles, which is aiming to increase the trust of customers and shareholders. The Company has an Anti-Corruption policy as stated in the Company's Code of Conduct.

### Stringent Business Competition

The Company is committed to creating added value with a commercial orientation and making decisions based on sound business principles in accordance with the Prohibition of Monopolistic Practices and Unfair Business Competition Law. To realize this commitment, PTC People's support in the following forms are needed:

1. PTC People must ensure that the Company's business activities are carried out in accordance with regulations and Law on Prohibition of Monopolistic Practices and Unfair Business Competition in Indonesia.
2. PTC People must be aware of actions that lead to unfair business competition.
3. PTC People must conduct fair, ethical business practices and not disseminate any sensitive information to other parties to maintain fair competition.
4. PTC People carry out a transparent procurement process for Goods/Services in accordance with applicable regulations in the company
5. PTC People must comply with applicable laws and regulations in seeking, obtaining, and using information.

### Gifts, Banquet, and Entertainment

The Company upholds integrity and professionalism and does not tolerate bribery. To realize such commitment, PTC People:

1. Must be careful not to offer or accept if, according to PTC People's consideration, such actions may influence or appear to influence decision making;
2. Is permissible to give or receive these facilities only if, according to common sense consideration, in the case of rejection it will interfere with good relations that have been established between the Giver and PTC, and must be reported through the Gratification Control unit; and
3. Must comply with gratification provisions set out in the Gratification guidelines.

### Money Laundering Crime

The Company is committed to preventing and eradicating money laundering that occurs within PTC environment. Therefore, the Company needs PTC People's support as follows:

1. PTC People must comply with statutory regulations related to Money Laundering;
2. PTC People must be alert to suspicious financial transactions.

### Implementation of Commitment to Customers

The Company is oriented to the interests of customers and is committed to providing the best service to customers. The company places customers/consumers as strategic partner. The Company provides products and services of good quality in accordance with standards to all customers.

The Company is committed to complying with all regulatory requirements regarding product, ensuring customer safety, and strengthening the relations between PTC and customers. Every PTC employee has an important role in ensuring the quality from design to manufacture, continuous improvement, and customer support.

To achieve the above commitment, every PTC People must:

1. Focus on customer interests;
2. Ensuring that Company's products are in accordance with established quality standards;

3. Peduli dan aktif memberikan pelayanan yang terbaik kepada pelanggan;
4. Melakukan riset dan inovasi untuk pengembangan produk
5. Mengembangkan kapabilitas agar mampu berkompetisi, baik dalam skala regional maupun internasional; dan
6. Menciptakan nilai tambah dengan orientasi komersial.

### Pelaksanaan Komitmen Kepada Pemegang Saham

Perusahaan berkomitmen untuk berperan dalam peningkatan bisnis PT Pertamina (Persero) agar dapat menjadi perusahaan kelas dunia. Perusahaan berupaya meningkatkan secara optimal dan berkesinambungan nilai-nilai pemegang saham (shareholder value) melalui tingkat laba dan tingkat pertumbuhan yang ditetapkan pemegang saham dan menyajikan laporan keuangan sesuai dengan prinsip-prinsip pelaporan keuangan yang berlaku.

Perusahaan berkomitmen untuk melaksanakan penugasan dari PT Pertamina (Persero). Insan PTC bekerja untuk mendukung perusahaan dalam memenuhi komitmen terhadap PT Pertamina (Persero) sebagai pemegang saham.

### Pelaksanaan Komitmen Kepada Pemangku Kepentingan

Perusahaan berkomitmen untuk membangun hubungan yang saling menguntungkan dengan para pemangku kepentingan dengan berlandaskan prinsip-prinsip Tata Kelola Perusahaan yang baik untuk menghasilkan nilai tambah bagi seluruh pemangku kepentingan. Insan PTC dituntut untuk selalu bersikap profesional dalam berhubungan dengan pemangku kepentingan (*stakeholder*).

### Aktivitas Politik, Organisasi & Profesi

Perusahaan menghormati hak berpolitik dan berserikat Insan PTC. Perusahaan bersikap netral dengan tidak berpartisipasi secara langsung ataupun tidak langsung dalam aktivitas politik kepartaian dan tidak memberikan donasi atau kontribusi dalam bentuk apapun. Sebagai bentuk komitmennya, perusahaan menetapkan sebagai berikut :

1. Insan PTC dilarang melakukan kegiatan politik di lingkungan perusahaan dan memberikan sumbangan serta bantuan lain dalam bentuk apapun yang mengatasnamakan perusahaan, termasuk penggunaan sarana, fasilitas, dan dana perusahaan untuk kepentingan partai politik
2. Insan PTC dilarang untuk membawa, memasang, mempertontonkan, serta mengenakan simbol, gambar, dan/atau ornamen partai politik di lingkungan kantor tempat kerja/fasilitas umum lain milik perusahaan.
3. Insan PTC dapat menjadi pengurus partai politik dan/atau calon/anggota legislatif atau calon/Pimpinan Daerah/Pemerintahan dengan mengajukan PHK sebagai pekerja atau diakhiri hubungan kerjanya dengan perusahaan.
4. Perusahaan mendukung Insan PTC untuk berpartisipasi aktif dalam kegiatan organisasi profesi atau organisasi sosial yang memberikan manfaat bagi PTC.

### Hak Atas Kekayaan Intelektual

Perusahaan berkomitmen untuk mengembangkan ide-ide dan pengetahuan sebagai aset berharga yang memberikan kontribusi bagi daya saing dan keuntungan perusahaan. Perusahaan berkomitmen untuk menjaga properti intelektual dari pihak-pihak yang tidak berwenang.

Insan PTC harus menghormati dan menghargai hak atas kekayaan intelektual serta menaati peraturan perundang-undangan yang mengatur hak kepemilikan kekayaan intelektual.

### Upaya Mempromosikan Rantai Nilai Operasi yang Adil

Dalam upaya implementasi praktik operasi yang adil, Perusahaan secara berkala melakukan sosialisasi terkait penerapan kode etik. Perusahaan melakukan sosialisasi baik secara langsung dalam pelatihan dan sharing internal maupun melalui online. Secara berkala, seluruh pegawai Perusahaan diwajibkan menandatangani pernyataan komitmen penerapan kode etik sesuai dengan *Code of Conduct*.

3. Care and actively provide the best service to customers;
4. Conduct research and innovation for product development
5. Developing capabilities to be able to compete, both on a regional and international scale; and
6. Creating added value with a commercial orientation.

### Implementation of Commitment to Shareholders

The Company is committed to playing a role in increasing the business of PT Pertamina (Persero) in order to become a world-class company. The Company seeks to optimally and sustainably improve the shareholder values through profit level and growth rate set by shareholders and present the financial statements in accordance with applicable financial reporting principles.

The Company is committed to carrying out the assignment of PT Pertamina (Persero). PTC people are working to support the Company in fulfilling its commitment to PT Pertamina (Persero) as a shareholder.

### Implementation of Commitment to Stakeholders

The Company is committed to building mutually beneficial relationships with stakeholders based on the principles of good corporate governance to produce added value for all stakeholders. PTC people are required to always be professional in dealing with stakeholders.

### Political, Organizational & Professional Activities

The Company respects the political and association rights of PTC People. The Company is neutral by not participating directly or indirectly in party's political activities and does not make donations or contributions in any form. As a form of commitment, the Company stipulates the following:

1. PTC People are prohibited from performing political activities within the Company's environment and giving donations and other assistance in any form on behalf of the Company, including the use of Company's facilities and funds for the benefit of political parties
2. PTC People are prohibited from carrying, installing, displaying, and wearing symbols, pictures and/or ornaments of political parties in the workplace/other public facilities owned by the Company.
3. PTC People can be the management of political parties and/or candidates/legislative members or candidates/Regional Leaders/Government by submitting a resignation as an employee or terminating their employment relationship with the Company.
4. The Company supports PTC People to participate actively in the activities of professional organizations or social organizations that provide benefits for PTC.

### Intellectual Property Rights

The Company is committed to developing ideas and knowledge as valuable assets that contribute to the competitiveness and profit of the company. The Company has the commitment to protect intellectual property from unauthorized parties.

PTC people must honor and respect intellectual property rights and obey the laws and regulations governing intellectual property rights.

### Efforts to Promote Fair Operations Value Chain

In an effort to implement fair operating practices, the Company regularly conducts socialization related to the implementation of code of conduct. The Company carries out socialization both directly in training and internal sharing as well as through online. Periodically, all employees of the Company are required to sign a statement of commitment to implement ethics according to the Code of Conduct.



# TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP LINGKUNGAN

## CORPORATE SOCIAL RESPONSIBILITY FOR THE ENVIRONMENT

PT Pertamina Training & Consulting berkomitmen untuk menjalankan tanggung jawab sosial Perusahaan terhadap lingkungan hidup dalam rangka mengurangi dampak lingkungan dari kegiatan Perusahaan maupun kegiatan manusia pada umumnya. Komitmen PTC untuk tetap menjaga dan mempertahankan sekaligus pelestari lingkungan yang berkelanjutan di lingkungan Perusahaan dilaksanakan dengan mempertimbangkan kebijakan HSSE entitas induk, PT Pertamina (Persero), dimana setiap kegiatan Perusahaan harus mengikuti standar lingkungan setempat dan global, seperti tercantum dalam kebijakan HSSE Perusahaan bahwa setiap kegiatan operasional diidentifikasi aspek lingkungannya, diminimalisir dampak pencemaran lingkungan dengan fokus tetap berwawasan lingkungan.

Kebijakan terkait pengelolaan potensi dampak lingkungan tersebut menyebutkan bahwa kegiatan Perusahaan harus berlandaskan pada wawasan lingkungan, yang dimulai dengan mengidentifikasi aspek-aspek lingkungan apa saja yang relevan dengan proses bisnis Perusahaan dan mengelola yang berdampak penting terhadap lingkungan. Bentuk pengelolaan ini kemudian diimplementasikan dalam Manajemen Risiko Perusahaan yang memasukkan aspek lingkungan di dalamnya serta adanya TKO Identifikasi Bahaya & Penilaian Risiko Perusahaan. Selanjutnya Perusahaan membuat HSSE Plan untuk proyek risiko menengah dan tinggi, dimana analisis lingkungan masuk di dalamnya.

### Perumusan Tanggung Jawab Sosial Bidang Lingkungan Hidup

Sebagai entitas usaha yang bergerak dalam pendayagunaan SDM yang tidak memiliki aktivitas langsung terhadap eksplorasi alam, aspek lingkungan bukanlah hal yang fundamental dan signifikan dalam pengelolaan operasional dan bisnis Perusahaan. Namun, sejalan dengan semangat kelompok usaha Pertamina, Perusahaan berkomitmen untuk melakukan pemantauan dampak lingkungan atas kegiatan yang dilakukan Perusahaan. Selain itu, sebagai bentuk dukungan terhadap perubahan iklim dan isu global mengenai lingkungan, Perusahaan juga memadukan program CSR lingkungan yang sejalan dengan pemberdayaan masyarakat.

### Pelaksanaan CSR Bidang Lingkungan Hidup

Perusahaan melakukan program dan kegiatan tanggung jawab sosial terkait lingkungan hidup dalam bentuk kepedulian Perusahaan terhadap kelestarian lingkungan dengan mencegah dampak pencemaran yang mungkin ditimbulkan dari kegiatan operasional kantor serta pelaksanaan tanggung jawab Perusahaan dalam menjaga keanekaragaman hayati.

Kebijakan Perusahaan dalam pemeliharaan dan pelestari lingkungan hidup dimulai dari internal Perusahaan, yaitu dengan menerapkan berbagai kebijakan yang berwawasan lingkungan, seperti:

1. Perusahaan menggalakkan penggunaan alat-alat dan sarana kerja yang ramah lingkungan serta menerapkan kebijakan penghematan energi;
2. Penggunaan alat elektronik hemat energi;
3. Program hemat kertas dengan memaksimalkan penggunaan e-mail (*softcopy*). Melalui program ini, segala bentuk komunikasi antar unit kerja di PTC menggunakan email. Hal ini untuk meminimalisir penggunaan kertas. Diharapkan dengan menggunakan komunikasi via email akan tercipta budaya paperless.
4. Penggunaan kertas bekas ataupun melaksanakan print bolak-balik. Melalui program ini diharapkan dapat memimalisir kegiatan untuk melakukan pencetakan. Pencetakan menggunakan kertas hanya dilakukan jika hal tersebut merupakan hal yang sudah final. Untuk hal-hal yang masih bersifat draft, pencetakan dilakukan dengan menggunakan print bolak-balik.
5. Penghematan listrik serta air melalui sosialisasi dan anjuran. PTC mengkampanyekan penghematan listrik dan air dengan sosialisasi dan anjuran untuk mematikan lampu dan listrik apabila tidak digunakan. Begitu juga dengan penggunaan air diharapkan untuk tidak boros air. Karyawan PTC juga harus mematikan perangkat komputer setiap selesai menggunakan.

PT Pertamina Training & Consulting is committed to carrying out the Company's social responsibility towards the environment in order to reduce the environmental impact of the Company's activities and human activities in general. PTC's commitment to maintain and preserve sustainable environment in the Company's environment is carried out by considering the HSSE policy of the parent entity, PT Pertamina (Persero), where every activity of the Company must follow local and global environmental standards, as stated in the Company's HSSE policy that for every operational activity, the environmental aspects are identified, and the impact of environmental pollution is minimized with a focus on staying environmentally friendly.

The policy regarding the management of potential environmental impacts states that the Company's activities must be based on environmental insights, which begin by identifying what environmental aspects are relevant to the Company's business processes and managing those that have an important impact on the environment. This form of management is then implemented in Corporate Risk Management which includes environmental aspects as well as the presence of TKO Hazard Identification & Company Risk Assessment. Furthermore, the Company prepared an HSSE Plan for medium and high risk projects, which included environmental analysis.

### Formulation of Social Responsibility in The Field of Environment

As a business entity engaged in the utilization of human resources that does not have direct activities on natural exploration, environmental aspects are not fundamental and significant in the management of the Company's operations and business. However, in line with the spirit of Pertamina business group, the Company is committed to monitoring the environmental impact of its activities. In addition, as a form of support for climate change and global issues regarding the environment, the Company also integrates environmental CSR programs in line with community empowerment.

### CSR Implementation of the field of Environment

The Company carries out social responsibility programs and activities related to the environment in the form of Company's concern for environmental sustainability by preventing the impact of pollution that might result from office operational activities and the implementation of Company's responsibilities in maintaining biodiversity.

The Company's policies in the maintenance and preservation of environment starts from the internal, namely by implementing various environmentally friendly policies, such as:

1. The Company promotes the use of environmentally friendly equipment and work tools and applies the energy saving policies;
2. The use of energy-efficient electronic devices;
3. Paper-saving program by maximizing the use of e-mail (*softcopy*). Through this program, all forms of communication between work units at PTC are using email, in order to minimize the use of paper. It is hoped that by using communication via email a paperless culture will be created.
4. Use of used paper or printing on both sides. This program is expected to minimize activities for printing. Paper printing is only done if already final and printing is done by using double-sided printing for draft.
5. Electricity and water savings through socialization and appeal. PTC's campaign for saving electricity and water are carried out by socializing and proposing to turn off lights and electricity when not in use. Likewise with the use of water, is expected not to waste water. PTC employees must also turn off the computer after finished using.

Kebijakan penghematan energi di PTC bersifat umum sesuai dengan standar Kebijakan HSSE PT Pertamina (Persero), yang mempertimbangkan risiko operasi pekerjaan. Efisiensi energi yang digalakkan, disesuaikan dengan arahan entitas induk. Efisiensi energi menjadi hal yang penting dilakukan sebagai bentuk kontribusi Perusahaan terhadap kelestarian lingkungan.

### Program dan Kegiatan yang Dilakukan

- Penggunaan Material dan Energi dalam Kegiatan Operasional dan Usaha
- Material merupakan bahan-bahan/materi-materi dasar yang digunakan dalam kegiatan yang dilakukan. Untuk dapat memroses material menjadi bahan bernilai guna, Perusahaan menggunakan energi tertentu. Perusahaan memiliki kebijakan terkait penggunaan material dan energi yang efisien serta berorientasi pada dampak lingkungan.

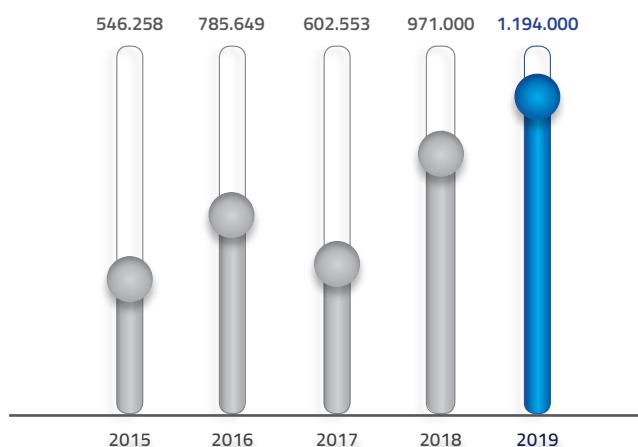
Perusahaan bergerak dalam bidang pengelolaan SDM, dengan demikian kegiatan usaha dan kegiatan operasional yang dilakukan Perusahaan tidak secara langsung melibatkan eksplorasi dan eksploitasi alam.

- Material penting yang digunakan dalam kegiatan usaha dan operasional
- Sebagai Perusahaan yang bergerak di bidang pengembangan SDM, tentu aspek lingkungan, khususnya material yang dipakai tidak begitu besar dalam kegiatan bisnis sehari-harinya. Bentuk material yang digunakan hanyalah yang berkaitan dengan aktivitas perkantoran, seperti kertas maupun bentuk ATK lainnya.

Penggunaan Material Material usage	2018 (lembar) (sheet)	2019 (lembar) (sheet)	Kenaikan/Penurunan Increase/Decrease	
			Jumlah (lembar) Amount (sheet)	Percentase Percentage %
Kertas Paper	971.000	1,194.000	223,99	123%

#### Jumlah Pemakaian Material Kertas dalam Kegiatan Operasional dan Usaha PTC 2015-2019 (lembar)

Total Use of Paper Material in PTC's Operational and Business Activities  
2015-2019 (sheet)





- b. Energi penting yang digunakan dalam pada kegiatan usaha dan operasional Energi sebagai sumber aktivitas manusia dibangkitkan dari berbagai jenis sumber. Penggunaan energi dalam kegiatan operasional dan usaha Perusahaan terdiri dari 2 (dua) energi yaitu:
- Listrik, dengan sumber energi berasal dari listrik yang dibangkitkan dan didistribusikan oleh PT Perusahaan Listrik Negara (Persero). Konsumsi listrik ini dipergunakan untuk operasional rutin Perusahaan yaitu kegiatan perkantoran.
  - Bahan Bakar Minyak (BBM) dengan sumber energi dari perdagangan BBM di SPBU khususnya yang dimiliki dan dikelola kelompok usaha Pertamina. Energi BBM digunakan Perusahaan dalam kegiatan operasional dan usaha.

Kebijakan penghematan energi di PTC bersifat umum sesuai dengan standar Kebijakan HSSE Pertamina, yang mempertimbangkan risiko operasi pekerjaan. Efisiensi energi yang digalakkan, disesuaikan dengan arahan entitas induk. Efisiensi energi menjadi hal yang penting dilakukan sebagai bentuk kontribusi Perusahaan terhadap kelestarian lingkungan.

- b. Important energy used in business and operational activities
- Energy as a source of human activity is generated from various types of sources. The use of energy in the Company's operational and business activities consists of 2 (two) energies, namely:
- Electricity, with energy sources derived from electricity generated and distributed by PT Perusahaan Listrik Negara (Persero). This electricity consumption is used for routine operations of the Company, namely office activities.
  - Fuel (BBM) with energy sources from the fuel trade at gas stations, especially those owned and managed by Pertamina business group. Fuel energy is used by the Company in operational and business activities.

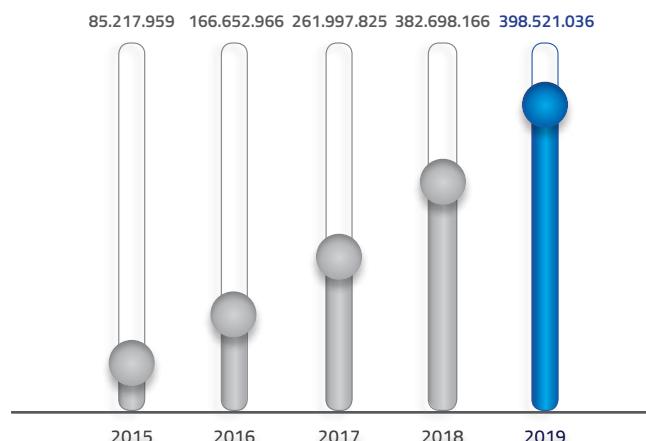
The energy saving policy at PTC is general in accordance with Pertamina's HSSE Policy standards, which consider the risks of work operations. Promoted energy efficiency is adjusted to the direction of the parent entity. Energy efficiency is important to be carried out as a form of the Company's contribution to environmental sustainability.

Penggunaan energi listrik Electricity Energy Usage	2018 Rp	2019 Rp	Kenaikan Increase	
			Jumlah Amount	%
Total Tagihan / Total Bills	382.698.166	398.521.036	15.822.870	



#### Biaya yang Dikeluarkan dalam Penggunaan Energi Listrik pada Kegiatan Operasional dan Usaha PTC 2015-2019 (Rp)

Costs incurred in the use of electrical energy in PTC's Operational and Business Activities 2015-2019 (Rp)

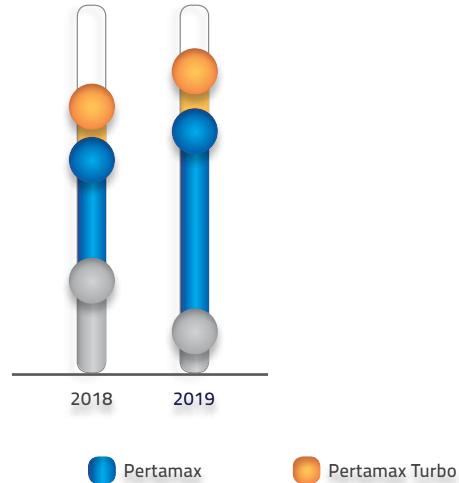


#### Penggunaan Energi BBM

#### The Use of Fuel Energy

BBM Fuel	Penggunaan Energi Energy Usage	2018 (liter)	2019 (liter)	Kenaikan Increase	
				Jumlah Amount	Perse Percent
Pertelite		1.106.6	773.4	(333.20)	70%
Pertamax		1.719.6	2.390.9	671.30	139%
Pertamax Turbo		121.7	598.4	476.70	492%
<b>TOTAL</b>		<b>2.947.9</b>	<b>3.762.7</b>	<b>814.80</b>	<b>128%</b>

  
**Penggunaan Energi BBM**  
The Use of Fuel Energy



- Pengelolaan Air**

Air merupakan salah satu elemen alam yang bermetamorfosa melalui proses alami. Penggunaan air dalam kehidupan sehari-hari, terutama air yang bersumber dari tanah di wilayah perkotaan, berdampak langsung terhadap kualitas tanah dan air di wilayah tersebut.

Perusahaan menggunakan air yang diperoleh dari Perusahaan Air Minum, dimana jumlah konsumsinya dapat dipantau terus menerus dari alat ukur meteran air yang ada.

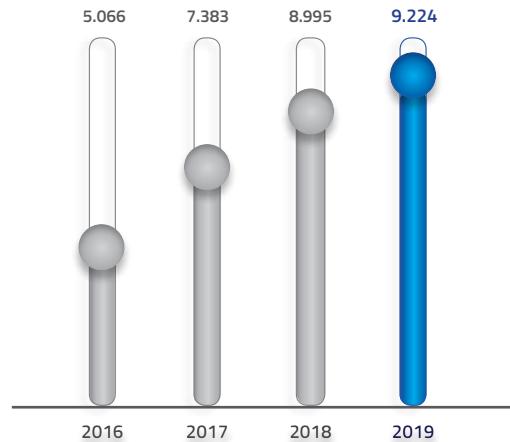
- Water Management**

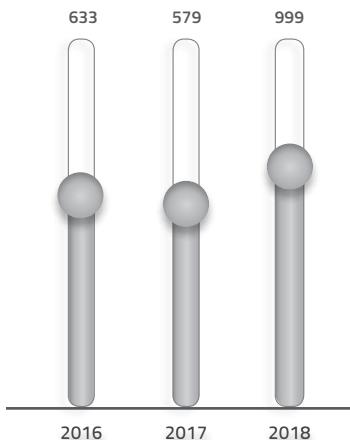
Water is one of the natural elements that metamorphose through natural processes. The use of water in daily life, especially water sourced from land in urban areas, has a direct impact on the quality of land and water in the region.

The Company uses water obtained from Perusahaan Air Minum, where the amount of consumption can be monitored continuously from the existing water meter.

Konsumsi Air Water Consumption	2018 (m3)	2019 (m3)	Kenaikan (Penurunan) Increase (Decrease)	
			Jumlah Amount	Percentase Percentage (%)
Penggunaan Air di Kantor Pusat / Water Usaga in Head Office	8.995	9.224	229	103%

  
**Penggunaan Volume Air Kantor Pusat PTC 2016-2019 (m3)**  
Use of PTC Head Office Water Volume 2016-2019 (m3)



**Rata-rata Volume Penggunaan Air di PTC 2016-2018 (m<sup>3</sup>)**Average Water Use Volume in PTC 2016-2018 (m<sup>3</sup>)**Pengelolaan Limbah**

Di tahun 2019 Perusahaan belum memiliki program khusus terkait pengelolaan limbah, dampak lingkungan dan keanekaragaman hayati dan semacam teknologi pengelolaan air buangan (*recycle*), hal tersebut lebih dikarenakan posisi Perusahaan yang merupakan penyewa gedung perkantoran, sementara yang melaksanakan pengelolaan limbah, dan masalahnya serta hal-hal yang terkait lingkungan dikelola oleh pihak pemilik gedung.

**Inisiatif CSR Terkait Kelestarian Lingkungan Hidup**

Perusahaan melaksanakan program tanggung jawab sosial terhadap lingkungan hidup sebagai bentuk kontribusi kepada masyarakat dan lingkungan sekitar dalam melindungi keanekaragaman hayati serta memberikan manfaat yang lebih luas bagi peningkatan kualitas lingkungan secara berkelanjutan. Beberapa program yang telah dilaksanakan sepanjang tahun 2019 antara lain:

No	Tanggal Date	Kegiatan Activity	Bidang Sector	Lokasi Location
1.	23 Mei 2019 May 23, 2019	CSR Internal - Program PTC Green Life Style Pengadaan Stainless Straw Lipat Internal CSR - PTC Green Life Style Foldable Stainless Straw Procurement Program	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta PTC Jakarta Head Office
2.	4 September 2019 September 4, 2019	PTC Green Life Style dalam Sinergy Booth Pertamina 4 September 2019 - Sedotan Lipat Stainless Straw PTC Green Life Style in Pertamina's Sinergy Booth September 5, 2019 - Stainless Straw Folding Straw	Kesehatan dan Lingkungan Health and Environment	Pertamina Pusat Pertamina Head Office
3.	5 September 2019 September 5, 2019	PTC Green Life Style dalam Sinergy Booth Pertamina 5 September 2019 - Kotak Makan PTC Green Life Style in Pertamina's Sinergy Booth September 5, 2019 - Lunch Box	Kesehatan dan Lingkungan Health and Environment	Pertamina Pusat Pertamina Head Office
4.	27 November 19 November 27, 2019	PTC Green Life Style	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta PTC Jakarta Head Office
5.	4 Desember 2019 December 4, 2019	Penambahan Gelas Lipat untuk CSR Green Lifestyle Addition of Folding Glasses for CSR Green Lifestyle	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta PTC Jakarta Head Office
6.	9 Desember 2019 December 9, 2019	Tempat Sampah 35 Pcs di Gedung PTC 35 Pcs Trash Can in PTC Building	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta PTC Jakarta Head Office
7.	9 Desember 2019 December 9, 2019	Pembelian Tempat Makan Lipat untuk CSR Green Lifestyle Purchase of Foldable Lunch Box for CSR Green Lifestyle	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta PTC Jakarta Head Office
8.	17 Desember 2019 December 17, 2019	Sticker untuk Tempat Sampah PTC 35 Pcs 35 Pcs Sticker for PTC Trash Can	Kesehatan dan Lingkungan Health and Environment	Kantor Pusat PTC Jakarta PTC Jakarta Head Office

**Waste Management**

In 2019, the Company did not have a special program related to waste management, environmental impacts and biodiversity, or waste water management technology (*recycle*), due to the Company's position as an office building tenant, hence the waste management and its problems as well as other matters related to environment are managed by the building owner.

**CSR Initiatives Related to Environmental Sustainability**

The Company implements a social responsibility program for the environment as a form of contribution to the community and the environment in protecting biodiversity and providing broader benefits for the improvement of environmental quality in a sustainable manner. Some programs that have been implemented throughout 2019 include:

### Realisasi Biaya dan/atau Investasi Tanggung Jawab Sosial Aspek Lingkungan

### Realization of Social Responsibility Costs and/or Investment in Environmental Aspect

No	Perihal Description	2019 (Rp)
1	CSR Internal - Program PTC Green Life Style Pengadaan Stainless Straw Lipat Internal CSR - PTC Green Life Style Foldable Stainless Straw Procurement Program	11.356.500
2	PTC Green Life Style dalam Sinergy Booth Pertamina 4 September 2019 - Sedotan Lipat Stainless Straw PTC Green Life Style in Pertamina's Sinergy Booth September 5, 2019 - Stainless Straw Folding Straw	8.500.000
3	PTC Green Life Style dalam Sinergy Booth Pertamina 5 September 2019 - Kotak Makan PTC Green Life Style in Pertamina's Sinergy Booth September 5, 2019 - Lunch Box	6.608.000
4	PTC Green Life Style	39.237.583
5	Penambahan Gelas Lipat untuk CSR Green Lifestyle Addition of Folding Glasses for CSR Green Lifestyle	2.275.758
6	Tempat Sampah 35 Pcs di Gedung PTC 35 Pcs Trash Can in PTC Building	6.575.000
7	Pembelian Tempat Makan Lipat untuk CSR Green Lifestyle Purchase of Foldable Lunch Box for CSR Green Lifestyle	6.435.000
8	PPn Tempat Makan Lipat untuk CSR Green Lifestyle Foldable Lunch Box for CSR Green Lifestyle	1.430.000
9	Sticker untuk Tempat Sampah PTC 35 Pcs 35 Pcs Sticker for PTC Trash Can	1.134.000
<b>Jumlah / Total</b>		<b>83.551.841</b>

### Pengaduan Masalah Lingkungan

Di sepanjang tahun 2019, Perusahaan tidak mendapati adanya pelaporan dari kegiatan usaha Perusahaan yang terkait dengan masalah lingkungan.

### Complaints on Environmental Issues

Throughout 2019, the Company did not find any reports from the Company's business activities related to environmental problems.



# TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP KETENAGAKERJAAN, SERTA ASPEK KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITY FOR EMPLOYMENT, AS WELL AS THE HEALTH AND SAFETY ASPECT

## Komitmen dan Kebijakan Perusahaan Terkait Tanggung Jawab Sosial Bidang Ketenagakerjaan

Perusahaan berkomitmen untuk melaksanakan kegiatan operasi secara aman, nyaman dan berwawasan lingkungan dengan menerapkan standar tinggi terhadap aspek HSSE Perusahaan untuk meminimalisir risiko dengan cara mencegah terjadinya kecelakaan, kebakaran, penyakit akibat kerja, pencemaran lingkungan, dan gangguan keamanan serta dampak lain akibat kegagalan operasi terhadap lingkungan di sekitar kegiatan Perusahaan.

Untuk memenuhi hal tersebut, seluruh jajaran manajemen dan segenap insan PTC berkomitmen:

1. Mengutamakan aspek HSSE Perusahaan dalam pengelolaan bisnis Perusahaan.
2. Memenuhi peraturan perundangan HSSE serta menggunakan teknologi tepat guna sesuai standar nasional dan internasional.
3. Mengurangi risiko serendah mungkin untuk mencegah terjadinya insiden pada personil, aset, informasi dan lingkungan.
4. Melakukan intervensi terhadap kondisi maupun tindakan yang dinilai tidak aman.
5. Memastikan pemahaman dan implementasi *Corporate Life Saving Rules (CLSR)* pada pekerja dan mitra kerja.
6. Meningkatkan kesadaran dan kompetensi pekerja serta mitra kerja agar dapat melaksanakan pekerjaan secara benar, aman dan berwawasan lingkungan.
7. Melaporkan seluruh insiden secara transparan dan melakukan investigasi untuk mencegah terjadinya insiden serupa.
8. Menjadikan kinerja HSSE personel, aset, data dan informasi Perusahaan dalam penilaian dan penghargaan terhadap seluruh pekerja.
9. Melarang penggunaan obat-obatan terlarang yang tidak terkendali atau mengkonsumsi minuman beralkohol dan zat-zat yang tidak sesuai pemanfaatannya serta merokok tidak pada tempatnya (*smoking area*), dan hal-hal yang dapat mengakibatkan bahaya serius terhadap aset Perusahaan
10. Mendukung Program *Security* Pertamina Korporat dengan melakukan identifikasi dan mitigasi risiko keamanan di wilayah kerja PT Pertamina Training & Consulting (PTC)

## Rencana dan Target Kegiatan serta Realisasinya di Sepanjang Tahun 2019

Di sepanjang tahun 2019, telah dilakukan Key Performance Indikator (KPI) Perusahaan terkait HSSE Management yang diukur melalui 2 (dua) aspek, yaitu *Number of Accident (NOA)* dan *Health & Safety Participation*. Sampai dengan akhir tahun 2019, Perusahaan berhasil mempertahankan nilai NOA pada angka 0 (nol) sesuai dengan target KPI yang ditentukan.

Selain NOA, *Health & Safety Participation* juga menjadi aspek yang diukur dalam HSSE Management. *Health & Safety Participation* yang terdiri dari kegiatan-kegiatan yang berhubungan dengan aspek Kesehatan dan Keselamatan Kerja, yaitu pelaksanaan *Management Walkthrough*, penyelenggaraan HSSE meeting/sharing, presenter pada saat HSSE meeting/sharing, hadir sebagai peserta, penyampaian laporan observasi aspek HSSE, juga hadir pada pelatihan HSSE, penyelesaian modul *E-learning safe work practice*, MCU dengan hasil fit for job, instruktur pelatihan HSSE, anggota tim investigasi HSSE dan anggota tim audit HSSE.

## Company Commitments and Policies Regarding Social Responsibility in Labor Sector

The company is committed to carrying out operations in a safe, comfortable and environmentally sound manner by applying high standards to aspects of the Company's HSSE to minimize risks by preventing accidents, fires, work-related diseases, environmental pollution, and security disturbances and other impacts due to operating failures on the environment around the Company's activities.

To fulfill this, the entire management and all PTC people are committed:

1. Prioritizing the Company's HSSE aspects in managing the Company's business.
2. Meet HSSE laws and regulations and use appropriate technology in accordance with national and international standards.
3. Reducing risk as low as possible to prevent incidents of personnel, assets, information and the environment.
4. Intervene in conditions and actions that are considered unsafe.
5. Ensuring the understanding and implementation of Corporate Life Saving Rules (CLSR) for workers and work partners.
6. Increase awareness and competence of workers and work partners so that they can carry out work correctly, safely and environmentally friendly.
7. Report all incidents transparently and conduct investigations to prevent similar incidents.
8. Making the HSSE performance of company personnel, assets, data and information in the assessment and appreciation of all employees.
9. Prohibit the use of illegal drugs which are not controlled or consume alcoholic beverages and substances that are not suitable for their use and smoking outside the smoking area, and other matters that can cause serious harm to the Company's assets.
10. Support Pertamina Corporate Security Program by identifying and mitigating security risks in working area of PT Pertamina Training & Consulting (PTC).

## Activity Plans and Targets and the Realization Throughout 2019

Throughout 2019, the Company's Key Performance Indicators (KPIs) related to HSSE Management were measured through 2 (two) aspects, namely Number of Accident (NOA) and Health & Safety Participation. Until the end of 2019, the Company has managed to maintain the NOA value at 0 (zero) in accordance with the specified KPI targets.

Besides NOA, Health & Safety Participation is also a measured aspect in HSSE Management. Health & Safety Participation which consists of activities related to Occupational Health and Safety aspects, namely the implementation of Management Walkthrough, holding HSSE meeting/sharing, presenters at HSSE meeting/sharing, present as participants, submitting HSSE aspects observation reports, also present in HSSE training, completion of safe work practice E-Learning modules, MCU with fit for job results, HSSE training instructors, HSSE investigation team members and HSSE audit team members.

No	Kriteria Criteria	Satuan Unit	Target 2019 (1)	Realisasi 2019 Realization 2019 (2)		% (2:1)	2018 (3)	% ((2-3):3)
1	<i>Manpower</i>	Orang Person	10.161	11.726			9.896	
2	<i>Man Hours</i>	Jam Hours	-	22.915.320			22.562.880	
3	<i>Number of Major Accident (NOA)</i>	Kejadian Event	0	0			0	
4	<i>First Aid Case (FAC)</i>	Kejadian Event	-	5			15	
5	<i>Days Away from Work Case (DAFWC)</i>	Kejadian Event	-	0			6	
6	<i>Restricted Work Day Case (RWDC)</i>	Kejadian Event	-	0			0	
7	<i>Medical Treatment Cases (MTC)</i>	Kejadian Event	-	0			0	
8	<i>Total Recordable Incident Rate (TRIR)</i>	%	0.27	0			0.27	
9	<i>Safe Man Hours</i>	Jam Hours	-	22.915.320			22.562.880	

## Pelaksanaan CSR bidang ketenagakerjaan

### Penyerapan Tenaga Kerja Lokal

Perusahaan memberikan prioritas pengisian karyawan baru dengan menggunakan metode rekrutmen dan seleksi yang dapat mengefisiensikan waktu, mengoptimalkan pencarian karyawan yang berkompeten dan pemanfaatan tenaga kerja lokal. Kesempatan kerja bagi masyarakat di sekitar wilayah kerja Perusahaan selalu diberikan sebagai upaya untuk meningkatkan kesempatan kerja bagi masyarakat lokal. Di samping itu, penggunaan tenaga kerja lokal akan menciptakan efisiensi biaya dan pengelolaan SDM Perusahaan yang efektif.

Tentang penyerapan tenaga kerja lokal dapat dilihat di bab Fungsi Penunjang Bisnis pada bagian Sumber Daya Manusia dalam laporan tahunan ini.

### Rekrutmen, Kesempatan Kerja dan Pengembangan Karir yang Terbuka

Sistem rekrutmen Perusahaan memberikan kesempatan yang sama kepada siapapun untuk dapat diterima menjadi karyawan Perusahaan, tanpa memandang suku, agama, ras, maupun gender. Demikian pula halnya dalam pengembangan karir, sistem pengembangan Sumber Daya Manusia (SDM) yang berlaku di internal Perusahaan memberikan kesempatan yang sama kepada setiap karyawan untuk dipromosikan ke jabatan yang lebih tinggi. Tentang sistem rekrutmen dan pengembangan karir dapat dilihat di bab Fungsi Penunjang Bisnis pada bagian Sumber Daya Manusia dalam laporan tahunan ini.

### Kesetaraan Gender dan Perlakuan yang Proposional

Perusahaan memastikan semua karyawan merasakan kesetaraan kesempatan, tanpa memandang latar belakang khususnya terkait jenis kelamin/gender. Perusahaan memberikan kesempatan yang setara kepada siapapun untuk dapat diterima sebagai pegawai Perusahaan hingga mampu membuktikan kapasitas sebagai pegawai Perusahaan berdasarkan penilaian kinerja.

Walaupun demikian, Perusahaan memiliki kebijakan proporsional terkait jenis kelamin/gender. Bagi pegawai perempuan, Perusahaan memiliki pemberian cuti bagi pegawai perempuan yang hamil. Dalam memenuhi hak cuti, Perusahaan mengikuti sebagaimana yang telah diatur dalam Undang-Undang Ketenagakerjaan dan peraturan turunan yang berlaku. Perusahaan memberikan hak berupa tunjangan kepada pekerja baik perempuan ataupun laki-laki yang membutuhkan cuti melahirkan sesuai yang dibutuhkan. Pekerja perempuan yang mengambil cuti dengan hak sebanyak 45 hari sebelum dan sesudah melahirkan, diterima kembali tanpa ada hambatan untuk bekerja kembali ke Perusahaan.

## Implementation of CSR in the field of employment

### Local Labor Absorption

The Company gives priority to fulfilling new employees by using recruitment and selection methods that can make time efficient, optimize the search for competent employees and use of local labor. Job opportunities for communities around the Company's work area are always provided as an effort to increase job opportunities for local communities. In addition, the use of local labor will create cost efficiency and effective management of the Company's Human Capital.

Regarding the absorption of local workforce can be seen in the Business Support Functions chapter in the Human Resources section of this annual report.

### Open Recruitment, Job Opportunities and Career Development

The Company's recruitment system provides equal opportunities for anyone to be accepted as an employee of the Company, regardless of ethnicity, religion, race or gender. Likewise in career development, the Human Capital (HC) development system that applies internally in the Company provides equal opportunities for each employee to be promoted to a higher position. About recruitment and career development system can be seen in the Business Support Function chapter in the Human Capital section of this annual report.

### Gender Equality and Proportional Treatments

The company ensures that all employees feel equality of opportunity, regardless of background, especially in relation to gender / gender. The Company provides equal opportunities for anyone to be accepted as a Company employee until they are able to prove their capacity as Company employees based on performance appraisal.

Nevertheless, the Company has a proportional policy related to gender / gender. For female employees, the Company has paid leave for pregnant female employees. In fulfilling leave rights, the Company follows as stipulated in the Manpower Act and applicable regulations. The company grants rights in the form of benefits to workers, both women and men who need maternity leave as needed. Women workers who take leave with rights as much as 45 days before and after delivery, are returned without any obstacles to work back to the company.



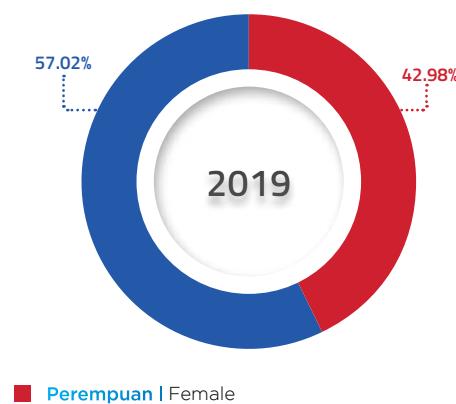
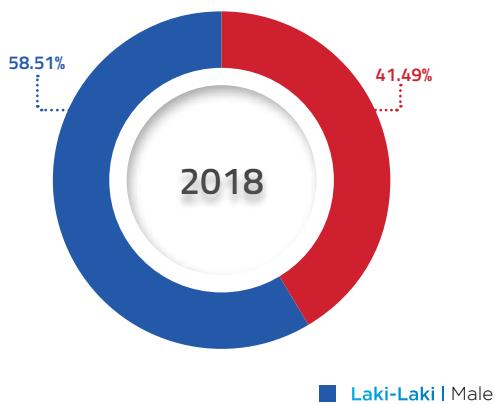
## Demografi Karyawan Berdasarkan Gender/Jenis Kelamin (orang)

## Employee Demographics Based on Gender / Gender (person)

Gender Jenis Kelamin Gender	2019		2018	
	Jumlah Number	Persentase (%) Percetage(%)	Jumlah Number	Persentase (%) Percentage(%)
Laki-laki Male	138	57,02%	141	58,51%
Perempuan Female	104	42,98%	101	41,49%
<b>Jumlah Total</b>	<b>242</b>	<b>100,00%</b>	<b>241</b>	<b>100,00%</b>

Dilihat dari sisi jenis kelamin atau gender, jumlah karyawan untuk tahun 2019 didominasi oleh laki-laki. Hal ini dikarenakan peminat atau pelamar kerja di PTC didominasi oleh laki-laki.

In terms of gender or gender, the number of employees for 2019 is dominated by male, due to applicants at PTC were dominated by male.



## Pengembangan Talenta SDM, Pemenuhan Hak Kesejahteraan, Apresiasi, serta Pembentukan Lingkungan Kerja yang Kondusif

Sebagai salah satu pihak yang berkepentingan terhadap tumbuh berkembangnya Perusahaan, pegawai memiliki posisi penting dan strategis bagi Perusahaan, khususnya dalam menopang perkembangan Perusahaan. Kebijakan untuk mengembangkan talenta diri setiap pegawai, pemenuhan hak kesejahteraan pegawai, apresiasi atau penghargaan, hingga pembentukan lingkungan kerja yang kondusif melalui kegiatan di luar operasional dan usaha, menjadi perhatian Perusahaan untuk dapat menciptakan hubungan yang harmonis dan dapat tumbuh bersama dengan pegawai. Lebih jauh tentang pembahasan SDM dapat dilihat di bab Fungsi Penunjang Bisnis pada bagian Sumber Daya Manusia dalam laporan tahunan ini.

## HC Talent Development, Fulfillment of Welfare Rights, Appreciation, and Establishment of Conducive Work Environment

As one of the parties concerned with the Company's growth and development, employees have an important and strategic position for the Company, especially in sustaining the Company's development. Policies to develop the talents of each employee, fulfillment of employee welfare rights, appreciation, to the establishment of conducive work environment through activities other than operational and business activity, become the Company's concern to be able to create harmonious relationships and grow together with employees. More about the discussion on Human Capital can be seen in the Business Support Function chapter in the Human Capital section of this annual report.

## Turnover Pegawai

Turnover atau tingkat perputaran pegawai mengindikasikan kemampuan sebuah entitas usaha dalam mengelola SDM-nya. Turnover dapat menjadi alat bagi Perusahaan untuk menilai dan mengevaluasi kebijakan yang diambil terkait pengelolaan usaha khususnya yang berhubungan dengan SDM. Tingkat turnover karyawan di tahun 2019 dapat dilihat dari tabel di bawah ini:

## Employee Turnover

Employee turnover indicates the ability of a business entity to manage its human capital. Turnover can be a tool for a company to assess and evaluate policies taken related to business management, especially those related to HC. The employee turnover rate in 2019 can be seen from the table below:

## Tingkat Perputaran (Turnover) Pegawai (Tetap) Berdasarkan Penybab

## Turnover Rate of (Permanent) Employees Based on Reason

Penybab Reason	2017	2018	2019
Pensiun / Pension	66	93	99
Meninggal Dunia / Passed Away	21	24	17
Mengundurkan Diri / Resign	15	15	45
<b>Jumlah / Total</b>	<b>102</b>	<b>132</b>	<b>161</b>

## Perjanjian Kerja Bersama

Seluruh karyawan Perusahaan dilindungi oleh Perjanjian Kerja Bersama (PKB), yang ditandatangani oleh pihak Manajemen dan Perhimpunan Pegawai. PKB mencakup hak dan kewajiban masing-masing pihak. PKB diperbarui melalui perundingan dan disepakati bersama setiap 2 (dua) tahun sekali. PKB yang berlaku untuk periode 2017 - 2019 telah terdaftar di Departemen Tenaga Kerja & Transmigrasi RI melalui Surat Keputusan Menteri Tenaga Kerja & Transmigrasi No. KEP.93/PHIJSK-PK/PKB/VII/2017.

### Buku PKB yang berlaku di tahun 2018



## Meningkatkan Kepuasan dan Engagement Pekerja

Strategi pengelolaan SDM yang terakhir adalah meningkatkan kepuasan dan engagement pekerja. Pada tahun 2019, PTC telah melaksanakan survei kepuasan pekerja. Terdapat 4 (empat) aspek yang dinilai dalam pelaksanaan survei tersebut, yaitu:

### 1. Kebutuhan Dasar

Hal-hal dasar yang dibutuhkan oleh karyawan untuk berkontribusi kepada Perusahaan. Hal tersebut dilakukan ketika karyawan dalam perusahaan telah mengetahui dengan jelas job description terkait tugas tanggung jawabnya dalam Perusahaan. Pada aspek ini juga menggambarkan materi atau perlengkapan atau peralatan yang dibutuhkan karyawan dalam melaksanakan pekerjaannya terkait posisi atau pekerjaan.

### 2. Dukungan Manajemen

Di Perusahaan tempat karyawan bekerja dengan melihat kontribusi yang sudah diberikan karyawan terhadap perusahaannya, apakah mendapatkan tanggapan atau dukungan yang setimpal dari manajemen perusahaan atau tidak.

### 3. Rasa Memiliki

Rasa memiliki di mana aspek ini memperlhatikan seorang karyawan yang merasa bahwa dirinya benar-benar diterima di dalam perusahaan atau tim kerjanya sehingga memiliki rasa bangga menjadi bagian dari perusahaan tersebut dan pada akhirnya menunjukkan sejahtera kerja sama tim terjadi.

### 4. Belajar dan bertumbuh

Aspek ini mengidentifikasi apakah perusahaan mempunyai atau memberikan program dan kesempatan kepada karyawan untuk tumbuh dan berkembang sehingga akan berdampak positif terhadap perusahaan.

## Collective Labor Agreement

All employees of the Company are protected by the Collective Labor Agreement (PKB), which is signed by the Management and Employee Association. PKB covers the rights and obligations of each party. PKB is renewed through a negotiation and agreed upon every 2 (two) years. The Collective Labor Agreement which is valid for the period of 2017 - 2019 has been registered with the Ministry of Manpower & Transmigration of the Republic of Indonesia through the Minister of Manpower & Transmigration Decree No. KEP.93/PHIJSK-PK/PKB/VII/2017.

### Valid PKB Book in 2018

## Increase Employee Satisfaction and Engagement

The last Human Capital management strategy is to increase employee satisfaction and engagement. In 2019, PTC has conducted employee satisfaction survey. There are 4 (four) aspects assessed in the survey, namely:

### 1. Basic Needs

Basic things needed by employees to provide contribution to the Company. This is done when employees in the Company already have clear understanding upon their job description related to duties and responsibilities within the company. This aspect also describes the material or equipment needed by employees in carrying out their work related to position or job.

### 2. Management Support

In the company where employees are working by looking at the contributions that have been given by employees to the company, whether or not obtaining equitable response or support from the company's management.

### 3. Ownership

A sense of belonging in which this aspect shows an employee who feels that he/she is truly accepted in the company or his/her work team so that he/she a sense of pride in being part of the company and ultimately shows the extent of teamwork.

### 4. Learn and grow

This aspect identifies whether the company has or give programs and opportunities for employees to grow and develop in order to bring positive impact to the company.

Aspek Aspect	Skor Score	Tingkat Kepuasan Satisfaction Level
Kebutuhan Dasar / Basic Needs	3.54	Puas / Satisfied
Dukungan Manajemen / Management Support	3.26	Cukup Puas / Quite satisfied
Rasa Memiliki / Ownership	3.77	Puas / Satisfied
Belajar dan Bertumbuh / Learn and Grow	3.36	Cukup Puas / Quite satisfied
Rata-Rata Skor / Average Score	3.55	Puas / Satisfied



Seluruh pekerja dijamin bisa mendapatkan haknya sesuai dengan posisi dan jabatan masing-masing. Berdasarkan SK Direksi No. Kpts No. 27/PTC-DU 10.000- 213-S1, Perusahaan menetapkan bentuk kesejahteraan pekerja seperti di bawah ini:

1. Penghargaan Kenaikan Golongan
2. Promosi Jabatan
3. Pemberian Bonus

Peningkatan fasilitas kesejahteraan pekerja diberikan kepada pekerja dengan berdasarkan kepada kemampuan dan kinerja masing-masing pekerja yang bersangkutan. Remunerasi pekerja diberikan dengan mempertimbangkan 3 tiga (hal) berikut:

1. General Increase: untuk mempertahankan daya beli dan kesejahteraan pekerja yang besarnya ditentukan oleh kemampuan keuangan Perseroan;
2. Merit Increase: diberikan dengan mempertimbangkan kinerja pekerja dan kinerja Perseroan di tahun berjalan;
3. Promotion Increase: diberikan karena dipromosikan menduduki posisi jabatan tertentu.

Informasi lengkap mengenai Ketenagakerjaan dapat dilihat di bab Fungsi Penunjang Bisnis pada bagian Sumber Daya Manusia dalam laporan tahunan ini.

## Pelaksanaan CSR bidang K3

### Pengelolaan Risiko K3

Dengan bisnis inti Perusahaan yang berkaitan langsung dengan SDM yang bekerja di lapangan, risiko K3 menjadi perhatian khusus Perusahaan yang dipantau terus-menerus. Risiko K3 yang dimaksud adalah potensi risiko K3 yang dapat berdampak pada meningkatnya kebutuhan pembiayaan dalam menanggulangi kecelakaan kerja. Risiko ini tentu saja akan berdampak pada menurunnya kepercayaan pelanggan, menurunkan reputasi PTC, serta sekaligus meningkatkan biaya yang harus dikeluarkan. Untuk itu, Perusahaan melakukan rencana mitigasi risiko K3 pada tahun 2019 dengan cara:

1. Melakukan Management Walkthrough (MWT)
2. Melakukan inspeksi HSE
3. Melakukan review terhadap prosedur K3 Perusahaan
4. Melakukan sosialisasi prosedur HSE kepada pekerja
5. Melakukan sosialisasi dan monitoring HSE participation untuk menciptakan budaya HSE
6. Membuat monitoring pelaksanaan assessment CSMS
7. Menetukan ahli K3 Perusahaan
8. Membentuk tim P2K3 Perusahaan

## Pembentukan P2K3

Organisasi P2K3 (Panitia Pembina Keselamatan dan Kesehatan Kerja) dibentuk pada tanggal 26 Oktober 2018 dan disahkan berdasarkan surat perintah No. Print 010/PTC-10000/2018-S0.7.1 oleh Direktur Utama. Adapun struktur organisasi P2K3 PTC adalah sebagai berikut:

No	Jabatan dalam P2K3 Position in P2K3	Nama Name	No. Pekerja Employee ID No.	Jabatan dalam Perusahaan Position in the Company	Fungsi Organisasi Organizational Function
1	Ketua Chairman	Iswina Dwi Y	D001-187078	Direktur Director	Keuangan & Dukungan Bisnis Finance & Business Support
2	Sekretaris I Secretary I	Anita Suwarno	E002-040018	Asisten Manajer Assistant Manager	QHSE
3	Sekretaris II Secretary II	Agus Widjaja	E002-030013	Staff	QHSE-Ahli K3 Migas QHSE-Oil and Gas HSE Expert
4	Sekretaris III Secretary III	Pratiwie Azsmi	E002-186593	Staff	QHSE-Ahli K3 Umum QHSE-General HSE Expert
5	Anggota Member	Rusmanan	E006-112010	Manajer Manager	Jasa Pengamanan Security Services
6	Anggota Member	Bayu Anggiawan P	E006-156413	Staff	Jasa Pengamanan Security Services
7	Anggota Member	Alan Jayalalana	E004-050020	Manajer Manager	EO & OS
8	Anggota Member	Uus Rustandar	E004-020006	Staff	EO & OS

All employees are guaranteed to get their rights in accordance with their respective positions. Based on Directors Decree No. Kpts No. 27/PTC-DU10.000-213-S1, the Company determines the forms of employee welfare as below:

1. Class Promotion Award
2. Job Promotion
3. Bonus

Increment of employee welfare facilities is given to employees based on their ability and performance. Employee remuneration is given by considering the following 3 (three) things:

1. General Increase: to maintain the purchasing power and welfare of employee, the amount of which is determined by the Company's financial capability;
2. Merit Increase: given by considering the performance of employee and the performance of the Company in the current year;
3. Promotion Increase: given because being promoted to occupy a certain position.

More detailed information on Employment can be seen in the Business Support Function chapter in the Human Capital section of this annual report.

## Implementation of CSR in the field of HSE HSE Risk Management

With the Company's core business directly related to human resources working in the field, HSE risk is a special concern of the Company which is monitored continuously. In this matter, HSE risk is the potential HSE risk that can have an impact on the increasing need for financing in overcoming work accidents. This risk will certainly affect the decreasing customer confidence, lowering PTC reputation, and at the same time increasing costs. To that end, the Company carries out a HSE risk mitigation plan in 2019 by:

1. Conduct a Management Walkthrough (MWT)
2. Conduct HSE inspections
3. Review the Company's HSE procedures
4. Disseminating HSE procedures to workers
5. Conducting socialization and monitoring HSE participation to create HSE culture
6. Make the monitoring of CSMS assessment
7. Determine the Company's HSE experts
8. Form P2K3 team of the Company

## P2K3 Formation

P2K3 organization was formed on October 26, 2018 and ratified based on instruction letter No. Print 010/PTC-10000/2018-S0.7.1 by the President Director. The organizational structure of PTC P2K3 is as follows:

No	Jabatan dalam P2K3 Position in P2K3	Nama Name	No. Pekerja Employee ID No.	Jabatan dalam Perusahaan Position in the Company	Fungsi Organisasi Organizational Function
9	Anggota Member	Banendro Djatmiko	E007-090841	Manajer Manager	Manpower Supply
10	Anggota Member	Zakie Faishal	E007-176570	Staff	Manpower Supply
11	Anggota Member	Ruby Indrakusumah	E006-176524	Sekretaris Perusahaan Corporate Secretary	Sekretaris Perusahaan Corporate Secretary
12	Anggota Member	Siti Aisyah Maulani	E002-176569	Staff	Sekretaris Perusahaan Corporate Secretary
13	Anggota Member	Yuli Rachmawati	E008-020003	Manajer Manager	Internal Audit
14	Anggota Member	Ahmad Syauki	E008-101584	Staff	Internal Audit
15	Anggota Member	Fitri Asri Y	E005-080449	Manajer Manager	Keuangan Finance
16	Anggota Member	Zenny Purwanti	E005-187231	Staff	Keuangan Finance
17	Anggota Member	Yuni Tri K	E004-040004	Manajer Manager	HC & GA
18	Anggota Member	Naila Fatmawati	E003-050056	Asisten Manajer Assistant Manager	HC & GA
19	Anggota Member	Arini Tathagati	E009-030004	Manajer Manager	PEPD
20	Anggota Member	M. Agung Setya N	E009-186890	Staff	PEPD
21	Anggota Member	Achmad Suyudi	E010-146106	Manajer Manager	Legal
22	Anggota Member	Suherman	E010-111794	Staff	Legal
23	Anggota Member	Christin Djamil	E011-166499	Manajer Manager	Assessment Center
24	Anggota Member	Prajogo Tyasworo	E011-166508	Asisten Manajer	Assessment Center
25	Anggota Member	Ahmad Kusmana	E001-020002	Manajer Manager	Training & Consulting
26	Anggota Member	Siti Fauzia	E001-166454	Staff	Training & Consulting

Sekretaris P2K3 PTC yang telah mendapatkan penunjukan Ahli K3 Umum dari Kementerian Ketenagakerjaan berjumlah satu orang, berdasarkan keputusan Menteri Ketenagakerjaan RI Nomor: KEP.8335/NAKER-BINWASK3/XI/2018 terhitung mulai 2 November 2018 dan berlaku 3 (tiga) tahun sejak tanggal ditetapkannya.

The Secretary of PTC P2K3 who has received the appointment as General HSE Expert from the Ministry of Manpower totaling one person, based on the decision of Minister of Manpower Number: KEP.8335/NAKER-BINWASK3/XI/2018 starting from November 2, 2018 and is valid for 3 (three) years from the date of stipulation .

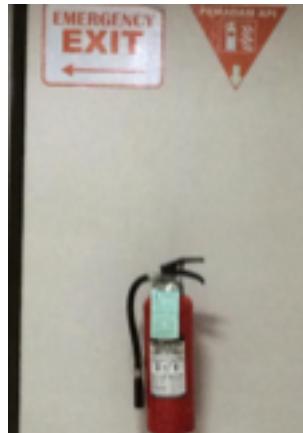


## Sarana Keselamatan Kerja

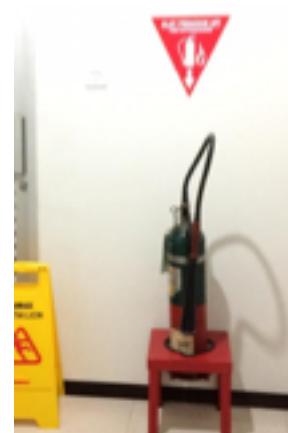
## Work Safety Equipment

Lantai Floor	No	Peralatan Equipment	Tipe/Kapasitas Type/Capacity	Qty
1	1	APAR	CO2/6,8 Kg	1
			Dry Powder/6 Kg	1
2	2	Kotak P3K / First Aid Box		1
3	3	HIDRAN lantai / Floor HYDRANT		1
4	4	Water Springkler		29
5	5	Fire Alarm		1
6	6	Smoke Detector		3
7	7	HIDRAN halaman / Yard Hydrant		1
8	8	Kotak Emergency / Emergency Box		1
9	9	Helm Tim Penanggulangan Keadaan Darurat / Helmet for Emergency Management Team		4
10	10	Fire Blanket	1,8 m x 1,8 m	1
2	1	APAR	CO2/6,8 Kg	1
			Dry Powder/9 Kg	1
2	2	Kotak P3K / First Aid Box		1
3	3	HIDRAN lantai / Floor HYDRANT		1
4	4	Water Springkler		21
5	5	Fire Alarm		1
6	6	Smoke Detector		3
7	7	Kotak Emergency / Emergency Box		1
8	8	Helm Tim Penanggulangan Keadaan Darurat / Helmet for Emergency Management Team		4
9	9	Fire Blanket	1,8 m x 1,8 m	1
10	10	Megaphone		1
11	11	Handy Talkie	Motorola / 800-870 MHz	4
12	12	Tandu lipat / Folding litter		1
3	1	APAR	CO2/6,8 Kg	1
			Dry Powder/9 Kg	1
2	2	Kotak P3K / First Aid Box		1
3	3	HIDRAN lantai / Floor HYDRANT		1
4	4	Water Springkler		34
5	5	Fire Alarm		1
6	6	Smoke Detector		3
7	7	Kotak Emergency / Emergency Box		1
8	8	Helm Tim Penanggulangan Keadaan Darurat / Helmet for Emergency Management Team		4
9	9	Fire Blanket	1,8 m x 1,8 m	1

Lantai	No	Peralatan	Tipe/Kapasitas	Qty
4	1	APAR	C02/6,8 Kg	1
			Dry Powder/9 Kg	1
	2	Kotak P3K / First Aid Box		1
	3	HIDRAN lantai		1
	4	Water Springkler		30
	5	Fire Alarm		1
	6	Smoke Detector		3
	7	Kotak Emergency / Emergency Box		1
	8	Helm Tim Penanggulangan Kehadaan Darurat / Helmet for Emergency Management Team		4
5	9	Fire Blanket	1,8 m x 1,8 m	1
	1	APAR	Dry Powder/9 Kg	2
	2	Kotak P3K / First Aid Box		1
	3	Water Springkler		10
	4	Fire Alarm		1
	5	Smoke Detector		6
	6	Kotak Emergency / Emergency Box		1
	7	Helm Tim Penanggulangan Kehadaan Darurat / Helmet for Emergency Management Team		4
	8	Fire Blanket	1,8 m x 1,8 m	1



APAR (Powder)



APAR (CO2)



Hidran Halaman /  
Yard Hydrant



Hidran Lantai  
Floor Hydrant



**Smoke Detector**



**Alarm Kebakaran**  
**Fire Alarm**



**Water Sprinkler**



**Kotak Emergency**  
**Emergency Box**



**Helm Tim Penanggulangan Keadaan Darurat**  
**Helmet for Emergency Management Team**



**Mega Phone**



**Fire Blanket**



**Tandu Lipat**  
**Folding litter**



Handy Talkie



Kotak P3K  
First Aid Box

## Pelatihan, Sosialisasi, dan Kampanye untuk Meningkatkan Kesadaran K3

### 1. Pelatihan K3

PTC telah meningkatkan kompetensi para karyawan yang berkaitan dengan aspek K3 melalui beberapa pelatihan di sepanjang tahun 2019, seperti Pelatihan Penanggulangan Keadaan Darurat, Pelatihan Penggunaan APAR dan Hidran, *Workshop Basic Fire Fighting*, Pelatihan P3K, *Training Internal Audit* Sistem Management Terpadu ISO 9001:2015; 14001:2015; 45001:2018 dan Pelatihan Pembinaan Calon Ahli K3 Umum

### 2. Sosialisasi/Awareness K3

Dalam upaya meningkatkan budaya kerja berbasis keselamatan dan kesehatan kerja, PTC mengadakan beberapa kegiatan, seperti sosialisasi Tim Penanggulangan Keadaan Darurat (TPKD) PTC, sosialisasi pelaksanaan *Contractor Safety Management System* (CSMS), sosialisasi tahapan CSMS PTC, *safety induction security* kantor pusat pertamina, sosialisasi buku saku operasi CRO (*Certified Refueler Operator*), *basic safety awareness* dalam kegiatan *New Employee Orientation* (NEO), sosialisasi 12 *Corporate Live Saving Rules* (CLSR) Pertamina, sosialisasi prosedur peraturan pencegahan kecelakaan lalu lintas, *sharing knowledge* penanganan penyakit mental dan penyakit berkepanjangan dan *HSE pause/briefing* pada kegiatan *healthy Friday* (Senam Jum'at).

### 3. Kampanye K3

Selain menyelenggarakan sosialisasi/awareness K3 sebagai upaya meningkatkan kesadaran para karyawan terhadap aspek Kesehatan dan Keselamatan Kerja, PTC juga membuat kampanye berupa leaflet, poster, broadcast email maupun kegiatan, seperti :

- Kampanye program Giat Bekerja (Gerakan hidup sehat bagi pekerja) PTC berupa leaflet yang dibagikan melalui broadcast email dan kegiatan sosialisasi program tersebut baik dalam rapat maupun pada kegiatan *Healthy Friday* (Senam Jum'at)
- Kampanye PTC Green Lifestyle berupa poster, pembagian botol minum, tempat makan, sedotan *stainless foldable* dan kegiatan sosialisasi pada kegiatan *Healthy Friday* (Senam Jum'at)

### 4. Management Walkthrough (MWT)

Sebagai bentuk komitmennya terhadap aspek K3, Direksi dan manajemen Perusahaan melaksanakan *Management Walkthrough* secara terprogram. Adapun wilayah yang dikunjungi pada tahun 2019, yaitu :

- DPPU Juanda Surabaya, MOR V Surabaya dan PT Pertamina Hulu Energi – Tuban East Java tanggal 11 s/d 12 Juli 2019
- MOR I Medan tanggal 31 Juli 2019
- DPPU Soekarno-Hatta Cengkareng tanggal 26 September 2019
- RU IV Cilacap dan PT Pertamina Lubricants Production Unit Cilacap tanggal 14 Oktober 2019

## Training, Socialization, and Campaign to Increase HSE Awareness

### 1. HSE Training

PTC has increased the competency of employees related to HSE aspects through several trainings throughout 2019, such as Emergency Management Training, APAR and Hydrant Use Training, Basic Fire Fighting Workshop, First Aid Training, Internal Audit Management System Integrated Management ISO 9001: 2015; 14001: 2015; 45001: 2018 and Training for Training of General HSE Expert Candidates

### 2. HSE awareness

In an effort to improve work culture based on occupational safety and health, PTC held several activities, such as socialization of PTC Emergency Management Team (TPKD), socialization of Safety Management System (CSMS), socialization of PTC CSMS stages, safety induction security of Pertamina's head office, socialization of CRO (Certified Refueler Operator) operational handbook, basic safety awareness in New Employee Orientation (NEO) activities, socialization of Pertamina's 12 Corporate Live Saving Rules (CLSR), socialization of traffic accident prevention regulation procedures, sharing knowledge handling mental illness and prolonged illness and HSE pause/briefing on healthy Friday activities.

### 3. HSE Campaign

In addition to organizing HSE awareness/socialization as an effort to increase employee awareness of Occupational Health and Safety aspect, PTC also creates campaigns in the form of leaflets, posters, broadcast e-mails and activities, such as:

- PTC's Active Work Program (Healthy life movement) campaign in the form of leaflets distributed through e-mail broadcasts and program socialization activities both in meetings and at Healthy Friday activities.
- PTC Green Lifestyle Campaign in the form of posters, distribution of drinking bottles, food containers, stainless foldable straws and socialization activities on Healthy Friday activities

### 4. Management Walkthrough (MWT)

As a form of commitment to HSE aspect, the Company's Directors and management carry out the Management Walkthrough program. The areas visited in 2019 are:

- DPPU Juanda Surabaya, MOR V Surabaya and PT Pertamina Hulu Energi - Tuban East Java on July 11-12, 2019
- MOR I Medan on July 31, 2019
- DPPU Soekarno-Hatta Cengkareng on September 26, 2019
- RU IV Cilacap and PT Pertamina Lubricants Cilacap Production Unit on October 14, 2019



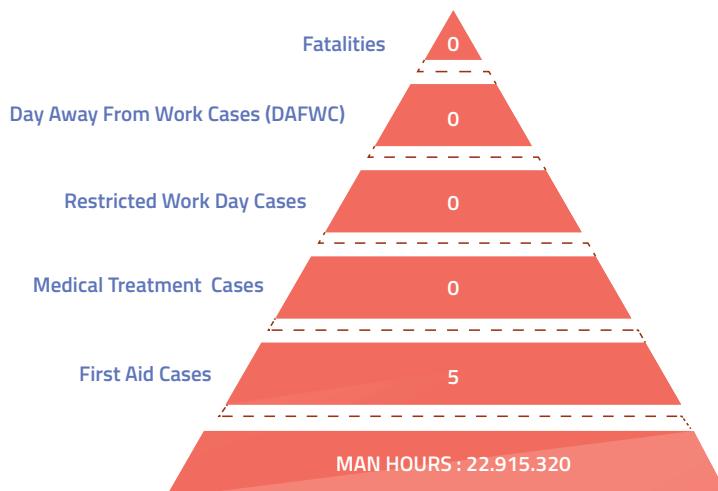
### Kecelakaan Kerja dan Angka Kinerja K3

### Work Accidents and HSE Performance

	2015	2016	2017	2018	2019
Number of Major Accident (NOA)	0	0	0	0	0
First Aid Case (FAC)	4	6	11	15	5
Days Away from Work Case (DAFWC)	7	1	1	6	0
Restricted Work Day Case (RWDC)	3	4	1	0	0
Medical Treatment Cases (MTC)	1	1	0	0	0
Total Recordable Incident Rate (TRIR)	0,62%	0,29%	0,17%	0,27%	0
Safe Man Hours	15.065.184 Jam / Hours	17.518.272 Jam / Hours	12.447.470 Jam / Hours	22.562.880 Jam / Hours	22.915.320 Jam / Hours

Adapun laporan HSE PTC per Desember 2019 adalah sebagai berikut:

PTC HSE report as of December 2019 is as follows:



### Penghargaan dan Sertifikasi di Bidang K3

### HSE Award and Certification

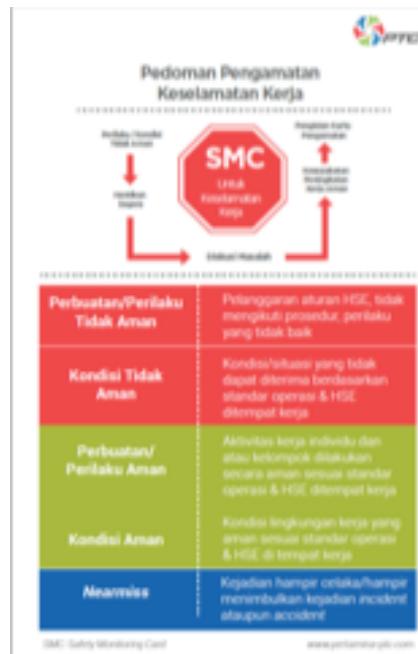
Tanggal Dikeluarkannya Sertifikasi Date of Certification Issuance	Jenis Sertifikasi Type of Certification	Dikeluarkan Oleh Issued By	Masa Berlaku Hingga Valid Until
14 Februari 2019 February 14, 2019	First Aid Training	Rumah Sakit Pusat Pertamina	-
14 Mei 2019 May 14, 2019	Kualifikasi Contractor Safety Management System katagori Risiko Tinggi  Pre-Qualification of High Risk Category Safety Management Contractor System	PT Pertamina Hulu Energi	13 Mei 2021 May 13, 2021
28 Agustus 2019 August 28, 2019	Training ISO 9001:2015; 14001:2015; 45001:2018	Pertamina Corporate University	-
7 Oktober 2019 October 7, 2019	Assessment Fit to Work Level (score 2.8)	PT Pertamina (Persero)	2020
7 Oktober 2019 October 7, 2019	Survey Budaya HSSE (score 3.19 [calculative])	PT Pertamina (Persero)	2020
12 November 2019 November 12, 2019	Pra-Kualifikasi Contractor Safety Management System katagori Risiko Tinggi	Procurement Shared Services PT Pertamina (Persero)	11 November 2021 November 11, 2021
4 Desember 2019 December 4, 2019	Ahli K3 Umum General K3 Expert	Kementerian Ketenagakerjaan	4 Desember 2022 December 4, 2022

## Pengaduan Masalah Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Insiden yang terjadi dilaporkan melalui formulir laporan kejadian (*Unsafe Act / Condition* dan *Nearmiss*), formulir kecelakaan, investigasi dan penyelesaian (*First Aid Cases*) serta form laporan kejadian penting (*Medical Treatment Cases, Restricted Work Day Cases, Day Away From Work Cases* dan *Fatality*) yang kemudian direkapitulasi oleh Fungsii HSE. Selama tahun 2018, terdapat 38 pengaduan yang diterima oleh Fungsii HSE melalui formulir laporan kejadian, 15 pengaduan terkait First Aid Cases dan 6 pengaduan terkait *Day Away From Work Cases*. Sementara sisanya merupakan pengaduan terkait *Near Misses*, *Unsafe Act*, dan *Unsafe Condition*.

## Complaints about Employment, Occupational Health and Safety Issues

Incidents that occur are reported through incident report form (Unsafe Act/Condition and Nearmiss), accident form, investigation and settlement (First Aid Cases) as well as important incident report form (Medical Treatment Cases, Restricted Work Day Cases, Day Away From Work Cases and Fatalities) which is then recapitulated by HSE Function. During 2018, there were 38 complaints received by HSE Function through the incident report form, 15 complaints related to First Aid Cases and 6 complaints related to Day Away From Work Cases. While the rest are complaints related to Near Misses, Unsafe Act, and Unsafe Condition.





# TANGGUNG JAWAB SOSIAL PERUSAHAAN DALAM BIDANG PENGEMBANGAN SOSIAL DAN MASYARAKAT

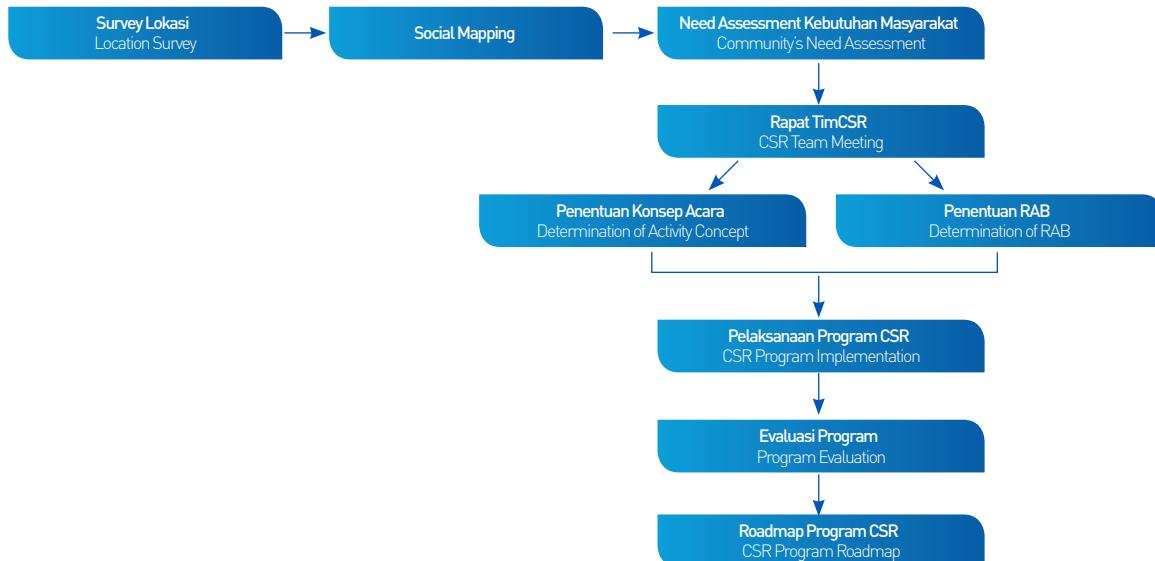
CCPORATE SOCIAL RESPONSIBILITIES IN THE SOCIAL AND COMMUNITY DEVELOPMENT

## Komitmen Perusahaan Pada Tanggung Jawab Sosial Terkait dengan Pengembangan Sosial dan Kemasyarakatan

Untuk mewujudkan hubungan yang harmonis antara Perusahaan dengan masyarakat di sekitar wilayah operasi Perusahaan, PTC berkomitmen untuk wajib membuat program-program CSR berbasis kemasyarakatan, yang ditujukan untuk memberdayakan dan meningkatkan kesejahteraan masyarakat.

Dalam merencanakan program-program kerja CSR, ada beberapa tahapan yang harus dilakukan Perusahaan sebelum ditetapkan konsep dalam TOR dan anggaran dalam RAB. Adapun alur dan tahapan tim CSR dalam menentukan target/sasaran penerima manfaat serta konsep yang akan digunakan dalam program CSR adalah sebagai berikut:

### Grafik Rencana Kerja CSR PTC



Berdasarkan alur tersebut, sebelum pelaksanaan program CSR survey lokasi merupakan awal dari rencana kerja yang bertujuan untuk melihat kondisi lokasi pelaksanaan CSR. Dalam kegiatan survei lokasi, Perusahaan juga melakukan *social mapping* untuk melihat kebutuhan masyarakat dan segi demografis dan psikografis.

Setelah dilakukan survei dan *social mapping* untuk mengukur kebutuhan para penerima manfaat, maka Perusahaan selanjutnya membentuk sebuah rapat tim CSR untuk menentukan jenis program yang akan dilaksanakan di lokasi tersebut. Rapat persiapan ini dilakukan untuk mematangkan program serta merancang biaya dan konsep kegiatan yang sesuai dengan hasil survei *social mapping*.

## Pelaksanaan CSR terkait pelibatan dan pengembangan masyarakat

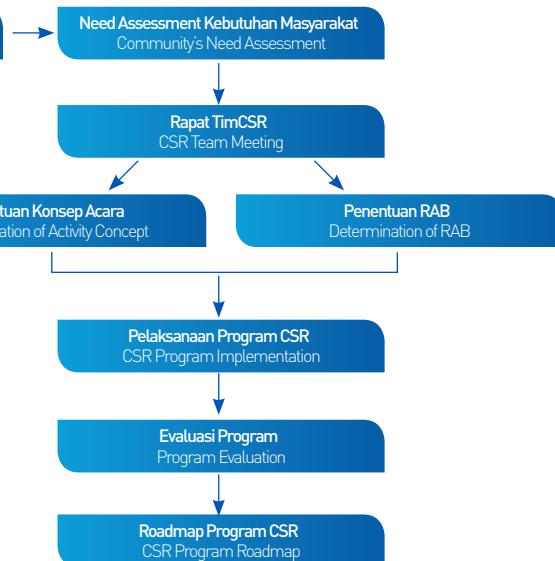
Sepanjang tahun 2019, Perusahaan telah melaksanakan kegiatan CSR bidang pengembangan sosial dan kemasyarakatan, sebagaimana berikut ini.

## Company Commitment to Social Responsibility Associated with Social and Community Development

To realize a harmonious relationship between the Company and the communities around the Company's operational areas, PTC is committed to making CSR programs based on community-based programs aimed at empowering and improving community welfare.

In planning CSR work programs, there are several stages that must be carried out by the Company before the concepts in the TOR and budget are stipulated in the RAB. The flow and stages of the CSR team in determining the targets / target beneficiaries and the concepts that will be used in the CSR program are as follows:

### Graph PTC CSR Work Plan



Based on the flow, prior to the implementation of the location survey CSR program is the beginning of a work plan that aims to see the condition of the location of CSR implementation. In the location survey activities, the Company also conducts social mapping to look at community needs and demographic and psychographic aspects.

After conducting surveys and social mapping to measure the needs of the beneficiaries, the Company then formed a CSR team meeting to determine the type of program to be implemented at the location. This preparatory meeting was held to finalize the program and design costs and concept of activities in accordance with the results of the social mapping survey.

## CSR implementation related to community involvement and development

Throughout 2019, the Company has carried out CSR activities in the field of social and community development, as follows.

No	Tanggal Date	Kegiatan Activity	Bidang Field	Lokasi Location
1.	3 Januari 2019 January 3, 2019	CSR Pemberdayaan Penambahan 1 Peserta Mind Power Transformation CSR Empowerment Addition 1 Mind Power Transformation Participant	Sosial Social	Jakarta
2.	22 Januari 2019 January 22, 2019	Bantuan Pekerjaan Lantai Musholla Darul Mu'minin Darul Mu'minin Mosque Floor Work Aid	Keagamaan Religious	Banten
3.	13 Februari 2019 February 13, 2019	Bantuan Konsumsi Silaturahmi dan Pelepasan Purna Karya Security PTC Hospitality Consumption Assistance and PTC Security Retirement Release	Sosial Social	Jakarta
4.	6 Maret 2019 March 6, 2019	Bantuan assessment Sepatu Ortopedi atas nama Desta Rivaldo Orthopedic shoe management assistance on behalf of Desta Rivaldo	Sosial Social	Jakarta
5.	26 Maret 2019 March 26, 2019	Bantuan CSR Pengadaan Karpet Masjid An-nur CSR Assistance in An-nur Mosque Carpet Procurement	Keagamaan Religious	Jakarta
6.	27 Maret 2019 March 27, 2019	Bantuan CSR untuk Renovasi Gapura Utama Musholla Al-Ihsan CSR assistance for the renovation of Al-Ihsan Musholla Main Gate	Keagamaan Religious	Komplek Pertamina Pondok Ranji - Ciputat
7.	25 April 2019 April 25, 2019	Bantuan CSR Bakti Sosial PPAU PPAU Social Service CSR Aid	Sosial Social	Bekasi
8.	14 Mei 2019 May 14, 2019	PTC Green Lifestyle	Kesehatan Health	Jakarta
9.	14 Mei 2019 May 14, 2019	Santunan Anak Yatim Donations for orphans	Sosial Social	Jakarta
10.	14 Mei 2019 May 14, 2019	Bantuan fasilitas Masjid Mosque facility assistance	Infrastruktur Infrastructure	Jakarta
11.	20 Mei 2019 May 20, 2019	Bantuan Linmas Community assistance	Sosial Social	Jakarta
12.	20 Mei 2019 May 20, 2019	Beasiswa Pendidikan Educational Scholarship	Pendidikan Education	Jakarta
13.	29 Mei 2019 May 29, 2019	Kegiatan Ramadhan 1440 H Santunan Anak Yatim dan Buka Puasa Bersama Anak Yatim Ramadhan Activities 1440 H Orphan Donations and Break Fasting with Orphans	Keagamaan Religious	Kantor Pusat PTC Jakarta Jakarta PTC Head Office
14.	12 Juni 2019 June 12, 2019	Bantuan buka puasa bersama security simprug Help break the fast with security simprug	Keagamaan Religious	Jakarta
15.	12 Juni 2019 June 12, 2019	Bantuan LINMAS Petojok Selatan untuk Idul Fitri 1440H South Petojo LINMAS assistance for Idul Fitri 1440H	Sosial Social	Jakarta
16.	29 Juli 2019 July 29, 2019	Bantuan Renovasi Sekolah PAUD Ar Rohim Pandeglang Assistance for School Renovation of PAUD Ar Rohim Pandeglang	Infrastruktur Infrastructure	Pandeglang
17.	29 Juli 2019 July 29, 2019	Bantuan Silaturahmi dan Halal Bihalal Purna Karya S&D Hospitality Assistance and Halal Bihalal Purna Karya S&D	Sosial Social	Jakarta
18.	19 Agustus 2019 August 19, 2019	Bantuan Qurban Sapi BDI Abdul Muis BDI Cow Sacrifice Aid Abdul Muis	Keagamaan Religious	Jakarta
19.	4 Oktober 2019 October 4, 2019	Bantuan atas Proposal Pembangunan Madrasah Al-Hasanah Support for the Al-Hasanah Madrasah Development Proposal	Keagamaan Religious	Madrasah Al-Hasanah, Kampung Kiara Kuda Kelurahan Margawati, Garut, Jawa Barat
20.	1 Oktober 2019 October 1, 2019	CSR Internal - Pertamina World Deaf Day CSR PTC dan DPPU Ngurah Rai (CSR Bengkala) Internal CSR - Pertamina World Deaf Day CSR PTC and DPPU Ngurah Rai (CSR Bengkala)	Pendidikan Education	Bengkala, Bali
21.	8 Oktober 2019 October 8, 2019	CSR Pertamina - Pertamina World Deaf Day CSR PTC dan DPPU Ngurah Rai (CSR Bengkala) Pertamina CSR - Pertamina World Deaf Day CSR PTC and DPPU Ngurah Rai (CSR Bengkala)	Pendidikan Education	Bengkala, Bali
22.	13 November 2019 November 13, 2019	Bantuan CSR Sepatu Ortopedi dan Fisioterapi a/n Desta Rivaldo Siswa SD 01 Kp Sawah Ciputat CSR Aid for Orthopedic Shoes and Physiotherapy a / n Desta Rivaldo Elementary School Student 01 Kp Sawah Ciputat	Kesehatan Health	YPAC Jakarta
23.	21 November 2019 November 21, 2019	Bantuan Kemanusiaan Kebakaran anggota Security Fire Humanitarian Aid for Security members	Sosial Social	Plaju, Sumatera Selatan



No	Tanggal Date	Kegiatan Activity	Bidang Field	Lokasi Location
24.	28 November 19 November 28, 2019	CSR MANAJEMEN HSE AMDAL & PENGELOLAAN USAHA PERBENGKELAN SEKOLAH CSR EIA HSE MANAGEMENT & SCHOOL WORK MANAGEMENT MANAGEMENT	Pendidikan Education	Rengasdengklok, Karawang
25.	19 Desember 2019 December 19, 2019	Bantuan Dana untuk Mendukung Presentasi Hasil Penelitian Vinda Aprilia dari Universitas Pertamina di Paris Financial Aid to Support Presentation of Vinda Aprilia Research Results from Pertamina University in Paris	Pendidikan Education	Universitas Pertamina
26.	19 Desember 2019 December 19, 2019	Bantuan Swadaya Anggota Limnas Hansip Wilayah Gambir dalam Rangka Natal 2019 & Tahun Baru 2020 Self-help Assistance from Gambnas Region Limansi Hansip Members in the Framework of Christmas 2019 & New Year 2020	Sosial Social	Petojo Selatan

### Biaya dan/atau Investasi Tanggung Jawab Sosial Aspek Pemberdayaan Sosial Kemasyarakatan

Jumlah penyaluran program CSR pada aspek pengembangan sosial dan kemasyarakatan dapat dilihat pada tabel di bawah ini.

### Costs and / or Investment Social Responsibility Aspects of Community Social Empowerment

The total distribution of CSR programs in aspects of social and community development can be seen in the table below.

#### Realisasi Anggaran CSR PTC Dana Internal

Sumber Dana Source of Fund	Anggaran 2019 Budget 2019 (Rp)	Anggaran 2018 Budget 2018 (Rp)	Kenaikan (Penurunan) Increase (decrease)	
			Jumlah Amount (Rp)	Percentase Percentage (%)
Charity	284.264.180	123.465.000	160.799.180	130%
Infrastructure	16.404.660	9.200.000	7.204.660	78%
Capacity Building	52.989.758	30.500.000	22.849.758	74%
Community Empowerment	42.355.661	14.967.130	27.388.531	183%
Jumlah Total	396.014.259	178.132.130	217.882.129	122%

#### Realisasi Anggaran CSR PTC Dana Eksternal

#### Realization of CSR Budget PTC External Fund

Sumber Dana Source of Fund	Anggaran 2019 Budget 2019 (Rp)	Anggaran 2018 Budget 2018 (Rp)	Kenaikan (Penurunan) Increase (Decrease)	
			Jumlah Amount (Rp)	Percentase Percentage (%)
Charity	-	-	-	-
Infrastructure	-	-	-	-
Capacity Building	308.591.116	406.030.978	(97.439.862)	-24%
Community Empowerment	-	374.631.671	(374.631.671)	-
Jumlah Total	308.591.116	780.662.649	(472.071.533)	-165%

# TANGGUNG JAWAB SOSIAL PERUSAHAAN KEPADА KONSUMEN

CORPORATE SOCIAL RESPONSIBILITY TO CONSUMERS

## Komitmen, Kebijakan dan Deskripsi Lingkup Tanggung Jawab Sosial Kepada Konsumen

Perusahaan berorientasi pada kepentingan pelanggan dan berkomitmen untuk memberikan pelayanan terbaik kepada pelanggan. perusahaan menempatkan pelanggan/konsumen sebagai mitra strategis. Perusahaan menyediakan produk dan layanan dengan mutu yang baik sesuai dengan standar kepada semua pelanggan.

Perusahaan berkomitmen untuk mematuhi seluruh ketentuan peraturan mengenai produk, memastikan keselamatan pelanggan, dan memperkuat ikatan antara PTC dan pelanggan. Setiap Insan PTC berperan penting dalam memastikan mutu dari desain sampai dengan pembuatan, peningkatan berkelanjutan, serta dukungan pelanggan. Untuk mencapai komitmen di atas, setiap Insan PTC wajib :

1. Fokus terhadap kepentingan pelanggan;
2. Memastikan produk perusahaan sesuai dengan standar mutu yang telah ditetapkan;
3. Peduli dan aktif memberikan pelayanan yang terbaik kepada pelanggan;
4. Melakukan riset dan inovasi untuk pengembangan produk
5. Mengembangkan kapabilitas agar mampu berkompetisi, baik dalam skala regional maupun internasional; dan
6. Menciptakan nilai tambah dengan orientasi komersial.

Sementara itu, sebagai anak usaha dari PT Pertamina (Persero) yang bergerak dibidang Human Capital, Training, Jasa Pengamanan dan jasa manajemen lainnya, PTC menetapkan kebijakan mutu sebagai berikut:

1. Melakukan upaya untuk tetap mengacu pada standar international
2. Memberi jaminan jasa yang berkualitas tinggi sesuai kebutuhan pelanggan
3. Meningkatkan kualitas dan kompetensi internal perusahaan
4. Memberikan nilai tambah tangible dan intangible kepada stakeholders
5. Membina hubungan baik dengan stakeholders berdasarkan prinsip-prinsip GCG
6. Memperhatikan aspek keselamatan dan kesehatan kerja di lingkungan Perusahaan
7. Mematuhi peraturan dan perundangan yang berlaku, terkait aktivitas Perusahaan jaminan tercapainya target Perusahaan

## Program dan Kegiatan yang Dilakukan dan Dampaknya

- Pengendalian Mutu/Kualitas Produk/Jasa Perusahaan

Dalam upaya menjaga kwalitas dan menanamkan kesadaran kualitas pada semua proses dalam organisasi, dan agar dapat memenuhi persyaratan pelanggan, perusahaan mengimplementasikan Sistem Manajemen Mutu ISO 9001:2015. Untuk memastikan bahwa implementasi ISO 9001:2015 dapat selalu berjalan sesuai persyaratan dilakukan audit survillian yang dilakukan dua kali dalam setahun oleh badan serifikasi independen. Disamping itu Perusahaan kami yang merupakan anak Perusahaan Pertamina, setiap dua tahun mengikuti *Quality Management Assessment* yang diselenggarakan oleh PT Pertamina (Persero) dengan mengaju pada Kriteria Kinerja Ekselen Pertamina (KKEP).

- Kejelasan Informasi Terkait Produk/Jasa Perusahaan

Dalam upaya menginformasikan kepada pelanggan ataupun calon pelanggan, Perusahaan mengelola media website [www.pertamina-ptc.com](http://www.pertamina-ptc.com) dan Instagram PTC\_ID, diharapkan dengan adanya media ini masyarakat dapat mengikuti perkembangan informasi tentang Perusahaan kami baik produk dan jasanya maupun kegiatan-kegiatan organisasi lainnya. Disamping itu perusahaan juga mencetak company profile yang disampaikan langsung kepada konsumen.

## Commitment, Policy and Description of Social Responsibility Scope to Consumers

The Company is oriented to the interests of customers and is committed to providing the best service to customers. The company places customers/consumers as strategic partner. The Company provides products and services of good quality in accordance with standards to all customers.

The Company is committed to complying with all regulatory requirements regarding product, ensuring customer safety, and strengthening the relations between PTC and customers. Every PTC employee has an important role in ensuring the quality from design to manufacture, continuous improvement, and customer support.

To achieve the above commitment, every PTC People must:

1. Focus on customer interests;
2. Ensuring that Company's products are in accordance with established quality standards;
3. Care and actively provide the best service to customers;
4. Conduct research and innovation for product development
5. Developing capabilities to be able to compete, both on a regional and international scale; and
6. Creating added value with a commercial orientation.

Meanwhile, as a subsidiary of PT Pertamina (Persero) engaged in Human Capital, Training, Security Services and other management services, PTC establishes the following quality policies:

1. Make efforts to still refer to international standards
2. Giving high-quality service guarantees according to customer requirements
3. Improve the quality and internal competence of the company
4. Provide tangible and intangible added value to stakeholders
5. Fostering good relations with stakeholders based on GCG principles
6. Paying attention to aspects of occupational safety and health in the Company's environment
7. Comply with the applicable laws and regulations related to the Company's activities

## Programs and Activities Undertaken and the Impacts

- Quality Control of Company Products/Services

In an effort to maintain quality and instill quality awareness in all processes in the organization, and in order to meet customer requirements, the Company implements the ISO 9001: 2015 Quality Management System. To ensure that the implementation of ISO 9001: 2015 can always run according to the requirements, a surveillance audit will be carried out twice a year by an independent certification body. Besides that, our company which is a subsidiary of Pertamina, every two years, follows the Quality Management Assessment held by PT Pertamina (Persero) by referring to Pertamina's Performance Criteria for Performance (KKEP).

- Clarity of Information Related to Company Products/Services

In an effort to inform customers or prospective customers, the Company manages its website [www.pertamina-ptc.com](http://www.pertamina-ptc.com) and Instagram PTC\_ID. With this media, the public is expected to be able to keep abreast of information about our company both products and services as well as other organizational activities. Besides that, the Company also prints a company profile that is delivered directly to consumers.



- Survei Kepuasan Pelanggan

Survei kepuasaan pelanggan PT Pertamina Training & Consulting dilakukan oleh Pihak ketiga, yaitu PT Staticspro Info Mega, pada awal bulan November sampai dengan Desember 2019. Metode yang digunakan dalam survei kepuasan pelanggan adalah menggunakan *Corporate Value Framework*, yaitu melalui pengukuran customer satisfaction, corporate equity dan advocates dengan jumlah responden sebanyak 50 instansi yang terdiri dari customer dan vendor. Hasil survei menunjukkan bahwa berdasarkan *matrix customer loyalty scorecard*, bahwa dari 5 (lima) layanan jasa yang dimiliki oleh PTC, Training & Consulting, *Manpower Supply* dan *Event Organizer* merupakan layan yang disukai oleh pelanggan dan layak untuk direkomendasikan kepada target market yang lain. Selain itu, layanan-layanan tersebut memiliki *Top Of Brand* di atas 64% yang artinya PTC merupakan perusahaan pertama yang diingat oleh responden ketika disebutkan mengenai jasa Training & Consulting, *Manpower Supply* dan *Event Organizer*.

- Customer satisfaction survey

The PT Pertamina Training & Consulting customer satisfaction survey was conducted by a third party, namely PT Staticspro Info Mega, in early November to December 2019. The method used in the customer satisfaction survey is to use the Corporate Value Framework, namely through measuring customer satisfaction, corporate equity and advocates with 50 respondents consisting of customers and vendors. The survey results show that based on the customer loyalty scorecard matrix, that of the 5 (five) services owned by PTC, Training & Consulting, Manpower Supply and Event Organizer are services that are preferred by customers and deserve to be recommended to other target markets. In addition, these services have a Top of Brand of above 64%, which means PTC is the first company that respondents remember when it is mentioned about Training & Consulting, Manpower Supply and Event Organizer services.

#### Hasil Survey Kepuasan Pelanggan Tahun 2018 & 2019

#### Results of the Customer Satisfaction Survey 2018 & 2019

No.	Services	Score										
		2019	2018	2019	2018	2019	2018	2018				
		CSI	NPS	CES	TOB	CLI	CVI	CAI	CHI			
1	<i>Training &amp; Consulting</i>	75%	76,7%	-20%	33,3%	70%	100%	20%	100%	1,23	72%	71%
2	<i>Event Organizer</i>	80%	80,0%	25%	37,5%	94%	100%	64%	100%	1,09	77%	76%
3	<i>Manpower Supply</i>	68%	76,4%	-30%	28,6%	50%	71,4%	31%	100%	1,15	68%	66%
4	<i>Assessment Center</i>	78%	76,0%	17%	-20%	58%	80,0%	12%	100%	1,19	74%	74%
5	<i>Security Services</i>	74%	68,6%	-10%	-60%	60%	60,0%	30%	100%	1,09	73%	71%
<b>Total</b>		<b>76%</b>	<b>75,5%</b>	<b>0%</b>	<b>7,1%</b>	<b>69%</b>	<b>82,1%</b>	<b>64%</b>	<b>100%</b>	<b>1,14</b>	<b>73%</b>	<b>72%</b>

Pada tahun 2019, *Service Event Organizer* dan *Assessment Center* dipersepsi memiliki layanan di atas total rata-rata dari semua layanan PTC. Kedua service atau layanan tersebut sudah bisa masuk kelompok true fans atau pelanggan yang fanatik menurut peta persepsi antara *Net Promoter Score* dan *Customer Effort Score*. Event organizer dipersepsi layanan yang paling baik karena berada jauh diatas rata-rata score baik *customer satisfaction* 80%, *TOP Brand* 64%, *Customer Complain Access* 77%, *Customer Complain Handling* 76%, *Net Promoter Score* atau keinginan pelanggan untuk mempromosikan atau merekomendasikan PTC 25%, *Customer Effort Score* atau kemudahan dalam bekerja sama dengan PTC 94%. Sementara *Training & Consulting* sebagai *brand* PTC dalam survei tersebut menjadi beban sebagai *image* PTC karena memiliki *Net Promoter Score* yang negatif -20%, *CSI (Customer Satisfaction Index)* di bawah rata-rata total dan *TOB (Top of Brand)* paling rendah daripada service yang lain dari PTC yaitu 20% atau artinya hanya 20% pelanggan *training and consulting* PTC yang menyatakan bahwa PTC terbaik daripada pesaingnya.

In 2019, the Service Event Organizer and Assessment Center is perceived to have services above the average total of all PTC services. Both services can be classified as true fans or fanatical customers according to the perception map between the Net Promoter Score and the Customer Effort Score. Event organizers are perceived as the best service because they are well above the average score of a good customer satisfaction score of 80%, TOP Brand 64%, Customer Complain Access 77%, Customer Complain Handling 76%, Net Promoter Score or customer desires to promote or recommend PTC 25%, Customer Effort Score or the ease of working with PTC 94%. While Training & Consulting as a PTC brand in the survey is a burden as a PTC image because it has a negative Net Promoter Score of -20%, the CSI (Customer Satisfaction Index) is below the total average and the TOB (Top of Brand) is the lowest than the service that is Other than PTC, that is 20% or means that only 20% of PTC training and consulting customers state that PTC is the best compared to its competitors.

Ke depannya, PTC menyatakan komitmen penuh untuk meningkatkan kualitas pelayanan sesuai dengan keinginan dan harapan pelanggan sehingga dapat memberikan nilai tambah bagi seluruh *stakeholder*. Selaras dengan peningkatan kualitas pelayanan yang prima, PTC optimistis akan meraih score lebih baik lagi.

In the future, PTC expressed full commitment to improve service quality in accordance with the wishes and expectations of customers so as to provide added value for all stakeholders. In line with the improvement in excellent service quality, PTC is optimistic that it will get even better scores.

- Pengelolaan Hubungan dengan Mitra Kerja Pemasok/Supplier/Vendor

Dalam rangka mengelola hubungan dengan mitra kerja, PTC melakukan survei kepuasan dengan responden yang berasal dari 6 vendor, melalui survei tersebut didapatkan hasil bahwa 3,49 % responden mengetahui PTC sebagai perusahaan pengadaan pekerja untuk Pertamina dan perusahaan *Manpower supply*. Vendor menilai PTC sebagai perusahaan yang dikenal ramah & responsive, memiliki komunikasi yang baik, profesional dan terbuka namun untuk penyelesaian kontrak memerlukan waktu yang cukup lama.

- Suppliers/Vendors Relationship Management

In order to manage relationships with its partners, PTC carried out a satisfaction survey with respondents from 6 vendors. The survey found that 3.49% of respondents have acknowledged that PTC was a manpower supply company for Pertamina and a man ower supply company. Vendors assess PTC as a company that is known to be friendly & responsive, has good, professional and open communication but for the completion of contract requires quite a long time.

## Pengaduan Bagi Pelanggan

Guna mendukung jaminan kepuasan pelanggan, PTC menyediakan fasilitas pusat informasi dan layanan bagi para pelanggan. Selain hal tersebut, PTC telah membentuk contact center untuk menindaklanjuti keluhan pelanggan.

## Sertifikasi Mutu yang Masih Berlaku di Tahun 2019

Tanggal Dikeluarkannya Sertifikasi Certification Issuance Date	Jenis Sertifikat Certificate Type	Dikeluarkan Oleh Issued by	Masa Berlaku Hingga Valid until
11 November 2017 November 11, 2017	ISO 9001 : 2015	LRQA	26 September 2020 September 26, 2020
14 Februari 2017 Februari 14, 2017	Sertifikat Verifikasi TUK Pertamina Training & Consulting	Lembaga Sertifikasi Profesi Minyak dan Gas Oil and Gas Professional Certification Institute	14 Februari 2020 February 14, 2020
9 Maret 2018. March 9, 2018	Sertifikat Lembaga Pendidikan dan/atau Pelatihan bagi Personel Bandar Udara bidang: Peralatan Pelayanan Darat Pesawat Udara ( <i>Ground Support Equipment/GSE</i> ) Certificate of Educational and/or Training Institution for: Airport Personnel in the field of: Ground Support Equipment (GSE)	Kementerian Perhubungan Direktorat Jenderal Perhubungan Udara Ministry of Transportation Directorate General of Civil Aviation	7 Februari 2021 February 7, 2021

## Customer Complaints

To support customer satisfaction assurance, PTC provides information center facilities and services for customers. In addition to this, PTC has formed a contact center to follow up on customer complaints.

## Valid Quality Certification in 2019



# LAPORAN KEUANGAN **KONSOLIDASI**

CONSOLIDATED FINANCIAL STATEMENT

**PT PERTAMINA TRAINING & CONSULTING**

**LAPORAN KEUANGAN/  
FINANCIAL STATEMENTS**

**31 DESEMBER 2019/  
31 DECEMBER 2019**



PT PERTAMINA TRAINING & CONSULTING

SURAT PERNYATAAN DIREKSI TENTANG  
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN  
PADA TANGGAL  
31 DESEMBER 2019 SERTA UNTUK TAHUN YANG  
BERAKHIR 31 DESEMBER 2019

BOARD DIRECTORS' STATEMENT REGARDING  
THE RESPONSIBILITY FOR  
THE FINANCIAL STATEMENTS AS AT  
31 DECEMBER 2019 AND FOR THE YEAR ENDED 31  
DECEMBER 2019

Atas nama Dewan Direksi, saya yang bertanda tangan di bawah ini:

Nama : Fitri Azwar  
Alamat : Jl. Mayang III D AG. III/15  
RT 006/007 – Pondok Kelapa  
Duren Sawit – Jakarta Timur  
Telepon : 0818845724  
Jabatan : Direktur Keuangan

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Pertamina Training & Consulting ("Perusahaan");
2. Laporan keuangan Perusahaan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan Perusahaan telah dimuat secara lengkap dan benar;  
b. Laporan keuangan Perusahaan tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan
4. Kami bertanggung jawab atas sistem pengendalian internal Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Atas nama dan mewakili Dewan Direksi:

Name : Fitri Azwar  
Address : Jl. Mayang III D AG. III/15  
RT 006/007 – Pondok Kelapa  
Duren Sawit – Jakarta Timur  
Telephone : 0818845724  
Position : Finance Director

declare that:

1. We are responsible for the preparation and presentation of the financial statements of PT Pertamina Training & Consulting (the "Company");
2. The Company's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All the information has been fully and correctly disclosed in the Company's financial statements;  
b. The Company's financial statements do not contain any false material information or facts, nor do they omit material information or facts; and
4. We are responsible for the Company's internal control systems.

Thus this statement is made truthfully.

For and on behalf of the Board of Directors:

JAKARTA  
20 Februari 2020 / 20 February 2020



Fitri Azwar  
Direktur Keuangan/Finance Director



Cer. No.: JKT 0500223



**LAPORAN AUDITOR INDEPENDEN  
KEPADА PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITORS'  
REPORT TO THE SHAREHOLDERS OF**

**PT PERTAMINA TRAINING & CONSULTING**

Kami telah mengaudit laporan keuangan PT Pertamina Training & Consulting terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2019, serta laporan laba-rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

**Tanggung jawab manajemen atas laporan keuangan**

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan 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 ini 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 tersebut bebas dari kesalahan penyajian material.

*We have audited the accompanying financial statements of PT Pertamina Training & Consulting, which comprise the statement of financial position as at 31 December 2019, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement 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 these financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.*

**Auditors' responsibility**

*Our responsibility is to express an opinion on these 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 the financial statements are free from material misstatement.*

**Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan**  
WTC 3, Jl. Jend. Sudirman Kaw. 29-31, Jakarta 12920 – Indonesia  
T: +62 21 50992901 / 31192901, F: +62 21 52905555 / 52905050, [www.pwc.com/id](http://www.pwc.com/id)



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 keefektivitasan 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 terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Pertamina Training & Consulting tanggal 31 Desember 2019, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

*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 the accounting policies used and the reasonableness of the 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 financial statements present fairly, in all material respects, the financial position of PT Pertamina Training & Consulting as at 31 December 2019, and its financial performance and its cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.*

JAKARTA  
20 Februari/February 2020

**Daniel Kohar, S.E., CPA**

Izin Akuntan Publik/License of Public Accountant No. AP.1130

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 1/1 Schedule**

**LAPORAN POSISI KEUANGAN  
31 DESEMBER 2019**  
(Disajikan dalam jutaan Rupiah)

**STATEMENT OF FINANCIAL POSITION  
AS AT 31 DECEMBER 2019**  
(Expressed in millions of Rupiah)

Catatan/ <i>Notes</i>	<b>2019</b>	<b>2018</b>	<b>ASSETS</b>
<b>ASET</b>			
<b>ASET LANCAR</b>			
Kas dan setara kas	4	20,781	15,604
Piutang usaha			<i>CURRENT ASSETS</i>
- Pihak berelasi	5	241,767	325,932
- Pihak ketiga	5	347	249
Piutang usaha yang belum difakturkan:			<i>Trade receivables</i>
- Pihak berelasi	6	386,429	193,918
- Pihak ketiga	6	730	-
Beban dibayar dimuka dan uang muka	7	29,379	23,463
Persediaan		125	1
Pajak dibayar dimuka - lain-lain	8a	<u>1,493</u>	<u>-</u>
<b>Jumlah aset lancar</b>		<b><u>681,051</u></b>	<b><u>559,167</u></b>
<b>ASET TIDAK LANCAR</b>			
Kas yang dibatasi penggunaannya		242	803
Aset pajak tangguhan	8d	4,208	3,308
Aset tetap		2,111	3,695
Aset tidak lancar lainnya		<u>13,032</u>	<u>9,361</u>
<b>Jumlah aset tidak lancar</b>		<b><u>19,593</u></b>	<b><u>17,167</u></b>
<b>JUMLAH ASET</b>		<b><u>700,644</u></b>	<b><u>576,334</u></b>
<b>NON-CURRENT ASSETS</b>			
<i>Restricted cash</i>			
<i>Deferred tax assets</i>			
<i>Fixed assets</i>			
<i>Other non-current assets</i>			
<b>Total non-current assets</b>			
<b>TOTAL ASSETS</b>			

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 1/2 Schedule**

**LAPORAN POSISI KEUANGAN  
31 DESEMBER 2019**

(Disajikan dalam jutaan Rupiah,  
kecuali nilai nominal dan data saham)

**STATEMENT OF FINANCIAL POSITION  
AS AT 31 DECEMBER 2019**

(Expressed in millions of Rupiah,  
except for par value and share data)

	<b>Catatan/ Notes</b>	<b>2019</b>	<b>2018</b>	<b>LIABILITIES AND EQUITY</b>
<b>LIABILITAS DAN EKUITAS</b>				
<b>LIABILITAS JANGKA PENDEK</b>				<b>CURRENT LIABILITIES</b>
Utang usaha				Trade payables
- Pihak berelasi	10	16,572	21,274	Related parties -
- Pihak ketiga	10	93,886	26,495	Third parties -
Beban akrual	11	108,516	45,939	Accrued expenses
Utang bank jangka pendek	9	232,703	249,491	Short-term bank loan
Utang pajak				Taxes payable
- Pajak penghasilan badan	8b	375	596	Corporate income tax -
- Pajak lain-lain	8b	6,670	5,600	Other taxes -
<b>Jumlah liabilitas jangka pendek</b>		<b>458,722</b>	<b>349,395</b>	<b>Total current liabilities</b>
<b>LIABILITAS JANGKA PANJANG</b>				<b>NON-CURRENT LIABILITIES</b>
Kewajiban imbalan pascakerja	12a	16,044	13,232	Post-employment benefit obligations
<b>Jumlah liabilitas jangka panjang</b>		<b>16,044</b>	<b>13,232</b>	<b>Total non-current liabilities</b>
<b>JUMLAH LIABILITAS</b>		<b>474,766</b>	<b>362,627</b>	<b>TOTAL LIABILITIES</b>
<b>EKUITAS</b>				<b>EQUITY</b>
Modal saham - modal dasar				Share capital - authorised
50.000 lembar saham; ditempatkan dan disetor penuh 30.000 lembar dengan nilai nominal Rp100.000 (nilai penuh) per lembar	13	3,000	3,000	50,000 shares; issued and fully paid 30,000 shares at par value of Rp100,000 (full amount) per share
Modal donasi	14	204	204	Donated capital
Saldo laba				Retained earnings
- Dicadangkan	15	14,736	14,736	Appropriated -
- Belum dicadangkan		207,938	195,767	Unappropriated -
<b>JUMLAH EKUITAS</b>		<b>225,878</b>	<b>213,707</b>	<b>TOTAL EQUITY</b>
<b>JUMLAH LIABILITAS DAN EKUITAS</b>		<b>700,644</b>	<b>576,334</b>	<b>TOTAL LIABILITIES AND EQUITY</b>

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 2 Schedule**

**LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAIN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2019**  
(Disajikan dalam jutaan Rupiah)

**STATEMENT OF PROFIT OR LOSS AND  
OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED  
31 DECEMBER 2019**  
(Expressed in millions of Rupiah)

	<b>Catatan/ Notes</b>	<b>2019</b>	<b>2018</b>	
Pendapatan	16	2,085,871	1,591,656	<i>Revenue</i>
Beban pokok pendapatan	17	(1,910,549)	(1,441,175)	<i>Cost of revenue</i>
<b>LABA BRUTO</b>		<b>175,322</b>	<b>150,481</b>	<b>GROSS PROFIT</b>
Beban umum dan administrasi	18	(93,272)	(67,388)	<i>General and administrative expenses</i>
Beban keuangan	19g	(19,560)	(18,720)	<i>Finance costs</i>
Lainnya, neto		(19,016)	44	<i>Others, net</i>
<b>LABA SEBELUM PAJAK PENGHASILAN</b>		<b>43,474</b>	<b>64,417</b>	<b>PROFIT BEFORE INCOME TAX</b>
Beban pajak penghasilan	8c	(26,346)	(23,412)	<i>Income tax expenses</i>
<b>LABA TAHUN BERJALAN</b>		<b>17,128</b>	<b>41,005</b>	<b>PROFIT FOR THE YEAR</b>
<b>Penghasilan komprehensif lainnya:</b>				<i>Other comprehensive income:</i>
<b>Pos yang tidak akan direklasifikasikan ke laba rugi</b>				<i>Item that will not be reclassified to profit or loss</i>
Pengukuran kembali kewajiban imbalan pascakerja, setelah pajak	12d	(857)	(309)	<i>Remeasurement of post - employment benefit obligations, net of tax</i>
<b>JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN</b>		<b>16,271</b>	<b>40,696</b>	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 3 Schedule**

**LAPORAN PERUBAHAN EKUITAS  
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2019**  
(Disajikan dalam jutaan Rupiah)

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2019**  
(Expressed in millions of Rupiah)

	<u>Saldo laba/Retained earnings</u>			Penghasilan komprehensif lainnya/Other comprehensive income	Jumlah ekuitas/ <u>Total equity</u>
	<u>Modal saham/ Share capital</u>	<u>Modal donasi/ Donated capital</u>	<u>Dicadangkan/ Appropriated</u>	<u>Belum dicadangkan/ Unappropriated</u>	
<b>Saldo 1 Januari 2018</b>	<b>3,000</b>	<b>204</b>	<b>14,736</b>	<b>157,747</b>	<b>494</b>
Laba tahun berjalan	-	-	-	41,005	(309)
Dividen	-	-	-	(3,170)	-
<b>Saldo 31 Desember 2018</b>	<b>3,000</b>	<b>204</b>	<b>14,736</b>	<b>195,582</b>	<b>185</b>
Laba tahun berjalan	-	-	-	17,128	(857)
Dividen	-	-	-	(4,100)	-
<b>Saldo 31 Desember 2019</b>	<b>3,000</b>	<b>204</b>	<b>14,736</b>	<b>208,610</b>	<b>(672)</b>
					<b>225,878</b>

**Balance as at 1 January 2018**  
*Profit for the year*  
**Dividends**  
**Balance as at 31 December 2018**  
*Profit for the year*  
**Dividends**  
**Balance as at 31 December 2019**

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan

The accompanying notes form an integral part of these financial statements

PT PERTAMINA TRAINING & CONSULTING

Lampiran 4 Schedule

**LAPORAN ARUS KAS**  
**UNTUK TAHUN YANG BERAKHIR**  
**31 DESEMBER 2019**  
(Disajikan dalam jutaan Rupiah)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED**  
**31 DECEMBER 2019**  
(Expressed in millions of Rupiah)

Catatan/ Notes	2019	2018	
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>			
Penerimaan dari pelanggan	1,976,698	1,581,719	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>
Pembayaran kepada pemasok dan karyawan	(1,886,765)	(1,476,376)	Receipts from customers Payments to suppliers and employees
Pembayaran pajak penghasilan badan	(27,182)	(39,128)	Payment of corporate income tax
Pembayaran atas surat ketetapan pajak	8e (17,125)	-	Payment of tax assessment letter
Pembayaran bunga	(19,560)	(18,423)	Payment of interest
Arus kas bersih yang diperoleh dari aktivitas operasi	<u>26,066</u>	<u>47,792</u>	<i>Net cash generated from operating activities</i>
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>			
Pembelian aset tetap	-	(816)	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>
Arus kas bersih yang digunakan untuk aktivitas investasi	-	(816)	Purchases of fixed assets <i>Net cash used in investing activities</i>
<b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>			
Penerimaan dari pinjaman bank jangka pendek	80,233	66,139	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>
Pembayaran pinjaman bank jangka pendek	(97,021)	(99,885)	Proceeds from short-term loan Payment of short-term bank loan
Pembayaran dividen	(4,100)	(3,170)	Dividend paid
Arus kas bersih yang digunakan untuk aktivitas pendanaan	<u>(20,888)</u>	<u>(36,916)</u>	<i>Net cash used in financing activities</i>
<b>KENAIKAN BERSIH KAS DAN SETARA KAS</b>			
	5,178	10,060	<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>
<b>KAS DAN SETARA KAS AWAL TAHUN</b>			
	<u>15,604</u>	<u>5,541</u>	<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>
Dampak perubahan selisih kurs terhadap kas dan setara kas	(1)	3	<i>Effect of exchange rate changes on cash and cash equivalents</i>
<b>KAS DAN SETARA KAS AKHIR TAHUN</b>			
	<u><b>20,781</b></u>	<u><b>15,604</b></u>	<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 5/1 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
31 DESEMBER 2019**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**1. INFORMASI UMUM**

**a. Pendirian dan informasi umum**

PT Pertamina Training & Consulting ("Perusahaan") didirikan berdasarkan Akta Notaris dari Sulami Mustafa, S.H., No. 11 tanggal 19 Februari 1999, dengan nama PT Patra Tridaya. Akta pendirian ini telah diubah dengan Akta Notaris dari Drs. Andy Alhadis Agus, S.H., No. 10 tanggal 25 Februari 2002. Akta Pendirian Perusahaan telah disahkan oleh Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. C-04433.HT.01.01 TH.2002 tanggal 19 Maret 2002, dan telah diumumkan dalam Lembaran Berita Negara Republik Indonesia No. 81 tanggal 8 Oktober 2002, dan Tambahan No. 12260/2002.

Berdasarkan Akta Notaris dari Dr. Andy Alhadis Agus, S.H., No. 1, tanggal 4 Juni 2003, dilakukan perubahan nama dari PT Patra Tridaya menjadi PT Pertamina Training & Consulting. Perubahan ini telah disetujui oleh Menteri Kehakiman dan Hak Asasi Manusia dengan Surat Keputusan No. C-20458.HT.01.04.TH.2003, tanggal 28 Agustus 2003 dan telah diumumkan dalam Tambahan Berita Negara Republik Indonesia No. 35 tanggal 1 Mei 2007 dan Tambahan No. 4113/2007.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, perubahan yang terakhir berdasarkan Akta No. 6, tanggal 8 November 2018 dari Notaris Yulkhaizar Panuh S.H., yang telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0026819.AH.01.02 Tahun 2018, tanggal 23 November 2018.

Berdasarkan Akta Notaris No. 12, tanggal 27 Juni 2013 dari Notaris Andy Alhadis Agus S.H., jenis kegiatan usaha Perusahaan adalah sebagai berikut:

- Jasa konsultasi bidang manajemen pemberdayaan sumber daya manusia dan tenaga kerja.
- Jasa manajemen, administrasi engineering dan kesisteman.

**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**1. GENERAL INFORMATION**

**a. Establishment and general information**

PT Pertamina Training & Consulting (the "Company") was established based on Notarial Deed No. 11 of Sulami Mustafa, S.H., dated 19 February 1999, with the name of PT Patra Tridaya. The deed of establishment has been changed based on Notarial Deed No. 10 of Drs. Andy Alhadis Agus, S.H., dated 25 February 2002. The Company's Deed of Establishment has been approved by the Ministry of Justice and Human Rights of the Republic of Indonesia through its Decree No. C-04433.HT.01.01.TH.2002 dated 19 March 2002 and has been published in State Gazette No. 81 of the Republic of Indonesia dated 8 October 2002 and Supplement No. 12260/2002.

Based on Notarial Deed No. 1 of Dr. Andy Alhadis Agus, S.H., dated 4 June 2003, the Company changed its name from PT Patra Tridaya to PT Pertamina Training & Consulting. The change was approved by the Ministry of Justice and Human Rights through its Decree No. C-20458.HT.01.04.TH.2003, dated 28 August 2003 and was published in Supplement of State Gazette of the Republic of Indonesia No. 35 dated 1 May 2007 and Supplement No. 4113/2007.

The Company's Articles of Association have been amended several times, the latest amendment based on Notarial Deed No. 6 by Notary Yulkhaizar Panuh S.H., dated on 8 November 2018, were approved by the Minister of Law and Human Rights through Decision Letter No. AHU-0026819.AH.01.02 2018 dated 23 November 2018.

Based on Notarial Deed No. 12, dated 27 June 2013 by Notary Andy Alhadis Agus S.H., the Company's business activities are as follows:

- To provide management consulting services for human resources and labor empowerment.
- To provide management services, engineering and system administration.

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 5/2 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
31 DESEMBER 2019**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**1. INFORMASI UMUM (lanjutan)**

**a. Pendirian dan informasi umum (lanjutan)**

- Jasa konsultasi bidang pengelolaan manajemen perusahaan dan kegiatan usaha terkait.
- Jasa *assessment center*.
- Jasa umum kecuali jasa dalam bidang hukum dan pajak.
- Jasa konsultasi keamanan, usaha jasa penerapan, peralatan keamanan, usaha jasa pelatihan keamanan dan usaha jasa penyediaan tenaga pengamanan.
- Jasa rekrutmen dan penyedia tenaga kerja.
- Jasa penyelenggara acara (*event organiser*).
- Jasa pelatihan dan keterampilan tenaga kerja.

Kantor Perusahaan beralamat di Jl. Abdul Muis No. 52-56A, Petojo Selatan, Gambir, Jakarta Pusat.

Susunan anggota Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

	<b>2019</b>	<b>2018</b>	
Presiden Komisaris Komisaris Komisaris	Jeffrey Tjahja Indra Ari Samodra Safii Triyono Yunianto	Benny Syarif Hidayat Bambang Wijanarko -	President Commissioner Commissioner Commissioner
Direktur Utama Direktur Keuangan Direktur Operasi dan Pemasaran	Teuku Mirasfi Fitri Azwar Linda Delina	Umar Fahmi Iswina Dwi Yunanto -	President Director Finance Director Operation and Marketing Director

Pada tanggal 31 Desember 2019, Perusahaan mempekerjakan 3.706 karyawan (2018: 3.699 karyawan) (tidak diaudit).

**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**1. GENERAL INFORMATION (continued)**

**a. Establishment and general information (continued)**

- To provide consulting services regarding business management and the related activities.
- To provide assessment center service.
- To provide various general business services, except for law and taxation.
- To provide consulting on security, implementation security services, security equipment, security training and manpower.
- To provide recruitment and manpower supply services.
- To provide event organising services.
- To provide training and labor skills improvement services.

*The Company's head office is located at Jl. Abdul Muis No. 52-56A, Petojo Selatan, Gambir, Central Jakarta.*

*As at 31 December 2019 and 2018, the composition of the Company's Board of Commissioners and Directors of the Company were as follows:*

	<b>2019</b>	<b>2018</b>	
President Commissioner Commissioner Commissioner	Jeffrey Tjahja Indra Ari Samodra Safii Triyono Yunianto	Benny Syarif Hidayat Bambang Wijanarko -	President Director Finance Director Operation and Marketing Director
Direktur Utama Direktur Keuangan Direktur Operasi dan Pemasaran	Teuku Mirasfi Fitri Azwar Linda Delina	Umar Fahmi Iswina Dwi Yunanto -	

*As at 31 December 2019, the Company has 3,706 employees (2018: 3,699 employees) (unaudited).*

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 5/3 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
31 DESEMBER 2019**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN**

**a. Dasar penyusunan laporan keuangan**

Laporan keuangan telah diselesaikan dan disetujui untuk diterbitkan oleh Direksi Perusahaan pada tanggal 20 Februari 2020.

Berikut ini adalah kebijakan akuntansi yang signifikan yang diterapkan dalam penyusunan laporan keuangan Perusahaan, yang sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Kebijakan akuntansi telah diterapkan secara konsisten terhadap tahun yang disajikan, kecuali dinyatakan lain.

Laporan keuangan telah disusun dengan dasar harga perolehan, serta menggunakan dasar akrual kecuali untuk laporan arus kas.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

Penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia memerlukan penggunaan estimasi akuntansi penting tertentu. Penyusunan laporan keuangan juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Perusahaan. Area yang memerlukan tingkat pertimbangan yang lebih tinggi atau kompleks, atau area di mana estimasi yang berdampak signifikan terhadap laporan keuangan diungkapkan di Catatan 3.

**b. Perubahan pada Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK")**

Standar baru, amandemen dan interpretasi yang telah diterbitkan, yang relevan dengan operasi Perusahaan, dan yang berlaku efektif untuk tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2019 namun tidak berdampak material terhadap laporan keuangan Perusahaan adalah sebagai berikut:

**2. SIGNIFICANT ACCOUNTING POLICIES**

**a. Basis of preparation of the financial statements**

*The Company's financial statements were prepared and finalised by the Board of Directors and were authorised for issue on 20 February 2020.*

*Presented below are the significant accounting policies adopted in preparing the financial statements of the Company, which are in conformity with Indonesia Financial Accounting Standards.*

*The accounting policies have been consistently applied to all the years presented, unless otherwise stated.*

*The financial statements have been prepared on the basis of historical costs and using the accrual basis except for the statement of cash flows.*

*The statement of cash flows is prepared based on the direct method by classifying cash flows on the basis of operating, investing and financing activities.*

*The preparation of financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where estimations are significant to the financial statements are disclosed in Note 3.*

**b. Changes to Statements of Financial Accounting Standards ("PSAK") and Interpretations of Financial Accounting Standards ("IFAS")**

*New standards, amendments and interpretations issued which are relevant to the Company's operation and effective for the financial year beginning 1 January 2019, which do not have a material impact on the financial statements of the Company are as follows:*

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 5/4 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
31 DESEMBER 2019**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN**  
(lanjutan)

**b. Perubahan pada Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") (lanjutan)**

- ISAK 33 "Transaksi Valuta Asing dan Imbalan dimuka"
- ISAK 34 "Ketidakpastian dalam Perlakuan Pajak Penghasilan"
- Amandemen PSAK 24 "Imbalan Kerja - Kurtailmen atau Penyelesaian Program"
- Amandemen PSAK 22 "Kombinasi Bisnis"
- Amandemen PSAK 26 "Biaya Pinjaman"
- Amandemen PSAK 46 "Pajak Penghasilan"
- Amandemen PSAK 66 "Pengendalian Bersama"

Standar baru, amandemen dan interpretasi yang telah diterbitkan, yang relevan dengan operasi Perusahaan, namun belum berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2019 ada sebagai berikut:

**Efektif 1 Januari 2020:**

- Amandemen PSAK 15 "Investasi pada Entitas Asosiasi dan Ventura Bersama"
- Amandemen PSAK 62 "Kontrak Asuransi - Menerapkan PSAK 71: Instrumen Keuangan dengan PSAK 62: Kontrak Asuransi"
- PSAK 71 "Instrumen Keuangan"
- Amandemen PSAK 71 "Instrumen Keuangan"
- PSAK 72 "Pendapatan dari Kontrak dengan Pelanggan"
- PSAK 73 "Sewa"
- Amandemen PSAK 1 "Penyajian Laporan Keuangan Tentang Judul Laporan Keuangan"
- PSAK 1 (Penyesuaian Tahunan 2019) "Penyajian Laporan Keuangan"
- Amandemen PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan"

**Efektif 1 Januari 2021:**

- Amandemen PSAK 22 "Kombinasi Bisnis"

Penerapan dini atas standar-standar tersebut diperkenankan kecuali untuk ISAK 35, Amandemen PSAK 1 dan PSAK 1, sementara penerapan dini atas PSAK 73 diperkenankan jika telah menerapkan dini PSAK 72.

**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**2. SIGNIFICANT**  
(continued)

**b. Changes to Statements of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS") (continued)**

- IFAS 33 "Foreign Currency Transactions and Advance Consideration"
- IFAS 34 "Uncertainty over Income Tax Treatments"
- The amendments to SFAS 24 "Employee Benefits - Curtailment or Settlement"
- The amendments to SFAS 22 "Business Combination"
- The amendments to SFAS 26 "Borrowing Cost"
- The amendments to SFAS 46 "Income Taxes"
- The amendments to SFAS 66 "Joint Arrangements"

New standards, amendments and interpretations issued which are relevant to the Company's operation, but not yet effective for the financial year beginning 1 January 2019 are as follows:

**Effective 1 January 2020:**

- The amendments to SFAS 15 "Investment in Associates and Joint Ventures"
- The amendments to SFAS 62 "Insurance Contracts - Applying SFAS 71: Financial Instruments to SFAS 62: Insurance Contracts"
- SFAS 71 "Financial Instruments"
- The amendments to SFAS 71 "Financial Instruments"
- SFAS 72 "Revenue from Contracts with Customers"
- SFAS 73 "Leases"
- The amendments to SFAS 1 "Presentation of Financial Statements Concerning the Title of Financial Statements"
- SFAS 1 (Annual Adjustments 2019) "Presentation of Financial Statements"
- The amendments to SFAS 25 "Accounting Policies, Changes in Accounting Estimates and Errors"

**Effective 1 January 2021:**

- The amendments to SFAS 22 "Business Combinations"

Early adoption of the above standards is permitted except for IFAS 35, Amendment to SFAS 1 and SFAS 1, while early adoption of SFAS 73 is permitted only upon the early adoption of SFAS 72.

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 5/5 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
31 DESEMBER 2019**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN**  
(lanjutan)

- b. Perubahan pada Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") (lanjutan)

Penerapan dini atas standar-standar tersebut diperkenankan kecuali untuk ISAK 35, Amandemen PSAK 1 dan PSAK 1, sementara penerapan dini atas PSAK 73 diperkenankan jika telah menerapkan dini PSAK 72.

**c. Penjabaran mata uang asing**

- (i) Mata uang fungsional dan penyajian

Laporan keuangan disajikan dalam Rupiah yang merupakan mata uang fungsional Perusahaan.

- (ii) Transaksi dan saldo

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang fungsional dengan menggunakan kurs yang berlaku pada tanggal transaksi. Pada setiap tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang fungsional menggunakan kurs penutup. Kurs yang digunakan sebagai acuan adalah kurs yang dikeluarkan oleh Bank Indonesia. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing secara umum diakui di dalam laporan laba rugi.

Kurs yang digunakan pada tanggal laporan posisi keuangan, berdasarkan kurs tengah yang diterbitkan Bank Indonesia, adalah sebagai berikut:

**31 Desember/  
December  
2019**

Rupiah per Dolar AS  
(nilai penuh)

**31 Desember/  
December  
2018**

13,901

*Indonesian Rupiah ("Rupiah")  
equivalent to US\$1  
(full amount)*

**d. Instrumen keuangan**

Instrumen keuangan adalah kontrak yang menimbulkan aset keuangan bagi suatu entitas dan liabilitas keuangan atau instrumen ekuitas bagi entitas yang lain.

**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

*(Expressed in millions of Rupiah,  
unless otherwise stated)*

**2. SIGNIFICANT**  
*(continued)*

**b. Changes to Statements of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS") (continued)**

*Early adoption of the above standards is permitted except for IFAS 35, Amendment to SFAS 1 and SFAS 1, while early adoption of SFAS 73 is permitted only upon the early adoption of SFAS 72.*

**c. Foreign currency translation**

- (i) Functional and presentation currency

*The financial statements are presented in Rupiah, which is the Company's functional currency.*

- (ii) Transactions and balances

*Foreign currency transactions are translated into functional currency using the exchange rates prevailing at the dates of the transactions. At each reporting date, monetary assets and liabilities denominated in foreign currency are translated into functional currency using the closing exchange rate. Exchange rate used as benchmark is the rate which is issued by Bank Indonesia. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are generally recognised in the profit or loss.*

*As at the statement of financial position dates, the exchange rates used, based on the middle rates published by Bank Indonesia, were as follows:*

**31 Desember/  
December  
2018**

14,481

**d. Financial instruments**

*A financial instrument is any contract that gives rise to a financial asset for one entity and a financial liability or equity instrument for another entity.*

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 5/6 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
31 DESEMBER 2019**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**d. Instrumen keuangan (lanjutan)**

**(i) Aset keuangan**

Klasifikasi, pengakuan, dan pengukuran

Perusahaan mengklasifikasikan aset keuangan dalam kategori berikut ini: (i) nilai wajar melalui laba rugi, (ii) dimiliki hingga jatuh tempo, (iii) pinjaman yang diberikan dan piutang, dan (iv) tersedia untuk dijual. Klasifikasi ini tergantung pada tujuan perolehan aset keuangan. Manajemen menentukan klasifikasi aset keuangan pada saat awal pengakuan.

Pada tanggal 31 Desember 2019 dan 2018, Perusahaan hanya memiliki aset keuangan yang diklasifikasikan sebagai pinjaman yang diberikan dan piutang.

Pinjaman yang diberikan dan piutang adalah aset keuangan nonderivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif. Mereka dimasukkan sebagai aset lancar kecuali untuk yang jatuh temponya lebih dari 12 bulan setelah akhir tahun pelaporan. Aset keuangan ini diklasifikasikan sebagai aset tidak lancar.

Pinjaman yang diberikan dan piutang pada awalnya diakui sebesar nilai wajar termasuk biaya transaksi yang dapat diatribusikan secara langsung dan kemudian diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**(ii) Penghentian pengakuan**

Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari investasi tersebut telah jatuh tempo atau telah ditransfer dan Perusahaan telah mentransfer secara substansial seluruh risiko dan manfaat atas kepemilikan aset.

**NOTES TO THE FINANCIAL STATEMENTS**

**31 DECEMBER 2019**

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**2. SIGNIFICANT  
(continued)**

**d. Financial instruments (continued)**

**(i) Financial assets**

Classifications, recognition and measurement

*The Company classifies its financial assets in the following categories: (i) fair value through profit or loss, (ii) held-to-maturity investments, (iii) loans and receivables, and (iv) available-for-sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.*

*As at 31 December 2019 and 2018, the Company only has financial assets classified as loans and receivables.*

*Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the end of the reporting year. These are classified as non-current assets.*

*Loans and receivables are initially recognised at fair value including directly attributable transaction costs and subsequently carried at amortised cost using the effective interest method.*

**(ii) Derecognition**

*Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership of the asset.*

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**Lampiran 5/7 Schedule**

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**d. Instrumen keuangan (lanjutan)**

**(iii) Instrumen keuangan disalinghapus**

Aset keuangan dan liabilitas keuangan disaling hapus dan jumlah netonya dilaporkan pada laporan posisi keuangan ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan. Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Perusahaan atau pihak lawan.

**e. Penurunan nilai aset keuangan**

Pada akhir setiap periode pelaporan, Perusahaan menilai apakah terdapat bukti objektif bahwa aset keuangan atau kelompok aset keuangan telah mengalami penurunan nilai. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian atas penurunan nilai terjadi hanya jika terdapat bukti objektif bahwa penurunan nilai merupakan akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset dan peristiwa kerugian tersebut memiliki dampak pada estimasi arus kas masa datang atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

Jumlah kerugian diukur sebesar selisih antara nilai tercatat aset dan nilai kini dari estimasi arus kas masa dating diestimasi (tidak termasuk kerugian kredit masa depan yang belum terjadi) yang didiskonto menggunakan suku bunga efektif awal dari aset tersebut. Nilai tercatat aset dikurangi dan jumlah kerugian diakui pada laporan laba rugi. Jika pinjaman yang diberikan memiliki tingkat bunga mengambang, tingkat diskonto yang digunakan untuk mengukur kerugian penurunan nilai adalah tingkat bunga efektif saat ini yang ditentukan dalam kontrak. Untuk alasan praktis, dapat mengukur penurunan nilai berdasarkan nilai wajar instrumen dengan menggunakan harga pasar yang dapat diobservasi.

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**2. SIGNIFICANT  
(continued)**

**d. Financial instruments (continued)**

**(iii) Offsetting financial instruments**

*Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in solvency or bankruptcy of the company or the counterparty.*

**e. Impairment of financial assets**

*At the end of each reporting period, the Company assesses whether there is objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events occurring after the initial recognition of the asset and the loss event has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.*

*The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in the profit or loss. If a loan has a floating interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Company may measure impairment on the basis of an instrument's fair value using an observable market price.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**e. Penurunan nilai aset keuangan (lanjutan)**

Jika, pada periode selanjutnya, jumlah penurunan nilai berkurang dan penurunan tersebut dapat dihubungkan secara objektif dengan peristiwa yang terjadi setelah penurunan nilai diakui (misalnya meningkatnya peringkat kredit debitir), pemulihan atas jumlah penurunan nilai yang telah diakui sebelumnya diakui pada laporan laba rugi.

**f. Kas dan setara kas**

Kas dan setara kas termasuk kas, kas di bank, dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang sejak tanggal penempatan dan tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

Kas dan setara kas yang telah ditentukan penggunaannya atau yang tidak dapat digunakan secara bebas tidak tergolong dalam kas dan setara kas.

**g. Piutang usaha**

Piutang usaha merupakan jumlah yang terutang dari pelanggan atas penjualan jasa dalam kegiatan usaha normal. Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal jika lebih panjang), piutang diklasifikasikan sebagai aset lancar. Jika tidak, piutang disajikan sebagai aset tidak lancar.

Piutang usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif, apabila dampak pendiskontoan signifikan, dikurangi penyisihan atas penurunan nilai.

Kolektibilitas piutang usaha ditinjau secara berkala. Piutang yang diketahui tidak tertagih, dihapuskan dengan secara langsung mengurangi nilai tercatatnya. Akun penyisihan digunakan ketika terdapat bukti yang objektif bahwa Perusahaan tidak dapat menagih seluruh nilai terutang sesuai dengan persyaratan awal piutang.

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**2. SIGNIFICANT  
(continued)**

**e. Impairment of financial assets (continued)**

*If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in profit or loss.*

**f. Cash and cash equivalents**

*Cash and cash equivalents are cash on hand, cash in banks and time deposits with original maturity of three months or less at the time of placement and which are not used as collateral or are not restricted.*

*Cash and cash equivalents which have been restricted for a certain purpose or which cannot be used freely are not defined as cash and cash equivalents.*

**g. Trade receivables**

*Trade receivables are amounts due from customers for services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.*

*Trade are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, less any provision for impairment.*

*Collectability of trade is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account is used when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**g. Piutang usaha (lanjutan)**

Kesulitan keuangan signifikan yang dialami debitur, kemungkinan debitur dinyatakan pailit atau melakukan reorganisasi keuangan dan gagal bayar atau menunggak pembayaran merupakan indikator yang dianggap dapat menunjukkan adanya penurunan nilai piutang. Jumlah penurunan nilai adalah sebesar selisih antara nilai tercatat aset dan nilai kini dari estimasi arus kas masa depan pada tingkat suku bunga efektif awal. Arus kas terkait dengan piutang jangka pendek tidak didiskontokan apabila efek diskonto tidak material.

Jumlah kerugian penurunan nilai diakui pada laporan laba rugi dan disajikan dalam "lainnya, neto". Ketika piutang usaha, yang rugi penurunan nilainya telah diakui, tidak dapat ditagih pada periode selanjutnya, maka piutang tersebut dihapusbukukan dengan mengurangi akun penyisihan. Jumlah yang selanjutnya dapat ditagih kembali atas piutang yang sebelumnya telah dihapusbukukan, dikreditkan terhadap "lainnya, neto" pada laporan laba rugi.

**h. Piutang usaha yang belum difakturkan**

Piutang usaha yang belum difakturkan merupakan sejumlah pendapatan yang belum difakturkan pada akhir tahun sehubungan dengan jasa yang telah diberikan.

**i. Beban dibayar dimuka**

Biaya dibayar dimuka diamortisasi selama masa manfaat masing-masing biaya dengan menggunakan metode garis lurus.

**j. Aset tetap**

Aset tetap diakui sebesar harga perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai. Harga perolehan termasuk pengeluaran yang dapat didistribusikan secara langsung atas perolehan aset tersebut.

Aset tetap disusutkan menggunakan metode garis lurus berdasarkan taksiran masa manfaat aset tetap sebagai berikut:

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**2. SIGNIFICANT  
(continued)**

**g. Trade receivables (continued)**

*Significant financial difficulties experienced by the debtor, the possibility that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the trade receivable is impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.*

*The amount of the impairment loss is recognised in profit or loss within "others, net". When a trade for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against "others, net" in profit or loss.*

**h. Unbilled receivables**

*Unbilled receivables represent the unbilled amount at year end in respect of services performed.*

**i. Prepayments**

*Prepaid expenses are amortised over their beneficial periods using the straight-line method.*

**j. Fixed assets**

*Fixed assets are initially stated at cost of acquisition, less accumulated depreciation and accumulated impairment losses. Cost of acquisition includes expenditure that is directly attributable to the acquisition of the items.*

*Fixed assets are depreciated using the straight-line method over their estimated useful lives as follows:*

**Tahun/Years**

Perbaikan prasarana	5	Leasehold improvements
Kendaraan	8	Vehicles
Peralatan kantor	4	Office equipment

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**j. Aset tetap (lanjutan)**

Masa manfaat aset, nilai sisa, dan metode penyusutan ditelaah dan disesuaikan, jika diperlukan, setidaknya setiap akhir periode pelaporan. Dampak dari setiap revisi diakui dalam laporan laba rugi, ketika perubahan terjadi.

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Perusahaan mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat dari komponen yang diganti dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laporan laba rugi dalam periode keuangan ketika biaya-biaya tersebut terjadi.

Apabila suatu aset tetap tidak digunakan lagi, nilai tercatatnya dikeluarkan dari laporan keuangan, dan keuntungan dan kerugian yang timbul diakui pada "lain-lain, bersih" dalam laba rugi.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan jika nilai tercatat aset lebih besar dari estimasi jumlah yang dapat dipulihkan.

**k. Imbalan karyawan**

**(i) Kewajiban pensiun**

Program pensiun imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diberikan, biasanya berdasarkan satu faktor atau lebih seperti usia, masa kerja, atau kompensasi.

Perusahaan harus menyediakan imbalan pensiun dengan jumlah minimal sesuai dengan Undang-Undang Ketenagakerjaan No. 13/2003 atau Kontrak Kerja Bersama ("KKB"), mana yang lebih tinggi. Karena Undang-Undang Ketenagakerjaan atau KKB menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya program pensiun berdasarkan Undang-Undang Ketenagakerjaan atau KKB adalah program pensiun imbalan pasti.

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**2. SIGNIFICANT  
(continued)**

**j. Fixed assets (continued)**

*The assets' useful lives, residual values and depreciation method are reviewed and adjusted if appropriate, at least at the financial period-end. The effects of any revisions are recognised in profit or loss, when the changes arise.*

*Subsequent costs are included in the asset's carrying amount or recognised as separate assets, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.*

*When fixed assets are retired or otherwise disposed of, their carrying values are eliminated from the financial statements, and the resulting gains and losses on the disposal of fixed assets are recognised within "others, net" in profit or loss.*

*An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.*

**k. Employee benefits**

**(i) Pension obligations**

*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.*

*The Company is required to provide a minimum amount of pension benefits in accordance with Labour Law No. 13/2003 or the Company's Collective Labour Agreement (the "CLA"), whichever is higher. Since the Labour Law and the CLA set the formula for determining the minimum amount of benefits, in substance pension plans under the Labour Law or the CLA represent defined benefit plans.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**k. Imbalan karyawan (lanjutan)**

**(i) Kewajiban pensiun (lanjutan)**

Kewajiban program pensiun imbalan pasti yang diakui di laporan posisi keuangan adalah nilai kini kewajiban imbalan pasti pada tanggal akhir periode dikurangi nilai wajar aset program.

Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskonto estimasi arus kas keluar masa depan menggunakan tingkat bunga obligasi pemerintah (dengan pertimbangan saat ini tidak ada pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo imbalan yang bersangkutan.

Biaya jasa kini dari program pensiun imbalan pasti diakui dalam laporan laba rugi pada beban imbalan kerja dimana mencerminkan peningkatan kewajiban imbalan pasti yang dihasilkan dari jasa karyawan dalam tahun berjalan.

Biaya jasa lalu diakui secara langsung di laporan laba rugi.

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian dan perubahan asumsi aktuarial dibebankan atau dikreditkan ke laba komprehensif lainnya yang merupakan bagian dari laba ditahan pada tahun dimana terjadinya perubahan tersebut.

Keuntungan dan kerugian dari kurtailmen atau penyelesaian program manfaat pasti diakui di laba rugi ketika kurtailmen atau penyelesaian tersebut terjadi.

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**2. SIGNIFICANT  
(continued)**

**k. Employee benefits (continued)**

**(i) Pension obligations (continued)**

*The liability recognised in the statement of financial position in respect of the defined benefit pension plan is the present value of the defined benefit obligation at the period end date less the fair value of plan assets.*

*The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality government bonds (considering that currently there is no deep market for 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.*

*The current service cost of the defined benefit plan is recognised in profit or loss in employee benefits expenses which reflects the increase in the defined benefit obligation resulting from employee service in the current year.*

*Past service costs are recognised immediately in profit or loss.*

*Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income and presented as part of other reserves in the year in which they arise.*

*Gains or losses on the curtailment or settlement of a defined benefit plan are recognised in profit or loss when the curtailment or settlement occurs.*

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<b>2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN</b> (lanjutan)	<b>2. SIGNIFICANT</b> (continued)	<b>ACCOUNTING</b>	<b>POLICIES</b>
<b>k. Imbalan karyawan</b> (lanjutan)	<b>k. Employee benefits</b> (continued)		
(ii) Pesangon pemutusan kontrak kerja	(ii) <i>Termination benefits</i>		
<p>Pesangon pemutusan kontrak kerja terutang ketika Perusahaan memberhentikan hubungan kerja sebelum usia pensiun normal atau ketika seorang pekerja menerima penawaran mengundurkan diri secara sukarela dengan kompensasi imbalan pesangon. Perusahaan mengakui pesangon pemutusan kontrak kerja pada tanggal yang lebih awal antara (i) ketika Perusahaan tidak dapat lagi menarik tawaran atas imbalan tersebut dan (ii) ketika Perusahaan mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 57 dan melibatkan pembayaran pesangon. Dalam hal menyediakan pesangon sebagai penawaran untuk mengundurkan diri secara sukarela, pesangon pemutusan kontrak kerja diukur berdasarkan jumlah karyawan yang diharapkan menerima penawaran tersebut. Imbalan yang jatuh tempo lebih dari 12 bulan setelah tanggal pelaporan didiskontokan menjadi nilai kininya.</p>	<p><i>Termination benefits are payable when employment is terminated by the Company before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Company recognises termination benefits at the earlier of the following dates: (i) when the Company can no longer withdraw the offer of those benefits; and (ii) when the entity recognises costs for a restructuring that is within the scope of SFAS 57 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.</i></p>		
<b>I. Utang bank</b>	<b>I. Bank loan</b>		
<p>Pada saat pengakuan awal, pinjaman diakui sebesar nilai wajar, dikurangi dengan biaya-biaya transaksi yang terjadi. Selanjutnya, pinjaman diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi selama periode pinjaman dengan menggunakan metode bunga efektif.</p>	<p><i>Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.</i></p>		
<p>Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Perusahaan memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.</p>	<p><i>Borrowings are classified as current liabilities unless the Company has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.</i></p>		
<b>m. Pengakuan pendapatan dan beban</b>	<b>m. Revenue and expense recognition</b>		
<p>Pendapatan dari penjualan jasa diakui dalam laba rugi pada saat jasa diberikan. Untuk penjualan jasa yang mengacu pada tingkat penyelesaian dari transaksi pada akhir periode pelaporan, tingkat penyelesaian transaksi ditentukan dengan memperhatikan survei pekerjaan yang telah dilaksanakan.</p>	<p><i>Revenue from sales of services is recognised in profit or loss when the services are rendered. For sales of services in which the service are rendered by reference to the stage of completion of the transaction at the reporting period. The stage of completion is assessed by reference to surveys of work performed.</i></p>		

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**m. Pengakuan pendapatan dan beban (lanjutan)**

Pendapatan dari penjualan jasa diakui pada saat terpenuhinya seluruh kondisi berikut:

- jumlah pendapatan dapat diukur secara andal;
- besar kemungkinan manfaat ekonomi sehubungan dengan transaksi tersebut akan mengalir ke Perusahaan;
- tingkat penyelesaian dari suatu transaksi pada akhir periode pelaporan dapat diukur secara andal; dan
- biaya yang timbul untuk transaksi dan biaya untuk menyelesaikan transaksi tersebut dapat diukur dengan andal.

Bila hasil transaksi penjualan jasa tidak dapat diestimasi dengan andal, pendapatan yang diakui hanya sebesar beban yang telah diakui yang dapat diperoleh kembali. Taksiran rugi pada jasa segera diakui dalam laba rugi.

Beban diakui pada saat terjadinya dengan dasar akrual.

**n. Perpajakan**

Beban pajak untuk periode berjalan terdiri dari pajak kini dan tangguhan. Pajak diakui pada laporan laba rugi, kecuali untuk pajak atas transaksi yang diakui di pendapatan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam pendapatan komprehensif lain atau ekuitas.

Beban pajak penghasilan kini dihitung dengan menggunakan tarif pajak dan undang-undang perpajakan yang berlaku atau yang secara substansial telah berlaku pada tanggal pelaporan. Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan ("SPT") sehubungan dengan situasi dimana aturan pajak yang berlaku membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

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**2. SIGNIFICANT  
(continued)**

**m. Revenue and expense recognition  
(continued)**

*Revenue from rendering of services is recognised when all of the following condition are met:*

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the Company;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

*When the outcome of a transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable. An expected loss on a service is recognised immediately in the profit or loss.*

*Expenses are recognised as incurred on an accrual basis.*

**n. Taxation**

*The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.*

*The current income tax charge is calculated using tax rates and tax laws that have been enacted or substantively enacted at the reporting date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations are subject to interpretation. It establishes provisions, where appropriate, based on the amounts expected to be paid to the tax authorities.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN**  
(lanjutan)

**n. Perpajakan** (lanjutan)

Pendapatan usaha ada yang terkena pajak penghasilan final. Beban pajak penghasilan final ini diakui dan disajikan sebagai bagian dari beban umum dan administrasi karena pajak tersebut tidak memenuhi kriteria akuntansi sebagai pajak penghasilan.

Pajak penghasilan tangguhan diakui, dengan menggunakan metode *balance sheet liability*, untuk semua perbedaan temporer antara dasar pengenaan pajak atas aset dan liabilitas dengan nilai tercatatnya dalam laporan keuangan. Pajak penghasilan tangguhan tidak diakui jika berasal dari pengakuan awal aset atau liabilitas yang timbul dari transaksi selain kombinasi bisnis dan saat transaksi tersebut tidak mempengaruhi laba rugi akuntansi dan laba rugi kena pajak.

Aset pajak tangguhan berasal dari pajak yang dapat dikompensasi diakui jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan rugi fiskal yang masih dapat dimanfaatkan. Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan. Aset pajak tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan perbedaan temporer yang masih dapat dimanfaatkan.

Aset dan liabilitas pajak tangguhan saling hapus jika ada hak yang berkekuatan hukum untuk saling hapus aset pajak kini dengan liabilitas pajak kini dan jika aset dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dipungut oleh otoritas pajak yang sama serta jika ada keinginan untuk melakukan penyelesaian saldo secara neto.

**o. Dividen**

Pembagian dividen kepada pemegang saham diakui sebagai liabilitas dalam laporan keuangan Perusahaan dalam periode dimana pembagian dividen tersebut diumumkan.

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**2. SIGNIFICANT**  
(continued)

**n. Taxation** (continued)

*Certain revenue are subject to final income tax. These final income tax expenses are recognised and presented as part of general and administrative expenses, as these taxes do not satisfy the accounting criteria of income tax.*

*Deferred income tax is recognised, using the balance sheet liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. The deferred income tax is not accounted for if it arises from the initial recognition of an asset or liability in a transaction other than a business combination and when the transaction affects neither accounting nor taxable profit or loss.*

*The deferred tax assets of the tax loss carried forward are recognised when it is probable that there will be future taxable profit available against which the unused tax losses can be utilised. Deferred income tax is determined using tax rates pursuant to laws or regulations that have been enacted or substantially enacted by the reporting date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled. Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.*

*Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority, and where there is an intention to settle the balances on a net basis.*

**o. Dividend**

*Dividend distribution to the shareholders is recognised as a liability in the Company financial statements in the period in which the dividend is declared.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**p. Transaksi pihak berelasi**

Perusahaan mempunyai transaksi dengan pihak berelasi. Definisi pihak berelasi sesuai dengan yang diatur dalam PSAK 7 (Revisi 2015), "Pengungkapan Pihak-Pihak Berelasi".

Saldo dan transaksi yang material antara Perusahaan dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah diungkapkan dalam catatan atas laporan keuangan yang relevan. Perusahaan memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi.

Transaksi dengan pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI YANG PENTING**

Penyusunan laporan keuangan Perusahaan mengharuskan manajemen untuk membuat estimasi dan pertimbangan yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontingen, pada akhir periode pelaporan. Ketidakpastian mengenai estimasi dan pertimbangan tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat pada aset dan liabilitas dalam periode pelaporan berikutnya.

**(i) Imbalan karyawan**

Nilai kini kewajiban pensiun dan imbalan jangka panjang lainnya tergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya/(penghasilan) pensiun neto mencakup tingkat diskonto dan kenaikan gaji di masa datang. Adanya perubahan pada asumsi ini akan mempengaruhi jumlah tercatat kewajiban pensiun dan imbalan jangka panjang lainnya.

**2. SIGNIFICANT  
(continued)**

**p. Transactions with related parties**

*The Company has transactions with related parties. The definition of related parties is in accordance with PSAK 7 (Revised 2015), "Related Party Disclosures".*

*Significant transactions and balances of the Company with the Government of the Republic of Indonesia and Government-related entities are disclosed in the relevant notes to the financial statements. The Company elected to disclose the transactions with Government-related entities, using the exemption from general related party disclosure requirements.*

*Transactions with related parties are based on terms agreed by the parties, which may not be the same as those of the transaction between unrelated parties.*

**3. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES**

*The preparation of the Company's financial statements requires management to make estimations and judgements that affect the reported amounts of revenue, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these estimations and judgements could result in outcomes that require a material adjustment to the carrying amount of the asset and liability affected in future periods.*

**(i) Employee benefits**

*The present value of the pension and other long-term benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate and future salary increase. Any changes in these assumptions will have an impact on the carrying amount of pension and other long-term benefit obligations.*

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**3. ESTIMASI DAN PERTIMBANGAN AKUNTANSI  
YANG PENTING (lanjutan)**

(i) Imbalan karyawan (lanjutan)

Perusahaan menentukan tingkat diskonto dan kenaikan gaji masa datang yang sesuai pada akhir periode pelaporan. Tingkat diskonto adalah tingkat suku bunga yang harus digunakan untuk menentukan nilai kini atas estimasi arus kas keluar masa depan yang diharapkan untuk menyelesaikan kewajiban pensiun dan imbalan jangka panjang lainnya. Dalam menentukan tingkat suku bunga yang sesuai, Perusahaan mempertimbangkan tingkat suku bunga obligasi pemerintah yang didenominasikan dalam mata uang imbalan akan dibayar dan memiliki jangka waktu yang serupa dengan jangka waktu kewajiban pensiun dan imbalan jangka panjang lainnya yang terkait.

(ii) Pajak penghasilan

Pertimbangan dan asumsi dibutuhkan dalam menentukan pengurangan beban tertentu selama estimasi provisi pajak penghasilan untuk setiap perusahaan dalam Perusahaan. Terdapat banyak transaksi dan perhitungan yang dapat menyebabkan ketidakpastian di dalam penentuan kewajiban pajak.

Semua pertimbangan dan estimasi yang dibuat manajemen dapat dipertanyakan oleh Kantor Pajak. Sebagai akibatnya, terjadi ketidakpastian dalam penentuan kewajiban pajak. Apabila terdapat perbedaan perhitungan pajak dengan jumlah yang telah dicatat, perbedaan tersebut akan berdampak pada pajak penghasilan dan pajak tangguhan dalam tahun dimana penentuan pajak tersebut dibuat.

**4. KAS DAN SETARA KAS**

	<b>2019</b>	<b>2018</b>	
Kas	3	1	<i>Cash on hand</i>
Kas di bank	20,778	15,603	<i>Cash in banks</i>
<b>Jumlah</b>	<b>20,781</b>	<b>15,604</b>	<b>Total</b>

**5. PIUTANG USAHA**

	<b>2019</b>	<b>2018</b>	
Pihak berelasi (Catatan 19)	242,545	325,932	<i>Related parties (Note 19)</i>
Pihak ketiga	357	249	<i>Third parties</i>
	242,902	326,181	
Dikurangi penyisihan atas penurunan nilai	(788)	-	<i>Less provision for impairment</i>
<b>Jumlah piutang usaha, neto</b>	<b>242,114</b>	<b>326,181</b>	<b>Total trade receivables, net</b>

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**3. CRITICAL ACCOUNTING JUDGEMENTS AND  
ESTIMATES (continued)**

(i) *Employee benefits (continued)*

*The Company determines the appropriate discount rate and future salary increase at the end of each reporting period. The discount rate is interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension and other long-term benefit obligations. In determining the appropriate discount rate, the Company considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension and other long-term benefit obligations.*

(ii) *Income taxes*

*Judgements and assumptions are required in determining the deductibility of certain expenses during the estimation of the provision for income taxes for the Company. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business.*

*All judgements and estimates taken by management may be challenged by the Tax Office. As a result, the ultimate tax determination becomes uncertain. Where the final outcome of these matters is different from the amounts initially recorded, such differences will have an impact on the income tax and deferred income tax provision in the year in which this determination is made.*

**4. CASH AND CASH EQUIVALENTS**

	<b>2019</b>	<b>2018</b>	
Kas	3	1	<i>Cash on hand</i>
Kas di bank	20,778	15,603	<i>Cash in banks</i>
<b>Jumlah</b>	<b>20,781</b>	<b>15,604</b>	<b>Total</b>

**5. TRADE RECEIVABLES**

	<b>2019</b>	<b>2018</b>	
Pihak berelasi (Catatan 19)	242,545	325,932	<i>Related parties (Note 19)</i>
Pihak ketiga	357	249	<i>Third parties</i>
	242,902	326,181	
Dikurangi penyisihan atas penurunan nilai	(788)	-	<i>Less provision for impairment</i>
<b>Jumlah piutang usaha, neto</b>	<b>242,114</b>	<b>326,181</b>	<b>Total trade receivables, net</b>

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**5. PIUTANG USAHA (lanjutan)**

Piutang usaha berdasarkan umur adalah sebagai berikut:

	<b>2019</b>	<b>2018</b>	
Belum jatuh tempo	168,758	232,969	<i>Not due</i>
Lewat jatuh tempo:			<i>Overdue:</i>
1 - 3 bulan	39,792	58,265	<i>1 - 3 months</i>
4 - 6 bulan	11,198	17,082	<i>4 - 6 months</i>
7 - 12 bulan	8,341	5,761	<i>7 - 12 months</i>
Lebih dari 12 bulan	14,813	12,104	<i>Over 12 months</i>
<b>Jumlah</b>	<b>242,902</b>	<b>326,181</b>	<b>Total</b>

Pada tanggal 31 December 2019, piutang usaha sebesar Rp73.356 (2018: Rp93.212) telah lewat jatuh tempo namun tidak mengalami penurunan nilai. Piutang yang telah jatuh tempo ini mayoritas berasal dari PT Pertamina (Persero), PT Pertamina Lubricants, dan PT Pertamina Gas masing-masing senilai Rp51.759, Rp8.856, dan Rp4.703.

Manajemen berkeyakinan bahwa penyisihan atas penurunan nilai piutang tersebut cukup untuk menutupi kerugian dari tidak tertagihnya piutang usaha. Tidak ada piutang usaha per tanggal 31 Desember 2019 dan 2018 yang dijaminkan.

**5. TRADE RECEIVABLES (continued)**

*The aging of trade receivables were as follows:*

*As at 31 December 2019, trade receivables of Rp73,356 (2018: Rp93,212) were past due but not impaired. These long outstanding receivables were due from PT Pertamina (Persero), PT Pertamina Lubricants, and PT Pertamina Gas amounting to Rp51,759, Rp8,856, and Rp4,703 respectively.*

*Management believes that the provision for impairment of receivables is adequate to cover loss on uncollectible trade receivables. There were no trade receivables as of 31 December 2019 and 2018 which were put as collateral.*

**6. PIUTANG USAHA YANG BELUM DIFAKTURKAN**

**6. UNBILLED RECEIVABLES**

	<b>2019</b>	<b>2018</b>	
Pihak berelasi (Catatan 19)	386,429	193,918	<i>Related parties (Note 19)</i>
Pihak ketiga	730	-	<i>Third parties</i>
<b>Jumlah</b>	<b>387,159</b>	<b>193,918</b>	<b>Total</b>

**7. BEBAN DIBAYAR DIMUKA DAN UANG MUKA**

**7. PREPAYMENTS AND ADVANCES**

	<b>2019</b>	<b>2018</b>	
Uang muka operasional	21,539	13,214	<i>Operational advances</i>
Uang muka karyawan	2,768	6,486	<i>Employee advances</i>
Beban dibayar dimuka	5,072	3,763	<i>Prepayments</i>
<b>Jumlah</b>	<b>29,379</b>	<b>23,463</b>	<b>Total</b>

**8. PERPAJAKAN**

**8. TAXATION**

**a. Pajak dibayar dimuka**

**a. Prepaid tax**

	<b>2019</b>	<b>2018</b>	
Pajak pertambahan nilai ("PPN")	1,493	-	<i>Value-added tax ("VAT")</i>
<b>Jumlah</b>	<b>1,493</b>	<b>-</b>	<b>Total</b>

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**8. PERPAJAKAN (lanjutan)**

**b. Utang pajak**

	<b>2019</b>	<b>2018</b>	
Pajak penghasilan badan			<i>Corporate income tax</i>
- 2019	375	-	2019 -
- 2018	-	596	2018 -
Pajak lain-lain:			<i>Other taxes:</i>
- Pasal 21	6,208	4,395	Article 21 -
- Pasal 23	415	183	Article 23 -
- Pasal 4 ayat 2	47	58	Article 4 (2) -
- PPN	-	964	VAT -
<b>Jumlah</b>	<b>7,045</b>	<b>6,196</b>	<b>Total</b>

**c. Beban/(manfaat) pajak penghasilan**

**c. Income tax expenses/(benefit)**

	<b>2019</b>	<b>2018</b>	
Kini	26,961	23,334	
Tangguhan	(615)	78	<i>Current Deferred</i>
<b>Jumlah</b>	<b>26,346</b>	<b>23,412</b>	<b>Total</b>

Perhitungan pajak penghasilan kini dilakukan berdasarkan estimasi penghasilan kena pajak. Nilai tersebut mungkin disesuaikan ketika SPT Tahunan disampaikan ke Direktorat Jenderal Pajak ("DJP").

*Current income tax computations are based on estimated taxable income. The amounts may be adjusted when annual tax returns are filed with the Directorate General of Tax ("DGT").*

Rekonsiliasi antara laba sebelum pajak penghasilan Perusahaan dengan estimasi penghasilan kena pajak Perusahaan sebagai berikut:

*The reconciliation between the Company's profit before income tax and the estimated taxable income of the Company were as follows:*

	<b>2019</b>	<b>2018</b>	
Laba sebelum pajak penghasilan	43,474	64,417	<i>Profit before income tax</i>
Liabilitas imbalan pascakerja	1,670	(312)	<i>Post-employment benefit obligations</i>
Penyisihan atas penurunan nilai piutang usaha	788	-	<i>Provision for impairment of trade receivables</i>
Beban yang tidak dapat dikurangkan untuk keperluan pajak	62,805	29,486	<i>Non-deductible expenses</i>
Pendapatan yang dikenakan pajak final	(894)	(255)	<i>Income subject to final tax</i>
Laba kena pajak	107,843	93,336	<i>Taxable income</i>
Beban pajak kini	26,961	23,334	<i>Current tax expenses</i>
Dikurangi pajak dibayar dimuka:			<i>Less prepaid taxes:</i>
- Pasal 23	25,175	21,669	Article 23 -
- Pasal 25	1,411	1,069	Article 25 -
	26,586	22,738	
<b>Kurang bayar pajak penghasilan badan</b>	<b>375</b>	<b>596</b>	<i>Underpayment of corporate income tax</i>

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**8. PERPAJAKAN (lanjutan)**

**c. Beban/(manfaat) pajak penghasilan (lanjutan)**

Rekonsiliasi antara beban pajak penghasilan Perusahaan dengan jumlah teoritis beban pajak penghasilan yang dihitung berdasarkan laba sebelum pajak penghasilan Perusahaan sebagai berikut:

**8. TAXATION (continued)**

**c. Income tax expenses/(benefit) (continued)**

*The reconciliation between the Company's income tax expense and the theoretical tax amount on the Company's profit before income tax were as follows:*

	<b>2019</b>	<b>2018</b>	
Laba sebelum beban pajak penghasilan	43,474	64,417	<i>Profit before income tax</i>
Beban pajak dihitung dengan tarif pajak yang berlaku	10,868	16,104	<i>Tax expense calculated at prevailing rate</i>
Beban yang tidak dapat dikurangkan untuk keperluan pajak	15,702	7,372	<i>Non-deductible expenses</i>
Pendapatan yang dikenakan pajak final	(224)	(64)	<i>Income subject to final tax</i>
<b>Beban pajak penghasilan</b>	<b>26,346</b>	<b>23,412</b>	<i>Income tax expense</i>

**d. Aset pajak tangguhan**

**d. Deferred tax assets**

	<b>2019</b>			
	<b>Saldo awal/ Beginning balance</b>	<b>Dikreditkan pada laba rugi/ Credited to profit or loss</b>	<b>Dikreditkan pada ekuitas/ Credited to equity</b>	<b>Saldo akhir/ Beginning balance</b>
Penyisihan atas penurunan nilai piutang usaha	-	197	-	197
Liabilitas imbalan pascakerja	3,308	418	285	4,011
<b>Jumlah aset pajak tangguhan</b>	<b>3,308</b>	<b>615</b>	<b>285</b>	<b>4,208</b>

	<b>2018</b>			
	<b>Saldo awal/ Beginning balance</b>	<b>(Dibebankan) pada laba rugi/ (Charged) to profit or loss</b>	<b>Dikreditkan pada ekuitas/ Credited to equity</b>	<b>Saldo akhir/ Beginning balance</b>
Liabilitas imbalan pascakerja	3,283	(78)	103	3,308
<b>Jumlah aset pajak tangguhan</b>	<b>3,283</b>	<b>(78)</b>	<b>103</b>	<b>3,308</b>

*Provision for impairment of trade receivables*

*Post-employment benefit obligations*

*Total deferred tax assets*

*Post-employment benefit obligations*

*Total deferred tax assets*

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**8. PERPAJAKAN (lanjutan)**

**e. Surat ketetapan pajak**

Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") pada 4 November 2019 atas hasil audit pajak untuk tahun pajak 2016 sejumlah Rp17.125. Perusahaan tidak mengajukan keberatan atas SKPKB tersebut. Pada 3 Desember 2019, Perusahaan telah melakukan pembayaran untuk yang dinyatakan kurang bayar tersebut dan membebankan pada laba rugi tahun berjalan.

**8. TAXATION (continued)**

**e. Tax assessment letter**

The Company received underpayment tax assessment letter ("SKPKB") on 4 November 2019 for the audit result on 2016 fiscal year in the amount of Rp17,125. The management did not object on the SKPKB. The underpayment was paid by the Company on 3 December 2019 and charged it to the current year profit or loss.

**9. UTANG BANK JANGKA PENDEK**

**9. SHORT-TERM BANK LOAN**

	<b>2019</b>	<b>2018</b>	
Entitas berelasi dengan pemerintah (Catatan 19) PT Bank Mandiri (Persero) Tbk.	232,703	249,491	Government-related entities (Note 19) PT Bank Mandiri (Persero) Tbk.
<b>Jumlah</b>	<b>232,703</b>	<b>249,491</b>	<b>Total</b>

PT Pertamina (Persero) dan PT Bank Mandiri (Persero) Tbk. menyetujui fasilitas *Notional Pooling* dengan peserta entitas anak perusahaan PT Pertamina (Persero) termasuk Perusahaan.

PT Pertamina (Persero) and PT Bank Mandiri (Persero) Tbk. agreed to a Notional Pooling facility, for subsidiaries of PT Pertamina (Persero), including the Company.

Perusahaan memperoleh fasilitas kredit modal kerja (KMK) sebagai bagian dari fasilitas *Notional Pooling*. Jangka waktu fasilitas ini adalah 1 tahun sejak tanggal penandatangan Perjanjian Kredit dengan suku bunga untuk fasilitas dalam Rupiah adalah sebesar 7,25% per tahun.

The Company obtained working capital credit facility as part of the Notional Pooling facility. The term of this facility is one year from the signing date of the Credit Agreement with interest rate for the facility in Rupiah of 7,25% per annum.

Pada tanggal 31 Desember 2019, bunga yang dibebankan pada laporan laba rugi sebesar Rp19.560 (2018: Rp18.720)

As of 31 December 2019, interest expense charged to statements of profit or loss amounted to Rp19,560 (2018: Rp18,720)

**10. UTANG USAHA**

**10. TRADE PAYABLES**

	<b>2019</b>	<b>2018</b>	
Pihak berelasi (Catatan 19)	16,572	21,274	Related parties (Note 19)
Pihak ketiga	93,886	26,495	Third parties
<b>Jumlah</b>	<b>110,458</b>	<b>47,769</b>	<b>Total</b>

**11. BEBAN AKRUAL**

**11. ACCRUED EXPENSES**

Beban akrual pada 31 Desember 2019 dan 2018, terdiri atas biaya operasional terkait pendapatan Perusahaan.

Accrued expenses as at 31 December 2019 and 2018, consist of operational expense related to the Company's revenue.

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**12. KEWAJIBAN IMBALAN PASCAKERJA**

Perusahaan memberikan imbalan pensiun kepada semua karyawan tetapnya. Imbalan yang diberikan adalah imbalan pasti yang berkaitan dengan penghargaan masa kerja yang tergantung pada lamanya masa kerja.

Perhitungan imbalan pascakerja tahun 2019 dan 2018 dihitung oleh aktuaris independen PT Dayamandiri Dharmakonsilindo dengan laporannya masing-masing pada tanggal 6 Februari 2020 dan 31 Januari 2019.

- (a) Saldo liabilitas imbalan pascakerja yang diakui di laporan posisi keuangan adalah sebagai berikut:

	<b>2019</b>	<b>2018</b>	
Nilai kini kewajiban imbalan pasti	16,044	13,232	Present value of defined benefit obligation

- (b) Mutasi kewajiban imbalan pasti selama tahun berjalan adalah sebagai berikut:

	<b>2019</b>	<b>2018</b>	
Pada awal tahun	13,232	13,132	At beginning of the year
Biaya jasa kini	2,378	1,914	Current service cost
Biaya jasa lalu	1,498	-	Past service cost
Biaya bunga	995	803	Interest expense
Imbalan yang dibayarkan	(3,201)	(3,029)	Benefits paid
Pengukuran kembali:			Remeasurements:
Kerugian/(keuntungan) yang timbul dari perubahan asumsi keuangan	816	(1,019)	Losses/(gains) from change in financial assumptions
Kerugian dari penyesuaian atas pengalaman	326	1,431	Experience (gains)/losses
<b>Saldo akhir tahun</b>	<b>16,044</b>	<b>13,232</b>	<b>At the end of the year</b>

- (c) Beban manfaat karyawan yang diakui dalam laporan laba rugi adalah sebagai berikut:

	<b>2019</b>	<b>2018</b>	
Biaya jasa kini	2,378	1,914	Current service cost
Biaya jasa lalu	1,498	-	Past service cost
Biaya bunga	995	803	Interest cost
<b>Jumlah</b>	<b>4,871</b>	<b>2,717</b>	<b>Total</b>

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**12. POST-EMPLOYMENT BENEFIT OBLIGATIONS**

*The Company provides post-employment benefits to all its permanent employees. Benefits provided are defined benefits related to long-service appreciation.*

*The calculation of post-employment benefits for 2019 and 2018 were calculated by an independent actuary, PT Dayamandiri Dharmakonsilindo with reports dated on 6 February 2020 and 31 January 2019.*

- (a) *The amounts of post-employment benefit obligations recognised in the statement of financial position are determined as follows:*

	<b>2019</b>	<b>2018</b>	
Nilai kini kewajiban imbalan pasti	16,044	13,232	Present value of defined benefit obligation
(b) <i>The movement of post-employment benefits of obligation over the year is as follows:</i>			
Pada awal tahun	13,232	13,132	At beginning of the year
Biaya jasa kini	2,378	1,914	Current service cost
Biaya jasa lalu	1,498	-	Past service cost
Biaya bunga	995	803	Interest expense
Imbalan yang dibayarkan	(3,201)	(3,029)	Benefits paid
Pengukuran kembali:			Remeasurements:
Kerugian/(keuntungan) yang timbul dari perubahan asumsi keuangan	816	(1,019)	Losses/(gains) from change in financial assumptions
Kerugian dari penyesuaian atas pengalaman	326	1,431	Experience (gains)/losses
<b>Saldo akhir tahun</b>	<b>16,044</b>	<b>13,232</b>	<b>At the end of the year</b>
(c) <i>Employee benefits expense recognised in the profit or loss were as follows:</i>			
Biaya jasa kini	2,378	1,914	Current service cost
Biaya jasa lalu	1,498	-	Past service cost
Biaya bunga	995	803	Interest cost
<b>Jumlah</b>	<b>4,871</b>	<b>2,717</b>	<b>Total</b>

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**12. KEWAJIBAN IMBALAN PASCAKERJA (lanjutan)**

**12. POST-EMPLOYMENT BENEFIT OBLIGATIONS**  
(continued)

- (d) Asumsi utama yang digunakan pada tahun 2019 dan 2018 adalah sebagai berikut:

- (d) *The principal assumptions used in 2019 and 2018 were as follows:*

	<b>2019</b>	<b>2018</b>	
Tingkat diskonto:			<i>Discount rate:</i>
Karyawan Holding	7.70%	8.20%	Holding employees
Karyawan Aviasi	7.10%	8.10%	Aviation employees
Karyawan Security	6.60%	7.90%	Security employees
Tingkat kenaikan gaji per tahun:			<i>Annual salary increase:</i>
Karyawan Holding	8.00%	8.00%	Holding employees
Karyawan Aviasi	6.00%	5.00%	Aviation employees
Karyawan Security	8.00%	9.00%	Security employees
Tingkat mortalita	TMI III - 2011	TMI - 2011	<i>Mortality rate</i>
Usia pensiun normal	56	56	<i>Normal retirement age</i>
Tingkat cacat	5% dari TMI III - 2011	5% dari TMI - 2011	<i>Disability rate</i>

- (e) Sensitivitas dari kewajiban imbalan pasti terhadap perubahan asumsi utama adalah sebagai berikut:

- (e) *The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions were as follows:*

	<b>Dampak terhadap liabilitas imbalan pasca kerja/ Impact on post-employment benefits obligations</b>		
	<b>Perubahan asumsi/ Change in Assumptions</b>	<b>Kenaikan asumsi/ Increase in assumptions</b>	<b>Penurunan asumsi/ Decrease in assumptions</b>
Tingkat diskonto	1%	Penurunan sebesar/ <i>Decreased by 6%</i>	Kenaikan sebesar/ <i>Increased by 7%</i>
Tingkat kenaikan gaji	1%	Kenaikan sebesar/ <i>Increased by 7%</i>	Penurunan sebesar/ <i>Decreased by 6%</i>

Analisis sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam praktiknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pasti atas asumsi utama dari aktuaris, metode yang sama (perhitungan nilai kini kewajiban imbalan pasti dengan menggunakan metode projected unit credit di akhir periode) telah diterapkan seperti dalam penghitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan.

*The sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position*

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**12. KEWAJIBAN IMBALAN PASCAKERJA** (lanjutan)

- (f) Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto pada tanggal 31 Desember 2019 adalah sebagai berikut:

	Kurang dari 1 tahun/ <i>Less than a year</i>	1 sampai 2 tahun/ <i>Between 1-2 years</i>	2 sampai 5 tahun/ <i>Between 2 - 5 years</i>	Lebih dari 5 tahun/ <i>Over 5 years</i>	Jumlah/ <i>Total</i>	
Imbalan pensiun	2,082	3,019	5,714	87,834	98,649	Pension benefits

Di dalam melakukan pembayaran manfaat pensiun dalam UU Ketenagakerjaan No. 13 Tahun 2003, Perusahaan memperhitungkan manfaat pensiun yang diberikan melalui program asuransi dari PT Asuransi Jiwa Tugu Mandiri, berdasarkan Perjanjian Kerjasama tentang Pengelolaan Program Asuransi Saving Plan Nomor P-0204/AJTM/DIR/1213.

Nilai aset program di tahun 2019 dan 2018 sebesar Rp13.012 dan Rp9.341, sedangkan nilai liabilitas imbalan pascakerja di tahun 2019 dan 2018 sebesar Rp16.044 dan Rp13.232 sesuai dengan perhitungan aktuaris.

Perusahaan memberikan kontribusi program asuransi saving plan yang dikelola oleh PT Asuransi Jiwa Tugu Mandiri. Polis asuransi ini bukan merupakan polis asuransi yang memenuhi syarat berdasarkan PSAK 24 (Revisi 2016), dan dapat dipastikan bahwa PT Asuransi Jiwa Tugu Mandiri akan mengganti sebagian atau seluruh pengeluaran yang diperlukan untuk menyelesaikan kewajiban imbalan pasti. Hak penggantian ini diakui sebagai "Aset tidak lancar lainnya" dan tidak dikurangi dengan liabilitas imbalan kerja.

Polis yang diterbitkan oleh PT Asuransi Jiwa Tugu Mandiri dengan No. K130017 dimulai pada 1 Maret 2013 dengan Program "Mandiri Asuransi Pesangon Sejahtera (MAPS)". Pesertanya adalah Tenaga Kerja Jasa Penunjang ("TKJP") yang ditempatkan di PT Pertamina (Persero).

Penagihan premi dibebankan kepada PT Pertamina (Persero) dalam hal ini Perusahaan menagihkan Nota Tagihan Premi kepada PT Pertamina (Persero) untuk dibayarkan langsung kepada PT Asuransi Jiwa Tugu Mandiri.

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**12. POST-EMPLOYMENT BENEFIT OBLIGATIONS**  
(continued)

- (f) *Expected maturity analysis of undiscounted pension benefits as at 31 December 2019 were as follows:*

	Kurang dari 1 tahun/ <i>Less than a year</i>	1 sampai 2 tahun/ <i>Between 1-2 years</i>	2 sampai 5 tahun/ <i>Between 2 - 5 years</i>	Lebih dari 5 tahun/ <i>Over 5 years</i>	Jumlah/ <i>Total</i>	
Imbalan pensiun	2,082	3,019	5,714	87,834	98,649	Pension benefits

*In fulfilling the pension benefit payment under the Labor Law No. 13 Year 2003, the Company considered the pension benefits provided through an insurance program with PT Asuransi Jiwa Tugu Mandiri, which is based on Insurance Savings Plan Management Agreement No. P-0204/AJTM/DIR/1213.*

*The value of the asset program in 2019 and 2018 amounted to Rp13,012 and Rp9,341, while the value of post employment benefit obligations in 2019 and 2018 amounted to Rp16,044 and Rp13,232, respectively as computed by the actuary.*

*The Company contributes to a saving plan insurance policy managed by PT Asuransi Jiwa Tugu Mandiri. This insurance policy is not a qualifying insurance policy based on PSAK 24 (Revised 2016), and it is virtually certain that PT Asuransi Jiwa Tugu Mandiri will reimburse some or all of the expenditure required to settle the defined benefit obligation. This right of reimbursement is recognised as "Other non-current asset", and is not deducted against employee benefits liability.*

*The insurance policy of PT Asuransi Jiwa Tugu Mandiri No K130017 started from 1 March 2013 with the "Mandiri Asuransi Pesangon Sejahtera" ("MAPS") program. The participants are "Tenaga Kerja jasa Penunjang" ("TKJP") which are still active in PT Pertamina (Persero).*

*PT Pertamina (Persero) is responsible for paying the insurance premium. In this case, the Company informed PT Pertamina (Persero) to fulfill the payment directly to PT Asuransi Jiwa Tugu Mandiri.*

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**13. MODAL SAHAM**

Modal saham Perusahaan pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

**13. SHARE CAPITAL**

*The Company's share capital as at 31 December 2019 and 2018 were as follows:*

Pemegang saham	Jumlah lembar ditempatkan dan disetor/ <i>Total issued and paid-up shares</i>	Percentase kepemilikan/ <i>Percentage of ownership (%)</i>	Modal ditempatkan dan disetor penuh/ <i>Issued and fully paid-up capital</i>	Shareholders
PT Pertamina (Persero)	27,300	91%	2,730	PT Pertamina (Persero)
PT Pertamina Dana Ventura	2,700	9%	270	PT Pertamina Dana Ventura
<b>Jumlah</b>	<b>30,000</b>	<b>100%</b>	<b>3,000,000,000</b>	<b>Total</b>

**14. MODAL DONASI**

Modal donasi merupakan saldo hibah berupa aset tetap dari Yayasan Patra Cendekia, dan telah diaktakan dalam Akta No. 9 tertanggal 14 Maret 2002 dari Notaris Drs. Andy Alhadis Agus, S.H., Modal Donasi tersebut berupa kendaraan dan peralatan kantor dengan nilai wajar sebesar Rp204. Nilai aset tetap yang dihibahkan tersebut didasarkan atas penilaian yang dilakukan oleh Penilai Independen.

**14. DONATED CAPITAL**

*Donated capital represents grants received by the Company from Patra Scholar Foundation in the form of fixed assets, as based on Notarial Deed No. 9 of Notary Drs. Alhadis Andy Agus, S.H., dated 14 March 2002. The donated capital consists of vehicles and office equipment and were recognised at their fair values amounting to Rp204. The fair value of the fixed assets was determined by an Independent Valuator.*

**15. SALDO LABA YANG DICADANGKAN**

Amandemen Undang-Undang Perseroan Terbatas Republik Indonesia No. 40/2007 yang diterbitkan pada bulan Agustus 2007 mengharuskan pembentukan cadangan wajib dari laba ditahan sejumlah minimal 20% dari jumlah modal yang ditempatkan dan disetor.

Pada 31 Desember 2019 and 2018, Perusahaan telah melakukan pencadangan saldo laba sebagai cadangan wajib sejumlah Rp14.736.

**15. APPROPRIATED RETAINED EARNINGS**

*An amendment to the Limited Liability Company Law of the Republic of Indonesia No. 40/2007, issued in August 2007 requires the establishment of a statutory reserve for retained earnings amounting to at least 20% of a company's issued and paid up capital.*

*At 31 December 2019 and 2018, the Company had set up appropriated retained earnings amounting to Rp14,736.*

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**16. PENDAPATAN**

**16. REVENUE**

	<b>2019</b>	<b>2018</b>	
Pendapatan pelatihan			<i>Training revenue</i>
Pihak berelasi	49,556	46,605	<i>Related parties</i>
Pihak ketiga	642	729	<i>Third parties</i>
	<u>50,198</u>	<u>47,334</u>	
Pendapatan konsultasi			<i>Consulting revenue</i>
Pihak berelasi	149,597	113,599	<i>Related parties</i>
Pendapatan pengelola alih daya			<i>Manpower supply revenue</i>
Pihak berelasi	732,672	626,992	<i>Related parties</i>
Pendapatan penyelenggara acara			<i>Event organiser revenue</i>
Pihak berelasi	546,209	300,973	<i>Related parties</i>
Pihak ketiga	2,495	-	<i>Third parties</i>
	<u>548,704</u>	<u>300,973</u>	
Pendapatan keamanan			<i>Security revenue</i>
Pihak berelasi	596,237	493,749	<i>Related parties</i>
Pendapatan pusat penilaian			<i>Assessment center revenue</i>
Pihak berelasi	8,404	6,587	<i>Related parties</i>
Pihak ketiga	59	519	<i>Third parties</i>
	<u>8,463</u>	<u>7,106</u>	
Pihak berelasi (Catatan 19)	2,082,675	1,590,408	<i>Related parties (Note 19)</i>
Pihak ketiga	3,196	1,248	<i>Third parties</i>
<b>Jumlah</b>	<b><u>2,085,871</u></b>	<b><u>1,591,156</u></b>	<b>Total</b>

**17. BEBAN POKOK PENDAPATAN**

**17. COST OF REVENUE**

	<b>2019</b>	<b>2018</b>	
Gaji operasional	1,043,177	950,787	<i>Operation salaries</i>
Fasilitas operasi	570,403	294,914	<i>Operation facilities</i>
Perlengkapan operasional	109,478	69,905	<i>Operational equipment</i>
Akomodasi	77,637	25,993	<i>Accommodations</i>
Transportasi operasi	57,503	28,202	<i>Operation transportations</i>
Honorarium	34,261	56,721	<i>Honorarium</i>
Perjalanan dinas	8,167	10,428	<i>Duty trips</i>
Imbalan pascakerja	2,551	891	<i>Post-employment benefits</i>
Lain-lain (masing-masing dibawah Rp1.000)	7,372	3,334	<i>Others (each below Rp1,000)</i>
<b>Jumlah</b>	<b><u>1,910,549</u></b>	<b><u>1,441,175</u></b>	<b>Total</b>

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**18. BEBAN UMUM DAN ADMINISTRASI**

**18. GENERAL AND ADMINISTRATIVE EXPENSES**

	<b>2019</b>	<b>2018</b>	
Gaji	58,705	42,851	Salaries
Administrasi kantor	14,257	9,357	Office administratives
Transportasi	5,617	4,041	Transportation
Jasa profesional	5,482	3,465	Professional services
Sewa gedung	4,085	4,201	Building rental
Imbalan pascakerja	2,320	1,826	Post-employment benefits
Penyusutan	1,584	1,549	Depreciation
Lain-lain (masing-masing dibawah Rp1.000)	1,222	98	Others (each below Rp1,000)
<b>Jumlah</b>	<b>93,272</b>	<b>67,388</b>	<b>Total</b>

**19. TRANSAKSI PIHAK BERELASI**

**19. RELATED-PARTY TRANSACTIONS**

**a. Kas dan setara kas**

**a. Cash and cash equivalents**

	<b>2019</b>	<b>2018</b>	
<b>Kas di bank</b>			<b>Cash in banks</b>
<b>Rupiah</b>			<b>Rupiah</b>
PT Bank Negara Indonesia (Persero) Tbk.	13,250	12,738	PT Bank Negara Indonesia (Persero) Tbk.
PT Bank Rakyat Indonesia (Persero) Tbk.	7,087	2,168	PT Bank Rakyat Indonesia (Persero) Tbk.
PT Bank Mandiri (Persero) Tbk.	-	194	PT Bank Mandiri (Persero) Tbk.
	<b>20,337</b>	<b>15,100</b>	
<b>Dolar AS</b>			<b>US Dollar</b>
PT Bank Negara Indonesia (Persero) Tbk.	3	39	PT Bank Negara Indonesia (Persero) Tbk.
<b>Jumlah</b>	<b>20,340</b>	<b>15,139</b>	<b>Total</b>
<b>Persentase terhadap jumlah aset</b>	<b>2.90%</b>	<b>2.63%</b>	<b>As a percentage of total assets</b>

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**19. TRANSAKSI PIHAK BERELASI** (lanjutan)

**19. RELATED-PARTY TRANSACTIONS (continued)**

**b. Piutang usaha** (lanjutan)

**b. Trade receivables** (continued)

	<b>2019</b>	<b>2018</b>	
PT Pertamina (Persero)	153,567	215,491	<i>PT Pertamina (Persero)</i>
PT Pertamina Lubricants	33,243	61,622	<i>PT Pertamina Lubricants</i>
PT Pertamina Gas dan entitas anak	19,041	18,937	<i>PT Pertamina Gas and subsidiaries</i>
PT Pertamina EP	7,631	-	<i>PT Pertamina EP</i>
PT Pertamina Hulu Energi dan entitas anak	4,975	3,097	<i>PT Pertamina Hulu Energi and subsidiaries</i>
PT Pertamina International Shipping	4,127	-	<i>PT Pertamina International Shipping</i>
PT Pertamina Drilling Services Indonesia	3,125	606	<i>PT Pertamina Drilling Services Indonesia</i>
Lain-lain (masing-masing dibawah Rp3.000)	16,836	26,179	<i>Others (each below Rp3,000)</i>
	<b>242,545</b>	<b>325,932</b>	
Dikurangi penyisihan atas penurunan nilai	(778)	-	<i>Less provision for impairment</i>
<b>Jumlah</b>	<b>241,767</b>	<b>325,932</b>	<b>Total</b>
<b>Persentase terhadap jumlah aset</b>	<b>34.51%</b>	<b>56.55%</b>	<b>As a percentage of total assets</b>

**c. Piutang usaha yang belum difakturkan**

**c. Unbilled receivables**

	<b>2019</b>	<b>2018</b>	
PT Pertamina (Persero)	255,681	127,040	<i>PT Pertamina (Persero)</i>
PT Pertamina Lubricants	31,502	30,381	<i>PT Pertamina Lubricants</i>
PT Pertamina Hulu Energi dan entitas anak	24,754	2,667	<i>PT Pertamina Hulu Energi and subsidiaries</i>
PT Pertamina Hulu Indonesia dan entitas anak	21,987	-	<i>PT Pertamina Hulu Indonesia and subsidiaries</i>
PT Pertamina Gas dan entitas anak	21,280	25,678	<i>PT Pertamina Gas and subsidiaries</i>
PT Pertamina Drilling Services Indonesia	6,240	400	<i>PT Pertamina Drilling Services Indonesia</i>
PT Pertamina Geothermal Energy	5,518	513	<i>PT Pertamina Geothermal Energy</i>
Lain-lain (masing-masing dibawah Rp3.000)	19,467	7,239	<i>Others (each below Rp3,000)</i>
<b>Jumlah</b>	<b>386,429</b>	<b>193,918</b>	<b>Total</b>
<b>Persentase terhadap jumlah aset</b>	<b>55.15%</b>	<b>33.65%</b>	<b>As a percentage of total assets</b>

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**19. TRANSAKSI PIHAK BERELASI (lanjutan)**

**19. RELATED-PARTY TRANSACTIONS (continued)**

**d. Utang usaha**

**d. Trade payables**

	<b>2019</b>	<b>2018</b>	
PT Pertamina Bina Medika	5,072	11,033	<i>PT Pertamina Bina Medika</i>
PT Pelita Air Service	4,005	4,106	<i>PT Pelita Air Service</i>
PT Patra Jasa	3,961	2,285	<i>PT Patra Jasa</i>
Lain-lain (masing-masing dibawah Rp3.000)	3,534	3,850	<i>Others (each below Rp3,000)</i>
<b>Jumlah</b>	<b>16,572</b>	<b>21,274</b>	<b>Total</b>
<b>Persentase terhadap jumlah liabilitas</b>	<b>3.49%</b>	<b>5.87%</b>	<b>As a percentage of total liabilities</b>

**e. Utang bank jangka pendek**

**e. Short-term bank loan**

	<b>2019</b>	<b>2018</b>	
PT Bank Mandiri (Persero) Tbk.	232,703	249,491	<i>PT Bank Mandiri (Persero) Tbk.</i>
<b>Jumlah</b>	<b>232,703</b>	<b>249,491</b>	<b>Total</b>
<b>Persentase terhadap jumlah liabilitas</b>	<b>49.01%</b>	<b>68.80%</b>	<b>As a percentage of total liabilities</b>

**f. Pendapatan**

**f. Revenue**

	<b>2019</b>	<b>2018</b>	
PT Pertamina (Persero)	1,464,109	1,098,506	<i>PT Pertamina (Persero)</i>
PT Pertamina Lubricants	212,266	225,315	<i>PT Pertamina Lubricants</i>
PT Pertamina Gas dan entitas anak	122,735	143,848	<i>PT Pertamina Gas and subsidiaries</i>
PT Pertamina Hulu Energi dan entitas anak	102,206	435	<i>PT Pertamina Hulu Energi and subsidiaries</i>
PT Pertamina Hulu Indonesia dan entitas anak	33,249	-	<i>PT Pertamina Hulu Indonesia and subsidiaries</i>
PT Pertamina Drilling Services Indonesia	19,894	7,686	<i>PT Pertamina Drilling Services Indonesia</i>
PT Pertamina EP	19,124	24,976	<i>PT Pertamina EP</i>
PT Pertamina EP Cepu	17,982	3,955	<i>PT Pertamina EP Cepu</i>
PT Tugu Pratama Indonesia	12,072	-	<i>PT Tugu Pratama Indonesia</i>
PT Pertamina International Eksplorasi	11,399	8,321	<i>PT Pertamina International Eksplorasi</i>
PT Pertamina International Shipping	10,593	-	<i>PT Pertamina International Shipping</i>
Lain-lain (masing-masing dibawah Rp10.000)	57,046	77,366	<i>Others (each below Rp10,000)</i>
<b>Jumlah</b>	<b>2,082,675</b>	<b>1,590,408</b>	<b>Total</b>
<b>Persentase terhadap jumlah pendapatan</b>	<b>99,85%</b>	<b>99,92%</b>	<b>As a percentage of total revenue</b>

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**19. TRANSAKSI PIHAK BERELASI (lanjutan)**

**19. RELATED-PARTY TRANSACTIONS (continued)**

**g. Beban keuangan**

**g. Finance costs**

	<u>2019</u>	<u>2018</u>	
PT Bank Mandiri (Persero) Tbk.	19,560	18,720	PT Bank Mandiri (Persero) Tbk.
<b>Jumlah</b>	<b>19,560</b>	<b>18,720</b>	<b>Total</b>
<b>Percentase terhadap jumlah beban keuangan</b>	<b>100%</b>	<b>100%</b>	<b>As a percentage of total finance costs</b>

**h. Hubungan dengan pihak berelasi**

**h. Relationships with related parties**

Sifat dari hubungan dengan pihak berelasi adalah sebagai berikut:

*The nature of relationships with the related parties are as follows:*

<b>Pihak-pihak/ Parties</b>	<b>Sifat relasi/ Nature of relationship</b>	<b>Sifat relasi/ Nature of relationship</b>
PT Pertamina (Persero)	Pemegang saham/Shareholders	Pendapatan, piutang usaha, piutang belum difakturkan, utang usaha, pembayaran dividen dan modal saham/Revenue, trade receivables, unbilled receivables, trade payables, dividend payment and share capital
PT Pertamina Pedeve Indonesia	Pemegang saham/Shareholders	Pembayaran dividen dan modal saham/Dividend payment and share capital
PT Pertamina Gas dan entitas anak/ and subsidiaries	Entitas sepengendali/ <i>Under common control</i>	Pendapatan, piutang usaha dan piutang belum difakturkan/Revenue, trade receivables and unbilled receivables
PT Pertamina Lubricants	Entitas sepengendali/ <i>Under common control</i>	Pendapatan, piutang usaha dan piutang belum difakturkan/Revenue, trade receivables and unbilled receivables
PT Pertamina Geothermal Energy	Entitas sepengendali/ <i>Under common control</i>	Piutang usaha yang belum difakturkan/ <i>Unbilled receivables</i>
PT Pertamina Drilling Services Indonesia	Entitas sepengendali/ <i>Under common control</i>	Pendapatan, piutang usaha dan piutang usaha yang belum difakturkan/ Revenue, trade receivables, and unbilled receivables
PT Pelita Air Services	Entitas sepengendali/ <i>Under common control</i>	Pendapatan, piutang usaha dan utang usaha/Revenue, trade receivables and trade payables
PT Pertamina Hulu Energi dan entitas anak/and subsidiaries	Entitas sepengendali/ <i>Under common control</i>	Pendapatan, piutang usaha dan piutang usaha yang belum difakturkan/ Revenue, trade receivables and unbilled receivables
PT Tugu Pratama Indonesia	Entitas sepengendali/ <i>Under common control</i>	Pendapatan, piutang usaha, piutang belum difakturkan, dan utang usaha/ Revenue, trade receivables, unbilled receivables, and trade payables
PT Pertamina International Eksplorasi Produksi	Entitas sepengendali/ <i>Under common control</i>	Pendapatan/Revenue
PT Pertamina EP	Entitas sepengendali/ <i>Under common control</i>	Pendapatan dan piutang usaha/Revenue and trade receivables

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**19. TRANSAKSI PIHAK BERELASI (lanjutan)**

**h. Hubungan dengan pihak berelasi (lanjutan)**

**19. RELATED-PARTY TRANSACTIONS (continued)**

**h. Relationships with related parties (continued)**

Pihak Terkait/ <i>Related Parties</i>	Sifat hubungan/ <i>Nature of relationship</i>	Sifat transaksi/ <i>Nature of transaction</i>
PT Pertamina EP Cepu	Entitas sepengendali/ <i>Under common control</i>	Pendapatan/Revenue
PT Patra Jasa	Entitas sepengendali/ <i>Under common control</i>	Utang usaha/ <i>Trade payables</i>
PT Pertamina Bina Medika	Entitas sepengendali/ <i>Under common control</i>	Utang usaha/ <i>Trade payables</i>
PT Pertamina International Shipping	Entitas sepengendali/ <i>Under common control</i>	Pendapatan and piutang usaha/ <i>Revenue and trade receivables</i>
PT Pertamina Hulu Indonesia dan entitas anak/ <i>and subsidiaries</i>	Entitas sepengendali/ <i>Under common control</i>	Pendapatan dan piutang usaha belum belum difakturkan/ <i>Revenue and unbilled receivables</i>
PT Perta Arun Gas	Entitas sepengendali/ <i>Under common control</i>	Pendapatan/Revenue
PT Bank Mandiri (Persero) Tbk.	Entitas yang berelasi dengan pemerintah/ <i>Government-related entities</i>	Penempatan kas dan kas di bank, pinjaman bank jangka pendek dan biaya keuangan/ <i>Placements of cash on hand and cash in bank, short-term bank loan and finance costs</i>
PT Bank Negara Indonesia (Persero) Tbk.	Entitas yang berelasi dengan pemerintah/ <i>Government-related entities</i>	Penempatan kas dan kas di bank/ <i>Placements of cash on hand and cash in bank</i>
PT Bank Rakyat Indonesia (Persero) Tbk.	Entitas yang berelasi dengan pemerintah/ <i>Government-related entities</i>	Penempatan kas dan kas di bank/ <i>Placements of cash on hand and cash in bank</i>

**20. MANAJEMEN RISIKO KEUANGAN**

Berbagai aktivitas yang dilakukan membuat Perusahaan terekspos terhadap berbagai risiko keuangan: risiko kredit dan risiko likuiditas, dan risiko pasar (termasuk dampak risiko nilai tukar mata uang asing dan risiko tingkat suku bunga). Tujuan dari manajemen risiko Perusahaan adalah untuk mengidentifikasi, mengukur, mengawasi, dan mengelola risiko dasar dalam upaya melindungi kesinambungan bisnis dalam jangka panjang dan meminimalkan dampak yang tidak diharapkan pada kinerja keuangan Perusahaan.

**20. FINANCIAL RISK MANAGEMENT**

*The Company's activities expose it to a variety of financial risks: credit risk, liquidity risk, and market risk (including the effects of foreign currency exchange rates risk, and interest rate risk). The objectives of the Company's risk management are to identify, measure, monitor and manage basic risks in order to safeguard the Companys long-term business continuity and to minimise potential adverse effects on the financial performance of the Company.*

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**20. MANAJEMEN RISIKO KEUANGAN** (lanjutan)

**a. Risiko kredit**

Risiko kredit terutama berasal dari kas pada bank, piutang usaha, piutang usaha yang belum difakturkan, dan kas yang dibatasi penggunaannya. Untuk transaksi kas dan bank, Perusahaan telah menempatkan dananya pada bank yang memiliki kualitas kredit yang baik terlihat penempatan dana pada bank berperingkat "Baa3" dari lembaga pemeringkat Moody's.

Risiko kredit mengacu pada risiko counterparty gagal dalam memenuhi kewajiban kontraktualnya yang mengakibatkan kerugian bagi Perusahaan. Pada tanggal 31 Desember 2019, jumlah maksimal eksposur dari risiko kredit adalah Rp650.293 (2018: Rp536.506).

Risiko kredit terutama berasal dari kas pada bank, piutang usaha, piutang usaha yang belum difakturkan, piutang karyawan dan kas yang dibatasi penggunaannya. Untuk transaksi kas dan bank, Perusahaan telah menempatkan dananya pada bank yang memiliki kualitas kredit yang baik terlihat penempatan dana pada bank berperingkat "Baa3" dari lembaga pemeringkat Moody's.

Manajemen yakin akan kemampuannya untuk terus mengendalikan dan mempertahankan eksposur yang minimal terhadap risiko kredit mengingat Perusahaan memiliki kebijakan yang jelas dalam pemilihan pelanggan, terdapat perjanjian yang mengikat secara hukum untuk kontrak penjualan, dan secara historis mempunyai tingkat yang rendah untuk piutang usaha yang bermasalah. Kebijakan umum Perusahaan untuk pelanggan yang baru dan pelanggan yang sudah ada adalah sebagai berikut:

- Memilih pelanggan dengan kondisi keuangan yang kuat dan reputasi yang baik.
- Menerima pelanggan baru yang disetujui oleh pihak yang berwenang sesuai dengan kebijakan delegasi kekuasaan Perusahaan.

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**20. FINANCIAL RISK MANAGEMENT (continued)**

**a. Credit risk**

*Credit risk arises from cash in banks, trade receivables, unbilled receivables, and restricted cash. For cash in bank, the Company has placed its bank balances and restricted cash in banks which have good credit quality as evidenced by placement of funds in banks which are ranked "Baa3" based on Moody's.*

*Credit risk refers to the risk that a counterparty will default on its contractual obligation resulting in a loss to the Company. As of 31 December 2019, the total maximum exposure to credit risk was Rp650,293 (2018: Rp536,506).*

*Credit risk arises from cash in banks, trade receivables, unbilled receivables, employee receivables and restricted cash. For cash in bank, the Company has placed its bank balances and time deposits in banks which have good credit quality as evidenced by placement of funds in banks which are ranked "Baa3" based on Moody's.*

*Management is confident in its ability to continue to control and sustain minimal exposure to credit risk given that the Company has clear policies on the selection of customers, where the Company has legally binding agreements for its sales contracts, and historically low levels of bad debts. The Company has also established general policies for new and existing customers that were as follows:*

- Selection of customers with strong financial conditions and good reputations.
- Acceptance of new customers is approved by the authorised personnel according to the Company's delegation of authority policy.

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**20. MANAJEMEN RISIKO KEUANGAN** (lanjutan)

**b. Risiko likuiditas**

Untuk mengatur risiko likuiditas, Perusahaan melakukan monitor dan menjaga level kas dan kas di bank yang diperkirakan cukup untuk mendanai kegiatan operasional Perusahaan dan mengurangi pengaruh fluktuasi dalam arus kas. Manajemen juga secara rutin melakukan monitor atas perkiraan arus kas dan arus kas aktual, termasuk profil jatuh tempo pinjaman dan secara terus-menerus menilai kondisi pasar keuangan untuk kesempatan memperoleh dana.

Tabel di bawah ini menggambarkan liabilitas keuangan Perusahaan pada tanggal pelaporan berdasarkan jatuh temponya yang relevan berdasarkan periode sisa hingga tanggal jatuh tempo kontraktual. Jumlah yang diungkapkan dalam tabel ini adalah nilai arus kas kontraktual yang tidak terdiskonto termasuk estimasi pembayaran bunga:

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**20. FINANCIAL RISK MANAGEMENT (continued)**

**b. Liquidity risk**

To manage its liquidity risk, the Company monitors its level of cash on hand and cash in bank, and maintains these at a level deemed adequate to finance the Company's operational activities and to mitigate the effect of fluctuations in cash flow. The Company's management also regularly monitors projected and actual cash flow, including loan payables and maturity profiles, and continuously assesses the financial markets for opportunities to raise funds.

The table below analyses the Company's financial liabilities at the reporting date into relevant maturity groupings based on the remaining period to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows including estimated interest payments:

<b>31 Desember/December 2019</b>					<i>Financial liabilities</i>
Lebih dari satu tahun dan kurang dari lima tahun/ Kurang dari satu tahun/ <u>Less than one year</u>	<u>Lebih dari lima tahun/ Later than five years</u>	<u>Jumlah/ Total</u>			
	<u>Less than one year and not later than five years</u>	<u>Total</u>			
Liabilitas keuangan					
Utang bank					
jangka pendek	232,703	-	-	232,703	<i>Short-term bank loan</i>
Utang usaha					
- Pihak berelasi	16,572	-	-	16,572	<i>Trade payables</i>
- Pihak ketiga	93,886	-	-	93,886	<i>Related parties -</i>
Beban akrual	108,516	-	-	108,516	<i>Third parties -</i>
<b>Jumlah liabilitas keuangan</b>	<b>451,677</b>	<b>-</b>	<b>-</b>	<b>451,677</b>	<i>Accrued expenses</i>
					<b>Total financial liabilities</b>
<b>31 Desember/December 2018</b>					
Lebih dari satu tahun dan kurang dari lima tahun/ Kurang dari satu tahun/ <u>Less than one year</u>	<u>Lebih dari lima tahun/ Later than five years</u>	<u>Jumlah/ Total</u>			
	<u>Less than one year and not later than five years</u>	<u>Total</u>			
Liabilitas keuangan					
Utang bank					
jangka pendek	249,491	-	-	249,491	<i>Short-term bank loan</i>
Utang usaha					
- Pihak berelasi	21,274	-	-	21,274	<i>Trade payables</i>
- Pihak ketiga	26,495	-	-	26,495	<i>Related parties -</i>
Beban akrual	45,939	-	-	45,939	<i>Third parties -</i>
<b>Jumlah liabilitas keuangan</b>	<b>343,199</b>	<b>-</b>	<b>-</b>	<b>343,199</b>	<i>Accrued expenses</i>
					<b>Total financial liabilities</b>

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**20. MANAJEMEN RISIKO KEUANGAN** (lanjutan)

**c. Estimasi nilai wajar**

Nilai wajar adalah suatu jumlah dimana suatu aset dapat dipertukarkan atau suatu liabilitas diselesaikan antara pihak yang memahami dan berkeinginan untuk melakukan transaksi wajar.

Aset dan liabilitas keuangan lancar Perusahaan diharapkan akan dapat direalisasi atau diselesaikan dalam jangka waktu dekat. Oleh karena itu, nilai tercatatnya mendekati nilai wajarnya.

Nilai wajar pinjaman ditentukan menggunakan diskonto arus kas masa depan pada suku bunga yang berlaku dari transaksi pasar yang dapat diamati saat ini untuk instrumen dengan jangka waktu dan jatuh tempo yang sama.

Manajemen berpendapat bahwa nilai tercatat aset dan liabilitas keuangan yang dicatat sebesar biaya perolehan diamortisasi dalam laporan keuangan mendekati nilai wajarnya.

**d. Manajemen risiko permodalan**

Perusahaan mengelola risiko modal untuk memastikan bahwa mereka akan mampu untuk melanjutkan keberlangsungan hidup, selain memaksimalkan keuntungan para pemegang saham melalui optimalisasi saldo utang dan ekuitas. Struktur modal Perusahaan terdiri dari ekuitas pemegang saham induk, yang terdiri dari modal yang ditempatkan, laba ditahan dan komponen ekuitas lainnya.

Dewan Direksi secara berkala melakukan review struktur permodalan Perusahaan. Sebagai bagian dari review ini, Direktur juga mempertimbangkan biaya permodalan dan risiko yang berhubungan.

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**20. FINANCIAL RISK MANAGEMENT (continued)**

**c. Fair value estimation**

*Fair value is the amount for which an asset could be exchanged or liability settled between knowledgeable and willing parties in an arm's length transaction.*

*The Company's current financial assets and liabilities are expected to be realised or settled in the near term. Therefore, their carrying amounts approximate their fair value.*

*The fair values are determined by discounting future cash flows using applicable rates from observable current market transactions for instruments with similar terms and remaining maturities.*

*Management considers that the carrying amounts of interest bearing financial assets and financial liabilities recorded at amortised cost in the financial statements approximate their fair values.*

**d. Capital risk management**

*The Company manages capital risk to ensure that they will be able to continue as a going concern, in addition to maximising the profits of the shareholders through the optimisation of the balance of debt and equity. The capital structure of the Company consists of equity attributable to equity holders of the parent companies, comprising issued capital, retained earnings and other equity components.*

*The Company's Board of Directors periodically review the capital structure. As part of this review, the Directors consider the cost of capital and related risk.*

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**20. MANAJEMEN RISIKO KEUANGAN** (lanjutan)

**e. Risiko pasar**

**(i) Risiko nilai tukar mata uang asing**

Perusahaan tidak menanggung risiko signifikan dari nilai tukar mata uang asing atas transaksi dan saldo yang didenominasi dalam mata uang selain Rupiah.

Pada tanggal 31 Desember 2019, jika mata uang Dolar AS melemah/menguat sebesar 1% terhadap Rupiah dengan semua variable konstan, laba setelah pajak dalam tahun berjalan akan menjadi lebih tinggi/rendah Rp0,03 (2018: Rp3). Sensitivitas Perusahaan terhadap mata uang asing sebagian besar dipengaruhi dari kas di bank dan utang bank jangka pendek yang didenominasi dalam mata uang Dolar AS pada akhir periode.

**(ii) Risiko tingkat suku bunga**

Risiko suku bunga adalah risiko dimana arus kas atau nilai wajar di masa datang atas instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar.

Perusahaan terekspos terhadap risiko suku bunga karena tidak ada aset dan liabilitas berbunga yang signifikan.

**21. ASET DAN LIABILITAS KEUANGAN**

Pada tanggal 31 Desember 2019, Perusahaan mengklasifikasikan kas dan kas di bank, piutang usaha, piutang usaha yang belum difakturkan, dan kas yang dibatasi penggunaannya sebesar Rp650.296 (2018: Rp536.507) sebagai pinjaman yang diberikan dan piutang.

Pada tanggal 31 Desember 2019, Perusahaan mengklasifikasikan utang usaha, utang bank jangka pendek dan beban akrual sebesar Rp451.677 (2018: Rp343.199) sebagai liabilitas keuangan yang dicatat pada biaya perolehan diamortisasi.

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**20. FINANCIAL RISK MANAGEMENT** (continued)

**e. Market risk**

**(i) Foreign currency exchange rates risk**

The Company does not expose to significant foreign currency risk on transactions and balances that are denominated in currencies other than Indonesian Rupiah.

As at 31 December 2019, if the US Dollar currency had weakened/strengthened by 1% against the Rupiah with all other variables held constant, the post-tax profit for the year would have been Rp0.03 (2018: Rp3) higher/lower. The Company's sensitivity to foreign currencies is mainly attributable to cash in banks, and short-term bank loan which are denominated in US Dollars at the end of the reporting period.

**(ii) Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Company is exposed to interest rate risk since there are no significant interest bearing assets and liabilities.

**21. FINANCIAL ASSETS AND LIABILITIES**

As at 31 December 2019, the Company classified its cash on hand, cash in bank, trade receivables, unbilled receivables, and restricted cash amounting to Rp650,296 (2018: Rp536,507) as loans and receivables.

As at 31 December 2019, the Company classified its trade payables, short-term bank loan and accrued expenses amounting to Rp451,677 (2018: Rp343,199) as financial liabilities measured at amortised cost.

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**22. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI**      **22. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES**

Perusahaan mengadakan perjanjian dengan berbagai pihak untuk menunjang operasi penjualan dalam bidang jasa penyediaan tenaga kerja ahli maupun tenaga kerja pengamanan. Perjanjian ini mengatur mengenai antara lain harga dan penyesuaian, masa perjanjian dan juga syarat dan ketentuan lain yang berlaku.

*The Company has entered agreements with several parties to support the operation of the Company in services such as manpower supply and security services. These agreements govern, amongst others, the unit rate and adjustment, validity period and other terms and conditions.*

Pihak-pihak/ <i>Parties</i>	Tanggal kontrak/ <i>Contract date</i>	Berakhirnya kontrak/ <i>End of contract</i>	Jenis kontrak/ <i>Type of contract</i>
PT Pertamina (Persero)	8 Februari/ <i>February 2017</i>	31 Desember/ <i>December 2019</i>	Penyediaan Jasa Tenaga Kerja Penunjang Certified Aviation Refuelling Operator/Manpower Supply for Aviation Refuelling Operator.
PT Pertamina (Persero)	29 Mei/May 2019	31 Desember/ <i>December 2020</i>	Jasa Kontrak Payung IV untuk Penyediaan Tenaga Ahli/TKJP (Tenaga Kerja Jasa Penunjang) di Fungsi Engineering Services/Contract Service of Umbrella IV for the Provision of Expert TKJP (Tenaga Kerja Jasa Penunjang) in the Engineering Services Function.
PT Pertamina (Persero)	20 Februari/ <i>February 2019</i>	31 December/ <i>December 2019</i>	Penyediaan TKJP (Tenaga Kerja Jasa Penunjang) Pengamanan Tahun 2019 (Model OCLC 08.02)/Supply of TKJP (Tenaga Kerja Jasa Penunjang) in 2019 (OCLC 08.02 Model).
PT Pertamina Hulu Sanga Sanga	10 Juli/July 2019	7 Agustus/ <i>August 2021</i>	Penyediaan Jasa Tenaga Kerja I - PHSS/Manpower Supply I – PHSS.
PT Pertamina Lubricants	12 Maret/ <i>March 2019</i>	31 December/ <i>December 2019</i>	Pokok-Pokok Perjanjian Program 1000 Salesman Speed Up Outlet 2019/Highlights agreement of 1000 Salesman Speed Up Outlet 2019 Program.

**PT PERTAMINA TRAINING & CONSULTING**

**Lampiran 5/36 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
31 DESEMBER 2019**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE FINANCIAL STATEMENTS  
31 DECEMBER 2019**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**22. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)**      **22. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**Komitmen sewa operasi – Perusahaan sebagai pihak yang menyewa**

Perusahaan menyewa kantor dan kendaraan dengan perjanjian sewa operasi yang tidak dapat dibatalkan. Masa sewa antara lima sampai sepuluh tahun dengan mayoritas perjanjian jasa dapat diperbarui pada akhir periode sewa sebesar harga pasar.

Jumlah pembayaran sewa minimum di masa depan dalam perjanjian sewa operasi yang tidak dapat dibatalkan adalah sebagai berikut:

**f. Operating lease commitments – Company as lessee**

*The Company leases office and vehicles under non-cancellable operating lease agreements. The lease terms are between five and ten years, and the majority of lease agreements are renewable at the end of the lease period at the market rate.*

*The future aggregate minimum lease payments under non-cancellable operating leases are as follows:*

**2019**

Tidak lebih dari 1 tahun	3,069	<i>No later than 1 year</i>
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**23. INFORMASI TAMBAHAN KAS**

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

**23. SUPPLEMENTAL CASH FLOW INFORMATION**

*Changes in liabilities arising from financing activities in the cash flow statement are as follows:*

	<b>1 Januari/ January 2019</b>	<b>Arus kas masuk/ Cash inflow</b>	<b>Arus kas keluar/ Cash outflow</b>	<b>31 Desember/ December 2019</b>	
	<b>1 Januari/ January 2018</b>	<b>Arus kas masuk/ Cash inflow</b>	<b>Arus kas keluar/ Cash outflow</b>	<b>31 Desember/ December 2018</b>	
Utang bank jangka pendek	249,491	80,233	(97,021)	232,703	<i>Short-term bank loan</i>
Utang bank jangka pendek	283,237	66,139	(99,885)	249,491	<i>Short-term bank loan</i>



# 2019 Laporan Tahunan

Annual Report



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